



# Overview of Services 2008



**2001 Award Recipient**  
*Ongoing Social Responsibility  
Business Category*

## **ASSOCIUM Consultants**

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## **SERVICE AREAS**

## ASSOCIUM

ASSOCIUM has been a leading Human Resources and Organizational Development consulting firm since 1984. ASSOCIUM delivers a full range of human resource services with an emphasis on the development of effective organizations. We work with organizations in the private, not-for-profit, government and broader public sectors.

Over the past 23 years ASSOCIUM has distinguished its self as a firm able to develop and deliver highly cost effective strategies and programs in the areas of compensation, employee benefits, pay equity, employment equity, diversity training, and performance management. In addition, ASSOCIUM operates GAIN the largest group buying program for the not-for-profit sector in Canada (which includes municipalities), as well as manages a large employee benefits program.

ASSOCIUM brings to all its projects a network of CHRP staff consultants, senior associates and qualified support personnel backed by the latest in information and communications technologies. We select our senior consultants and associates based not only on their professional accomplishments but also on the people skills we deem as important to effective service delivery. We strive to form partnerships with our clients so that we may work with them to identify and address issues head-on.

### **ASSOCIUM at a Glance:**

- Human Resources Consulting
- HR Bureau Outsourcing
- Compensation
- Recruitment
- Organizational Development
- Employment Equity and Diversity
- Conflict Management and Dispute Resolution
- Program Evaluation and Development
- Social Marketing
- Employee Benefits
- Web and phone based survey technology

### **ASSOCIUM Advantage**

#### *Cost savings*

- Bundling with other ASSOCIUM services such as employee benefits can further reduce costs by as much as 20 to 30%

#### *Convenience*

- Comprehensive consulting services
- Easily accessible full-service human resources department which is able to provide in-house, phone and web-based support
- ASSOCIUM staff and consultants gain familiarity with clients to reduce learning time and increase client knowledge

#### *Impact*

- Committed to helping businesses and organizations become employers of choice

## OUTSOURCED HR MANAGEMENT

### 1. HR Bureau: Human Resources management for organizations of 50 plus employees

Human resources are the single, largest expenditure of an organization, and represent the greatest potential for gains or losses. An effectively motivated and lead staff can be a major contributor to the success of an organization. Acquiring the most qualified workforce possible, keeping this workforce motivated and maintaining high productivity levels— requires concerted Human Resources (HR) management.

The challenge for many not-for-profit organizations, in providing effective HR management, are budgets and employees numbers do not justify the expense of developing internal HR expertise. Executive Directors and managers are generally left to fill this gap themselves even though, more frequently, they do not possess the specific skill sets required. ASSOCIUM’s **HR Bureau** represents a powerful solution for addressing the gap in human resources management of many not-for-profit organizations.

Ideally suited for organization of 50 or more employees, the **HR Bureau** creates a virtual in-house HR Department within an organization. The **HR Bureau** provides the HR expertise without the high cost associated with establishing it internally or purchasing it on an “as needed basis”. Staffed by ASSOCIUM HR professionals, the **HR Bureau** provides all core HR functions, ranging from recruitment to policy development. **HR Bureau** clients benefit from having their own dedicated HR Advisor who comes with in-depth knowledge of their organization and employees.

As an outsourced HR services, the **HR Bureau** format makes it an affordable alternative to hiring. The fee for the **HR Bureau** is based on one hour of HR services per month for each employee. The total hours per month of HR management services are equal to the total number of full-time and/or equivalent employee positions. This flexible approach ensures that HR cost keep in step with the size of the organization.

The following provides an overview of services included in the HR Bureau service package.

<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>• Program administration</li> </ul> <p><b>Compensation</b></p> <ul style="list-style-type: none"> <li>• Job evaluation</li> <li>• Job description review</li> <li>• Job performance standards</li> <li>• Wage &amp; salary administration</li> </ul> <p><b>Employee &amp; Labour Relations</b></p> <ul style="list-style-type: none"> <li>• Employee communications</li> <li>• Employee-management relations</li> <li>• Grievance handling- Stage 1</li> <li>• Disciplinary procedures</li> <li>• Exit interviews</li> <li>• Legislation</li> </ul>	<p><b>Organization Planning &amp; Analysis</b></p> <ul style="list-style-type: none"> <li>• Organization chart development &amp; maintenance</li> <li>• Organizational structure and Job design</li> </ul> <p><b>Valuing Diversity</b></p> <ul style="list-style-type: none"> <li>• Workplace accommodation policies</li> <li>• Workplace discrimination &amp; harassment policies</li> <li>• Human rights legislation</li> <li>• Work/family issues &amp; policies</li> </ul> <p><b>Strategic HR Planning</b></p> <ul style="list-style-type: none"> <li>• Human resources forecasting</li> <li>• Skills inventories</li> </ul>	<p><b>Recruitment &amp; Selection</b></p> <ul style="list-style-type: none"> <li>• Recruitment ad advice &amp; audit</li> <li>• Candidate bank</li> <li>• Pre-screening &amp; short-listing</li> <li>• Reference checks</li> <li>• Offers of employment</li> <li>• Employee documentation</li> </ul> <p><b>Performance Management</b></p> <ul style="list-style-type: none"> <li>• Performance appraisal oversight</li> <li>• Performance management coaching</li> </ul> <p><b>HR Policy Maintenance</b></p> <ul style="list-style-type: none"> <li>• Policy review</li> <li>• Policy preparation</li> <li>• Employee handbooks</li> </ul>
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#### **Additional Benefits**

- GAIN members receive a 15% discount on all **HR Bureau** fees
- Bundling with other ASSOCIUM services may further reduce costs

## 2. ACCESS HR: Human Resource management for small organizations

People are the most valuable resource of an organization regardless of its size. Yet organizations with fewer than 50 employees are often too small for dedicated human resources (HR) management, they are not, however too small to have HR management issues.

Addressing HR issues on a day-to day basis may not be a pressing concern for many small organizations. However, when issues do arise — whether it is an employee hire/termination or government compliance issue— having access to a HR professional can make the difference between a costly error and a positive and productive work environment.

ASSOCIUM's **ACCESS HR** is designed to provide organizations with the HR expertise they need when they need it. A monthly service plan allows organizations to purchase HR services in 5, 10, or 20-hour blocks of time. Clients have access their HR Advisor through on-site visits, phone consultations or email correspondence. This simple low cost approach makes it easy for an organization to receive a full compliment of HR services, set work priorities and manage HR needs within a fixed budget.

A popular feature of **ACCESS HR** is the ability to bank unused hours. When hours are not used in a given month they can be banked for use later. This is particularly attractive when larger projects requiring more than the allotted monthly hours need to be addressed. Having banked hours often removes the need to find additional dollars to complete the project.

Unlike many outsourced services, all **ACCESS HR** clients have their own dedicated HR Advisor. This Professional is committed to understanding their human resource needs and providing the highest level of service. To ensure the quality and professionalism of the service, ASSOCIUM HR Advisors are all Human Resource Professionals.

### The following outlines the 2008 ACCESS HR rates:

Monthly Service Plan Rates	Regular Services 1hour of service equals 1 hour billed at the monthly rate	Specialized Services 1hour of service equals 1 1/4 hours billed at the monthly rate
	<b>Rates</b>	<b>Rates</b>
20 Hour Retainer	\$2,360 per month (\$118 per hour) plus \$140 for each additional hour over 20	\$148 per hour
10 Hour Retainer	\$1,300 per month (\$130 per hour) plus \$150 for each additional hour over 10	\$163 per hour
5 Hour Retainer	\$700 per month (\$140 per hour) plus \$160 for each additional hour over 5	\$175 per hour

The activities listed in the Regular Services column are included in the all inclusive monthly fee. The activities in the Specialized Services column are considered specific senior level skills. Thus these activities are billed at a slightly higher rate.

### **Additional Benefits**

- GAIN Members receive a 15% discount on rates
- Bundling with other consulting services may further reduce costs
- For organizations with existing in-house HR services, **ACCESS HR** can handle HR overflow and areas requiring special expertise

## PROJECT BASED CONSULTING

ASSOCIUM's Human Resource Consulting practice brings over 20 years experience. We are committed to delivering quality, people-oriented solutions and services to help our clients become employers of choice. Our experience consulting to both the business and not-for-profit organizations mean we have dealt with many of the HR issues unique to each sector.

Our consulting team represents the full range of HR expertise from generalists to specialists in recruitment, compensation and training and development. Consultants work closely with clients to determine needs, provide strategic or technical advice, and when required, manage the delivery of services.

### **HR Services Overview At A Glance:**

- Human Resource Policy Development
- Organization Planning and Analysis
- Strategic Human Resource Planning
- Performance Management
- Transition Management
- Employee and Labour Relations
- Privacy Legislation Compliance
- Benefits
- Compensation
- Recruitment and Selection
- Training and Development
- Valuing Equity and Diversity
- Workplace Wellness

### ***Additional Benefits:***

- All HR consultants have a CHRP designation
- Services can be purchased on a per project basis or pre-purchased monthly basis

## **Compensation**

ASSOCIUM brings a depth of experience in workplace compensation and is a recognized leader in this area. We have conducted numerous compensation studies and implemented compensation systems for private, public and not-for-profit organizations.

Of particular relevance is ASSOCIUM's experience in developing compensation and evaluation programs. The work has extended across a wide range of businesses and organizations, from those in the transportation to the health care sector. This experience has provided ASSOCIUM with a high level of competency in working with different compensation systems. ASSOCIUM also brings extensive experience in analyzing an organization's total reward system, and advising on strategies to maximize the impact of reward systems while ensuring that appropriate cost containment strategies are in place.

In addition, as part of its service portfolio, ASSOCIUM represents a web-based salary survey tool; [salarysurveysonline.ca](http://salarysurveysonline.ca). The product was developed in response to a recognized need for small to mid-size employers to gain specific market intelligence regarding total compensation practices within their employment catchments areas. The tool-set has been used extensively and was recently upgraded for enhanced security and to make it compatible with a wider range of operating platforms.

ASSOCIUM provides services in the following compensation areas:

- Compensation system design and evaluation
- Executive compensation design and evaluation
- Design corporate performance plans
- Job evaluation design and review
- Salary/Benefits surveys
- Total reward system design and evaluation
- Pay performance system design and evaluation
- Employee benefits design and evaluation
- Pay Equity implementation

## **Additional Benefits**

- Over 20 years of compensation experiences in not-for-profit, private and government sectors
- Access to state-of-the-art compensation technology

## Organizational Development

ASSOCIUM has over 20 years of Organizational Development (OD) experience helping large and small organizations become more effective and efficient. The focus of our OD practice is to increase organizational effectiveness and health, through planned interventions in the organization's processes, operations, and behavior. It also addresses organizations (or parts thereof) that are undergoing a process of change, such as department restructuring or merging.

ASSOCIUM assists clients in developing the strategies and tools, which contribute to their becoming a high performance organization. In particular, we focus on:

- Building accountability in organizational processes
- Facilitating and providing strategic planning
- Enabling the effective use of technology
- Addressing issues of workplace climate
- Bringing about skills alignment within the organization
- Providing professional development strategies
- Developing strategies for improving employee moral
- Strengthening team interactions

### Organizational Development Services At A Glance:

• Organizational assessment	• Leadership assessment and development	• Team assessment and development
• Change management	• Board development	• Diversity Training
• Strategic/business planning	• Executive and management coaching	• Conflict resolution
• Program design and evaluation	• Performance management	• Meeting and group facilitation
• Problem solving	• Departmental restructuring	• Retreat planning

## **Employment Equity/Workplace Diversity**

ASSOCIUM offers a full service consulting practice dedicated to employment equity and workplace diversity. The practice is focused on developing programs to ensure organizations embrace and leverage diversity in the workplace. In addition, it focuses on assisting organizations to fully comply with all of the statutory requirements of the **Federal Employment Equity Act** and/or the **Federal Contractors Program**.

They bring clients extensive knowledge and expertise in the area of employment equity, having worked with the federal government through the development phase of its legislation, program design and implementation. Since the 1980's ASSOCIUM has been developing employment equity programs and conducting Employment Systems Reviews (ESR) within a federal context.

Supporting our equity work is pioneering employment equity management technology. ASSOCIUM's Employment Equity Data Management System (EEDMS) is an industry leader in employment equity analysis, monitoring and review. EEDMS is a powerful tool for organizations to both access and manage their employment equity compliance.

By bringing a human resources perspective to all of our equity work, we ensure that organizational priorities are an integral part of our recommendations and outcomes. This perspective is founded on a strong understanding of and focus on, the diversity and equity issues of designated groups – a key criterion for employment equity work.

All of ASSOCIUM's work in this area is supported by the diversity of its team. That means employment issues of all groups – particularly persons with disabilities and Aboriginals – are identified and understood.

### **Additional Benefits:**

- Access to strategies, tools, and training to embrace and leverage diversity to facilitate organizations becoming employers of choice.
- EEDMS allows efficient and timely tracking and reporting of employment equity data
- Bundling with other HR services can further reduce cost by as much as 20 to 30 percent

## **Organizational Conflict Management and Dispute Resolution**

ASSOCIUM's conflict management and dispute resolution specialists are committed to assisting organizations develop the necessary systems and interventions to effectively manage conflict and disputes. Having an effective internal complaint management system is critically important for many organizations. An effective response to organizational conflict and disputes require sensitivity, knowledge and an open and inclusive process. The reasons are simple:

- Complaints or disputes handled ineffectively at the outset often end up being more costly to an organization
- A poorly managed complaint system may have a negative impact on an organization's workforce or clients
- Poorly administered complaints often hurt an organization's reputation

A Fair and Impartial Resolution (F.A.I.R.®) service is a cost-effective solution for not-for-profit organizations seeking to access a range of professional dispute resolution services. F.A.I.R.® can be delivered as a full-service package or in components designed to meet specific organizational needs.

### **Conflict Management and Dispute Resolution Services At A Glance:**

- Arbitration
- Coaching
- Confidential counseling
- Formal and informal mediation
- Impartial fact finding
- Investigation of complaints
- Neutral facilitation
- Ombudsperson services
- Policy development and implementation
- Program design and implementation
- Skills based training for management and employees

### **Additional benefits:**

- Ad hoc F.A.I.R. ® support and advice discounted by 20%
- Dedicated use of F.A.I.R. ® discounted by 10 - 15%
- Access via phone, e-mail/web to experienced dispute resolution professionals
- Education and training for managers and supervisors on conflict recognition, refocusing teams on optimal performance, alternate dispute resolution methods

## **PRODUCT AREAS**

## WEB SURVEY TOOL

Not-for-profit organizations are regularly required to research various issues in order to satisfy their mandates. Frequently, this research involves the use of client, community or other stakeholder group surveys. The distribution, collection and collation of these materials is labour intensive and can steal valuable time away organizations that are often already stretched to the limit.

The Web survey technology offers a simple and affordable alternative to manual data gathering. Survey data is captured directly online through the web, email and/or the telephone.

Currently, one of North America's largest franchise companies is using The Web survey technology to record daily performance data. Similarly, one of Canada's largest employers uses this tool for conducting employee surveys.

The technology has proven to be reliable and easy to use, and its effectiveness has been demonstrated as both an internal and external data collection tool.

### **ASSOCIUM Advantage**

#### *Cost Savings*

- 25-30% more cost effective than traditional mail or telephone survey

#### *Convenience*

- The start up package includes full orientation and training support usage on a short and long-term basis
- Surveys can be conducted in much less time
- Sample size can be larger and broader than standard surveys
- Results are collated and presented within minutes
- Surveys are stored electronically allowing for easy retrieval and repetition

#### *Impact*

- Larger samples mean more accurate results
  - Less time required to conduct surveys frees up valuable resources
- Ease of use and cost effectiveness allows more frequent surveys increasing market presence and responsiveness

## **ASSOCIUM TEAM**

## BIOS

### **Adrian Johnson**

Adrian Johnson is the principal of ASSOCIUM *Consultants*. His experience of over 21 years covers the public, private and not-for-profit sectors. Adrian Johnson works with organizations to more effectively address management and workforce issues and to deal with organizational stress resulting from change. Adrian helps organizations achieve their objectives through planning, resolving conflict, developing teams, conceiving strategies and designing and implementing a variety of organizational systems.

His clients have included very large public and broader public sector organizations such as the Ontario Public Service, HRDC, the Municipality of Metropolitan Toronto, and Queen's University, and very large and successful national and international organizations such as Cara Operations, Allianz Insurance, American National Can, and Schlumberger Industries.

Adrian has provided consulting and guidance to over 160 not-for-profit agencies in restructuring, as they respond to the changes in the funding environment. He has also worked with a large public sector funder to assist in redefining the funding model for the human services sector.

A high priority for Adrian is dealing with organizational change in a context of social justice. He is also very active as a community volunteer and has served in various executive roles with the *Urban Alliance on Race Relations*, the *Ontario Multicultural Association*, the *National Employment Equity Network* and the *United Way of Greater Toronto*. These relationships are invaluable as he assists his clients to fulfill their commitments to equality in the workplace.

### **Donald Chiro, C.H.R.P.**

A senior Human Resources Executive with extensive experience in the public and private sector, supplemented by 12 years post-secondary teaching experience. Don brings proven effectiveness in labour relations including contract negotiations, administration and building strong relationships at all levels of an organization. He has been successful in positioning organizations for success in a changing climate. He is an accomplished relationship and consensus builder known for bringing stakeholders and partners together for mutual gain.

Don brings over 25 years experience in human resource management. His career includes municipal government, Provincial Government and Hospitals. He brings particular expertise in understanding the changing landscape of the health sector in Canada having been VP of Human Resources for such health Institutions as Sick Kids, East York General and Columbia Health Care. In addition, he was Vice Chair of Toronto Central LHIN Human Resources Committee and a board member of Rexdale CHC. Don has also been a part-time faculty member for over ten years at Wilfrid Laurier University as well as recent appointments at Ryerson and George Brown College. He teaches at the fourth year and graduate levels in Human Resources Management and Labour Relations.

### **IRENE LIS, MBA, CHRP, Consultant**

Irene Lis is a seasoned Human Resources professional with extensive experience in several industries including healthcare, government, and not for profit. Irene's experience in the healthcare setting includes healthcare clinics, one of Ontario's largest family health team, healthcare staffing entity, healthcare consulting entity, and several hospitals where, in each circumstance, Irene worked with all levels of healthcare providers, from the physicians to the many allied healthcare providers.

For over 20 years, Irene has provided practical and effective business and people solutions to all levels of organization from small enterprises to large, from start-up companies to fortune 500. Her niche/specialty has been establishing the full HR function and practices in organizations where none had existed prior, a perfect opportunity to ensure that the people practices support the business strategy for optimum results.

Skilled as a facilitator, advisor, coach, ombudsperson, strategist and implementer, Irene has helped businesses be more effective and successful through strategic HR planning, strategic business planning, aligning HR practices with company direction, communications, employee engagement, sound employee relations, ensuring the basic traditional HR practices are correctly implemented, effective restructuring, diligent acquisitions and mergers. Irene has helped many managers and employees learn to balance strategic "big picture" thinking with more immediate operational thinking in order to achieve results that are best for the entire organization.

Irene is also passionate about performance management, *in its broadest meaning*, as the driving force behind all company actions. Performance management starts with a corporate strategic business plan, and the implementation, measurement, management and assessment of this plan down to all levels in an organization, right down to the individual contributor, is true and complete performance management. A clear, understood business strategy paired with a fully engaged workforce benefit all stakeholders, leads to peak business performance which is the optimum return on investment in human capital.

### **Monika Jensen**

Monika Jensen is a senior associate and management consultant specializing in coaching, conflict resolutions, issues management, training and leadership development. Monika has worked with a number of for profit and not-for-profit as well as government organizations to develop strategic direction in the areas of staff retention, development and performance management and enhancement of leadership skills.

Monika has over 25 years of senior management experience in human resource management and training, conflict management and strategic planning. She is a member of the Ontario Society for Training and Development, member of Canadian Association of Professional Speakers, President with the Society for Conflict Resolution in Ontario, a certified member of the Ontario Arbitrators and Mediators Association of Ontario and a panel member of the Canadian Foundation for Dispute Resolution.

She has a broad background in training and coaching a diverse client base. She has extensive experience in the development and delivery of experiential courses on many diverse subject matters, such as Leadership Development Skills, Working Through Change, Time and Priority Management, Leadership Skills for Supervisors, Managing and Valuing Diversity, Workplace Harassment Prevention, Effective Interpersonal Communication Skills, Dealing with Difficult Behaviour in the Workplace, Handling Your Emotions Under Pressure, Effective Presentation Skills, Coaching: Bringing Out the Best in Others, Negotiation Skills, Stress Solutions and Mediating Conflict. She combines management reviews with obtaining needs and assessments and providing the client with customized training, coaching, counseling and action plans.

Monika has developed human resources policies as well as conducted implementation procedures and training for such diverse organizations as Christie Ossington Neighbourhood Centre, The Ark Youth Shelter and Support Services, United Way of Hamilton and the city of Oakville. In addition, she is the author of several publications both in the area of conflict resolution handbooks for managers and managing change.

### **Tana Turner**

Tana Turner is an Associate who has worked in the area of human resources, equity and diversity for the past 19 years. With the Government of Ontario, she helped develop employment equity legislation and implement employment equity within the Ontario Public Service. As a consultant, she has worked with a number of public and private sector organizations in assessing their compliance with employment equity legislation and developing plans to meet the existing gaps. She has reviewed organizational needs and developed HR plans and policies.

She has also worked with the City of Toronto to complete the first major analysis of the diversity of the city's population and assess the implications for policy and program development. Most recently, she developed a framework for a Diversity Report Card for the City of Toronto. The report card is intended to enable the City to quantify and report on the state of the city's diversity, in the areas of employment, civic participation, community life, health, education, cultural life and economic well being.

Tana has also designed and completed a number of research projects, including a survey of minority perceptions of discrimination for the City of Etobicoke, assessment of the need in the Black community to support a proposal for a community center, and a demographic analysis of public housing communities for the former MTHA.

Tana has also completed various program evaluations. She completed a review of the Law Society's Discrimination and Harassment Prevention Counsel Program to assess the effectiveness of the program in assisting those with complaints against their lawyers. She has also assessed the effectiveness of various employment equity initiatives to address inequities in the workforce. She is currently reviewing the Investor Orientation Kit, developed by OCASI, to determine its effectiveness in addressing the information needs of immigrants.

### **Keith Jeffers, C.H.R.P**

Keith Jeffers is a senior associate who brings more than 20 years demonstrated success, in Canada and internationally, as a human resources professional, a senior manager and consultant to organizations in the corporate and public sectors. He is a knowledgeable and resourceful organizational development practitioner, a strong facilitator of people and processes, and an effective planner of strategies and solutions. His specialist skills are in employment equity and diversity, human resources management, workplace human rights issues, organizational development and change management.

Keith was a senior manager at Management Board Secretariat, the Government of Ontario's central agency responsible for strategic human resources management of the province's 87,000 civil servants. There he was a key architect in the design, development and implementation of corporate policies and programs in employment equity and equal opportunity for Canada's second largest employer. His experience spans employment equity/ diversity activities such as training, workforce information, accommodation, policy and program development, workplace discrimination and harassment through to plan development.

Keith has an excellent understanding of the employment equity and diversity environments in Canada and the United States, legislative requirements and the strategic and operational issues of design and implementation. He has an expert knowledge of the employment barriers faced by designated groups organizational change strategies and measures for the elimination and prevention of employment discrimination and for the creation of a culture of diversity.

Keith's diagnostic and organizational change model is recognized and has been used by practitioners in Canada and the United States. His work helped to position the Ontario Public Service as a leader in employment equity and diversity.

**Brenda James C.H.R.P.**

Ms James is a senior associate who brings over 20 years human resource experience and has been a senior practitioner in the area of Employment Equity for the past 15 years. She is a former public servant and a leading practitioner in the field of Employment Equity in the federal environment. She has supported the Employment Equity reporting and review exercises in both the public and private sectors. Brenda is an experienced facilitator of focus groups and trainer in the area of equity and diversity.

Ms James has conducted numerous employment systems reviews for public and private sector employers, to bring them into compliance following a CHRC audit. She has also worked with employers who voluntarily choose to implement employment equity measures to identify and achieve their goals. Ms James has also conducted human rights investigations, team building sessions, job evaluations and prepared job descriptions.

**Steven Potter, C.H.R.P.**

Steven Potter is a senior associate with over 27 years experience in all facets of human resources administration as a manager, compensation system specialist, trainer and consultant. Steven oversees the set-up and management of ASSOCIUM's HR Bureaus.

Mr. Potter worked with the Ontario Public service as generalist with a compensation specialty for nearly 20 years. He has been a consultant and human resources educator for seven years. He has worked with numerous classification and compensation systems for private and public sector employers including the Ontario Provincial Police and federal, municipal and provincial governments.

Mr. Potter has prepared and evaluated bargaining unit, management and executive position descriptions in a variety of classification systems. He has developed classification standards, implemented new job evaluation systems, performance management program, coordinated classification conversion projects and compensation systems reviews, conducted salary surveys, developed new and revised compensation policies and advised on Ontario pay equity compliance.

Mr. Potter has taught Human Resources and compensation system design for the School of Business, Carleton University and for Algonquin College, Ottawa.

**Karen Iddon, C.H.R.P.**

Karen is a highly qualified and experience HR consultant who has been recognized by her peers. In 2001 she was the winner of the Human Resources Vision Award for Outstanding Contribution to the Strategic Goals of an Organization. She led a team that redesigned the Ontario Hospital Associations' HR Management Certificate. Managed an HR Pandemic Preparedness Plan for a national organization.

With 20 years of experience in all areas of HR, Karen is able to address all areas of human resources management, from compensation, pay equity, to HR Policy development and performance management. Karen's sub specialty includes Labour Relations & dispute resolution in multiple provincial jurisdictions. She also has taught strategic management and has experience developing long-term strategic plans.

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