



Compensation Research Centre



Agenda

What's on the Horizon - Hot Topics in Rewards and HR

June 8-9, 2017

Meeting

Hilton Québec
1100 boulevard René-Lévesque E
Québec City, Québec
418-647-2411

Reception and Networking Dinner

Restaurant Le Saint-Amour
48 rue Ste-Ursule
Ville de Québec, Québec
418-694-0667

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Meeting objectives

This meeting has been designed to provide members of the Compensation Research Centre with:

- Research on the importance of character when looking at leadership strength.
- Expert thinking and a group discussion on pay equity.
- Insights into cutting edge people analytics and how they can be used to support business excellence.
- A practical discussion on the implications for the Canadian economy of Donald Trump's economic policy.
- A look at the value of energizing conversations in performance management followed by a member panel on rating-less performance management.
- An opportunity to learn from and network with peers - share new approaches, insights and challenges.

Day 1—June 8, 2017

8:00 a.m. Breakfast – Location: Villeray/de Tourny

9:00 a.m. Welcoming Remarks
Allison Cowan
Director, Compensation Research Centre
The Conference Board of Canada

9:15 a.m. Character Matters in Leadership
Dr. Mary Crossan
Paul MacPherson Chair in Strategic Leadership
Ivey Business School at Western University

Could the financial crisis of 2008-2009 have been averted or impact lessened with better leadership? When we think about leadership, we tend to focus too much on what leaders do and we don't spend enough time on who leaders are – the character of leaders. Hear from Dr. Mary Crossan, as she discusses research on character as a critical element of leadership that does not get the attention it deserves. She will outline how she, and her colleagues, are trying to change the nature of the conversation about good leadership by elevating the value of a leader's character alongside competency. Mary will highlight key findings from the research she and her Western colleagues conducted on leadership character, including understanding the role of character to elevate quality of judgment and decision making, considering character and compensation, and embedding leader character in the organization for sustained excellence.

10:45 a.m. Networking and Coffee Break

11:00 a.m. Pay Equity Breakouts

Provincial Pay Equity (Group 1)
Liz Wright
Managing Director
Gallagher McDowall Associates

Susan Tang
Senior Consultant
Gallagher McDowall Associates

Federal Pay Equity (Group 2)
Jean-François Vernier
Senior Consultant
Willis Towers Watson

With new federal legislation planned for 2018, pay equity is top of mind for many federally-regulated organizations. Similarly, those that fall under provincial regulations face their own set of challenges in ensuring compliance. Members will be able to select one of these two concurrent closed-door sessions—Federal Pay Equity or Provincial Pay Equity—which will include a presentation on the approach to compliance and latest developments from the experts in the area and a group discussion on current trends and issues in governance from both the corporate environment as well as from the Provincial Pay Equity Commissions and federal government.

Learn from the experts and the experiences of your fellow members to ensure that your organization is prepared for potential changes and remains compliant.

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12:00 p.m. Networking Lunch – Location: Villeray/de Tourny

1:00 p.m. CRC Exchange – Location: Beaumont, Bélair and Courville

A key benefit of your CRC membership is the opportunity to share challenges as well as successes with other members. During this time, members will participate in facilitated discussion in breakout groups to discuss the key issues facing their organizations and share ideas and solutions.

2:30 p.m. Networking and Coffee Break

2:45 p.m. From Data to Action—Key Steps of Effective People Analytics

Dr. Michael Moon
Chief Executive Officer & Principal Analyst
ExcelHRate Research & Advisory Services

What do you really need to succeed in implementing an evidence-based and analytical approach to HR and the design and development of a Total Rewards strategy? Having giant databases, the latest technologies, a team of seasoned data analysts, and generous budgets are not the reality for the majority of organizations. Nor can having them guarantee a positive outcome for an organization. But just how critical are these features to an analytical, evidence-based approach?

Hear from Dr. Michael Moon, Chief Executive Officer & Principal Analyst of ExcelHRate Research & Advisory Services about what an analytical approach entails. Michael will discuss how to develop an evidenced-based approach to data analytics with limited resources and how to communicate and socialize the results so that the data makes a difference. Learn about some of the key factors that can impede growth and effectiveness and how what may work in one organization may not be as effective in another. Discover how to approach analytics in a way that will work in the context of your organization.

3:45 p.m. The Trump Effect

Craig Alexander

Senior Vice-President and Chief Economist
The Conference Board of Canada

President Donald Trump is known for making bold statements and has made a number of promises with regard to how he intends to manage the American economy. With the President's penchant for "off-the-cuff" statements, it can be difficult to decipher which actions are realistic—while anything is possible with the new president, what is plausible?

Join Craig Alexander, Senior Vice-President and Chief Economist at The Conference Board of Canada as he discusses some of the potential implications of Donald Trump's economic policy on Canada. What areas of NAFTA are most likely to be contested? How will the pipeline affect the resource sector? How is his stance on immigration likely to affect Canada? Get an expert perspective on how Canadian policy makers are responding to uncertainty in the U.S. economic environment.

4:45 p.m. Meeting Adjournment

5:45 p.m. Meet in lobby to walk to restaurant

6:00 p.m. Reception and Dinner Restaurant Le Saint-Amour - 48 rue Ste-Ursule

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Day 2—June 9, 2017

8:00 a.m. Hot Breakfast—Location: Villeray/de Tourny

9:00 a.m. Driving Employee Performance: Energizing Conversation

Brady Wilson

Co-Founder

Juice Inc.

There is an increasing emphasis on the conversation and coaching aspect of performance management. But are these conversations having the desired effect? How can organizations best drive employee performance?

Hear from Brady Wilson, Co-Founder of Juice Inc. as he shares insights from their *Beyond Engagement* program. Using a brain science approach, the program teaches leaders how simple energy conversations can be used as an operating system to run the 'apps' that drive employee performance: coaching, mentoring, feedback and career development. Learn how energizing conversation can be used to deploy peoples' strengths and tap into the "fuel" that drives sustainable business results.

10:30 a.m. Networking and Coffee Break

10:45 a.m. Rating-Less Performance Management – Member Panel

John Cragg

Vice President, Compensation

Scotiabank

Diana McNiven

Manager, Compensation and

Benefits

GE Canada

Patricia Vincent

General Manager, Total

Compensation, Wellness and

Disability Management

Canada Post

Increasingly, organizations are moving away from performance management ratings to increase the emphasis on the developmental and coaching side of the process. Hear from three CRC members, all at different stages in the implementation and operationalization of a no ratings approach to performance management. Learn from their experience and that of other members in this interactive member panel.

11:40 a.m. Closing Remarks

11:45 a.m. Optional Lunch Discussion – Total Rewards Communication: The Value Proposition

Many organizations have put substantial effort and resources into total rewards packaging, branding and communication but do employees understand the value? Are employees truly interested in the whole package – compensation, benefits, work-life, development etc.—or is the concept overwhelming? Join us for this facilitated lunch discussion to learn the strategies other members are using to communicate and educate employees on the value of their total rewards offering.

12:45 p.m. Meeting Adjournment