

Average Cost to Hire

- Executive \$43,000
- Management/
Professional \$17,000
- Technical \$13,300
- Clerical/Support \$ 3,300

Did you know?

- Almost one half (49%) of those who feel they have suffered from depression or anxiety have never gone to see a doctor about this problem.

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Top Organizational Challenges from the HR Corner

Leaders often say that “people are their most valuable asset” but it is really about hiring the right people with the right fit that allows a company to experience long-term sustainability. The importance of fit is key to the recruitment process. When you select people who are going to find the role, the organization, their manager, and the work as meeting their needs, the individual will give their best and want to stay and this will show in the bottom line.

One may say that hiring is easier than it ever was and just a click away with a variety of automated job boards. Is recruiting the right person, that A-player, really that easy? With a war on talent, organizations must understand and recognize the potential in their hires.

Organizations must be clear on what the role must deliver in the first weeks and month, the

non-negotiables. If those individuals are in low supply, you need to look for an attitude to learn and have the appropriate mentoring in place in order to get this person up to speed.

Be careful of overpromising and under delivering on what the organization can offer the candidate. Recruitment is a two-way street where the candidate should be assessing the organizations fit for their work environment, the work itself and the leadership they will be provided.

Hiring must be deliberate and there is a definite correlation between strategy and hiring. The right talent will make this strategy come alive. The competitive advantage for your organization can be a result of focused recruitment of bringing in people who share the organizations’ values, vision and goals.

Do you have what you need to be deliberate in your hiring?

With measures like Interests/ Motivation, Personality, and Abilities all combined into one assessment, you have all you need to ask the appropriate



questions during the interview to understand the potential of the candidate. Recruitment requires diligence in order to make the right hire.

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Developing the Mindset of a Positive Safety Culture

Developing a positive safety culture goes beyond the hard hats and safety boots, rules and regulations, systems and procedures. It's not just the hard hat that keeps you safe, it's what's under it. A "Positive Safety Culture" is created when everyone in your organization takes ownership and responsibility for their own safety and those around them.

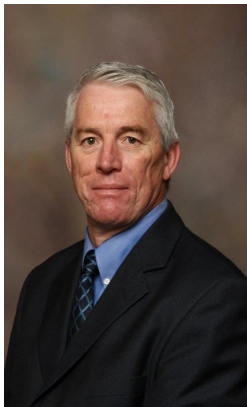
I can't count the number of times throughout my career that I have investigated a near-miss incident or accident

where the person involved exclaimed "I can't imagine how stupid I was". It is not a question of "being stupid", it's a question of stopping to think for a few seconds. "How could I get hurt here today and how can I prevent that from happening"? This is not high tech but rather a matter of common sense.

To reduce personal and business losses due to injury and illness, at work and at home, we have to change the mindset, the culture, the way we think,

in our approach to health and safety throughout our organizations from the board room to the shop floor.

The first challenge is to get Senior Management interested in the prevention of loss due workplace injury and illness. The culture of an organization is determined by those who control the reward and recognition system. The next step is the middle management group and finally the employee group. If everyone does a little, no one has to do a lot.



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Continuous Improvement as a Strategy

It's well understood that growing your business is a key element to long term success. Organizations often use breakthrough technologies, acquisitions, and/or consolidation as primary growth strategies. Those options require lots of money and for many organizations that's not feasible so they need a lower cost option. A continuous improvement approach to business growth is a tested and proven approach to

that will allow you to maximize your organization's existing assets and resources prior to considering major financial investments.

Being successful at continuous improvement doesn't happen by osmosis or luck. It's hard work, and there are proven systematic approaches like Lean made famous by Toyota or General Electric's Six Sigma. Check these methodologies

out; the benefits and results might surprise you, maybe even shock you. In addition to being relatively low cost, continuous improvement will enhance staff involvement in the organization's success as they develop home grown solutions.



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Bookkeeping Tips for the Budding Entrepreneur

Waiting until the last minute (tax time) to get your bookkeeping in order is not in your best interest. I know the task can seem a little daunting and is very easily placed at the bottom of the ever growing priority list but you have options that can be implemented immediately with very little effort.

If you have some understanding of bookkeeping, your first task is to purchase an off

the shelf software like QuickBooks or Simply Accounting (Sage) to get you started. However, bookkeeping is often one of those tasks that quickly falls to the bottom of the "To Do" list. If you even have an inkling this may happen to you, it is highly recommended that you hire a bookkeeper at an hourly rate to do most of the work for you. This option ensures that your books remain current and your valuable time can be spent on promoting your

company and marketing your goods/services.

Whichever option you choose, be sure to get your files in order. This will not only let you track your ongoing revenue and expenses but will ensure that when it comes time to pay the "Man" you will already be well prepared and you will not have a lot of surprises.

Linking Strategy to Execution

In the Supply Chain field, it is tempting to get caught up with the desire to reduce the yearly spend for our organizations. Sometimes we need to reflect at a 50,000 foot view of where our organization is going, and what our corporate strategy is.

How can we possibly work effectively on a day to day basis, at the tactical level, if we haven't first thought strategically about where we are and where we are supposed to be going?

Once you have this vision clearly in mind, you have the ability to ensure that the day to day activities are in line with getting you to the end result.

Many domestic manufacturers use global sourcing as an activity in order to remain competitive. Without the import strategy, they would lose customers to competitors.

But importing is not necessarily for everyone. If you are selling your products at premium "value added" prices, and the

value that you are providing your customers is high flexibility, short lead times, industry leading service, it is difficult to do that when your supply base is on the other side of the world.

It's all about strategy, and putting strategy before execution.....



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Measurement in Business

Over the decades, large amounts of energy produced data banks of information that went relatively unused and consequently unappreciated.

New theories in industrial psychology propose that measurement is the only way to manage objectively. Measurement systems must create value with a focus on operational excellence, product/service leadership and customer intimacy. This process helps us to define

future goals, objectives and action plans. Although the future is difficult to predict, good measurement can lead to timely, meaningful action that consistently creates better outcomes.

When individual and team measurement systems are properly delivered, they provide a stimulus for all employees to be innovative, inspired and ultimately more productive. The process actually cre-

ates challenge for everyone to perform better than in the past. The display of meaningful data taps into individual "discretionary effort". This hidden resource of human effort is often overlooked because it is difficult to tap into. When properly harnessed it can provide the difference between a good company and a great company.



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How Do You Measure your Leadership?

If you asked 20 people what great leadership looks like, you would probably get 20 different answers. Leaders need to be held accountable just as do employees. With the commencement of a New Year, it is a good time to ask yourself some relevant questions to ensure you are aspiring to be the leader you want to be:

1. Do your actions reflect who you truly are?
2. Do you lead by your values

or beliefs?

3. Do you admit when you make mistakes?
4. Do you take time for self-reflection?
5. Do you work on your own leadership development?
6. Do you measure up to who you want to be? If not, what will you do about it?

When you actually take the time to see how you measure

up, you provide yourself the opportunity for growth and development. Measuring ourselves, reflecting on our behavior and attitudes, and assessing our actions provide a self awareness so that you can begin to do things differently (and your teams will notice the difference too). For 2015, give yourself the opportunity to create the leader you want to be.



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Success is not final, failure is not fatal; it is the courage to continue that counts.

Winston Churchill



SSI Mission/Values

SSI's Mission

Facilitating customer success through training, consulting, and implementation

SSI's Values

- ⇒ Passion for Customer Success
- ⇒ Culture of Mutual Benefit
- ⇒ High Integrity at all levels
- ⇒ Long Term Focus
- ⇒ Learning Organization

SSI's area of focus: Lean, Occupational Health and Safety, Finance, Six Sigma, Marketing, Leadership, Human Resources, Business Strategy, Change Management, Management Coaching, Supply Chain Management

SSI Consulting Solutions

SSI Consulting Solutions is a Canadian company that specializes in helping its clients gain competitive advantage through implementation of world class business practices. It is through these practices that our clients not only compete, but gain significant advantage over their competitors, thereby allowing them to gain market share and enhance shareholder profitability.

The global nature of today's business environment has resulted in increased competition, razor thin margins, and an enhanced focus on servicing the customer. Price and Quality no longer win orders, but are "a given" in the marketplace....it is those who can deliver consistently and with the shortest lead times that win and retain new customers.



Keith Carruthers
President and CEO, SSI
Consulting Solutions

Our consulting philosophy is formed around the concepts of teamwork, partnership, service,

and quality, both in the coordination of our efforts within our firm and in our interactions with our clients. The core project team will be led by a member of our senior consulting team. The strength and qualifications of our firm enables us to provide analysis that is both prompt and thorough.

We strive to form partnerships with our clients. Our best recommendations can be delivered only through recognition of each client's unique situation. Effective communication of our work is a top priority as we believe that timeliness and stakeholder alignment are essential to project success. We deliver quality, timely service as promised.