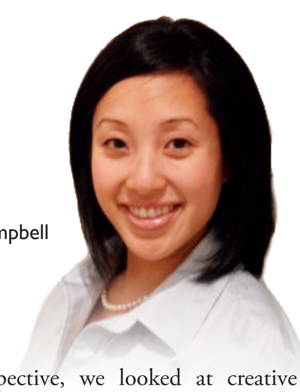
Q&A KIM CAMPBELL *of* VANOC

In the wake of the highly successful and widely admired 2010 Vancouver Olympic Winter Games, Adecco sat down with Kim Campbell, the Director of Human Resources for the Vancouver Organizing Committee (VANOC). Adecco was the primary employment services vendor to VANOC for this year's Winter Olympics, and provided over four hundred temporary staff, and over 200 supervisors to VANOC. At its peak during Games time in February, Adecco successfully placed over 1500 employees with several distinguished clients.

Kim Campbell



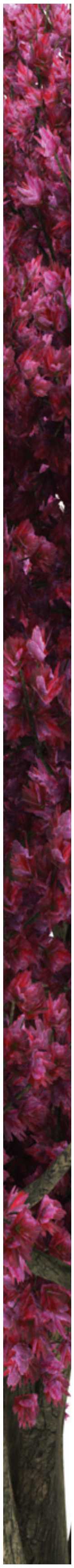
BY ADECCO

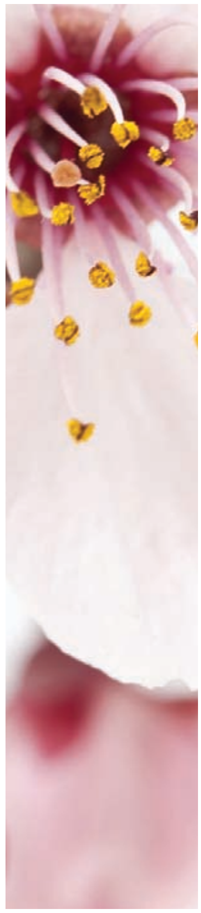
In what way did the recession have an impact on your HR initiatives for the Olympics?

As soon as the recession started, we needed to look critically at all of our HR programs to make sure that they were right-sized for the Games and also, for the changing economic environment that we were dealing with.

In particular, we looked critically at our hiring; assessing both the quantity and the timing of our hiring to ensure that we were still able to meet our operational requirements while also considering the economic challenges that we had as an Organizing Committee with the recession coming into play. From a hiring and sourcing perspective, we looked at creative ways of sourcing. We developed several new strategies - one called the Employee Loan Program where we reached out to local businesses and governments to loan their staff to us during the Games time period. This gave their staff an opportunity to experience the Games first-hand and also helped us in terms of minimizing our paid staffing needs.

We also successfully partnered with colleges and universities in British Columbia to launch a student program, leveraging co-op students and regular term students to help fill many of the Games time positions. These programs were in addition to our existing internal and >





external recruitment programs with prefered suppliers like Adecco.

Thirdly, as we focused our HR programs on our core deliverables, we continued to refine our various programs. Our orientation program, compensation program and recognition programs needed to make sense for the organization at the size it was, and certainly during the recession, we needed to make sure we were focusing on prioritizing what really needed to be done and what would give us the biggest bang for our buck.

We started seeing signs of economic recovery in recent months. Did the latter make it more challenging to retain the people that were already hired?

Fortunately for us, not really. It was lucky for us that the recovery happened close to the Games, and the momentum and energy that had built leading up to the Games were so powerful that it really helped in terms of our retention. The Torch Relay started its run in October, so there was a huge amount of momentum with that. Many of our folks that were on-board with us for a number of years were able to take on new roles and responsibilities as they led into Games time.

Did you implement a Wellness Program for VANOC employees and if so, what was it comprised of? Was it utilized and did it help you meet your objectives?

Yes, we did. We had five core values at VANOC, one being sustainability, and we take an all-encompassing approach to what that word means, not just from an environmental impact but from a personal sustainability perspective as well.

We knew early on that to be able to get the best out of our people in an extremely fast paced environment, we needed to have programs in place to help them work hard but also play hard. We had a number of programs; everything ranging from an in-house exercise facility (including various fitness spinning classes, boot camp and yoga), staff appreciation days, and special days off given to employees after working long hours.

Given that we had such a large organization, we started to build a bit of a campus environment, and we affectionately called our office 'Campus 2010'. We had lots of different things to make sure people were getting out there and being active, whether it was running groups or volleyball at lunch. Having access to a variety of programs made sure they were able to recharge their batteries from a physical, emotional, mental and spiritual perspective and that they were able to be well and stay with us all the way to the end.

How did your Wellness Program impact retention?

We took a fairly comprehensive approach to employee retention and looked at many organizations in terms of their best practices. We felt that given the fast pace of the working environment and the other competing opportunities that people had, we needed to make sure we were providing people with many reasons to stay with VANOC.

In addition to our Wellness Programs, we wanted to make sure we had competitive compensation arrangements, recognition programs and training. Employee engagement was certainly part of our focus. Every year, we did an employee engagement survey to check-in with the staff. This gave us a pulse in terms of what we were doing well and what we could improve on. That was certainly a key component.

I think, finally, we also knew that this opportunity had a final end date defined as sometime in the Spring of 2010. We wanted to make sure that we had a comprehensive outplacement program to give our teams the opportunity of having the tools and competitive tactics to be able to assess their next career move. We developed an in-house outplacement program that consisted of several workshops to help people figure out what they wanted to do next in life. It could be a new career, going back to school or maybe taking a different direction in their career. Once they figured that out, we helped them through résumé workshops, connections with employers and employment agencies.

Please share a bit about your Recognition Program?

In terms of our Recognition Program, it comes back to our Retention Program. Pre-Games, we had a program in place called the Manager's Tool-Box. We provided each of our managers with a toolbox of ideas and recognition items that they could customize for their team and customize for their particular situation. This created a decentralized approach, but provided support centrally. During Games time, we had a similar type of approach for our paid staff and various other elements for our volunteers who were donating their time for us. These included everything from small gifts for each shift they attended, to celebration and thank you parties on the Venue, as well as prize draws.

A huge recognition piece for many of our tenured staff was the opportunity to get out onto the Venue, and to experience a different role during that time. As an example, some of our recruiters and our HR generalists in our team

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were able to go out onto Venue and be the HR Manager for a particular site. It was a great learning experience and growth opportunity

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for them to take all the things that they had learned from a corporate model and extend that out at the hockey or skiing venue, and become the key point of contact for all of the leaders at that particular location.

If you were to do it all over again, what would you do differently when it comes to recruitment or human resource management/strategies?

Having been with the organization for four and a half years, I've been thinking about how challenging it is in this environment to build a HR portfolio, given the size of the organization, as it evolved over time. We started as a very small start-up organization of less than 100 people and eventually grew to be an organization of thousands of paid staff and 25,000 volunteers. Building our programs to align for the right size of the organization was really important; learning what made sense for the period of time we were in and that the programs that made sense for 2006 may not make sense for the organization of 2008.

What's next for the HR team from VANOC? Are some of you moving on to help manage talent for another large sporting event such as the upcoming PanAm Games?

Certainly that was part of our outplacement program, which we called 'Beyond 2010'. Part of the overall program was connecting our staff to other opportunities; whether that be with other events (London, Sochi, the Commonwealth Games in Glasgow…the list goes on and on) but also to other employers. Many people who've done the Games a number of times are ready to settle down into a corporate career, so we worked hard to set them up with prominent employers in the Lower Mainland or in other parts of Canada. We held a number of reverse career fairs at VANOC where local employers would come in seeking our talent for after the Games. •

From Recession to Recovery

Increasingly, organizations are proactively supporting employees to remain motivated, healthy and inspired at work. At the best of times, this requires an integrated, long-term approach based on sound theory and practice. During stressful times, such as the current economic downturn, maintaining employee engagement becomes even more difficult.

In a challenging economy, stress related to diminishing savings, dwindling investments and insecure jobs increases. Less directly, but still significant, is the ripple effect on personal and workplace relationships. There are indications that these financial concerns are a profound stressor for many. One study found that among the five key stressors in life (relationships, work, health, crime/violence and personal finance), personal finance is rated as the number one source of stress; concerns about personal finance are five times those regarding health (Cash, 1996).

Focus on Preventing Serious Financial Stress

Helping employees to better understand and cope with the economic downturn may help to mitigate its impact. Workplace-based financial education programs have proven to be quite effective in helping employees reduce their financial related stress and make better financial decisions.

An employee Assistance Programs (EAP) is another effective tool. An EAP is a voluntary, confidential, solution-focused counselling and advisory service that connects employees and their immediate family members to a network of dedicated professionals. Promoting the EAP's proactive financial counselling and consultation services to employees during these times may be particularly helpful in reducing the incidence of more serious financial stressors, which will take a significant toll on both employees and their employers.

EAPs, in particular, are effective for addressing financial stressors (e.g., debt, creditors, bankruptcy, etc.). It is difficult, and in some cases inappropriate, for employers to address financial stressors among their employees. EAPs enable employees to take an active role in addressing problems that originate outside of the workplace.

In 2008, there was a substantial increase in Shepell•fgi EAP accesses related to more serious financial issues such as creditor problems, collections, bankruptcy and financial issues related to divorce. In fact, Shepell•fgi data indicates that in 2008 there was a:

- 30.33% increase in cases related to collections issues,
- 20.33% increase in creditor problems,
- 24.37% increase for bankruptcy issues, and
- 41.01% increase for financial counselling related to divorce.

Help Employees Stay Healthy and Resilient

To maximize employee engagement during turbulent times, organizations must increasingly focus on creating and sustaining a high-quality work environment. High-quality environments are characterized by a high level of communication, effective employee participation in decision-making and supervisory or management styles that are supportive and based on trust, respect and fairness.

Building the workforce's level of resilience addresses their stressors and can help to mitigate their impact. It is common during highly stressful times for an individual's health and well being

Encouraging the adoption of healthy coping behaviours and offering high quality health and wellness programs and services can help to ensure that employees are better able to with stand a stressful time, and that organizations are well positioned competitively when the economy recovers.

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An abbreviated version of a recent Shepell•fgi Research Group report, Financial Distress Impacts Health and Productivity: Employees Turning to EAP for Help. Shepell•fgi is the leading provider of integrated health and productivity solutions that address the mental, social and physical health issues affecting employees and organizations.

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WHAT YOU DON'T HEAR ABOUT MORALE

BY DEAN POWELL

In a difficult business environment, one of the often referenced priorities for a company is the morale of their staff. But how much does that actually translate into the policies of the company and how they do business? There are many things that the company will say; "we are committed to finding solutions and upgrading our training in order to use this time to expand out the skill set of our staff resources"; "the company places our people first"; and the most common, "our motivated staff is our greatest asset".

Why will you never hear a manager of a struggling company tell his staff "it's not about the people, it's about the business!"?

The management of morale has been given a significant place in workplace practices, and yet, it seems that most companies aren't really aware of what having good morale really involves, other than avoiding statements like the latter. Could that be why morale is often seen as something must be generated in spite of the day to day demands of the business? With that in mind, is that why when morale is actually low, the HR office, policies and programs become the ones responsible for it?

Morale has been defined by Alexander H.

Leighton as; “the capacity of a group of people to pull together persistently and consistently in pursuit of a common purpose”. I believe our perceptions of morale comes more from military portrayals through movies and historical events than the reality of the normal work place. We absorb those lessons in coming together for a common good under unique circumstances, and expect it should apply to our day-to-day lives. We cannot expect the same level of morale as experienced by military personnel. After all, we go home at the end of the day!

Military personal experience different types of relationships than those in the everyday workplace. Starting from boot camp, they will live, eat, train together for the next six months to over one year, 24/7. You will hear them snore, see what they look like each and every morning, watch as they shave, brush their teeth, how they eat, know intimate details of their relationships and their family. Then, they may end up in Afghanistan or Somalia in a unit with friends they have known over the years. The most important part and the reason behind this kind of integration as a unit, is that they will experience events as a team which are beyond being expressed in words to someone outside the unit. Their dependence on each other to survive is absolute.

Most workplaces (obvious exceptions being the police, fire fighters, medical crews, etc) do not have this type of environment, and yet it becomes an issue when management insists that morale is low? Compared to what?

In the 80’s and 90’s, there was a rage of offsite corporate excursions to build up the management team’s morale. I am sure there was a serious intent to “fix” some sort of problem or better yet; “if we send the management team to Alaska on winter survival training, they will come back as a stronger, more productive team; along with frost bite”.

Nothing replaces strong managerial skills that never need to be supplemented or enhanced by some sort of offsite excursion. Application of effective management styles has the greatest effect on morale, in both the day to day workplace and in the military.

The responsibility of employee morale is normally given to the Human Resources department. HR should be providing opportunities to those character traits they wish to enhance and or promote across the staff. Couple this with strong managerial skills and you have a good recipe to enhance morale. The rest is up to each employee. If you don’t like what the business has to offer, then maybe it’s time to move on. Ultimately, it is about the business. If the company ensures the work environment is well managed, then the company morale will remain high as the staff are motivated and focused on their work. The type of management style will dictate the employees you retain and attract the kind of candidates you wish to recruit. The values the management team promotes will enhance values of those whose morale is supported by these values.

There are many ways to deal with employees and management who suffer from morale issues, but the key is to identify the underlying cause as opposed to addressing the issue with broadly applied ‘morale boosting’ exercise. In most cases, the main reason employees will cite for poor morale involves a lack of job satisfaction for individual reasons, and not a systemic issue with the company itself. By identifying the reasons behind the dissatisfaction, you can often determine the right course of action quickly and efficiently.

First of all, talk to your disaffected employees directly. Ask them what they believe they need. In most cases, I find they just want out. They are bored, have grown beyond the company or as in most cases, the company has grown beyond them. If the two of you agree that remaining with the company is not in their best interests, help them with a resume, job search and prepare them for the interview process. Maintain confidentiality; provide education either through seminars or night school that will assist them with the transition; use your EAP program if it offers supporting programs.

The savings in time and money is obvious, not to mention being good professional practice. Too many people leave organizations upset and angry, blaming their employer and the corporate environment for the final split. Instead of trying to improve ‘morale’ in a broad way, identify specific reasons for dissatisfaction in the company and take direct steps to resolve it. If it is time for an employee to move on, knowing that the company will support and even assist in the transition will go further in improving the morale of the employees who choose to stay than any HR ‘morale boosting’ activity could.

Instead of avoiding the ex-employee at the mall, you can walk right up to them and ask them how they are doing. In most cases I have found, they shake your hand and thank you. I even had a call from an ex-employees wife thanking me, “my husband and family are much happier and he talks about you all the time, thank you”. Providing an environment that encourages growth, focuses employees on what they’ve been hired to do, and motivates them to succeed is far more effective than trying to engender a false notion of company morale.

CANADA'S ECONOMY:

An Economic Snapshot of Where We Are at Today:

ABOVE-AVERAGE GROWTH AND LOW INFLATION

BY PETER ANDERSEN

The best way to make a forecast of future business conditions is to get an accurate read on what is actually happening now. This is where many forecasters made their mistakes in 2006 and 2007 before the last recession began. They did not understand the heightened risk exposure in financial markets. The financial shocks that created a global recession are still at work but they are fortunately receding in the U.S. and they have ended in Canada.

The basic message now is that we are experiencing a new economic expansion in Canada. A V-shaped recovery has begun. Real GDP is likely to show an average annual increase of at least 4% this year. This compares with an expected 3% increase in the United States. The private sector is now taking over from the public sector as a growth driver.

Canada has been spared many of the disruptions felt in the United States. The wealth destruction has been much more limited in Canada. Home equity has been maintained in most Canadian cities. Also Canada's banks have remained financially healthy and there has been no credit crunch in Canada for businesses or households. Recent job growth is particularly encouraging. More than two thirds of the jobs lost during the recession have been recovered.

Fortunately inflation is not a problem and Bank of Canada (BOC) rate increases are unlikely to be large enough to produce interest rate overkill for Canada's economy. The BOC

is not shifting to a tightening mode. Instead it is merely moving away from the emergency rate settings of 2008 and 2009 now that the economy is showing that it is strong enough to expand with the aid of such extreme policy support.

Headline inflation will be pushed higher by a bit more than half of one percent because of the harmonization of the GST and provincial sales taxes in Ontario and B.C. on July 1st. However this will be a temporary bounce which will soon fade. The BOC will look through the jump in inflation caused by the HST to the underlying trends in costs and prices in Canada, which are expected to remain stable.

The latest retail sales reports are very strong. March retail sales showed the largest monthly increase in five years. The gain in February was also revised upwards from the initial estimate a month ago. In price-adjusted volume terms sales surged by 2.2% (a 30% annual rate) between February and March. This helped produce a strong 1st Quarter GDP advance, supporting our prediction of a Canadian V-shaped recovery.

The latest employment news suggests that strong growth momentum in consumer spending and GDP has continued in Canada into the 2nd Quarter. The 109,000 increase in total employment between March and April was the largest monthly advance since 2002. All of the increase was in the private sector. A large share of the employment gain was among adult males (aged 25 and over). Since the upturn in the job market began last August, job-creation has been concentrated in full-time work.

One thing that could go wrong, however, would be an economic shock from Europe's sovereign debt crisis. The linkage would be through the stock market. A decline of several thousand points in the Dow Jones Industrial Average or the S&P/TSX would definitely disrupt home buying and renovation plans. This would only happen however if investors lose confidence in the effectiveness of the EU/IMF emergency bail-out package for Europe.

Europe's fiscal statistics are alarming and Greece's debt load appears to be overwhelming. There is a high probability of another European recession, even with the EU/IMF emergency bailout package. It is not a long-term solution and it must be supplemented by severe fiscal tightening and a coordinated European fiscal policy. There is no easy way out as the debt-burdened countries are unable to devalue their currencies. At this point it is unthinkable that even the weakest countries might abandon the euro.

They could conceivably be forced to renegotiate their debt. This would probably take the form of an extension in maturity rather than outright default on government bonds. Europe's crisis is therefore a threat to the global economic outlook. Even in a best case outcome, the IMF forecast of global real growth of over 4.0% in 2010 and 2011 could prove to be overly optimistic. However, if the European bail-out fails, or even appears shaky, and worries resurface about Greece's ability to meet its debt commitments, financial market turmoil could spread and pull everyone down again.

The Canadian dollar is directly affected by the European crisis. It closed at a high for the year at 1.0012 USD on April 20th before the European crisis intensified. It then plunged to a closing rate of 0.9365 on May 20th. It is now back to almost 97 cents (U.S.) as worries about Europe's debt problems have eased. A backing away from parity with the USD is not in itself bad news for the Canadian economy as a lower-valued CAD will be supportive for the employment rebound in Canada that is currently underway.

Recent mortgage rate declines are also a positive factor for the housing outlook. Banks reduced mortgage rates twice in May. Special offer rates for 1-year mortgages are currently around 3.30% and for 5-year mortgages, around 4.60%. Even though the BOC will be raising rates, it is expected to be a gradual process. In addition, Europe's financial crisis is having the effect of supporting U.S. and Canadian government bond prices and keeping long-term interest rates low. It will in all likelihood stretch through all of this year and into 2010 as well. As a result, we are expecting the continuation of a housing-friendly interest rate environment.

In summary, while Canada is well positioned to take advantage of its stronger economic fundamentals driving above average growth and low inflation, on its way to a V-shaped recovery, the continuing European debt crisis and global market volatility may slow our progress.

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