

SYMPOSIUM ***GRH*** **2023**

Université de Sherbrooke

CHANGE MANAGEMENT

Presented by



**CENTRE D'INTÉGRATION
AU MARCHÉ DE L'EMPLOI**

**Secrétariat
à la condition
féminine**

Québec 

Written by

Joannie Lasnier – Coordinator

Elisa Sarica – Business advisor

Geneviève Collette – General Director,
Protection of personal information Officer

Revised by

Mélodie Aumais, Academic Vice-President

*****Important note: Some of the information mentioned in the following text is fictive to maintain confidentiality and make solving the academic case more interesting.*****

ÉlastoFlex Innovation Solutions

ÉlastoFlex Innovation Solutions (ÉFIS) was founded in 2000 and specializes in sustainable innovation in the elastomer industry. Elastomers are elastic polymers, such as rubber, that are used in many applications, including the automotive, aerospace, construction and many other industries. ÉFIS is committed to taking its customers' challenges in hand and finding turnkey solutions ranging from diagnostics to manufacturing process optimization, while reducing costs and associated risks to maximize production control.

ÉFIS positions itself as an expert and strategic ally for sustainable innovation in this sector. This means that ÉFIS is working at the forefront of technological development to introduce advances that promote the sustainability of the elastomer industry. Elastomers can have a significant impact on the environment due to their extensive use, and ÉFIS strives to develop innovative solutions that reduce this impact while improving the performance and durability of elastomer-based products.

Its commitment to excellence, technology and integrity makes ÉFIS a true partner for customers who want to improve their manufacturing processes and products, combined with an eco-responsible approach. ÉFIS seeks to establish lasting partnerships with its customers, invest in research to shape the future of elastomeric materials, and contribute positively to the communities where the company operates.

Mission, vision, values

Mission

ÉFIS' mission is to develop, manufacture and supply state-of-the-art custom elastomers to meet the unique needs of its customers, while encouraging innovation, respecting the environment and providing exceptional customer service.

Vision

To be the leader in environmentally-friendly elastomer solutions, making the greatest contribution to technological progress and product sustainability in a wide range of industries.

Values

- **Innovation:** ÉFIS is committed to remaining at the forefront of technology by constantly developing new materials and solutions for its customers.
- **Sustainability:** ÉFIS believes in environmental responsibility and strives to reduce its environmental footprint while offering sustainable products.
- **Quality:** ÉFIS is committed to ensuring the superior quality of its products through rigorous manufacturing standards and quality control processes.
- **Customer service:** ÉFIS works closely with all its customers to meet their needs in a transparent and efficient manner.
- **Integrity:** ÉFIS operates with integrity, ethics and respect towards its customers, employees and partners.

Products and services

Custom elastomers	Designs customized elastomers to meet specific customer needs, with an emphasis on strength, durability and performance.
Technical consulting	Offers technical consulting services to help customers choose the best materials for their specific applications.
Research & Development	Continuously invests in R&D to develop new advanced elastomer materials that are environmentally friendly and meet the highest quality standards.
Custom manufacturing	Offers customized manufacturing solutions to produce elastomer parts to customer specifications.
Training & Awareness	Offers training programs to help customers understand the properties and uses of elastomers, as well as best practices in handling and maintenance.

Background context

Over the past two years, ÉFIS has seen a significant increase in its customer base. At the same time, the imminent retirement of its long-standing chemical engineer forced the company to expand its team. As a result, the human resources department has begun the recruitment process to fill the position of chemical engineer.

The labor shortage that is hitting Quebec hard is no exception at ÉFIS. After several weeks, several interviews and proposals made to potential candidates, the position remains vacant. Competition is fierce between companies in the same sector of activity, and ÉFIS must find solutions to fill its vacancy so as not to lose any contracts.

As new recruits in the human resources department, you are asked to give your opinion on a vacancy in chemical engineering. After several meetings with the HR team to assess working conditions, benefits and recruitment platforms, you identify an element that had never been considered before. Analyzing the CVs received in recent months and even years, you notice that applications from women, particularly immigrant women, tend not to be selected for an interview.

The team reacted strongly to this, explaining that applications were not selected because of other criteria, such as lack of training or experience related to the position. Well-prepared, you demonstrate to the team, by anonymizing the CVs, that many applications could have been considered. Your exercise succeeds in raising the awareness of the human resources team, who realize that they had a tendency to overlook excellent candidates because of their habit of hiring the same type of profile, i.e. Quebec engineers. The human resources team then revisited the CVs received over the last few months to invite potential candidates for interviews, using the same interview grid. The recruitment committee found that the interviews went well, and after three interviews, recruited an engineer who matched the profile sought. As a result, engineer Lyna Aouissi joined ÉFIS.

On her first day, Lyna Aouissi signs her employment contract. Her entry into the Research and Development department was rushed. However, the induction and integration process seems to be going well, with neither Lyna nor the team mentioning any issues or difficulties to date.

During Lyna's three (3) month integration follow-up, you and your colleagues were surprised by the issues she raised. Lyna expressed concerns about her position in the team and the correspondence of her position to her job description. She shared that she is frequently given tasks that are outside her responsibilities, such as filing, as well as technical tasks such as cleaning equipment and taking samples, which are more technician tasks. She admitted to having looked for her position on the organizational chart, but as a newcomer, she hesitates to ask questions of her colleagues, as she is often reminded of her new status and that "that's how it works in a guy's environment". Transparently, Lyna mentioned that she had contacted the CNESST for information on labor standards, including her contract. She found shortcomings in her contract, including working close to 45 hours a week without overtime compensation. Lyna would like to work with you to find solutions, as she wishes to remain employed at ÉFIS, firmly believing that she can contribute more to the development of the products and the company.

After the meeting, one of your colleagues' first thoughts is to terminate Lyna's contract. He recognizes the possibility that hiring a single woman may not be the ideal option for the R&D department. Always on the lookout for solutions, you share various points of reflection with this colleague, including the current vacancy, the costs associated with staff turnover, the responsibility of managers in preventing harassment and discrimination, and the impact on the company's reputation, among others. You suggest that he develop a detailed action plan to avoid a similar situation in the future. Despite modest expectations, but with confidence in your skills, the HR Director accepts your proposal.

The mandate

The project you propose to your manager is very important. It can have a significant impact on the development of the team and the company, in a way that is more consistent with the organization's values. You need to present :

- current issues in human resources management and their impacts
- human resources management practices to be revised or implemented
- actions to be taken with Lyna and the team.

In short, how will you significantly change the company's practices?

Have a great resolution!

Appendices

Appendix #1 – Guiding principles of human resources management (HRM)

HRM philosophy

Corporate human resources management aims to create an environment where employees feel valued, inspired and encouraged to contribute to the company's success. It is aligned with the company's mission and values to foster innovation, sustainability and excellence in all aspects of its activities.

ÉFIS adopts a people-centered approach, recognizing that employees are the company's most important resource. Its philosophy is based on valuing, developing and engaging employees.

Recruitment and Selection:

- The recruitment process is rigorous, aimed at identifying the best talent in elastomers, R&D, manufacturing and other relevant fields.

Training and Development:

- ÉFIS invests in ongoing training to enhance employees' skills, helping them stay at the forefront of their field.
- ÉFIS offers professional development opportunities and encourages participation in external training programs.

Performance evaluation:

- Employees are regularly evaluated against pre-established objectives and criteria.
- Performance appraisals are used to identify strengths and areas for improvement, and to determine promotions and salary increases.

Communication and Participation :

- Communication is a key element of HRM. ÉFIS encourages openness, listening and feedback within the company.
- ÉFIS regularly organizes team meetings, seminars and events to foster collaboration.

Benefits and well-being :

- A competitive benefits package is offered, including healthcare, pension plans, paid time off and wellness programs.
- Employee health and well-being are important, and ÉFIS encourages a balance between work and personal life.

Diversity and Inclusion:

- ÉFIS is committed to promoting diversity and inclusion within the company. We believe that diversity enhances creativity and decision-making.

Change and Performance Management:

- HRM plays a key role in change management, helping all staff to adapt to changes in the company and the industry.
- ÉFIS implements performance management systems to monitor and improve productivity.

Appendix #2 – Guidelines on working conditions (Effective: 01-04-2023)

We are committed to creating a working environment where employees feel valued, safe and motivated to give their best. We believe that quality working conditions are essential to achieving our goals of innovation, sustainability and customer satisfaction. This policy aims to set out our commitment to the well-being of our employees.

1. Occupational health and safety

1.1 We comply with all applicable occupational health and safety standards, both legal and industry-specific. Our aim is to ensure a safe and healthy working environment for all our employees.

1.2 We encourage ongoing health and safety training, and ensure that our employees are aware of safety procedures.

1.3. Employees are encouraged to report any safety concerns, and reported problems are taken seriously and dealt with appropriately.

2. Respect and Professional Ethics

2.1. We insist on mutual respect, diversity and inclusion within our company. Discriminatory, harassing or inappropriate behavior is unacceptable.

2.2. We require our employees to maintain professional and ethical conduct towards colleagues, customers and partners.

3. Work-Life Balance

3.1 We recognize the importance of a healthy work-life balance. Employees are encouraged to take paid time off and rest days to maintain this balance.

4. Benefits and Perks

4.1. We offer competitive benefits, including health care, retirement plans, paid time off and wellness programs to support our employees' well-being.

5. Training and Professional Development

5.1. We invest in continuous training to enable employees to develop their skills and progress in their careers.

6. Employee participation

6.1. We encourage employees to share their ideas, participate in decision-making and contribute to innovation and continuous improvement.

7. Compliance with laws and regulations

7.1. We undertake to comply with all applicable laws and regulations relating to working conditions and employment.

8. Application

8.1. This policy applies to all ElastoFlex Innovation Solutions employees. All employees are required to read, understand and comply with our policies.

9. Review

9.1 We periodically review these principles to ensure their effectiveness and compliance with evolving standards.

At ElastoFlex Innovation Solutions, we consider our working conditions to be fundamental to ensuring a positive, healthy and productive working environment. We are committed to these principles, and to working in partnership with our employees to implement them successfully.

Appendix #3 – Compensation guidelines

1. Pay equity: We are committed to maintaining fair compensation for all employees, taking into account factors such as experience, skills, performance and the job market. For example, we

Level	1	2	3	4	5	6	7	8	9	10
Chemical engineer	31,15\$	36,20\$	37,29\$	38,41\$	39,56\$	40,75\$	41,97\$	43,23\$	44,53\$	45,86\$
Chemical technician	23,99\$	24,71\$	25,45\$	26,21\$	27,00\$	27,81\$	28,64\$	29,50\$	30,39\$	31,30\$

2. Competitive compensation: We regularly monitor market compensation rates to ensure that our salaries and benefits are competitive and in line with the industry.

3. Job classification: All positions are classified according to their level of responsibility, competence and contribution to the company. This classification guides the determination of base salaries.

4. Salary increases: Salary increases are based on individual performance, seniority, achievement of objectives and inflation. Salary reviews are carried out annually.

5. Bonus policy: We offer bonuses based on overall company performance as well as individual performance. Bonus criteria are clearly defined and communicated to all employees.

6. Benefits: We offer a comprehensive range of benefits, including those to support the well-being of our employees.

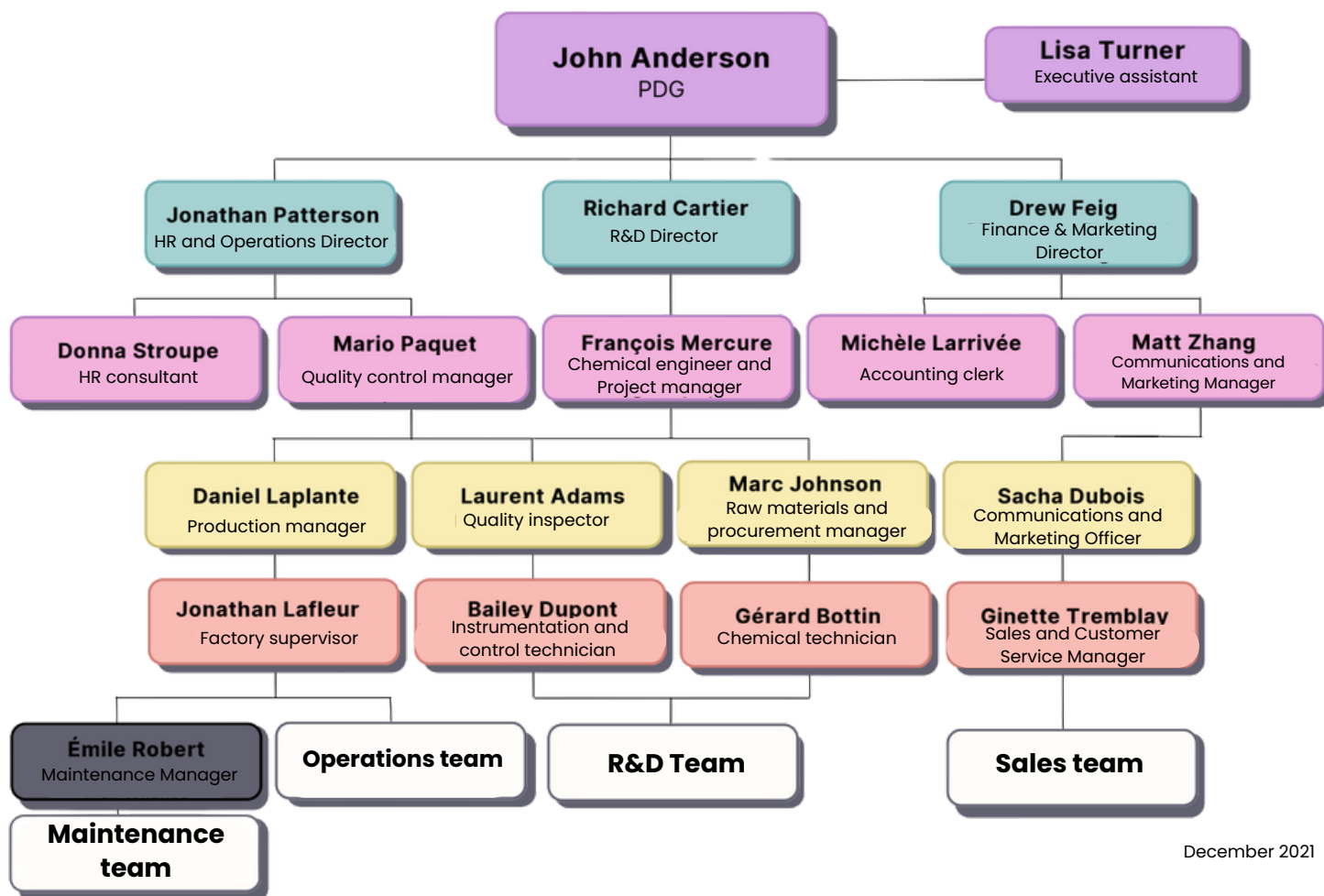
7. Transparency: We are committed to transparency in our compensation policy. Employees have access to information on the company's remuneration policy and can ask questions or express concerns.

8. Ongoing evaluation: Our pay policy is subject to regular evaluation to ensure that it remains relevant and fair. We are open to employee feedback and adjustments where necessary.

9. Non-discrimination: We do not tolerate discrimination based on any of the 14 characteristics protected by the Charter of Human Rights and Freedoms in our salary policy.

10. Confidentiality: Employee salary information is treated as confidential and shared only with employees.

Appendix #4 – ElastoFlex Innovation Solutions organization chart



December 2021

Appendix #5 – Chemical Engineer Job Description

ÉlastoFlex Innovation Solutions (ÉFIS) was founded in 2000 and specializes in sustainable innovation in the elastomer industry. Elastomers are elastic polymers, such as rubber, that are used in many applications, including the automotive, aerospace, construction and many other industries. ÉFIS is committed to taking its customers' challenges in hand and finding turnkey solutions ranging from diagnostics to manufacturing process optimization, while reducing costs and associated risks to maximize production control.

ÉFIS positions itself as an expert and strategic ally for sustainable innovation in this sector. This means that ÉFIS is working at the forefront of technological development to introduce advances that promote the sustainability of the elastomer industry. Elastomers can have a significant impact on the environment due to their widespread use, and ÉFIS strives to develop innovative solutions that reduce this impact while improving the performance and durability of elastomer-based products.

Its commitment to excellence, technology and integrity makes ÉFIS a true partner for its customers who care about improving their manufacturing processes and products, combined with an eco-responsible approach. ÉFIS seeks to establish lasting partnerships with its customers, invest in research to shape the future of elastomeric materials, and contribute positively to the communities where the company operates.

Job Description

Tasks :

- Contribute to the development of new elastomer materials and associated processes (formulation, material behavior, influential process parameters, ...) through research and development projects and obsolescence treatments and in collaboration with partner sectors (production, design offices, quality,...).
- Prepare for the future through upstream work and with the support of experts from the Composite Materials Competence Centre.
- Participate in elastomer roadmaps.
- Support production in the event of anomalies and technical issues.
- Use material characterization data and draft associated definition documents.

Qualifications:

- Bachelor's and master's degrees in chemical engineering
- 2 to 3 years' experience
- Highly specialized knowledge of one or more types of materials
- In-depth knowledge of physics and chemistry
- Proficiency in documentary research (patents, standards, journals, etc.)
- Project management skills (planning, budgets, resources, etc.)
- Ability to lead a project team
- Ability to manage several projects in parallel
- Know how to prioritize and raise issues
- Ability to supervise trainees, technicians or engineers
- Technical expertise
- French / English required

Working conditions :

- Full time
- Salary according to current salary scale
- Face-to-face
- Social activities organized by a committee dedicated to fun and well-being
- Work-life balance
- Flexible work environment with autonomy of action
- Pension plan and group insurance

LYNA AOUISSI

Chemical engineer

PROACTIVE

I'M ALWAYS LOOKING FOR A CHALLENGE. I'M
PASSIONATE ABOUT IMPROVEMENT AND INNOVATION.

POLYVALENT

I'M ALWAYS LEARNING, AND I DO EVERYTHING FROM
RESEARCH AND DEVELOPMENT TO PROJECT
MANAGEMENT, CHEMICAL DESIGN AND ANALYSIS, AND
REPORT WRITING!

RIGOROUS

I'M TRUSTWORTHY, I ALWAYS RESPECT
THE DEADLINES SET FOR ME AT ALL TIMES
PROTOCOLS AND PROCEDURES.

ENJOYED

I'M POSITIVE AT ALL TIMES
AND LIKE TO SEE THE GOOD IN PEOPLE.

TRAINING

MASTER'S DEGREE IN CHEMISTRY | 2020
NATIONAL POLYTECHNIC SCHOOL OF ALGIERS

BACHELOR'S DEGREE IN CHEMICAL ENGINEERING | 2018
NATIONAL POLYTECHNIC SCHOOL OF ALGIERS

COMPARATIVE EVALUATION OF STUDIES OUTSIDE QUEBEC
OBTAINED BY MIFI

EXPERIENCE

CHEMICAL ENGINEER | 2020-2021
CCS, ALGERIA

- ENSURE COMPLIANCE WITH ENVIRONMENTAL, HEALTH AND SAFETY RULES BY MAKING AVAILABLE THE EQUIPMENT PROVIDED FOR THIS PURPOSE AND BY CLEARLY EXPLAINING THE PROCESSES AND AVOIDING ANY ACCIDENT OR CONTAMINATION.
- CARRY OUT TESTS ON PRODUCTION LINES, SEEKING TO EVALUATE AND IMPROVE ITS CAPABILITIES, AND STUDYING THE ANALYSES OBTAINED.
- ACTIVELY PARTICIPATE IN INNOVATION RESEARCH ON ELASTOMER MEMBRANES

RESEARCH LABORATORY INTERNSHIP "ADVANCING
ECO-RESPONSIBLE METHODS IN RUBBER PRODUCTS" |
2019-2020
ENIT, ALGERIA

- DESIGN AND CONDUCT LABORATORY EXPERIMENTS
- ANALYZE PRODUCTS
- WRITE TECHNICAL REPORTS

POLYMER ANALYSIS INTERNSHIP | 2018-2019
IRIS POLYMER, ALGERIA

- Participate in research projects
- Prepare and analyze samples
- Write reports and recommendations

Application from :

Lyna Aouissi Interview

date: 08/08/2023

Scoring scale		
0 :	Not relevant to the profile sought	1 : Quite close to the profile required
		2 : Very close to profile required

INTERVIEW ELEMENTS	COMMENTS	SCORE
Presentation of the recruitment committee.	S.O.	S.O.
What is your understanding of the posted position ?	Research and development Knows the tasks targeted in the RFP Makes links with previous jobs outside Qc	2
What do you know about our company?	Good knowledge of products, vision and history Connects with values of innovation and integrity Shares company values	2
What is it about your career that sets you apart and can add value to the company?	Ability to adapt Relevant and complementary home country experience No experience in Qc Interesting vision of elastomer	1
What qualities make you a good engineer?	Sense of challenge Teamwork Innovation - solutions-oriented Rigorous	2

Appendix #7 – Selection Interview Grid, Chemical Engineer (continued).

INTERVIEW ELEMENTS	COMMENTS	SCORE
What do you see as the greatest challenge in this position?	A constant concern to help the team and the company develop their expertise Have your expertise recognized by your peers	2
Are you a team player?	Alone and as part of a team as required Assertiveness and listening skills	2
What measures do you take to maintain a safe working environment that complies with production standards?	Discusses the importance of respecting rules and protocols Constantly analyzes work environment and team for improvement	2
Tell us about your knowledge of the physical properties of elastomers and upcoming research.	In-depth knowledge of elastomer membranes Participated in recent research on elastomer membranes and the advancement of eco-responsible methods for rubber products Would like to continue to invest in innovation research Highly committed and passionate	2
Are you available for overtime? Do you have children?	Ideally 40 hours per week, with some exceptions depending on business needs 3 children	.5
What are your salary expectations?	Depending on scale, experience and training Would like to discuss it later if selected Finds out about work climate and current and future contracts	2

Appendix #7 – Selection Interview Grid, Chemical Engineer (continued).

INTERVIEW ELEMENTS	COMMENTS	SCORE
Before we finish, do you have any questions?	Shows interest in and shares input on current contracts Available now	2

Additional notes:

3 children in elementary school, single parent, family provider
Wears veil
Good French
Expresses herself concisely and professionally
Motivated +++
Discreet
Complementary to current senior team

Employment Contract

Between

THE EMPLOYER :

Name : ÉlastoFlex Innovation Solutions

Address : 50 rue de la Prairie, Sherbrooke, Québec

ET L'EMPLOYÉ :

Name : Lyna Aouissi

Address : 125 rue Paul, appartement 12, Sherbrooke, Québec

WHEREAS the Employer considers that the Employee has the qualifications, experience and abilities to benefit the Employer;

WHEREAS the Employer desires to emplo

y the Employee and the Employee agrees to accept and enter into such employment as agreed upon under the terms and conditions contained in this Agreement;

In consideration of the foregoing, the parties agree as follows:

COMMENCEMENT AND TERM OF CONTRACT

The Employee will commence full-time employment on 14-08-2023.

This contract is entered into for an indeterminate period.

JOB TITLE AND DESCRIPTION

- a) The employee is assigned to the following position: Chemical Engineer
- b) Rules and directives; in the performance of this agreement, the employee undertakes to comply with the instructions and directives of all managers and superiors to whom he or she is attached, and to maintain the confidentiality of any information that may come to his or her knowledge in the performance of his or her duties and that could be detrimental to the employer's interests. Employees are also required to maintain a respectful, professional and loyal attitude towards their employer at all times.

Initials
employer
Initials
employee

COMPENSATION

The employee will be paid for services rendered under the terms of the following remuneration :

46,000 per year

Remuneration will be paid weekly by direct deposit and a pay slip will be issued electronically.

WORKING HOURS AND LOCATION

- a) Working hours: Monday to Friday, 8 a.m. to 4:30 p.m. One 30-minute unpaid lunch period and two 15-minute paid breaks, non-transferable or cumulative. Total of 40 hours per week.
- b) Workplace: 50 rue de la Prairie, Sherbrooke, Quebec

CONFIDENTIALITY AND NON-DISCLOSURE AGREEMENT

The employee undertakes to treat as strictly confidential all information and documents belonging to the employer of which he may become aware in the course of his employment, and not to divulge or use them for the benefit of third parties. The employee shall remain bound by this undertaking for two years following termination of this agreement.

In addition, the employee undertakes to return to the employer, upon termination of this agreement, all documents and tools made available to him for the performance of his employment. The employee undertakes not to disclose, without the prior written consent of the employer, the documents or the information they contain.

IN WITNESS WHEREOF, the parties certify that they have read and accepted the conditions set out in this contract signed on 14-08-2023.

Signed to

Jonathan Patterson

14-08-2023

Employer, Human Resources Manager

Date

Lyna Aouissi

14-08-2023

Employee, chemical engineer

Date

Initials
employer
Initials
employee

