




Managing Transitions: Before, During and After Leave

A Planning Resource Guide
for Employees and Employers



This guide is designed to assist engineers and geoscientists who are considering a maternity or parental leave. It is also designed to assist their employers.

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INTRODUCTION

Engineers Canada and Geoscientists Canada are interested in enhancing gender diversity in the engineering and geoscience professions. Women remain under-represented in both, especially in engineering with 11.7 per cent representation in the overall Canadian membership. Diversity has proven value for innovation, customer relevancy and project management as it introduces varied perspectives and insights, which equate to improvements to the bottom line.¹ Employers are looking to attract, develop and retain a more diverse workforce. Employers are looking for ways to improve workplace inclusivity and ensure their company is on the leading edge of practice and policy. One area that is crucial for retention of skilled and valued talent is improving career transitions, especially when it comes to managing leaves of absences. Improving retention increases diversity.

This guide is designed to assist engineers and geoscientists who are considering a maternity or parental leave. It is also designed to assist their employers. Leave is the period of time parents are entitled to take off, with or without pay, with a guarantee they can return to the same or comparable job once their leave has ended. Length and eligibility requirements vary between the provinces and territories. At the time of publishing, maternity leave for biological mothers varies from 15 to 17 weeks, and parental leave varies from 35 to 37 consecutive weeks, for a total of up to 52 weeks of unpaid, job-protected leave. The parental leave can be taken by one parent (caring for a newborn or a newly adopted child) or shared between two parents, but the

total combined leave cannot exceed the specified period of leave.

The information in this guide will be of most interest to employees that will be new parents and to their employers. Experience has shown that without forethought, rejoining an organization or re-entering the workforce can be frustrating, especially when expectations are not managed. The solution to this is simple—actively manage the transition. Knowing what to expect and building a positive, welcoming business culture will entice valued and talented employees to return. This means that leaves of absence will not disrupt career progression, productivity, project deadlines or employee development. Business continuity remains and factors that contribute to under-representation are reduced. A welcoming workplace with good leave practices will attract the talented employees organizations are looking for, both male and female.

The principles in this guide focus on providing information and do not constitute legal advice. Information is accurate as of the date noted in the materials. In all cases, employees are advised to seek additional support and advice from the human resource professionals in their organizations. Employees can also consult the Service Canada website and centres in addition to provincial and territorial employment standards legislation in order to understand specific entitlements by jurisdiction.

¹ Emerson, C.J., *Increasing Women in SETT (Science, Engineering, Trades and Technology): The Business Case*, WinSETT Publication, July 2012.

NAVIGATING THE GUIDE – This guide is organized into five sections.

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- employees
- supervisors and human resource professionals
- designated leave liaisons and other colleagues

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SECTION 1 BACKGROUND

Benefits of a proactive transition management program

The business case for proactive transition management policies is well-established. Retaining professional employees who take maternity or parental leave is part of a comprehensive strategy for developing, retaining and engaging the best talent. Employers that partner with their employees to manage transitions address a number of challenges.

Productivity and human resources

- Re-integrating experienced employees reduces organizational costs for recruitment, onboarding and training new employees. The average cost of replacing employees is about 40 per cent of the annual salary for entry-level employees, 150 per cent for mid-level employees, and up to 400 per cent for specialized, high-level employees.²
- Business continuity and productivity levels are maintained by ensuring all affected parties (employees, supervisors, project teams, human resources and IT) have planned for the period leading up to, during and after the leave.

- Proactive employers are successful in attracting top talent by offering a good balance of rewards and benefits. This guide provides employers a benchmark of progressive policies that are currently in practice and will serve to retain and engage employees (i.e. the employee value proposition).

Talent and leadership

- Many employers will experience significant rates of retirement in the next decade; organizations need to develop succession plans while retaining tomorrow's leaders.
- An organization's culture, values and business strategies are communicated to new and potential employees through informal and formal mentorship and coaching. Experienced engineers and geoscientists can help retain and engage young professionals.
- Knowledge capture and transfer are vital. Without dedicated resources and a culture of documentation and information management, employers risk losing organizational knowledge, technical experience and trusted opinion—losses that are irretrievable when an employee does not return.

² Blake, R., "Employee Retention: What Turnover of Employees Really Costs?", WebProNews Article, 2006

SECTION 2

CHECKLISTS FOR PLANNING, TAKING AND RETURNING FROM MATERNITY OR PARENTAL LEAVE

Use this section along with any other resources available to you, such as existing company policies, information available through the Government of Canada or the resources provided by the province or territory in which you reside.

Planning for leave – Employee responsibilities

One to two years prior to leave

- Review your regulator's requirements for maintaining your professional licence (<https://www.engineerscanada.ca/constituent-associations>; <http://geoscientistscanada.ca/practice-in-canada/>); these may include:
 - deadlines to submit any necessary leave documentation
 - available leave status, if applicable (e.g. non-practising)
 - mandatory professional development hours, if applicable

- If you cannot meet the requirements, contact your regulator to discuss alternatives.

Note: For regulators with non-practising status, only choose this option **if your leave is expected to extend for significantly more than one year** and **with limited professional development opportunities.** To change from non-practising to practising status, assessments may be required that could cause a delay in activating your licence.

- Membership status can affect your ability to sit on regulators' committees. Determine committee eligibility rules to be aware of the implications of a leave.

In the months prior to leave

- If you are in a position that carries regulatory responsibility on behalf of your organization (e.g. Responsible Member) you must formally advise your employer of the need for a role replacement. If applicable, notify your regulator that you are relinquishing that responsibility temporarily or for the foreseeable future and provide contact information for your replacement.

- If you cannot meet the leave requirements, submit the necessary membership status changes to your regulator.
- Advise your immediate supervisor of your anticipated leave, initially in confidence if that is appropriate. Give your employer the time needed for transition planning. **Note: Legally, the minimum notice time is six weeks before leave begins—advise your manager earlier only if you feel comfortable doing so.**
- Determine your source of income while on leave.
- Inform your supervisor of your plan (when and how) for telling colleagues and other relevant business contacts (e.g. project partners).
 - Find out more about Employment Insurance (EI) through Service Canada (www.servicecanada.gc.ca/eng/sc/ei/benefits/maternityparental.shtml).
 - Talk to your human resources department about benefits and compensation to clearly understand the following:
 - health and dental benefits, pension contributions, top-up compensation, years of service accrual, vacation accrual, training and education assistance, flexible work schedules, job-sharing options, privacy and information policies, performance management and any other relevant policies available to you
- Budget for your time on leave and consider:
 - possible expenses such as health, dental and travel expenses
 - RRSPs, mortgage payments and other regular expenses
 - how to pay for member dues (consult with your regulator as some offer programs for deferment or reduction of annual dues)
 - impact on your EI eligibility of part-time employment or optional employer-paid training, meeting functions or related activities
- Create or update your career plan, including expectations for promotions, moves to other departments and projects of interest. Discuss these with your supervisor, mentor or human resources department to manage expectations.
- Develop a transition plan for all current projects and responsibilities; communicate this with your supervisor, project team and relevant external contacts. This ensures business continuity.
- Develop a transition plan for returning from leave, incorporating your expectations from your career plan and your current project and responsibilities; know that this will need to be finalized closer to the return date. Communicate this with your supervisor and/or project team.
- Develop a plan for staying in touch with your company and coworkers. Include your preference for communication type, such as email, phone or in-person, and frequency of communication, such as monthly or quarterly. Include how much you would like to engage in work activities such as attending training sessions, staff functions or meetings. Make sure your supervisor, mentors and/or designated leave liaison have copies of your plan.

- Implement your transition plan for your projects and responsibilities. Ensure that all necessary files and contacts are up-to-date and saved. As the transfer occurs, take part in value-added projects that have short-term deliverables.
- If considering job-sharing upon your return, ask colleagues about potential interest and timing.
- Find a mentor or role model. Look for formal resources provided by your organization, experienced coworkers/leaders or community parenting groups.
- Close to your anticipated leave date, share your on-leave communication expectations with your supervisor, human resources department and IT department. This is especially important if your employer has agreed that you can continue using (or, having access to) company email, intranet, phone and other communications technology.
- Ensure that your staying-in-touch plan is being implemented and is feasible. Revise the plan if necessary and keep in touch with the agreed-upon leave liaison, mentors and/or supervisor. If possible, attend some staff functions.
- Explore and decide on child-care arrangements, such as day homes, daycares and family caregivers.
- Ensure that your benefits and employee profiles are up-to-date to include your new dependant.
- Check with your benefit administrator on timing provisions to add a dependant to your plan.

During leave

- Find a support network. Explore new-parent or adoptive-parent groups. Visit a public library, use your community networks or simply search the Internet for other ways to connect.
- Continue with as many professional development activities as feasible, keeping records so you can verify attendance if required. Examples include:
 - reading technical journals and taking part in other informal learning
 - continuing your volunteer activities—by teleconference or email if necessary
 - completing a web-based course
 - attending conferences and corresponding professional development seminars
 - attend regulator professional development seminars, if available
- Do a self-assessment. Examples to consider include: Are your technical skills adequate and up-to-date for expected assignments? Are your safety orientation and first aid certification current? Have office software versions changed during your leave?
- Meet with your supervisor to update your transition plan for returning from leave. Discuss potential projects, training opportunities and any organizational and staffing changes.
- If you declared a change in status, submit the required reinstatement forms to your regulator at least two months prior.
- As early as possible, advise your supervisor and your human resources department of your planned return date. **Note: Legally, the minimum notice time is four weeks before returning—advise your supervisor earlier only if you feel comfortable doing so.**

- Meet with your human resources department to discuss related work policies such as health and dental benefits, pension contributions, top-up compensation, years of service accrual, vacation accrual, training and education assistance, flexible work schedules, job-sharing options, privacy and information policies, performance management and any other policies that will affect your quality of life once you've returned.
- Ensure that your supervisor and human resources department have informed IT of your return and have ensured your office space, computer, phone and software are all updated and ready.
- Be patient about being “ready to return to work.” Getting back into a professional routine and adjusting to changes in the work environment could take longer than expected. Feeling “normal” again will happen at your own pace.

During the first six months after on-ramping

- Review and discuss your transition and career plan with your supervisor and/or human resources department as appropriate.
- Arrange for additional professional development activities if necessary to fulfill any mandatory requirements.
- Draft or update your will to include your child.
- Explore the benefit options that are available for employees' children. Some employers may have related provisions in your benefits plan. Check if your regulator has any relevant programs.
- Mentor other employees who plan on taking similar leaves.
- Join an employee resources group (ERG) for new parents or encourage the organization to start one. Through an ERG, share common experiences and advice.
- Be patient with yourself. The work environment, dynamics and you have all changed—it may take some time to adjust to the new routine.

Supervisors and human resources professionals

In the months prior to leave

- Ensure your organization has policies in place regarding maternity and parental leaves. Be aware of your organization's policies and ensure they are applied consistently. Employees should be proactively made aware of the policies and options available for leaves.
- Confirm written confirmation of notice is received with the leave commence date clearly specified.
- Ensure the employee has created a career plan. Explore with the employee potential post-leave career pathways. Discuss possibilities of training and education before, during and after leave. As required, understand the employee's professional development requirements for maintaining member status with their regulator.
- Discuss with the employee any adjustments/ accommodations that need to be made to working conditions and job requirements during her pregnancy to ensure her and the baby's safety.
- Discuss the employee's transition plan for all current projects and responsibilities and ensure communication with all affected parties. Implement the transition plan, keeping a high level of engagement with the employee during this time. As the transfer occurs, assign the employee value-added projects that have short term deliverables.
- Decide whether the employee will have a transitional or permanent replacement and whether it will be by an internal or external person. Initiate necessary recruiting processes, giving time consideration to knowledge transfer and training.

- Ensure the replacement, training and career development costs for the employee are incorporated into the budget.
- Discuss the employee's preferences for staying in touch while they are on leave. Designate a leave liaison, typically a peer or colleague, who will actively engage the employee on leave as per the staying-in-touch plan.
- Ensure the employee talks with human resources staff about health and dental benefits, pension contributions, top-up compensation, years of service, vacation accrual, supports and other relevant policies.
- Inform IT of the organizational change and make arrangements for agreed-upon access, such as company email, intranet, phone and other communications technology.
- Make the necessary adjustments to transfer access where required.
- Make arrangements on the return of company property, where required (e.g. security cards, etc.).

During leave

- Initiate occasional direct contact with the employee in accordance with the employee's preferences.
- Ensure the leave is communicated in accordance with the employee's preferences. Is the employee aware of significant departmental meetings, training sessions and social gatherings? Does the employee feel welcome (but not pressured) to attend?
- Consider the employee's career plans when doing business planning.

- Consider the employee's performance management results for the time of the performance period that they were in the workplace.

Planning for on-ramp

- Be familiar with obligations under the relevant legislation in your jurisdiction.
- If the employee has not scheduled a meeting four weeks prior to return, arrange a meeting or telephone call to confirm the employee's position and role. With the employee, update their career plan, explore initial assignments and confirm return date.
- Explore employee preferences regarding ramp-up of work hours over initial months. If longer-term reduced hours are desired, facilitate discussions with the human resources department about job sharing or continuing part-time work.
- Discuss impacts of part time work on benefit eligibility.
- Two weeks before the employee's return, initiate arrangements for office, computer, supplies and other administrative supports. Ensure the human resources department is in communication with employee.
- Return any company access that may have been disabled prior to the leave and issue new security cards.
- One week before employee's return, communicate with other staff about the return and resumed or new roles. Send communication to the organization about the employee's return.

- On the day of return, ensure the employee is introduced to any new staff and brought up to speed on other organizational changes. Facilitate discussions with the human resource department about resuming regular status and benefits. If necessary, make arrangements for updating safety orientation, first aid certification, office software training and other requirements.

During the first six months after on-ramping

- Regularly check in with the employee to see how the transition is going to offer additional support as required.
- Update and revise the career plan for the employee, setting goals for the remainder of the year, incorporating the employee back into the employer's performance management process.
- Ensure the employee is satisfying professional development requirements, as needed, and arrange for any necessary training.
- Have the employee mentor others who are planning to take a similar leave.
- Encourage the employee to join an employee resource group for new parents.

Designated Leave Liaisons and Other Colleagues

In the months prior to leave

- Discuss expectations and responsibilities with your supervisor about your position and role related to the leave of your colleague.
- Discuss the communications plan with the employee and make a schedule and guidelines for your communications. (Note: An employee desiring ongoing contact must voluntarily provide email and/or phone contact information).

During leave

- Make note of significant organizational news and changes, as well as training opportunities. Save company publications to give to employee when you next meet.
- Schedule regular contact with the employee, as set out in the stay-in-touch plan. Regularly discuss whether the timing and methods are working or should be adjusted.

- Be sure to invite the employee to social functions at work.
- With the employee's consent, report news of the employee to his or her supervisor and colleagues.
- If the employee is interested in internal job postings but does not have access, start communicating job postings four to six months prior to return date.

During the first six months after on-ramping

- Debrief with the supervisor about how the relationship went, including its successes and failures. Pass this information on to future leave liaisons.
- Debrief with the employee.
- Offer to speak at relevant employee resources groups and to mentor others who may have similar roles during someone's leave.



SECTION 3

PROMISING PRACTICES AND COMMON THEMES OF TRANSITIONAL PROGRAMS

This section is intended for human resources professionals and those who have authority in organizations to possibly implement the practices identified.

Organizations that employ a variety of professional types have some common themes in the way they manage transitions.

They tend to have in place:

- A strategic perspective on retaining employees on leave, along with intentional planning of an off-ramp and an on-ramp for the employee.
- A performance management process that captures employee career plans and aspirations to ensure they are tied into business and succession planning, where appropriate.
- The assignment of a leave liaison, planned communications throughout the leave, and other supports that enable employees to keep in touch and continue their relationship with their employer.
- Individual coaching sessions for managers, sharing knowledge about having appropriate discussions with employees considering a leave and maintaining positive relationships during the leave.
- A designated period of flexible hours for an employee's return. This may include work-from-home, reduced hour and other arrangements that allow for a friendly and successful re-entry. Flexibility can act as an adjustment period to help the returnee manage unforeseen challenges such as increased family responsibilities.
- Policies that enable job sharing, such as formalized ways to foster contact between potential job share partners.
- Policies that support employees who incur child-care costs or have trouble coordinating child care to meet work demands. These could include limitations on after-hour or evening meetings and on work travel.
- Employee-initiated and managed resource groups. These groups provide organizational networks for employees who share common ground, such as demographics, experience, parenthood and other life roles. They offer support and mentoring, professional development and business and career information. Groups may even recommend policy and program changes to human resources and management to enhance recruitment, retention and engagement.

Note: smaller companies that lack the critical mass for their own employee resource groups can encourage employees to join or create an inter-organizational group, possibly as a subset of a technical society or an industry association.

The following matrix outlines the results of research into various maternity and parental leave practices that encourage a culture of retention.

The matrix is divided into the following three recommended scenarios.

- a) **Baseline:** minimal involvement in supporting employees' transitions, reflecting employers who have instituted just those policies necessary to meet legal requirements.
- b) **Better retention:** moderate involvement, reflecting employers that have developed policies beyond legal requirements. However, policies are largely ad hoc in supporting employees during leave and tend to assume the employees will return.

- c) **Enhanced retention:** superior involvement, reflecting employers that work with their human resources professionals and affected employees to develop a comprehensive transitional program. These programs provide added assurance that employees will return and integrate smoothly and productively. Maternity and other parental leaves cause minimal interruption to career progression, goals and rewards. These employers may become known as employers of choice.



Matrix

Practices and policies to encourage retention of professionals on leave

REGULATOR CONSIDERATIONS			
Please consult directly with your applicable regulator about support programs that are available to you.			
EMPLOYER CONSIDERATIONS			
	Baseline	Better retention	Enhanced retention
1. Stated philosophy and observed actions from upper management	Passive, such as, “Professionals on leave are a human resources matter.”	Assertive, such as, “Professionals on leave continue to be valued members of the department and project teams—individual managers encourage their re-entry.”	Forward thinking, such as, “Professionals on leave continue to be a valued part of the intellectual capital of the organization—their productive re-entry and continued career are of strategic importance. Organizational policies are aligned with this philosophy.”
2. Policies and practices in place around managing leaves of absence	No policies or practices in place.	Policies in place about attracting and retaining talent. Practices include orientation, training, leader development and performance management that includes career and succession planning.	Policies in place about attracting and retaining talent. Policies also consider knowledge transfer and capture, flexible schedules, work-from-home arrangements and job sharing. Practices include orientation, training, leader development and performance management that includes career and succession planning.

REGULATOR CONSIDERATIONS

Please consult directly with your applicable regulator about support programs that are available to you.

EMPLOYER CONSIDERATIONS

	Baseline	Better retention	Enhanced retention
<p>3. Off-ramping program in place.</p> <p>This may include a communication plan, career plan and designated leave liaison.</p>	No program in place.	Employee and/or leader make informal arrangements for leave liaison.	Practice in place where leave liaison is recruited and trained by human resources . Completion of communication and career plans are part of the off-ramping practice. Leader held accountable for the process in business planning.
<p>4. “Return to Work” program in place.</p> <p>This ensures there is communication and mentoring in place to smoothly and quickly transition the employee back to full potential.</p>	No program in place.	<p>Program is not mandatory and is on case-by-case basis.</p> <p>Employee is offered informal mentorship and training by request only.</p>	<p>Program is mandatory and consists of mentorship, career planning and continual communication between employee and leader. Planning also includes training and assessment of re-certifications needed. May include graduated on-ramping to phase employee back into working mode.</p>
<p>5. Employee resource groups (ERGs) in place.</p> <p>These are in-house support groups for people with similar experiences, allowing them to share advice, empathize and capture common practices.</p>	No ERGs in place.	ERG initiated by employees with no resources given nor time-off to attend.	ERG has full company support with budget, space, Internet, audiovisual and time off given to those who participate and organize. ERG is actively promoted through internal communication.

REGULATOR CONSIDERATIONS

Please consult directly with your applicable regulator about support programs that are available to you.

EMPLOYER CONSIDERATIONS

	Baseline	Better retention	Enhanced retention
<p>6. Job sharing program in place.</p> <p>This is where two people have part-time schedules that equate to one full time equivalent (FTE). Responsibilities are shared between the two people, who may work opposite shifts.</p>	No job sharing program in place.	Job sharing done on case-by-case basis. Employees must find job sharing partner. No dedicated resources given.	Job sharing is a policy. Job sharing partners are facilitated by human resources. Resources, such as project management and remote work software, smart phones and laptops are given to employees to ensure knowledge capture and transfer can be done smoothly.
<p>7. Flexible work arrangements allowed.</p> <p>This allows employees to work part-time schedules and/or work from home for agreed-upon circumstances.</p>	No flexible work arrangement in place.	Flexible work arrangements done on case-by-case basis. No dedicated resources given.	Flexible work arrangements are included in policy. Resources are dedicated for support, such as smart phone, laptops or remote access software.
<p>8. Communication training is part of leader development.</p> <p>This enables the leader to have effective transitioning conversations.</p>	Support for training opportunities.	Communication training is done on case-by-case basis, initiated by the employee.	Communication training part of mandatory leader development, with regular feedback given on communication performance.

REGULATOR CONSIDERATIONS

Please consult directly with your applicable regulator about support programs that are available to you.

EMPLOYER CONSIDERATIONS

	Baseline	Better retention	Enhanced retention
<p>9. Job position is protected while on leave.</p> <p>Employee is guaranteed to return to the same or a comparable position.</p>	<p>Position is legally protected for 12 months only after 52 consecutive weeks of employment.</p>	<p>Position is protected and a proactive discussion occurs between the employee and the leader upon return from leave.</p>	<p>Position is protected and a career plan is created for the employee. Proactive discussions occur between the employee and the leader prior to and after leave. Employee is considered in succession planning while on leave.</p>
<p>10. Health, dental and insurance coverage for employee on leave.</p> <p>Note: benefits programs and costs vary between providers. Specifics need to be discussed with the benefits administrator.</p>	<p>Where a short-term disability program is in place, basic health coverage given for health-related period immediately after birth (six to eight weeks, depending on birth type).</p>	<p>Full coverage provided at same cost-sharing agreement to employee.</p>	<p>Policy in place that indicates that full coverage is provided to employee, fully subsidized by employer.</p>
<p>11. Employer subsidization for annual dues.</p>	<p>Employee pays member dues, no subsidization offered.</p>	<p>Employer partially subsidizes member dues during leave.</p>	<p>Policy in place that employer fully subsidizes member dues during leave.</p>

REGULATOR CONSIDERATIONS

Please consult directly with your applicable regulator about support programs that are available to you.

EMPLOYER CONSIDERATIONS

	Baseline	Better retention	Enhanced retention
<p>12. Employee access to organization communication methods while on leave.</p> <p>This may include access to work e-mail, Intranet, use of work phone and remote access software. Employee will ask for continued access.</p>	Employee unable to access any organization communication methods.	Access allowed on case-by-case basis. No additional resources supplied.	Policy in place to allow access. Resources available to support this, such as remote access software. Policy would address privacy and intellectual property concerns.
<p>13. Practice in place to allow employee access to organization subscribed technical journals.</p> <p>This is to help employees meet professional development requirements, as needed, and stay current.</p>	No policy or practice in place.	Employee borrows journals by request.	Practice in place that allows employee full access to electronic journals and libraries.
<p>14. Continued support for employee volunteerism while on leave.</p> <p>This is to help meet professional development requirements and maintain employee engagement.</p>	Employee volunteerism not supported.	Leader encourages employee to volunteer during leave on own time and at own expense.	Policy in place to subsidize employee for volunteer expenses (e.g., travel, parking, long distance phone charges). Employee volunteerism encouraged.

REGULATOR CONSIDERATIONS

Please consult directly with your applicable regulator about support programs that are available to you.

EMPLOYER CONSIDERATIONS

	Baseline	Better retention	Enhanced retention
<p>15. Employee support to attend internal training and professional development while on leave.</p> <p>This is to help employees meet professional development requirements, as needed, and stay current. Employees will indicate if this is feasible.</p>	Employee not supported to attend internal training while on leave.	Employee permitted to attend on case-by-case basis. Leave liaison and leader keep employee aware of upcoming sessions.	Policy in place to allow employee access to training while on leave. Consideration given to reimbursement for direct expenses, such as travel, parking or child care.
<p>16. Employee support to attend external training and professional development while on leave.</p> <p>This is to help employees meet professional development requirements, as needed, and stay current. Employees will indicate if this is feasible.</p>	Employee not supported to attend external training while on leave.	Employee supported in attending on case-by-case basis. Partial subsidization of expenses given.	Policy in place to support external training for employee on leave. Full subsidization for all expenses.
<p>17. Mentorship and role modeling program in place.</p> <p>This is so employees can help support others in the future by providing advice and resources.</p>	No mentorship or role modeling program in place.	Organization supports informal mentorship and role modeling. No resources given.	Organization has formal mentorship program in place. Resources given such as short video interviews, intranet space and opportunities to role model.

SECTION 4

REFERENCES AND RESOURCES

Websites

- **Service Canada.** Provides information about federally regulated maternity/parental leave, human rights and employment insurance and other benefits.
- **CPA Canada Guide to Implementing Work/Life Strategies.** A guide to implementing work/life balance strategies that attract, motivate, and help to retain employees.
- **The Center for Talent Innovation.** Undertakes research and works with employers to design, promote and implement workplace policies that increase productivity and enhance personal/family well-being.
- **Goldman Sachs Returnship Program.** Tailored to address many on-rampers' concerns, including their ability to transition into a new area of expertise and the perception that their extended absence from the workforce is an indication of reduced momentum or ability. In providing the opportunity to strengthen skills and demonstrate capabilities, the program offers a window into the responsibilities and demands that may come with new roles.
- **Catalyst.** Works toward changing workplaces and changing lives. The mission of this member organization is to expand opportunities for women and business through values of connect, engage, inspire and impact.
- **Canadian Institute of Diversity and Inclusion.** A member organization that helps employers and diversity and inclusion practitioners address the full picture within the workplace.
- **Canadian Coalition of Women in Engineering, Science, Trades and Technology.** Promotes women in science, engineering, trades and technology and celebrates their contributions to these fields. Also known as CCWESTT.
- **WinSETT Centre:** Part of CCWESTT whose mission is to develop resources and take action to recruit, retain and advance women in science, engineering, trades and technology (SETT). They do so by developing and disseminating—through collaboration and partnerships—tools and expertise useful to women, industry, government, unions, educational institutions and women in SETT organizations.

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- Columbia University Flexible Work Arrangement Policy (<http://hr.columbia.edu/policies/fwa>).
- Manitoba Civil Service Commission Procedure for Job Sharing: How to decide if it’s right for you and how to make it work (<http://www.gov.mb.ca/csc/pdf/jobshare.pdf>)
- CATALYST MEMBER ACCESS ONLY: **PricewaterhouseCoopers LLP – Unique People Experience (UPE)**, January 2007. This Catalyst Award-winning initiative features a number of programs for flextime and work-life balancing.
- CATALYST MEMBER ACCESS ONLY: **Deloitte & Touche LLP – Mass Career Customization at Deloitte: A New Model for Building Careers and Developing Talent**, September 2010. Deloitte’s award-winning initiative enables employees to “dial up and dial down their levels of contribution and career progression along with changing life stages.”
- CATALYST MEMBER ACCESS ONLY: **Sara Lee Corporation – Recruiting and Retaining Top Talent with Returnships**, September 2010. Sara Lee has an excellent program to attract and retain mid-level career professionals interested in re-entering the workforce after an extended leave. Returnships are open to both women and men, but Sara Lee aims to recruit women in order to draw members of this largely untapped talent pool to the company.
- CATALYST MEMBER ACCESS ONLY: <http://www.catalyst.org/knowledge/great-debate-flexibility-vs-face-time-busting-myths-behind-flexible-work-arrangements>, July 2013. The Great Debate: Flexibility vs. Facetime – Busting Myths Behind Flexible Work Arrangements

Books and publications

- **Martin, Lisa.** *Briefcase Moms: 10 proven practices to balance working mothers' lives*, Cornerview Press, 2004.
- Government of Alberta, *Becoming a Parent in Alberta*, Employment and Immigration, 2009.

A NOTE ABOUT CATALYST

Catalyst is a leading non-profit organization with a mission to expand opportunities for women and business. Catalyst is dedicated to creating more inclusive workplaces where employees representing every dimension of diversity can thrive.

A membership with Catalyst will allow you to access research, tools, services and events, along with information on awards your organization may consider entering. You and your organization will be able to use Catalyst to create awareness of how diversity benefits today's global businesses.

Catalyst provides guidance on how to enact real change in your organization, and Engineers Canada encourages you to join.

Find out **how to join** now.

SECTION 5 FEEDBACK

This is a living document with regular content updates. If you have comments or questions about *Managing Transitions*, please contact:

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