



Human Resources
Professionals
Association
Durham
Chapter

JUNE 2012

Resource

Shaping Organizational Excellence



Striving for High Performance

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Shaping Organizational Excellence

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Resource - HRPAD
HRPAD

74 Simcoe Street South, Suite 301
Oshawa, Ontario L1H 4G6
Fax: 905.436.6291 Tel: 905.721.9564

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FROM THE PRESIDENT'S DESK:

Striving for high performance... on the heels of a highly successful year

I am very pleased to provide my thoughts on high performance, the focus of this issue. Consider the words of Henry Ford (Ford Motor Company creator) who, in his time, experienced considerable success associated with high performance: *"Coming together is a beginning; keeping together is progress; working together is success."*

HRPA Durham Chapter originally **came together** in 1982 to inspire the HR profession in Durham Region. As an organization, we have **kept together** for 30 years, and, through each generation of Board and volunteers, developed our profession in the Durham Region. We continue to **work together** to achieve success.

The past 12 months were truly a year of excellence. Many of the successes we enjoyed will be highlighted in the Board of Directors report, on page 9 of this issue.

In ending, I will quote Zig Ziglar, a legendary motivation and performance trainer with a great name. *"Success means doing the best we can with what we have. Success is the doing, not the getting; in the trying, not the triumph. Success is a personal standard, reaching for the highest that is in us, becoming all that we can be."*

I look forward to HRPAD Durham Chapter becoming all that we can be in the future.

Lee Davies

President, HRPAD Durham Chapter

About this issue

With the June 2012 *Resource* e-magazine, we stand at the podium of high achievement.

In just a few weeks, the 2012 London Summer Olympic Games will show us individuals and organizations striving for their best performance ever. As homage to this spectacle of the finest athletic achievement, we're focussing this issue on many aspects of high performance and high achievement—and the factors that contribute to reaching these levels.

Featured articles in this issue delve deeper into the connection between high performance and HR. An article by Michelle Chambers explains the role of an organizational coach in building a great team. Laura Pratt's article reveals how athletes have tapped into certain

HR tools to increase their chances of gold medal performances. In her legal column, Laura Cassiani shares the connection between top athletes and top HR practices.

In addition, we have an update on last issue's social media story—did the Holiday Campaign produce that new statutory holiday? We also continue our expedition back to 1982, with a look at experiences and achievements of two long-serving chapter members as well as two current board members, including *yours truly*.

Tracey Starrett

Vice-President & Communications
Committee Chair
HRPAD Durham Chapter



Going for gold: Managing workplace success

Laura Cassiani, Partner, Miller Thomson LLP

Elite athletes require coaching, training and practice to achieve success in their chosen sport. Medal-worthy performances are preceded by years of hard work, discipline and perseverance. The same is true of success in any workplace, whether that workplace is a track field, an assembly line or an office.

Success in the workplace can be significantly facilitated and reinforced by the establishment of and adherence to an **employee performance management system**. A performance management system has direct benefits to the individual employee and, indirectly, to the broader workplace, through **increased productivity** and **improved morale**. Performance management can be a tool to detect chronic and systemic performance-based inefficiencies in the workplace. If implemented properly, it can also serve to weed out chronic underperformers and 'bad apples', while acknowledging and reinforcing positive performance and conduct.

Effective performance management systems share several fundamental elements.

Clear workplace expectations

Elite athletes spend hours researching and studying technique. They know what they need to do to be successful. The same premise is true for success in any other workplace. The cornerstone of an effective performance management program is the communication of **clear, workplace expectations**. An employer cannot anticipate an employee's success if that employee does not know what is expected. Clearly defined and articulated expectations are critical; this includes clear workplace **policies on conduct and performance standards**, as well as defined **job duties** and **performance standards**. The failure to put employees on notice with respect to expectations will undermine

an employer's ability to effectively discipline or terminate for cause; the exercise of managing performance and conduct is thereby rendered futile.

Regular and consistent enforcement

Successful athletes train every day and correct problems in their performance as they arise. The same is required in the workplace. Issues should be addressed with the employee as they occur, whether the conduct warrants informal or formal intervention and regardless of whether the conduct or performance issue is major or relatively minor.

Failure to address issues means missed opportunities to educate, refocus or discipline, as the case may be. Annual performance reviews are important, but they should not be a substitute for supervision and management on a daily basis.

Failure to immediately identify and address performance issues and misconduct can foster a false sense of security in the individual employee and can have a negative impact on morale. Depending on the nature of the misconduct, it can lead to a poisoned work environment, have an impact employee safety and result in liability for employers and supervisors.

An employer's failure to address these issues can be perceived as condoning behaviour, which will undermine an employer's ability to justify discipline or termination.

Discipline and Corrective Responses

A performance management program must also encompass elements of both **corrective action and discipline**. Punitive responses do not always constitute an appropriate or a complete response.

...continued on page 4



Transformations everywhere: leadership lessons from the Region of Peel

Michelle Chambers, M.Ed., CHRP, CTDIP, ORSC-t

Business transformation requires effective leadership and teamwork. Where do you start when a leadership team has had significant historical challenges, is working in silos and the culture is toxic? Consider hiring a team coach. Successful transformation requires leaders to work collaboratively with high levels of trust, effective communication, decision making and common goals.

Team coaching encourages the leadership team to work together as a system so that the competencies of each individual are fully maximized. The leverage for higher performance comes from coaching the team as a system (not as individuals), typically in monthly sessions. Chambers and Associates used the Team Diagnostic Instrument to assess positivity and productivity factors with a senior leadership communications team to benchmark their current performance and to identify key areas for improvement. Team norms and a future vision were created and an agreement between the team coach and the team was designed.

The role of the team coach is to help reveal the team (as a system) to itself and to reinforce co-responsibility and accountability for the team's perfor-

mance. The coach pays attention to the energetic field in which the team is operating and assists the team in valuing its diversity. Often the coach must listen to the team for potential changes in direction, and support the team by educating and informing its members, as well as instructing them on processes and tools to use. Another key role is to assist the team in increasing its positivity – and reducing negativity. Additional developmental workshops in the areas of decision making, leading change, roles and responsibilities, conflict management were offered to help assist the leadership team in managing and implementing their own transformation.

One year after the journey began, the team was reassessed using the Team Diagnostic Assessment. The team transitioned from a “low positivity, low productivity” team into a high performing team. Goals and strategies saw a 68% improvement with alignment showing a 63% increase and team leadership a 40% increase. With respect to positivity factors, some significant increases were demonstrated in respect (80%), optimism (83%) and constructive interaction (64%). As a result of the journey over the past year, not only did this senior leadership communications team transform itself, but team members successfully supported their entire division through a significant business transformation.

To learn more, join us at the 2013 HRP conference – Transformations Everywhere! Leadership Team Lessons from the Region of Peel.

...continued from page 3

For example, where the element of culpability is absent, some form of corrective action may be the most appropriate response. Corrective action can include informal or formal coaching, counselling and retraining. Misconduct or performance issues that result from a disability raise unique issues and challenges for employers and should always be treated with caution. In some cases, both corrective action and discipline may be appropriate, depending on the nature of the issue.

In other contexts, discipline may be the only appropriate response. This assessment will depend on a weighing of several factors, including the nature of the conduct that triggered the intervention as well as the employee's prior record. It will also depend on steps set out in any applicable **progressive discipline policy**.

Getting to the end of a progressive discipline policy does not necessarily mean an employer has met the legal standard to justify a termination for cause or lesser form of discipline. The onus is on the employer to justify employee discipline and, ultimately, a termination; while it is not impossible to do, there is a high legal and evidentiary burden to meet. In order to establish ‘just cause’, the employer will have to establish that the employee's misconduct was of a nature and quality that constitutes a repudiation of the employment relationship.

Performance management is a critical business and HR practice for correcting and improving individual performance and conduct. This gold standard business practice can be your champion to improve morale and overall success in the workplace.



Creating Olympic glory: a systems approach

Tracey Starrett, The Starrett Group

Success at the Olympic level depends on interrelated systems as described in Peter Senge's *The Fifth Discipline: The Art & Practice of The Learning Organization* (1990). The performance of 2010 Olympic host city Vancouver and Mark Spitz's 1972 Munich Olympic record demonstrate this from an both organizational and athletic perspective

THE LEARNING ORGANIZATION

In sport, past achievements and failures facilitate future performance. Being the host city is no exception. Spanning the first modern Olympics in 1896 to Vancouver's 2010 Games, the Olympic Movement embodies the characteristics of a learning organization.

The Olympic Movement acts as a shared vision, complete with charter, motto, flag, and instantly-recognizable five-ring symbol. The Latin motto, *Citius, Altius, Fortius* (Swifter, Higher, Stronger) exemplifies a model that permeates all aspects of the Games: continuous improvement is achievable. This extends to the production of the Games themselves. No longer just about athletic events or the entertainment value of opening and closing ceremonies, the entire legacy of each new host city has reached new heights.

The achievement of the Vancouver Organizing Committee seems unsurpassable, yet London is promising just that. What may make it possible for London, and each successive host city to continue to excel is the International Olympic Committee's commitment to knowledge management and knowledge transfer. In a knowledge-resource called Olympic Games Knowledge Management (OGKM) the IOC creates the ability for "future host cities to draw on the knowledge and experience of previous

Games hosts" (Olympics.org, 2012).

BUILDING SHARED VISION

One of the longest standing Olympic records demonstrates the link between high performance sport and Senge's systems thinking.

Arnold Spitz put it simply, "Swimming isn't everything; winning is." These five words fueled his son's legendary swimming career. [Mark Spitz](#) embraced this value and had outstanding achievements. Between 1965 and 1972 (ages 15 to 22), Spitz won nine Olympic gold medals, one silver, and one bronze; five Pan-American golds; 31 National U.S. Amateur Athletic Union titles; eight U.S. National Collegiate Athletic Association Championships, and set 33 world records (www.markspitzusa.com).

The most spectacular of those achievements was when at age 22, he won seven gold medals in one Olympics, each setting a world-record time, etching himself into Olympic memory. This had never been achieved before.

PERSONAL MASTERY

Genetics and talent play a role in an athlete's success. While not essential, the right body type, and some genetic advantage create the foundation upon which the talent is honed. Spitz had the classic male swimmer's body—long, lean, and very supple. He was "able to touch his elbows to the ground without bending his knees" (*Sports Illustrated*, 1972).

"[Spitz's] legs could hyperextend, the lower part of each bowing back like a double-jointed appendage.... His hands are enormous, like 'big paddles'" (*Sports Illustrated*, 1976).

Genetics and talent alone won't make a champion, but a commitment to personal mastery will. "That was the

point [at age 14] where I really went into swimming for a business, where I decided that I wanted to be good, to be somebody." (Spitz, 1970).

[People with a high level of personal mastery are able to consistently realize the results that matter most deeply to them. Senge, 1990]

MENTAL MODELS

Spitz was on track for six gold medals in Mexico in 1968. He failed to meet those expectations, but continued to believe it was still attainable, despite his detractors. After Mexico, Spitz re-committed himself to his sport and achieved holistic support, encouraging his belief in his potential for the 1972 Olympics. After Munich, other athletes weren't able to do the same. Spitz's Olympic record stood unmatched for 36 years, creating a mental model that it was untouchable even into the new millennium.

THE EXTERNAL SYSTEM

The external system contributed to the length of time Spitz's record stood—and again, to actually knocking him off the proverbial pedestal in 2008.

His feat went unmatched from the 1976 Montreal Olympics through boycotted Games in 1980 and 1984, during which many potential record-breakers were not able to compete. At the same time, human performance was experiencing a plateau. "In swimming, performances stagnated in 47% of events after 1990" (*LA Times*, 2010), begging the question, "Was matching Spitz unattainable?" It was... until [Michael Phelps](#) set his sights on eight gold medals in 2008.

Building on Vancouver's success, and Spitz's legacy, the performance of Phelps and host city London this summer are poised to reach new heights for their respective systems—no doubt to be emulated in pools and boardrooms worldwide.

From office to ice: using predictive modeling to get the most from your team

Laura Pratt, a Toronto-based freelance writer

The value of human behavioural assessment has long been appreciated in the business world. Thanks to its deep excavation of the core attributes of individuals' personalities, this highly functional tool provides unprecedented insight that can help managers to define job positions appropriately, hire for them effectively and strategize for their most suitable integration meaningfully. But the powers of sophisticated quantitative and statistical analysis and predictive modeling extend well beyond the boardroom.

This is certainly something to which long-distance speed skater Andrew Godbout can attest. Godbout, a Dartmouth, Nova Scotia native who represented Canada on the World Cup speed skating circuit in 2008, tapped into his own potential by way of the Predictive Index (PI).

Under the guidance of David Lahey, president of the Whitby-based management consulting firm Predictive Success, Godbout was able to identify those strengths and weaknesses in his personality that had a role to play in his performance on the ice.

Godbout learned, for example, that he's particularly aggressive and assertive—traits that serve him well in his sport. But he's prone to letting this swell of energy distract him in the lead-up to a race, crowding his all-important strategy to the side and causing him to lose focus—potentially devastating for a competition in which pacing is critical and strategy is everything. With Lahey's help, however, the skater

has learned to channel these characteristics to his ultimate advantage. Equipped with this new self-awareness, Godbout set about exploiting his aggressive nature to gain an early lead, by tempering it before it burned him out.

"I'm a legitimate contender but this is the first time I've been in a high-stress competition with so much at stake," Godbout said during a training phase. "Dave is helping me prepare for that situation."

The results of their work with the PI were massive. Godbout's training times dropped by eight to 10 percent, and his chances of making the team jumped from zero to 70 percent. Godbout, says Lahey, needed to learn he had to slow down to win races. "Describing who he is was helpful."

The members of the University of Maine's high-performing men's ice hockey team also recently enjoyed the benefits of having who they are meticulously described via human analytics.

The Black Bears' head coach Tim Whitehead, who has led his team to six NCAA Tournament appearances, is thrilled with the intimate understanding of his players the PI has afforded him since he first tapped into its competencies in 2008. Appreciative of the college-sports truism that says the only impediment to the fast-paced action upon which successful hockey is built is a lack of communication, he's applied it to getting his players to work better as a team. More than that, Whitehead has used its learnings to get more from



his players, according to anticipated responses to specific situations. His new understanding of how "each individual student is wired" has also helped Whitehead to use hockey as leverage to keep them focused on school to help maintain the minimum grade level required to keep them on the team. Finally, the Black Bears have used the PI to facilitate better communication among the differently skilled members of the team's management staff.

"PI really confirms your instincts as a coach," Whitehead says. "It's fascinating knowing how our 30 players are broken up into different personalities and how I might connect better with a group of them, while the assistant coach will contact with yet another group." Thanks to this tool, Whitehead has an enhanced understanding of "which players I can get in their face, and which others to take aside."

Hockey, says Whitehead, requires results every bit as much as a company does. He's found PI instrumental in helping him to achieve them. "It's really made a difference with my staff and our student athletes," he raves. "The PI is an invaluable tool to any coach, teacher or business leader. It helps in so many ways with every player on your team."

where were you in '82?



leyland

In 1982, I was a member of the Personnel Association of Toronto, which eventually became the Human Resources Professional Association of Ontario. I had completed the University of Toronto School of Continuing Studies's Certificate in Personnel and Labour Relations. The programme included courses in Industrial and Labour Relations, Compensation, and Recruitment and Selection.

As salary administrator for Loblaws Inc., I was responsible for the total salary function. I also recommended and implemented a job evaluation programme for all salaried employees in Ontario. Before implementation, I conducted training programmes across the chain for employees to understand what was being implemented and how. I facilitated directors and vice presidents in the evaluation of jobs, and recommended a new grade and salary structure.

After performing this implementation, I was asked to implement a similar programme in one of the Loblaws subsidiary companies and acted as an internal consultant to the company and a mentor to the personnel manager.

With my generalist background, I wanted to get back into a generalist role, to continue using a variety of my overall skills and expertise.

My children were very athletic in those days. My daughter played field hockey both for her school and a club. Her school was both the S.S.S.A.A. (Scarborough Secondary Schools) and O.F.S.A.A (Ontario Schools) Field Hockey Champions and her club was the Labatt's Festival Field Hockey Champion.

My elder son who was afflicted with Muscular Dystrophy and confined to a wheelchair attended Monarch Park Collegiate where his team won the Wheelchair Hockey League Championship and was he was awarded the Most Outstanding Goalie trophy.

My younger son was involved in all sports at school. However, his crowning achievement that year was winning his weight class in wrestling at the S.S.S.A.A. Wrestling Finals, going on to the O.F.S.A.A. finals where he was runner-up in his weight class.

Based on these achievements, we rented a caravan that summer to go to Disney World and Epcot and the NASA Space Station in Florida to celebrate. It was especially rewarding for our handicapped son whose eyes beamed at all the sights at Disney World and Epcot.

We could see his joy as he moved around in his wheelchair and was ushered to the front of the various lines because of his handicap. The trip to the Space Station where a rocket was being prepared for a trip was really exhilarating.

On the return journey, we spent three days in Washington D.C. visiting sites such as the White House, Houses of Congress, the F.B.I. Headquarters, and the Smithsonian Museum. This trip was the most exciting thing that year in terms of the awards the kids won and especially seeing the complete joy of our handicapped son on this trip.

Leyland A. Muss
Membership Committee Member



peter

In 1982, I was on the faculty of Durham College, teaching Labour Relations and Introduction to Personnel. I was also working in the Durham Conference Centre, the college's leadership and management development division at that time. We conducted needs assessments with outside organizations, then designed and led professional development programs for them. This experience inspired me to launch my own consulting and training practice after I left the college.

I was at an interesting point in my career. Before joining Durham College, I had spent eight years in the manufacturing industry of Quebec and Ontario. During that time, I worked in labour relations, right across the table from the United Auto Workers. While this was exciting work, it also proved to be both frustrating and draining. I had then moved to an extremely innovative and forward-thinking, non-unionized Canadian company called Husky Injection Molding Systems. Husky led the way in employee engagement before the term was commonly used. The organization was highly supportive of employee involvement, with an approach that was quite advanced at that time for a manufacturing environment. As an example, every employee was on salary and we held monthly employee council meetings to discuss

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where were you in '82?

...continued from page 7

ideas that could make the company a better place to work. I also met with those employee councils to discuss salary adjustments and changes to benefits. After I left Husky, I then set up an HR department in a small (300 employees) but growing, unionized firm that previously did not have an HR support group.

In 1982, I was trying to decide whether to return to a general HR role or continue teaching. I enjoyed teaching the

Labour Relations course as it was for final year students. The Introduction course was not as stimulating; it was designed for first year students, most of whom were only there for a credit!

My memories of that time are of the challenges involved with having three young children at home, and my wife back at school. Perhaps the most significant thing I remember from that year was that we, in Canada, finally repatriated our constitution—a very significant step.

Peter Taylor
Former Chapter President,
Honourary Lifetime Member of HRPAD



tracey s.

In 1982, I was 16 years old and a grade 11 student at St. Joseph's Morrow Park, a Catholic all-girls school in North York.

HR wasn't yet on my career horizon, as I was planning to pursue a career in teaching or journalism/broadcasting. I was, however, quite familiar with the work and influence of the 'personnel department', thanks to my aunt, Marie O'Donnell who had worked in the field for many years with the Ontario Government. As time went on, my university minor in history led me to labour relations courses and, ultimately, fuelled a desire to explore that aspect of human resources as a career. Interestingly, through pursuing a career in HR, I have enjoyed the opportunity to teach and write, all as part of the depth and richness of this field.

My favourite thing about 1982 was meeting my future husband at my cousin's wedding!

Tracey Starrett,
Communications Chair



tracey n.

In 1982, I was in my third year of marriage and working at a large chemical manufacturer in Scarborough as a Customs and Transportation Assistant. At that time, HR had not even entered my mind!

My favourite things in 1982 were being married, owning my own home and attending weddings of friends and family.

Tracey Newall,
HRPAD Board Member

where were you in '82?

If you'd like to share your HR and life experiences from that time, please email them to [Rebecca Lauzon](mailto:Rebecca.Lauzon).

Got a smartphone? Scan our new QR codes.



Facebook



FB "Like"



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Twitter

High Performers

Secretariat's 1973 Belmont Stakes finish time. This record still stands.

Roberto Alomar's Golden Glove Awards—most ever for a second baseman.

Best place finish by a Jamaican bobsled team in the 1994 Winter Olympics.

Steffi Graf's major single's titles—most in Open Era (since 1968).

Wilt Chamberlain's high scoring game in March 1962—most points ever.

Number of kilometres Terry Fox ran in 143 days of the Marathon of Hope, 1980.



CONTEST

Join us at the 30th Anniversary celebration on June 21st for your chance to win one of two full-year passports to the Durham Chapter events!

Congratulations to Hazel Craig of UOIT. She was the lucky winner of our Facebook 'Like Us' Contest. Hazel will receive a \$25 restaurant gift card.

BOARD OF DIRECTORS UPDATE

The 2011-2012 membership year was filled with numerous achievements for the HRPAD Board of Directors, all aimed at reaching higher levels of performance.

Of note, the board worked hard to come up with a viable strategic plan. We realized the necessity of identifying goals that matched our available resources, that were important to moving the Vision for our Chapter forward and were consistent with the goals of the Provincial Association.

In addition, the Board Governance education program was launched at our April Board meeting. This exciting development will strengthen the Board and volunteers, moving us toward even better performance in the future.

Benefit to HRPAD members

Through our review of our finances and focus on wise spending we have provided more value to our members. Notable achievements this year include the excellent event at which David Foot, author of *Boom, Bust and Echo* described the impact of changing demographics on the HR profession, our community and each one of us.

We've also embraced technology through webinars for our members who are so much on the move that we need to expand from traditional presentation formats. Our high performance continues with the wonderful, new design and Internet-based approach to sharing information through this e-magazine.

Membership has grown—we're the 9th largest chapter in the province—and our mentorship program now in its second year, with new approaches that not only embrace technology, but create a more flexible way for members to participate.

Once again, HRPAD recognized the achievements of our Chapter members who received their CHRP this year. We also continue to invest in the future by providing scholarships to students at both UOIT and Durham College.

For a complete review of the past year's achievements please see our [Annual Business Meeting Report](#), from the ABM held on May 18, 2012.

Lee Davies
President

HRPA Durham Chapter



Mark Your Calendars!

The HRPA Durham Chapter presents events to help you meet and network with other Human Resources professionals while you learn something new. Your participation in certain events also helps you earn re-certification points. Watch this page of the *Resource* e-magazine to learn about ongoing and upcoming events – and don't forget to mark your calendars.

HR HORROR STORIES CONTEST

through
HRPA

Oh...
the horror!!!



Win a Trip for two
to Orlando or Las Vegas!

Entry Deadline: July 6, 2012

Fall NKE

- Exam date: Saturday October 13, 2012
- Deadline to Register: August 7, 2012
- For more details visit the HRPAD website.

Evening Academic Program

- Fall 2012 Registration is now open!
- Registration deadline: September 7, 2012
- More information found on the HRPAD website



Online Academic Program

- Fall Semester flexible start dates: Sept 4 through 17
- Deadline to Register: September 17, 2012
- More information found on the HRPAD website



Rebecca Lauzon and Peter Spratt
at the David Foot event.

Social Media: One to Watch

Truth behind Facebook Holiday Campaign revealed

By [Tracey Starrett](#), *The Starrett Group*

Bad news, Canadians. It seems there won't be a new statutory holiday after all (see page 11 of our [March issue](#)). The skeptics were right. There was an organization behind the marketing initiative, and its motives had nothing to do with giving Canadians another day off work.

The Holiday Initiative was designed as part of a case study by the [Out-of-Home Marketing Association of Canada](#).



The study ran in Toronto, Vancouver, and Montreal for a period of five weeks this past winter, generating [interesting statistics](#) across three provinces.

While the study findings were most relevant to the Out-of-Home Marketing Association, they were not without interest to HR practitioners. Here are some examples of what was learned:

- There are fewer smartphone users in Montreal (26%) than in Toronto (44%) and Vancouver (52%). Recent HR focus on developing smartphone policies should therefore be a greater priority in Toronto and Vancouver than in Montreal.
- Montreal Internet users produced more traffic on the Facebook page and the most 'Likes', 625 compared to English Canada's 618. Does this mean that Montrealers use Facebook more than Torontonians and Vancouverites, or are they just more interested in getting another day off? Further investigation is required.
- The Association's target demographic was 18 to 24 year-olds—those who, according to David Foot, can benefit



the workforce with their interest in and enjoyment of new and emerging technologies.

On a final note, the Out-of-Home Marketing Association did use the campaign results in a small step towards its supposed *raison d'être*. Sources reveal that "the petition was given to [the] three heads of the provincial governments." (Fortin, 2012). Although another new holiday may be out of the question for Toronto and Vancouver, Montreal might just have a shot.

the holiday initiative campaign results

Boom, Bust and, Echo recap

Did you miss our dinner event this March with demographer and economist David Foot? Or were you there without your trusty notepad?

Read a [detailed recap](#) of the event, prepared especially for our members.



David Foot introducing his topic



OUR NEXT ISSUE: Forensic HR

We'll go behind the scenes to the world of private investigations, evidence collection, and forensic analysis to see how these fields are integrated into everyday HR!

Submission deadline for our next issue is August 1, 2012

Publication date: September 15, 2012

Contact: Tracey Starrett with your stories, submissions, or to advertise in this issue.

To place your ad here, please contact Rebecca Lauzon (telephone: 905-721-9564).



Master of Arts degree in Education
Community College

802 Industrial Drive • Mount Pleasant, MI 48858
Phone (877) 268-4636 • CMUglobal@cmich.edu
global.cmich.edu/international



LAURA CASSIANI

T 416.595.8698 + F 416.595.8695
E lcassiani@millerthomson.com

Miller Thomson LLP
SCOTIA PLAZA + 40 KING STREET WEST, SUITE 5800 + P.O. BOX 1011
TORONTO, ON + M5H 3S1 + CANADA + MILLERTHOMSON.COM

What do you think of our new design?

We hope you've enjoyed reading this issue and want to hear what you think of our new e-magazine design. Please provide your comments to Rebecca Lauzon.

All hyperlinks and email addresses referenced in this document can be found in the electronic version of our magazine. www.icsolutionsdesign.com/hrpad_june12



Welcome Summer!

