

April 30–May 1, 2012
Marriott Bloor Yorkville Hotel | Toronto

The Canadian Institute's 12th Annual

BEST EMPLOYERS for the new HR REALITY

Practical Strategies to Prepare You for Modern-Day Trends and Changing Employee Expectations

Acquire indispensable, concrete HR tools from top employers across Canada, including:

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Samsung Electronics Canada
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WestJet Airlines

You have no choice but to adjust to the constant and rapid changes taking place in HR. Discover how to adapt and gain the strategies required to confront your top concerns, such as:

- Maintaining high levels of **engagement** even during times of uncertainty
- Choosing the most valuable **non-financial motivators**
- Turning "**job hoppers**" from liabilities into assets
- Managing rising **healthcare costs**
- Up to the minute strategies for **recruiting top young talent**
- Designing the workplace for an **aging workforce**

PLUS! Learn how to develop the strengths that your future leaders will need to keep pace with coming demands!

Gain critical knowledge by attending the Post-Conference Strategy Session on:
Superior Succession Planning Through Workforce Planning

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Effective Solutions for the Emerging Challenges Facing HR Professionals!

It is no secret that leadership ranks are thin, the economic landscape is uncertain, the workforce is aging, new recruits are hard to engage and everyone is being asked to do more with less.

Prevent these concerns from interfering with your company's future success. By attending this conference, you will **gain the practical and straightforward strategies required to face the new HR reality head on.**

- Find out how to leverage and successfully manage job hoppers
- Stay competitive while managing rising healthcare costs
- Choose the most appreciated non-financial employee motivators
- Design your workplace and policies to accommodate the aging workforce
- Keep employee engagement consistent even through uncertain times

Plus! Gain additional benefits by attending the Post-Conference Strategy Session: **Superior Succession Planning Through Workforce Planning**

Register today by calling **The Canadian Institute** at **1-877-927-7936**, by faxing your registration to **1-877-927-1563** or be registering online at **www.CanadianInstitute.com/BestEmployers**.

We look forward to seeing you at the event in April!

Who Should Attend



- CEOs
- Vice Presidents/Directors and Managers of:
 - Human Resources
 - Talent Management
 - Organizational Effectiveness
 - Employee Relations
 - Recruitment
 - Compensation & Benefits
 - Training & Development
 - Workforce Planning & Resourcing
 - Employee Experience
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Register at 1-877-927-7936 or in Toronto 416-927-7936 or **www.CanadianInstitute.com/BestEmployers**

DAY 1: MONDAY, APRIL 30, 2012

8:15 Registration Opens and Coffee Served

9:00 Opening Remarks from the Co-Chairs

Michelle Manglal-Lan

Senior Manager Talent Acquisition & Development
Samsung Electronics Canada

Sherri Wright-Schwietz

Head of Talent & Story
ATB Financial

9:15 Position Yourself for the Shift in What Matters to Employees Most: The Top Non-Financial Employee Motivators

Laura Lee-Blake

Senior Director, Human Resources
Campbell Company of Canada

Deen Maharaj

Director of Human Resources,
G&K Services Canada Inc.

William Pallett

Senior Vice-President of People Resources
Delta Hotels and Resorts

Only three per cent of those working for some of Canada's best employers this year ranked work-life balance or benefits among what matters most; 90 per cent, however, chose "recognition" and "career opportunities." This power house roundtable will investigate this shift, examine the importance of these factors and share real-world strategies and initiatives that they've implemented based on this knowledge with you.

- Effectively focusing on personal development and career progression
 - How to make employees "CEOs of their own career path"
- Capitalizing on the benefits of having senior executives engage with new staffers
- Strategies for emphasizing strong and open communication

10:15 Win the War for Top Young Talent: Social Recruiting and Networking

Chelsea Newton

Senior Talent Management Advisor
Athabasca Oil Sands Corp.

Social media hasn't replaced traditional recruiting, but you are behind the times if you aren't harnessing its power. With over ten years of experience in marketing and talent acquisition, Chelsea will take you through the need to know methods for beating competition in the war for top young talent.

- Choosing which social media platforms are right for you
- Mastering a critical first step: the steps involved in conducting a "social audit"
- The dos and don'ts of appropriately reaching out to potential candidates online
 - The keys to being respectful, honest and human online
- Effectively using social media to better pre-screen and filter candidates

- The next generations are learning about your company online: Learn to use online platforms as a promotional tool to showcase your company's culture
 - The importance of knowing that even the choice of your LinkedIn Profile picture can affect recruitment efforts
- Why you shouldn't hate the online recruiting industry
 - Harness the ability to find a steady stream of entry level talent that you are constantly looking for

11:15 Networking and Refreshment Break

11:30 Problem Solving Session: Tackling the Largest Issue in the HR Sphere - Strategically Managing Job Hoppers

Paul Collins

Director, Talent & Organization Effectiveness
Kraft Foods Canada

Bruce McLeod

Vice-President Human Resources
Bioniche Life Sciences Inc.

Anna Chartres

Regional Director of Human Resources Central Canada,
Fairmont Hotels & Resorts

Organizations are volatile and dependent on economic realities. It's a one sided deal to expect employees to stay if you can't promise to keep them – so it is no longer a secret that many employees are now "opportunists." And as you know it is completely all consuming to find great new employees and soul destroying to have to train "yet another head of Quality Control." It is bad on team morale when good people quit. It weakens the resolve of those who do stay. So what is HR to do? Successful companies accept this new reality and look for innovative ways to minimize the impact, but more importantly, turn the situation into an opportunity.

Discussion points:

- How can you be ready and resilient to this change?
- Letting go of the idea that you will attract and keep emerging leaders forever
 - An alternative? Attracting specific talent for your organization's specific needs and building retention strategies for particular positions
- Have you paid for an employee's MBA and then had them leave? Don't feel you have to discourage growth: Building specific restrictions and considerations into your continuing education plan
- Taking the next step in embracing job hoppers: Should employers offer "return bonuses" to those who leave the organization to pursue a specific opportunity to induce them to come back?



Interactive Discussion Session

12:30 Networking Luncheon for Delegates and Speakers

1:45 Learn How Three Leading Companies are Leveraging an Efficient Tool to Hire, Retain and Develop More Successfully

Ian Cameron

Managing Director
The McQuaig Institute

Barbara Balaban

Vice-President Human Resources
Carrier Canada

Donovan Pollitt

President & CEO
Wesdome Gold Mines

Nancy Thrall

Organizational Development Manager
SmartCentres

You cannot isolate any one step of the talent management process. Learn how to use one set of tools to effectively fit all of the pieces of the puzzle together: from more robust recruitment, which leads to higher retention, to better engagement and effective leadership.

- Start off on the right foot: a new, more comprehensive way for successfully defining the job requirements
- Developing a more powerful hiring process which leads to higher retention
- Using the Word Survey: reduce reliance on “gut feeling” when making hiring decisions
- Two thirds of employees quit their boss – learn to onboard more effectively by immediately identifying the problem areas in the relationship between a new hire and their manager
- Isolating how different team members can work together more effectively
- Collecting the right data: the power of providing your leaders with crucial information so they can be successful managers
- Cost effective and easy to use retention and leadership development programs

2:45

Keys to Optimizing Manager Effectiveness and Support

Neil Crawford

Principal, Aon Hewitt

In this session, Aon Hewitt will reveal their 2012 Best Employers in Canada Study findings, which included special research focused on assessing manager effectiveness and support for managers. Through these findings, you will better understand the relationship between manager effectiveness, engagement and work environment factors and learn to assess the level of support that should be provided to your people managers so they can be as effective as possible.

This session will be followed by a panel of line managers from a variety of industries who will provide their thoughts and perspectives on how HR can support them and provide them with the tools they need to be better people managers.

3:45

Networking and Refreshment Break

4:00

Staying Competitive While Managing Rising Health Care Costs: Keys to Ensure that Your Benefits Plan Works for Your Employees and Your Bottom Line

Keri Alletson

Senior Consultant
Towers Watson

Julie Holden

Senior Consultant
Towers Watson

Research shows that benefits costs are increasing 10 per cent each year, and make up a growing percentage of total employment costs. In this session, learn to consistently offer great benefits - without crossing the line from black into red to do it.

- Strategies for keeping benefit costs under control
- Conducting a return on investment analysis of your benefits programs
- Addressing the urgent issue of rising prescription drug program costs
- Designing benefits that genuinely attract, retain, and engage employees with key skills
- Benchmarking your program to ensure that it remains competitive
- Introducing an effective flexible benefits plan
- Controlling post-retirement benefit costs
- Matching your benefits plan to employee demographics
- Helping employees make the best choices

4:45

Chairs' Closing Remarks

DAY 2: TUESDAY, MAY 1, 2012

8:30

Coffee Served

9:00

Opening Remarks from the Co-Chairs

9:15

Keynote Address: Insight into the Uncertain Global Economy and Its Impact on Canada

Canada is not an island and the worldwide economic recovery remains fragile and uncertain. This has and will inevitably continue to impact us. Come hear how Canada is facing these times, how our relationship with the U.S. may change, and what the future for us all may look like. Stay tuned for the respected journalist who will be announced before the event!

10:30

Networking and Refreshment Break

10:45

Strategy Roundtable: Shining Through Uncertain Times

Tracy Lapointe

Vice-President Human Resources
GlaxoSmithKline Canada

Tyson Matheson

Vice-President of People Relations & Administration
WestJet Airlines

Judy Wegman

Regional Director of Human Resources
Marriott Hotels of Canada

- Communicating clear goals to avoid the “us versus them” attitude
- Innovative strategies for creating an environment that eases minds
- Keeping employee engagement consistent, even when time are tough
- Recognition programs that cost little to implement but create a big boost

- Avoiding employee burnout: the dangers of propping up your least engaged by overloading your most motivated workers
- Key ways to build trust within your organization so you can weather any climate

12:00 **Networking Luncheon for Delegates and Speakers**

1:30 **A Procedural Guide for Designing the Workplace For the Aging Workforce**

Barbara Jaworski

Chief Executive Officer
The Workplace Institute

The Canadian population is aging and seniors make up the fastest-growing age group. The real aging of the Canadian population will occur during the years 2012-2031 when the majority of baby-boomers will reach age 65. Accommodation and retention of these workers will become an important strategy in order to avoid a loss of skills, experience, and corporate knowledge. It will also be key to avoiding labour shortages. Companies need to be prepared for this shift now.

- People are retiring later: Strategies for accommodating individuals who become a challenge in terms of health, performance and cognitive ability
- The legal and financial issues that arise with these employees
 - How to guard against disability-related charges
- Administrative controls that can be taken to limit potentially harmful effects of a job
- Reviewing and updating your current HR policies and procedures to accommodate older employees
- Training initiatives that can help maintain and upgrade skills
- Weighing the options available, including: flexible employment relationships, flexible benefits, phased retirement and temporary consulting assignments

2:30 **Networking and Refreshment Break**

2:45 **Problem Solving Session: Solutions for Doing More With Less**

Moderator:

Jill Birch

Principal and National Capability Lead –
Market Development, Leadership Solutions
Knightsbridge

Panelists:

Bruce McLeod

Vice-President Human Resources
Bioniche Life Sciences Inc.

Sherri Wright-Schwietz

Head of Talent and Story - Investor Services
ATB Financial

These days many organizations are asking their human resource leaders to come up with creative ways to maximize effectiveness at a time when resources (both time and money) are increasingly limited. In this session, participants will learn how organizations are effectively doing more with less to answer this challenge. We will be examining innovation in areas including:

- Automating systems and processes to drive efficiencies and facilitate greater predictability in workflows and processes
- Designing innovative platforms to enhance communication with employees so that the right message gets to the right employee at the right time
- Developing best practices in knowledge management that facilitates transfer amongst the multiple generations of your workforce
- Strategies that can support employees to take a more innovative approach to their work as well as take advantage of opportunities that can drive profitable growth

4:00 **Co-Chair's Closing Remarks**

POST-CONFERENCE STRATEGY SESSION

Superior Succession Planning Through Workforce Planning

May 2, 2012 | 9:00 am – 12:00 pm

Bryan Benjamin

Principal and Market Team Lead, Leadership Solutions
Knightsbridge

Mehrdad Derayah

Managing Director, Leadership Solutions
Knightsbridge

Succession planning is re-emerging as a theme area in a much more structured and formal way. It's the most invested in capability in every organization and yet, still CEOs are concerned about their bench strength. There's something that's not working in the formula - what didn't we get right? The answer might lie in the fact that we've stopped doing work around workforce planning. It is extremely important to assess the needs of your organization with a view to the future, otherwise you will continue to develop leaders for today's requirements. This means that the kind of development you need to be doing has to be based on a workforce plan that can project outward at least 3-5 years. In this practical and hands-on session, you will gain the highly effective tools you need for:

- Identifying how your organization will change based on your business trajectory
- Doing the math around the size of pool and the type of capability you're going to need to have a robust set of leaders in the ranks
- Recognizing how the competency of leaders will change over time
- Reaching deeper into the organization for emerging stars
- Optimal training and development for leaders to ensure they're ready for your organization's needs 3-5 years out, not for today
- Workforce planning around your core capabilities
 - Sizing up your workforce and your technical capability to put the right development activities into place to secure technical and leadership strength
- Workforce planning as a discipline

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Top Reasons to Attend

- ✓ Implementable strategies for current and pressing HR issues
- ✓ Guide to top non-financial motivators for employees
- ✓ Learn to manage rising healthcare costs
- ✓ Initiatives for dealing with job hoppers
- ✓ Exciting new recruitment strategies

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FEE PER DELEGATE	Register & Pay by April 2, 2012	Register & Pay after April 2, 2012
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*ELITEPASS is recommended for maximum learning and networking value.

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ADDRESS: 90 Bloor Street East, Toronto, ON
TEL.: (416) 961-8000

Hotel Reservations

For information on hotel room availability and reservations, please contact the Marriott Bloor Yorkville at (416) 961-8000 and request the 'Canadian Institute's Preferred Corporate Rate'. To book online, please go to the Marriott Bloor Yorkville website and click on the "Special Rates & Awards" drop down menu and use Corporate/Promotional Code "KN8".

Registration Fee

The fee includes the program, all program materials, continental breakfasts, lunches and refreshments.

Program Materials

Program participants will receive a comprehensive set of program materials prepared by the speakers. If you have paid and are unable to attend, these will be shipped to you upon request only. Request must be received within 30 days upon conclusion of the program.

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Payment must be received in full by the program date to ensure admittance. All discounts will be applied to the Program Only fee (excluding add-ons), cannot be combined with any other offer, and must be paid in full at time of order. Group discounts available to individuals employed by the same organization. For groups of 4 or more please call 1-877-927-7936 for additional discounts.

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You must notify us by email at least 48 hrs in advance if you wish to send a substitute participant. Delegates may not "share" a pass between multiple attendees without prior authorization. If you are unable to find a substitute, please notify The Canadian Institute in writing no later than 10 days prior to the program date and a credit voucher will be issued to you for the full amount paid. Credit Vouchers are valid for 1 year and are redeemable against any other program by The Canadian Institute. If you prefer, you may request a refund of fees paid less a 25% service charge. No credits or refunds will be given for cancellations received after 10 days prior to the program date. The Canadian Institute reserves the right to cancel any program it deems necessary and will, in such event, make a full refund of any registration fee, but will not be responsible for airfare, hotel or other costs incurred by registrants. No liability is assumed by The Canadian Institute for changes in program date, content, speakers or venue.

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