

Volume 1, Issue 1 - October 2012

COUNCIL'S CHRONICLES

FROM THE PRESIDENT'S PEN

As the summer months slip away and fall approaches, one can contemplate the various activities which have taken place since March 1, 2012 and the 10th anniversary of the College coming under the *Health Professions Act*. Since June 1st there has been a flurry of activity as College Council rebranded the Alberta College of Medical Laboratory Technologists (ACMLT) and the College of Medical Laboratory Technologists of Alberta (CMLTA) was introduced with a commitment to regulatory-only programs and services. The CMLTA moves into the future with a focus dedicated to patient safety and public protection; however, it is noteworthy to reflect upon how the metamorphosis occurred.

The development of the new logo and the name change putting "College" at the beginning of the organization's moniker was an uncomplicated element...the rebranding of the organization to convey a new strictly regulatory-focus and identity, and the divestment of member services, has been complex and multifarious. The regulatory-only vision required substantive revisions of College doctrines, such as the Standards of Practice and Code of Ethics, and virtually an overhaul of the Continuing Competence Program (CCP) to introduce the user-friendly CCP Guidelines and enhanced Continuing Competency Profile. Although it is difficult to quantify the hours invested by College Council which lead up to the ideological shift and the birth of the CMLTA, one can easily enumerate the costs of the "cosmetic facelift" to transition from the ACMLT to the CMLTA. The rebranding costs came in well under budget at \$9,400. College Council acknowledges Lori Kmet, the Executive Director/Registrar/Complaints Director, and her team for making the transition successful and cost-effective.

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NOMINATIONS

[click here for details](#)

AWARD OF DISTINCTION

DEADLINE: June 1st, 2013

[click here for details](#)

AWARD OF MERIT

DEADLINE: June 1st, 2013

[click here for details](#)

BURSARY AWARD

DEADLINE: December 31st, 2012

[click here for details](#)

With public protection and patient safety as the sole focus and direction of the College, the organization can now focus on this role alone. In conjunction with the name change is the introduction of a new communication tool to inform members and the public on the workings and decisions of College Council. This October issue is the launch of *The Commentator*, a newly designed e-newsletter focused on registration, competence, and professional conduct. *The Commentator* replaces *Under the Microscope* and conveys information on changes to regulatory programs and services, such as the CCP, but also it contains articles focused on professional issues which resonate with all MLTs.

As *The Commentator* becomes the new regulatory publication for the CMLTA, the September 29, 2012 Professional Development Forum and Annual General Meeting became the showcase for the yearly College meeting. This event spotlighted the regulatory-only theme with keynote presentations on the *Health Professions Act* and the social presence and personal brand image of a professional. The forum was attended by 180 members and with the addition of a special student-only spotlight session, 60 MLT students from NAIT and SAIT also attended. Of course, the College extends a sincere thank you and acknowledge to our events sponsors: Alberta Health — Calgary Laboratory Services, DynaLIFE Diagnostics, NAIT, SAIT, and the CSMLS. Their continued support and investment in the College's annual event demonstrates their commitment to all medical laboratory professionals.

As the CMLTA begins its new journey and the ACMLT moniker is archived once and for all, the question of how do MLTs advocate on behalf of their profession still remains. As the regulatory body represents the collective public's interests, the CMLTA cannot play an advocacy role, so this leaves MLTs with the task to support the profession and their fellow colleagues by actively engaging with the Canadian Society for Medical Laboratory Science (CSMLS). Being a member of a regulated health profession is not a choice, but one can make a conscious choice and a difference by supporting the CSMLS and even volunteering with their organization.

The CMLTA is putting "Alberta" last in the acronym only, as the College continues to put Albertans first, including all MLTs in the general population at large.

The importance of the MLT has not moved down in ranking by any means. As a regulated member and individual who personally and through family accesses the professional health services of other MLTs, I find reassurance and solace knowing the College protects everyone by enforcing standards related to formal education, continued learning, and professional accountability.

As the College looks ahead to the next year with business as usual, one can hope MLTs will recognize the value of self-regulation and become involved with the College and volunteer their time and expertise. Council is always eager to recruit MLTs from across the province to provide their ideas and suggestions for improving the regulatory programs and services the College must offer pursuant to legislation. Get engaged and be involved in the CMLTA or at least provide your suggestions and feedback on the regulatory issues which matter most to you!

Dan Woods
CMLTA President 2012

MEETING HIGHLIGHTS

Council did not meet face to face over the summer months; however, continued communication was necessary to address emergent matters. Moe Goulet, the 2012 President Elect relocated out of province so he was unable to fulfill his three year term on Council.

Pursuant to the authority provided by the CMLTA Bylaws, Council appointed Lisa Denesiuk to the position of 2012 President Elect effective August 7, 2012 progressing to the role of 2013 President, and 2014 Past President. Lisa brings a wealth of professional experience and knowledge, as well as a keen understanding of College operations. Lisa was last on Council as College President in 2002 followed by positions on various legislated committees and as a member of Hearing Tribunals in complaints of unprofessional conduct.

College Council convened on Saturday, September 15, 2012. The following are highlights from the meeting:

- Council appointed April Hillman to a 16-month Councilor position effective immediately. This vacancy was due to the resignation of a Councilor.

- Council reviewed the progress on strategic plan initiatives from April – June 2012.
- Council approved the newly developed Practice Advisory Statement on Social Media.
- Council reviewed the financial reports and commended the CMLTA office for completing the College rebranding project on schedule and under-budget. The CMLTA invested approximately \$9,400 on the rebranding project which is significantly less than comparable organizations.

The next meeting of Council is a strategic planning session scheduled for October 13, 2012. The next regularly scheduled meeting of Council is November 17, 2012.

PROFESSIONAL DEVELOPMENT (PD) FORUM AND ANNUAL GENERAL MEETING (AGM)

The College PD Forum and AGM was held September 29, 2012 in Edmonton. The event was attended by 180 MLTs and 60 MLT students from NAIT and SAIT. The event highlights include the following:

- Elizabeth Forestell and Erin Granigan were each elected to a three-year term Councilor position commencing January 1, 2013 through December 31, 2015.
- Doug Keeley presented on *The Mark of A Leader* and the *Five Level Leadership Principle*. He explored this "leadership principle" and challenged and inspired individuals to be better leaders and to engage their spirit, imagination, intellect, heart, and hands to achieve personal greatness.
- Blair Maxston presented on *The Health Professions Act (HPA) – Key Concepts and Practical Applications*. He highlighted specific sections of the HPA and outlined the obligations of members of self-regulating professions such as: mandatory continuing education; adherence to Standards of Practice and a Code of Ethics; and accountability for personal and professional behaviors.
- Ron Tite presented on *The Power and Challenges of Social Media*. He related stories of both great success and failure when the social media masses converge and information, opinions, and experiences spread at lightning speed.
- MLT students attended a special *Student-Only Spotlight Session* which was an interactive segment which brought together recruitment and career management experts to assist MLT students in

preparing for their future healthcare careers.

SOCIAL MEDIA PRACTICE ADVISORY STATEMENT

The use of social media platforms and online networking forums (e.g. Facebook, YouTube, Twitter, LinkedIn) are rapidly expanding in our society and have become a vital communication vehicle as well as a means to access and share health information. Social media and networking technologies pose ethical and professional considerations for Medical Laboratory Technologists (MLTs); therefore, it is imperative to remember and maintain one's professional integrity and obligations when communicating through social media or other online means. An individual may not appreciate the significant risks associated with online behaviour, including potential discipline for unprofessional content online. MLTs should be mindful of the following when using social media:

Confidentiality

- Protect the privacy, security, and confidentiality of client* information. Do not reveal any information which may identify a client or their medical history. The disclosure of even a few basic facts may be sufficient to identify a client to a family member or friend.
- Assume all online content is public and accessible by everyone. Do not assume an individual can maintain control over the audience. Content intended for a limited audience may be disseminated beyond an individual's control.

Professionalism

- Refer to all clients in a professional manner.
- Do not disseminate information which may demean or embarrass a client or clients generally.
- Do not post disparaging remarks about clients, colleagues, supervisors, or a regulatory body.
- Pseudonyms will not make inappropriate content somehow appropriate.
- Be mindful of a personal internet presence and be proactive in removing or editing content which may be viewed as unprofessional.
- Be aware privacy settings are imperfect and may

be compromised.

Maintain Boundaries

- Do not initiate online contact with clients.
- Carefully consider any request from a client for online communication.

Employer Policies

- Be aware of and comply with relevant employer policies specific to social media usage or general policies on computer and internet usage.

**Client refers to an individual, family and/or substitute decision-maker, patient, group, agency, employer, colleague, other healthcare practitioner, or stakeholder who is a recipient of the MLT's professional and health services.*

The College prepares and publishes Practice Advisory Statements as a means to assist and guide MLTs in the provision of safe, competent, and ethical healthcare services. Practice Advisory Statements support, but do not replace the exercise of professional judgment by MLTs.

EXECUTIVE DIRECTOR'S EXCHANGE

With the advent of the organization's name change June 1, 2012 from the former Alberta College of Medical Laboratory Technologists (ACMLT) to the College of Medical Laboratory Technologists of Alberta (CMLTA) the College has committed to provide only those services dictated by legislation, specifically registration and entrance to practice requirements, mandatory continuing education and enrichment of the Continuing Competence Program and Medical Laboratory Technologists' Competency Profile, and enhancement of formalized mechanisms to address complaints of unprofessional conduct against regulated members.

To complement the regulatory-only focus, the College is proud to introduce the first issue of *The Commentator*...the new communication vehicle for members and the public!

One may ask "why it is necessary to change the

name and the focus of the College publication?" Simply answered, it just makes sense for the College to divest itself from the former ACMLT moniker and such, and move forward with initiatives (including programs and communications) relevant and applicable to the streamlined regulatory vision. *The Commentator* is an electronic newsletter dedicated to regulatory updates and information, such as registration and minimum entrance to practice amendments, educational opportunities and enhancements to the Continuing Competence Program, and recent Hearing Tribunal decisions or advents in formal complaint mechanisms and processes. *The Commentator* also has a section dedicated to perspectives and articles on global professional practice issues, such as navigating the generation gap and managing cultural differences in the workplace. The new format of *The Commentator* enables readers to quickly access a link to a specific article without having to scan the entire publication to locate the article of interest.

The Commentator will be distributed electronically to members February, May, and October. *The Commentator* will contain information pertinent to the professional practice of Medical Laboratory Technologists and all regulated members are responsible for receiving *The Commentator* and being aware of its contents.

REGISTRAR'S REVIEW

The 2013 Medical Laboratory Technologist (MLT) Practice Permit and Registration Renewal season commenced September 15, 2012 and runs until December 31, 2012. The online renewal process can be accessed using the secure member login on the College website.

Individuals working without a 2013 MLT Practice Permit and valid Registration after December 31, 2012 are in contravention of the *Health Professions Act* (HPA) and shall be subject to sanctions under the HPA and may be subject to an additional \$500 charge.

2013 MLT Dues

MLT Registration Dues: \$610

(November 1 - November 30, 2012)

Early Bird Discount: \$560

(September 15 - October 31, 2012)

Late Renewal: \$735

(December 1 - 31, 2012)

CSMLS membership (optional): \$162

The College has added several new elements to the annual online renewal process, including the following:

- **Jurisprudence Examination:** A new requirement is completion of the online jurisprudence examination which has been developed in consultation with other regulated health professions, legal counsel, and numerous stakeholders. Jurisprudence is the study of the theory, philosophy, and science of a body of laws, and also encompasses the discretion, foresight, exercise of good judgment, common sense, and even caution in the professional practice of an MLT.
- **Completed Learning Plan:** A dropdown menu has been added for individuals to select an appropriate response for each uncompleted Learning Objective on a 2012 Learning Plan.
- **New Learning Plan:** The dropdown menu for Resources and Strategies has been updated from one selection to a maximum of three selections for each Learning Objective.

Please direct all registration and renewal questions to info@cmlta.org or consult the College website.

**COMPETENCE AND PROFESSIONAL
DEVELOPMENT DIALOGUE**

The College made several revisions and enhancements to the Continuing Competence Program (CCP) as mandated by the government pursuant to Part 3 of the *Health Professions Act* and Section 12.2 of the *Medical Laboratory Technologists Profession Regulation*.

New for 2013:

- **Continuing Competence Program (CCP) Guidelines:** The College has developed a user-friendly handbook to replace the CCP binder

previously distributed to members in 2006 and 2009. The new CCP Guidelines were mailed to all members July 2012 in conjunction with the new Standards of Practice and Code of Ethics pamphlet.

- **MLT Competency Profile:** Two new competency bands have been added: Management and Biochemical Genetics. In addition, the existing competencies have been updated and modified to align with national competencies for MLTs.

CSMLS LABCON2013



DIFFERENT
Think. Learn. Aspire. Belong.

LABCON2013
CSMLS National Conference of Medical Laboratory Science
Congrès national de science de laboratoire médical de la SCMLM

labcon.csmls.org

PROFESSIONAL DISCIPLINE AND CONDUCT CONSIDERATIONS

The College has received one complaint of unprofessional conduct to date in 2012. The College Complaint's Director dismissed the complaint as there was insufficient evidence of unprofessional conduct for the following reasons:

1. the nature of the complaint did not meet the legal threshold necessary to pursue the matter;
2. the allegations did not pose a significant risk to

public safety and protection in the context of the provision of competent medical laboratory healthcare services; and

3. the allegations were employer-employee specific and unrelated to clinical practice.

[Click here to view more Hearing Tribunal decisions.](#)

The *Health Professions Act* defines unprofessional conduct as one or more of the following, whether or not it is disgraceful or dishonourable:

- displaying a lack of knowledge of or lack of skill or judgment in the provision of professional services;
- contravention of this Act, a Code of Ethics, or Standards of Practice;
- contravention of another enactment that applies to the profession;
- representing or holding out that a person was a regulated member and in good standing while the person's registration or practice permit was suspended or cancelled;
- representing or holding out that person's registration or practice permit is not subject to conditions when it is or misrepresenting the conditions;
- failure or refusal to comply with the requirements of the continuing competence program, or to co operate with a competence committee or a person appointed under section 11 undertaking a practice visit;
- failure or refusal to comply with an agreement that is part of a ratified settlement, to comply with a request of or co operate with an investigator, to undergo an examination under section 118, or to comply with a notice to attend or a notice to produce under Part 4;
- contravening an order under Part 4, conditions imposed on a practice permit or a direction under section 118(4);
- carrying on the practice of the regulated profession with a person who is contravening section 98 or an order under Part 4 or conditions imposed on a practice permit or a direction under section 118(4); and
- conduct that harms the integrity of the regulated profession.

The legal list of definitions of unprofessional conduct seems exhaustive and all encompassing especially in reference to other Acts and documents (e.g.

Standards of Practice). It can be intimidating in one's professional practice as a Medical Laboratory Technologist (MLT) to even conceive every single professional act, omission, behaviour, action, attitude, etc. can be judged against professional standards for the profession. However, if one adheres to employer procedures/policies/practices; acknowledges legal/social/ethical obligations of a professional; and follows their conscience and internal moral compass, it is rare to find oneself the recipient of a complaint of unprofessional conduct.

[Click here to view Top Ten Causes of Unprofessional Conduct.](#)

COLLEGE AND ASSOCIATION OF REGISTERED NURSES OF ALBERTA (CARNA) COURT OF APPEAL DECISION

On September 18, 2012 the Alberta Court of Appeal released a decision in the companion cases of *Wright v. CARNA* and *Helmer v. CARNA*. This decision will be of interest to regulators and practitioners of regulated health professions. It is one of the first Canadian court decisions to squarely address disability and capacity as defences to professional discipline charges.

Two Registered Nurses were caught falsifying medical records to conceal their thefts of narcotics. Both were charged with unprofessional conduct and went through discipline proceedings under the Alberta *Health Professions Act*. Both admitted to falsifying records and stealing narcotics, but they argued they were addicted to the narcotics and their conduct was caused by the addictions. The RNs argued that punishing them would mean punishing them for being addicted, which is a type of disability. They argued this would be discrimination contrary to the Alberta *Human Rights Act*.

The RNs argued that their regulator CARNA was required to accommodate them to the point of undue hardship and this meant that CARNA should not have proceeded with discipline charges. The RNs argued that CARNA had to follow an alternate complaint resolution process or an incapacity assessment process under the *Health Professions Act*.

The Court of Appeal upheld CARNA's approach confirming that professional regulators generally have

the discretion to invoke and manage their discipline processes. There was no discrimination here because there was no differential treatment based on a disability. The addictions may have motivated the RNs to steal narcotics and cover it up, but the discipline charges were based on the RNs' underlying misconduct of theft and falsification of records, not on the fact that they were suffering from addictions. The Court stated "While the law recognizes that an addict cannot always control her addiction, the law does require that the addict control her conduct sufficiently to comply with the criminal law."

To the extent professional discipline tribunals are required to accommodate individuals suffering from disabilities, the majority concluded those accommodations can be achieved through carefully crafted remedial sanctions. The dissenting Judge would have remitted the matter to the Appeals Committee to further consider the accommodation issue.

James T. Casey, Q.C. and Anne Côté of Field Law's Professional Regulatory group were counsel for CARNA.

PROFESSIONAL PRACTICE PERSPECTIVES

THE CHANGING FACE OF LABOR – WORKING IN A MULTIGENERATIONAL TEAM

As a boy I remember clearly the stories my father told me regarding his time in grade school. He would walk a half mile to school early in the day and in the dead of winter; light the stove for the students in his one room schoolhouse. I had a difficult time understanding and perhaps even relating to this story as a youth because my school was two blocks away and I walked on paved sidewalks that were clean in the dead of winter. Not realizing at the time, but this was my first introduction into a generational divide that exists between the generations. I could not comprehend the walk to school, lighting of a stove for a mix of students in a variety of grades all taught by one teacher. Imagine the challenge teachers faced educating a grade school student and a high school student all in the same class in the same day. Although it is difficult to relate this scenario to our current work environment,

it is not too dissimilar from this past example. In our workplaces, we see daily the challenge of understanding the perspective of youth or the inability to relate to someone heading into retirement. This is the generational diversity that exists in all organizations today.

Simply put, there are at least three generations in the workforce today, with each generation bringing its own perspective, values, and knowledge to the work environment. This is one of the biggest challenges facing organizations. How do we integrate and leverage those different perspectives to build organizational culture and productivity? Do we have leaders in our organization that are trained to relate to the needs of the different generations? Is it even possible to build bridges across the generations in the workplace? These are the key questions for organizations and this article will serve as a starting point. How can you, as an individual, contribute to the success of this evolution and contribute to building a new culture? The culture of an organization is like the culture in society and it becomes the fabric that binds an organization together.

The Generations Defined - For the first time in the history of the formal workplace, there are at least three generations working side by side; generations of employees who have different experiences, perspectives, and values. We often hear these generations described as Baby Boomers, Gen-X, and Gen-Y in the literature. This article will begin to explore each generation in detail to orientate the reader to what each generation values and what has influenced the generations.

So why is one generation different than others? It relates back to the influences on the generation and the unique experiences of that particular generation. I remember, as a six year old boy, watching intently the landing of Apollo 11 on the moon. It was an event which captured not only a generation, but the entire world. For the very first time, man was going to go to the moon, land, explore, and return back to earth safely in a matter of days. I have not forgotten that moment and probably never will. It is events like these that impact our perspectives and each generation has its own events and experiences defining them as a generation. The birth years are approximate and certainly one generation could have

characteristics of the other. This is highly dependent on the events impacting the generation.

Baby Boomer Born 1946 to 1964 - Baby Boomers were born following WWII and have often been described as the “pig in the python” due to the absolute size of this generation. With size came the ability to define the world around them and to enact change. They grew through a time of social change and were agents of social change themselves. Events such as the Civil Rights movement or the Vietnam War shaped their behaviors, beliefs, and attitudes. They grew through a time of prosperity and are often described as the wealthy generation, amassing great wealth and spending freely. They were the first generation to grow up with television exposing them visually to world events. Studies in the workplace have defined Baby Boomers as rebellious or challenging, they are guarded and protected, perhaps even judgmental. From a leadership perspective, they believe in unilateral leadership and hierarchy in organizations. As givers and receivers of feedback, they grew up in organizations where feedback was often disconnected and given on an annual basis. Giving and receiving feedback more than this is unusual for Baby Boomers.

Generation X Born 1965 to 1978 - Following the Baby Boom generation, the birth rate declined resulting in the smallest generation of the three. Main events that defined this generation include the launch of the Space Shuttle, the introduction of the personal computer, and the very important launch of MTV, redefining not only a generation, but also the music they listened to and how they listened. The digital age was significant in shaping this generation as personal computers became more personal and the Internet gained in popularity. Gen-Xers are well educated, more so than the previous generation. They are accustomed to change; therefore, they are more adaptable and compliant to change than the Baby Boomers. From a workplace perspective they are committed to developing an environment of collaboration and unity, regardless of the diversity of the organization. As leaders, they are seen as coaches working in a matrix versus a hierarchy of authority. From a feedback perspective, they appreciate feedback on a regular basis and value both formal and informal feedback from their supervisors.

Generation Y Born 1979 to 1999 - Generation Y, also known as Echo Boomers or the Millennial generation are a larger cohort than Generation X, but smaller than the Baby Boom generation. This is a result of an increased birth rate following the decline seen in the previous generation. The primary influence on this generation is the digital revolution, specifically the growth of the World Wide Web and social networking whereby the constant connection has become a key trait in this generation. The quantity of information and speed by which information is accessed drives the connectedness. They understand the value and power of the social network to enact change. They were the first generation to watch war break out live on television in real time, seeing the world in a very different light than previous generations. Information is unfiltered and raw, traveling with immediacy. A significant impact on this generation is the continuation of economic uncertainty that exists around the world. They have seen their parents lose lifetime careers resulting in a commitment to personal control over work. There is no work-life balance, only work-life integration. From a workplace perspective, they are committed to corporate social responsibility and corporate philanthropy. This perspective will often drive their personal employment decisions. As leaders, they build collaboration across teams and the organization as a whole; they unite for common causes and will often create new rules in the workplace. Hierarchy for this generation is correlated to organizational failure; therefore, they will work to break down the hierarchy or choose not to work within organizations where significant hierarchy and structure exist. Due to their "constant connectedness", they will seek feedback continuously from their peers and supervisors which can often create a challenge for other generations giving or receiving feedback.

Organizational Culture & Conflict - Organizational culture is built on the collective behaviors, attitudes, and beliefs that exist within a defined organization. Individual values are the major contributor to organizational culture and can often be a source of conflict, especially when there is perceived differences in values. A large organization can also be a source of conflict resulting in intra-organizational divergence. When you combine these factors with managers who typically are inclined to avoid conflict, a "brewing" of differences can occur within

organizations. Considering the generational diversity of the workforce, this presents an interesting and complex dynamic for organizations and managers. Unfortunately, they may not recognize nor be adequately trained to deal with these differences, often resulting in a simple "ignoring of the problem". Organizations may train on gender diversity or cultural diversity, but rarely do organizations train on the more silent generational diversity. There is much written on organizational culture and conflict, too much for this article to explore. Considering culture is often driven by a set of personal values, it would seem reasonable that the place to initiate and drive change would be at the individual level. As individuals, the more we understand our peers, the better suited we are to address generational conflict before it arises and negatively impacts the organization.

The Coming Storm - Over the next few years there will be a dramatic shift in the generational make up of the workforce. The largest generation currently working today, the Baby Boomers, will begin to retire. The next generation, Gen-X, is the smallest of the generations in the workforce today and right behind them is the second largest generation, the Gen-Ys. As the Baby Boomers retire, this will create a vacuum of leadership requiring Gen-Xs to take on roles they perhaps are not quite ready for and there will not be enough of them. This will then pull Gen-Ys into management roles they may not have the tenure or experience for. The result will be a generational gap in leadership. Additionally, the literature indicates Baby Boomers will retire differently than the previous generations and will continue to work part-time or in temporary or contract roles so they can maintain a connection with the workplace. This is in direct contrast to the previous generation where retirement meant leaving the workforce entirely. This affords organizations significant opportunities to leverage experience and knowledge that exists in the Baby Boom generation. By preparing a succession plan with this in mind, organizations will effectively transfer knowledge onto the next generation. At the heart is the need for understanding the differences within each generation in order to implement successful succession plans to maintain productivity and alignment within the organization. Understanding and implementing generational diversity plans is key for organizations to address in the near future.

Working Effectively in a Multigenerational

Environment - Here are four simple tips to work effectively in a multigenerational workplace.

1. **Encourage Open Lines of Communication** - An environment of open, respectful communication is the first step. Look for ways in your day to open the lines of communication with your team and peers. Prevent yourself from “huddling” with like-minded people or those of the “same age”. Be authentic and genuine in your communication and most importantly ensure the communication is respectful, encouraging, and two-way.
2. **Respect Multigenerational Diversity** - Just as we build an environment of cultural and gender diversity, we must also build an environment of respect for generational diversity. This is done through employees understanding the generational priorities and differences. Ensure teams in the organization are multigenerational and each member has an awareness and understanding of the generational differences. Don't judge opinions or ideas based on your perspective, rather attempt to look at them through a generational lens of those who are contributing.
3. **Build Bridges Through Mentorship** - As the Baby Boomer generation moves to retirement, mentorship programs, formal and informal, part-time or full time, can be established as a bridge to close the gap between generations. These bridges are two-way and potentially result in greater engagement and retention of employees regardless of the generation. This will also serve to engage the Baby Boomers in a transition retirement satisfying their need to stay connected and to contribute. Look for opportunities to engage the Baby Boomer generation or if you are a Baby Boomer yourself, look for organizations where mentorship programs exist.
4. **Provide Training and Awareness** - Building formal training programs will ensure a consistent understanding and assist employees in managing generational diversity in the workplace. Whether training occurs in the on-boarding phase for new employees or via management training, a focused strategy will ensure a consistent approach for dealing with

generational diversity in an organization.

As with other diversity issues, such as gender and culture, we need to invest in awareness and training on generational diversity to ensure organizations maintain alignment through the coming evolutionary change in the demographics of our labor force. For organizations that see this as a priority, the result will be an improvement in engagement and retention without losing productivity, and arguably perhaps a competitive edge for the organization which invests in generational diversity programs.

Rod Miller is a Human Capital Strategist and Managing Director for Resources Global Professionals, a global consultancy firm. He is also an Adjunct Instructor in the area of Human Resources and holds an MBA from the University of Calgary Haskayne School of Business.

The College of Medical Laboratory Technologists of Alberta (CMLTA) is a recognized leader in the regulation and governance of healthcare services. As a trusted partner in healthcare regulation, the CMLTA acknowledges self-regulation is a privilege and endeavors to enhance public protection and patient safety, promote high standards for professional practice, and contribute to the overall wellness of Albertans. The CMLTA protects the public by regulating the professional practice of Medical Laboratory Technologists (MLTs) and guiding the advancement of the profession.

The Commentator e-newsletter is the CMLTA's primary communication vehicle and is distributed February, May and October. It provides MLTs and the public with current and timely information about CMLTA programs, services, and topics relevant to MLTs and which may have an impact on the healthcare continuum.

You are receiving this email as you are a current member of the CMLTA. All regulated members are responsible for receiving The Commentator and being aware of its contents.

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