

Newsletter - Third Quarter 2014

In this newsletter we feature articles and information of interest to the HR community.
Please click on the buttons below to take you there!

Welcome!

In recent months I've spent time travelling across Europe and North America, visiting clients and discussing with them their business focus and challenges.

One observation from my travels is that while we work in a global market, many cultural differences clearly exist, even in a well connected global business. The key to success is in embracing and understanding these differences, being "Glocal"; ensuring that any policy or programme rolled out operates within a framework but that there is flexibility to allow customization to local practices and cultures, resulting in higher levels of engagement which ultimately benefits the organization. I'm pleased to share with you an example of the importance of this approach from our Canadian colleagues in this newsletter.



Warm Regards,
Bev White
Chair of Career Star Group

Are You Doing
Global
Business With a
Local Mindset?

Make Sure
Your Talent
Grows With
You

HR Moves

CSG: Outplacement Support, Anywhere

- ☆ Global presence - over 770 offices in over 70 countries
- ☆ Experience - over 46 years of experience in delivering outplacement services
- ☆ A partner of choice - we have worked with over 7,000 organizations worldwide
- ☆ Scalability - last year, we helped transition over 100,000 individuals





Are You Doing Global Business With a Local Mindset?

by Kelly McDougald, Career Star Group Board Member, Managing Director at Knightsbridge

A company with operations in the Asia Pacific region recently requested assistance with a small downsizing. Their expectation was that Career Star Group would be on-site while the employee was notified of their termination. While we are always able to support employees emotionally as they face downsizing news, some companies expect us to escort employees off the premises quickly and professionally. However, this is not the case the world over. Take Australia, for example.

Under Australian law, an organization must respect the dignity of the individual and can be prosecuted if the process of exiting the employee is viewed as either "unfair" or "harsh." There have been cases where individuals have been reinstated in their job because of the "harshness" of the exit discussion or the manner in which the individual was exited. In order to avoid legal action, a line manager must give clear, fair exit procedures in the exit discussion along with written confirmation of these procedures. This often includes the time and ability to wrap up things professionally at their desk and have discussions with colleagues prior to departing. In Australia, an employee may be allowed to return to his/her desk, chat with colleagues, access computer files and stay in the office hours after the exit discussion.

In contrast, in North America and specifically in Canada, the exit process can be quite different and herein lies the particular value in partnering with a seasoned outplacement leader like Career Star Group. We advocate the world over for dignity and fair treatment in the exit process. Our deep knowledge of local exit practices, local legal requirements and local job markets help our customers to be successful with their exiting employees and future alumni.



Global coverage. Local excellence. We're a phone call away.





Penna

Green Shoots of Recovery – Make Sure Your Talent Grows With You

by Penna

The sun is now firmly out from behind the clouds, and as thoughts turn to summer vacations and that all important R&R, it's no surprise that many of us will use the opportunity to focus on the future and, more importantly, on our careers. Am I fulfilled? Am I developing new skills and being challenged? Is my career taking me in the direction I want it to? Have I got the right work/life balance? These are all questions that we frequently ask ourselves as we spend time away from work, and if we're asking them, you can be sure that your employees will be too.

The risk of losing talent has probably been less of a concern over recent years, but with the green shoots of economic recovery now clearly visible in many countries, coupled with the arrival of summer and the fact that 2014 has been billed as the 'year of the exodus,' it's pretty safe to assume that many of your employees will be taking the time to reflect on their options...wondering if the grass might be a little greener somewhere else.

Recent research from Penna in the UK reveals that up to 58% of organizations are expecting staff turnover to increase in 2014, and that 55% of employees who exited in the last 12 months cited "lack of development" as the main reason for leaving. Add to this research by the CIPD in Great Britain, which states that one in three employees claim that making a career move in their current organization is unachievable; with one in five saying that managers are failing to communicate effectively and the root cause of dissatisfaction is the annual appraisal process, and it would appear that the talent exodus storm is gathering momentum. The question is: can businesses avoid it and if so, how?





Penna

Green Shoots of Recovery (continued)

by Penna

Career development is a great place to start. Every company wants engaged, motivated, proactive employees, right? It's no mystery – higher engagement leads to increased productivity, resulting in improved organizational performance. It's a simple equation and getting it right will have a massive impact on your organization. The key components of this equation: employees who drive their own careers and development within your organization as well as regular and effective career conversations that feed into the annual appraisal process, as opposed to annual development conversations that are focused on the past.

Achieving this is not utopia, but the results can be. Take effective career conversations as an example. When was the last time you had a really great career conversation with your line manager that inspired you to be really proactive or take that next step? Our research shows that only 17% of organizations believe this is happening, yet up-skilling managers to do this is relatively simple while the impact is significant. That's not to say that the accountability for 'managing careers' rests solely with line managers. In fact, at least 80% of the responsibility belongs to the employee, with the manager and the organization providing the coaching, challenge, support and opportunity for development - be that in the current role, through lateral development, or by promotion. Part of the challenge for organizations is how they do this, how do they get employees who for the past few years have been more focused on retaining their jobs to think about developing their careers with the organization and not simply jumping ship to greener shores?

There are many ways that this can be achieved, however, a great career conversation with a line manager is a good place to start, and what's more, it's cost effective to implement.





HR Moves

Who Has a New Role?

- **GLENTEL** has appointed **Erika Tse** to Chief Legal Officer and Vice President Human Resources. Since 2007, Erika has been the Corporate Secretary of the company and has been active in its corporate governance, human resources, and legal affairs.
- **Inez Rongen** has moved from the Netherlands to Canada as Director, HR at **AstraZeneca**.
- **Mary Sullivan** is the new Head of HR at **Holt Renfrew**. She was formerly the SVP HR at Four Seasons.
- **Anne Marie Dunn** is now the SVP HR at **CIBC**. She was formerly the VP HR at Meridian Credit Union.





HR Moves

Who Has a New Role?

- **Liz Ashford** has been named HR Director of **Aviva Investors PLC**. She previously was at Kleinwort Benson.
- **Hiscox Insurance Co. Ltd.** has promoted **Helen Bennett** to be HR Director, UK & Europe.
- **Bola Ogun** has been named Reward & Performance Director at **Visa Europe**. He was previously employed at Reckitt Benckiser.
- **Mark Green** is the new SVP HR at **Kodak**. Green joins Kodak following four years with Applied Materials.
- **Tennant Company** announced the appointment of **Carol E. McKnight** to Senior Vice President of Global Human Resources. Ms. McKnight was most recently the Vice President of Human Resources for ATK.
- **Scott Crum** has been named CHRO at MSCI. Previously, he has served as CHRO of ITT Corp., Motorola Mobility.

