



HR Responses to the 2010 Winter Olympic Games

Survey Report – September 2009

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Executive Summary

The 2010 Winter Olympic Games will be a significant event in the history of BC. With the influx of people, the global attention drawn to the city, the major improvements in facilities and infrastructure that the event requires, it will leave a clear legacy for our province. At the same time it presents a unique challenge and opportunity for HR practitioners with the responsibility for managing and adapting the conditions of their peoples' employment to maintain productivity whilst responding to the needs of employees.

In August of 2009, BC HRMA surveyed a portion of its membership to find out how the 2010 Winter Games (which includes the Olympic and Paralympic events) are viewed by organizations and the policies and practices that will be put in place for the duration of the 2010 Winter Games. The survey was answered by 282 organizations or 20% of the sample size. The respondents were from all regions and sectors of BC. This report details these findings.

Overall, almost as many organization's (22%) have a positive view about the productivity impacts of the 2010 Games as have a negative view (30%). The majority of organizations are neutral (48%) with regards to impacts on productivity and revenues.

Most organizations (48%) are in the information gathering or planning stages of their 2010 Winter Games responses. Only 9% have approved and communicated their new policies. The area which is of most concern to all organizations, whether positive about the 2010 Games or not, are the impacts caused by travel and transit disruption. In response to this the top three rated policies being considered or introduced relate to flexible hours, telecommuting and support with transit use to work. The policies that are being considered by the least number of organizations are a reduction in work hours and making vacation compulsory.

Additional policies that are being considered involve allowing people to bank overtime to be taken during the 2010 Winter Games or to provide alternative places of work for staff during the Games period. In general most organizations expect to be impacted for the two weeks of the main Winter Olympic Games, however those who are within 1km of an Olympic venue expect to be disrupted for the six to 10 week period of the pre, post, Olympic and Paralympic Games.

The 2010 Winter Games will be a memorable event and anecdotal evidence from other host cities suggests the "buzz" created is a great opportunity to build community and contribution within your organization. In terms of additional benefits being considered during the 2010 Winter Games, the two most popular are access to a television at work and support with commuting. Many organizations are also considering Games-based social events and providing additional hours for volunteering. The activity that is least

likely to be considered by organizations is providing additional paid time off. There were several other ideas contributed by survey respondents on how to link to the Spirit of the Games, which included Olympic-themed wellness programs, regular updates through email or intranet, and inviting Olympic athletes to come and speak to staff.

As the 2010 Winter Games are a unique event and there is no blueprint for how to manage their impacts effectively, respondents were asked to rate the usefulness of various information sources. Informal networks and the VANOC website were the two most useful sources. Online discussion groups were the least useful. Many other respondents cited the Translink website as a useful source of information.

The other area where HR practitioners were looking for increased information is in regard to understanding the responses of other organization's in their local or industry sector. This report has a broad sectoral, industrial and regional representation. It provides a clear and detailed view of the main concerns and responses of the organizations who will be impacted by the 2010 Winter Games. It is BC HRMA's intention that this information will support HR practitioners throughout BC to effectively prepare their organizations to meet the challenges and benefit from the opportunities of this unique event.

1. Introduction

The 2010 Winter Olympic Games will be a unique event in the history of BC. With the influx of people, the global attention drawn to the city, the major improvements in facilities and infrastructure that the event requires, it will leave a clear legacy for our province. At the same time it presents a one off challenge and opportunity for HR practitioners with the responsibility for managing and adapting the conditions of their peoples' employment to maintain productivity whilst responding to the needs of employees.

In August of 2009 BC HRMA conducted a survey of the HR impacts relating to the 2010 Winter Olympic Games. The aim of this research is to gain an understanding of the overall views on how the 2010 Games will impact BC organizations and gain insight into the policies and practices that people are considering putting in place in response to the 2010 Winter Games. The intention is to support all HR practitioners to prepare effectively for this unique and significant event.

The data was gathered through an online survey distributed to BC HRMA members. The survey received 282 responses from a sample group of 1400. This is a response rate of 20%. As expected the survey was of more relevance to those who are close to the activities of the 2010 Winter Games with 66% of responses coming from organizations in the Lower Mainland, including the Fraser Valley. There was also an above average input from people who are working in for profit businesses who made up 64% of the response group. Every other sector in BC was sufficiently represented and, where appropriate, reference is made to the differences in approach between sectors.

This report details the overall impacts that people expect from the 2010 Winter Games and highlights the range of policy responses that have been implemented or are being considered by HR practitioners in BC.

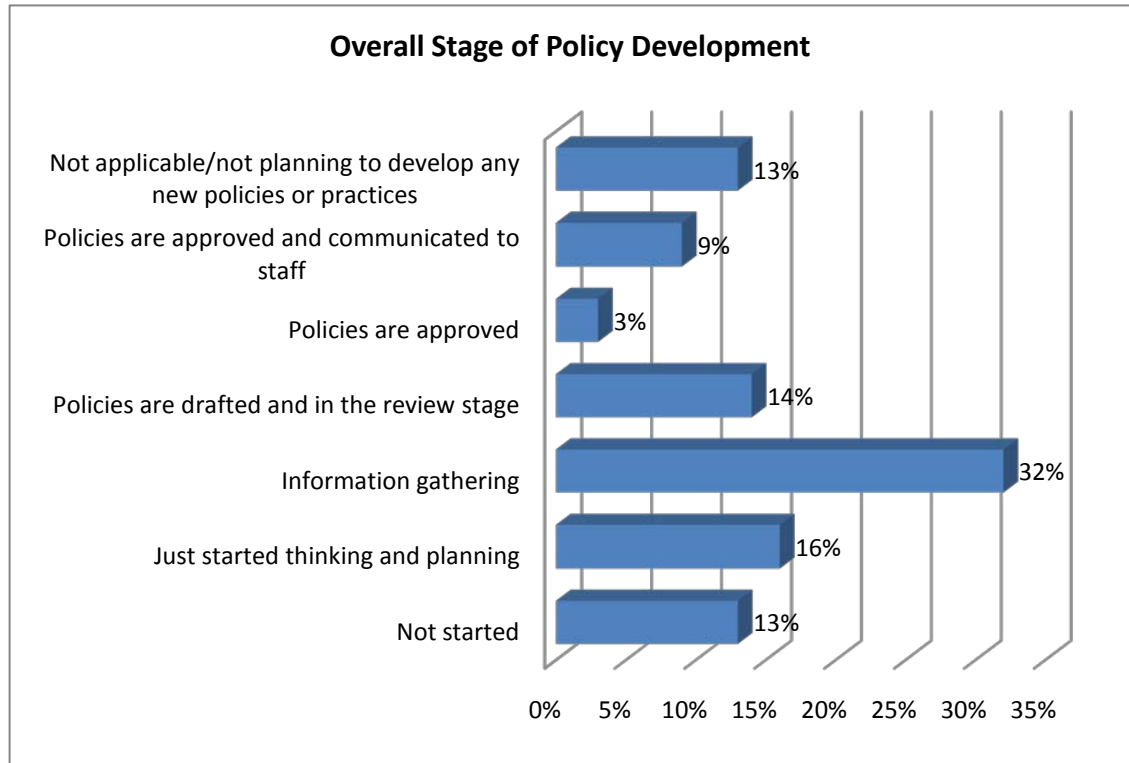
For a full breakdown of the respondents participating in this survey, please refer to Appendix 4.

2. The Current State of Play

The survey asked respondents to state their stage of development with regard to their HR responses. The table below shows the details of the percentage of respondents who are at each specific stage.

Graph 2A

At what stage of development are your workplace policies and practices relating to the 2010 Winter Games?



The graph highlights that the vast majority of organizations, 32%, are in the information gathering stage and up to 26% of organizations have either not started or are not planning to make any changes. Of those organizations not planning to make any changes there is a majority that are situated outside of the Lower Mainland and therefore do not believe they will be directly impacted by the 2010 Winter Games.

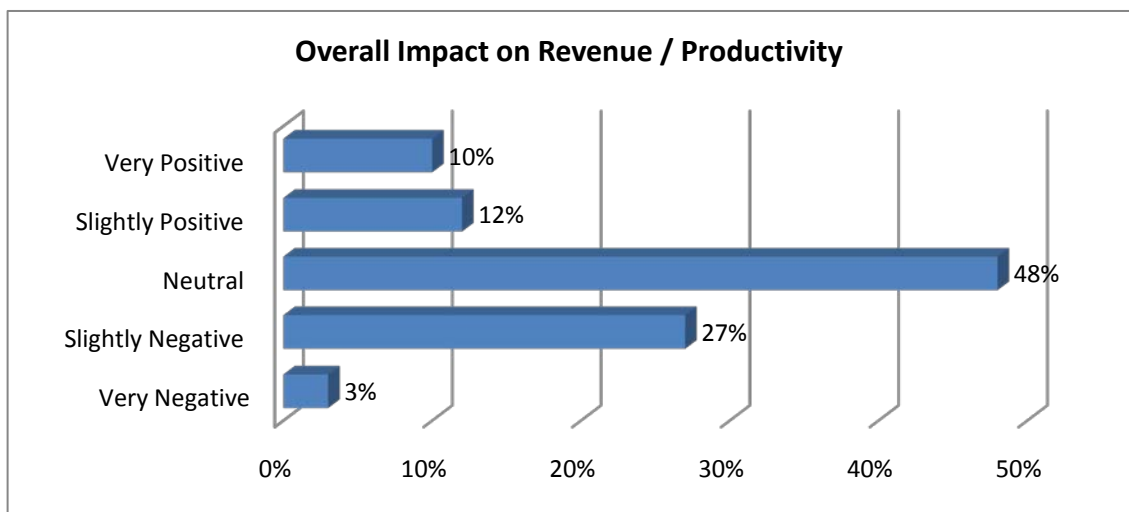
In situations where the policies had been drafted or approved and communicated to staff there was a higher number of organizations with over 500 employees in this group.

3. Overall Perceived Impact

Respondents were asked to rate whether or not they believed the 2010 Winter Olympic Games would have a positive or negative impact on their revenue / productivity. The overall results of this question are displayed below and indicate a very balanced view. There are approximately as many organizations who expect to gain from the 2010 Winter Games as expect to be negatively impacted. Through the rest of this section we will explore the nature of both sides of these impacts.

Graph 3A

What impact do you expect the 2010 Winter Games to have on the overall revenue and productivity of your organization?



The vast majority of organizations do not expect the Games to have an impact on their revenue or productivity. The positive and negative views are closely balanced with a combined 22% expecting a positive impact and 30% expecting a negative impact. Only 3% expect the impact to be very negative whilst 10% expect the impact to be very positive.

Of those who are expecting a negative impact the written reasons covered the following main areas:

- Reduced staff productivity through increased vacation, distraction at work, absenteeism and transportation/workplace access challenges
- Reduced revenue from clients due to lower client activity, challenges in getting to clients to service their needs, clients distracted by the games

Of those who were expecting positive impacts there were two main categories.

1. Increased business derived from supplying the Olympic organization and related infrastructure development
2. Increased revenue anticipated through increased use of services by visitors and Games related activities

A few organizations mentioned that the 2010 Winter Games would allow them to increase the profile of their service and brand leading to increased future business.

There was no significant difference between the percentage of organizations with a positive view and those with a negative view based on proximity or being located in the Lower Mainland. Organizations with over 500 staff were more likely to see the Games as having a positive impact with an overall score of 30% selecting these two options as opposed to 22% for the overall sample group. The majority of organizations with a positive view were from the following industries tourism, hospitality, retail trade, engineering and transportation.

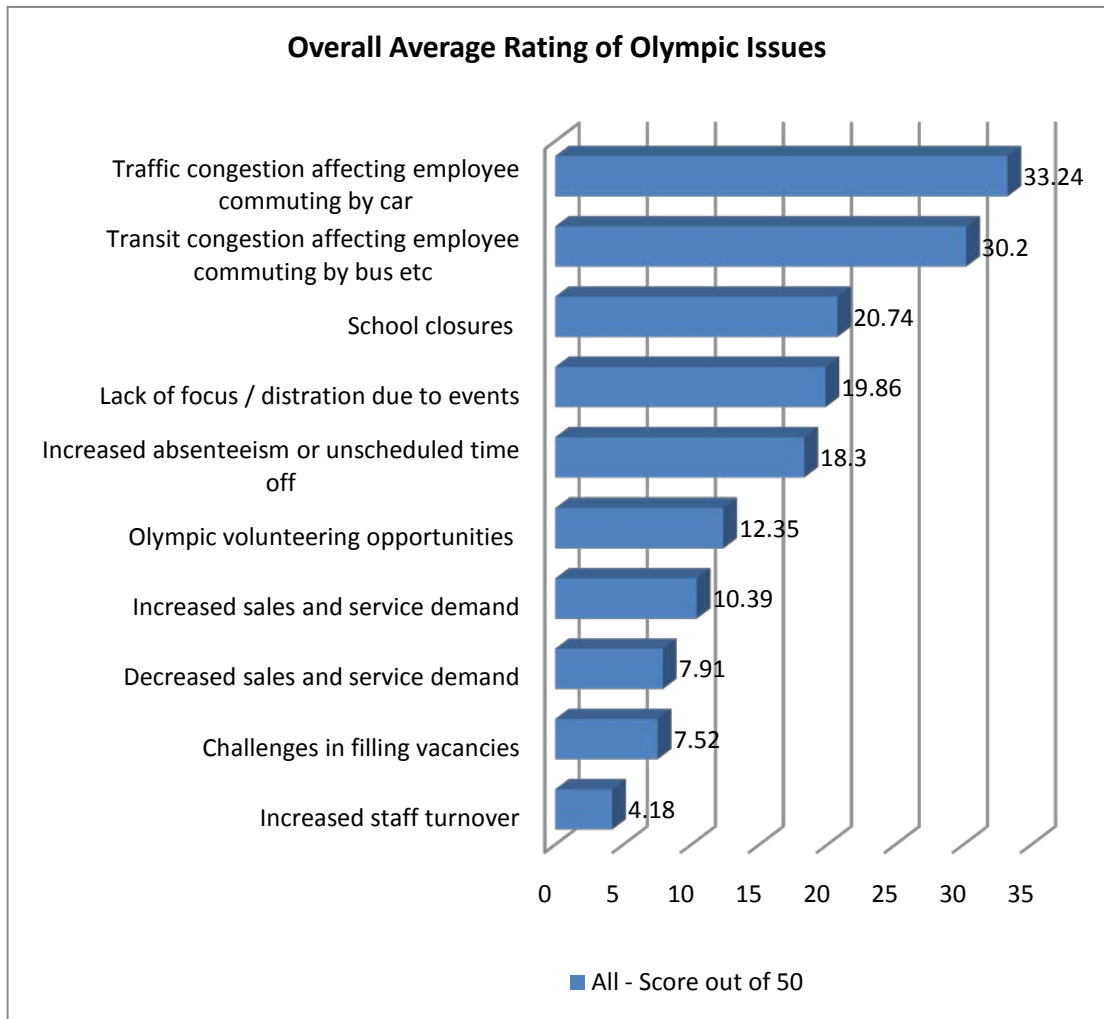
3.1 Perceived Impacts of the 2010 Games

Following on from the question of overall impacts, respondents were asked to rate the extent to which specific issues or situations would affect their employees and potentially the operations of their organization. The graph below shows the ratings for each of the specific areas. Subsequent to the overview we will look at those issues which were rated high and low by most respondents.

See graph on next page.....

Graph 3B

To what extent do you see the following 2010 Winter Games-related issues impacting your staff and your organization?



The top two impacts identified by the survey relate to transportation, for those who commute by car and those who commute by transit. The next group consists of school closures, a lack of focus and increased absenteeism. Although school closures affect only certain districts their impacts are felt by employers and employees across the Lower Mainland.

Organizations that are less than 1 km from a venue see the transportation issues as even more significant, scoring traffic congestion as 41 out of 50 and transit congestion as 39 out of 50.

The bottom two rated challenges are in filling vacancies and increased staff turnover. The estimates of the jobs “created” vary widely from 200,000 to 1,500 depending on the perspective being taken. The survey results suggest that organizations are not anticipating a significant increase in employment opportunity during the period of the games and hence do not expect to see their staff leave to new opportunities or to have trouble filling existing vacancies. From the written comment in the survey this suggests that the majority of organizations do not see

Olympic related employment opportunities as impacting their full time or part-time staff group. Those who view the 2010 Winter Games as having a positive impact view these issues differently and this is described below.

Salt Lake City, the Winter Olympic host in 2002 did see a spike in jobs for the period of the Games. However, this was a temporary increase specifically related to Olympic-oriented activities. It is likely that any impact on vacancies or turnover will be very limited to specific sectors such as hospitality or tourism retail.

Overall, the graph above indicates that most organizations consider the transit and travel impacts to be the most significant. These are issues that are hard to control and their impacts can only be mitigated through changes to work patterns or workplaces. The areas of distraction at work and absenteeism which have a stronger correlation to productivity are seen as having only a slight impact.

Key Differences in Impacts

Those organizations who believe that their organization will be negatively impacted by the 2010 Winter Games still see the two congestion challenges as the most significant. However they consider a lack of focus at work and a decrease in sales and service demand to be more significant than the majority of respondents.

Organizations that believe the 2010 Winter Games will have a positive impact are as concerned as others about congestion and a lack of focus or absenteeism within their staff group. Where they differ significantly is in their view of increased demand for sales and service. This group scores this impact as 27 out of 50 compared to 10 out of 50 for the majority of respondents. They also differ in their view of the impact on staff turnover and trouble in filling vacancies. In each case the positive group, rate these issues as almost twice as significant as the majority of respondents.

To see more details of these differences please refer to the graph in Appendix 1.

Additional Expected Impacts

Over 84 organizations commented on the potential for additional impacts related to the 2010 Winter Games. These impacts fall into the following areas:

1. Managing additional requests for vacation / days off
2. Maintaining a sense of equity/ fairness in how time off is granted
3. Managing overtime spend to deal with increased absenteeism
4. Managing schedules and workforce planning to deal with transport disruptions
5. Managing issues associated with telecommuting
6. Finding accommodation for visiting staff, contractors or clients
7. The potential risk of managing this disruption at the same time as a flu outbreak

A few organizations (19) identified potential post-Olympic impacts including:

1. Increased sick leave caused by burn out from Olympic phase
2. Potential staff / hours reduction due to reduced sales post 2010 Winter Games

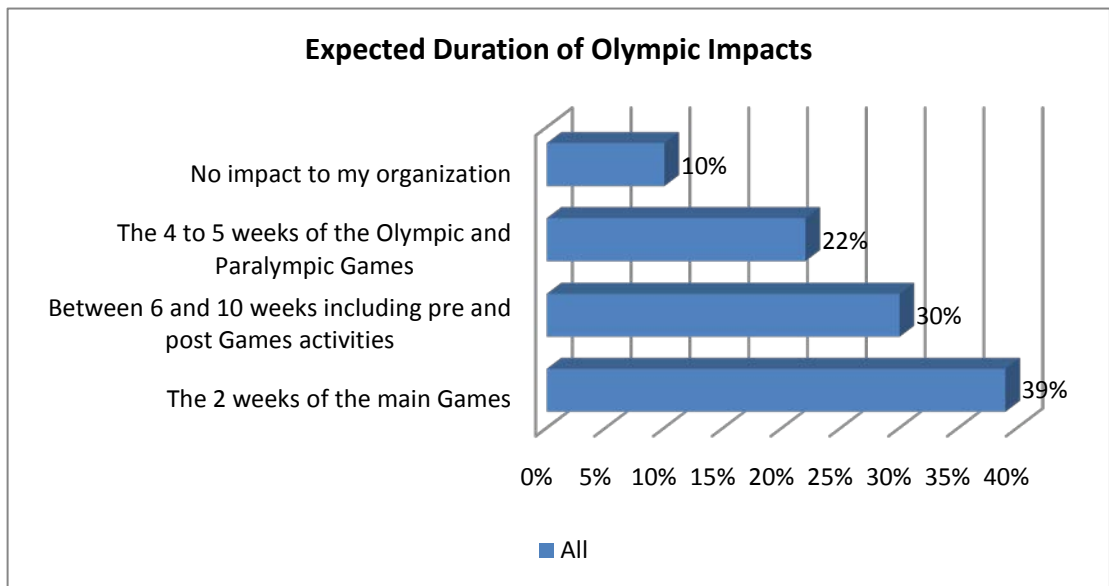
3.2 Duration of Impacts

The graph below shows the duration over which organizations expect the impacts of the 2010 Winter Olympic Games to last. It is challenging to assess exactly how long and to what extent different aspects of the activity in the Lower Mainland will be impacted during the phases of the Games. Based on information available from VANOC, the transportation plan, which includes limits to road use, increased transit and secure areas around Olympic sites, will be in place from at least February 12th until March 21st. This is a period of approximately six weeks.

The majority (39%) of organizations expect to be impacted only for the two weeks of the main Olympic Game whilst 30% expect the impacts to last six to ten weeks including the pre/post activities and both sets (Olympic/Paralympic) of Games events.

Graph 3C

Over what duration do you expect your organization to be affected by the 2010 Winter Games?



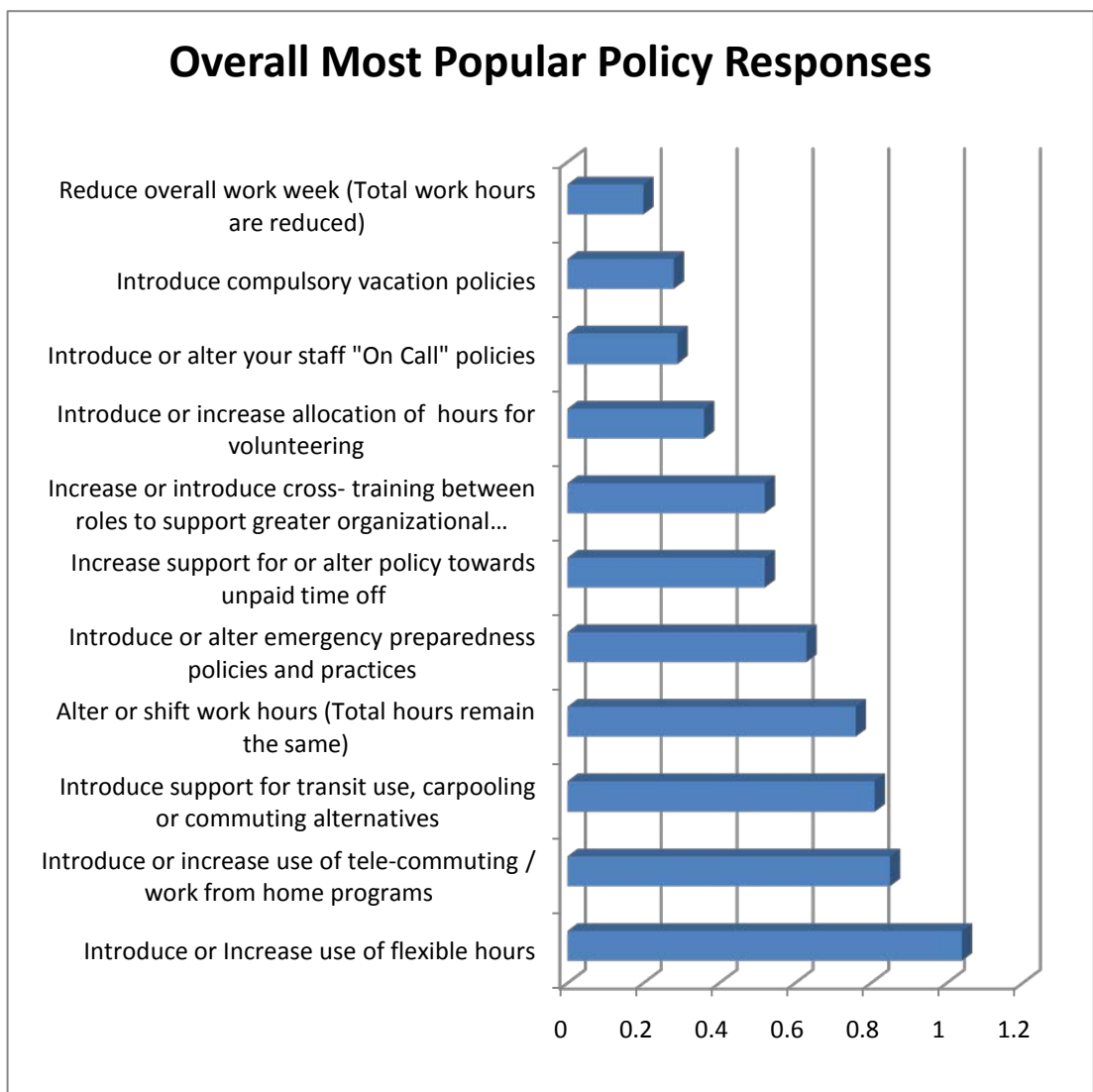
When it comes to differences in results those who are closest to the venues expect to be most impacted. The majority of organizations (40%) who are within 1km of a venue expect to be impacted for six to ten weeks. Additionally no organization that is closer than 3kms to a venue expects not to be impacted.

4. Policy Responses to the 2010 Winter Games

Given the anticipated impacts the survey then asked organizations to rate the various potential policy responses that they are considering or have put in place. The graph below shows which policies had the strongest support overall (The longer the bar the more supported the policy). The rest of this section will look in detail at specific policies and the extent to which organizations are considering implementing them.

Graph 4A

Which of the following workplace policies or practices are you considering or have been put in place specifically in response to the 2010 Winter Games?



It is clear that most organizations are considering or have implemented some form of change to create more flexible work schedules and enable more people to work from home or alternative

locations. The focus is on shifting work patterns to enable staff to be able to contribute effectively whilst minimizing the impact on their personal time or travel situation.

On the opposite end of the scale very few organizations are considering reducing their overall work week or changing their vacation policy to include compulsory vacation.

One area where we might have anticipated a stronger response is with regard to cross-training to enable greater flexibility within the organization to cope with unexpected days off or service disruptions caused by travel problems. This ranked as the fifth from the bottom of the eleven options, with only 37% of organizations who have put it in place or are considering doing so.

A second area is with regard to increasing the option for volunteer time or unpaid time. Neither of these areas seem strongly supported with 71% of organizations not considering increasing their volunteer time allocation and 59% of organizations not considering altering their policy towards unpaid time off.

For a more detailed breakdown of the approaches being taken to each policy, please refer to the graphs and charts in Appendix 2.

Differences by Organizational Size

With regards to organizational size, larger organizations (over 500 staff) are more likely to introduce support for commuting or telecommuting. Organizations in the 250-500 range are more likely to be looking to increase cross-training and less likely to be introducing telecommuting. Organizations in the 1-50 staff range are more likely to be reducing their overall work week and less likely to be introducing or increasing their allocation of volunteer hours.

Additional Policy Responses

A number (32) of organizations included written comment about additional policies or practices they were introducing in response to the 2010 Winter Games. The following list summarizes the main points raised through these written comments.

1. Allowing people to bank extra overtime to be taken during the games period. This included people who work a nine-day fortnight¹ being able to work their tenth day and bank this to be taken at a later time.
2. Providing alternative locations from which to work. This included renting office space out of the downtown core and enabling staff to work from remote offices in other provinces or cities
3. Setting deadlines by which employees must indicate whether or not they wish to take any time off during the period of the 2010 Winter Games.

¹ This is a practice where people work 9 longer days and receive the 10th day off

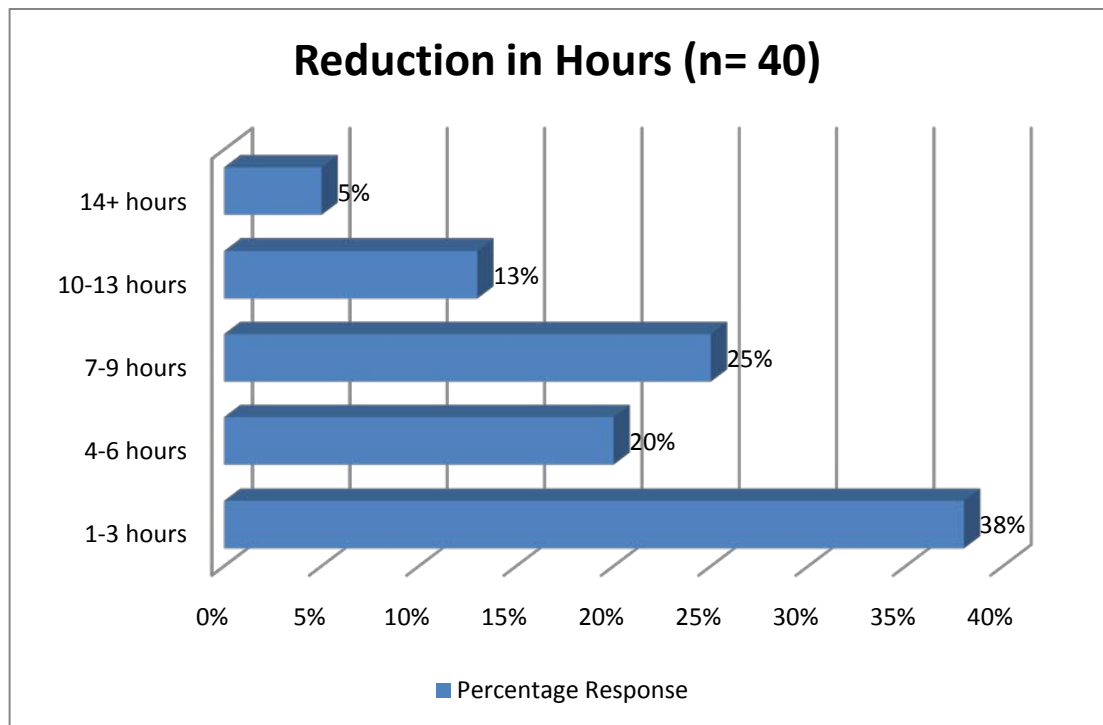
4.1 Reduction in Work Hours

Approximately 16% of organizations indicated they will or were considering reducing the overall length of their work week for the duration of the 2010 Winter Games. This policy was the least popular of all of those specified. However, as stated above, it is more popular among small organizations (1-50 staff) than all other sizes of organization. The graph below shows the range of potential reductions and the percentage of the 40 organizations who responded to this question that are considering them.

(Please note that 40 organizations is approximately 16% of the organizations that responded to the question regarding policy responses.)

Graph 4B

By how many hours are you reducing or thinking of reducing your total work week?



In general, the reduction in hours being considered are slight. Over 58% of those who are considering reductions are looking at reduction of 6 hours or less. Only 5% or two organizations are considering a reduction of over 14 hours.

5. Additional Benefits Introduced in Response to the 2010 Winter Games

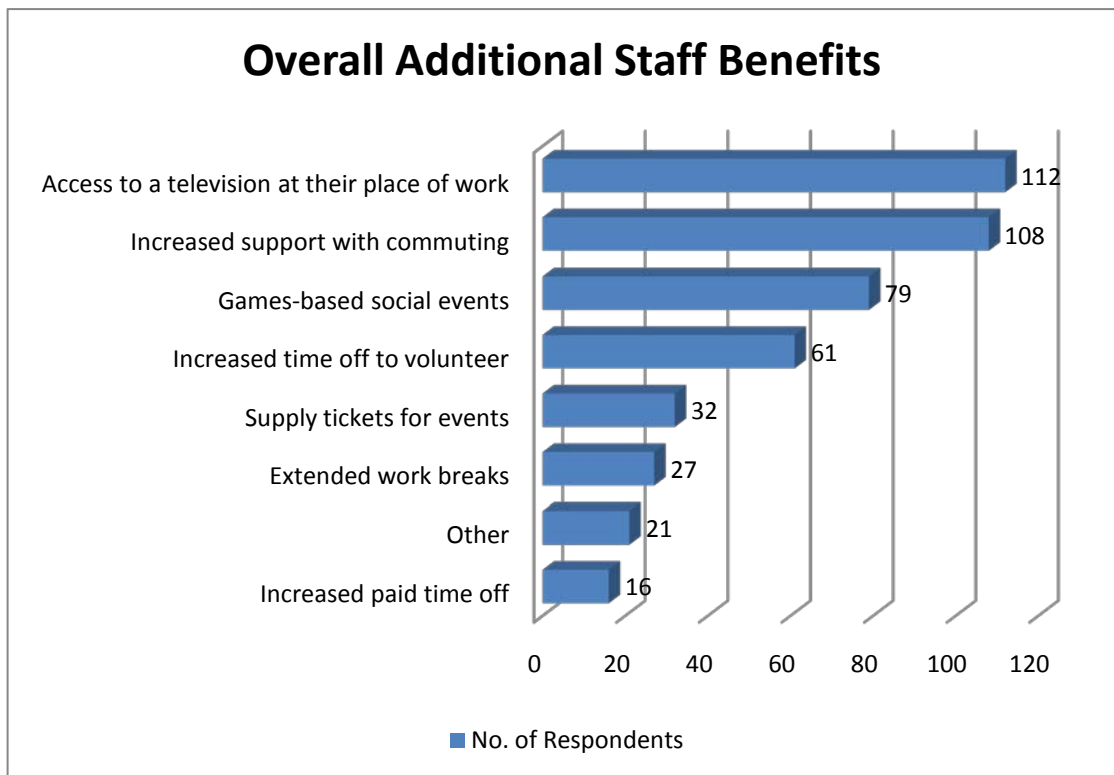
After considering the challenges and potential policy responses, survey respondents were asked to identify the types of additional staff benefits they are considering introducing. An event such as the 2010 Winter Games will generate a significant buzz and organizations will be unable to ignore the compelling competition happening on our doorstep. The graph below highlights the major ways in which organizations are looking to support their staff to participate, through their workplace, in the 2010 Winter Games.

Graph 5A

What additional employee benefits are you considering providing during the 2010 Winter Games?

Respondents were asked to select all that apply. Hence the figures below show the total number of organizations considering each area.

(Please note 193 organizations responded to this question)



By far the two biggest areas are access to a television and increased support with commuting. Given the size of the sample (193) very few organizations are considering supplying tickets or any other forms of benefits. For example only 8% of organizations are considering increasing the amount of paid time off and only 16% of organizations are considering supplying tickets.

When it comes to the other options considered by organizations, many of the responses relate to enabling people to telecommute as a benefit and the introduction of casual dress for the period of the 2010 Winter Games.

Differences by Organizational Size

There are a few differences in approach based on organizational size that are worth noting when considering your particular response to providing additional benefits.

As regards accessing a television, it is better to be in a small or medium sized organization as they are more likely to be providing this. However, 50% of organizations with over 250 staff will also be providing access to a television.

With regard to increased paid time off and extended work breaks it is better to be in a small organization (1-50 staff) as they are twice as likely to be providing these benefits than other organizations

When it comes to receiving tickets to events or games-related social events it is more beneficial to be in a medium or larger organization (250 staff and over) as these organizations are more likely to provide these additional benefits.

For full details of the different approaches between different organizational sizes please refer to the table in Appendix 3.

5.1 “Spirit of the Games” Approaches

The 2010 Winter Games will be a great spectacle. Anecdotal input from HR practitioners in Utah (2002 Games Host) suggested that it is impossible not to get caught up in the buzz of the events. At the same time this “buzz” provides an excellent opportunity for organization’s to energize staff, increase the achievement and build a sense of community through linking to a powerful shared experience.

In keeping with this view organizations were asked to detail the ideas or actions they were taking to support their staff to connect with the energy and spirit of the Games. The majority of the 58 written responses suggested that people had yet to decide or were not going to do anything beyond what had been indicated in the graph above. Of those who had detailed plans below is a summary of the main ideas and activities listed. Given what we understand of the experience from previous host cities there is great opportunity to increase employee contribution and connection to the organization through creative linkages to people’s work experience and the 2010 Winter Games.

1. Creating a main area where people can gather to watch events on TV – “Olympic Fun House”
2. Emailing or posting on Intranet daily Games highlights
3. Olympic themed wellness program for fall of 2009
4. Providing tickets to events as part of incentive scheme during 2010 Games
5. Bringing in athletes to speak to staff and involving staff in fundraising for specific athletes
6. Aligning recognition program to the 2010 Games
7. New staff uniforms for 2010 Games period

6. 2010 Winter Games Information Sources

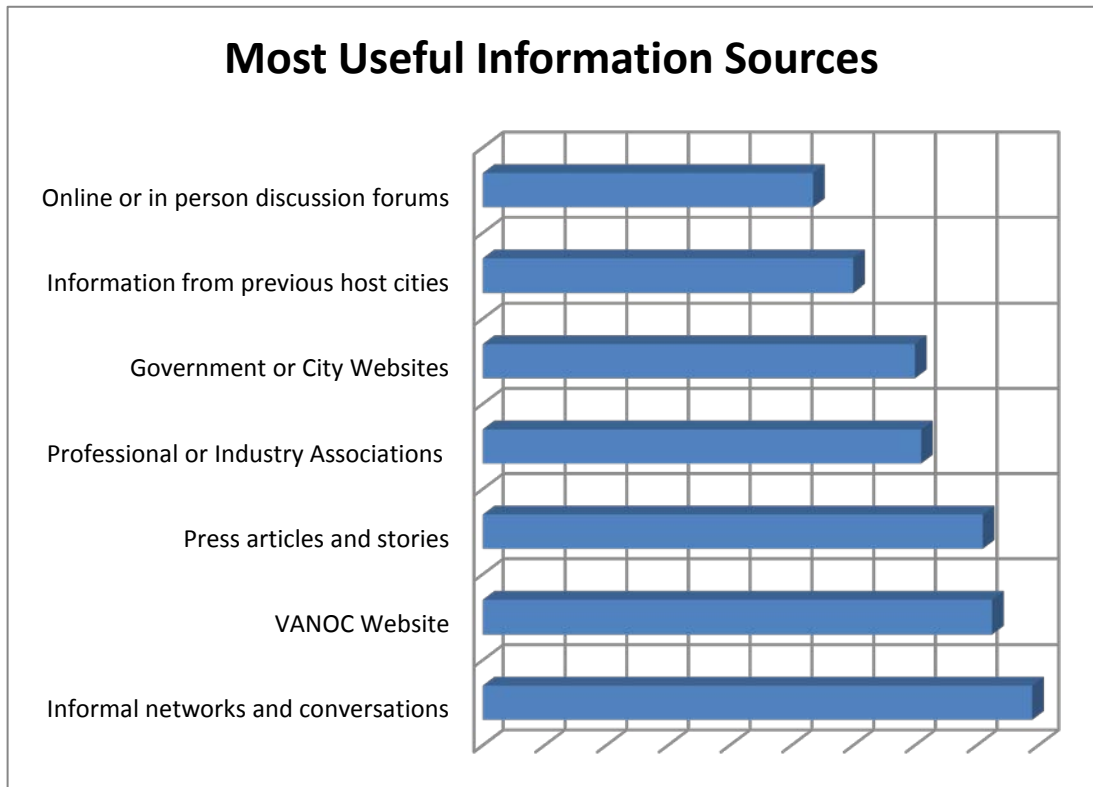
With any one off event a key area of concern for those involved in planning how to respond is the information relating to the event and what will happen when. The 2010 Winter Games will be unlike anything experienced before in BC. They will also be different to many other Winter Games as the venues for BC are more widespread and more integrated with the downtown than many recent host cities. In order to support HR practitioners to find and follow the best sources we asked people to rate the usefulness of various sources and to share with us the alternative sources or additional information that is required to adequately prepare for this event.

The chart below shows the sources specified and how people ranked their usefulness.

(Please note a longer bar indicates a source was seen as more useful.)

Graph 6A

Please rate the usefulness of the following information sources in helping you prepare for the 2010 Winter Games.

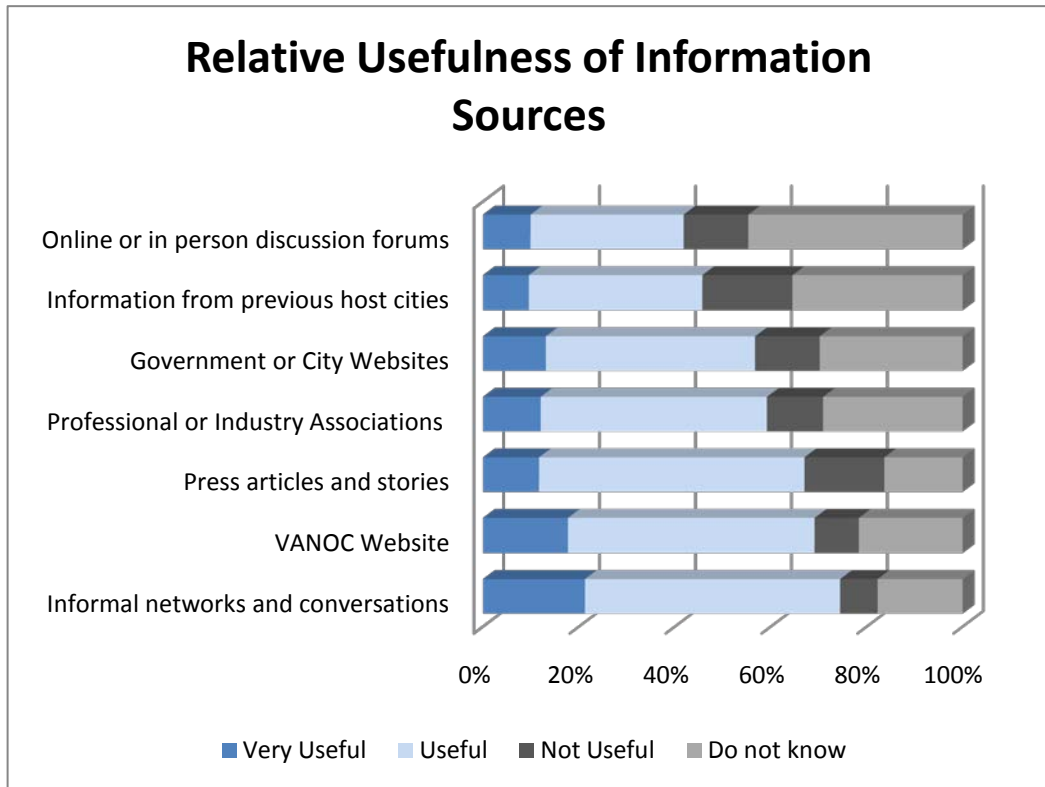


Most useful to people have been their own networks and links, the VANOC website and articles in the press. In the age of social media and Web 2.0, 45% of respondents did not know the usefulness of the online discussion forums or had not been able to find any.

The graph below gives details of the relative usefulness of each of the information sources and also indicates the extent to which people know about them or not.

Graph 6B

Please rate the usefulness of the following information sources in helping you prepare for the 2010 Winter Games.



There was no significant variation in ratings of usefulness between organizations from different sectors, sizes or proximity to the 2010 Winter Games venues.

6.1 Alternative Information Sources

Respondents were asked to list any additional information sources that they were using that they found useful. The main sources of information that were listed in this section included:

1. Translink website
2. BC Transit website
3. VANOC visit to organization
4. Facebook / Linked In

6.2 Additional Information Required

Respondents were asked to detail the information that they required to continue or complete their preparations for the 2010 Winter Games. The main additional information that people were looking for or interested in, is listed below:

1. Detailed information about the length and extent of the traffic delays that can be expected
2. Detailed information about specific transit routes and how these will be altered and augmented for the duration of the 2010 Winter Games
3. More information from other Lower Mainland organizations on how they are responding to the 2010 Winter Olympics
4. More information on the HR practices that are being planned for the period of the 2010 Winter Games
5. More information on tactics being deployed by organizations in the downtown core to get their staff to work

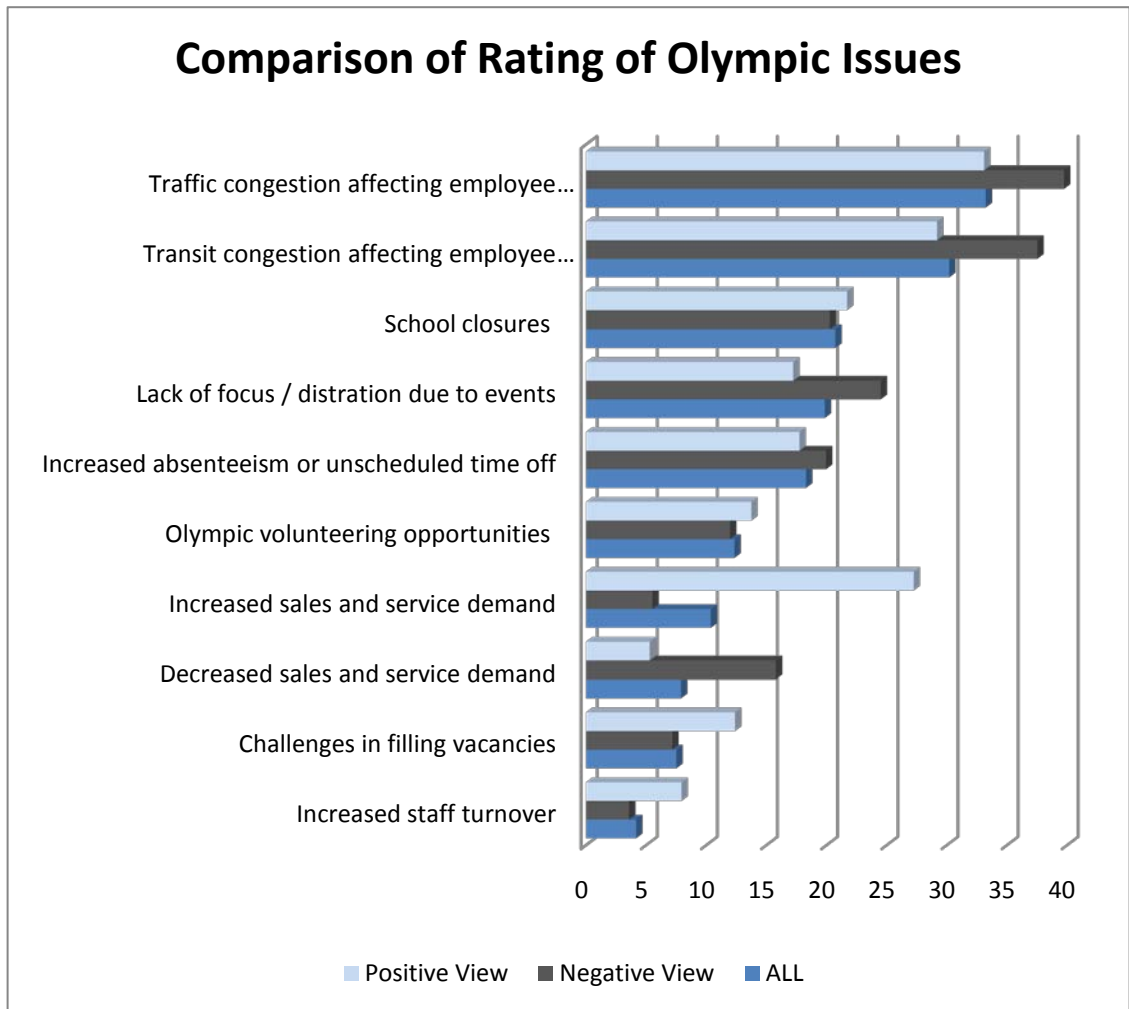
Appendix 1

Comparison of Rating of Olympic Issues

Graph A - 1A

The graph below shows the difference in ratings between those organizations who expect to be positive impacted by the 2010 Winter Olympics and those who expect to be negatively impacted.

All scores are out of 50 where 50 is considered to be a very significant impact and 25 to be a slight impact.



Appendix 2.

Details of Policy Responses to 2010 Winter Games

The graph and tables below give the details of how organizations are considering different responses to the impacts of the 2010 Winter Games.

Graph A - 2A

Which of the following workplace policies or practices are you considering or have been put in place specifically in response to the 2010 Winter Games?

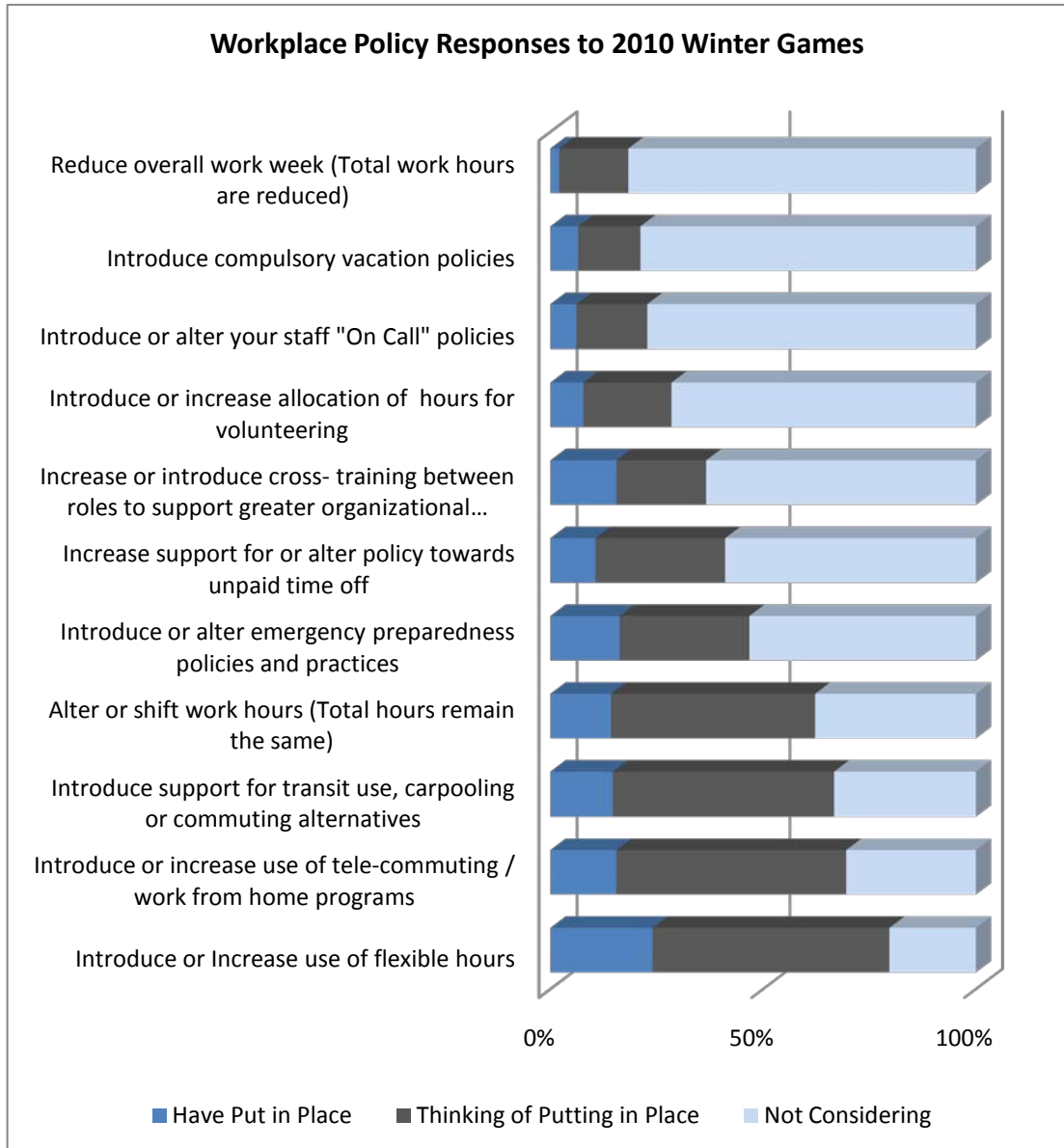


Table a - 2B

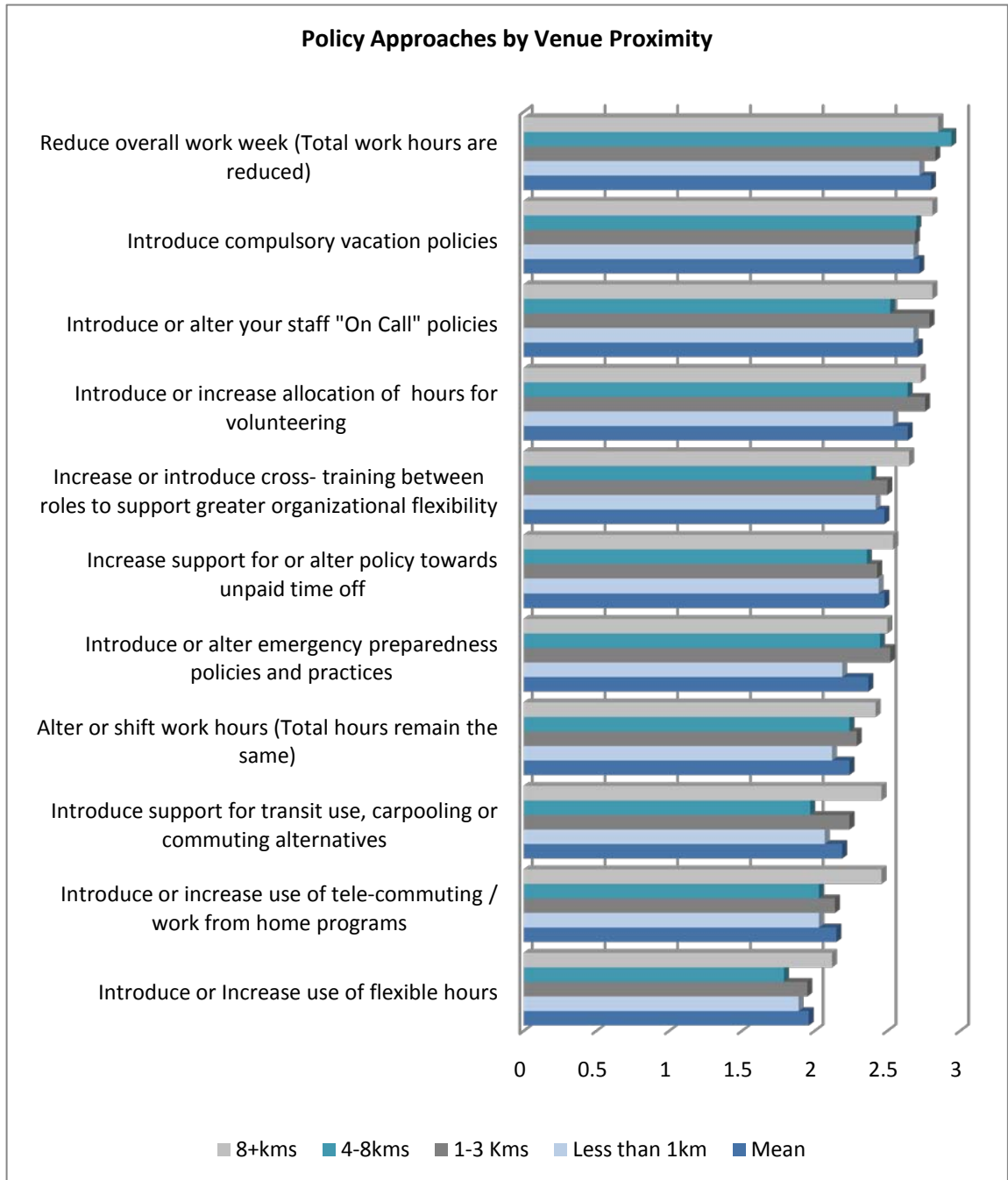
Which of the following workplace policies or practices are you considering or have been put in place specifically in response to the 2010 Winter Games?

Please note: The shading highlights the largest and smallest responses. Green shows the largest percentage and yellow the smallest

All Respondents					
Policy	Rank	Have Put in Place	Thinking of Putting in Place	Not Considering	Response (n=)
Introduce or increase use of flexible hours	1	24.0%	55.7%	20.3%	246
Introduce or increase use of tele-commuting / work from home programs	2	15.4%	54.1%	30.5%	246
Introduce support for transit use, carpooling or commuting alternatives	3	14.6%	52.0%	33.3%	246
Alter or shift work hours (Total hours remain the same)	4	14.2%	48.0%	37.8%	246
Introduce or alter emergency preparedness policies and practices	5	16.3%	30.5%	53.3%	246
Increase support for or alter policy towards unpaid time off	6	10.6%	30.5%	58.9%	246
Increase or introduce cross- training between roles to support greater organizational flexibility	7	15.4%	21.1%	63.4%	246
Introduce or increase allocation of hours for volunteering	8	7.7%	20.7%	71.5%	246
Introduce or alter your staff "On Call" policies	9	6.1%	16.7%	77.2%	246
Introduce compulsory vacation policies	10	6.5%	14.6%	78.9%	246
Reduce overall work week (Total work hours are reduced)	11	2.0%	16.3%	81.7%	246

Graph A - 2C

The graph below shows the relative priority of the different policy options listed based on the proximity of the respondent to an organizational venue.



Overall, the differences between organizations in different locations are slight. The most significant difference is for organizations which are over 8kms from a venue who are less likely to be considering any of the policies compared to other organizations.

Appendix 3

Details of Additional Benefits Being Considered

Table A - 3A

What additional employee benefits are you considering providing during the 2010 Winter Games?

Percentage Responses by Organizational Size (n=193)

Please note: The shading highlights the largest and smallest responses. Green shows the largest percentage and yellow the smallest

Additional Benefit Provided	All	Org Size 1-50	Org Size 51 - 250	Org Size 250 - 500	Org Size over 500
	%	%	%	%	%
Access to a television at their place of work	58%	59%	71%	50%	50%
Increased support with commuting	56%	59%	57%	47%	58%
Games-based social events	41%	14%	35%	50%	52%
Increased time off to volunteer	32%	32%	29%	29%	36%
Supply tickets for events	17%	5%	8%	24%	26%
Extended work breaks	14%	32%	12%	11%	11%
Other	11%	23%	9%	11%	9%
Increased paid time off	8%	18%	8%	3%	9%

Table A - 3B

What additional employee benefits are you considering providing during the 2010 Winter Games?

No. of Respondents by Organizational Size (n=193)

Please note: The shading highlights the largest and smallest responses. Green shows the largest response and yellow the smallest

	All	Org Size 1-50	Org Size 51 - 250	Org Size 250 - 500	Org Size over 500
Additional Benefit Provided	No.	No.	No.	No.	No.
Increased paid time off	16	4	5	1	6
Other	21	5	6	4	6
Extended work breaks	27	7	8	4	7
Supply tickets for events	32	1	5	9	17
Increased time off to volunteer	61	7	19	11	24
Games-based social events	79	3	23	19	34
Increased support with commuting	108	13	37	18	38
Access to a television at their place of work	112	13	46	19	33
No. of Respondents	193	22	65	38	66

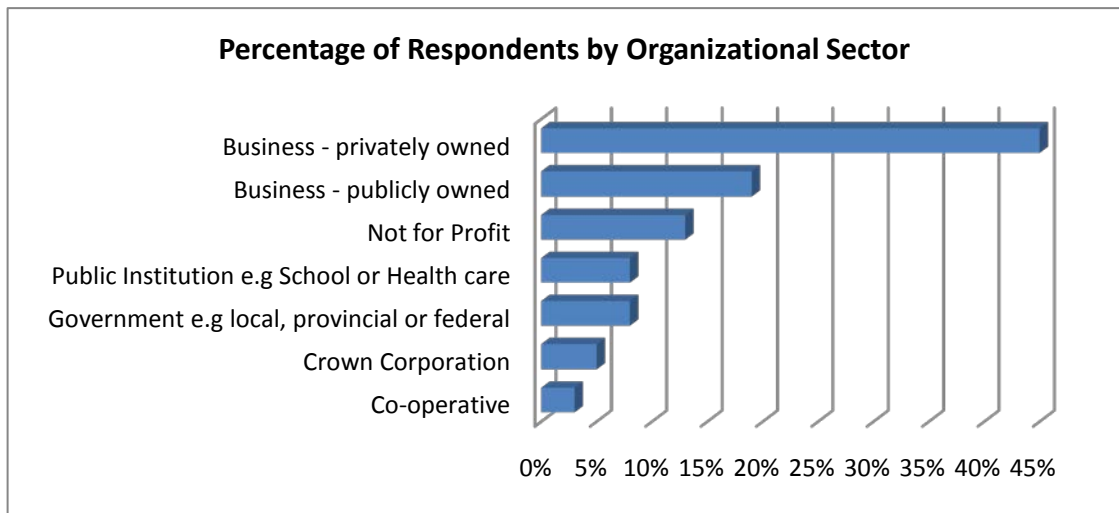
Appendix 4

Demographic Profile of Survey Respondents

The following appendix provides specific details about the profile of the respondent group with regard to factors that are important when interpreting the above data.

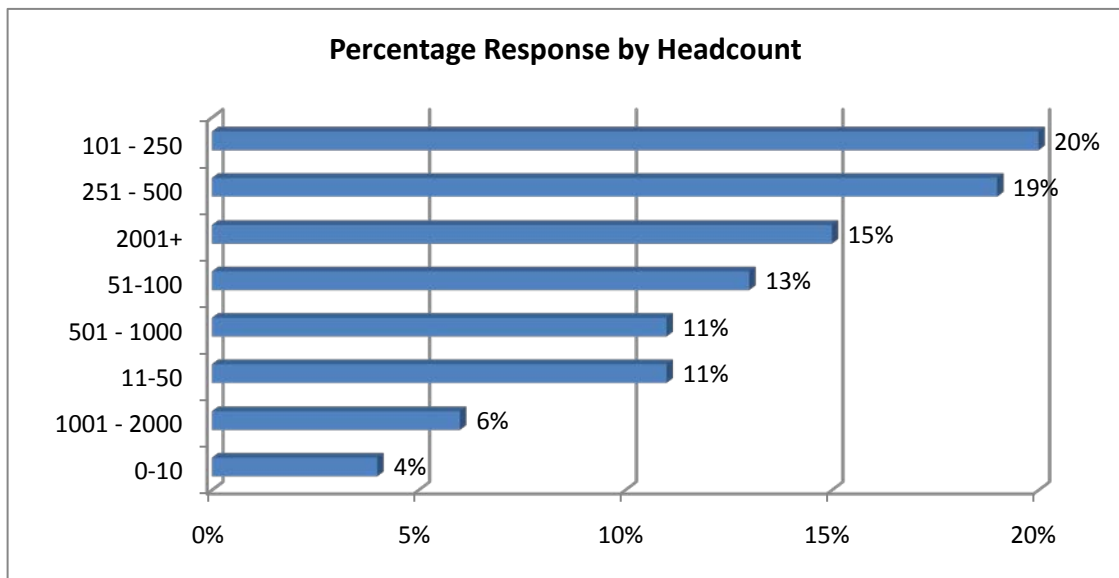
Graph A – 4A Percentage of Respondents by Organizational Sector

Which option best describes your organization's type?



Graph A – 4B Percentage Response by Headcount

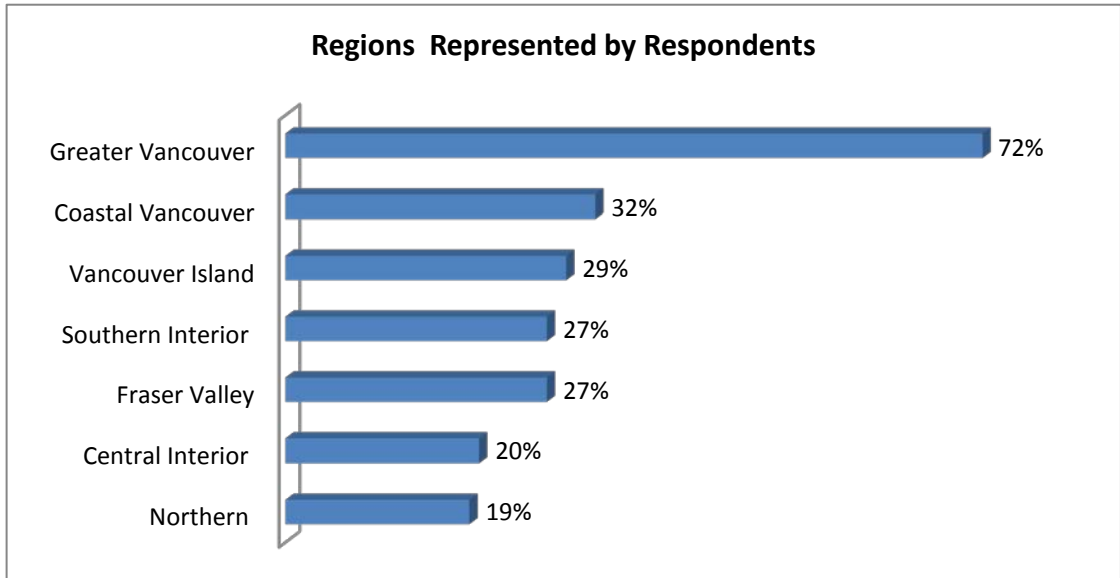
How many people are employed by your organization?



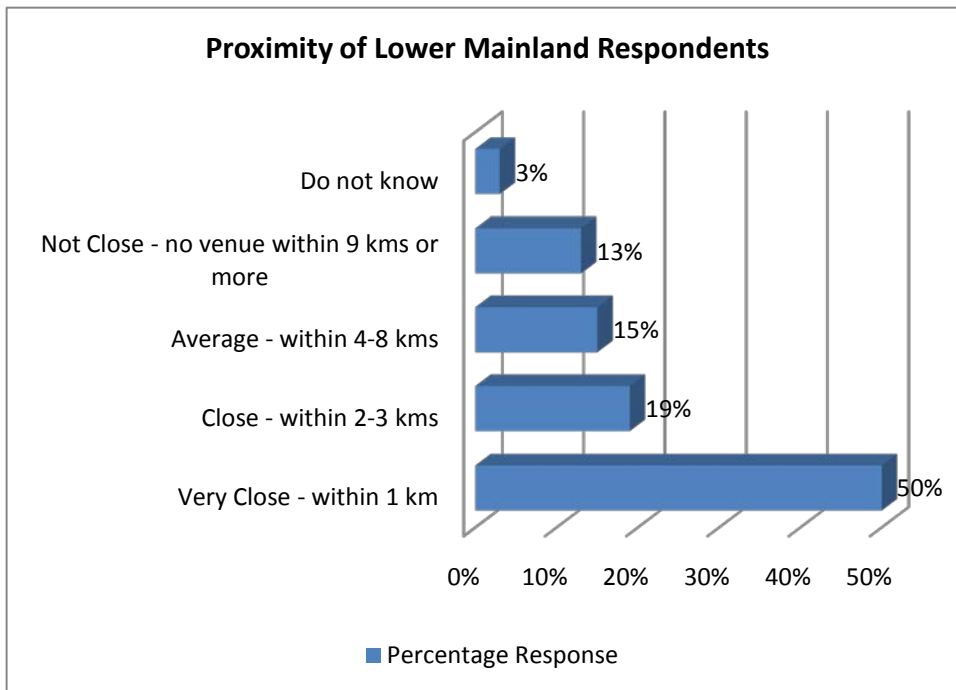
Graph A – 4C Regions Represented by Respondents

In which regions of BC does your organization have operations?

(Please note: This question allowed multiple answers and respondent organizations have operations in more than one region hence the total percentages add to more than 100%.)



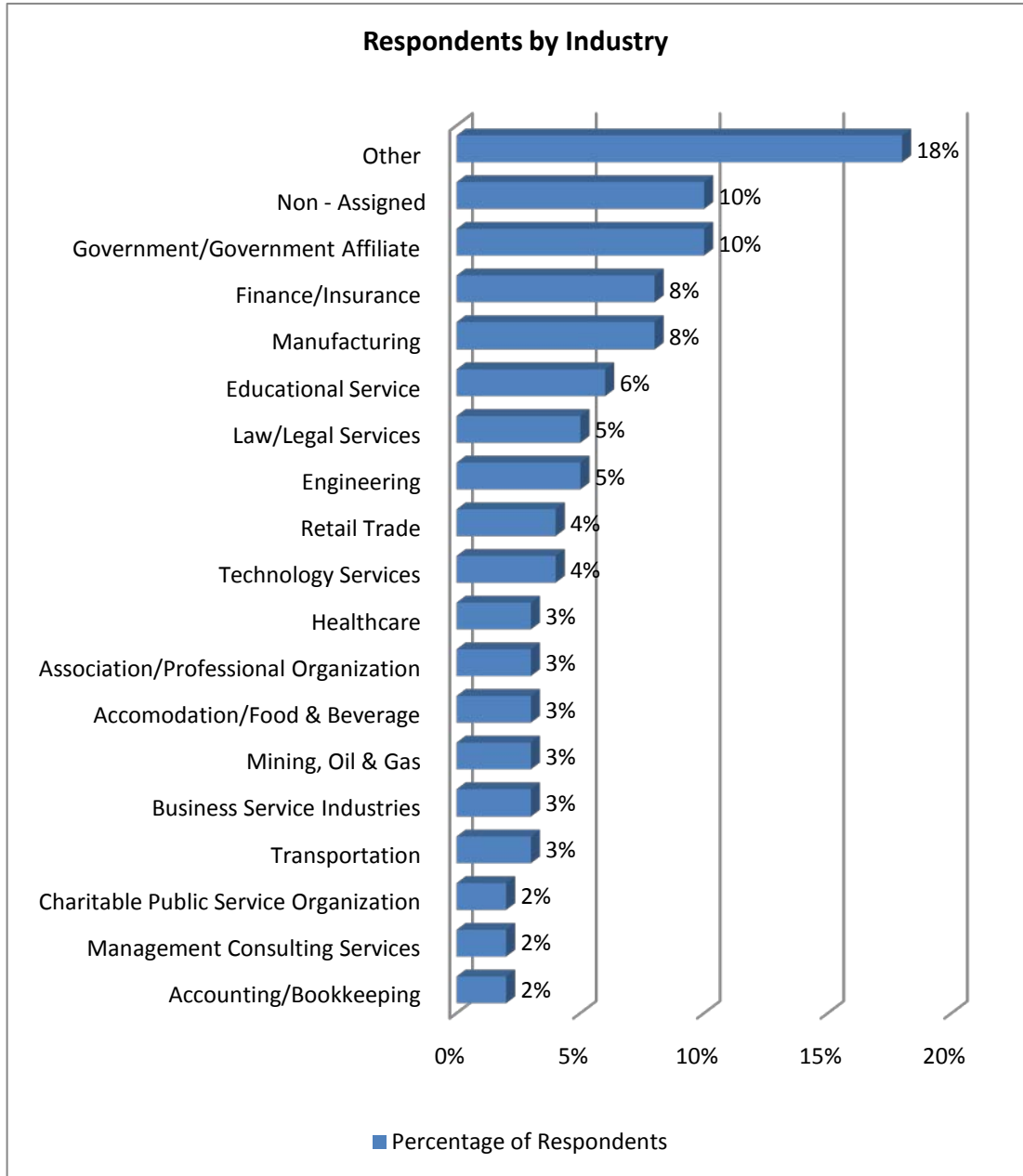
Graph A – 4D Proximity of Lower Mainland Respondents



Graph A – 4E Respondents by Industry

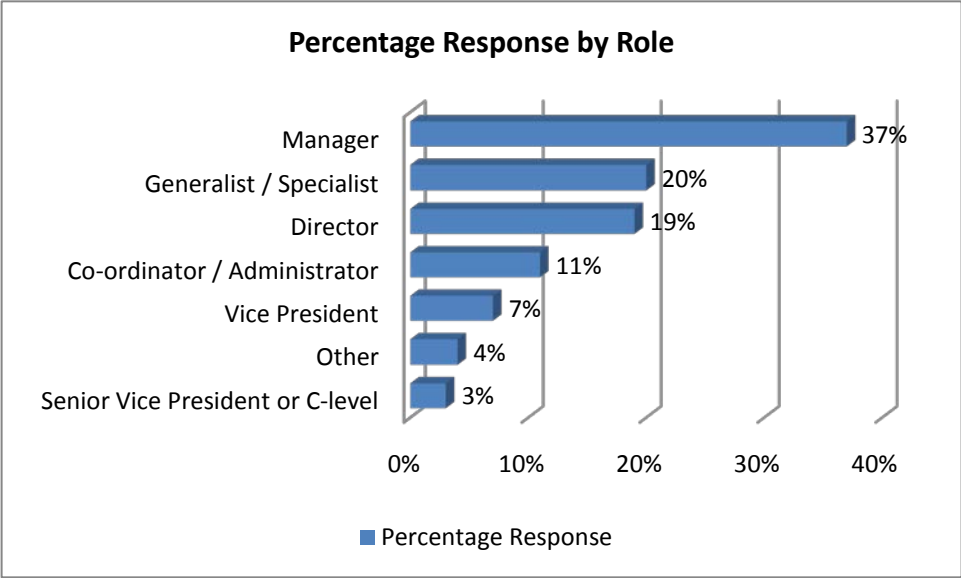
Which option best describes your organization's industry?

The minimum group that could be reported was 5 organizations, approximately 2% of the respondent group. Where organizations indicated their industry but were too few to be reported they have been grouped into the “Non–Assigned” category.



Graph A – 4F Percentage of Response by Role

Which option best describes your role in your organization?



About this Report

This report was researched and written by Ian J. Cook, Director of Research and Learning for BC HRMA. Additional research and insight was contributed by Helen Luketic, Manager of HR Metrics and Research.

BC HRMA, the leading professional association in BC, is focused on HR professionals and their contribution to organizational outcomes. With over 4500 members, we represent over 50% of the HR practitioners in British Columbia. A founding member of the Canadian Council of Human Resource Associations, we are the BC granting body for the Certified Human Resources Professional designation.

Our membership benefits from a wide range of services that enable them to learn, advance their careers, network and stay informed about the latest and most effective HR practices.

The ResearchVoice function within BC HRMA is dedicated to enabling HR professionals to increase their strategic impact through timely, accurate and informative papers, briefings and reports. This report forms part of our program to enable HR practitioners to make the right decisions for their organization when considering new policies or responses to key events.

Alongside this type of report, BC HRMA is now the source of HR metrics data for BC. Our Quarterly Dashboard is a definitive source for comparative data about turnover, absenteeism, HR/FTE ratios and much more.

More information about BC HRMA and ResearchVoice is available online:

<http://www.bchrma.org/>

<http://www.bchrma.org/researchvoice/overview.htm>

For questions regarding this report or further information regarding the survey that informed it please contact:

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This complimentary report is valued at \$55.