



Dialogue

FALL 2006

ASSOCIATION OF CANADIAN SEARCH EMPLOYMENT & STAFFING SERVICES

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From the President's Desk

IN THE conference issue of *Dialogue*, I identified my personal goal to rebuild and



revitalize our chapters. This will take time, but it is now happening and we are in contact with industry leaders who have given their time over the years and are prepared to be a part of our future. With the change in the way we all do business, and heavy reliance on electronic communication, the need to get together may not always seem as important as it did in the past. Nonetheless, I believe it is imperative that we have a point of contact in all regions.

Thanks. I would like to take this opportunity to thank and recognize a few members for their exceptional efforts on behalf of our industry. A little like the Oscars, please don't be offended if your name is not on this list – I truly appreciate the support each and every one of you give to ACSESS.

The Vancouver Conference could not have happened without the hands-on leadership of Hayley Lau, CPC from CTEW. Thank you Hayley.

At Conference 2006.....

The recognition of Manpower Alberta Franchise for their "extraordinary commit-

ment to, and genuine concern for, the community at large" is a tribute to the leadership of franchise owner – and long time ACSESS member – Audrey Luft. Audrey's son Byrne Luft accepted the Community Service Award at our May Gala dinner.

Bruce McAlpine, CPC, received the 2006 Leadership Award, and what better way to acknowledge an individual who has served as national president, chaired numerous committees, freely given of his time as a trainer and a speaker, and is always open to mentor others as they join our industry and our association.

Mary McIninch, received a standing ovation when she accepted a Special Recognition Award. Mary works tirelessly in her role as Manager of Government Relations and it's hard to think of a better ambassador for our Association.

On a day-to-day basis.....

Johanne Berry and Richard Dufour support Mary's efforts in defending our industry before the Quebec Government.

Steve Jones, Paul Christie, Kevin Dee and Jeremy Ingle are just four high-profile members who repeatedly step forward to address government initiatives.

Barbara Premdas is a classic example of a regional member

who listens and cares.

Kimberley Chesney serves on our board, heads the CPC committee and presents core modules as a trainer.

Our national directors have assumed office with an undertaking to lead our Association forward and I thank them all for their dedication and commitment of time and experience.

ROI or "What's in it for Me?" Like any business ACSESS must remain sensitive to changing demographics and consumer expectations.

In our daily lives we are often faced with the ultimate business question, "what is the return on investment?" I submit that an association should be no different, and with this in mind we will continue to review and refine our goals and vision statement; and will seek your feedback at every opportunity.

I look forward to seeing you soon, and thank you again for your support of our National Association.

Hilary King
ACSESS National President

PLEASE CIRCULATE

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Message from the Executive Director

By Amanda Curtis, CAE,
Executive Director

IT'S HARD TO BELIEVE that four months have passed since our Conference in May, and I hope every one of you was able to take some time during this period to relax and enjoy the all too brief Canadian summer.



Like the staffing industry, ACSESS has not slowed down during the summer months. The following is a summary of activities from the visit to Vancouver – and thank you again to our West Coast members for the warm welcome we received – to a National Board Meeting on September 28.

We continue to look at ways in which to enhance service delivery to the various sub-sectors of our industry. Leaders of international companies and professional search firms both held meetings in May and June enabling the sharing of ideas between members with like interests. The challenge now is to bring Special Interest Group offerings to regions across Canada. We hope that the recently released surveys will help us to move forward and achieve this goal.

In the government relations arena, Mary McNinch has continued her outstanding efforts on behalf of our industry and our members. A detailed submission was prepared and presented to the Ontario Ministry of Labour on WSIB IT Contractor Status, and in June, ACSESS and the National Association of Computer Consulting Businesses (NACCB) joined to meet with the Ministry. In August, Mary visited Alberta and was successful in convincing senior officials of the Workers Compensation Board that a health and safety initiative be launched through ACSESS. Nova Scotia supplements to the Staffing Industry Health

& Safety Guide (2004) were completed. In Quebec a tremendous amount of work by Montreal members and Mary is gaining results on CSST issues and the Bernier Committee. Lastly, the surprise release of the PWGSC Temporary Help

“...we are commencing a process designed to tell our industry’s story to key decision-makers and to develop credible relationships.”

Services Standing Offer in late June demanded timely and ongoing attention.

For further detail on government relations activities, refer to page 7 or visit www.acsess.org/GOVERNMENT/legislative2006.asp.

ACSESS has also been considering our profile at an international level and on September 27 and 28, Joel Biller of Manpower North America and elected President of CIETT (the International

Confederation of Private Employment Agencies) will be discussing the value this European-based organization brings to our industry worldwide.

Industry Advocacy and Association Branding has become a prime goal and focus of ACSESS. With the development of a “lobby kit” and new collateral, we are commencing a process designed to tell our industry’s story to key decision-makers and to develop credible relationships. Tangible results will not happen immediately; however, with consistent and compelling messaging we look forward to seeing positive results over a period of time. In the meantime, we have been pleased with the many contacts received, and coverage by, members of the French media, and by the publication of Letters to the Editor in English language newspapers. While the latter are all too often as a result of negative industry coverage, there is an old adage “no press is bad press” and the fact that

continued on page 3



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**Heather Cox, President
Heather Cox and Associates**



continued from page 2

our rebuttals were published is, indeed, good news.

Education and Industry Awareness must also remain at the forefront of ACSESS service delivery. The re-launch of our Canadian Certified Personnel Consultant (CPC) program was delayed beyond the original target date. Nonetheless, the wait has been worthwhile. Many members have submitted exemption requests, and those who attended three modules offered in August provided very positive feedback. To quote just two members: "I was so inspired by the knowledge gained. These courses are a great thing and I look forward to the next modules."....."I just wanted to send you a quick email to let you know how outstanding I found each module to be. Even though I have been in the industry for a while, it was interesting for me to hear new ideas and techniques on how to handle specific situations."

The National Challenge Exam has been established, planning is underway to offer all five core modules in the GTA in the late fall as well as mounting sessions in points across Canada based on your demand.

An update on Privacy Laws has been prepared and CDs are now available to members across Canada. This effort is in partnership with Toronto lawyer Fazila Nurani who authored our 2003 Privacy Manual and has worked closely with a number of staffing firms. This area is, of course, of particular interest to those focusing on direct-hire and professional search.

Lastly, ACSESS continues to build on value-added discount services. An insert into this newsletter shows the menu of services available through Venngo; and others also continue to offer preferred rates to ASCESS members.

I am confident that in the 2007 year ACSESS will continue to build on the services offered to our various constituents. Whether you are a long time member or a newer member, a multi-national firm or a small niche operator, an owner or a specialist, we encourage you to become involved and look forward to hearing from you.□

Welcome, New Members

SINCE the last issue of Dialogue, the following companies have joined ACSESS. If you see their representative at upcoming ACSESS functions, please be sure to welcome them.

A.L. ANDREWS, Toronto
BERESFORD BLAKE THOMAS LTD., Toronto
BEVERTEC, Cst. Inc, Mississauga
BRAINHUNTER INC., Toronto
CTS NORTH AMERICA, Kincardine
ERP STAFFING SOLUTIONS, Brampton
EXPERT RECRUITERS, Vancouver
FOREFRONT FUTURES RECRUITMENT, Toronto
GESTION DE PERSONNEL 10-04 INC., St. Hubert
GMP TRAINING & STAFFING SOLUTIONS INC., Brampton
GROUPE CONSEIL PROGESCO INC., Victoriaville
HOUSTON RECRUITING SERVICES INC., Winnipeg
I&D MANAGEMENT SERVICES LTD., Yellowknife
IFG – INTERNATIONAL FINANCIAL GROUP, Toronto
KENT LEGAL PERSONNEL LTD., Toronto
LUCASWORKS!, Windsor
MARR RAY GROUP, Mississauga
MATRIX SEARCH GROUP, Toronto
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SPIRIT STAFFING & CONSULTING, Edmonton
STAFF PLUS, North York
TALENT PERMANENT, Quebec
TEAMRECRUITER.COM INC., Thornhill
THE AGENCY EMPLOYMENT SERVICES INC., Listowel
VASIMAKHTAR SHAIKH, Toronto
W5 STAFFING INC., Markham

ACSESS would also like to welcome our new Affiliate members. Please visit our website at www.acsess.org to see how their services can assist you.

FIND A JOB CANADA, Calgary
JOB-BORN SOLUTIONS, South Walsingham
TALCURA CORPORATION, Toronto

A Privacy Complaint is a Real Risk for a Staffing Firm — What are You Doing to Prevent It?

By Fazila Nurani,
B.A.Sc. (E.Eng.), LL.B.

WITH PUBLIC CONCERNS about privacy on the rise, and since the media



focuses a great deal of attention on privacy and data security breaches, it's critical for staffing firms to be aware of their privacy compliance obligations.

Private sector privacy legislation has been in force across Canada since January 2004. The federal *Personal Information Protection and Electronic Documents Act* ("PIPEDA") applies to staffing firms in provinces such as Ontario, whereas provincial privacy laws apply to the collection, use and disclosure of candidates' personal information in B.C., Alberta and Quebec.

The privacy laws in Canada incorporate the 10 fundamental data protection principles of the CSA *Model Code for the Protection of Personal Information*. Detailed information about the Code can be found in the Federal Pri-

vacancy Commissioner's PIPEDA E-kit for Businesses (www.privcom.gc.ca/ekit/ekit_e.asp). The kit includes a useful document entitled *Your Privacy Responsibilities: A Guide for Businesses and Organizations*.

When staffing firms attempt to apply the 10 principles to their business, numerous questions arise. For example, the "Limiting Collection" principle requires that an organization not collect more information than is reasonably necessary for the purposes identified by the staffing firm. What's "reasonable?" How detailed does the staffing firm need to be when identifying their purposes of collection? The legislation also gives candidates a right of access to records containing personal information about them. The exact scope of what's accessible is important to determine, particularly when dealing with a disgruntled candidate. Many staffing firms find the principle of "Obtaining Consent" most challenging. What form of consent is acceptable? When can the candidate's consent be implied?

With the privacy cases and the published decisions of the privacy commissioners in Canada, we are now better able to answer many of these questions. It is clear that staffing firms need to err on the side of caution and be extremely open with candidates about their practices.

Steps to Achieving Privacy Compliance

1. Conduct a Privacy Assessment. Review current personal information holdings and information-handling practices, including how personal information is collected, for what it is used, and to whom it is disclosed.

2. Gap Analysis. Determine where current information-handling practices fall short of privacy law requirements, in order to assess the non-compliance risks. External legal advice may be helpful at this stage.

3. Implement Changes. A number of initiatives may be identified to better protect personal information. For example, data retention practices may be revisited,



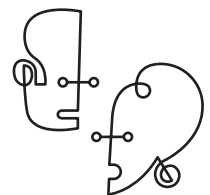
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consent language may be revised, and new on-site safeguards may be instituted to better protect personal information.

4. **Develop a Privacy Policy.** The policy should detail how the staffing firm complies with the principles of the CSA Model Code.

5. **Train Staff.** Ensure that everyone understands and complies with the policy. This step is critical – it only takes one innocent mistake for a privacy complaint and investigation to ensue.

6. **Regular Review.** Ensure that the privacy policy is a living document that is reviewed and revised as appropriate on a regular basis. Also, ensure staff is refreshed about their obligations when handling personal information.

Under PIPEDA, upon receiving a complaint, the Federal Privacy Commissioner is obligated to conduct an investigation and issue a report of findings and recommendations. A complainant can further apply to the Federal Court for any damages suffered. Some provincial privacy commissioners also have order making powers that can be used to force organizations to change their information-handling practices. The negative publicity involved in being subject to an investigation should in and of itself encourage staffing firms to be proactive about compliance with privacy laws. Demonstrating a commitment to protecting personal information creates goodwill, and is also a competitive advantage, as companies look to engaging staffing firms that handle personal information responsibly in today's privacy-conscious environment.

ACSESS, in partnership with PrivaTech Consulting, have released a privacy CD for the staffing industry in October. The CD provides staffing firms with the critical information they need to better understand and implement privacy best practices, such as a privacy assessment questionnaire; sample policies and consent forms; contractual language for the protection of privacy that can be used when engaging service providers; and many other useful tools. The CD is now available online at the ACSESS website (www.acsess.org) or call 905-826-6869/1-800-232-4962 to reserve a copy. □

Fazila Nurani is a lawyer by profession and the President and Founder of PrivaTech Consulting (www.privatech.ca). PrivaTech specializes in advising organizations on compliance with Canadian privacy laws and working with

the public and private sectors to proactively manage and mitigate privacy risks. Fazila has provided privacy legal and consulting services to numerous staffing firms. PrivaTech also publishes PrivaTalk, a leading monthly privacy newsletter.

Efficiency vs. Effectiveness

Reproduced with the kind permission of Harold Taylor, who conducts time management training programs for businesses throughout North America. Visit his website at www.taylorintime.com.

MOST PEOPLE are familiar with the distinction between efficiency and effectiveness. The most frequently used differentiation is that efficiency is doing something in the best possible way, while effectiveness is doing the best possible thing. But too many people emphasize the importance of effectiveness while downplaying the importance of efficiency. Both are important.

Effectiveness involves having a vision or mission, goals compatible with that vision, and a plan of action to achieve those goals or objectives. But efficiency is necessary to carry out the step-by-step action plan in the most economical, expedient way with a resultant quality consistent with the goal. A goal and plan are useless if the job never gets done. Efficiency cuts through procrastination, perfectionism and inertia, and converts a plan into action. Efficiency minimizes delays, interruptions, distractions and ensures that results are obtained.

Efficiency and effectiveness work in tandem; one is useless without the other. Without effectiveness, we lack direction, drift away from the priorities, and become busy without accomplishing the 20% of the tasks which represent 80% of the value. On the other hand, without efficiency we experience the frustration of knowing exactly where we want to go, but see little progress in that direction. It's a two steps forward and one step backwards process.

Effectiveness has an eye to the future while efficiency deals with the here and now. A manager who is effective, sets goals, plans, organizes, directs, controls and innovates. The one who is efficient conducts the "doing" portion of his or her job with a minimum of interruptions, idle time, procrastination, indecision, perfectionism, and wasted effort.

Efficiency looks at the process through a microscope, analyzing every

detail of the jobs to eliminate, simplify, combine, or improve segments of them so the total process can be accomplished in

a minimum of time at minimum cost with minimum effort. Effectiveness looks at a process through a wide-angle lens, observing how it affects the productivity of the other processes, how it contributes to the goals of the organization and how it impacts the bottom line.

Efficiency studies may lead to an improvement in a process or job. Effectiveness studies may serve to eliminate it. Although both are important, effectiveness studies should come first, since there's little point in improving something that may later be eliminated. Never underestimate the importance of efficiency; but never strive for efficiency at the expense of effectiveness.

The higher the level in the organization, the more time a manager must spend managing, and less time actually doing. Therefore, effectiveness becomes more essential at higher levels in the organization, while efficiency is critical at the staff level. But even a CEO has a certain amount of doing and limited time for its accomplishment. Efficiency never loses its importance. □

"Efficiency and effectiveness work in tandem; one is useless without the other."

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A Summary of ACSESS Government Relations New Initiatives: Fall 2006

By Mary McIninch, B.A., LL.B., Manager, Government Relations, ACSESS

Alberta

Your national industry association – The Association of Canadian Search, Employment and Staffing Services (ACSESS), in partnership with Alberta Workplace Health and Safety (WHS), Alberta Workplace Innovation and Continuous Improvement (WICI), and the Alberta Workers Compensation Board (WCB), will be hosting back-to-back meetings in Edmonton and Calgary this coming October, 2006 to discuss our plans for the implementation of an industry safety group program. While the invitation to this initial meeting will be extended to all firms in the staffing services industry, our intention is to make this program exclusive to ACSESS members.

Building on our tremendous success in Ontario, our goal in the province of Alberta is to see a significant reduction in the number of lost time injuries and a decrease in WCB rates for industry. We have accomplished both over the course of the past five years in the province of Ontario where, as a result of the notable reduction of injuries, rates have decreased by 15%. This came as a result of our membership working together, networking, and sharing their knowledge and experience in addressing some of the health and safety issues and challenges unique to the staffing services industry.

Presentations and discussions will be held on:

- The development of best practices to assist staffing firms in the province of Alberta;
- WCB Claims Management;
- The formation of an Industry Safety Group for 2007 – quarterly meetings will be held with employers to discuss industry challenges, share policies and procedures and promote best practices

– will include a presentation(s) from senior management representatives who have participated and benefited from their participation in the Ontario Safety Groups Program.

Quebec

The Quebec Ministry of Labour, recognizing the important role our members play as employers in the province, see tremendous value in partnering with ACSESS to educate government agencies, employees in the industry, and the public at large on the rights and obligations of employers in the staffing industry. It recognizes the importance of ACSESS' educational role and in ensuring correct messages are communicated. A communications campaign will be launched in 2007 to educate and

promote the importance of the staffing services industry in Quebec.

ACSESS and L'Ordre des CRIA (Quebec HR Association) to host Staffing Industry Conference on March 1, 2007, Montreal, QC

We are very pleased to announce that a partnership has been formed and we are now in the process of finalizing arrangements for a joint conference to be held on March 1, 2007, in Montreal. This conference in partnership with L'Ordre des CRHA et CRIA du Québec (www.orhri.org) will offer ACSESS members a tremendous opportunity to promote their services. Sponsorship opportunities will be available. Promotional materials will be released to all members over the course of the coming months. □

Level 1 Certification Recipients

Since May 2006, the following have been certified:

JASON BEATTIE, Trans-United Consultants Ltd.
JULIE BOULIANE, The People Bank
CHANTAL BRASSARD, Trans-Logic Executive Search
VAL BROCHNER, Hunt Personnel
KRISTY CRUIKSHANK, Hunt Personnel
KELLIE DOIRON, Advantage Personnel
SHARON EARLE, Advantage Personnel Ltd.
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DOROTHY PRIOR, Eagle Professional Resources
KRISTIN RICKETT, About Staffing Inc.
JASON SEUNARINE, Advantage Personnel Ltd.
JOSEF STETTER, Forefront Future Recruitment Specialists
LINDSAY TOUGAS, The People Bank
TONY TROIANO, Bilingual Source

Conference 2006



Steve Jones congratulates Mary McIninch on her Special Recognition award.



Maureen Curtis accepts the Leadership Award on behalf of Bruce McAlpine.



Conference's opening reception draws members to the exhibit area.



The U.S. contingent.



(From left) Executive members Paul Christie, Chris Roach, Hilary King and Charles Fraser pose before the gala dinner.



Bryne Luft accepts the ACSESS Community Services Award on behalf of the Manpower, Alberta Franchise.