

Letter from the Editor

BY ALBERT J. MILLS

Hello everyone. Welcome to the second issue of the *Workplace Review* based on papers presented at the 40<sup>th</sup> annual conference of the Atlantic Schools of Business. In line with the tradition of the journal we remain committed to the aim of reflecting the best of research from across the Atlantic region – particularly leading-edge research from our universities. Articles are selected for their local appeal, practical application, and their ability to speak to a broad audience. Above all else we remain committed to make the *Workplace Review* dedicated to better workplace practices, devoted to discussing issues of practical concern to businesses throughout Atlantic Canada.

In this issue we examine a range of issues from the role of the Balance Scorecard for public sector agencies, through to questions about meaning in work. In the first of the following articles Daphne Rixon (Saint Mary's University) examines the use of the Balanced Score Card (BSC) technique in a public sector agency and concludes that BSC can be enhanced where stakeholders are invited to take part in developing the strategic plans and targets. The second article by Candace Blayney (Royal Roads University), Karen Blotnicky (Mount Saint Vincent University) and Peter Semadeni (NSCC) examines the challenges and opportunities facing firms competing for labour in the accommodations sector in Halifax. Their study indicates that labour shortages are rooted not simply in financial considerations but industry image problems, underlying workplace issues and lack of managerial understanding of the underlying problems. They conclude that future research needs to focus on the demand side of the labour force issue, with greater attention paid to the needs and expectations of Generation X and Y workers. The third article by Derrick Hayes (Cape Breton University) "explores two of the present governance and legal issues that are being faced by Cape Breton Not-For-Profits and their board members as they evolve from the original guidance contained in the Sarbanes-Oxley Act of 2002." Hayes concludes, among other things, that a primary aim of board membership should be that board members should be

knowledgeable in financial accounting, budgeting, and the different types of assurance that can be received from the independent accounting firms.

Our fourth and fifth papers raise important theoretical questions about studying and understanding Fast Moving Consumer Goods (FMCG) and meaning at work. In the first of these two papers Asad Aman and Gillian Hopkinson (Lancaster University, UK) analyze power relationships between different groups in Pakistan's FMCG distribution channels through a narrative inquiry approach. They demonstrate how this approach can be useful not only to academics but also to practitioners in the field – with implications for the Atlantic and other regions of Canada, as well as Pakistan. The final paper, by Scott MacMillan (Mount Saint Vincent University), examines meaning at work through a critique of various popular theories of workplace calling, career and spirituality. Using an existential approach, MacMillan asks us to take issues of meaning into our own hands, hearts and minds through individual reflection that centers on our own sense of self.

We hope that this collection of articles will encourage thought and discussion at various levels on how to create better workplaces across the region.