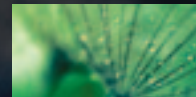


# Lēad<sup>TM</sup>

Issue 13

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The Pépinière Program: Nurturing the Next Generation ■ The Promise of Canada's Youth ■ The Value Add of Internship Programs ■ Help Wanted: Combatting Youth Unemployment ■ Seeding Success: The Case for a Coaching-Rich Workplace ■ The Rise of Social Media in the Workplace

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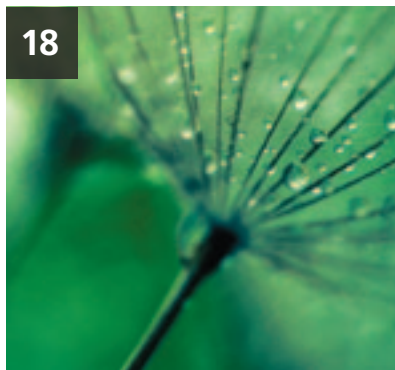


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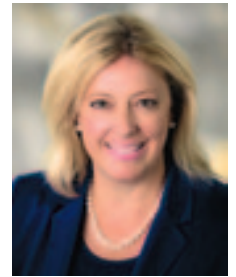
Lead™

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Lead™

“By implementing strategies that help integrate younger workers into your organization now, you will strengthen your company’s opportunity for future success.”



**Sandra Hokansson**

President and Country Manager  
Adecco Employment Services Limited

ON APRIL 30<sup>th</sup>, OVER 10,000 Adecco employees in 50 countries came together in a united effort to help young people improve their employability. Over the course of the day, we visited nearly 300 schools and universities to offer career advice, guidance and free training workshops. Worldwide, more than 1,000 different activities took place with over 2,000 branches holding open houses and roughly 20,000 coaching sessions being offered. Overall, we estimate that we reached well over half a million young people.

A little closer to home, we made contact with about 1,200 people in 29 Canadian cities from coast to coast. We offered free one-on-one career coaching and information sessions and we are still following up with many of them to help out however we can.

So why are we doing this? To encourage, inspire and create optimism in a generation that risks losing its hopes and dreams due to high youth unemployment. Young people are the hardest hit by global job shortages, especially in Europe. We have the responsibility and the expertise to help them improve their employability – whether it’s coaching them on the soft skills that they often lack, finding them a temporary job to help them take

the first step in their career, or showing them the benefits of being internationally mobile.

And our focus isn’t just on young people. Businesses can realize great benefits from hiring these workers. By implementing strategies that help integrate younger workers into your organization now, you will strengthen your company’s opportunity for future success. There are also advantages for your mature workforce who can benefit from coaching and mentoring new employees, integrating new perspectives and learning new ways of working.

In this edition of *Lēad*, we take a look at the future generation of workers and are pleased to share interesting articles on a wide variety of closely related topics, such as coaching best practices, internship programs, and the impact of social media on hiring decisions. We also have an interesting interview with the Speaker of the House, the youngest on record! Thanks to all our outstanding contributors!

We hope you enjoy *Lēad* and continue your good work in helping to prepare the future generation of workers in Canada! ■



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## Contributors

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**PETER ANDERSEN, PhD** Economic Forecaster  
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Peter Andersen is an independent consulting economist specializing in applied economic forecasting. He obtained his doctorate in economics from Harvard University. Peter provides strategic economic advice to management through boardroom meetings, video conferencing, economic reports, email commentary, and telephone calls. He is a regular keynote speaker at industry conferences in Canada and the United States. Peter has also taught financial economics and money and banking at the University of Texas at Austin since 2001.



**CATHERINE BÉDARD** Vice President, Human Resources  
L'Oréal Canada

Catherine Bédard has over 13 years of experience as a human resources generalist, including five years of international experience. Catherine holds a degree in intervention and organizational change and has also held specialist positions in the fields of talent acquisition and continuous process improvement.



**RYAN CAMPBELL, BA, JD** Associate  
Rubin Thomlinson LLP

Ryan Campbell is an Associate at Rubin Thomlinson LLP, where he represents both employers and employees in all facets of employment law, workers compensation law, and occupational health and safety law. Ryan is a graduate of the University of Western Ontario Faculty of Law and a member of the Law Society of Upper Canada, the Canadian Bar Association, the Ontario Bar Association, and the Advocates' Society. Ryan frequently presents at conferences and seminars, and writes on recent health and safety, workers' compensation, employment and labour issues that affect his clients.



**BENOIT DESGROSEILLERS** General Manager  
Career Management Centre, ESG UQAM

General Manager of the ESG UQAM Career Management Centre since 2009, EMBA graduate, and CHRP, Benoit Desgroseillers is a career coach who meets with hundreds of clients annually. Benoit has over 15 years of experience in HR and management, within both multinationals and SMEs.



**ANGELA PAYNE** Senior Vice President, Canadian Sales Director  
Lee Hecht Harrison-Canada

Angela Payne is Senior Vice President, Canadian Sales Director at Lee Hecht Harrison-Canada. As a member of the executive leadership team with over 15 years of experience in the HR solutions industry, Angela contributes to the overall strategic direction and long-term vision of the organization. Angela holds a Bachelor of Arts (BA) degree from York University and has continued her learning internationally at INSEAD and IMD in leadership and financial management, where she also earned a mini-MBA.



**ANDREW SCHEER** Speaker of the House of Commons

Andrew Scheer was first elected to the House of Commons in 2004 as the Conservative Member of Parliament for Regina-Qu'Appelle. On June 2, 2011, he was elected Speaker of the House of Commons for the 41<sup>st</sup> Parliament. He is the fourth Speaker to be chosen by a secret ballot cast by his fellow Members of the House of Commons. Born in 1979, he is also the youngest Speaker of the House in Canadian history. Prior to his political career, Andrew studied history and politics at the University of Ottawa and the University of Regina, where he received a Bachelor of Arts.





# The *Pépinière* Program: Nurturing the Next Generation

With its many brands and well-established reputation, L'Oréal Group needs no introduction. To ensure continued growth, the company is banking on a recruitment model which is defined by the attraction of young talent, high performers, and the development of future leaders. The *Pépinière* program is part of this model, taking in about 20 new graduates per year, per country in which L'Oréal operates.

WITH CATHERINE BÉDARD

**I**N 2012, L'ORÉAL CANADA HIRED nearly 200 new employees, 140 of whom were under the age of 30. "Of that number, nearly a third were hired through partnerships with universities and business schools via internships, conferences, and case studies offered by the company," says Catherine Bédard, Vice President of Human Resources. This goes to show the importance the organization places on recruiting young, emerging professionals.

L'Oréal Canada has also made integration a tangible tool through its *Pépinière* program, which takes in about 20 new 'talents' each year. This dynamic integration process advocates job skills development and self-knowledge in order to train the next generation and support the accelerated growth of subsidiaries in certain countries. The model also comes with its share of challenges for the human resources team. "Out of 900 employees, we logged 242 internal transfers in 2012," says Bédard.

### The search for fresh talent

The *Pépinière* program targets high potential students based on the following criteria: entrepreneurial spirit, adaptability, and intelligence. "Another mainstay of our recruiting model is mobility, because L'Oréal opens doors internationally," says Bédard. For example, graduates who aspire to marketing positions begin their career in the field with a six-month stint as a travelling representative. After learning the ins and outs of the role, the employee returns to head office and spends a few years evolving their skills in marketing coordination roles, supporting our product marketing managers and then, further down the road, director level groups.

"The basis of our recruiting process is simple: we firmly believe in our employees' potential and encourage them to develop their skills within the company," describes the Vice President. "We foster retention. We move them up through different jobs, different occupations, at different paces. This is how we develop our future managers."

"We know our people very well. A game of musical chairs begins when someone leaves or goes on maternity leave. It's very rare for L'Oréal to recruit a candidate with 10 years of experience from outside the company," continues Bédard.

### The advantages of this process

The main advantage of this integration process remains its malleability. "Each individual receives training that is specific and unique to them. We want to offer them custom-

ized training," stresses Sébastien Laplante, Human Resources Manager. "Managers meet with their employees on a regular basis to discuss their needs. Every performance evaluation becomes a new opportunity for employees to voice their expectations. We'll also assign a mentor who has followed a path similar to the recruit's." In fact, all employee feedback during these meetings is used to adjust the training program in order to offer a career path that is as tailored as possible. As such, the program adjusts to each person's developmental needs, rate of advancement, and personal career aspirations. However, the

organization's needs can also speed up or slow down career advancement. "On the whole, the role of human resources is to foster the alignment of personal aspirations with the realization of organizational objectives through multiple avenues. That is why the HR team pinpoints skills that require improvement: to lead the person down

a path that will allow them to bridge the gap and reach the management level. "For example," continues Laplante, "a person might be transferred to a role that will encourage him or her to develop their diplomatic skills or ability to think strategically. This process takes the person outside of his or her comfort zone for the purpose of speeding up their acquisition of new skill sets. Each individual has to overcome his or her own challenge to move on and move up."

In the end, the training process follows a general logic. A program participant might wonder about the relevance of holding a highly analytical role only to realize later that the skills developed were essential to a future management position which, for example, requires the negotiation of contracts. Oftentimes, he or she only understands the reasons for the skill set acquired in the previous position in hindsight.

### The impact of this process

L'Oréal Canada's most recent employee engagement survey shows that 85% of participants feel engaged, 89% feel more accountable in their roles, and 90% feel aligned with the company's values. With such positive feedback, the organization continues to show its commitment to its young professionals by entrusting them with large budgets, encouraging them to take calculated risks, and allowing them to make mistakes. ■

# Marianne Lauzon, from New Grad to Executive Director

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Marianne Lauzon has worked for L'Oréal Canada for 12 years, during which she has completed a remarkable journey. Marianne first began to eye L'Oréal Canada as a potential employer while she was completing her bachelor's degree. "L'Oréal Canada gave a presentation at a job fair. To me, they were the perfect company as they provided exposure to marketing on an international level. I also knew that there was an employee development program that was managed by the HR group. This proved to me that the company had a desire to provide its employees with the tools to succeed," explains Marianne.

After writing her master's thesis in international business, Marianne started out on the road with L'Oréal Canada. "It suddenly got very real," she says. "In hindsight, I recognize that my field of expertise brought added value to my training. I still draw inspiration from it today when developing in-store design concepts with my team."

Marianne followed the path set out by the Pépinière program until she became Executive Director of L'Oréal Paris, the group's largest brand in Canada; the group now distributes more than 33 beauty brands nationwide. Along her career path, Marianne spent a few years in New York where she was able to immerse herself in a different reality. Moving to New York, and later to Paris, changed her outlook and greatly enhanced her skill set.

"I worked hard, but I stayed very motivated all along my career path, because I felt guided and supported by my coach and my company," she says. "This method suited me perfectly. Now, I'm giving back by developing talent within my own team and talking about my experiences during new employee training sessions."





# The Promise of Canada's Youth

AN INTERVIEW WITH ANDREW SCHEER

With youth unemployment making headlines around the world, including here in Canada, we recently sat down with **Andrew Scheer**, the youngest ever Speaker of the House of Commons, to discuss how he carved a career path for himself in the competitive world of politics, and to reflect on the important role that employers play in mentoring the next generation of workers.

*How and when did you first become interested in politics?*

**A.S.:** It is difficult to remember a specific point. I vividly remember the Bush/Dukakis presidential debates in 1988. I also remember delivering newspapers in 1990 when the communist regime in Romania fell and Ceausescu was executed. I remember being extremely interested in why things were happening in Eastern Europe and why people had to fight so hard against their own governments. This led me to learn about the freedoms and rights that we have here in Canada that other people were fighting for.

*What types of activities did you take part in as a student that helped you on the road to becoming an MP? Which one(s) do you feel had the most impact to you later in life?*

**A.S.:** I was lucky to have a couple of teachers in high school who encouraged my interest in politics. I started volunteering on election campaigns in 1999 during the provincial election. I was part of a team of young people that went to swing ridings to spend a day helping out: delivering literature, making phone calls, etc. It definitely cemented in my mind that I would like to stay involved in politics.

*Youth unemployment is often in the headlines these days.*

*How did you obtain your first job in politics? What was your strategy for getting your foot in the door, especially in such a niche/competitive domain?*

**A.S.:** I just kept volunteering for things. After 1999, I helped out in the 2000 federal election, and also volunteered at a large political convention. The more I got involved, the more people I met. I was able to make some contacts in several levels of the political world. I was also able to show people that I was dedicated to certain ideals and willing to work hard to help promote the cause.

*What, or who, inspired you to become Speaker of the House?*

**A.S.:** Once I saw how the House of Commons worked, I realized that the rules and systems in place to allow MPs to do their work, while at the same time ensuring that all parties and MPs' rights were respected, were so important. As I learned more about how the House worked, I came to appreciate more and more the office of Speaker. I thought I might have certain skills and experience that I could offer the House.

**“Good mentors are the people who remind us that no one climbs a mountain in a single step, and then guide us to the best trail forward.”**

*From campaigning as an MP, to running for the position of Speaker of the House, do you feel that your age was ever a factor? What advantages and/or obstacles, if any, would you say you faced?*

**A.S.:** Age can be a factor with certain people. Some people believe that you have to be older to have experience. It can be a challenge at first to earn the trust of some people, but I think Canadians are open to young people taking on positions of responsibility, so long as they can prove they are qualified. The advantages are that young people, especially in politics, can bring a new enthusiasm and a new perspective.

*As Canada's youngest serving Speaker, what unique attributes, skills, or perspectives do you feel you bring to the position?*

**A.S.:** Much of what the Speaker does while presiding in the Chamber is based upon the rules of procedure and precedence, and so the age of the Speaker plays a very limited role, if any, in that aspect of the position. I do meet with a large number of school groups as well as a multitude of young Canadians who are engaged through Forum for Young Canadians, the Parliamentary Internship Program, Model Parliaments, or other similar initiatives. I believe that when I speak to these groups about being active citizens, the message resonates since I can point to my own experience as someone who got involved early.

*How would you describe the role of a mentor?*

**A.S.:** I believe that a mentor is both a role model and a coach. A good mentor is someone actively engaged in the same field or activity as the person seeking advice and is therefore blazing a trail that can be followed. Based on their hands-on experience and personal knowledge, a good mentor can help provide advice and insight to overcome the challenges that we all face in our professional lives. Some challenges are like mountains that from a distance can seem insurmountable. Good mentors are the people who remind us that no one climbs a mountain in a single step, and then guide us to the best trail forward.

*In keeping with the theme of mentorship, what opportunities do you have to interact and 'mentor' the pages in the House of Commons?*

**A.S.:** In the House of Commons we are blessed to have some of the best and brightest young Canadians serve as pages. They are all very active, very outgoing, and possess a keen interest about our

institutions of government. It is certainly a collective effort by all Members to help encourage their interest. Personally, I have always enjoyed the opportunity to answer their questions about procedure and practice. I meet with the pages several times a year and am always amazed by their insights and observations. I often forget that pages are only in the first year of their undergraduate studies. They truly are an impressive group of young Canadians.

*What value do you attribute to internship/volunteer programs such as the Page Program? From both the perspective of the youth participating (the value it brings to their resume), but also from the 'employer' perspective? How do programs such as this one benefit the employer?*

**A.S.:** I think that any program, whether it is in politics or in the private sector, which recognizes the enthusiasm of youth and provides an opportunity for it to be expressed and developed is of tremendous benefit. For the young participants, it is an opportunity to hone skills and learn from people with experience in their field of interest. For employers, it is an opportunity to cost-effectively broaden their current workforce while developing and training potential future full-time employees. Without question, volunteer opportunities or internship programs for youth are a net benefit to our society because they help develop valuable skills and strengthen our workforce. The young volunteers who today are learning their crafts will be the innovators and entrepreneurs of tomorrow. ■

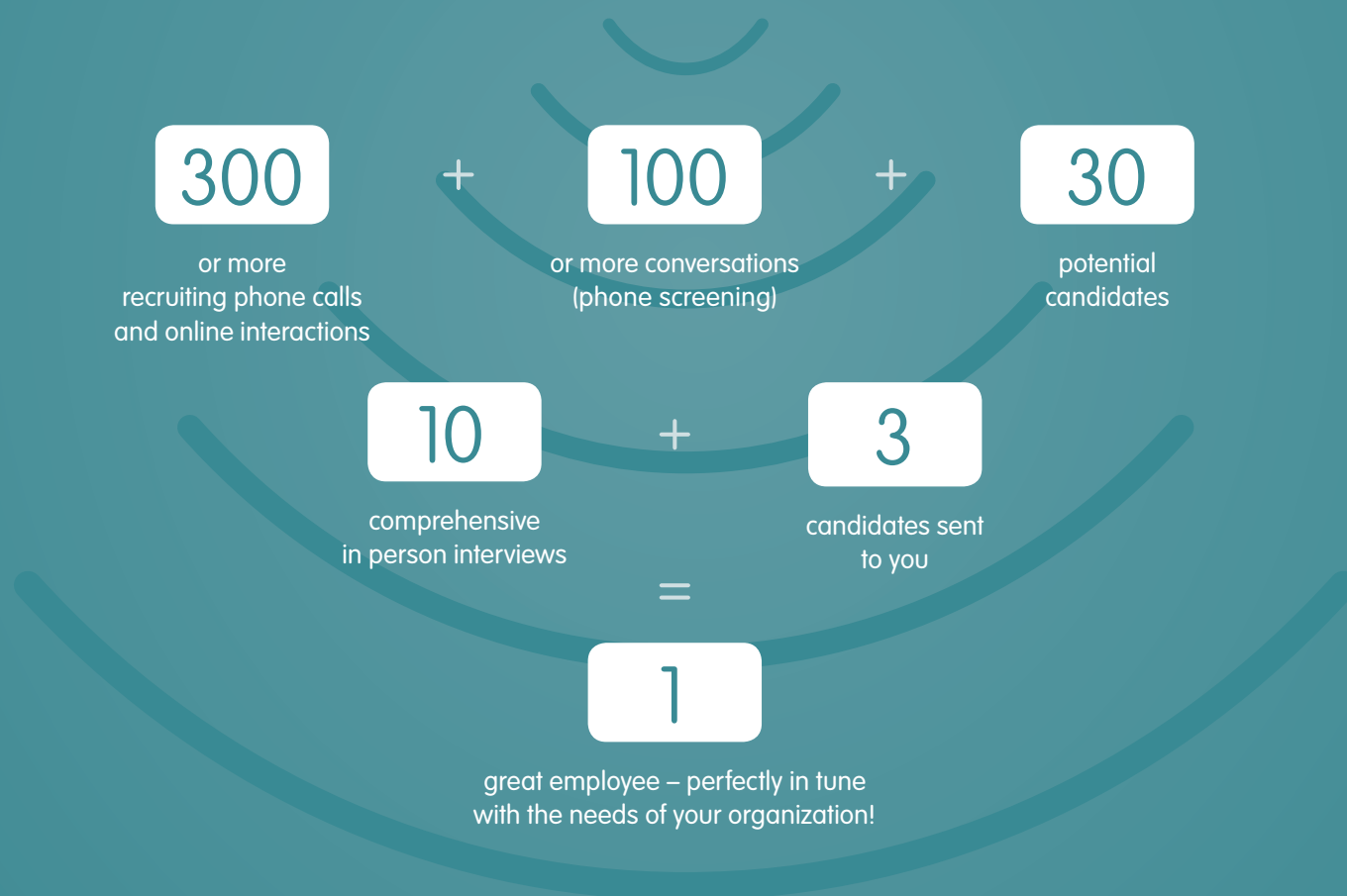
## About the House of Commons Page Program

Each year, 40 students are selected from high schools and CEGEPs across Canada to come to Ottawa to work as pages in the House of Commons. Pages have the opportunity to learn about the House of Commons while witnessing the legislative process firsthand.



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# The Value Add of Internship Programs

WITH BENOIT DESGROSEILLERS

In today's increasingly competitive labour market, new graduates' lack of work experience is a serious roadblock to that all-important first full-time job. So the question is, how can graduates gain relevant experience while they're still in school? Benoit Desgroseillers, General Manager of the Career Management Centre in the School of Management at the University of Quebec, shares his observations and advice.

**A**S GM OF THE CAREER MANAGEMENT CENTRE in the School of Management at the University of Quebec at Montreal (UQAM) and as a former HR manager for a large organization, Benoit Desgroseillers is uniquely familiar with the plight of today's job-seeking youth. He and his team conduct various recruitment activities aimed at creating opportunities for students that will help launch them into careers.

"Each year, we organize two career days that bring together some 40 companies and up to 800 students," says Desgroseillers. "We also hold lunch-and-learns that attract around 50 companies from various fields to cover the range of our students' interests. We even host happy hour networking events."

## Internships as career springboards

According to Desgroseillers, if education allows you to open a door, experience allows you to step into the room. That's why he strongly recommends students take on internships, provided that the experience they'll gain is relevant to their fields of study. "This is a practical conclusion to students' education," says Desgroseillers, "because it gives them a taste of working life."

For some educational programs, internships are mandatory, but even in programs where internships are optional, they're still a significant draw with roughly 400 out of every 3,000 students choosing to complete an internship towards the end of their studies. Furthermore, many of those who choose to pursue this

“Large companies make up about 60% of the businesses willing to take on interns, with small and medium-sized enterprises (SMEs) making up the remaining 40%.”

opportunity to gain real world experience get a leg up in the job market. “On average,” says Desgroseillers, “an internship turns into a job for a third of the students. A result we are very proud of.”

In addition to an internship, involvement in student associations is also seen as a career springboard because it too can hone relevant transferable skills. At UQAM, student participation in the campus’ approximately 15 associations is quite high, with over 100 organized events occurring each year as a result. “And not only end-of-term parties,” stresses Desgroseillers with a smile. “We’re talking about activities related to our mission of employability, meaning opportunities to network with employers, hold conferences with members of the business community, and run contests based on case studies or business-related games. After a few years of this, our young people have an extraordinary network of peers and employers.”

Since organizing on-campus events requires leadership skills, project management skills, budgeting skills, and teamwork – all of which are transferable talents highly valued by employers – Desgroseillers says it’s important that students learn to include and highlight these experiences in their resumes, and it’s the Career Management Centre that can help them do that.

#### **Real experience means real value for students and employers**

Internships through UQAM’s School of Management are about much more than making photocopies for employers. On the contrary, UQAM’s internships bring real value to both the student and the employer. “Our job is to show employers the extent to which our graduates are engaged and that they have acquired the right skills throughout their academic careers,” says Desgroseillers.

Moreover, for the past two years, the Career Management Centre team has stepped up its canvassing of companies by hiring internship officers tasked specifically with doing just that. As a result, the number of internships offered has doubled, making it possible to respond to the growing demand from students.

Large companies make up about 60% of the businesses willing to take on interns, with small and medium-sized enterprises (SMEs) making up the remaining 40%. With SMEs in particular, the internship program is seen as a recruitment strategy, making such opportunities even more valuable to potential interns, especially since an intern can more easily make a positive contribution to a smaller company. Smaller companies also perceive interns as assets, whereas individuals in some larger organizations may see them as an added burden.

#### **Spreading the word and building relationships**

Some disciplines, such as engineering and accounting, are very intern-friendly, but many more are still not sold on the idea. To get more industries on board, Benoit Desgroseillers and his team attend business events around the world to increase employers’ awareness about the value of internship programs. “We meet with human resources professionals and managers to let them know about the programs we provide,” says Desgroseillers. “We have approximately 65 training programs in about a dozen specialties. For example, few organizations know that our School of Management accepts urban planning students. That’s the type of information we need to spread.”

UQAM’s Career Management Centre also maintains a dialogue with companies in order to collect feedback both during and after specific internships. “We did not routinely do this before,” acknowledges Desgroseillers, “but it makes a difference because, among other things, we can limit expectations, respond more quickly to needs, and refine our offers.” This ongoing dialogue also allows Desgroseillers and his team to maintain close ties with the business community, keeping the door open for even more internship opportunities. ■





# HELP WANTED: COMBATTING YOUTH UNEMPLOYMENT

BY PETER ANDERSEN, PhD

**Y**OUTH UNEMPLOYMENT IS IN THE NEWS AGAIN and for a good reason. Our young people are everyone's future. They will shape what Canada will be like over the next 50 years and the challenges they will face can only be imagined. That is why it is more important than ever before to ensure they are prepared to face them. However the Great Recession, globalization, and rapidly changing technology have made their path more difficult.

The key is to focus on those who are not in education, employment, or training. Statistics Canada has calculated that about 13% of young people fall into this category. This is the so-called NEET score. This yardstick shows that, on the surface, Canada has performed relatively well.

Before the last recession, long-term unemployment was not a serious problem for young Canadians. The gap period between leaving school/training and finding a job was relatively short-term and such unemployment was tolerable.

the “discouraged worker” effect. There has been a reduction in the number of young people actively looking for work and they are not officially counted as being unemployed. This has kept the official unemployment rate from looking even worse.

While the youth unemployment rate in Canada is running at more than double the rate for adults, it should be pointed out that the problem is much worse in Europe. The youth unemployment rate exceeds 25% in about half of the European Union's member countries. It is over 50% in Spain and Greece.

Digging deeper, we have to ask whether young Canadians have an under-employment problem. Do their job opportunities match their education and training? It now seems that a B.A. degree does not mean as much as it used to. Job quality and level of education have fallen out of step. For many firms, a B.A. is now a minimum requirement and it might only get you an interview for a job as a file clerk.

 **...WE HAVE TO ASK WHETHER YOUNG CANADIANS HAVE AN UNDER-EMPLOYMENT PROBLEM. DO THEIR JOB OPPORTUNITIES MATCH THEIR EDUCATION AND TRAINING?"**

This does not mean, however, that long-term youth unemployment is not a problem today. The world economy has become much more competitive in the aftermath of the last recession. Canada has been losing market share in world trade. Globalization and technology are changing the economic landscape – where we work and how we do it.

This is bound to have an impact on job opportunities for recent graduates lacking experience and work-related skills. Long-term unemployment can have serious long-term costs. It affects future employment options, individual productivity and future earning power. There is a cost not just to the individuals involved, but also to the overall health of the economy.

The recent employment trend for Canadians aged 15 to 24 suggests that their employment prospects have dimmed. Employment for this group has fluctuated around its recession low-point for the past three and a half years. While total employment in Canada recovered quickly and is now in excess of pre-recession peaks, employment for those aged 15 to 24 shows no recovery at all since 2009.

The unemployment rate for those in the 15 to 24 year age group is currently 13.5%. It would be even higher had it not been for

There are a number of ways that government policy can respond to the youth unemployment problem. Matching training with labour shortages would be a good start. We often hear that companies cannot find the skills that they need. Another would be expanded daycare support for young parents. Efforts could also be made to reduce high school dropout rates. College degrees and technical/vocational training could be made more affordable. Finally, improved literacy and numeracy skills would be very helpful. It is hard to train anyone if they are not good at reading and arithmetic.

While such efforts are useful and needed, they cannot hope to have immediate results. One of the secrets to success in life is to be born at the right time. For example, young graduates entering the workforce in the late 1950s and 1960s were born at a time when depression and war had lowered the birth rate 25 years earlier.

Their entry into the job market was relatively easy. They often had multiple job offers. As they now face retirement, the older generation often forgets that they had an easier time getting started than today's youth. “Globalization”, “out-sourcing”, and “the internet” are words that had not been invented when they were young. ■





# Seeding Success: The Case for a Coaching-Rich Workplace

BY ANGELA PAYNE

**A**T A TIME WHEN DOING MORE WITH LESS is the mantra sung from almost every hymnbook, emphasizing coaching in the workplace might seem counterintuitive. However, the truth is that any organization with a dyed-in-the-wool coaching culture enjoys a key competitive advantage. In a coaching-rich environment, leaders show a relentless commitment to developing the next generation of workers. They ensure that younger employees not only function optimally in their current positions, but also thrive in new leadership roles as they become available. A well-coached workforce that is thoroughly prepared to embrace new career opportunities offers the organization its most certain means of sustaining business performance and enhancing success.

## The Talent Challenge

Performance starts with talent, but finding the right talent presents serious challenges for many organizations. As tenured employees leave, an organization requires people who can step up, assimilate quickly, and hit the ground running. Younger employees, however, are often unprepared to assume critical leadership roles, which inevitably leads to poor productivity and business performance. Organizations that fail to understand their current and future workforce needs, identify skill gaps, and develop talent internally will find themselves less agile and responsive to future demands.

## Creating a Coaching Culture

In many cases, the answer to meeting the talent challenge lies in the workplace itself. Organizations already have leaders capable of preparing younger employees for more significant functions. Yet all too often, the coaching potential of these leaders remains unrealized. What's required is for these leaders to foster a coaching culture that permeates the enterprise at every level.

To be clear, the type of coaching in question is not a simple matter of helping immediate reports perform better in their current roles. It is, rather, a forward-looking initiative that seeks to equip younger employees for the next step in their career paths and to provide the organization with a pool of skilled talent from which it can draw to fill needs as they arise. The challenge for the leader-coach is to deliver frequent, sustained, and specific teaching on fundamental skills and potential future roles.

Coaching should help individuals develop a range of skills, including performance management, change management, conflict resolution, better communication, leadership, and strategic thinking. Providing frequent feedback (which should not be confused with an annual performance review) is a key part of the process. And to ensure smooth and quick onboarding, coaching should continue even after a young employee has transitioned into their new post.

A leader's coaching responsibility should also include mentoring. Mentoring looks beyond a young employee's next role to consider the bigger picture. What are the employee's broader career goals? What skills must be acquired and what paths must be charted to arrive at those destinations? Mentors help their charges examine their careers from a more philosophical point of view. But they also take on some very practical career-advancement functions, such as advocating for young employees in circles of the organization not familiar with their talents and helping them build internal networks that may pave their way forward.

Together, role-coaching and mentoring provide younger employees with all-encompassing career support that furthers

“Mentoring looks beyond a young employee’s next role to consider the bigger picture.”

their development in both the near and long term. Once such support is provided across the organization, a coaching culture has taken root and the organization is well on its way to meeting the talent challenge.

### Benefits

For the organization, the benefits of fostering coaching in the workplace are manifold. Coaching:

- ✧ Enhances leadership bench strength
- ✧ Increases talent mobility, better equipping the organization to adapt to changing business needs
- ✧ Renders succession planning viable and effective
- ✧ Reduces the pressure to bring in new hires, who can take up to three years to assimilate
- ✧ Supports retention because younger workers are more likely to stay when development opportunities are made available
- ✧ Promotes loyalty to the organization and stronger workplace relationships, which are additional keys to retaining talent
- ✧ Encourages open dialogue between leaders and subordinates
- ✧ Improves cross-cultural business knowledge and practice sharing
- ✧ Improves communication and conflict management across the organization.

For young employees, the benefits of a coaching culture are equally compelling. With coaching, individuals are better able to:

- ✧ Develop their leadership competencies
- ✧ Identify and assume new and different roles
- ✧ Connect and synthesize learning
- ✧ Implement solutions with speed and agility
- ✧ Reflect on and learn from experience
- ✧ Thrive in an environment of ambiguity.

### The Risks of Doing Nothing

In a fast-paced workplace, leaders and employees alike may find it difficult to set time aside for coaching. But everyone should understand the risks of doing nothing. Even the best-run organizations with the most loyal workforces lose talent at an accelerated pace when they lack an ingrained coaching culture.

In 2013, 55- to 64-year-old Canadians will outnumber 15- to 24-year-old Canadians for the first time since records have been kept. While more people have been working beyond the age of retirement than ever before, the vast majority of workers continue to retire at the usual ages. The employment rate among workers aged 50 to 54 is nearly 80%, but that among workers aged 60 to 64 is below 50%.<sup>1</sup>

Senior workers are leaving in large numbers and the demographic realities underlying this trend will remain unchanged for decades. Organizations without role and leadership bench strength are doomed to lurch from hiring crisis to hiring crisis, and the constant efforts to plug gaps by drawing from a pool of unprepared candidates can only lead to lost business opportunities.

### Coaching is the Future

How business is done today will not be how business is done tomorrow. Future competition is likely to arise from sources you least expect. If your organization is to sustain success, it will require a nimble, well-trained workforce with the right people fully ready to fill the right roles. No initiative can do more to prepare people for the future than the creation of a workplace culture emphasizing coaching. Coaching enables leaders to share knowledge, helps employees achieve their career objectives, and ensures alignment between talent and business goals. ■

<sup>1</sup> Friesen, Joe. “Retirees Set to Outnumber Canada’s Youth for the First Time,” *The Globe and Mail*. N.p., 18 Feb. 2013. Web.

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# The Rise of Social Media in the Workplace

Why Human Resource Professionals and Employment Lawyers Have Fewer Friends on Facebook

BY RYAN CAMPBELL, BA, JD

**F**ACEBOOK, TWITTER, LINKEDIN, FourSquare, Google+, Flickr, MySpace, personal blogs...the list goes on. These sites, and other social media forums, have become ubiquitous in the 21<sup>st</sup> century, and are now beginning to permeate the boundary between personal life and professional life. According to a 2012 Google study, 64% of Canadians have a social networking profile and spent, on average, 32% more time on social media sites in 2011 than they did in 2010. As employees continue to adopt social media and expand their online presence, employers are faced with a myriad of challenges relating to information privacy, acceptable

use of electronic resources, and productivity. However, as can be seen below, employers should proceed with caution when using social media to gather information about current, prospective, or former employees.

## Types of Personal Information Accessible Through Social Media

Organizations must recognize the distinction between publicly available personal information and private personal information. Broadly speaking, publicly available personal information is that

which is no longer controlled by the individual to whom that information pertains, or information that the individual makes universally available. For example, a telephone listing and corresponding address, the public section of a LinkedIn profile, or a photograph posted to a public Flickr gallery by a third party may all constitute publicly available personal information. Organizations are generally able to access publicly available personal information without consequence.

By contrast, private personal information is controlled by the person to whom the information pertains. Ordinarily, the method of control involves limiting access to “contacts”, “friends”, “friends of friends”, etc. Examples of private personal information include restricted Facebook profiles, private Twitter accounts, and “check-ins” on FourSquare. Organizations should be wary of accessing private personal information, especially where a representative has befriended the individual in bad faith for the sole or primary purpose of accessing private personal information.

### **Risks Inherent in Information Available Through Social Media**

Reconciling the common phrases “a picture is worth a thousand words” and “there are two sides to every story” proves particularly difficult when information is obtained through social media sources. That is because the recipient of the information is left to infer its meaning without the benefit of an explanation from the owner of the information. To minimize the risk of bias or inaccurate conclusions, employers who intend to use information from social media should provide the employee with an opportunity to explain the information that has been obtained, prior to drawing any conclusions.

Additionally, by using social media to gather information about an employee, employers risk becoming privy to information that they would rather not know. In that regard, the Ontario Human Rights Commission (the “Commission”) cautions that a social media profile “could include direct or indirect information on any or all of the 15 prohibited grounds: race, colour, ancestry, creed (religion), place of origin, ethnic origin, citizenship, sex (including pregnancy, gender identity), sexual orientation, age, marital status, family status, disability and receipt of public assistance. This information could be available as text or inferred from pictures.” Knowledge of any such information may give rise to a human rights complaint, where the employer must prove that any subsequent decision was not influenced by its knowledge of the employee’s personal information.

### **Consequences of Improperly Accessing Personal Information Through Social Media**

The Commission has also warned employers not to ask job applicants for access to information stored on social media or other online sites, suggesting that doing so could leave an employer open to a claim of discrimination under the *Human Rights Code* (the Code). In particular, the Commission relies upon

section 23(2) of the *Human Rights Code*, which states: “The right under section 5 to equal treatment with respect to employment is infringed where a form of application for employment is used or a written or oral inquiry is made of an applicant that directly or indirectly classifies or indicates qualifications by a prohibited ground of discrimination.”

The practice of employers asking for access to social media information made headlines in a *Toronto Star* article entitled “Would you reveal your Facebook password for a job?”, published on March 20, 2012. The article tells the tale of Rob MacLeod, a resident of Oakville, Ontario, who was asked for his Facebook password in the final round of interviews for a police job. Unfortunately, there was no legal recourse for Mr. MacLeod at the time of the incident in 2009.

However, a recent decision of the Ontario Court of Appeal has changed the legal landscape in this regard, such that improperly accessing an employee’s personal information using social media may warrant damages for the tort of “intrusion upon seclusion”, or invasion of privacy. In its 2012 decision in *Jones v. Tsige*, the Court first recognized the existence of this cause of action, in circumstances where: i) the defendant’s conduct is intentional and reckless; ii) the defendant has invaded, without lawful justification, the plaintiff’s private affairs or concerns; and iii) a reasonable person would regard the invasion as highly offensive causing distress, humiliation, or anguish. Proof of harm to a recognized economic interest is not required.

Although the facts of this case relate to the access of confidential customer data by a bank employee acting outside of the scope of her employment with the bank, it is conceivable that the employer would become vicariously liable if the employee’s conduct was condoned or encouraged.

Provincial legislatures are also taking note of employers who improperly access personal information through social media. On April 23, 2012, Bill 40 received its first reading in the Nova Scotia legislature. This private members’ bill proposed to amend the Nova Scotia *Labour Standards Code* to prohibit an employer from i) requiring, as a condition of employment or continued employment, the means to access, or access to, a person’s account on a social networking website; and ii) discriminating against a person for refusing to give the employer the means to access, or access to, the person’s account on a social networking website. Had it passed into law, Bill 40 would have resulted in penalties of up to \$25,000 for corporate employers who violated its provisions. While Bill 40 did not pass, it remains open to the legislature of Nova Scotia, or to that of any other province, to introduce legislation to regulate employers’ use of information obtained from social media.

### **Using Social Media Effectively**

This article is not intended to discourage employers from using social media entirely, but simply to discourage employers from

“...employers who intend to use information from social media should provide the employee with an opportunity to explain the information...prior to drawing any conclusions.”

using social media excessively. Used correctly, and in conjunction with other sources of information, social media can be an excellent tool to identify, attract, and retain talent.

To minimize the risk of offending employees (and, therefore, minimize the risk of legal liability), employers should keep the following principles in mind:

1. **Do not use social media as a fishing expedition.** Be specific in identifying the information that you are looking to obtain or verify through the use of social media, and resist the temptation to explore additional personal information.
2. **Restrict your inquiries to publicly available personal information only.** Do not solicit connections with employees on social media for the purpose of accessing private personal information, and do not use pre-existing legitimate connections to explore private personal information.
3. **If possible, retain a third party to collect relevant publicly available personal information.** This will ensure that the organization only becomes privy to that information which it deems relevant for the purpose of making its decision. However, the employer may also become vicariously liable for the actions of the third-party agent, so organizations should ensure that they are using experienced third-party evaluators who will take appropriate precautions in reviewing, collecting, and conveying personal information.
4. **Be consistent.** If reviewing publicly available personal information becomes part of the due diligence process, make sure to review publicly available personal information when making similar decisions in the future.

5. **If private personal information is identified, seek clarification before reaching a conclusion.** By its very nature, private personal information may show an employee in vulnerable or less-than-flattering situations, and it may not be a complete representation of the state of affairs. Before drawing any inferences or reaching any conclusions on the basis of private personal information, seek confirmation or clarification as appropriate.

Employees should also take appropriate measures to protect the personal information that is accessible through social media. This necessarily includes:

1. Regularly reviewing privacy settings to ensure that personal information is not accessible to the public.
2. Resisting the urge to share sensitive information using social media.
3. Refraining from accepting “friend requests” from strangers.
4. Using limited profile settings to govern the amount of personal information that is accessible to your connections and friends. For example, you might not want your co-worker connections to see the same information as your best friend.

Following these recommendations can mitigate the risk to both employers and employees, thereby ensuring a harmonious employment relationship in which business and pleasure remain insulated. ■



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