



Kingston District  
Human Resources  
Professionals  
Association

Shaping Organizational Excellence

# HR Dimensions

APRIL 2005



## President's Message

Susan Piercey, CHRP

President,  
KD-HRPAO

In my last message, I updated members on an initiative to address better communications and alignment between Chapters and the Association Board of Directors.

In March, the Association Board of Directors announced some new initiatives to address better communications with Chapter Presidents and members. Briefly, Board Directors will be matched with a chapter and they will liaise with Chapters, attend chapter events, advise Chapter Presidents of board business before and following Board meetings, advise chapters on special concerns and assist in getting services and support from HRPAO staff. These initiatives are a very positive step to address the less than adequate communications surrounding the dues increase decision and the adverse public relations reaction of some members and Chapter Presidents.

Tentatively Debbie Bennett from Ottawa has been assigned to be our liaison with the board. Debbie is President Elect for the Association, a past President for the Ottawa Chapter and in real life is VP of HR for the Ottawa Citizen. We look forward to working with Debbie and having her attend our events.

Also, on February 1st, I attended a PD session with all Chapter Presidents and we addressed how we can move the strategic

plan for the Association forward. In small groups, we had a focused discussion on each of the Strategic Imperatives and discussed our answers to these questions.

- When the Imperatives are achieved, what will success look like?
- How will chapters be affected when operationalizing the imperatives?
- What can Chapters do to contribute to the success of the Imperative?
- What tools and/or support do Chapters need to participate in achieving collective success?

The Strategic Imperatives for the Association are:

**Global Collective Intelligence,  
Visibility,  
Leadership,  
Membership,  
Advocacy and  
Government Affairs.**

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Listening to the creative ideas of other chapters was inspiring and will be most helpful to share with our Chapter Board when we spend a day in early June developing a Strategic Plan for the Kingston chapter. Gord Stewart will facilitate this session for us. In preparation for this, we will gather information from you, our members. Our goal is to develop a 5 year plan that meets the needs of members and contributes to the Strategic Imperatives and goals of the Association.

**Get Your Thinking Caps On** – a data collection questionnaire will be distributed shortly.

I am looking forward to getting your input on the Strategic Plan for Kingston, developing the plan with the other board members and presenting our Plan to you in the fall.



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**Susan Piercey, CHRP**

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<b>Gerry Coady</b> Resident	<b>Siobhan Coady</b> Director of Professional Services
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## Leadership Opportunities

In keeping with our mission, each year we plan and provide educational programs, host networking events and share resources through our newsletter and web site. Due to our past success and our ongoing commitment to members, we have opportunities for chapter members to serve either on the chapter executive or on sub-committees.

We don't offer any compensation or free lunch, but your services will be recognized and appreciated by your peers. This is a great opportunity to enhance your resume with new skills and accomplishments *and* you can earn between 10 and 20

points towards your CHRP recertification.

We have opportunities to serve on the board or on committees, assist in program planning, financial management, newsletter, membership directory, website, government affairs, membership services as well as promotion and advertising.

### DO YOU HAVE ?

Talent to Offer?

Enjoy a Fun Environment?

Like Working with HR Pros?

Time to Give a Few Hours a Month to Volunteer?

### INTERESTED?

**DON'T HESITATE!  
INQUIRE TODAY  
ABOUT AVAILABLE  
POSITIONS.**

In the event we receive an overwhelming number of members interested in holding a seat on the Board, an election will be held at the AGM at the end of May 2005.

To learn more about the exciting leadership opportunities available, as well as to express your interest please contact:

**Hazel Gilchrist**

by **April 30, 2005**

at **549-6666 Ext.4383**

or **gilchrh@kgh.kari.net**

# KD-HRPAO Student Awards



Congratulations to Patricia Fleury and Matthew Smith, this year's recipients of the Kingston District – Human Resources Professionals Association of Ontario Student Awards!

Pictured in the photo (left to right) are Matthew Smith, Patricia Fleury and Susan Piercey (President, KD-HRPAO)

Welcome to our . . .

## New Members

By Brenda South  
KDHRPAO  
Membership  
Director

Please join me in welcoming the following members to the Kingston Chapter.

*Michael Chorney  
Vincent Martin  
James Minnes  
Belinda Vandersluis  
Hongcheng Xing  
Afua Bonsu  
Sheila Johnston  
Aimee Renaud  
Alison MacDonald  
Michelle JLM Laporte  
Brenda E Palmer, CHRP  
Janique Leman*

## March Breakfast Event

The breakfast meeting held on March 30th was a great success. A mixture of HRPAO members, placement students and their supervisors came to hear about Managing Conflict in the Workplace. With over 120 attendees, the Donald Gordon Center was positively overflowing!

The speaker was Gord Stewart of Gordon F. Stewart Consulting Services Limited. He helps organizations improve their customer service and productivity through effectively selecting, managing and retaining the people needed to achieve their business plan.

Gord briefed the audience on Conflict in the Workplace, discussing such topics as understanding the impact interpersonal style has

on others, recognizing conflict and resolving conflict through effective communication. He was very well received, as kept the mood light by providing some personal anecdotes, which gave the audience a chance to really enjoy the topic as well as themselves.

Brian Hoobin, Coordinator of the Human Resources program at St. Lawrence College, also spoke at the meeting about the co-op placement component of the course and how grateful the students were for being able to experience the practical side of their chosen field. He also addressed the fact that the college is always looking for more organizations that are willing to offer placements to students.

This event was sponsored by St. Lawrence College and a large portion of attendees were made up of placement students and their supervisors.

All in all, the breakfast was a huge success. Good food, excellent attendance and an enthusiastic speaker were all key factors in making it this way. Thank-you to everyone who contributed.

By Megan Kirkpatrick  
KD-HRPAO Student Representative





## *Get the attention of over 200 HR Professionals and 1000's of Managers they serve.*

When you advertise with KD HRP AO you'll have the opportunity to reach this targeted audience of line managers and HR Professionals in the Kingston area.

We've got lots of ways you can advertise with us. Take a look at the list below and select those that are right for you.

• *HR Dimensions* • *Membership Directory* • *Email Advertising* • *Event Mailings* • *Special Mailings*

### HR Dimensions Newsletter

An 8 page newsletter is published quarterly, with articles highlighting best practices in HR, news on the legal front, resources for HR professionals, upcoming professional development events and much more. This newsletter is shared with hundreds of line managers.

#### **FULL-PAGE ADVERTISEMENT**

\$175.00 Member/\$225.00 Non Member for a one-time purchase. For a purchase of 4 issues a \$50.00 discount will apply on each advertisement, for a total savings of \$200.00. **Ad size: 7 1/8" w x 9 5/8" d.**

#### **1/2 PAGE ADVERTISEMENT**

\$125.00 Member/\$175.00 Non Member for a one-time purchase. For a purchase of 4 issues a \$25.00 discount will apply on each advertisement, for a total savings of \$100.00. **Ad size: 7 1/8" w x 4 1/2" d.**

#### **1/3 PAGE ADVERTISEMENT**

\$75.00 Member/\$100.00 Non Member for a one-time purchase. For a purchase of 4 issues a \$20.00 discount will apply on each advertisement, for a total savings of \$80.00. **Ad size: 2 1/4" w x 9 3/8" d.**

#### **1/4 PAGE ADVERTISEMENT**

\$50.00 Member/\$75.00 Non Member for a one-time purchase. For a purchase of 4 issues a \$15.00 discount will apply on each advertisement, for a total savings of \$60.00. **Ad size: 4 3/4" w x 4 1/2" d.**

#### **1/6 PAGE ADVERTISEMENT**

\$20.00 Member/\$45.00 Non Member for 4 issues. **Ad size: 4 1/2" d x 2 1/4" w or 7 1/8" w X 3 1/8" d.**

#### **BUSINESS CARD ADVERTISEMENT**

\$20.00 Member/\$45.00 Non Member for 4 issues. Member discount of \$10.00 applies to 4 issue purchase. **Ad size: 4 3/4" w x 2 5/8" d.**

#### **OUR PUBLICATION REQUIREMENTS**

- The production or creation of your HR Dimensions newsletter advertisement and the Membership Directory are the responsibility of the Advertiser.
- *The advertisement is to be submitted at the proper size, and include outer crop marks and/or be solid line boxed.*
- The artwork is to be submitted as an IBM compatible electronic file – **only TIF, EPS, GIF and JPG** graphic files are accepted.
- If there is a need to make any changes to the advertisement or if the advertisement is not submitted correctly, there will be an additional graphic adjustment charge.
- Advertisers with an employee who is a current member of the KD-HRPAO chapter qualifies for the member rate.

The advertisement file(s) may be submitted to **Paul Eves at [eves@watersheds.ca](mailto:eves@watersheds.ca)**



## Mark Your Calendars!



KD-HRPAO is holding its **Annual General Meeting** event on **Wednesday, May 25, 2005** at the Cataraqui Golf and Country Club. Further details will be announced shortly.

This promises to be an exciting event and will include a first for Kingston!

Look for your invitation coming soon.

# Sponsorship Agreement

The executive members of the KD-HRPAO are responsible for planning and promoting professional development programs and networking events and they work hard to bring these to you. Whether it is the ever-popular Dine-Around, a breakfast speaker or the AGM event, KD-HRPAO frequently offers the opportunity to hear speakers discuss current and very relevant topics of interest to you at significantly reduced prices. This is just one of many benefits of your membership with HRPAO.

KD-HRPAO is pleased to announce that partnership opportunities are available through a **Sponsorship Agreement**. A sponsorship is a mutually beneficial exchange, whereby the sponsor receives a benefit of reciprocal value in return for providing a financial

contribution and/or products and services in kind to KD-HRPAO.

This allows KD-HRPAO to continue bringing you high quality speakers while allowing a community partner the opportunity to promote their services to members.

If you are interested in being a sponsor, please contact:

Lori MacPhail  
Kingston District  
Human Resources Professionals  
Association of Ontario  
P.O. Box 1709  
Kingston, Ontario K7L 5J6

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### Email Advertising

5-6 times a year event notices are emailed to members and other potential members on our mailing list. The one time costs and sizes for advertisements described above for HR Dimensions Newsletter apply.

### Event Mailings

**Full-Page Flyer – (5-6 per year)**

<b>Members per mailing</b>	<b>Non Members per mailing</b>
<b>\$200.00</b>	<b>\$300.00</b>

*When more than 1 issue is purchased, a \$50.00 discount will apply on each issue.*

Customer provides copies of flyer on light weight stock. **Ad size: 8 ½”w x 11”d.**

### Special Mailings

Advertiser supplies mailing material, envelope, stuffing and postage. The association will attach labels.

<b>Members per mailing</b>	<b>Non Members per mailing</b>
<b>\$200.00</b>	<b>\$300.00</b>

All advertising in the above will be subject to the approval of the appropriate executive board member. Contact Lori Mac Phail at 547-2962 or email her at [hradministration@cogeco.ca](mailto:hradministration@cogeco.ca).



# Workplace Bullying

For many people, coming in to work every morning is a terrifying experience. Just like in schoolyards, there are bullies waiting for them, ready to make their workday miserable, and cost their organizations money in the process.

Workplace bullying is an often-overlooked form of emotional violence. It closely mirrors the phenomena in schools. Bullies tend to be insecure people who try to cover their (real or perceived) shortcomings by limiting the capabilities of others through humiliation, abuse of managerial power, and other means. A bully is equally likely to be male or female, but 80% likely to be in a supervisory position over their victims.

### Examples of Bullying

- Spreading malicious rumours, gossip, or innuendo that is not true.
- Excluding or isolating someone socially.
- Intimidating a person.

- Undermining or deliberately impeding a person's work.
- Physically abusing or threatening abuse.
- Removing areas of responsibilities without cause.
- Constantly changing work guidelines.
- Establishing impossible deadlines that will set up the individual to fail.
- Withholding necessary information or purposefully giving the wrong information.
- Making jokes that are "obviously offensive" by spoken word or e-mail.
- Intruding on a person's privacy by pestering, spying or stalking
- Assigning unreasonable duties or workload which are unfavourable to one person (in a way that creates unnecessary pressure).
- Underwork – creating a feeling of uselessness.

*Continued page 8*

## **Workplace . . . from page 7**

- Yelling or using profanity.
- Criticizing a person persistently or constantly.
- Belittling a person's opinions.

What are the effects of bullying on the bottom line? A bully creates a poisoned work environment, and stress-related health problems. Victims can spend half of their workday defending themselves from bullies and networking for support. If the bully is successful, the organization may lose good employees as they seek out a less confrontational workplace.

Currently, there is no jurisdiction in Canada that requires employers to have a bullying prevention program in place. A bill before the Legislative Assembly of Ontario (Bill 70 2001) proposes to amend the definition of workplace violence to include bullying, and also including:

“1. In conjunction with the workers and supervisors, an employer must develop a written code of conduct with respect to workplace violence and post a copy of the code in a conspicuous location in the workplace.”

“3. An employer must establish strategies to deal with acts of workplace violence. The strategies must include establishing a team of specialists in the areas of management, human resources, security, labour relations, health, law and risk management who identify and assess potential situations of acts of workplace violence and make recommendations to the employer on dealing with those situations.”

“5. Supervisors and workers must report to their employer

all acts of workplace violence of which they know. An employer must keep accurate records of all reports received. If an employer receives a report of an act of workplace violence that involves physical assault, the employer must report it to the police.”

“7. An employer must ensure that the employer, supervisors and workers receive adequate training in their respective rights and obligations under the Act and the regulations with respect to acts of workplace violence.”

So how to tackle the problem? One of the challenges is that bullying can be subtle. Non-confrontational people are the bully's favourite target. This type of person tends to find it difficult to defend themselves against the bully, and may be unable or unwilling to report the situation. Here are some suggestions for creating a bully-free workplace:

- Implement a code of conduct, demanding respect of others and promoting a zero-tolerance of bullying tactics.
- Show true leadership by senior management, such as leading by example and taking action.
- Change organizational culture by removing the barriers to reporting incidents that need to be investigated and adjudicated.
- Have senior administrators intervene at the earliest possible opportunity.
- Outsource investigations and assessments.
- Closely supervise and hold accountable all levels of managers.
- Communicate with front-line staff.
- Be sensitive to the likelihood that bullying is a reality.

- Work with the target to restore their self-confidence and productivity.
- Dismiss the bully, when warranted.

The near future will undoubtedly bring the issue of workplace bullying into clearer focus. “Bullying is the sexual harassment of 20 years ago; everybody knows about it, but nobody wants to admit it,” says Lewis Maltby, president of the National Work Rights Institute in Princeton, New Jersey. Hopefully the day will soon come when there is universal awareness and organizational willingness to address workplace bullying.

### **Online Resources**

- Canada Safety Council  
<http://www.safety-council.org/info/OSH/bullies.html>
- Canadian Bullying Sites and links  
<http://www.bullyonline.org/workbully/canada.htm>
- Legislative Assembly of Ontario (Bill 70 2001)  
[http://www.ontla.on.ca/documents/Bills/37\\_Parliament/Session2/b070\\_e.htm](http://www.ontla.on.ca/documents/Bills/37_Parliament/Session2/b070_e.htm)
- Canadian Center for Occupational Health and Safety  
<http://www.ccohs.ca/oshanswers/psychosocial/bullying.html>

### **At the Bookstore**

*“Workplace Bullying: What do we Know, Who is to Blame, and What Can we Do?”* Cary L. Cooper, published 2002 by Taylor & Francis.

*“Safeguarding the Organization Against Violence and Bullying”* Paul McCarthy, published 2004 by Palgrave.

*By Scott Rogers*



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### NEWSLETTER INFORMATION

- The Newsletter is published quarterly by the Kingston District – Human Resources Professionals Association of Ontario. Contributions and comments are welcome and should be directed to the Newsletter Co-ordinator c/o the Association.
- Newsletter subscriptions available. Please contact our office at:  
HR Dimensions Newsletter  
P.O. Box 1709, Kingston, ON K7L 5J6  
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Email: [hradministration@cogeco.ca](mailto:hradministration@cogeco.ca)
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Email: [s.druce@cogeco.ca](mailto:s.druce@cogeco.ca)
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membership information**