

## Temporary workers as an effective business solution



Sandra Miles, president and CEO, Miles Employment Group

While the Canadian economy slowly moves out of the depths of the recession, employers are still being cautious when it comes to hiring. To bridge the gap in these shifting economic times, many companies are turning towards temporary workers as an effective business solution.

According to **Statistics Canada**, one of the fastest growing job opportunities in the past year in Canada has been through temporary or contract work, seeing a 13 per cent jump from March 2009 to March 2010.

There are many benefits to hiring temporary staff, including:

- Employers are not faced with the financial commitment of a permanent hire through things like payroll, benefits,

## How corporate wellness can help you attract and retain the best employees

By LISA WILLIAMS

In today's competitive labour market most companies are not only faced with the challenge of recruiting the best, but also retaining the best.

A recent **Monster Canada** poll asked, "Given the labour shortage, what is your employer doing to try and keep you?" 82 per cent reported "nothing at all," while only 9 per cent chose "allowing for flexible scheduling and other work-life balance initiatives" and 8 per cent chose "offering a pay raise."

In a second poll Monster asked, "Does your company offer corporate wellness programs such as fitness/nutritional coaching, gym memberships, training seminars etc.?" 68 per cent replied "no, but I wish they did," while 20 per cent chose "yes, and I really appreciate them." A mere 10 per cent weren't interested in such a program.

This means that 88 per cent of workers see great value in corporate wellness programs, even though only 20 per cent of them have access to such services.

These days, many employees are just as concerned about quality of life as they are about the amount of money a position offers.

So if you are offering any kind of workplace wellness programs, be sure to play them up.

exit interviews and severance packages.

- It's a cost-effective solution as the temporary worker is an employee of the agency, and the agency handles the entire employee on boarding, payroll processing, government remittances, WCB and T4 processing.

- The ability to scale up workforce on an "as-needed" basis, strategically managing the fluctuations in business volumes.

- Temporary workers offer diverse skills sets ranging from light industrial and warehouse work, administration, IT, project and account management to the CFO level.

- A bridge to a permanent hire decision, providing the opportunity to preview an employee to see whether he or she is the right fit for the position and the company.

On the flip side, temporary work has several advantages for employees, including flexibility, a break-away from routine, the ability to learn about a particular industry and opportunities for full-time employment down the line. Temporary positions are an extremely viable business solution during a tough economy as businesses do not have the courage yet to make the permanent hire commitment, but still need to keep the wheels of their business turning.

Sandra Miles is president and CEO of Miles Employment Group. For more information about hiring temporary workers, go to [www.miles.ca](http://www.miles.ca).

Fit employees are generally more motivated and productive, so emphasizing these benefits to potential candidates will help you attract top quality, motivated workers.

Don't forget to spread the word.

If you are a forward thinking company who is offering workplace wellness programs, you should let it be known.

Share this information on your company website, on your social media networks and include the info in the job posting.

Corporate wellness programs can consist of many different things. From lunch and learns, wellness fairs, onsite wellness and fitness services (fitness classes, massage therapy, etc.), stretch breaks and on-line fitness challenges.

The key is to understand the unique needs and wants of your workers and offer programs that will meet those needs and the needs of your corporation.

Offering employees a workplace wellness program will not only allow you to attract and retain top employees, it will improve employee productivity and motivation, minimize healthcare and WCB expenses and it will reduce recruitment costs by creating lower turnover rates.

Lisa Williams is a human resources specialist and the director of operations for LifeWorks Health Solutions. For more information, visit [www.luh.com](http://www.luh.com).

## Beware new temporary foreign worker regulations

By MELANIE SAMUELS

Employers will risk being publicly "blacklisted" by **Citizenship and Immigration Canada** (CIC) if they are found to be in breach of the new *Immigration and Refugee Protection Regulations* which came into effect April 1.

These new rules are a response to the rising concern that temporary foreign workers are being treated unfairly by some employers. Employers of foreign workers will now have to show that the wages, working conditions and occupations reflect the conditions offered in the worker's employment contract.

CIC will assess the "genuineness" of an employment offer (and the employer's previous compliance) when the employer applies for a labour market opinion (LMO) and when the work permit is issued. Determining the "genuineness" of an employment offer will be based on three main factors:

- Whether the offer is consistent with the needs and type of business of the employer
- The employer's ability to fulfill its terms
- Past compliance by employers or recruiters with federal or provincial laws pertaining to foreign workers.

Employers will have an opportunity to justify any wage, occupation or discrepancy

in working conditions experienced by their foreign workers.

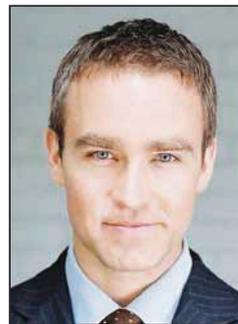
Employers found to be non-compliant will, however, face exclusion from the temporary foreign worker program for a minimum of two years and may be "blacklisted" on CIC's website. With some exceptions (such as work performed under international agreements), the new regulations will also put a four-year cap on the amount of time foreign nationals may work in Canada. The days of simply applying to extend an LMO are long gone.

Employers intending to hire temporary foreign workers for upcoming projects should bear these new regulations in mind.

Though CIC and **Service Canada** have been tight-lipped about how they will enforce the new regulations, employers should keep comprehensive records and documentation for their foreign workers. They have, however, introduced new application forms with different program streams.

For more information about the *Immigration and Refugee Protection Regulations and immigration law in general*, contact Melanie Samuels at Singleton Urquhart LLP, [msamuels@singleton.com](mailto:msamuels@singleton.com). Carmen Hamilton, article student, assisted with the research and writing of this article.

## Tips on setting a successful succession plan in place



Shaun Carpenter, associate partner, Pinton Forrest & Madden Executive Search

demand are those in their late 30s to late 40s with lots of "runway" and these folks who are sandwiched between the boomers and generation Y are simply less plentiful.

**Cast the net broadly**

Look closely at leadership candidates from different functional areas of your own organization and even from other industry sectors outside your company. Just because you came up through engineering or finance doesn't mean your successor will need to take the same path to the top. Every company we do business with believes their customers, suppliers, market, competitive forces and technology are completely unique. They're right and some technical roles require specific qualifications, certifications and training, but if we're talking about an executive role, smart successful leaders can often transcend perceived gaps, especially with qualified technical teams supporting them.

**Let the prime candidates in on the plan**

Communicate openly about the succession strategy and be specific on timeline, commitment, compensation and other items the person will need to understand when contemplating the job you're grooming her/him for.

I can't tell you how many times a strong candidate is out looking for something new, not because of being unhappy or unfulfilled, but rather because she/he is completely in the dark about their future prospects.

Shaun Carpenter is an associate partner with Pinton Forrest & Madden Executive Search, and Advisory Council member for the BC Human Resource Management Association. For more information, visit [www.pfmsearch.com](http://www.pfmsearch.com).

The mass exodus of baby boomers has been delayed slightly by the global recession, but company leaders shouldn't be taking their eye off the ball when it comes to identifying their future successor

You need to ask yourself who will be in your seat when you've left? Here are some ideas to help begin that process.

**Start now**

Search firms are often retained at the time the pin is pulled, and it surprises me how few companies have a plan in place. Boards and CEOs should be working with HR and acting like talent scouts inside and outside the organization to build a list of prospects.

**Recognize it's not going to be easy**

Leaders struggle with filling their own role more than any other search they'll ever do because they're looking for someone just like themselves. To top that off, demographics are working against you. Candidates for executive leadership roles in highest