



# Dialogue

SPRING 2007

ASSOCIATION OF CANADIAN SEARCH EMPLOYMENT & STAFFING SERVICES

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## Message from the President

By Chris Roach, CPC

IT IS A PRIVILEGE to be serving as the tenth national president of ACSESS, and although my term has only just begun I give you my assurance that I am committed to doing the best I can and spending the time it takes to lead ACSESS forward. I appreciate the dedication of the great team of members who have stepped forward for the 2007-2008 term and look forward to working closely with each one of them.

ACSESS became a legal entity in January of 1998. Those of you who were involved at the time will remember that this resulted from a report and recommendations prepared by a Coalition Committee comprised of members from the Association for Professional Placement Agencies and Consultants (APPAC) and the Employment and Staffing Services Association of Canada (ESSAC). The slogan adopted by this Committee recognizes the positive elements of bringing together two already established staffing associations and the development of key objectives. "Building on the Best of Both" recognized the training emphasis of APPAC and government relations emphasis of ESSAC as well as other services.

In early 1998 our board of

the time was in a position not dissimilar to a recently elected Government. The support of our two memberships in that first year was outstanding and exceeded expectations – we had made the promises, we had the vote, and now we had to deliver!

Today, ACSESS still recognizes the diverse needs, interests and expectations of our membership. The fact that we now serve several sub-sectors of an increasingly complex industry has presented its share of challenges as well as offering many successes. I am delighted to report that on May 14, 2007, a full day facilitated Strategic Planning Session will be held to again review our mission, vision and key deliverables. Our last Plan was developed in 2002, and we will report to members on the outcome of the 2007 session. Goals and service expectations will be made clear, and input and feedback will be actively encouraged from you all.

One of the drivers of this in-depth planning session has been feedback from our Special Interest Groups. Established in 2005, SIG's are designed to offer a forum for owners and managers of like-minded staff-

ing firms to discuss opportunities and concerns. While there continues to be room for development, early SIG meetings have achieved this goal.

As an association ACSESS has to be responsive to full service staffing firms both large and small, professional search/permanent placement firms, those focusing on IT, and multi-national firms, along with adding



the unique geography of Canada into the mix. A personal goal of mine is to revitalize and open the communication with ACSESS chapters. This is a pivotal area of service – and for many members their local chapter is seen to be the principle reason for joining. I started my active volunteerism with ACSESS in the Toronto chapter and hope I can bring the value of this experience to others.

Going back to the educational and government relations mandates ACSESS

*continued on page 2*

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*PRESIDENT continued from page 1*

inherited from its predecessor associations our accomplishments in recent years are encouraging.

We have maintained an active, responsive and successful government relations program. The initiatives addressed are myriad, and current files include but are not limited to the following:

Quebec Ministry of Labour on the Bernier Report ... Private Member's Bill 161 – An Act Protecting Vulnerable Workers (Employment Agencies Act) 2006 ... Bill C267 – An Act to Amend the Canada Labour Code ... Public Works & Government Services Canada – Government Temporary Help Services Advisory Committee to review procurement processes ... ACSESS/NACCB joint presentations on Guidelines for Determining the Status of IT Specialists engaged by Supply of Labour Firms ... Vendor of Record (Ontario Government) Consultations ... WSIB/WCB initiatives in Ontario, Alberta and British Columbia ... Employment Standards Act and the Ontario High Risk Initiative.

The success of the ACSESS Ontario Health & Safety Group has been outstanding. Congratulations to our member firms – and please note you have to be an ACSESS member to participate – on their continued commitment to raising the bar on safety practices within our industry. This collaborative effort with the Workers Safety and Insurance Board is ongoing, and ACSESS has recently become involved in a consultation

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**“There are exciting times ahead for our industry...”**

process for the [proposed] program, *Accreditation for Ontario Workplaces*.

ACSESS is also working closely with the Alberta Government on safety practices. In response to the Alberta Health & Safety Targeted Employer Program, a small group of members is meeting regularly with a cross section of government representatives to develop industry practices. A separate – yet parallel – initiative underway is quite likely to result in ACSESS being accepted as a Partner in the Alberta Health & Safety Program.

On the professional education side, a completely re-vamped Certified Personnel Consultant (CPC) process was rolled out during the 2005–2006 years. The new introductory Level 1 Test offers – for the first time – a basic reference tool for new entrants into our industry. This has been a resounding success with over 100 individuals completing the on-line test.

The five core CPC modules have been very well received by all those who have participated. Based on demand, these half-day sessions are now being offered in points across Canada, and members are also invited to step forward and become instructors. It is important to note that the materials – prepared by The Professors Group at Sheridan College – form the basis of all sessions in order to maintain the same quality of content in all areas.

Sincere congratulations are extended to the 29 candidates who have received the CPC designation since the first writing of the revised national exam in December 2006 (see page 13). This brings the number of ACSESS members entitled to use the CPC designation in Canada to 232, and the total complement who have qualified since the program was introduced by APPAC to 450.

Our top priority now is to significantly increase recognition of ACSESS and the impact we make as an advocate for the staffing industry. At the beginning of the year NPR (NATIONAL Public Relations) was retained as the ACSESS PR company. We already enjoy a strong and results-

oriented relationship with NPR in Quebec, and are confident that the upcoming planning session will provide the guidance NPR needs to be truly effective in representing our industry across Canada.

Over the course of the next few weeks, ACSESS will be offering a Spring Symposium with content designed to draw members from various regions, two webinars and a number of chapter events. In 2008 a 10th Anniversary Conference will offer a bold and exciting program designed to bring an unprecedented number of participants together.

The programs and services mentioned in this article, as well as those planned for the future, require a strong team of staff and elected leaders. To be truly effective we must have the resources in place to develop and deliver these services and with this in mind a mandate has been established to enhance our management team.

There are exciting times ahead for our industry as we play a major role in the competitive war for global talent within Canadian organizations. Our companies are having to change to keep up with the times, and I believe that ACSESS will continue to be an integral part of our businesses.

In closing, my thanks go to the nine presidents – and the companies that supported them – who have preceded me in this position. Each one of you brought your own vision and values and offered a personal touch that has made ACSESS what it is today, and set the stage for the future. □

### **Kudos to ACSESS National Presidents**

- 1998 – Karen Mugford
- 1999–2000 – Gil Rosen
- 2000–2001 – Chantal Haas, CPC
- 2001–2002 – Bruce McAlpine, CPC
- 2002–2003 – Steve Jones, CPC
- 2003–2004 – Yvan Michon, CPC
- 2004–2005 – Kevin Dee, CPC
- 2005–2006 – Paul Christie, CPC
- 2006–2007 – Hilary King



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# Quick Tips from Three Experts

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## 3 Simple Words

By Jeff Mowatt

Often providing better service isn't a matter of doing more for others – it's a matter of being *perceived* by others as doing more. Here's an easy method. When you return a phone call, begin the conversation by pointing it out. "Hi, Jane. It's Karen *returning your call.*" Saying that you're returning their call heightens their awareness that you're a professional responding to their needs. It also motivates them to value your time and get straight to the point. Not bad results for saying 3 simple words.

Jeff Mowatt is the author of *Becoming a Service Icon in 90 Minutes a Month. A customer service strategist and professional speaker, Jeff's focus is, "The Art of*

*Client Service... Influence with Ease®.* For tips, self-study kits, and information visit [www.jeffmowatt.com](http://www.jeffmowatt.com).

## Simple Ways to Save Time

By Harold Taylor, President, Harold Taylor Time Consultants Limited

There are many ways to maximize the effective utilization of time, such as set goals, plan your day, schedule your tasks, delegate and organize your work area. But there are many other simple ways that you should not overlook. Here are five of them..

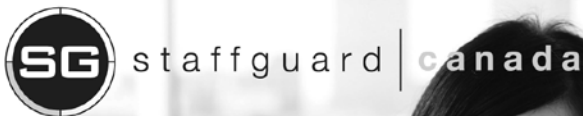
1. Don't rush. People who don't have the time to do something right always seem to have the time to do it over again. Mistakes occur more frequently when a job is done in a hurry. Take the time to do it right in the first place. If you can't get everything done, at least get the most important things

done right.

2. If in doubt, ask. Inadequate communications is a sinkhole for time. Don't bluff, ask. Get your pride from a job well done, not from being able to guess what's required. Asking is faster than trying to piece together fractured communications. You are respected for your accomplishments, not your silence.

3. Write it down. Writing things down does not mean you are circumventing your memory – you are simply helping it to do its job. We all need reminders to prevent a myriad of essential tasks from dying of neglect. The pen is mightier than the sword – and it writes better.

4. Avoid stress. Recognize you can't do everything or be all things to all people. Be organized, effective and efficient; but don't go on a guilt trip just because you can't do the impossible. It's not the stressful environment, but your reaction



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to it, that does the damage. Your health should be your number one priority. Without it you're of little use to anyone.

5. Respect the time of others. If everyone treated others as they themselves would like to be treated, there wouldn't be the unnecessary personal interruptions, telephone calls, electronic messages and correspondence that most people are experiencing. Accumulate your questions, concerns and assignments and interrupt others less frequently.

### Polishing Your Presentation Skills

By Estienne de Beer

The diversity of opinions today in the workplace, which are often controversial, has increased the need for presentations. People need to voice their views to function well at work. For some four thousand years, public speaking has been the key in building and keeping a democratic society and way of life. Aristotle said "a speaker needs three qualities – good sense, good character, and goodwill toward his hearers."

Presenters usually fall into one of four categories. Do you perhaps recognize yourself?

*The Avoider* does everything possible to avoid facing an audience. In some cases, avoiders seek careers that do not involve delivering presentations.

*The Resister* becomes fearful when asked to speak. This fear may be overwhelming. Resisters may not love to deliver presentations, but they have no choice. When they speak, they do so with great reluctance.

*The Acceptor* can do presentations but is not that enthusiastic to do them. Acceptors occasionally give presentations and feel good about them. Quite often these presentations can be quite persuasive and satisfying.

*The Seeker* always looks for opportunities to speak. Seekers understand that anxiety can be a stimulant that fuels enthusiasm during presentations. Seekers work hard at building their professional communication skills and self-confidence by trying to present often, despite anxiety.

Big corporations and small organizations alike need people who are suc-

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**"For some four thousand years, public speaking has been the key in building and keeping a democratic society and way of life."**

cessful presenters, both internally and externally. For example, if salespeople cannot present their services or products with a convincing sales pitch, then fewer customers and clients will choose to buy from their organization.

The bottom line is this: Whichever road you take, you will encounter instances that require you to deliver presentations. This begs the obvious question – will you avoid, resist, accept or seek?

*Estienne de Beer is a Professional Speaker and Presentation Skills Coach. He is the author of the book Boosting Your Career – Tips From Top Executives. To receive his free personal development newsletter or to browse e-books for your success, visit his website at [www.leader2leaders.com](http://www.leader2leaders.com).*

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# ACSESS Exchange

By Amanda Curtis, CAE,  
Executive Director

IT HAS BEEN a hectic four months, with ACSESS responding to several new government initiatives, calls from the press, necessary web enhancements, program planning including the introduction of web-based presentations, and very active interest in the CPC sessions.



During this same period we have followed up with all members who had not yet renewed their ACSESS membership. Personal phone calls were a part of this process and we thank those of you with whom we spoke for your candid and helpful feedback. 92% of member companies have renewed for the 2007 year. *Thank you all for this tremendous support!*

A short web-based exit survey has been developed and we are hopeful that those who did not choose to renew will help us to improve the ROI by sharing their reasons – and perhaps come back in the future.

The national elections also took

place, and ACSESS national office staff is looking forward to working with these directors. A warm welcome is extended to first time ACSESS directors Mark Peapell (Halifax) and Randy Upright (Calgary).

Chris Roach in his first President's Message has provided an update on many of our activities. Therefore, this column will briefly comment on the most frequent questions posed to staff and our exchange of information with members. In no particular order, these are:

## Ontario Private Member's Bill 161 and Related Coverage

There can be little doubt that Mr. Vic Dhillon (MPP) drew attention to the plight of the "vulnerable workforce" when he introduced his Bill to license employment agencies and temporary staffing firms. Including this platform in their ongoing "War on Poverty" series, *The Toronto Star* together with *Canadian HR Reporter* and U.S.-based *Staffing Industry Reporter* contacted ACSESS for comment. Calls were also received from the American Staffing Association, major U.S. companies and ACSESS mem-

bers from across Canada.

ACSESS has met with the Ministry of Labour and Mr. Dhillon's staff, we have appeared at Public Hearings, and we have filed an ACSESS discussion paper. Although presentations take a different approach, ACSESS along with Mr. Dhillon and workers' rights groups are now in agreement that the proposed Act does not meet its objective to protect vulnerable workers. Action is necessary to enforce Labour Standards and to stop the unacceptable treatment of workers by disreputable companies. The following is a quote from the ACSESS presentation to Standing Committee members on May 3:

"ACSESS supports rigorous enforcement of current Legislation – as well as continuation of Employment Standards Branch safety initiatives...to focus on employers who are in breach of legislation.

"ACSESS supports finding solutions if there are gaps in the ESA.

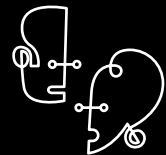
"ACSESS will support improved communication with employers and employees.

"ACSESS is in favour of self-regulation or licensing for permanent placement agencies [only] if it is carefully crafted and meaningful."

To review the ACSESS position paper along with others visit [www.acsess.org](http://www.acsess.org).



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## Employment Agency Fee Prohibition

This subject has been raised by the press and government in Alberta and responses submitted, and it was also included in ACSESS comments on Ontario Bill 161. We have continued to reiterate that the charging of fees to candidates is unacceptable to our industry, noting this is stated in the ACSESS Code of Ethics.

"ACSESS does not condone *any firm* – not just a staffing firm – charging fees to individuals seeking employment and believes this should be covered in Employment Standards."

## Quebec

We continue to respond to Quebec members, and work very closely with the Ministry of Labour and will be meeting with the new Liberal Minister of Labour and Employment to update government on the status of ongoing files. We look forward to maintaining open dialogue with government agencies in the province and will be providing members with a detailed update on the  
*continued on page 8*

# ACSESS Welcomes the Following New Members

*WE LOOK FORWARD to meeting many of you at association events.*

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status of all provincial files at our upcoming seminar, scheduled for June 11 in Montreal.

### **Level 1 On-Line Test and CPC Sessions**

Many members call us wanting to discuss how the on-line test works, when the next CPC modules will be held, and their eligibility to receive exemptions. We welcome these calls and will continue to assist in whatever way we can.

### **First Right of Referral**

Like ethics cases, guidelines seem to vary according to economic conditions,

and in the current positive market this is a very common call. There is often no black and white answer; however, the guideline posted on the ACSESS web site [www.acsess.org/ABOUT/acsessguidelines.asp](http://www.acsess.org/ABOUT/acsessguidelines.asp) has been helpful to both member firms and their clients. Refer also to the article written by Bruce McAlpine on page 11.

### **Public Holidays**

Always a question in our industry, ACSESS receives regular inquiries regarding temporary workers' eligibility for statutory holiday pay. These questions apply to all provincial jurisdictions. In Ontario, ACSESS worked with the Minis-

try of Labour following introduction of the new ESA in 2001 and the resulting *industry recommendations* are available at [www.acsess.org/ABOUT/recommendations.asp](http://www.acsess.org/ABOUT/recommendations.asp).

### **Ontario Employment Standards Branch Inspections**

The Ontario High Risk initiative introduced in 2004 when the restaurant industry was targeted, and on which we have previously reported, continues to stimulate questions from Ontario and provinces across Canada. To re-cap, the focus of this initiative has recently been on temporary staffing firms. It is understood that as many as 300 inspections have taken place, and early indicators are that the infractions identified have principally been administrative in nature. For example, the posting of a required sign in too small a type face is unlikely to have a negative impact on the safety of workers. Some calls and emails received by ACSESS have cited situations wherein it is difficult for our industry to comply – because Standards do not anticipate that employees will be situated at a location other than the employer's workplace. These points will be explored in open dialogue with the Ministry of Labour. *A summary of industry audits and findings will be presented at the Spring Symposium on May 30.*

### **Temporary Foreign Workers**

Regional employment issues, legal obligations of the employer, and the limitations of a third party agency which is not considered the "employer of record" when bringing in temporary foreign workers are topics that are constantly in the media. Members from B.C., Alberta and Ontario have raised this issue with ACSESS and we will consider a lobby position to address and bring clarity to questions raised.

Your ongoing exchange of information on challenges, experiences and successes are encouraged, and we will continue to share this information with all members in as timely a manner as possible. We look forward to hearing from you and thank you again for being a part of ACSESS. □

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## **Introducing ACSESS Directors**

*ACSESS is governed by a National Board of Directors representing a broad cross-section of the industry, and from geographical centers across Canada. The ACSESS National Board, 2007–2008:*

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CHRIS ROACH, CPC, President, Cadre, Mississauga

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SANDRA HOKANSSON, President & Country Manager, Adecco Employment Services Ltd., Toronto

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HAYLEY LAU, CPC, Group Director, C.T.E.W. Executive Personnel Search, Vancouver

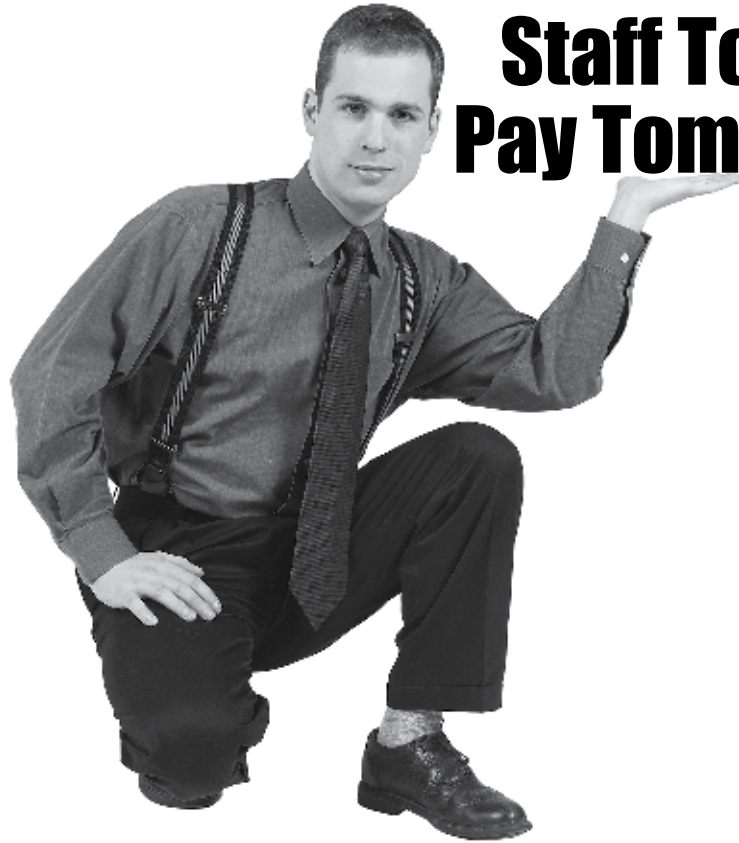
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# Adequate Capitalization = Maximum Equity

By Marty Orenstein, CEO,  
Funding Fantics®

SHORT AND SWEET, what is the ultimate goal of every staffing company entrepreneur? To one day sell his/her business for the highest possible multiple! Sure there are other gratifying points along the way; watching the business grow, developing a fine reputation in the marketplace, enhancing the concept of outsourcing, contributing to the business community, etc. These are all positive factors, however, they don't equal the value of constantly building your valuable equity.

Restrictions on doing the optimal amount of business due to a lack of adequate capitalization is therefore inexcusable in today's staffing arena. Your constant recruiting challenge is pressing enough. There is no reason to be weighed down by any other factor as you strive to optimize the equity development of your company.

Traditional bankers in Canada and the U.S. are often hard pressed to keep pace with the growing financial needs of staffing firms as they are held "captive" with ever changing stringent formulas. The alternatives are asset based lenders, factoring and funding companies that fully understand the cash in-

tensive requirements of our industry and can properly interpret the financial statements that you provide. Locating the appropriate lenders can prove to be a bit of a task as a majority of lending companies are suddenly climbing on the bandwagon and representing themselves as staffing industry gurus. That is certainly not the case.

The drawback many entrepreneurs perceive with this type of financing is the higher cost involved. However, key consideration that every aggressive staffing owner should ponder in light of equity development and increased profits is the relationship of price and real cost. You can do this by measuring the effect on your bottom line.

Consider the opportunity you have to increase sales by \$2,000,000 based on a bid you have made. With a gross profit of 25%, you will realize a \$500,000 GP. This increase may cost \$40,000 (i.e., 2% finance cost), while you still garner \$460,000 after finance charges.

With the appropriate financing company providing an unlimited credit line, you can realize additional millions of dollars in sales and appropriate profits while increasing your equity position tremendously. Think of the competitive advantage your sales people have with

a positive "headset," that any project no matter the size is not only attainable, but very doable due to the adequate capitalization you will possess. With restricted financing, you cannot be assured of having the financial ability to place the bid, thereby reducing your opportunities to increase your sales, profit and equity accordingly! In many cases you will appeal to your lender to increase your credit line. As you are awaiting their decision, chances are you will lose the order to a competitor who already has adequate capitalization. Bottom line, the return you will receive on limited available "inexpensive" funds just can't measure up to the high returns that *unlimited* "affordable" money provides.

The staffing industry has had a turbulent history. In the not too distant past, staffing service entrepreneurs have had to contend with the financial devastation caused by Y2K, 2001 and ever imminent economic slowdown. Fortunately, today's climate is one of unbridled growth and stability. Since history is fickle and before the window of opportunity closes once more, the time to build equity is now. Of course, you're striving to get the highest available multiple and top dollar for your firm when you decide to exit and cash in on your hard earned investment! □

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# Inter-Agency Disputes over Candidate Ownership

By Bruce McAlpine, CPC

ONE OF THE MANY compelling reasons for being an ACSESS member is that we have a dispute resolution guideline to deal with the increasingly common occurrence of having multiple agencies submitting the same candidate to an employer, and claiming entitlement to a placement fee when the candidate is hired. "Good news," you say, "but I have a few questions..."

## "Where can I find this guideline, and what exactly does it say?"

The guideline is found on our ACSESS website ([www.acsess.org](http://www.acsess.org)) by following the "About ACSESS" tab through "Operating Guidelines" to "ACSESS Guidelines." It is called "Determining Right of Referral and Placement," and among other

things, it says:

"If more than one Staffing Service has made a bona fide referral [as defined earlier in the policy] of the same Candidate to the same Employer, the Staffing Service entitled to the fee shall be determined by the following:

1. If the Employer is composed of two or more divisions or units and each division or unit has its own independent hiring authority such divisions or units will be considered as separate Employers and the Staffing Service referring the Candidate to the division or unit hiring him/her is entitled to the fee.

2. In the situation where two Staffing Services refer a Candidate to the same Employer, or the same division or unit of an Employer which division or unit has its own independent hiring author-

ity, then the Staffing Service making the earliest bona fide referral shall be entitled to the fee; provided however, that if the subsequent bona fide referral occurs thirty or more days after the original interview of Candidate by Employer, and no active interest or consideration is being given the Candidate as a result of the earliest bona fide referral the employment shall be presumed to be the result of the subsequent bona fide referral and that Staffing Service shall be entitled to the fee. The earliest bona fide referral shall be determined by the date the interview was arranged and not the date the interview actually took place.

3. It is recognized, however, employers may, from time to time, establish selection criteria differing from the

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*DISPUTES continued from page 12*  
above recommended guidelines. Should a Staffing Service and Employer agree to alternative selection criteria, then that criteria shall take precedence.”

**“What exactly does it mean?”**

Essentially the principle behind the guideline is that the agency doing the work, creating the interest in the candidate, and managing the process through to the ultimate hire is entitled to the fee. Consider the following two examples:

Case 1 – Agency A floats a resume

to a company which expresses no interest in the candidate. Six months later, the company conducts a search through Agency B which presents the same candidate, creates interest, coordinates all the interviews, and ultimately places the candidate with the company, only to learn that the other agency is claiming candidate ownership.

Case 2 – Agency A is working with the HR department of a company to fill a position. It sources a candidate, and arranges for the candidate to be interviewed in a week’s time. A few days

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later, Agency B gets the resume, and submits it directly to the hiring manager, who wants to see the candidate. Agency B claims ownership of the candidate, as they have the relationship with the hiring manager, and were unaware that the HR department was independently involved.

In Case 1, the policy clearly indicates Agency B is entitled to the fee – it was the Agency that created the interest in the candidate and arranged the interview(s) that resulted in the hire. In Case 2, the policy clearly indicates Agency A is entitled to the fee – it was the Agency that created the earliest bone fide referral.

Thus the guideline is very helpful in resolving many of the common disputes that occur around candidate ownership between competing agencies.

**“Great! What are some of the limitations?”**

Well, for starters, it only covers agencies which are ACSESS members. It doesn’t really apply when Agency B is an ACSESS member and Agency A isn’t. And, as a guideline, it doesn’t really apply when Agency A has a written agreement, signed by the employer, to the effect that they have “exclusive ownership” of any candidate they submit to the client for some specified period of time (e.g., 12 months).

**“Hmm, so what good is it, then?”**

Well first, it makes a very compelling reason for employers to work only with ACSESS members as it offers them a level of protection unavailable when working with non-ACSESS members. We should be much more proactive in emphasizing our ACSESS membership with our clients if for no other reason than this.

Second, even if one of the agencies in a dispute was not an ACSESS member,



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the guideline of the national industry association would certainly enter into a judge's consideration of industry norms if a case were to go to trial.

### "Any other thoughts?"

At the end of the day, the ACSESS policy is just a guideline. It behooves each of us, as business professionals, to clearly articulate our own company policies around candidate ownership and gain written agreement from our clients in advance of any dispute. □

*Bruce McAlpine is President, Fulcrum Search Science, and a past national president of ACSESS.*

## CIETT: International Confederation of Private Employment Agencies

AFTER a few years hiatus, ACSESS renewed Canada's membership in CIETT at the close of 2005. Under the elected leadership of Joel Biller (Manpower, U.S.), CIETT has made a commitment to become truly international in nature, moving away from its traditional focus on the European Community.

ACSESS joins 35 other member countries and will keep our members informed on CIETT activities. For more information visit [www.ciett.org](http://www.ciett.org).

CIETT's key objective are:

- Helping its members to conduct their businesses in a legal and regulatory environment that is positive and supportive;
- Promoting quality standards within the staffing industry;
- Developing a better understanding of the reality of the staffing industry;
- Improving the image of the industry and strengthen its representation.
- Speaking as the authoritative body of the private employment businesses;
- Maintaining close contacts with international organizations;
- Making an effective contribution to the successful use of the economic potential of agency work sector. □

## ACSESS Extends Congratulations to the Following 29 Staffing Professionals

*THESE MEMBERS, who have successfully completed the Certified Personnel Consultant, will be recognized at the May 30, 2007, Awards Presentation and can now use the professional designation CPC.*

CHANTAL ASSELIN, Talent Permanent Inc.

LONI ATTRELL, Quantum Management Services

KAREN BAIRD

JASON BEATTIE, Trans-United Consultants Ltd.

CHANTAL BRASSARD, Trinity Executive Search

JAY BROWN, Cadre

ANDREW BURTON, TSE Canada – The Staffing Exchange

PETER COOK, Staffclick Personnel Inc.

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KELLIE DOIRON, Advantage Personnel Ltd.

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RIEL LA POINTE, The People Bank

ROBIN LINDSAY, Pure Staffing Solutions Inc.

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RYAN McCALLEN, Pure Staffing Solutions Inc.

PETER MUELLER, Request Personnel Services Inc.

ROBB NORRIS, Inteqna, The Design Group

JOSHUA PLATZ, Bilingual Source/Source Bilingue

GEOFFREY SHIER, Hunt Personnel

DIANA SIDERIS, Integrity Canada Inc.

JOSEF STETTER, ForeFront Futures Recruitment Specialists

LINDSAY TOUGAS, The People Bank

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ALISON TURNBULL, Eagle Professional Resources Inc.

*The ACSESS CPC program consists of five core modules that are presented in half day sessions and a National Examination covering all topic areas. The modules are: Recruitment & Selection, Business Practices and Ethics, Legal Practices Recruitment Services, Legal Practices Staffing Services, and Health & Safety. For more information visit [www.acsess.org/CPC-CERTIFICATION/FullCertification.asp](http://www.acsess.org/CPC-CERTIFICATION/FullCertification.asp).*

*Instructors are drawn from the developers and industry members. Thanks go to the following instructors from within our industry who have already stepped forward and volunteered their time in this important area: Ilona Braun, CPC, Kimberley Chesney, CPC, Jackie Chua, CPC, Steve Jones, CPC, Bruce McAlpine, CPC and Sherri Strong, CPC.*

# Headhunters: Matchmaking in the Labor Market

*Book by William Finlay and James E. Coverdill*

*Few people understand the contribution that Recruiters regularly make in the hiring process. Even fewer people understand the unique relationship that Recruiters share with Employers and Candidates.*

AS RECRUITERS, we act in a third party capacity and are involved in a hiring transaction that many, including these authors, define as a social process.

Unlike most books in our industry, written by self-proclaimed experts in the field, the authors of this publication are academics, who very modestly identify their lack of practical experience in the industry. What they have documented is a very unobstructed and analytical analysis of our profession drawn from interviews with and observations of recruiters. They have also analyzed training seminars, lectures, industry newsletters, and conducted a mail sur-

vey of recruiting firms as part of their qualitative research. Through this inductive process they analyze the industry offering conclusions based on their observations and not unsubstantiated opinions. In this April 2007 release, the authors have created an afterword that reflects a set of general inquiries by various audiences.

For those of us who have been in the industry for many years, the book will take you on a very enjoyable journey of past experiences and highlights within your career. Those first entering our profession and others hoping to understand how we operate will derive the true value of this publication.

The focus of the book covers:

1. How "Headhunters" are able to accomplish the double sale
2. What advantage Employers derive from using "Headhunters"
3. What criteria "Headhunters" use to select Candidates?

The authors' analysis of the double sale is excellent. They correctly point out that the Labour market is distinct from other markets in that the product (Candidates) have minds of their own, with particular idiosyncratic interests, preferences and desires. As Labour markets change, so too do the mindsets of Candidates and Employers.

Not surprisingly, the authors conclude "Headhunters are entrepreneurs who risk failure every time they seek to make a placement." Ours is not a profession for the faint of heart. Each new assignment is like a new ride on a wild roller coaster of emotion. The players are always changing, and as a result, no two searches can ever be the same.

With the exception of a few comments, the original publication successfully avoided in-depth discussion on the topic of ethics within our profession. The authors could easily create an entirely new publication on this topic. However, in this latest release, the afterword did identify what the authors expressed as "two egregious and tempting violations of ethics." The first violation is misrepresentation, where recruiters are tempted to misrepresent companies to candidates and candidates to companies in order to secure a placement. The second is repeatedly placing the same candidate. Employers view the "off-limit" policy as a hard-and-fast rule while recruiters see more flexibility and many shades of gray.

I thoroughly enjoyed this publication and believe that it should be on the reading list for all new staff entering our profession. The afterword provides very candid advice on dealing with recruiters, which is drawn from their initial analysis and research. Much like their book, the authors simply present the results of their research and in my opinion, do an excellent job in documenting our profession. □

*Review by Eddy Gerek*



## Staffing for Canada Week June 3 to 9, 2007

ACSESS annually takes this opportunity to applaud our field workers and staffing professionals for the tremendous efforts over the year.

Member companies are encouraged to find ways in which to thank their temporaries – their clients – their recruiters – and their consultants.

# Making a Long-term Commitment to Keep Short-term Employees Safe

A MESSAGE that is applicable in all regions of Canada.

There is nothing temporary about temporary employment. It is estimated that there are 500 temporary placement agencies located in Toronto alone. Temporary, part-time and contract jobs, account for the jobs of one in three Canadians. While the work may be temporary, the rights of these workers are not. They are governed under the *Occupational Health and Safety Act*, specifically sections 25–28, just as their permanent colleagues are. There has been some confusion in the past with where the responsibility lies for ensuring that these rights on paper are put into practice.

So who is responsible for the health and safety training of tempo-

rary workers? Well, the quick answer is everybody: the agency (employer), the workplace where the employee is placed (client) and the worker (associate). In terms of the agencies, their responsibility is two-fold.

## Who Should Do What?

First, the agency should conduct site inspections and informal visits to confirm that their clients are making health and safety a priority. Secondly, the agency must ensure that they train associates on the health and safety act, including the right to refuse work that they perceive as dangerous, without fear of reprisal.

The client (workplace) shoulders the responsibility for the onsite health and safety training, and the associates

(worker being placed) should understand their rights under the health and safety act. They should participate in health and safety training, use the safety equipment provided, and report any health and safety concerns to their supervisor, as well the agency.

If an associate reports an unsafe work environment, the employer should contact the client immediately. If it is not resolved right away, the associate should be pulled from that workplace. The agency can refer the client to the OSHA for assistance in creating a healthier and safer workplace. If the client refuses to consider changes, they should be dropped as a client and reported to the Ministry of Labour.

*continued on page 16*

## Thank You to ACSESS Spring Symposium Sponsors and Exhibitors

*ACSESS would like to thank the following exhibitors for their support of the Spring Symposium 2007!*

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*SAFE continued from page 15*

A number of service sub-sectors hire seasonal staff. These sectors often boost their ranks by hiring students, using agencies and part-time workers. It is once again the responsibility of the employer to ensure that health and safety training is a priority.

### **Health and Safety a Priority**

Every year, thousands of young workers between the ages of 16 to 24 are injured on the job, and each year, young people die on the job. It is the responsibility of these employers to ensure that workers have:

- The right to know about the hazards in the workplace and what precautions must be taken to prevent injuries from these hazards;
- The right to participate in safety and health activities in the workplace without fear of any form of discriminatory action such as discipline;
- The right to refuse work that one reasonably believes can be dangerous to oneself or others.

There is nothing temporary or transient about Ontario's *Occupational Health and Safety Act*. The Ontario Service Safety Alliance offers a wide range of services and products to help you and your employees – be they permanent, temporary or part-time – to stay healthy and safe. □

*This article has been reprinted from The Safety Mosaic, with permission from the Ontario Service Safety Alliance. OSSA is a not-for-profit health and safety consulting company providing health and safety products, training, and consulting services specifically for service sector workplaces, including a variety of products and services to assist employers in addressing the issue of heat stress. For more information on OSSA, please visit [www.ossa.com](http://www.ossa.com) or call 1-888-478-6772.*

**“There is nothing temporary or transient about Ontario's Occupational Health and Safety Act.”**

## **Level 1 Certification Recipients**

*THE FOLLOWING 39 members have successfully completed the Level 1 test since the last issue of Dialogue.*

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*ACSESS Level 1 is an on-line test designed to draw attention to fundamental industry practices and guidelines. This is a certificate test only, and does not result in a professional designation. It is open to any individual working for an ACSESS member firm, and is particularly helpful for those who have recently decided to pursue a career in the staffing industry. For more information, visit [www.acsess.org/CPC-CERTIFICATION/Level-1Cert.asp](http://www.acsess.org/CPC-CERTIFICATION/Level-1Cert.asp).*