

# Innovations in Talent Acquisition & Retention

Mastering innovative social media tools for recruiting  
and managing talent in the 21st century



November 28, 29 & 30, 2011, Toronto

## Participating organizations

Adecco Canada  
BMO Financial Group  
Canadian Depository for Securities  
Cineplex Entertainment LP  
City of Toronto  
Future Electronics Inc.  
Head2Head Inc.  
IAMGold Corporation  
Loblaw Companies Limited  
Manpower Services Canada Limited  
Match Marketing Group  
McMaster University

Merlin Group Inc.  
Ministry of Health And Long-Term Care  
M&M Meat Shops  
Rogers Communications  
Ryder System Inc.  
Self Management Group  
Summerhill Group  
Target Canada  
Toromont CAT  
University Health Network  
Winners Merchants International L.P.  
Workplace Safety and Insurance Board

## Optional workshops

### **IMPLEMENTING A METRICS PROGRAM FOR TALENT RECRUITMENT AND RETENTION**

Jim Love, CEO, **Chelsea Consulting Group**

### **BEHAVIOURAL INTERVIEWING - REVEALING THE CANDIDATE BEHIND THE MASK**

Deanna MacDougal, President, **Merlin Group Inc.**

## Conference highlights

- Don't miss the Keynote expert panel on social media recruiting: the pros and cons, the promise, the hype, the realities and the issues surrounding this innovation in recruitment
- Hear from one of Canada's top 100 employers on how to create and maintain a robust talent pipeline
- Explore how leading Canadian companies are connecting with job candidates using the increasingly advanced technology
- Uncover the critical steps in developing a social recruiting campaign
- Examine ways to invigorate recruitment and retention strategies in order to bring them in line with corporate plans
- Look at how to make a compelling business case to senior management in order to gain buy-in for social media recruitment initiatives

Dear Colleague:

In today's volatile economic climate, the recruitment and maintenance of a qualified workforce is crucial to the success, and even survival, of any organization.

While hiring and talent management decision have always had a lasting impact on an organization's morale, productivity and, ultimately, profitability, it is now more critical than ever to reexamine these practices, as recruitment and engagement tools are rapidly changing in order to adapt to an evolving workforce – a workforce well versed in the latest technologies.

These new technologies along with developments in social media are revolutionizing how organizations source, recruit and communicate with top talent. Social networks can be used to build a brand and connect you to a much larger pool of potential candidates. If your organization has not begun utilizing these tools, you are missing out on a key opportunity to recruit qualified talent.

Federated Press' Innovations in Talent Acquisition and Retention Summit will bring together leading companies, including one of Canada's top 100 employers, to share cutting edge recruitment strategies and retention best practices to assist you in coming up to speed with the latest tools in talent recruitment & retention. The conference includes:

- Aligning your recruitment and retention strategies with corporate plans
- Leveraging your brand to create a culture of talent
- Best options for government recruitment
- Challenges of recruiting in a changing demographic map
- Recruitment using technology
- Developing a social recruiting campaign
- Building the business case for using social media in recruitment
- Social media recruiting
- New recruitment practices for building a talent pipeline
- Psychometrics assessments in recruitment and retention
- Attracting and developing diverse talent
- Training managers to retain talent
- Executive recruitment and retention practices
- Mentoring and coaching as your competitive edge
- Recruiting and retaining the leaders of tomorrow: Generation Y
- Effective talent onboarding for greater productivity and retention
- Driving talent initiatives

Participating companies include: Adecco Canada, BMO Financial Group, Canadian Depository for Securities, Cineplex Entertainment LP, City of Toronto, Future Electronics Inc., Head2Head Inc., IAMGold Corporation, Loblaw Companies Limited, Manpower Services Canada Limited, Match Marketing Group, McMaster University, Merlin Group Inc., Ministry of Health And Long-Term Care, M&M Meat Shops, Rogers Communications, Ryder System Inc., Self Management Group, Summerhill Group, Target Canada, Toronto CAT, University Health Network, Winners Merchants International L.P., Workplace Safety and Insurance Board.

Take advantage of this high-level learning and networking opportunity and attend the most comprehensive conference on innovations in talent acquisition and retention this year.

Register today by calling (416) 665-6868 or 1-800-363-0722. We look forward to seeing you at the conference.

PS. Don't miss the optional workshops on "Implementing a metrics program for talent recruitment and retention" & "Behavioural interviewing - revealing the candidate behind the mask".

## Who should attend

VPs, Directors, Managers, Consultants in:

HR

Employment Equity

Recruitment & Retention

Staffing

Workforce Planning

Talent Management

Leadership

Training

Organizational Development

HR Communications

## AV PROCEEDINGS

Audio/Video segments clickable slide by slide

Papers and overheads also included

Print any of the material for your own use



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Contact Nayla Costandi at: 1-800-363-0722 ext.244 for more information.

# Aligning Strategies With Corporate Goals

Deborah Bugeja, Talent Manager, Recruitment & Development,  
Toromont CAT

Monday, November 28<sup>th</sup>

## 9:00-9:45

### CASE STUDY: BEST OPTIONS FOR GOVERNMENT RECRUITMENT

*Barbara Shulman, Director of Staffing, Compensation & Employment Equity, City of Toronto*

Despite a large number of applicants, government's challenge is to attract top quality talent to remedy critical skills shortages. This case study will discuss strategies that are yielding promising results to bolster and sustain the ranks with both technically savvy young candidates and skilled, experienced talent.

- Improving candidate qualification: skills and behavioural factors
- Steps taken to recast the government as an employer of choice
- Making government employment more attractive to Gen Y talent
- Increasing the effectiveness of new hire support and integration
- Development actions undertaken to address succession planning concerns

## 9:45-10:30

### PANEL: IS SOCIAL MEDIA RECRUITING LIVING UP TO ITS PROMISE?

*Marianne Crann, Director, Talent Strategy & Acquisition, Rogers Communications*  
*Licinia Bennett, Assistant Vice President Talent Acquisition, Winners Merchants International L.P.*  
*Kerina E. Elliott, Vice President of Human Resources, Store Operations & Administration, M&M Meat Shops*  
*Colleen Colman, Director, Talent Management, Summerhill Group*

Social media recruiting is the hottest topic in recruitment today. Join us for this lively panel discussion on the pros and cons, the promise, the hype, the realities and the issues surrounding this innovation in recruitment.

- Is social media really living up to its promise?
- A competitive edge or just keeping up?
- Social media headaches and remedies
- Privacy issues: is there still a line to be drawn?
- Where should recruiters tread more carefully?

## 10:30-11:00 NETWORKING BREAK

## 11:00-11:45

### CASE STUDY: ALIGNING YOUR STRATEGY WITH CORPORATE PLANS

*Deborah Bugeja, Talent Manager, Recruitment & Development, Toromont CAT*

The pressure on us to marshal the needed talent to power business growth and innovation has never been greater. This case study presentation will discuss what is being done to invigorate recruitment and retention strategies to bring them into line with corporate plans in order to successfully forge ahead to achieve the organization's business goals.

- Developing a forward-looking talent recruitment strategy
- Aligning the talent strategy with corporate plans and objectives
- Workforce planning: assessing mission critical positions and skills
- Mapping talent resource requirements and exposing talent gaps
- Stepping up talent targeting for succession planning
- Actions taken to foster a sustainable talent pool

## 11:45-12:30

### CASE STUDY: CHALLENGES OF RECRUITING IN A CHANGING DEMOGRAPHIC MAP

*Nadia Ciani, VP Human Resources & Communications, Manpower Services Canada Limited*

As we deal with replacing a workforce of aging baby boomers, we need to question whether or not our recruiting strategies are up to par in the context of changing workforce demographics. This case study presentation will outline how our recruiting and retention challenges are being turned into a constructive catalyst for change.

- The impact of demographics and external drivers on our workforce reality
- Reassessing how to reach the best qualified candidates
- Dealing with the characteristics/values of our multi-generational workforce
- Tips for building cultural competency in recruitment and retention
- How to encourage inclusiveness for successful integration
- How to retain a vibrant workforce: choice, flexibility and accountability
- Communicating to build rapport and loyalty with a diverse talent pool

## 12:30-1:30 LUNCH

# Innovative Recruiting Methods

Paul Dodd, Co-founder and President,  
Head2Head Inc.

Monday, November 28<sup>th</sup>

**1:30-2:15**

## PANEL: SOCIAL MEDIA TALENT MINING

*Melanie Hopkins, Manager- Education, Recruitment & Performance Management, Canadian Depository for Securities*  
*Sandra Piccoli, Director, Talent Management, IAMGold Corporation*  
*Deanna MacDougal, President, Merlin Group Inc.*  
*Marc Viola, Senior Director, Talent Management, Loblaw Companies Limited*

With our tightened budgets, social media has opened a cost-effective opportunity for us to expand our corporate and agency talent acquisition into a three-pronged approach. Benefit from a frank discussion of the approaches and which of these are yielding best results.

- Revelations about the social media talent mining experience
- Making the most of LinkedIn
- Boolean strings attached: finding resumes
- How the Google+ project is impacting candidate sourcing
- Dealing with social media/agency overlap

**2:15-3:00**

## PANEL: DEVELOPING A SOCIAL RECRUITING CAMPAIGN

*Paul Dodd, Co-founder and President, Head2Head Inc.*  
*Kim Benedict, Head of Sales, Head2Head Inc.*  
*Isabelle Morin, Manager, Campus Recruitment, Target Canada*  
*Jan Herington, Manager, Talent Acquisition, Workplace Insurance and Safety Board*

There has been a revolution in the ways that we are connecting with job candidates using the increasingly advanced technology that is blossoming around us. The only way to reach your social recruiting objectives is to power your talent connections using the latest tools. This presentation will help guide you through the planning and the thinking that went into putting together a successful campaign.

- Defining your strategy and profiling the talent segment
- Choosing the tools and features that appeal to your talent targets
- How online engagement and interaction breathes life into your brand
- Time budgeting: setting limits and benchmarks for working online
- How to avoid missteps in developing and launching your campaign
- New twists on traditional job boards and YouTube job hunter broadcasting
- Incorporating video interviews into the recruitment process
- Mobile recruiting: apps, tools and tips: steering clear of SMS spoofing and Twitter hacking

**3:00-3:30 NETWORKING BREAK**

**3:30-4:15**

## BUILDING THE BUSINESS CASE FOR USING SOCIAL MEDIA IN RECRUITMENT

*Jennifer Cordeiro, National Community Manager, Match Marketing Group*

This session will outline how to make a compelling business case to senior management in order to gain buy-in for social media recruitment initiatives that will boost candidate attraction and engagement.

- Overcoming management unease and resistance to social media
- Presenting the organizational risks of rejecting social media recruitment initiatives
- Illustrating how social media reduces the cost per hire
- How social media facilitates meeting strategic talent acquisition objectives
- Preparing a cost/benefit analysis implementation
- Streamlining recruitment: defining sourcing and process efficiencies

**4:15-5:00**

## LEVERAGING YOUR BRAND TO CREATE A CULTURE OF TALENT

*Stacey Karpman, Corporate Vice President, Worldwide Strategic Planning and Human Resources, Future Electronics Inc.*

Too many of us under utilize corporate branding strategies by failing to link brand identity with a culture of talent. This session will discuss how to increase your employee retention and return on investment by leveraging your branding strategy to engage, recruit and retain top candidates.

- Defining the factors in your branding strategy that resonate with top talent
- Tools and techniques for marketing your brand
- Reinforcing brand and talent culture through core values and leadership practices
- Promoting a performance-based brand identity that values talent
- Inspiring employees to attract and recruit talent to your brand

# Building Retention & Fostering Loyalty

Colleen O'Brien-Wood, Vice President International Development and Consulting,  
Self Management Group

Tuesday, November 29<sup>th</sup>

**9:00-9:45**

## CASE STUDY: NEW RECRUITMENT PRACTICES FOR BUILDING A TALENT PIPELINE

*Sandra Corelli, Senior Advisor, Talent Review & Executive Succession, BMO Financial Group*

There has never been a better time to integrating new sourcing channels into your talent pipeline. This presentation by one of Canada's top 100 employers will discuss how to create and maintain a robust talent pipeline that will sustain and support your business strategic plans and that will position your workforce planning and recruitment with a powerful competitive advantage.

- Recruiting in online communities: FaceBook, LinkedIn, et al.
- Strategies to maintain a presence to attract and retain new university graduates
- Plucking talent: outreach strategies for reaching passive candidates
- Improving the internal recruitment conduit
- The emergence of alumni recruitment

**9:45-10:30**

## PSYCHOMETRICS ASSESSMENTS IN RECRUITMENT AND RETENTION

*Colleen O'Brien-Wood, Vice President International Development and Consulting, Self Management Group*

Making the wrong candidate choice can be very costly. This session will examine best practices and examples for implementing an integrated recruitment solution that leverages psychometric assessments not only to complement and maximize effectiveness in screening, assessment and selection, but also to assess potential in talent management and retention.

- Integrating psychometric assessment tools into talent acquisition and management
- Leveraging science and benchmarking to realize a proper job fit
- Gauging emotional intelligence and behavioural fit
- Deriving predictive intelligence to improve the quality of hires and retention
- How psychometrics can align talent acquisition with business strategies

**10:30-11:00 NETWORKING BREAK**

**11:00-11:45**

## ATTRACTING AND DEVELOPING DIVERSE TALENT

*Milé Komlen, Director, Human Rights & Equity Services, McMaster University*

Diversity is a key driver of organizational performance and competitiveness, and many organizations already recognize the value of recruiting from diverse talent pools. But beyond the business case for diversity, inclusive workplaces pay dividends in other ways. Organizations can attract top talent and boost engagement by valuing the different skills and backgrounds that employees bring to the workplace. The result is greater employee engagement and confidence in human resources practices. This session will explore ways to harness the wealth of diverse talent, while promoting a positive and socially-conscious employment brand.

- Learn how to access the underutilized talents of people from diverse groups
- Discover how employee engagement can boost psychological empowerment on the job
- Identify how to fully integrate strategic talent management practices into organizational goals
- Find out why retention rates are directly related to an organization's commitment to diversity and inclusion

**11:45-12:30**

## TRAINING MANAGERS TO RETAIN TALENT

*Victor Trotman, Senior Director Labor Relations, University Health Network*

We need to ensure that the management practices and conduct of those on the employee front line successfully reinforce talent recruitment and retention initiatives. This session will outline how to train managers in the people skills required to retain talent and how to avoid costly losses.

- Ensuring managers are aware of their role and impact on employee retention
- Disengaging assumptions and values of "command and control" managers
- Incorporating respect, recognition and learning into their management approach
- Developing a plan to improve retention practices for managers
- The role of trust in an engaging employment experience

**12:30-1:30 LUNCH**



# Measuring Success

Shari Angle, Director of Human Resources,  
Adecco Canada

Tuesday, November 29<sup>th</sup>

**1:30-2:15**

## RECRUITING AND RETAINING THE LEADERS OF TOMORROW: GENERATION Y

*Dessalen Wood, Director, Talent Development, Cineplex Entertainment LP*

How do you energize your recruiting to grab the attention of high potential Gen Y candidates? This session will discuss how to refocus your recruitment and retention practices in order to attract and retain talent with the qualities needed to become tomorrow's leaders.

- Defining essential dynamic and creative qualities for recruitment
- Dealing Gen Y receptivity, flexibility and productivity: myths and realities
- Stimulating retention through motivation and development strategies
- Career-limiting qualities and emotional intelligence: diagnosis and remedies
- Pitfalls and benefits of embarking on a Gen Y engagement program

**2:15-3:00**

## MENTORING AND COACHING AS YOUR COMPETITIVE EDGE

*Karlene Harry, Manager, Corporate Services & Workforce Planning, Ministry of Health And Long-Term Care*

Discover how mentoring and coaching can transform your competitive advantage in attracting, engaging and retaining new and existing talent. This presentation focuses on how effective mentoring and coaching programs can reinforce your talent retention initiatives as well as increase organizational strength and effectiveness.

- Gaining senior management visible support and involvement
- Informal versus formalized mentoring programs
- Selecting, matching and training mentors and coaches
- Enriching talent development and engagement
- The value-added by mentors in talent attraction and retention

**3:00-3:30 NETWORKING BREAK**

**3:30-4:15**

## CASE STUDY: DRIVING TALENT INITIATIVES

*Lesley Kerr, Sr. Director, Human Resources, Canada & the Northeast Region, Ryder System Inc.*

How can we achieve best practices in our talent attraction and retention initiatives? This case study presentation will take an inside look at how Ryder System Inc. has created new Talent Manager positions for this purpose to operate as strategic partners to their assigned business units and to facilitate their achievement of business goals.

- Defining the roles and responsibilities of the key stakeholders
- Introducing the new talent manager role into the organization
- How talent initiatives are being driven and cascaded throughout the organization
- Resolving issues in the process of attracting and recruiting talent
- Improving employee retention: sustaining a winning culture of talent

**4:15-5:00**

## CASE STUDY: EFFECTIVE TALENT ONBOARDING FOR GREATER PRODUCTIVITY AND RETENTION

*Shari Angle, Director of Human Resources, Adecco Canada*

Effective onboarding is the catalyst for early integration, significantly higher productivity and higher retention of leaders and all employees. But how can you achieve this? This presentation will provide practical techniques for developing your onboarding process to help you build engagement, productivity and commitment in your own organization.

- The long-term and short-term costs of a bad start and the benefits of a good start
- The roles of stakeholders in effective onboarding
- Effectively communicating business objectives, missions and beliefs
- The first year: a framework for maximizing performance, commitment and retention
- Ongoing orientation throughout an employee's career
- Evaluating the value and success of your onboarding program

## OPTIONAL WORKSHOP A

Wednesday, November 30<sup>th</sup> - 9:00-noon

### IMPLEMENTING A METRICS PROGRAM FOR TALENT RECRUITMENT AND RETENTION

*Jim Love, CEO, Chelsea Consulting Group*

As budgets have tightened, there is more pressure than ever to measure and demonstrate the effectiveness of recruitment and retention activities. This practical and interactive workshop will detail how to put into place metrics to evaluate your recruitment performance, the quality of your hiring decisions and the return on talent investment.

- Selecting the right recruitment and retention aspects to measure
- Measuring the effectiveness of candidate assessment tools
- Linking metrics to objectives, actions and outcomes
- Understanding your talent attraction strategy's ROI
- Measuring and evaluating alternative recruitment strategies

Jim Love of Chelsea Consulting Group is one of Canada's most well known strategy and technology consultants. With a career spanning 35 years, he has a wide range of expertise, specializing in performance metrics and balanced scorecard.

## OPTIONAL WORKSHOP B

Wednesday, November 30<sup>th</sup> - 1:30-4:30

### BEHAVIOURAL INTERVIEWING - REVEALING THE CANDIDATE BEHIND THE MASK

*Deanna MacDougal, President, Merlin Group Inc.*

How do you rate a behavioural interview so that the result is fair, accurate and truly reflects the candidate? This workshop will focus on a rating scale that enables the interviewers to impartially score the behavioural responses. Attendees will participate in scoring a case exercise and take away an understanding of workplace behaviours and behavioural interviewing that can be applied in their organizations.

- Taking behavioural interviewing beyond "past performance predicts future performance"
- Understanding transferable behaviour and its implications
- Defining key characteristics you are seeking and those that are undesirable
- Avoiding the risk of programmed responses to better gauge employment "fit"
- Defining a rating scale that is understood by everyone involved in interviewing a candidate
- Calibrating and scoring candidate responses for evaluation and comparison

Deanna brings 17+ years of extensive search, coaching and outplacement experience both in the private and public sector. Concurrent to working at Rosenzweig & Company, Deanna co-launched MERLIN GROUP Inc., a company focused on providing proactive consultation services for the job seeker. Deanna is an experienced career and outplacement coach, providing career transition services to both companies and individuals. She is a certified executive coach.



# Innovations in Talent Acquisition & Retention

Mastering innovative social media tools for recruiting  
and managing talent in the 21st century



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 Approving Manager Name \_\_\_\_\_  
 Approving Manager Title \_\_\_\_\_  
 Department \_\_\_\_\_  
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