

LēadTM 20th

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Anniversary Edition

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MILLENNIALS IN THE WORKPLACE

Leaders of Today

Adecco

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Lēad

Issue 20


Anniversary Edition

3




Editorial
By Sandra Hokansson

5



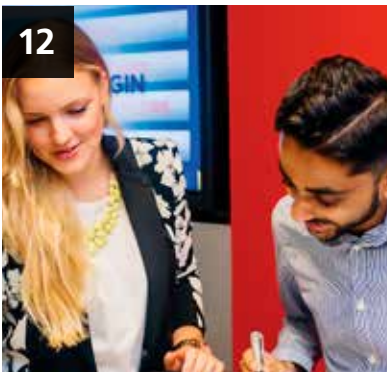
Contributors

8




Feature
Collaborative Spaces over Corner Offices
By Reggie MacIntosh

12



Exclusive
Millennials on the Move: Career Choices and Changes
By José Cabral

17



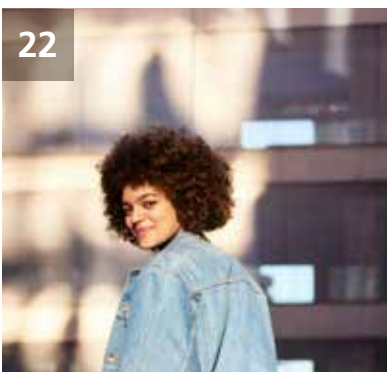
Feature
Beyond Diversity
By Alison Grenier

20



Economics
The Instant Generation can plan for a Lasting Future
By Peter Andersen

22



Interview
A Month of Mentorship, a Lifetime of Skills
By Bob Crouch

28



Legal
Staying Connected and Protected
By Titus Totan

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“...a growing body of research proves that employees of all ages are much more alike than different in their attitudes and values.”



Sandra Hokansson

President and Country Manager
Adecco Employment Services Limited

When we started publishing *Lēad* in 2007, our goal was not only to inform our readers of cutting edge employment trends, but also to spark important conversations and stir real change in Canada’s workplaces. Over the past 19 issues, we have touched on various topics that have had the power to do just that—from Health & Happiness, to Women in Leadership, Diversity, Ethics, and the Search for Balance. And for our exciting 20th Anniversary Edition, we’re dedicating the issue to an equally important theme: People in their 20s (and 30s).

It’s a topic that businesses, demographers and economists are paying close attention to as the large Baby Boomer generation edges towards retirement and a lot more pressure is being placed on the next one. In 1981, there were approximately 6 people in Canada’s labour force for each retiring person; by 2031, it is projected to be less than 3¹. That means that

we are going to require the talents and workforce engagement from all demographic cohorts to make our economy work properly.

Employers—particularly Great Place to Work[®] companies²—took note of this years ago and started to evolve our policies to attract a new demographic of talent. We invested in technology and implemented a more flexible, open and inclusive work environment with room for new ideas, mentorship and leadership development—all proven strategies³ for fostering Millennial satisfaction. These workplace transformations were successful in drawing in younger workers, but over 28% of Millennials have attained managerial roles⁴ since then; they’re the decision makers now. And that is what employers need to start focusing on: not just how to attract Millennials, but how to foster their leadership skills, inspire company loyalty and ensure they’re ready to lead our collective workforce, ahead of the Baby Boomer exodus.

In my experience, people—regardless of which demographic cohort they belong to—want similar things at work: to be valued, to be recognized, to have a voice and be given a learning opportunity. And a growing body of research proves that employees of

all ages are much more alike than different in their attitudes and values. According to the *Harvard Business Review*, “[t]he small differences that do appear...are likely attributable to factors such as stage of life more than generational membership.”⁵

As we have done in previous years, Adecco sent a delegate to the premier One Young World Summit held in Ottawa last month. While listening to awe-inspiring young leaders from 190 countries (in addition to the humanitarians, Presidents, Nobel Prize Winners, refugees, entertainers and business leaders alongside them), we felt the profound power and passion this generation has for solving problems beyond their years—when given the right opportunities to do so. And that’s precisely what they’re seeking: a chance to demonstrate their potential.

At Adecco, we place a huge emphasis on providing these opportunities and supporting youth employability. Not only are we the first entry point into the workforce for many young workers, but we’ve also made it part of our mission to help unemployed and underemployed youth worldwide through our Way to Work⁶ initiative. Prolonged unemployment in youth is known to lower lifetime earnings and

future employment⁷, so we welcome the responsibility of ensuring that graduates and young professionals receive a positive start. Bob Crouch—CEO Adecco Group North America—talks about the importance of this global initiative in his article herein, with added observations from Courtney Berger who won the opportunity to act as “CEO for One Month” under Bob’s mentorship.

Further insights in the issue come from the Great Place to Work[®] Institute Canada in collaboration with Pride at Work, Linebox Studios, Ryerson University and our regular contributors—Rubin Thomlinson LLP and Andersen Economic Research. Together, they provide guidance on the current youth employment outlook, Millennial preferences and priorities in a workplace, their foray into entrepreneurship, and what employers

need to do to ensure they stay with their organizations and are ready to lead them.

But before companies can start to develop these young workers, they need to draw them in. Our expert Talent Attraction Specialist—Lauren MacLeod—tackles just that in her article and provides proven guidance on what appeals to this demographic. She, along with the hundreds of Millennials in Adecco Canada’s offices and branches are vital to our present and future success. Their energy, passion and talent are utilized daily to drive our company forward.

Every generation brings with it certain advantages, unique viewpoints, and—by their very nature and birthdate—represent a point in time in history.

The ways we express ourselves in the workplace may look and feel different between generations, but at the end of the day we have more similarities than differences. Let’s all take a page from the Millennial playbook and remember that Collaboration is Power⁸. We hope you enjoy this special Anniversary Edition of *Lēad*. ■

1. <http://www.statcan.gc.ca/pub/11-010-x/2011008/part-partie3-eng.htm>
2. <http://www.adecco.ca/EN/knowledge-centre/Articles/Documents/Press-Release-Adecco-GPTW-English.pdf>
3. <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-millennial-survey-2016-exec-summary.pdf>
4. <http://www.elance-odesk.com/Millennial-majority-workforce>
5. <https://hbr.org/2016/04/what-do-Millennials-really-want-at-work>
6. <https://www.adeccowaytowork.com/en/>
7. <https://www.td.com/document/PDF/economics/special/YoungAndRestless.pdf>
8. Lynne C. Lancaster and David Stillman, *The M-factor: How the Millennial generation is rocking the workplace*. (HarperCollins Publishers, 2010).



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Andersen Economic Research Inc.*

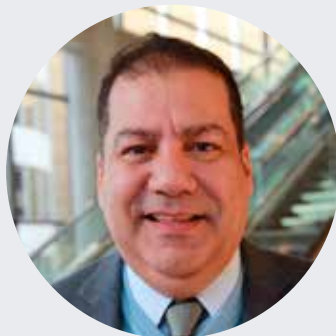
Peter Andersen is an independent consulting economist specializing in applied economic forecasting. He obtained his doctorate in economics from Harvard University. Peter provides strategic economic advice to management through boardroom meetings, video conferencing, economic reports, email commentary, and telephone calls. He is a regular keynote speaker at industry conferences in Canada and the United States. In addition, Peter taught financial economics as well as money and banking at the University of Texas at Austin from 2001 to 2010.



COURTNEY BERGER

*2016 CEO for One Month
Adecco Group North America*

Courtney graduated with a degree in Criminal Justice and Forensic Science from Nova Southeastern University in 2014. After completing her undergraduate studies, her entrepreneurial spirit led her to explore marketing and business strategy. She worked as Regional Manager for the Marketing Exchange before founding a startup called Presence Media Consulting. Her company is based in Sarasota, Florida and specializes in social media marketing and follower engagement.



JOSÉ CABRAL

*Career Consultant
Ted Rogers School of
Management, Ryerson University*

José Cabral is a Career Consultant with the Business Career Hub at Ted Rogers School of Management, Ryerson University. He focuses on Human Resources Management & Organizational Behaviour, Entrepreneurship & Strategy and Health Info Management. Before joining Ryerson, José worked with George Brown College, ACCES Employment and Dixon Hall Employment Services Centre, providing student and employment services to a diversity of clients facing various barriers. He has close to 20 years' experience globally in the private sector in the IT industry, including IBM and Xerox Brazil, as well as EMC Canada and South Africa. As a Career and Work Counsellor alumni from George Brown College, José has been a board member with the Association of Career Professionals Toronto and is currently in the HRP Toronto Student Affairs Committee.



ROBERT P. CROUCH

*Chief Executive Officer
Adecco Group North America*

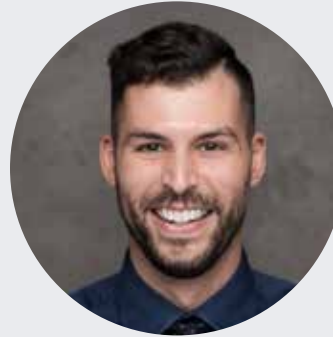
In May of 2012, Bob Crouch was appointed Chief Executive Officer of Adecco North America. At this time, Bob also joined the Adecco Group Executive Committee. Bob started his career a Senior Auditor with Arthur Andersen LLP between 1992 and 1995. Thereafter, he joined Accustaff (later MPS Group). From 2001 until 2010, Bob was Chief Financial Officer of MPS and was elected to its Board in 2008. From January 2011 until May 2012, he was the President of RPC Partners Inc., a consulting services firm with a primary emphasis on Financial and Management Consulting. Bob is involved with several charitable organizations, including Dream Comes True. His passion for helping young people succeed has made him a key advocate of Adecco's Way to Work initiative. He has professionally mentored several CEO for One Month candidates since the program's launch. Bob holds a Bachelor of Science from the University of Florida and a Master's Degree in Accounting from the University of North Carolina at Chapel Hill. Bob and his wife Jennifer reside in Jacksonville, Florida and have five children.

Contributors



ALISON GRENIER
Culture Audit Manager
Great Place to Work® Canada

Alison Grenier is Culture Audit Manager for Great Place to Work® Canada. With an extensive knowledge of people practices at the Best Workplaces in Canada, Alison provides valuable insight to organizations looking to improve their workplace culture.



REGGIE MACINTOSH
Intern Architect
Linebox Studio Inc.

Reggie joined the Linebox Team in 2015 as an Intern Architect. Previously, he attended the University of Waterloo, obtaining his Bachelor of Architectural Studies as well as his Masters of Architecture. His architectural career has taken him across Canada and abroad, including British Columbia, Ontario, Quebec and the United Kingdom. Reggie strongly believes that space, whether residential, commercial or institutional, must be composed of well-designed, thoughtful details that resonate with the scale of the user. He strives to include a high level of precision and refinement in his design process and feels that architectural harmony can be achieved through this method. When he is not in the office, Reggie can be found cycling, drawing and doing yoga.



LAUREN MACLEOD
Talent Attraction Specialist
Adecco Canada

As a passionate and process-driven Marketing Specialist, Lauren supports Adecco Canada's branch network in developing strategic candidate attraction plans aimed at increasing applicant registrations, audience engagement and company exposure. In addition to overseeing the organization's social media channels and marketing strategies, she works with Branch Managers, Recruitment Consultants, sector heads and clients to research their markets, identify target groups and create effective online and in-person outlets for attracting talent and kicking-off successful recruitment ramps. Constantly researching industry trends, best practices and innovations, her knowledge and visionary ideas ensure Adecco is always one step ahead in implementing the latest recruitment techniques and technologies. Lauren also shares a passion for training; her web-based and face-to-face coaching programs, webinars and consulting assignments have benefited countless colleagues and clients across the country. A veteran of the staffing industry for almost a decade—8 of which have been with Adecco—Lauren is a stellar communicator and is able to work seamlessly with colleagues, clients and associates at all levels. She holds an Honours Degree in Sociology from Trent University and a postgraduate certificate in HR, while actively continuing her education in social media and graphic design.



TITUS TOTAN
Associate
Rubin Thomlinson LLP.

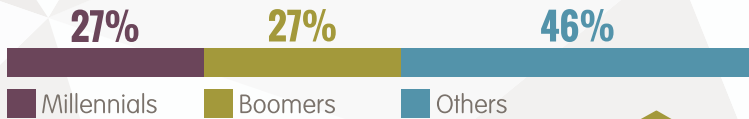
A member of the Millennial generation himself, Titus Totan is an associate at Rubin Thomlinson LLP, a boutique law firm specializing in employment law and workplace investigations. Titus supports both employee and employer clients in all areas of employment law, including employment standards, contractual obligations, terminations, investigations and workplace human rights. He provides strategic advice on workplace disputes, and has successfully represented clients before varying levels of provincial courts and tribunals. Prior to pursuing a career in law, Titus worked for the Treasury Board of Canada Secretariat, where he contributed to the creation and implementation of professional development initiatives for federal public servants.

MILLENNIALS BY THE #s

For businesses to successfully attract and develop Millennials, they need to first understand who they are, what they care about and why they're leaving. The snapshot below provides a peak into the generation born between 1981-2000 and where they fit into the employment landscape.

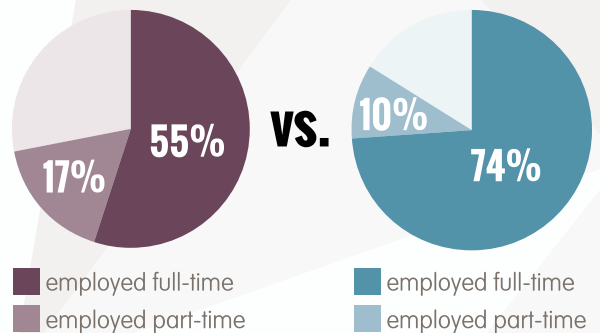
WHO THEY ARE

Canadian Population



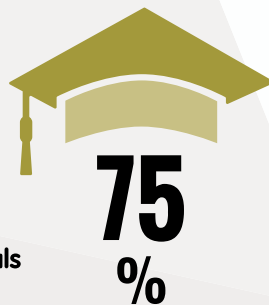
Millennials

Gen Xers



Millennials make up **37%** of the workforce

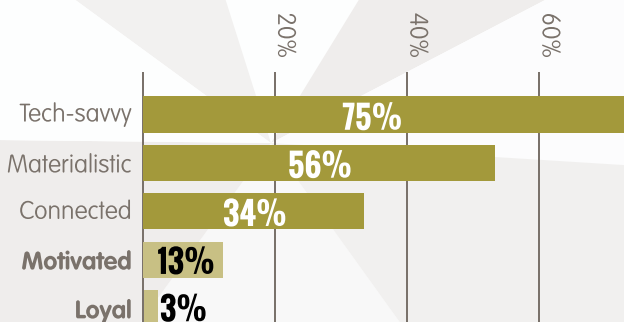
Demographic with largest % of post-secondary degrees or diplomas are **female Millennials**



WHAT THEY CARE ABOUT

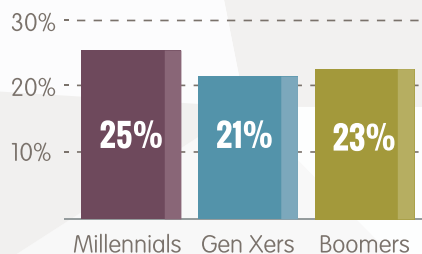
Perceptions:

Non-Millennials of Millennials:



Reality:

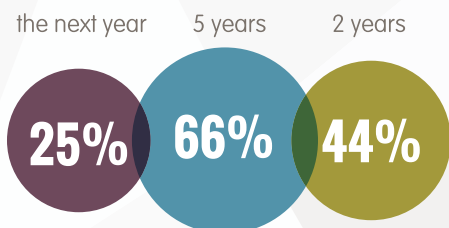
Employees want to make a positive impact on their organization!



45% choose work flexibility over pay

WHY THEY'RE LEAVING

If given the choice, they would quit their employer in...



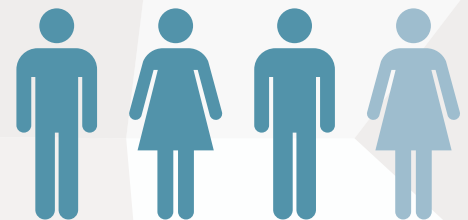
Cost to replace: **\$20K** per person

Of those likely to leave in the next 2 years



are unhappy with how their **leadership skills** are being developed

3/4 say they have the skills needed for their future job



28% feel their current employer are not making full use of their skills

SOURCES:

Norris, D. "Millennials: The Newest, Biggest and Most Diverse Target Market". *EnviroNics* (2015).
 "The Deloitte Millennial Survey: Winning over the next generation of leaders." *Deloitte Touche Tohmatsu Limited* (2016).
 Williams, R. "Like it or not, Millennials will change the workplace." *Financial Post* (2013).

"Young People and Work: Dreams and Readiness." *Adacco* (2016).
 "R U Ready 4 Us? An Introduction to Canadian Millennials." *Abacus Data Inc* (2012).
 Plau, B.N. "What Do Millennials Really Want at Work? The Same Things The Rest of Us Do." *Harvard Business Review* (2016).

Collaborative Spaces over Corner Offices





Office Design for the Millennial Mindset

Reggie MacIntosh, Intern Architect—
Linebox Studio Inc.

Baby Boomers are starting to retire and the next generation would like to see certain features of traditional workplace design depart along with them. While office design and layout are far too often an after-thought of real-estate decisions, it's the Millennial generation who will be living with the workplace designs constructed today, so it's critical for businesses to consider their needs—and wants. More and more, we're seeing perimeter offices, fluorescent lamps, cubicles and dividing walls being demolished in favour of natural light, breakout areas, standing desks and plenty of USB ports. Below, Linebox Studio—the visionary architects behind Shopify's HQ in Ottawa—take us through these trends, the workplace features the Millennial generation is seeking and how employers can deliver spaces that wow them.



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Millennials—as a generation of well-educated and career driven individuals—are in search of work spaces that feel approachable and comforting, are inclusive of diverse work preferences and address their individuality and interests. They want to be a part of a dynamic office culture that goes beyond the day-to-day business tasks and fosters aspects of community and collaboration. This type of nurturing environment—that is designed to be encouraging and welcoming—is integral to offsetting daily stresses, inspiring staff, cultivating team work and ultimately making the workforce successful.

Millennial employees want the opportunity to choose how and where to complete their tasks—as a PwC survey revealed. 21% of Millennials reported that flexible work arrangements make an organization particularly attractive when considering where to work¹. By offering varied work stations and spaces, employers can encourage autonomy, establish trust and support the flexibility Millennials are after. In addition to workstations, it is important to install transitory and fluid spaces so staff can get a change of scenery, inspiration for creative thinking and opportunities for unexpected interactions between people. While space efficiencies and the bottom line are realities of choosing office space, it is also essential to program space for socializing where employees can go to relax, unwind and have open discussions—promoting collaboration on multiple levels.

The Millennial generation is also drawn to spaces and equipment that can address—and even improve—their health and the health of their colleagues. By offering standing desks, physical activity spaces or bike racks, employers can showcase their care of their staff’s wellbeing and their understanding that personal health has a direct impact on workplace performance. Some businesses take this idea even further by providing snacks, healthy meals and communal cafeterias for their employees, lifting the burden of grocery shopping and meal preparation. Though still not commonplace in many workplaces, this gesture is particularly attractive for those who work non-standard hours—a preference many Millennials have.

Fortunately, many workplaces are modernizing their space design philosophies. Offices like Google, Amazon and Shopify have shown that adopting a playful and versatile design approach can have a positive and meaningful effect on the environment. Providing lounges, gathering spaces, nooks and intersections—each designed to express individuality and character—can create an interesting space experience while facilitating serendipitous interactions and creativity among employees.

With Shopify—a technology-based company that is quite effective at attracting the Millennial population—our design process was based on understanding our client’s requirements and responding to them in an interesting and unique manner



that reflects both their spatial needs and their core values. Key to their office culture is the mobility and autonomy employees have and the collaborative process utilized in daily decision making. Interactions between people and teams are encouraged through integrated seating, writable surfaces on the walls in the internal stair, a variety of meeting spaces, nooks that populate the floors and several “social zones”. While collaboration is important to Millennials, areas for concentration and focus are equally vital for productivity. Tranquil spaces where someone can have a phone call, or take a moment to think, are found throughout the floors at Shopify. We also carefully selected materials and products that are durable and timeless; we expect our designs to be around for the long term—much like the businesses themselves and the Millennials who work within them.

We can already see the impact a technologically adept generation has had on workplace culture. Companies like Shopify have embraced the use of software like Facetime and Google Hangouts to facilitate remote work for those accustomed to tech’s portability. Yet even with ever-improving technology, the need for real, face-to-face human interaction remains present. Inspiration and innovation often come from unexpected places and situations, so it’s imperative for workplaces to leave room for a bit of spontaneity. Virtual reality technology will soon ease the interface between machine and user, and likely usher in the next iteration of the digital workplace. Organizations that have succeeded in

“ In addition to being a place where employees can work productively and creatively, the environment becomes a powerful recruitment tool.”

integrating technology with collaboration are both meeting Millennials’ expectations today and will be well-suited to adopt this next stage when it arrives.

In a competitive marketplace, employers seeking to acquire and retain talent must create a workplace that appeals to all generations of the workforce. In addition to being a place where employees can work productively and creatively, the environment becomes a powerful recruitment tool. A functional, captivating space that attracts the best candidates, motivates staff and builds loyalty should be invaluable to any organization. Simply put, inspired design delivers inspired personnel. ■

Source

1. <https://www.pwc.com/ml/en/services/consulting/documents/Millennials-at-work.pdf>

Photography

1. Shopify Ottawa - Doublespace
- 2-7. Shopify Montreal - Claude-Simon Langlois
8. Shopify Ottawa - Union Eleven
9. Shopify Ottawa - Metropolis Studio
- 10-11. Shopify Ottawa - Doublespace
- 12-13. Shopify Ottawa - Union Eleven



A person wearing a blue and white striped button-down shirt is shown from the side, looking down at a white document they are holding. The background is a solid, vibrant red color.

Millennials on the Move: **Career Choices and Changes**

José Cabral, Career Consultant at
Ted Rogers School of Management,
Ryerson University

Like generations before them, Millennials seek personal and professional achievement. However, straying from previous generations, Millennials place a higher value on their achievements being recognized by society and contributing to the social good¹. Many Millennials grew up seeing their parents feel unhappy with their career choices and they're trying to avoid the same fate. In doing so, they look for careers that are meaningful and rewarding—and their expectations go beyond financial gain.

Certain Uncertainty

Canadian Millennials are a highly educated generation, with female Millennials representing the demographic with the largest percentage of post-secondary degrees or diplomas². This is due, in part, to a competitive job market where employees are expected to hold higher degrees. Even with their high educational attainments, however, external forces such as the global economy, disruptive innovations, disappearing industries and new technologies are affecting their employment outlooks. Millennials are required to make choices about their education and career paths with many uncertainties at play.

Furthermore, many popular occupations simply did not exist as recently as a few years ago; the notion of playing eSports or managing video channels professionally would have been unimaginable in 2004. In addition to forging new career opportunities, the digital landscape has also created new ways of doing business, including via the sharing economy. Together, these have had a major impact on the way Millennials choose their careers.

Since change is constant, students are encouraged to embrace it and concern themselves with what they can control. At the Ted Rogers Business Career Hub, we coach students on staying open to opportunities, developing resilience and change management—all essential traits and abilities for both life and the modern workforce.

New Ways of Job Searching

Millennials came of age in the digital era, using the internet for everything from e-commerce to distance learning and even dating. The online world has, inevitably, also changed how they connect and search for jobs. It is much easier to reach out to someone for insight online, and many platforms—like Ten Thousand Coffees—allow for almost-instant connection and feedback from professionals who can guide a candidate’s job search. Although Millennials know that networking is an efficient way to discover job opportunities, students typically find traditional face-to-face interaction intimidating (despite their eager adoption of video chat) and hesitate to contact professionals directly out of fear of rejection. So at the Career Hub, we start by coaching Millennial job seekers on how to request a formal information interview. Employers who can mitigate their fears or offer novel ways of reaching out will stand out amongst their competitors and likely have better success in attracting Millennial candidates.

Effectively Recruiting Millennials

Since paper ads are long gone and the days of job boards are numbered, recruiters know they need to be online—where Millennials live. We have also seen an increase in social media usage for professional advancement, where students follow organizations they are interested in working for. But at the Career Hub, we still encourage students to meet professionals in person when they visit our campus. These occasions can build rapport and lead to full-time opportunities upon graduation. We continue to drive home the importance of face-to-face contact for both candidates and employers, as it gives employers a chance to meet their applicants and followers, and students a valuable opportunity to practice their soft-skills—tools they’ll need daily in the workplace.

What Are They Looking For?

When asked about their career goals and “dream jobs”, students usually name large, recognizable enterprises. But large corporations account for only 0.3% of employer

businesses in Canada³. If students keep targeting only this tiny fraction, the competition will remain tough while 99.7% of employers desperately try to fill entry-level positions that offer tremendous learning opportunities. Idealism is a common trait of youth, but we try to remind students that an “ideal” job can often be created through experience, rather than walked into. Our advice to young job seekers is to be adaptable and open to opportunity.



Young workers expect organizations to provide learning and growth opportunities—from working in project teams to creating and executing ideas.”

On the employer side, talent acquisition is only the first challenge; retention and loyalty are also major concerns. If their needs are not being met and their talents are not being developed, the majority of Millennials plan on leaving their jobs to try out other employers who will⁴. A clue to the issue may lie within their marketing departments and onboarding processes. By understanding why their brand appeals to Millennials in the first place, employers can judge the candidate’s interest in joining the organization and whether there is alignment to the culture.

But simply dismissing ill-fitting candidates is hardly a retention strategy. Young workers expect organizations to provide learning and growth opportunities—from working in project teams to creating and executing ideas. They seek managers who can guide and give feedback, and usually look up to senior employees to learn how they managed their career. In time, they realize they can share their own expertise with those managing them. It is a matter of finding win-win solutions so that both parties benefit from the professional relationship. It is up to supervisors to coach Millennials until there is no longer a need for constant feedback, making them confident in their ability to perform well on the job and grow.

Fostering Mentorship, Development & Leadership

Mentoring is a vital tool for transferring knowledge and developing future leaders. Many organizations have implemented programs that foster interaction between senior employees and new hires, but that is only a first step. Goals need to be set—along with regular follow-ups—to ensure all are benefiting from the experience.

Opportunities are what students and recent graduates need. From volunteering with student groups to paid internships, they seek ways to prove their abilities. For instance, co-leading projects allows them to hone their skills while still under supervision. It alleviates their anxiety, boosts their self-confidence and reassures them that their goals are realistic. It also shows their support networks that they are capable and that they will live up to the expectations of those who hire them.

What's Next?

As we welcome the class of 2020 to university this year, it's not too early for organizations to plan for the next generation—namely Gen Z or iGen. By the time this group finishes school, many of today's occupations will be extinct and new ones will have been created. Combined, Millennials and Gen Z will soon represent half of the workforce, so change is the new norm. While students need to be open to the sorts of organizations who can provide them with valuable learning and career opportunities, employers equally need to streamline and adapt in order to attract—and retain—the talent and leadership they need. As Millennials transition from being entry-level employees to leaders themselves, employers should be embracing their priorities and values.

This starts with setting preconceived clichés aside, focussing on each employee's needs and values, and discovering how they align with your organization. The keys to successfully managing the Millennial cohort are really no different than any other—exercise active listening and get to know each employee as an individual rather than a generational representative. ■

1. <https://www.pwc.com/m1/en/services/consulting/documents/Millennials-at-work.pdf>
2. Statistics Canada, *Labour Force Survey 2015*
3. <http://www.ic.gc.ca/eic/site/061.nsf/eng/03021.html#point1-1>
4. <http://www2.deloitte.com/global/en/pages/about-deloitte/articles/gx-Millennials-one-foot-out-the-door.html>

How to Attract and Retain Millennials in Your Workplace

Lauren MacLeod, Talent Attraction Specialist

Talented Millennials—eager to learn and lead—are out there, looking for promising opportunities with your firm. Make sure your recruitment strategies and work culture are intelligent enough to entice, develop and retain them so they can take your organization forward. Fortunately, many companies have already implemented these proven practices and just need a little help promoting them.



Adjust the keywords in your **job descriptions** and resume **screening tools**: Millennials are graduating with hyphenated, non-traditional degrees and often hold unique job titles. Make sure your tools are flexible enough to capture these and discern their qualifications.



Highlight the **work flexibility & creativity opportunities** you offer: Flexible hours, remote and non-traditional work-arrangements, inspirational workspaces, out-of-the-box thinking and plenty of travel occasions—all of these appeal to a generation looking to get away from a mundane 9-5.



Work/life balance: Millennials are happy to work off hours but everyone needs time away from emails and the office. Millennials especially want time to spend with friends and family, pursue their passion projects and fit in a yoga class. In addition to the flexibility initiatives noted above, consider offering summer hours, incentivized days off or designated training days.



Highlight your **tech**: Consider offering paid corporate data plans, tablets, Slack, the latest software or other collaboration tools. Digital perks go a long way with this demographic.



Promote your **mentorship, training & education opportunities**: Growth, leadership and advancement opportunities are key priorities for Millennials. Show them that you're willing to invest in their training to get them there. Mention any scholarships, courses, continued education or lunch & learns you offer. Employers should be preaching about their teaching!



Advancement opportunities: Show Millennials that there is room to grow within your company, work with diverse teams and be trusted to try out new roles. Highlight how they'll get to progress their careers in your firm and acquire transferable skills.



Showcase your **inclusion practices**: Millennials want to be themselves, make friends at work and grow their networks. They are drawn towards teams with collaborative practices and support systems, rather than a "top-down" structure. Show them your welcoming manner and collective approach.



Encourage **personal branding**: Can your staff choose unique titles or carve out a niche job description? Are their opportunities to represent your organization and demonstrate their subject matter expertise? Be sure to mention it!



Opportunities to give back: Millennials are all about community. Show them the opportunities your company offers for getting involved. Also highlight your firm's **ethical practices & community outreach**. Millennials want to feel proud of where they work and know their employer's values match their own.



Continuous feedback: Millennials have been referred to as the "instant" generation and that applies to feedback as well. They want to hear about your expectations, how they performed on a task and what they can do to improve. Don't wait for annual reviews or designated meetings. Constantly stay in touch about performance, kudos and development opportunities. Keep in mind that Millennials appreciate **unconventional rewards & recognitions**. And give them opportunities to provide their own feedback; implement daily touch downs, one-on-ones and scheduled 360° reviews.



Family benefits: The stereotype of Millennials living in their parents' basements is a misnomer; many are parents themselves! Talk about your insurance benefits, employment assistance programs, RRSP matching and on-site daycare availability.



Competitive compensation: Millennials are highly educated and expect to be paid accordingly. Nonetheless, employers can attract Millennial talent through perks that go beyond salaries. Consider providing company shares, profit sharing incentives or paying off student debt for tenured staff. Other benefits such as birthdays off, free snacks or gym memberships further provide an opportunity to offset expenses and appeal to a younger generation. ■

*Don't miss the chance to join our live "**Millennials in Leadership Roles**" webinar, hosted by Marla Goddard—Adecco Canada's Director of Talent and Employee Relations. In the hour-long presentation, Marla will expertly cover the topic and answer all of your questions about hiring, coaching and developing Millennials as managers.*

Sign up below:

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webinars**



BEYOND DIVERSITY

*What Managers Need to
Know About Supporting LGBT
Employees Across Generations*

Alison Grenier, Culture Audit Manager,
Great Place to Work



With contribution from:



Diversity is deeply woven into the fabric of the Millennial generation. According to recent research, nearly a quarter of Canadian Millennials are members of a visible minority¹ and 1 out of every 10 Millennials identifies as LGBT, compared to just 5% of the overall population².

Regardless of personal affiliation with any minority group, Millennials thrive on diverse outlooks and opinions, and are looking for workplaces that respect—and even encourage—individual differences. Millennials tend to see diversity in all its forms as a competitive advantage that helps drive creativity and innovation, and these tenets extended to their employment choices. The 2016 Deloitte Millennial Survey demonstrated that Millennials overwhelmingly choose employers whose values reflect their own, with 56% ruling out ever working for a particular organization because of its values or standard of conduct³.

An employer's commitment to inclusion not only attracts Millennials to their workplace in the first place, but also helps to build loyalty for the long-term: over 36% of Millennials who intend to stay with their present company for the next 5 years report their employer as having “a strong commitment to equality and inclusiveness”, compared to only 22% of those intending to depart within 2 years⁴. If managers want to harness the full business value, productivity and longevity of Millennials, they need to ensure they are aligned with this generation's needs and expectations in the workplace, including a focus on diversity and inclusion of all types—whether based on race, culture, sexual orientation or gender identity.

“

Millennials overwhelmingly choose employers whose values reflect their own.”

Most managers want to do the right thing when it comes to supporting LGBT employees across generations but might not fully understand the challenges faced by these populations or their ethical and legal obligations to support them in the workplace. Our research findings highlight that many organizations have made strides in relation to diversity based on sexual orientation but more support is needed for employees with diverse gender identities and expressions. Great Place to Work has partnered with Pride at Work Canada to help employers better understand

LGBT communities and build workplaces that harness their employees' full potential. Canadian workplaces have come a long way in the last few decades but there are additional steps that need to be taken to expand the inclusion circle to other vulnerable groups. The guidance below (in response to the most common questions we receive from employers about the topic) should help us get there together.

Our organization already has an anti-discrimination policy which protects fair treatment for all employees regardless of personal characteristics. Do we really need a special policy for LGBT employees?

While progress had been made in the past decade, members of the LGBT people still experience harassment and discrimination in the workplace. This can manifest in a variety of ways including through high turnover, lost time, poor performance and health related issues. According to the Canadian Mental Health Association Ontario, LGBT people experience “[h]igher rates of depression, anxiety, obsessive-compulsive and phobic disorders, suicidality, self-harm, and substance abuse”.

The persistent barriers facing LGBT communities are real and play out in the Canadian workforce. Members of the LGBT community require unique support to overcome these barriers.

While some organizations have created successful cultures where LGBT identified employees and allies are comfortable being part of an employee resource group, additional education and training initiatives for all employees are required to move beyond diversity and develop a culture of inclusion.

Why is it important to have specific language to include LGBT employees?

While “sexual orientation” has been included as a prohibited ground for discrimination in the Canadian Human Rights Act since 1992, the same federal protections do not exist for trans and gender non-conforming people. Using specific language when it comes to anti-discrimination and harassment policies sends a clear message that your organization will not tolerate discriminatory behavior and aims to protect all people, including trans and gender non-conforming people.

In addition, LGBT people still feel concerns about disclosing information related to their sexual orientation and/or gender identity due to fear of losing their jobs or other forms of reprisal. Ensuring that policy and other important language is gender neutral (i.e. using they instead of he/she, birth parent in place of mother, partner in place of husband/wife, etc.) can demonstrate that your organization is thoughtful to the needs of LGBT people.

An employee has approached me about transitioning on the job. What do I do?

Having an employee approach you for support around a life event like this can be a wonderful thing! It can mean that they trust you and that they trust their work environment to support them through this.

Just like any employee disclosing any personal information about themselves, this information should not be shared without explicit consent from the employee who is transitioning. Have an open conversation about who else this person would like on their support team. Would they like someone from Human Resources? From their union? A colleague or peer? There are lots of resources available online that can help guide everyone through the process together.

One of the most important things to keep in mind is that there is no one-size-fits-all approach; transitioning is a very personal and unique process. Make sure to document (in pencil!) all decisions made, and keep that eraser handy in case things need to change. Above all, demonstrate genuine care, empathy and professionalism.

What else can my organization do to make sure our LGBT employees feel welcome and accepted?

One way organizations can demonstrate support is to provide space for employees to create an LGBT focused Employee Resource Group (ERG). Employee Resource Groups are company sponsored, employee-led groups which encourage people to come together based on shared experiences.

When supporting an ERG, consider providing a budget and ensuring any type of diversity and inclusion work is counted in promotions and through management engagement. Having executive sponsorship of the ERG (from an 'out' leader or 'ally') also sends a message that the organization values inclusion at the most senior level.

Millennials have grown up with many of the human rights and cultural values that previous generations fought hard to achieve, and have taken on the baton to keep striving for further progress. But it's important to remember that inclusion is a concept that extends across generations and geographies, and requires commitment from all. Employers have both a profound opportunity and responsibility to ensure that a commitment to inclusion extends to the workplace and that every employee—regardless of race, culture, religion, sexual orientation or gender identity—feels accepted and welcome. ■

1. <http://www.environicsanalytics.ca/blog-details/ea-blog/2016/01/22/Millennials-the-generation-du-jour>
2. <http://wpmedia.news.nationalpost.com/2012/07/lgbt2.jpg?quality=65&strip=all>
3. <http://www2.deloitte.com/global/en/pages/about-deloitte/articles/gx-Millennials-values-do-not-change-progress-professionally.html#report>
4. <http://www2.deloitte.com/global/en/pages/about-deloitte/articles/gx-Millennials-how-to-earn-Millennials-loyalty.html#perfect>
5. <http://ontario.cmha.ca/mental-health/lesbian-gay-bisexual-trans-people-and-mental-health/>

WANT TO LEARN MORE?

*Great Place to Work and Pride at Work Canada have partnered to create **Beyond Diversity: An LGBT Best Practices Guide for Canadian Employers**, to be released November 2016.*

*Visit greatplacetowork.ca or prideatwork.ca to download the **FREE report**.*





The Instant Generation Can Plan for a Lasting Future

Peter R. Andersen, PhD
Anderson Economic Research Inc.

Millennials face a bright future, even though they may not see it.

The malaise facing young people today cannot be attributed to age alone. The decade you are born in matters a great deal; the political climate, economy, societal values and global trends of the time significantly influence your opportunities, schooling, family life and career. Children born in the 1890s or the 1920s were unlucky; they faced the devastation of WWI and WWII. In contrast, the 1930s and 1940s were opportune times to be born; the low birth rates during those years created little competition for university and jobs when those babies came of age during the economic boom years of the 1950s and 1960s.

The current Millennial generation is facing its own set of historical forces. Income security and careers with longevity seem hard to find in this replaceable and global job market. The Canadian youth labour market shows elevated rates of unemployment compared to prior to the Great Recession and in relation to older Canadians¹. Older Millennials who were able to start their careers before the 2008-2009 recession may be less affected by these trends, but the entire cohort has been negatively impacted by its aftermath. Millennials are also frustrated that the skills and knowledge they spent years acquiring (in addition to student debt) are not being utilized: among 16-35 year olds, there is a pronounced mismatch between those with medium to high literacy rates who have jobs that engage only medium-low literacy skills². And traditional work

no longer offers the benefits and incentives that it once did in earlier decades. The average annual income is the lowest of the last three generations³, while the cost of housing—particularly in North American tech-hub cities (San Francisco, Silicon Valley, New York, Seattle, Toronto and Vancouver)—is at an all-time high. Job openings in these prohibitively expensive cities repeatedly go unfilled.

Companies are finding it challenging to find young candidates willing to do the work and to retain them long enough to become leaders, while Millennials are out there—desperate for career development and salaries they can use to pay off debts and raise their own budding families on. Millennials living in urban areas—as most do⁴—simply cannot afford to accept entry-level or low paying positions, and they know they are qualified for more.

Fortunately, Millennials have an expertise that will be the key to their long-term career success. They were born into the digital era and at the cusp of a new technology cycle—starting with the information and telecommunications revolution in the early 1980s when IBM introduced its first PC. And much like the Commodore 64, the Macintosh and Dell’s Turbo PC that followed suit, Millennials grew up capitalizing on technological advancements as they approached adulthood by Y2K. The productivity tools (Microsoft), access to information (Google), social networking (Facebook) and mobile computing (smartphones) that came out of the subsequent years fundamentally changed the Millennial relationship with technology like no other peer group in history. Their digital skills give them a clear advantage over the previous analog generations.

The current technology driven economic cycle is still young. Cloud computing was not introduced until 2006 and it took several years for other providers to realize the power of what Amazon Web Services (AWS) had developed. The cloud is now making a huge contribution, enabling and accelerating the start-up of new companies. While the IT application and infrastructure cycle was interrupted by the financial crisis, it is now speeding up. It will be recharged in 2017 by a rebound in the U.S. economy that should last through the rest of this decade.

The well-paying jobs that require technical expertise will be found in this sector, perfectly suited for Millennials’ skillsets and aspirations. The reduced quality of traditional full-time work opportunities is pressuring Millennials to be entrepreneurial and their efforts will fit well with nascent tech companies who require a business culture with an innovative spirit and freedom from conventional thinking and administrative bureaucracy. Millennials are ready to answer

the call. They are frustrated by an analog business culture and decision making process that moves slowly; they have grown up used to quick answers and quick results. As long as they can develop their soft skills to be persuasive in the business environment—and are able to influence colleagues and sell their ideas—their efficient digital approach, creativity, passion and communal influence should lead to business success.

“

Millennials have an expertise that will be the key to their long-term career success.”

Their high student debt will also pay off in time. The 2013 National Graduates Survey demonstrated that median estimated earnings increase with each level of post-secondary educational completed⁵. Most graduates of post-secondary institutions are having success finding employment in both good economic climates and bad, with almost 80% of employed graduates reporting a ‘close’ or ‘somewhat’ close relationship between their education and job 3 years after graduation⁶. Education is still a worthwhile investment for this generation.

Fortunately, the next recession is nowhere in sight. The business cycle is not yet in its late stages. Fears of an extended period of secular stagnation in the U.S. are unfounded. In fact, the underlying economic fundamentals—strong household balance sheets, manageable business sector leverage, highly capitalized and liquid banks, backlogs of consumer and housing demand—all point to the onset of an extended period of solid economic growth in the United States. In time, this will inevitably spill over into Canada. Millennials already have the skills and education for success. The positive economic climate on the horizon will give them the opportunities they need to fully realize their dreams. ■

1. <https://www.td.com/document/PDF/economics/special/YoungAndRestless.pdf>

2. *Ibid.*

3. <http://www.environicsanalytics.ca/docs/default-source/eauc2015-presentations/dougnorris-afternoonplenary.pdf?sfvrsn=6>

4. *Ibid.*

5. <https://www.td.com/document/PDF/economics/special/YoungAndRestless.pdf>

6. *Ibid.*



A MONTH OF MENTORSHIP, A LIFETIME OF SKILLS

As part of our commitment to improving youth employment, Adecco offers employment expertise to graduates and young job seekers through our global Way to Work™ program. Built on 3 main initiatives—CEO for One Month, Street Day and Internship Opportunities—the successful program helps youth find desirable internships and job opportunities, provides guidance on improving their employability and ultimately allows them to find their way to meaningful work. Below, Bob Crouch—Adecco Group North America’s CEO—discusses his involvement in the program and the impressive ideas he’s seen emerge from the protégés he’s mentored over the years.

WAY TO WORK

by Adecco Group



Robert P. Crouch
Chief Executive Officer
Adecco Group
North America

What inspired Adecco to start the Way to Work initiative? Why the focus on youth employability?

Youth employability is crucial to the future of our workforce.

Our Global headquarters launched Way to Work in 2013 as a commitment to helping youth across the globe jumpstart their careers. We saw that there was a growing skills gap in many countries around the world, and Way to Work was our response. It's one way Adecco is helping young people attain the right skills to succeed in their careers.

Should other corporations care about encouraging youth employment? Why is it important for future business success? What do Millennials bring to the workplace?

Employers know that the skills gap is real. That's why we encourage them to invest in training young people early. Through work-based learning opportunities (such as apprenticeships, internships and co-ops), employers can grow their talent pipeline for current and future needs—especially in trades that Baby Boomers are retiring from. This is critical for business succession plans, and in return, young people are given the “real life” work experience they need in order to launch their careers.

One thing we know about Millennials is that they are eager for opportunities to learn and grow in the workplace. They want to hear regular feedback from their superiors, and likewise, more tenured employees can learn from younger employees by being open to their perspectives on the business. Having grown up in an uber-connected world, many young people are fast-paced multitaskers who can keep up with trends. It's crucial to the success of their generation and our workforce that businesses invest in their skills and empower them to become leaders.

We hear mixed views about youth employability. Recent graduates say it's hard to stand out in a sea of [online] applicants, find meaningful employment and get fair compensation or career advancement. On the other hand, some employers claim it's difficult to convince Millennials to “start at the bottom” or stick around long enough to get promoted. What accounts for this mismatch and what can both parties do to bridge the gap? Considering its involvement with both candidates and employers, what is Adecco doing to help?

Here in the US, and across various Canadian industries and cities, we're seeing a job-seekers market. Companies realize this and are more willing than ever to fight for top talent. On the other hand, the times when a person would stick with one or two companies during the course of a career are long gone. Young people continue to search for the best places to grow and develop in their career journey.

To help bridge this gap, candidates should do their due diligence in making sure a company feels like a good place to grow and invest time when deciding to apply for or accept job offers. And employers have to pay close attention to their recruitment and retention plans to ensure they are competitive enough to attract, develop and keep top talent.

Adecco Group recognizes our responsibility to shed light on this chasm. Through our Way to Work program, we offer a multitude of employer and candidate resources on niche topics as a guide to succeeding both now and in the future. We aim to develop young talent to meet the needs of today's workforce and match that talent with best-in-class companies.

As part of the initiative, Adecco also offers talented young business-minded students and recent graduates a month-long internship and job shadowing opportunity under its CEO for One Month program. As CEO, you are a huge mentor within the program and really take the participants under your wing—even getting involved in bootcamp hijinks. Why is this initiative so near and dear to your heart?

As a parent, I want to see my kids dream big and succeed in whatever they choose to do. That extends to the CEO for One Month candidates. It takes a lot of hard work and drive to reach career goals and this program gives young people a taste of what they can look



forward to if they hold on to that passion. The amount of experience our CEOs for One Month get under their belts is outstanding, and I hope other employers will consider adopting similar programs.



Many Millennials—who have gone to school in the midst of startups becoming mainstream—have an entrepreneurial spirit.”

What have you learned from the young people who take part in the program year after year? And what wisdom/advice do you think you’ve imparted onto them?

Every year this program brings together some of the best young minds across North America. I think it’s so

successful because it’s reciprocal. Candidates learn the ins and outs of running a Fortune 500 company, while their fresh perspectives on our business keep us open-minded. They challenge my leadership team and me to be innovative in ways we otherwise wouldn’t have considered.

I also learn all sorts of new tricks from them, which my own kids find “cool”. This year, I learned how to do a dance called “The Running Man”!

We know that Millennials highly value flexibility in work schedules and are big proponents of freelancing. Why are temporary assignments / contract roles a good match for this generation?

Many Millennials—who have gone to school in the midst of startups becoming mainstream—have an entrepreneurial spirit. The “gig economy” we’re experiencing allows them to function as if they are their own business, building on the skills of their choosing. And for recent grads, temporary assignments or contracts offer an opportunity to evaluate what careers they want to pursue before committing to one trade.



CEO FOR ONE MONTH



Courtney Berger
CEO for One Month
Adecco Group
North America

What are some negative assumptions about Millennials that hiring managers need to put to bed?

Some hiring managers see Millennials as entitled or not willing to put in their time—when in reality, many Millennials are eager to grow and learn at work. They want to know how they can succeed and are looking for ways to make an impact on the business. That's not a bad thing!

We know that Millennials highly value advancement opportunities in their careers and many believe their leadership skills are not being fully developed. What can corporate leaders and decision makers be doing to promote Millennial leadership?

Regular feedback is key. An annual review won't suffice anymore. Millennials want regular feedback and one-on-one time with their direct reports so that they know where they stand and how to make improvements. When these conversations don't take place, transparency becomes an issue and Millennial workers can feel disengaged and unsure of the value they are bringing to the team.

This year, Courtney Berger became Adecco Group's North American CEO for One Month. She was 1 of the 6 finalists selected from a competitive pool of more than 4,000 applicants. Front-runners participated in a leadership boot camp where they were judged on academic merit, leadership and work experience. After her North American internship, Courtney also got the opportunity to travel to Japan to compete for the CEO for One Month global position! Below, Courtney reflects on what she has taken away from her experience and how she will apply it to the business world.

From the very first time I met Bob Crouch—Adecco North America's CEO—his advice to all participants was to “be your authentic self.” After going through this experience, I now understand exactly what he wanted to convey: mentorship and leadership should be about developing each person's unique potential, not turning them into the person you want them to become. And that is precisely what the CEO for One Month program offered me and the other participants: an incredible opportunity to become better versions of ourselves.

The program started with a 4-day boot camp in Jacksonville, where I met 5 other inspiring participants and became fast friends. Together, we participated in various interviews, presentations, secret challenges and fun-filled adventures around town. Through the various challenges, team building events and time off, we learned about one another, practiced being better listeners and sharpened our leadership skills.

When my CEO for One Month internship finally kicked-off, I was catapulted into intensive trainings, taught the intricacies of the business and shown how

operations work on an executive level. I circled the hubbub of the training room with presidents, directors, CFOs and CMOs and found myself back at Bob Crouch's table asking him a multitude of questions. He was constantly there to check up on me, ask me my opinion about new innovations, answer my repeated requests for clarifications and be an outreach of support throughout the process. I believe his coaching was so impactful because he really understands and respects the generational differences that often exist between mentors and mentees. He admires the differing viewpoints that young adults bring to the table and taught me that leaders should encourage varying opinions and ways of doing things.

I took every opportunity to visit branches, grill managers, recruiters and staff, and learn about how each Adecco brand runs. With every meeting, visit and conversation, I saw how having a positive attitude, being a good listener and demonstrating commitment to working hard not only make someone an effective leader, but also have trickle-down effects on the rest of the organization. I got to see firsthand the foundation of dedicated and diligent individuals that a solid company is built on.

I also discovered that communication wasn't purely about speech. It is about connecting, listening, remembering details and engaging with everyone you encounter. When I took part in the Amsterdam and Tokyo wings of the competition, I used that training to collaborate with my teammates, support them and show the judges my true values. We all walked away from the trip with mutual respect and genuine friendships.

Throughout my month as CEO, Bob and the rest of the Adecco Group pushed me to grow as an individual. I'm extremely thankful for the leadership and advice that they provided—and continue to offer me. Not only was this a once-in-a-lifetime internship, it was an opportunity that will continue to aid me in my future career. I've greatly enjoyed my time as CEO for One Month of North America and look forward to applying all I've learned to my own business, and one day—with the teams I lead. ■

Other effective ways of promoting Millennial leadership include instituting well-designed mentorship programs and committees that give Millennials opportunities to get involved and have an influence outside of their daily responsibilities.

Paid internships are a major part of the Way to Work program and Adecco Canada has placed over 300 interns at our clients' sites this year alone. Why do you believe in the value of paid internships—both for the interns themselves and the companies that run them?

Paid internships and other types of work-based learning programs—like apprenticeships—are one of the best ways young people can get experience under their belt. They allow young people to focus on learning the skills they need in order to start their careers, instead of focusing on how to pay the bills.

They're also an effective way for companies to help close the skills gap. Paid internships give employers the opportunity to mold young talent in a way that supports their current and future workforce needs. At Adecco Group, we're big proponents of work-based learning programs and hope to see them leveraged more in the coming years. ■

STAYING CONNECTED AND PROTECTED

Addressing the Millennial Dependency on Technology in the Workplace

Titus Totan, B.Soc.Sc., (Hons.), J.D.
Associate, Rubin Thomlinson LLP.

Having grown up in a world that is powered by high-tech devices and social media, Millennials depend on technology everywhere they go, including the workplace. In fact, one study has found that access to “state-of-the-art” technology in the workplace is important to 59% of Millennials when considering their job prospects¹.

Recognizing this emerging trend, employers often question how best to facilitate the use of technology, while also reducing the risks associated with “technological misconduct”. This concept may include concerns over declining productivity, disclosure of sensitive information or inappropriate online activity. In this article, we canvass the various precautions and policies that employers may adopt to address the implications of technological misconduct, and protect against the harm that may result from its prevalence in the workplace.

Policies on the Use of Technology and Social Media

Although the common law imposes broad duties upon employees to refrain from engaging in misconduct, the scope of those duties tends to be uncertain in the absence of contracts and/or policies clearly defining the expectations of employers. This uncertainty becomes even more problematic when employees engage in behaviour—including various forms of technological misconduct—which may not always possess an obvious connection to the workplace relationship (e.g. inappropriate comments on personal social media accounts).

By developing comprehensive workplace policies governing the use of electronic equipment and social media, employers are able to establish their own definition of technological misconduct. Although employers will still need to apply a contextual analysis that considers the



gravity of the incident and the individual circumstances of the employee (i.e. tenure, disciplinary record, etc.) when imposing discipline for violations of such policies, the preliminary question of whether a wrong has been committed can be significantly narrowed by having “technological misconduct” explicitly defined.

In addition, if employees acknowledge reading those policies, that acknowledgement will give the employer a strong argument to rebut any suggestion that the employee was unaware of the employer’s expectations.

What Should be Included in the Workplace Policies

The content of policies regarding the use of technology and social media will ultimately depend on the nature of the employer’s business and the devices used in the workplace. That being said, such policies should largely focus on protecting against the sort of technological misconduct that would harm the economic interests of the employer, or negatively impact the workplace.

The following are some common examples of the potential misuses of technology and social media that should be covered in workplace policies:

1. Non-Business Use

Decreased productivity is often cited by employers as the primary concern associated with allowing personal use of technology and social media in the workplace. In fact, one study has found that 88% of Millennials bring their smartphones to work, with the majority acknowledging that they carry out personal tasks during work hours².

Recognizing that Millennials often use technology and social media as their primary forms of communication, an absolute ban on non-business use during work hours may be impractical. In contrast, it may be prudent for employers to permit appropriate and limited use, subject to such use not interfering with employment duties or productivity.

In addition, employers should consider prohibiting the use of workplace electronic equipment (e.g. internet, corporate email, etc.) for inappropriate or illegal purposes, with a further stipulation that any material created or stored on such equipment may be monitored and reviewed.



There are far too many examples illustrating the unfortunate consequences that may result from the inappropriate use of personal social media.”

2. Disclosure of Confidential Information

Disclosure of sensitive business information may come in many forms. Such disclosure may involve an employee carelessly posting certain information on social media, or alternatively, it may involve an employee inadvertently losing a work device containing confidential information. With respect to the latter concern, it has been said that approximately 55% of Millennials bring their work laptops home, while 95% bring their work smartphones home³.

Workplace policies should define “confidential information” clearly and expansively, and should prohibit employees from disclosing such content to any third parties, including via social media. In addition, employers are encouraged to prescribe strict security criteria (e.g. passwords, malware protection, etc.) for any personal devices that contain confidential business information.

3. Insubordination and Harassment

With the advent of social media and instant messaging, employees all too often believe that electronic communications are distinct from face-to-face interactions and are therefore sheltered from disciplinary measures.

In recognition of that misconception, employers should specify that use of technology and social media must comply with all other workplace policies, including those relating to harassment and insubordination. Employees should also be put on notice that any content posted or transmitted

through electronic means of communication may be subject to disclosure in the context of legal disputes or workplace investigations.

4. Inappropriate Public Comments

Most Millennials have personal social media accounts that they use on a daily basis. There are far too many examples illustrating the unfortunate consequences that may result from the inappropriate use of personal social media, including the recent story of a Taco Bell employee who was fired after publicly posting a photo of himself licking a stack of taco shells⁴.

Employers should require employees to exercise good judgment when using personal social media accounts—in that respect, it may be helpful to expressly identify examples of inappropriate conduct. In addition, employers may consider prohibiting employees from announcing their employment status, or alternatively, requiring employees to specifically identify any views being expressed as their own.

5. Misuse of Company Social Media Accounts

Employers should take extra precautions with those employees who are responsible for managing company social media accounts. These employees have unique access to perhaps the most powerful communication mediums for employers today. As a result, employers are wise to develop policies that are specifically directed at these employees, to help them better understand the parameters of accepted behaviour, as well as the difference between approved promotional activity and irrelevant commentary. One of the best ways to make these parameters clear is to include examples of inappropriate posts (e.g. political commentary, discriminatory remarks, defamation, etc.). In addition, depending on the circumstances, employers may wish to consider requiring managerial approval before an employee's posts can be made public.

Employers should also ensure that they have exit plans in place prior to dismissing employees who have access to company social media accounts. Specifically, employers are encouraged to confirm that any such access is permanently severed—otherwise, employers may unexpectedly find themselves in the unfortunate position that HMV recently experienced, when an employee sarcastically blogged about a mass firing on the company's Twitter account⁵.

Conclusion

With Millennials expected to make up 75% of the Canadian workforce by 2028, it is no longer practical for employers to turn a blind eye to their need for technology in the workplace. Prudent employers will acknowledge the trend, and proactively direct their focus on how to manage it. This article has identified some ways to enable the use of technology in the workplace, while at the same time protecting against the risks associated with technological misconduct. ■

1. PwC, "Millennials at Work: Reshaping the Workplace." (2011).
2. Ericsson Consumerlab, "Young Professionals at Work." (April 2013).
3. *Ibid.*
4. CBS News, "Employee fired from Taco Bell for licking shells." CBS Interactive Inc. (June 2013) <<http://www.cbsnews.com/news/employee-fired-from-taco-bell-for-licking-shells>>.
5. Sam Jones, "HMV workers take over official Twitter feed to vent fury over sacking." Guardian News and Media Limited (Jan 2013) <<https://www.theguardian.com/business/2013/jan/31/hmv-workers-twitter-feed-sacking>>.



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As the world leader in Human Resource solutions, The Adecco Group delivers an unparalleled range of flexible staffing and career resources to clients and job seekers through our distinct and specialized brands.

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Adecco Canada is the leading and most comprehensive staffing and workforce solutions company in the country, with over 40 branches located in Canada alone. Our specialty lies in Contingent Workforce Management, Master Service Program (MSP) Delivery, Professional Resource Augmentation, Contractor Management and Recruitment Consulting, in addition to Search and Placement Services for Temporary and Permanent Personnel.

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Adecco Professional

Adecco Professional is a leader in permanent and temporary recruitment. Our areas of expertise include: Administration, Sales & Marketing, Finance & Accounting and Supply Chain & Logistics. Our focus is on recruiting top talent at the Specialist, Management and Senior Executive levels. Through a proven process and our specialized approach, we only present the best candidates for your organization.

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Roevin
ENGINEERING & TECHNOLOGY

Since 1978, Roevin has been matching the highest calibre of talent in Engineering, Technical, Skilled Trades and IT with leading employers. As a division of The Adecco Group—the world's leading workforce management provider—we have the geographic reach and streamlined procedures to identify, attract and secure the most qualified talent across Canada and around the world. Roevin's specialized recruitment teams offer customized services, designed to meet your specific needs and help move your business forward.

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