



Kingston District
Human Resources
Professionals
Association

Shaping Organizational Excellence

HR Dimensions

November 2004



President's Message

Susan Piercey, CHRP

President,

KD-HRPAO

Welcome back for the new program year of the Kingston and District Chapter.

I hope you all had a wonderful summer despite the weather. For the 1st time in my working career I was very fortunate to have had a month's vacation. I went to Greece, where I enjoyed visiting many historical sites, beautiful beaches on the mainland and island of Crete, dining and dancing with a Zorba and of course the Olympics in Athens.

Since the AGM in May your executive has been very busy and I would like to bring you up-to date on what we have been doing and planning for the coming year.

Executive Planning Meeting June 24.

We met for a half day and set the direction and activities for the year. With 6 returning members, we welcomed 7 new Board members and our new Administrative Assistant.

Following a review of our mission and a review of the members survey, we set out and planned the activities for the coming year and some enhanced and new services for our membership. These include:

1. A **Membership Directory** – a pocket sized listing of members.
2. Our new Administrative Assistant, Lori MacPhail, will provide a central contact point for members and prospective

members and relieve the executive members of some administrative and accounting tasks.

3. Lori will be responsible for the set up and maintenance of our Chapter web site with HRPAO. This will be completed by the end of October and will facilitate communications.
4. Program plans for 04-05 include a Networking Event for September, HR Assistant Workshop for November, and our very popular Dine Around will be back in late November. Dinner and breakfast meetings will be scheduled for January, March and May with a variety of topics being considered (Team Building, Retention, Conflict Resolution, Duty to Accommodate, Human Rights).

Executive Orientation Session August 16

The HRPAO Chapter Services team conducted an evening workshop for newly elected board

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Membership Directory Coming Soon



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To help members keep in touch and be connected, a pocket sized directory of members is being published. The listing will include business contact information obtained from HRPAO.

The directory was suggested by a couple of our members who enjoyed this service as members of another chapter. By selling advertising we have recovered our costs and also given local HR service providers a new venue for advertising.

Many thanks to the small committee of executive (Nancy Bregg, Paul Eves, Brenda South) and volunteer members (Bruce Merklinger and Brenda Palmer) who have put this together.

Look for your copy in November.

Susan Piercey, CHRP, HR Advantages

President's Message . . . from page 1
attended with board members from the other Eastern Ontario chapters. The session focused on the roles and responsibilities of Board Members and the support services available from HRPAO.

Chapter Presidents and Membership Directors Meeting September 21 and 22

I had the opportunity to attend this informative session as well as provide input to the agenda and PD component on Volunteer Leadership. I learned about the new Strategic Plan being developed by the provincial board, the new branding and logo for the association, the many other member and chapter services and the best practices of some of the other 27 chapters across the province. As a returning President (after 3 years as Past President), it was very encouraging to see the changes and improvements in our association. The technology being used, the profes-

sionalism and service orientation of the staff, the new services available and the responsiveness of the provincial board members to chapter issues and concerns was most welcomed and appreciated by the chapter presidents." It was all good" as the saying goes.

I am very excited about the coming year and I hope that you participate and enjoy the activities your executive are planning for this year.

*Susan Piercey, CHRP
President, KD-HRPAO*

**Need Help-Need Information
about the Chapter or
Association?**

**Contact the KD-HRPAO Chapter
Administrative Assistant**

LORI MACPHAIL

Phone: 547-2962

**Email:
hradministration@cogeco.ca**



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HR BLUES RIVER CRUISE

On the Island Queen



Over 70 members attended **OUR CELEBRATION OF THE BLUES** on May 26, 2004. Wearing their black fedoras, everyone enjoyed this fun venue. Once aboard the Island Queen, we left the jetty at 6:00 pm under a bright sunny sky. By 6:45 pm rain and fog rolled in. But this didn't dampen our spirits. The lively music by the Spencer Evens Trio and lovely hot

and cold hors d'oeuvres kept our spirits high – not to mention the odd glass of wine.

The business part of the evening was conducted by Hazel Gilchrist (President) and included the Annual General Report and the election of the Board of Directors.

Four members entertained us with their HR stories. Thank-you David



Sponsor Bruce Merklinger (Right Management Consultants) and Story Teller

Black, Ed Ozog, Bruce Merklinger and Roseanne Bateman for your participation. The door prize donated by King Reed & Associates was won by Sandra Carlton.

A big thank you to Right Management Consultants and Bruce Merklinger who were so co-operative and supportive as our corporate sponsors for this very successful and fun event.



Susan Piercy (President Elect)



Wanda Williams & Roseanne Bateman



Angela Morin, Nancy Bregg (Treasurer) & Tammy McQueen

Ending Mandatory Retirement

Through the end of September, the provincial government sought and accepted public input on the issue of ending mandatory retirement. MPP Kevin Flynn, Parliamentary Assistant to Ontario Labour Minister Chris Bentley, led the discussions in Kingston at the Radisson Hotel on September 15. The session was open to all members of the public and participants were asked to comment on the Ministry of Labour's discussion document released August 18.

While a few people went to hear what this was all about, several people took the opportunity to present their views. Individuals such as retirees and employees close to retirement spoke, as did representatives from the Council on Aging, Queen's University Faculty Association, Kingston District Labour Council and a former St.

Lawrence College union representative, among others.

The consultations focused on responses to questions organized around the following:

- Economic Impacts (overall economy as well as the cost of doing business);
- Labour Market Issues (labour market trends, participation rates and skills shortages);
- Employment Issues (terms and conditions of employment);
- Pensions and Benefits (employer-sponsored plans, private plans, WSIB);
- Social and Human Rights Issues (discrimination, BFOR, workplace policies); and
- Occupational and Sector Specific Issues (effects on skilled trades, police, firefighters, health care occupations).

If you have visited HRP AO's website (www.hrpa.org) recently, you may have noticed "HRPAO Responds to Government Discussion Paper on Ending Mandatory Retirement..." under the Legal Centre.

With the provincial government's intent to introduce legislation ending mandatory retirement, every workplace will need to address this issue to some extent.

Paul Eves

*Human Resources Manager
Centre for Sustainable Watersheds*



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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



Welcome to our . . .
New Members

I'm extremely excited and proud to be able to commit my time to the association at the local chapter. Being new to the role of

Membership Director,

I bring to the board my enthusiasm and energy in meeting one of our initiatives which is to increase membership by 10% during the 2004/2005 year.

I was pleased to see our September kick off event was a huge success. I would like to thank all of our members for supporting our chapter and I hope to meet each of you at future events. To date our membership has grown to approximately 132 members.

The HR role continues to be a challenging one. Staying involved in the association shows your commitment, professionalism and dedication to continuous learning and your profession. We depend on each other to share our knowledge so that we as HR Professionals can stay current and grow in our field. As the strength of our membership increases, we can all share the benefits of our knowledge, failures and successes. By doing this, we, as HR Professionals become a valuable resource to our Organizations.

I believe our initiative of a 10% increase in membership will be an obtainable goal. I reach out to all of you for assistance in my role as Membership Director and ask not only that you support our local chapter but also that you promote membership within your organization. It is our shared efforts that will help our chapter exceed this goal.

Let's all look forward to KD-HRPAO's growth and success for 2004/2005!

Join me in welcoming the following members to the Kingston Chapter.

- Bill Blay*
- Siobhan Coady*
- Sandra Dias*
- Jennifer Fitzel*
- Randy Green*
- Wendy Hamelin*
- Jody Hanley*
- Carol Hennessy*
- Carl Holmberg*
- Brenda Hunter*
- Deborah Kearney*
- Lynn Pilon*
- Debbie Seale*
- Alesia Tessari*
- Jonathan Walker*
- Denise Wedderburn*
- Tanya Lee Williams*

By Brenda South

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Are you planning a special event, seminar, workshop that HR Professionals would want to attend?

Do you have a special promotion or discount on a product or service that would be of value or interest to HR Professionals?

Choose one of the following.

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)

Members per mailing	Non Members per mailing
\$200.00	\$300.00

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 1/2" w x 11" d.**

Special Mailings

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

Members per mailing	Non Members per mailing
\$200.00	\$300.00

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.

Strategies For Navigating Organizational Change

Non-stop shifting of organizational structure and strategy to meet dynamic market conditions can be one of the most exhilarating aspects of doing business today, but it can also cause confusion, low morale, turnover, and decreased productivity. The negative impact on the bottom line is real.

An organization cannot successfully achieve its business and financial objectives until a critical mass of people have completed their individual transitions. Transition within an organization becomes misaligned from the combination of two variables: different functional realities and different personal responses to change.

Senior managers often have access to information sooner and therefore have a jump on moving through the transition curve. They also tend to be the drivers of the change and have more control than middle managers and other employees. Middle managers, although intellectually on board with senior management, often need more time for the emotional transitions than the senior executives expect. Individuals will be scattered across the phases of the transition curve depending on their personal responses to change.

The result is a misalignment of emotions, understanding, effort and commitment that impacts negatively on the performance not only of individuals, but the organization as a whole.

During rapid and significant organizational shifts, employees need structure, information, and support in the workplace to move forward. Strategies that shape temporary systems and new courses of action such as policies, procedures,

and job descriptions need to be communicated. Facts, advice, wisdom, and knowledge need to be shared to help employees navigate the present and future. In addition, support, understanding, and a nurturing environment will create a safe passage for employees through times of transition.

The following leadership strategies can be used by organizations to help employees navigate through the three phases of transition.

Endings Phase

- Explain the rationale for the new structure
- Set new guidelines regarding work role and performance standards
- Provide short-term goals and give specific directions in small increments
- Hold frequent meetings including one-on-one and team meetings and encourage two-way communication

Exploration Phase

- Provide interim policies and procedures with input from the team
- Provide interim job descriptions and solicit input and suggestions from the team
- Explain the impact of change on the individual and demonstrate how current work fits into the overall team/company vision
- Hold frequent meetings to generate new ideas and create enthusiasm
- Develop a critical mass in support of change and involved high performers to acts as role models.

New Beginnings Phase

- Provide as much information as possible about the future and involve employees in the implementation process
- Provide assistance regarding information retrieval and the new employee network
- Engage in continuous and open communication and provide regularly scheduled feedback
- Encourage risk-taking and avoid reprisals for resulting errors
- Implement empowerment strategies

A study by the Conference Board of Canada revealed 66 per cent of organizations that completed re-structuring initiatives showed no immediate increase in productivity; more than 50 per cent realized no short term profit improvement, and only 30 per cent actually lowered costs. These are staggering statistics that would be enough to discourage any organization contemplating major strategic change. Such results are common when organizations focus their change efforts and priorities on processes, finances, and structures. Attention to the emotional needs of people would go a long way to reverse these numbers.

Brenda Palmer manages the Kingston, Ontario office of DBM (www.dbm.com), the world's leading provider of strategic human resource solutions that help organizations align their workforces to meet changing business needs. Principal services include outplacement consulting, career transition and navigating organizational change.

The New Ontario Health Premium

On June 21, 2004 the provincial government introduced legislation implementing a new tax called the Ontario Health Premium (OHP). Beginning July 1, 2004, employers will be required to deduct the tax from employees' taxable income.

The amount of OHP payable by each employee is dependent on the employees' income level. The amount payable by individuals will range from \$300 per year to \$900 per year.

While clearly intended to be paid by the employee, unionized employers could find themselves challenged by unions to assume the financial obligation under pre-existing collective agreement provisions. Those agreements requiring the employer to pay the discontinued OHIP premium could prove problematic.

While initially thought that employers would be able to successfully defend a union challenge since the premium is defined as a tax under the Ontario Income Tax Act, a recent arbitration decision ruled that the employer was required to pay the premium on behalf of its employees.

Arguing that the premium was really a tax and not the previously eliminated OHIP premium, the employer in this case took the position that it was not responsible to pay the premium under the terms of a collective agreement provision. The Arbitrator ruled that the prior OHIP premium had come back in a different form and that the employer was responsible for paying it on the employees' behalf.

All unionized employers with similar collective agreement provi-

sions should assess the financial implications of the new OHP in the event that they are challenged by their unions.

*By Michelle Lamarche
Limestone District School Board*

Mark Your Calendar

Many exciting upcoming events are in the process of being planned for the year. Innovative topics, inspiring speakers and new venues are part of making this year successful and we look forward to great attendance!

The **HR Assistant Workshop** has been planned for November 18, 2004 at St. Lawrence College. This half-day event allows Assistants to learn how to handle every day duties and responsibilities more effectively, increasing the value they provide to their organizations.

Once again, the **Dine Around** is back by popular demand. This year the event will take place at Mino's uptown and will be held on November 24, 2004. There will be several different speakers covering a variety of topics and plenty of great food. Each course of the meal allows you to move to a different table to hear a speaker that you find appealing.

Keep your calendar open for these upcoming events and for further future events in the New Year, we hope to see you at events supporting your local Human Resources Association! For further information on any of these events please contact our administrator at 547-2962.

By Debbie Seale



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First Event of the Year

The first event of the year was held on September 29, 2004 at the Radisson Hotel. With over 100 people in attendance there was a healthy mix of HR practitioners, consultants, and students from the HR programs at St. Lawrence College and MIR program at Queens University. After a brief mix and mingle, we had the opportunity to hear from the President of HRP AO, Andre Latour. Andre spoke to us regarding some changes that have occurred with HRP AO and some of its services and strategic goals.

New Strategic Imperatives

1. Global Competitive Intelligence-Conduct ongoing global strategic market analysis to anticipate trends and enable leading-edge competitive intelligence and responsiveness.
2. Visibility-Enhance the association's profile and credibility in order to contribute to the building of a premier human resources association in Canada.
3. Leadership (profession)-Raise the profile and credibility of the Human Resources profession as a key partner in shaping organizational excellence.
4. Membership-Strengthen overall membership and define appropriate member categories to support targeted growth.
5. Advocacy and Government Affairs-Develop effective relationships with employers, employer groups, all levels of government and associations to ensure strong linkages and the ability to advocate, influence, and effect legislative change.

Andre introduced the new HRP AO logo with coloured bars located on the right side. These colour bars represent areas of impor-

tance to HRP AO, which are: Membership, Professional Development, Information and Knowledge, CHRP Events, and Government Affairs. He expanded on these areas by speaking on the benefits of membership, the expanded and improved annual conference, HRP AO resources, the new website, CHRP certification, government advocacy (in relation with the proposed changes to retirement), provincial and national board changes, and various educational opportunities.

Those who were in attendance at the event left with the understanding that HRP AO is growing and is being recognized by businesses, organizations, and governments as the Professional Association that has the knowledge and resources to represent the changing needs of its stakeholders.

Jon Walker

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Gerry Coady <i>President</i>	Siobhan Coady <i>Director of Professional Services</i>
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Managing the Human Side of Organizational Change

As executives and managers work diligently to attain competitive advantage or even to survive, they are often dismayed and frustrated when many members of their organization do not jump on board and embrace the necessary change initiatives. Caught up in their struggles they often overlook the human reaction to change.

In our personal lives, usually we feel better about and support change if we initiate and have a degree of control over its implementation.

At work, often our staff (and sometimes our executives) do not initiate the changes or have any control over them. This can lead to resistance to change when peoples' routines are disrupted and they are told, "The way you have been doing this for the past five years is all wrong and you need to start doing things this way, immediately."

While change can be a tremendous opportunity, there is always some loss associated with it. There may be a loss of security, status or power. People also resist change due to: fear; a lack of involvement or confidence; the complexity of the change; distrust, uncertainty or unclear benefits; the new way being more difficult and uncomfortable; and the loss of colleagues.

Senior leaders and managers ignore the human reaction to change at their peril! It is critical when developing the change management plan to identify why people could resist the change(s) and to develop specific strategies to overcome the resistance. Some effective strategies they can con-

sider to reduce resistance include: creating an awareness for the need to change; involving people in determining what current problems they are experiencing; involving them in what the changes should be and the benefit of the change(s) to them; ensuring the change will solve an individual's work problems rather than be a burden; give the people a role in introducing and implementing the change(s); deal forthrightly with peoples' concerns; communicating the problems, successes and progress; and ensuring the executives and managers live and walk the new Vision, Mission and Values.

Over 66% of major change initiatives fail, often due to the failure of the key stakeholders to iden-

tify and overcome the resistance to change. Senior management cannot bring about major incremental change by themselves. Change can only be brought about by the employees, the very people who need to adapt to and implement the required change. If they are not onside and support the change then there is little chance of the required changes occurring, much less lasting.

Article written by Gord Stewart, a Change and Strategic Human Resource Management consultant who specializes in attracting, managing, developing, compensating and retaining the people needed to attain the business plan. Gord can be reached at (613) 542-2388.



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Web: www.dbmcanada.com



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Recertification Top 10 List

Under the national standards for the Certified Human Resources Professional designation (CHRP) you will need to maintain your CHRP, re-certifying every three years through HRP AO.

Maintaining your CHRP is to your advantage. It is your key to success as an HR professional. Your CHRP establishes you as an accomplished, committed, informed and connected professional.

Here are my top 10 examples to assist you (of course, I will lead off with the ones I mentioned in the Newsletter Report!).

1. Write an article for an HR publication – could earn you 10 points per project.
2. Participate as a committee/task member with a chapter – could earn you 10 points per year.
3. Supervise an HR student in workplace – could earn you 1.5 points per hour of contact.
4. Volunteer with non profit organization – could earn you 10 points per 3-year period.
5. Attend a chapter meeting – could earn you 2 points per meeting.
6. Attend at a legislative update by a legal firm (usually no cost) – could earn you 1.5 points per hour; 10 points per day.
7. Serve as a chapter executive member – could earn you 20 points per year.
8. Attend a HRP AO chapter, annual or HR related conference for 1-day – could earn you 10 points per day attendance.
9. Develop a new HR program at work – could earn you 25 points.

10. Mentor a protégé in a chapter mentoring program – could earn you 1.5 points per hour of mentor support.

Total up all these points and you will arrive at 100 in no time at all!

More Information

For a current full-length recertification log or application form, please access the HRP AO Web site at:

<http://www.hrpa.org/HRPAO/Certification/Recertification/>.

HRPAO has developed the recertification log in electronic format, which was made available at the end of the summer.

Your recertification date can also be reviewed online. If you need assistance or guidance please contact an HRP AO Professional Standards Co-ordinator at:

Email:

info@hrpa.org

Telephone:

(416) 923-2324

Ontario Toll-Free:

1-800-387-1311

Paul Eves

Human Resources Manager

Centre for Sustainable Watersheds

Newsletter Report

It's colder, it's wetter, it's dark earlier and the leaves are "changing" colour. Yes, it is that time of year again. And with that, things just seemed to "fall" into place for this newsletter. With this edition coming out in time for Halloween, a time when people change into

their costumes, take the time to reduce the fright factor.

In this issue, 2 articles in particular can help achieve this. "Managing the Human Side of Change" by Gord Stewart and "Strategies for Navigating Through Organizational Change" by Brenda Palmer talk about the challenges associated with change and strategies for reducing fears. Other articles discuss change at HRP AO and their strategic directions, this year's chapter executive, mandatory retirement and the provincial health premium.

As we roll along another year, I strongly encourage you to contribute and share your thoughts by writing an article for your newsletter. Upcoming dates and potential topics for the next issues' deadlines are early January (OD & team building), early March (conflict resolution) and early May (AGM). Write me at eves@watersheds.ca.

Paul Eves

KD-HRP AO Newsletter Director

Student Corner

KD-HRP AO would like to congratulate Megan Kirkpatrick and Courtney Butler who were selected to be Student Representatives from St. Lawrence College for the KD-HRP AO Committee.

Megan Kirkpatrick is a full time second year student, a part-time Human Resources Assistant at SLC, a group leader in fund raising for the HRP AO Conference and a member of the women's basketball team. She is organized and looking forward to promoting the KD-HRP AO.

Continued page 12

Workplace Gateway

On September 15, the provincial government launched the Workplace Gateway website, a one-stop access site to information on a range of workplace topics. This bundling of information, for employers and workers, is aimed at enhancing workplace health and safety, employment standards and consumer protection. It outlines the responsibilities of both employers and workers under Ontario law to help ensure employment standards and workplace safety requirements are being met.

Labour Minister Chris Bentley says the Workplace Gateway which can be found at <http://www.cbs.gov.on.ca/obc/english/workplacegateway/index.htm> "is

a platform that we can build upon in the future to help businesses become more efficient and government more effective." As such, it is a one-stop access point combining links to a number of web-based resources for specific industry sectors like construction, restaurants, tourism and bed and breakfasts.

The Ontario Chamber of Commerce, Canadian Federation of Independent Business and the Business Council on Occupational Health and Safety all see this as a good start and look forward to even more cooperation between government ministries as promised next steps are implemented.

*Paul Eves
Human Resources Manager
Centre for Sustainable Watersheds*

Local Membership Benefits

So you became a member of HRPAO! And you paid your chapter dues. What does this mean for you?

As Susan Piercey mentioned in the President's Message, the KD-HRPAO Executive met in June to review the members' survey and chapter mission. Taking into consideration what the members wanted, the executive set out and planned for the coming year.

In addition to services provided in the past, here is a sam-

pling of things the Executive is doing to provide value for your chapter dues.

Subsidized Events
Seminars and workshops
Recertification points
Networking opportunities
Newsletter
Member directory
(NEW this year!)

Student Corner . . . from page 11

Courtney Butler is a post-graduate student, she enjoys being actively involved in the Kingston Community and is looking forward to developing a positive relationship between the students, SLC and the members of HRPAO.

We would like to welcome Megan and Courtney to the KD-HRPAO Committee and thank all of the students who applied for these 2 positions.

By Steve Wowk

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**Call (613) 547-2962 for
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