

Western Canada

HR Trends Report

Research to Help You Lead

Western Canada HR Trends Report



WESTERN CANADA HR TRENDS REPORT SPRING 2020

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INTRODUCTION

This report serves as a reference tool for HR professionals and departments across Western Canada to make better-informed decisions using up-to-date workplace information. Taken in concert with best practices, the right labour market information can help human resources professionals improve the advice they provide.

CPHR British Columbia and Yukon, CPHR Alberta, CPHR Saskatchewan, and CPHR Manitoba have commissioned this report to supplement other sources of labour information available to their members and to provide benchmarks that can help human resources professionals make better decisions. This is the ninth report in the series.

METHODOLOGY

The Spring 2020 wave of this study was conducted by Insights West on behalf of CPHR British Columbia & Yukon, CPHR Alberta, CPHR Saskatchewan, and CPHR Manitoba. The survey was conducted online from November 25th to December 16th, 2019.

Members of the four associations were invited to participate via email communication from their respective associations. In total, 12,682 human resources professionals were sent a survey invitation. Respondents were screened to include members who:

- Are currently employed; and
- Have employees in Western Canada.

A total of 916 human resources professionals participated in the survey, for an overall response rate of 7.25%. Survey responses to individual questions were optional. The margin of error of this survey varies depending on the number of completions each question received. The margin of error for a sample size of 916 (all survey respondents participating) is +/- 3.25% nineteen times out of twenty.

Throughout this report, where relevant and allowed by sufficient sample size, comparisons are made between different respondent subgroups, such as region and organization size. Where these differences are deemed statistically significant, they are indicated as follows:

 Statistically significantly **higher** than comparison group(s)

 Statistically significantly **lower** than comparison group(s).

Where available, results have also been compared to data from previous waves of this study. Waves prior to Spring 2019 were conducted by One Persuasion Inc.

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FORWARD LOOKING PRIORITIES & CHALLENGES

HUMAN RESOURCES PRIORITIES

Western Canadian organizations most commonly include *improving employee engagement* (40%) among their top human resources priorities for 2020, followed by *improving ability to attract and retain employees with the right skills* (33%).

Respondents from large-sized organizations are most likely to include *improving inclusion and diversity within the organization* (27%) among their top priorities but are the least likely to include *succession planning* (16%).

Those from small-sized organizations are the least likely to prioritize *implementing a change to the HRIS* (8%) and *concluding collective bargaining agreements* (3%).

Top HR Priorities

		Size of Organization		
		Small (n=152)	Medium (n=289)	Large (n=116)
Improving employee engagement	40%	41%	44%	34%
Improving ability to attract and retain employees with the right skills	33%	34%	33%	30%
Transforming organizational culture	28%	30%	28%	23%
Succession planning for senior managers and executive leadership	27%	32%	29%	16%
Improving professional development and training programs across the organization	23%	31% ^{Lrg}	23%	16%
Managing compensation and benefits costs	19%	25% ^{Lrg}	19%	14%
Implementing a change to the HRIS	19%	8%	24%	24%
Improving inclusion and diversity within the organization	15%	9%	14%	27%
Improving employee resilience to change	15%	20%	13%	13%
Improving the analytics capability of the HR team	12%	8%	16%	9%
Concluding collective bargaining agreements with labour partners	12%	3%	11%	28%
Improving employee mental health	12%	12%	12%	12%
Improving psychological safety	8%	5%	10%	7%
Managing corporate downsizing	7%	7%	6%	12% ^{Med}
Hiring at the executive level	3%	5%	2%	3%
Other	5%	8% ^{Lrg}	4%	3%
Don't know	4%	3%	3%	8%
None of the above	1%	1%	0%	0%

Base: Employed in HR function (Jan – Jun 2020 n=571)

D19. Looking at your own organization from a human resources perspective, what are your top three objectives and priorities for 2020?
Please select up to three.

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HUMAN CAPITAL CHALLENGES

Western Canadian organizations most commonly include *employee engagement* (40%) and *leadership capacity* (38%) among their top human capital challenges for the next twelve months. One-quarter see *skills shortages* (25%) and *labour cost containment* (25%) as among their top challenges for the next year.

Organizations in British Columbia are the most likely to be concerned about skill shortages (41%), while Albertans are the most likely to be concerned about geopolitical threats (10%).

Top Human Capital Challenges in Next Year

		Region			
		BC (n=176)	AB (n=250)	SK (n=69)*	MB (n=67)*
Employee engagement	40%	39%	38%	48%	39%
Leadership capacity	38%	43%	34%	46%	33%
Skills shortages	25%	41%	14%	22%	27% ^{AB}
Labour cost containment	25%	23%	28% ^{SK}	17%	25%
Capacity to respond to rapid change	22%	21%	23%	17%	22%
Structural change	17%	14%	16%	19%	24%
Changing nature of work and the workplace	16%	14%	16%	23%	13%
Productivity improvement	16%	18%	16%	14%	12%
Capacity to innovate	14%	13%	15%	12%	18%
Changes to legislation and regulations governing the workplace	13%	5%	18% ^{BC}	10%	16% ^{BC}
Changing demographics of the workforce	12%	15% ^{AB}	8%	14%	18% ^{AB}
Increasing diversity of the workforce	10%	10%	9%	13%	13%
Workforce adjustment	10%	6%	14% ^{BC & SK}	4%	9%
Sustainability	8%	6%	10%	6%	6%
Geopolitical threats	6%	3%	10%	1%	3%
Other	4%	3%	3%	1%	7%
Don't know	4%	5%	5%	6%	0%

*Small base size, interpret with caution. Base: Employed in HR function (Jan – Jun 2020 n=562)

D20. In your opinion, what are the top three human capital challenges facing your organization in the next 12 months?
Please select up to three.

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Looking towards the next three to five years, Western Canadian organizations are most concerned about *leadership capacity* (35%). Close to one-quarter are concerned about *employee engagement* (26%), *skills shortages* (25%), *the changing nature of work and the workplace* (24%), and *the capacity to respond to rapid change* (22%).

Those from small-sized organizations are the most likely to be concerned about *productivity improvement* (20%) and the least likely to be concerned about *labour cost containment* (11%). Those from large-sized organizations are the least likely to be concerned about *leadership capacity* (21%).

Top Human Capital Challenges in Next Three to Five Years

		Region				Size of Organization		
		BC (n=174)	AB (n=245)	SK (n=69)*	MB (n=67)*	Small (n=149)	Medium (n=283)	Large (n=111)
Leadership capacity	35%	39%	33%	38%	30%	41%	38%	21%
Employee engagement	26%	25%	28%	30%	21%	23%	28%	27%
Skills shortages	25%	AB & SK 36%	18%	20%	25%	21%	27%	23%
Changing nature of work and the workplace	24%	23%	25%	20%	24%	24%	24%	23%
Capacity to respond to rapid change	22%	24%	20%	22%	28%	21%	21%	27%
Labour cost containment	18%	20%	21%	9%	16%	11%	20%	25%
Changing demographics of the workforce	18%	19%	16%	20%	18%	16%	20%	14%
Sustainability	17%	18%	17%	16%	15%	22%	15%	15%
Capacity to innovate	17%	17%	14%	25%	16%	19%	15%	17%
Changes to legislation and regulations governing the workplace	14%	7%	18%	10%	19%	13%	12%	17%
Structural change	13%	13%	10%	16%	24%	14%	13%	14%
Productivity improvement	11%	13%	10%	10%	12%	20%	8%	9%
Workforce adjustment	10%	6%	13%	10%	10%	9%	11%	13%
Geopolitical threats	9%	5%	14%	4%	6%	8%	9%	11%
Increasing diversity of the workforce	8%	10%	7%	10%	4%	6%	9%	9%
Other	1%	1%	1%	1%	1%	1%	1%	1%
Don't know	7%	5%	9%	9%	7%	5%	7%	9%

*Small base size, interpret with caution. Base: Employed in HR function (Jan – Jun 2020 n=555)

D21. In your opinion, what are the top three human capital challenges facing your organization in the next 3 to 5 years?
Please select up to three.

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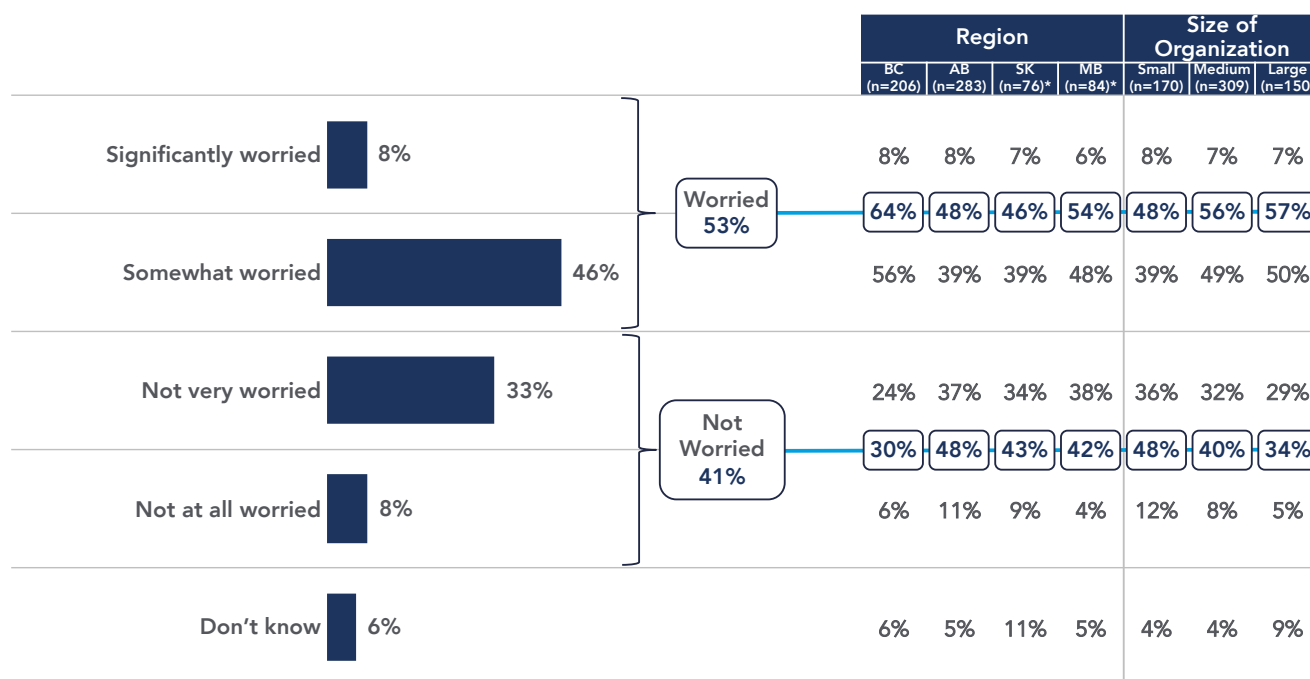
TALENT RETENTION

CONCERN ABOUT RETENTION

Just over half (53%) of Western Canadian HR Professionals say their organizations are worried about their ability to retain key talent over the next twelve months.

HR Professionals in British Columbia are the most likely to be worried about their ability to retain talent.

Concern About Talent Retention



*Small base size, interpret with caution. Base: Employed in HR function (Jan - Jun 2020 n=649)

D13. To what extent is your organization worried about their ability to retain key talent over the next 12 months?

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RETENTION RATES

Two-in-five Western Canadian organizations measure and track employee retention rates. Among the different sectors, those in the oil and gas industry are the most likely to do so.

Measure and Track Retention Rates

Yes

Dec 2019 (n=654) 40%

Region

BC (n=207) 40%

AB (n=286) 41%

SK (n=76)* 32%

MB (n=85)* 46%

Size of Organization

Small (n=172) 38%

Medium (n=310) 40%

Large (n=151) 44%

Base: Employed in HR function (Jan - Jun 2020 n=654)

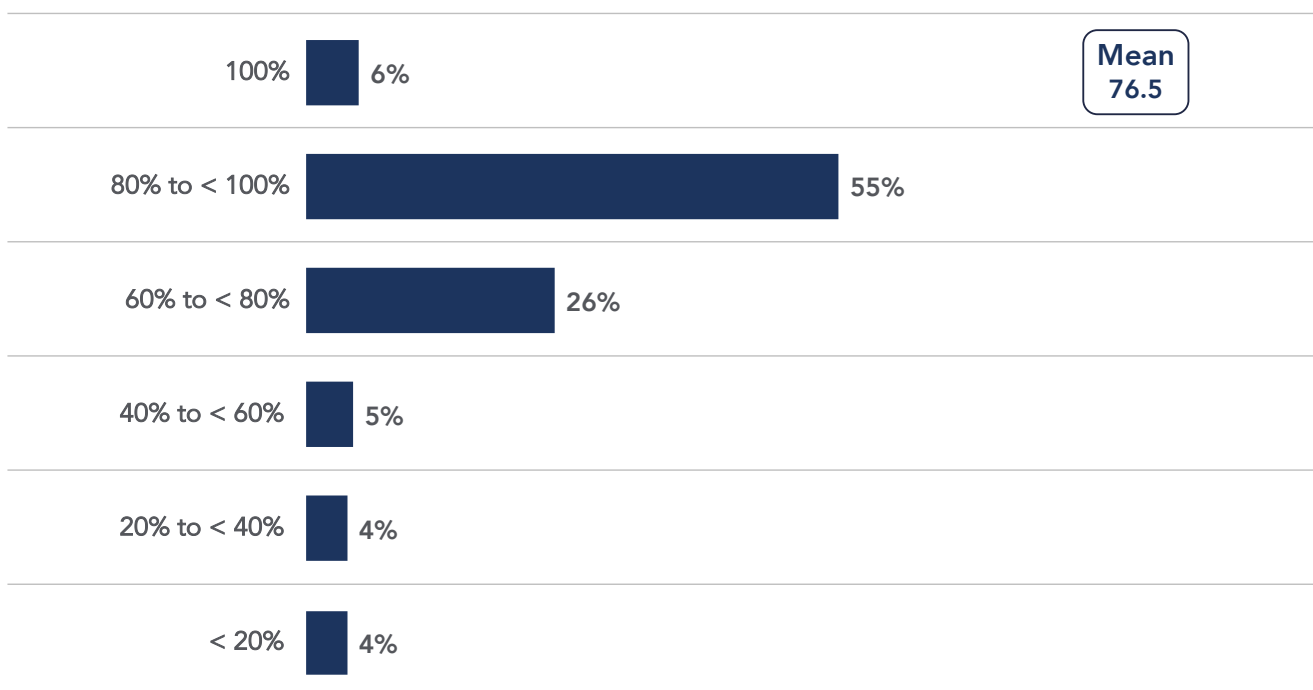
D10. Does your organization measure and track retention rates?

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Among Western Canadian organizations who track their employee retention rate, most (61%) estimate their retention rate to be 80% of employees or higher. One-quarter estimate that they retain 60% to 80% of employees. The mean retention rate for Western Canadian organizations is 76.5%.

Total Retention Rate



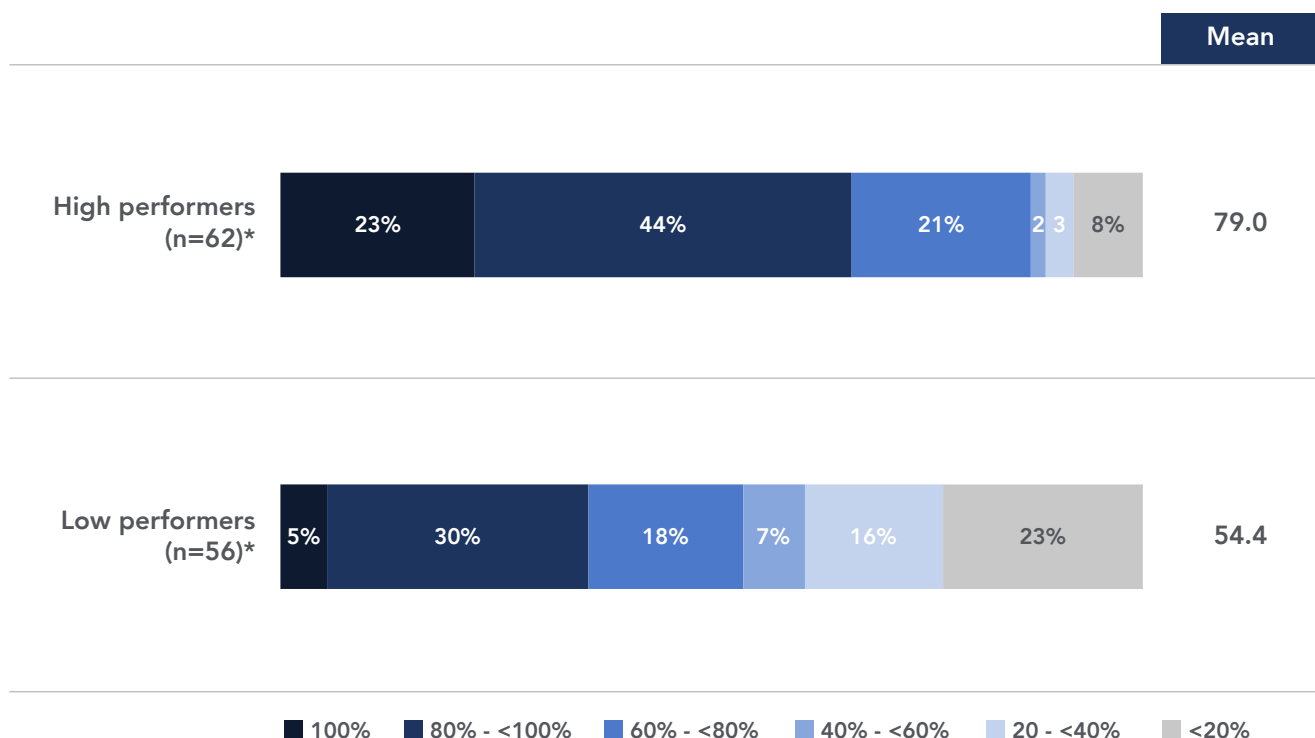
Base: Track retention rates (Jan - Jun 2020 n=163)
D11. What is the total retention rate at your organization?

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Western Canadian organizations that both track their employee retention rates and classify their employees based on performance, see a much higher retention rate among high performers with two-thirds (67%) retaining 80% of employees or more, compared to low performers among whom one-third (35%) retain 80% or more.

Retention Rate by Employee Type



*Small base size, interpret with caution. Base: Track retention rates and classify employees (Jan - Jun 2020)

D12. What is the rate for the following types of employee classifications at your organization?

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EXIT INTERVIEWS

Four-in-five (81%) of Western Canadian organizations conduct exit interviews with employees who depart their organization voluntarily.

Across the different sectors, those who work in public administration, education services, and retail and wholesale trade are the least likely to conduct exit interviews.

Conduct Exit Interviews for Voluntary Departures

Yes

Dec 2019 (n=661) 81%

Region

BC (n=208) 79%

AB (n=292) 83%

SK (n=76)* 72%

MB (n=85)* 89%

Size of Organization

Small (n=173) 83%

Medium (n=311) 85%

Large (n=155) 77%

*Small base size, interpret with caution.

Base: Employed in HR function (Jan - Jun 2020 n=661)

D7. Does your organization conduct exit interviews with employees departing voluntarily?

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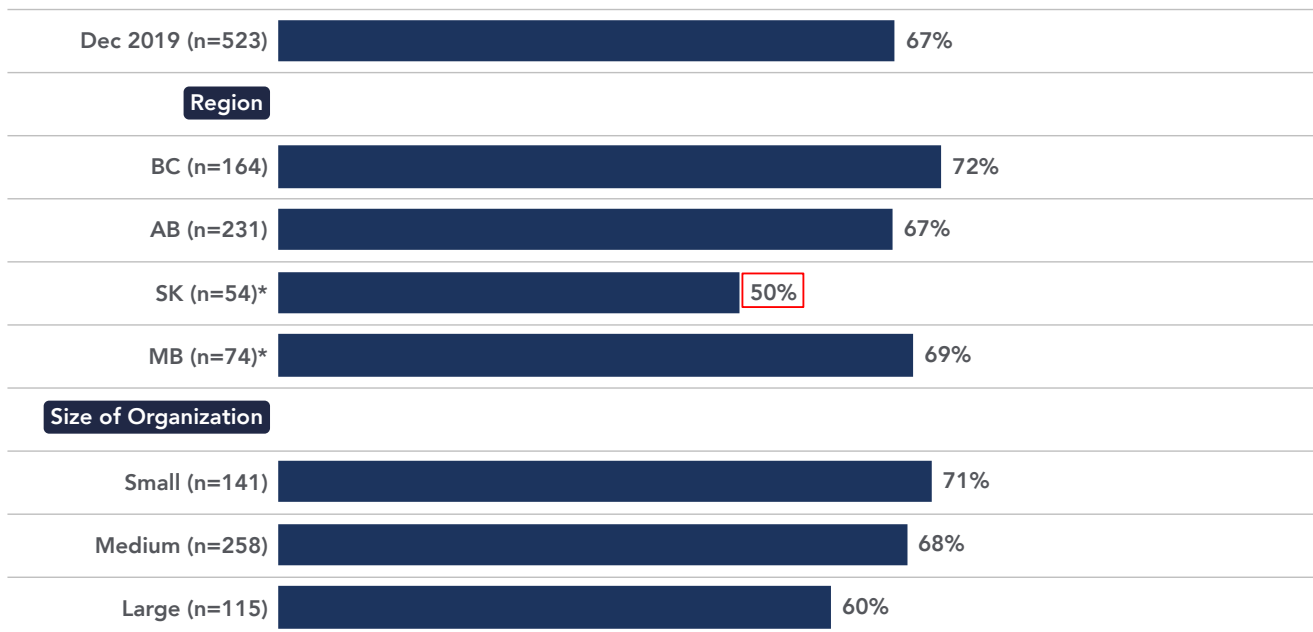


Among those Western Canadian organizations that conduct exit interviews, two-thirds (67%) compile the results to identify trends contributing to employee turnover.

Those who work for Saskatchewan organizations (50%) are the least likely to compile the results of their exit interviews.

Compile Exit Interview Results

Yes



**Small base size, interpret with caution.*

Base: Conduct exit interviews (Jan - Jun 2020 n=523)

D8. Does your organization compile the results of exit interviews to identify trends contributing to employee turnover?

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EMPLOYEE PERFORMANCE

One-third (34%) of Western Canadian organizations classify individual employees based on performance for the purpose of calculating HR metrics.

Among the different sectors, those in healthcare/social assistance, public administration, and education services are the least likely to classify employees by performance.

Employee Performance Classification

Yes

Dec 2019 (n=652) 34%

Region

BC (n=208) 34%

AB (n=284) 33%

SK (n=75)* 28%

MB (n=85)* 41%

Size of Organization

Small (n=171) 30%

Medium (n=307) 37%

Large (n=153) 33%

Base: Employed in HR function (Jan - Jun 2020 n=652)

D9. Does your organization classify individual employees based on performance for the purpose of calculating HR metrics (i.e. high performer, average performer, low performer)?

LABOUR MARKET FORECAST

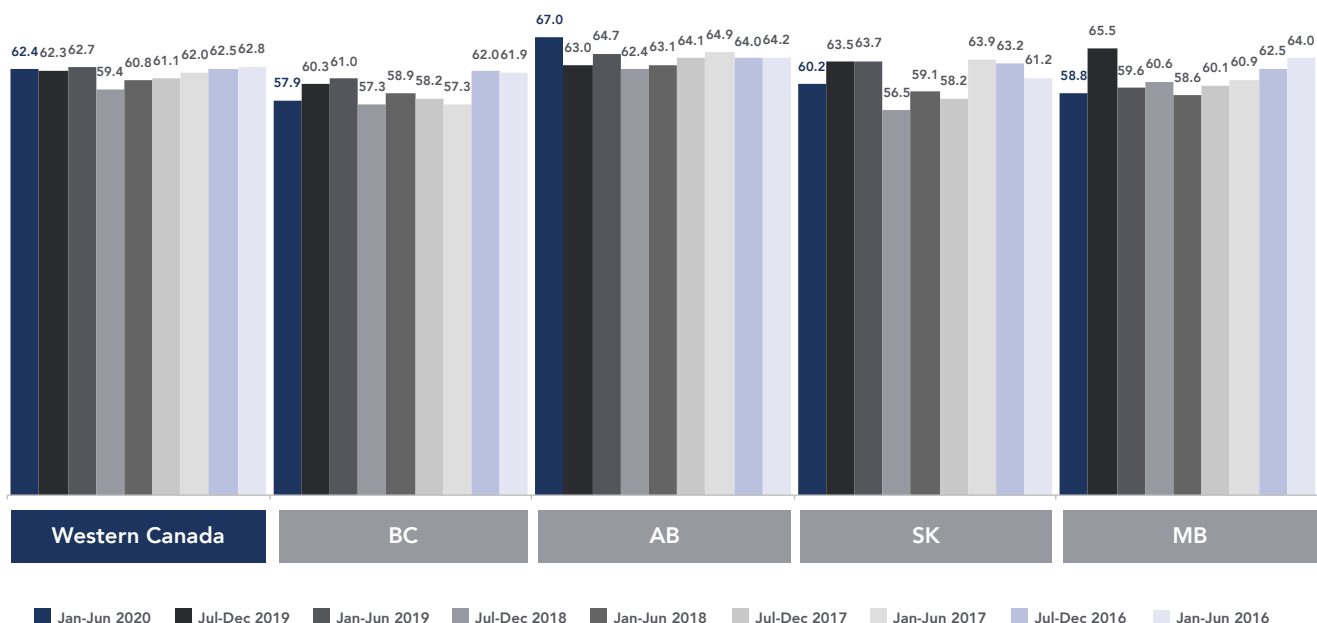
HIRING CONFIDENCE INDEX

Western Canada's Hiring Confidence Index was created to measure how Western Canadian employers feel about hiring over the next six months. The index emphasizes how confident HR professionals are that they can hire the right people to fill open positions and incorporates views on expected growth in the number of positions. The scores have a maximum value of 100 and a minimum value of 0. Scores greater than 50 signify that HR professionals are more confident than they are concerned about hiring.

Overall, the Hiring Confidence Index has remained stable over the past year, maintaining the rebound seen in the first half of 2019. This is largely due to Alberta, which shows a sizable upward shift for the next six months. The three other regions are showing a decline over this same period.

Results are similar across the different sectors.

Hiring Confidence Index



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THE SIX MONTH OUTLOOK

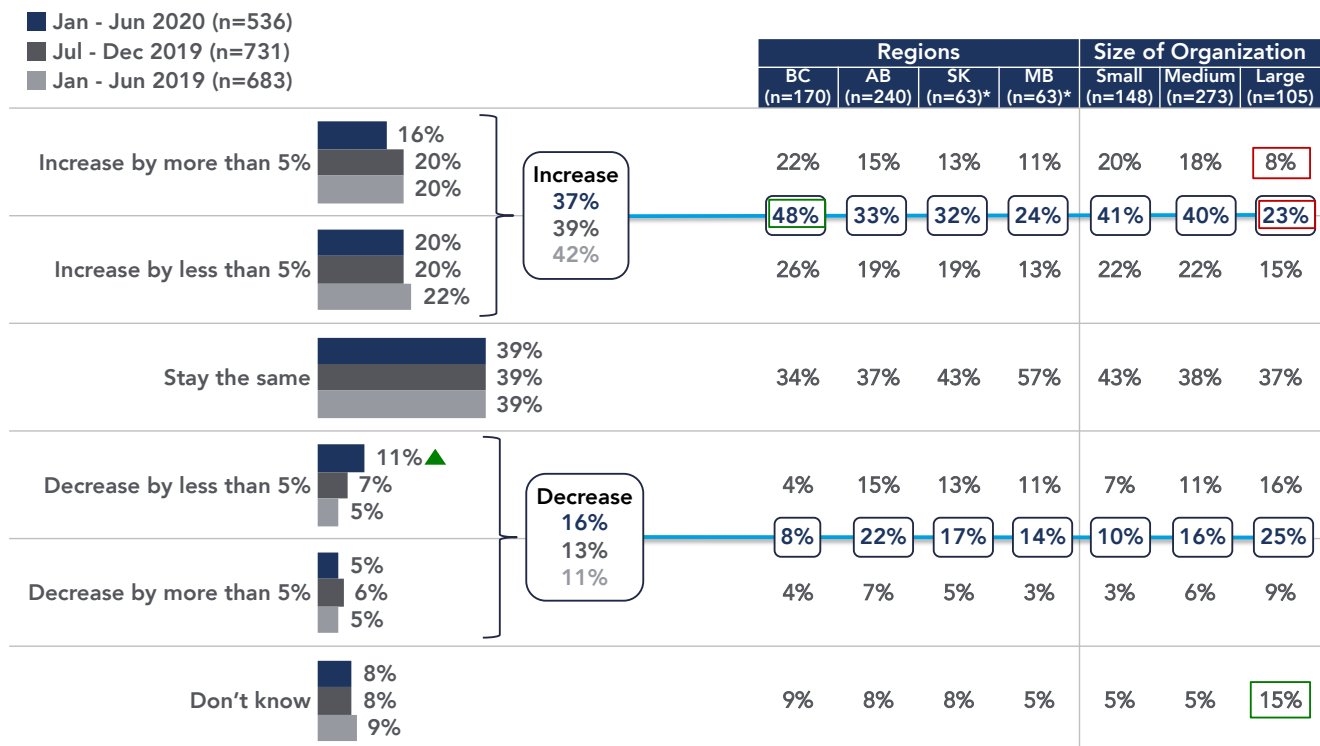
Two-in-five (37%) organizations across Western Canada expect their headcount to grow in the first half of 2020, while less than half as many (16%) expect a net loss of staff. Expectations have not significantly changed since the start of 2019.

Organizations in British Columbia continue to show the biggest expectation of growth.

Large-sized organizations (1,000+ employees) are the least likely to expect decreases and the most likely for survey respondents to be unable to predict upcoming workforce changes.

Those in the professional, scientific, technical and the healthcare/social assistance sectors are the most likely to expect increases, while those in public administration are the least likely.

Expected Change in Employment in the Next Six Months



*Small base size, interpret with caution. Base: Employed in HR Function, exclude n/a

C13. Over the next six months, how do you expect the total number of employees to change for any reason?

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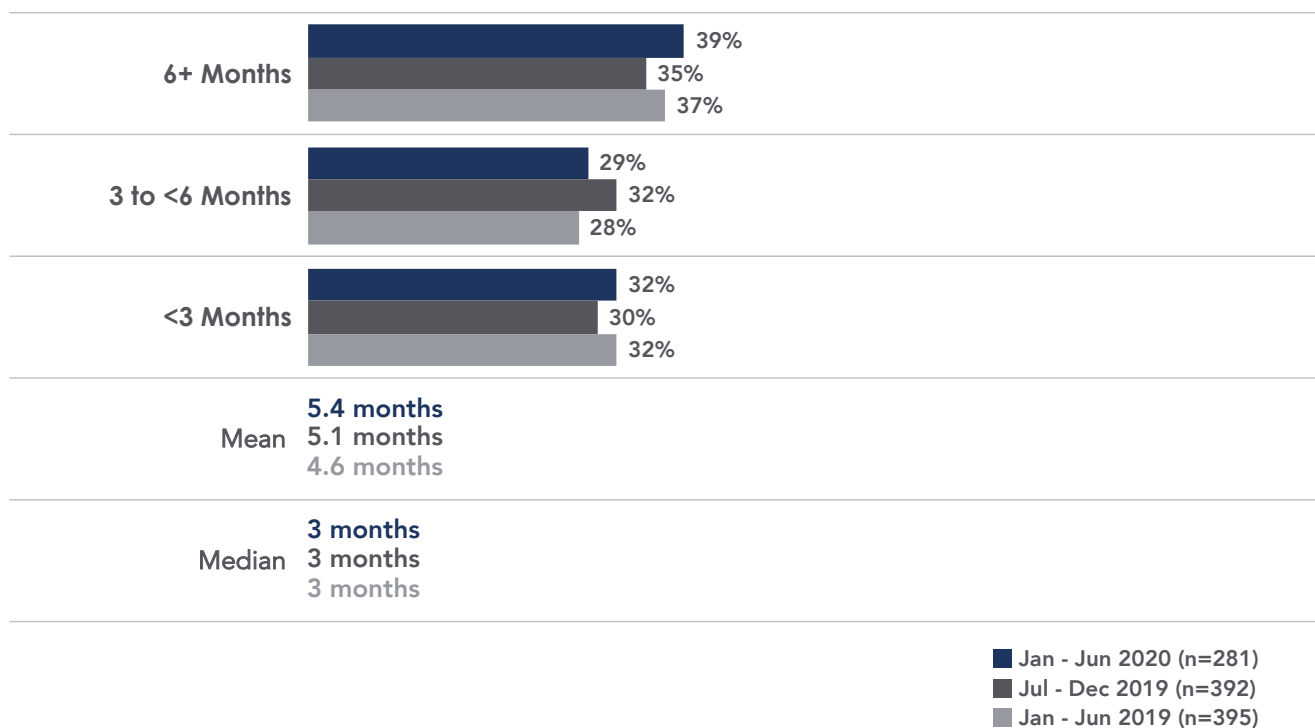


Western Canadian organizations report that on average they plan for changes in their workforce 5.4 months in advance, with a median of 3 months.

There are no significant differences in how far in advance organizations plan across the four provinces.

Among the different sectors, public administration has the longest average time for planning changes.

Typical Time to Plan Workforce Changes



Base: Know expected employee change, exclude don't know (n=392)

C13a. How many months in advance does your organization typically plan changes to the total workforce?

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LABOUR MARKET STATISTICS

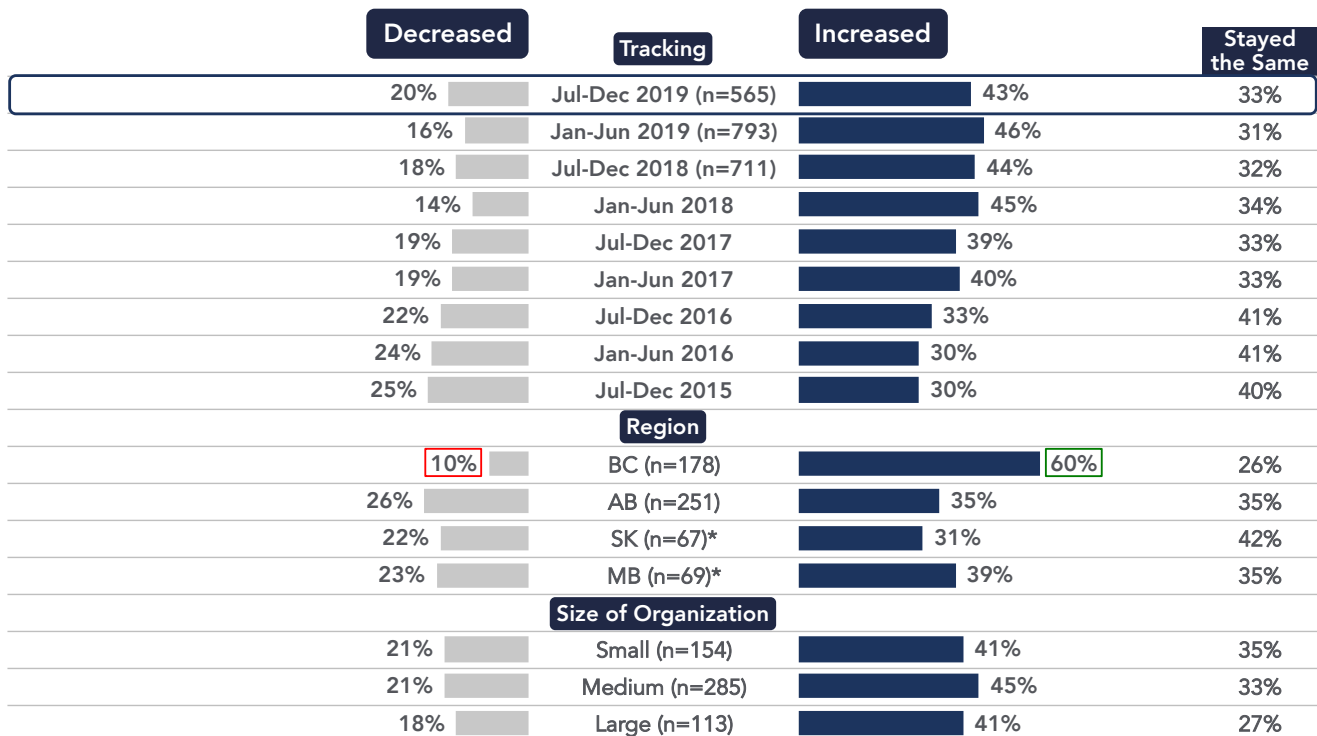
CURRENT TRENDS

Just over two-in-five (43%) of organizations across Western Canada reported a net increase in employment over the past six months, unchanged from the previous wave.

Organizations in British Columbia are significantly more likely to report increases than those in the other three provinces.

Among the different sectors, healthcare/social assistance is the most likely to report an increase and the least likely to report a decrease.

Change in Total Number of Employees in Past Six Months



***Small base size, interpret with caution.** Base: Employed in HR function

C6. In the last six months, how has the total number of employees (full time and part time) in your organization's employment changed?

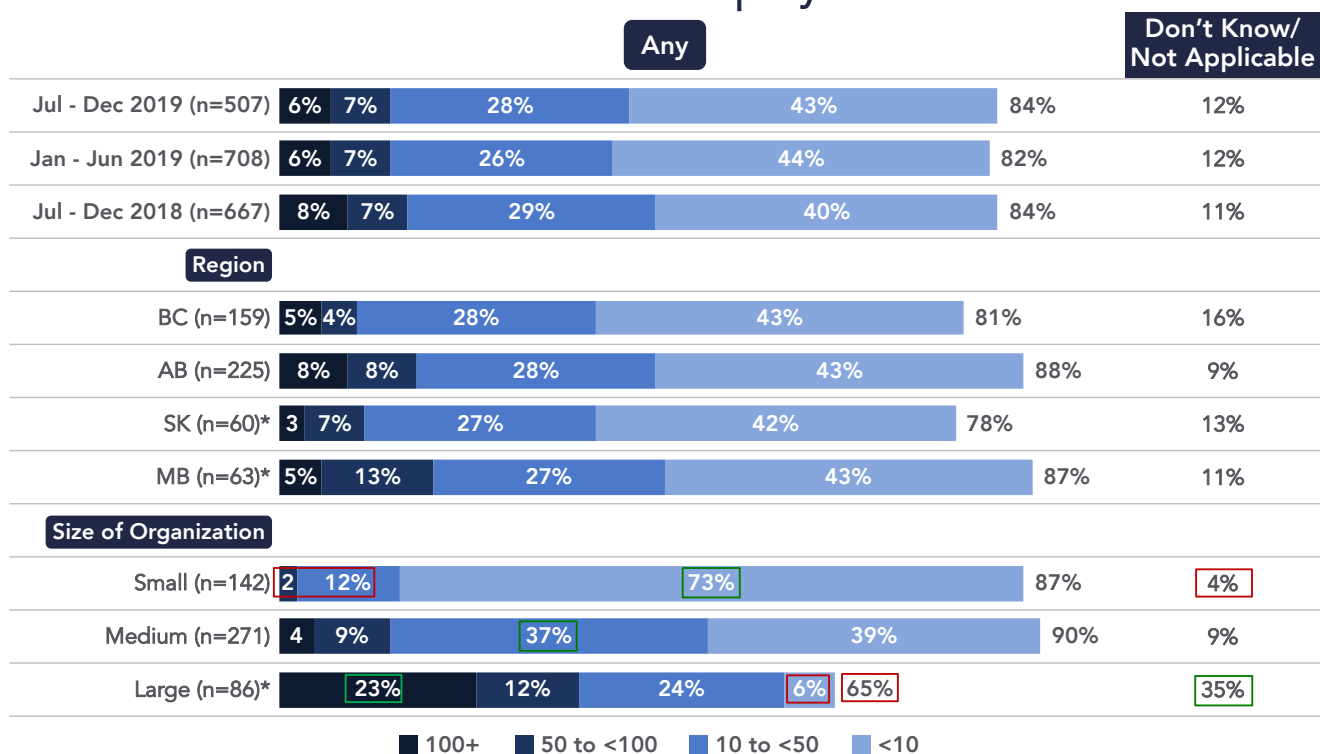
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A strong majority (84%) of organizations across Western Canada reported a loss of permanent employees over the past six months.

Respondents from large-sized organizations (65%) are the least likely to report the number of permanent employees who have left their organization, and the most likely to say they "don't know."

Number Who Left Organization in Past Six Months: Permanent Employees



*Small base size, interpret with caution. Base: Employed in HR function

C7. In the last six months, how many people have left your organization's employment for any reason (retirement, downsizing, resignation, termination, etc.)?

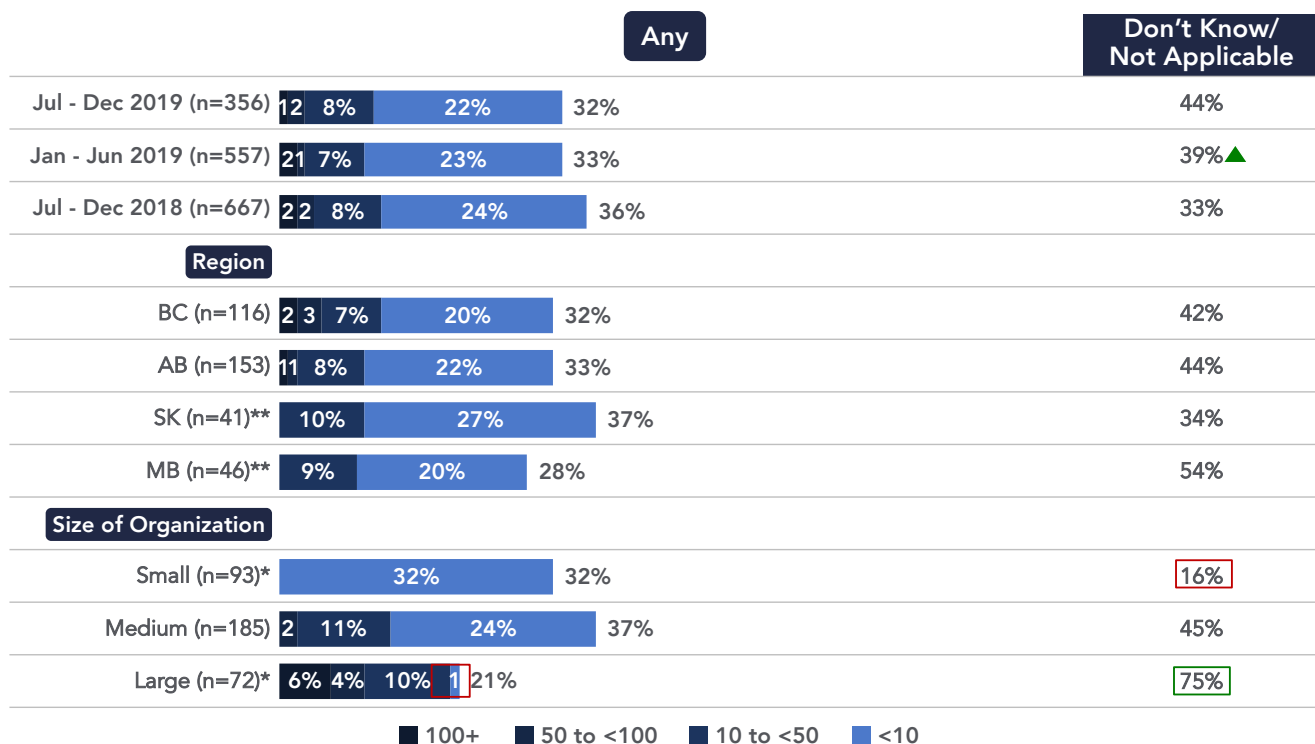
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One-third (32%) of organizations across Western Canada reported a loss of contractors over the past 6 months, although a greater proportion (44%) say they either “don’t know” or “not applicable”, indicating that many of these organizations likely do not have contract employees.

As with permanent employees, respondents at large-sized organizations are significantly more likely to say they “don’t know” how many contractors have left. Small-sized organizations are the least likely to say they “don’t know.”

Number Who Left Organization in Past Six Months: Contractors



*Small base size, interpret with caution; **Very small base size, interpret with extreme caution. Base: Employed in HR function C7. In the last six months, how many people have left your organization’s employment for any reason (retirement, downsizing, resignation, termination, etc.)?

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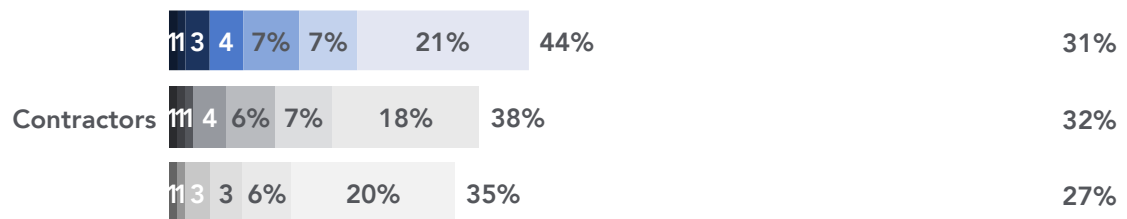
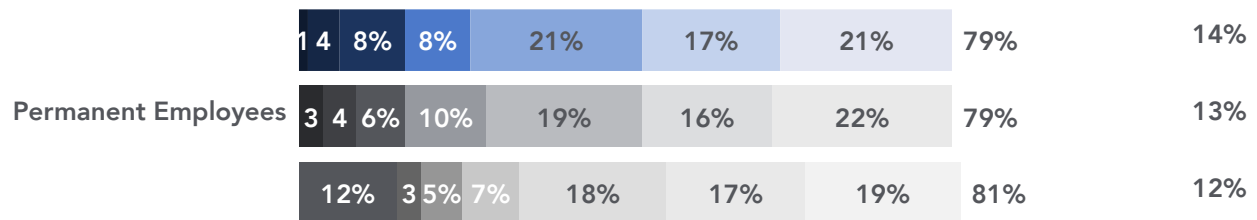


Western Canadian organizations are far more likely to have hired new permanent employees over the past six months than contractors. More than three-quarters (79%) have hired new permanent employees in the past six months; two-in-five (44%) have hired contractors.

Number of Recent Hires

■ Jul - Dec 2019 (n varies)
 ■ Jan - Jun 2019 (n varies)
 ■ Jul - Dec 2018 (n varies)

Don't Know



■ 250+ ■ 100 to 249 ■ 50 to 99 ■ 25 to 49 ■ 10 to 24 ■ 5 to 9 ■ 1 to 4

Base: Employed in HR function

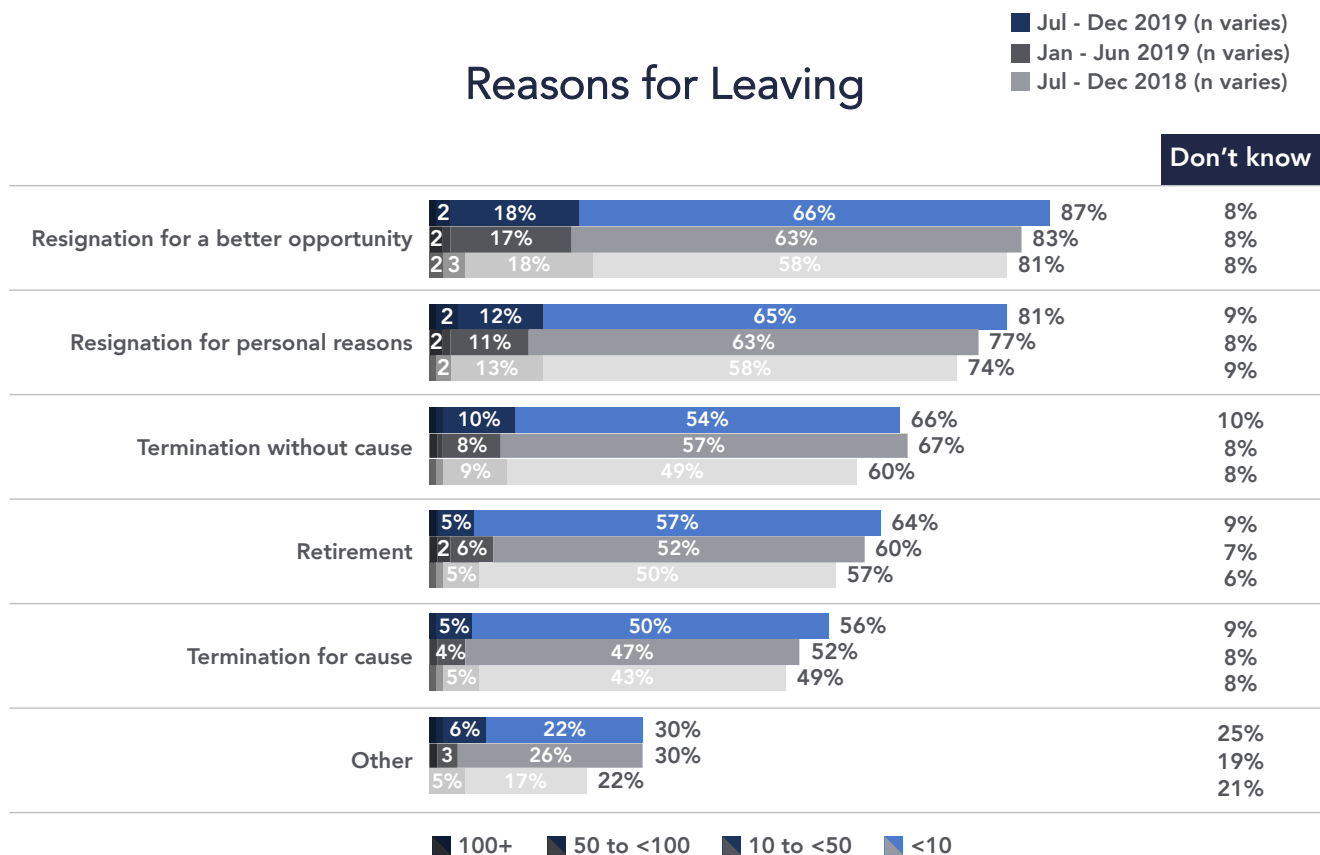
C10. In the last six months, how many people have joined your organization for any reason (new hires but exempting acquisitions, and mergers)?

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TERMINATION CAUSES

Resignation for a better opportunity (87%) continues to be the most common reason employees left an organization over the past six months, followed by resignation for personal reasons (81%). Smaller majorities saw employees leave due to termination without cause (66%) and retirement (64%). Over half (56%) had employees terminated for cause.



Base: Employees left organization

C8. In the last six months, of the employees who have left your organization, how many have left for each of the following reasons?

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TEMPORARY LAYOFFS

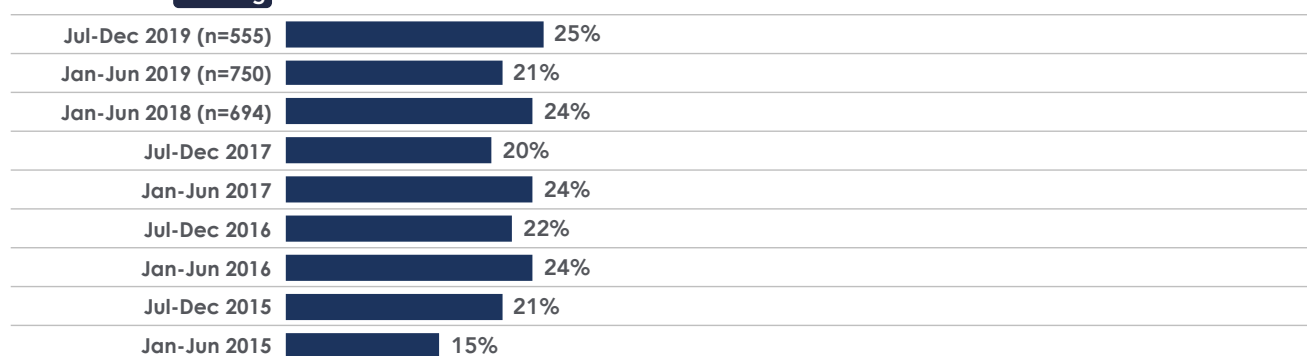
Across Western Canada, one-quarter (25%) of organizations engaged in the practice of temporary layoffs in the last six months. This follows the same pattern over the past few years of this measure increasing a few points in the first half of the year.

Small-sized organizations are the least likely to have conducted temporary layoffs over this period, while large-sized organizations are the most likely.

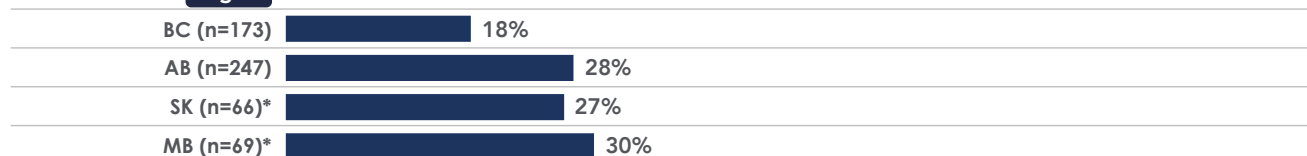
Among the different sectors, those in public administration and construction are the most likely to report layoffs, while those in professional, scientific, technical services, finance and insurance, and healthcare/social assistance are the least likely.

Engaged in Temporary Layoffs in Past Six Months

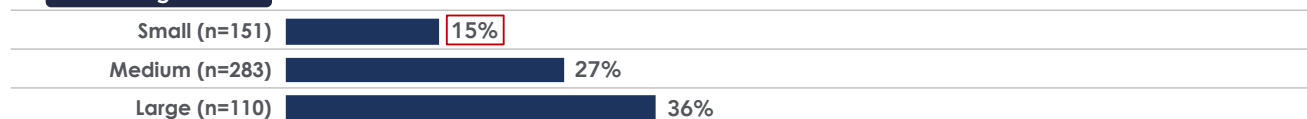
Tracking



Region



Size of Organization



*Small base size, interpret with caution. Base: Employed in HR function

C12. Has your organization engaged in temporary or seasonal layoffs in the last six months?

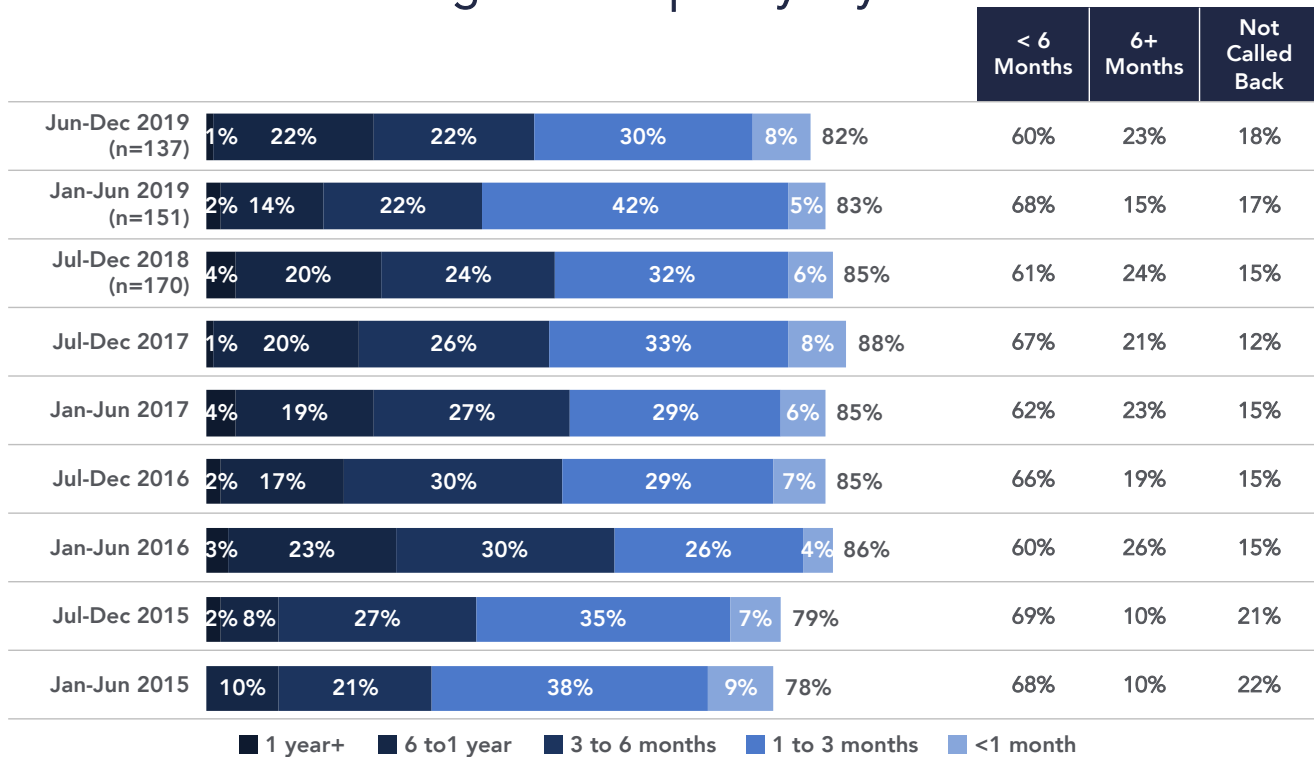
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The goal of temporary layoffs for both the employer and the employee is for the employee to return to work as soon as conditions allow. A strong majority (82%) report that temporary or seasonal workers were called back to work after being laid off, with the majority (60%) being called back in less than six months. Just under one-quarter (23%) report a wait of six months to more than a year before the employees were called back to work.

Results show a small directional decline for employees being called back to work since mid-2018.

Length of Temporary Layoffs



Base: Have temporary layoffs

C12a. How soon have these temporary or seasonal employees typically been called back to work after being laid off?

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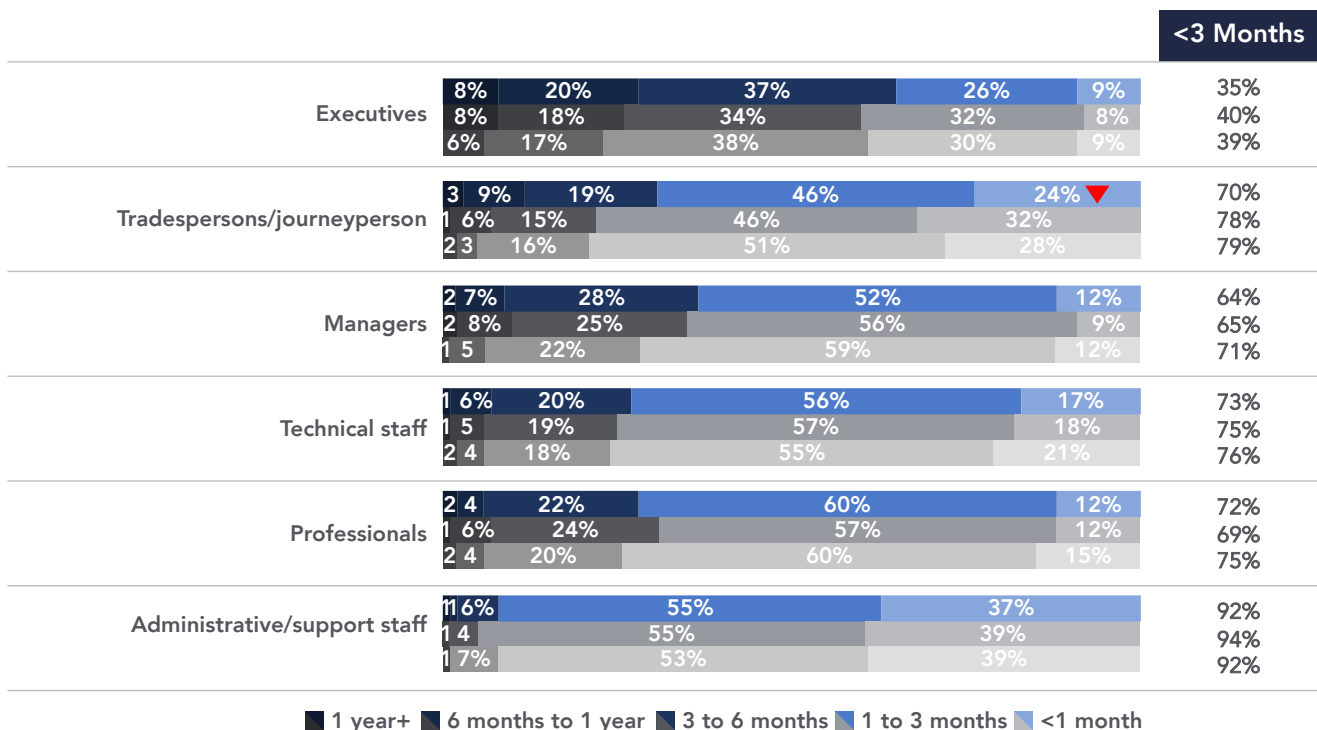
FILLING VACANCIES

In a typical labour market, more specialized positions take longer to fill than less specialized ones. That is what we continue to find in Western Canada. Nine-in-ten (92%) administrative/support staff positions are filled in less than three months, including two-in-five (37%) that are filled in less than a month.

A smaller majority of tradesperson/journeyman (70%), technical staff (73%), professional (72%), and manager (64%) positions are filled in less than three months. Executive positions take the longest to fill, with a minority (35%) filled in less than three months.

Length of Time to Fill Vacancies By Role

■ Jul - Dec 2019 (n varies)
■ Jan - Jun 2019 (n varies)
■ Jul - Dec 2018 (n varies)



■ 1 year+ ■ 6 months to 1 year ■ 3 to 6 months ■ 1 to 3 months ■ <1 month

Base: Hired new employees in past 6 months, excluding don't know

C11. Over the last six months approximately how long has it taken to fill vacancies for each of the following categories of employees?

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Among those who saw the total number of employees decrease over the past six months, the majority (61%) do not plan to fill the majority of vacancies in the next six months, a significant increase from the previous wave (54%).

Three-in-ten (29%) plan to fill them with permanent full-time employees. The remaining one-in-ten are split between primarily hiring part-time (5%) or contract (5%) employees to fill the positions.

Plan to Fill Vacancies

	TOTAL			Region											
				BC			AB			SK			MB		
	Jan-Jun 2020 (n=112)	Jul-Dec 2019 (n=125)	Jan-Jun 2019 (n=125)	Jan-Jun 2020 (n=17)**	Jul-Dec 2019 (n=38)**	Jan-Jun 2019 (n=26)**	Jan-Jun 2020 (n=64)*	Jul-Dec 2019 (n=54)*	Jan-Jun 2019 (n=59)*	Jan-Jun 2020 (n=15)**	Jul-Dec 2019 (n=15)**	Jan-Jun 2019 (n=19)**	Jan-Jun 2020 (n=16)**	Jul-Dec 2019 (n=18)**	Jan-Jun 2019 (n=20)**
We do not plan on filling the majority of the vacancies from the last six months	61% ▲	54%	45%	71%	58% ▲	19%	59%	63%	47%	60%	40%	53%	56%	28% ▼	65%
Primarily with permanent full-time employees	29%	34%	31%	24%	29%	50%	30%	28%	29%	33%	40%	21%	25% ▼	61% ▲	20%
Primarily with permanent part-time employees	5%	6%	12%	6%	5%	19%	5%	4%	10%	0%	13%	11%	13%	11%	10%
Primarily with contractors (temporary employees)	5%	6%	12%	0%	8%	12%	6%	6%	14%	7%	7%	16%	6%	0%	5%

*Small base size, interpret with caution; **Very small base size, interpret with extreme caution.

Base: Employees decreased

C6a. Is your organization planning to fill these vacancies primarily with contractors (temporary employees) or permanent employees?

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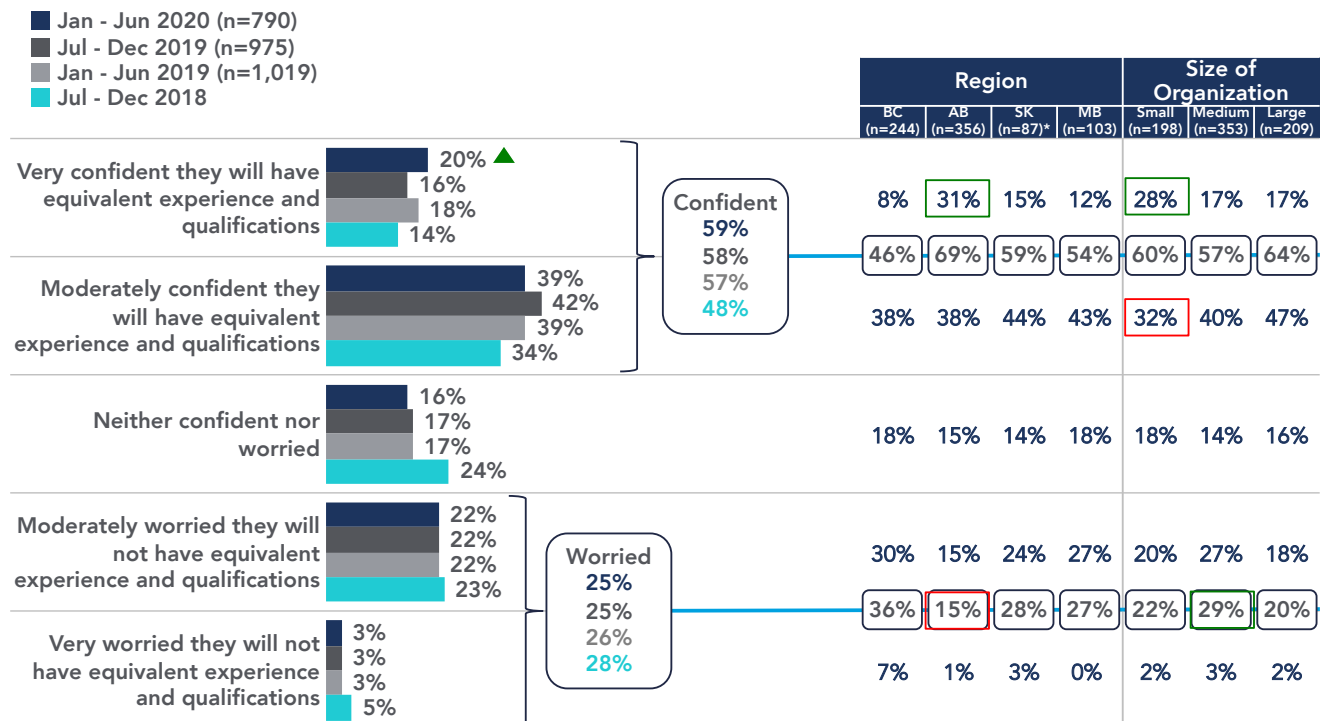


Across Western Canada, the majority of human resources professionals (59%) continue to be confident that new hires who fill vacant positions will have the equivalent experience and qualifications.

Albertans are significantly less likely to be worried than those in the other provinces that the new hires will not have equivalent experience and qualifications.

Among the different sectors, those who work in healthcare/social assistance and public administration are the most likely to be worried.

Confidence in the Experience and Qualifications of New Hires



*Small base size, interpret with caution. Base: Employed in HR function
 C4. Over the next 6 months, how confident or worried are you that new hires to fill vacant positions will have equivalent experience and qualifications?

Western Canada HR Trends Report



HR TEAM RATIO

Western Canadian organizations have an average of 132 employees for each HR employee. As in previous waves of this study, the larger the organization, the proportionally fewer HR staff.

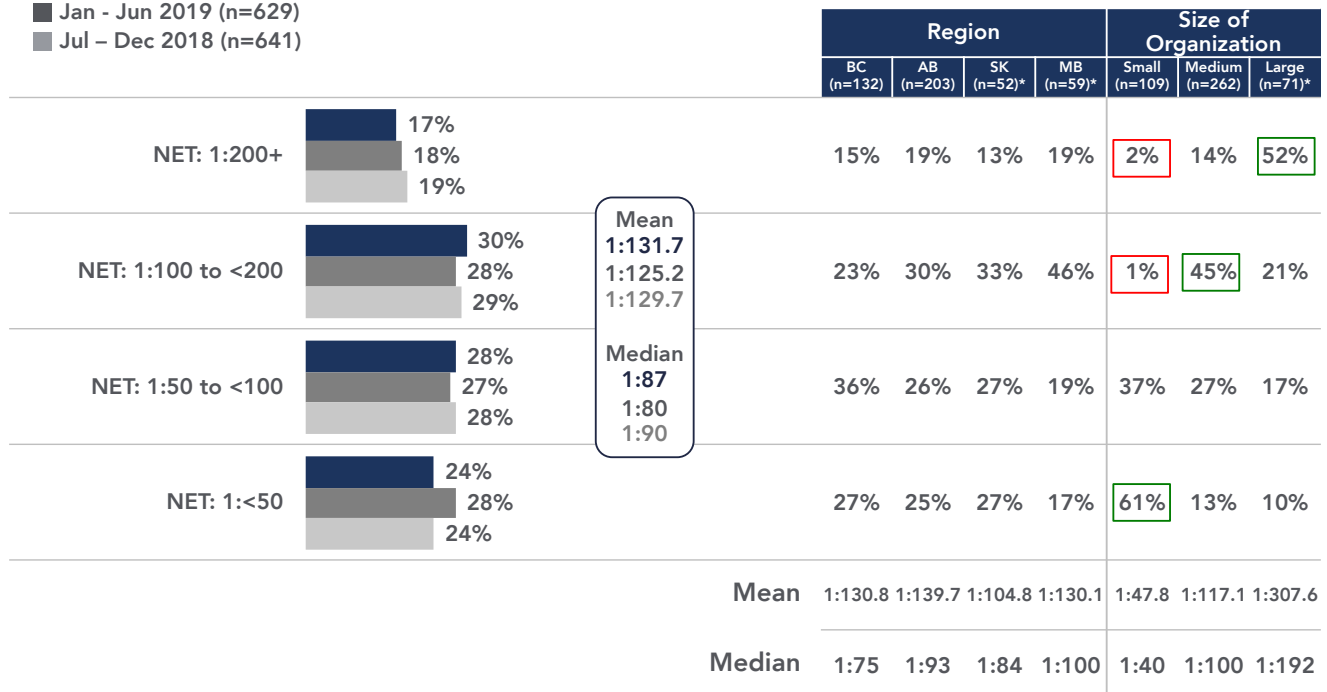
Small-sized organizations have an average of 40 staff for each HR staff, while medium-sized organizations have 100 and large average 192.

Regionally, organizations in Alberta have the most employees for each HR employee, while British Columbia has the least.

Among the sectors, those who work in professional, scientific, technical services and finance and insurance have the lowest average ratio of HR employees.

Ratio of HR to Other Employees

■ Jul – Dec 2019 (n=446)
 ■ Jan - Jun 2019 (n=629)
 ■ Jul – Dec 2018 (n=641)



*Small base size, interpret with caution. Base: Employed in HR function

C5. What is the ratio of HR employees to all other employees in your organization?

Western Canada HR Trends Report



EMPLOYEE BENEFITS

Nearly all Western Canadian organizations offer at least some of their employee types *prescription drug coverage (96%); paramedical health benefits (95%); paid professional development opportunities (95%); extended health benefits (94%); employee life insurance policy (94%); disability insurance (93%); core health benefits (92%); professional dues reimbursement (91%); and paid vacation time over the standards minimum (90%)*. Most also provide *tuition reimbursement (76%)* and an *employee pension plan (63%)* to full-time salaried employees through to executives.

Just over half provide *prescription drug coverage (53%); paramedical health benefits (52%); extended health benefits (52%); and core health benefits (53%);* to part-time employees. Few provide any of the benefits tested to contractors.

Benefits by Employee Type

	ANY	Executives	Senior Mgmt.	Mgmt.	Full-time Salaried	Full-time Hourly	Part-time	Contractors
Prescription drugs coverage	96%	83%	85%	88%	91%	73%	53%	3%
Paramedical health benefits	95%	82%	84%	87%	90%	72%	52%	3%
Paid professional development opportunities	95%	82%	84%	85%	83%	58%	39%	3%
Extended health benefits	94%	82%	85%	87%	90%	72%	52%	3%
Employee life insurance policy	94%	82%	84%	86%	89%	71%	48%	2%
Disability insurance	93%	79%	82%	83%	88%	67%	46%	2%
Core health benefits	92%	80%	82%	84%	88%	70%	53%	3%
Professional dues reimbursement	91%	77%	80%	77%	68%	35%	21%	1%
Paid vacation time over standards minimum	90%	78%	80%	78%	75%	53%	37%	3%
Tuition reimbursement	76%	62%	66%	65%	67%	46%	27%	1%
Employee pension plan	63%	52%	54%	56%	59%	47%	38%	2%
Group RRSP w/employer matching contributions	56%	45%	47%	48%	51%	40%	24%	1%
Paid flex days	56%	45%	45%	44%	46%	27%	16%	1%
Paid parking	54%	47%	43%	36%	28%	22%	18%	7%
Vehicle allowance	54%	43%	30%	17%	10%	5%	2%	1%
Health spending account	53%	46%	44%	45%	45%	32%	24%	1%
Flexible benefit credits	25%	21%	21%	21%	20%	12%	10%	<1%
Stock options	23%	21%	18%	12%	11%	6%	3%	<1%
Transit pass allowance	13%	9%	10%	11%	12%	9%	7%	<1%
Unlimited vacation time	8%	6%	3%	2%	2%	2%	1%	<1%
Other	35%	29%	27%	28%	28%	21%	18%	2%

Base: Employed in HR (Dec 2019 n varies)

D14. Which employees receive each of the following types of benefits?

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The majority of Western Canadian organizations provide an *Employee Assistance Program* to all employee types, with the exception of contractors. Smaller majorities offer at least some of their employee types *flexible work hours* (75%); *ergonomic options/resources* (68%); and *remote work options* (56%).

Other Benefits by Employee Type

	ANY	Executives	Senior Mgmt.	Mgmt.	Full-time Salaried	Full-time Hourly	Part-time	Contractors
Employee Assistance Program (EAP)	88%	79%	80%	82%	86%	71%	59%	6%
Flexible work hours	75%	59%	60%	56%	51%	27%	23%	5%
Ergonomic options/resources	68%	61%	63%	64%	65%	51%	45%	7%
Remote work option	56%	44%	43%	41%	33%	13%	12%	5%
Time-off for charity work	38%	34%	34%	34%	33%	23%	20%	2%
Internal mentorship program	36%	22%	26%	28%	28%	17%	11%	1%

Base: Employed in HR (Jan - Jun 2020 n varies)

D15. Which employees receive each of the following other types of benefits?

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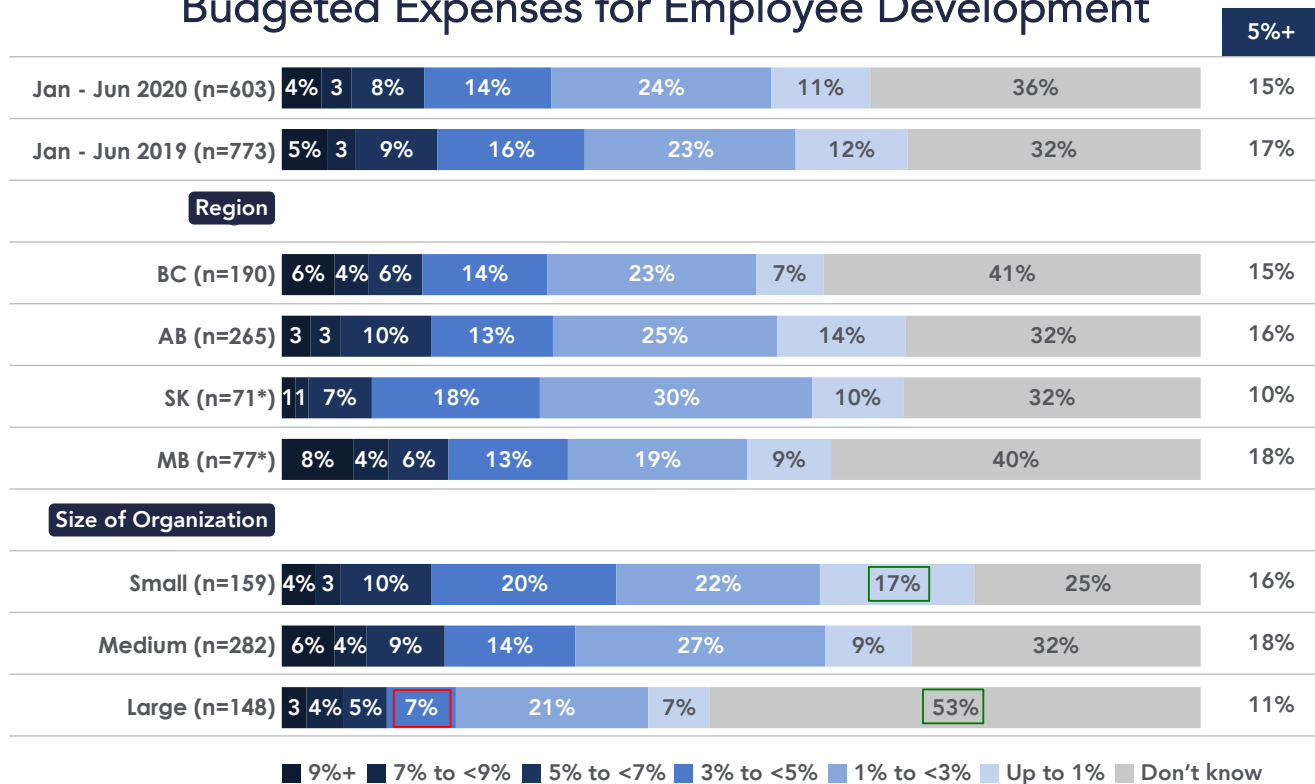
EMPLOYEE DEVELOPMENT

LEARNING AND DEVELOPMENT BUDGETS

The majority (64%) of Western Canadian organizations are aware of what percent of their budgeted expenses are allocated towards learning and development for employees in their organization. Just under one-in-five (15%) allocate at least five percent of their budgeted expenses towards learning and development.

There are no significant differences between region, organization size, or sector for employee development budgets.

Budgeted Expenses for Employee Development



*Small base size, interpret with caution. Base: Employed in HR function, excluding not applicable

D6. Approximately what percentage of budgeted expenses is allocated for learning and development for employees in your organization?

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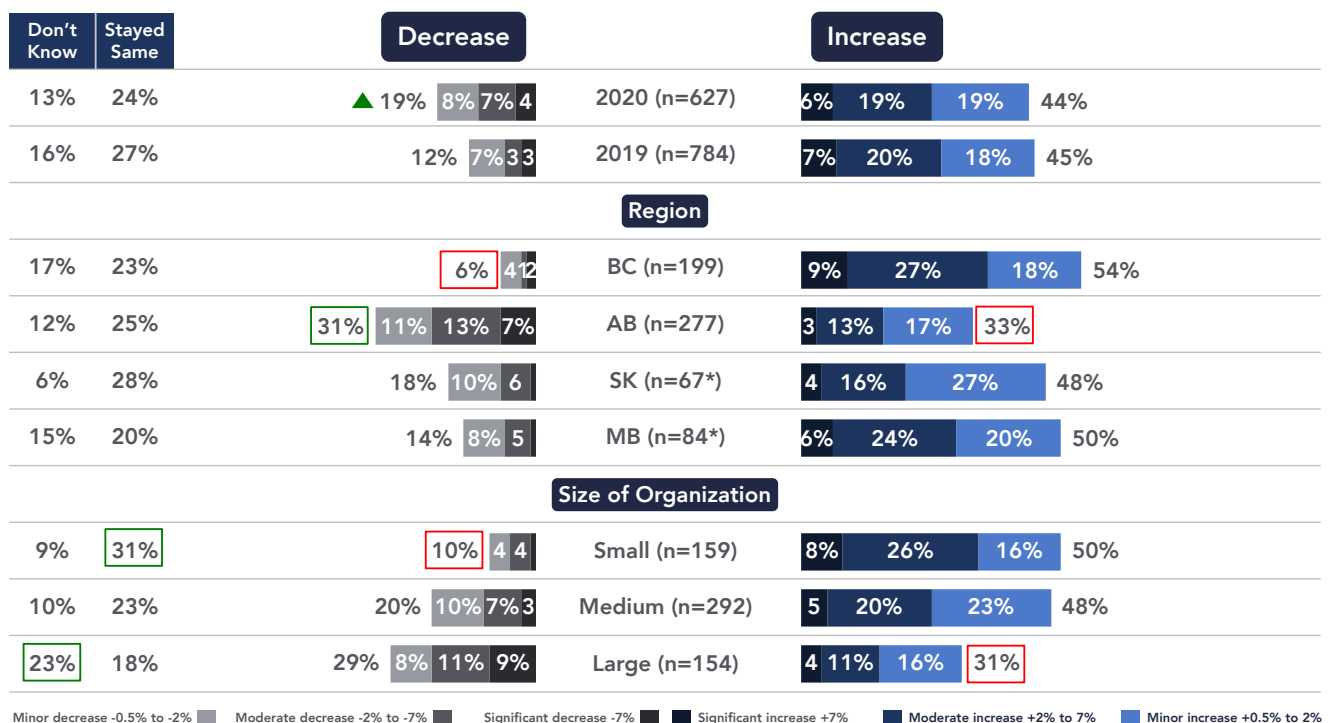


Just under half (44%) of Western Canadian organizations expect to see an increase in their human resources operations budget for the 2020 fiscal year. One-in-five (19%) expect to see a decrease, a significant increase over the past year.

Large-size organizations (31%) continue to be less likely to expect an increase than medium (48%) and small (50%) sized organizations.

Regionally, Alberta is significantly less likely to expect an increase (33%), and more likely to expect a decrease (31%) than the other provinces.

Expected Change to the 2020 HR Budget



***Small base size, interpret with caution.** Base: Employed in HR function, excluding not applicable (n=627)
 D5. Which one of the following options most closely matches how you expect your HR operations budget to change within the next budget year?





Western Canada HR Trends Report



ALLOCATION OF FUNDS

Western Canadian organizations most commonly allocate funds for employee driven professional development via a maximum dollar amount (51%). One-in-twenty (6%) determine the amount as a percentage of an employee's base salary.

Professional Development Funds Allocation

			Region				Size of Organization		
			BC (n=177)	AB (n=252)	SK (n=68)*	MB (n=70)*	Small (n=147)	Medium (n=288)	Large (n=118)
A maximum dollar amount		51%	55%	49%	43%	59%	51%	53%	52%
Employee driven professional development is not a current benefit		14%	12%	16%	13%	9%	18%	12%	9%
A percentage of an employee's base salary		6%	4%	8%	9%	1%	5%	8%	4%
Don't know		29%	29%	27%	35%	31%	25%	27%	35%

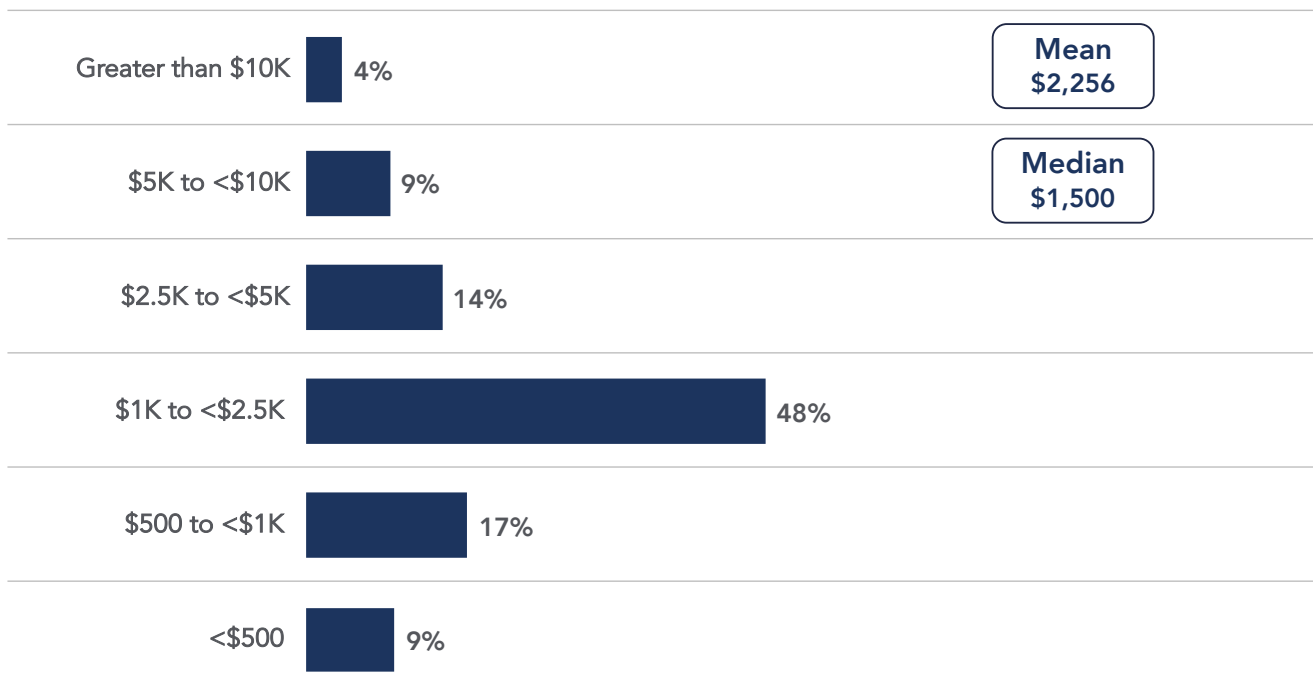
*Small base size, interpret with caution. Base: Employed in HR function (Jan - Jun 2020 n=567)
D16. How does your organization allocate funds for employee driven professional development?

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Among Western Canadian organizations who assign a maximum dollar amount for employee driven professional development, the average amount is \$2,256 per employee with a median amount of \$1,500.

Maximum Dollar Amount for Employee Driven Professional Development



Base: Have maximum dollar amount (Jan - Jun 2020 n=185)

D18. What is the maximum dollar amount per employee allocated to employee driven professional development?

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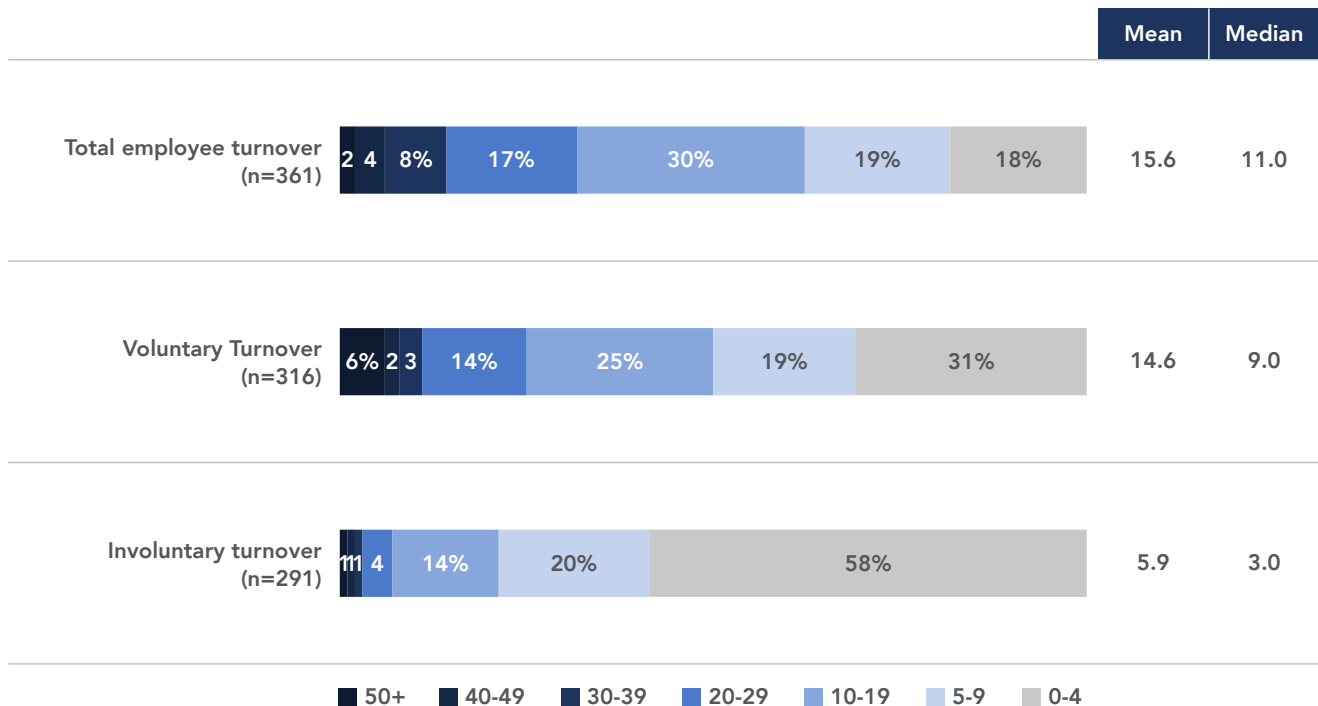


EMPLOYEE TURNOVER

TURNOVER RATE

Western Canadian organizations saw an average employee turnover (employees leaving as a percentage of the total) of 15.6 percent of employees over the past year. The average voluntary turnover (14.6 percent) was more than twice that of involuntary (5.0 percent).

Rate of Turnover



Base: Track turnover rates (Jan - Jun 2020)

D3. What is the rate for the following types of turnover at your organization (number of employees leaving as a percentage of total)?

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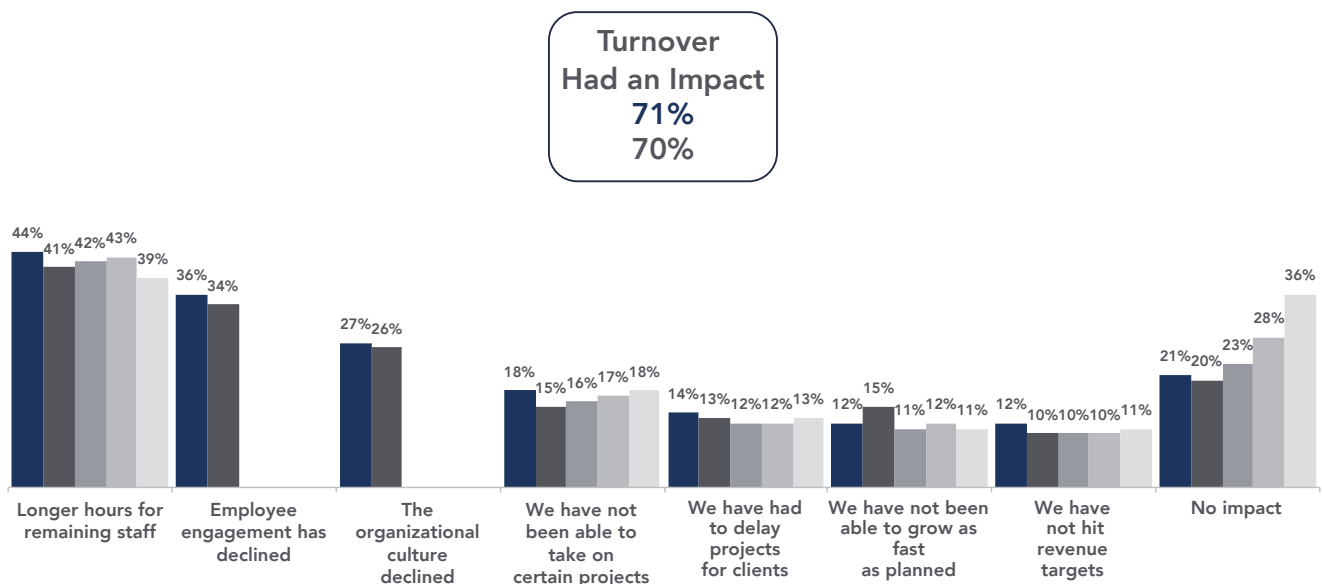
TURNOVER IMPACT

A strong majority (79%) of Western Canadian organizations report experiencing direct impacts from employee turnover, most commonly *longer hours for remaining staff* (44%), followed by a *decline in employee engagement* (36%). More than one-in-ten (12%) believe that they have *not hit revenue targets* due to employee turnover.

Among the sectors, those who work in healthcare/social assistance are the most likely to report longer hours for remaining staff as an impact of turnover.

Past Year Turnover Effects

■ Jan-Dec 2019 ■ Jan-Dec 2018 ■ Jan-Dec 2017 ■ Jan-Dec 2016 ■ Jan-Dec 2015



Base: Employed in HR function, excluding don't know (Jan - Jun 2019 n=686)

D2. In the past year, how has employee turnover affected your organization?

Note: "Employee engagement has declined" and "The organizational culture declined" were added in the Jul-Dec 2018 wave.

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REDUCING TURNOVER

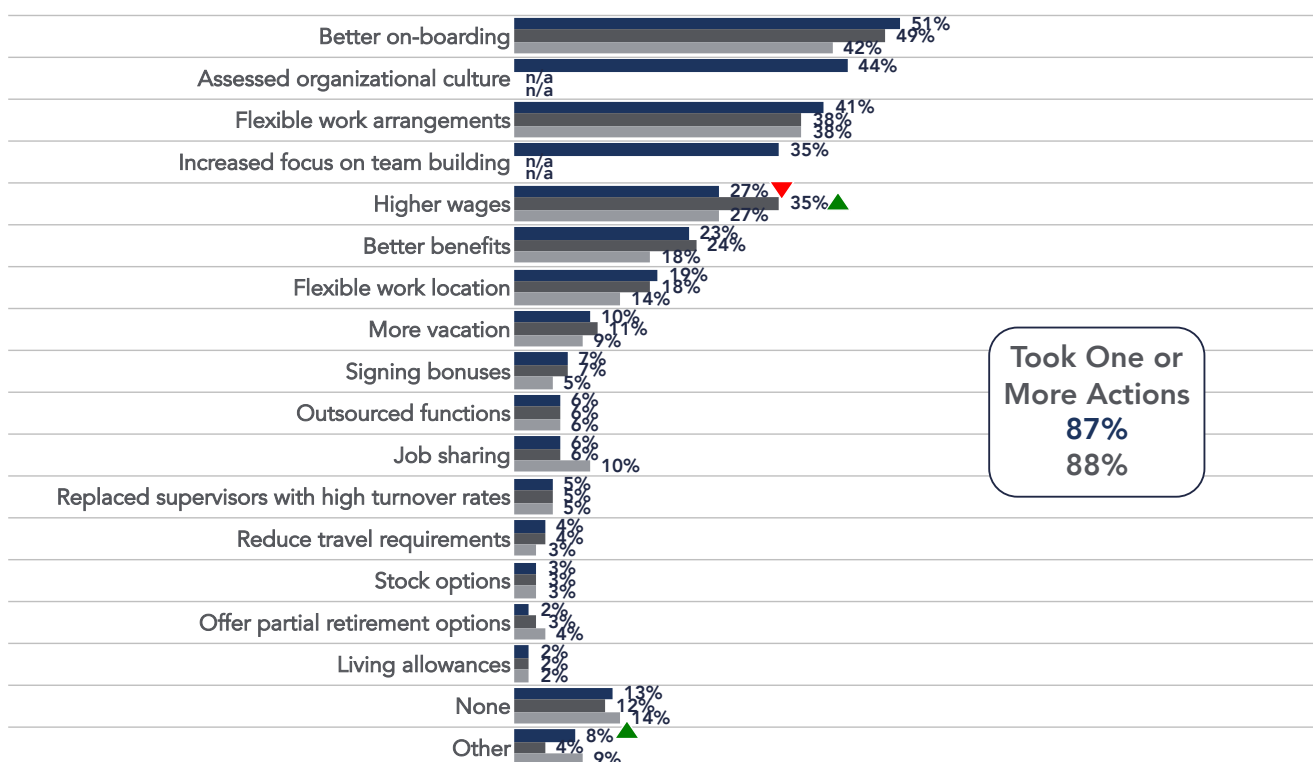
Nine-in-ten (87%) Western Canadian organizations took one or more actions to reduce employee turnover. Better onboarding (51%) continues to be the most popular action, followed by flexible work arrangements (41%). There has been a significant decline in reliance on higher wages (27%) over the past year.

British Columbia (38%) and Manitoba (37%) are the most likely to report using higher wages. Large-sized organizations (20%) are the least likely to do so. Saskatchewan is the least likely to report using better on-boarding (31%) and flexible work location (7%).

Small organizations are the most likely to report using flexible work arrangements (54%), but the least likely to report using job sharing (2%).

Past Year Actions to Reduce Turnover

■ Jan - Dec 2019 (n=667)
■ Jan - Dec 2018 (n=884)
■ Jan - Dec 2017



Base: Employed in HR function, excluding don't know

D1. In the past year, what actions have you taken to reduce turnover for any reason?

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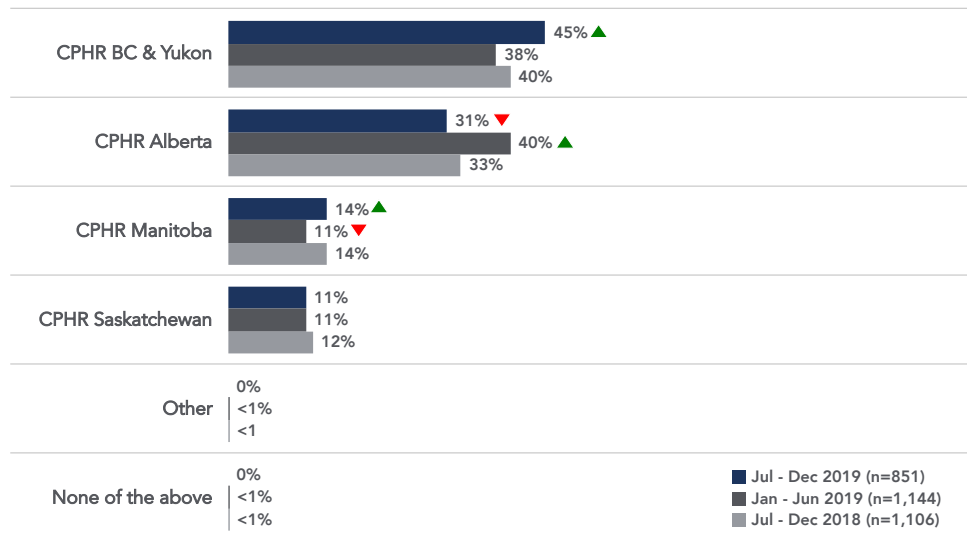


RESPONDENT PROFILE

CPHR ASSOCIATION

Region was determined via respondents' member organizations. CPHR Alberta members completed the highest number of surveys, followed by CPHR BC & Yukon.

HR Member Organization



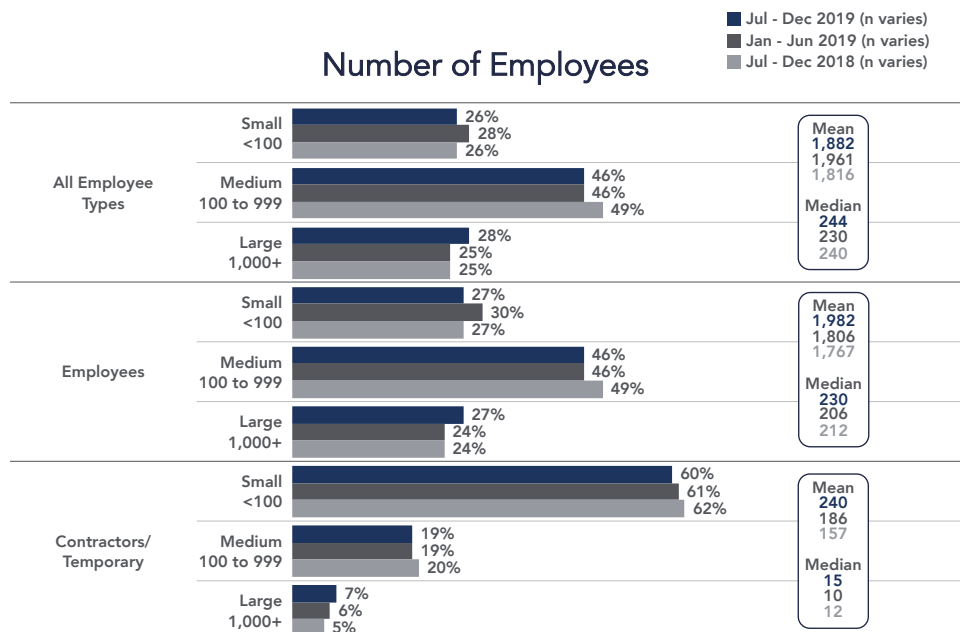
Base: All respondents

S1. Which of the following human resources organizations are you a member of?

ORGANIZATION SIZE

For the purposes of this report, small organizations are defined as those having fewer than 100 employees (of all types), medium organizations as those having between 100 and 999 employees, and large organizations as those employing 1,000 or more employees. The average number of employees for organizations across Western Canada is 1,882, while the median is 244.

Number of Employees



Base: Employed in HR function

C2. How many people (both full time and part time) does your organization have in the province of [S1].

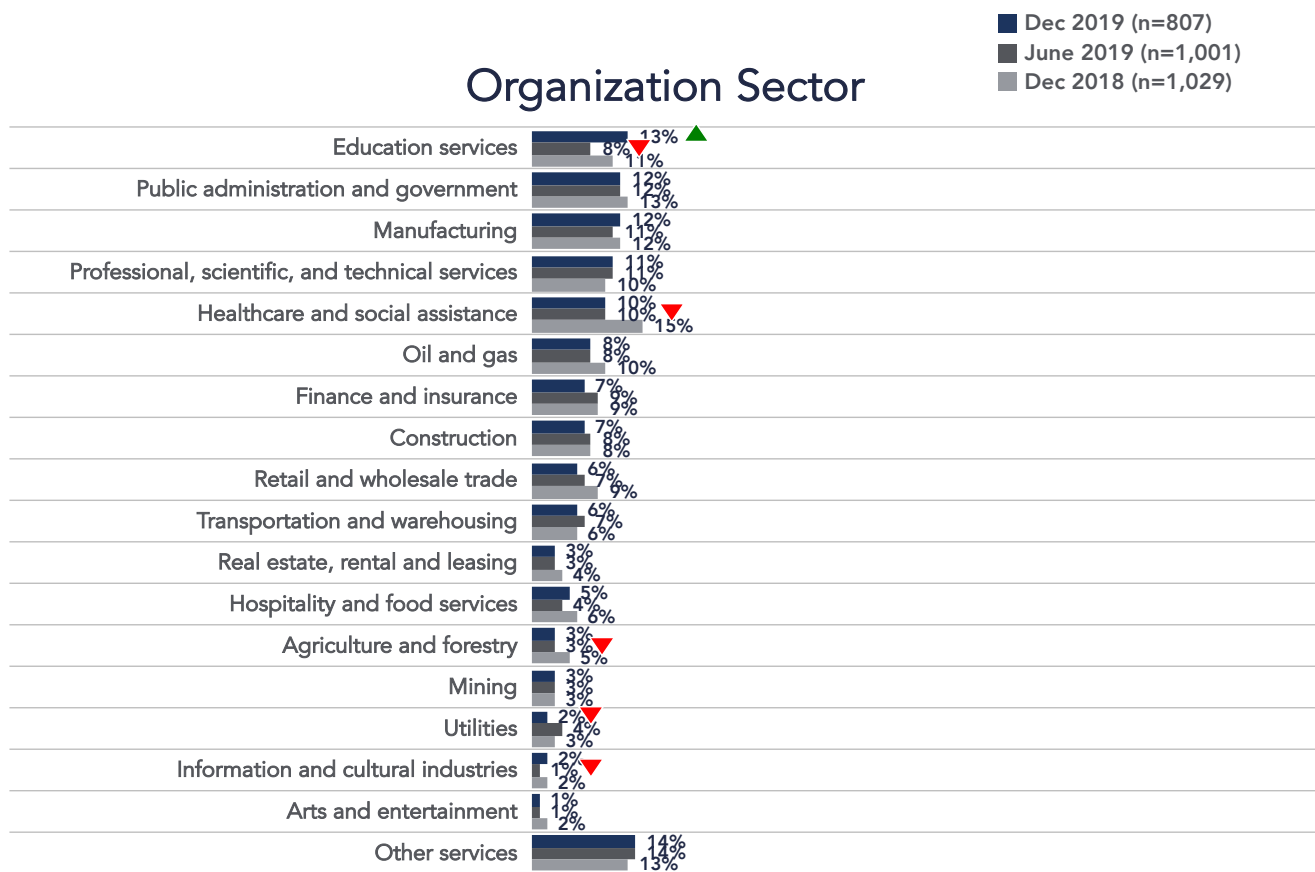
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DEMOGRAPHICS

Respondents were also distributed across a wide range of roles in the organization as well as sectors and organization type.

Just under half (45%) have at least some unionization among their employees.

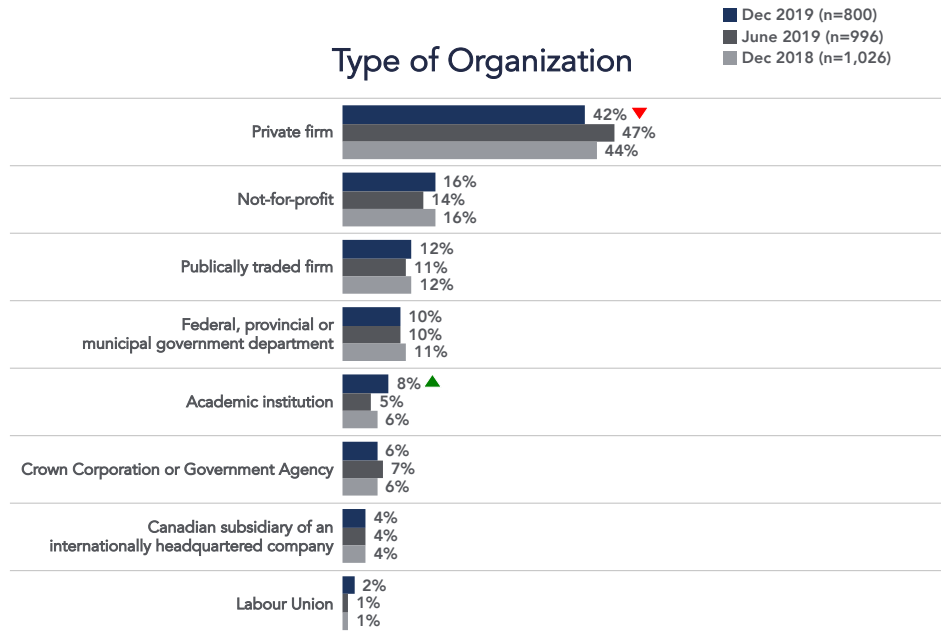


Base: Employed in HR function
 C3. What sector does your organization operate in?
 If you are a consultant to multiple firms, please select all of the applicable areas.

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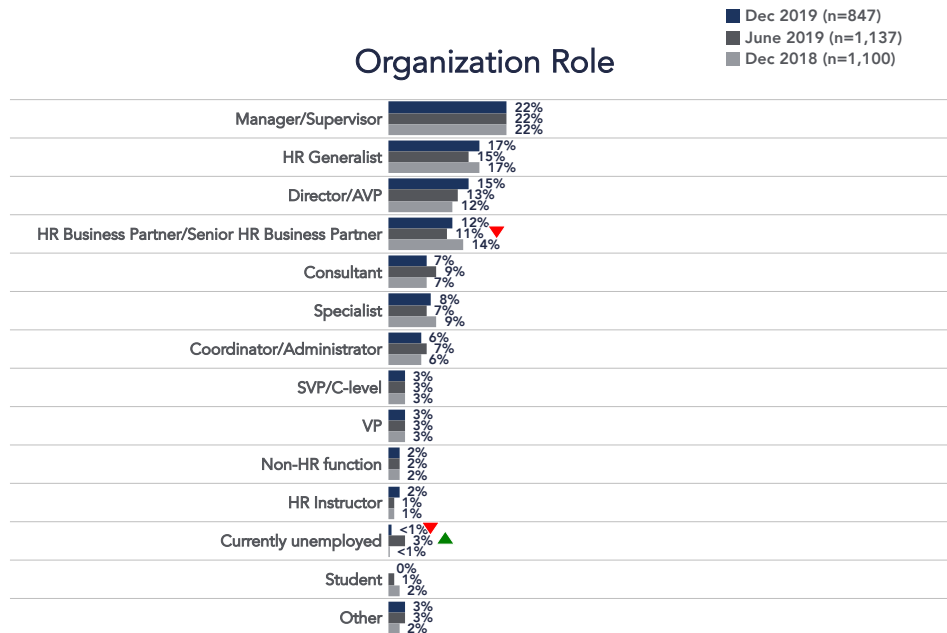


Type of Organization



Base: Employed in HR function
C3a. My organization is a...

Organization Role



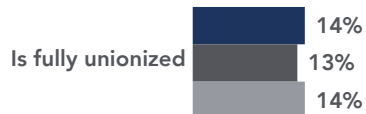
Base: All respondents
C1. Which option best describes your role in your organization?

Western Canada HR Trends Report



Organization Union Status

■ Dec 2019 (n=802)
■ June 2019 (n=995)
■ Dec 2018 (n=1,025)



Base: Employed in HR function

C3b. Which of the following best describes your organization?

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ABOUT THE ORGANIZATIONS

CPHR British Columbia & Yukon

Founded in 1942, CPHR British Columbia & Yukon has grown to include more than 6,000 members encompassing CEOs, VPs, directors of HR, HR generalists, HR advisors, consultants, educators, students and small-business owners in BC and the Yukon. We are all Human Resources. CPHR British Columbia & Yukon offers professional development and networking opportunities as well as resources for every stage of your career. www.cphrbc.ca

CPHR Alberta

CPHR Alberta is our province's community for Human Resources, dedicated to strengthening and promoting the HR profession. As the exclusive granting body for the Chartered Professional in Human Resources (CPHR) designation, CPHR Alberta establishes professional standards within the industry through education, research, and public policy initiatives. Our association connects almost 6,000 HR professionals through professional development, networking, and community initiatives. www.cphrab.ca

CPHR Saskatchewan

The Chartered Professionals in Human Resources of Saskatchewan (CPHR SK) is the premier professional association for human resource professionals and is the Chartered Professional in Human Resources (CPHR) granting body within the Province of Saskatchewan. www.cphrsk.ca

CPHR Manitoba

CPHR Manitoba is the professional association dedicated to strengthening the human resources profession and upholding the highest standards of practice. We link members, businesses, and the general public to important HR issues and trends that are occurring provincially, nationally, and globally. www.cphrmb.ca