

A WHOLE NEW WORLD.  
OR IS IT?



**2022 Fall Conference and Annual General Meeting**

September 13 to 15, 2022

Four Points by Sheraton, Kingston



# Conference Program

## 2022 Platinum Sponsors



## Tuesday, September 13, 2022

10:00 am to 4:30 pm

### **Registration**

Location: Ballroom Foyer

1:00 pm to 1:10 pm

### **Official Opening**

Location: Limestone City Ballroom

1:10 pm to 2:30 pm

### **Council - Staff Relations: Secrets to Success**

Location: Ballroom

Political acuity is always an essential skill for a public servant, but it is especially important when you are heading into the volatile times of an election campaign. This session features a former Mayor and Warden turned CAO and an experienced CAO providing their advice about how to develop a robust relationship with your council.

#### **Speakers:**



**Rob Adams** is a passionate and innovative leader who uses outside-the-box thinking to leverage success. Rob is a unique CAO, having served as a Mayor and Warden on the political side. He is also a proven business executive as he ran the Operations of Canada's largest digital signage technology software company and achieved the Profit 100 Canada's Fastest Growing Companies rankings two years in a row. Rob is currently the Chief Administrative Officer for the Stouffville, in York Region.

Stouffville is one of the premier communities in the Greater Toronto Area with a current population of 55,000 people and is the second fastest growing municipality in Ontario.



**Kyle Pratt** is currently the Chief Administrative Officer for the Town of Tillsonburg, in Oxford County. He has held the position of CAO for over 12 years, in three different municipalities. Kyle is a graduate of the University of Western Ontario where he completed his Bachelor of Arts in Political Science and Master of Public Administration in Local Government. He is also a graduate of the IVEY/AMCTO Executive Municipal Leadership Program and Economic

Development Program (Certificate in Economic Development) from the University of Waterloo. Kyle holds the Certified Municipal Officer, Certified Municipal Manager – Human Resources Professional and Certified Human Resources Leader designations. He is also the recipient of the AMCTO Municipal Law award. He currently serves on the AMCTO Board of Directors and is on the Ethics Committee.

2:30 pm to 3:00 pm

### **OMHRA Annual General Meeting**

Location: Limestone City Ballroom

3:00 pm to 3:15 pm

## Break and Sponsor Showcase Networking

Location: Limestone City Ballroom and Ballroom Foyer

3:15 pm to 4:15 pm

## Perspectives from an Integrity Commissioner

Location: Limestone City Ballroom

This session will provide an overview of:

- Council and staff roles – policy versus operations;
- Council/staff relations policy – why is it important; and,
- examples of bad behaviour from Integrity Commissioner decisions.

It will also include an "Ask the Integrity Commissioner" segment where participants may ask questions of the presenter.

Learning objectives

- Understand the role of Council and staff as prescribed in the *Municipal Act*;
- Review the structure of a Council/staff relations policy; and,
- Explore examples of behaviour that breached Codes of Conduct.

**Speaker:**



**Tony Fleming** is the supervising Partner in the Municipal Law group of Cunningham, Swan, Carty Little and Bonham. He previously served as Senior Legal Counsel with the City of Kingston. His expertise in Municipal Law led to his current appointment as Integrity Commissioner for over forty-five municipalities. He provides training to councillors on Codes of Conduct and the Municipal Conflict of Interest Act. When needed, he will support and conduct investigations of complaints and work with council members to resolve conflict.

4:15 pm to 5:30 pm

## Sponsor Showcase Networking Session

Location: Limestone City Ballroom and Ballroom Foyer

6:00 pm to 8:00 pm

## Dine Around

Join your OMHRA colleagues for an informal dinner at one of the following restaurants:

- *Casa Domenico* - <http://www.casadomenico.com/>
- *Diane's Fish Shack* - <https://www.dianneskingston.com/>
- *Namaste* - <https://www.namastekingston.com/>

- *Tir Nan Og* - <https://www.tirnanogpubs.com/en.html>
- *Woodenheads* - <https://woodenheads.com/>

Please note that this is not included in your participant fee and individuals will be responsible for their own costs.

**7:30 to 8:00 pm**

## **Newcomers “Meet and Greet” with the Board of Directors**

Location: British North America Room, Third Floor

Come say “hello” to the Board of Directors and chat with them about how you can make the most of your OMHRA membership.

**Sponsored by:**



**8:00 pm to 10 pm**

## **Conference Opening Reception**

Location: Old Stones Dining Room, Second Floor

**Sponsored by:**



## Wednesday, September 14, 2022

7:00 am to 8:45 am

### **Breakfast and Sponsor Showcase Networking**

Location: Old Stones Dining Room, Ballroom and Ballroom Foyer

8:00 am to 12:00 pm

### **Registration**

Location: Ballroom Foyer

7:45 am to 8:15 am

### **Self Guided Walk by the Waterfront**

Or

### **Elevate Your Day! A “No Sweat” Mental Fitness Morning Boost**

Location: British North America Room, Third Floor

#### **Speaker:**



**Lorena Krasnai Caprar** is the Manager of Human Resources and Health and Safety for the County of Brant. She holds a Master of Arts in Leadership and Certification in Applied Positive Psychology. She is certified as a Resilience Trainer, Positive Psychology Consultant and Coach, Psychological Health and Safety Advisor and a Mental Fitness Coach.

8:45 am to 9:45 am

*Concurrent Session I:*

### **Thoughtful and Consistent Leadership**

Location: Limestone City Ballroom

Climbing the corporate ladder and attaining a leadership position is often a double-edged sword. Frequently, people who make it to the top of the ladder wonder why they wanted this position in the first place.

Leadership through change, crisis, growth, requires people to feel safe so they are able to keep well. This requires a trustworthiness which colleagues respect and can rely on. It also means addressing those unintentional, or unconscious patterns, which trigger fear and erode trust.

This type of Thoughtful and Consistent Leadership has little to do with one's position and more to do with their approach to their colleagues and their responsibilities.

During this session we will discuss:

- It is an inside out approach – what does one want to be trusted, respected for?
- Identifying qualities and qualifiers of a trustable, followable leader.
- Strengthening our leadership style for to reduce

**Speaker:**



**John Robertson** is the founder and President of FORTLOG Services Inc., an established and trusted company with over 30 years in crisis intervention in a variety of contexts. Inspired and driven by his values, he acts as a facilitator for his clients as they test, discover, and expand what they can do. John is a Certified Coach, CISM Instructor, Grief Resolution Specialist, Trauma Treatment Specialist, and holds a Bachelor and master’s degrees from Queen’s University. He is the author of Amazon #1 Best Seller, [\*Run Toward the Roar, Transform Crisis and Change into the Opportunity to Thrive.\*](#)

**Presented by:**



*Workforce Wellness Expert, Culture Alignment Specialist Transforming crisis as a trusted thinking partner, working with forward-thinking leadership to positively resolve these crucial moments through a values-anchored ethos to build;*

- *Leadership, that people trust and want to follow,*
- *Culture, where people want to work,*
- *Resilience, where people know how to thrive.*

*Concurrent Session II:*

**The World is Getting Angrier: How Is that Impacting Workplace Harassment?**

Location: Gibraltar Room, Second Floor

As COVID-19 (hopefully!) moves from pandemic to endemic, municipal human resources professionals have likely noticed that some employees’ interpersonal skills seem to have been left at home. Over the past two and a half years, employees have become accustomed to limited social interaction and, in some cases, remote work.

A return to some semblance of normal, including in-person social gatherings and shared workspaces, is a welcome change for some but, for others, seems to be creating preoccupations, stress and anger. So, when do frustrations and interpersonal conflicts in the workplace rise to the level of harassment?

In this session, we will discuss what constitutes workplace harassment, what municipal employers can do to prevent it, and how they can address and investigate allegations of harassment when they do arise.

Topics to be addressed include:

- Defining workplace harassment
- Employers' and employees' obligations with respect to workplace harassment
- The investigation process
- Disciplining employees for engaging in workplace harassment
- Potential liabilities

**Speaker:**



Fully bilingual, **Sébastien Huard** has considerable experience in the public and private sectors with particular focus on municipal and federal government, health care and transportation. He provides counsel on judicial reviews, labour arbitration, wrongful dismissal claims, governance issues, human rights, collective bargaining, labour disputes, WSIB claims, privacy matters and Ontario Labour Relations Board and Public Service Staff Relations Board proceedings. Sébastien offers a full range of services to his clients including advice and representation on all matters of labour and employment law, privacy and access to information matters under MFIPPA, pension and benefits law, human rights matters, WSIB and health and safety matters.

**Presented by:**



*As a boutique labour and employment law firm, Emond Harnden has represented the interests of management in both official languages since 1987. Emond Harnden helps clients resolve workplace challenges in a cost-effective and strategic manner. It represents a critical resource for navigating the ever-changing human resources landscape.*

**9:50 am to 10:50 am**

*Concurrent Session I:*

**Developing a Psychological Health and Safety Action Plan for your Workplace**

Location: Limestone City Ballroom

As the COVID-19 pandemic slowly shows signs that it's receding, the toll that it has taken on mental health and well-being is what is being left behind. More than ever, organizations are concerning themselves with psychological health and safety in the workplace, but just the term seems daunting. While many larger organizations have begun to tackle this issue in the last few years, many smaller municipalities lack the where with all and/or resources, and don't even know where to begin. There are legal obligations, but more importantly there is the health, wellness and

engagement of employees which comes into play. A psychologically healthy and safe organization is an effective organization.

While the term “Psychological Health & Safety” infers “mental health,” it is actually much more than that. In fact, according to the [National Standard of Canada for Psychological Health and Safety](#), there are thirteen factors which influence psychological health and safety in the workplace. What is interesting is the high degree of overlap between these thirteen factors and the factors which determine employee engagement.

The learning objectives of the session will include the following:

- Understand the overlap and linkages between psychological health and safety (mental health) in the workplace and employee engagement;
- Learn how to build a ‘business case’ for a “PH&S” initiative in your organization by identifying the statistical prevalence of mental illness and addiction in the workplace and society in general;
- Develop a process to develop a PH&S action plan which is grounded in the National Standard and the thirteen workplace factors;
- Develop a mechanism (survey) to properly measure and assess the state of psychological health and safety in your workplace to use as a baseline and series of metrics to measure continuous improvement

**Speaker:**



**Norm Baillie-David, MBA, CAIP** is a recognized expert in employee engagement, organizational development, and strategic planning; and is a seasoned bilingual (English/French) facilitator, with more than thirty years of experience across Canada and around the world. He has extensive experience in the field of psychological health and safety in the workplace, and specifically its links to employee engagement. Norm has also worked closely with the Centre for Addiction and Mental Health (in Toronto) to develop a comprehensive survey instrument to measure employees’ perceptions of psychological health and safety in the workplace, based on the National Standard developed jointly by the Mental Health Commission of Canada and the Canadian Standards Association.

**Presented by:**



*At EPSI, we are focused on one thing: delivering comprehensive expertise to help you get the most out of your greatest resource: the people. We customize a full range of human resources talent assessment and consulting services to help you overcome immediate challenges and realize long-term goals.*



*Concurrent Session II:*

## **How Backlash is Impeding EDI Efforts and How to Overcome It**

Location: Gibraltar Room, Second Floor

A number of municipalities and corporations have publicly committed to supporting EDI efforts in the workplace in response to several social movements, including #Metoo, & Black Lives Matter. Demands for transparency and accountability have grown stronger.

But with any change, it is met with resistance, such as employees feeling there is a movement towards “political correctness” and “reverse discrimination.” The counter backlash to EDI efforts are predictable. If a person is benefiting from the current system, they are more likely to resist changing it.

This interactive session will explore the real reasons why diversity initiatives can provoke opposition. When the root of the problem is identified, it may help lead employees through cultural transformation. This session will cover:

- How the rise in social discord and polarization (e.g., from COVID, Black Lives Matter, #Metoo) and the backlash against “political correctness” and “diversity hires” is impeding EDI efforts and creating toxic workplaces
- Tips for transforming workplace culture take place in light of those challenges including whether to meet people where they are and adopt change incrementally or whether to take bolder action
- Strategies to encourage people from all genders and backgrounds to participate in EDI efforts.

### **Speaker:**



**Asha Rampersad** has represented major crown corporations, municipalities and large private sector clients on a broad range of labour and employment matters, including human rights litigation, arbitrations and employment litigation. Asha is also a seasoned litigator who has successfully litigated cases before the Human Rights Tribunal and at arbitration.

A significant component of Asha’s practice includes conducting workplace investigations. She is also a highly sought-after trainer who has been selected to speak at a number of employment and labour conferences across Canada. Asha is also part of the faculty for the Osgoode PD Mental Health and Labour Certificate Programs.

### **Presented by:**



*Bernardi Human Resource Law is a team of lawyers, HR professionals, mediators and workplace investigators devoted to creating psychologically safe, respectful, and productive workplaces.*

**10:50 am to 11 am**

## **Break and Sponsor Showcase Networking**

Location: Limestone City Ballroom and Ballroom Foyer

**11:00 am to 12:00 pm**

*Concurrent Session I:*

### **Elevating your Return to Work / Stay at Work Program using a Psychological Health and Safety Prevention Approach and Resiliency**

Location: Limestone City Ballroom

This presentation will provide participants with new and emerging programs, resources, and tools to effectively elevate existing return to work and stay at work programs using a psychological health, safety and resiliency prevention approach.

During this session, participants will:

- Navigate a psychological health and safety program and supporting elements relating to best practices for prevention, intervention, and recovery
- Understand how program and program elements align with established continual improvement frameworks
- Understand a Resilient Workplace
  - Rugged and resourced leaders and workers
  - Available training resources
- Explore tools and resources including policies, procedures, and checklists to support program development and implementation
- Explore emerging practices for enhancement of stay at work and return to work programs using a psychological health and safety prevention approach. Specifically, participants will:
  - understand processes and tools for identifying cognitive and psychological job demands
  - understand how to build RTW/SAW program elements to provide meaningful work in line with worker cognitive, physical, and psychological abilities
  - understand how a resilient workplace supports successful SAW/RTW

Workshop participants will be provided with the following tools and resources:

- Psychological health and safety program framework
- Psychological health and safety program checklist
- Psychological health and safety policy template
- Cognitive Demands and Job Demands Descriptions information
- Access to consulting resources to support identification of cognitive, psychological, and physical job demands

## Speaker:



**Jeremy Holden** is a Health and Safety Consultant for the Community and Health Care Sector. He obtained his B.SC. in Kinesiology and Health Science from York University and is a Canadian Registered Safety Professional (CRSP). Jeremy brings 12 years' experience supporting workplaces with Health and Safety Audits, Risk Assessments, Specialized Services (PDD, CDD, Psychological Health and Safety, Physical Conditions Inspections, Ergonomic Assessments, and redesign), leadership training, as well as health and safety policy and program development. Prior to joining PSHSA, Jeremy was the Musculoskeletal Injury Prevention Program Specialist and Health & Safety Coordinator for Rouge Valley Health System.

## Presented by:



**PSHSA.ca**

*Public Services Health & Safety Association (PSHSA) is funded by the Ontario Ministry of Labour, Training and Skills Development and works with employers and workers within Ontario's public and broader public sector, providing training, consulting and resources to reduce workplace risks and prevent occupational injuries and illnesses. By staying ahead of evolving needs, knowledge and trends, leveraging our digital capabilities and adopting new and emerging technologies, we are continuously innovating to develop forward-thinking occupational health and safety solutions that educate, inform and inspire better workplaces.*

### *Concurrent Session II:*

## **Beyond Bathrooms: Inclusion and Equity Issues Around Gender Identity and Expression**

Location: Gibraltar Room, Second Floor

This presentation will provide conference participants with improved perspectives, skills and tools for effectively addressing gender identity and expression issues within the parameters of their relevant policies and applicable legislation, including the Ontario Human Rights Commission Policy on Gender Identity and relevant cases.

It will also discuss:

- Considerations in the workplace
- Terminology/ pronouns
- Adverse effect discrimination- policy considerations
- Best Practices for Inclusion- Canadian workplace examples.

## Speakers:



**Zaheer Lakhani** has been practicing law since 1998 and is particularly adept at resolving disputes, including wrongful dismissal claims and interpersonal conflict in the workplace. Zaheer has particular experience in advising and representing employers in both the public and private sector and has developed expertise harassment investigations, workplace training and HR management advisory services.



**Melissa Mustafa** maintains a general employment and labour practice acting for employers and employees. Melissa's practice includes wrongful dismissal litigation, Human Rights applications and labour disputes and collective bargaining. Prior to joining Lakhani Campea LLP, Melissa articulated and practiced at a prominent Toronto civil litigation firm, where she regularly appeared before the Ontario Superior Court and the Small Claims Court and assisted with matters before the Divisional Court and the Ontario Court of Appeal.



**Melanie Smith** has been practicing law since 2003. Prior to joining Lakhani Campea LLP, Melanie gained significant industry experience, having spent over 15 years acting as in house counsel for several Canadian mining companies advising on a broad range of legal matters.

Melanie provides strategic advice to clients on drafting employment agreements, workplace policies, wrongful dismissal, human rights, and privacy issues

## Presented by:



*Lakhani Campea LLP is a boutique employment law firm located Oakville, Ontario. We specialize in employment law and litigation services encompassing matters such as wrongful dismissal, human rights, labour arbitration, workplace investigations and contract disputes. We also offer comprehensive workplace training for managers and staff.*

**12:00 pm to 1:00 pm**

## **Lunch and Sponsor Floor Networking**

Location: Old Stones Dining Room, Second Floor

**1:00 pm to 1:55 pm**

*Concurrent Session I:*

## **Unique Nature of Psychological Health and Safety in the Municipal Workplace**

Location: Limestone City Ballroom

Being on the front lines of the delivery of essential government services, often face to face with the public, has always presented many unique challenges for municipalities; challenges that were only amplified during the COVID19 response. The unfortunate reality is that municipal employees have and continue to face harassment and bullying from members of the very public that they are entrusted to support and serve. At the same time, there is a growing recognition and appreciation of the importance of psychological health and safety in the workplace.

This session will address the very important questions:

- What obligations do municipal employers have when it comes to psychological health and safety for their employees?
- What steps should municipal employers take to ensure safe workplaces for their employees given their unique circumstances?
- How have adjudicators responded to these issues?

### **Speakers:**



**Justin Diggle** is a trusted advisor, leader and advocate in Human Resources. Prior to joining Miller Thomson LLP, Justin was an Associate Lawyer and a Partner with a management labour and employment law firm. Justin went on to serve as Counsel with one of the province's largest Crown corporations and, most recently, held the position of Senior Legal Counsel, Human Resources leader and Chief Collective Bargaining negotiator for one of Ontario's largest municipalities where he was, amongst other things, responsible for bargaining with four Unions under fourteen collective agreements and leading the municipality's employee and labour relations team.



**Erin Minuk** provides sensible and tailored advice to employers on a variety of labour and employment law matters including labour relations, human rights, employment standards and wrongful dismissals. Her practice encompasses unionized and non-unionized workplaces for both federally and provincially regulated employers. Prior to joining Miller Thomson, Erin summered, articulated and practiced labour relations and employment law in the Toronto office of a full-service firm.

**Presented by:**



*Miller Thomson is one of Canada's leading law firms with offices strategically located throughout Ontario. Miller Thomson's labour and employment team routinely assists public sector employers with labour relations and employment law matters including, collective bargaining, labour arbitration, human rights, occupational health and safety, workers' compensation and employment litigation.*

*Concurrent Session II:*

## **How Technology in Health Care Can Open the Door to Human Connections**

Location: Gibraltar Room, Second Floor

From the Internet of things (IoT) and data trends to virtual care, home health monitoring, artificial intelligence and avatar therapists, technology has the capability to revolutionize how we approach healthcare - and, in many ways, already has. Used effectively and as part of a holistic approach to care, these advancements can help shift the conversation from "what is the matter with you" to "what matters to you."

Join us for a fascinating panel discussion on new and evolving technologies. Together, we'll explore how access to the right data can enable care teams to focus on each individual's wellness needs with personalized and human approach.

**Speaker:**



**Jaafer (Jeff) Reda** is a wellness specialist at TELUS Health, where he helps employers optimize their health and wellness strategies by adopting a needs based approach. Jaafer is also a Six-Sigma Green Belt and has over 6 years of experience in personal insurance and group benefits.

**Presented by:**



*TELUS Health Virtual Care is a national virtual care service that makes health and wellness more accessible for employees and their immediate families. Available via smartphone or computer, in French and English, it provides 24/7 on-demand care with a personal human interaction every step of the way through secure text and video chat. Our virtual care service is designed to optimize work/life balance, wellness.*

2:00 pm to 2:45 pm

## Bargaining with Inside/Outside Workers – Current Trends and Strategies

Location: Limestone City Ballroom

Bargaining is all about strategy and information and we are starting to see unions engage in more pattern bargaining than ever before. With inflation reaching record highs in recent months, information sharing and strategic thinking is all the more important to achieving successful bargaining outcomes. In this session we will review the latest settlements for Inside/Outside Workers in the municipal sector. Join us to learn more about the recent trends, potential risks and the information you need to know to be prepared for your upcoming round of bargaining.

### Speakers:



**Stephanie Jeronimo** is a labour and employment lawyer at Hicks Morley's Toronto office and the chair of the firm's Municipal Practice Group. Stephanie advises and represents both public-and private-sector employers on a wide range of labour and employment matters including labour relations and collective bargaining, human rights matters, wrongful dismissal litigation, employment standards and pay equity issues.



**Amanda Cohen** provides advice and representation to employers and management in both the private and public sector on a wide-range of labour, employment and human rights issues, including grievance arbitrations, collective bargaining, labour disputes, occupational health and safety, human rights and accommodation and employment standards.

### Presented by:



*Hicks Morley has over 120 lawyers and is a leading Canadian firm focusing on the representation of management in human resources law and advocacy.*

2:45 pm to 3:00 pm

## Break and Sponsor Showcasing Networking

Location: Ballroom and Ballroom Foyer



**3:00 pm to 3:55 pm**

*Concurrent Session I:*

## **Inclusive Recruitment for Emergency Services**

Location: Limestone City Ballroom

Hiring the best people for municipal First Responder Services requires both getting the right people to test and using comprehensive testing tools.

In this session, participants will learn how new approaches to nationwide candidate recruitment and testing can help municipal emergency services attract higher quality candidates from younger generations by reducing candidate barriers.

### **Speaker:**



**Dr. Carl Swander** is President and CEO of the National Testing Network and is based in Washington, USA. He is an Industrial/Organizational Psychologist and earned his Ph.D. from Virginia Tech with his dissertation and other major graduate research focusing on validity and technical issues surrounding video-based testing. Dr. Swander has worked with hundreds of organizations in the development, validation and implementation of valid, reliable and fair entry level and promotional testing systems.



**Geoff Clarke** is the General Manager, Corporate Services at Corporation of the City Of Cornwall and a member of OMHRA's Education Committee. Through his work in both the private and public sectors around the globe, he has engaged in transformational change management programs rooted in transparency and persuasion to engage people at all levels.



**Matt Stevenson** has served as the serve as the Deputy Fire Chief at City of Cornwall Fire Service since 2021. He previously worked for Strathroy-Caradoc as District Deputy Fire Chief, Director of Building, Planning and Waste Services.

### **Presented by:**





**4:00 pm to 5:00 pm**

Concurrent Session I:

## **Talent Attraction and Recruiting in 2022**

Location: Limestone City Ballroom

Gone are the days when the employer had their pick of candidates and could select from many the person with the best fit. The recruitment landscape has changed in 2022 and now it is being driven by highly mobile candidates who are looking for the organization that is the best fit for them. How do you distinguish yourself from all the other organizations hiring? How do you attract the right candidates and then select those with the skills and competencies necessary to meet the requirements of the position?

In a tough job market like it is today, it is even more important to change your recruiting narrative in order to get attention in the marketplace. Elizabeth Hill, Managing Partner with Pesce & Associates Human Resources Consultants, and Robert Dougan, President of RAD Potential, will explore the approaches necessary in today's recruitment environment to demonstrate why you are a desirable employer and how to attract and select optimal candidates.

The key learning objectives for the presentation include:

- Thinking differently in order to change the recruiting narrative by building a recruitment marketing strategy that appeals to the right type of applicants for your jobs.
- Targeting the right market and attracting candidates with a modern approach to recruitment.
- Building an employer brand and employee value proposition to support your recruitment strategy.
- How to leverage digital and social media to build advocacy to fill your vacancies.
- Exploring new trends in recruiting such as making resumes anonymous during the review process.
- How to utilize behavioural based interviewing and psychometric assessments to evaluate candidates' past behavior in different situations in order to predict their future performance.

### **Speakers:**



**Elizabeth Hill** is the Managing Partner of Pesce & Associates. She is a highly experienced Human Resources leader with specialized knowledge and practice in the broader public sector.

Elizabeth has successfully facilitated, developed and implemented strategic human resources initiatives including organizational and operational reviews, policy development, strategic planning, recruitment strategies, employee surveys, organizational effectiveness projects, performance management plans, total compensation plans, and core competency plans.



**Robert A. Dougan** is the founder and President of RAD Potential Advisory Inc and a strategic partner of Pesce and Associates. With over 20 years of professional consulting experience, his professional career started when he graduated from Brock University with a master's degree in psychographic profiling and consumer behaviour. Over the past two decades, he has consulted and worked closely with senior leaders from some of the largest Banks, Insurance companies, and Investment firms from across North America. Over his tenure, he has guided over 250 companies helping them improve employee productivity and retention through effective recruitment and coaching practices with cost savings anywhere between \$250K to \$60 Million dollars.

**Presented by:**



*Pesce & Associates is a full-service Human Resources Consulting Group that provides comprehensive, strategic consulting services carefully tailored to each client's unique needs. We strive to be the leader in providing high quality, relevant and innovative consulting services to clients.*

*Concurrent Session II:*

## **Developing Better, Stronger, Healthier: Beyond Just Wishful Thinking!**

Location: Gibraltar Room, Second Floor

Developing an engaged and motivated workforce, and leadership, means incorporating a safe, healthy focus. This is not another layer of responsibilities, or duties. It is not about a long list of programs, courses, and training that need to be checked off.

It is, like the cliché, working smarter-not harder. Developing a healthy new norm means to first determine what this looks like and means? Determine what an engaged and thriving workforce means in your context.

To transform change into growth means blending the acknowledgment of the history that has allowed people to get to where they are now but also the old ways are not always the best way forward. This requires change leadership not change management. To be successful at this, leadership, the core influencers, must have four key assets for any viable and sustainable success.

*Learning Outcomes:*

Identify the four core assets with their factors which impact the success of leadership in transforming the new norm towards growing the thriving, healthy workplace culture and workforce:

- First asset is a Strong Core. o If the leadership core is not supported and healthy the personnel will not be. Distinguishing the five factors which enable leadership to resiliently grow forward.
- Second asset is Aligned Motivation. o Its the difference between a culture of compliance or health, safety, and shared ownership. Characterizing the four factors of real motivation for trust and engagement.
- Third asset is a Targeted Strategy. Performance is the first visible sign of the impact of crisis/change, which remains long afterwards.
- Fourth asset is a Refinable New Norm.

These four factors must be addressed for a healthy new norm to be realized. When the new norm is basically making change fit into old ways, people do not buy-in. These four factors are vital for the future to have trust with unity and diversity.

**Speaker:**



**John Robertson** is the founder and President of FORTLOG Services Inc., an established and trusted company with over 30 years in crisis intervention in a variety of contexts. Inspired and driven by his values, he acts as a facilitator for his clients as they test, discover, and expand what they can do. John is a Certified Coach, CISM Instructor, Grief Resolution Specialist, Trauma Treatment Specialist, and holds a Bachelor and master’s degrees from Queen’s

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- *Leadership, that people trust and want to follow,*
- *Culture, where people want to work,*
- *Resilience, where people know how to thrive.*

**6:30 pm to 8:00 pm**

**Fall Conference Dinner**

Location: Ballroom, Four Points by Sheraton

**Sponsored by:**



**8:30 pm to 10:00 pm**

**Ghost Walk Tour**

**Informal Catch-Up**

Location: British North America Room, Third Floor

## Thursday, September 15, 2022

7:00 am to 8:45 am

### **Breakfast and Sponsor Showcase Networking**

Location: Old Stones Dining Room, Second Floor

7:45 am to 8:15 am

### **Self Guided Walk by the Waterfront**

Or

### **Elevate Your Day! A “No Sweat” Mental Fitness Morning Boost**

Location: British North America Room, Third Floor

#### **Speaker:**



**Lorena Krasnai Caprar** is the Manager of Human Resources and Health and Safety for the County of Brant. She holds a Master of Arts in Leadership and Certification in Applied Positive Psychology. She is certified as a Resilience Trainer, Positive Psychology Consultant and Coach, Psychological Health and Safety Advisor and a Mental Fitness Coach.

9:00 am to 11:30 am

### **Infectious Diseases Projections and Labour Relations Update**

Location: Limestone City Ballroom

#### **Speakers:**



**Dr. Piotr Oglazais** is the Medical Officer for Kingston, Frontenac, Lennox and Addington Public Health. After studying biomedical science at the University of Ottawa, he studied medicine at Dalhousie University and completed a master's degree in public health and preventative medicine at Queen's University. Piotr has worked as a family doctor and is a guest lecturer at Queen's.



**John Saunders** has over three decades of experience advising employers on a wide range of labour and employment issues. John's practice includes collective agreement negotiations, rights and interest arbitrations, human rights applications and wrongful dismissal litigation.



**Evon Gayle** is a labour and employment lawyer who advises employers and management on a wide variety of issues involving labour, employment law and employment equity, human rights and accommodation, occupational health and safety, and anti-racism policy development and implementation.

**Presented by:**



*Hicks Morley has over 120 lawyers and is a leading Canadian firm focusing on the representation of management in human resources law and advocacy.*

**10:30 am to 10:45 am**

**Break and Sponsor Showcase  
Networking**

Location: Ballroom and Ballroom Foyer

**11:30 am to 12:00 pm**

**Conference Closing Remarks and  
Prize Draws**

Location: Ballroom