



As we head further into the 21st century, the same themes continue to dog employers and the human resource professionals

tasked with finding workers who are not only the right fit for a particular job, but with the culture of the organization.

The "war for talent" has become the buzzword of the decade as the baby boomers head into retirement. This has often led "talent" to be defined as book smarts and technical skills. But as we explore in the first of several feature articles in this issue, the growing emphasis is on the intangible "soft skills." Employers are looking for more well-rounded employees – future leaders who can work collaboratively, take initiative and communicate effectively with clients and customers. For a tech-heavy economy such as Ottawa's, this has created a unique problem. As the Ottawa Talent Initiative's Tina Bennett says in this issue, jobseekers who complain that employers have unrealistic expectations are more often frustrated in their job search because they lack these all-important soft skills, not because their technical abilities fall short.

As local executive Keith Carter puts it, "I think the computer geek with the broken glasses and the pocket protector is a dated concept right now."

But once you have identified and hired the right candidate, how do you keep them? Is money enough to engender loyalty and employee engagement? In our second feature we find that the short answer is, no. "Money can't sustain people," says management trainer Anita Caputo. "What's really important is there has to be alignment between the organizational culture and the

employee's values, interests, and priorities."

Key to keeping good employees is ensuring a safe and comfortable work environment. In our third feature, we explore the liability and impact to an organization's bottom line of sexual harassment.

And once again we feature insights from the experts on range of issues, from terminating disabled employees, dealing with underperformers and cultivating the traits of good leadership. I would like to thank for their time columnists Lynn Harnden, Janice Calnan, Lee Wallace, Tony Broderick, David Whitbread, Suzanne Simpson and Julie Thibault.

In books we feature an excerpt from *Cool Down: Getting Further by Going Slower*. Author Steve Prentice explores how

the tenets of the "slow" movement can be applied to the North American workplace to reduce stress, improve productivity and foster creativity.

Ottawa HR is a joint effort between the *Ottawa Business Journal* and the Ottawa Human Resources Professionals Association. I hope you find this publication to be a relevant and useful resource for HR profession in the nation's capital.

Cheers,

Leo Valiquette, Editor
Ottawa Business Journal



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