



The Toronto Teller

2009 Program Schedule

The new Program for the 2008-2009 year is almost complete. Please look for the new Program Schedule in December Newsletter. An overview can be found in the President's Message.

C.A.R update

An update of the IIE Chapter Activity Report will be available in the next edition.

October and November Board



As most of the points of relevance discussed at the Board Meetings are provided through updates and event information, we will no longer be providing details of the minutes in the Newsletter. We will continue to provide any important or relevant information in the

Monthly Notables section if necessary. A copy of the minutes can be found on the website at <http://www.iienet2.org/Chapter/chap087/> for those who wish to review this document.

Please feel free to contact us via the email found at the bottom of the page with any immediate questions or concerns that you may have.

Budget Update



IIE Toronto Chapter is currently finalizing the new budget. An official update and overview will be provided in the next issue.

Sponsorship

Are you struggling with optimizing your supply chain? Are you challenged with increasing productivity while maintaining or reducing costs? Are you in need of increasing efficiency and effectiveness to improve your organization?



Through sponsoring Canada's largest Industrial Engineering body, you will have instant access to over 200+ IIE members who can help you overcome your organizational challenges and build towards a profitable future. By sponsoring IIE, you can access IIE members through organized plant tours, speaker events, wine and cheese, or the Annual General Meeting. Not only will you have access to a wide range of Industrial Engineer professionals, but also, by becoming an IIE Sponsor, your organization will have the opportunity to attend IIE seminars and events, thereby, gaining important insight into industry trends.

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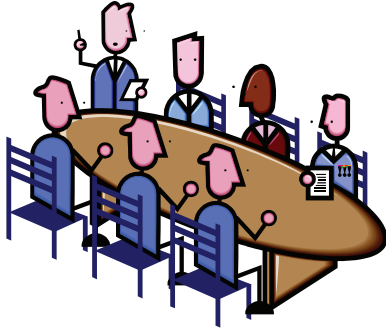
Upcoming Events:

- November - Endeavor consulting networking fundraiser
- December - Toyota Plant Tour
- January - IIE Annual Student Conference in Trois Riverieres and Raptors Night

President's Message

Dear IIE members,

Another year is upon us in the IIE community. I am very excited to welcome the new 2008/2009 Senior Chapter board. This is definitely a very dedicated and motivated group of individuals that I am pleased to be working with this year.



The year is off to a very strong start as we have linked in with the University of Toronto and Ryerson Chapters for our first two events in October; a Resume Clinic at the University of Toronto and the Annual Student Pub Night for both U of T and Ryerson students. Both events provided great interaction between the student and senior chapters. Our link to the student chapters at U of T and Ryerson will remain as one of our top priorities for the 2008/2009 year.

The IIE Toronto Senior Chapter held its first monthly board meeting in early October. It was at this time that we began cultivating our individual and team goals for this year. We are currently working on the 2008/2009 strategy which I will be able to share in the next monthly newsletter. As a team, we are going into 2008/2009 with the following high level initiatives in mind:

- Provide and articulate the value of IIE membership to both members and non-members
- Increase affiliations with partnering organizations
- Enhance networking opportunities for all IIE members
- Publicize job opportunities with both students and professionals
- Increase relationships with employers of IIE graduates
- Enhance the communication between chapters across Canada to leverage best practices
- Boost membership and energy within the chapter
- Reinvigorate the IIE Toronto Website and increase informational value

But we cannot do this alone!!! I think it is important that we all give back to this nonprofit organization that has helped to promote the IE profession in Canada over the last many years.

In the last 5 years I have seen such growth in the recognition and need for the profession within Retail – and I am sure this is the case in many business sectors. It has gone from “What can an Industrial Engineer do for our company?” to “What would we do without an Industrial Engineer in our company?”.



With that, I encourage those with interest in the Senior Chapter to contact me personally at kathleenclough@hotmail.com. I would be happy to answer any questions you may have pertaining to the Toronto Senior Chapter or IIE in general. All board meetings are open to both members and non-members as we welcome feedback and participation from all.

Thanks and here's to a great 2008/2009 year!

Kathleen Clough
 President,
 IIE Toronto Senior Chapter (#087)

Institute of Industrial Engineers

Feature Article: Is Job Happiness a Myth?

Few people claim to be happy workers, or satisfied with their company or job. Sudipta Dev wonders whether job happiness is a myth

Why do some people find their jobs gratifying while others are constantly nagged by dissatisfaction at their workplace? Since most of our waking hours are spent at work, it is imperative to find out the factors that determine job happiness. Evidently, it is all about the gap between reality and expectations, but the issue is much more complicated than it appears. While job satisfaction is found to be low wherever expectations are very high, most people also believe that they can do better in other organisations. They are haunted by the grass-is-greener syndrome, and find their own work a grind. The key to job happiness is finding the right equation between one's mindset and external factors. This is of particular significance for the Indian IT/ITeS industry where job-hopping is common, notwithstanding the salary hikes and a fairly evolved HR system.

How one gets along with one's boss is an essential factor for job happiness, according to a survey conducted by Accountemps, a US-based staffing service. The survey, carried across the thousand largest companies in that country, revealed that as many as 43 percent of people rated their relationship with their manager as an important determinant of job happiness. The other factors included workload and responsibilities (24 percent), compensation and/or benefits (19 percent), relationship with co-workers (6 percent), and company performance (5 percent). According to Max Messmer, chairman of Accountemps and author of *Motivating Employees for Dummies*, employees are most productive when they feel that their contributions are valued and their feedback is welcomed by the management. Stronger relationship with the staff is essential to keep them happy.

Another survey conducted by Prof Andrew Oswald of the University of Warwick concluded that an individual's position is a major cause of job happiness. The rank of a staff member compared with others increases his/her happiness and is a pointer to pride associated with the position.

In their celebrated book *The Art of Happiness at Work*, His Holiness The Dalai Lama and psychiatrist Dr Howard Cutler have stated that there are three categories of workers: those for whom the job is just a means of getting a pay cheque; those who see it as an advancement or social status; and those who view it as a calling. The third category of people love their work for its own sake, and are the most motivated.

Combination of factors

Most experts agree that job happiness is a culmination of both external factors and the individual's mindset. Says HR expert Ullhas Pagey, 'During the initial stages of a career, work satisfaction gets governed more by the external set of factors such as the workplace environment, benefits, facilities, opportunities to work overseas, compensation, etc, but as one moves along intrinsic factors become more important.' But he concedes that it is more contingent on one's socio-economic background, and the motivation profile which varies from individual to individual.

'A person's state of mind and external factors cannot be separated. In fact, external factors affect/alter an individual's state of mind to a great extent. Companies need to monitor both, and can use individual mindsets as a barometer of external factors, and act accordingly,' says Ajay Oberoi, senior vice-president, HR and administration, Ap-tech.

The pay factor

It is obvious that the pay packet is a key to job happiness, particularly in the early stages of one's career when money is the sole motivator. As one climbs the career graph, other factors start gaining equal significance.

Oberoi believes that to a large extent satisfaction/happiness is directly related to the salary. 'If we build a hierarchy of factors for employee satisfaction/happiness, in today's era of consumerism and materialism, salary will form the base of the pyramid.' He asserts that the pay packet continues to be relevant even at later stages as it is considered a yardstick of appreciation.

Feature Article: Is Job Happiness a Myth?

Employee satisfaction surveys

Is it possible for employee satisfaction surveys to accurately reflect this satisfaction level? Answers Oberoi, ' Such surveys do give trends and indications. However, for better understanding of real feelings, surveys need to be supported/ followed by focused group discussions (FGD) and skip level discussions (SLD). At Aptech we follow the sequence of environment survey and FGD/SLD.'



What makes employee satisfaction surveys a much-awaited event is the fact that it is an opportunity for employees to air their views and grievances. The organisation in turn makes these surveys a basis for chalking out plans for the betterment of its employees and its own health. The surveys have to be a top-management initiative, but it is typically the HR people who have to build the right kind of environment to conduct it.

What can HR do?

HR departments in most IT organisations are faced with similar challenges:

curbing attrition, increasing employee morale and productivity, finding the right job fit, etc. All these factors are directly related to the happiness levels of employees.

'The HR department is the custodian of employee satisfaction. It conducts the satisfaction survey and communicates the results to a select/broad population of the company. In companies where HR processes are matured, the department suggests remedies for satisfaction improvement and drives various initiatives for it,' says Oberoi. He adds that real success in improving employee satisfaction will be achieved when the HR department can successfully involve middle and top management to implement employee engagement processes and build a transparent, retribution-free culture. HR managers need to be seen as role models for the values professed by the company, and ensure that the leadership walks the talk.

Pagey notes that though HR can play a very important role in ensuring employee empowerment, in most organisations HR people are more occupied with carrying out routine activities than engaging themselves in value-adding activities. 'Also, mid-sized organisations have low expectations from HR, and often the CEOs themselves are not much aware of the proactive role which HR can play.'

It is a tough task for today's HR department to ensure job satisfaction among staff. Employees are not just happy with a fat pay cheque, a good position and perks; they also want a constant feeling of well-being, demand better work/life balance, and look to the organisation for fulfilling even their community needs. These heightened expectations result in dissatisfaction, and finding true job happiness remains an unfulfilled dream'all the job-hopping notwithstanding.

Article provided by expresscomputeronline.com

Career Connection



There are several postings the possible openings available. Due to the numbers, we are unable to post them in the newsletter. Please contact simon.la@gmail.com for further information

For more position listings please visit the IIE website at <http://www.iienet2.org/Chapter/chap087/>

If you would like to post a position please contact Candice Langlois at candicelanglois@gmail.com

IIE Events

Endeavor Volunteer Consulting Network (EVCN) Networking Fundraiser

Venue: O'Grady's Tap and Grill 2nd floor, 171 College Street.

Time: Thursday, November 27th 6-9pm

Tickets: \$15 pre-registration, \$20 at the door

Pre-registrator online at <http://www.evcn.ca/signup/>

Are you interested in management consulting? Are you interested in the non-profit sector? Come out to the Endeavor Networking Fundraiser for the following:

- Listen to keynote speaker Sam Heath, Associate Principal at McKinsey & Co., discuss "How You Can Become Associate Principal at McKinsey" & "Effective Strategy Consulting for the Non-Profit Industry"
- Network with industry professionals from major management consulting firms and the non-profit industries. Guests include consulting and recruiting representatives from Deloitte, Accenture, and Mckinsey.
- Learn about how Endeavor is using strategy consulting to help nonprofits around GTA

Annual General Meeting

The Annual General Meeting was held in Toronto at Perido.Resto Lounge in September 2008. Peridot served us a delicious meal, while we listened to Dr. Zolfaghari speak about the new direction of Industrial Engineering at Ryerson, and emerging trend of Management vs. Manufacturing.

Kathy Kawaja, of Human factors North, spoke about Ergonomics and how she applies her knowledge in different industries and practices.
A huge thanks to both speakers!!

Pub Night

A Student Chapters Pub Night was held at Gabby's on October 30th, and it was definitely a great opportunity for students from Ryerson and UofT to network with the Senior Chapter. We also introduced the Job Bank, which will be available at each event we organize, for different jobs for IEs (entry level and manager level) in the market at that time.

Go to the website <http://www.iienet2.org/Chapter/chap087/event.htm> for our calendar of events!

Look forward to **Industry Speaker Nights** in 2009!

IIE TRIVIA!!

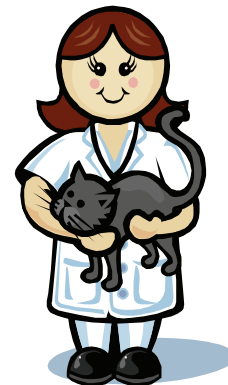
The two-part management theory was call Theory X & Theory Y and developed by Douglas McGregor.

Congratulations to those who answered correctly!

New!! What occupation is surveyed to be the most satisfying?

- Industrial Engineer
- Firefighter
- Clergy
- Therapist

The solution will follow in the next newsletter, along with another piece of trivia!



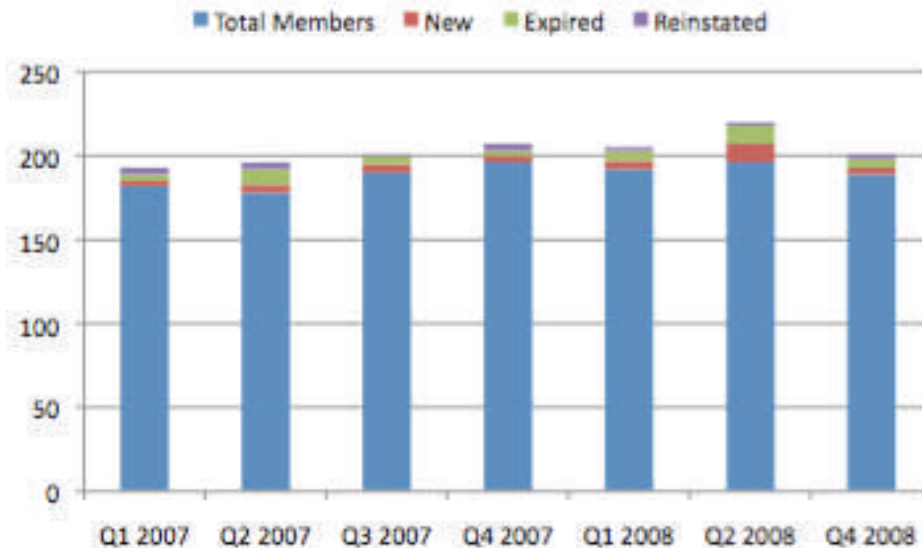
Membership

The chapter's membership has been steadily hovering around the 190 mark for the past two years. In the past the goal of the Membership Director was to increase membership; however, we face challenges as the number of new grads joining IIE have been declining.

Our focus this year will be to re-evaluate the benefits we provide to our members and explore new ways of engaging them. In the next month, we will be sending out a survey to gather feedback on recent events, new ideas and what brings value to you as a member. **We encourage you to participate in the survey because the results will be directly reflected in future upcoming Chapter activities.**

We are also working on **updating our Member Contact Information** to ensure you receive the communications relevant to you in your preferred media (email, phone, mail). To move forward with this initiative, we will be get in touch with you soon for your updated contact information.

IIE Toronto Membership



As of this month we added 1 new member for a total of 185 members. Let's welcome the following new members to the IIE Toronto Chapter #87 family:

1. Andres Nielsen

Thank you for renewing your membership:

1. Laura Chiu
2. Daniela Hawkins
3. Carol Kuan
4. Joseph Naatey-Ahumah

Renew your membership online at <http://www.iienet.org>

Featured benefit of IIE

IIE Career center

Whether you are looking for a job or seeking for employees, IIE is your industrial engineering career source.

Also provided are: Profiles of IEs, Typical Projects and Where IEs Work.

Visit <http://www.iienet2.org/Landing.aspx?id=388>

Alexey Togunov

IIE Toronto Senior Chapter (# 087): Board Members 08/09

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