

Leading the way



This issue
HR leadership
tips and insights +
The law of work

& The portrayal of
professional
women in film

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RESOURCE MANAGEMENT

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MHRM Program launches speaker series

A MESSAGE FROM THE GRADUATE DIRECTOR



**PROFESSOR
JELENA ZIKIC
GRADUATE
PROGRAM
DIRECTOR**

This past year's launch of a new speaker series **Learning from the Expert**, was a huge success. Both current students and alumni of the Master of Human Resource Management Program were invited to attend the Learning from the Expert series and networking event, titled **Let's Talk About Recruitment**. This event enabled students and alumni to engage with an expert panel of five human resources professionals holding leading positions within several major GTA employers. This was the first in a series of events that will take place once a year, focusing on a different HR topic/challenge each time.

I was delighted to introduce the event which took place at the Osgoode Professional Development Centre. **The panelists included:** Rachel Jacobson, Vice President of HR at Quickplay; Nancy Moulday, Chief Recruitment Officer at TD Bank; Catherine Christou, Campus Recruitment Lead at IBM; Theodore Theodorou, Head of Talent Acquisition, Canada at General Electric; and Tunde Kolarinwa, Director, Talent Acquisition at Rexall Canada. These five HR experts briefly shared their personal journeys into the HR profession, and later each speaker offered our audience organization-specific strategies and scenarios related to recruitment challenges and successes that their organizations are facing. This was followed by a Q&A session.

Upon the conclusion of the panel series, the attendees had the opportunity to network with the panelists and ask further questions. Our alumni and students were especially interested in the practical information they gained from

the panelists as well as general opportunities to network. The main insights that students took away from the event were the importance of strategy implementation in talent acquisition, the benefits of using social media in order to grow and brand an organization, and the impact that showing enthusiasm and owning a role has on career progression.

Panelist and first speaker **Rachel Jacobson, Vice President of Human Resources at Quickplay**, spoke about joining an organization in the midst of its growth. She was tasked with the challenge of hiring more than 200 employees and contractors with scarce skill sets that were in high demand, in under six months. She spoke about the importance of following best practices such as creating an in-house talent acquisition team, introducing technological tools (such as an applicant tracking system, HRIS and social media) and a vendor management system, enhancing referral bonuses and training hiring managers in order to create enormous cost savings and improve time to hire, relationships with vendors, retention and internal wins (such as improved process, higher consistency and greater accountability of hiring managers).

Nancy Moulday, Chief Recruitment Officer at TD Bank, spoke about the emphasis TD Bank places on campus recruitment and provided information on the various graduate student programs the organization has set in place. She reiterated the importance of being enthusiastic about what you do, giving examples of how her enthusiasm for talent



MHRM Program Director, Jelena Zikic (far left) introduces the five panelists from L – R: Rachel Jacobson, Tunde Kolarinwa, Catherine Christou, Nancy Moulday, and Theodore Theodorou.

acquisition led to her really owning her role by introducing her #NancyInTheHouse campus recruitment initiative.

Panelist **Catherine Christou, Campus Recruitment Team Lead at IBM**, spoke about her personal experiences with getting into the human resources field, attributing her career progression at IBM to an HR internship she initially took at the organization. She gave the students insight into how it is possible to take an internship and turn it into a paid position through hard work and dedication.

Theodore Theodorou, Head of Talent Acquisition, Canada at General Electric, spoke about the challenges and presented specific solutions that GE resorted to when needing to hire a large number of software specialists in a very short amount of time. He spoke about how at GE they used Agile development methodology in their recruitment process. Specifically, when faced with hiring a high number of developers in only three months, they abandoned a traditional recruitment process and focused on hiring in

“sprints”. Some examples he gave were sourcing parties with hiring managers and recruiters and pre-booking interview times. The outcome was a successful hiring ramp-up in a very hard-to-find niche role.

Last, but not least, **Tunde Kolarinwa, Director of Talent Acquisition at Rexall Canada**, discussed his latest talent acquisition initiative, where he was tasked with developing a strategy for acquiring new talent by recruiting individuals from outside the organization. He explained the deliverables he and his team created in order to meet their objectives of utilizing recruitment strategies to attract candidates and ensuring a pipeline of external talent. This was completed through the development of collateral materials and branding materials, the use of social media and the implementation of talent pipelines.

Jelena Zikic
Graduate Program Director

Welcome to the ever-changing world of human resources

A MESSAGE FROM THE DIRECTOR



**PROFESSOR
DAVID J. DOOREY
SCHOOL OF
HUMAN
RESOURCE
MANAGEMENT
DIRECTOR**

Over the past year, the School of Human Resource Management (SHRM) at York continued to cement its place as Canada's leader in undergraduate, graduate and professional education in HRM and other work-related subjects. SHRM is already the largest university unit in Canada dedicated exclusively to the study of work and all of its elements, and we continue to grow.

The recent incoming undergraduate cohort of nearly 300 students was the largest ever. Demand for our programs is growing alongside the school's stellar national and international reputation. SHRM now has about 1000 undergraduate students, in addition to nearly 100 more graduate students studying towards their PhD degree or in our very popular MHRM program. Last year, SHRM introduced a new HRM minor degree that will allow students from other programs to experience the benefits of SHRM's diverse range of courses and faculty.

We are excited to welcome two new full-time faculty to SHRM this year. Dr. Mark Podolsky and Dr. Kelly Pike bring fresh expertise and enthusiasm to the school. SHRM will be hiring new faculty again this year as we continue to grow.

SHRM's award winning undergraduate, graduate, and HRM Certificate programs continue to grow. We continue to offer exciting events for our students and alumni. The third annual Monica Belcourt HR Speaker Series in September welcomed internationally renowned Professor David Ulrich, Rensis Likert Professor of Business at the University of Michigan.

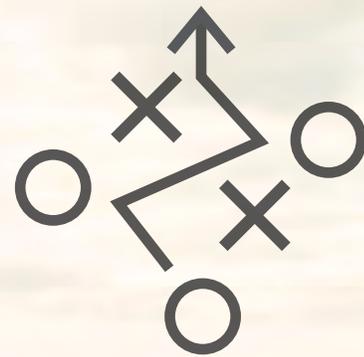
SHRM was launched as an independent school in 2009. It is remarkable how far the school has come in such a short time, and we have only just begun! Exciting times are ahead. We look forward to your continued involvement and support for SHRM as we move into the future.

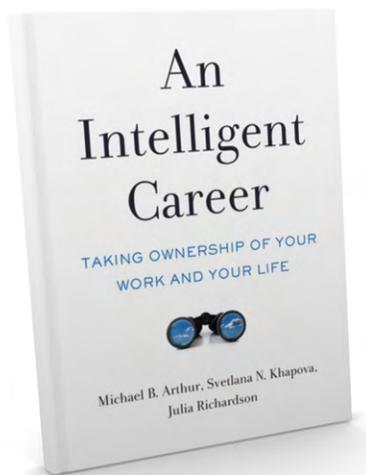
David J. Doorey
Director, SHRM

Review of a modern-day career playbook

HR Edge speaks with career
expert Julia Richardson about
An Intelligent Career.

Interview by Len Karakowsky





**AN INTELLIGENT
CAREER**
**TAKING OWNERSHIP
OF YOUR WORK AND
YOUR LIFE**

*Michael B. Arthur,
Svetlana N. Khapova and
Julia Richardson
(Oxford University Press,
Oxford, 2017)*

HR Edge asks: *While there is no shortage of career-oriented books, your book stands out for its demonstration of both academic rigor and practical advice. Can you summarize what you feel is the “value-added” of your book?*

JR: Our basic aim was to offer guidance for people to better manage and take ownership of their careers at a time when the job marketplace is becoming both more dynamic and less predictable. We also wanted our book to be different from the current crop of ‘career’ books. The typical career book presents careers as something of an individual enterprise, i.e. ‘it’s all about me.’ Instead, we wanted to demonstrate how careers are not pursued in isolation. A career is essentially about working effectively with other people. To that end, we have addressed themes related to working with others, contributing to society, doing your bit and collaborating with others who are doing theirs. We also wanted the book to have an international focus, speaking to people in different parts of the world—acknowledging cultural differences and engaging with different career contexts. While the book has very strong academic rigor, we were keen for it to be a practical and realistic guide—this is why we spent a lot of time finding real-life case studies based on people all over the world, from Australia to Canada to France and Zambia.

HR Edge asks: *As a career guide, who do you think can benefit most from this book?*

JR: We especially wanted the book to be the ‘go to’ guide for people with professional aspirations who want to take charge of their careers on their own terms rather than being dictated to by an employer. On the other hand, we were mindful that working with (rather than for) an employer is often the key to professional and personal success. The book can be a useful guide for people at different

career stages—those just starting out, early careerists versus the more seasoned professional. Interestingly, we have had very positive feedback from HR professionals, coaches and trainers who are using it as part of their corporate training programs. At the same time, we are delighted that academics have adopted our book for their career and executive education courses.

HR Edge asks: *What was it like co-authoring a book with colleagues who reside in different countries?*

JR: It certainly has been a long journey—not least because Michael, Svetlana and I live in three different countries. Working around the time zones for Skype conversations was challenging at times but in the end we managed it. In some respects this, I think, is one of the strong points of the book—it really is an international collaboration taking into account our own experiences, networks and locations. For example, while some books tend to have a North American voice, ours has a much more international scope—indeed, while we were each living in Canada, the US and the Netherlands, we are also immigrants from different countries. The initiative to write the book, came from Michael when he sent a draft of an outline to me. I immediately saw the value in it and started collaborating with him. Svetlana then joined us and that was it—no going back! Of course, there were challenging times when we didn’t always agree on things, but in the end we worked through it and, to be honest, I think that the book is all the better for the challenges. Whereas some co-authors take responsibility for writing different chapters according to their own interest/area of expertise, for this book we took a different, more collaborative approach. We wrote each and every chapter as a team, with one voice—so it really is a team effort, which I think is important as it now reads much more seamlessly.



HR Edge asks: *How did you select the individuals for the career “case studies” you included in your book?*

JR: While we are each ‘career experts’ in our own right, of course we have different areas of interest, but this came together very quickly. One of the challenging things was to find ‘real life’ people for case studies. I can’t tell you how many hundreds (literally) of newspaper articles, blogs, internet site, etc. we read to find the right people. Take Moses Zulu, for example, the founder of the Luapula Foundation in Zambia—finding him as an example of someone who has spent a career giving back to his community was a stroke of luck. We ‘found’ Moses on the internet, I sent an email to one of his sponsoring organizations, the Firelight Foundation in the US, and they put me in touch with him. We then exchanged emails over a few months, finding out about his career experiences and opportunities. Another challenge was selecting the quotes at the start of each chapter, which we wanted to use to get the reader thinking, from Oprah Winfrey to Billy Bragg to Malala Yousafzai. In the end, though, we have found that our readers are enjoying them, so it was worth the effort.

HR Edge asks: *You conducted extensive research in order to write this book. Considering all the diverse stories and career experiences you gathered, does any common theme emerge?*

JR: I think one of the key things to take away from the book is the constancy of change but that change is a good thing that we can each manage effectively. Interestingly, one of our reviewers on Amazon described the book as ‘difficult’, which we agree it probably is—but difficult in the right way in the sense that it asks the reader to think about some difficult topics, to reflect on their own lives, where they have been, where they are now and where they would like to go. You won’t find any ‘easy steps’ in the book because we know that there is nothing ‘easy’ about managing your career; we are realistic. As one friend told me recently, the book took her on a ‘journey’, first to her past, then to her present, and now she is carrying it to the future. That’s what we hope all our readers will do. **HRE**

About Julia Richardson

Dr. Richardson has pursued an international career in academia and the corporate sector in Canada, Singapore, Japan, Australia and New Zealand. Her research expertise reflects her longstanding interest in careers and the implications for HRM practices and organizational performance.

Julia has won multiple awards for her research and teaching at York University and elsewhere, including the Dean’s Award for Excellence in Teaching, the Emer-

ald Literati Award and the Verity International Award for Overall Outstanding Paper in Management. Julia is co-editor of *New Ways of Organizing Work* (Routledge) with Professor Clare Kelliher of Cranfield University, UK. She is also associate editor for *Career Development International* and the *International Journal of Management Reviews* and sits on several other editorial boards. She is Associate Professor of HRM and Director of the Human Capital Researcher Cluster at Curtin University, Perth, Australia.



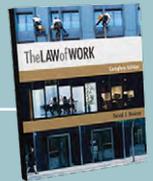
Professor David Doorey

& the law of work



I find the law of work to be a fascinating, ever-changing field of study and I think my enthusiasm comes across in the book.

—David Doorey



HR EDGE: *Why did you write this book? Does it offer something that the traditional employment law texts don't address?*

DD: I came to the School of HRM with a background in legal education. In law school, we teach students skills that lawyers need, including how to absorb large volumes of complex case law. But law school texts aren't suitable for non-law students, who are learning law for different reasons. I was surprised to learn that there really weren't any excellent texts on work law targeting the thousands of non-law students and non-lawyers being taught labour and employment law outside of law schools in Canada, including in HRM, business, labour studies and industrial relations. So I decided to write one.

I find the law of work to be a fascinating, ever-changing field of study and I think my enthusiasm comes across in the book. Professor Harry Arthurs, my mentor and labour law hero, described the book as "the Canadian employment and labour law text for our time," which was very humbling. I wanted to put legal rules into a broader context than just stating the rules and asking students to memorize them. For example, while some law books tell readers what the minimum wage is, my book goes further and asks readers to examine why we have a minimum wage at all and whether minimum wage is good or bad public policy. The book is multidisciplinary, drawing on history, HRM, business, economics, political science and sociology to help in explaining the law. It moves quickly, with much shorter chapters than any text I have ever read, which keeps readers interested. It is also the only text in Canada that explores all three regimes of work law—common law, regulatory standards and collective bargaining—and how they interact with one another to provide a unique, complete picture

of how we govern work in Canada. The book also interacts directly with my law blog, Law of Work, so that I can continuously link current developments to the text.

HR EDGE: *Is Canadian employment law very different from American employment law? Are the two getting closer or farther apart in orientation?*

DD: Both legal systems emerged from the British common law model, but in many important respects the two countries veered apart. For example, in my book, I explain how in the early 20th century, Canada adopted the rule that employers must provide employees with "notice of termination" as a condition of terminating an employment contract, while the American courts adopted the "at will" employment rule, which permits employers to terminate employment contracts with no notice at all. This is a fundamental difference between the two legal models. Another example: The Canadian model of unionization and collective bargaining borrowed extensively from the American model of the 1930s, yet also carved out its own very distinctive rules that have influenced the trajectory of the two systems over the past 80 years. Unionization in the private sector in the US is around 6 percent, among the lowest in the free world, whereas Canada's union density is hanging on at about 15 percent, although it too is falling.

There are signs of convergence in the legal models of the two countries in some respects, especially in the post 'free trade' era beginning in the late 1980s, as I discuss in my chapter on work law and trade and globalization. For example, governments in Canada over the past 30 years have moved towards the American unionization model, which requires that unions win votes (mandatory ballot) rather than prove majority support by means of

WORK continues on page 12

union-membership cards (card check model). Unions win certification less often under the mandatory vote model. This 'Americanization' of the unionization model is contributing to the decline in unionization in Canada, although there are other contributing factors, too. On the other hand, some elements of Canadian work law seem immune from American influence. It is unlikely Canada will ever adopt the American 'at will' model of employment, for example, although there is a growing movement in the US for adoption of some form of Canadian-style 'notice of termination' requirement.

HR EDGE: *Do you think the average HR professional possesses a sufficient understanding of the laws of work? Why should HR professionals aim to develop a richer understanding of employment law?*

DD: My sense from working with and teaching HR professionals for over a decade now is that the profession could definitely know more about the law. When I came to the School of HRM, I was very surprised to learn that "employment law" was not a required course for HRP certification. That made no sense to me at all, since many HR professionals engage with the law and even small mistakes can cost employers substantially in monetary and reputational damage. I assume the reasoning was that HR professionals take legal problems to lawyers, but I'm not sure. The trouble with an assumption that legal problems will always go to lawyers is that HR managers may not always know when to go to a lawyer, and that itself requires legal knowledge. Sometimes HR professionals may not want to call a lawyer. Some managers don't know what they don't know, which can be dangerous. I'm happy to see that there is now a mandatory legal

knowledge requirement as part of the HRP certification.

HR EDGE: *To what extent have Canadian and/or North American employment laws been changing over the past decade and what are the main sources for change? Over the next decade, what rate and level of change do you foresee in the laws of work?*

DD: The big pressure in employment law today is how to deal with the changing nature of work, including employers' decisions to use more part-time, temporary and "flexible" work arrangements, including assigning work that used to be done by employees to 'independent contractors.' Law-makers are aware that many of these workers, who used to have full-time jobs with good wages and benefits, are now more vulnerable even though they are doing similar or the same work as in the past. While the 'flexibilization' of work is often treated as a positive development in HRM, in law and work law policy it is more often considered a source of stress on the labour market that creates a need for new legal solutions. The biggest developments in work law over the next decade will involve finding ways to extend legal protections to contingent and dependent workers, regardless of whether they are part-time, temporary or flexible workers or 'independent contractors.' This will mean new costs and restrictions on employers. Indeed, one of the objectives of the laws will be to encourage employers to return to offering regular, full-time employment. **HRE**

About David Doorey

Associate Professor David Doorey is the Director of the School of Human Resource Management and is also the Academic Director of Osgoode Hall Law School's Specialist Masters of Law (LL.M) degree in Labour and Employment Law in the Professional Development Program. He has been teaching at York for about 12 years and has earned multiple awards, including the prestigious Dean's Award for Excellence in Teaching.

Professor Doorey's research spans areas of Canadian and comparative labour and employment law, labour practices management within global and national supply chains, legal theory and environmental law. In 2010, he was awarded the Morley Gunderson Prize in Industrial Relations from

the University of Toronto's Centre for Industrial Relations and Human Resources Management. This prestigious award is given to alumni for outstanding professional achievement and service.

Dr. Doorey's law blog, Law of Work (lawofwork.ca) was awarded the Fodden Award for Canada's Top Law Blog and was a multiple winner of the Canadian Law Blog Awards for best law blog by a legal scholar. His book *The Law of Work* was published in 2015 by Edmond Publishers and is in use in college and university courses in employment law, labour studies, and industrial relations courses across Canada.



LEADING THE WAY tips & insights



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by Glain Roberts-McCabe

5 ways to lead in a complex world



Glain Roberts-McCabe, Founder and President of The Roundtable, discusses how HR professionals can help themselves (and others) meet the demands of today's complex world of work.

How do you champion people and, at the same time, protect the company's interests? How do you help organizations meet their strategic imperatives without burning people out? How do you encourage leaders to develop themselves and, at the same time, not take their eye off the ball when it comes to hitting productivity targets?

These are the kinds of conversations that I find myself having on a regular basis as I work with senior HR leaders on their people strategies. The role of HR is a tricky balancing act between managing the needs and demands of the organization with the needs and demands of an increasingly purpose-driven employee audience. Over

the past 20 years, I've witnessed a shift in focus as functional HR has evolved from a tactical business unit to the driving force of strategic change, talent and culture. Today, we are in the Age of Collaboration, and HR, like all other business functions, has to rise to the challenge of a VUCA (volatile, uncertain, complex and ambiguous) world that demands agility at an aggressive pace. This requires a shift in the mindsets and behaviours of many HR professionals to transition from 'supporting' the business to 'leading' the business through an adaptable and flexible people agenda.

Gone are the days of 'annual' performance reviews, employee engagement surveys or anything else that is done on a 'too little, too late' cycle. Today, HR leaders are expected to anticipate where the business is trending, what the implications are for talent and how to enable people to meet the challenge. No easy task. Here are five ways that HR professionals can meet (and help others meet) the demands of today's complex world of work.

[1]

Know the business first

One of the biggest trends I've observed is that more and more line leaders are transitioning into the HR function. This is great news for the profession as it's a visible demonstration that HR is being seen as a crucial player at the strategic table. It's not great news if you're an HR leader with zero line experience. It is mission critical for HR practitioners to get beyond the bubble of HR and walk a few miles in the shoes of an overtaxed and overburdened business unit employee to truly understand the 'language' of the business. I believe that if we want to see a chief HR officer ultimately step into a CEO role, HR leaders are going to have to get their hands dirty in the line or risk being overlapped by line leaders taking their place at the 'people agenda' table.



[2]

Don't coddle

In today's workplaces, where silos are imploding, data is overwhelming and uncertainty and ambiguity are rampant, employees at all levels need to be adept at building and navigating relationships. As a direct result, emotional intelligence (EQ) is solidly trumping IQ, and HR can no longer be the place to 'outsource' challenging people discussions. Too many HR leaders will say 'my people aren't ready to... [fill in the challenging people-related blank]'. Well, as a line leader myself, I'd say it's time 'your people' sucked it up. Interpersonal skills are non-negotiable. Too many HR leaders are operating like 'helicopter' parents—making things too comfortable for their leaders because they're 'not ready'. This bottlenecking of skills is not going to help leaders in the long run. We learn more outside of our comfort zones, so help your people get comfortable with being uncomfortable. It is a business imperative that HR shifts from being the 'doer' of these conversations to being the strategic coach to leaders who need to have these conversations.

[3]

Think team vs. individual development

When it comes to developing talent, we are still mostly stuck in an 18th-century school house mindset where learning is primarily focused on the individual. In today's collaborative workplaces, most key learning opportunities centre on the need to shift mindsets, attitudes and behaviours. And, let's face it, these are the things that are the hardest to develop. They're even more difficult to develop without the support of those around you. As an executive coach, I've seen that it's nearly impossible for people to make a new behaviour stick if colleagues aren't actively aware of, looking for and supporting the new behaviour. We need to stop learning in isolation and start learning collectively.

[4]

Beware vanity metrics

'It's all about data', especially in HR where putting hard ROI measures around seemingly 'soft' initiatives can be a moving target. However, before you spend thousands of hours tracking data that isn't going to impress bottom-line-oriented business executives, dig in and understand what metrics really matter. Then, pick those two to three things that really drive the business and measure them. The rest is just data that might sound cool, but is really quite meaningless. As one marketing leader once said to me: "Hits on a website stands for how idiots track success". Ouch.

[5]

Be courageous

The biggest issue facing today's workplaces, from my vantage point, is the brutal rise of mental health issues at work. At The Roundtable, we work primarily with leaders who are on the fast track. Whether you call them high potentials, accelerated learners or key contributors, the common trait is they're the people you want at the table. Over the past two years I've seen more and more of these 'best and brightest' burning out and checking out. With pressures on performance and productivity seemingly growing at a relentless pace, it is here that we need the balanced and courageous voice of HR. This is the opportunity to connect the dots for boards, shareholders and overly ambitious line executives on how to balance the productivity agenda with the people agenda. It's critical to challenge unsustainable expectations.

And it's this final point that is possibly the most difficult role for HR professionals today and yet the most crucial. It requires a level of heroic leadership. To be successful, HR leaders will need to speak the language of the business with the data to back it up, have the skills to persuade and the courage to be an unpopular voice at the table. People across organizations are counting on you. **HRE**

Glain Roberts-McCabe is Founder and President of The Roundtable, a group and team coaching organization where leaders develop their leadership, together. She is a passionate supporter of the HR function.

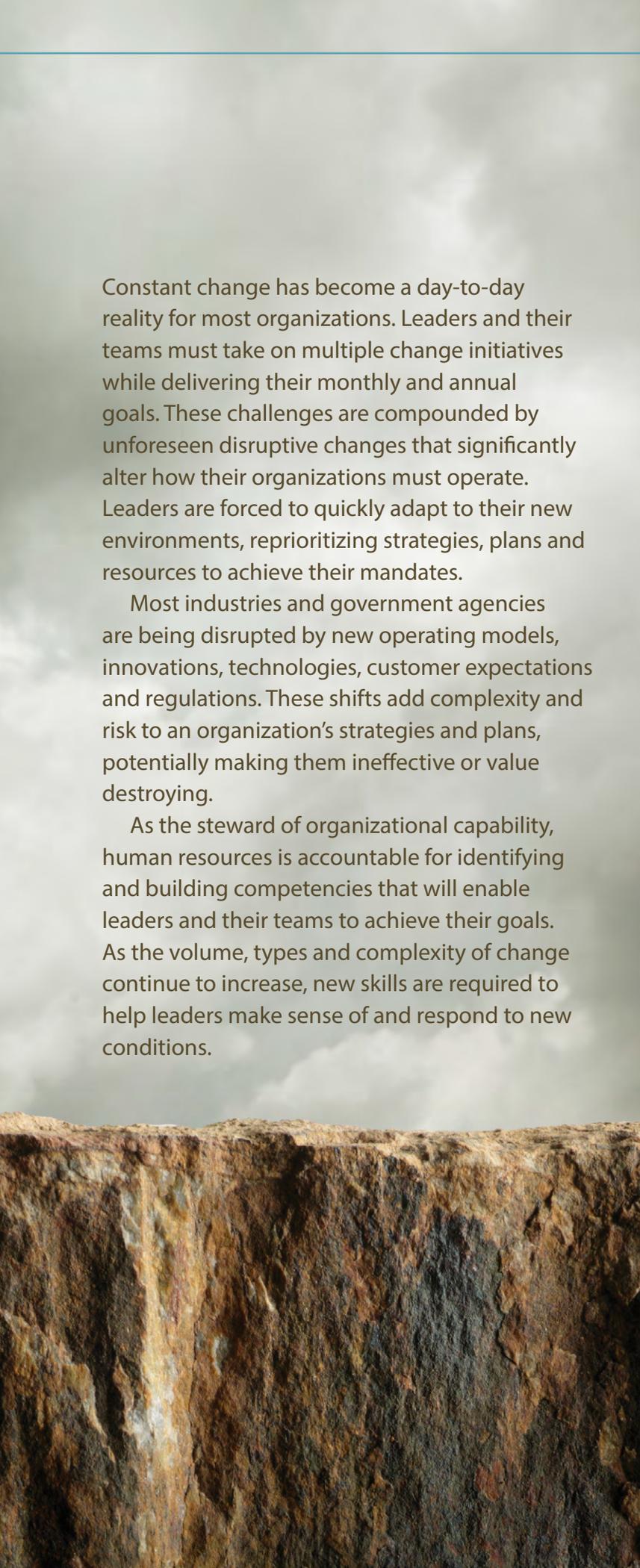


LEADING
THE WAY
TODAY

Helping leaders manage disruption

A woman in a dark business suit is walking across a narrow gap between two large, dark rock ledges. A man in a dark suit is jumping across the same gap, with his arms outstretched for balance. The background is a cloudy, overcast sky.

by Phil Buckley



Constant change has become a day-to-day reality for most organizations. Leaders and their teams must take on multiple change initiatives while delivering their monthly and annual goals. These challenges are compounded by unforeseen disruptive changes that significantly alter how their organizations must operate. Leaders are forced to quickly adapt to their new environments, reprioritizing strategies, plans and resources to achieve their mandates.

Most industries and government agencies are being disrupted by new operating models, innovations, technologies, customer expectations and regulations. These shifts add complexity and risk to an organization's strategies and plans, potentially making them ineffective or value destroying.

As the steward of organizational capability, human resources is accountable for identifying and building competencies that will enable leaders and their teams to achieve their goals. As the volume, types and complexity of change continue to increase, new skills are required to help leaders make sense of and respond to new conditions.

Many leaders struggle when faced with disruptive change because their experience doesn't translate well to their new circumstances. When faced with the unknown, they often default to quick responses, ignoring the measured decision-making process they would use in more familiar situations. One leader reacted to a competitor's entry into a new product category by copying the strategy without the necessary market research, expertise and resources required—it failed.

In times of disruption, speed of action can trump pragmatic assessment. Without a structured approach to manage new environments, leaders either instinctively select a course of action that 'feels' right or base their decision on the first data source that appears credible. Both approaches are risky and can lead to expensive mistakes, including damaged reputations.

New realities require new approaches to resolve them. Leaders need to learn and master the ability to make sense of unknown operating conditions. A structured approach to do so enables them to quickly define new circumstances, assess potential impacts on the organization, identify courses of action and implement the best ones with available resources.

Answering the following questions provides a simple and effective framework to help leaders build their ability to manage disruptive change.

Why is this important?

Focusing efforts on the highest-value activities is a major challenge for leaders, especially when their operating environments are disrupted. Every situation can seem important based on its newness, which can trigger panic and desperate responses. Without focus, new conditions can also distract people from their work, causing confusion and lower performance.

Prioritization provides context to a disruption by determining its relevance to organizational goals and strategies. Leaders need to ask, "How does this change impact our ability to achieve our goals and honour our mission?" Without answering this question, everything urgent appears to be important. The new development may be the highest priority or be less disruptive than initially viewed and best dealt with through delegation, delay or no response.

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What do I need to know?

Identifying what data is needed to assess the new development helps frame the situation. Determining what information exists and what needs to be sourced is the first step to building a fact base from which to create and test options. It also demonstrates to stakeholders that “something is being done” to address the challenge.

Being open to new and varied information sources directly impacts the amount and types of facts being considered. Taking time to fully assess data requirements leads to broader options that may be new to the organization and lead to the best responses.

What expertise can I learn from?

Tapping into existing knowledge is often skipped in the interest of speed. Locating organizations and people who have insights into and knowledge of similar situations is the next best thing to personally having it. Speaking with these resources builds understanding, shapes options, and identifies pros and cons for each.

Creativity and perseverance are required to locate the expertise to manage disruptive change. Being open-minded about sources of knowledge will lead to broader perspectives and greater understanding. Usually, the best information is held outside an industry or government department. People who have this experience can also provide ongoing advisory support.

What response is best for us?

Culture and capabilities are important considerations when assessing alternate courses of action. What will work well in one organization may not work well in another. For example, a hierarchical organization will most likely reject or poorly implement a plan that requires employee empowerment and decision making. It doesn't have the mindset and skills to successfully implement the solution.

Taking time to evaluate the effectiveness of options through cultural filters will lead to better decisions and results. It will also limit resistance to chosen responses because they lie within existing expectations and practices.

Answering these four questions provides leaders with a framework to understand and assess new operating conditions and create and evaluate different courses of action to address them. It helps them determine the importance of the new development; source the information required to understand it; access expertise to assess it and identify possible responses; and evaluate them including cultural elements that could limit their effectiveness.

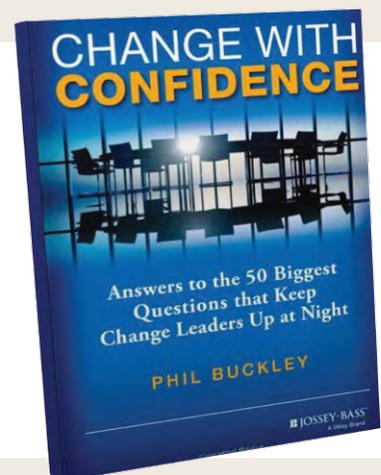
Human resources professionals have an important role in building leadership capabilities for managing disruption. Providing a structured approach to assess and respond to new realities is one way they can support leaders as they face new challenges. Providing ongoing coaching and support is a way to ensure they use it well. **HRE**

Phil Buckley is an author and Managing Director of Change With Confidence, a change management consulting firm that enables companies to succeed through transformation.



The **50 biggest questions** are answered in *Change with Confidence*. This book:

- **builds leader confidence and skill sets** by preparing leaders for the questions they must answer when leading a big change
- provides **concise yet thorough answers** illustrated by **real-world examples**
- includes **proven techniques** to plan and manage change projects



For more change resources, visit: www.changewithconfidence.com

Quick Q&A with Kirstine Stewart

Interview by Marija Vukic

Kirstine Stewart, CSO of Dibly and former VP Media North America at Twitter, responds to our questions about women leaders and succeeding in the workplace.



Kirstine was the first woman to hold the position of Executive Vice-President of CBC's English services—often called the most powerful job in Canadian broadcasting—and was the first Managing Director of Twitter Canada, leading Canadian operations as well as advertising business and partnerships. She is an alumna of the Forum of Young Global Leaders, an integral part of the World Economic Forum. Most recently, Kirstine was named to Maclean's list of the most powerful Canadians (just two places behind Justin Trudeau), to Toronto Life's list of the most influential Torontonians and to Canadian Business's 2015 list of the top 50 most powerful business people in Canada.



women leaders

HR Edge: *In your book Our Turn you make a very interesting assertion that the time has come for women to lead due to the fact that some attributes such as collaboration are now more highly valued than typical 'male' attributes such as authoritativeness. Can you tell us more?*

KS: There's now a huge value in what was once considered the "soft skills" of communication, collaboration, and the ability to synthesize a lot of incoming information quickly. Today's fast-paced environment demands a flexibility and perseverance not seen before in the corner suite. And leaders don't just sit in the corner suite anymore, we as individuals have more voice and influence than ever before. Smart companies learn to harness and nurture that and turn it into a competitive advantage over companies that are slower to change.



people

HR Edge: *What are some of the major "people issues" you are observing today?*

KS: I've seen the change in the expectations of how people perceive their work/life relationship—I think the generational change of millennials coming into companies en masse and being more directive concerning what they expect from their employers has benefited us all. Because it's seen as a relationship and not just a clock-punching exercise, employees now expect fulfillment in ways that can't be paid in a paycheque or valued by title alone. Employees want to know their work has meaning, and that their role has impact.

KIRSTINE continues on page 20



diversity

HR Edge: *There has been a lot of talk and research in recent years about diversity being a key driver of business performance and yet we still have not seen the movement in diversity among the executive bodies of most companies. Why do you think that is and what can be done?*

KS: I think it's a challenge we all must take on, head on. Diversification of thought, opinion and experience makes a company perform better and achieve more in a highly competitive market. Homogeneity leads to failing businesses, it's a fact that's proven. Diversity is no longer a politically correct "nice to have"—it's a business imperative.



talent acquisition

HR Edge: *Over the years, you have had a lot of people work for you and you must have some interesting insights into talent acquisition. Do you look for individual traits when hiring and what are they, or do you put more emphasis on the suitability for the environment?*

KS: I'm not a fan of "culture fit" hires. What's a culture fit? Do we really want more of the same? I worry culture fit is shorthand for "I can have a beer with this person after work" and I think that's a limiting and dangerous path to go down.



tough times

HR Edge: *You have often spoken about leadership in turbulent times and much of your career has been based on turnarounds or leading in less-than-perfect environments. What does it take to lead when times are tough?*

KS: A very thick skin. I have a cream for it, it's great. Joking aside, it takes perseverance and a belief you are doing the right thing—not just for yourself, but more importantly, for others.



cabinet building

HR Edge: *When speaking on the topic of mentorship and sponsorship, you often advise people to build a cabinet of people to help them be successful, and research proves that diverse developmental networks indeed make people more successful. How does one approach this exercise of 'cabinet building'?*

KS: First, start with people who want to see you be successful. Those who will give you the straight facts when it comes to your skills and advocate for your abilities. And make sure it's a cabinet of people who cover the wide range of who you are as a person, not just as an employee—so all sides are represented. And be certain to give back to the cabinet as much as you take, if not more.



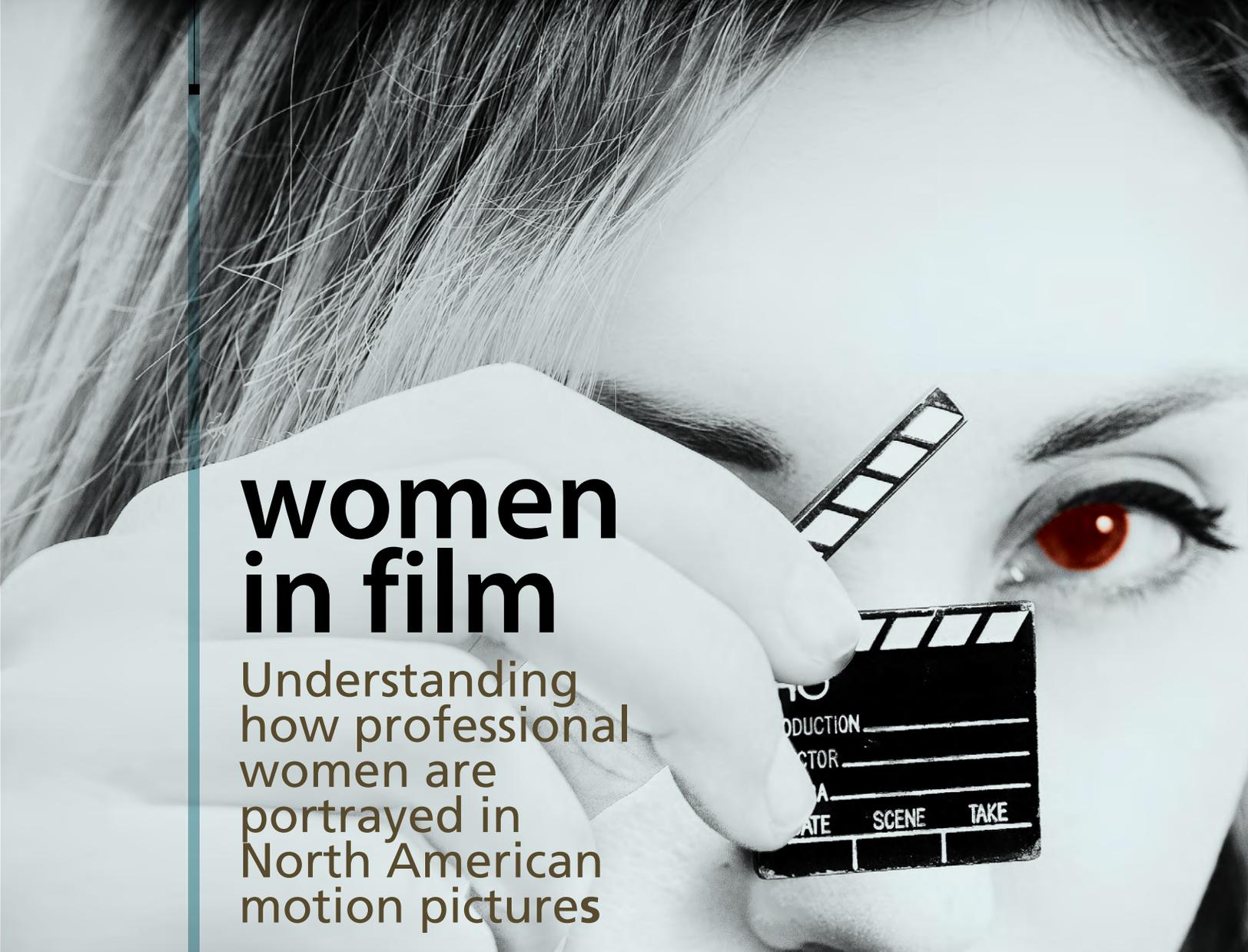
personal branding

HR Edge: *In Our Turn there is advice on personal branding on social media. What would be your advice for professionals in terms of branding themselves on social media?*

KS: We have these great avenues to broadcast our voices—use them! Be authentic and understand that different platforms call for different expressions of yourself. I won't be posting a selfie on LinkedIn and I wouldn't be posting my thoughts on digital change to Instagram. **HRE**

Marija Vukic
(MHRM 2017)
is Director, Talent
Management at Dply.





women in film

Understanding
how professional
women are
portrayed in
North American
motion pictures

by Marie-Hélène Budworth and Souha Ezzedeen

Movies can be magical, inspiring experiences. They allow us to imagine our best selves, and caution us against disastrous futures. At their best, they teach us compassion, challenge us to solve problems, and remind us of the importance of connection. Movies have become an important part of how we share our understanding of the world. In 2008, Canadians spent \$866 million at the box office (Motion Picture Theater Association of Canada). This number excludes other well-used forms of movie viewing such as online streaming services. These numbers demonstrate that in addition to their profound impact, they are a dominant form of media within our cultural experience.

As you reflect on the movies that you have enjoyed, consider how these fictional characters have influenced

the way in which you understand yourself, who you aspire to be and how you view our broader world. Can you recall a movie viewing experience that opened your eyes to a possibility yet unknown? Or perhaps one that informed a decision? Movies are a powerful art form that reflect back to us our understanding of the world we live in. Even though we are consuming fiction, we are receiving messages about popular values and beliefs. Fictional texts are reflections of social perceptions. In order to be relatable, the films reflect back to us our own biases about the world around us. In these ways, movies have both prescriptive and descriptive value. They tell us who we are and influence what we believe is possible.

FILM continues on page 22



By studying how career-oriented women are represented in film, we can reflect on the societal, social and contextual factors that influence the choices made by women regarding work and career. We can also understand the ways in which women experience these roles. In other words, representation in mainstream media matters. So, what does film tell us about our contemporary views of women in management?

In order to gain insights into this question, Souha Ezzedeen studied 165 career women in 137 films. In particular, we looked at films spanning the late 1970s to 2010, focusing on 'career women.' In order to be included, the women portrayed needed to be committed to their work, established or successful in their career, or displaying professional ambitions. At the early stages of their careers, we watched driven and ambitious fashion designers, rookie police officers and law students. We also studied established professionals depicted as dogged lawyers, principled vice presidents, and brilliant scientists. Across all of these representations, some important themes were found.



**If she can't
see it, she
can't be it.**

—Geena Davis

The costs of success

For these high-achieving professionals, ambition comes at a cost. The act of seeking out professional advancement is portrayed as self-serving; along the way friends are betrayed and colleagues are backstabbed. As a result, with success comes loneliness. For example, in *Entrapment* (1999), Virginia Baker (played by Catherine Zeta-Jones) is lauded for working long days, eating lunch alone in the park and having "no friends."

Competence is cold and unlikable

A large number of films perpetuate the stereotype of the high-achieving woman as heartless, mean, manipulative, impatient and rude, the most notorious example of the female boss being Meryl Streep in *The Devil Wears Prada* (2006). She is the quintessential ‘bitch’ who has chosen career success over personal relationships. It is viewed as the inevitable cost for a place in the C-suite. Outside of work, her marriage is failing and the care of her children is entirely outsourced. Her competence does not extend to her personal life.

Trouble with intimacy

According to many movies, successful professional women opt out of relationships or are entirely incapable of sustaining one. Across films we see successful women divorcing (*The Devil Wears Prada*, 2006), cheating on husbands (*Up in the Air*, 2009) and being cheated on by their partners (*Sex and The City 2*, 2010). This theme supports the idea that career and romance are at odds.

A clear choice

It is especially interesting when the professional women in film are contrasted with a second female character in a ‘non-career’ role. For example, Meredith Johnson in *Disclosure* (1994; played by Demi Moore) is an abusive boss, fiery and hyper-sexualized, in contrast to the wife of the male protagonist (played by Caroline Goodall), who is soft, ordinary and forgiving of her husband’s indiscretions. A similar comparison can be made between the two female protagonists in *Fatal Attraction* (1987). The career-oriented woman is the “homewrecker” to the non-career-oriented “homemaker.” The message—there is a personal cost for success. You can be liked or you can be viewed as competent. It is one or the other. Similarly, you can have a career or personal relationships. But not both.

The up side

It is important to note that despite all of the clear themes identified within this research, there are also some positive trends in the industry. Women can be found in a wide range of occupations across film and television. Recently, the Marvel comic movie, *Wonder Woman*, shattered box office records in its opening weekend. Directed by Patty Jenkins and starring Gal Gadot, *Wonder Woman* earned more than \$100 million in three days. There has also been a larger conversation about pay equity among some of the highest-paid female actors and more than one high-profile speech about the importance of ‘good’ roles for women. One hopes that this means that Hollywood in particular, and the movie industry in general, will understand the importance of strong multidimensional women both behind the camera and in front of it.

What now?

The dominant portrayal of professional women in film is largely unflattering, one-dimensional, stereotypical and limiting. If art is a window into our culture, there is cause for concern. These portrayals perpetuate the status quo. The lack of strong, authentic role models limits the likelihood that young women will see themselves in these roles. Similarly, they encourage our collective resistance to promoting women into leadership positions.

If we reframe these findings, it becomes clear that there is also an opportunity. If film has the potential to support the glass ceiling, it stands that film can also be used to break it. Imagine what could be possible if film reflected back the best parts of ourselves—as complex and imperfect as those might be. **HRE**

If film has the potential to support the glass ceiling, it stands that film can also be used to break it.

—Budworth & Ezzedeem



Dr. Marie-Hélène Budsworth is Associate Professor at the School of Human Resource Management, York University.



Dr. Souha Ezzedeem is Associate Professor and Undergraduate program director at the School of Human Resource Management, York University.





Flexible workplace arrangements: an answer to work-family conflict?

According to the Canadian Mental Health Association, approximately **58% of Canadians reported an “overload” as a result of work-life conflicts.**

—Canadian Mental Health Association, 2016

The growth in competition and technological advances has led to increased demands for workers' time and availability. These demands can escalate work-family conflicts and consequently negatively impact the family domain. According to the Canadian Mental Health Association, approximately 58 percent of Canadians reported an “overload” as a result of work-life conflicts (Canadian Mental Health Association, 2016). In addition, a recent report by Employment and Social Development Canada found that the rise of dual-earner families, growing demands for informal caregiving as the population ages, and other factors are creating added family and personal challenges, especially for middle-class Canadians.

During the past decade, there has been considerable change in the demographic makeup of the Canadian labour force. It is not only more culturally diverse, but also age diverse—today the working-age population between 18 and 64 constitutes 68.5 percent of the total population. Furthermore, according to a recent poll conducted by Ernst & Young members of Gen Y now rank ‘flexibility’ as one of the most valuable incentives in an organization.

Undoubtedly, these changes carry significant implications for both employers and human resources, particularly the need to consider the changing demands and experiences of workers.

In recognition of the growing emphasis on work-life balance, the Canadian federal government recently introduced legislation in favour of amending the Canada Labour Code, to enable federally regulated workers to request flexible work arrangements from their employers.

Specifically, in 2015, Prime Minister Trudeau mandated the Minister of Employment, Workforce Development and Labour to bring forward legislation to amend the Canada Labour Code. This permitted workers in federally regulated sectors to formally request flexible work arrangements from their employers. Federally regulated sectors include about 883,000 employees (or 6 percent of all Canadian employees) working for 11,450 employ-

ers in industries such as banking, telecommunications, broadcasting and inter-provincial and international transportation (including air, rail, maritime and trucking), as well as federal Crown corporations and certain activities on First Nations reserves. The Minister has also been asked to consult with the provinces and territories on the implementation of similar changes in provincially regulated sectors (Employment and Social Development Canada, 2016).

In response to the rising awareness and prevalence of work-family conflict, flexible work arrangements have gained in popularity and many employers have become increasingly inclined to embrace the notion of flexible work.

Flexible work arrangements are commonly defined as work options that allow for greater flexibility in terms of “where” and “when” work is completed. They are characterized by their broad range of working patterns, including non-standard working hours, remote work locations and compressed work weeks, and are inducing many organizations to rethink conventional work designs as a way to better meet workers' personal commitments and organizational objectives. They have become a widespread practice designed to attract, motivate and retain key talent by giving employees greater choice as a way to help them achieve a more satisfactory work-life balance.

Research on the influence that flexible work arrangements have on employee and organizational outcomes has been widely documented. There is evidence that flexibility in work schedules enhances productivity and performance. Workplace flexibility can have a positive spill-over effect on employees' work and non-work attitudes and can lead to workers becoming psychologically attached to the organization.

There is momentous value for employers in fostering a positive and supportive work culture, particularly because it has been demonstrated to play an integral role in influencing work outcomes. For the human resources professional, maintaining a positive psychological contract can also contribute to an organization's

Flexibility is no longer a perk to be offered but is increasingly seen as a competitive tool that organizations ought to use in order to meet their strategic recruitment objectives.

competitive recruitment and retention strategies.

Workers have also expressed personal fiscal benefits resulting from telework, including removal of commute time, transportation costs and expenses associated with work attire. Some employees contend that flexible work options have enabled a faster transition from their work role to non-work role, and increasing work-family enrichment.

It's no surprise that research studies have found higher levels of organizational commitment among those organizations that offer family-friendly policies. This demonstrates that the act of caring in itself will yield positive outcomes for an employer.

Critics

While there is ample evidence for the merits of such arrangements, critics have suggested that flexible working arrangements can produce the opposite effect—flexible work schedules may instead increase work-life conflict. An intensification of work can result, whereby flex-time creates greater demands on employee effort and the time employees direct to their jobs.

A number of researchers have drawn attention to this possibility. Kelliher and Anderson (2010) identified three ways in which work intensification may take place. They suggested that increased work effort may be “imposed, enabled, or it may be a reciprocal act on the part of employees in exchange for discretion over working arrangements (p. 86).”

Several researchers have suggested that employees with reduced hours (i.e. compressed work schedules) and remote work arrangements are more susceptible to work intensification. Because the time employees spend at the office is frequently linked to productivity, some employees who spend less time at the office may feel pressure to exert more effort in order to make up for it. From this perspective, employees may feel obligated to exercise additional effort to remove any potentially negative perceptions or associations.

Other drawbacks that studies have cited are that individuals who work compressed weeks (working longer

hours over fewer days) can compromise their psychological health and increase family tension. According to Employment and Social Development Canada, the amount of stress Canadians are experiencing has significant negative consequences for employees' physical and mental health, job satisfaction and quality of life. For employers, the consequences have been linked to absenteeism, retention and lost productivity.

Recommendations

There are positive attitudinal and behavioral consequences as a result of flexible arrangements. An additional key outcome is the positive relationship found between an employee's perception of organizational support and the fulfillment of the psychological contract. This finding implies that even the mere ‘perception’ of flexibility in the workplace can elicit a favourable response among employees, regardless of whether or not the employee makes use of the arrangement.

While the literature is largely in support of flexible arrangements, it is important for managers to keep in mind that one size does not fit all, and therefore discretion should be used. For example, today's labour force is more diversified in gender, culture and age than ever before, and undoubtedly so too are the needs and experiences of employees. Flexibility is no longer a perk to be offered but is increasingly seen as a competitive tool that organizations ought to use in order to meet their strategic recruitment objectives.

Overall, employers and employees must understand that ‘flexible work’ is not a one-dimensional construct, but intended to be modified, amended and constructed as per the needs it serves. If employed correctly, research has shown a positive spill-over effect for both the employee and the employer. It is imperative for employees and employers alike to share in the common pursuit of creating an inclusive work environment that supports and accommodates the diverse needs of today's workers—as research has shown, those that do will have a significant competitive advantage over those that do not. **HRE**

Natalia Vucina
(MHRM 2017) is
an HR Partner at
Ubisoft Toronto.



ALUMNI PROFILE



**Nooreen Kabani,
MRHM 2011**

**Founder,
Exalt HR Consulting,
Vancouver, BC**

How did you get your start in HR?

I started my career as an HR assistant for a large non-profit organization in Vancouver and progressively moved to more senior positions. When I graduated university, I was offered a coveted management trainee role with a bank. After doing the role for some time, I realized that I missed being in HR. I left that position and took a step back in my career to start an entry-level HR role in a company in British Columbia. Although it was such a tough decision at the time, I was instantly happier in my job. I knew from then that HR was my passion. Shortly thereafter, I moved to Toronto and progressed through several HR positions with a bank, a global HR consulting firm and a large Canadian women's clothing retailer. All this helped me gain an in-depth knowledge of HR best practices across different industries.

Tell us about your education in HR

I always joke about this question when aspiring HR professionals ask about where I went to school—I went overkill with HR education, mainly because I'm so passionate about it. I got my BBA at Simon Fraser University with a double major in HR and Marketing, signed up to take classes for my Certified Human Resources Professional (CHRP) certificate the Monday right after I completed my undergrad degree, and a few years later did my Masters in HR Management at York University.

You seriously don't need to do all that! But quite honestly the Masters in HRM program at York University was such an incredible program—I learned so much! Many of the professors are also HR consultants and I still refer to my program notes when dealing with situations with my clients. I still remember Dr. Doorey's advice about the importance of employment contracts, and Dr. Singh's advice about how to strategically compensate your top performers.

Describe your current work

What I love about my job now is that I get to be strategic and get a variety of projects. Exalt HR Consulting is an outsourced HR services provider. We partner with our clients and get ingrained in their work processes so they can focus on what they do best while we take care of all of their HR needs. The key benefit of partnering with Exalt is that our clients get access to a full-service HR team (our team of HR consultants brings a wealth of experience in different areas of HR), and these companies can access these HR resources on an as-needed, hourly basis.

We started this company because we found that there was a need in the market for flexible, outsourced HR solutions. There is a strong startup culture here in Vancouver and often it doesn't make sense for them to invest in a full-time in-house HR professional. For the price they would typically pay annually for an HR assistant, they get access to an entire team of seasoned HR professionals at Exalt instead, on an as-needed basis. We come in and assist with all of their hiring, employee contracts and manuals, compensation planning, training, onboarding, health and safety, employee feedback interviews and employee terminations so they can focus on growing their business. We also have very large established clients who want to execute on an HR project (such as a large hiring need) and need to get it done quickly and efficiently without adding too much strain on their existing team.

What is the best advice you can offer to aspiring HR professionals?

This is an exciting time to be in human resources. Now more than ever, HR professionals have earned that coveted seat in the boardroom and your advice makes a huge impact on the bottom line. 80 percent of most operating budgets are payroll—so you better make sure you're investing in that budget wisely!

**A MESSAGE FROM
UNDERGRADUATE
PROGRAM
DIRECTOR
PROFESSOR
SOUHA EZZEEDEN**



As Undergraduate Program Director, it is tremendously gratifying to observe the wealth of activities that our students have organized and participated in over the past year. The **Human Resource Students' Association (HRSA)** deserves much thanks for their hard work and commitment to truly enriching the student experience here at the School of HRM.

I congratulate both the current and outgoing executive teams of the **HRSA** for their outstanding accomplishments. As one of the most active student groups at York University, the HRSA's mandate is to contribute to the professional development of all Human Resource Management students. And they consistently achieve that mandate. By nurturing an academic and a social network among students and faculty, the HRSA helps build a sense of community. The HRSA also facilitates close interaction among its members, the general student population, industry professionals, faculty and alumni through a variety of career and social events.

The **HRSA conferences** have been huge successes every year. The aim of those conferences is to give our students the opportunity to connect with industry leaders. Last year's conference, organized by HRSA member and conference chair **Sado Ahmed**, was no exception! The conference, titled "**The Future of HR**", gave students ample opportunity to network with a range of industry leaders, all gathered under "one roof." Sado recruited leading-edge experts covering a diverse range of topics, including leadership development, law of work, gender, cultural diversity and employee engagement. In addition, our students gained key insights into the strategies and tools necessary for career success.

Much thanks to Sado, outgoing president Julianna Primiani and the entire HRSA team of 2017 for the extremely successful conference and for the many other wonderful events and workshops. We know that this year's HRSA team has been busy planning equally exciting and meaningful events for our students (a full report will be included in the next issue of *HR Edge!*).

Below is a listing of both the current and immediate past executive team members of the HRSA. If you are an undergrad student at SHRM, make sure to get in touch with the HRSA and get involved. You'll be glad you did!

Best wishes,
Souha

**2017 HRSA
Conference Chair:
Sado Ahmed**



**Current HRSA President:
Nika Arbabzadeh-
Broujeni**



**Current Executive Team
(2017-2018)**

- President**
Nika Arbabzadeh-Broujeni
- Social Media Director**
Jamie Lee
- Associate VP of Events**
Yalda Mirzay
- VP of Events**
Dominic Ong
- VP of Mentorship**
Nadishka Pereira
- VP of Communications**
Garishan Ravishankar
- Associate VP of Events**
Andrea Royce
- Vice President**
Ashvini Srikumar
- VP of Finance**
Luis Bridgeman
- Associate VP of Marketing**
Angeline Tan
- VP of Marketing**
Thanoora Yokarajah

Outgoing Executive Team

- President**
Julianna Primiani
- VP of Events**
Laith Zidan
- VP of Events**
Dhruvi Patel
- Director of Events**
Nika Arbabzadeh-Broujeni
- Conference Chair**
Sado Ahmed
- Conference Director**
Yalda Mirzay
- VP of Mentorship Program**
Simrat Randawa
- Director of Mentorship Program**
Ashvini Srikumar
- VP Communications**
Fizza Khalid
- Publications Director**
Garishan Ravishankar
- Web Director**
Hunain Amir
- VP of Sponsorship**
Omar Nur
- Finance Director**
Luis Bridgeman

Professor Parbudyal Singh honoured with distinguished award



Professor Parbudyal Singh was recently honoured with the Distinguished Human Resources Professional Award by the Human Resource Professionals Association (HRPA). The HRPA established this award to recognize academic scholars who have made exceptional contributions to the HR profession and who have surpassed the traditional standards of teaching excellence. Professor Singh's receipt of this award reflects his invaluable contributions to and assistance with advancing human resources through research, teaching, innovation and promotion of ideas, as well as his contributions to the broader community. Professor Singh is a founding member of York University's School of Human Resource Management, along with its undergraduate, masters and PhD programs.

Professor Singh (middle), with Acting CEO, HRPA Gary Monk and Board Chair, HRPA Karen Stone.

Congratulations to the outgoing HRSA executive team 2017



Welcome to our new faculty members Dr. Mark Podolsky and Dr. Kelly Pike



Dr. Mark Podolsky received his PhD in Human Resource Management and Organizational Behaviour from the DeGroote School of Business at McMaster University. He also holds an MBA (specialization in finance) from Wilfrid Laurier University and an HBMus in Performance (violin/viola) from the University of Western Ontario.

Mark's research focuses on situational constraints in the workplace, which includes the kinds of management practices and behavioural norms that can influence individual and group-level behaviours and outcomes, as well as methods of analysis of multi-level organizational situations. Mark's research also

explores the relationships between organizational strategy and HR practices, and seeks to develop valid and reliable methods to connect strategic outcomes to HR practices and the management of human capital.

With management experience in the financial sector and in arts organizations, Mark's research and teaching bring an understanding of many of the issues facing practitioners today. In addition to organizational research, Mark has a deep love of music, and was a tenured professional classical musician in one of Canada's leading symphony orchestras.



Dr. Kelly Pike earned a PhD. in Industrial and Labour Relations from Cornell University. She specializes in the role of worker voice and participation in the regulation of international labour standards, with a particular focus on the global garment industry in Sub-Saharan Africa.

Kelly's research contributes to the literature on regulating labour in global value chains. Her doctoral dissertation analyzes workers' perceptions of labour standards compliance in two global value chains in Lesotho's clothing industry, demonstrating how ownership nationality and end market influence these perceptions, and what are the repercussions of poor supervisor relations for labour standards compliance. In her current research she examines the relationship between multi-stakeholder initiatives

and compliance with labour standards, with particular interest in the role of industrial relations—trade unions, worker-management committees and other forums for activating worker voice.

In addition to her active research agenda, Kelly has spent time working as a consultant for both the International Labour Organization and the World Bank, reporting on working conditions in the garment industries in Lesotho and Kenya.

Kelly is also committed to teaching and mentoring students. She is particularly interested in teaching courses that align with her research interests and expertise, including Industrial Relations, Negotiations, and Qualitative Research Methods.

MHRM alumni updates and recent appointments

Saviz Azad

HR Specialist,
Radman Consulting Group

Kristle Bautista

Managing Partner,
Rethink HR International

John C.M. Cunningham

Human Resources
Consultant, Siemens

Anne Gibbs

Human Resources Generalist,
Magna International

Kelly Mawhinney

Partner, Transformation &
Human Capital Management
Consulting Group

Eric McCallum

Vice President, Human
Resources, Barrick Gold
Corporation

Helen Moustakas

HR Specialist,
Slalom Consulting

Harleen Rana

Consulting Manager – HR &
Change Management,
Accenture

Tracy Reid

Senior HR Business Partner,
The Hospital for Sick Children

Laura Saroop

Lecturer, Human Resource
Management at Pilon School
of Business

Jenna Sweiss

Senior HR Consultant, MNP

Natalia Vucina

HR Business Partner,
Ubisoft Toronto

Kurt Webster

Director HR-Canada,
RR Donnelley

Meet the staff of the School of Human Resource Management

Laura Colabufo

SHRM Administrative Assistant

Laura completed her Bachelor of Arts in Sociology in 1985 at York University and has been working full-time at York since 1986. Prior to taking her position in the School of Human Resource Management, Laura worked in a variety of offices at York, including: Finance, Financial Aid, Faculty of Pure and Applied Science and the Advising Centre in Faculty of Arts, Department of Anthropology. Working together with the Director of SHRM, Laura's role includes school policy planning, budget, student concerns and committee responsibilities.

Debbie Jamieson

SHRM Graduate Program Assistant

Debbie joined the staff of the School of Human Resource Management in 2001 as the Undergraduate Program Assistant. In 2004, upon the launch of the Graduate Program in HRM, she became the Graduate Program Assistant, a position she has held for the past 13 years. Over her remarkable 43-year career at York, Debbie has worked in numerous departments, including Media and Communications. She has been serving on the university's board of governors for the past five years.

Tanya Cora

SHRM Student Advisor

Tanya completed her Bachelor of Arts in English in 2004 at York University and has been working full-time at York since 2001. Tanya's previous positions in student services included: Admissions Staff Member, Graduate Program Assistant in the LLM program, Osgoode Hall, and Faculty of Arts and LA&PS Academic Advisor.

Iryna Goy

SHRM Undergraduate Program Secretary

Iryna graduated from York with a BA Honours in International Development Studies, and has been working at York

since 2013. Prior to joining our school, Iryna was at Schulich in the Accounting and Operations Management units.

Adriane Alexander **SHRM Undergraduate Program Secretary**

Adriane graduated from York University with a BA Honours in Psychology and has been working at York since 2016. Since that time, Adriane has worked in several departments within the Faculty of Liberal Arts & Professional Studies. Her most recent position was in the Philosophy Department prior to joining SHRM in 2017.

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team

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For more information, contact mhrm@yorku.ca or call 416.736.2100 ext. 66632

