

INSIDE THIS ISSUE

- 1** AODA Requirements Revisited
Salary Projections & Employment
- 3** Underestimating the “Overqualified”
- 4** Next Quarter

AODA 2012

Re-visiting what is required for 2012

As advised in previous editions of the *Sentinel*, the *Accessibility for Ontarians Act* (or “AODA”) continues to introduce new standards, the most recent of which came into effect for private sector companies (particularly those serving the public) at the beginning of this year on January 1, 2012.

Among other things, the “customer service standards” requires the establishment of policies, practices and procedures governing the provision of goods and services to persons with disabilities (ensuring you provide services to those who may be physically disabled, or who require the use of a service animal due to a visual impairment, as examples). The legislation requires that you have policies in place for the information of your employees and the public, and that you establish a process and a contact person for inquiries into your program. This will be expected from members of the public who may need assistance to access your facility, services or goods, or who require assistance communicating with your staff.

Please see *AODA* on page 2

Salary Projections & Employment, 2012

Mixed signals

Encouraging salary survey predictions for 2012 don’t necessarily square with the employment numbers being experienced across the country, and particularly in Ontario.

Average salary increases of 3 per cent are projected in the Province of Ontario for 2012, according to data from the 33rd annual *Canada Salary Increase Survey* by Aon Hewitt. The survey, conducted prior to the start of this year, had a response from 542 employers which represented more than 800,000 salaried employees across Canada.

Please see *EMPLOYMENT* on page 3



AODA from page 1

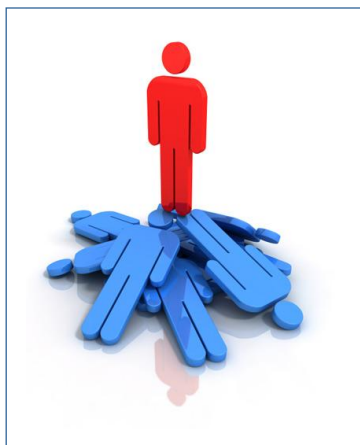
If you have a business with one or more employees which provides goods or services to the public, then AODA applies to you. New standards for 2012 include:

- Allowing people to use their own personal assistive devices to access goods and services.
- Taking into account a person's disability when communicating with them.
- Allowing the use of guide dogs or services animals in public areas.
- Permitting the use of a support person (where admission fees are charged, provide advanced notice on admission fees for support personnel).
- Training staff, volunteers, and any other people who interact with the public on your organization's behalf on how to assist people with disabilities.
- Establishing a process for providing and responding to feedback on your organization's accessibility.



In addition to the Customer Service Accessibility Standard, a number of updated requirements are also set out in the *Integrated Accessibility Regulation* that the Ontario Government enacted in June 2011. While the compliance timelines for these range from 2013 to 2016, it would be wise for your organization to begin addressing these issues now to avoid additional retrofitting costs later.

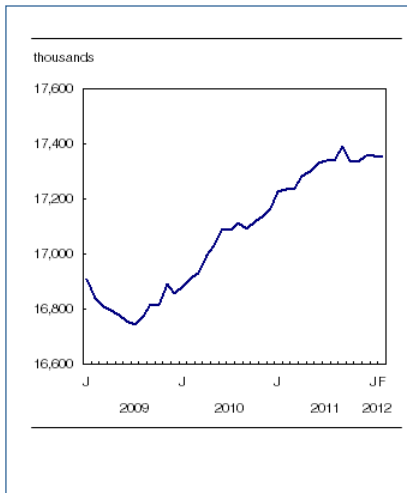
Keeping abreast of new AODA developments is a must as there will be several more requirements set out in the years ahead. For more details on AODA updates you may wish visit the Ontario government's website, <http://www.mcsc.gov.on.ca/en/mcsc/programs/accessibility> or, you may also want to review, <http://www.aodaalliance.org>.



Underestimating the Overqualified

In this economy, there is an unfortunate number of highly competent and qualified people looking for work. Some of these job seekers are having to look beyond their career path at opportunities that may be a step back, or perhaps in a different field entirely. In our practice, we have meet with, interviewed, and coordinated the hiring of several such individuals with success.

Please see *OVERQUALIFIED*, page 3

Employment from page 1

The projected 2012 increase is a slight improvement over actual 2011 salary increase of 2.7 per cent in Ontario. The average salary increase across Canada in 2011 was 2.9 per cent. Another positive trend is a reduction in pay freezes. In 2011, 2.7 per cent of Ontario employers froze salaries, while less than half a per cent expect to do so in 2012. In 2010, that number was 8.5 per cent, while it was 29.2 per cent in 2009. It has also been reported that of the few organizations which reported cutting salaries in 2011, two-thirds are planning to fully or partially restore that cut in 2012.

With that said, it remains to be seen if these predictions will hold out as the year progresses. Positive trends in mining and energy have not offset what continues to be terrible manufacturing numbers, particularly in Ontario which remains stalled in terms of real employment growth.

While there continues to be employment gains in Western Canada, that growth remains regionalized and overall employment in Canada has not budged since last summer, according to Statistics Canada's latest labour force survey. In this context it looks like the national employment market will remain little changed this year unless there is a spark or other impetus in the Ontario market that will support growth being realized elsewhere.

(graph source: Statistics Canada, 2012)

Overqualified, from page 3

However, many Employers still tend to be wary of such candidates, questioning their fit, or thinking they'll leave the moment a better opportunity comes along. While these are valid concerns, we are operating in a new kind of employment market and there are several benefits that come with hiring the overqualified. They can provide valuable mentorship to more junior members of your team; being more mature they tend to take their job seriously, thereby influencing other staff members to do the same; and, could potentially move into more responsible roles in your organization in the future. From a purely financial perspective hiring the well qualified makes sense, as you will be gaining an employee with more knowledge who will require minimal training at good value. From the employee's perspective, while their salary will be less than what they are used to, it could be an opportunity to re-establish their career with a good company and be in line for more senior roles with your organization down the road.

These days in particular, not every candidate is looking for the biggest pay cheque -- other factors come into play as well, such as stability, a better commute time, desirable culture/work environment, or personal growth potential. Don't be scared off by someone with an impressive resume or underestimate their loyalty. They could become a valuable member of your team.

SHRP presently has several pre-screened and highly qualified Professionals with experiences in Manufacturing, Engineering & Accounting. We also work extensively in the Mining and related Consulting Engineering sectors and presently have an exceptional Mining Engineer returning to Canada after significant work experience with the world's largest diversified mining company.

Next Quarter...



In our next quarter, we are expecting the release of our automated Performance Appraisal system to support Performance Management and Employee Evaluation processes. The online development of this tool has taken longer than we originally expected to get right, but we remain confident that once finalized, this will be an excellent resource for effective Performance Management.

While our Search and Recruiting practices remain very active, we also continue to expand the availability of Human Resources services at Client operations. This can range from providing HR-staff on-site directly, to 'remotely' providing advice, documentation or process support when you need it for a wide variety of needs (*Policy Manuals, Reference Verification, Employment Agreements, Salary Surveys, Job Descriptions / Evaluations to name a few*).

SHRP Offers a Comprehensive Service Approach

Some of our Service offerings include:

- > Recruiting, Search & Pre-Employment Testing
- > Performance Management Training
- > Human Resources Policy Development
- > Employee Handbooks
- > Job Descriptions & Job Evaluation Plans
- > Benefit Plan Design & Cost Containment
- > Salary Surveys & Compensation Planning
- > Communications & Recognition Programs
- > Performance Evaluations & Training
- > Outplacement Services
- > Personal Improvement Plans
- > Corrective Action / Discipline
- > HR Due Diligence: Business
- > Acquisition & Divestiture Support
- > Board Advisory Services
- > Employee Opinion/Engagement Surveys

Savino Human Resources Partners Limited

Bridgenorth, Ontario K0L 1H0
www.savinohrp.ca

Phone: 705-931-1680

E-mail: info@savinohrp.ca

We value your time. If you do not wish to be included on our mailing list please e-mail us anytime and include "Unsubscribe" in the subject-line of your email. We will remove your information promptly.

© 2012 - All content remains the Property of SHRP and may only be reproduced with written permission.