

CPHR

CHARTERED PROFESSIONALS
IN HUMAN RESOURCES

Western Canada HR Trends Report

Fall 2019

Western Canada HR Trends Report



WESTERN CANADA HR TRENDS REPORT FALL 2019

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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 seventh report in the series.

METHODOLOGY

The Fall 2019 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 June 10th to July 15th, 2019.

Members of the four associations were invited to participate via email communication from their respective associations. In total, 12,552 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 1,144 human resources professionals participated in the survey, for an overall response rate of 9.11%. 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 1,144 (all survey respondents participating) is +/- 2.90% 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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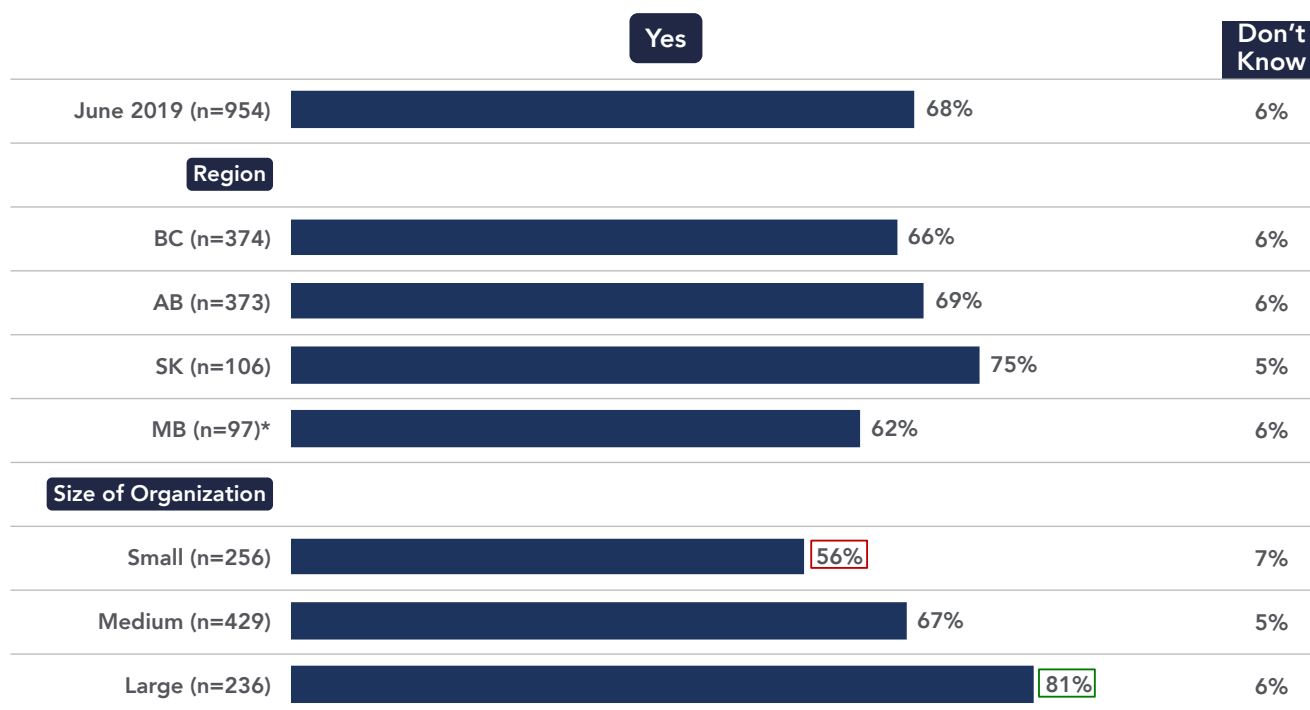


COMPENSATION

COMPENSATION PHILOSOPHY

Two-thirds (68%) of Western Canadian organizations have formal compensation philosophies. Those in large-sized organizations (81%) are significantly more likely to have formal philosophies, while those in small-sized organizations (56%) are the least likely.

Have Formal Compensation Philosophy



Base: Employed in HR function, excluding not applicable

*Small base size, interpret with caution.

J1. Does your organization have a formal compensation philosophy?

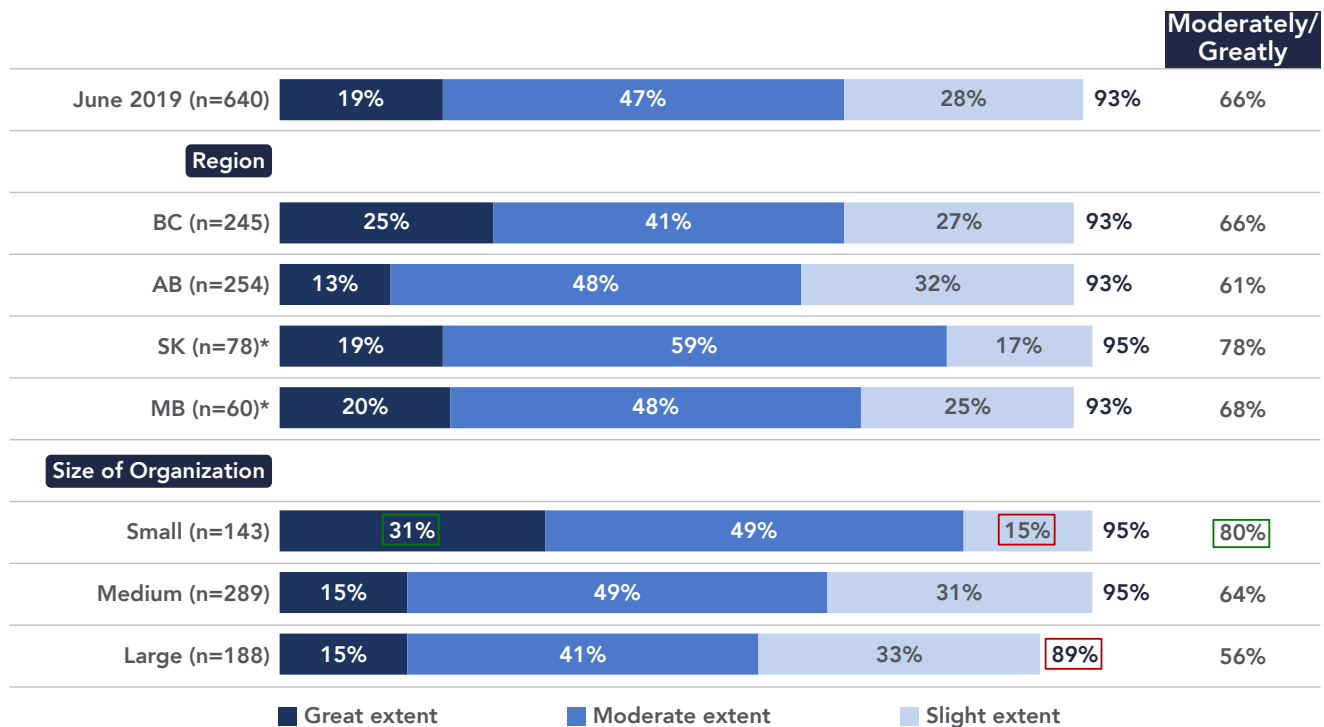
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Among those with a formal compensation philosophy, nearly all (93%) believe that their organization's employees understand the basis upon which their pay and incentives are determined at least slightly, including two-thirds (66%) who believe their employees understand to a moderate or great extent.

Those who work for large-sized organizations (89%) are significantly less likely than those who work for small or mid-sized organizations (95% each) to believe their employees understand their organization's compensation philosophy.

Understanding of Compensation Philosophy



Base: Have formal compensation philosophy. *Small base size, interpret with caution.

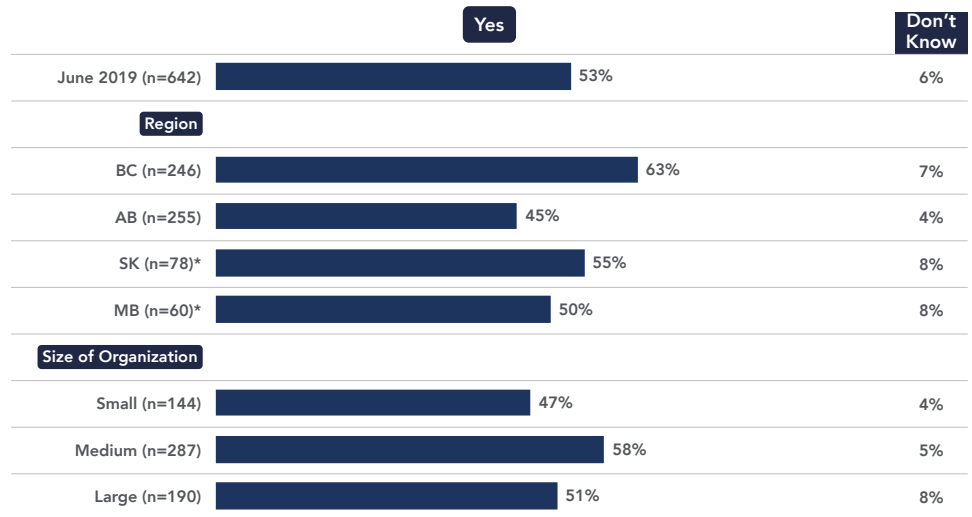
J1b. To what extent do you believe that your organization's employees understand the basis upon which their pay and incentives are determined (the compensation philosophy)?

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Salary Administration Adjustment

Among Western Canadian organizations with a formal compensation philosophy, just over half (53%) have had adjustments to their salary administration practices in response to the economic environment.



*Small base size, interpret with caution.

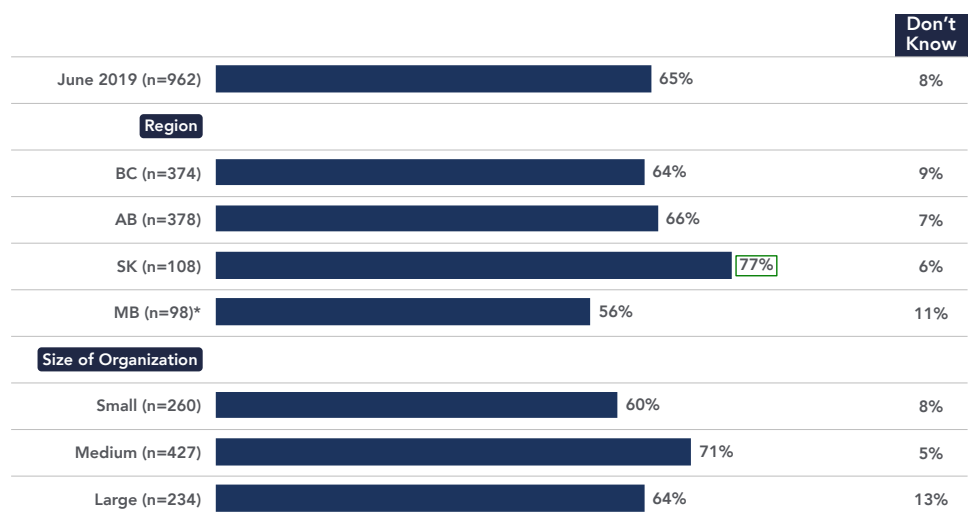
Base: Have formal compensation philosophy

J1a. In the past 12 months, have there been adjustments to the salary administration practices in response to the economic environment?

Have a Compensation Framework to Maintain Competitiveness

Two-thirds (65%) of Western Canadian organizations have a compensation framework to maintain competitiveness.

Saskatchewan organizations (77%) are significantly more likely than those in the other provinces to have a compensation framework for this reason.



Base: Employed in HR function

*Small base size, interpret with caution.

J1a1. Does your organization have a compensation framework to maintain competitiveness?

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SALARIES

A small majority (60%) of Western Canadian organizations expect the average base salaries at their organization to increase in 2020. Few (2%) expect salaries to decrease.

Respondents in British Columbia (76%) are significantly more likely to expect increases than those in the other provinces, while respondents in Alberta (43%) are the least likely.

Expectation of Base Salary Changes

Don't Know	Stay the Same	Decrease		Increase		Regions (Increased)			
						BC & YT (n varies)	AB (n varies)	SK (n varies)	MB (n varies)
7%	31%	2%	Overall		60%	76%	43%	62%	65%*
11%	26%	2%	Unionized employees		61%	79%	44%	54%*	57%**
7%	31%	3%	Non-unionized employees		59%	73%	42%	66%*	63%*
7%	34%	3%	Management employees		56%	70%	40%	59%	64%*

Base: Employed in HR function, excluding not applicable (n=426-896)

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

J2. Do you expect the average base salaries for each of the following to increase or decrease at your organization in 2020?

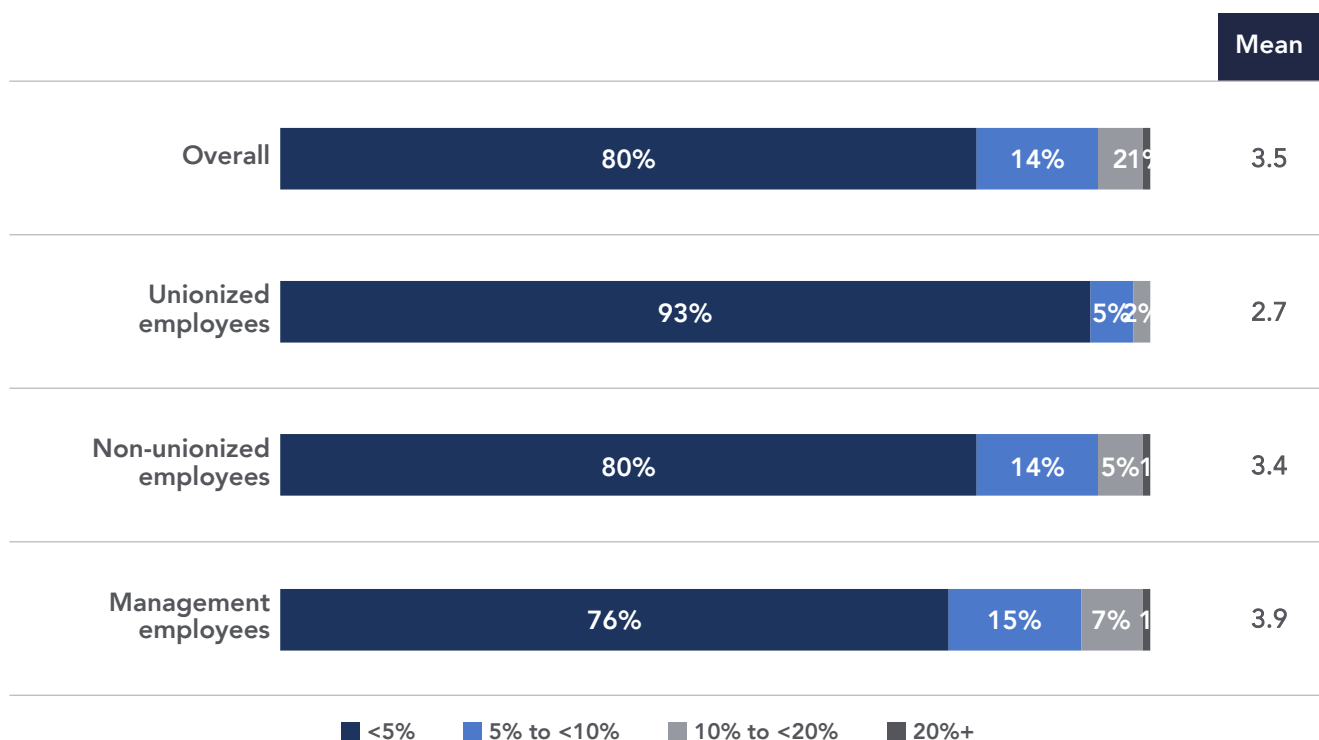
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Among those who expect salaries to increase, four-in-five (80%) expect a small increase of less than five percent.

Expectations for salary increases of more than five percent are lower for unionized employees (7%), compared to non-unionized (20%) and management employees (25%).

Size of Expected Increase to Base Salaries



Base: Expect base salaries to increase (n=238-443)

J2a. What is the average expected increase to each of the following base salaries at your organization.

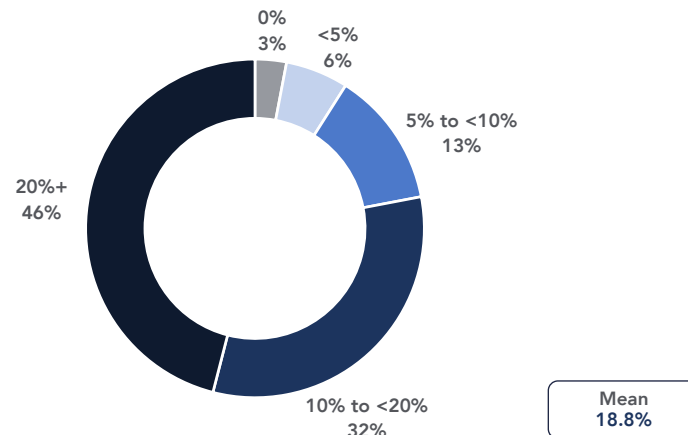
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BENEFITS

On average, Western Canadian organizations pay 18.8% of salary in benefits, including pension contributions. Just under half (46%) pay 20% or more.

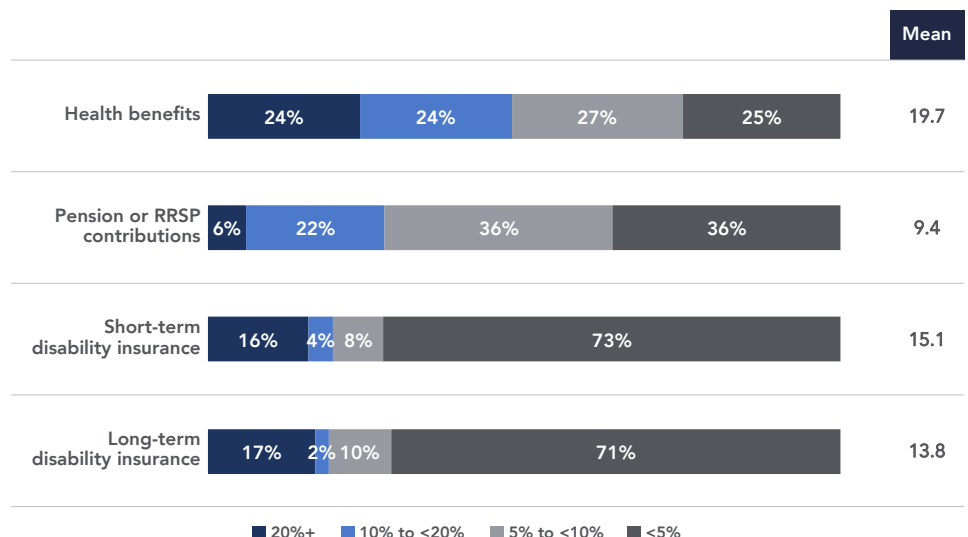
Average Percent of Salary Paid in Benefits



Base: Employed in HR function (n=517)
J3. What is the average percentage of salary that your organization pays in benefits?

Percent of Salary Paid for Specific Benefits

Western Canadian organizations pay the largest percent of salary for *health benefits* (19.7%), followed by *short* (15.1%) and *long-term disability insurance* (13.8%). The lowest percent is paid for *pension or RRSP contributions* (9.4%).



Base: Know percent of salary paid for benefits (n=306-379)
J3a. Please indicate the average percentage of salary that your organization pays for the following benefits...

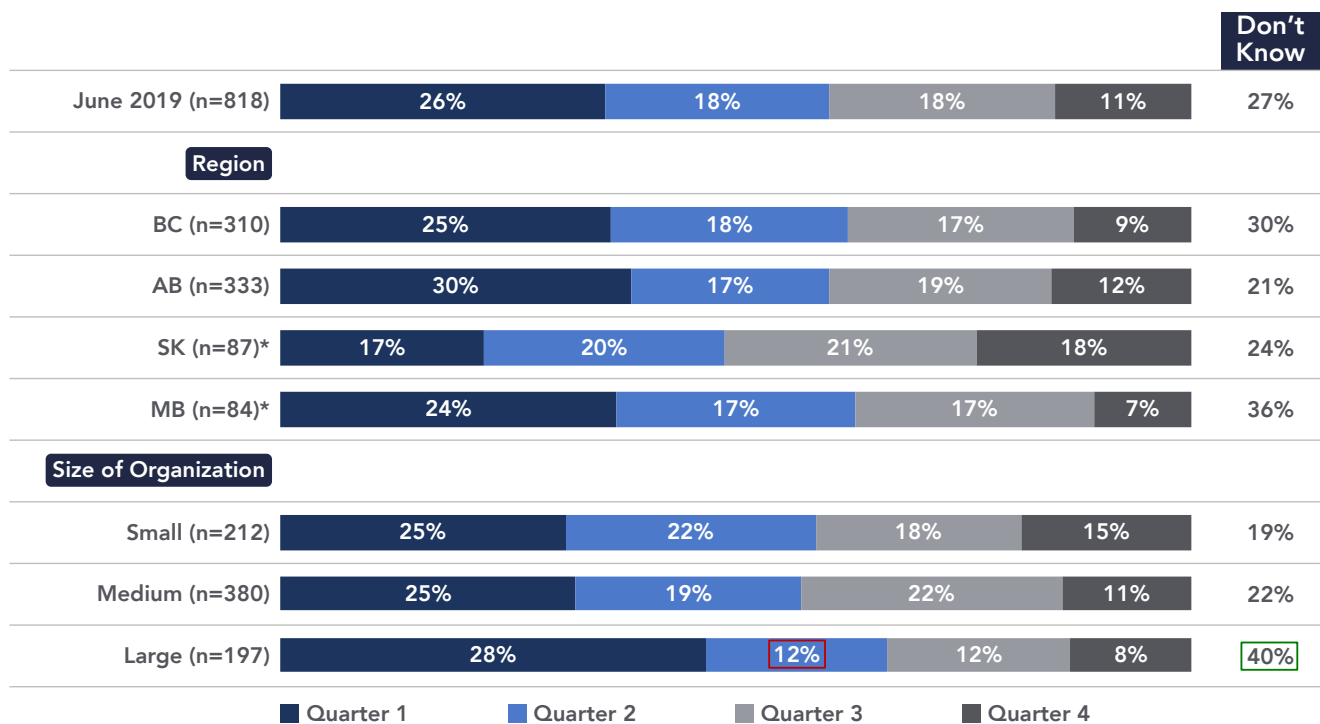
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Western Canadian organizations most commonly renew their organization's health and insurance benefit plan in Q1 (26%). Q4 is the least popular quarter for renewal.

Respondents from large-sized organizations (40%) are significantly more likely to say they "don't know" what quarter their organization's health and insurance benefit plan renews.

When are Health and Benefit Plans Renewed?



Base: Employed in HR function, excluding not applicable

*Small base size, interpret with caution.

J4. In which quarter of the year does your organization's health and insurance benefit plan renew?

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DEALING WITH ISSUES IN THE WORKPLACE

WORKPLACE POLICIES

The majority of Western Canadian organizations have sufficient policies in place to address the consumption of drugs and alcohol. Just under nine-in-ten (86%) have a policy covering the consumption of *alcohol*, three-quarters have policies covering *recreational* (75%) and *medical* (73%) *marijuana*, and two-thirds (66%) have one for *opioids*. Incidence of sufficient policies has significantly increased over the past year for all four types of policy.

Small-sized organizations are significantly less likely to have sufficient policies for most of the coverage types tested, but are more likely to be planning or developing one for both *alcohol* (7%) and *medical marijuana* (13%).

Have a Sufficient Drug & Alcohol Policy for Specific Issues

2018						Regions				Size of Organization		
						BC (n varies)	AB (n varies)	SK (n varies)	MB (n varies)	Small (n varies)	Medium (n varies)	Large (n varies)
77%	Alcohol	Yes		86%▲		83%	85%	91%	91%	76%	91%	88%
4%		No, but planning				2%	6%	5%	0%	7%	2%	2%
33%	Recreational marijuana	Yes		75%▲		70%	75%	84%	81%	66%	81%	76%
12%		No, but planning				8%	11%	12%	6%	13%	7%	8%
37%	Medical marijuana	Yes		73%▲		69%	74%	83%	76%	64%	79%	75%
11%		No, but planning				7%	11%	12%	6%	13%	7%	7%
48%	Opioids	Yes		66%▲		61%	69%	69%	68%	57%	72%	64%
7%		No, but planning				6%	9%	12%	5%	11%	7%	5%

Base: Employed in HR function (n=773-776)

PP16. Do you currently have a drug & alcohol policy for your organization that in your opinion is sufficient to address...

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A strong majority of Western Canadian organizations have policies in place for *workplace harassment* (90%), *violence in the workplace* (85%); *sexual harassment and assault* (85%) and a *respectful workplace* (84%). A smaller majority have a *conflict resolution policy* (62%).

Small-sized organizations are significantly less likely to have policies for most of the policy types tested, but are more likely to be planning or developing one.

Status of Various Workplace Policies

					Regions				Size of Organization		
					BC & YT (n varies)	AB (n varies)	SK (n varies)	MB (n varies)	Small (n varies)	Medium (n varies)	Large (n varies)
Workplace harassment policy	In place	<div><div></div></div>	90%	89%	87%	94%*	99%*	<div><div></div></div>	95%	95%	
	Upcoming	<div><div>4</div></div> 6%		5%	9%	2%	0%	<div><div></div></div>	3%	<div><div></div></div>	
Violence in the workplace policy	In place	<div><div></div></div>	85%	82%	85%	86%*	92%*	<div><div></div></div>	89%	93%	
	Upcoming	<div><div>6</div></div> 9%		9%	10%	7%	5%	<div><div></div></div>	7%	3%	
Sexual harassment and sexual assault policy	In place	<div><div></div></div>	85%	81%	85%	90%*	97%*	<div><div></div></div>	90%	92%	
	Upcoming	<div><div>5</div></div> 7%		9%	8%	2%	0%	<div><div></div></div>	5%	2%	
Respectful workplace policy	In place	<div><div></div></div>	84%	83%	82%	86%*	94%*	<div><div></div></div>	87%	93%	
	Upcoming	<div><div>7</div></div> 9%		8%	13%	5%	2%	<div><div></div></div>	8%	<div><div></div></div>	
Conflict resolution policy	In place	<div><div></div></div>	62%	64%	60%	62%*	63%*	59%	60%	<div><div></div></div>	
	Upcoming	<div><div>10</div></div> 16%		15%	16%	14%	17%	20%	17%	<div><div></div></div>	
<div><div></div> Currently developing</div> <div><div></div> Plan to develop in 12 months</div>											

■ Currently developing ■ Plan to develop in 12 months

Base: Employed in HR function (n=854-860)

*Small base size, interpret with caution.

PP2. Please indicate the status of the following policies at your organization...

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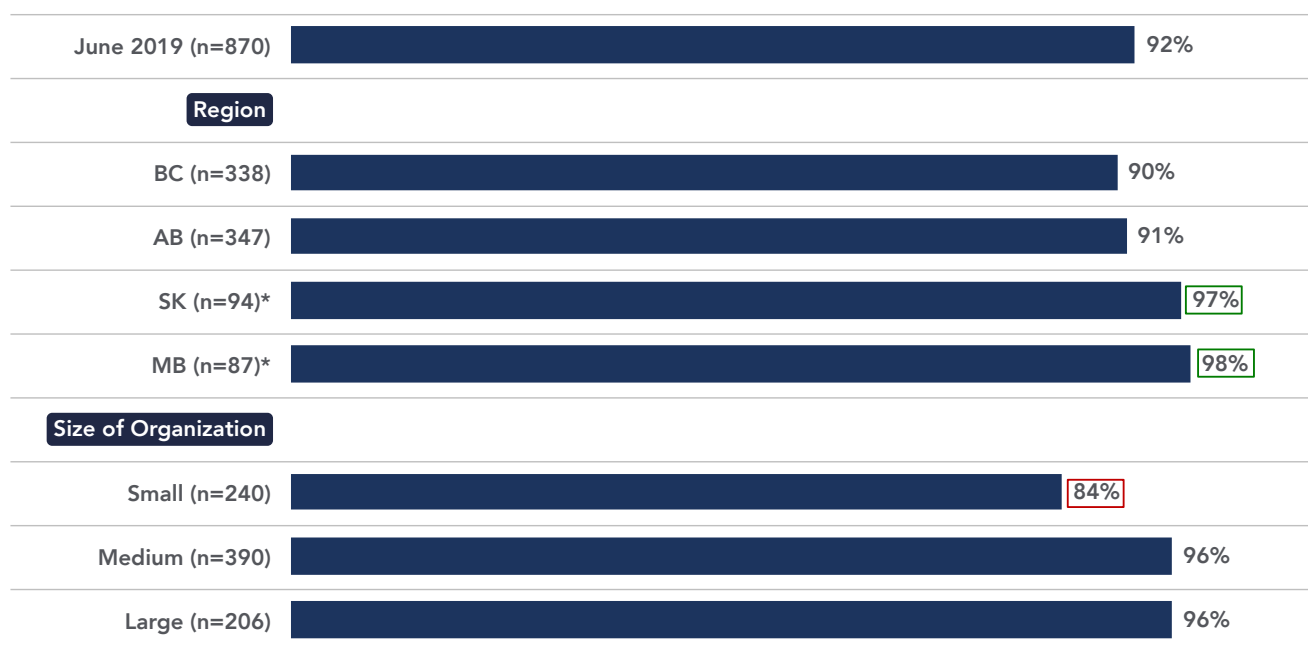


More than nine-in-ten (92%) Western Canadian organizations have a framework for how a complainant can formally report harassment or bullying in the workplace.

British Columbian (90%) and Albertan (91%) organizations are significantly less likely to have a policy framework than those in Saskatchewan (97%) and Manitoba (98%).

Small-sized organizations (84%) are significantly less likely to have a framework than those in large or mid-sized organizations (96%, respectively).

Have Framework to Report Harassment or Bullying



Base: Employed in HR function

*Small base size, interpret with caution.

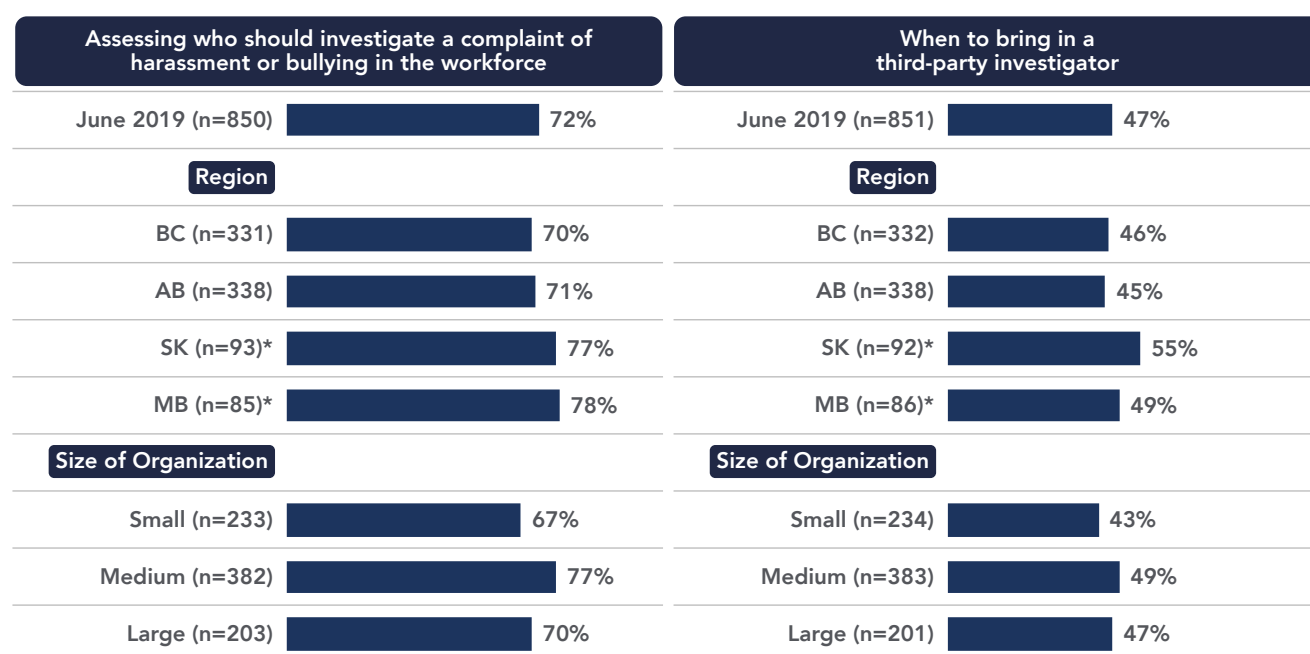
PP3. Does your organization's policy framework outline how a complainant can formally report harassment or bullying in the workplace?

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While the majority (72%) of Western Canadian organizations have policies in place for assessing who should investigate a complaint of harassment or bullying in the workforce, less than half (47%) have a policy for when to bring in a third-party investigator.

Have Policies for Investigations



Base: Employed in HR function

*Small base size, interpret with caution.

PP5. Does your organization have a policy for each of the following?

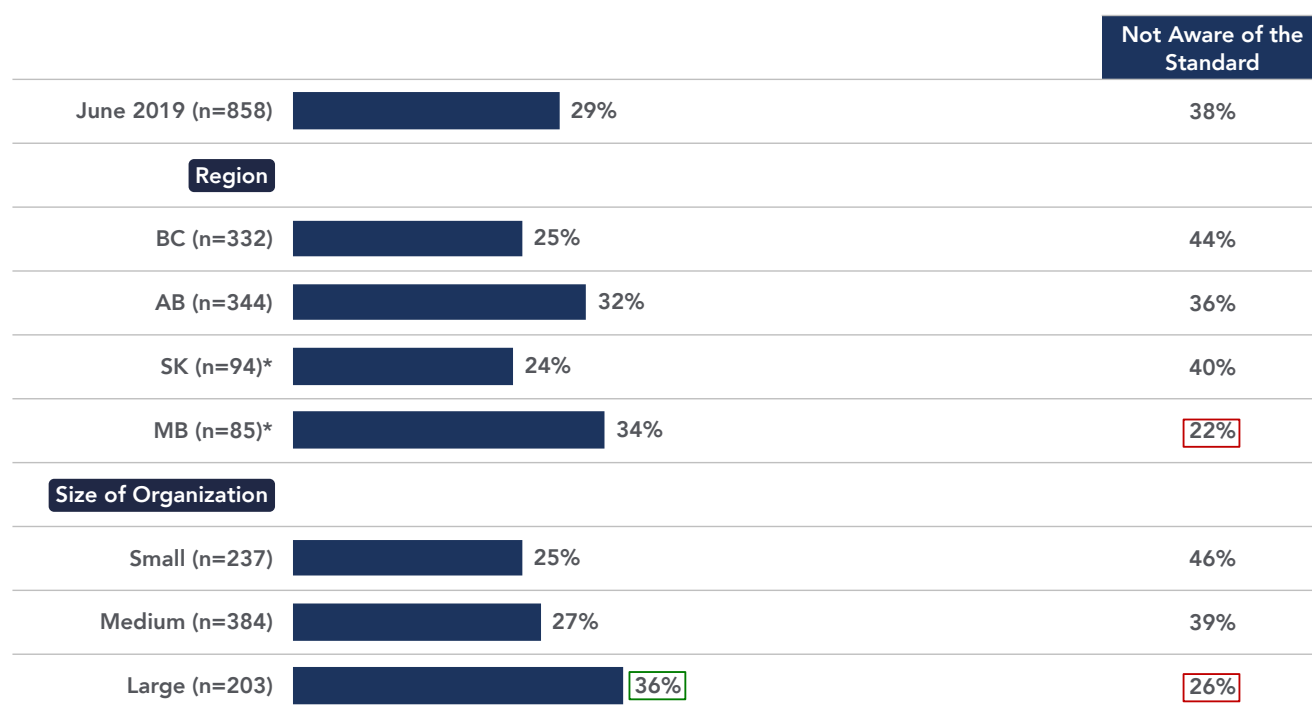
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Three-in-ten (29%) Western Canadian organizations maintain compliance with the Canadian Psychological Health and Safety Standard. Large-sized organizations (36%) are significantly more likely to maintain compliance compared to those in small (25%) and mid-sized (27%) organizations.

Two-in-five (38%) human resources professionals are not aware that the Canadian Psychological Health and Safety Standard exists. Respondents in Manitoba (22%) and those who work for large organizations (26%) are significantly less likely to say they aren't aware of this standard.

Comply with Psychological Health and Safety Standard



Base: Employed in HR function

*Small base size, interpret with caution.

PP4. Does your organization maintain compliance with the Canadian Psychological Health and Safety Standard?

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Three-quarters (76%) of Western Canadian organizations have taken one or more actions regarding harassment and bullying policies in the past twelve months, most commonly *reviewing their violence, harassment, bullying or respectful workplace policies* (65%). Relatively few have changed their *reporting policies* (12%) or their *complaint investigation policies and practices* (15%).

Actions Taken Regarding Harassment and Bullying Policies in Past Twelve Months



Base: Employed in HR function (n=818)

PP14. Which of the following actions has your organization taken in the past 12 months?

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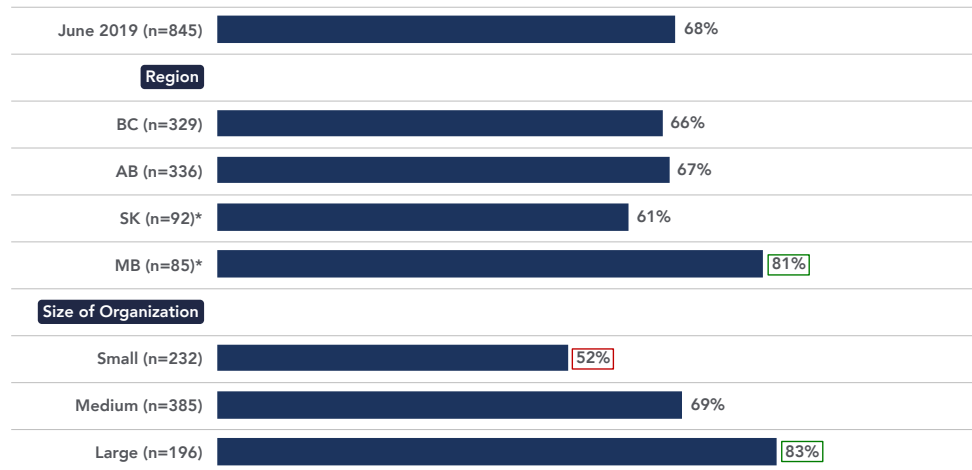
TRAINING

Two-thirds (68%) of Western Canadian organizations offer training related to respectful workplaces.

Manitoba organizations (81%) are significantly more likely to offer this training than the other provinces.

Large-sized organizations (83%) are significantly more likely to offer this training. Small-size organizations (52%) are the least likely.

Offers Respectful Workplace Training



Base: Employed in HR function

*Small base size, interpret with caution.

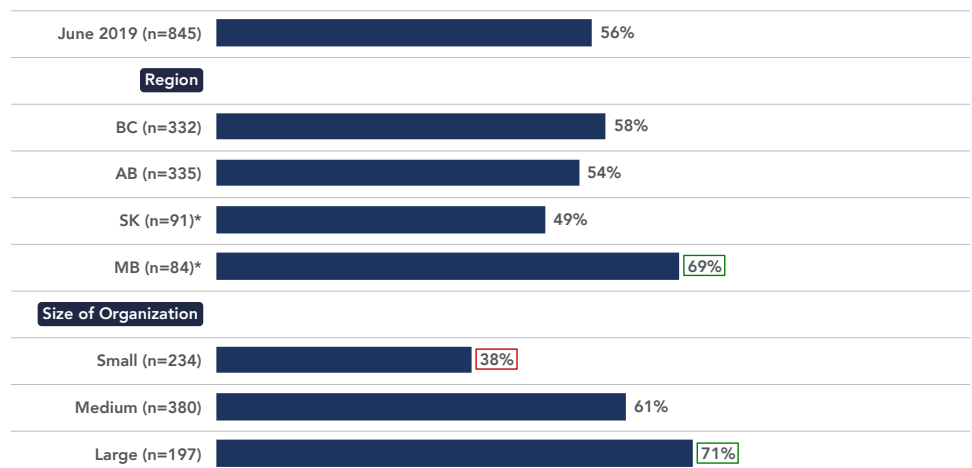
PP7. Does your organization offer training related to respectful workplaces?

Just over half (56%) require employees to complete training related to respectful workplaces.

Not surprisingly (as they are also more likely to offer training) Manitoba organizations (69%) are significantly more likely to require this training than the other provinces.

Large-sized organizations (71%) are also significantly more likely to require this training. Small-size organizations (38%) are the least likely.

Requires Employees to Complete Respectful Workplace Training



Base: Employed in HR function

*Small base size, interpret with caution.

PP8. Does your organization require employees to complete training related to respectful workplaces?

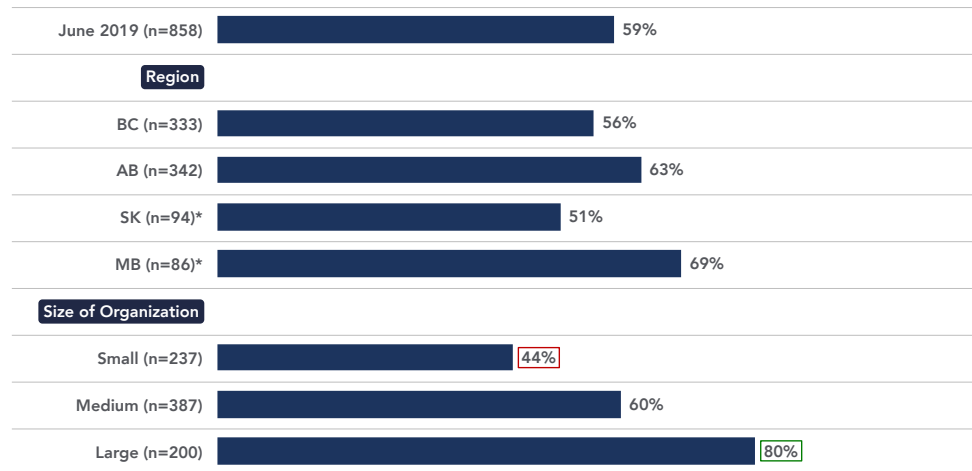
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Have Trained In-House Investigators

A small majority (59%) of Western Canadian organizations have trained in-house investigators who could investigate a complaint of harassment or bullying in the workplace.

Large-sized organizations (80%) are significantly more likely to have in-house investigators. Small-size organizations (44%) are the least likely.



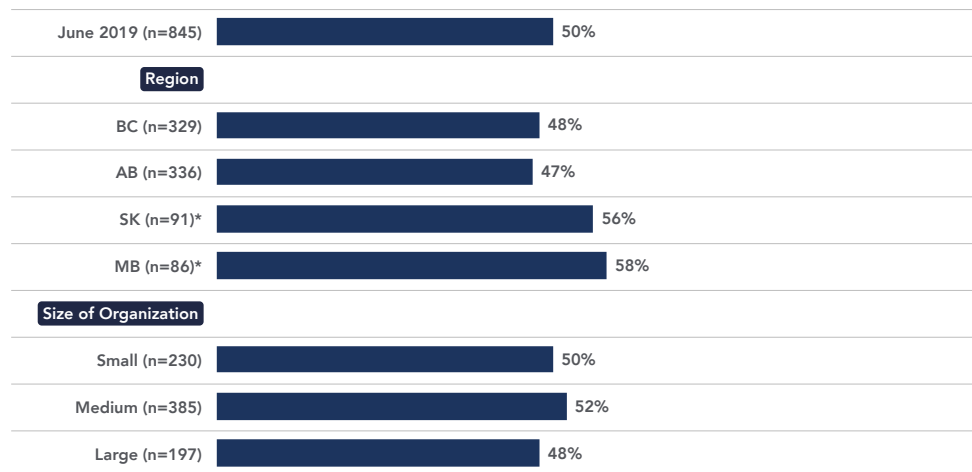
Base: Employed in HR function

*Small base size, interpret with caution.

PP6. Does your organization have trained in-house investigators who could investigate a complaint of harassment or bullying in the workplace?

Half (50%) of Western Canadian organizations believe their people leaders are adequately trained to appropriately enact progressive discipline actions.

Have Adequately Trained Leaders to Enact Disciplinary Actions



Base: Employed in HR function

*Small base size, interpret with caution.

PP9. In your opinion, are your people leaders' adequately trained to appropriately enact progressive discipline actions?

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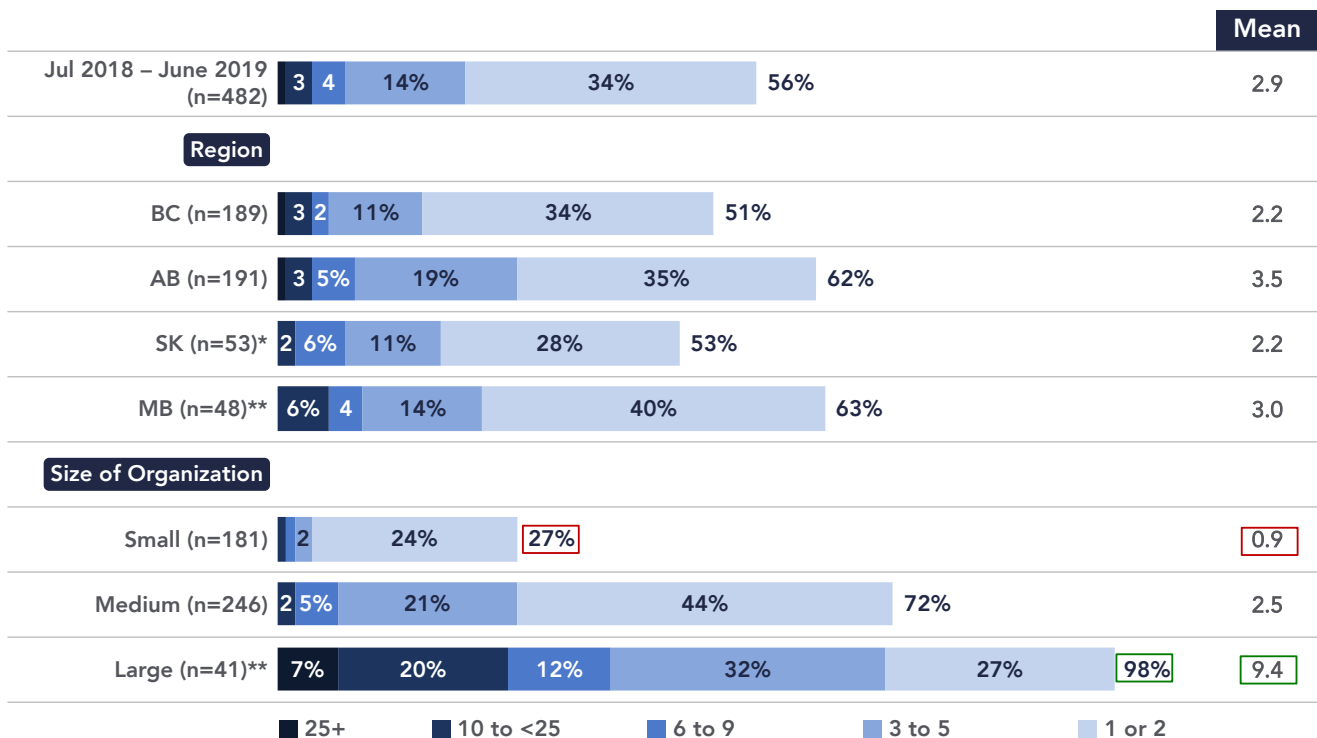


BULLYING AND HARASSMENT COMPLAINTS

Just over half (56%) of Western Canadian organizations had at least one workplace harassment and bullying complaint initiated in the past twelve months, with an average of 2.9 complaints initiated over this period.

Nearly all (98%) large-sized organizations report complaints being initiated, compared to a smaller majority of mid-sized organizations (72%) and just over one-quarter of small-sized organizations (27%).

Number of Workplace Harassment and Bullying Complaints in Past Twelve Months



Base: All respondents

*Small base size, interpret with caution.

PP11. How many workplace harassment and bullying complaints were initiated in the past 12 months?

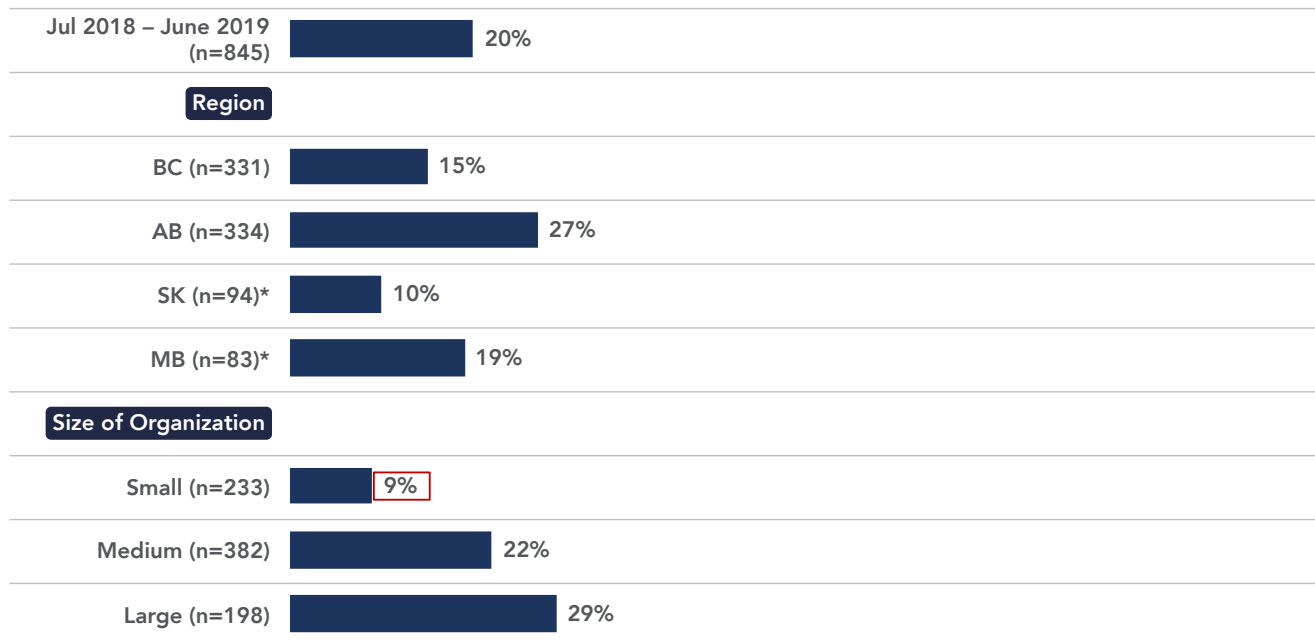
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One-in-five (20%) saw an increase in workplace harassment and bullying complaints in the past twelve months.

Small-sized organizations (9%) are less than half as likely to report an increase than large (29%) and mid-sized (22%) organizations.

Saw Increase in Workplace Bullying and Harassment Complaints in Past Twelve Months



Base: All respondents

*Small base size, interpret with caution.

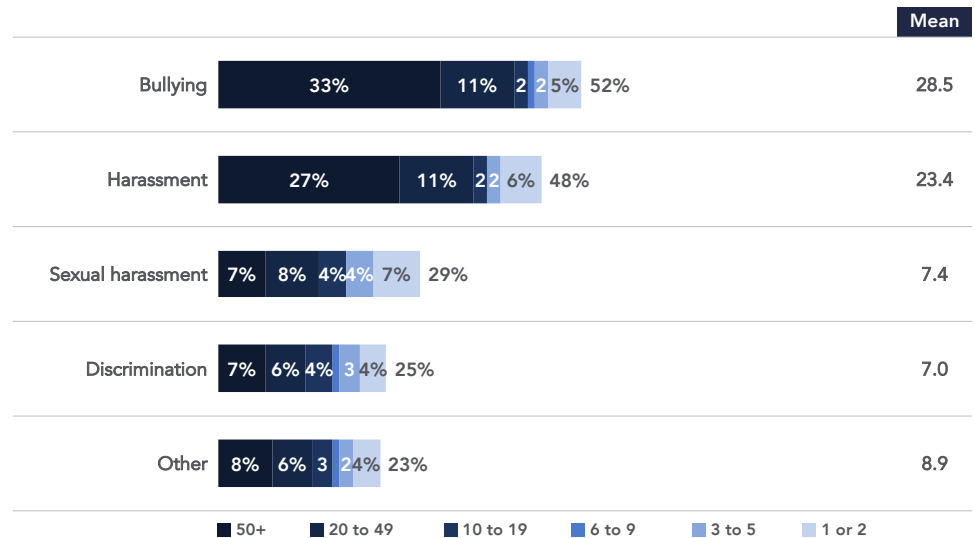
PP10. Has the number of workplace harassment and bullying complaints increased in the past 12 months?

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Close to half of Western Canadian organizations received workplace harassment and bullying complaints in the past twelve months related to *bullying* (52%) or *harassment* (48%). Three-in-ten received complaints of *sexual harassment* (29%) and one-quarter received complaints of *discrimination* (25%) or *other issues* (23%).

Classification of Harassment and Bullying Complaints



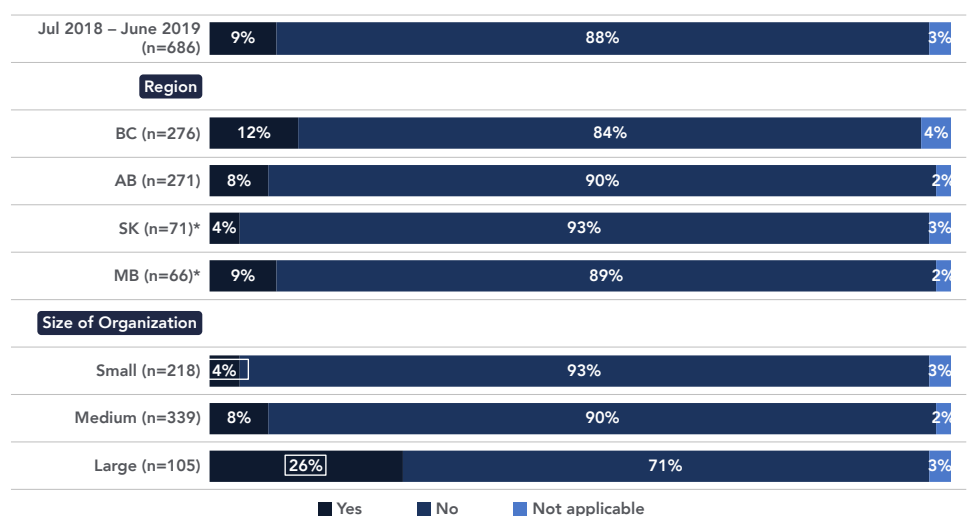
Base: Employed in HR function (n=282-425)

PP12. Approximately what percentage of workplace harassment & bullying complaints from the past 12 months were classified as:

One-in-ten (9%) were the subject of an Occupational Health & Safety investigation concerning harassment in the workplace.

Large-sized organizations (26%) are significantly more likely to have been the subject of an investigation. Small-sized organizations (4%) are the least likely.

Had an OH&S Investigation In Past Twelve Months



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

PP13. In the past 12 months, has your organization been the subject of an Occupational Health & Safety investigation concerning harassment in the workplace?

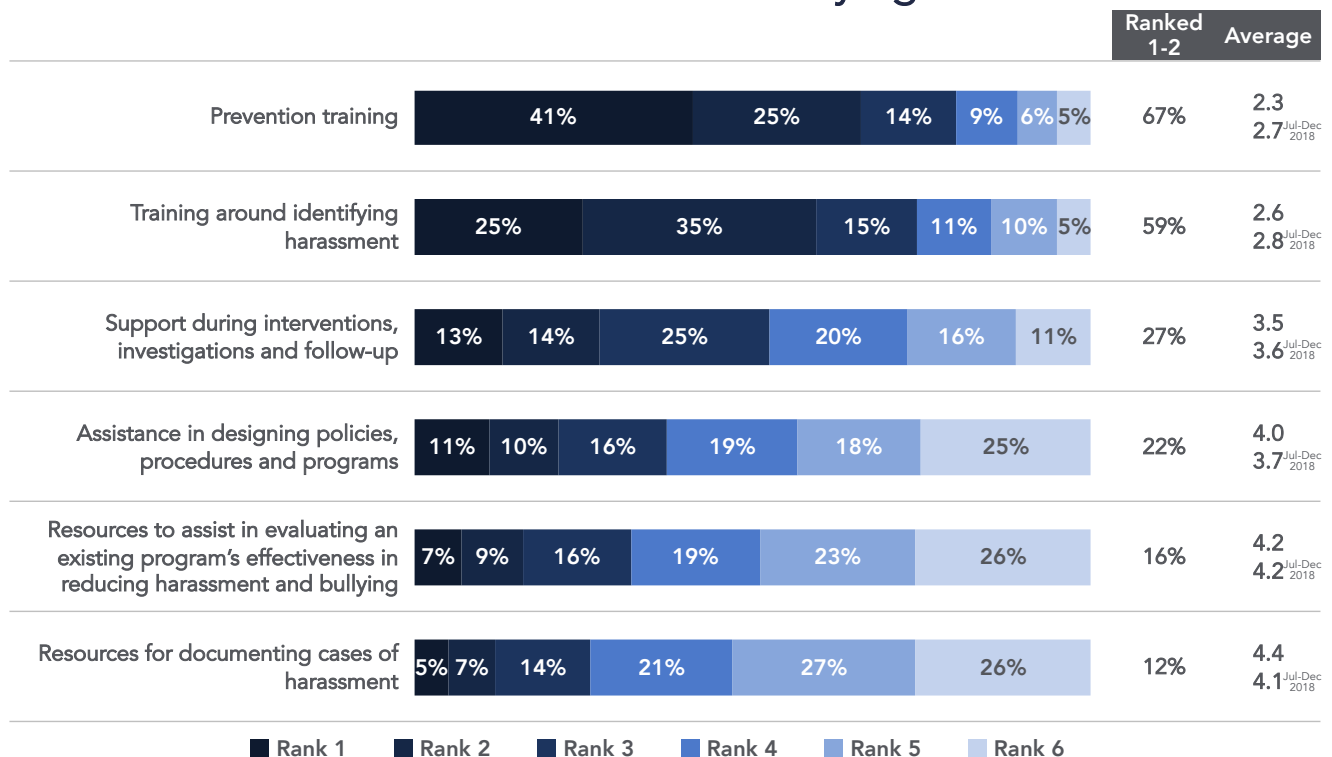
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TOOLS FOR REDUCING BULLYING AND HARASSMENT

Western Canadian organizations view training as the most effective tool or action to reduce harassment and bullying in the workplace. When asked to rank the usefulness of a series of tools, the majority ranked *prevention training* (67%) and *training around identifying harassment* (59%) as the most or the second most useful. *Resources for documenting cases of harassment* are considered the least useful tool or action.

Ranked Usefulness of Tools for Reducing Harassment and Bullying



Base: Employed in HR function

PP15. Please rank the usefulness of the following tools/actions to reduce harassment and bullying in your workplace.

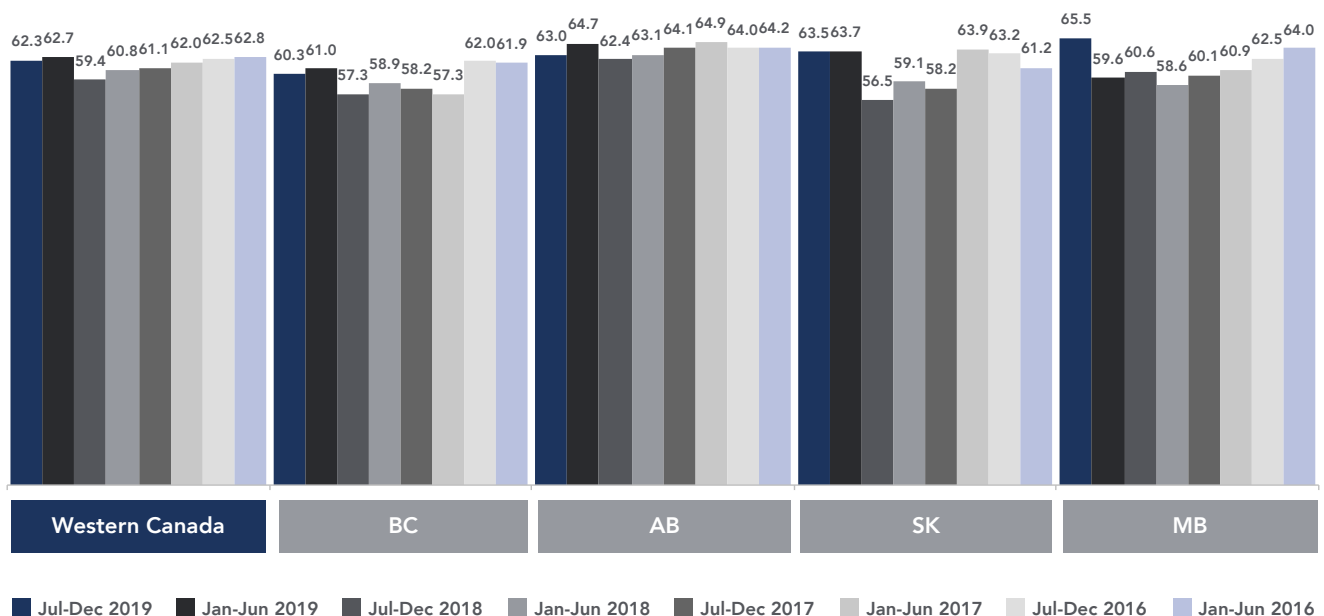
LABOUR MARKET FORECAST

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 six months, maintaining the rebound seen in the first half of 2019. Manitoba shows a sizable upward shift, after being the only province that did not show an increase in the Spring 2019 report.

Hiring Confidence Index



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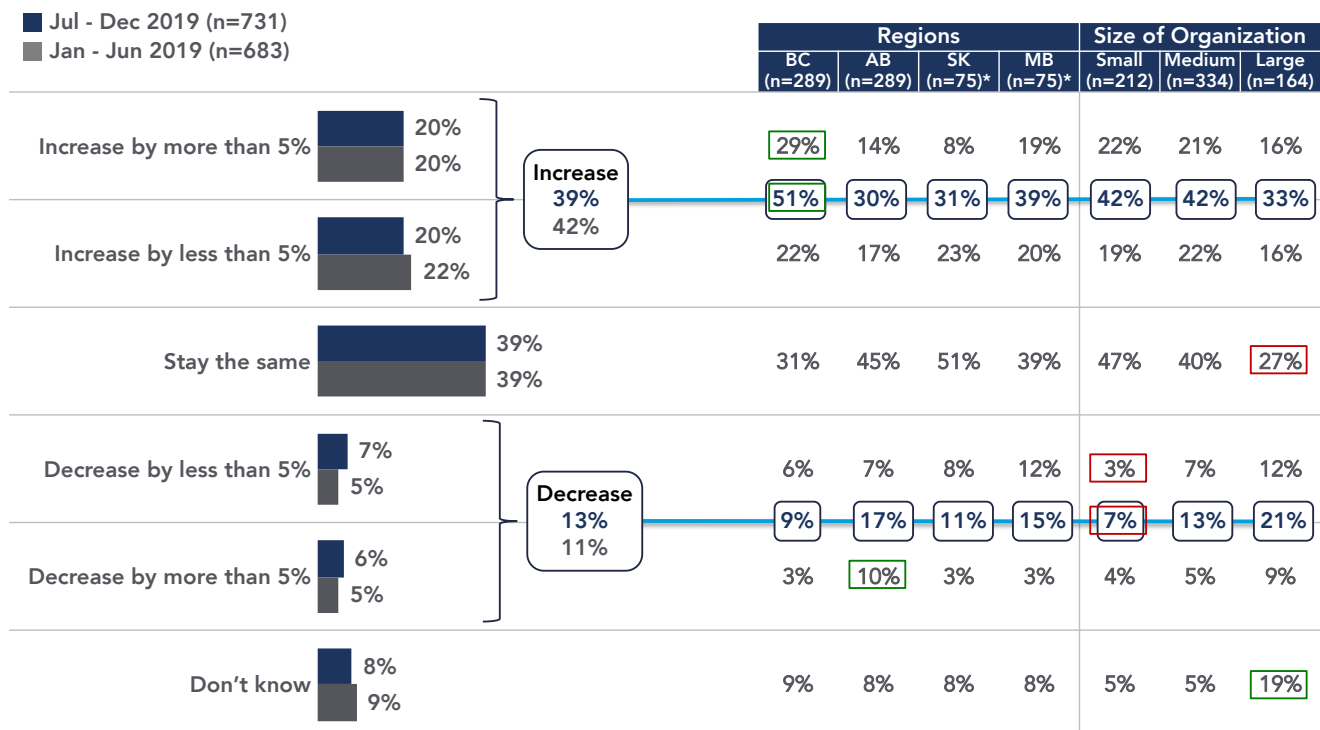
THE SIX MONTH OUTLOOK

Two-in-five (39%) organizations across Western Canada expect their headcount to grow in the latter half of 2019, while one-in-ten (13%) expect to lose net staff. Expectations have not significantly changed since the start of 2019.

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

Small-sized organizations (<100 employees) are the least likely to expect decreases, while respondents in large organizations are the most likely to be unable to predict upcoming workforce changes.

Expected Change in Employment in the Next Six Months



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

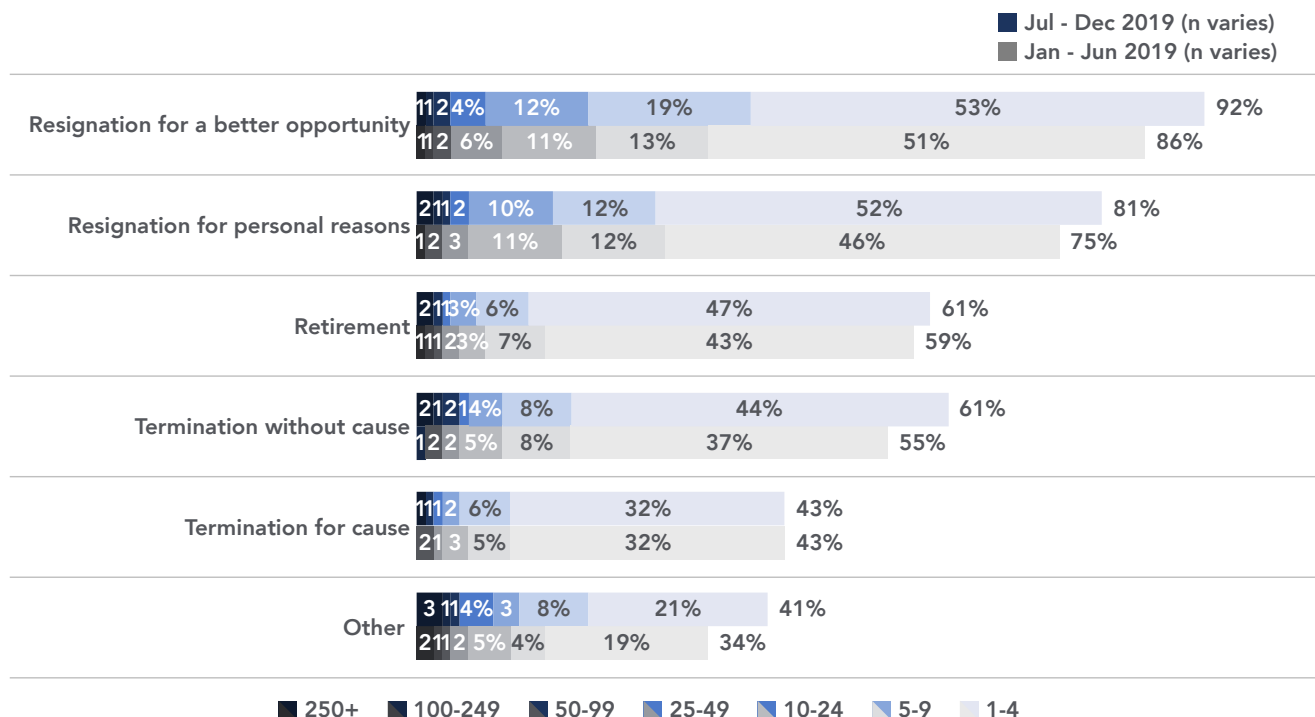
C13. Over the next six months, how do you expect the total number of employees to change for any reason?

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Resignation for a better opportunity (92%) continues to be the most common reason for expected employee loss, followed by *resignation for personal reasons* (81%). *Resignation for a better opportunity* is a sign of a strong economy and labour market because people see better opportunities on offer and employers can still afford to hire them. A smaller majority (61%) expect to lose employees to *retirement*, or *termination for cause* (61%).

Expected Reasons for Employee Loss in Next Six Months



Base: Know expected employee loss

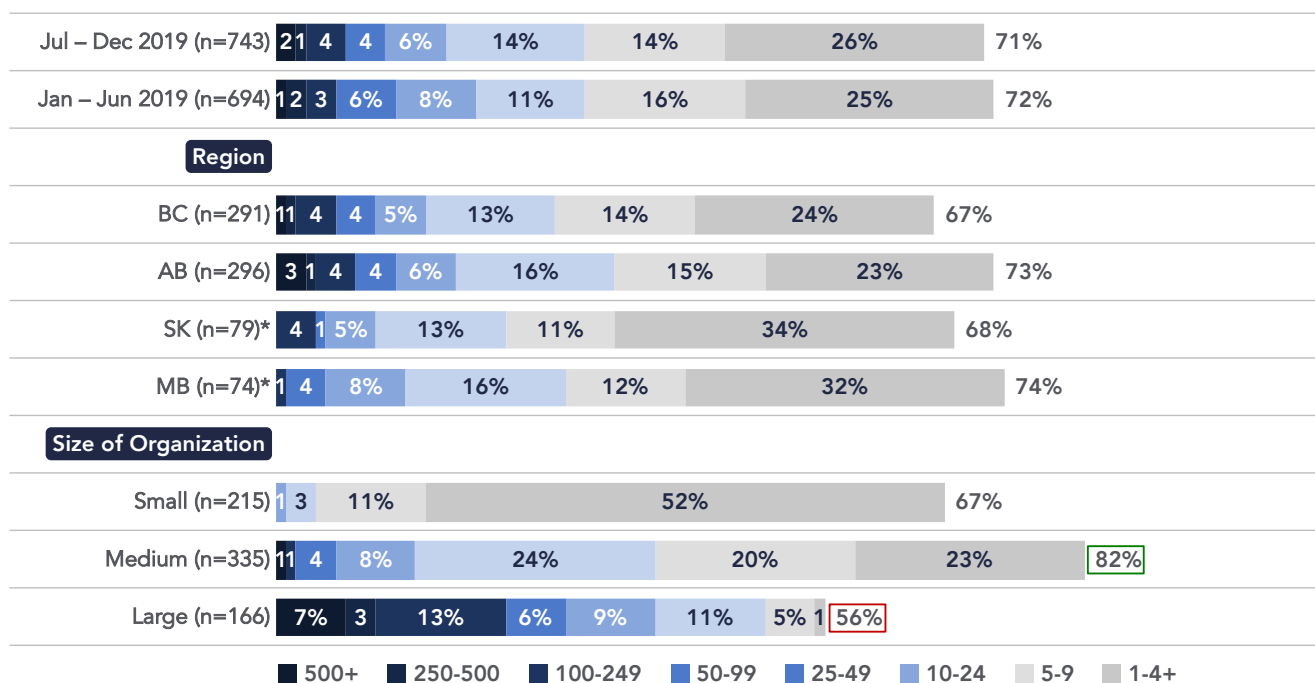
C14a. In the next six months how many people do you expect to lose for each of the following reasons (retirement, termination for cause, resignation, termination without cause, other)?

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Seven-in-ten (71%) of Western Canadian organizations expect to lose at least some employees in the next six months. Medium-sized organizations (82%) are the most likely to expect losses, while those in large organizations are the least likely.

Predicted Employee Losses in Next Six Months



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

C14. In the next six months, how many people do you expect to lose in total at your organization?

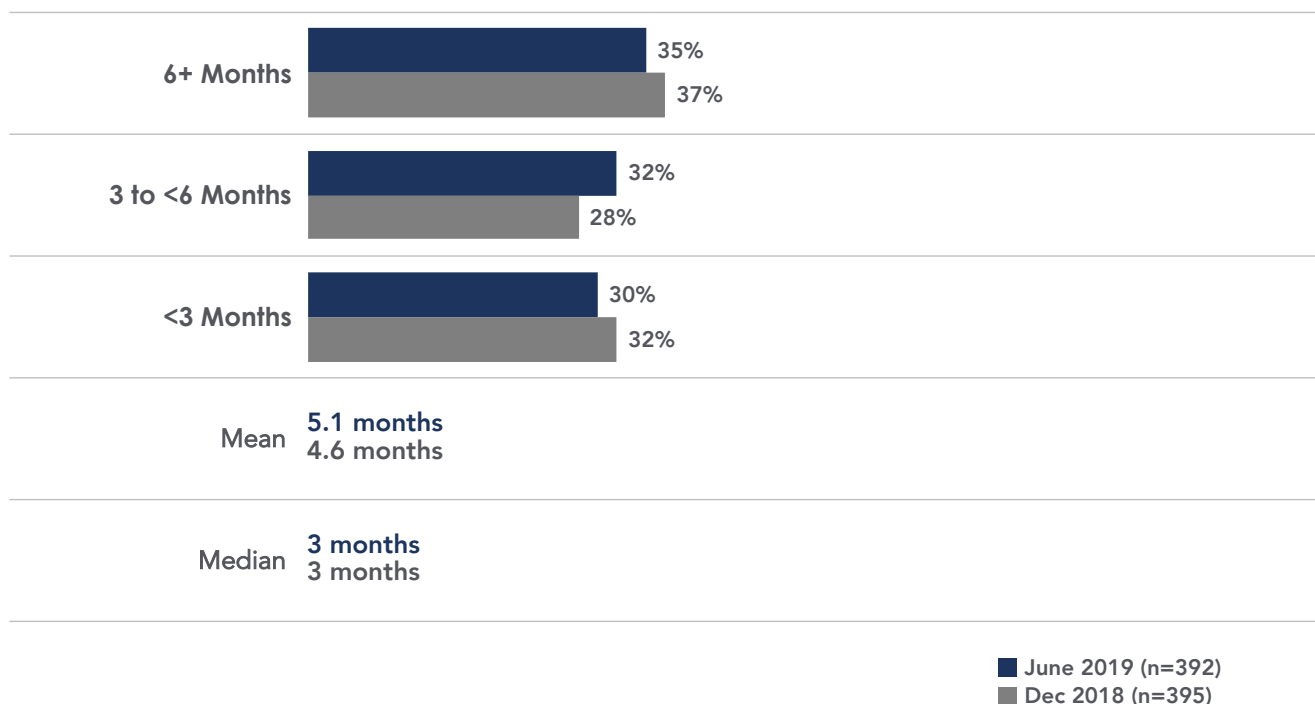
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Western Canadian organizations report that on average they plan for changes in their workforce 5.1 months in advance, with a median of 3 months.

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

Typical Time to Plan Workforce Changes



Base: Know expected employee change, exclude don't know

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

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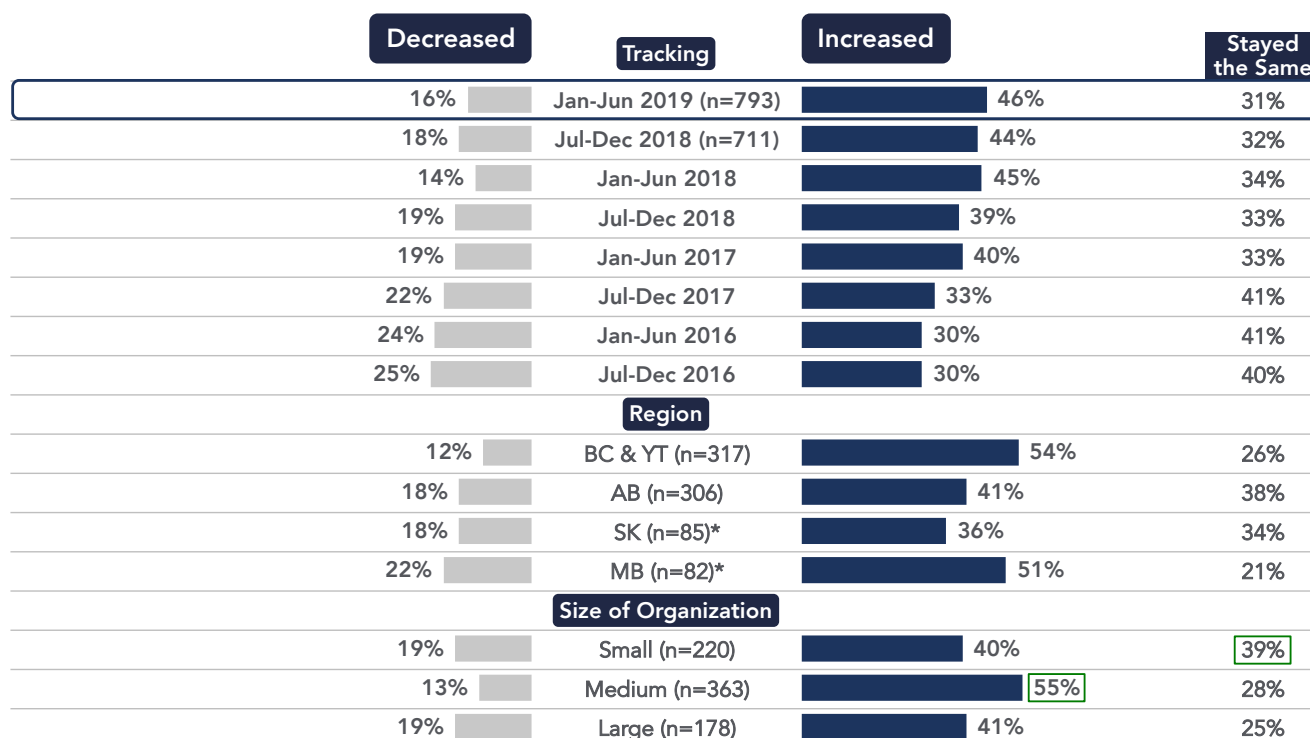


LABOUR MARKET STATISTICS

CURRENT TRENDS

Just under half (46%) of organizations across Western Canada reported a net increase in employment over the past six months, unchanged from the previous wave. Medium-sized organizations continue to be significantly more likely to report increases than small and large-sized ones.

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?

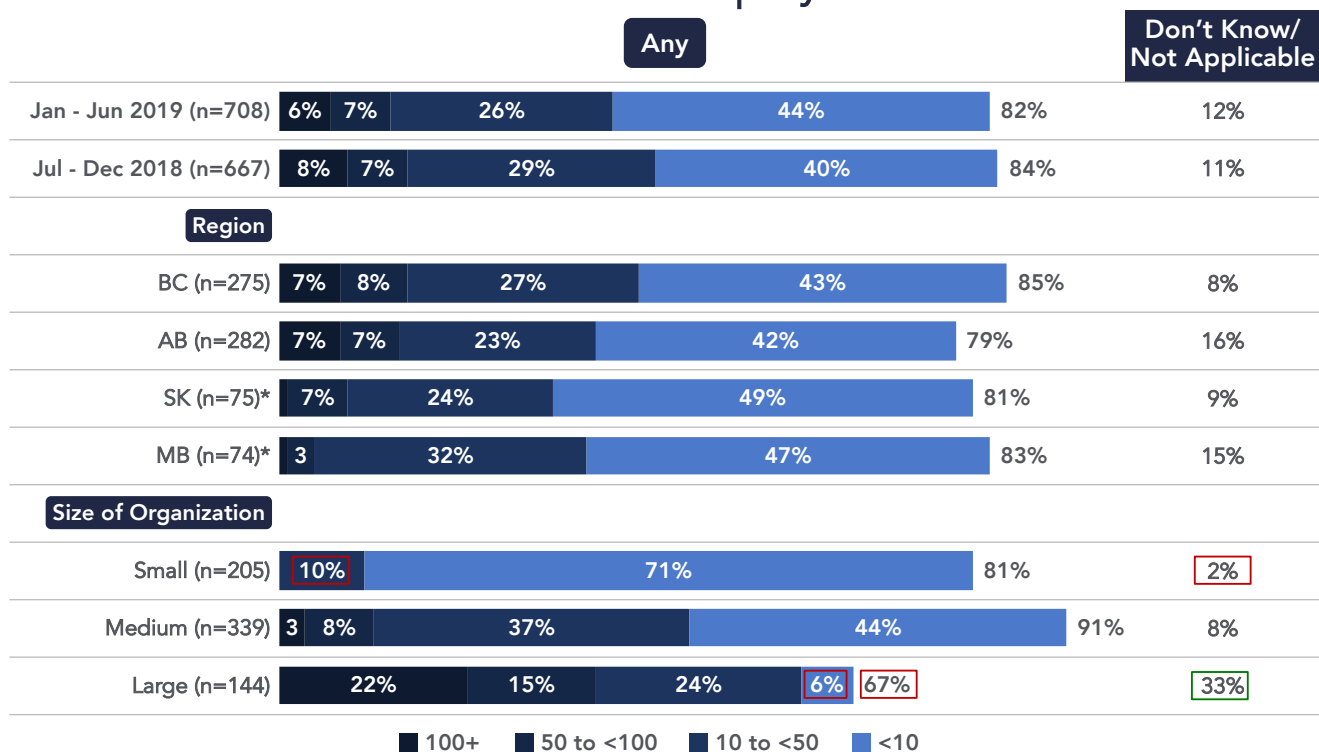
Western Canada HR Trends Report



A strong majority (82%) of organizations across Western Canada reported a loss of permanent employees over the past six months.

Respondents from large-sized organizations (67%) 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.)?

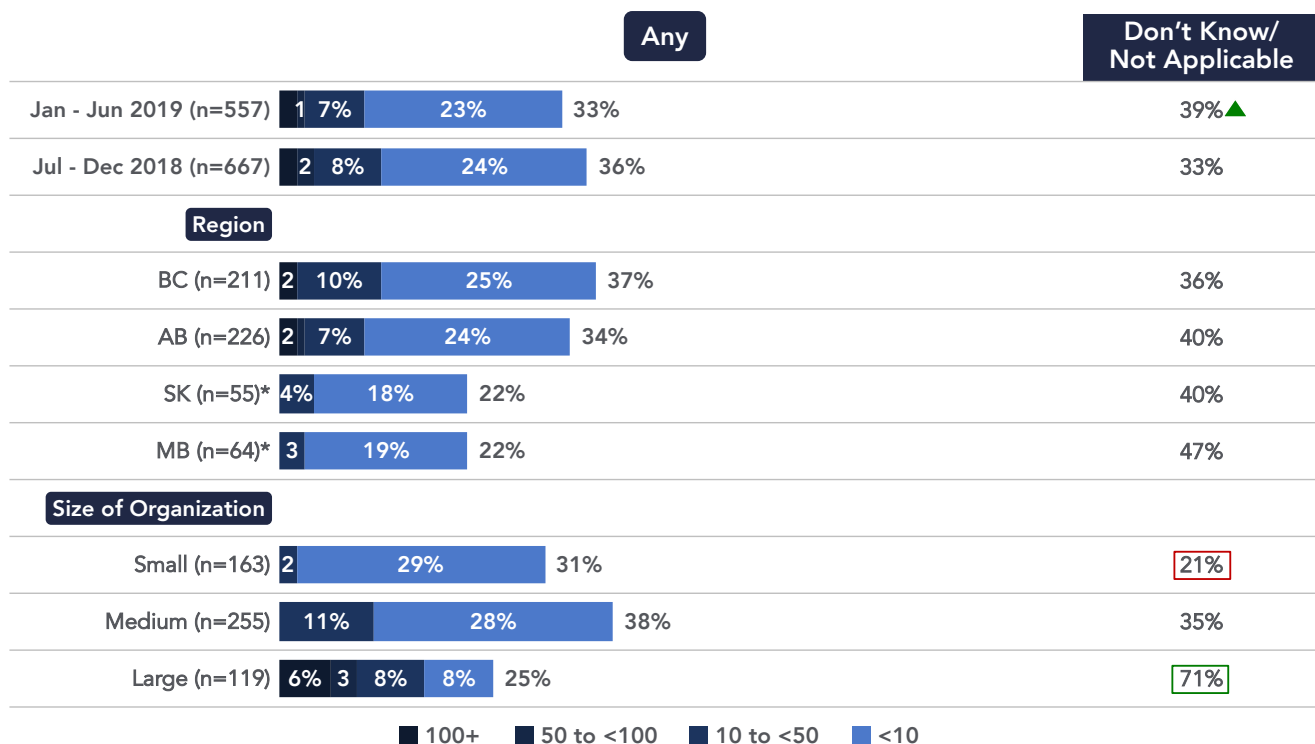
Western Canada HR Trends Report



One-third (33%) of organizations across Western Canada reported a loss of contract employees over the past 6 months, although a greater proportion (39%) 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.* 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.)?

Western Canada HR Trends Report

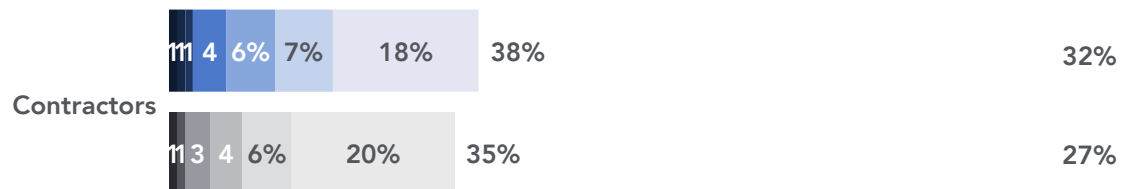
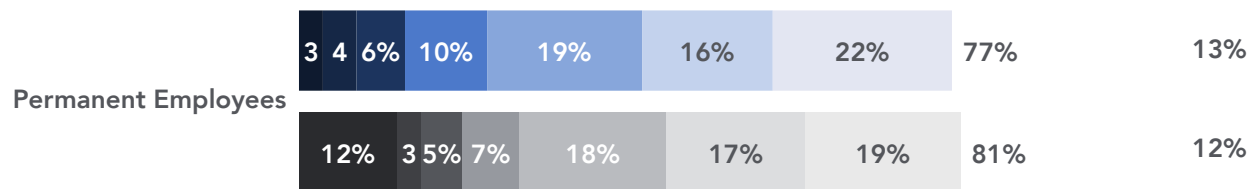


Western Canadian organizations are far more likely to have hired new permanent employees over the past six months than contractors. More than three-quarters (77%) have hired new permanent employees in the past six months; two-in-five (38%) have hired contractors.

Number of Recent Hires

■ 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)?

Western Canada HR Trends Report

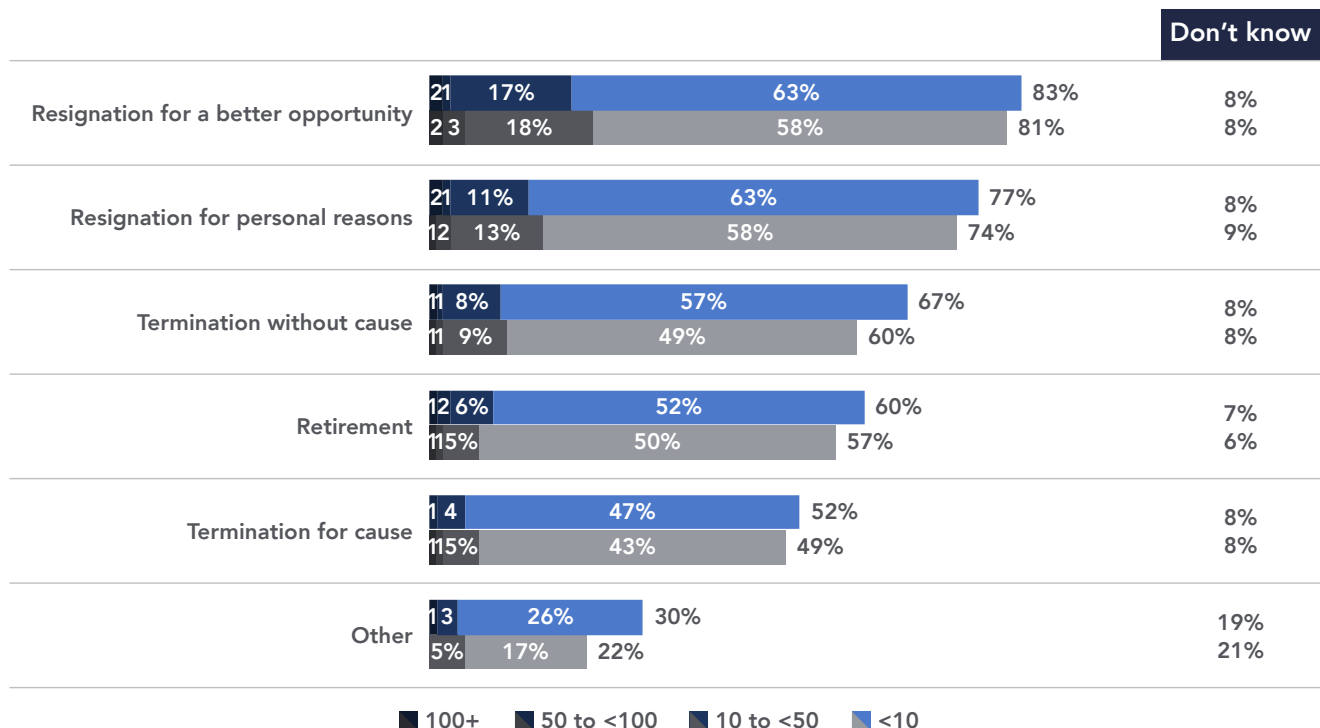


TERMINATION CAUSES

Resignation for a better opportunity (83%) continues to be the most common reason employees left an organization over the past six months, followed by *resignation for personal reasons* (77%). Smaller majorities saw employees leave due to *termination without cause* (67%) and *retirement* (60%). Half (52%) had employees *terminated for cause*.

Reasons for Leaving

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



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?

Western Canada HR Trends Report



Resignation for a better opportunity continues to be among the most common reasons professionals to leave, while executives most commonly leave due to *retirement*. The largest proportions of managers and administration/support staff are lost to *termination without cause*, while technical staff, tradespersons/journeypersons and other employees are most likely to leave because they were *terminated for cause*.

Average Number of People Who Left By Role

	Position						
	Executives	Managers	Professionals	Technical Staff	Tradespersons/Journeypersons	Administration/Support Staff	Other
Retired	23.2	25.5	32.4	33.0	29.2*	32.7	44.5*
Terminated for cause	12.6*	21.6*	27.5*	37.2*	52.8*	38.7	56.2*
Resigned for personal reasons	12.6*	21.1	36.1	33.0	37.0	39.4	49.6
Resigned for better opportunity	9.5	22.1	42.0	36.3	35.1	35.7	52.3
Terminated without cause	20.5*	29.6	40.6	36.3	44.6*	41.1	49.9*

Base: Employees left organization (n=68* - 218)

*Small base size, interpret with caution.

C9a-e. Of the [NUMBER OF EMPLOYEES WHO LEFT] who were [REASON FOR LEAVING], what roles did they play in your organization?

Western Canada HR Trends Report



TEMPORARY LAYOFFS

Across Western Canada, one-in-five (21%) 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.

Engaged in Temporary Layoffs in Past Six Months

Tracking

Jan-Jun 2019 (n=750)	21%
Jul-Dec 2018 (n=694)	24%
Jan-Jun 2018	20%
Jul-Dec 2017	24%
Jan-Jun 2017	22%
Jul-Dec 2016	24%
Jan-Jun 2016	21%
Jul-Dec 2015	15%

Region

BC (n=297)	17%
AB (n=295)	22%
SK (n=79)*	27%
MB (n=76)*	25%

Size of Organization

Small (n=215)	14%
Medium (n=338)	21%
Large (n=168)	31%

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

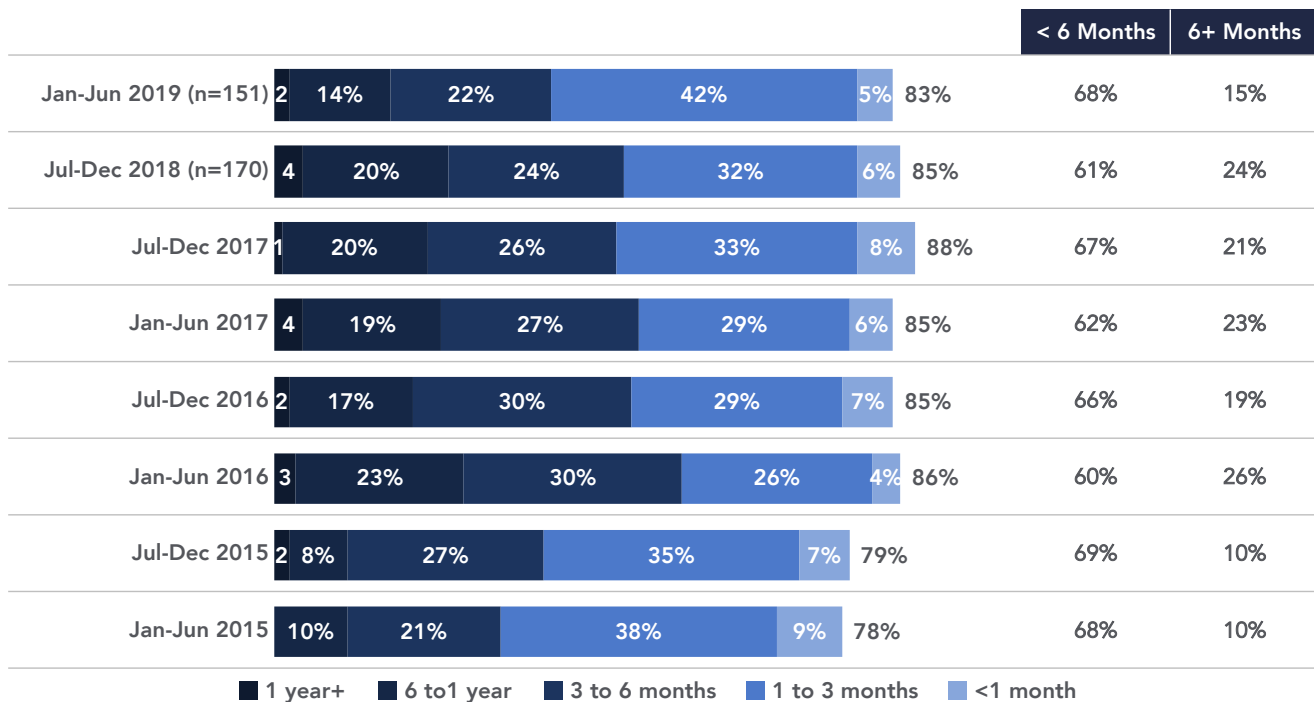
C12. Has your organization engaged in temporary or seasonal layoffs in the last six months?

Western Canada HR Trends Report



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 (83%) report that temporary or seasonal workers were called back to work after being laid off, with more than two-thirds (68%) being called back in less than six months. Less than one-in-five (15%) report a wait of six months to more than a year before the employees were called back to work. Results are in line with the same time period in 2017 and 2016.

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?

Western Canada HR Trends Report



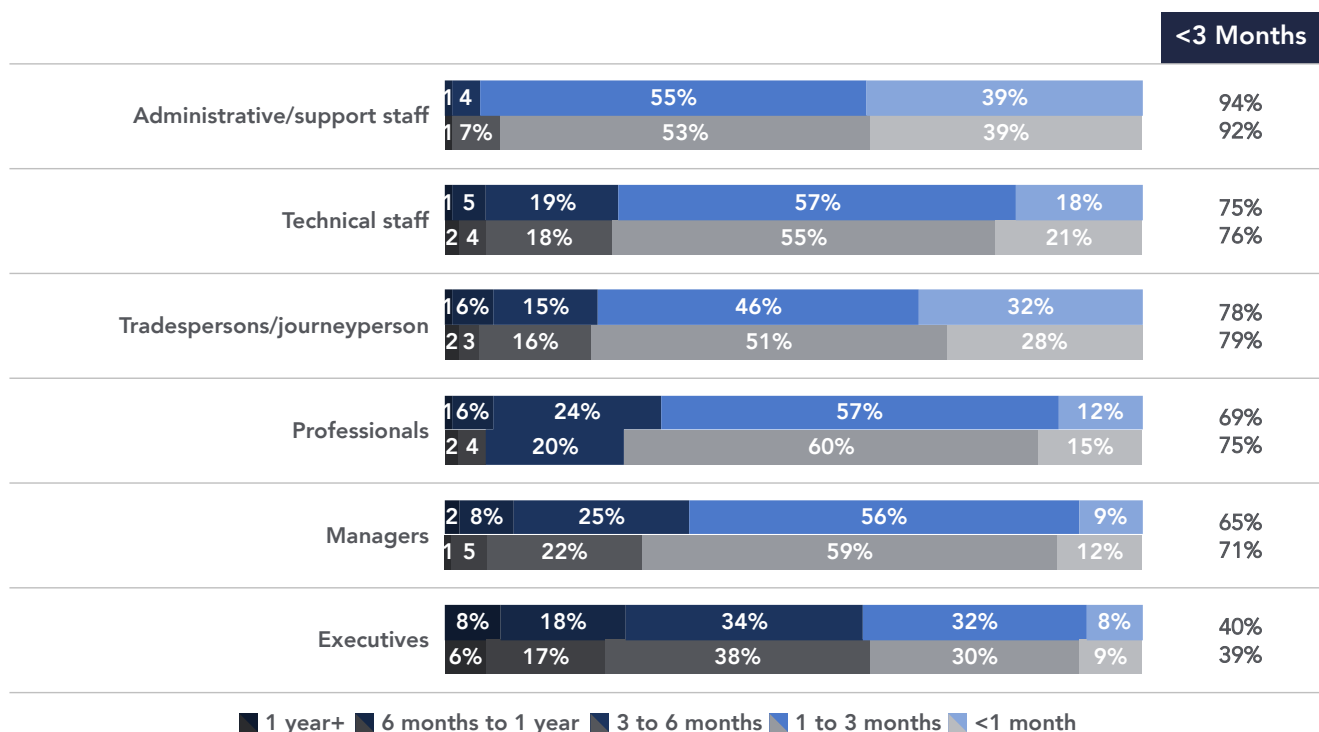
FILLING VACANCIES

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 (94%) administrative/support staff positions are filled in less than three months, including two-in-five (39%) that are filled in less than a month.

A smaller majority of tradesperson/journeyperson (78%), technical staff (75%), professional (69%), and manager (65%) positions are filled in less than three months. Executive positions take the longest to fill, with a minority (40%) filled in less than three months.

Length of Time to Fill Vacancies By Role

■ 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?

Western Canada HR Trends Report



Among those who saw the total number of employees decrease over the past six months, just over half (55%) do not plan to fill the majority of vacancies in the next six months. One-third (34%) plan to fill them with permanent full-time employees. The remaining one-in-ten are split between primarily hiring part-time (6%) or contract (6%) employees to fill the positions.

Plan to Fill Vacancies

	TOTAL		Region							
			BC		AB		SK		MB	
	Jul-Dec 2019 (n=125)	Jan-Jun 2019 (n=125)	Jul-Dec 2019 (n=38)**	Jan-Jun 2019 (n=26)**	Jul-Dec 2019 (n=54)*	Jan-Jun 2019 (n=59)*	Jul-Dec 2019 (n=15)**	Jan-Jun 2019 (n=19)**	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	54%	45%	▲ 58%	19%	63%	47%	40%	53%	▼ 28%	65%
Primarily with permanent full-time employees	34%	31%	29%	50%	28%	29%	40%	21%	▲ 61%	20%
Primarily with permanent part-time employees	6%	12%	5%	19%	4%	10%	13%	11%	11%	10%
Primarily with contractors (temporary employees)	6%	12%	8%	12%	6%	14%	7%	16%	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?

Western Canada HR Trends Report

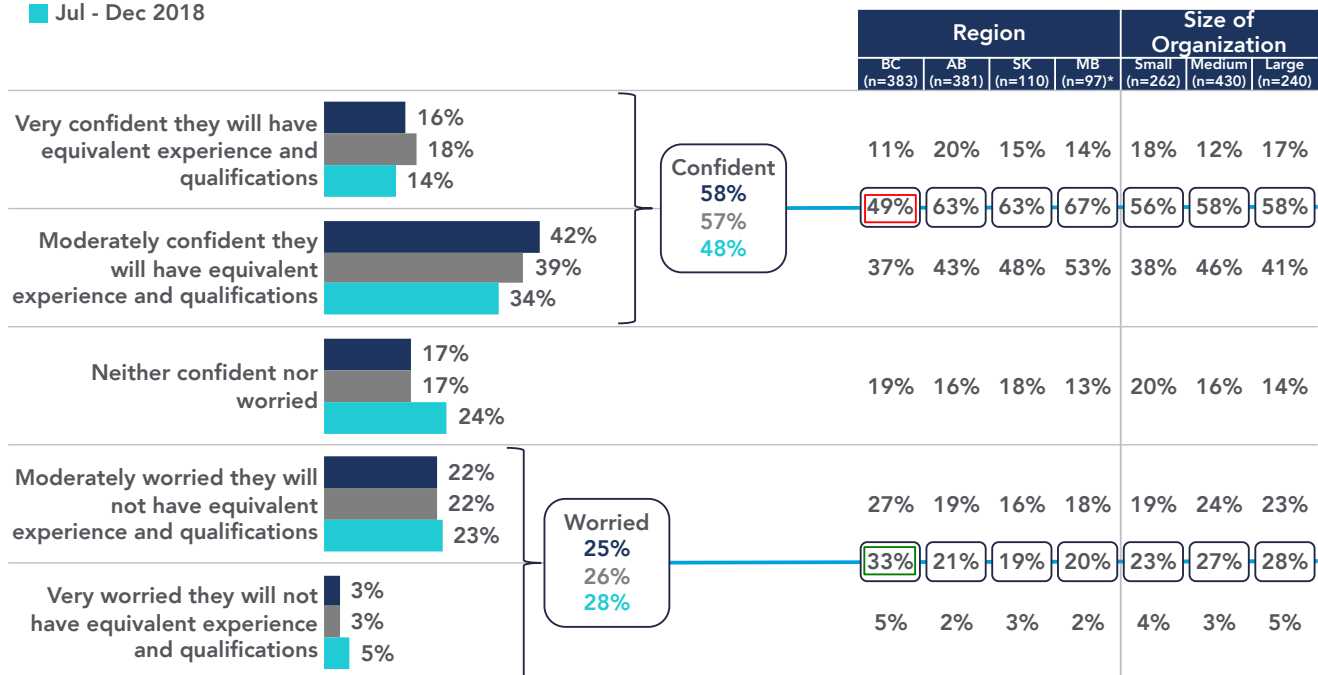


Across Western Canada, the majority of human resources professionals (58%) continue to be confident that new hires who fill vacant positions will have the equivalent experience and qualifications.

British Columbians are significantly less likely than those in the other provinces to feel confident, and significantly more likely to be worried. This indicates that the labour market is more competitive in British Columbia compared to the other western Canadian provinces.

Confidence in the Experience and Qualifications of New Hires

■ Jul - Dec 2019 (n=975)
 ■ Jan - Jun 2019 (n=1,019)
 ■ Jul - Dec 2018



*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

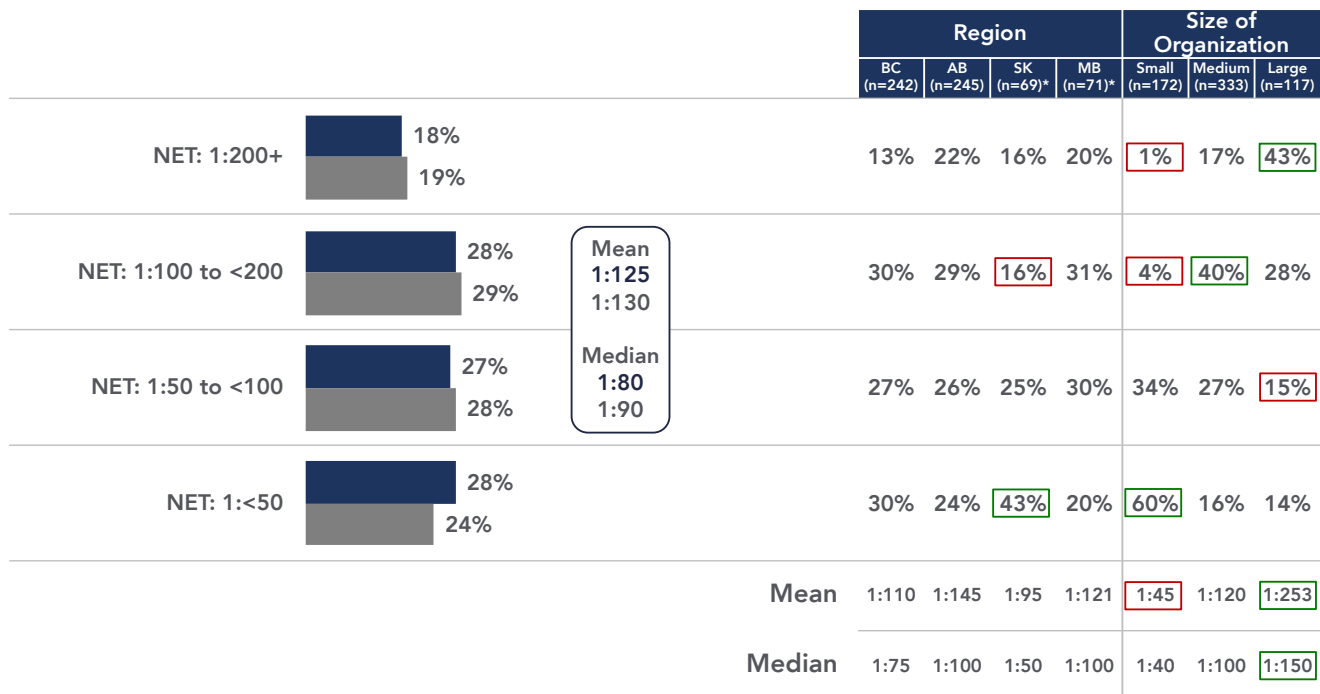
Western Canadian organizations have an average of 125 employees for each HR employee. As in previous waves of this study, the larger the organization, the proportionally fewer HR staff.

Small-sized organizations have an average of 45 staff for each HR staff, while medium-sized organizations have 120 and large average 253.

Regionally, organizations in Alberta and Manitoba continue to have the most employees for each HR employee, while Saskatchewan has the least.

Ratio of HR to Other Employees

■ June 2019 (n=629)
■ 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

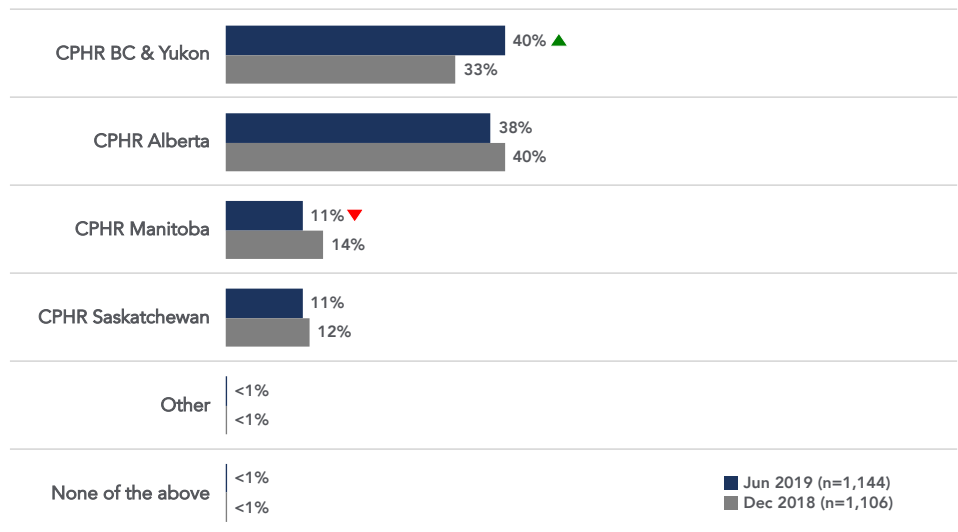


RESPONDENT PROFILE

CPHR ASSOCIATION

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

HR Member Organization

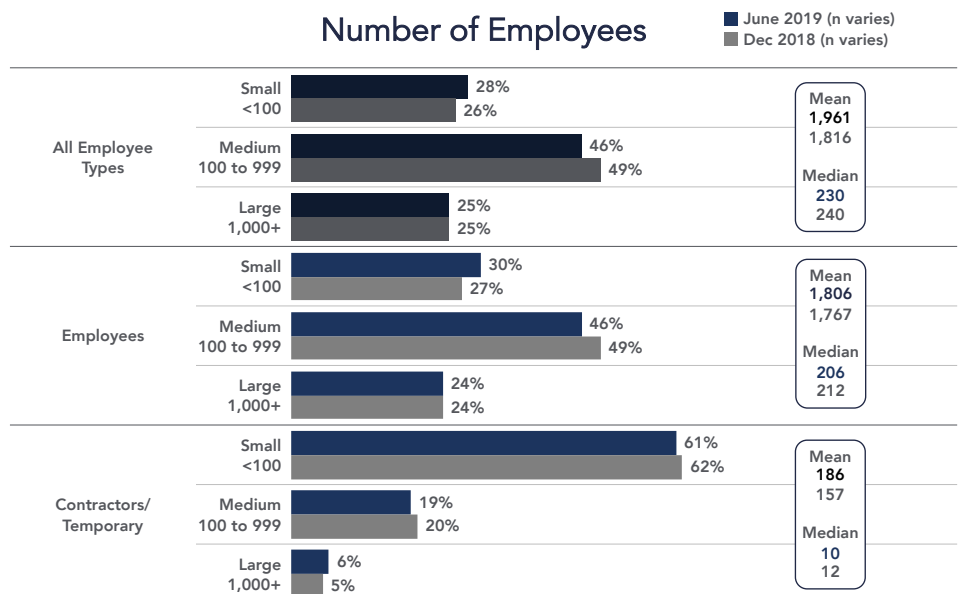


Base: All respondents
S1. Which of the following human resources organizations are you a member of?

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 1,961, while the median is 230.

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}.

Western Canada HR Trends Report

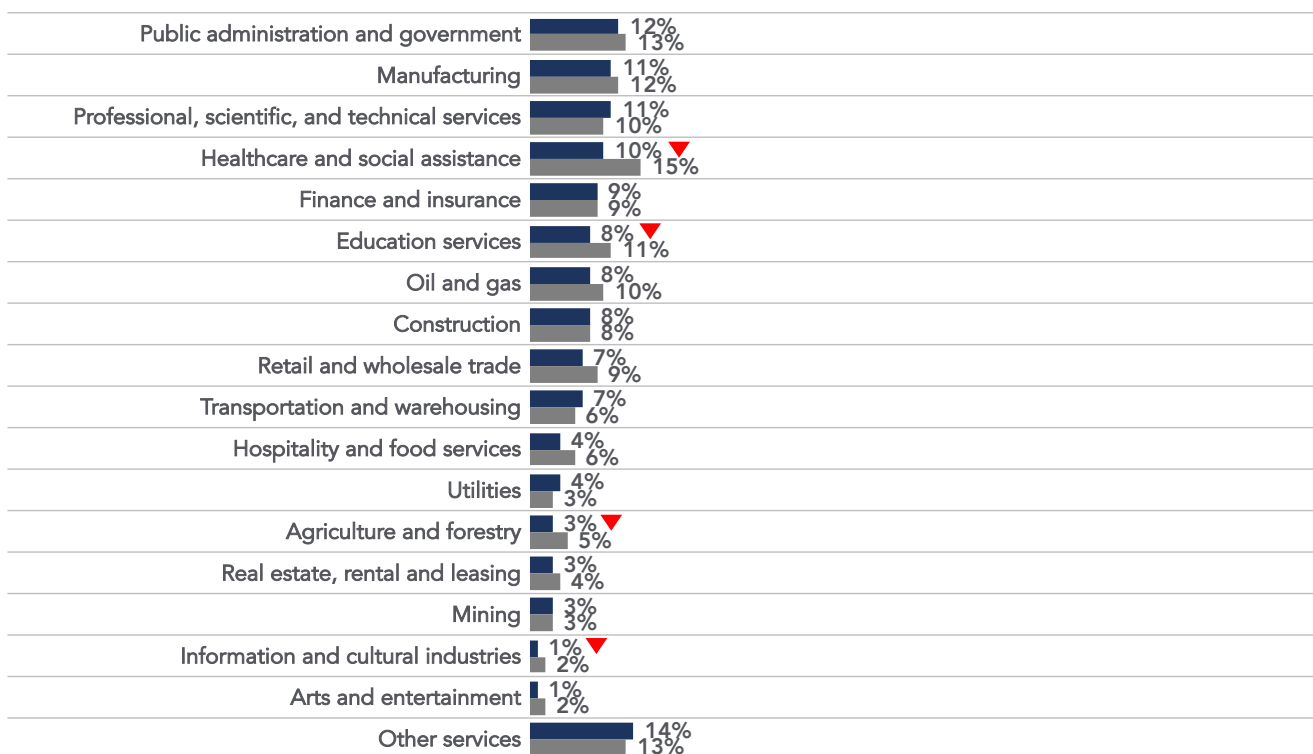


DEMOGRAPHICS

Respondents were also distributed across a wide range of roles in the organization as well as sectors and organization type. Just over two-in-five (44%) have at least some unionization among their employees.

Organization Sector

■ June 2019 (n=1,001)
■ Dec 2018 (n=1,029)



Base: Employed in HR function

C3. What sector does your organization operate in?

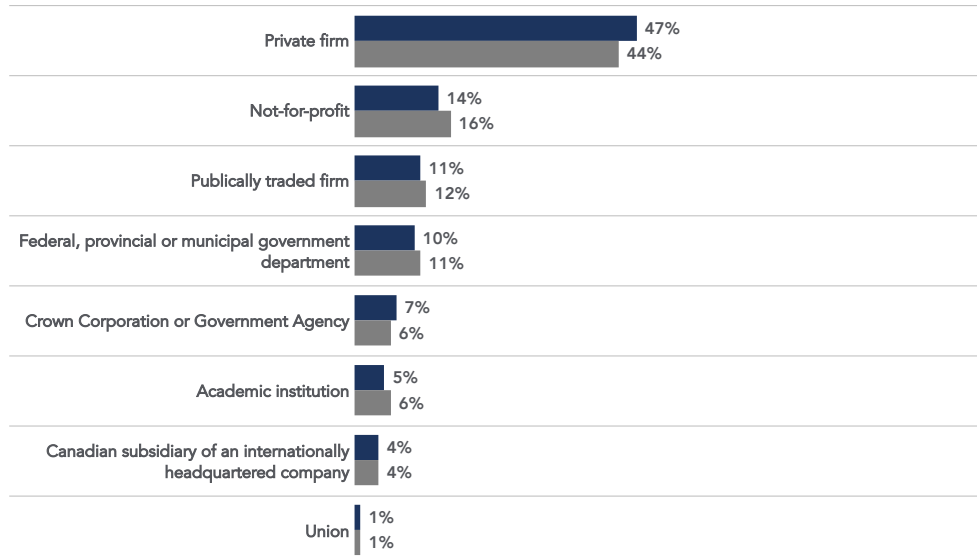
If you are a consultant to multiple firms, please select all of the applicable areas.

Western Canada HR Trends Report



Type of Organization

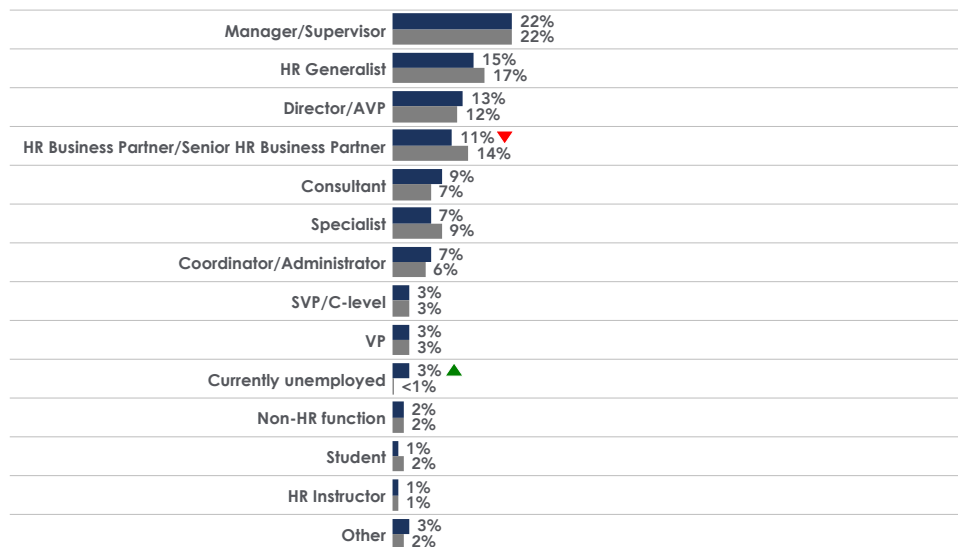
■ June 2019 (n=996)
■ Dec 2018 (n=1,026)



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

Organization Role

■ June 2019 (n=1,137)
■ Dec 2018 (n=1,100)



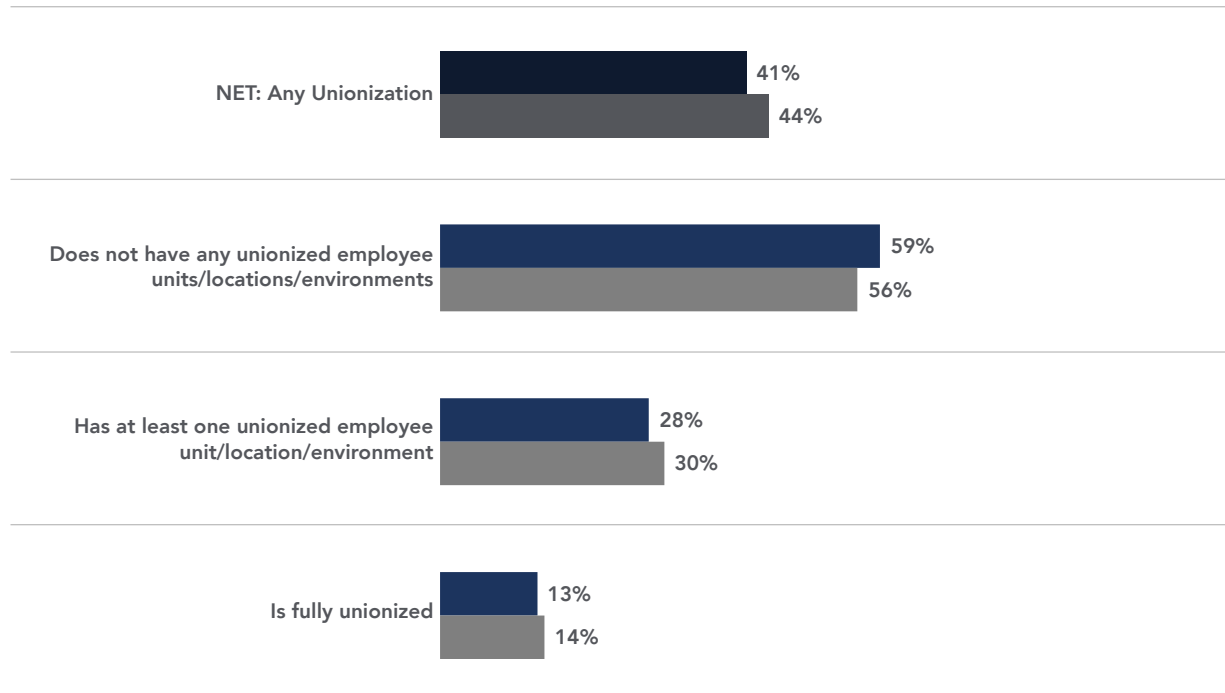
Base: All respondents
C1. Which option best describes your role in your organization?

Western Canada HR Trends Report



Organization Union Status

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



Base: Employed in HR function

C3b. Which of the following best describes your organization?



CONTACT INFORMATION

For more information contact:

CPHR British Columbia and Yukon	CPHR Alberta	CPHR Saskatchewan	CPHR Manitoba
604.684.7228	403.209.2420	306.242.2747	204.943.2836
info@cphrbc.ca	info@cphrab.ca	info@cphrsk.ca	hello@cphrmb.ca
www.cphrbc.ca	www.cphrab.ca	www.cphrsk.ca	www.cphrmb.ca

For media inquiries, contact:

Marketing & Communications
Phone: 403.209.2420, ext. 114
Email: info@cphrab.ca

For inquiries regarding the survey and analysis, contact:

British Columbia and Yukon

CPHR British Columbia & Yukon
Phone: 604.684.7228
Email: info@cphrbc.ca
www.cphrbc.ca

Alberta

Daniel Boucher
Director, External Affairs & Research
CPHR Alberta
Phone: 403.541.8714
Email: dboucher@cphrab.ca

Saskatchewan

Nicole Norton Scott, CPHR
Executive Director & Registrar
CPHR Saskatchewan
Phone: 306.242.2747
Email: nnortonscott@cphrsk.ca

Manitoba

Laura Haines-Morrisette
Director of Marketing, Partnerships & Membership
CPHR Manitoba
Phone: 204.943.0882
Email: laura@cphrmb.ca

Western Canada HR Trends Report



For inquiries regarding the methodology and survey tool, contact:

Daile MacDonald

Research Director, Insights West

Phone: 403-926-3192

Email: dailemacdonald@insightswest.com

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