



### A great place to start...

The Government of Alberta provides several excellent market research resources on average wages by profession, salary surveys and more to help get you started.

<http://employment.alberta.ca/BI/2653.html>

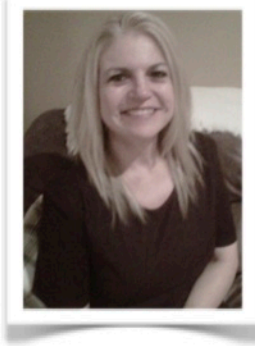
### It "Pays" to Compensate Strategically

#### What is 'compensation'?

The term compensation traditionally encompasses all regular salary or hourly wages, performance bonuses, overtime pay and sales commissions. Compensation can also include non-monetary benefits including stock options, a company vehicle and other taxable income items.

A well-designed compensation plan is critical for attracting and maintaining quality job candidates as well as properly balancing employee and company objectives. A suitable compensation strategy should also reflect your business' organizational culture and high-level goals.

*Where do I start in designing a Compensation Strategy for my business?*



### Spotlight: Marie

Marie is a very welcome new addition to Floater Staffing. Marie has over 15 years' experience in the accounting field, much of which was spent in the oil & gas industry and running her own bookkeeping business. Her entrepreneurial spirit and extensive experience make her a "must" for any employer - we were able to place her in just two days! Welcome aboard Marie!

### Job Seekers: New Editions Coming for YOU!

Thanks to the great feedback we receive from newsletter recipients monthly, we have decided to begin issuing a quarterly edition of The PeopleGram Newsletter tailored specifically to the job seeker. Watch for the first edition in February. Happy Job Seeking!

When designing a compensation strategy for your business, several critical factors must be taken into account, including:

- Market research about compensation trends for similar positions in your local job market. Certain industries have specific salary metrics and standards that you should be aware of.
- The availability of employees with similar skills, training and experience within your local job market.
- Your ability as an employer to pay market or above market-rate compensation.
- Employee performance.

**Floater Staffing** specializes in recruitment, hiring and human resource management - including the design and implementation of custom compensation strategies. Contact our office today to find out more about developing a compensation plan for your business and ask about some of our great resources.

### Upcoming Events

*Linking Metrics to Strategy Webinar*  
January 25, 2011, Online

The Human Resources Institute of Alberta (HRIA) is offering a webinar for the HR professional who understands basic principles of HR metrics and wants to learn more about aligning their metrics to strategy in the workplace. Register early at [events@hria.ca](mailto:events@hria.ca), or visit [www.hria.ca](http://www.hria.ca).



### Commandment No. 9

Develop a comprehensive and consistent company-wide Compensation Plan.

Start by performing an internal review of current compensation policies and employee satisfaction, and combine with available market research. Strive to establish balance between employee motivation and company objectives and watch your strategy quickly "pay" off.

the **TEN**  
COMMANDMENTS  
of  
HUMAN RESOURCES

## Building Respect in 2011

By Leslie Patrick

I am lucky enough to work in an environment that normally has a very positive energy. Our team is a dedicated group of veterinary professionals caring for pets and their owners. We strive to constantly improve our standards and service, and are proud of the achievements of our team. We are not immune, however, from petty crises that arise when a diverse group works closely together under stressful conditions, and our success in dealing with those situations tends to be inconsistent. A recurring problem is lack of respectful behaviour at all levels.

What do you do when you find one of your receptionists in tears over a comment she overheard about herself in the lunch room? Or when the staff complaints about the schedule sound more like complaints about the scheduler? Or when one employee angrily explodes at another? Until recently, my reaction to that type of event would be to dig out yet another platitude about respect in the workplace, email it out and remind our supervisors to watch out for incidents like these where they can step in and immediately rebuke the offenders. And then dismiss it from my daily consciousness until the next incident. Do you do the same? I resolve to make respect in the workplace an priority this year, and I have an action plan.

This year, I resolve to:

1. Publicly praise at least one staff member every day. Employees need the validation of their own performance for their own satisfaction, and it can only benefit them to realize that their co-workers are also highly valued members of the team.
2. Address unacceptable behaviour without delay and in private. This is an unpleasant task, so I tend to procrastinate.
3. Set a good example by leaving my moods at the door. A smile and pleasant demeanour sets the tone for everyone I deal with.
4. Manage change better by allowing a forum for all reactions without judgment. For example, when someone is sent home early when the workload is light, an unsurprising comment expressing financial worry need not be dismissed as a bad attitude. Honest discussion may clarify concerns and build positive relationships.
5. Encourage staff to discuss issues among themselves and look for solutions that work for them. Only if no solution can be found do I need to handle conflicts.
6. Talk less, listen more.

As an HR professional, none of this is news to you. Nor is it new to me. But it is a new year, and it's finally time for me to ensure that these old tactics gain a new life in my environment. Veterinary work is stressful enough all on its own - it's my mission to reduce the unnecessary stresses that creep up and ambush us. We're going to build respect in 2011!

### About the Author

Leslie Patrick is a Human Resources Generalist with over 20 years experience. Recruitment, performance management and coaching are special areas of interest. She is currently enjoying her roles as Office Administrator at Western Veterinary Specialist & Emergency Centre and as part-time interviewer with Floater Staffing.