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THE LONELINESS OF THE NEW SUPERVISOR

The loneliest people in any organization have got to be new supervisors, particularly the ones promoted from within the organization. No one trusts them initially, they may not have the skills necessary to be successful, and their previous support group, their peers, are now on 'the other side'. This situation can often be traced back to why that new supervisor was put into that situation, and to what extent they were ready for it.

The new internally promoted supervisor often has achieved this new distinction because someone in the organization feels that he or she 'has what it takes' to supervise an employee group that the new supervisor just recently (yesterday?) was part of. In many situations, the promotion was based not on the ability to lead or motivate people, which is what a supervisor is supposed to do, but because of an achieved level of technical or professional expertise. Before, Bill was the best lathe operator in the history of the organization, so why wouldn't he make a great foreperson, leading other lathe operators. Jenny has always excelled at the completion of her documentation, an area our organization has been criticized over on our last accreditation review, so let's make her a team leader. It isn't always that simple.



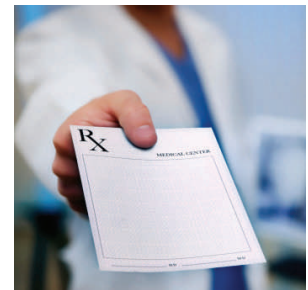
By promoting based on based technical or professional performance, we often create what could be characterized as a 'before I couldn't spell supervisor, now I are one' situation. This is not intended to be an insult to the potential supervisor, but as a way of illustrating the all too common situation where someone is promoted without the tools they need for success. We have all seen situations where someone was promoted from within the group, and even if initially supported by that group, the new supervisor's unfamiliarity of how to supervise can cause them to lose support rapidly. For example, many new internally promoted supervisors try to remain 'one of the gang' which does not always work. Others, wanting to make an impression and distance themselves from their former co-workers,

(Loneliness, continued on page 2)

FILL THIS PRESCRIPTION!

Rx- Once a day, give a staff member an unsolicited compliment. Make sure that it is performance related. Repeat for as long as you can. Feel free to share this prescription with other senior staff. It does not have to be taken with food, but certainly could be discussed at lunch! Everyone likes getting an unso-

lited compliment on what they are doing. Giving the compliment is free, and is rewarding to both you and the person getting the compliment. Its small things like this that make for a positive workplace. And yes, this prescription is (hopefully) addictive and habit-forming!





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(Loneliness, continued from page 1)

try to be overly strict and rule-orientated, which often alienates them from their team. Both are examples of situations where a supervisor has started his or her duties without the development of a proper skill set.

A proper skill set for a new supervisor is a combination of natural ability supplemented by appropriate training. While it is often the natural ability that employers' first recognize, it is important that an inventory of the potential supervisor's skills be done prior to that individual being put into a leadership position. It is important for each organization to identify what it takes to be a good supervisor in their environment, and use that as the measuring stick.

Where skills need to be enhanced, internal or external training should be made available.

In a number of organizations, the concept of the temporary supervisor, where someone is promoted on a temporary basis, is used as a way to identify to the employer, and to a larger extent, the employee, suitability for an eventual full-time supervisory role. This allows the employee to experience what it is like to be a supervisor, and the employer to identify strengths that can be built upon and areas that need to be developed further. While this concept is not always accepted in unionized situations, where the stoppage of seniority accumulation is used by unions to discourage going to management, it often leads to the development of better supervisors, or, also of great importance, of the realization that not everyone should be a supervisor.

This article began by referencing the loneliness of the new supervisor. Even when someone has the requisite skills and abilities, the first line supervisor faces a lot of challenges. It is suggested that each new supervisor in your organization has a formal mentor, someone who has been through a similar experiences, and can help out when things get rough. By doing this, the new challenges of supervision can be met, and the loneliness of the new supervisor can be greatly reduced.

15TH ANNUAL NATIONAL ALZHEIMER COFFEE BREAK

The Alzheimer Society of Windsor and Essex County invites you and your organization to take part in the 15th annual National Alzheimer Coffee Break between now and October 31, 2010. Coffee Break is a unique annual fundraising activity of the Alzheimer Society that bring together family, friends and colleagues in a fun, social event to raises awareness and money for programs and services in rising demand in Windsor and Essex County. In 2009, \$26,805 was raised by a wide variety of organizations..

Register to be a host and you'll be provided with a Coffee Break kit equipped with Tim Horton's coffee packets, tea, sugar, cups, lids, stir sticks, napkins and so much more – everything to make your event a success! Just make your pot of coffee, set up your display and invite everyone to enjoy a "cuppa joe" for a donation! It can be that simple. Or you can be more creative and include baked goods, games or contests. The sky's the limit when it comes to how simple or how elaborate you make your event.

If you would like to participate, please call (519) 974-2220, and talk to Maurizio Tiberia (extension 225) or Nancy Ivan (extension 221). You can also send an e-mail to generalinformation@alzheimersociety.com or obtain the registration form online at

www.alzheimersociety.com .



Soci t  Alzheimer Society
WINDSOR-ESSEX COUNTY



LEAVES UNDER THE ONTARIO EMPLOYMENT STANDARDS ACT

Are you aware of all the different leaves of absence provided for under the Ontario *Employment Standards Act*?

While many organizations are aware of some of the leaves of absence that employees are eligible for, there are a number that are somewhat more obscure. Here is a listing of the various unpaid leaves of absence that employees are entitled to:

Emergency Leave- up to ten unpaid days per calendar year for personal illness, injury and medical injury (including pre-planned non-cosmetic surgery) or the death, illness, injury, medical emergency or urgent matter relating to a family member, as defined in the Act. This applies only to employees with 50 or more employees in Ontario.

Declared Emergency Leave- leave without pay if the employee will not be performing the duties of his or her position because of an emergency declared under the *Emergency Management and Civil Protection Act* or the *Health Protection and Promotion Act* where an order has been made that applies to the employee or if the employee is needed to provide care or assistance to a designated individual who is dependent on the employee for assistance or care or because of other such reasons as prescribed by the Government of Ontario.

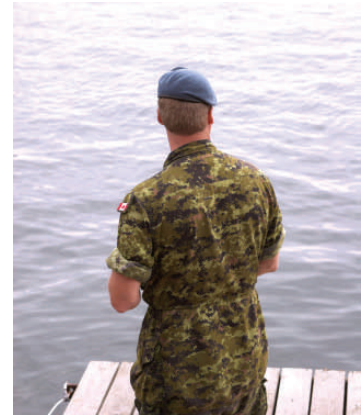
Family Medical Leave- leave without pay for up to 8 weeks in a 26 week period to provide care or support to a family member or someone considered to be like a family member where a qualified health practitioner feels that the family member has a serious medical condition and may die within a period of 26 weeks.

Jury Duty- unpaid leave for any time for which the employee is required to be on a jury and has received a summons.

Organ Donor Leave- unpaid leave for up to 13 consecutive weeks for employees employed at least 13 weeks who undergo surgery for the purpose of organ donation.

Reservist Leave- unpaid leave for the time necessary for employees who are reservists and who are deployed to an international operation or to an operation within Canada that is or will be providing assistance to deal with an emergency or its aftermath.

If you would like assistance updating or creating policies regarding these leaves, please do not hesitate to contact john@jmbboxconsulting.com.



Let's not forget our employees who are also Reservists.



Downloadable Diamonds

The purpose of this section of our newsletter is to alert readers to some resources available from the internet that they might not be aware of.

The Ontario Ministry of Labour has set up both a Termination Pay and Severance Pay Tool, designed to help employers and employees determine whether or not an employee is eligible for termination and severance pay upon termination of employment, and if so, how much. By answering a number of simple questions, eligibility is determined, and an amount can be calculated. Through its disclaimer, the Ministry cautions users that the tool is only intended for "...illustrative and informational purposes only." The Tools are available at www.labour.gov.on.ca

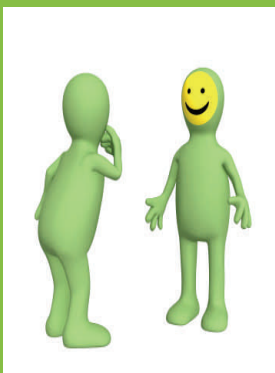
Also available from the Ontario Ministry of Labour is an excellent guide on domestic violence. Put together by the Occupational Health & Safety Council of Ontario, it is entitled "Domestic Violence Doesn't Stop When Your Worker Arrives at Work: What Employers Need to Know". It is 8 pages in length, and can be seen at www.labour.gov.on.ca/english/hs/topics/workplaceviolence.php.



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Check out our website at
www.jmboxconsulting.com



An Overview of Our Services

JM Box Consulting Services provides innovative, cost-effective Human Resources support and services that assist clients in dealing with their issues and challenges with confidence. Together, we will resolve issues one at a time, either through consultation, training or working together on necessary projects. These services are designed to be of greatest service to small to medium size organizations, including the municipal, health care, charitable, not-for-profit and small business sectors. Based in Windsor, Ontario, **JM Box Consulting Services** can meet the needs of clients throughout the Province.

JM Box Consulting Services takes the approach of meeting client expectations by identifying the gap between the desired goals and current realities, to discover the best ways of eliminating that gap- not just for the present, but for the future as well.

Services

E-Consulting- providing clients with quick, cost-effective access to Human Resources expertise through the use of e-mail and telephone communications, without the expense of or supplemental to internal Human Resources staff.

Project Management Services- to provide project management and expertise on matters such as job evaluation/pay equity, wage/salary administration systems, policy and procedure review and development, and organization redesign and restructuring.

Training Services- to address client needs that are best addressed through training specific to the needs of the organization, such as Violence in the Workplace, Working in a Respectful Workplace, and Organizational Community Presence.

KIND WORDS FROM OUR CLIENTS

The Enhanced Language Training Department at the Global Business Centre, a division of the New Canadians' Centre of Excellence Inc., would like to take this opportunity to thank John Box for his time and contributions to the ELT program.

We have invited John to be a guest speaker at our sessions to provide newcomers in the ELT program – internationally trained professionals and entrepreneurs- with insights on the Employment Law in Canada, and particularly in Ontario. John's knowledge in this subject matter is very profound and comprehensive. In addition, we would like to acknowledge his professionalism in dealing with people with diverse backgrounds and his compassion and understanding of their problems and difficulties.

John's practical knowledge and experience in the field of the Canadian Employment Law has been very helpful for our ELT clients.

Hristina Seksenova, ELT Program Coordinator, New Canadian Centre of Excellence Inc.