

# BONZA NEWS

## Succession Planning...what's in it for you?

By Doreen Myers, Myers Hamilton & Associates

Two recent events have shown the importance of Succession planning to an organization. The sad passing of NDP Leader Jack Layton and the resignation of Apple CEO Steve Jobs.

If a key member of your staff suddenly left your organization, which position would your organization be in ... like the NDP party or like Apple who Jobs recommended implement their succession plan and name Tim Cook as CEO?

Succession planning is not just about naming a successor, it requires:

- ◆ identifying key positions and expertise critical to the business
- ◆ assessing current talent within the organization
- ◆ developing action plans to transfer knowledge, develop potential successors and, in some cases, attract external candidates where none available

Leading organizations understand the importance of the development review process to succession planning. They ensure the process:

- ◆ is aligned with the organizational vision and values
- ◆ provides meaningful feedback to team members
- ◆ is focused on helping both team members and the organization succeed

People leave organizations for many reasons, some unexpectedly and others to pursue personal career goals or early retirement. If you have established an environment where team members are comfortable discussing their career goals and life plans, you have an excellent foundation. You can use that knowledge to proactively identify successors and plan accordingly.

If you consider people your most important assets, you have a succession plan and review it on a regular basis as part of your overall strategic plan. What's in it for you? Like Apple, it increases your ability to be proactive versus reactive when life happens!

*Doreen Myers is a Human Resource Organization & Development Specialist. As HR Director at organizations such as Moen® and FRAM® (Honeywell) she has led numerous succession planning sessions in both Canada and the US. She currently provides a variety of Leadership, Project Management and HR related programs in partnership with Bonza Training Solutions.*



### QUOTE

“The method of the enterprising is to plan with audacity and to execute with vigor.”

– Christian Nevell Bovee (1820-1904)

### GOOD NEWS

#### New \$80M Chemical Plant for Sarnia

##### SARNIA, ON

BioAmber Inc. is building its first North American biosuccinic acid plant in Sarnia, Ont.

The Bluewater Biochemicals plant (a subsidiary of BioAmber), to be commissioned in 2013, will have an initial capacity of 17,000 tonnes of succinic acid.

The renewable, non-toxic specialty chemical derived from plant and animal tissue is used to make a wide range of products from plastics used in durable and other consumer goods, to food additives, fragrances, construction materials and salts that melt ice and snow.

Source: [Canadian Manufacturing](#)

## **The Internal Responsibility System: A Supervisor's Role**

**By Marty Dol**

Nobody wants an accident to happen at work. And I am pretty sure that everyone wants to avoid unnecessary Ministry of Labour fines, increased WSIB premiums, and uninsured costs that happen after a workplace accident. In order to avoid these undesirable consequences, you need to ensure that you have competent supervisory staff and an Internal Responsibility System that is operating at peak performance.

The duties listed in the Occupational Health and Safety Act, Section 27, are the fundamental responsibilities that all supervisors must have, and each supervisor must be able to demonstrate not only that they are aware of these duties, but that they are indeed carrying them out. The goal should be not only to meet these legal expectations, but to exceed them. Management staff must understand what an Internal Responsibility System (IRS) is and their contribution to its effectiveness. When it comes to occupational health and safety, everyone in the workplace has direct responsibility for the health and safety of everyone, and this is most important of the supervisor.

A strong IRS means a properly functioning health and safety system which fosters a sustainable culture of workplace health and safety; it's a way of determining responsibility and authority for safety. A strong safety culture and IRS consist of:

- ◆ skills, knowledge and training
- ◆ a defined system for responding to events
- ◆ an adequately functioning HSR/JHSC
- ◆ a commitment from everyone in the organization to prevent illness and injury
- ◆ policies and safe work procedures that are effective, followed, and revised when necessary
- ◆ a progressive disciplinary policy that encourages participation from all parties; and
- ◆ low tolerance for unacceptable safety behaviours

The concept of the IRS is based on the principle that the workplace parties themselves are in the best position to identify health and safety problems and to develop solutions. How this system works really depends upon the level of responsibility and accountability of all workplace parties. One of the most important connections in this chain of responsibility is the supervisor's role as a liaison between the employer and the workers.

Supervisors must be knowledgeable about the IRS, about due diligence and what it takes to satisfy the intent of the law and beyond. They must be able to conduct an effective workplace inspection, recognize and assess the hazards found, and know what type of hazard controls to implement. Supervisors must know the role of the Health & Safety Representative or the Joint Health & Safety Committee (JHSC) and their responsibilities in order to ensure that they are able to carry out their functions. And finally, a su-

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supervisor must be able to conduct a thorough and effective accident investigation.

The role of today's supervisor involves much more responsibility than scheduling of work duties, dealing with production issues, and handing out paycheques. The role of a supervisor is pivotal in the IRS as a main link between the senior management or employer, and the workers. A knowledgeable supervisor can save the company their annual salary many times over if only they are competent based on the definition provided by the Ministry of Labour. Is your supervisor competent?

*Marty Dol, Certified Occupational Health & Safety Specialist, is Bonza Training Solutions' dedicated Occupational Health & Safety Trainer and Consultant. Marty has worked in the industry for over eight years and has presented to thousands of workers, supervisors and managers over that time. He is experienced at instructing adult learners and delivers over 40 different course topics. Marty presents courses at Fanshawe College in London and is frequently sought after to develop OH&S instructor-led and online training courses that are sold and distributed nationally.*

## **Supervisor Occupational Health & Safety Certificate**

This course meets or exceeds the employer's legal responsibilities under the Occupational Health and Safety Act (OHSA; the Act)

The law requires that supervisors and managers are familiar with a multitude of aspects of the Act and regulations, also industry best practices, CSA Standards and published guidelines. Management staff of any sized business must know the requirements under the Act, their duties and responsibilities, and what constitutes due diligence. Management staff must implement and maintain a strong Internal Responsibility System.

Supervisors must be competent by the definition found in the OHSA, and employers must hire or train competent supervisors and "provide adequate supervision." Upon successful completion of this course participants will have learned all required components of the legislation to be viewed as competent.

Participants will learn about hazard recognition, assessment and control measures that can be implemented as a result of workplace inspections. Participants will learn that the Act is based on the Internal Responsibility System which requires workplaces to act in accordance with the law and best practices. Participants will learn and discuss Bill C-45 which amended the Criminal Code of Canada Section 217.1 to allow for prosecution of workplace related infractions. Investigating workplace accidents and understanding the reporting procedures will be included in this course.

**October 3, 2011**

**Stratford, ON**

**8 a.m. to 5 p.m.**

**Course Fee: \$395**

Please contact us for a full course outline: [info@bonzatraining.com](mailto:info@bonzatraining.com)

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## Experiential Learning LEADERSHIP PROGRAMS

Incorporating Human Synergistics® business simulations and assessment based tools  
(Please contact us for full course outlines).

### Coaching For Success

*Supervisors, Managers, Team Leaders \$395*

To achieve success as a Leader, you must coach and accomplish results through others. During this interactive workshop you will have the opportunity to:

- ♦ **Test** your coaching values and behaviours in a sports setting using a Human Synergistics® business simulation
- ♦ **Understand** how coaching styles shape and influence team members' motivation
- ♦ **Learn** practical ways to enhance performance through feedback

**Public Course Dates: September 12 - London, ON/ December 6 - Oshawa, ON**

### The Effective Leader

*Managers, Supervisors and Professionals required to lead others \$395*

As a Leader, you are assessed by others on a daily basis. Often you are confronted with difficult situations where others observe your reaction and judge your effectiveness.

- ♦ **Recognize** how different leadership styles impact the quality of work and employee satisfaction
- ♦ **Develop** personal thinking styles profile using a powerful Human Synergistics® self assessment
- ♦ **Develop** strategies to increase personal leadership effectiveness.

**Public Course Dates: October 25 - Oshawa, ON/ November 22 - Waterloo, ON**

### Project Management

*Anyone required to lead a project to success \$395*

Have you ever been involved in a project and frustrated by the lack of progress or results?

- ♦ **Understand** the key principles of Project Management
- ♦ **Recognize** the benefit of planning and controlling activities
- ♦ **Learn** the key elements of successful Project Management
- ♦ **Apply concepts** to your own project or a simulation
- ♦ **Receive** electronic templates for personal use

**Public Course Dates: October 25 - Waterloo, ON/ November 9 - Oshawa, ON**

*(These courses can be presented on-site as well. Call for more information.)*

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## Upcoming Courses

(Please refer to our full public course schedule on our website for other courses/dates)

### **ISO 9001:2008 Internal Auditor**

October 11-12 - Cobourg  
November 2-3 - Waterloo

### **ISO 14001:2004 Internal Auditor**

September 29-30 - London  
November 7-8 - Burlington

### **ISO/TS 16949:2009 Internal Auditor**

September 28-30 - London  
November 28-30 - Oshawa

### **Core Tools (FMEA, PPAP, APQP, MSA, SPC)**

September 22-23 - London  
October 25-26 - Guelph

### **ISO/IEC 17025:2005 Internal Auditor**

October 3-4 - Port Hope  
November 28-29 - Guelph

### **AS9100 Rev C Internal Auditor**

September 26-27 - Oshawa

### **Basics of Root Cause Analysis with 8D Focus**

October 27 - Port Hope

*Click here for the latest PUBLIC COURSE schedule: [SCHEDULE](#)*

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