

# Average is not good enough

By STEVE MacNAULL  
The Daily Courier

At work there are over achievers, under achievers and a big middle ground of average workers.

"An employee letting him or herself to be average, or an employer allowing an employee to be average is a disservice to everyone," human resources expert Dwayne Burdeniuk said during a recent stop in Kelowna.

"Employees should always be striving for excellence and employers should be demanding it too."

Of course, this is all easier said than done.

Jarring people out of the average slump and creating excellence is all tied up in the complicated process Burdeniuk calls employee performance assess-

ment and management.

In fact, Burdeniuk of Salmon Arm-based SunRunner Human Resource Solutions, held a full-day workshop on the topic for employers and HR managers at the Ramada Hotel in Kelowna recently.

And he freely admitted the seven-hour seminar really only scratches the surface of employee performance and all its complexity.

There are the logistics of maintaining a file on every employee to keep track of work done, the quality of work, if deadlines were met, conversations with management and what was said.

But then there are also more intangible areas of motivation, recognition, constructive criticism and discipline that results in improvement, not backlash.

Burdeniuk recommends employers have official worker per-



STEVE MACNAULL/The Daily Courier  
Everyone should strive to be above average at work – and in life – said human resources expert Dwayne Burdeniuk during a recent stop in Kelowna.

formance reviews at least twice a year and bouts of motivation, recognition, reminders, construc-

tive criticism and discipline as needed.

In fact, daily feedback and open lines of communication are recommended to try and keep everyone happy and prevent problems from getting bigger.

The reviews can track the employee's career development and efficiencies, suggest wage increases, promotions and extra responsibilities and give a chance for both the employer and the worker to discuss what's right and what's wrong.

"A review can be as detailed, or as quick as it needs to be," said Burdeniuk.

"You can even break it down into two dozen categories such as communication skills, flexibility, decision making, sales skills, planning and organization."

The goal, according to Burdeniuk, is to develop every employee to their full potential

## Employees should strive to be the best they can be

for both their own good and the good of the company.

"That doesn't mean everyone has to be a leader, or the boss one day," he said.

"But everyone can be the best at what they do and create value for themselves and the company."

Following these human resources tips means the need for firings should be greatly reduced and only as a last resort.

Of course, as an added complication there's a difference between employee performance – which can be improved with reviews, motivation and training – and employee conduct.

Even a talented worker can have a conduct problem and do a bad job out of spite with co-workers or personality clashes with the boss.

"That's a whole other workshop," said Burdeniuk with a laugh.

# BHP not giving up on deal

By The Canadian Press

OTTAWA — Anglo-Australian miner BHP Billiton hasn't given up on its hostile takeover bid for fertilizer producer PotashCorp and will continue to talk with the federal government despite its rejection of the offer as not of net benefit to Canada.

"We're going to engage further with the investment review division and the minister for industry on this issue," said BHP Billiton spokesman Ruban Yogarajah, who declined to specify what the company plans aside from reviewing its options.

BHP has until Dec. 3 to amend its bid before a final ruling on the transaction, but the Anglo-Australian miner could just walk away from the offer.

PotashCorp shares fell in early trading Thursday, but remained well above BHP's offer price of US\$130 per share, which valued the company at nearly \$40 billion.

The stock fell \$5.01 to C\$141.20 in afternoon trading on the Toronto

Stock Exchange.

If a deal is ultimately reached, it would be the largest corporate takeover in Canadian history.

Potash Corp. of Saskatchewan (TSX:POT) is the world's biggest producer of potash, a key component used in fertilizer, which has been rising in value in recent years on demand from developing countries — especially China — and farmers everywhere seeking to improve crop yields.

The decision by the federal government followed a fierce and emotional lobbying campaign by Saskatchewan Premier Brad Wall to block the bid.

The NDP has put forth a motion to change the Investment Canada Act so that the government is forced to hold public hearings with experts and involved communities.

During debate Thursday on the motion, Industry Minister Tony Clement played down concerns that the 30-day comment period left the door open for the company to change its bid to make it more

palatable to the government.

"Sometimes a cigar is just a cigar," Clement said of the 30-day wait.

Clement noted he was "quite anxious" to reveal the specific reasons why the deal would not be a net benefit to Canada, but said he was forbidden to do so before the period was over.

"Believe me, I will do so with alacrity at that moment," the minister said.

UBS analyst Brian MacArthur lowered his price target on PotashCorp to from \$175 to \$165 after the government's decision, but maintained his "buy" rating on the stock.

"While PotashCorp's shares may experience some near term weakness, given the improved fertilizer fundamentals since BHP's original bid we would see any weakness as an attractive opportunity to accumulate shares," MacArthur wrote in a note to clients.

"We believe current fundamentals justify a price above BHP's \$130 per share offer."

# B.C. is open for small business

In 2008, there were approximately 384,300 small businesses operating in B.C. This accounts for about 98 per cent of all businesses in the province.

While small business is normally defined as one with fewer than 50 employees, in B.C. most small businesses are considered 'micro'. This means businesses with zero to five employees.

In fact, 55 per cent of all businesses in B.C. were run by self-employed individuals with no paid help.

There are 1,058,100 jobs in small business that accounts for approximately 56 per cent of private sector employment in the province. B.C. ranked second in the country, slightly behind Saskatchewan.

Between 2007-08, businesses with 20 to 49 employees represented the fastest growing segment of the small business sector. This group grew by about 300 new businesses, or 2.1 per cent.

In terms of actual numbers, most new businesses were among those with one to four employees, with an addition of 1,200 new businesses.

These statistics show B.C. is open for small business. The small business sector plays a key role in economic growth and job creation throughout the province.

Innovation and entrepreneurship are strong and healthy. As consumers in B.C., we support small business.

Here are areas for business owners to review and discuss.

**Build an A-plus team**

Find employees who are brimming with talent, energy, intellect, optimism and generosity. Their innovative thinking brings immeasurable results. Share your values and team up with advisers and partners who complement your skills.

**Spread the word**

Grow your business by using smart, cost-effective advertising techniques that convey what is unique about your business. Social media is becoming a big part of small business. Learn how to incorporate Facebook, Twitter and a Blog onto your website.

Keep your customers informed, build relationships, answer their questions, respond to their comments and stay connected.

Use both creativity and common sense to build a business through unique marketing. Stand out from the crowd

**Quality everyday**

Strive for quality every day with every one. Include quality in your vision statement and follow it always.



LISA JAFFARY  
Dollars & Sense

In building a solid and successful business, whether large or small, there are very important financial areas to take action on.

**Insurance planning**

Three types of insurance give you and your family full protection. Death, accident and illness are tragedies that business owners hope they never face. Insurance protects both your business and personal lives. It gives you, your family and business partners money when most needed.

**Creditor protection**

You can protect your guaranteed and investment accounts through segregated funds. This protection extends to registered, non-registered and TFSA accounts. While you may take risks with your business enterprise, you can enjoy security with your personal investments. This is especially important to sole proprietors and partners where there is no separation between personal and business assets.

**Health and dental plans**

Reward your team with benefits that make a difference. Show them you value and appreciate their contribution to the business. Studies show employees aren't always looking for increased wages. Many prefer flexible work hours and benefits that give them additional security, protection and well-being. If they suffer an accident or illness, these plans will be there to help with added expenses.

Successful businesses come in all shapes, sizes and styles. Develop your plans with versatility and creativity. From marketing to financial planning, you can build your business with the right tools.

**Lisa Jaffary is a life insurance agent and financial adviser with Points West Insurance and Associates in Kelowna. She is a member of the Advocis, the largest professional association of financial advisers in Canada. Call her at 250 861-5166, or email at lisa@pointswest.ca if you have any questions, or wish her to deal with a particular topic in a column.**

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Jonathan practices in the area of civil litigation, including personal injury claims.

# SALLOUM WATTS LAWYERS

Jonathan Vroom has joined the firm of Salloum Watts as an associate. Jonathan graduated from the University of Manitoba Law School in 2009 and was called to the British Columbia Bar in 2010. Prior to being admitted into law school, Jonathan obtained his Bachelors of Commerce from the University of Victoria.

In June of 2010, Jonathan moved from Vancouver to Kelowna with his wife Jessie, who is an elementary school teacher. Although they both enjoyed their first summer in Kelowna, they are looking forward to the beginning of the ski season.

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