

# PROGRAM

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FEBRUARY

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# Keynote Speakers

## Keynote Speakers

Wednesday,  
Feb 01, 2017



### JOHN BOUDREAU 8:30 AM – 9:30 AM

#### Lead the Work: Organizing New Organizational Forms, Intermediaries & Alternate Work

People who are not employed by the organization they work for will soon accomplish an estimated 40% of the work; yet virtually all present laws, organizational systems and human resource processes are designed around managing full-time employees. What are the fundamental dimensions of this new world? Future leaders will focus on how to get the work done rather than how to manage staff. Learn how to successfully navigate and lead the world beyond 'employment.'

PRESENTED BY:



### KELLY JOSCELYNE & ELIZABETH NYAMAYARO 1:00 PM – 2:00 PM

#### How to Create a Social Movement

What can corporations learn from activists, cause-marketers and impassioned individuals? How to mobilize people around one, critical issue to create a mass movement. British Actor Emma Watson's 2014 speech at the U.N. headquarters launching the "HeForShe" campaign became a rallying call for gender equality that made headlines worldwide and generated millions of dollars in donations. With at least one man in every single country in the world signing on to the initiative within its first week of launch, HeForShe has become one of the most important social movements in the world today, and has been subject to more than 2 billion conversations online. Explore valuable lessons about creating a successful social movement as Elizabeth Nyamayaro, the driving force behind the HeForShe initiative, and Kelly Joscelyne share campaign insights and perspectives.



### NEIL PASRICHA 4:30 PM – 5:30 PM

#### Happier People, Happier Organizations

The strongest companies in the world have the happiest people working at them. Coincidence? No. Discover how to build support networks, manage energy and stress, drive engagement and high-performance results, and create lasting happiness at your organization. Learn the secrets Pasricha uncovered through research with top leaders at Harvard, developing leaders inside Fortune 100 companies, and working with clients like Shell, Kraft, and Viacom.

PRESENTED BY:



Advancing Workplace Mental Health

Thursday,  
Feb 02, 2017



### **JEFFREY PFEFFER 8:15 AM – 9:30 AM**

#### **Leadership BS: Fixing Workplaces and Careers One Truth at a Time**

Leaders have been guided by books, blogs, TED talks, executive development efforts, conferences, and similar activities for decades – an estimated \$20 billion U.S. is spent on leadership education and development annually. Nonetheless, almost every piece of evidence – on job satisfaction, trust in leaders, employee engagement, leadership success, the efficacy of leadership development efforts – shows persistent failure and problems, with leader tenures getting shorter and things getting worse. Why?



### **RASMUS ANKERSEN 1:00 PM – 2:00 PM**

#### **Hunger in Paradise**

Six years after Nokia's CEO Olli-Pekka Kallasvuo haughtily dismissed the iPhone as "nothing but a niche product," Nokia's smart phone market share dropped from 50% to 3%. While we talk a lot about how to achieve success, we talk too little about its consequences – about the complacency, arrogance, and the fear of losing it all again, which often follow as a shadow of success. Success produces complacency. But how do you stay humble when the company cashes in record profits? Or put another way: How do you create hunger in paradise?



### **LINDA NAZARETH 4:30 PM – 5:30 PM**

#### **Economorphics: The Trends Turning Today into Tomorrow**

From globalization and urbanization to dealing with demographic change, the world we know is morphing into a different planet. What are the trends taking today into tomorrow, and what are the trends that result from the shift? Take an in-depth look at the biggest trends that will shape the next two decades as well as the challenges and opportunities they present to the economy, the labour market, the financial market and your industry.

## Keynote Speakers *Cont'd.*

Friday,  
Feb 03, 2017



### **DR. JASON FOX** 8:15 AM – 9:30 AM

#### **The Game Changer: Craft a Culture Fit for the Future of Work**

The world of motivation is rife with fluff, folklore, fist pumping rah-rah, and stale old management practices that are fine for predictable work, but terrible for pioneering work. And pioneering through uncertainty is exactly the work your enterprise needs to enable if it is to stay relevant into the future. How can you prepare to change the game?

PRESENTED BY:



### **ALEX SHEEN** 3:10 PM – 4:10 PM

#### **Because I Said I Would**

We live in a society that often does not respect the importance of a promise. It is too easy to say “I’ll get to it” or “tomorrow.” In many ways we have become numb to disappointment and broken commitments. This expectation starts to fade into our character as individuals – integrity and keeping your promises are forever interwoven. Explore how holding ourselves and each other accountable truly changes humanity for the better.



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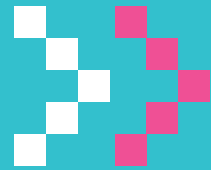
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## Sessions Schedule



## Sessions Schedule

### Session Category / Presentation Title

### Day

### Time

### Session

### Room #



## Health, Wellness & Safe Workplace

Panel on Psychological Health and Safety – A Vision for your Future Efforts	Feb-01	10:00-11:00am	106	705
Health & Safety in your Pocket: There's an App for That	Feb-01	10:00-11:00am	112	712
Taking the Workplace Bully by the Horns	Feb-01	3:00-4:00pm	132	717A
Thinking about Testing for Drugs and Alcohol? A Human Rights Approach	Feb-01	3:00-4:00pm	135	712
Are Employers Dealing with a Coping Crisis or a Mental Health Crisis?	Feb-01	3:00-4:00pm	141	715B
Religious Accommodation in a Diverse Workplace	Feb-01	3:00-4:00pm	144	802B
Is Gwyneth Paltrow Wrong About Everything?	Feb-02	10:30-11:30am	203	701A
Improving Mental Health at Work: Promising Practices for Employers to Adopt	Feb-02	10:30-11:30am	212	716A
Thriving in a 24/7 World	Feb-02	10:30-11:30am	223	717B
NSFW (Not Safe For Work) Compensation: A Case Study	Feb-02	10:30-11:30am	233	712
Practical Strategies to Build Team Resilience	Feb-02	3:00-4:00pm	235	713A
Accommodating Disabilities in the Workplace: How and When to Ask for More Medical Information	Feb-02	3:00-4:00pm	236	713B
Bill 168 WVH – A Practical Translation and Application for Everyone in the Workplace	Feb-03	11:00-12:00pm	309	709
Handling the Politics of Workplace Bullying	Feb-03	1:00-2:00pm	327	713A
Pillars of Health – Truly Sustainable Health and Wellness in the Workplace	Feb-03	1:00-2:00pm	334	712



## HR Metrics, Reporting & Financial Management

The Revolution Will Not Be Televised: How Programmatic Marketing Techniques and Technologies are Quietly Changing Talent Acquisition Forever	Feb-01	3:00-4:00pm	114	713B
Employment Standards: The Questions You Should Be (Afraid of) Asking	Feb-01	10:00-11:00am	118	715A
Rethinking Relocation and Risk: New Paradigms, New Exposures	Feb-02	3:00-4:00pm	226	704
What's Holding Women Back: A look at Female Ambition in Canada	Feb-03	11:00-12:00pm	304	716B
Creating a Fair Workplace: What You Need to Know about Pay Equity	Feb-03	11:00-12:00pm	318	713A

## Session Category / Presentation Title

Day

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Session

Room #



## Labour & Employee Relations

The Do's and Don'ts of Drafting Employment Documentation	Feb-01	10:00-11:00am	104	703
How Could I Have Assumed that a Release on a Facebook Page Would Be Grounds for Dismissal? Social Media & Employee Dismissal	Feb-01	10:00-11:00am	116	714A
Medical Marijuana in the Workplace: Balancing Safety Concerns, Accommodation and Choice of Medication	Feb-01	3:00-4:00pm	127	703
Reigniting the Desire to Return to Work after Critical Illness	Feb-01	3:00-4:00pm	130	706
The Agile Workforce: Alternatives to the Traditional Full-time Employee	Feb-01	3:00-4:00pm	139	713A
Family Matters: Helping Employers Navigate Requests for Family Status Accommodation in the Workplace	Feb-01	3:00-4:00pm	140	715A
To Pay or Not to Pay: The Termination Debate over Bonuses, Commissions, Stock Options and Pensions	Feb-01	3:00-4:00pm	143	803A
Avoiding Liability: How to Protect your Organization from Costly Common Employment Related Mistakes	Feb-01	3:00-4:00pm	333	714B
Addressing Racial Discrimination: What Employers Need to Know	Feb-02	10:30-11:30am	210	802A
Sometimes Notice Just Ain't Enough	Feb-02	10:30-11:30am	215	713B
Difficult Employee or Employee with a Difficulty?	Feb-02	10:30-11:30am	216	714A
Vacation Pay – The Next Class Action Frontier?	Feb-02	3:00-4:00pm	230	802B
Hiring Due Diligence	Feb-02	3:00-4:00pm	232	711
I Am Who I Am: Accommodating the Transgender Employee in the Workplace	Feb-03	11:00-12:00pm	311	711
On the Clock: Time Theft, Unpaid Overtime and the Disappearing Lunch Hour	Feb-03	11:00-12:00pm	312	712
Off Duty Conduct – When can Activity Outside the Workplace End the Employment Relationship?	Feb-03	11:00-12:00pm	316	714A
Privacy, Confidentiality and the 21st Century Employee: The Top 5 Legal Developments you Need to Know	Feb-03	1:00-2:00pm	326	703
Do We Have to Investigate? What Ontario's Sexual Violence and Harassment Action Plan Act (Bill 132) Means for Employers	Feb-03	1:00-2:00pm	332	716B
New and Evolving Issues in Workplace Accommodation	Feb-03	1:00-2:00pm	343	717A



## Leadership

Leadership Tools for Team Excellence	Feb-01	7:00-8:00am	101	718B
Connecting the Leaders of Today with the Leaders of Tomorrow	Feb-02	7:00-8:00am	200	701A
Leadership BS: Fixing Workplaces and Careers One Truth at a Time	Feb-02	8:15-9:30am	202	Hall F & G



## Learning & Development

The Power of Mindfulness in the Workplace	Feb-01	10:00-11:00am	107	716A
Supporting Transfer of Learning in the Workplace	Feb-01	10:00-11:00am	109	716B
Get your Managers to Step Up and Lead – Transforming Managers into Leaders	Feb-01	10:00-11:00am	117	714B
For Your Own Good: Persuasion for Fun and Profit	Feb-01	10:00-11:00am	123	718A
The Future of Work: How the Internet Economy is Reshaping Markets for Talent	Feb-01	10:00-11:00am	129	713B
The Walking Dread! Avoiding the Zombie Syndrome at Work by Building a Team that can Survive Anything	Feb-02	10:30-11:30am	205	703
Healthy Tension – Mastering Unsolvable Problems through Polarity Management	Feb-02	10:30-11:30am	209	707
Soft Skills are the New Hard Skills	Feb-02	10:30-11:30am	214	713A
Characteristics of High Performance Learning Organizations	Feb-02	3:00-4:00pm	239	715A
DNA 360 – A Self-assessment Tool to Evaluate the Performance of the HR Function in a Systematic, Methodical and Constructive Manner	Feb-02	3:00-4:00pm	251	717A
The Role of HR and L&D in Coaching Activities	Feb-03	11:00-12:00pm	308	714B
Why Outsourcing Leadership Development is Bad for Your Business	Feb-03	1:00-2:00pm	335	802B
Building Your Resilience Reflex – How to Shift from Chaos to Control	Feb-03	1:00-2:00pm	336	713B
No More Report Cards: Why Ditching Performance Reviews and Embracing Development Plans is Good Business	Feb-03	1:00-2:00pm	344	803A



## Organizational Effectiveness

Brexit: British, European and International implications	Feb-01	7:00-8:00am	102	701A
Get Digital or Be Disrupted – Why Digital Transformation in HR is No Longer Optional	Feb-01	10:00-11:00am	105	704
Deep Dive into Collaboration	Feb-01	10:00-11:00am	110	710

Session Category / Presentation Title	Day	Time	Session	Room #
Powerful Questions to Enhance Team Effectiveness	Feb-01	10:00-11:00am	111	706
How Innovative L&D Helps Integrate Internationally Trained Employees	Feb-01	3:00-4:00pm	115	705
The Business of Storytelling	Feb-01	10:00-11:00am	120	711
Make Them Believe They are Ferraris	Feb-01	10:00-11:00am	122	717A
Growing Intrapreneurship: Three Key Steps to Engaging Innovation in your Organization	Feb-01	10:00-11:00am	124	803A
How to Create a Social Movement	Feb-01	1:00-2:00pm	125	Hall F & G
The Power of Inspired Employees	Feb-01	10:00-11:00am	145	709
Happier People, Happier Organizations	Feb-01	4:30-5:30pm	147	Hall F & G
Applying Behavioural Science in Changing Behaviours	Feb-01	3:00-4:00pm	150	717B
Employee Experience: Creating an Organization where People Want to Show Up, Not Need to Show Up	Feb-02	10:30-11:30am	204	718A
The Expectation Gap: Who We Are, Who Others Think We Are, and Who We Should Be	Feb-02	10:30-11:30am	211	710
Culturally Intelligent Talent Management – New Ways to Recruit, Develop, and Retain Internationally Trained Talent	Feb-02	10:30-11:30am	218	715A
What Does it Really Take to Create High Performing Teams? Harnessing the Power of Collective Intelligence	Feb-02	10:30-11:30am	219	715B
Has the Annual Performance Review and Rating Really Been Blown Up? The Realities and the Myths Examined	Feb-02	3:00-4:00pm	221	716A
Building Engagement: Empowering People to Perform	Feb-02	10:30-11:30am	222	803A
Coaching at the Executive Level to Increase your Influence	Feb-02	3:00-4:00pm	227	714B
How to Hold Someone to Account (Without all the Drama)	Feb-02	3:00-4:00pm	237	714A
Applying Behavioural Science to Problem-Solving	Feb-02	3:00-4:00pm	240	715B
Applying Lean Thinking to HR Delivery	Feb-02	3:00-4:00pm	248	717B
The Five W's of Brexit: What, who, where, when and why of Brexit	Feb-02	10:30-11:30am	254	803B
Indigenous Inclusion: Tapping into the Indigenous Workforce Opportunity	Feb-03	11:00-12:00pm	306	705
Leading with Grit, Passion & People: Evolve or Die	Feb-03	11:00-12:00pm	313	701A
Root Causes behind Poor Collaboration between Teams	Feb-03	11:00-12:00pm	315	713B
Purpose-driven Leadership: Talent Strategies to Turn your Company into a Socially Conscious Organization	Feb-03	11:00-12:00pm	317	707



Session Category / Presentation Title	Day	Time	Session	Room #
AODA: What you need to Know for Private Sector Organizations	Feb-03	1:00-2:00pm	329	706
I've Just Been Promoted...HELP! How to Succeed as a New Leader	Feb-03	1:00-2:00pm	331	715B
What Kind of Leader Do You Want to Be?	Feb-03	1:00-2:00pm	337	714A
Culture and Reputation by Design – Aligning Business Decisions and Purpose to Win with Employees, Customers and Shareholders	Feb-03	1:00-2:00pm	342	710
Because I Said I Would	Feb-03	3:10-4:10pm	345	Hall F & G



## Professional Practice

Employer Do's and Don'ts in Responding to a Union Organizing Drive	Feb-01	10:00-11:00am	113	701A
Thriving in the Age of Distraction	Feb-01	3:00-4:00pm	126	701A
Meet Rebecca Durcan – HRPAs Regulatory Counsel	Feb-01	10:00-11:00am	136	802A
Advancing your HR Career: Insights from HR Leaders	Feb-01	3:00-4:00pm	138	714A
Everyday Coaching for HR Professionals	Feb-01	10:00-11:00am	149	717B
Speak Up and Stand Out: How to Structure your Presentations, Master your Fears, Captivate your Audience, and Be Outstanding	Feb-02	7:00-8:00am	201	718B
Finding your Ultimate State of Flow	Feb-02	10:30-11:30am	206	704
Peak Performance in Unforgiving Climates, Changing Industries & Unstable Markets	Feb-02	3:00-4:00pm	234	701A
How to Say "No" without Feeling Guilty	Feb-02	3:00-4:00pm	238	705
Economorphics: The Trends Turning Today into Tomorrow	Feb-02	4:30-5:30pm	246	Hall F & G
Be a Career Champion: Training to Win on the Bad Days Too	Feb-02	7:00-8:00am	301	718B
Your Keys to the C-Suite	Feb-03	11:00-12:00pm	305	704
Networking Lessons from a Reluctant Networker	Feb-03	11:00-12:00pm	319	715B
Disruptive Technologies and Business Opportunity	Feb-03	11:00-12:00pm	323	718B
3 Secrets to Managing Reactions in Difficult Conversations	Feb-03	11:00-12:00pm	325	717B
Tipping Point of Leadership Consciousness & Balance	Feb-03	1:00-2:00pm	348	802A

**Session Category / Presentation Title**
**Day**
**Time**
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**Room #**


## Strategy

Lead the Work: Organizing New Organizational Forms, Intermediaries & Alternate Work	Feb-01	8:30-9:30am	103	Hall F & G
Major Trends in Mobility	Feb-01	10:00-11:00am	121	713A
A Business Leader's Expectations of HR	Feb-01	3:00-4:00pm	133	715B
The Future's Not Ours to See	Feb-01	3:00-4:00pm	137	710
Make Shift Happen: HR's Pivotal Role in Leading Organization Change	Feb-01	3:00-4:00pm	146	716B
The Leadership Effect: How the Strength of your Leaders Impacts Recruiting	Feb-02	10:30-11:30am	207	705
Using Building Excellence (BE) to Maximize Human Capital ROI	Feb-02	10:30-11:30am	208	706
The Applicant is the Customer! Giving a Great Experience in the Interview Process	Feb-02	10:30-11:30am	217	802B
Canadian Immigration 101: What you Don't Know can Hurt You	Feb-02	10:30-11:30am	220	711
Finding the Strategy in HR Analytics: Linking HR to Business Value	Feb-02	10:30-11:30am	243	714B
Building a High-performing, Highly-engaged Culture with Social Recognition	Feb-02	3:00-4:00pm	244	802A
How Engagement Surveys are Ripe for Disruption	Feb-02	10:30-11:30am	247	717A
Evolution of Canadian Workplace Mental Health Strategies over the Last Ten Years	Feb-03	1:00-2:00pm	330	707
In a World of Disruption, Do We Still Need HR?	Feb-03	11:00-12:00pm	338	802A
Talent + Engagement = Performance. An Integrated Approach to HR Transformation	Feb-03	1:00-2:00pm	346	714B



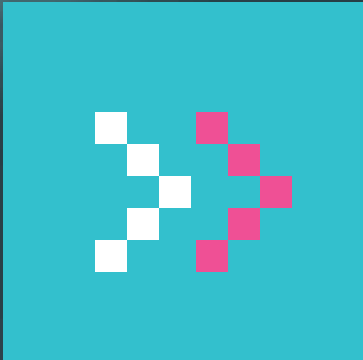
## Total Rewards

The Evolution of Sales Compensation	Feb-01	10:00-11:00am	108	707
Building a Values Based Recognition Program – Ryerson Case Study	Feb-01	3:00-4:00pm	131	707
Pay for Performance: Canadian Executive Compensation Overview	Feb-01	10:00-11:00am	148	802B
Current and Emerging Payroll Issues	Feb-02	3:00-4:00pm	228	706
The Pay Equity Journey: A Primer, the Pitfalls and the Positives	Feb-02	3:00-4:00pm	229	707
The Core Elements of a Meaningful Recognition Program	Feb-02	3:00-4:00pm	250	709
Evolving Total Rewards: Find, Keep & Reward the Talent You Need	Feb-03	11:00-12:00pm	307	706
Working from Home: Strategies for Success for Employees & Employers	Feb-03	11:00-12:00pm	310	710
Point-Counter-Point: The Future of Employer-Sponsored Prescription Drug Plans in Canada	Feb-03	11:00-12:00pm	324	803A



## Workforce Planning & Talent Management

HireUp: Raising the Bar on Corporate Social Responsibility	Feb-01	10:00-11:00am	119	715B
The Evolution of Regulating Human Trafficking and the Role of HR	Feb-01	3:00-4:00pm	128	704
Temporary Foreign Workers: Are you Ready for Compliance Reviews and Inspections?	Feb-01	3:00-4:00pm	134	711
Five Core Essentials for Leading Virtual and Remote Teams	Feb-01	3:00-4:00pm	142	716A
Advanced People Analytics to Drive Enhanced Business Outcomes	Feb-01	3:00-4:00pm	151	709
"Why Should I Work for You?" Attracting the Best Talent to Your Business	Feb-02	10:30-11:30am	213	716B
Hunger in Paradise	Feb-02	1:00-2:00pm	224	Hall F & G
Colleges: Your Talent Recruitment Partner	Feb-02	3:00-4:00pm	225	803A
What Every Canadian HR Professional Should Know about U.S. Business Immigration Law	Feb-02	3:00-4:00pm	231	710
How to Hire, Support and Retain Inspired and Loyal Employees	Feb-02	3:00-4:00pm	241	716B
Talent Pipelining: Optimizing Your Talent Acquisition Function For Speed And Value Creation	Feb-02	3:00-4:00pm	242	712
The Rapidly Changing Landscape of Performance Management	Feb-02	10:30-11:30pm	249	709
Talent Identification in the Digital World	Feb-03	7:00-8:00am	302	701A
The Game Changer: Craft a Culture Fit for the Future of Work	Feb-03	8:15-9:30am	303	Hall F & G
Know your Criminal Background Check – Hiring More Confidently in Canada and Abroad	Feb-03	11:00-12:00pm	320	716A
Three Talent Mindshifts for High Performance Digital Enterprises	Feb-03	11:00-12:00pm	321	703
Bring Data Science to HR: Empower your HR Strategy with the Intelligence of Thousands of Recruiters and Decades of Industrial Experience	Feb-03	11:00-12:00pm	322	717A
Unleashing Excellence – The Employee Experience	Feb-03	11:00-12:00pm	328	715A
Ten Tips for Improving your Ability to Attract and Retain Millennials	Feb-03	1:00-2:00pm	339	715A
Metrics-Driven Recruitment: Using Data Insights to Attract Great Candidates in the Canadian Markets	Feb-03	1:00-2:00pm	340	704
Talent Acquisition Trends	Feb-03	1:00-2:00pm	341	716A
Barriers and Challenges for both the Aboriginal Communities and Organizations Seeking Aboriginal Employees in Northern Ontario	Feb-03	11:00-12:00pm	347	802B
Best Workplace Branding – Strengthening your EVP	Feb-03	1:00-2:00pm	349	709



# Session Details



103

## Opening Keynote



PRESENTED BY:



### JOHN BOUDREAU 8:30 AM–9:30 AM

#### Lead the Work: Organizing New Organizational Forms, Intermediaries & Alternate Work

People who are not employed by the organization they work for will soon accomplish an estimated 40% of the work; yet virtually all present laws, organizational systems and human resource processes are designed around managing full-time employees. What are the fundamental dimensions of this new world? Future leaders will focus on how to get the work done rather than how to manage staff. Learn how to successfully navigate and lead the world beyond 'employment.'

#### LEARNING OBJECTIVES:

- Learn about alternative work arrangements, including alliances, talent-trading, tours of duty and freelancers, along with more familiar options, such as outsourcing, temporary employment and contractors
- Understand how to help leaders make better decisions about work and talent in this shifting work environment

#### LEARNING OBJECTIVES:

- Examine potential, constructive ways in which the EU and U.K. can move forward
- Discover the valuable lessons we can learn from Brexit
- Discuss what Brexit means for non-European countries

Wednesday,  
Feb 01, 2017

Morning  
Sessions  
10:00–11:00 am

### The Do's and Don'ts of Drafting Employment Documentation



104

Nancy Ramalho,  
Tamara Ticoll

Employment relationships are unique and navigating the requirements of employment-related documentation can be challenging. When developing or negotiating these documents, HR professionals need to consider not only the pertinent legal requirements, but also the particular circumstances of each employment relationship.

#### LEARNING OBJECTIVES:

- Learn how to best structure employment contracts to ensure that they are enforceable and find out how to make termination clauses work for you
- Understand standard legal terms used in employment contracts and identify legal issues commonly found in employment-related documents
- Get valuable tips on dealing with incentive pay and standalone compensation agreements

Wednesday,  
Feb 01, 2017

Early Morning  
Sessions  
7:00–8:00 am

### Leadership Tools for Team Excellence



101

Dr. Ivan Joseph

High performing teams have similar attributes. Using examples of business people and from his own coaching experience, NAIA National Coach of the Year Dr. Ivan Joseph shares four key tools every leader can learn in order to create team excellence.

#### LEARNING OBJECTIVES:

- Explore the 4 key tools for team excellence – Grit, Focus, Cohesion, and Talent for the Task – and learn tips to help lead your team to achieve a higher level of performance.

### Brexit: British, European and International implications



102

Roch Dunin-Wąsowicz

The British people's vote to leave the European Union has presented the U.K., the rest of the EU and allies with an unprecedented challenge. The political, legal, diplomatic, economic, security and social issues to be dealt with make 'Brexit' the defining issue of U.K. politics for the next few years. Brexit joins a long list of problems facing the EU: the future of the Eurozone, Schengen, and the security of Eastern Europe. The potential for misunderstanding, flawed decisions and a collapse in trust are very high for all concerned; the potential costs and gains for all concerned are equally high.



Super Session



Mental Health Sessions



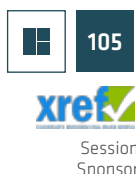
Great Place To Work Sessions



Workshop Sessions

## Get Digital or Be Disrupted – Why Digital Transformation in HR is No Longer Optional

Agnes Garaba



Digital HR is ready for release – will you upgrade? The digital transformation is impacting all industries and all lines of businesses, Human Resources is no exception. How will your organization embrace this inevitable transformation in HR? Hear about the SAP HR team's recent experience as they embarked on the digital transformation journey.

### LEARNING OBJECTIVES:

- Explore best practices on HR digital transformation
- Gain valuable insight from SAP's learnings to date
- Find out how SAP has managed to turn digital disruption into innovation in Human Resources

## Panel on Psychological Health and Safety – A Vision for your Future Efforts

Mary Ann Baynton,  
Dr. David Satok,  
Sari Sairanen



On any given week, more than 500,000 Canadians will not go to work because of mental illness; implementing tools and resources to promote employees' psychological health makes good business sense in any organization. Hear from three leaders participating in the development and roll out of the National Standard of Canada on Psychological Health and Safety in the Workplace as they share practical strategies, challenges, and solutions for establishing the Standard in your organization.

### LEARNING OBJECTIVES:

- Recognize why and how unions are actively engaged in psychological health and safety
- Understand how corporate leaders value psychological health and safety in the workplace

- Identify cost effective and time efficient strategies to make progress on mental health in your organization

## The Power of Mindfulness in the Workplace

Lorie Corcuera



According to The Energy Project, 75% of employees are experiencing an energy crisis – stressed, overwhelmed, overloaded, and becoming disengaged from their work as a result. As this number continues to rise, companies like Apple, Google and Intel are creating mindfulness programs in the workplace to help employees reduce stress, increase energy levels, and become more connected, calm, and focused.

### LEARNING OBJECTIVES:

- Explore the scientific research behind the power of mindfulness techniques and understand the benefits of mindfulness in the workplace
- Hear about top global companies who are making mindfulness a company practice and learn tips for developing a mindfulness program in your organization
- Discover simple mindfulness techniques and exercises such as breathing, meditation, gratitude, life visioning, pause and reflection, decluttering, and finding your ultimate state of flow

## The Evolution of Sales Compensation

Emilia De Simone



Businesses evolve with the advancement of technology, changing market conditions, and volatile economic factors; business objectives and sales strategies are reevaluated annually to adapt to this constant change and ensure that organizations remain competitive. As a result, the role of the sales person has transformed becoming more complex with increased emphasis on specific key deliverables. As performance objectives are redefined, sales compensation programs must be redesigned too.

### LEARNING OBJECTIVES:

- Explore current sales compensation trends and understand how they can be used to

ensure your sales compensation program is in line with best practices for your industry

- Learn new and innovative approaches for developing sales compensation plans for key sales roles and find out how sales compensation can be used to drive performance results
- Evaluate real examples of compensation plans for sales roles and how they've evolved in the marketplace

## Supporting Transfer of Learning in the Workplace

Marie Antaya



What does your organization need to do to support the transfer of learning for your employees? Supporting transfer of learning involves designing and promoting activities and materials that help learners apply what they learned during training back in the workplace. When integrating a transfer of learning plan into your learning events, you'll increase the likelihood that learners will transfer learning to the workplace.

### LEARNING OBJECTIVES:

- Learn to develop realistic plans that support desired performance outcomes
- Identify initiatives and resources that you can use to create transfer of learning opportunities in the workplace
- Discover activities and tools that link learning content to workplace requirements
- Find out how to get buy-in from all stakeholders to ensure support and accountability and understand the roles and responsibilities of learners, trainers, supervisors and peers

## Deep Dive into Collaboration

Linda Morgan



According to a recent article in Harvard Business Review, the time spent by managers and employees in collaborative activities has ballooned by 50% or more, but organizations continue to spin their wheels on how to actually become collaborative. As organizations increasingly include collaboration among their business goals and strategic plans, HR professionals need to provide a true understanding of what it means to build a culture of collaboration and how it can quickly enhance an organization's bottom line results.



**LEARNING OBJECTIVES:**

- Learn what it means to be a truly collaborative culture and how it benefits your bottom line
- Identify the different levels of collaboration on the Iceberg Scale through a self-assessment to determine where your organizational collaborative culture stands
- Develop strategies to embed collaboration within your organization's systems and processes

**Powerful Questions to Enhance Team Effectiveness**



111

Carolynne Fletcher Wintrip

In recent research conducted by the Human Capital Institute, 92% of respondents said that teams are crucial to their organizations' success while only 23% of respondents saw their teams as effective. Evidence shows that teams who conduct debriefs outperform those that don't by 20 – 25%, but busy schedules, faulty processes and lack of candor often get in the way of team debriefs. Learn concrete ways to support team performance with limited resources and improve how your teams assess and talk about their effectiveness.

**LEARNING OBJECTIVES:**

- Examine a model for team effectiveness that looks at both productivity and team climate factors
- Discover powerful questions that can help teams create productive conversations for improving their effectiveness and results
- Equip your team with tools to help them become more self-reliant for noticing and acting on opportunities for improvement
- Learn when and how to conduct team debriefs for maximum impact and plan a debrief approach for a current team

**Health & Safety in your Pocket: There's an App for That**



112

Tanya Morose,  
Rachel Mitchell

Smart phones are ubiquitous. It isn't surprising that our toolbox is evolving to include apps for health and safety auditing, workplace inspections, pain tracking, risk calculation as well as

many other health and safety concerns. Tour a range of free and low-cost apps built to complement a health and safety or human resource professional's toolbox and discover apps that may be invaluable to your organization.

**LEARNING OBJECTIVES:**

- Identify apps best suited to support a worker, supervisor or JHSC member to take a more proactive approach to assessing and addressing workplace risks
- Understand each app's target user group as well as their benefits, shortcomings, strengths and limitations

**Employer Do's and Don'ts in Responding to a Union Organizing Drive**



113

Julie O'Donnell,  
Brandin O'Connor

What are the first signs of union organization and how can it be lawfully avoided? What is the legal process for union organization? What are employers allowed to say and do during a union organizing drive? Explore the three most important topics HR professionals need to learn about union organizing in their workplaces.

**LEARNING OBJECTIVES:**

- Hear practical tips on how to learn that an organizing drive is occurring in your workplace
- Find out the first steps to take when you are served with an application for union certification
- Understand what you can say and do in opposition to the union drive before employees vote

**How Could I Have Assumed that a Release on a Facebook Page Would Be Grounds for Dismissal? Social Media & Employee Dismissal**



116

Hugh Connelly

Employee dismissal for social media activities is an emerging issue. To a large extent the dismissal decisions in non-unionized

workplaces are following the principles behind the decisions in unionized workplaces. Join us to examine the leading Canadian decisions on social media and employee dismissal.

**LEARNING OBJECTIVES:**

- Understand why employers need to be concerned about employees inappropriate use of social media
- Find out which principles govern employee discipline for inappropriate use of social media
- Learn how to educate employees to use social media appropriately

**Get your Managers to Step Up and Lead – Transforming Managers into Leaders**



117

Jodi Zigelstein-Yip

Gone are the days when managers could just tell people what to do and people would jump at the opportunity to help. In our multigenerational organizations, managers increasingly need to progress their leadership abilities as their organizations evolve to keep pace with the speed of change. Now organizations are facing a crisis – leaders who are unable to lead their teams effectively. How can we help leaders acquire the competencies they need to bring our businesses into the future?

**LEARNING OBJECTIVES:**

- Understand why HR and businesses need to start investing in leadership talent now
- Learn about the essential leadership development tools and knowledge leaders need to guide teams in a multigenerational organization

**Employment Standards: The Questions You Should Be (Afraid of) Asking**



118

Stuart Ducoffe

As Employment Standards legislation continues to evolve, employers need to ensure compliance and understand how the legislation affects their ability to manage their employees. Often, employers have difficulty deciphering the legislation based on the particular nuances of their organization and the nature of their employees, which can lead to MOL claims against the organization. Learn how to deal



Super Session



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## Sessions: Wednesday Morning

with some of the difficult questions that employers regularly face.

### LEARNING OBJECTIVES:

- Learn about calculating annual payroll for the purpose of determining severance pay obligations
- Find out if all managers and supervisors are excluded from overtime entitlement
- Establish what happens when an employee resigns as a result of medical issues

### HireUp: Raising the Bar on Corporate Social Responsibility



119

Paul Klein

Inclusive hiring may be the best way for businesses to contribute to social change in a meaningful and measurable way. Developed by Impakt with the support of the Home Depot Canada Foundation and Workopolis, HireUpYouth.ca is the world's first national job portal to help employers hire youth who have experienced homelessness; the initiative demonstrates that business can contribute to social change through HR programs that deliver value to employers and society. Hear about the best practices from HireUp Employers and perspectives from the youth HireUp has supported.

### LEARNING OBJECTIVES:

- Discover how to improve recruiting, onboarding and retention of youth who face barriers to employment
- Understand how to incorporate the perspectives of youth in improving inclusive/diversity hiring
- Learn How to assess and improve the value of HR to corporate social responsibility

### The Business of Storytelling



120

Corey Poirier

Storytelling is a powerful skill every HR professional can learn in order to influence employees, motivate action, and improve communications. Through interviews with over 3400 thought leaders, sales calls with more than 10,000 customers, and thousands of presentations as a speaker, Corey Poirier has perfected the art of winning peoples' hearts and

minds with a compelling real-life tale. Discover examples of high-impact business storytelling in action and learn how to structure and share a captivating story from this award-winning keynote speaker and seasoned storyteller.

### LEARNING OBJECTIVES:

- Identify the 3 steps to discovering the heart of the story and the most important aspects of effective storytelling
- Learn how to craft stories and share them in a way that impacts listeners and inspires them to take action
- Understand the secret sauce in storytelling – the emotional component

### Major Trends in Mobility



121

Stephen Cryne

Global mobility is becoming increasingly more important to business success. Where is the mobility industry heading? How will firms entice a new generation of employees? Will collaboration levels between government and firms change? How will firms create sophisticated, cost-effective benefits packages? Find out the answers to these questions and discover global mobility trends across industries and geographies as we present the latest research from a groundbreaking study.

### LEARNING OBJECTIVES:

- Realize how new technology can allow employees to meet and exceed employers' expectations
- Find out what top companies are doing to adjust to a changing environment
- Uncover the risks in the area of compliance
- Learn how to maximize the spend related to your relocation budget

### Make Them Believe They are Ferraris



122

Keith Johnston

The failure to develop and inspire your people is like having a garage full of Ferraris, but no driver's license. The more self-confidence your team has, the better they will perform, lead others through challenges, and the less likely they will be to let obstacles slow them down. Unfortunately, many "leaders" don't know how to create self-confidence so they take an easier approach, they "motivate" people through

intimidation and other tactics. Learn from Keith's experiences working with teams around the world as he shares stories of success and failure in team development.

### LEARNING OBJECTIVES:

- Understand the tactics used to destroy self-confidence and the paths to restoring it
- Explore 3 ways to quickly build self-confidence in your organization
- Discover the differences in results achieved by different leadership styles

### For Your Own Good: Persuasion for Fun and Profit



123

Julian Chapman



You have a wealth of technical expertise that you're keen to use for the benefit of your organization and the people in it, yet, you can't convince your colleagues that your idea, plan or process matches their needs. Sound familiar? So, how do you persuade people that you have the solution they want? Before your next effort to convince someone to choose your option above all others, learn a robust and easy-to-use, eight-step persuasion and influence process first developed by the Dutch tech giant, Philips.

### LEARNING OBJECTIVES:

- Discover the 8 steps of persuasion and influence
- Learn the best way to use your thinking at each step
- Identify powerful prompting questions to help you explore each step in your specific context

### Growing Intrapreneurship: Three Key Steps to Engaging Innovation in your Organization



124

Shona Welsh

With competition for dollars and clients becoming increasingly fierce, never has it been more critical for HR professionals and leaders to build workplaces that support employee creativity and innovation. Unfortunately, the very skills and talents we hire people for often get stifled under the weight of red tape and bureaucracy. Hear about the latest research findings on the innovation deficit in

## Sessions: **Wednesday Morning**

the Canadian workplace and learn about three key steps you can use to address the deficit in your organization.

### LEARNING OBJECTIVES:

- Explore innovation deficit trends in the Canadian workplace
- Understand how to identify and engage intrapreneurial employees at risk in your organization
- Learn to develop smart risk leadership programs and decision-making approaches

### **The Future of Work: How the Internet Economy is Reshaping Markets for Talent**



129

Kevin Walker

Just as the speed of the steamship made the world significantly more connected nearly 150 years ago, the Internet has accelerated the pace of nearly every task. Gain a deeper understanding of how technology is reshaping the economy and making new types of work possible.

### LEARNING OBJECTIVES:

- Gain insight on how economic inflection points impact global labor markets
- Examine the trends that are reshaping how people find jobs around the world today
- Learn what employers need to know about the implications of these trends for the labour market

### **Meet Rebecca Durcan – HRPAs Regulatory Counsel**



136

Rebecca Durcan,  
Claude Balthazard

Rebecca Durcan is HRPAs regulatory counsel. With the passage of the Registered Human Resources Professionals Act, 2013, HRPAs joined the big leagues of professional regulation. Rebecca has worked closely with HRPAs Board of Directors, the Office of the Registrar, and the Governance and Nominating Committee to help HRPAs overcome a learning curve in regards to professional regulation. Have you ever wondered what the HRPAs duties and obligations are as a professional regulatory body, what this all means for you as an HRPAs

member, or how HRPAs compares to other professional regulatory bodies? Ask Rebecca!

### LEARNING OBJECTIVES:

- Learn about the role and activities of the HRPAs regulatory counsel
- Get answers to your questions about the HRPAs status as a professional regulatory body
- Learn about the implications of being members of a professional regulatory body

### **The Power of Inspired Employees**



145

Manu Varma



Want your employees to truly care more about what they're doing? Start by ensuring they understand why they're doing it. Great Place to Work defines "Inspiring" as helping people understand the value of their efforts and the meaning behind their work – it's creating the line of sight between employees' day-to-day roles and tasks and the company's higher purposes. Explore this critical area in GPTW's organizational assessment and development framework and discover quick tips for inspiring your employees.

### LEARNING OBJECTIVES:

- Learn to create a culture of intrapreneurship
- Start connecting employee efforts to corporate success
- Find out how to help your people become culture ambassadors
- Understand the value of internal branding vision

### **Pay for Performance: Canadian Executive Compensation Overview**



148

Caroline Yang

Executive compensation has received significant attention over the last few decades, especially during economic downturns. The process of setting executive compensation is highly complex and influenced by numerous factors and parties. While all stakeholders involved agree that executive pay should be linked to performance, they have very different ideas on the effectiveness of pay-performance alignment with current executive pay packages. Find out how the latest research on Canadian executive compensation can benefit your organization.

### LEARNING OBJECTIVES:

- Get a big picture overview of the Canadian CEO pay landscape and identify the key quantitative variables that influence CEO pay
- Explore the effects of different performance measures on the various CEO pay components and learn how firm size influences CEO pay across industries and size groups
- Discuss practical implications of the research findings and future research needs

### **Everyday Coaching for HR Professionals**



149

Leslie Shank

HR professionals often focus on developing and supporting the talent that surrounds them, but rarely do the same for themselves. How can coaching help you advance your career? Learn the true definition of coaching and explore the importance of coaching skills for HR professionals.

### LEARNING OBJECTIVES:

- Know how to distinguish between coaching, consulting, and mentoring
- Understand the pros and cons of internal and external coaches
- Learn three key coaching skills you can apply in your everyday interactions





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## Lunch Keynote



### KELLY JOSCELYNE & ELIZABETH NYAMAYARO 1:00 PM–2:00 PM

#### How to Create a Social Movement

What can corporations learn from activists, cause-marketers and impassioned individuals? How to mobilize people around one, critical issue to create a mass movement. British Actor Emma Watson's 2014 speech at the U.N. headquarters launching the "HeForShe" campaign became a rallying call for gender equality that made headlines worldwide and generated millions of dollars in donations. With at least one man in every single country in the world signing on to the initiative within its first week of launch, HeForShe has become one of the most important social movements in the world today, and has been subject to more than 2 billion conversations online. Explore valuable lessons about creating a successful social movement as Elizabeth Nyamayaro, the driving force behind the HeForShe initiative, and Kelly Joscelyne share campaign insights and perspectives.

#### LEARNING OBJECTIVES:

- Understand the initiative's success drivers
- Learn about the practical actions that PwC put in place to drive equality in support of the HeForShe Movement

### How Innovative L&D Helps Integrate Internationally Trained Employees



115

Teresa McGill

Given workforce globalization through immigration, offshoring, internationally-based teams, and temporary foreign worker programs, Learning and Development (L&D) professionals are finding innovative ways to promote successful intercultural integration and positive outcomes for the business. Explore three case studies of Human Resources professionals whose innovative learning and development methods have helped their organizations successfully integrate internationally trained employees providing learning opportunities that address language skills and intercultural awareness, and also promote both formal and informal learning.

#### LEARNING OBJECTIVES:

- Access a collection of proven L&D methods to help integrate internationally trained employees
- Understand key intercultural factors to consider throughout the ADDIE process
- Learn a next-steps action plan to enhance ITP integration through innovative L&D within your own sphere of influence in your organization

### Thriving in the Age of Distraction



126

Curt Steinhorst



Advertisements, alerts, emails, constant notifications – the competition for attention is more fierce than ever and our attention resources have never been so depleted. Today, without any barriers to connection or communication, we are asked to process four times the information that people dealt with in 1986, but with less space and time to actually think. This has fundamentally altered the way people work, engage, communicate, and relate to one another. Discover how to work smarter and stronger in the constantly-connected age.

#### LEARNING OBJECTIVES:

- Understand how lack of focus impacts your workplace and its leaders
- Learn how to help your workforce win the battle against digital distractions

Wednesday,  
Feb 01, 2017

Afternoon  
Sessions  
3:00–4:00 pm

### The Revolution Will Not Be Televised: How Programmatic Marketing Techniques and Technologies are Quietly Changing Talent Acquisition Forever

Chris Forman

In the last 7 years, programmatic 'ad tech' has revolutionized how companies brand,

promote, and sell everything from paper towels to airplane tickets. Today, more than 80% of online ads are placed and optimized in milliseconds each time we click on another web page. The lift in performance has been nothing short of staggering, often increasing ROI by over 500%.

#### LEARNING OBJECTIVES:

- Understand how companies are leveraging programmatic technology to radically improve recruiting outcomes
- Learn how leading recruitment marketers are starting to use these technologies to optimize the performance of their job ads, attracting better candidates and getting a dramatically higher 'bang for their buck'



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Leadership



Learning &amp; Development

Labour &  
Employee Relations

Strategy



Professional Practice

Health, Wellness, &  
Safe Workplace

Organizational Effectiveness



Total Rewards

Workforce Planning  
& Talent ManagementHR Metrics, Reporting  
& Financial Management

## Medical Marijuana in the Workplace: Balancing Safety Concerns, Accommodation and Choice of Medication



127

David Turner

Employers are progressively struggling to find the right balance between safety and accommodation when an employee presents them with a prescription for medical marijuana. How far does the duty to accommodate go when an employee chooses to take medical marijuana to manage his or her disability instead of using a less impairing alternative treatment?

### LEARNING OBJECTIVES:

- Understand nuanced safety and accommodation considerations surrounding medical marijuana use
- Address common stereotypes associated with medical marijuana
- Learn the do's and don'ts of dealing with accommodation requests involving medical marijuana
- Explore new and emerging medical marijuana laws, policies, and jurisprudence

## The Evolution of Regulating Human Trafficking and the Role of HR



128

Laurel Bellows,  
Jonathan Grode,  
Valerie Kleinman,  
E. Christopher Johnson Jr.

Human trafficking for labour exploitation has become big business. Driven by the demand for cheap goods, services and labour, companies look for ways to increase production and decrease labour costs. As multinational organizations increasingly turn to less desirable offshore labour forces, supply chain management becomes problematic. Businesses which proactively work to adopt anti-trafficking and forced labour measures stand to benefit tremendously by "future proofing" their operations against regulations, and mitigating potential liability and damages.

### LEARNING OBJECTIVES:

- Hear real examples of companies in the U.S.

and Canada that have been implicated in human trafficking

- Establish how your company can assess the risk of human trafficking in your supply chain
- Understand current legal and ethical considerations and obligations for Canadian companies with respect to human trafficking
- Learn how to develop a policy to prohibit trafficked labour in your workforce

## Reigniting the Desire to Return to Work after Critical Illness



130

Patricia Muir

Returning to work during or after a critical illness presents unique challenges for employees. Typical challenges like financial well-being, relationships at home and at work, and the impact of work on their health are compounded by recurring self-doubt and fear of losing status and momentum in their profession, workplace, and career. Discover how to create a positive return-to-work experience for employees and other affected stakeholders.

### LEARNING OBJECTIVES:

- Identify 5 critical factors that affect the successful return-to-work experience, plus key

strategies that can be implemented immediately for different occupational groups

- Find out about the tools to navigate and manage the effects and potential setbacks that people experience when critical illness touches their lives and work
- Learn tips and techniques to support employers and employees in successfully returning to work

## Building a Values Based Recognition Program – Ryerson Case Study



131

Roy Saunderson,  
Nathaniel Hart,  
Emily Pomeroy,  
Monika Dacosta

Creating an employee recognition program within a public-sector organization comes with its challenges: annual budget cuts and salary freezes instituted by the province; public perception of how tax dollars are spent; and the involvement of many distinct employee groups including 6 unions. Despite Ryerson University's nearly 70-year history, the concept of recognition needed to be introduced and "sold" to the community as a valuable practice. Explore the creation and

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Mental Health Sessions



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## Sessions: Wednesday Afternoon

evolution of an organization-wide recognition program that supports the building of Ryerson University's culture of appreciation.

### LEARNING OBJECTIVES:

- Learn how to create a framework for a recognition program and sell the idea
- Understand how to make the case for senior leadership, gain their buy-in and secure funds
- Find out how to gather feedback through surveys, meetings, and committees, to ensure the program resonates with all employees regardless of level, status, or employee group

### Taking the Workplace Bully by the Horns



132

Renée Gendron

The effects of working with a workplace bully can last for years; for the target of the bullying, it can be devastating emotionally and psychologically. Other employees suffer too – communication is impaired, trust and morale are low, and employee turnover rates increase. Discover tools and strategies on how to reduce and stop workplace bullying.

### LEARNING OBJECTIVES:

- Identify workplace bullying and examine the motivations of the bully
- Learn about the effects of bullying on the target and explore techniques to help the target
- Understand the long-term impact on employees and organizational cultures when bullying is left unchecked
- Identify strategies to stamp out a bullying culture in your organization

### A Business Leader's Expectations of HR



133

Jeff Dawley

Every decision counts in today's brisk, complex business environment. Business leaders rely on subject matter experts within their teams to ensure the best decisions are made on a consistent basis within a microscopic timeframe. How a business identifies and empowers its human resources to outperform the competition is critical to the success of any organization. Discover how strong and clear HR strategy can assist business growth and learn what today's business leaders expect from their HR functions.

### LEARNING OBJECTIVES:

- Learn about the demands on top executives, and understand how HR can both contribute to, and be a part of, a successful executive team
- Hear real-life examples of how HR strategy has helped fuel growing businesses
- Find out what today's innovative business leaders expect from the HR function

### Temporary Foreign Workers: Are you Ready for Compliance Reviews and Inspections?



134

Evan Green

Employer compliance reviews and inspections are increasingly common; 25% of all work permits will be subject to compliance reviews or inspections according to the government's objectives. Failure to comply can lead to revocation of Labour Market Impact Assessments (LMIA), being placed on a public list of non-compliance, fines and criminal charges. Examine what you need to know to prepare for compliance reviews and inspections.

### LEARNING OBJECTIVES:

- Gain an understanding of the LMIA's terms to determine which terms are relevant to compliance reviews and inspections
- Know what inspectors and officers are looking for in order to pass a compliance review
- Identify which documents must be retained to ensure compliance

### Thinking about Testing for Drugs and Alcohol? A Human Rights Approach



135

Anya Kater

Having a safe workplace is a legal obligation for employers. While drug and alcohol testing is one method employers use to ensure safety at work, this kind of testing can raise human rights concerns. Hear the Ontario Human Rights Commission's newly updated policy on drug and alcohol testing and get the information you need to make decisions about drug and alcohol testing to meet your obligations under the Human Rights Code.

### LEARNING OBJECTIVES:

- Examine which human rights concerns are raised by drug and alcohol testing
- Know when drug and alcohol testing may be justifiable under human rights law
- Learn to design a drug and alcohol testing policy and program that respects human rights

### The Future's Not Ours to See



137

Bill Greenhalgh

Of the 25 largest employers in North America during the 1960s, only 6 exist today. Sophisticated and well-resourced, these major corporations that were once household names among Fortune 500 lists have vanished. Recent research suggests that the life span of companies is decreasing; 30% of today's existing companies won't be around by the end of 2020. Find out what the disappearing companies of the past can teach you about your organization's ability to survive the future.

### LEARNING OBJECTIVES:

- Hear specific predictions of what our world will look like in the next 5-10 years
- Understand why predicting the future is not as difficult as we imagine
- Discover actions you can take to enhance your organization's chance of a longer life

### Advancing your HR Career: Insights from HR Leaders



138

Adam Riddell,  
Cindy Bush,  
Leslie Shank,  
Kelly Davis,  
Scott Goodman

Join a panel of HR leaders from diverse backgrounds as they share their unique career journeys.

### LEARNING OBJECTIVE:

- Gain insight into what it takes to be successful in different career paths within the HR profession.



## The Agile Workforce: Alternatives to the Traditional Full-time Employee



Ryan Campbell

Many organizations choose to employ workers indefinitely for core operations, but to better serve the needs of customers and manage operational costs, some employers engage workers to perform services using alternative arrangements, including fixed-term employment contracts, dependent or independent contractor relationships. What do you need to consider when determining how a worker should be engaged? Explore several alternatives to the traditional full-time employee and learn about the risks and rewards associated with each.

### LEARNING OBJECTIVES:

- Identify the legal distinction between an indefinite term employee, a fixed-term employee, an independent contractor and a dependent contractor
- Find out how to successfully implement fixed-term employment contracts and dependent/independent contractor agreements
- Master the transition between employment and contractor relationships

## Family Matters: Helping Employers Navigate Requests for Family Status Accommodation in the Workplace



Christine Thomlinson

Increasingly, employees are requesting workplace accommodation of their unique family circumstances. HR professionals know they have a duty to accommodate "family status," but putting this into practice can be tricky. How do you determine whether the employee is requesting something that is really necessary, as opposed to a personal choice? Are you allowed to ask for information to support the request? How can you be satisfied that the employee has fully explored other options? Learn the answers to these questions and get solid, practical tips that you can apply in your workplace.

### LEARNING OBJECTIVES:

- Understand the legal obligations that employers have to accommodate family status in the workplace
- Gain guidance on navigating sensitive areas, like seeking more information about the need for the request, and questioning what other options the employee has explored

## Are Employers Dealing with a Coping Crisis or a Mental Health Crisis?



Dr. Bill Howatt

Progressive employers are now adopting a philosophy of shared accountability among employers and employees – working together towards a psychologically safe workplace. Employees play a primary role in maximizing an organization's productivity and success, but what is that role? How can employers provide the tools and support needed to ensure a mentally healthy workplace for everyone? Explore the question of whether we face a mental health crisis or a coping crisis.

### LEARNING OBJECTIVES:

- Examine how employees get into a coping crisis and learn how to help them find their way out
- Understand how coping skills impact mental health and what employers can do to curb mental health risk
- Discover how mental health can be linked to organizational results

## Five Core Essentials for Leading Virtual and Remote Teams



Jennifer Britton

Virtual and Remote Team Leadership is a reality for many team leaders today and understanding leadership approaches for these types of teams is of growing interest to HR and those responsible for leadership development. Drawing on the Team Effectiveness Research from academics such as Lencioni, Wagner, Katzenbach and Smith, as well as the Virtual Team Leadership Realm, we will explore five core essentials for leading virtual and remote teams.

### LEARNING OBJECTIVES:

- Compare the similarities and differences between traditional team leadership and virtual and remote leadership
- Identify core skills required by exceptional virtual and remote team leaders
- Discover best practices for developing and supporting virtual and remote team leaders and develop an action plan of resources and next steps for your organization

## To Pay or Not to Pay: The Termination Debate over Bonuses, Commissions, Stock Options and Pensions



Megan Burkett

Termination packages can be very costly for companies, especially when high-level employees who are entitled to bonuses, commissions, stock options and other forms of remuneration are involved. Gain insight into the steps that can be taken to potentially limit the quantity of termination packages and learn the language you should include in employment contracts that will restrict expensive forms of remuneration in termination packages.

### LEARNING OBJECTIVES:

- Understand general employee rights on termination
- Examine how bonuses, commissions, stock options and pension plans are typically addressed by the courts
- Identify measures that can be implemented to address bonuses, commissions, stock options and pension plans in termination packages
- Hear about common pitfalls to avoid

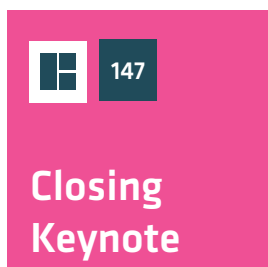
## Religious Accommodation in a Diverse Workplace



Cory Boyd

Recently, the Ontario Human Rights Commission released its policy on preventing discrimination based on creed, providing guidance for employers on specific situations in which creed-related issues might arise in the workplace. Still, employers face challenges in both understanding what systems of beliefs meet the definition of creed, and in knowing





## NEIL PASRICHA 4:30 PM–5:30 PM

### Happier People, Happier Organizations

The strongest companies in the world have the happiest people working at them. Coincidence? No. Discover how to build support networks, manage energy and stress, drive engagement and high-performance results, and create lasting happiness at your organization. Learn the secrets Pasricha uncovered through research with top leaders at Harvard, developing leaders inside Fortune 100 companies, and working with clients like Shell, Kraft, and Viacom.

PRESENTED BY:



#### LEARNING OBJECTIVES:

- Discover how to reduce stress by implementing 1 of 5 evidence-based happiness exercises
- Learn effective time management by mapping decisions to help automate, regulate, and effectuate decisions
- Enable stronger work relationships in diverse settings to increase productivity, sales, and creativity by implementing 'The 20 for 20 Challenge' across working groups

- Learn the consulting mindset critical for every HR team member
- Identify the effective change implementation components owned by HR teams and how to leverage them to extend change capabilities in your organization
- Understand how coaching and communications are the anchor to every successful change
- Discover how to increase the buzz and adoption rate in your next change initiative

## Applying Behavioural Science in Changing Behaviours

Ed Gardiner



Most attempts to change behaviour rely on the outdated assumption that we always act in our own self-interest. The result is a range of programs with a firm rationale, but minimal impact. Find out how products and services built on scientific insights into why people actually make decisions can help us find new ways of guiding and supporting people in making better decisions or realizing their good intentions.

#### LEARNING OBJECTIVES:

- Learn about behavioural science
- Explore some of the key principles relevant to organizational behaviour

what their creed-related accommodation obligations are for their employees who hold those beliefs. Understand what triggers the duty to accommodate creed and the scope of that obligation, as well as the challenges that arise when the religious rights of one employee competes with the rights of others.

#### LEARNING OBJECTIVES:

- Understand the broad definition of creed
- Clarify the scope of the accommodation obligations relating to creed
- Learn how to balance religious-based requests for accommodation with other rights and workplace obligations

## Make Shift Happen: HR's Pivotal Role in Leading Organization Change

Alyssa Burkus



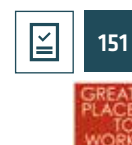
Organizations are bombarded by change these days. As HR continues to evolve, the pace and pressures facing organizations today requires HR teams to lead successful change initiatives, not just support them. Business leaders need HR to provide direction, as well as the tools, processes and coaching critical for change success, often deployed on an ongoing, agile or rapid basis. Find out how to make shift happen in your organization.

#### LEARNING OBJECTIVES:

- Examine the current trends and key elements influencing successful organization change

## Advanced People Analytics to Drive Enhanced Business Outcomes

Jen Wetherow,  
Ron Grey



Can you statistically predict what's most important to your business success? Astute business leaders are doing just that. By combining big data and advanced people analytics, leaders are getting the powerful insights they need on improving talent management and culture change to gain competitive advantage. Hear compelling case studies about how advanced analytics are being used to link organizational assessment data with key performance indicators (KPIs) to drive business results.

**LEARNING OBJECTIVES:**

- Understand the basics of advanced analytics techniques
- Identify the key drivers of critical business outcomes in diverse industries
- Create a blueprint for building an advanced people analytics culture, capability and initiatives

### Avoiding Liability: How to Protect your Organization from Costly Common Employment Related Mistakes



333

Stuart Rudner,  
Dan McGarry

Most HR professionals do not have a law degree, but they are increasingly called upon to deal with issues relating to employment standards, human rights, privacy laws, occupational health and safety, contracts and common law. Discover how to avoid common mistakes that can cost both your organization and your reputation in a court or tribunal.

**LEARNING OBJECTIVES:**

- Identify statute versus common law requirements and learn practical ways to improve your organization's procedures regarding termination
- Find out how to address lengthy absences and an aging workforce
- Consider best practices to create an enforceable employment contract with effective terms
- Understand how to implement a defensible accommodation program and respond to accommodation requests
- Know how to limit an employee's expectation of privacy when using corporate equipment



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## Opening Keynote



### JEFFREY PFEFFER 8:15 AM–9:30 AM

#### Leadership BS: Fixing Workplaces and Careers One Truth at a Time

Leaders have been guided by books, blogs, TED talks, executive development efforts, conferences, and similar activities for decades – an estimated \$20 billion U.S. is spent on leadership education and development annually. Nonetheless, almost every piece of evidence – on job satisfaction, trust in leaders, employee engagement, leadership success, the efficacy of leadership development efforts – shows persistent failure and problems, with leader tenures getting shorter and things getting worse. Why?

**LEARNING OBJECTIVES:**

- Understand why leadership development efforts have typically been so ineffective and explore what organizations can do to fix them
- Discover the advantages of building less "leader-centric" organizations and cultures
- Identify the differences between the traits we claim to want in leaders and the behaviours that make leaders successful
- Learn evidence-based, practical suggestions for enhancing both personal and organizational success

Thursday,  
Feb 02, 2017

Early Morning  
Sessions  
7:00–8:00 am

### Connecting the Leaders of Today with the Leaders of Tomorrow



200

Dave Wilkin

Matching senior with junior employees can help overcome destructive silos, and foster dialogue across departments, ages and geographies. Discover Dave Wilkin's singular approach to leveraging the power of conversation within your organization; find out how helping employees build diverse relationships from day

one helps employers engage, retain and attract top talent.

**LEARNING OBJECTIVES:**

- Learn to help improve your team dynamic and employee experience for good enabling you to drive collaboration, innovation, and ultimately, profitability.

### Speak Up and Stand Out: How to Structure your Presentations, Master your Fears, Captivate your Audience, and Be Outstanding



201

Suzannah Baum

These days, it's no longer enough to be a "good" speaker. You need to structure your presentation with focus, clarity and power and express yourself with complete



Super Session



Great Place To Work Sessions



Mental Health Sessions



Workshop Sessions

## Sessions: Thursday Morning

confidence – you need to be outstanding. But being “outstanding” can be a big challenge if you have a fear of public speaking or become overwhelmed at how to put together a presentation in a compelling, engaging, and powerful way. Learn how to overcome the common stumbling blocks that may be diminishing your presentations or holding you back as a leader in your industry.

### LEARNING OBJECTIVES:

- Learn how to use public speaking to build your reputation as an expert in your field
- Discover how to connect and engage with your audience so that they're hanging onto your every word
- Understand the must-have elements in every powerful presentation

Thursday,  
Feb 02, 2017

Morning  
Sessions  
10:30–11:30 am

### Is Gwyneth Paltrow Wrong About Everything?

Timothy Caulfield



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Celebrities are everywhere! And this matters. Seriously. Research shows that popular culture has a profound influence on people's health and that our ideals of beauty and success are framed by a celebrity-dominated worldview. Examine what science tells us about the influence of popular culture.

### LEARNING OBJECTIVES:

- Discover why celebrity culture has such power and influence and how it shapes perception and behaviour when it comes to health and beauty
- Learn about common health myths and get practical, evidence-based, recommendations on living a healthy lifestyle

### Employee Experience: Creating an Organization where People Want to Show Up, Not Need to Show Up

Jacob Morgan



204

We spend a lot of time and money trying to create great and meaningful experiences for ourselves. We hear volumes about the customer experience, but what about the employee experience? Discover the changes your organization can make to focus on the employee experience as a way to attract and retain top talent.

### LEARNING OBJECTIVES:

- Hear what some of the world's most forward thinking companies are doing to create meaningful employee experiences
- Explore three environments that create employee experiences – digital, cultural, and physical
- Learn about the composition of the three employee experience environments – what makes them meaningful and engaging?

### The Walking Dread! Avoiding the Zombie Syndrome at Work by Building a Team that can Survive Anything

Katherine Craig



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Building a cohesive, resilient, high performance team is a universal leadership issue, after all, we don't usually get to hand-pick our teams. What do you do with those people that act like Zombies throughout the day? Zombie low performers can bring an entire team down and can drive your high performers away. Learn how to help your team thrive and make the Zombies vanish!

### LEARNING OBJECTIVES:

- Discover team exercises that energize your team
- Get assessment tools to identify what types of performers you have and need in your workplace
- Consider strategies to make your team agile and ready to embrace the never-ending changes

- Hear practical tips to build resilience into a team dynamic
- Find out how to measure and sustain team successes

### Finding your Ultimate State of Flow

Lorie Corcuera



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Finding your ultimate state of flow means getting into the zone so you can manage your time and energy and show up to perform at your full potential. A Harvard Business Review article by Terri Griffith reveals that finding your state of flow is easier said than done: "... when you're constantly interrupted, it's hard to find a state of flow. One workplace study found an average of almost 87 interruptions per day... on average, it takes over 23 minutes to get back on task after an interruption..." Join us to discover how to find your state of flow.

### LEARNING OBJECTIVES:

- Identify your energy gainers and drainers
- Learn how to gracefully say “no” and understand the power of setting clear boundaries
- Discover how to create and sustain new daily, weekly and monthly habits and routines
- Explore simple personal time management strategies

### The Leadership Effect: How the Strength of your Leaders Impacts Recruiting

Ian Cameron



207

The 2016 McQuaig Global Talent Recruitment Survey revealed that only 25% of HR professionals believe their leaders are truly effective. The results also exposed differences in how companies with effective leaders try to attract talent, what this means for hiring manager engagement, what organizations are doing to develop leaders, and what companies need to do to address a perceived crisis in leadership. Explore the state of leadership from the perspective of HR professionals.

### LEARNING OBJECTIVES:

- Explore the most effective recruiting channels and examine the state of talent recruitment both globally and regionally

## Sessions: Thursday Morning

- Identify where companies are investing money and what strategies they're employing to attract talent
- Understand how companies with effective leaders are supporting hiring managers
- Learn what steps your organization can take now to address the leadership gaps in your organization

### Using Building Excellence (BE) to Maximize Human Capital ROI

Richard Atkins



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The Building Excellence (BE) Survey is an assessment which identifies 28 elements that affect how well individuals achieve and perform in work-based learning environments. Useful for developing individualized solutions and concrete action plans to improve performance, the BE Survey results in a comprehensive Learning and Productivity Style (LPS) Profile and gives individuals a complete picture of their unique learning and productivity strengths and preferences. Explore the use of BE for companies, teams, staff and leadership to assess individual learning needs.

#### LEARNING OBJECTIVES:

- Gain awareness of Learning Productivity Styles as a vehicle for maximizing on-the-job performance
- Understand how to identify and capitalize on diverse learning styles
- Discover the BE Assessment as a tool for increasing productivity and developing self-leadership skills

### Healthy Tension—Mastering Unsolvable Problems through Polarity Management

Tim Arnold



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Experienced leaders know that it takes a lot more than easy answers to allow an organization to thrive; leaders must be willing to wrestle with competing values and tackle chronic issues head on. A powerful way to make this happen is through utilizing a set of principles and tools called Polarity Management, a straightforward and insightful

way to understand and master some of life's most complex problems. Polarity Management provides an alternative for those who strive to rise above mediocrity and gain a sustainable competitive advantage.

#### LEARNING OBJECTIVES:

- Learn to challenge unproductive and limiting mindsets
- Supplement a traditional problem-solving approach to improve effectiveness in addressing the 5 Cs - Complexity, Change, Conflict, Communication and Chronic Issues
- Avoid unwarranted conflict while learning to benefit from healthy opposition

### Addressing Racial Discrimination: What Employers Need to Know

Shaheen Azmi



210

Claims of racial discrimination consistently rank among the top three grounds for applications filed with the Human Rights Tribunal of Ontario each year. Racial discrimination is not well understood and its existence is often denied. Understand how to identify, prevent and respond to racial discrimination so your organization can meet its obligations under the Human Rights Code. Drawing from the Ontario Human Rights Commission's Policy and guidelines on racism and racial discrimination, gain the tools you need to address this form of discrimination.

#### LEARNING OBJECTIVES:

- Understand how to distinguish between racism and racial discrimination
- Find out how to identify different forms of racial discrimination
- Learn steps to prevent and respond to racial discrimination in your organization

### The Expectation Gap: Who We Are, Who Others Think We Are, and Who We Should Be

Jeff Dawley



211

HR professionals often ask the question: "How can HR best support their internal clients?" While it's a helpful question for keeping teams focused on meeting internal service

level commitments, it also creates a distorted perception that HR is not actually part of the business itself. HR should be an integral part of the strategic management of a business, rather than a consultant or service provider. Senior and executive level HR professionals should be asking themselves: "How can I, and the resources I manage, grow and improve the business?"

#### LEARNING OBJECTIVES:

- Understand the importance of having HR expertise at the executive table
- Learn how to help guide all members of an HR department in contributing to the growth and improvement of the business while meeting internal service level commitments

### Improving Mental Health at Work: Promising Practices for Employers to Adopt

Sarika Gundu,  
Nitika Rewari



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Canadian employers are finally catching on – keeping employees truly safe and healthy is about more than providing flu shots and preventing falls, we've got to consider their mental health too. Along with the personal toll on the individual, mental health problems and illnesses are costing the economy billions and many of these costs can be avoided by creating and maintaining a mentally safe and healthy workplace. Learn how HR professionals are taking Canada by storm! Leaders of private, public and non-governmental organizations are not only paying attention to this important issue, but also taking action by implementing evidence-based tools, such as the National Standard of Canada for Psychological Health and Safety in the Workplace, and seeing incredible impact to their bottom line.

#### LEARNING OBJECTIVES:

- This session will equip you with the tools and resources to help you create your own preliminary action plan so you can get started on this journey that is making employers across the country more innovative, advanced, and competitive!



## "Why Should I Work for You?" Attracting the Best Talent to Your Business

Daneal Charney



Session Sponsor

Recruiting the best talent is a top priority for executives. Delays in time-to-hire can mean lost revenue, product delays, and a burden on current employees who need to pick up the slack. A strong Employer Value Proposition (EVP) is your #1 weapon in attracting the right talent to your organization – it's the "secret sauce" that will differentiate you from your competitors when current and prospective employees are making employment choices.

### LEARNING OBJECTIVES:

- Review best-in-class case studies to identify what an effective employment value proposition looks like
- Learn how to create an EVP
- Understand how to enroll your internal employee champions to become the external brand ambassadors of your EVP
- Find out how to minimize the impact of negative online reviews and leverage your online brand real estate

## Soft Skills are the New Hard Skills

Ruth Catney



Great leadership is indeed a difficult thing to understand and yet, we all know a great leader when we're working with one. For years leaders have been sold an inaccurate checklist of "hard skills" they need to exhibit in order to get results. Traditionally, these skills might have been sufficient to get them into a leadership position, but in today's evolving workforce, they're no longer enough to keep them there. Discover why when it comes to great leadership, "soft skills" are the new "hard skills."

### LEARNING OBJECTIVES:

- Learn about the 4 leadership aptitudes every leader should actively practice
- Explore why self-awareness of core values is critical to leadership success
- Hear neuroscience research that makes a compelling case for why leaders need to operate in a positive mindset
- Discover tips on how to ensure people feel heard and that they matter

## Sometimes Notice Just Ain't Enough

Natasha vandenHoven,  
Andrea Bactor



Generally, employers are entitled to make unilateral changes to benefit plans where reasonable notice of the changes is provided to employees. Two recent court decisions – "NCR v. IBEW" from British Columbia and "Samoisette v. IBM" from Quebec – say otherwise. In both decisions, employees won the right to continue to accrue defined benefits under their employer's pension plan for the rest of their careers due to certain communications the employees had received regarding the benefits. Effectively, no amount of notice was sufficient to make the changes.

### LEARNING OBJECTIVES:

- Review recent court decisions involving changing employee benefits
- Discuss the do's and don'ts of communicating employee benefits and changes to benefits

## Difficult Employee or Employee with a Difficulty?

Lauren Bernardi



Often we label employees we are having trouble managing as "difficult," but sometimes they are not difficult so much as "experiencing a difficulty." Difficulties can be anything from a mental health issue or a hidden disability to a personal or family crisis. Find out how to identify the difference between a difficult employee and an employee experiencing a difficulty and learn to manage them both.

### LEARNING OBJECTIVES:

- Learn the difference between a difficult employee or employee with a difficulty
- Examine the types of difficulties that can impair performance and behaviour
- Discover a step-by-step approach to managing challenging employee behaviour

## The Applicant is the Customer! Giving a Great Experience in the Interview Process

Teri Yanovitch



Session Sponsor

The company culture of tomorrow begins with who and how you hire today. Job applicants are the customer of HR – when they have a great experience in the recruitment and selection process, they'll speak favourably about your company in the community, even if they don't get hired. Learn how to create a consistently positive experience for the applicant.

### LEARNING OBJECTIVES:

- Understand the four critical elements that affect the customer experience
- Examine how to look through the lens of the customer/applicant
- Recognize the impact of "Everything Speaks"
- Identify how to consistently deliver and create small, powerful "WOWs"

## Culturally Intelligent Talent Management – New Ways to Recruit, Develop, and Retain Internationally Trained Talent

Teresa McGill



With the growing influx of internationally trained talent, HR professionals are developing fresh, culturally intelligent approaches for talent management. From accommodation and compensation to communication, what can you do to make the most of your organization's assets? Hear case studies about innovative HR professionals who have changed the way they recruit, develop, and retain employees in a culturally diverse talent pool to the benefit of their organizations.

### LEARNING OBJECTIVES:

- Reimagine talent management through an intercultural lens
- Recognize several key intercultural dynamics that must be considered for effective talent management
- Discover dozens of 'road-tested' culturally intelligent talent management techniques and plan ways to develop your organization's cultural intelligence



## What Does it Really Take to Create High Performing Teams? Harnessing the Power of Collective Intelligence

Michelle Chambers

Reliance on organizational teams is a growing workplace trend. Most would agree that a diverse and highly skilled group of dedicated individuals would be able to find more innovation solutions to a problem than an individual. So why do some teams struggle more than others? What do organizations need to create a culture of both positivity and productivity in teams? Learn about a model that can be used to benchmark team strengths and opportunities for development and techniques used by organizations to improve trust, decision-making, accountability and productive conflict.

### LEARNING OBJECTIVES:

- Build a team culture which incorporates emotional, social and collective intelligence to create high performing teams
- Practise a systems team coaching exercise to explore the complex nature of teams
- Understand how to develop effective collaboration in and among teams to achieve key organizational strategies

## Canadian Immigration 101: What you Don't Know can Hurt You

Janet Bomza,  
Melodie Hughes Molina

You want your star candidate for a key position to start right away, but she's a European citizen. Or you need to move someone to a branch in another province, but his Canadian work permit is province-specific. Increasingly, HR professionals are involved in moving workers across borders and need to understand immigration requirements for different worker categories. Get through the immigration maze by mastering strategies for staying in compliance with regulations while still meeting project deadlines.



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### LEARNING OBJECTIVES:

- Business visitor vs. work permit: Find out when an employee requires work authorization
- Know how to complete the employer compliance form in various circumstances
- Explore strategies for ensuring foreign workers have the ability to work across Canada
- Identify the do's and don'ts when filing LMIA applications and understand what has to be disclosed

## Building Engagement: Empowering People to Perform

Shawn Casemore

Since the industrial revolution, organizations have been built around an archaic management hierarchy that originated from the military; unfortunately, this approach to leading employees is a surefire path to diminishing morale and performance. The highest performing organizations tap into the collective intelligence of their people to build a community of knowledge and experience aligned in the delivery of distinct and rapid value to the customer. It's time to learn how to empower employees through organizational leadership.

### LEARNING OBJECTIVES:

- Identify the distinct differences between an empowering leader and a typical leader found in today's workforce
- Learn how to shift from a culture of "direction" to one of coaching and mentorship to increase employee autonomy and productivity
- Discover proven approaches to introduce and sustain higher levels of empowerment in employees

## Thriving in a 24/7 World

Peter Jensen

In the face of 24/7 demands, many people turn to time management strategies in hopes of keeping up with the



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growing list of to-dos, but often, time has control over us – it's the problem, not the solution. Energy management, on the other hand, is within our control. Explore the energy management skills that elite performers use to help transform pressure into growth and learn how to strike a balance between moments of high performance and periods of renewal.

### LEARNING OBJECTIVES:

- Know how to monitor your 'arousal level' – the crucial diagnostic tool that allows you to gauge whether your energy level is too high or too low
- Discover how to maintain consistent energy levels throughout the day while getting more accomplished
- Find out how to use the ABC model to lower energy in high-pressure situations and minimize the drain on your valuable energy resource

## NSFW (Not Safe For Work) Compensation: A Case Study

Stephen Osiel

Many organizations have adopted a safe, time-tested strategy for compensation and total rewards. But what do you do when your business environment substantially changes? Will your current 'Safe For Work' compensation program still apply? Explore a case study of how one organization responded to a game changing circumstance by using innovative total compensation strategies and solutions that were considered at first to be "Not Safe For Work."

### LEARNING OBJECTIVES:

- Learn about adapting your organization's compensation and total rewards package to suit the needs of your changing business environment.



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## Finding the Strategy in HR Analytics: Linking HR to Business Value



243

Tracey Smith

HR Analytics has been identified as one of the top 5 concerns for HR teams across the globe, yet 86% of companies admit to having no analytics talent in HR. Learn how companies are using HR analytics to connect HR to business value.

### LEARNING OBJECTIVES:

- Find out how to assess the maturity of your HR analytics function and plan your journey into higher levels of analytics
- Discover how to use analytics to optimize processes like recruiting and assess the impact of topics like engagement on business performance
- Understand the steps needed in order to successfully plan an HR analytics project
- Learn how to select the right metrics in HR

## How Engagement Surveys are Ripe for Disruption



247

Joanne Thomsen,  
Karen McKay,  
David Weiss

Engagement surveys have become a key source of information to guide HR leaders as they define the annual priorities for HR; they've also become a source of enhanced credibility for HR among C-Suite executives who speak proudly about being a top 50 organization in engagement. At the same time, the methodology for engagement surveys is woefully stagnant. How can engagement surveys be disrupted to deliver exponentially greater value to HR and the organization?

### LEARNING OBJECTIVES:

- Explore disruptive innovation and understand how it applies to engagement surveys
- Understand the pain points in engagement surveys that are ripe for disruption
- Consider methods that could disrupt engagement surveys to deliver greater value for HR and the organization

## The Rapidly Changing Landscape of Performance Management



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Jen Wetherow,  
Scott Evans

Today's workforce values regular ongoing feedback vs. traditional annual performance appraisals which no longer align well with changing employee needs and expectations. As HR leaders, what tools and processes can we offer our teams to ensure performance management is effectively guiding, motivating, and reinforcing behaviours that positively impact the bottom line? How can we help employees work more effectively and efficiently to keep up with increasing business demands and tightening timelines? What does the future envision for traditional performance management processes?

### LEARNING OBJECTIVES:

- Discover what the best workplaces do differently when it comes to performance management
- Learn about emerging performance management trends across different industries
- Understand how to strike the right balance between ongoing, high impact feedback and requirements for documentation

## The Five W's of Brexit: What, who, where, when and why of Brexit



254

Dr. Tim Oliver

Britain's vote to leave the EU has raised a host of questions about the future of the UK, UK-EU relations and the EU itself. What Brexit might entail, let alone how it might be managed, remain deeply uncertain. UK and EU negotiators face the challenge of a complex and unprecedented divorce. Businesses in the UK, the EU and around the world face uncertainty about where this will leave both the British and EU economies. Brexit offers opportunities for all sides, but also real dangers of acrimony and division.

### LEARNING OBJECTIVES:

- Understand the background and processes of Brexit
- Discuss opportunities and dangers for businesses
- Examine where Brexit might take Europe



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## Lunch Keynote



### RASMUS ANKERSEN

1:00 PM–2:00 PM

#### Hunger in Paradise

Six years after Nokia's CEO Olli-Pekka Kalliasvuo haughtily dismissed the iPhone as "nothing but a niche product," Nokia's smart phone market share dropped from 50% to 3%. While we talk a lot about how to achieve success, we talk too little about its consequences – about the complacency, arrogance, and the fear of losing it all again, which often follow as a shadow of success. Success produces complacency. But how do you stay humble when the company cashes in record profits? Or put another way: How do you create hunger in paradise?

#### LEARNING OBJECTIVES:

- Master the five lessons we need to learn to avoid in becoming another victim of complacency: Never trust in success; Burn your trophies; If it ain't broken, consider breaking it; Kill the illusion of perfect conditions; Create a compelling 'Why'

most attractive candidates for employment, George Brown College committed to offer field education in 100% of their programs by 2017 and are already at 94%. The college is constantly monitoring talent needs across industry sectors; by consulting with industry partners on program development, George Brown College ensures graduates have the skills and knowledge to be workplace-ready.

#### LEARNING OBJECTIVES:

- Hear a thorough analysis of how colleges implement strategies to produce graduates that you not only choose for an interview, but that you select for the job.

### Rethinking Relocation and Risk: New Paradigms, New Exposures



226

Paul Coleman

International insurance is a complex and rapidly evolving world. Want to know how to intelligently evaluate and select financial products and services that recognize "The New Normal" market dynamics? Examine several emerging factors affecting the global mobility marketplace, and demystify international healthcare, property and casualty coverage.

#### LEARNING OBJECTIVES:

- Uncover the mysteries and debunk the myths surrounding mobility insurance and benefits
- Identify and measure your risk exposures surrounding international assignments
- Manage your insurance and benefits portfolio cost-effectively
- Recognize the hallmarks of outmoded and passé offerings and platforms
- Overcome barriers to successful program management

Thursday,  
Feb 02, 2017

Afternoon  
Sessions  
3:00–4:00 pm

### Has the Annual Performance Review and Rating Really Been Blown Up? The Realities and the Myths Examined



221

David Cohen

Some surveys indicate that 10% of Fortune 1000 companies have moved away from the formal annual review and rating system to a process of more frequent conversations. These firms have received widespread publicity leading other businesses to climb on the bandwagon. Has the new process improved engagement, retention and productivity? Find out how organizations have redesigned

and redeployed this process to make it effective, efficient and meaningful for employees and their managers and learn about the benefits they reaped as a result.

#### LEARNING OBJECTIVES:

- Learn the four critical activities to have in place to initiate the transformation of performance management
- Understand how to address compensation and promotions in the absence of reviews
- Hear about common practices and alternatives to the annual review – learn what works (and doesn't work)

### Colleges: Your Talent Recruitment Partner

Anne Sado



225

Colleges are about an applied education, and field education is a critical part of that. In response to clear communication from employers about the skills and experience that make George Brown College students the

### Coaching at the Executive Level to Increase your Influence



227

Rosanne Carcasole

HR professionals benefit tremendously from providing coaching support to their executives: they have greater influence in developing executives' leadership abilities to achieve higher performance; they indirectly



## Sessions: Thursday Afternoon

develop the growth of their organization; and they increase their own influence as a respected partner to the executive team. Discover the key steps to creating successful coaching engagements with executives.

### LEARNING OBJECTIVES:

- Examine the principles to making any coaching conversation a success
- Learn how to address the unique barriers to having a successful coaching relationship with an executive
- Understand how to build trust with executives and be seen as an important resource to them

### Current and Emerging Payroll Issues



Steven Van Alstine

Legislative changes are profoundly impacting the way HR deals with payroll. Learn about the issues affecting your payroll operations and prepare your organization for future changes.

### LEARNING OBJECTIVES:

- Hear about updates from the Canada Revenue Agency, Service Canada, Revenue Quebec and other bodies
- Stay on top of the changes impacting payroll for 2016 and moving into 2017

### The Pay Equity Journey: A Primer, the Pitfalls and the Positives



Pierre Chabot  
Deirdre Chong Smith

Pay Equity Compliance is a requirement for nearly all Ontario, Quebec, and federally regulated organizations. But with internal turnover, job changes, mergers and acquisitions, the changing nature of workforce, and a somewhat complex piece of legislation, compliance isn't easy! Get a brief primer on the intent of pay equity legislation, delve into real case studies of the journeys to pay equity compliance, and gain a basic understanding of the steps involved in compliance.

### LEARNING OBJECTIVES:

- Become familiar with National, Ontario and

Quebec pay equity legislation

- Understand which organizations pay equity legislation applies to
- Master the key steps to compliance and maintenance of compliance
- Explore real-life examples of organizations that unintentionally experienced a pay equity gap, benefitted from a pay equity adjustment, and successfully defended themselves with the Pay Equity Tribunal

### Vacation Pay – The Next Class Action Frontier?



Kathleen Chevalier  
Khalfan Khalfan

With the recent clutch of overtime class action certifications, many businesses and lawyers are asking: "which other employment standards requirements have significant litigation potential?" The answer: vacation pay. Many employers in Ontario are unfamiliar with the strict and somewhat complex statutory requirements surrounding employee vacation pay, including accruals, carryover, payment, and the risks associated with the failure to accrue and pay employees properly. Expand your understanding of vacation pay.

### LEARNING OBJECTIVES:

- Gain a legal perspective on statutory requirements
- Discuss employer best practices
- Learn how to avoid common pitfalls

### What Every Canadian HR Professional Should Know about U.S. Business Immigration Law



Jonathan Grode

Entering the United States with the authorized ability to work is a central component of most enterprises in Canada. However, too often, the promise to provide in-person service in the U.S. is made without first obtaining permission or conducting proper analysis into whether such employment-based travel is allowed. Find out the common misconceptions about U.S. business travel and identify remedies for those with refused or denied applications for admission.

### LEARNING OBJECTIVES:

- Examine basic employment-based nonimmigrant (temporary) visa classifications to work in the United States most often used by Canadian national organizations
- Learn how to spot issues involved in business travel to the United States before they become costly and damaging problems
- Develop a valuable understanding of the overarching United States immigration system that can lead to stronger corporate governance, policy, and performance

### Hiring Due Diligence



Adrian Ishak

What are the risks associated with testing and screening candidates for employment? What are the common pitfalls employers experience in the process of interviewing and conducting background checks? Get a comprehensive overview of how to exercise due diligence in the hiring process. Explore issues associated with discrimination under human rights legislation, examine privacy considerations in the pre-employment context, and hear recommendations based on best practices.

### LEARNING OBJECTIVES:

- Identify the more common human rights and privacy issues raised in the pre-hire context
- Understand where employers expose themselves to risk in the pre-employment stages of the hiring process and craft solutions to address these issues
- Find out how to develop organization-wide best practices and training to ensure legislative compliance in the pre-employment stage of the hiring process

### Peak Performance in Unforgiving Climates, Changing Industries & Unstable Markets



Sébastien Sasseville

Athletes understand that peak performance is about economy – it's not about being good all the time, it's about being unbeatable when it matters. How will your organization perform successfully through ferocious

competition, disruptive technologies, instability, increasingly demanding customers and fewer resources? Explore the logic of success; learn about leveraging obstacles and creating a culture of excellence.

**LEARNING OBJECTIVES:**

- Explore the mechanics of peak performance, how to create it, maintain it and transmit this desire for excellence to all team members
- Learn the importance of always selling a vision, a strong “why” and the real added value of a product, an idea or a project
- Find out why you should always set goals above your organization’s expectations and learn how to reach goals while adapting to a constantly changing market

## Practical Strategies to Build Team Resilience



235



Mary Ann Baynton

Workplace Mental Health isn’t just for those who have a mental health concern, it includes preventing burnout and maximizing the energy of all employees by becoming more resilient. Resilience includes a sense of self-efficacy, the ability to both give and receive social support, and to solve problems effectively. Resilient teams are more productive and engaged, and they can deal more successfully with workplace stressors and traumatic incidents. Discover how to build your team’s resilience.

**LEARNING OBJECTIVES:**

- Find out how to improve communication skills and expand self-awareness within your team
- Learn activities and exercises that develop your team’s ability to problem-solve, be objective and work well together. These activities are work-related, practical, and easy to use in 30 minutes or less. You will be provided with a book of activities to take back to your own workplace to use with your teams.

## Accommodating Disabilities in the Workplace: How and When to Ask for More Medical Information



236

Ryan Campbell

Accommodation is a two-way street – both the employer and employee are obligated to

cooperate in the accommodation process. However, often, neither party is capable of determining what accommodations are appropriate and typically, both parties rely on medical expertise to ensure that it is safe for the employee to perform the duties of the job. Using recent decisions from Canadian courts and human rights tribunals, we’ll explore the challenges employers face in gathering and evaluating medical documentation and provide useful tips to assist employers in managing the accommodation process.

**LEARNING OBJECTIVES:**

- Understand what medical information employers are entitled to request from their employees and when it should be requested
- Identify when it’s appropriate for the employer to request an independent medical evaluation
- Know how to manage the employment relationship in the absence of sufficient medical information options when an employee won’t cooperate in the accommodation process

## How to Hold Someone to Account (Without all the Drama)



237

Julian Chapman

Creating a culture of accountability is the means to getting strategic and operational traction in the workplace – but how, exactly, do you create this culture? Where the rubber meets the road, how do you hold your direct report to account? Holding someone to account doesn’t require courage or difficult conversations, it’s about clarity of expectation, the work and dialogue. Learn how HR can coach the line to dial down the drama and get the work done.

**LEARNING OBJECTIVES:**

- Examine the step-by-step process of understanding your authority and building your confidence to conduct accountability conversations with your direct reports
- Learn a framework that purposefully channels how you hold someone to account
- Discover how to provide your direct reports with clear expectations on behaviours and deliverables that act as benchmarks for constructive and collaborative accountability conversations

## How to Say “No” without Feeling Guilty



238

Diane A. Ross

Whether it’s agreeing to that extra project or helping out your colleague who dropped the ball, we often say “yes” when we planned on saying “no.” But replacing “no” with “yes” can have lasting consequences – resentment, frustration, burnout, and more. Learning to be able to say “no,” definitively and without guilt, is a skill that all HR professionals can master with a few simple tools. Discover how to set a firm, but respectful and empathetic “no” that allows you to hold your ground and walk away from the conversation feeling guilt-free.

**LEARNING OBJECTIVES:**

- Understand the hidden reasons we say “yes” when we don’t want to
- Practise simple phrases you can use to start saying the right kind of “no”
- Find out what to do when someone won’t take “no” for an answer

## Characteristics of High Performance Learning Organizations



239

Michael Nolan

Today’s Learning Managers perform an endless juggling act; they balance helping individuals to develop their potential and ensuring that their organizations meet stated goals while constantly adapting their structures, processes and styles to keep up with their evolving environment. Learn to redefine the critical strategies that you need to guide your learning initiatives and raise performance levels.

**LEARNING OBJECTIVES:**

- Examine the forces of change impacting Learning Development’s evolving role
- Align learning initiatives with business needs
- Identify common characteristics among high performance learning organizations
- Understand the competencies required of a Chief Learning Officer to lead successfully



Super Session



Great Place To Work Sessions



Mental Health Sessions



Workshop Sessions

## Applying Behavioural Science to Problem-Solving

Ed Gardiner



Many of the biggest challenges in the world result from human behaviour. Over the last decade there have been significant advances in the use of behaviourally-informed interventions by government, business and charities. Explore how behavioural science, alongside other disciplines such as design-thinking, can help reframe how and why complex problems occur, and provide the platform for practical, creative solutions to social issues.

### LEARNING OBJECTIVES:

- Understand some of the key insights and methods from behavioural science
- Learn how behavioural science approaches might be applied to solve problems in your organization

## How to Hire, Support and Retain Inspired and Loyal Employees

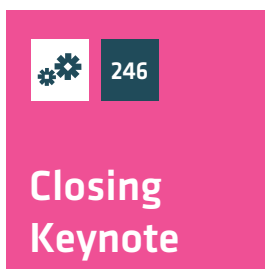
Bruce Mayhew



For the first time in history, it's easy to find three or four different generations working side-by-side; generational differences at work create fantastic opportunities that are critical to sustained peak performance and reduced workplace turnover. Yet morale, productivity and financial setbacks are rising from the different generational goals, experiences and communication styles. Explore the needs and objectives of a multigenerational workforce and discover how to hire and retain valued employees in the multigenerational workplace.

### LEARNING OBJECTIVES:

- Understand generational differences and similarities
- Find out the benefits of using a Behavioral Event Interview (BEI) structure
- Consider the organizational value of investing in career development
- Learn the importance of addressing employees' personal goals



## Closing Keynote



**LINDA NAZARETH**

**4:30 PM–5:30 PM**

### Economorphics: The Trends Turning Today into Tomorrow

From globalization and urbanization to dealing with demographic change, the world we know is morphing into a different planet. What are the trends taking today into tomorrow, and what are the trends that result from the shift? Take an in-depth look at the biggest trends that will shape the next two decades as well as the challenges and opportunities they present to the economy, the labour market, the financial market and your industry.

### LEARNING OBJECTIVES:

- Understand the trends that will impact your future – how will they affect your strategic plan?

## Talent Pipelining: Optimizing Your Talent Acquisition Function For Speed And Value Creation

Joe Minaudo,  
Sonya Whyte,  
Rick Erteki,  
Maura Dyer



Explore innovative and proven ways to optimize your Talent Acquisition function for speed and value creation. With this team of Talent Acquisition and Workforce Planning experts we will review a best-in-class method to help your teams recruit more effectively and fill job opportunities more quickly. Learn about this emerging and very effective method for staying ahead of the competitive

market for talent with some of the most respected and innovative talent leaders in Canada.

### LEARNING OBJECTIVES:

- Understand what Talent Pipelining means and how it can help
- Recognize how Workforce Planning and Talent Pipelining form a true partnership
- Find out how Talent Pipelining fits perfectly with your existing Talent Acquisition function
- Learn to use Talent Pipelining and your candidate sourcing strategy to keep your business stakeholders happy



## Building a High-performing, Highly-engaged Culture with Social Recognition



244

Chris French,  
Tony Tsai,  
Mara Notarfonzo

Social recognition is a proven way for companies to motivate employees, align work culture with organizational philosophy and reward behaviour. Launching a new recognition program is an art unto itself that leads many companies to face tough questions: What is the most effective way to build awareness and enthusiasm for employees in disparate locations? How do you handle corporate office versus retail employees?

### LEARNING OBJECTIVES:

- Find out how to get executive buy-in for social recognition
- Get tips for driving awareness and adoption
- Understand the real impact of recognition on engagement, recruitment, and ROI

## Applying Lean Thinking to HR Delivery



248

Mark Cryer

Manufacturing organizations have used the term 'lean thinking' – a business methodology that aims to create more value with fewer wasted resources – for many years. Increasingly, organizations are applying lean thinking to improve the efficiency and effectiveness of HR functions. Learn about the practices of lean thinking and find out how they can benefit HR delivery.

### LEARNING OBJECTIVES:

- Expand your knowledge of how lean thinking enables leaders to empower the teams they serve to constantly improve
- Explore resources to further your knowledge on lean thinking

## The Core Elements of a Meaningful Recognition Program



250



Lisa Citton-Battel,  
Jen Wetherow

Want employees to give their personal best? Start by saying 'thanks.' The best recognition programs share a few core characteristics; learn what they are and how to best integrate them in your organization. Discover how the best workplaces recognize and motivate their employees and help them internalize the connections between their personal, team and organizational performance.

### LEARNING OBJECTIVES:

- Master the skill of giving timely, specific, relevant thanks that has meaning and impact
- Learn how to use recognition practices to help employees see the integral role they play in corporate success
- Find out how to create a 'climate of appreciation' by recognizing excellence and extra effort in creative, unexpected and personalized ways

## DNA 360 – A Self-assessment Tool to Evaluate the Performance of the HR Function in a Systematic, Methodical and Constructive Manner



251

Chris Larsen

Increasingly Human Resource (HR) leaders are influencing, impacting and informing important organizational decisions. As HR leaders, we often find ourselves leading a function that is transforming and evolving itself, while sponsoring change to transform organizations into ever more results-focused and customer-centric functions. From time to time, it can be helpful to review our own progress, and to explore opportunities for improvement. In our day-to-day work we evaluate performance; DNA 360 compares the maturity of the HR function against a standard providing us with a profile of our organizational capability to deliver the required business outcomes, and then provides a development roadmap.

### LEARNING OBJECTIVES:

- Using the DNA 360 development roadmap, HR leaders will be able to assess the following areas:  
Macro Influence & Change, Stakeholder Management, Culture & Effectiveness, Performance, Planning, Policies, and Processes.





## Opening Keynote



PRESENTED BY:



**DR. JASON FOX 8:15 AM–9:30 AM**

### The Game Changer: Craft a Culture Fit for the Future of Work

The world of motivation is rife with fluff, folklore, fist pumping rah-rah, and stale old management practices that are fine for predictable work, but terrible for pioneering work. And pioneering through uncertainty is exactly the work your enterprise needs to enable if it is to stay relevant into the future. How can you prepare to change the game?

#### LEARNING OBJECTIVES:

- Explore frontier research and insights in motivation strategy and design
- Learn how to effectively influence the culture of your enterprise
- Identify whether your organization is fit for the future of work

Friday,  
Feb 03, 2017

**Morning Sessions**  
11:00–12:00 pm

## What's Holding Women Back: A look at Female Ambition in Canada



Catherine Finley

Why are women who are ambitious in their careers not aspiring to leadership roles? Understand why this troubling disparity exists and discover how HR professionals can help affect lasting change within their organizations. Take a deep look into the state of female ambition in Canada and the sometimes surprising results of a new study commissioned by Amex in partnership with Women of Influence.

#### LEARNING OBJECTIVES:

- Explore new research on gender disparity in the corporate world and its impact on female ambition and the health of an organization at large
- Hear about the impact that mentorship and sponsorship have on women's leadership ambitions
- Identify how women today are defining success and how it may or may not differ from the past
- Find out how to create an impactful sponsorship culture from the ground up

Friday,  
Feb 03, 2017

**Early Morning Sessions**  
7:00–8:00 am

## Be a Career Champion: Training to Win on the Bad Days Too



Marnie McBean

In sport and life, flukes count but relying on them is an anxious bet. Career Champions are those who manage to succeed in any condition, almost despite the system or environment. McBean has been around countless champions and shares some of the secrets to their success. In the end, it's about two things; being ready for the bad days and choice.

#### LEARNING OBJECTIVES:

- Understand the importance of setting a goal that's bigger than you
- Learn how to minimize the difference between your bad days and your great days

## Talent Identification in the Digital World



Tomas Chamorro-Premuzic

Quantifying human potential is a tricky business – can the digital world make it easier? How will the digital revolution, big data, and social media disrupt the traditional HR assessment space? Explore recent innovations in the talent identification industry and what they mean for HR.

#### LEARNING OBJECTIVES:

- Examine the comparative accuracy and user-experience of old and new tools
- Learn about the ethical implications of using new assessment tools in the talent identification process

## Your Keys to the C-Suite



Ian Blanchard

HR professionals in organizations across the world have been shut out of the CEO's office. Many HR directors suggest that they do not want to be CEO – but is this lack of desire born from the frustration that most organizations don't give serious consideration to HR directors as CEOs? Before HR directors are given access to the CEO's office, they must first become equal partners in the C-suite and invited to take part in making key business decisions instead of just implementing them. How can we enable HR to be called into the discussion alongside the CFO and COO?

**LEARNING OBJECTIVES:**

- Identify the doors that HR Directors must go through to gain equal access as well as the keys to those doors
- Understand the key knowledge, skills and attitudes essential to equal access

**Indigenous Inclusion: Tapping into the Indigenous Workforce Opportunity**



306

Gene Jamieson,  
Jay Pariseau

Many organizations are increasingly focusing on diversity and inclusion. With the Canadian labour market growth primarily attributed to Indigenous peoples and New Canadians, understanding the needs and challenges of these two communities is becoming vital to business strategy. The Truth and Reconciliation report recommends the development of “a joint strategy to eliminate educational and employment gaps between Aboriginal and non-Aboriginal Canadians.” Discover the critical next steps in breaking down barriers to employment for Indigenous People.

**LEARNING OBJECTIVES:**

- Gain awareness of the history of Indigenous people in Canada
- Understand the unique barriers to employing the Indigenous community
- Identify strategies and ideas on how employers are able to support Indigenous people in their workplaces

**Evolving Total Rewards: Find, Keep & Reward the Talent You Need**



307

Kathleen Jinkerson

Do your total rewards programs help you find, keep and reward the talent your company needs to meet its objectives? Addressing the challenge of how to implement the most effective mix of compensation, benefits and other total rewards, explore an overview of total rewards perspectives, methodologies and approaches as well as practical tools and techniques to improve your total rewards programs.

**LEARNING OBJECTIVES:**

- Get practical guidance for building and managing effective, sustainable total rewards programs
- Understand trending practices within total rewards
- Identify communication strategies that improve upon existing total rewards programs and enhance their appeal to different audiences

**The Role of HR and L&D in Coaching Activities**



308

Michael Nolan

High performance can only be sustained when people are truly engaged. Modern-day leadership involves inspiring others to willingly and consistently contribute their best efforts to achieve exceptional results. As leaders create alignment and shared commitment to business goals and objectives, HR and Learning & Development must work collaboratively with them to cultivate an environment in which individuals can achieve their potential through coaching.

**LEARNING OBJECTIVES:**

- Determine when coaching is the best performance improvement strategy
- Identify the roles and responsibilities of key players in successful coaching
- Learn best coaching practices

**Bill 168 WVH – A Practical Translation & Application for Everyone in the Workplace**



309

Valerie Harrison

Awareness of the expectations, reporting protocols, and assessment requirements of the Occupational Health and Safety Act’s Bill 168, Workplace Violence and Harassment is an important mandate for organizations. While information is readily available online, translating it can be overwhelming. Explore how to properly assess and identify WVH behaviours and learn how to deal with the uncomfortable situations they present in the workplace.

**LEARNING OBJECTIVES:**

- Recognize intent from different points of view

- Find out how to promote accountability for behaviours regardless of intent or “didn’t mean anything by it” attitudes
- Understand how to identify the difference between inappropriate and harassing behaviours
- Learn how to manage the workplace culture through investigations without causing gossip and fear mongering
- Examine how to respond to complaints and second hand information – especially from an unreliable source

**Working from Home: Strategies for Success for Employees & Employers**



310

Heidi Hauver

As the war for talent continues to get more competitive and the funnel of talent gets smaller, companies are looking for ways to optimize their workforce and engage the world’s top talent. Working from home is an attractive benefit gaining popularity among employees of all generations, but most companies don’t know how to facilitate the flexible work environment. Discover strategies and best practices that can make working from home a winning option for your organization.

**LEARNING OBJECTIVES:**

- Know how to set expectations during the interview process and find out how to ensure that an individual will be successful working remotely
- Understand the importance of onboarding, check-ins and performance feedback
- Identify the tools required for both the employer and employee
- Learn communication strategies that ensure transparency and ensure that employees are connected to the organization

**I Am Who I Am: Accommodating the Transgender Employee in the Workplace**



311

Cynthia Ingram

When Caitlyn Jenner transitioned and introduced herself to the world in 2015, transgender-related issues took a very public stage



## Sessions: Friday Morning

resulting in greater recognition of the transgender population and acknowledgement of the difficulties faced by transgendered people in the workplace. In this overview, we'll identify relevant issues for transgender and transsexual employees in the workplace, and share appropriate policies and practices for employers to set a tone of acceptance and accommodation surrounding gender identity and expression.

### LEARNING OBJECTIVES:

- Hear about best practices on gender identity and gender expression
- Examine the use of pronouns in the workplace and on employment records
- Understand how to develop guidelines for transitioning employees in the workplace
- Learn the importance of workplace harassment, discrimination and bullying policies
- Know how to deal with potential issues like use of washrooms, change rooms, uniforms and dress codes

### On the Clock: Time Theft, Unpaid Overtime and the Disappearing Lunch Hour



312

Stephen Wolpert

Employees telecommute, work flexible hours and stay connected to home and work through smart phones at all times. So how do we know if employees are working the right amount? Find out what an employer must do to respect an employee's time, and what to do if the employee isn't actually working while on the clock.

### LEARNING OBJECTIVES:

- Understand employment standards with respect to overtime, vacation, and holidays
- Examine how employment standard rules apply to telecommuters, smart phone users, and frequent travellers
- Learn about time theft and the tools that employers have to punish and prevent it

### Leading with Grit, Passion & People: Evolve or Die



313

Michael Hyatt



The real opportunity for us all lies in the "The Golden Era" ahead: billions of people

are coming online in the very near future; computing power is growing exponentially; artificial intelligence is advancing into its smartest days yet; and disruption is the new normal as we continue to break conventional business models in our hyperconnected world. Successfully realizing opportunities in this era requires preparing for a marathon, not a sprint; the leaders that win will be those who understand how to embrace change, harness opportunity, find and motivate A-players, and deal with adversity.

### LEARNING OBJECTIVES:

- Understand the Rules of Opportunity and how to harness them
- Learn how to identify what employees really want and bring it to life in your organization
- Know what to consider when trying to build for success

### Root Causes behind Poor Collaboration between Teams



315

Wade Jack

What do you do when two leaders recognize that they are uncomfortable with how their respective teams are working together? How can we best help them to assess, evaluate and understand where the issues may be coming from? Hear insights on a diagnostic approach used to assess issues related to gaps in team collaboration and explore real-life examples of its application.

### LEARNING OBJECTIVES:

- Discover a tangible framework that can be applied when assisting business leaders in assessing and strengthening team-to-team collaboration.

### Off Duty Conduct – When can Activity Outside the Workplace End the Employment Relationship?



316

Erin Kuzz

Sundeep Gokhale

While Jian Ghomeshi's dismissal from the CBC may be the most high profile example of off-duty conduct impacting an employment relationship, it is by no means the only one.

As social media creates an easy opportunity to learn of an employee's actions outside of work, employers face questions they wouldn't have had to contemplate a decade ago. Take an in-depth look at dealing with off-duty conduct as an employer.

### LEARNING OBJECTIVES:

- Find out when an employer is permitted to act on the basis of off-duty conduct
- Examine the potential liability if an investigation is conducted improperly (or not at all)
- Understand what obligations an employer has to conduct its own investigation
- Explore strategies to address off-duty conduct and protect your organization

### Purpose-driven Leadership: Talent Strategies to Turn your Company into a Socially Conscious Organization



317

Rick Lash

Socially conscious organizations are on the rise. The purpose-driven company faces a heightened need to align the values and talents of their employees with their organization's social commitment –but achieving this alignment is difficult work. Explore proven talent frameworks that help leaders of socially conscious companies meet burgeoning business needs while staying true to their organizations' social commitment.

### LEARNING OBJECTIVES:

- Identify key differentiators that separate a socially conscious organization from the rest
- Examine a four dimensional framework to evaluating socially conscious leadership and talent management
- Hear best talent practices to build a common talent language that improves all aspects of talent management

### Creating a Fair Workplace: What You Need to Know about Pay Equity



318

Gayle Laws

Is your company compliant with the Pay Equity Act? Enacted in 1987, the purpose of the Act is to redress systemic gender

## Sessions: Friday Morning

discrimination in compensation – pay equity ensures equal pay for work of equal or comparable value. As an HR professional, you play a significant role in ensuring compliance: managing the pay equity process; reducing the risk of complaints to the Commission; and alerting employers to potential retroactive liabilities. Find out what you need to know about pay equity.

### LEARNING OBJECTIVES:

- Understand the legal implications about the Pay Equity Act
- Learn why pay equity is good for business
- Find out how to maintain a pay equity plan
- Find out how to prepare employers in the event your organization is investigated by the Pay Equity Commission

## Networking Lessons from a Reluctant Networker



319

Helen Latimer

Yikes! What will I talk about? Are you less than enthusiastic about networking opportunities? Like many practical skills, networking is best learned and strengthened by doing. Learn about the secret sauce for reluctant networkers, explore the power of non-verbal communication, and hear tips on building the relationship and making graceful exits from a discussion in this interactive workshop.

### LEARNING OBJECTIVES:

- Learn practical tips on managing anxiety that you can immediately put to use at work
- Gain a deeper understanding of active listening as a tool to build relationships
- Explore tips on how to build strong professional relationships, a key leadership skill

## Know your Criminal Background Check – Hiring More Confidently in Canada and Abroad



320

Iain Murray

Every day, Canadian organizations incorporate background screening into hiring decisions. Criminal Record Checks are a core component of any robust screening program; yet most hiring managers are unaware of exactly what information they are receiving, the best

practices for obtaining Criminal Record Checks in Canada and abroad, and how to weigh that information into a hiring decision.

### LEARNING OBJECTIVES:

- Explore best practices for obtaining Criminal Record Checks in Canada and globally
- Gain a greater understanding of the nuances of screening in Canada and abroad
- Learn to build or revise a background screening policy

## Three Talent Mindshifts for High Performance Digital Enterprises



321

Brian Byrne

All business is becoming digital. Online commerce is growing at double-digit rates in the U.S. and Europe, and it is sweeping across Asia. To surf this wave, companies need to transform themselves into robust digital enterprises, yet HR leaders are challenged to synchronize their people agendas with the new digital business models. Digital transformation impacts every function while also demanding agile development of new skills and competencies. Success is no longer about just process or project management, but a networked, agile digital-talent framework. Discover the mindshifts necessary to make talent a key value driver in your organization.

### LEARNING OBJECTIVES:

- Learn how to rethink the talent agenda in a networked framework
- Apply the Trend Canvas tool to translate observable HR/Talent macro trends into concrete workplace innovations
- Master the skill of asking “power” questions to assess current mindsets around talent

## Bring Data Science to HR: Empower your HR Strategy with the Intelligence of Thousands of Recruiters and Decades of Industrial Experience



322

Tania Batina

Even the greatest HR professionals are inevitably biased when it comes to understanding the complete picture of talent acquisition.

What really matters to the job seekers who are looking at your jobs? What motivates a job seeker to apply? Data-driven analytics are the game changer: instead of shooting in the dark, understand exactly what matters to help you make informed decisions. Explore the findings from analyzing millions of job applications and conversion funnels and learn the tactical steps to becoming a data driven recruiter.

### LEARNING OBJECTIVES:

- Understand why data-driven analytics are currently essential to digital recruiting
- Discover Job Description DNA and understand what is important to job seekers
- Examine real case studies of how analytics influences recruitment strategies
- Gain a deeper understanding of what you need to start collecting and analyzing your own data

## Disruptive Technologies and Business Opportunity



323



Alex Tapscott

Blockchain – the open-access, secure global platform behind currencies like Bitcoin – is a technology that promises to transform the way we do business over the next decade. Facilitating an authenticated, peer-to-peer transfer of value without an intermediary like a bank, in a way that is transparent, public, permanent and completely anonymous, blockchain’s functionality can be applied to private exchanges and permanent storage like voting, legal contracts, government records and more. Find out how blockchain will change the dynamic between consumers and companies and provide significant entrepreneurial opportunities as it revolutionizes the way we transact our lives.

### LEARNING OBJECTIVES:

- Learn about blockchain’s transformative capabilities, its potential applications in global finance, government, healthcare, education, as well as its promise for the start-up world.



## Point-Counter-Point: The Future of Employer-Sponsored Prescription Drug Plans in Canada



Mike Trowell

Prescription drugs represent the number one cost of providing employee benefit programs to your employees. With increasing financial pressures on employers, an ever-changing prescription drug landscape, and the introduction of new, more expensive drug therapies, the sustainability of benefit plans will continue to be a significant issue for HR professionals. Explore the merits of limiting your organization's exposure to high cost drugs through annual maximums and other plan design restrictions.

### LEARNING OBJECTIVES:

- Get a better understanding of the prescription drug landscape and its financial and ethical impact on your organization's benefit programs
- Consider what you need to manage the difficult issues surrounding drug plans
- Examine the short and long-term forecast of the prescription drug landscape so you can plan effectively for the future

## 3 Secrets to Managing Reactions in Difficult Conversations



Diane A. Ross

Are you exhausted by the anxiety you face during tough talks in your HR career? From dealing with employees who aren't pulling their weight to asking your colleagues or boss for support, tackling difficult conversations isn't easy; they call them difficult for a reason! Discover the top 3 secrets of navigating the toughest parts of tough talks: other peoples' reactions.

### LEARNING OBJECTIVES:

- Discover simple actions to help you remain calm, confident and focused so you can show up to be your best self and get the results you want and deserve
- Learn how to start succeeding with reactions in your difficult conversations

- Swap the anxiety of facing tough talks for a confident, results-oriented approach that will transform the way you handle conflict as an HR professional

## Unleashing Excellence – The Employee Experience



Teri Yanovitch

Employee attitude is the number one reason that customers become disenchanted with an organization and leave. Customer service begins with internal service. In order to motivate excellence, organizations must "engage the hearts and minds" of their employees. When this happens, customers can see it, hear it and feel it in every interaction with an organization. Discover how your HR department can lead the development of a strong culture to engage your employees and win their loyalty.

### LEARNING OBJECTIVES:

- Understand how to identify employee behaviours that align with the organization's mission
- Learn selection, training, and on-boarding processes that reflect the organization values
- Explore HR internal processes that support and ingrain customer service oriented behaviours

## In a World of Disruption, Do We Still Need HR?



Jean-Louis Mutte

Most of our traditional business models will be subject to disruption in some way or another. It's a merciless fight: Airbnb vs. Hilton, Uber vs. Cabs, Turo vs. Hertz, Zipcar vs. GM, Expedia vs. Travel agencies. On top of that, major players occupy the ground left vacant by traditional businesses: Amazon, PayPal, etc. Finally, robots walked away from the manufacturing line and invited themselves to the party: Google, Facebook, Apple – are they friends or foes? What is certain is that we may not need HR professionals in the future, or we'll need very few. Airbnb is the equivalent of hundreds of hotels, but they have no need for HR. Explore the new "perfect storm" disruption creates and its impact on HR.

### LEARNING OBJECTIVES:

- Find out why HR professionals need to collectively change the current paradigm and manage to get in the driver's seat of disruption.

## Barriers and Challenges for both the Aboriginal Communities and Organizations Seeking Aboriginal Employees in Northern Ontario



Bartholemew Smallboy,  
Arielle Dylan,  
Dr. Lea Tufford

The negotiation of Impact and Benefit Agreements has become the standard approach to reconciling the interests of natural resource developers and Aboriginal communities in Canada. This approach to resource development has opened new avenues of economic development for First Nations and should create opportunities for a new future for the coming generations – but low employment rates continue, even in well-resourced Aboriginal communities. Explore a study funded by the HRPB involving two universities (Laurentian and St. Thomas) and the Union of Ontario Indians that examines the employment barriers and challenges for both the Aboriginal communities and organizations seeking Aboriginal employees.

### LEARNING OBJECTIVES:

- Learn about the employment barriers and challenges and some of the initiatives that will help to achieve more equitable outcomes for Indigenous persons and communities in the resource development process.



Friday,  
Feb 03, 2017

**Afternoon  
Sessions  
1:00–2:00 pm**

## Escalator: Jobs for Youth Facing Barriers Initiative – A Project by CivicAction and HRP

J.Scott Allinson

The HRP and CivicAction have partnered on a project called Escalator: Jobs for Youth Facing Barriers to address the systemic barriers which prevent young people from being successfully recruited, hired, and retained in meaningful career opportunities. The goal is to work hand-in-hand with employers to identify and remove barriers that they might inadvertently create. The presentation will share practical resources that employers can use to help them meet their HR needs and successfully employ youth who face barriers. With our partners, we will create an employer self-assessment tool, conduct case studies across a variety of sectors, expand our reach through peer tables, and share best practices with employers.

### LEARNING OBJECTIVES:

- The presentation will highlight the preliminary findings from a series of case studies that examine different approaches to hiring – the challenges and successes. Conference attendees will have an opportunity to discuss applications in their own organizations

## Privacy, Confidentiality and the 21st Century Employee: The Top 5 Legal Developments you Need to Know

Rhonda Shirreff

What recourse do employers have when employees inadvertently disclose confidential information on YouTube or other social media sites? Explore five recent case studies from Canadian courts, labour arbitrators and privacy regulators to examine how privacy and

confidentiality breaches by employees can lead to individual and class actions, corporate security issues and reputational nightmares for employers.

### LEARNING OBJECTIVES:

- Understand emerging trends in Canadian law with respect to employee privacy and confidentiality breaches
- Identify and address circumstances and conditions in your workplace that could lead to employee privacy and confidentiality breaches
- Evaluate the extent to which your current offer letters, employment contracts, HR practices and policies (including social media policies) effectively reduce the risk of and limit liability for employee privacy and confidentiality breaches

## Handling the Politics of Workplace Bullying

Valerie Cade

What can you do when 'extending the olive branch' doesn't seem to work anymore? Handling workplace bullying is vastly different than 'working with a difficult person.' Traditional conflict resolution does not work when dealing with someone who is highly oppositional. Explore why bullying happens and learn what you can do to prevent it, manage it and stop it.

### LEARNING OBJECTIVES:

- Identify the difference between a difficult person vs. a bully
- Learn implementation strategies to help you cope with and stop workplace bullying and disruptive behaviours
- Find out how to create empowerment and accountability for the target

## AODA: What you need to Know for Private Sector Organizations

Seema Opal

Introduced in 2005, the Accessibility for Ontarians with Disabilities Act (AODA) breaks down barriers for persons with disabilities who experience difficulties in accessing goods and services in Ontario. Confused about how

the AODA's current obligations and compliance reporting requirements apply to your private sector organization? Get the answers you need to navigate and implement the AODA in your business.

### LEARNING OBJECTIVES:

- Learn about the current AODA obligations for private sector organizations
- Find out about the latest AODA compliance reporting requirements and deadlines

## Evolution of Canadian Workplace Mental Health Strategies over the Last Ten Years

Dr. Joti Samra

The Evolution of Canadian Workplace Mental Health Strategies Over the Last 10 Years is a national research project that includes an analysis of impact and trends in media reporting, a review of mental health awareness and educational programs, and a survey of workplace mental health needs and evolution across sectors. Hear about the research findings and gain valuable insight into how workplace mental health strategies are unfolding in Canadian workplaces today.

### LEARNING OBJECTIVES:

- Understand the key milestones and tipping points that have impacted Canadian workplace mental health strategies and approaches over the past 10 years
- Learn about the evolution of Canadian workplace mental health across key domains like business priorities, political and legal developments, media trends, and education and training
- Identify sector-specific gaps and areas for improvement in the management of workplace mental health

## I've Just Been Promoted...HELP! How to Succeed as a New Leader

Kathy Lockwood

Did you know that studies show that 40% of new leaders fail within the first 18 months? Why? There's often a major disconnect in understanding the difference between working

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Session  
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successfully as a high-performing employee and working successfully as a team leader. Find out how to avoid the common pitfalls that most new leaders encounter in their first year and explore resources to help new leaders become successful.

### LEARNING OBJECTIVES:

- Learn about the potential pitfalls that new leaders can face
- Discover resources, tools and tips to support new leaders on their road to success

## Do We Have to Investigate? What Ontario's Sexual Violence and Harassment Action Plan Act (Bill 132) Means for Employers



332

Asha Rampersad,  
Brian Gottheil

With so many workplace harassment complaints to contend with, HR professionals are often uncertain as to whether it is necessary to investigate every complaint. As part of Ontario's 3-year action plan to stop sexual violence and harassment resulting from Bill 132, employers have new duties to investigate and to revise policies and procedures. Find out how to ensure that your workplace complies.

### LEARNING OBJECTIVES:

- Learn about the expanded definition of workplace harassment under the Occupational Health and Safety Act
- Understand the required revisions to workplace policies and procedures
- Gain knowledge of additional employer duties
- Learn about the Ministry of Labour's authority to enforce these duties and obligations and the potential remedies it can impose
- Gain insight into the fundamentals of proper investigations and the pitfalls of flawed investigations

## Pillars of Health – Truly Sustainable Health and Wellness in the Workplace



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Jacob Lay,  
Scott Tate

How does an individual's health relate to the health of the workplace? A healthy and

clear state of mind is crucial to one's ability to effectively deal with moments of stress and see opportunities for growth; and our relationships, self-confidence and personal wellbeing are directly affected by our ability to deal with stress. Discover the three pillars of health – diet, exercise and meditation – and learn practical tools and techniques to sustain health and wellness in the workplace.

### LEARNING OBJECTIVES:

- Understand the relationship between diet and physical/mental energy and learn what foods to eat and when to eat them in order to optimize your energy in the workplace
- Learn a tool box of core stretches and movement patterns
- Discover a basic guided meditation that will help you find your "center position" and build a "gratitude for life"

## Why Outsourcing Leadership Development is Bad for Your Business



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Glain Roberts-McCabe

Disruptive change is having a very real impact on the way we work: more people are sharing the work, change is constant, and productivity is maxed out. With the need to build relationships quickly within and across teams, progressive companies have been making major investments in leadership development. Yet, according to Deloitte's 2015 Human Capital Trends Survey, only 6% of companies believe their leadership pipeline is "very ready." Why? Many HR teams are unintentionally derailing development efforts by outsourcing leadership to third party consultants. Learn why today's leadership development efforts are falling short and how group mentoring can create self-propelling learning communities

### LEARNING OBJECTIVES:

- Discover a different way to leverage the 70:20:10 development theory that increases learning impact and transfer
- Examine a clear framework for assessing organizational readiness and identify mentoring groups within your organization

## Building Your Resilience Reflex – How to Shift from Chaos to Control



336

Zaheen Nanji

In this new economy and digital world, change is inevitable. With change comes challenges, obstacles, and stress. Moreover, organizations have to deal with delivering more with less and professionals feel pressured. Instead of feeling stuck and unable to cope, release old patterns, reprogram new skill sets and embrace change.

### LEARNING OBJECTIVES:

- Find out how to tap into your emotional intelligence and create emotional resilience to get unstuck from setbacks
- Reframe your old patterns by working from a set of questions that will get your wheels turning
- Learn a simple yet profound technique to process obstacles better when they appear rather than being caught off guard
- Learn four ways to solve a problem, easily and effectively, allowing you to move forward

## What Kind of Leader Do You Want to Be?



337

Bruce Mayhew

Effective leadership goes beyond managing tasks and responsibilities. Discover how soft skills and effective communication can lead and inspire a cohesive, loyal and productive team. Learn how to provide value to your company, department, team and individual employees as they execute a cohesive, vision and strategy.

### LEARNING OBJECTIVES:

- Learn key ways to lead with integrity – to instill values and core beliefs in your team
- Understand the difference between providing one-on-one support and team support
- Examine the responsibilities in a collaborative team as a team leader or member

## Ten Tips for Improving your Ability to Attract and Retain Millennials



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William Pallett

How successfully does your current organization attract and retain Millennial talent? Hear best practices on how to improve facets of your Talent Life Cycle to ensure cost-effective and solution-based strategies that can result in the best ROI for your organization.

### LEARNING OBJECTIVES:

- Discover 10 practical and usable tips for attracting and retaining millennial talent
- Assess how your organization currently rates on the Talent Life Cycle using an audit checklist
- Learn several approaches for closing the gaps impacting your organization's current performance on the Talent Life Cycle

## Metrics-Driven Recruitment: Using Data Insights to Attract Great Candidates in the Canadian Markets



340

Mik McCully

Every move a job candidate makes creates a data trail. With applicant tracking systems and analytics tools, recruiters are following that trail, gathering an understanding of how people look for jobs and how successful hires are made. Manual tracking methods of the past are unreliable and 83% of self-reported source data from candidates is incorrect amounting to \$5.5 billion of unaccounted recruitment spend. Now, armed with data, talent acquisition teams can prove their ROI, taking their seat at the executive table and making decisions backed by evidence.

### LEARNING OBJECTIVES:

- Learn how source tracking plays a critical role in your hiring strategy
- Find out why employers aren't tracking, and what they need to get started
- Identify the key recruitment metrics you should be measuring and why
- Discover how to make ROI analysis a part of your team's overall strategy .

## Talent Acquisition Trends



341

David Robertson,  
Karen E. Finnemore

More and more HR and other workforce management professionals are recognizing the importance of so-called "talent ecosystems." In a talent ecosystem, workers can move between roles, places, and categories as they desire or according to an employer's needs. This means that companies need to maintain a holistic view of the talent ecosystem and in what manner workers can best be employed in order to meet the organization's needs. This is not a static prescription, but an ongoing series of choices that will change according to a company's needs and the availability of talent.

### LEARNING OBJECTIVES:

- Understand the interconnected components of the Workforce Solutions Ecosystem
- Examine the fluid nature of the new workforce and how this affects your talent attraction and acquisitions strategies
- Discover the importance of "the Human Cloud"

## Culture and Reputation by Design – Aligning Business Decisions and Purpose to Win with Employees, Customers and Shareholders



342

Krista Pawley

More than 80% of reputation leaders across 350 of the world's largest companies agree that we compete in a reputation economy, yet less than half of them feel that they are positioned to leverage their own reputations. Does your business strategy support your purpose? How well does your organization support your business strategy? Find out how to align your organization's values with those of your employees, customers and shareholders and learn how your business decisions can help you to achieve your desired reputation.

### LEARNING OBJECTIVES:

- Understand the basic principles and applications of design thinking for HR leaders

- Discover key culture and reputation tools – what they are, when and how to use them, and how to build metrics that matter
- Create a roadmap and get the tools to start your organization's alignment review

## New and Evolving Issues in Workplace Accommodation



343

Maureen Quinlan

Workplace accommodation is one of the most challenging issues facing both employers and service providers. Legal developments emerging from human rights tribunals, arbitration boards and courts across Canada have imposed additional challenges, expanded obligations, and the need to think outside the box as employers and service providers alike are faced with new and increasingly complex requests for accommodation. Explore new and evolving issues in accommodation and hear best practices on how organizations can deal with them.

### LEARNING OBJECTIVES:

- Gain an enhanced understanding of the law of accommodation
- Learn practical steps that both service providers and employers can take to accommodate individuals who carry or use prescribed marijuana, without compromising health and safety in the workplace
- Examine key principles and best practices for effectively assessing and responding to issues related to gender identity and expression

## No More Report Cards: Why Ditching Performance Reviews and Embracing Development Plans is Good Business



344

Ian Durant,  
Heather Tyrie

Getting rid of performance reviews and going to casual one-on-one discussions is very in vogue right now – but does it go too far? Employees want to know how they can grow and improve through feedback, skills and career development plans; they don't want a score or a report card ranking their past year. Discover the happy medium when it comes to employee development.



#### LEARNING OBJECTIVES:

- Understand the feedback that employees value and how to deliver it
- Find out why a performance management tool used to determine salaries wasn't a great idea
- Learn how to create an employee development and talent management program that fits your organization's culture

### Talent + Engagement = Performance. An Integrated Approach to HR Transformation

Matthew Smith



Explore FRHI Hotels' (the Fairmont, Raffles and Swissôtel brands) strategic journey to transform all elements of their integrated talent management platform to enable a high performing culture of accountability as well as attract, develop and retain talent required for global growth. Discover how FRHI successfully blended art, innovation and data to reimagine employment branding, selection processes, performance management, talent management, leadership development, service culture, and employee engagement.

#### LEARNING OBJECTIVES:

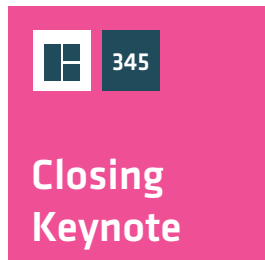
- Learn about the integrated fit of talent and learning
- Examine how HR data has influenced program design
- Understand the ROI of talent management

### Tipping Point of Leadership Consciousness & Balance

Carol Moxam



The idea of conscious leadership is emerging because the world, and the way we see the world, is changing. Leadership balance is necessary for achieving personal human fulfillment, and for generating reliable productivity under changing conditions. In order to develop this power, each person in the organization must undergo multiple transformations. How do we work with our event teams to keep them in balance amongst the incredible changes swirling around them?



### ALEX SHEEN 3:10 PM–4:10 PM

#### Because I Said I Would

We live in a society that often does not respect the importance of a promise. It is too easy to say "I'll get to it" or "tomorrow." In many ways we have become numb to disappointment and broken commitments. This expectation starts to fade into our character as individuals – integrity and keeping your promises are forever interwoven. Explore how holding ourselves and each other accountable truly changes humanity for the better.

#### LEARNING OBJECTIVES:

- Explore frontier research and insights in motivation strategy and design
- Learn how to effectively influence the culture of your enterprise
- Identify whether your organization is fit for the future of work

#### LEARNING OBJECTIVES:

- Learn to create a work environment that is mindfully designed, intentional, and maintained in order to facilitate the achievement of your goals
- Understand communication as an access point to peak performance and productivity in engaging your teams
- Understand how to implement structures to enable employees and team members to explore and identify their part in the performance

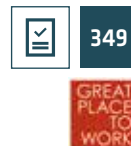
published in Harvard Business Review. In a world where next generation workers, weaned on digital communications, understand the power they wield and can strengthen or kill a brand with a smart hashtag, a proactive approach to internal branding is crucial. This session helps you navigate the latest trends in employer branding, offering a unique insider's view on how to get your employer branding efforts recognized.

#### LEARNING OBJECTIVES:

- Find out how to unleash your People Potential
- Discover how to empower your strategic leaders with a High Trust Culture
- Learn how to create a publicly recognized reputation as an employer of choice

### Best Workplace Branding – Strengthening your EVP

Jen Wetherow,  
Lorraine Blair



Employer branding, the term commonly used to describe an organization's reputation as an employer, and its value proposition to its employees no longer exists exclusively in the realms of HR and Communication. 'CEOs Need to Pay Attention to Employer Branding' too, according to a recent article of the same title

# Change your perspective on workplace saving programs

Finding retirement plan enrolment impersonal, unclear, confusing?

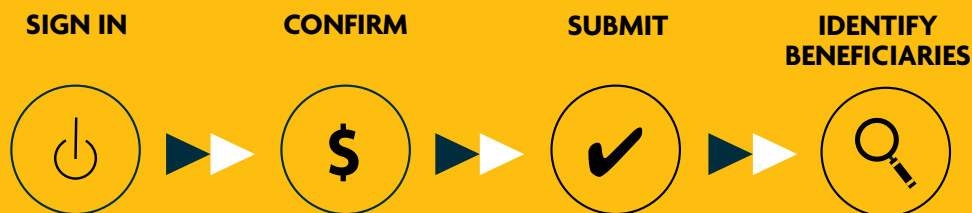
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