

WESTERN CANADA HR TRENDS REPORT SPRING 2018

TABLE OF CONTENTS

1. Labour Market Forecast	
a. Hiring Confidence Index	2
b. The 6 Month Outlook	3
2. Labour Market Statistics	
a. Current Trends	5
b. Termination Causes	7
c. Temporary Layoffs	8
d. Filling Vacancies	11
e. HR Team Ratio	12
3. Turnover and Budgets	
a. Turnover cost and response	12
b. HR Budget Changes	15
c. Learning and Development Budgets	16
4. Developing High Performers and Leadership Potential	17
a. High Performers	18
b. Identifying Leadership Potential	21
5. HR Management	
a. Succession Planning	26
b. Combatting Harassment	27
c. HR Vocabulary	28
6. Trends in HR	30
7. Survey Methodology and Respondent Profile	
a. Methodology	31
b. Respondent Profile	31
8. Contact Information	35
a. About the associations	36

PURPOSE OF THIS REPORT

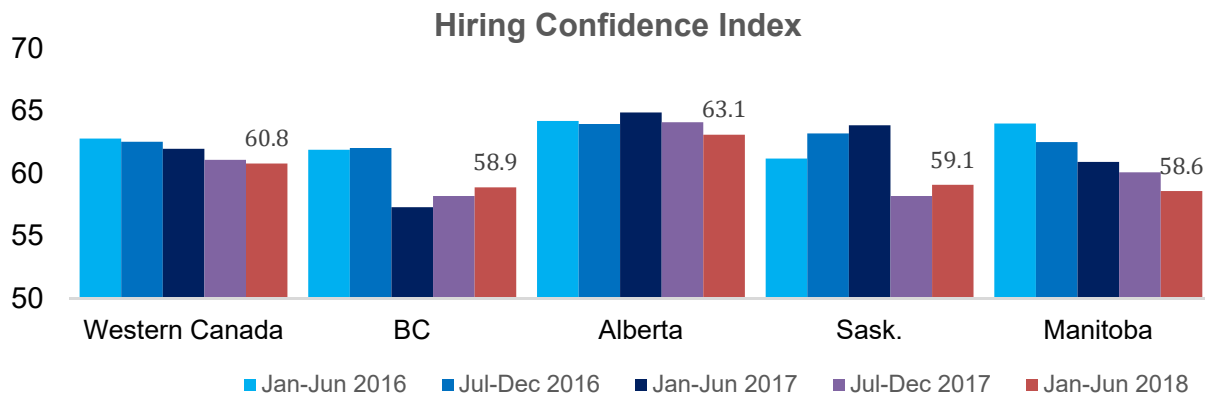
This report serves as a reference tool for HR professionals and departments across Western Canada to make better-informed decisions using current workplace and employment related data. Taken in concert with best practices, the right labour market information can help human resources decision makers improve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

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

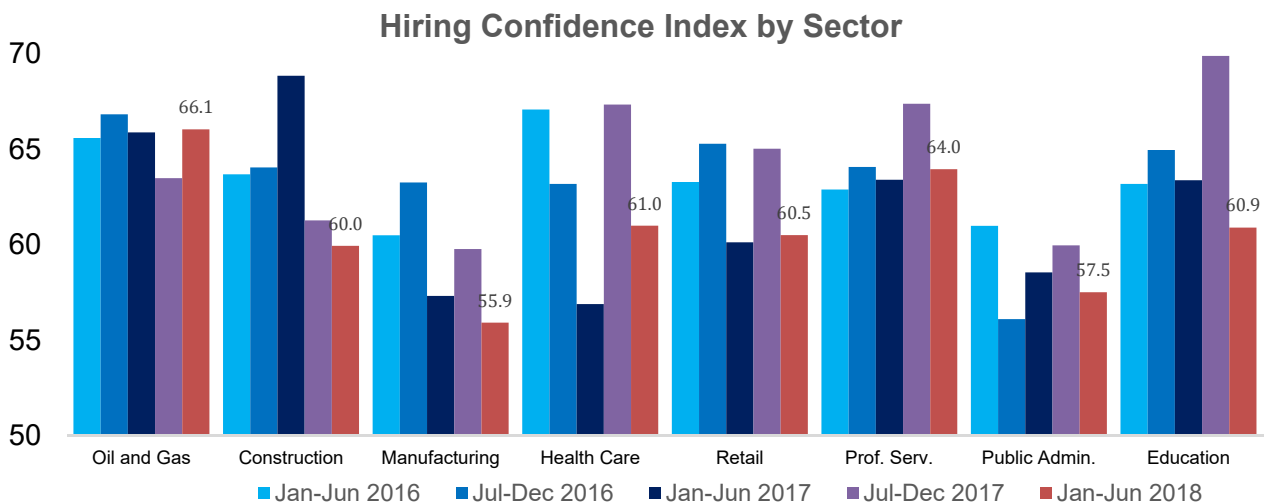
LABOUR MARKET FORECAST

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, hiring confidence in Western Canada for the first six months of 2018 (60.8) is down. This is a straight line trend since the first report, which obscures the variation seen within individual provinces. BC and Saskatchewan are both slightly more confident when it comes to hiring than they were six months ago, but Alberta and Manitoba are significantly less confident.





The only big sector which saw its hiring confidence increase in this report was Oil and Gas, perhaps due to the slow recovery of oil prices. Often there is a disconnect observed between the hiring confidence in secondary industries (Construction and Manufacturing) and that of the service industries, in particular the public sector, but they moved down in lock-step in this time period. Education and Health Care both saw significant drops.

THE 6 MONTH OUTLOOK

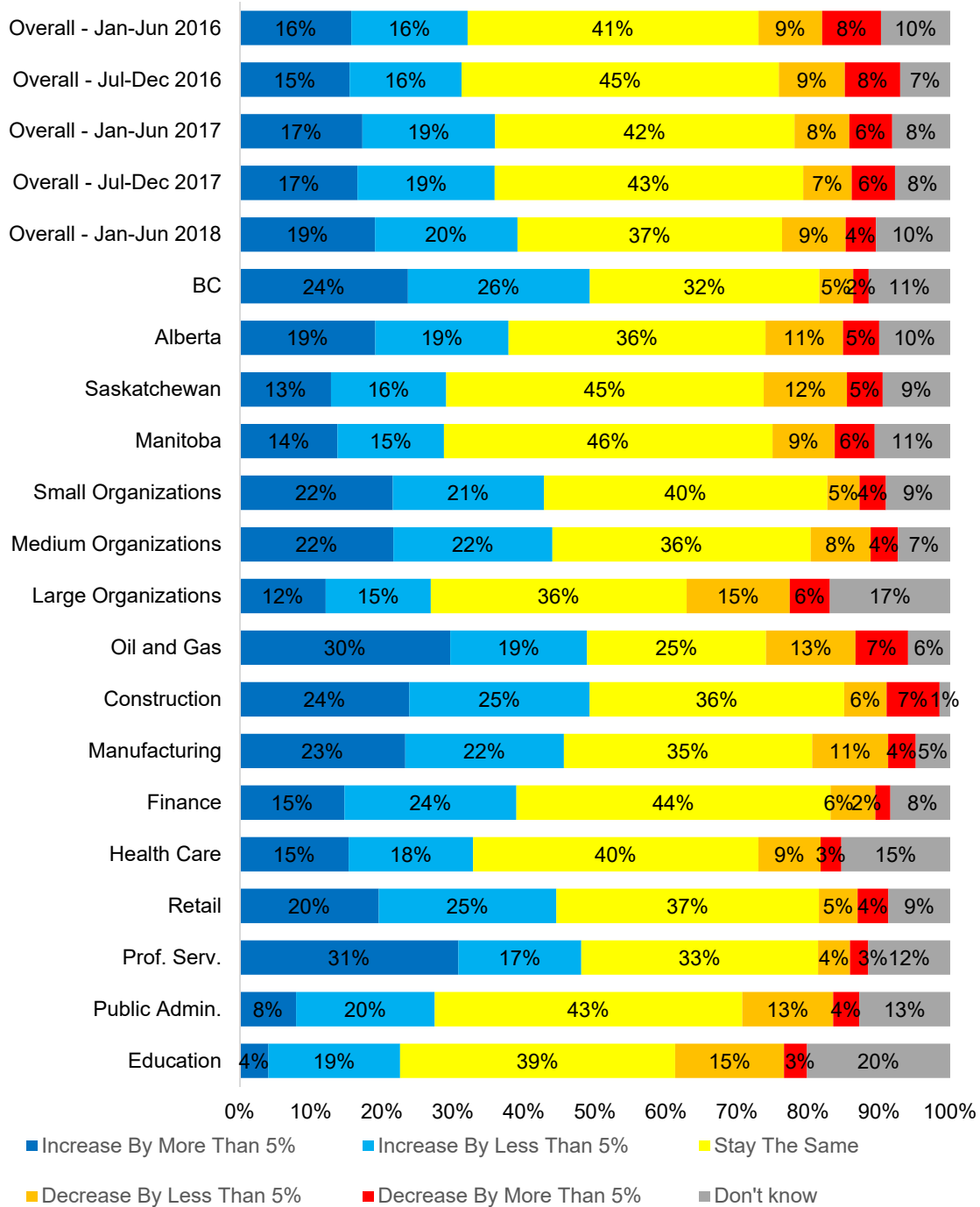
About two in five respondents (39%) say they expect their headcount to grow in the next six months. This is a slight improvement of three points since the last report. BC organizations are the most optimistic with 50% of them expecting growth. Alberta follows at 38% and both Manitoba and Saskatchewan have 29% expecting growth. Every province saw more organizations say they expected to hire more people than in the previous report.

There is a divergence between small and medium-sized organizations, who have become more optimistic, and large ones, who have become less so. Both small and medium-sized organizations had more respondents expressing their belief they will hire more than last time (up six points and five points respectively). In contrast, large organizations dropped from 29% expecting growth to 27% in this report. Whether large organizations are simply more cautious than smaller ones, or they have better information about the future remains to be seen.

The most optimistic sectors are Oil and Gas (49%, a substantial 13 point jump), Construction (49%, up only slightly) and Professional Services (48%, up a significant 14 points). On the other hand, only 23% of respondents in the Education sector expect headcount growth, significantly lower than the more than a third who felt the same way last time. While the Finance and Public Administration sectors lag behind the most optimistic sectors, they have improved by 10 points and 8 points respectively over the last six months. Retail has not changed materially and Manufacturing is down five points.

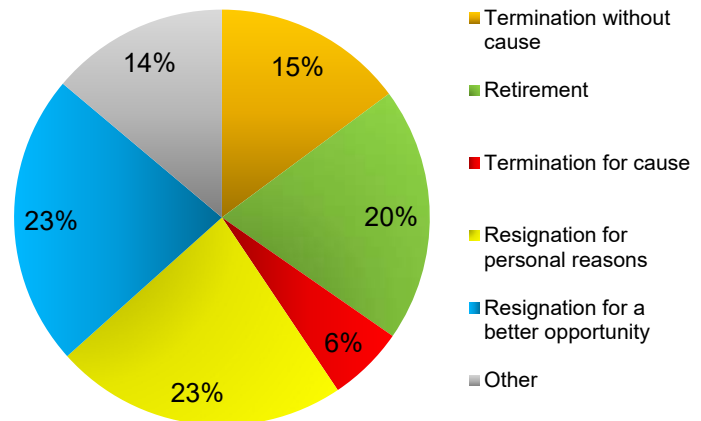


Expected Change in Employment



Resignation for personal reasons and *Resignation for a better opportunity* are tied as the most common reasons HR professionals think they will lose staff over the next months. Both are more common than in the last report. The same goes for *Retirement* which has moved up four points to 20%. In an encouraging sign, *Termination without cause* is now three points less common. All this indicates that a period of significant layoffs is coming to an end.

Expectation for the biggest reason to lose staff in the next six months



Organizations report that on average they planned for changes in their workforce 5.6 months in advance. The larger the organization the more likely they were to plan further in advance. Thus respondents with fewer than 100 employees plan an average of 4.1 months in advance (two weeks less than last time) while those with more than 1,000 staff begin planning on average 7.2 months in advance (two weeks more than last time). Organizations in BC (6.0 months) and Saskatchewan (6.0 months) plan further in advance than those in Alberta and Manitoba (both 5.2). The Finance and Public Administration sectors plan the most in advance at 7.4 and 7.3 months, respectively. While Construction and Transportation organizations only plan 3.3 months ahead on average.

LABOUR MARKET STATISTICS

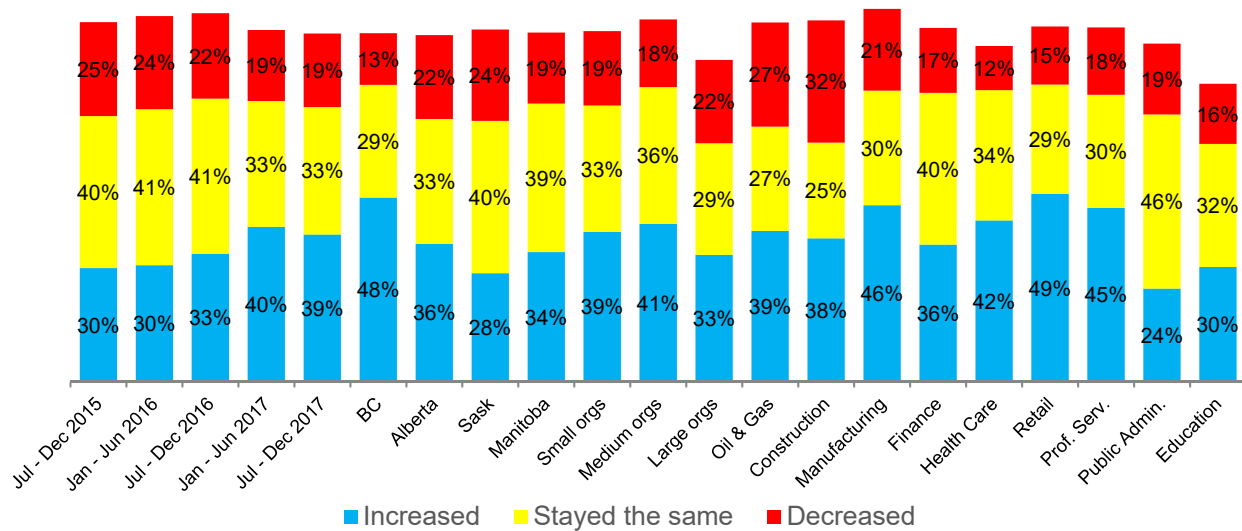
CURRENT TRENDS

The trend of gradual increases in the proportion of organizations in Western Canada who saw their headcount grow in the previous six months has tapered off. The overall percentage dropped one point to 39%, which is not a statistically significant change. The drop, such as it was, was driven by declines in BC and Manitoba, though it is Saskatchewan which remains the province with the lowest job growth. It was medium-sized organizations that led the retraction in hiring, with just 41% seeing an increase in the number of employees, a drop of six points from the last report. Large and small organizations saw a consistent amount of growth.

The sectors that saw the most growth in hiring were Retail (49%), Manufacturing (46%) and Professional Services (45%). Professional Services (up 11 points), Health Care (up eight points) and Oil and Gas (up four points) all showed positive increases in the proportions of organizations expanding their number of employees. This second report of growth is a good sign for the battered Oil and Gas industry. The Construction (down 16 points), Public

Administration (down 15 points), Manufacturing (down 11 points) and Retail (down six points) sectors all saw significant drops in the proportion of organizations who gained employees in the last six months.

Percentage reporting change in employment



Both small and large organizations saw the numbers of employees joining or leaving very close to equal. Large organizations did shed a significant number of contractors. Medium-sized organizations saw some growth among employees but was flat with contractors.

Employees	Small organizations	Medium organizations	Large organizations
Joined in last six months	9.3	43.3	132.9
Left in last six months	8.6	37.6	136.3
Net Employees	+0.7	+5.7	-3.4
Contractors			
Joined in last six months	5.7	13.3	48.4
Left in last six months	4.1	13.5	74.4
Net Contractors	+1.6	-0.2	-26.0

TERMINATION CAUSES

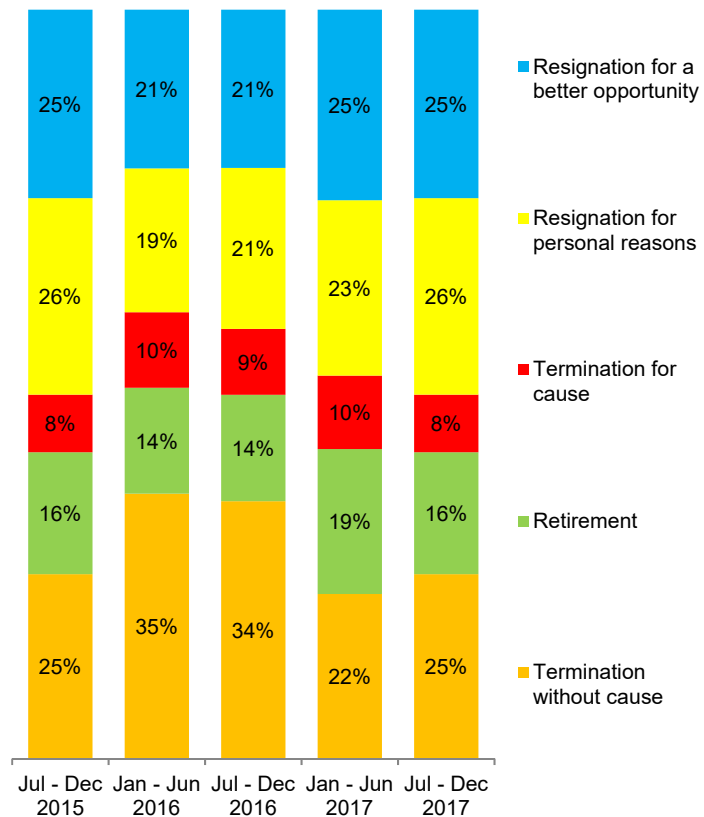
There has not been a lot of movement across Western Canada in the most common reason for employees to leave. *Resignation for personal reasons, Resignation for a better opportunity* and *Termination without cause* are all roughly tied for being the most common reasons. The only worrying change is that *Termination without cause* edged up slightly (up three points), but it is too soon to say if this is a trend or just driven by a softening of the job market in Alberta. The labour markets in the rest of the western provinces remained reasonably strong.

If the last report was characterized by every job category being dominated by *Resignation for a better opportunity*, in this report it is more of a mixed bag.

Termination without cause was the top reason to lose staff from the best-paid positions, executives and managers. While *Resignation for a better opportunity* dominates among professionals and tradesperson, *Resignation for personal reasons* is now most common for technical and administrative staff.

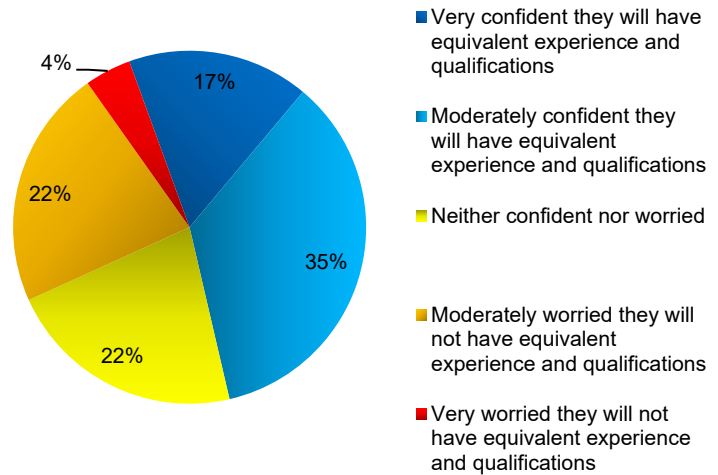
Just over half (52%) of HR professionals are confident they will be able to fill vacancies with workers that have equivalent experience and qualifications. This is a drop of two points since the last report. Only four percent are very worried about finding equivalent replacements to fill gaps, while 22% are moderately worried. The overall labour market across Western Canada has not changed substantially in the last six months and thus there have been no big movements in the confidence of HR finding qualified new hires.

Most Common Reasons for Leaving



Category of Employee	Most Common Reason to Leave
Executives	Termination without Cause
Managers	Termination without Cause
Professionals (i.e. engineers, accountants, HR)	Resignation for a better opportunity
Technical Staff (i.e. designers, technicians)	Resignation for personal reasons
Tradesperson or Journeypersons	Resignation for a better opportunity
Administrative or support staff	Resignation for personal reasons

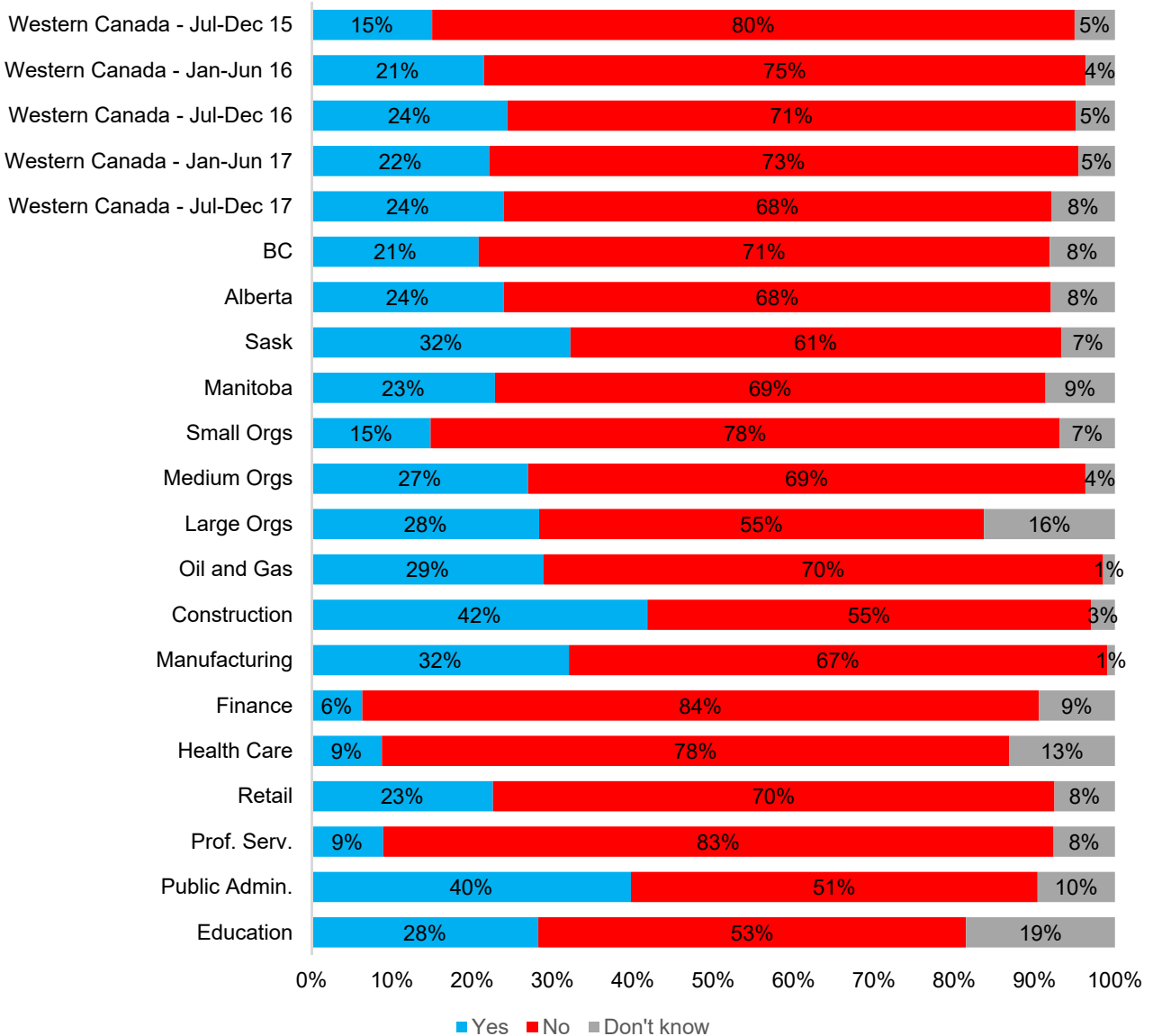
Confidence in replacing workers with equivalent experience and qualifications



TEMPORARY LAYOFFS

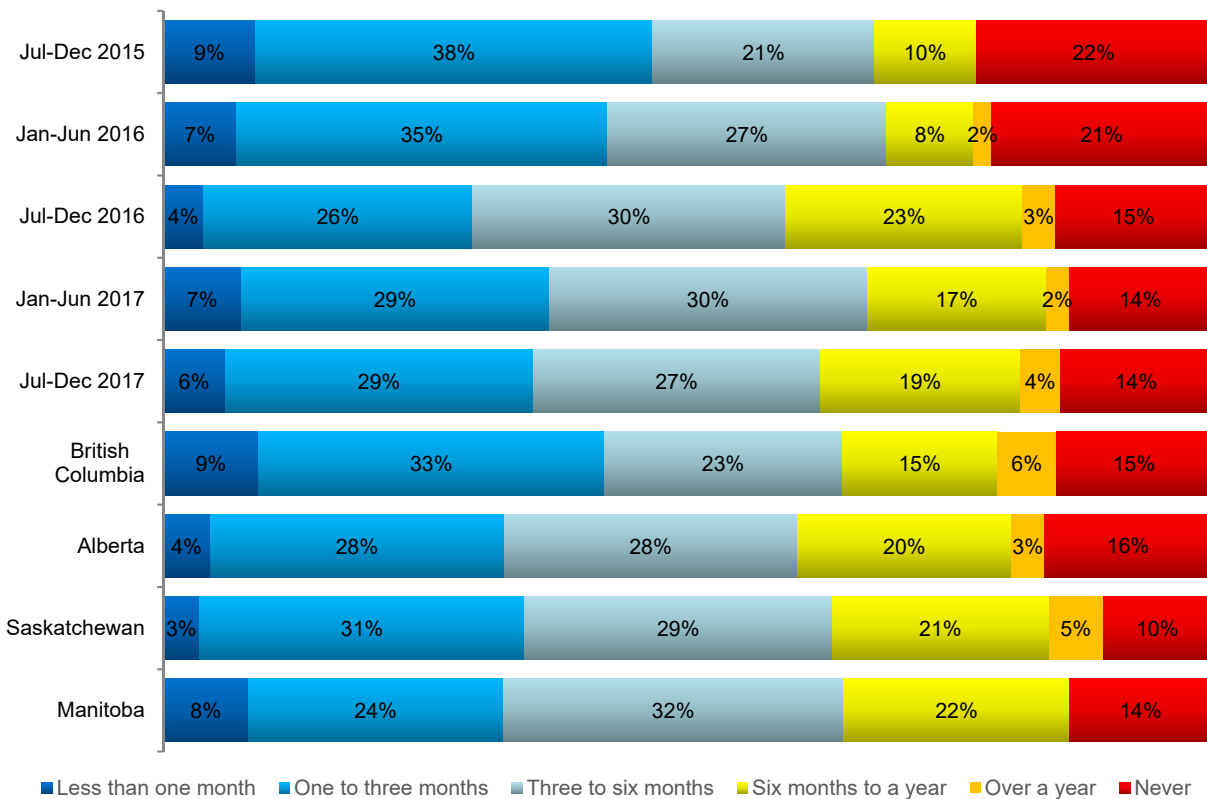
Temporary layoffs are used by about a quarter of organizations in Western Canada (24%, up two points). They are most common in Saskatchewan (32%), with large organizations (28%) and in the Construction (42%), Public Administration (40%) and Manufacturing (32%) sectors. As a practice, they are rarest in British Columbia (21%), within small organizations (15%), and in the Finance (6%), Health Care (9%) and Professional Services (9%) sectors. Compared to six months ago, temporary layoffs are more common in Saskatchewan, among medium-sized businesses and in the Oil and Gas, Manufacturing, Retail and Public Administration sectors. They became less common in large organizations, and in the Construction, Health Care and Education sectors.

Have engaged in temporary layoffs in the last six months



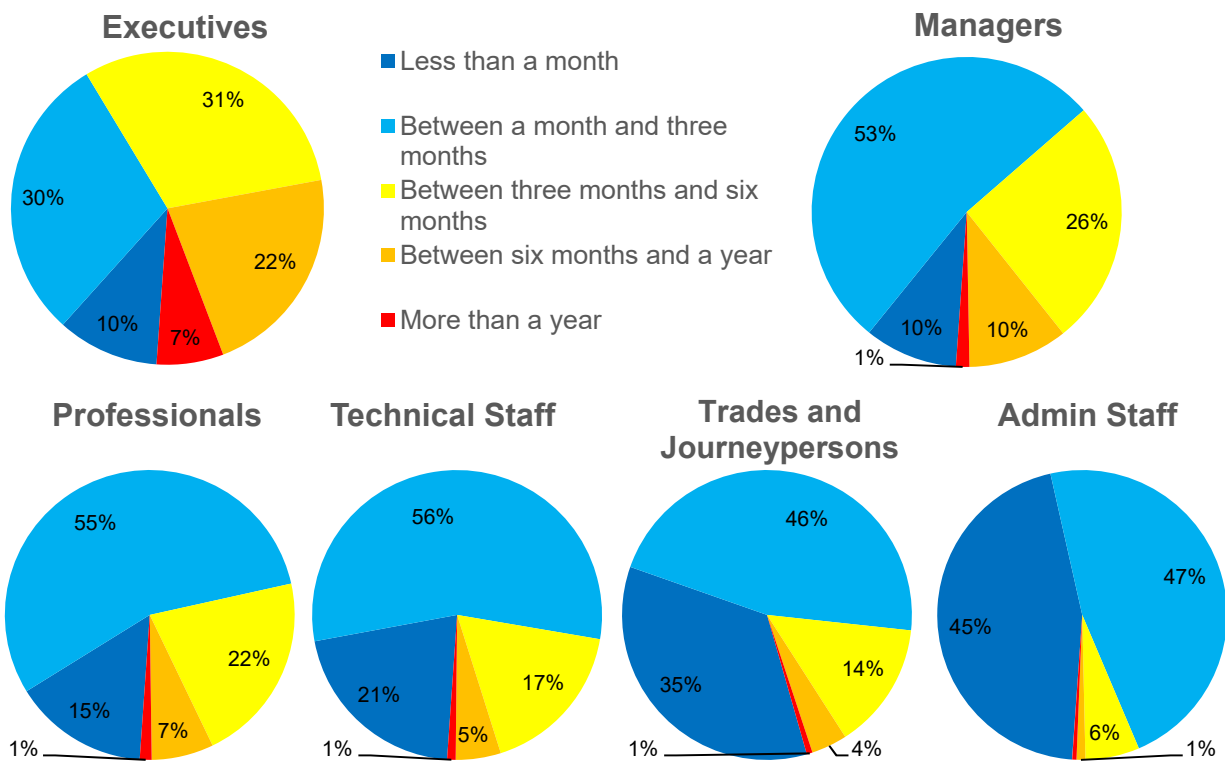
Ideally, temporary layoffs are just that, temporary. Across Western Canada, the proportion of temporary layoffs that became permanent had been consistently dropping for two years, but appears now to have stabilized at 14%. Over a third (35%) return to work in under three months and another 23% do so in less than six months. On average, workers in British Columbia and Saskatchewan return to work sooner than those in Alberta and Manitoba.

Length of time laid off before being typically called back to work



FILLING VACANCIES

In a typical labour market, more specialized positions take longer to fill than less specialized ones. That is what we find in Western Canada in this report. Not only do executives and managers take significantly longer to find than administrative and support staff, but vacancies of this type also take longer to fill than they did six months ago. 40% of executive and 63% of managerial vacancies are filled within three months, whereas that number is 92% with administrative and support staff. Across all job categories, it took longer to fill vacancies than it did in the previous six months.



A clear majority of organizations who reduced headcount do not plan on filling the majority of the vacancies (61%, down one point). Of those that do plan to fill vacancies, most will do so with permanent full-time staff (27%, up three points), a few with contractors (7%, down two points) and even fewer with part-time employees (5%, unchanged). Small organizations are slightly more likely to fill vacancies with permanent full-time employees (31%). The same goes for Professional Services (35%), Public Administration (34%), Finance (33%) and Manufacturing (30%) sectors, as well as organizations located in Manitoba (35%) and British Columbia (34%).

HR TEAM RATIO

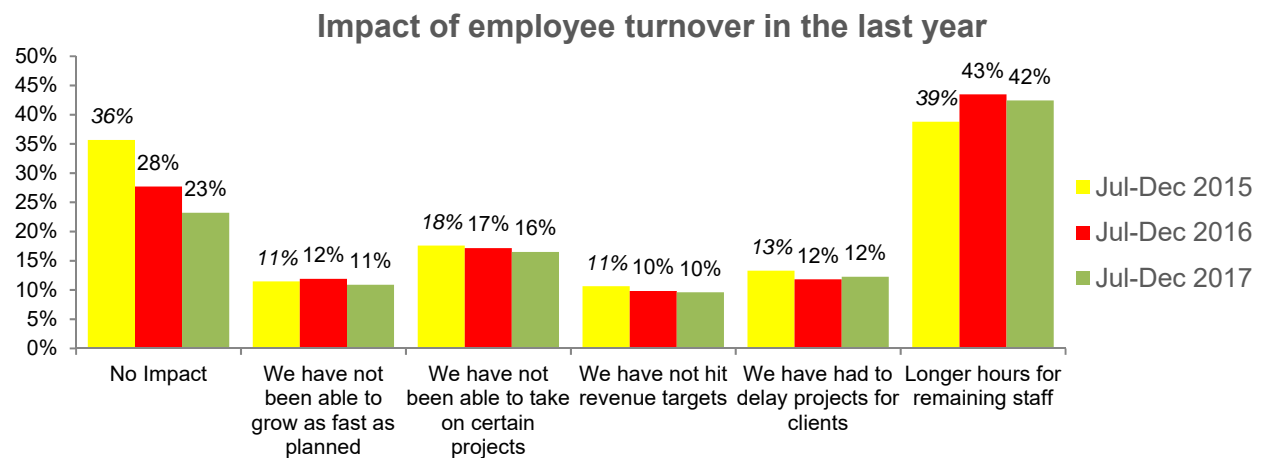
Organizations provided the ratio of HR employees to overall employees. The larger the organization the proportionally fewer HR staff there were. Small organizations had 43 staff for each HR practitioner, medium-sized organizations had 116 and large ones 224. Large organizations in Manitoba had the highest ratio (249:1) and the Saskatchewan the lowest (162:1).

TURNOVER AND BUDGETS

TURNOVER COST AND RESPONSE

Just under a quarter, (23%, down five points) of organizations in Western Canada reported that employee turnover had no impact on their operations. This has dropped from 36% in two years and represents a significant shift in awareness of the impacts of turnover.

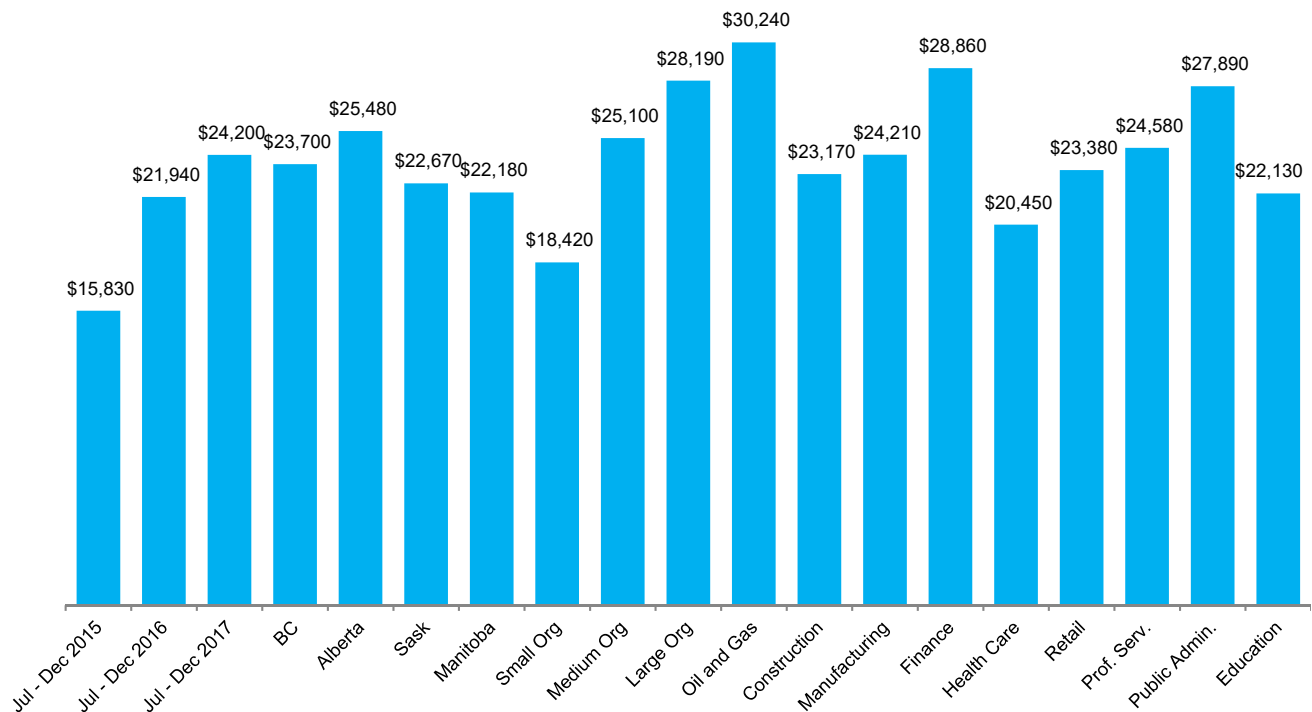
The most common impact from employee turnover felt by organizations is longer hours for remaining staff (42%, down one point). An inability to take on certain projects was cited as an impact by 16% of organizations. Not being able to grow as fast as planned, missing revenue targets and delaying projects for clients have all impacted between 10% and 12% of organizations. Broadly speaking the same pattern held across the four provinces in Western Canada, though it is worth noting that in British Columbia only 15% of organizations reported no impacts of turnover, an extremely low figure.



Employee turnover is expensive and becoming more so. Across Western Canada, the average cost of processing turnover of an employee has increased from \$21,940 to \$24,200 an increase of over \$2,300. This includes the time of the HR team, working with recruiters, the interview process and assorted regulatory requirements. The cost of processing a

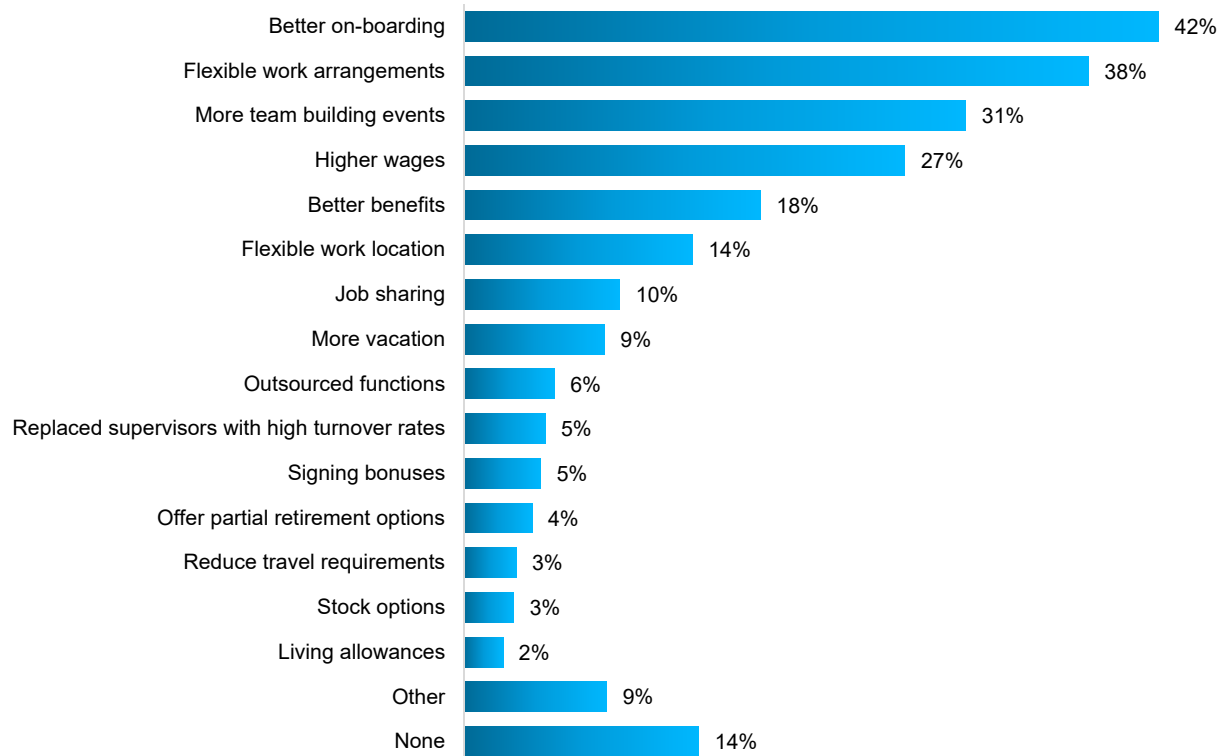
turnover is highest in BC (\$23,700, up about \$1,000) and Alberta (\$25,480, up about \$3,000) and among large organizations (\$28,190, down about \$1,000). It is also significantly above the average in the Oil & Gas (\$30,240), Finance (\$28,860) and the Public Administration sectors (\$27,890). Generally, costs increased across most sectors and provinces, but in some cases, there were slight drops.

Estimated average total cost of processing an employee turnover



The most popular actions organizations reported taking to reduce turnover include better onboarding (42%), flexible work arrangements (38%) and more team building events (31%). Their use also does not vary significantly by province. The most common actions taken to reduce turnover are essentially non-remunerative. Employers clearly believe that better processes when an employee is hired, listening to their employees' need for flexibility and a positive workplace culture is more effective than higher wages (only used by 27%) or better benefits (only used by 18%).

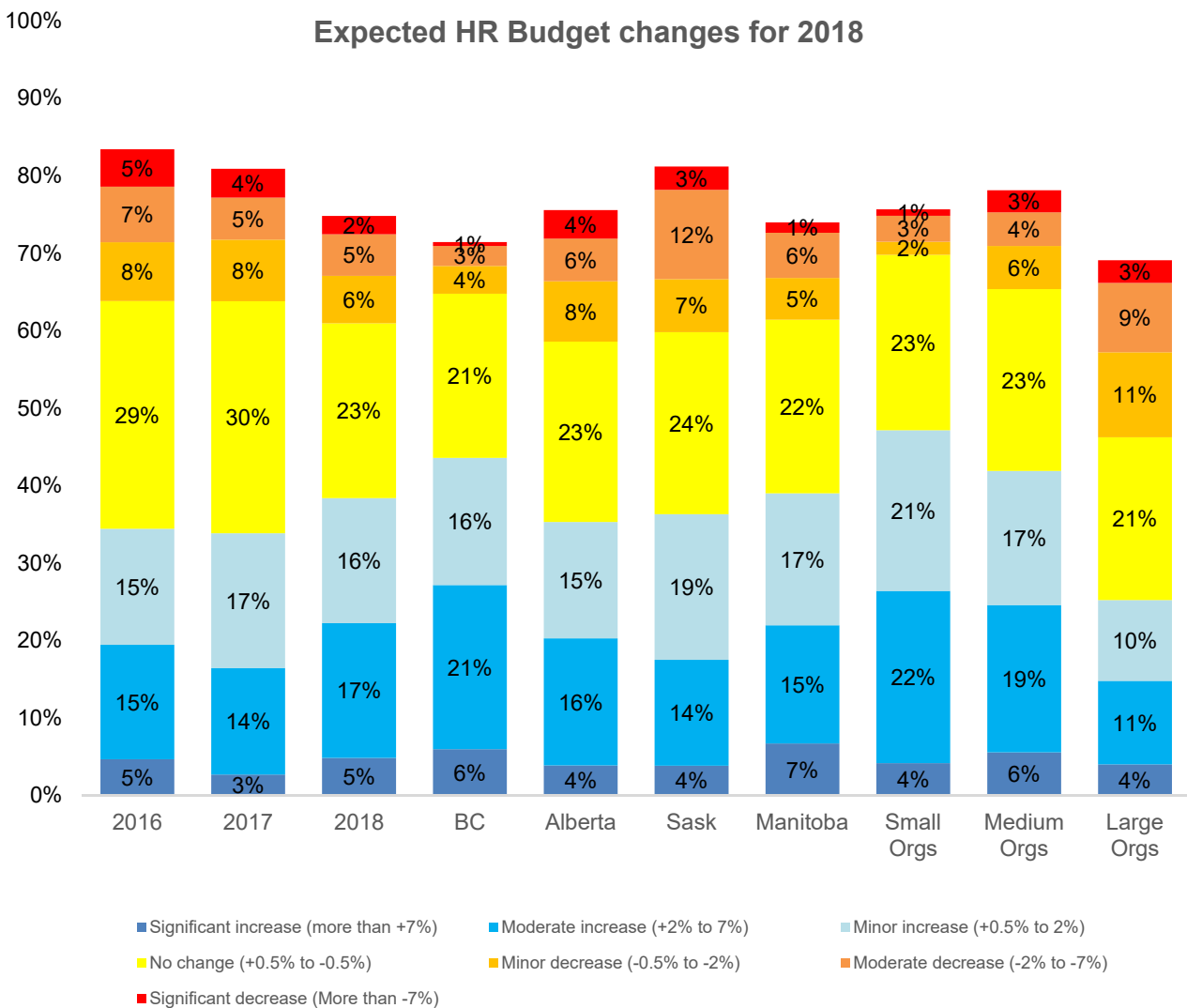
Actions taken to reduce turnover for any reason



Two-thirds (67%) of turnover in Western Canada is voluntary. Voluntary turnover is most common in British Columbia (75%) and Manitoba (71%) as well as in large organizations (72%). Voluntary turnover is most common in the Education (84%), Finance (77%) Public Administration (75%), Retail (75%) and Health Care sectors (73%).

HR BUDGET CHANGES

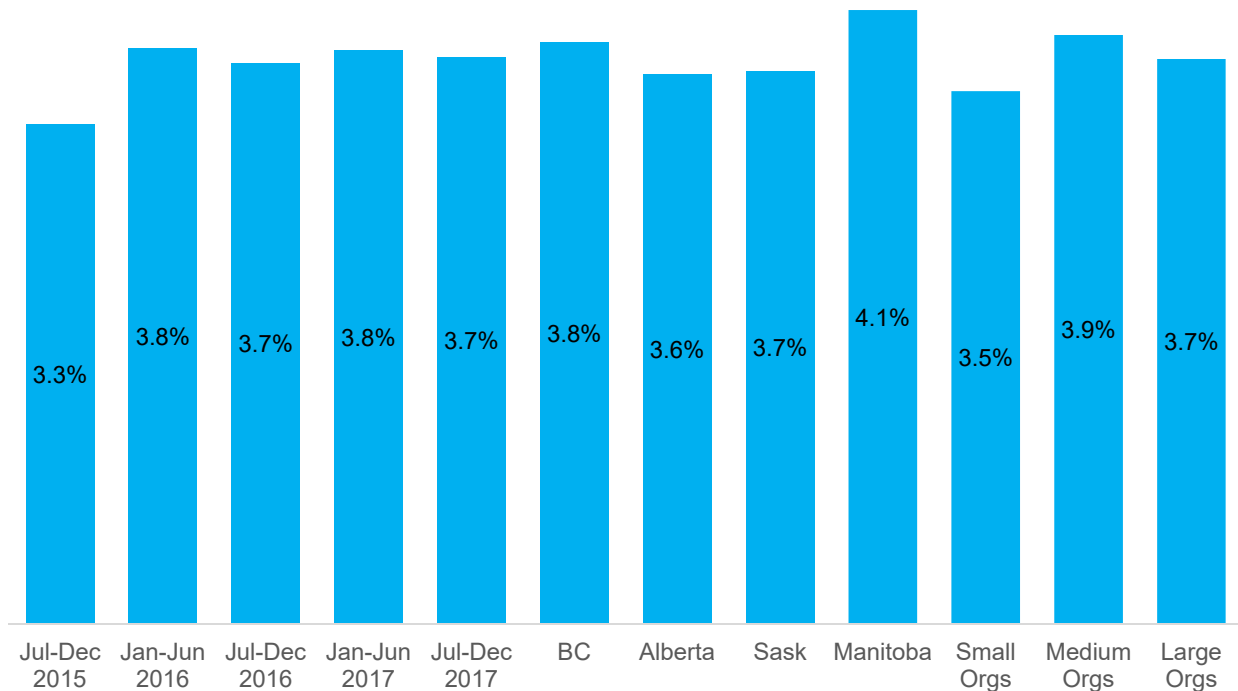
There is more optimism in HR departments about their 2018 budgets than there was a year ago. Across Western Canada 38% of organizations expect their HR budgets to grow in the coming year, an increase of four points. In contrast, only 13% expect a shrinking budget (down four points from last year). The most optimism can be found in British Columbia (43% expect growth) and Manitoba (39%) as well as in small organizations (47%). It is a much more mixed story among large organizations where 25% expect growth and 23% expect their HR budgets to get smaller in the next year. This is driven by the respondents in the less optimistic provinces where more large organizations think their 2018 HR budgets will get smaller than think they will grow.



LEARNING AND DEVELOPMENT BUDGETS

Across Western Canada, organizations are investing an average of 3.7% of their budgeted expenses on learning and development for members of their teams. This is essentially unchanged from the last two reports. Spending varies by province from 3.6% to 4.1%. Manitoba (4.1%) and medium-sized organizations (3.9%) are more likely to spend more of their overall budget on learning and development.

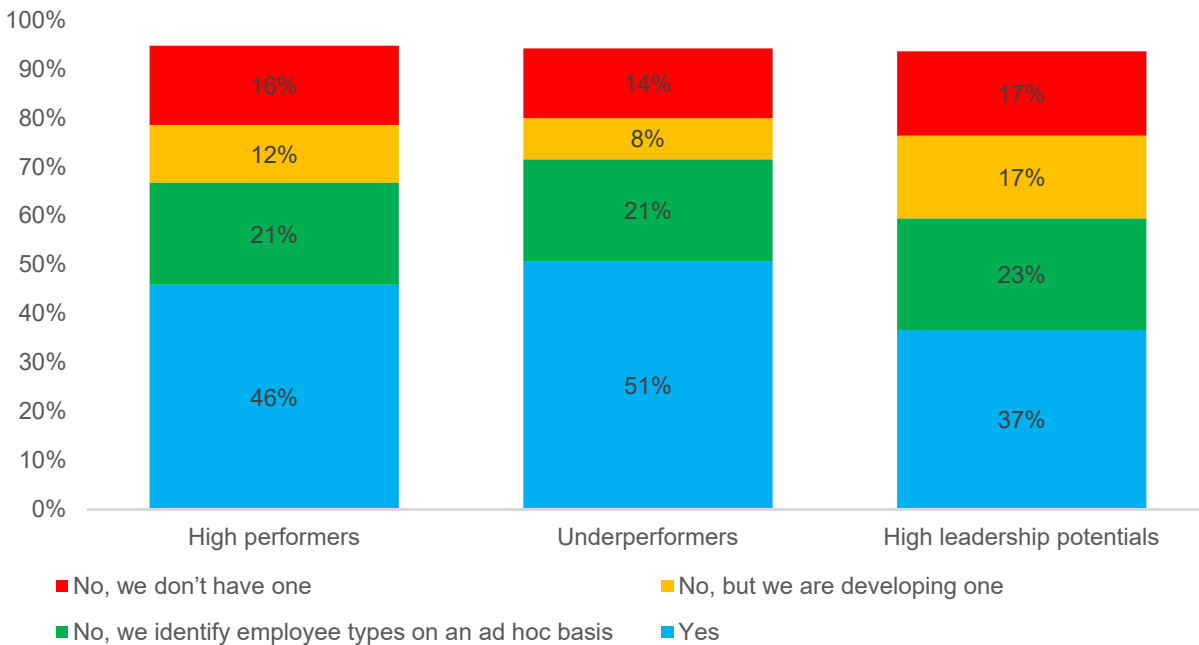
% of Budget Allocated to Learning and Development



DEVELOPING HIGH PERFORMERS AND LEADERSHIP POTENTIAL

More organizations have a process for identifying underperformers (51%) than high performers (46%) and high leadership potentials (37%). Under a quarter of respondents say they identify high performers, underperformers and high leadership potentials on an ad hoc basis. Smaller numbers report they are developing a formal process for identifying high performers (12%) and underperformers (8%), but this rises to one in six (17%) for identifying high leadership potentials. Large organizations are far more likely to have formal processes to identify these types of workers than small organizations. These results do not vary in a meaningful way between the provinces, as they are more a function of resources within organizations than are impacted by sector or geography.

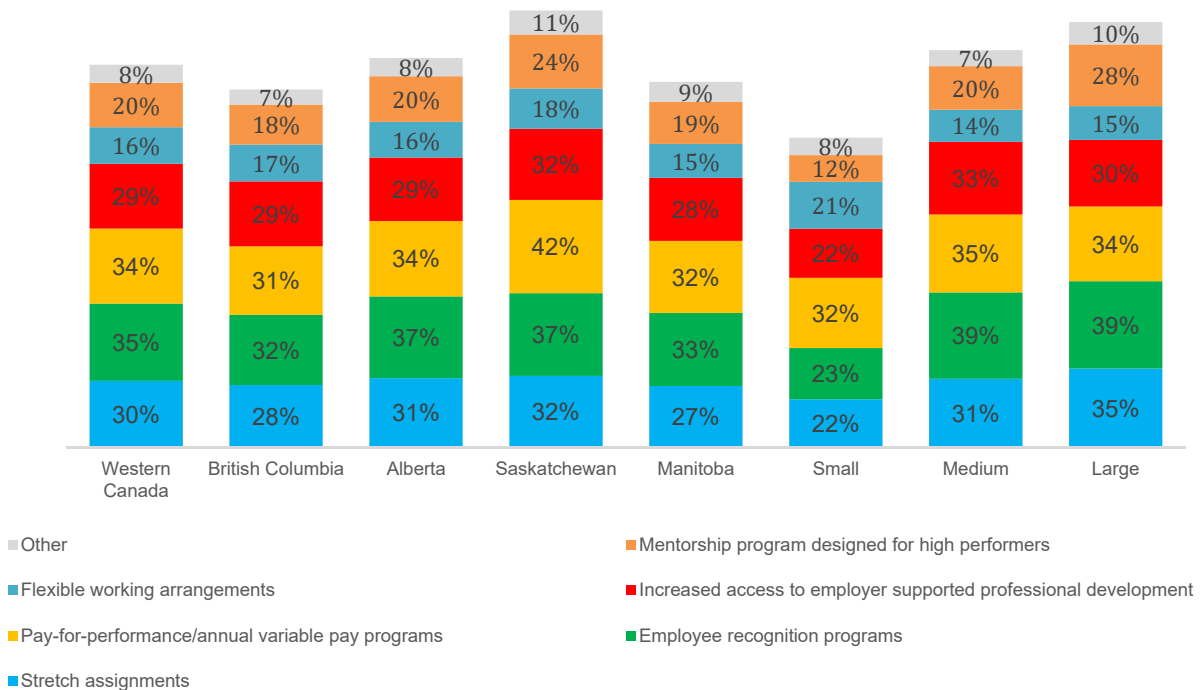
Do you have a process for identifying...



HIGH PERFORMERS

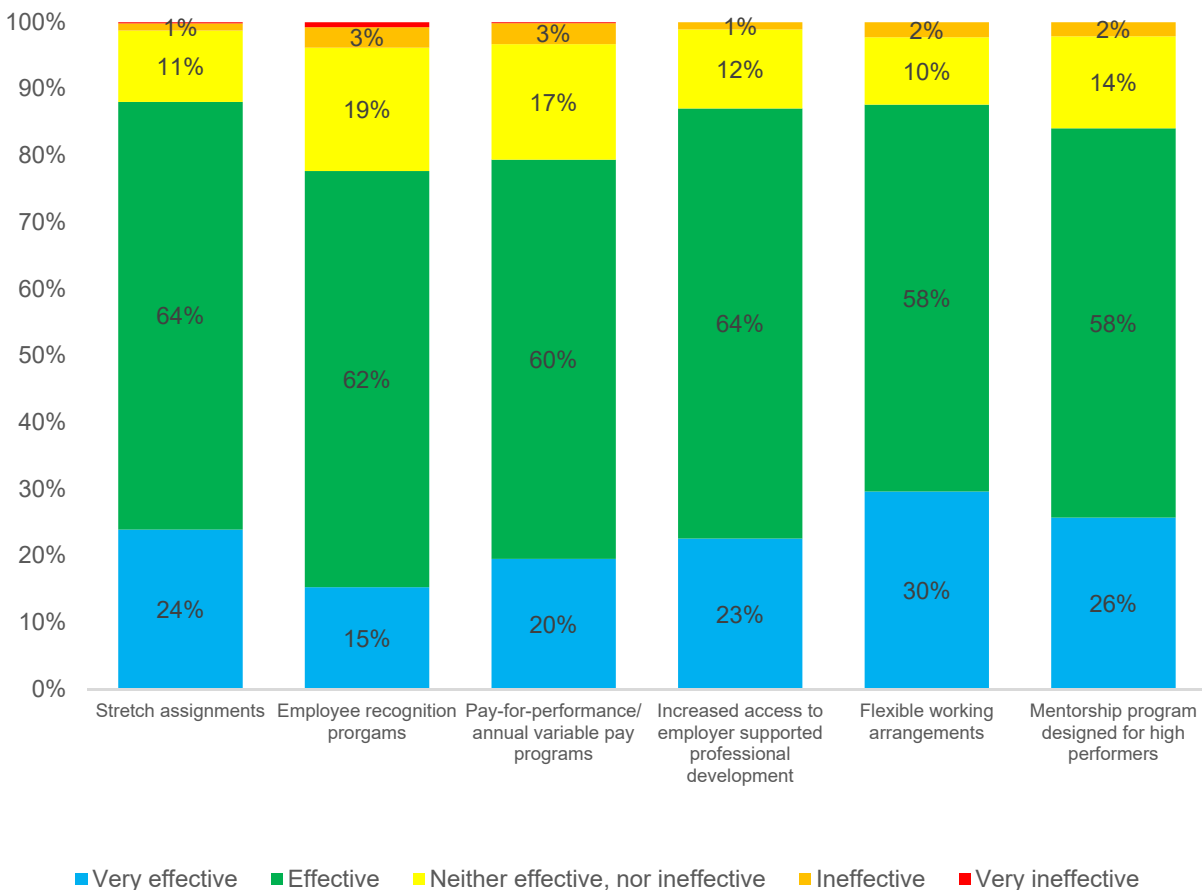
Of those organizations that identify high performers, the most common methods used to motivate them are employee recognition programs (35%), pay-for-performance or annual variable pay programs (34%), stretch assignments (30%), and increased access to employer-supported professional development opportunities (29%). Generally, all of these methods are more common in larger organizations.

What methods does your organization use to motivate high performing employees?



Respondents rated stretch assignments and flexible working arrangements as the most effective. Both of them were rated as very effective or effective by 88% of organizations. Employee recognition programs and pay-for-performance, while still seen as effective by a clear majority were rated as the least effective overall. This is very relevant because these two methods are also the most commonly used methods by organizations across Western Canada. These results do not vary significantly by province.

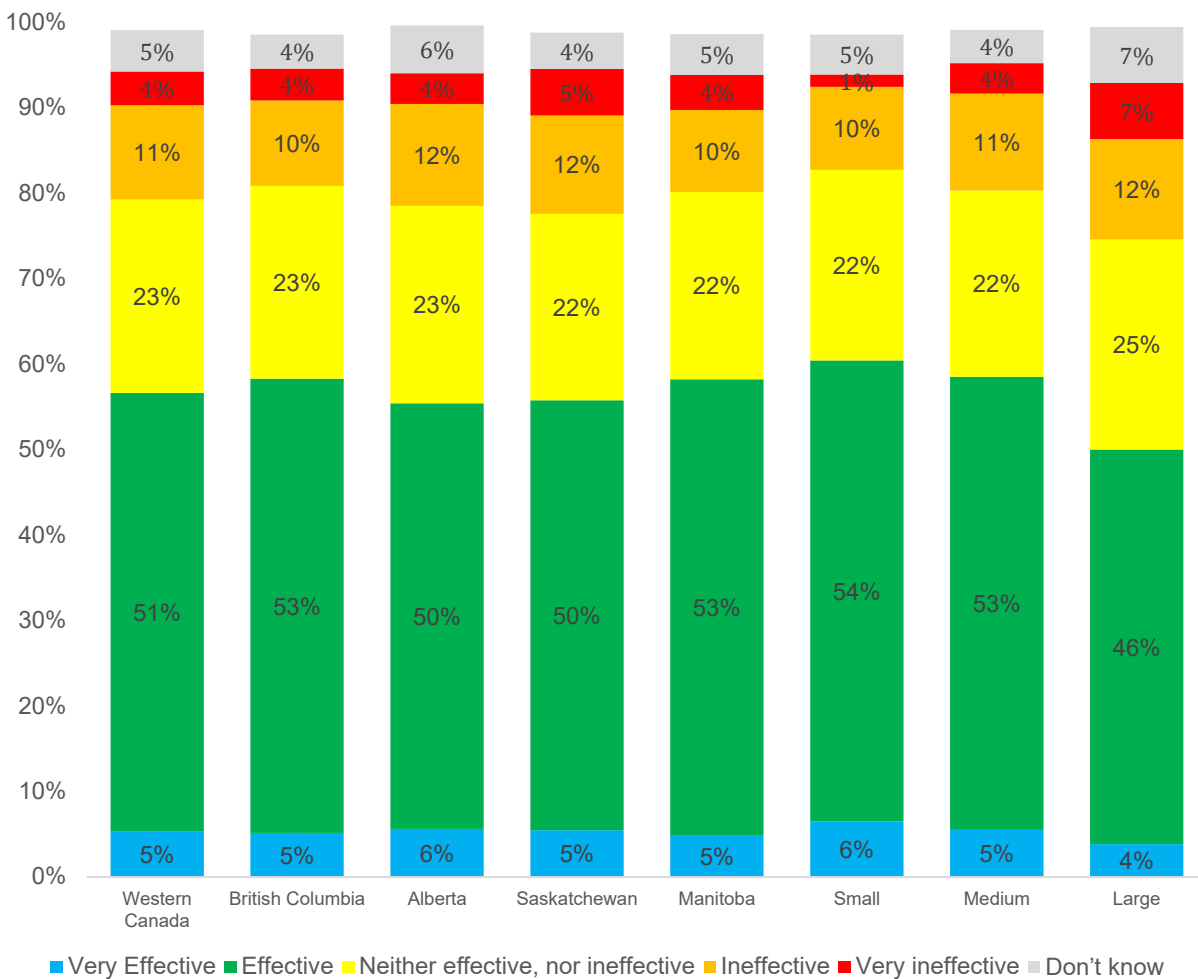
How effective were the methods?



Other methods that organizations indicated using to motivate high performing individuals include: praise and thanks, giving employees the pick of their next assignment, continued employment in times of layoffs, and placing them in leadership positions.

A majority of respondents say that overall their organizations are effective at motivating high performers (51%). Only small numbers say they are either very effective (5%) or very ineffective (4%) at motivating those employees. Small organizations and those in British Columbia believe they are the most effective at motivating higher performing employees.

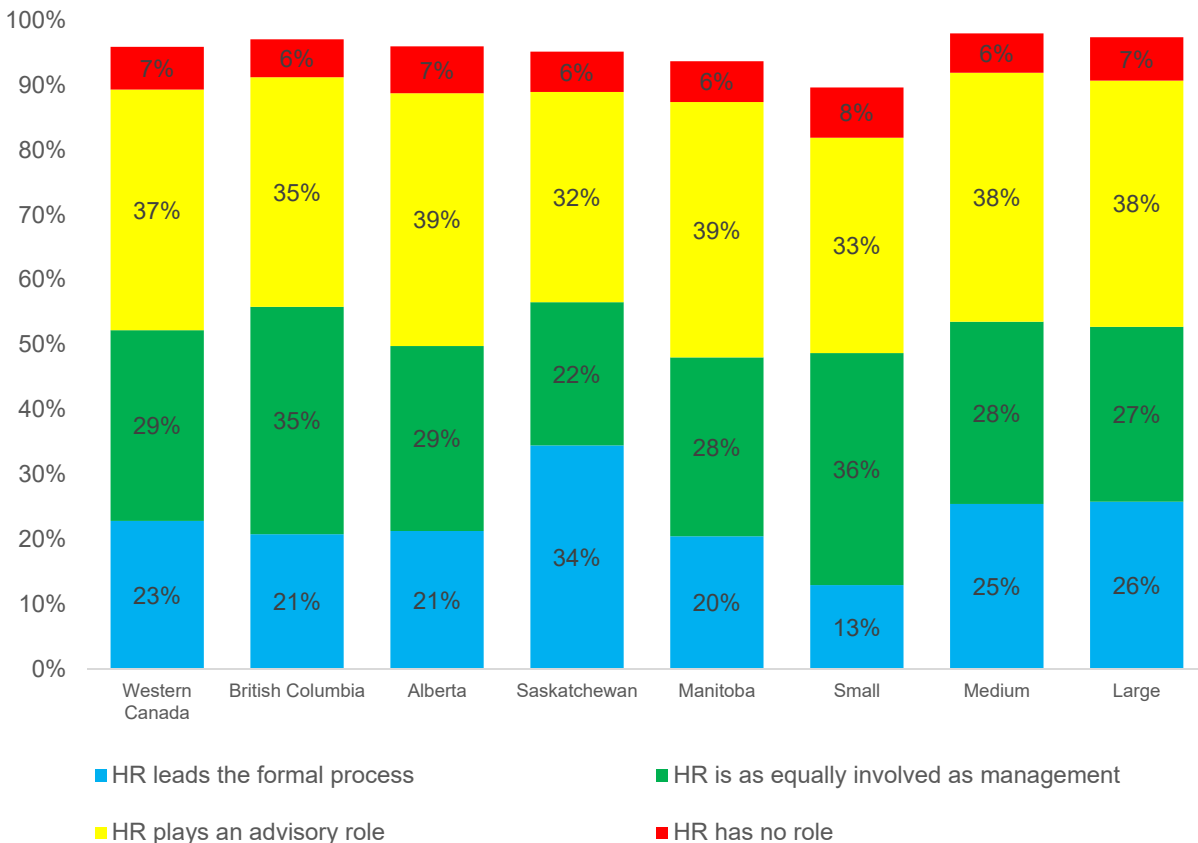
How effective overall is your organization at motivating high performers?



IDENTIFYING LEADERSHIP POTENTIAL

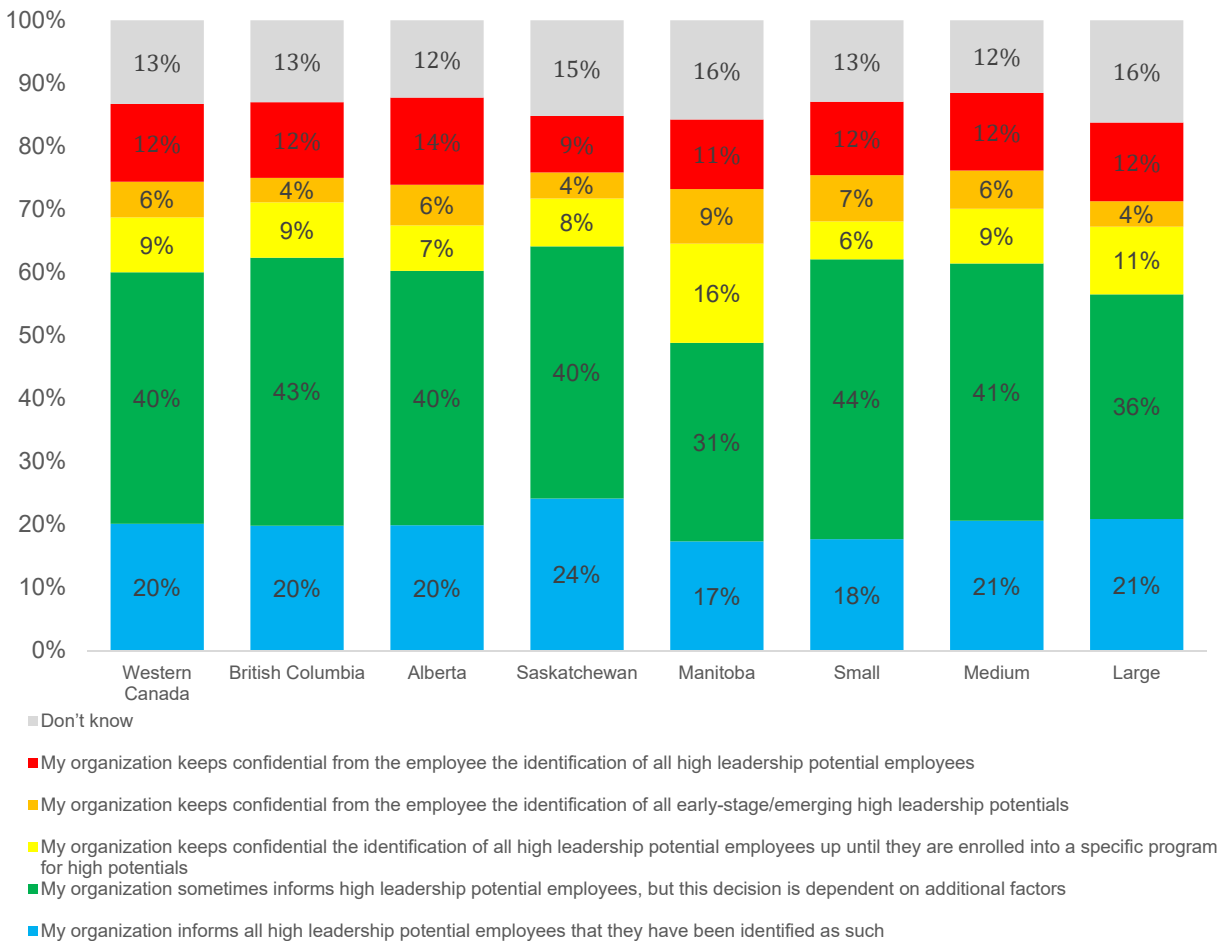
In almost every organization in Western Canada, HR is involved in some way in the process of identifying higher leadership potential employees. That said, in only 23% of cases does HR lead the formal process (and in only 13% of small organizations, but 34% in Saskatchewan). HR being equally involved as management happens about a third of the time (29%), though this is more common in small organizations and in BC. In another 37% of organizations, HR plays only an advisory role.

To what extent is HR involved in the process of identifying high leadership potential employees at your organization?



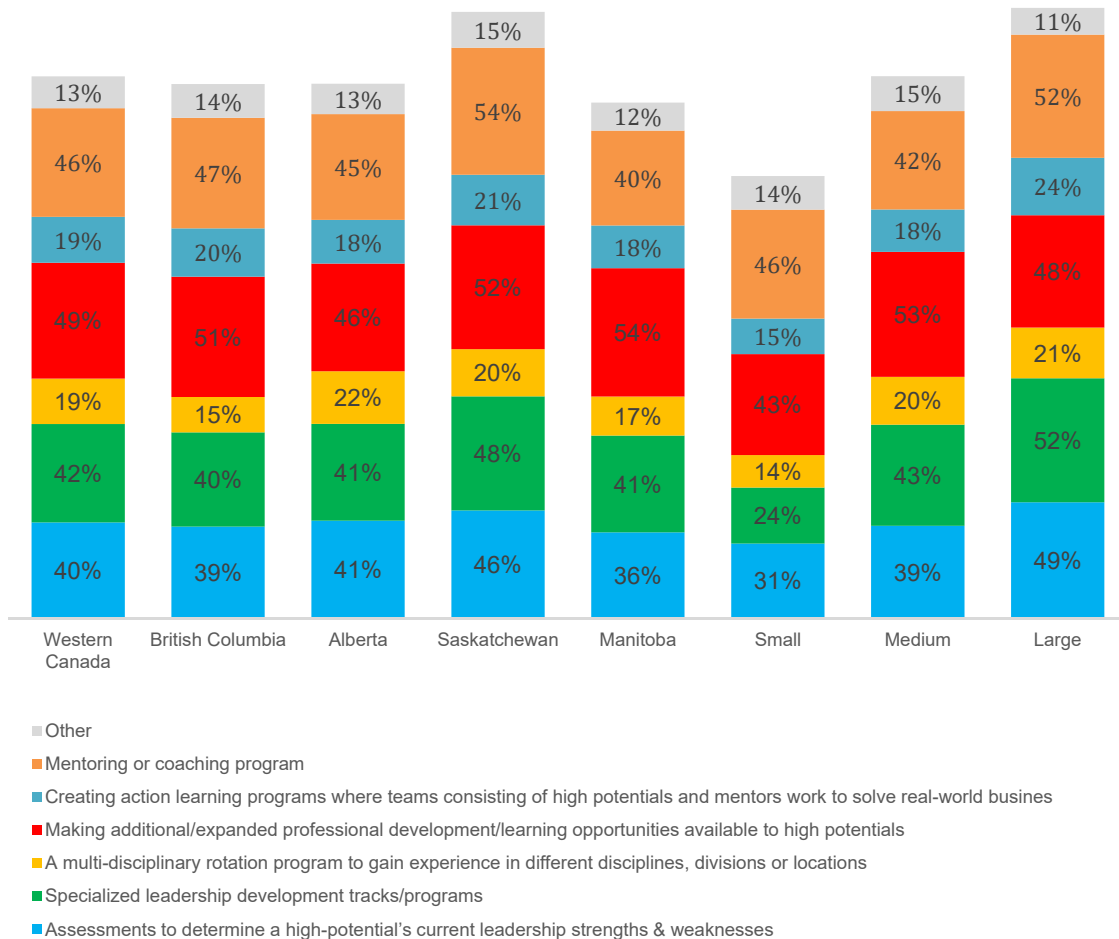
Only one in five organizations (20%) informs all high leadership potential employees that they have been identified as such (slightly lower in small organizations and slightly higher in Saskatchewan). The most common approach (40%) is to tell some of the high leadership potential employees but not others depending on their situation and the context. Another 15% (but 25% in Manitoba) of organizations inform the employees at various parts of the process while about the same number (12%) does not inform the high leadership potential employees that they have been identified.

Does your organization inform high leadership potential employees once they are identified or do you keep this information confidential?



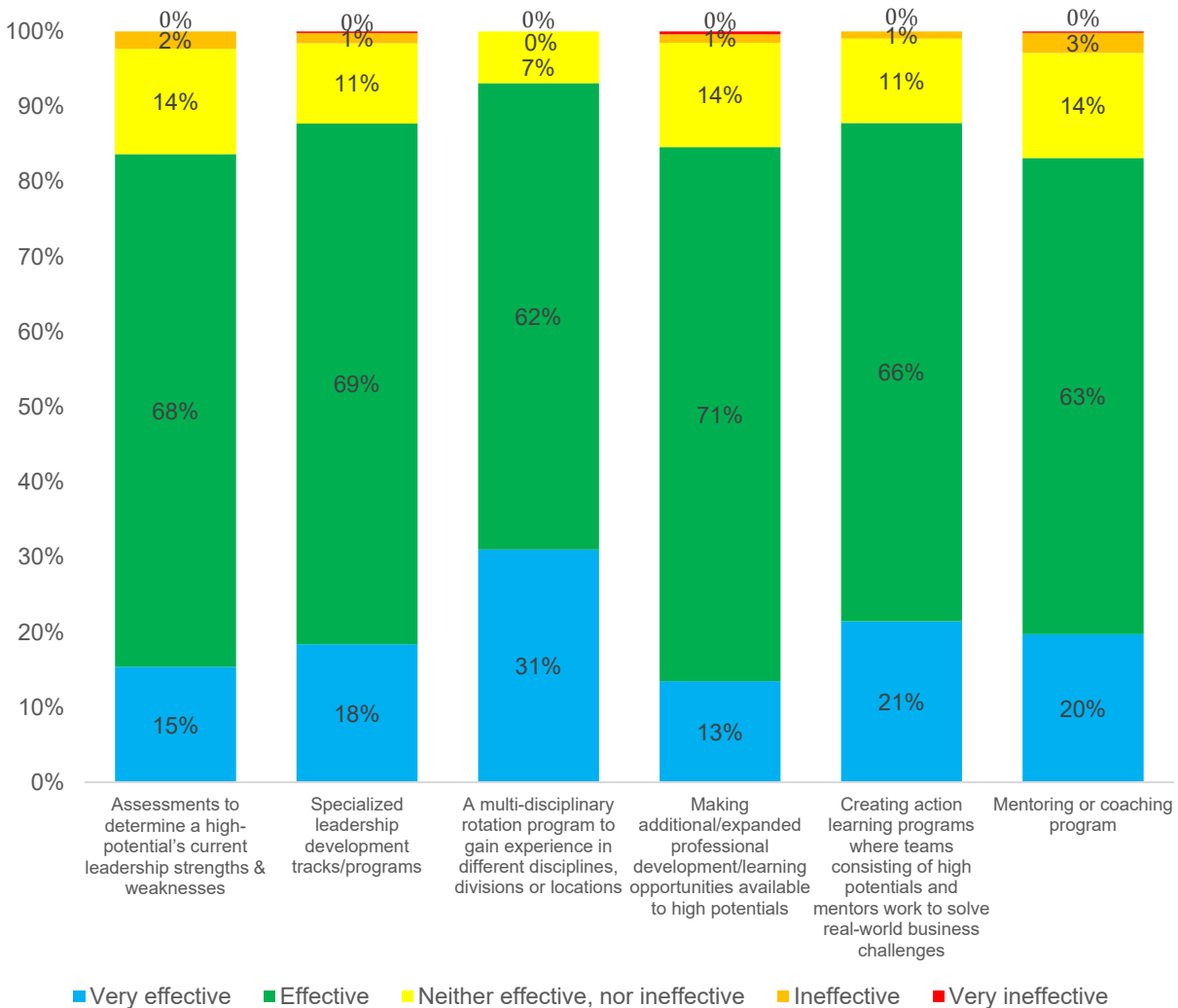
The most common method used by organizations in Western Canada to develop high leadership potential employees is to make additional professional development and learning opportunities available to them (49%). Mentoring is nearly as common (46%), especially in large organizations (56%) and in Saskatchewan (54%). About two in five organizations offer specialized leadership development tracks (42%) and assessments to determine a high-potential's current leadership strengths and weaknesses (40%). Both of these are less common with small organizations (and in Manitoba) and more so with large ones.

What methods does your organization use to develop high leadership potential employees?



A clear majority of respondents rate all the methods to develop high-potential leaders as effective. The methods that got the larger proportion of “very effective” responses were a multi-disciplinary rotation program to gain experience in different disciplines, divisions or locations (31%), creating action learning programs where teams consisting of high potentials and mentors work to solves real-work business challenges (21%) and mentoring programs (20%). It is worth noting that the most common method, of additional professional development and learning opportunities available to high-potentials, is actually seen as the least effective method.

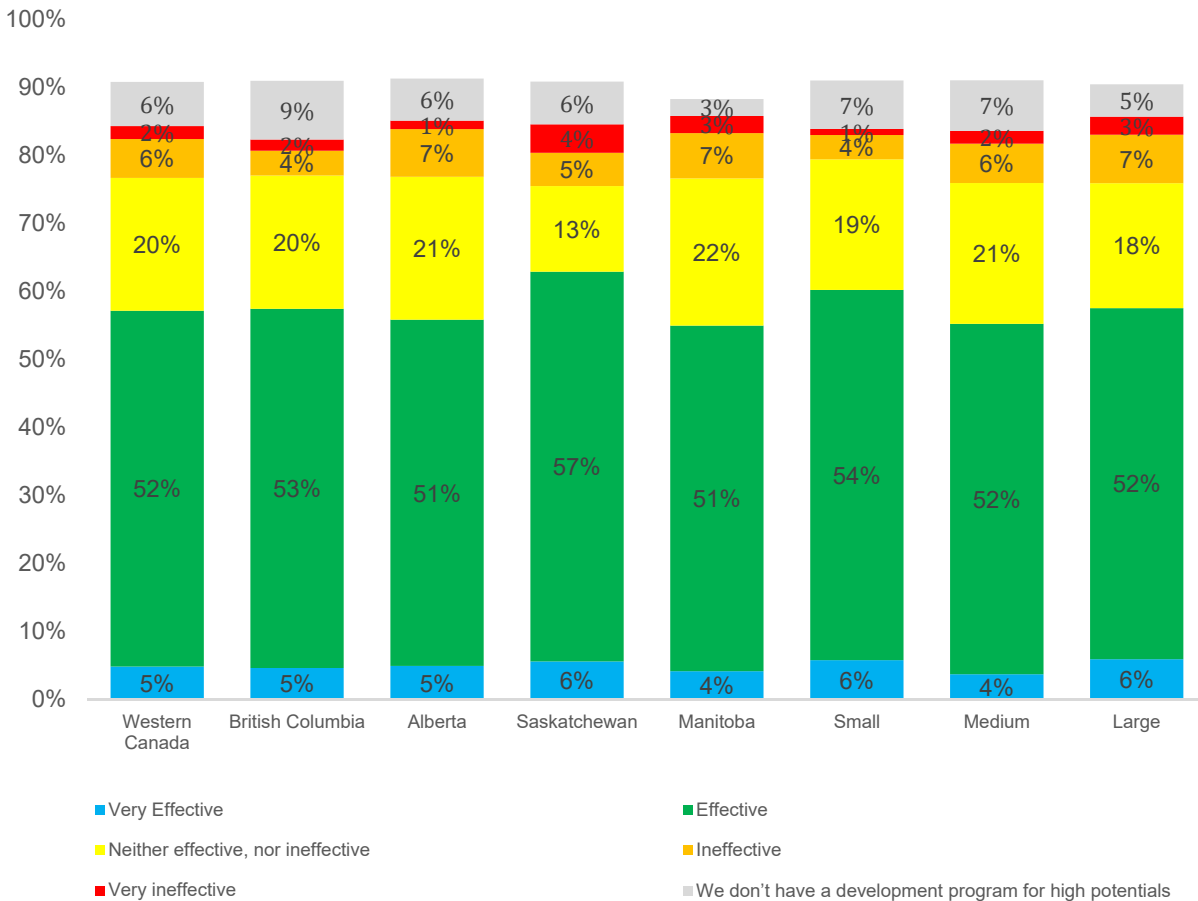
How effective were the methods?



Other methods that organizations use to develop high leadership potential employees include job shadowing, formal recognition, select training and development programs, informal coaching and individual development plans.

Only one in twenty (5%) of organizations rate their organizations high potential employee development program as very effective. Another 52% describe it as effective (higher in Saskatchewan, 57% and with small organizations, 54%). In contrast, only eight percent see their program as either ineffective or very ineffective. Overall organizations are satisfied with their high potential leadership programs.

How effective overall is your organization's high potential employee development program?



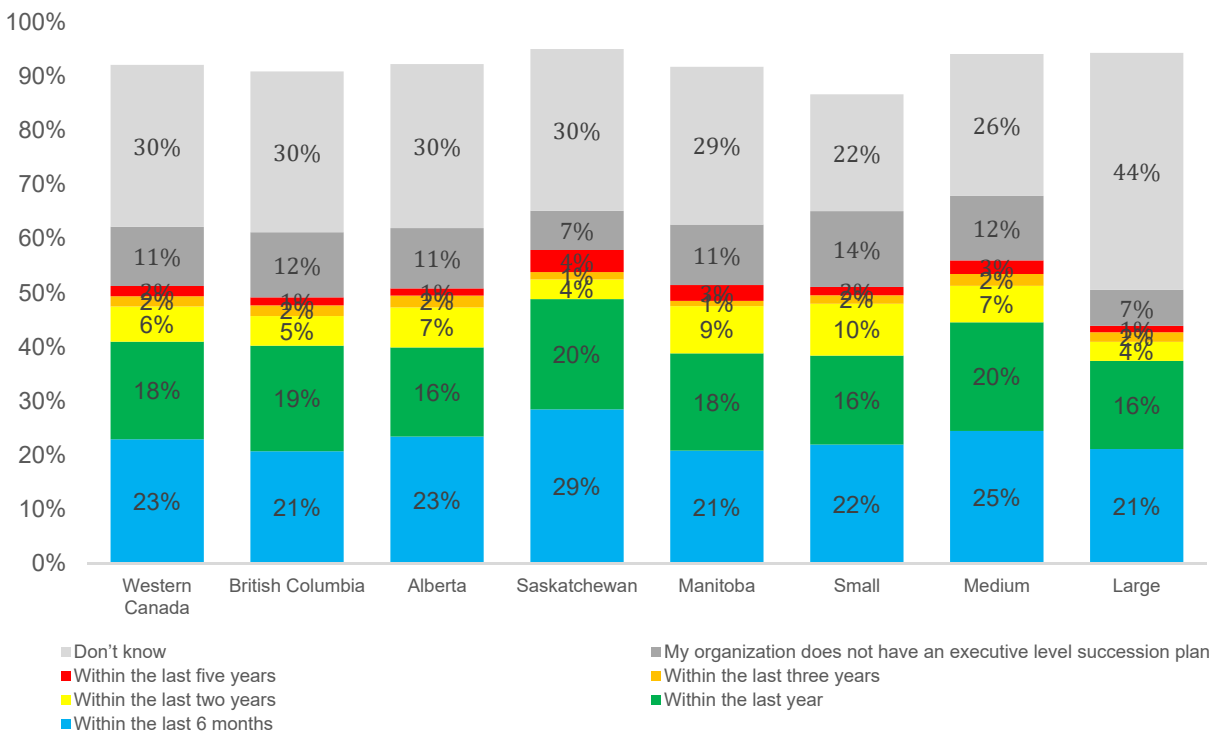
HR MANAGEMENT

SUCCESSION PLANNING

Just under half of the HR practitioners who responded said they were involved in executive-level succession planning at their organization (46%). This includes nine percent who are leading the succession planning, 16% who are involved as a member of the executive leadership team and another 21% who have an advisory role. A further 26% are not involved directly because only the executive leadership team does this level of succession planning (33% among large organizations). The rest either don't know or say there is no succession planning for their organization. There are no meaningful differences in the patterns between the provinces.

Two in five (39%) organizations have reviewed their executive level succession plan within the last year. This is most common in Saskatchewan (49%) and with medium-sized organizations (45%) and least common with large ones (37%). Overall, fully 11% of organizations do not have an executive level succession plan, a number which is slightly larger (14%) among small organizations.

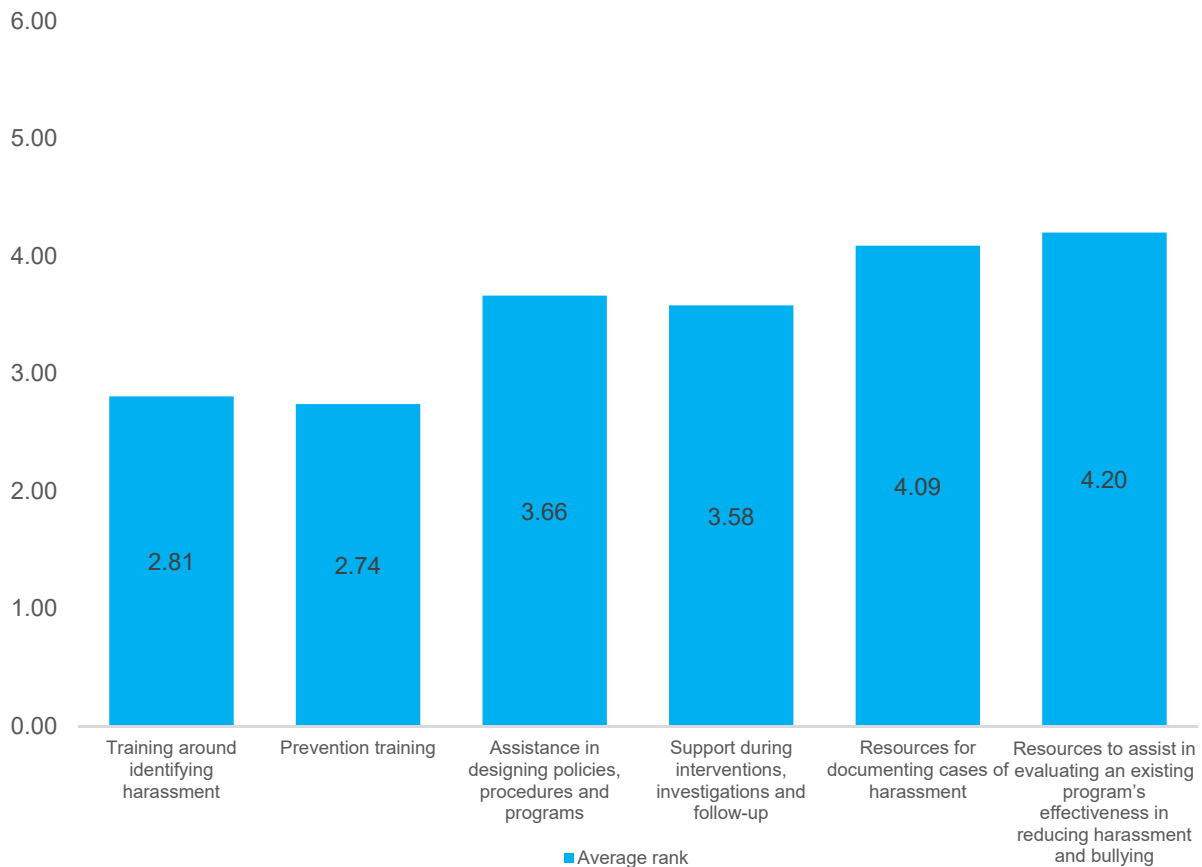
When did your organization last review the executive level succession plan?



COMBATTING HARASSMENT

Respondents were asked to rank up to six tools or actions used to reduce harassment and bullying in the workplace. The most highly ranked tools (those with the lower number) were training around identifying harassment and prevention training. This makes sense as these two tools are focused on identifying harassment early or preventing it before it begins. The lowest ranked tools were resources for documenting cases of harassment and resources to assist in evaluating an existing program's effectiveness at reducing harassment and bullying. These two tools are more focused on handling an incident of harassment properly after it has occurred as opposed to preventing it from happening in the first place, so it stands to reason they would be seen as less useful.

Average rank of the usefulness of the following tools/actions to reduce harassment and bullying in your workplace



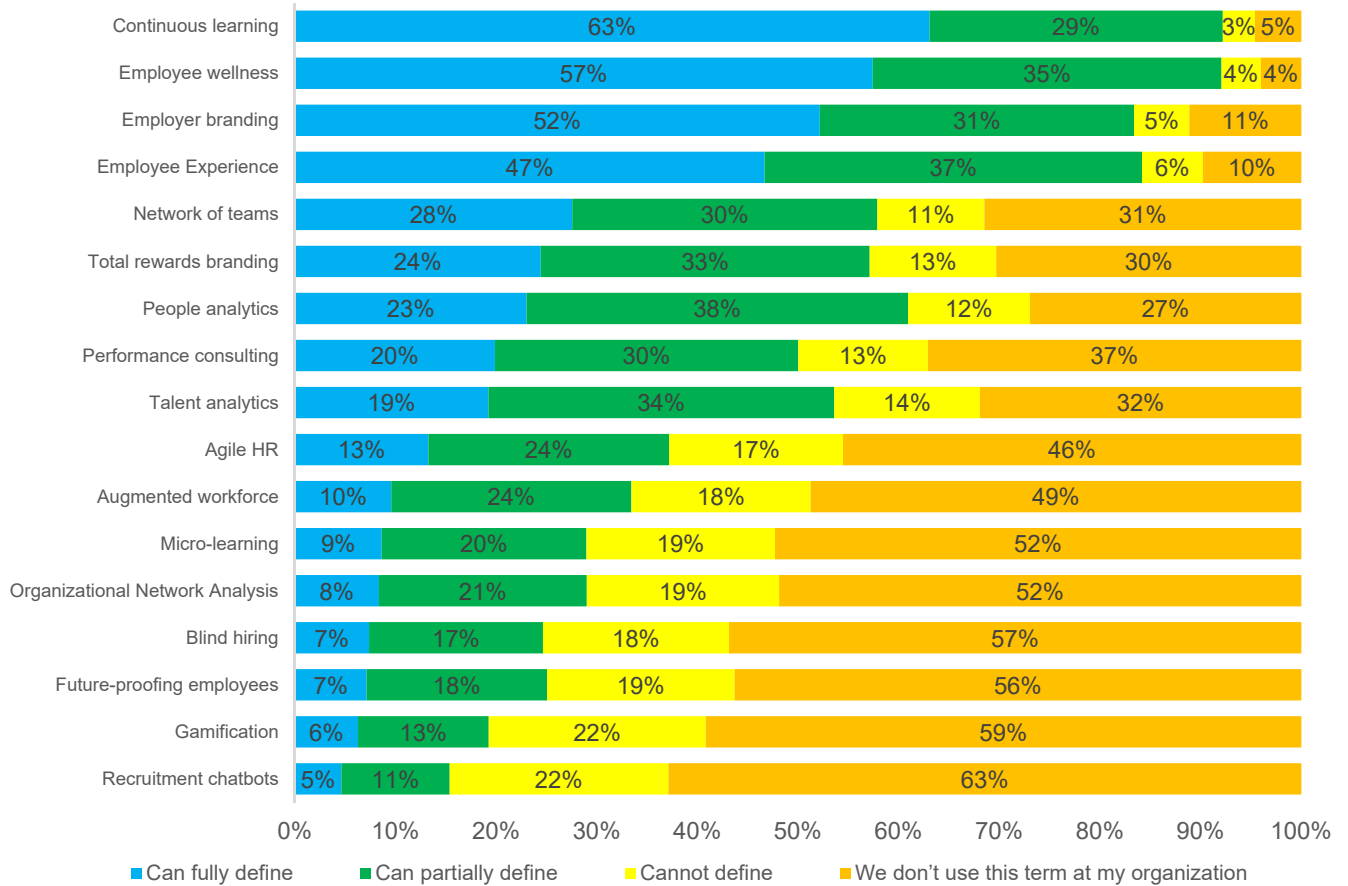


HR VOCABULARY

Every profession has vocabulary specific to their expertise. As HR's vocabulary changes, is it creating a barrier to other business professionals? Respondents were asked to what extent their senior leadership would be able to define a list of 17 terms used by HR professionals.

According to HR professionals, there are only three terms that more than half of senior leadership teams would be able to fully define: continuous learning, employee wellness, and employer branding. There are seven terms that only 10% or less would be able to fully define: augmented workforce, micro-learning, organizational network analysis, blind hiring, future-proofing employees, gamification and recruitment chatbots. These seven terms are also the least in use in organizations in Western Canada.

To what extent is your organization's senior leadership able to define the following?



TRENDS IN HR

Respondents were also asked to identify trends that are impacting their work in HR including government policies. While there are too many to enumerate, the most popular and significant include:

- Cannabis legislation
- Immigration
- Minimum wage in BC and Alberta
- Budget cuts in Saskatchewan and Manitoba
- Cost of living in BC
- Carbon Tax in Alberta
- Economic downturn - the price of Oil and Gas
- Alberta's Bill 17
- Manitoba's Bill 28

SURVEY METHODOLOGY AND RESPONDENT PROFILE

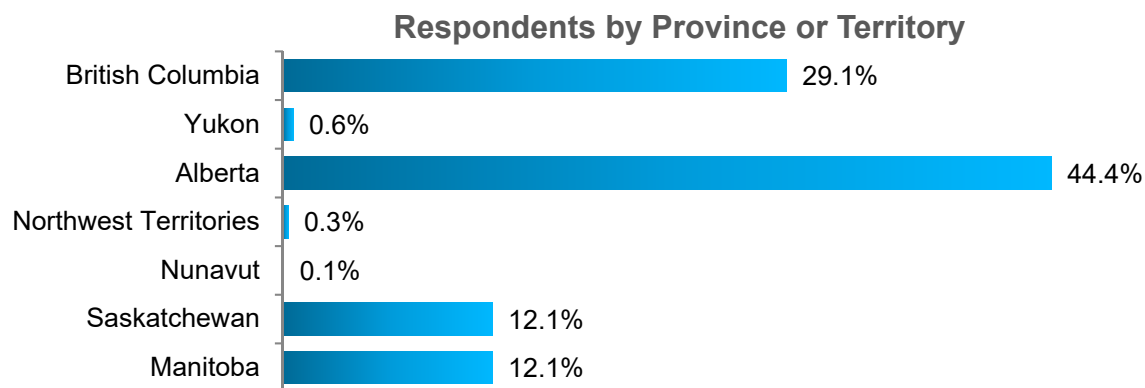
METHODOLOGY

This survey was conducted online between November 30 and December 21, 2017. 11,906 members of the CPHR BC & YK, CPHR AB, CPHR SK and CPHR MB were invited to participate via email communication. Of these, 2,753 completed sufficiently enough of the survey for their responses to be usable, a response rate of 23.1%. 1,384 respondents completed every question, representing a completion rate of 11.6%. The margin of error of this survey varies depending on the number of completions each question received. The margin of error varies between +/- 1.9% nineteen times out of twenty and +/- 2.6% nineteen times out of twenty. The data for the previous report was collected in June 2017.

Due to rounding, some numbers may not add up.

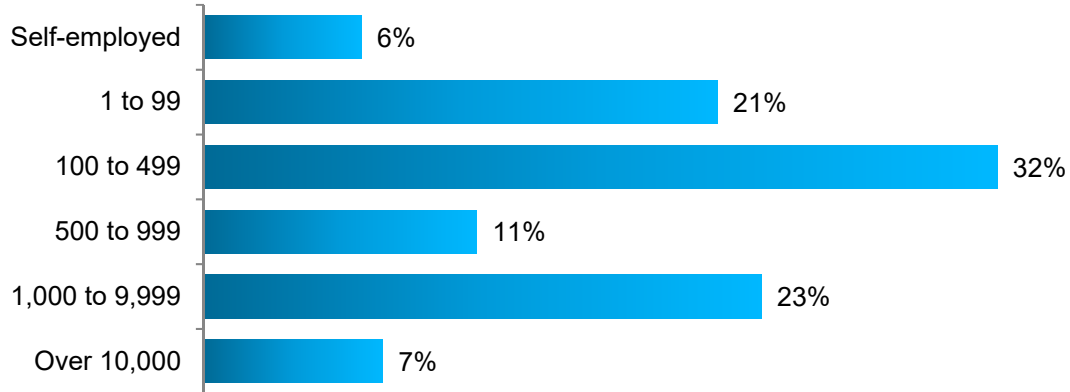
RESPONDENT PROFILE

The respondents come from organizations of all sizes from sole proprietors to multinational corporations. The median number of employees in Western Canada per organization is 330, and the average number of employees is 3,706.

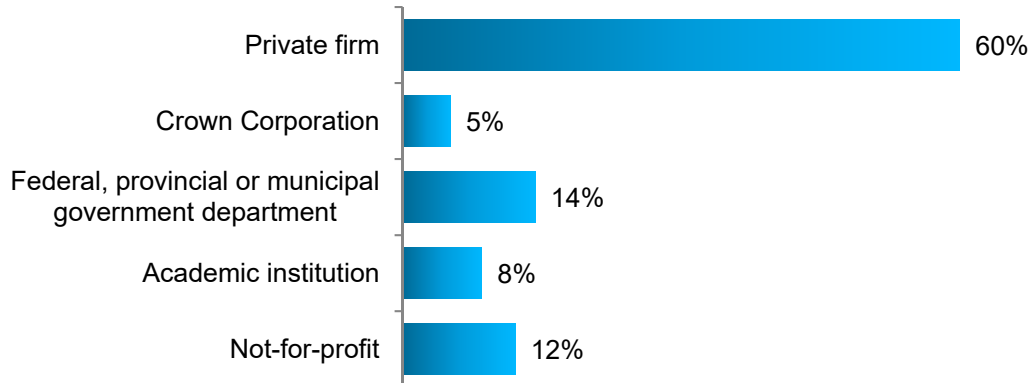


For the purposes of this report, small organizations are defined as those having fewer than 100 employees, medium organizations as those having between 100 and 999 employees and large organizations as those employing 1,000 or more employees. Respondents were also distributed across a wide range of sectors.

Number of employees



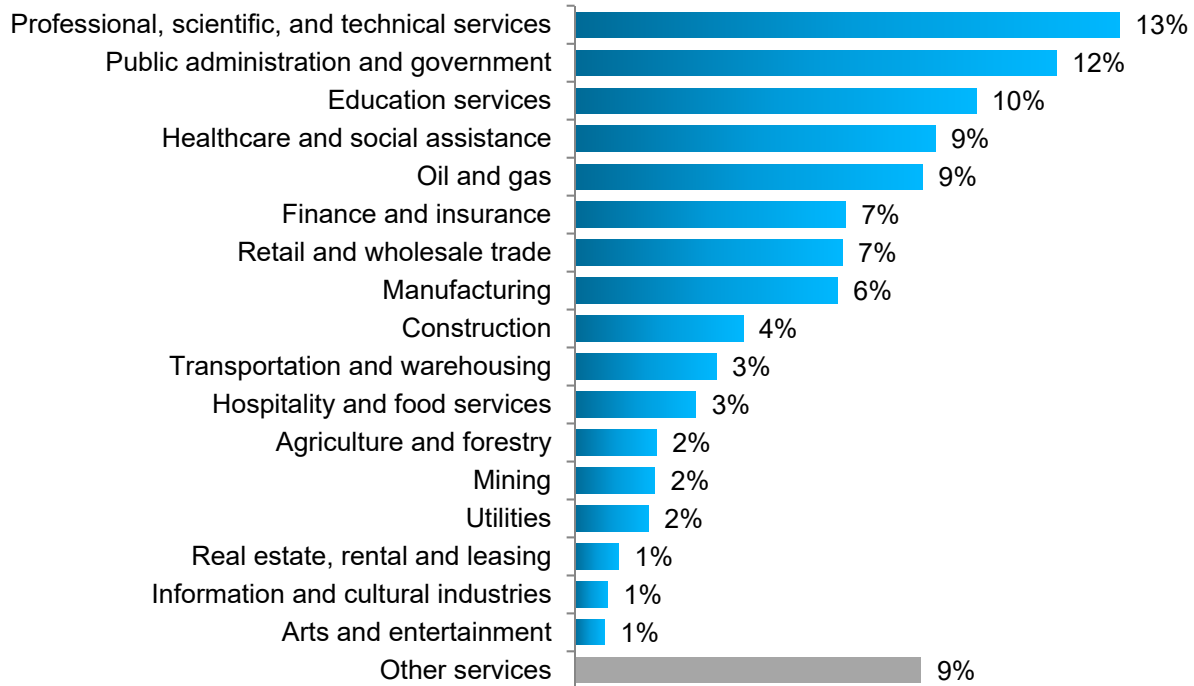
Responses by Organization Type



Due to the sample size, only breakouts were provided for 11 industry sectors:

- Oil and Gas
- Construction
- Manufacturing
- Finance
- Healthcare
- Retail
- Transportation
- Hospitality
- Professional Services
- Public Administration
- Education

Responses by Sector

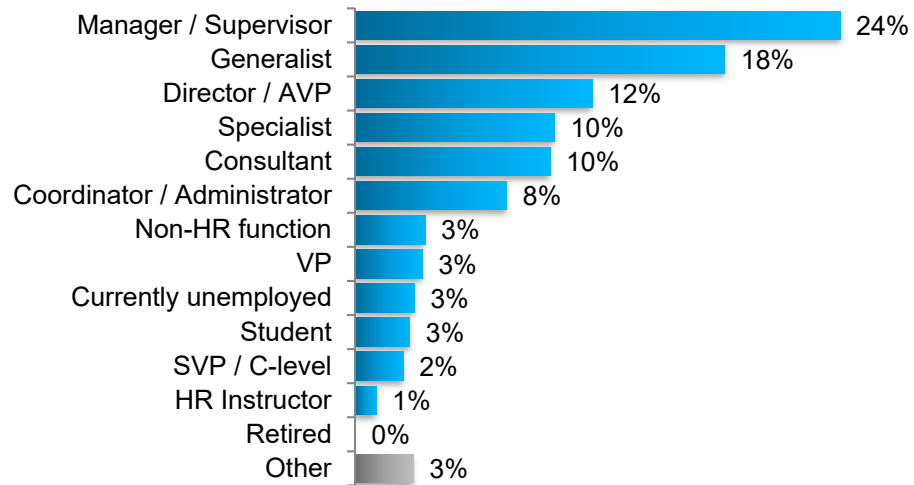


Responses by Unionization



Respondents work in a variety of roles within their organizations, but HR generalists and managers were the most common respondents.

Distribution by Role





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ABOUT THE ASSOCIATIONS

Chartered Professionals in Human Resources of British Columbia & Yukon

Founded in 1942, CPHR BC & YK has grown to include more than 5,500 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 BC & YK offers professional development and networking opportunities as well as resources for every stage of your career.

Chartered Professionals in Human Resources of 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.

Chartered Professionals in Human Resources of 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.

Chartered Professionals in Human Resources of Manitoba

Committed to the Human Resource profession, the Chartered Professionals in Human Resources of Manitoba (CPHR MB) is a vibrant association full of passion and vitality. With over 1,400 members, our membership is overflowing with a wealth of knowledge and resources. Established in 1942, CPHR MB is a network that links members, businesses, and the general public to important HR issues and trends that are occurring provincially, nationally, and globally.