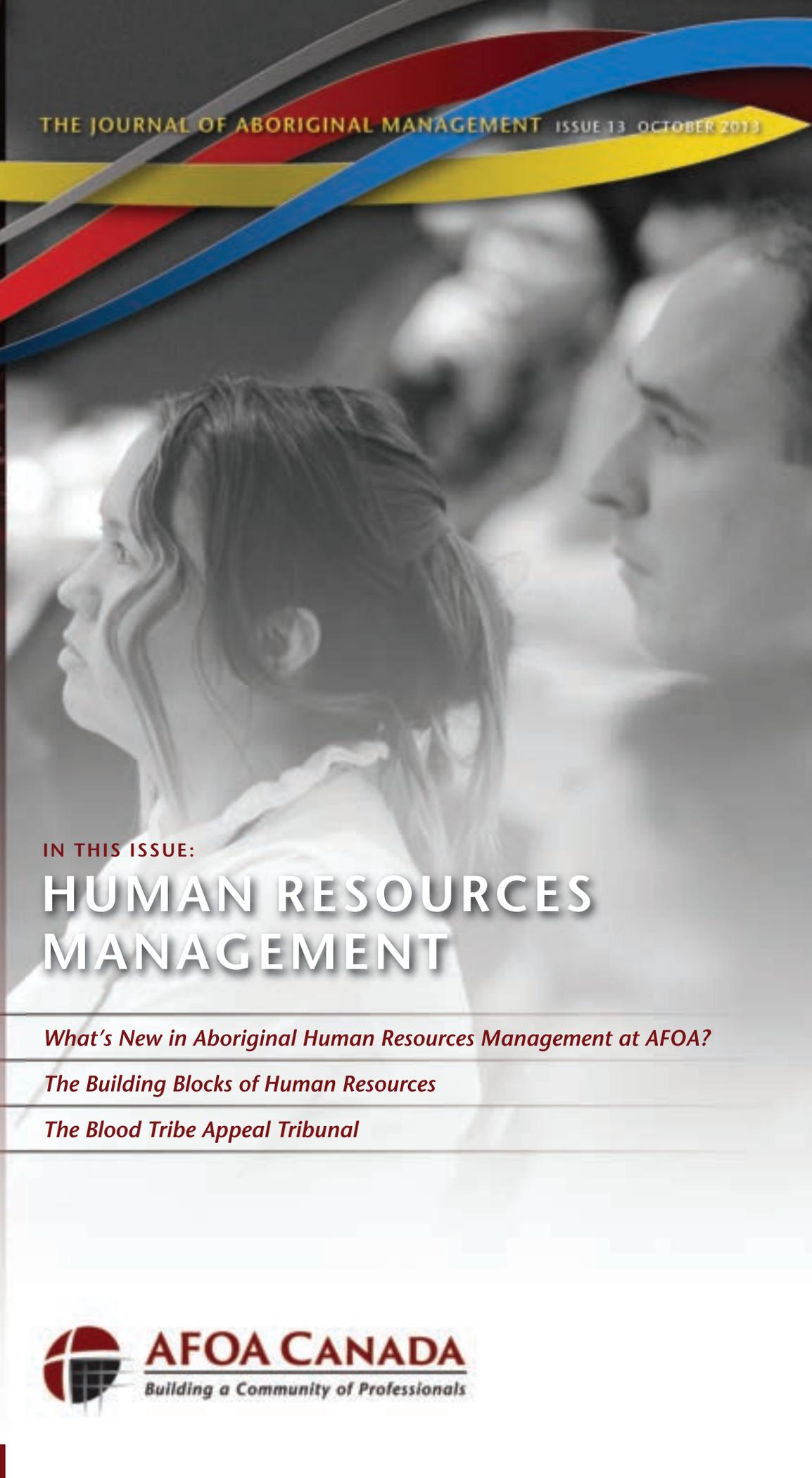




JAM

THE JOURNAL OF ABORIGINAL MANAGEMENT ISSUE 13 OCTOBER 2013



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HUMAN RESOURCES MANAGEMENT

What's New in Aboriginal Human Resources Management at AFOA?

The Building Blocks of Human Resources

The Blood Tribe Appeal Tribunal



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Building a Community of Professionals

JAM THE JOURNAL OF ABORIGINAL MANAGEMENT

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HUMAN RESOURCES MANAGEMENT THE EVOLUTION OF AN IDEA

WAYNE K. SPEAR

HUMAN RESOURCES MANAGEMENT EMERGED IN THE EARLY TWENTIETH CENTURY, DRIVEN (AS SUSANNE K. BERG NOTES, IN HER ARTICLE "THE BUILDING BLOCKS OF HUMAN RESOURCES") BY "NEW WORKING CONDITIONS RELATED TO INDUSTRIALIZATION AND WORLD WAR I."

The phrase "human resources" came late, however, in the evolution of the field. Late in the eighteenth century a mass, unskilled and industrial-based workforce migrated into Britain's towns and cities, where the first factories appeared. This was the era of William Blake's "dark Satanic Mills," of Malthusian pessimism, and of the London gloom one today evokes with the term "Dickensian."

By the end of the nineteenth century, the state was introducing workplace laws throughout the industrialized nations. Both owners and workers were well along the way to forging the respective associations which would represent their interests in the struggle between capital and labour. And a struggle it was. At the conclusion of the First World War, one could speak not only of mass industry, but of big business and big labour. Personnel management emerged as a formal discipline, in an attempt to reconcile business and worker interests and to promote labour efficiency and productivity.

This attempt at reconciliation took a decidedly scientific form, as the leading human resource expert of his day, Frederick Taylor, undertook a formal study of work. Taylor broke down the physical motions which made up the many routine mechanical tasks of industrial production, documenting and standardizing what he regarded as best practices. His work underscored the principal assumption of his era, that business success was best achieved through the productivity gains yielded by a highly-regulated, disciplined and uniform workforce. The first half of the twentieth century, in other words, was organized along the principles of mass industrial production and scientific management, not only in the physical but moral and psychological spheres.

Up until the 1950s, the foremost challenges to human resource management were compliance with government regulation and the maintenance of an efficient, productive and co-operative labour force, overseen by a core of competent managers. Taylor advanced management practices in the physical domain, while other early advocates of scientific management considered the moral, intellectual and psychological character of labour, as well as the social dynamics of the modern workplace. In her 1922 study, *Analyzing Character: the new science of judging men*, Katherine M.H. Blackford advocated employment departments staffed with "specialists and experts" in the new scientific method of workplace management. Obtusely materialistic, her pseudo-scientific methods of character analysis included considerations of hand and nose shapes, skin colour and head size.

Despite its errors and limitations, the practice of personnel management was a genuine and in many respects successful effort to rationalize and improve the workplace. Nonetheless, as again noted by Susanne K. Berg, the resulting policies were widely viewed by workers "as rules to maintain control of employees and punish those that do not obey." The very notion of "human resources" came under attack, as critics drew upon Karl Marx's theory of commodification to criticize what they considered an exploitative view of human workers. Somewhere among the critics may be included contemporary workplace observers like the cartoon Dilbert, a mildly satirical comic strip mocking corporate cynicism, double-speak and the many creative ways in which human resource managers (represented in this instance by the "evil director of human resources," Catbert) ceaselessly try to extract more for less.

Human Resource Management matured in the 1960s, when an unskilled and immobile labour force, itself a product of the factory based economy, yielded to the requirements of an information services based global economy. Standardization of mechanical processes was becoming yesterday's business solution, changing entirely the work of recruiting, evaluating and nurturing a team of effective employees. It became clear that the twenty-first century would be as different from the twentieth as the twentieth had been from the nineteenth.



We are well into this third era of human resource management, a phase in which structural socio-economic changes have swept away much of the North American industrial working class and its middle class clerical complement. Outsourcing, automation, capital mobility, productivity gains and technological innovation have presented new opportunities and challenges on a vast scale. In some areas we face a human resource surplus (think of the domestic automobile industry), while in others business is unable to fill the demand for talent.

Considered in the contemporary Canadian context, this economic and demographic challenge is of enormous significance. In their JAM article, the Bank of Montreal observes that “the Aboriginal population is projected to grow at double the pace of non-Aboriginals between now and 2031. Within this trend, it is Aboriginal youth that are growing the fastest – outpacing any other demographic in Canada.” Yet this same demographic is under-resourced and under-educated, sidelined and perhaps left mostly behind — to the great potential loss of business and society. Not only is this a lost opportunity in the making, it is a guarantee of future calamity.

Human Resource Management began as a way to cope with extraordinary social and economic transformation. It was at its core reactive, an effort to bring order and effectiveness to the piecemeal arrangements which had taken shape over the previous decades of industrial development. Over time awareness of the importance of a proactive and comprehensive strategy began to take hold. At their best, today’s human resource managers look forward, nurturing a collaborative environment in which there is, in the words of “The Blood Tribe Appeal Tribunal” article, “acceptance of the process and the people involved.” Human resource management can “promote a healthier work environment and better employee morale” (according to CINUP’s article, “Promoting Wellness in the Workplace”) and reflect a community’s culture, heritage and values. Indeed, reflecting Mi’kmaq traditions and values is a guiding principle of Membertou’s human resource managers, as their JAM article explains. Dwayne Nashkawa further notes that Nipissing First Nation’s human resource plan “reflects the community’s unique culture and worldview,” while Scotiabank notes that one of their key strengths is its Aboriginal recruitment strategy, fostered by their “culture of inclusion.”

The successes of Aboriginal human resource professionals, not only in recruiting and retaining Aboriginal candidates but also in creating workplaces that reflect indigenous values, will be decisive. Aboriginal people are inherently suspect of “commodification,” conditioned and predisposed by their cultural inheritances and worldviews to regard with ill grace any business arrangement founded upon short-term expedience and resource exploitation. In our time the language of organizational development and of business itself has caught up with the language of community. It is a language in which the global web of interconnectedness, of sustainability, and of strength through diversity figure prominently. Language is no substitute for the real deal, but it does provide a map of the prospective journey — in this case a journey through a shrinking world, where our ties across the planet are becoming ever more apparent as business becomes increasingly international. As the pace of this development quickens, not only success but survival will depend upon our bolder and broader vision of this thing we call human resources.

WAYNE SPEAR is a communications consultant based in Toronto. He is a contributor to the *National Post* and *Huffington Post*, and his forthcoming book *Full Circle: a story of the Indian residential school legacy, the Aboriginal Healing Foundation, and reflections on the work of hope, healing, reconciliation and change* will be published in the fall of 2013 by McGill Queen’s University Press.

THE SUCCESSES OF ABORIGINAL HUMAN RESOURCE PROFESSIONALS, NOT ONLY IN RECRUITING AND RETAINING ABORIGINAL CANDIDATES BUT ALSO IN CREATING WORKPLACES THAT REFLECT INDIGENOUS VALUES, WILL BE DECISIVE.

THE BUILDING BLOCKS OF HUMAN RESOURCES

SUSANNE K BERG, CONSULTANT, KOENIG & ASSOCIATES

“WE HAVE A HUMAN RESOURCES PROBLEM” ARE WORDS THAT OFTEN CREATE FEELINGS OF PANIC AND DREAD, ALONG WITH INCREASED BLOOD PRESSURE AND INSTANT HEADACHES, FOR ORGANIZATIONAL LEADERS. HUMAN RESOURCE MANAGEMENT OPERATES FLUIDLY BETWEEN THE CONCRETE AND ABSTRACT AND INVOLVES THE MOST UNPREDICTABLE ORGANIZATIONAL INPUT: PEOPLE. THE GOOD NEWS IS THAT ALTHOUGH THERE IS NEVER A ONE-SIZE-FITS-ALL SOLUTION, THERE ARE STEPS THAT ALL ORGANIZATIONS CAN TAKE TO BUILD AN EFFECTIVE HR STRATEGY PROACTIVELY ADDRESSING PEOPLE CHALLENGES AND ALLEVIATING HEADACHES.

HISTORICAL PERSPECTIVE

Human resources management began in the late 19th and early 20th century, with new working conditions related to industrialization and World War I. The first functions of HR were transactional and compliance based. It is only more recently that HR has started to be viewed as an important strategic partner, offering insight and solutions to organizational challenges. The evolution of human resources into being a strategic player has been brought about by a number of factors:

- » The field of human resources is evolving as more research is conducted into subjects that influence HR practices. A great deal of our current wisdom around management, leadership and organizational behaviour comes out of the past forty years.
- » The role of HR has also changed as the transactional and compliance aspects of human resources become increasingly more complex. Today employers are faced with significant legislated requirements and ever-changing common law precedents around labour standards, occupational health and safety and human rights.
- » The nature of work has changed as more jobs become knowledge based. Employees are often sought for the unique skills, abilities and knowledge they possess, and the inputs and outputs are not very straightforward.

THE BUILDING BLOCKS OF HR

Today’s human resources professionals must be able to conduct and manage numerous detail oriented transactions, act as subject matter experts on a wide array of complex topics and offer strategic advice on how the organization’s human capital can positively influence operations, finance and sales. It can be overwhelming to consider all the facets of human resources, where to begin in a new organization or where to go from your existing HR strategy and function. Luckily, at the heart of HR there are a few basic building blocks and priorities for developing a sound HR function in your organization. This is not meant to be an exhaustive step-by-step guide to strategic HR, but it will provide you with examples of HR activities along the path from minimum compliance to a strategic HR department.



FIGURE 1
The Building Blocks of HR



RISK MANAGEMENT

At its very foundation, any organization that employs people must comply with legislation governing the employer/employee relationship. (The majority of organizations are provincially regulated, with a few industries falling under federal jurisdiction.) There are a number of applicable pieces of legislation, and there is variation in the legislation for each province. For example, the Saskatchewan government is currently in the process of consolidating twelve pieces of legislation impacting the employee/employer relationship. In addition to employee/employer specific legislation, there are laws with far-reaching impacts on employers – human rights laws, for example.

It is critical that your human resources department and management team are knowledgeable about the legislative requirements, so that organizational policies meet or exceed the standards set out in applicable legislation. Figure 2 illustrates some of the most common pieces of legislation with which employers need to be conversant, as well as examples of what they might contain. Employers need to ensure that workplace policies and procedures, both formal and informal, are clear and do not contravene current legislation.



FIGURE 2
The First Building Block:
Risk Management
Legislation governing the employee/employer relationship

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STRUCTURE & PROCESSES

Structures and processes are important in all organizations, especially when it comes to employees. Although I would not advocate creating a two hundred page policy manual describing every possible employee scenario, I would recommend creating some basic structures, policies and procedures to establish guidelines, define employee and employer responsibilities and increase consistency and efficiency in the organization. Figure 3 illustrates the types of activities that create structure, consistency and transparency and allow an organization to operate more effectively.



FIGURE 3
The Second Building Block:
Structure & Processes
Examples of common policies, procedures and templates

EMPLOYEE RECORDS

It is important that employee records be organized and accurate. Today, most organizations have some type of electronic HRIS (human resource

information system) that aids in storing human resources data electronically. This normally includes payroll and benefits information but can also include recruitment, performance management, leaves management, etc. In addition to the use of electronic storage of information, a personnel file should

**MOTIVATION IS
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exist for each employee. The province of Ontario stipulates that employers must keep records for each employee containing the employee's name, address, starting date, hours of work, overtime records, vacation time and vacation pay records and information regarding any other leaves taken by the employee. The exact requirements for personnel records may differ from province to province. It is also a good idea to keep any formal communications with an employee (i.e. initial letter of offer, change of position letter, etc.) and discipline records in each employee's file. Proper record keeping allows for increased efficiency and also protects the employer if legal challenges arise from current or former employees.

HR TOOLS & TEMPLATES

The development and application of consistent HR tools, templates and processes is an important activity within human resources. It would be advisable that templates be developed and consistently used for things like job descriptions, job ads, offer letters, discipline forms or letters, termination letters and performance evaluations. The development and monitoring of consistent processes is also a function of HR. This means HR needs to ensure that activities such as employee orientation, recruitment and discipline are handled consistently by all parties involved. Utilizing consistent tools, templates and processes increases the efficiency of your HR department, decreases errors and omissions and increases transparency throughout the organization.

HR POLICIES

All organizations that have staff need human resources policies and procedures. The complexity and enforcement will vary by industry type. A highly regulated or safety sensitive industry will likely require at least some rigid and detailed policies, whereas an office environment may have very basic guidelines. Sometimes HR policies are viewed as rules to maintain control of employees and punish those that do not obey. A more modern perspective is that policies and procedures are created to inform employees, to increase fairness and transparency in the organization and to guide the actions and decisions of both employees and their supervisors or managers, based on shared organizational values. It is common for employers to produce an employee handbook or personnel manual containing a variety of policies and procedures. This may be the bulk of HR related policies. In larger or more complex organizations, other formal policies and procedures may exist beyond the employee handbook. A list of common HR policies would include:

- » Code of Conduct
- » Dress Code
- » Conflict of Interest
- » Privacy & Confidentiality
- » Harassment
- » Information Technology (Computer & Internet)
- » Cell Phone
- » Hours of Work
- » Overtime
- » Recruitment
- » Probation
- » Performance Evaluations
- » Progressive Discipline
- » Resignations, Terminations and Layoffs
- » Leaves (i.e. vacation, parental, education, etc.)
- » Compensation (wages and benefits)
- » Occupational Health & Safety
- » Travel Expense
- » Training & Development

COMPENSATION & BENEFITS

Compensation is an integral element of the employee/employer relationship. Employees expect to be paid in a manner that is internally and externally equitable. When compensation structures are inconsistent or not transparent, they can demotivate employees and cause increased turnover of key employees. There are a number of ways to develop a salary grid outlining the range for each job within the organization, how these jobs fit together and how an employee progresses across the range. Utilizing market salary surveys that link salary ranges to the market is a reliable and defensible approach for organizations establishing a compensation strategy.

STRATEGIC HR MANAGEMENT

Human resources can play a significant role in developing strategies that enhance all functions of the organization and address specific issues; however, if the organization is lacking basic policies and procedures, your HR personnel will spend the majority of their time putting out fires instead of developing new strategies and solving organizational challenges. Once your organization has met the basic legislated requirements and set up processes, systems and structures to ensure consistent application of human resources guidelines, you will be at a place where your HR personnel can start to look at HR strategically. As talent becomes harder to find – and as organizations become more reliant on specific skills, knowledge and abilities – thinking and acting strategically becomes a necessity.

Figure 4 illustrates a number of strategies, programs and tools that organizations apply within their HR area to address organizational needs. Depending on the goals of your organization, this might mean addressing a lack of qualified leaders by training and promoting from within. Or it might mean developing a strategy to recruit and retain that high turnover program manager job. Your organization may be losing dollars because of poor employee health, or your management team may need some added finesse when dealing with employee relations. All of these concerns can be addressed with HR strategies that enhance the organization from the employer perspective (through increased retention, productivity and profitability) and from the employee perspective (through increased employee engagement, transparency and involvement).

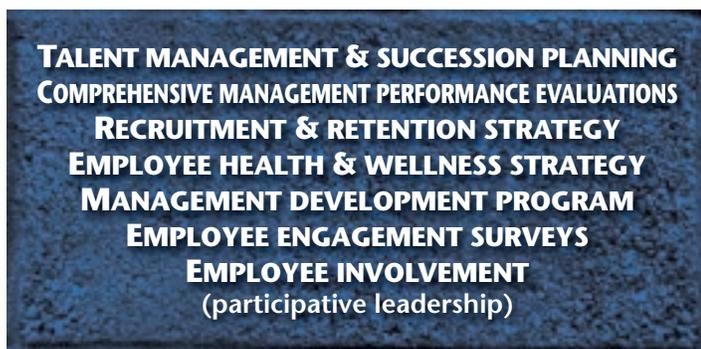


FIGURE 4
The Third Building Block:
Strategic HR Management
Examples of strategic HR
programs and tools

CONSIDERATIONS

In smaller organizations, HR leadership is often from a manager who is not specifically trained in, or focused solely on, HR (perhaps a Finance Manager), with someone else handling human resources' administrative functions. This may be a reality in small organizations; however, it is important that at a minimum the individual leading HR has the necessary skills and knowledge to oversee the development of essential tools and processes. As organizations grow, HR-specific leaders become an ever-more valuable asset. To ensure maximum success, seek an HR Manager/Director with direct HR experience, HR credentials and education (i.e. B.Comm and/or CHRP designation) and a broad understanding of the strategic side of HR. It is also increasingly common to see HR elevated to the highest level, reporting directly to the CEO or Executive Director and given significant authority to carry out activities that impact line/program managers and operations.

IT IS ALSO INCREASINGLY COMMON TO SEE HR ELEVATED TO THE HIGHEST LEVEL, REPORTING DIRECTLY TO THE CEO OR EXECUTIVE DIRECTOR AND GIVEN SIGNIFICANT AUTHORITY TO CARRY OUT ACTIVITIES THAT IMPACT LINE/PROGRAM MANAGERS AND OPERATIONS.

MY BEST 2013 HR PROCESSES, TOOLS AND RESOURCES

BRENDA LAROSE, CHRP, CMC, PARTNER, HIGGINS EXECUTIVE SEARCH/LEADERS & CO.

IN OUR FAST-PACED MODERN WORLD, EVERYTHING MOVES QUICKLY. CHANGE AND EVOLUTION ARE THE KEYWORDS. I HAVE A QUOTE IN MY OFFICE WHICH STATES, "CHANGE IS INEVITABLE, STRUGGLE IS AN OPTION." I AM SURE YOU WILL AGREE THAT SOME CHANGES ARE GOOD AND SOME ARE NOT. THIS ARTICLE IS DEDICATED TO SOME OF THE NEW PROCESSES, TOOLS AND RESOURCES THAT I PROPOSE ARE GOOD AND THAT COULD BE VERY HELPFUL TO YOUR ORGANIZATION AND TEAM. THEY ARE, IN MY PERSONAL VIEW, AMONGST THE BEST PRACTICES TO ATTRACT, MOTIVATE, HIRE AND RETAIN THE BEST PEOPLE. I LIKE THE QUOTE FROM STEVEN WYNN FROM WYNN LAS VEGAS: "HUMAN RESOURCES ISN'T A THING WE DO. IT'S THE THING THAT RUNS OUR BUSINESS."

IT ALWAYS STARTS WITH A STRATEGIC PLAN

A human resource plan is developed from, and based on, the strategy of the organization. Every organization, no matter the size, needs to have a current strategic plan. Your strategic plan drives almost every aspect of the organization, but it is key for your people. People need to know where the organization is going and what their role is to help the organization get there. Your organizational strategic plan will guide many of your human resource policies and procedures. It is highly recommended that you always bring in an outside professional to facilitate your strategic planning session. They will keep you focused and on track, facilitate open decisions so that everyone can provide input, validate your input and put it down on paper. There are a couple of individuals in our community who I would endorse and suggest and that could facilitate strategic planning for your organization. If you would like to know who they are, contact me and I will gladly provide the names to you.

MULTIPLE INTERVIEWS, SCREENING AND ASSESSMENTS BEFORE HIRING

If you want to attract and hire the best and most talented individuals, then you have to become an organization where people want to work. People want to work for great organizations. You have heard the saying that "success breeds success." If you have a great workplace, the word gets out quickly – especially in our community. Good people and managers will shy away from organizations that have a revolving door and high turnover. This tends to be a big red flag for prospective employees. So, if you have constant turnover – especially at the management level – you need to stop, think and assess what changes you need to make to create a better and improved workplace. Here are a few ideas of what great workplaces do.

WestJet Airlines, BHP Billiton and IBM are examples of great organizations that attract good people. They do not experience high turnover. Turnover costs an organization a lot of money. When a key person leaves, it takes significant time to attract, screen, hire and train a new individual. These are all hard costs to your bottom-line, but there is also a cost to the motivation and morale of the team or organization. While the replacement is happening, some of your staff will likely have to take on added responsibilities which can affect their motivation and morale. Projects and initiatives may be put on hold. Opportunities may be lost and productivity may drop. The results are very costly.

I am going to use WestJet for this example. Individuals approach WestJet for jobs all the time. People want to work there, but it is not easy to get hired at WestJet. The organization has very thorough interviewing and screening processes. It is not unusual for someone to go through several interviews and assessments. WestJet is very thorough not only in assessing candidates' skills and competencies for the role, but their values and behaviours. I am a firm believer that you cannot motivate or teach someone to have the same values as your organization. You have to identify and hire the individuals not only for the competencies for the role, but also for the values and behaviours that match your organization. WestJet's culture is friendly, fun, team-oriented and extremely customer focused. These



are very important soft behavioural skills that the organization assesses. Think about this next statement carefully: "In many circumstances, organizations hire for skills and competencies, but they terminate for behaviour." You can eliminate many terminations, and the costs associated, if you take your time at the front end of the hiring process and are more careful and thorough in your selection process.

The hard costs to an organization of a manager's/leader's bad hiring decision are estimated at up to 10x the manager's salary. Direct costs include recruitment, training time, relocation and possibly severance. The average time our search firm takes to conduct a search is 225-250 hours, but more difficult and challenging search engagements can take much longer. It is likely that it can take your organization longer, due to the lack of specialized knowledge and dedicated resources. The indirect costs to your organization are productivity, poor staff morale and your reputation. The more turnover you have, the more difficult it will be to attract the best and the brightest. Turnover will continue to happen. "If you keep doing what you are doing, you will keep getting what you are getting" is a term that would be appropriate if you have a revolving door.

SUCCESSION PLANNING

What is succession planning? It is defined as "the process for identifying and developing internal people with the potential to fill key leadership roles."

Succession planning for your top leader is a key responsibility of the Board or the Chief and Council. Succession planning for the rest of the management team is the responsibility of the top leader (Executive Director or CEO), and she/he should be measured by the Board or Chief and Council on how well these results are achieved.

It makes sense that if you hire great people at the start then some of them can and should be groomed to take over your key management and leadership roles. With a mass exodus of the Baby Boomers (born between 1946-1964) soon retiring, you can create retention from both your Generation X (born between 1965-1981) and your Gen Y/Millennials (born between 1982-1995) by offering formal mentoring and training opportunities. Both Gen X and Millennials are highly motivated by training and development opportunities.

I am in the business of recruiting leadership for organizations. But I want to stress that succession planning and developing your in-house leadership is the best way to go, if possible. If you currently do not have in-house talent to step into roles on your senior management team, now would be the time to start developing a succession plan. This involves assessing your current staff and seeing who can be and wants to be trained, mentored and groomed for advancement in management and leadership roles. Your in-house staff should already fit into your organization's culture, and they will or should know the history and strategy moving forward. If mentored and trained, they will be much more likely to succeed in the role than a manager or leader hired from outside the organization. According to a "Right Management" study, one-third of all outside managers/leaders hired will leave the organization in the first eighteen months. So developing a good training and development program that encompasses a succession plan for your management team is well worth the time and effort. It will create loyalty from your existing staff and give your talented individuals the motivation to stay and grow with your organization.

A tool to use with individuals in conjunction with your succession planning is StrengthsFinder 2.0. It has been a #1 *Wall Street Journal* Bestseller. This is a small book that takes only thirty minutes to read. Each book has a code which allows you to access an on-line assessment. The assessment helps individuals discover their talents and strengths. The assessment is scientifically validated and based on Gallup's forty-year study of human strengths. It is supported by a Strengths Discovery and Action-Planning Guide and other references and resources. As a leader, knowing the unique strengths of each team member can make you a more effective manager. Once people complete their assessments you can also do team assessments.

BRENDA LAROSE, CHRP, CMC, is a Partner of Higgins Executive Search/Leaders & Co. with offices in Winnipeg, Ottawa, Montreal, Toronto and Calgary. Higgins Executive Search has placed more Indigenous professionals in executive roles and on boards than any other search firm in Canada. Brenda is a recognized speaker on talent acquisition. She is a Certified Management Consultant (CMC), a Certified Human Resource Management Professional and a graduate of the Directors Education Program with the Institute of Corporate Directors. She is certified in a number of behaviour assessment tools.

**MENTORS OFFER
EXCEPTIONAL VALUE,
CONSIDERING THAT
THEY ARE INEXPENSIVE
(TYPICALLY FREE) AND
USUALLY INVOLVE
MEETING ONLY ONCE
EVERY FEW MONTHS.**

ONBOARDING IS A MUST FOR YOUR NEW HIRES

Onboarding (also known as organizational socialization) is defined as “the mechanism through which new employees acquire the necessary knowledge, skills, and behaviours to become effective organizational members and insiders.” In my words, onboarding is the process that organizations put into place to integrate and transition new employees, thereby mitigating the risk of the new person not being successful.

Recruiting the best talent is only the start. “The failure rate for new leaders who enter an organization from the outside is high. Executives from outside the organization are not familiar with the organizational structure and existence of informal networks of information and communication” (excerpt from the book *The First 90 Days*). The best way to address and increase the odds of the new leader’s success with the transition is onboarding. Onboarding should be completed for all levels of hiring in the organization, and it becomes imperative for more senior roles. Planning and designing the right succession plan for your leadership team can be one of the best investments for your organization. It makes sense that if a great deal of time and money is spent to attract and hire a new manager or leader, then that same investment should be made in ensuring your new leader is successful and does not become frustrated and leave. When onboarding is done well, the new manager transitions into the role quickly, accelerating their performance and contribution to the organization and enabling the new manager to perform to their full potential.

I have a couple of suggestions if you are interested in learning more about this process: 1) Read the book *The First 90 Days*, authored by Michael D. Watkins. It has been referred to as the onboarding bible. Our firm gives this book to all the individuals we place, and to many of our clients, as a good tool and guide to help them with onboarding. You should also visit the website of George Brandt at Prime Genesis www.primegenesis.com. George has authored a book, *The New Leader’s 100-Day Action Plan*, which is also a very good resource. I had an opportunity last February to see and hear George speak at a global executive search conference. But I have also been reading his books, blog and newsletters for a few years.

MENTORS AND COACHES

Everyone in a management or leadership role should have a coach or mentor. Your management team should all have a formalized coach when implementing succession planning. Mentors offer exceptional value, considering that they are inexpensive (typically free) and usually involve meeting only once every few months. For your top leader it can be the Chair, a Board Member or someone from outside the organization. If the best option is someone from outside the organization, then you might want to consider hiring an executive coach. With great technology, the executive coach does not have to live in the same city or town. Previously, I mentioned that I could provide the names of strong individuals on demand. Here again, if you are interested, drop me an email (brenda@leadersinternational.com) and I will provide you some names.

For almost a year and a-half now, I have been a member of TEC Canada which is part of a global association of CEOs. I have found it very beneficial. TEC has chapters in many major cities, consisting of a confidential group of up to about twenty trusted successful peers from non-competing industries. We meet for a full day once a month and bring in speakers about half of the time. We also have one-on-one meetings with the Chair of our group, who acts as our personal coach and mentor. The TEC Canada website is www.tec-canada.com.

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