



Canadian Talent Management Summit

May 29 - 30, 2024 | 888 Yonge Concert Hall, Toronto, ON, Canada



Sheikh Alim

Director – HR Experience and Data
Air Canada



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*Principal, VP, Wellness and Disability
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Michelle Slater

*Senior Marketing Director,
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Nancy Tavares

Senior Director, People & Culture
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Kira James

Senior Vice President Human Resources
**Investment Management Corporation
of Ontario**



Travis Windling

*Director, Strategy & Insights,
Global Recruitment, Talent Acquisition*
Royal Bank of Canada



Stephen Muscat

Vice President – Global Talent Acquisition
Altus Group



Brent Arnold

Partner
Gowling WLG



Tan Singh

Chief Human Resources Officer
BFL Canada



Tara Gusmanis

Associate Director, People & Culture
Paladin Security Group



Arminda Gonzalez- Dumpierrez

Former Head of Talent Transformation,
Walmart, Canada





Manuelita Cherizard

Chief Human Resources Officer
Royal Ontario Museum



Nilusha Jiwani-Ebrahim

Manager
Public Health Branch, Community & Health Services Department, Regional Municipality of York



Jonathan Mattice

Managing Director
Targeted Talent



Dave Gajadhar

Business Transformation Advisor
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Pekka Nebelung

CCO
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James Kim

Manager, HR Research & Advisory Services
McLean & Company



Elaine Yan

Director
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Julia Roitenberg

General Manager & Chief Nursing Officer
Public Health Branch, Community & Health Services Department, Regional Municipality of York



Kristina Irvine

Director of Talent Acquisition & (Interim) Head of Country HRBP's
SkipTheDishes



Paola Accettola

Principal and CEO
True North HR Consulting





Shveta Malhan

Managing Partner
Yenza3



Krista Wright

Canadian Partner
Jobilla



Sharlene Gumbs

Therapist, Founder & CEO
Phoenix Recovery & Wellness INC.



Main Conference Day One | May 29, 2024

8:00 am **Registration and Coffee**

8:45 am **Chairman's Welcome**

Dave Gajadhar, Business Transformation Advisor, ResultantGroup

9:00 am **Opening Keynote Panel: The Evolving Role of Talent Acquisition in Shaping the Workforce of Tomorrow**

MODERATOR:

Dave Gajadhar, Business Transformation Advisor, ResultantGroup

PANELISTS:

Sheikh Alim, Director – HR Experience and Data, Air Canada

Travis Windling, Director, Strategy & Insights, Global Recruitment, Talent Acquisition, Royal Bank of Canada

Stephen Muscat, Vice President – Global Talent Acquisition, Altus Group

Navigating the Canadian talent landscape has grown significantly more intricate. With the advent of remote and hybrid work models and the mounting expectations of employees for flexibility, talent management professionals are confronted by an array of formidable challenges. Add to that, the rise in AI and machine learning has dramatically broadened the talent pool but also its associated complexities.

Nonetheless, the imperative for heightened employee connectivity and engagement has reached unprecedented levels. Today's employees are no longer solely fixated on their pay checks; they now aspire to attain career advancement, personal fulfilment, and the capacity to make meaningful contributions to the organizations they serve.

This keynote panel discussion is dedicated to scrutinizing the requisites of talent management in the Canadian context, with a focus on cultivating an enthused, adept, and productive workforce.

- Identifying the essential skills for the workforce of the future
- Ensuring the alignment of the right individuals with the appropriate skill sets in the optimal positions
- Constructing plans to address existing skills gaps
- Formulating strategies to diversify and expand the talent pool, both within Canada and on the global stage



Main Conference Day One | May 29, 2024

9:30 am Harnessing AI for a Strategic Talent Acquisition Advantage

Sheikh Alim, Director – HR Experience and Data, Air Canada

Artificial intelligence has emerged as a transformative force, reshaping the way organizations globally identify, attract, and hire top talent. This presentation delves into the profound impact of AI on People and Culture, exploring the ethics of AI usage and its implications for the evolving world of talent and its needs.

The session will examine the data sources that drive AI recommendations, discussing their pitfalls, key advantages, and how generative AI fits into this narrative.

Furthermore, the presentation will explore the utilization of predictive analytics for future hiring, involving the analysis of historical hiring data and industry trends to predict future talent requirements.

Finally, it will discuss the pivotal role of AI in redefining people strategies, leveraging data and feedback to drive continuous improvement. Attendees will gain insights into the exciting intersection of artificial intelligence and talent management, shaping the future of organizational success.

10:00 am Morning Coffee and Networking

10:30 am Who and What will HR be in the Future?

James Kim, HR Research & Advisory Services, McLean & Company

It is difficult for HR to plan for the future when faced with an increasing number of unpredictable events. In this session, we will give HR professionals some ideas to help prepare for the great unknown.

This session will explore:

- Our recent research on the Future of HR
- Questions CHROs and HR departments ought to be asking themselves
- What HR will need to do well in the future



Main Conference Day One | May 29, 2024

11:00 am Democratizing Talent Development through the power of AI – The rise of the Internal Talent Marketplace

Arminda Gonzalez-Dumpierrez, Former Head of Talent Transformation, Walmart, Canada

The future is here. Organizations are moving towards becoming skill-based to better align with the changing nature of work and to ensure they have the necessary skills to stay competitive. An Internal talent marketplace puts career development in the hands of the employees and focuses on skills and experience versus traditional job titles and descriptions.

This can help companies to be more agile and responsive to changing business needs by allowing employees to develop new skills and pivot to different areas of the organization as needed.

- Promoting internal mobility, where employees can find more opportunity to develop internally (beyond traditional jobs)
- Removing barriers to fill internal roles – AI removes barriers to fill faster and more inclusively
- Improving employee retention by offering growth opportunities and increasing employee engagement
- Gaining insights on skill gaps and addressing them real time

11:30 am Innovative Talent Acquisition Strategies in the Digital Age: Leveraging Fractional Services and Technology

Jonathan Mattice, Managing Director, Targeted Talent

Kristina Irvine – Director of Talent Acquisition & (Interim) Head of Country HRBP's – Canada, SkipTheDishes

Join us for a dynamic speaking engagement featuring Jonathan Mattice and Kristina Irvine, as they delve into 'Innovative Talent Acquisition Strategies in the Digital Age: Leveraging Fractional Services and Technology.' This presentation promises to be a cornerstone event for HR professionals and business leaders alike, offering deep insights into how digital transformation is reshaping talent acquisition. Learn how to effectively leverage technology and fractional services to not only attract but also retain the very best talent in today's competitive landscape.

Key Focus Areas:

- **Digital Transformation in HR:** An in-depth look at how technology is revolutionizing the recruitment process.
- **Fractional Services:** Understanding how to utilize fractional employment to fill expertise gaps without the need for full-time positions.
- **Technology Leverage:** Insights into the tools and platforms that can enhance recruitment efforts and candidate experience.

Outcome: Attendees will leave with actionable strategies that combine the latest in technology with innovative employment models to secure and keep high-quality talent.



Main Conference Day One | May 29, 2024

12:00 pm Fireside Chat: Cultivating a Mosaic of Talent: Enhancing Diversity and Inclusion in your Talent Management Strategy

MODERATOR:**Dave Gajadhar, Business Transformation Advisor, ResultantGroup****PANELISTS:****Arminda Gonzalez-Dumpierrez, Former Head of Talent Transformation, Walmart, Canada****Manuelita Cherizard, Chief Human Resources Officer, Royal Ontario Museum**

In today's globalized and interconnected world, diversity and inclusion (D&I) have become imperative for Canadian companies to thrive, particularly in an environment of skills shortages, changing demographics and a rise in remote work. This fireside chat explores how Canadian organizations can embrace D&I principles to enhance their talent management strategies and foster a workplace that reflects the rich diversity of Canada's population.

- Embracing Diversity as a Strategic Advantage to drive innovation, creativity and enhanced decision-making
- Building an inclusive workplace that attracts and retains top talent from all backgrounds, boosting employee engagement and productivity
- How to expand outreach beyond traditional channels to reach underrepresented groups through community partnerships, targeted job fairs, and online platforms.
- The increasing use of blind hiring practices: Implement anonymized to reduce unconscious bias and focus on candidates' qualifications
- Promoting Internal Mobility to ensure equal opportunities for advancement

12:30 pm Lunch and Networking

1:30 pm Afternoon Interactive Roundtable Discussions

During this interactive session, attendees will have the opportunity to brainstorm cutting-edge topics in small groups with their peers on the biggest talent acquisition challenges. Attend and walk away with clear solutions on how to overcome key day-to-day obstacles, spearhead new talent innovations and get to grips with a fast-paced and ever-changing industry landscape.

Discussion topics include:

- Impact of Digital Transformation on the talent management function?
- The future workforce: upskilling and cross-skilling for tomorrow's workforce requirements



Main Conference Day One | May 29, 2024

2:30 pm Afternoon Coffee and Networking

3:00 pm How to Win the War for Talent

Pekka Nebelung, CCO, Jobilla

Krista Wright, Canadian Partner, Jobilla

Discover the invaluable lessons that can be gleaned from one of history's most impactful recruiting campaigns. Join us as we discuss how to unleash their power in today's fast-paced digital landscape and explore how these strategies can be adapted and tailored to help you in your quest to attract exceptional talent in our modern era.

3:30 pm Leveraging Data Analytics while maintaining a focus on People and Culture for Strategic Talent Management

Kristina Irvine, Director of Talent Acquisition & Interim Head of Country HRBP's Canada, SkipTheDishes

Kristina brings her rich experience and innovative strategies to the forefront, highlighting how to use data analytics to inform decision-making without losing sight of the people and culture that drive success. This session will equip you with the knowledge to seamlessly integrate data into your talent management strategy, fostering an environment where both employees and the organization can thrive.

- Data-Driven Decision Making: How to effectively use data analytics to guide strategic HR decisions.
- Balancing Technology and Humanity: Strategies for ensuring that data analytics serves to enhance, rather than undermine, organizational culture and employee engagement.
- Success Stories: Real-life examples from Irvine's career demonstrating the positive impact of analytics on talent management.
- Takeaways: Participants will gain insights into practical ways of incorporating data analytics into their HR practices, ensuring that they not only achieve their recruitment and retention goals but also foster a supportive and inclusive workplace environment.



Main Conference Day One | May 29, 2024

4:00 pm Work Wellbeing Matters

Michelle Slater, Senior Marketing Director, North America Region , Indeed

What is work wellbeing, and why does it impact a company's productivity? In this session, Michelle will explore the fundamentals of work wellbeing. You will discover how positive work environments influence employee satisfaction, productivity and, ultimately, the bottom line. Following our session, you will be empowered to implement actionable strategies for fostering a positive workplace culture. Witness your workplace change and your talent pipeline grow when you put work wellbeing first.

You Will Learn:

- What is work wellbeing and why it should be a priority.
- How workplace wellbeing affects your employees and bottom line.
- Strategies you can implement to change your workplace for better outcomes.

4:30 pm Chairman's Summary

Dave Gajadhar, Business Transformation Advisor, ResultantGroup

4:45 pm Networking Drinks Reception



Main Conference Day Two | May 30, 2024

8:15 am **Registration and Coffee**

8:45 am **Chairman's Welcome**

Dave Gajadhar, Business Transformation Advisor, ResultantGroup

9:00 am **Optimizing Talent Management with the 9-Box Performance Management Model: A Tried-and-True Approach to Employee Success**

Nancy Tavares, Senior Director, People & Culture, Paladin Security Group

Tara Gusmanis, Associate Director, People & Culture, Paladin Security Group

In today's dynamic business landscape, organizations face the constant challenge of identifying, developing, and retaining top talent. Effective performance management is crucial to achieving this goal, providing a framework for evaluating employee contributions, fostering growth, and ensuring alignment with organizational objectives. Among various performance management models, the 9-box model stands out as a proven tool for streamlining talent assessment and decision-making.

- Building a comprehensive visual representation of employee performance and potential, enabling quick identification of high performers, potential leaders, and areas for development
- Criteria to ensure objectivity and consistency in talent evaluation, minimizing biases and promoting fairness
- Developing targeted training and development programs, maximizing individual growth opportunities
- Making informed decisions regarding promotions, succession planning, and resource allocation, ensuring that the right talent is positioned for the right roles
- Implementing regular performance reviews and fostering open communication between managers and employees, promoting engagement, motivation, and a sense of value



Main Conference Day Two | May 30, 2024

9:30 am Fireside Chat: The Holistic Approach to Talent Management: Integrating Wellness for Peak Performance

MODERATOR:

Sharlene Gumbs, Therapist, Founder & CEO, Phoenix Recovery & Wellness INC.

PANELISTS:

Lianne Clarke, Principal, VP, Wellness and Disability Innovation & Growth, Cowan Insurance Group

Kira James, Senior Vice President Human Resources, Investment Management Corporation of Ontario

In today's competitive business landscape, organizations are increasingly recognizing the importance of a holistic approach to talent management. This approach goes beyond traditional HR practices and focuses on fostering employee well-being and creating a supportive work environment to drive peak performance and organizational success. The inextricable link between a high-performing workforce and well-defined company culture.

- A holistic approach that encompasses all aspects of employee well-being, including physical, mental, emotional, and social health
- Implementing initiatives that promote healthy lifestyles, stress management, and work-life balance to enhance employee well-being
- Creating a supportive work environment that values employee open communication, and provides resources for personal and professional growth
- How nurturing employee well-being leads to increased engagement, productivity, and innovation, contributing to organizational success
- Towards sustainable growth with a resilient and high-performing workforce
- Developing an employee benefits program that support prevention

10:00 am Morning Coffee and Networking



Main Conference Day Two | May 30, 2024

10:30 am The Value of Values: Putting the Fun Back in HR!

Paola Accettola , Principal and CEO, True North HR Consulting

In today's dynamic workplace landscape, fostering a culture where corporate values resonate deeply with employees is paramount. This presentation delves into the transformative power of values in HR practices, illustrating how they can invigorate workplaces and infuse joy into everyday tasks. Through relatable "day in the life" employee scenarios, attendees will discover firsthand how aligning corporate values empowers individuals at every organizational tier. From decision-making autonomy to exemplifying optimal work behaviors, attendees will explore how embracing corporate values can catalyze a culture of fulfillment and enthusiasm. Join us as we explore the symbiotic relationship between corporate values and employee engagement, ultimately redefining HR's role in cultivating workplaces where work is not just a duty, but a source of joy and fulfillment.

11:00 am Navigating the AI Tsunami: How to Get Your Talent Management Function Ready?

Shveta Malhan, Managing Partner, Yenza3

- Measuring the impact of AI digital transformation on your workforce
- The role of Talent Management in navigating AI digital transformation
 - » Partnering differently with business
 - » Data, data, data – evolution of people analytics
 - » From managing to enabling change
 - » Key pillars of a successful enablement strategy
- 3 Steps to workforce-wide enablement of AI opportunities
 - » How to align your department with the business's AI Strategy
 - » Understanding your audience and the impact of change
 - » Designing your enablement strategy & sustainment

11:30 am Round table discussions

These topics include:

- Dynamics in the structure of your workforce – from hybrid to remote
- DE&I initiatives to drive engagement

12:15 pm Lunch and Networking



Main Conference Day Two | May 30, 2024

1:00 pm **Panel Discussion: Navigating the Remote Frontier: Empowering Leaders to Manage a Remote Workforce**

MODERATOR:**Dave Gajadhar, Business Transformation Advisor, ResultantGroup****PANELISTS:****Tan Singh, Chief Human Resources Officer, BFL Canada****Brent Arnold, Partner, Gowling WLG****Elaine Yan, Director, CIBC**

The rise of remote work has transformed the workplace landscape, presenting both opportunities and challenges for organizations. Business Leaders are at the forefront of this transformation, tasked with ensuring that remote employees feel valued, supported, and empowered to contribute to the organization's success. But often managers struggle with how to actually manage their remote workforce. This panel discussion will equip with the tools on how to do so effectively:

- Establishing clear guidelines and expectations: developing comprehensive remote work policies that outline expectations for communication, availability, performance management, and work-life balance
- Investing in technology and infrastructure to support your teams effectively
- Fostering a culture of communication and collaboration to maintain open communication and connection
- What can you do to promote well-being and work-life balance?
- Cultivating a culture of trust and empowerment with a focus on results and deliverables



Main Conference Day Two | May 30, 2024

1:30 pm The Team Resilience Journey: Leveraging Practical Tools to Navigate and Strengthen Resilience

Nilusha Jiwani-Ebrahim, Manager, Public Health Branch, Community & Health Services Department, Regional Municipality of York

Julia Roitenberg, General Manager & Chief Nursing Officer, Public Health Branch, Community & Health Services Department, Regional Municipality of York

The COVID-19 pandemic challenged the health workforce to respond to rapidly changing circumstances that demanded agility as well as endurance. As we emerge from those years of the pandemic, we are seeing the aftermath of fatigue and waning resilience. The Team Resilience Initiative (TRI) was launched in May 2022 within the York Region Public Health Branch with the goal of fostering a culture that promotes psychological safety, team cohesion and resilience across the branch. This session will share our TRI journey and include:

- How the evidence calls for increased organizational and leadership support to foster psychologically safe working environments and strengthen resilience of health care workers.
- Enhancing knowledge and skills for participatory and strengths-based leadership capacities
- Prioritizing intentional conversations at the team level about how team members interact in ways that foster team cohesion and psychological safety
- Accomplishments, learnings and next steps to maintain and build on the early success of the TRI initiative

2:00 pm Chairman's Summary End of Conference

Dave Gajadhar, Business Transformation Advisor, ResultantGroup



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