



The SHRS Group

Human Resources Management supports and nurtures the growth and development of exceptional employees

NEWSLETTER VOLUME 4

DRAFT LAYOUT OF SAMPLE

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Building the Future Together



Roger Baguley – President’s Message

In order for The SHRS Group’ to be successful our employees must look forward to enjoy the work they will be involved with.

The SHRS Group’s goal is to take on projects that will challenge our employees and continue to grow The SHRS Group’ and the SHRS Group’ reputation as the industry leader.

The SHRS Group’ strives to create the workplace that all employees look forward to working in. We remain industry current, set goals, involve employees in the decision making process, offer advancement opportunities, have managers who lead by example, have quality and service as key goals. Having an open communication environment gives each employee opportunity to have their voice heard. The contributions of our employees bring numerous eyes to the business. No one person’s eyes can see it all. Having a diverse group of employees, means we are able to look at each situation from multiple perspectives.

We would not be “The SHRS Group’ “without our employees.

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What Makes a Great Workplace

What makes a great workplace? Is it, work environment, advancement, up-to-date technology, caring? Is it too complex to understand?

I know what is expected of me at work

Within the workplace, knowing what is expected can be viewed as the pathway that guides us toward achievement. If expectations are not clear, we are hesitant, indecisive, and unsure of ourselves.

In our attempts to set and define clear expectations, however, we often over-operationalize jobs. We put all of the focus on describing the steps to follow, and in doing so create an environment that communicates, "Check your mind at the door, follow these steps, and you will meet expectations."

The best managers say they define the right outcomes first, and then let each person find his or her own route toward those outcomes. This approach allows for growth of the individual to occur via the individual's discovery of his or her own "path of least resistance." It appreciates and values differences between employee styles and flow, and allows individuals to use their strengths to their fullest potential.

This approach also encourages employees to take responsibility...

I have the materials and equipment to do my work right

We have all been in the position of having an expectation put on us and not having the tools necessary to achieve it.

The challenge we face in providing the necessary tools in the workplace is how to appropriately match individuals with a wide range of skills and knowledge with the right tools to maximize their potential. If this matching is not thoroughly examined, there can be great cost for the individual, the organization, or both.

The best managers shift the decision to the employee. They provide criteria for employees to use in making decisions such as, how is this new tool or piece of equipment going to help you as: an employee, the company and the customers.

This broadens the perspective of the employee, expands clarification on desired outcomes, and builds better communication between individuals and managers.

I have the opportunity to do what I do best every day

Full human potential is realized only when people are in a position to use their talents and strengths. Great performance is found when an individual's natural talents fit his or her role. Matching the right person with the right job is probably the most significant challenge organizations and managers face today.

Having an opportunity to "do what I do best every day" is tied to the integration of a person's talents (recurring patterns of thoughts, feelings, and behaviours), skills (what he or she knows how to do), and knowledge (what

he or she knows). Talents are those patterns that one cannot turn on and off at will. Great managers realize that, while talents are the differentiating factor in excellent performance, they are also neither created nor altered. In contrast, one's skill sets and knowledge can be impacted and altered.

The best managers see the specific talents needed for every role. The best front desk staff, for example, have a talent for "winning others over." They establish a trust relationship with people within the first 7 seconds of an interaction. Great service and sales personnel are talented in having a "third ear" or the ability to connect visually and emotionally with people they talk to on the phone.

Excellence should be revered in every role. The task of the best managers is to clearly define the talents needed for each role, and then choose the right person for that role. A manager's job is not to make people grow talents they do not have, but to identify and utilize existing talents to their fullest potential.

Receive recognition or praise

Praise and recognition are essential building blocks of a great workplace. As employees we possess the need to be recognized as individuals and to feel a sense of accomplishment.

The new knowledge-based worker relies and depends upon praise and recognition as the means of defining what is valued by the organization. Today, praise and recognition are communication vehicles for what is deemed as important.

Recognition can be either positive or negative. The opposite of any kind of recognition is being ignored.

Effective recognition is positive in nature, immediate and real-time to performance, specific about what is being praised, and close to the action.

Positive recognition is often thought of as coming strictly from supervisors or managers, but employees cherish praise and recognition from peers. Praise and recognition do not just come "from the top down".

Care about me as a person

The impact that a supervisor has in today's workplace can be either very valuable or very costly to the organization and the people who work there.

Great supervisors care about the people they work with, and thus treat people according to their individuality rather than treating everyone the same.

One could speculate that people are not resistant to change; they just don't have

There are no great companies. There are only great workgroups.

When strong loyalty is felt in an employee work group, employees believe that their coworkers will help them during times of stress and challenge.

the relationships to translate how such modifications will impact them and their jobs.

Employee perceptions of senior management credibility are largely driven by the quality of relationships employees have with their supervisors.

Encourages my development

Your job allows you to encounter new situations and find new ways to overcome challenges every day. Every employee should be consciously aware of how he or she is learning and growing.

In the past, development meant, "getting promoted." Today, it embodies the degree to which employees are growing within their current roles. Most employees want to be promoted, but not if it means doing a job that does not match their individual talents and skills or that they enjoy.

Managers who want to encourage the lifetime employability of their direct reports help them equip themselves with self-understanding and a clear perspective on what roles they will excel in. To accomplish this goal, managers pursue straightforward discussions with employees.

Development involves holding up a mirror to employees and encouraging them to know themselves. As employees come to understand who they are, managers strive to provide responsibilities that will be a good "fit" for employees' talents. Then, as employees move forward in their self-knowledge, great managers persist in looking for opportunities to make the best use of employees' talents.

At work, my opinions seem to count

The need for employees to feel valued--to know that they really make a difference in their companies and organizations is critical.

The ways organizations hear and process employees' ideas will shape, to a large degree, whether or not they feel valued for their contributions.

Nothing is more demoralizing to employees than being excluded from significant decisions--decisions that affect their jobs. Great managers consult with employees regularly to make sure those close to the action have input into critical decisions. These managers use the decision-making process to help employees both to see the full scope of a decision, and to understand why the decision was made the way it was.

Mission/purpose makes me feel my job is important

Excellence happens only when people have a deeply felt sense of purpose in their lives. They want to know they are making a difference, and are contributing to an important endeavour. The best workplace gives their employees a sense of purpose, help them feel they belong, and enable them to make a difference.

Having a clear understanding of how an employee's particular role or job contributes to the company's "reason

for being" can be an incredible form of emotional compensation. Employees at every level or function like to feel that they belong. Individual achievement is important, of course, but when employees of an organization feel they are an integral part of a larger whole, they are more likely to stay committed to that organization. All of us like to feel as though our company stand for us, represent us, share our values, and have the same kinds of goals. It is more exciting to "share a mission" than simply to "complete a task."

Great managers continually strive to help employees understand how the company's purpose/mission relates directly to the work that employees do. This, in turn, enables employees to find a connection between the company's values and their own.

Great organizations emphasize how new strategies support the broader organizational purpose. Great managers always help to keep the distinction clear in each employee's mind.

Fellow employees are committed to doing quality work

Employees may feel there is a vast difference between being named to a team and actually identifying with that team. Helping all members identify the team characteristics that will result in a quality product can lead to insights into greater efficiency and increased productivity.

In the best workplaces, managers realize that human beings will make mistakes, and can learn from correcting them. In these workplaces, quality is defined as the process employees use to recognize a problem and work toward its solution. The best managers and workgroups do not scapegoat; rather, they see quality issues as a challenge to improve their product or service and, thus, to increase customer loyalty.

A problem can also bring out a greater sense of teamwork in a workplace. Employees who are committed to doing quality work look at a problem as a challenge to improve their team cohesiveness. They use the power of the team not only to overcome the crisis, but also to correct the process to avoid future problems, and move on to greater productivity and quality. Interestingly, some of the most productive teamwork is observed during these times of crisis.

In the best workplaces, employers recognize that employees want to forge quality relationships with their coworkers, and that company loyalty can be built from such relationships.

Someone at work has talked to me about my progress.

The first two minutes of performance reviews focus on what the manager likes about you and your work, and the

Trusting that one's coworkers share a commitment to quality is a key to great team performance.

Employees want their coworkers to share their commitment to quality, and want to be part of an organization that challenges and enables them to excel.

remaining 58 minutes are spent on our "areas of opportunity" (the things we are weak at and should improve upon).

The best managers recognize that this time to discuss the progress and growth of employees is an opportunity to help them understand themselves better and to give them a clear perspective on how their contributions are really making a difference to the organization.

Instead of trying to change individual employees through centering on their weaknesses, great managers feel compelled to help them gain self-understanding and knowledge about the talents they possess and how they are applied every day at work.

Talent never becomes "talented" until an employee has a role that uses that talent. Great managers are always holding up a mirror to employees and encouraging them to "look in the mirror"-to know themselves well and to know the roles in which they will most likely succeed.

Feedback must be specific to the individual, and must be given in the context of a positive employee-manager

relationship. Employees must walk away from any discussion of their growth with a clearer understanding of who they are, instead of who they are not.

Opportunities at work to learn and grow

The need to learn and grow is a very natural instinct for human beings. Finding more efficient ways to do our jobs is one way we learn and grow. Where there is learning, there is innovation and a breeding ground for a more positive and refreshing perspective toward our perceptions of self and others.

In today's work environment, productivity does not come from working harder; it comes from working "smarter."

The investment of time and energy is imperative to making good ideas useful. For employees, the creation of a culture receptive to new ideas also involves significant belief and trust in their managers and teams.

A company's future is dependent upon the learning and growth of its individual employees who are close to the action.



Certification

You are responsible for keeping your certifications current.

- Have you checked your certification expiry dates?
- How do you track the expiry dates?

Suggestion: In your Outlook Calendar, place an entry on the date your certification expires with the message "XX certification has expired". 3-6 months before that dates place an entry to remind you to renew the certification.

You should discuss your training requirements with your manager as early as possible.

Remember you will not be allowed on The SHRS Group' sites or to operate equipment without the correct and current certifications.

Technology

File Size

The SHRS Group' many of our reports must contain graphs and/or pictures. This has resulted in an increase in the amount of space required to store each file. This in turn results in the need to keep increasing the server size. We all need to take steps to ensure all pictures are compressed to their smallest size. Only necessary pictures, graphics and graphs are used. Try to keep only one copy of the file on the server and ensure everyone who needs access to the file has access. Older large files should be archived either by zipping the file or placing it on a backup cd. Not sure what the best solution is for your file, contact the ITS Department for assistance.

You are asked to reduce the size of the pictures prior to emailing/inserting into a document. The size required for the newsletter should not exceed 640x480. ITS has sample, a large original picture at the size of 1,374,448 bytes, and the same picture reduced to 640x480 and is only 86,016 bytes. You will notice there isn't much of a reduction in quality.

Please, I just need to save this one file.



Okay, but you have to make your picture files smaller first!

Recognitions, Celebrations and Current Events

Ontario

Developing Executives Golf Tournament Winners

Congratulations to, Billy Brown, Sandra Welsh, Richard, for their win of the Developing Executives Golf Tournament.



We would like to congratulate Sally, Project Coordinator his Alex and proud big sister Susan on the birth of Terry Jones. was born 27 August 2005 weighing in at 9lbs. 12oz.

Status of Current Projects

Ontario

In this sections there would be summaries of current projects and if applicable some picture.

Completed Projects

Ontario

In this sections there would be summaries of current projects and if applicable some picture.

Upcoming Projects

Ontario

In this sections there would be summaries of current projects and if applicable some picture.



Keep your computer
Virus Free. Refrain
from downloading
files and opening
attachments from
unknown sources.

Things to Consider

Getting out of a Rut

Shift your mindset from self to customer.

Most business people think of themselves first. They craft product and service offers from their own perspective and consider themselves the beneficiaries of their actions. While that's not wrong, to get out of your rut: put yourself into the mind of your customer. Who are these people anyway? What are they concerned about? What are they trying to accomplish? If you were your customer, what would you think of that new product, marketing campaign, or mail piece? Are you selling your wonderful "stuff", or are you providing them tangible, meaningful benefits. Ask, "If I were the customer, would I care?" And if not, consider, "What WOULD I get excited about?"

Shift your mindset from customer to client.

A customer is someone who buys your goods or services. The original meaning of client is entirely different: someone who is under your care and protection. If they're customers, your goal is to get them to buy something. But if you were to think of them as under your care - would you approach your business from another angle? How would you take care of them? How would you "protect" them? What new programs would you want to implement immediately?

Revisit your vision

Whenever you feel like you are in a rut return to your vision and do two things. First, make sure it still inspires you and that it is pointing you in the direction you want to go. Once sure, you put pen to paper and rewrite it. Keep writing until you can't write it anymore because eventually a new idea will come to you that you must act on right away.

Conduct a Survey

If you don't know what to do next, ask your clients. (They are clients, aren't they?) Conduct a survey about anything that interests you. Ask them what's bothering them. Ask them what they're stuck on. Ask them what they like about your company and what they'd like you to do next. Ask them about new features, or new products, or new services. If you're not happy with your current customers, conduct a survey among the kind of people you'd like to have as

customers. And, if you can't do that, conduct a survey online. Write an attractive search engine ad, promise something of value, and drive people to a survey page. Ask them anything you like - the answers will almost always provide you with a neat mind-shift.

Focus on building your strengths and dump your weaknesses.

From the time you are little child you are taught to better yourself by working on your weaknesses. This is often both frustrating and fruitless, and certainly not as much fun as practicing your strengths. Try this on: What if you focused 100 percent of your energy on being world-class in those few things at which you are already very good, and outsourced those things at which you were mediocre.

Imagine if you never had to face any of those things again and could spend all your time doing the good stuff. Would that change the way you felt about your business? Would that bust you out of your rut?

Not if, but how.

Think of that wild and crazy idea you had recently. The one where you said to yourself, "That would be great, but there's just no way." Well, I know there's no way - you just said so -- but if there was a way, what would it be? Answer that question as if you believed it was possible - probable even -- and then get busy making it real. That's power, you know -- turning your vision into reality. Talk about a breakthrough!

What are you willing to sacrifice?

Some important things are more important than other important things, and trying to keep all those plates spinning in the air takes your vigour for the ones that truly matter. Dissipated energy - lethargy -- is one of the reasons we lie down in that rut in the first place, and dropping a few of those plates can really help things break loose. So let go. Make the sacrifice. Clear your plate and give up some of those precious things you've been holding on to. Focus your vitality on plans, which will really rock your world.

Stop and think! What ruts are you in?



***Look deep you will find
the right solution***



You choose the road you follow. You can take the direct line rut route or find a creative way to get to the same destination, that being the customer's requirements. Take a chance, open your mind and eyes and look at things from a new perspective. Give the client what they want and need, not just what you can do for them

Things To Consider

Shovelling snow is real exercise so warm up

Why do you try to clear the driveway of snow in less than 20 minutes only moments after falling out of bed?



"People don't consider it exercises; they consider it a task they have to get out of the way."

Unfortunately, warming up is often the last thing on your mind when you find a fresh layer of snow on the drive. But a heavy, wet snowfall can represent a significant workout.

It's also an unusual one, combining weight lifting, isometric lifting (in which the leg muscles contract without movement at the joint) and dynamic muscular work.

"When you use your arms it increases your heart rate quicker than if you use your legs."

Because snow shovelling requires upper body endurance and strength.

Snow blowers are a smart move, especially if you have a back problem or a heart condition.

If you can't justify the expense you might want to consider an ergonomic shovel, which incorporate handle designs that allow people to bend less.

It's the bending and twisting while throwing heavy loads of snow that really takes a toll on the discs in your back. Squat with your legs apart, knees bent and back straight. Lift with your legs and don't bend at the waist.

Stepping in the direction in which you're throwing the snow also helps prevent the lower back from twisting.



QUICK FACTS

The Canadian Physiotherapy Association offers the following tips to reduce the strain when shovelling snow this winter:

- Choose a shovel that's right for you. A shovel with an appropriate length handle is correct when you can slightly bend your knees, flex your back 10 degrees or less, and hold the shovel comfortably in your hands at the start of the shovel stroke.
- When you grip the shovel, make sure your hands are at least 12 inches apart. This will increase your leverage and reduce strain on your body.
- Wait until the afternoon to shovel. Many disc problems occur in the morning when there is increased fluid pressure in the disc because the body has been at rest all night.
- Lift the snow properly. Squat with your legs apart, knees bent and back straight. Lift with your legs. Do not bend at the waist.
- Step in the direction in which you are throwing the snow. This will help prevent the low back from twisting.
- Tackle heavy snow in two stages. Begin by skimming off the snow from the top and then remove the bottom layer.
- Take frequent breaks when shovelling. Stand up straight and walk around periodically to extend the lower back.
- Dress warmly and make sure that your low back is well covered. If your spine is exposed to the cold, your muscles can seize up and result in back pain.

If you have a health problem or are not in good shape, do not even consider snow shovelling

Time Management

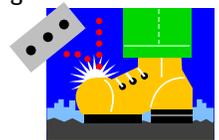
Don't Saw the Sawdust



Don't waste time re-living every mistake that was ever made. Spend the valuable time and energy deciding how you can avoid similar mistakes in the future.

Prevention of Accidents

Preventing an accident takes less time than dealing with one.



Burnout

When you reach a point of burnout the amount of time it takes to do something is increase.



Your productivity is decreased, as is your efficiency. Errors and wrong decisions made. Your relationship with team members become stresses and unproductive. Learn to identify when you reach burnout and take actions to correct the situation.

Reinventing

If something has been done successfully before use it as a template next time a similar project needs to be done. By doing so you can spend your time more effectively and efficiently on the actual assignment.



Cost-Benefit Analysis

Before working on a project, determine whether the results will justify the expenditure of time.



Upcoming Events – Central Office

Halloween Gathering

- October
- Details to be announced



Winter Fun Day

- Details to be announced
- Human Resources welcomes your suggestions

Year-End Gathering

- Saturday Nov. 20th
- Details to be announced



New Year Pizza Day Lunch

- Friday Jan. January 28
- Details to be announced



Pot Luck/Bake Off

- Thursday Feb. 24th
- 12:00 pm – 1:30 pm
- Details to be announced



Take Our Kids to Work

- <http://www.takeourkidstowork.ca>

Take Our Kids to Work™

- **Date** November 03, 2004 - All day
- Take Our Kids to Work is a national program of The Learning Partnership and has existed since 1994. More than 1.5 million young Canadians and tens of thousands of workplaces have participated in the program.
- On November 3, 2004, hundreds of thousands of grade nine students and 75,000 workplaces across Canada are expected to take part in “Take Our Kids to Work” day. Students will experience a variety of job and career options including what it takes to be a paramedic, work on a makeshift assembly line, develop a mock sales presentation or work in the ITS department for a large corporation.
- “Take Our Kids to Work” will celebrate its 10th anniversary in 2004.
- The “Take Our Kids to Work” program illustrates the importance of education, skills development, and training while giving students the opportunity to experience the world of work and the variety of career opportunities that await them.
- The “Take Our Kids to Work” program enables the entire community - parents, teachers, and workplaces - to play an important role in the career development of young Canadians.
- “Take Our Kids to Work” is supported by each province and territory in Canada
- This will be The SHRS Group’ third year supporting and taking part in this program. We will be advising our employees in early October 2004 of the program.

Flu Shots



Like the cold weather, the flu usually sneaks up on us with a few early cases reported in September and October. Most people who contact the flu don't get it until well into the winter, but the 2003/2004 season was different. This time more cases were reported earlier, the flu is more severe and the young and old appear to be at high risk. The SHRS Group’ will be organizing a Flu Shot Day in October, which will be confirmed within the next few weeks.

Employee Comments

- Thank you for the “Under Construction” newsletter
- Every issue is different.
- Keep the pictures and stories coming.
- Filled with good information



Welcome Our New Team Members

We extend our warmest greetings and wish you success with R. Baguley Consulting.



Jaes Lany
Supervisor



Gerry Dhoi
Project Administrator



Dave Moder
Project Administrator



Lucy Hoawn
Office Manager

The SHRS Group Gatherings



Pictures and details about the upcoming are placed in this area



I have some great ideas and I want to share them in the next "Under Construction" issue. I know SHRS would love some pictures to go along with my stories.

Do you have an idea or recommendation that will:

- Improve our business,
- Increase profits,
- Reduce and/or eliminate costs/expenses,
- Improve process,
- Reduce cycle times,
- Increase revenue streams/clients?

We want to hear from you! Please share your ideas and thoughts. Remember your ideas make the difference in the success of SHRS Group's profitability.

Submissions should be forwarded in writing or by email to Human Resources.

The Suggestion Award will be presented annually for the best



YOUR SUGGESTION COUNTS

The SHRS Group' Word Search



Give Your Mind a Break

When things start to feel overwhelming, take a few minutes to relax and give your mind a break.



Benefits
Carpenter
Contracts
Email
FaxMachine
HumanResources
Loblaws
Millwork
Overtime
PhotoCopy
Promotion
ShoppersDrugs
TollFreeNumber

Budget
ClearDesk
CorporateLogo
Employees
Finance
Insurance
Machinery
NewHire
Painter
Policies
Purchasing
Signage
Training

BusinessCard
CodeOfConduct
Designer
Etiquette
GetTogethers
JobDescription
MailRoom
NewsLetter
Panigas
President
Reception
Supervisor
UnderConstruction

CabinetMaker
Computers
Draftsman
ExpenseAccount
Handbook
LeaveOfAbsence
Marketing
OrgChart
PayPeriods
Procedures
Recruitment
Supplies
Vacation

CanadianTire
Conferences
DressCode
Fabricator
HealthandSafety
Legislation
Meetings
Orientation
Performance
Projects
Security
Termination
VendingMachine