

Inside HR at the Ontario Public Service

An Interview with:

Lori Aselstine

Director, Employee Relations and Strategic Human Resources
Government of Ontario (retired)



Interviewed by:

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Queen's University IRC

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Lori Aselstine has over 33 years of experience with the Government of Ontario, most of which was in the human resources (HR) field. She has held positions such as director of Ontario Public Service labour relations, director of Broader Public Sector labour relations and director of strategic human resources business. Lori is a strong leader in the Ontario Public Service, who has established a reputation as a skilled relationship-builder and problem-solver. In April 2014, as Lori began her retirement from the Government of Ontario, she sat down with Queen's IRC's Cathy Sheldrick to talk about her career, the HR profession and practising HR in an environment that is 85% unionized.

What prompted you to join the HR profession?

I started off wanting to work in the public service. I had a Bachelor of Science in Kinesiology from the University of Waterloo, and right out of school I was hired to work as a kinesiologist at Southwestern Regional Centre, a developmental services facility run by the Ontario Ministry of Community and Social Services.

I wasn't managing people, but it was my first time in a big institutional setting where I got to actually look at the ways in which people were managed to do work. I decided that was something of interest to me. My dad had been a manager in his organization and I loved to hear the stories that he told about managing people who had previously been his peers, particularly in a unionized environment. So I started going to evening school while I was working to learn more about human resources. The more courses I took, the more sure I was that this was what I wanted to do.

In your role as a senior HR practitioner with the Government of Ontario, what did you do?

I have had a lot of roles. That's the really great thing about being in the public service – there are so many ministries that do so many different things. There are so many different types of HR jobs, specialties, and generalist jobs to choose from.

I started out as a human resources generalist with the Ontario Ministry of Natural Resources in northern Ontario in Kenora. I'd never been to that part of Ontario. I didn't really know where I was going but thought, "What the heck! Here's where I'm going to start." I did generalist work for three years in the north. There was a lot of grievance activity at the time, so I got pretty passionate about dispute resolution and managing the relationship with unions.

Then I switched jobs to be a staff relations officer with the Ministry of Natural Resources and transferred to Toronto, and then to Peterborough. The majority of my job, probably eighteen years of my public service, was in labour relations to one degree or another. So I was managing relationships with the unions, managing relationships between managers and the unions, doing grievance management and collective agreement interpretation. I was responsible for labour relations at the micro level.

After that I went back to a generalist role – I was manager of labour relations and HR generalist services for the Ontario Ministry of Finance in Oshawa. Then I had

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a stint as the government's "lead" for broader public sector labour relations. The purpose of that position was to develop relationships in the broader public sector organizations, because they get the majority of their funding from the government, and government has a vested interest in how those organizations are managed, particularly how they manage their labour relations.

Next, I moved to a manager position with the Ministry of Government Services (at the time the section was called the Negotiations Secretariat). My role was to provide ministries with advice and guidance on collective agreement interpretation and administration, and manage policy grievances filed by the unions' corporate offices.

Over time, the public service implemented a transformation of its human resources function, and the Negotiations Secretariat became the Centre for Employee Relations, and I became its Director. In my previous roles at the ministry level, my responsibilities for grievance management were at the micro level; in this role, it was much more about our relationship with the unions at the corporate or macro level. It was much more about relationship building with the executives, and dispute resolution at the corporate level.

While I did have a role in supporting collective bargaining, my job had more to do with how you work with the union to ensure that throughout the life of the collective agreement we're doing things that move the relationship forward. Maybe we negotiated a piece of the language that sounded great at two o'clock in the morning when we signed the deal, but didn't work quite so well when we actually got to implement it. So, what can we do during the life of the agreement to give life and meaning to what we agreed to, if the language that we wrote didn't exactly work?

Over the four years I spent as the director for the Centre of Employee Relations, I really developed an interest in alternate service delivery initiatives, and the impact those have on bargaining units. So much of the public service was undergoing fundamental transformations. The size of the public service over the years has gone down, it's gone up, it's gone down, it's gone up. One of the things that government has always wanted to do is control the size of the public service so that they can control salary and wage expenditures.

That meant a fundamental change in the way that ministries manage their work. Over the past two to three decades we've seen ministries that were very hands on and did a lot of operational work at the local level, stepping back and starting to do more policy work, more directional work. For example, in the Ministry of Natural Resources, in my first go-round there we did fish stocking and tree planting. That Ministry doesn't do that anymore. They manage the legislative framework that allows other organizations to do it, and they fund other organizations to do it, but they don't actually do that operational work anymore.

A lot of ministries were shifting more towards "steering the boat" instead of "rowing the boat." I had a real interest in that. I had done some work with alternate service delivery when I was with the Ministry of Government Services (providing labour relations advice to ministries), and I wanted to get my feet wet actually managing some of that outsourcing. So I took on the role of strategic HR

director for the Ontario Ministry of Health and Long Term Care to help them with the transformation of the health sector. That included the movement of functions out of the Ministry of Health and Long Term Care into the broader public sector – things like the local health integration networks, the movement of unionized staff who were typically, over the years, part of the Ontario Public Service, and moving them out into these other organizations.

After I'd done a bit of that work for the Ministry of Health, the Ministry of Natural Resources asked me to come back – almost where I started my career – to help them with their transformation. There was a significant need to transform the work that the Ministry did and really reinvent the Ministry as a policy-driving organization going forward.

That's the beauty of working in the public service. You can pick something and just do that and get very specialized in it, or you can go around and do a whole bunch of different things. I've been a compensation specialist, I've been a labour relations specialist, I've been an HR generalist, I've been a manager, I've been a director. I've been all over the province. I've been in operational ministries, policy ministries, and central agency ministries.

People say to me, “you've worked at the same place your whole career.” I've had one employer, sure, but I've had a dozen different jobs over 33+ years. I couldn't ask for a better place to work.

The Ontario Public Service is 85% unionized, making it a fairly complex working environment to manage. What impact does this have on the human resources and labour relations professionals working in the Ontario Public Service?

The 85% unionized for the Ontario Public Services is really an interesting context for the work that we do. We have three unions that are what we typically consider trade unions under the Ontario Labour Relations Act. We also have associations that we have agreed to voluntarily recognize, and treat them as if they are a union, but they're actually not a union per se under the Act. For example, the lawyers in the public service have two organizations that represent them - typically in any other organization, they would not be unionized, but in fact we do bargain with them on limited terms and conditions. So that's what gets us to the 85%.

The make-up is interesting because OPSEU is our biggest union and they are also a large union outside of the Ontario Public Service. They've grown by leaps and bounds in the broader public sector. They've parlayed the outsourcing and the divestment that the government did out to the broader public sector, into an ability to unionize those folks. Sometimes it's an automatic unionization because of the terms of the divestment. Other times, they've actually had to go out and have a union drive to sign people up.

We have different relationships with different unions. The relationship we have with some of our unions is not what I would call mature. In some cases, we have not had a relationship for very long. Other ones, we've had a relationship for a really long time but it's not a mature relationship because we don't get together

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often enough. We're not in a position to resolve as many issues as we are with other unions, so the relationship really isn't solidified.

What impact does 85% unionized have on us as a profession? It's profound.

It does not matter one iota if you got A+ in every course you took, whether you know the answer to every question somebody would ask you about a collective agreement, or if you know all of the rules in all of the different various pieces of legislation that apply, if you don't have a good relationship with your bargaining agent partners, you're not going to be successful.

You have to understand what it is unionized employees want. You have to understand what a union corporately, as an organization, as an actual entity, wants and needs. You have to understand how to make a relationship work between the folks on the union side and the folks on the management side.

I think too often, HR professionals try to own the issues with the union. The issues aren't between union and HR, they're between the union members or the union representatives and managers. We're there to assist managers to resolve issues, to actually anticipate issues, to come up with options to help them resolve issues, and to provide advice and guidance to managers as the managers deal with their unionized employees. Often managers come and say, "Can you just fix this for me?" The answer is, "No, but here's how I can help you do that."

I think that's often a piece that's missed when I talk to people in the profession, particularly younger folks as they're starting out. They feel like they have to solve things themselves. Maybe it's that way in a non-unionized environment because the organization is coming to you as the HR professional and just wants the answers from you. That's different than in a unionized environment, where an employee files a complaint with their manager or raises an issue with their manager, and the manager comes to you and says, "how can you help me resolve this?"

Labour relations, in my view, is nothing more than trying to resolve issues that arise. The better equipped HR generalists are to give good advice and assist managers by anticipating the labour relations issues that might come up as a result of some plan of action on just about anything, the less contentious labour relations become.

If you've got a bunch of people at the front lines giving bad advice and it turns into labour relations issues, then your labour relations people are much more visible because they have to get involved more. My preference is to equip the people at the front line to do a good job so that there's fewer and fewer issues coming up, or when they come up they're issues of genuine contract interpretation as opposed to interpersonal issues. Then the labour relations specialists can focus on determining the factual dispute between the parties, as opposed to dealing with complaints like "I don't like the way I got treated" or "you gave me the wrong amount on my pay," or "I'm entitled to overtime."

It's critically important to equip our front line HR practitioners with the skills to provide advice considering the bigger picture – understanding the broader

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impact of that advice, and the implications for labour relations not just at the micro level. Although I was a labour relations (LR) specialist for many years, I think the best LR professionals are HR generalists who have grown into the role by virtue of their experience on such a wide range of issues.

The government often plays the role of the employer and the role of the legislator. What challenges and opportunities does this present to HR and LR professionals in the OPS?

We are certainly in a very, very interesting dynamic with our unions, given that the government of Ontario is both the legislator and their employer. We're in a unique position. In a strike situation, particularly in the schools or in some municipal strikes, the employer is also the government. They can legislate people back to work.

If you listen to the unions that we deal with, they will say this really dampens their ability to hold a meaningful strike. They have told me it changes the way in which they conduct themselves. I'm not so sure I've actually seen that. I think if you look at the communications that have gone out about prior strikes in the Ontario Public Service, my recollection is you have not seen the government come out and speak in the media about "if people aren't back to work, we're going to legislate them back." What you do see though is the unions going out and saying, "we can't believe it, we think we're going to get legislated back." The whole idea of being legislated back to work, how bad that is for unionized employees and how that dampens a strike, really in most cases comes from the union. It doesn't come from the government. It does, I will admit, in the context of education, universities and public schools, but you don't really see it in the Ontario Public Service. In the broader public sector perhaps, but not as much in the Ontario Public Service.

It's an interesting dynamic for us as HR professionals because we're never too sure what the government's going to do. I would venture to guess in a collective bargaining context in the private sector, you've got everybody at the table you need to have at the table. The owner is probably there. If not the owner or representative of the owner, people from the company are there. People who can make a decision are there. It's a bit more difficult for us in the Ontario Public Service because although we get our mandate to go and bargain, the actual decision maker in some cases is not there. The Premier is not there, the chair of Management Board of Cabinet is not there. On occasion we do have to go back and talk to our principals because we don't have 100% of the authority to do things at the table. That makes it a bit difficult for us.

Interestingly enough, one of our unions puts that to us on occasion. We'll say no and they say, why don't you just go back and check that with so-and-so. They'll actually say "I was speaking to the minister last night and he said..."

It is challenging to work in a political environment and yet stay neutral. It's our job to stay neutral. We serve whichever government is in power at the time. It's a

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non-partisan public service, but it is difficult when you're taking direction from politicians who, from time to time, will change their minds.

What are some of the biggest challenges and opportunities that HR professionals face today?

I'd have to say the biggest challenge that we face in the public service, and I hear that people face in other organizations as well, is getting a seat at the executive table.

It's a challenge for our clients to understand the value of having labour relations and human resources people at the table when they're starting to think about the kinds of things that they want to do and implement. But that's the opportunity as well - getting in there on the ground floor, before ideas, concepts, and actual programs are ready to be implemented and they call us up and say, "Can you help us implement this?" We look at page 3 of their 15-page document and say, "Oh, you can't do that and you can't do that..."

The challenge is really building a relationship and a rapport with the executives so that they understand the value-add of human resources. I don't know if it's the same in the private sector or broader public sector now, but in the public sector we seem to be a bit farther behind I think in terms of that relationship. My view is that human resources was so often seen as nothing but payroll and grievance management.

I don't know how many times managers, early in my career, called me up and said, "I have a human resources issue in my unit. Can you fix it?" I actually had a manager once say to me, when I was trying to help them sort out an issue with a very difficult interpersonal relationship between a couple of employees, "It's a people issue. You're human resources. You deal with it. I get paid to manage the program, not deal with people problems – that's HR's role."

It was one of those big "aha moments" for me. My response was "No, you're a manager, and as a manager you are being paid to manage people – this is an integral part of your role as a manager."

I think that was actually quite a defining moment for me, a real turning point in my career where I realized I had to do a better job at explaining to managers what their role was in the organization, and how it was that we could help them deal with what is a fundamental part of their job. It's 85% unionized. Your job is going to be dealing with people. It's going to be dealing with unions.

I think it's fairly typical in the public service, particularly because of the way in which our compensation plan is structured, that you reach a point in your career where you're a great technical person, but there is nowhere to go except into management. We take people who are fabulous technicians, brilliant strategists, great policy people, and in order to promote them, we make them managers. Suddenly they're out of their element and uncomfortable in their role. So they'll go to what's comfortable and what's comfortable is the policy, the program, and the technical work, because we didn't do a good job getting them ready to manage people.

In the Ontario Public Service, we embarked on a fairly well thought-out plan for developing talent in managerial ranks to make sure people understood that once they got into these jobs, they were not going to be making the widgets. They were going to be managing the people who are making the widgets and making decisions about strategically what's the best way to do that. How do you engage people? How do you keep them engaged? What kind of relationship do you have to have with your suppliers? All of that.

That is a very, very different skill set and something that is important for us as HR professionals to instill in the executives in the organization. They have to understand that they're not running a whole business over there and we're just an add-on over here that can come in occasionally and help. We're actually there from day one, from the ground up, to help them stay clear of the pitfalls of human resources management that can bring a really brilliant strategy to a screeching halt oh so quickly.

As a senior HR professional, what skills and knowledge do you think are essential for an HR professional?

The ability to listen and to understand what people are actually saying is absolutely critical. They don't often articulate it well, so understanding what the underlying issues are and what they actually mean (as opposed to what they are saying), is critical. So many times I have had people tell me something and I'll think, "I'm just not sure what that meant." Probably early in my career I just would've let it go. Now I probe a bit more because I realize there's something I heard way over there that's something completely different. Then I think, "Okay, those two things are on a track that are going to converge at some point." It's critical to have the ability to connect the dots.

Expertise and skill in fact-finding is critically important. So much of what we deal with, at least in my context, is differing opinions on an issue. Whether it's a number of people witnessing the same incident and they all have a different take on it, or just having to look into a question of an interpretation of the collective agreement. For example, a manager comes in and says "I have this employee, this is the situation. Here's how I handled it. What could I do differently? Was that the right way to do it?" Given that there's different rules for different bargaining units, I learned early on to ask fundamental questions like, "Which bargaining unit are we talking about?"

What's different in fact-finding in terms of investigations – and there's so many workplace investigations that we get involved in – is an actual skill around interviewing people. Not just when you're doing an investigation into some kind of wrong doing, but actually the first time you're talking to a client about something. It's critical to know the kinds of questions to ask, how to get answers out of people who are doing their best, whether overtly or inadvertently, to completely ignore your question and answer something else. You have to understand what might be behind that. Is it because they really don't know? Is it because you haven't asked the right question? Is it because they don't want to tell you the answer? I don't think the HR profession has enough people skilled in actual interview skills.

Expertise and skill in fact-finding is critically important. So much of what we deal with, at least in my context, is differing opinions on an issue.

Over my career I've listened to a number of people who have done lots of investigations in their lives. I find it quite fascinating to talk to them about the process they set up for how they're going to go about an interview. You have to be mindful of different directions that your inquiry will take you to and be able to think on your feet. You've got your plan, you've got all your questions, you're asking them and then an answer takes you somewhere else. Being skilled enough to know what to ask next so you don't ignore what they said, because whether they meant to or not, they're giving you a hint at where this ought to go and it wasn't where you were thinking. You have to be open enough and receptive enough to know to go in that direction. Sometimes you don't want to go in that direction because it's just a big red herring. But getting better at that is one of the things that people coming into the profession need to do. You need to be able to interview people and you need to be able to analyze the information you get and draw conclusions and develop options and advice as a result of that.

I think people also need to keep on top of the developing issues in the HR field. Probably a couple of hours of my week is a media scan. I don't know how many times people have said to me in the context of a conversation, "How did you know that?" I'm not really sure how I know, other than I just absorb things that are part of the context in which we're working. It's so important that HR folks understand things like, what's on the legislative docket? What things are happening in government that relate to employment law? What kinds of things are before the courts? What kinds of decisions are being made by arbitrators? In some cases, what's going on with our competitors? What's going on in other jurisdictions? What's the context within which we're working? What are the plans that are happening in the company or your particular employer that you need to be mindful of?

One of the things, particularly in the Ontario Public Service, that I say to staff a lot when they ask me, "What do I need to be good at?" I say, "Small 'p' politics." You have to understand the politics in your organization – and by that I mean the dynamics and the context. You have to know who's in, who's out, who's backing who. Understanding who's got the power is critically important in a unionized environment. You often have an elected group in the union and they're actually not the powerhouse. Same goes for the management side of the equation. They're not the people you need to convince. You have to understand all of the dynamics that are going on in the background and be able to make connections between what you're being asked to do in your job, the advice you're being asked to give your clients, and how all those things affect it. The ability to see the forest for the trees and how those things all connect is critically, critically important.

In your view, how can HR professionals and the organizations in which they work ensure that HR plays an integral role in the development of corporate strategy and performance?

Part of getting a "seat at the table" and being viewed as a valued partner is not just what you say, but how you say it.

I don't think it's the role of HR professionals to simply say, "No." If a client brings in an idea and the idea so obviously just flies in the face of employment law, for example, then sure, you can say, "No, you can't do that." But it doesn't stop there.

You have to understand the politics in your organization – and by that I mean the dynamics and the context. You have to know who's in, who's out, who's backing who.

It's so much more about, "Let me understand what it is you're trying to accomplish and let me help you figure out the best way you to get there. Let's develop a bunch of options for you and we can talk about the pros and cons of those options and take into account the risk tolerance of the organization, and the risk tolerance of you as an individual leader in the organization."

The more our clients see us as enablers, the better chance we're going to have to get a seat at the table early on, and become a valued advisor where we're actually getting asked for advice up front.

Given the challenges facing HR departments, how do you see the HR profession in Canada changing over the next decade?

We've got a real push in the public service for alternate work strategies – work at home, tele-work, commuting work, hoteling, all those kinds of things. That brings with it a whole host of challenges in managing expectations around the employment relationship. I think we need different strategies going forward for employee engagement, compensation, etc. because the types of things people are looking for are different. It's less about money and more about opportunities, time off and work-life balance kinds of things.

As we try and deal with those things and provide people with the ability to work at home, or work at a different site, or work different hours, different starts and stops, and different work weeks, that brings challenges. How do we meet our obligations under health and safety legislation? How do we actually supervise people and know what work is being done? I think we will run into issues surrounding intellectual property, the use of the employer's equipment, because what's work time and what's not work time?

The context within which we're working is different. If the legislation doesn't keep up with it, we're going to have to figure out strategies to make sure that we can apply the legislation in the work environment that we have. I don't necessarily think that the legislation has to change, just the interpretation for the context may have to change; making sure that HR professionals are able to look at the rules, not just the legislation, but the policies, the programs that are available to people, and look at them from the prospective of first principles. We will need to determine, what was the intent of the document? How do you apply that in today's context? How do you give meaning to the intent of the drafters? That's going to be challenging.

I listen to lots of debates about working at home. What do you do, particularly in our organization that is 85% unionized? What do you do in a strike situation? Someone who is in a union, and who doesn't ever have to come into the office or maybe comes into the office twice a month, what happens when their union goes on strike? Do they continue to work at home? Is the home an extension of the workplace? Does the legislation give the union the right to inspect that workplace? There are all kinds of really, really interesting questions that arise as we move into a different format for work. I think that's going to be a challenge in the coming years.

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The three most important things you need to be successful, are relationships, relationships, relationships. You cannot accomplish anything in HR without good relationships.

Based on your own experiences, what advice do you have for individuals considering a career in human resources?

I think to be successful, you have to be committed to a lifetime of learning. There's so much changing in this profession. Less so the legislative context, more so about the soft skills, like employee engagement, talent management, and those kinds of things. There is always something to learn about relationship building. I have often said, and I truly believe, the three most important things you need to be successful, are relationships, relationships, relationships. You cannot accomplish anything in HR without good relationships.

There is no such thing as HR if we don't have clients. If we can't help clients do what they need to do, there is no client, and there is no job for us. We'll just turn off the lights on our way out. You have to make sure that you're in a position where you are comfortable with your listening skills, you have to be able to present, and you have to be comfortable talking to people. You have to be true to yourself. You have to have an ethical framework and an ethical standard by which you work, and you have to stay true to it.

There are all kinds of times in my career that my clients have tried to bully me into an answer and I just stuck to my guns and said to myself, "my ethical, philosophical position is I can't do that. It's not my decision to make." I've said to clients, "You don't have to change my mind. I've given you a range of options. I'm recommending this one over here, but you've chosen that one over there. I fully support you making that decision. I've told you the risks of doing that. I've told you the risks of doing it my way. It's ultimately your decision."

I think HR professionals have to remember that it's ultimately the client's responsibility, accountability and right to make the decisions, and that we shouldn't focus our advice in a way that they're forced to take it. It's got to be informed decision making on their part. In order to do that, we as professionals have to understand the context, we have to understand the "small 'p' politics." We have to understand the client's risk tolerance and we have to understand the long-term implications of the things that we advise that they might do.

All of that means that as HR professionals, we have to be dedicated to a career of learning and developing ourselves. If you see an issue coming up that you think is going to be an issue for the organization going forward, then spend the time to do the research. Learn more about it to ensure that you are in a position to help your clients.

Above all, you've got to learn how to develop relationships. If you're a really quiet, unassuming, don't like to get involved kind of person, this is not the job for you.

If you had to do it again what would you do differently?

I have to say I absolutely love my job. From day one, I could not believe that anybody would pay me money to do what I love to do, and pay me as well as they pay me to do what I love to do. But what would I do differently? I probably would have gotten into HR earlier.

I spent the first eight years of my career in what you would typically call a physical rehab setting, and that was interesting. I learned a lot from it. I actually think that a fair bit of what I learned, and used later in terms of investigative techniques in HR, I honed doing physical rehab. It is a big part of what made me what I am today. Yet, I think, I would have liked to have started in HR earlier because I would have had a longer run at it.

I think I would have taken courses in alternate dispute resolution earlier. I think it would have been interesting to have come into that field a bit earlier than I did, because where we ended up in government in terms of divestments, outsourcing, and downloading was such an incredibly interesting time that I felt like I struggled a bit at the beginning. I would have liked to have been better prepared to help my clients through those things.

Actually being able to get to the root question is really important. That's something that I think I stumbled upon and it was partly related to my background in science and the research that we had to do when I was at university. In part because as you start to work on grievances, you just know you have to get at something. I did that by hook or by crook. I just got used to doing it well. If I had to do it differently, I would probably take courses, workshops, actually get some hands on experience doing investigations earlier in my career.

You are now retiring from the Ontario Public Service. What prompted you to retire now?

It's time. Thirty-three years is a long time to work. Together with my partner, we own an organic farm and I have always wanted to farm full-time. I've reached the stage where I'm eligible to retire. I've seen too many people work and work and work well past their retirement and not be able to enjoy their retirement and their life.

I probably will not leave public service completely. I'll certainly retire from my work, but I want to remain active in public or community service. It sounds really cheesy to say I want give back to the community, but I do. Farming is a great way to do that.

If I had to do it differently, I would probably take courses, workshops, actually get some hands on experience doing investigations earlier in my career.



Lori Aselstine

As a career civil servant, Lori has over 33 years of experience in the fields of program management, human resources and labour relations. Lori has worked in all regions of the province of Ontario, in small, medium and large operational ministries, as well as in central agency ministries. She honed her HR leadership skills through a variety of roles, including HR generalist, compensation specialist, LR advisor, manager of LR and HR consulting services, manager of collective agreements administration, director of Ontario Public Service labour relations, director of broader public sector

labour relations and director of strategic human resources business.

In the area of labour relations, Lori has extensive experience conducting complex investigations, developing corporate grievance management/resolution strategies and processes, developing negotiation and bargaining mandates, and managing in a complex union-management environment. As a seasoned LR professional who has conducted hundreds of enquiries, investigations, mediations, arbitrations and negotiations, Lori has established a reputation as a skilled relationship-builder and problem-solver.

Lori holds a Bachelor of Science from the University of Waterloo, a Masters of Public Administration from Queen's University, certification in Alternate Dispute Resolution from the University of Windsor, and certifications in Industrial Relations, Organizational Development, and Advanced Labour Relations, all from Queen's IRC.

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