

Investing in employees provides enormous returns

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is 40 per cent of new hirings at InSystems come as a result of referrals by existing staff; employees are urging colleagues to come and work where they do. The Markham office employs almost 200 people.

"I was really delighted with that," Ms McRae said. "That told me a lot about the company."

Indeed, it is job satisfaction (and recognition when a job is well done), not money that are prime motivators of employees, Mr. Walby said.

"I think unless you are in the really high-flying clubs, like stock brokers and investment bankers, money is not such a motivator," he said. "People would really appreciate the boss coming by and saying, 'Thanks for staying late last night; you really pulled us out of the fire,' rather than giving you five bucks."

When the company has had a good quarter or a good year, management should go out of its

way to recognize contributions of individuals and teams that helped make it happen, Mr. Walby said. Conversely, when the bottom line's not so great, singling workers out for criticism is simply encouraging negativity.

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"When the company has a bad year, avoid blame; focus on solutions," he said. "Everybody knows why the wheels came off."

When discipline is necessary, it should be done quickly and effectively, Mr. Walby said.

Failure to uphold consistent

standards and take action can have a negative ripple effect that emanates throughout the organization, he said.

Companies can avoid allowing staleness and complacency to creep into the workplace by continually challenging employees, he said. Training and assigning new duties are a way of challenging and exciting workers.

"If you really want to motivate employees, challenge them," Mr. Walby said.

Continual training and upgrading is an important part of creating a thriving and interested workforce, Ms McRae said.

"Your investment in people gives them the freedom to stay," she said, explaining employees who feel they are advancing and improving their career potential with an employer's help will be less likely to feel compelled to seek employment elsewhere.

"You get enormous returns on that investment in terms of employee commitment and loyalty," she said.



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Ernie Eves, transportation minister talk to board of trade

Provincial cabinet ministers past and present are scheduled to address the Markham Board of Trade in the next month.

Minister of Transportation Brad Clark will speak at a board of trade luncheon on Thursday, Feb. 21, at the Radisson Hotel, 50 East Valhalla Dr., Markham.

Registration will be 11:30 a.m., with the luncheon at noon. Tickets are \$37 for members, and \$47 for non-members. Advanced reservations only. Reserved tables are available.

Former finance minister Ernie Eves, a candidate for the Conservative leadership and Premier of Ontario, will speak to board members on Wednesday, March 6, at the Embassy Suites Hotel, 8500 Warden Ave., Markham.

Registration at 11:30 a.m. with the luncheon at noon. Tickets are \$40 for members and \$50 for non-members. Advanced reservations only. Reserved tables are available.

Call (905) 474-0730 ext. 0 to reserve tickets for either luncheon.

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