



Dialogue

SPRING 2006

ASSOCIATION OF CANADIAN SEARCH EMPLOYMENT & STAFFING SERVICES

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EXECUTIVE DIRECTOR

Amanda Curtis, CAE

EDITOR

Mary McIninch,
Manager, Government Relations

ASSOCIATION OF
CANADIAN SEARCH,
EMPLOYMENT &
STAFFING SERVICES

6835 Century Avenue
2nd Floor
Mississauga ON L5N 2L2
Tel: 1.905.826.6869
Tel: 1.888.232.4962
Fax: 1.905.826.4873
E-mail:
info@acsess.org
Web:
www.acsess.org

Industry Survey Shows Client Conversions Are On the Rise

ACCORDING to ACSESS members' experiences, less than half of Canada's professional search/permanent placement firms do retained searches, client conversions or transfers are on the rise and almost one third find their recruiting processes marginally impacted by privacy legislation.

Thanks to the 24% of you who responded to a survey ACSESS circulated to its members last fall, we now have a sampling profile of the staffing services industry, including permanent placement and professional search firms.

Permanent placement services had the highest response rate at 80%, followed by professional search (77%), temporary staffing services (71%) and contract staffing services (66%). Although these findings are not enough to be statistically significant, they paint a telling outline of our industry.

These findings indicated that among professional search companies:

- Most job orders were filled in the manufacturing sector, followed by utilities/energy/oil and gas, automotive, financial services and information technology.
- Internal consultants worked an average of 40.3 hours per week last year.

Some 42% of respondents do retained search and of those, the average of job orders is 28% retained and 74% contingency.

The highest number of respondents (34%) had a hit rate of 4:1.

And among contingent staffing firms:

Some 42% of all job orders were for light industrial, followed by heavy industry (29%), office/clerical (17%), other (6%) and professional services (3%).

External consultants/field staff worked an average of 28 hours per week last year.

An average of 27% of all job orders/assignments in 2005 resulted in client conversions or transfers, compared to an average of 24% during 2004.

The highest number of respondents (28%) had a hit rate of 5:1 or 3:1.

Respondents who offered contact details will soon receive a copy of the survey results and their coffee of choice gift certificate. Upon request, other members can obtain a copy of the results by emailing Elizabeth Singer, Manager of Member Services, at esinger@acsess.org.

An Interview with Hilary King, ACSESS National President

Amanda Curtis recently spoke with Hilary King about the future.

AMANDA – Before we ask any questions, please accept our congratulations on your appointment as national president. When you assumed the president-elect position you emphasized that Kelly management fully supported your leadership role. This is clearly very important – do you think it is in any way different for a multi-national company?

HILARY – My immediate answer was going to be “why

would there be a difference?” – but I only have to look at the amount of emails ACSESS staff alone have sent me over the past week to say I am absolutely in awe of the time contributed by the CEO's of smaller firms.

Although there might be a
continued on page 2

PLEASE CIRCULATE

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INTERVIEW continued from page 1

tendency to think the infrastructure of a large firm and the resources we have behind us makes volunteerism easier it really doesn't – it's still very, very important to have the support of your management team.

AMANDA – *In 2005 ACSESS held an intensive governance review and established specific schedules to monitor performance of our board and management staff. How do you feel this will help us to better serve our members – and will*

it make you job easier?

HILARY – I definitely think it will make my job – and the complete boards' job – easier because I believe it will make us accountable and measurable. The best thing that happened to me as president-elect was the initiative of Paul Christie, Lori Procher and others to suggest we step back and look at the ACSESS governance structure and then do something about it. It's like having a business plan and solidifies the team approach for both elected leaders and staff.

AMANDA – *At the first live meeting of the new board on May 11 we will be identifying key objectives for the year ahead. Do you have any special projects that you would personally like to see become a reality during your term as president?*

HILARY – What really matters to me, and where I think we can improve the most, is to develop a better understanding of the different nuances and expectations of our members in the regions and how they tie in to the national

ACSESS/NAPS Conference 2006—Speakers Tips

Kimberley Chesney

Vacation, Vacation!

How many of you have gotten right down to the offer stage and had the offer rejected because of an obsolete vacation policy? Or maybe you just about lost the placement because you assumed that the client had kept up to date with market trends. Not so!

One of the most common reasons people join and stay with companies is the ability to enjoy solid leadership, have meaningful work and have the ability to restore some sense of "balance" to their life. Candidates, more and more are seeking reasonable vacation allowance and progressive companies must learn to change in order to attract good talent.

In the past year or so, many companies have been reviewing their recruiting and retention policies. Take this opportunity to bring current market information to them in terms of compensation structures, vacation policies and benefits.

The standard two weeks of paid vacation just isn't cutting it anymore. You can conduct a "mini-survey" and provide your clients with real time information concerning your local geographic territory. They are competing for talent just like the company down the street and they will value your input.

We should always be looking for ways to have value-added services for

our clients and this is just one way to help them.

Margaret Graziano

After almost 22 years in recruitment and staffing, I am excited to say that I feel our industry is in a unique place. I feel there will be room for all kinds of services, from the traditional employment agency to those who head hunt and to those who chose to embark on more of an organizational development or holistic talent acquisition and management approach.

What I have read and heard from everything from *The Wall Street Journal* to CNN, as well as from CEOs themselves, is that one of the top strategic initiatives of many companies is hiring not only new talent but the right talent. With diminishing available talent, and competing messaging about off shoring lower skilled labor and processes, my theory is that companies will put their money into hiring people and positions that leverage their opportunities to innovate, compete and achieve their corporate objectives. What I have seen in the onset of this talent "shortage" is that clients are demanding more, not less, and are unwavering in their expectations to attract and hire "difference makers." The days of quick and easy placements, in my opinion, are over and won't soon return. So, as Dennis Miller says, "I could be wrong," but I believe that a recruiter

who learns to master a holistic recruiting and hiring approach will catapult, not only their reputation, but also an increase in their marketability, credibility and income.

Joe Pelayo

A Short Power Networking Tip – from Joe "Mr. Network" Pelayo, author of the new recruiting best seller – *Work Your Network!* Many people miss opportunities at networking events because they spend too much time trying to remember the person's name from the last meeting – "Oh shoot, there goes what's-his-name, I wish I could remember," they think to themselves, just standing there, as opportunity walks slowly by.

Yes, a person's name is music to their ears as Dale Carnegie taught us in his classic, *How to Win Friends and Influence People*. Nothing would be better than to greet the person with their name, *But*, if you can't remember, you can't remember. Don't let that hold you back!

Who among us hasn't found ourselves in the above situation? Here is the cure: Just reach out your hand and *open with your name*. "Hi, Joe Pelayo, good to see you again." I extend my hand. The person will shake your hand and give you their name.

Who knows, they were quite possibly also thinking, "What's his name again?" □

body. If there's one thing I'd like to see during my term as president is that our national board as a whole has a much better understanding of our chapters. We need to understand what's going on and we need to support them. This is the Big One for me!

AMANDA – It would be interesting to know what you see as having been our greatest strength – Association accomplishments – thus far.

HILARY – Right off the bat I have to say our Government Relations. And also, I really believe that the formation of SIGs (special interest groups) is definitely moving us in the right direction, even though this is on the launching pad right now.

AMANDA – You've noted the heavy onus being placed on launching Special Interest Groups. When we formed ACSESS we knew our more diverse membership base could present a challenge in meeting the expectations of the various industry sub-sectors. Would you like to comment on this?

HILARY – I agree we knew this would be a challenge – now we're a bit like Canada with all its unique sub-regions. However, we've already talked about chapters, government relations and SIGs – and if we can continue to grow stronger in these three areas I hope we will be responding to all our members.

AMANDA – You have been involved with ACSESS and previously ESSAC at the chapter and national levels for quite a long time – do you see a clear difference between our activities nationally and regionally? And can we do a better job of grassroots service delivery?

HILARY – Nationally we are more strategic, and as a whole we don't integrate ourselves into the local regions. Yes, I think we can do better in supporting services at the grassroots level, and this goes back to the key things I would like to see us accomplish this year.

AMANDA – Are there other areas on which you would like to comment? About Hilary King as a person, your leadership style, other association involvement?

HILARY – Having many years of experience in all aspects of the business

probably allows me to see the big picture and as a leader I don't look at band-aid solutions. I'm a huge believer in being a part of a team and I'm not a delegator [of my own responsibilities].

No I'm not involved in any other association. I wouldn't have taken on this job if I had been, as I can't believe I could have done both well.

AMANDA – Is there anything else?

HILARY – No, I'm really looking forward to this – it's an honour and I'd like to make sure it's fun for all of us.



Since its formation in 1998, ACSESS has followed a succession plan that ensures our national presidents represent the various sub-sectors of our Association. Going forward this will be further sup-

ported by the focus being placed on the development of Special Interest Groups in areas across Canada. ACSESS extends appreciation to Kevin Dee for his vision in the area of Special Interest Groups, and recognizes also our past presidents – with their member firm at the time of service:

1998 – Karen Mugford, Adecco

1999 – Gil Rosen, TOSI

2000 – Chantal Haas, CPC, Bradson

2001 – Bruce McAlpine, CPC, The Keith Bagg Group

2002 – Steve Jones, CPC, The People Bank

2003 – Yvan Michon, CPC, Spherion

2004 – Kevin Dee, CPC, Eagle Professional Resources

2005 – Paul Christie, CPC, Unique Personnel

Piecing Together your Insurance Needs

(Advertorial)

THE COMPLEXITY of the many activities inherent in the staffing industry has been a substantial barrier for underwriters in this market place. LMS ProLink Ltd. and ACSESS have collaborated to provide a comprehensive insurance package for the staffing industry.

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- Any gaps in coverage will leave you vulnerable to lawsuits;
- Staffing companies can be: held responsible for the performance of the temporary staff they provide; held accountable for losses sustained for fraudulent or dishonest acts committed by "independent contractors" placed by the staffing company; held accountable for an automobile accident if an employee or staffed person does not have enough – or any! – personal auto insurance.

At LMS ProLink, we work together with our clients to piece together a unique risk management program to address the specific needs of the temporary staffing industry.

Our starting point is 20 years' staffing and placement industry experience, manuscript policy wordings, the largest book of staffing business in Canada as well as endorsements and affiliations from APPAC to NACCB and ACSESS.

Our focus in this program is to provide insurance products, which meet the protection needs for temporary staffing, direct hire and executive search industries in all Canadian provinces. Not many brokers understand the issues and challenges of errors and omissions insurance, fidelity bonds, directors' and officers' insurance, commercial general liability and property insurance for the temporary staffing agencies.

Let us piece your insurance needs together by providing you with a free insurance review. Visit www.lms.ca/ACSESS today! For further information, contact Mike Ferguson at 416-644-7713 / 800-267-6684 or email mikef@lms.ca.

A Summary of ACSESS Government Relations Initiatives: May, 2006

By Mary McIninch, B.A., LL.B., Manager, Government Relations, ACSESS

Federal, Canada Labour Code. In March, 2006, ACSESS attended roundtable discussions with government, employer and union representatives.

The roundtable consisted of participants from three groups: the Commissioner and his advisory panels of experts and stakeholders; representatives of the Canadian Labour Congress, Canadian Bankers Association and Federally Regulated Employers – Transportation and Communications, and specially-invited representatives of other groups with a particular interest or expertise in the matters scheduled for discussion.

A submission paper was presented to

the Commission in May, 2005, and ACSESS presented industry-specific recommendations during Calgary and Montreal consultations.

Nova Scotia. NS Supplements to the *Staffing Industry Health and Safety Guide* (2004) are now complete. The supplements were developed in partnership with the Industrial Accident Prevention Association (IAPA) and the Workers' Compensations Board of Nova Scotia.

This resource tool, designed to assist members in understanding their responsibilities as employers of temporary help, includes a summary of industry best practices and a wealth of policies and procedures.

Alberta Prevention Initiative for

the Staffing Industry. In March, ACSESS attended the first of a series of meetings with the Alberta Ministry of Human Resources & Employment and the Workers' Compensation Board. The objective is to develop a prevention program for the staffing industry. This program will be available to ACSESS members effective 2007.

Ontario. Over the course of the past year, the Workplace Safety and Insurance Board has rendered a number of industry decisions in which they recognized that the true nature of the relationship between member firms supplying IT contract labour and contractors is clearly business to business.

The Board has also rendered decisions inconsistent with these findings



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and has rules that the relationship be one of employer–employee, and has ordered premiums to be remitted.

ACSESS and NACCB have formed a coalition to discuss the impact of these inconsistent rulings and the need for a revised policy/clarification on this issue. Our committee is in the process of drafting industry recommendations for presentation to the WSIB later this month. Our presentation will include the following:

- The current status of workers' compensation coverage for incorporated subcontractors retained in our industry, i.e., the business activity of supplying computer programmers, system analysts, database architects, and other individuals of similar levels of expertise in computer software and system development;
- The nature of the relationship between these incorporated subcontractors and the businesses that retain their services;
- The current WSIB methodology for

evaluating worker versus independent operator status;

Quebec Bernier Report Consultations 2006. ACSESS continues to participate in a series of roundtable meetings with the Deputy Minister of Labour, employer and union representatives. The Minister of Labour mandated this committee to study the recommendations contained in the report with an objective for the parties to arrive at a consensus.

At our March meeting, ACSESS presented the committee with an overview of the industry, our members obligations and responded to some of the concerns presented by the various organizations at the table. Our committee will continue to meet on a monthly basis until the fall, 2006.

The Bernier recommendations, which provide for greater social protections for “les travailleurs d’agences” include: a requirement that temporary employees receive the same compensation and statutory holiday benefits as permanent

employees; greater access to unionization and collective bargaining; entitlement to clients pension and health programs (should these programs be more advantageous to the employee); joint liability in health and safety; new mandatory contractual clauses to be included in staffing firm-client contracts.

Earlier this year, the Commission de la santé et sécurité au travail (CSST) presented to ACSESS members details of their proposed changes to industry rate group classifications, scheduled to take effect in January, 2007. ACSESS members were pleased with the proposals and the CSST's recognition of our members status as employers of record.

Our Quebec committee submitted a response to the proposals and will continue to maintain regular communication with the CSST. The changes will be implemented in January, 2007. Please consult the Quebec section of our website for a detailed summary of our meeting with the CSST and to view CSST proposals for our industry. □

Recruiting Skilled Immigrants: Tools and Resources to Help You

ARE YOUR CLIENTS still hesitant to hire a skilled immigrant? When interviewing a skilled immigrant do you sometimes wish you knew more about cultural nuances?

Assessing a skilled immigrant's education, experience and skill set can seem like a challenge, but there are tools and resources that can support you and your clients.

hireimmigrants.ca, a project of the Toronto Region Immigrant Employment Council (TRIEC) and funded by the Ontario Ministry of Citizenship and Immigration, provides interactive tools and resources to accelerate the integration of skilled immigrants into the workplace.

Tele-learning

• A recent ruling on overqualified candidates may mean changes to your recruiting practices – pick up the phone

on Tuesday, June 20, at noon to learn more about the ruling from the Canadian Human Rights Tribunal lawyer and the University of Toronto professor who worked on the case to learn how the ruling might affect you.

Breakfast Seminars

• **hireimmigrants.ca** will partner with the Toronto Financial Services Alliance (TFSA) to host a breakfast event on Friday, June 2, at 7:30 am for employers, HR professionals and recruiters serving the financial sector.

• On Tuesday, June 6, at 7:30 am, **hireimmigrants.ca** will partner with the Brampton Board of Trade to host a breakfast event where local employers will share their promising practices.

hireimmigrants.ca has online tools to help you widen your recruiting process:

• Downloadable cross-cultural interviewing workshop (www.hireimmigrants.ca/tools.htm);

• Promising practices from featured companies (www.hireimmigrants.ca/employer_stories.htm);

• Links to credential and education evaluation services (www.wes.org/ca);

• Assessment tool for those handling resumes and interviewing to evaluate their own practices (www.hireimmigrants.ca/sa_s.htm);

• Weekly e-tips (www.hireimmigrants.ca/e-tips.htm);

• Discussion Board moderated by subject experts (www.hireimmigrants.ca/board). □

To sign up for an upcoming seminar or to get more information on the HR resources available contact Claire DeVeale at cdeveale@triec.ca or by phone at 416-944-2627 ext. 271.

CPC — The Launch of a New Program

By Amanda Curtis, CAE, Executive Director, ACSESS

IN 2004 the last examination was written under a Canadian Certified Personnel Consultant program that was first launched in the late 1970s.

In 2005 the new ACSESS Level 1 online test was introduced to offer an easily accessible awareness program to staffing professionals regardless of their experience in our industry. This has been very well received, and in the first 15 months 66 individuals have successfully completed the Level 1 test.

Over this same period a small ad hoc task force has worked closely with the Professors Training Group (PTG) at Sheridan College to develop a CPC course that is reflective of today's work environment and industry standards and practices.

By the end of 2005 the following core course outline was developed and endorsed by ACSESS:

Five Core Modules – each to be presented in the form of a 4-hour workshop – will be offered in regions across Canada based on member demand.

1. Legal Aspects 1 – including co-employment and an understanding of the different application of legislation within our industry sub-sectors

2. Legal Aspects II – including PIPEDA, Employment Equity, Reference Checking Best Practices, and Termination

3. Health & Safety

4. Recruitment & Selection

5. Business Practices & Ethics – including business communication and industry case studies

6. Professional Search (elective module)

7. Sales (elective module)

At the time of writing, all modules are close to final completion and ACSESS is proud to be able to offer Legal Aspects II and Recruitment & Selection in conjunction with Annual Conference 2006

in Vancouver.

The final step in attaining the recognized designation “CPC” will be to successfully complete a multiple-choice and short-answer examination. This exam will be modeled on the CHRP national challenge exam format and questions are being prepared for ACSESS by PTG. As in the past, the exam will be offered in locations across Canada.

It is expected that course exemptions will be submitted to the ACSESS national Board on May 11. However, to uphold the highest possible standards, all professionals will be required to take at least some components of the program. We encourage you to get a head's start on this exciting new offering which will put ACSESS on the cutting edge of industry education. □

Introducing ACSESS 2006–07 National Board of Directors



Hilary King



Chris Roach

ACSESS is pleased to announce the Association's national directors for the coming year. The 2006 election process included a call for nominations that encouraged members to put forward candidates representing all sub-sectors of the staffing industry and from all regions across Canada.

The 2006–2007 National Board, headed by Hilary King of Kelly Services Canada, is comprised of the

following directors:

CHRIS ROACH, CPC, President-Elect, ACSESS
President, Cadre Staffing

Mississauga, Ontario

CHARLES FRASER, CPC, Vice-President, ACSESS
Regional Director of Eastern Canada, Spherion

Halifax, Nova Scotia

PAUL CHRISTIE, CPC, Immediate Past-President, ACSESS
President, Services de Personnel Unique Inc.

Montreal, Quebec

GEOFF BAGG, MBA, CPC
President, The Bagg Group of Companies

Toronto, Ontario

KIMBERLEY CHESNEY, CPC
President, Prime Management Group Inc.

London, Ontario

KEVIN DEE, CPC
CEO, Eagle professional Resources Inc.

Ottawa, Ontario

SANDRA HOKANSSON
President & Country Manager, Adecco Canada

Toronto, Ontario

HAYLEY LAU, CPC
Group Director, C.T.E.W. Executive Personnel Services

Vancouver, BC

SUZANNE McINERNEY
Vice-President, Business Development, The Staffing Edge

Toronto, Ontario

DAMEN NG
Senior Vice-President, CFO, The Design Group

Edmonton, Alberta

JACQUELINE POURREAUX, CPC
General Manager, Hunt Personnel/Temporarily Yours

Montreal, Quebec

LORI PROCHER
Vice-President and General Manager, Manpower Canada

Toronto, Ontario

For further information, contact ACSESS at 1-888-232-4962, 905-826-6869 or info@acsess.org. □

A la prochaine!

By Paul Christie

I CHOSE to get involved in ACSESS because my business (and every other staffing firm in Quebec) owes a lot to ACSESS. It is thanks in large part to the help and support of ACSESS that successive governments have been educated on the benefits we bring to both business and labor, thereby staving off industry-crippling legislation. This "education" of government and the general public as to the ethical, professional treatment of job seekers and employees by ACSESS members was a key objective of my Presidency and remains a key objective of this association.

The following lists some of the progress made during my term, thanks to the efforts of staff members, previous and current Board members, Committee members and Past-Presidents.

Progress

- Refocused Board of Directors – spending time and energy on setting direction and making decisions.
- Increased staff resources to better handle the operations of the association and deliver more value to members.
- Continued development of SIGs

(Special Interest Groups) – SIGs representing our Large (Multinational), Executive Search and IT/Contractor members have been meeting to help identify priorities and concerns.

- Launched a new and improved web site.
- Revamped the CPC (Certified Personnel Consultant) program to split into

two levels so "rookies" can begin immediately with a basic (industry developed) training program (Level 1) and those with one year of industry experience can enroll in classroom or web-based learning (Level 2) to obtain their CPC designation.

- Hired a new PR firm to promote the "ACSESS brand" as quality assurance.
- Continued success in our government relations files and our safety groups.

continued on page 8



Welcome, New Members

Since the beginning of the year, the following companies have joined ACSESS. If you see their representatives at upcoming ACSESS functions, please be sure to welcome them.

A.L. Andrews & Associates, Toronto
Brainhunter Inc., Toronto
CDI Professional Service Inc., Oakville
Expert Recruiters, Vancouver
Gestion de Personnel 10-04 Inc., St. Hubert
Groupe Conseil Progreso Inc., Victoriaville
GMP Training & Staffing Solutions Inc., Brampton
Houston Recruiting Services Inc., Winnipeg
I & D Management Services Ltd., Yellowknife
Muskoka Staffing, Bracebridge

Personnel Alter Ego Inc., Montreal
Productive Staffing Team Inc., Mississauga
Roneta Professional Search Inc., Calgary
Spirit Staffing & Consulting Edmonton Inc., Edmonton
Teamrecruiter.com Inc., Thornhill
The Agency Employment Services Inc., Listowel
W5 Staffing Inc., Markham

ACSESS would also like to welcome our new Affiliate members. Please visit our website at www.acsess.org to see how their services can assist you.

Job-Born Executive Search Inc., South Walsingham
Talcure Corporation, Toronto

Fill more jobs faster!

Make your existing résumés/folders searchable and manage your entire recruiting process with ease. Talcure Recruiting software allows you to manage candidates, clients, placements, invoices, sales and marketing activities so you can fill job orders/search assignments with quality candidates before the competition.

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What needs to be done?

• All chapters should form SIGs so that meetings are more relevant and topical to the attendees. These Chapter SIGs then

need to act as the pipeline of information, needs and priorities to the national Board. Every member needs to remember that they are both the owners and the customers of this association and all changes and

improvements start with them.

ACSESS is the vehicle that will help protect and promote our interests and help us reach our potential.

Please get involved!☐

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