

FULL AGENDA	
7:30 - 8:30 am	<b>Registration / Preview Coffee with Prevue</b>
8:30 - 9:45 am	<p><b>Keynote Panel: Is the HR Profession Being Redefined by Tech?</b>  <b>Panelists:</b>            Rian Gauvreau, Founder &amp; CPO, Clio            Nahal Yousefian, Chief People Experience Officer, MEC  <b>Moderator:</b>            Sheh Shojaee, CPHR, Director of HR, Operations &amp; Development/Stevens Virgin Law Corporations</p>
9:45 - 10:30 am	<b>Appendo Coffee Break</b>
10:30 - 11:15 am	<p><b>Breakout Session 1A</b>  <b>Human Capital Trends: Where Technology and HR Converge</b>            Tara Van Zuiden, Senior Manager, Deloitte</p> <p><b>Breakout Session 1B</b>  <b>Building the Business Case for HR Technology</b>            Matthew Burns, Founder, Global HR Collective</p>
11:15 - 11:30 am	<b>Health Break</b>
11:30 am - 12:15 pm	<p><b>Breakout Session 2A</b>  <b>HR Transformation and the Digital Journey</b>            Shane Sabatino, President, TELUS Employer Solutions</p> <p><b>Breakout Session 2B</b>  <b>Become a Tech Innovator: Agile Development for HR</b>            Jennifer Henninger, COO, 7 Simple Machines            Karim Lessard, Co-Owner &amp; CEO, 7 Simple Machines</p>
12:15 - 1:15 pm	<b>Deloitte Networking Lunch + Showcase Hour</b>
1:15 - 2:00 pm	<p><b>Breakout Session 3A</b>  <b>Succeeding with Search - Optimize Your Use of the Tech at Your Finger Tips!</b>            Saeed Sadooghi, Recruitment Evangelist, Indeed</p> <p><b>Breakout Session 3B</b>  <b>Getting Started with HR Analytics</b>            Nathalie Pasin, CPHR, Manager, HR Solutions &amp; Analytics, First West Credit Union            Lindsay Phelps, CPHR, Senior HR Advisor, First West Credit Union</p>
2:00 - 2:15 pm	<b>Health Break</b>
2:15 - 3:15 pm	<p><b>Keynote Panel: LeadersTalk: A Real Life Business Story of HR Software</b>  <b>Panelists:</b>            Paul Twigg, VP of Technology, Sierra Systems &amp;            Lea Scherck, Senior Vice President Service &amp; People, Thoughtexchange  <b>Moderator:</b>            Fiona Ho, CPHR, Senior HR Manager, Industrial Light &amp; Magic</p>
3:15 - 4:15 pm	<b>Ultimate Happy Hour + Showcase</b>

Receive 5.5 CPD Hours for Attending this Symposium

**7:30 - 8:30 am**

**Registration & Preview Coffee with Prevue**

**8:30 - 9:45am**

**Keynote Panel:**

**Is the HR Profession Being Redefined by Tech?**

One of the biggest questions circulating our modern workforce makes us question (and at times fear) whether or not technology is replacing us. This keynote panel is designed to address this 'elephant in the room' question through the insights of local thought leaders who have chosen to lean into the use of tech to elevate the unique power of humans in Human Resources. By recognizing that tech and human power do not need to be mutually exclusive and can actually work in concert, attendees can expect to gain insightful perspectives and practical how-to wisdom that empowers them to enhance their career trajectory in a: strategic, purposeful and effective way. Everyone wins when we learn to lean into what is naturally available to us. Join Nahal, Sheh and Rian for this provocative keynote panel to kick start your day with us!

**About the Panelists:**



**Rian Gauvreau** is the co-founder and chief operating officer for Clio where he combines his years of experience with law firm IT with his in-depth software development experience to help create software law firms love to use.



**Nahal Yousefian** manages the rich human talent within our Co-op's stores, head office and distribution centres. She helps ensure that our people possess the attitude, skills and experience to serve our members' diverse needs. By removing barriers that prevent employees from being engaged and empowered, MEC can better deliver on its purpose. Prior to

joining MEC in summer 2017, Nahal was with the multinational retailer Tesco in Prague, where she held several senior human resources roles. Among other points of pride, she was integral to building a service-centric culture among 120,000 employees based in Central Europe and Asia. After living abroad for 20 years, Nahal is delighted to have returned home to Vancouver. Whether it's running, hiking, yoga or meditation, Nahal likes to get outside as often as she can.

**About the Moderator:**



**Sheh Shojaee CPHR** has over 13 years of experience in HR, operations, recruitment and talent management. She holds a Bachelor's degree in Sociology from UBC and a Certificate in Human Resources Management from SFU. Her interests include organizational development, executive coaching, employee relations and engagement. Her true

passion is helping professionals and businesses find and meet their true potential. Sheh plays an active role with CPHR BC & Yukon's Coastal Vancouver as a member of the Advisory Council, an Ambassador and a Mentor in their Professional Mentoring Program.

**9:45 - 10:30 am**

**Apprendo Coffee Break**

**10:30 - 11:15 am**

**Breakout Session 1A**

**Human Capital Trends: Where Technology and HR Converge**

Driven by accelerating connectivity, new talent models, and cognitive tools, work is changing. As robotics, AI, the gig economy and crowds grow, jobs are being reinvented, creating the "augmented workforce", we must reconsider

How jobs are designed and work to adapt and learn for future growth. Join Tara Van Zuiden, Senior Manager at Deloitte, as she explores the key Human Capital trends impacting organizations today and the opportunities for HR to make an impact that matters.

**Learning Outcomes:**

- Explore the Deloitte 2018 Human Capital trends that are set to impact your organization in terms of attracting the right talent, driving customer loyalty and sustaining long-term growth.
- Understand what these trends and technological developments mean for HR and the opportunities this creates to continue to elevate the strategic importance of the HR function
- Discover tips and strategies to help HR professionals capitalize on this potential in their current roles and successfully chart their future

**About the Presenter:**



**Tara Van Zuiden** leads Deloitte's Talent consulting practice for BC and is an Senior Manager based in Vancouver and brings over 15 years of experience advising executives across a variety of industries in the areas of Talent and Leadership. She has worked in the UK, across Europe, Asia and North America to help organizations identify and implement

the right mix of talent management solutions to unlock the full potential of their workforces and deliver on their strategic objectives. She has a particular passion for enabling organizations to drive success through transformational leadership and brings a depth of expertise and in the areas of Talent Strategy development, Succession Management and Leadership assessment and development.

**10:30 – 11:15 am**

**Breakout Session 1B**

**Building the Business Case for HR Technology**

Technology is disrupting every profession – HR is not immune to the changing landscape. So where do you start?

In this session, Matt Burns will discuss his approach at JYSK, an organization recognized for the "Most Innovative Use of HR Technology in Canada". "It doesn't need to be complicated or expensive", according to Matt. "Rather, with a clear understanding of your selection criteria, budget, and ultimately your goals, it's possible to enact transformative change in a very short period of time." This session will arm HR leaders with the knowledge & tips they need to complete this journey successfully.

**Learning Outcomes:**

- We need HR technology. Where do we start?
- Making the business case for technology investment.
- Criteria you should consider when selecting HR technologies.
- The importance of relationships – internally and with your vendor(s).
- Leveraging agile methodology to ensure rapid, sustained implementation.

**About the Presenter:**



During his 20-year professional journey, **Matt Burns** has supported organizations in North America, Europe, Asia and South America.

Matt was previously Head of HR for a global retailer and leads a team that was recently recognized for the: 'Most Innovative Use of HR Technology' in Canada.

In less than 12 months, JYSK's HR team sourced, acquired and implemented five disparate technologies, creating their own custom HR enterprise solution. Their transformation automated existing administrative tasks,

transitioned the HR department to near-paperless daily operations, and enhanced their service to the business.

Matt is passionate about innovation, technology, and the need for transformational change within the HR profession. Through thought leadership, he's developed a global audience of over 30,000 HR professionals, regularly tackling challenges facing the profession today, while also sharing his vision for the future.

He recently launched a social enterprise that will raise \$1M for charities supporting mental health advocacy & women entrepreneurs. And he's doing it with the experience, skills & network developed over his HR career.

Get ready for a high-energy discussion that will leave you with simple, actionable tactics.

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**11:15 – 11:30 am**  
**Health Break**

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**11:30 am - 12:15 pm**  
**Breakout Session 2A**  
**HR Transformation and the Digital Journey**

People power our organizations. Today, competition for top talent is fierce, and HR professionals are increasingly transforming their practices through digitization, automation and big data. Yet questions abound: how can I best use technology to attract top talent, nurture a culture of engagement, and foster a productive workforce? In this captivating talk, TELUS' Shane Sabatino will offer his top tips and strategies to shift the perception of HR from a strategic business function to a strategic business partnership while leveraging the latest HR Technologies (people analytics, health and wellness technologies, HR cloud, HR contact centres, etc.). He'll also examine the substantial potential for cost savings and efficiencies, and provide a starting point for a technology-driven HR roadmap. An interactive and energetic session awaits you!

**Learning Outcomes:**

- Understand the drivers for automating and integrating current systems and processes
- Learn about the advantages and disadvantages of moving to the cloud

- Learn how workforce analytics can optimize productivity and performance
- Identify ways that technology can drive the health and wellness agenda forward in your workplace
- Learn how best in class HR contact centres can help alleviate your HR team from dealing with tactical administration while focusing on high value and strategic HR issues / programs

**About the Presenter:**



Fueled by his "Customers First" focus on HR innovation, **Shane Sabatino**, President of TELUS Employer Solutions and VP of TELUS Health Alberta, leads the company's efforts to deliver advanced HR solutions that improve customer experiences Canada-wide. Shane also drives key healthcare technology initiatives focused on better health outcomes for Canadian employers and their team

members.

Prior to Shane's current role, Shane was the Senior Vice-president of Human Resources at Leon's/The Brick and has worked at TELUS in varying roles across the entire HR spectrum. In his nearly 25 years of Human Resources experience, he has shown a commitment as a leader in establishing leading HR programs to support team members in the workplace so they can achieve excellence.

Shane holds an undergraduate degree in Education as well as a postgraduate program certification. He has also graduated from Executive programs offered by the University of Michigan, Harvard Business School and the University of Alberta.

**11:30 am - 12:15 pm**  
**Breakout Session 2B**  
**Become a Tech Innovator:  
Agile Development for HR**

HR professionals are uniquely positioned to identify, propose and advance technology innovation initiatives

within their organization. This workshop will introduce the usage of basic start-up tools as a means to make technology innovation accessible to all HR professionals. This highly participatory workshop will create a framework for technology innovation from the HR professional perspective; and will develop the means to move beyond observing and addressing the symptoms of organizational opportunities to initiating practical solutions. Examples will include data integration across legacy information systems and potential utility of blockchain and artificial intelligence technologies.

**Learning Outcomes:**

- How to identify risks and opportunities
- Create and test innovation hypothesis
- How to plan and model an outcome without budget
- How to identify and engage the right stakeholders
- How to credibly pitch your solution

**About the Presenters:**



**Jennifer Henninger** is the COO for 7 Simple Machines. Providing leadership, management, strategy and vision, Jennifer focuses on creating the innovations necessary to foster financial growth while maintaining a positive environment for employees to reach their goals and potentials.

Spanning a diverse path to her current role in the technology

Industry, Jennifer’s background includes a masters of science degree from University of Washington, managerial roles in environmental consulting, followed by 20+ years facilitating operational administration across an assorted selection of industries.

She is a strategic change agent with the ability to influence and negotiate, innovate technological solutions, resolve long-standing problems, devise process improvements, and create formulas to improve efficiencies.



After 17 years as an intrapreneur in the banking industry, **Karim Lessard** started a consulting company to accelerate growth in non-profits and startups. He went on to found a startup where he learned the power of Lean and Agile methodologies and recognized how they could be implemented within large organizations to streamline technology projects and improve

outcomes. Karim is now co-owner and CEO of 7 Simple Machines, an enterprise software development and services company. He’s also a husband, a father of two lovely children, and the owner of an ill-mannered golden retriever.

**12:15 – 1:15 pm  
Deloitte Networking Lunch + Showcase Hour**

**1:15 - 2:00 pm  
Breakout Session 3A:  
Succeeding with Search - Optimize Your Use of the Tech at Your Finger Tips!**

Indeed has changed the way people find jobs, and has provided employers with unprecedented opportunities to find their ideal candidates. This presentation provides a fly-on-the-wall perspective of how technology is shaping the way candidates search for job postings, why they click on them and what influences their decision to apply. We’ll unravel the various ways employers can make the most of Indeed’s technology and provide strategies that deliver superior results every time.

**Learning Outcomes:**

- Gain critical insight into how technology is driving job search behaviour
- Develop key strategies for navigating search and mobile to attract the right candidates
- Learn how to create job titles and descriptions to optimize search performance and increase visibility
- Learn how to leverage Indeed’s technology to make data-driven decisions and optimize your recruiting efforts

**About the Presenter:**



As a Recruitment Evangelist for Indeed, **Saeed Sadooghi** brings industry trends and data to Canadian recruiters to help propel their strategies. As a product and platform expert, he consults organizations on how to best leverage Indeed for finding the right talent and optimize their recruiting practices and performance.

**1:15 - 2:00 pm**

**Breakout Session 3B:  
Getting Started with HR Analytics**

Are you using talent analytics to help your company make better informed people decisions? In a recent survey on the Future of Work, 53% of CEOs are saying they want to invest more significantly in talent analytics in order to better understand the value of their human capital. Hear how First West Credit Union got started with HR Analytics and what lessons they have learned along the way.

**Learning Outcomes:**

- Understand why HR metrics and analytics are important for your organization.
- Best practices for getting started.
- How to move analytics into your organization's leadership dialogue.
- Practical case study discussion and lessons learned.

**About the Presenters:**



**Nathalie Pasin** is the Manager HR Solutions & Analytics at First West Credit Union, one of the largest credit unions in Canada and based here in British Columbia. Nathalie works to ensure HR related technology is aligned with strategy and that it delivers a great employee experience. She oversees all HR system implementations and works with

stakeholders to improve HR business processes. Nathalie also oversees all HR reporting, metrics and data

analytics, looking for clues that will better inform people related business decisions.



**Lindsay Phelps** is the Senior HR Advisor in the Okanagan region of First West Credit Union. Lindsay works with our HR Service Centre to deliver a variety of employee and manager services. She also works with the HR Business Partner team to provide department-specific reporting and analysis, and initiate program changes to optimize business performance.

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**2:00 - 2:15 pm  
Health Break**

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**2:15 - 3:15 pm  
Keynote Panel:  
LeadersTalk: A Real Life Business Story  
of HR Software**

Close the day with us by exploring some of the most prominent undercurrents of Technology in HR. Leaders from Sierra Systems and Thoughtexchange unpack: what it means to drive innovation through HR systems, the most important ideas surfacing in HR and why some of them are under promised or over-hyped. Real life stories bring the learning in this panel, your participation included!

**About the Panel:**



**Lea Scherck** is a seasoned leader with a background in collaboration, research and technology. She obtained her Master's in Strategic Leadership towards Sustainability in Sweden, where collaboration was an integral part to all learning outcomes. Joining Thoughtexchange as the first facilitator, Lea went on to grow and lead the team

as VP Service before taking on her current role. She is fascinated by group dynamics and communication and the application of technology to improve them. She also likes to consider herself a world traveler.



**Paul Twigg** is the National VP of Technology for Sierra Systems. He is an award winning IT business leader with executive and hands-on experience in delivering leading edge cloud, data and innovation services. He is a recognized speaker and thought leader in the technology field driving innovation and digital transformation ideas. Paul is security

cleared (Canadian Secret Level) and has vast experience creating technology strategy to develop creative and innovative data centric services tailored towards increasing efficiencies and reducing costs within an organization. He is a motivational leader who enjoys building successful and productive teams, and thrives in highly pressurized and challenging working environments.

***About the Moderator:***



**Fiona Ho** Fiona Ho currently runs the HR function for Industrial Light and Magic (ILM) in Vancouver. Prior to ILM, she was the Director of HR at Absolute Software, an endpoint security company. She has been instrumental in establishing and growing sizable international teams in Asia and Latin America. Her specialties include business partnership with executives, HR program development,

and building HR infrastructure in high growth environments to drive scalability.

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**3:15pm**  
**Thank You and Symposium Closing**

**3:15 – 4:15 pm**  
**Ultimate Happy Hour + Showcase**

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**Showcase Solution Stages | Pinnacle Ballroom**

Demo Schedule	Stage	Exhibitor	Demo Title
<b>For Symposium Delegates Only</b>			
9:45 AM	Thoughtexchange Stage	Visier Solutions Inc	Workplace Analytics, Workforce Planning
10:00 AM	PeopleTalk Stage	TELUS Employer Solutions	Explore The Next Generation HR Self-Service Experience
10:15 AM	Thoughtexchange Stage	Ceridian	Dayforce (Employee management / Payroll / Benefits)
<b>Showcase opens to all</b>			
10:30 AM	PeopleTalk Stage	Appendo	A Unique Catalog For All Your E-Learning And Onsite Courses
10:45 AM	Thoughtexchange Stage	Ultimate Software	UltiPro – One Solution For Your HR, Payroll, And Talent Management Needs
11:00 AM	PeopleTalk Stage	Sage	HR Software For Your Growing Organization
11:15 AM	Thoughtexchange Stage	DLGL Technologies Corp.	VIP Fully Integrated HCM: The Perfect Fit Solution!
11:30 AM	PeopleTalk Stage	Sincron HR Software	Paperless HR
11:45 AM	Thoughtexchange Stage	Guusto	Employee Recognition: Simple, Effective & Free
12:00 PM	PeopleTalk Stage	Visier Solutions Inc.	Workplace Analytics, Workforce Planning
12:15 PM	Thoughtexchange Stage	Avanti Software	Automating The New Hire Onboarding Experience
12:30 PM	PeopleTalk Stage	Indeed	Source Your Next Hire With Indeed Resume
12:45 PM	Thoughtexchange Stage	Sage	HR Software For Your Growing Organization
1:00 PM	PeopleTalk Stage	Ultimate Software	UltiPro – One Solution For Your HR, Payroll, And Talent Management Needs
1:15 PM	Thoughtexchange Stage	TELUS Employer Solutions	Workforce Analytics: The Power of Big Data
1:30 PM	PeopleTalk Stage	Ceridian	Dayforce (Employee management / Payroll / Benefits)
1:45 PM	Thoughtexchange Stage	Prevue HR	How To Build A Sales Team Quickly With The Lightning Bolt
2:00 PM	PeopleTalk Stage	Guusto	Employee Recognition: Simple, Effective & Free
2:15 PM	Thoughtexchange Stage	Thoughtexchange	Bring People Together And Discover What Really Matters
2:30 PM	PeopleTalk Stage	DLGL Technologies Corp.	VIP Fully Integrated HCM: The Perfect Fit Solution!
2:45 PM	Thoughtexchange Stage	Appendo	A Unique Catalog For All Your E-Learning And Onsite Courses
3:00 PM	PeopleTalk Stage	Avanti Software	Automating The New Hire Onboarding Experience
3:15 PM	Thoughtexchange Stage	Indeed	How Search Works
3:30 PM	PeopleTalk Stage	Prevue HR	Hiring Is Hard
3:45 PM	Thoughtexchange Stage	Sincron HR Software	Paperless HR

## ABOUT OUR EXHIBITORS

**Appendo** provides a unique catalog for organizations to manage their training and connect with external educators. Making it easy for companies to manage and deliver their onsite and online training in one single catalog and for employees to compare options on different educators. Appendo also provides with flexible payment plans for employees to enrol on their next learning experience.

**Avanti Software's** cloud-based solution helps Canadian organizations take back control of their Payroll and HR processes.

From Hire to Retire.

Avanti helps you manage every aspect of the employee lifecycle from a unified secure database for Payroll, HR, and time tracking. Empower your managers to efficiently hire, schedule, and manage their employees with our Self-Service portal. From there, employees can easily access company documents, check their pay statements, and so much more.

Become a People Management Superhero and take your Payroll, HR, and employee experience to new heights in Avanti's Canadian Cloud.

**Ceridian** is a global human capital management software company. Dayforce, our flagship cloud HCM platform, provides human resources, payroll, benefits, workforce management, and talent management functionality. Our platform is used to optimize management of the entire employee lifecycle, including attracting, engaging, paying, deploying, and developing people. Ceridian has solutions for organizations of all sizes. Visit [Ceridian.com](http://Ceridian.com) or follow us @Ceridian.

**DLGL Technologies Corp.'s** VIP Software: HR, Payroll, Workforce Scheduling, Pension, Talent & Learning, Wellness Management, Self-Service Portals, Business Intelligence, Analytics

- Fully integrated HCM
- User friendly, intuitive solution
- Designed to address complex business requirements
- Complete flexibility in delivery options: SaaS (Cloud or Private Cloud), On-Premise or Hybrid

Our VIP Implementation Services - A proven methodology with a 100% Success Rate

- Business Process Review
- Software Customization
- Rule Configuration
- Data Migration and Conversion
- VIP Training Institute (VTI)
- Testing Assistance & Go Live Support

Our VIP On-Going Support - From the Same Team That Developed & Delivered your Solution:

- Dedicated Client Executive & Support Team
- Tasked with ensuring client current and future needs are always met

## ABOUT OUR EXHIBITORS

### **Guusto**

Improve moral | Increase productivity | Boost Engagement

A simple, effective & free recognition platform:

- Eliminate manual processes (e.g. buying gift cards, spreadsheets)
- Track everything (e.g. performance metrics, taxable benefit)
- Manage budgets
- Instant
- Peer-peer
- Social impact
- More

Unlike plastic gift cards, Guusto has no activation fees and can be redeemed at ANY partner venue (10,000+ locations). 1-day of clean water donated for every recognition sent.

**Indeed** is the #1 job site in the world, allowing job seekers to search millions of jobs on the web or mobile in over 60 countries and 28 languages. Each month, more than 8 million unique visitors search for jobs, post resumes and research companies on Indeed in Canada, including 1.2 million monthly unique visitors in British Columbia. Indeed is the #1 source of external hires in Canada, with over 220,000 companies trusting indeed to find and hire top talent.

**JLT Canada** works with clients to develop a benefit plan that supports their business and HR strategies with innovative plan design, proactive financial management, comprehensive implementation planning, and the ability to leverage our technology solution, BenPal, to help you attract, retain and engage your workforce. BenPal can be customized to provide a seamless user experience for managing your benefit program. It is a single point of access for both human resources teams and employees to access their benefits and retirement information, total rewards information, and administrative functions via smartphones, tablets and PCs 24/7.

**Prevue HR** - Subjective hiring, based only on gut feeling, can subject your company to potential mistakes. We believe that people are an appreciating asset and we can help create happier & more productive workforces by making science-based testing approachable and easily understandable. Because of this, people-first organizations worldwide use and trust Prevue as their strategic hiring partner. With a combination of our three validated psychometric assessments & numerous custom report options, Prevue can help you make objective hiring decisions, all while reducing turnover and creating a better fit for your teams.

**Sage** enables mid-size, multinational companies to manage workforces through its global, cloud HR and people system, transforming how organizations acquire, engage, manage and develop their employees. Implemented quickly and simple to use, the award-winning system increases workforce visibility, HR productivity and provides better experiences across the entire workforce.

**Sincron HR Software** paperless HR platform possesses the power and flexibility required for enterprise clients like Renault and Miele yet structured and priced to help industry accredited small and mid-sized businesses.

## ABOUT OUR EXHIBITORS

**TELUS Employer Solutions (TES)** is a leading provider of HR business process outsourcing and talent development solutions to the public and private sectors. With over a decade of demonstrated experience, TES delivers fully-integrated, end-to-end process and support services in HR, payroll, talent management, HR contact centre, human capital management software, and application management. As your trusted partner, we deliver the expertise and technology you need to focus on HR strategy, provide a superior yet cost-effective workplace experience, and support your core business.

**Thoughtexchange** provides software and services that bring people together to build trust and make progress on important topics. Whether it's employees, customers or whole communities, our solutions effortlessly connect you to your stakeholders. People can confidentially and independently share their thoughts, appreciate other points of view and understand how their perspectives are connected to decisions.

We have helped hundreds of thousands of people across North America participate in challenging large group conversations about important topics like organizational improvements, change management and culture. Thoughtexchange's patent-pending data analysis gives leaders and participants the insights they need to make informed decisions and take action with confidence.

**Ultimate Software's** UltiPro® cloud solution is designed to improve the employee experience. With UltiPro, organizations can deliver recruiting and onboarding that fosters long-term relationships. Employees can easily manage their personal and benefits information, and administrators can rapidly process payroll. UltiPro has flexible tools for time management, modern learning, and productive performance, succession, and compensation management. Organizations can also leverage advanced surveys and sentiment analysis to measure how employees truly feel about work, and powerful business intelligence to drive smarter, people-focused results. Serving Canada-based businesses, UltiPro complies with HR legislation governed by the Canada Labour Code and Provincial/Territorial Employment Standards Acts.

**Visier Solutions Inc.'s** curiosity, the desire to understand, is inseparable from what it means to be human. But, in the hype of big data analytics, we've forgotten that data does not equal knowledge.

Visier was founded by leaders in the business analytics industry to focus on what matters: answering the right business questions, even the ones you might not know to ask. Questions that shape business strategy, provide the impetus for taking action, and drive better business results. Over 120 enterprises – including many Global 2000 leaders – have chosen Visier People as their people analytics and workforce planning platform." Subjective hiring, based only on gut feeling, can subject your company to potential mistakes.