

# Western Canada **HR Trends Report**

Research to Help You Lead

Summer 2020

## Table of Contents

<b>Introduction</b>	<b>3</b>
<b>Detailed Findings</b>	<b>6</b>
Organization State during Public Health Emergency	7
Pandemic Impact	11
Remote Work	19
Controlling Labour Costs	26
HR Consultants	33
Impact on HR Initiatives, Policies, and Employee Learning	36
Returning to Normal Operations	41
Business Continuity Plan	49
<b>Respondent Profile</b>	<b>55</b>
<b>Contact Information</b>	<b>63</b>

# Introduction

## 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, comparative data can help human resources professionals improve the advice they provide to their organizations.

CPHR British Columbia and Yukon, CPHR Alberta, CPHR Saskatchewan, and CPHR Manitoba have commissioned this report to supplement other sources of workplace information available to their members and to provide benchmarks that can help human resources professionals make better decisions. This report is unique compared to previous reports in the series, as the survey questionnaire was altered with the intent to gauge the impact of the COVID-19 pandemic and better understand how organizations are responding.



## Methodology



The Summer 2020 wave of this study was conducted by Insights West on behalf of CPHR British Columbia & Yukon, CPHR Alberta, CPHR Saskatchewan, and CPHR Manitoba. The survey was conducted online from June 1<sup>st</sup> to 17<sup>th</sup>, 2020.

Members of the four associations were invited to participate via email communication from their respective associations. In total, 12,515 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 1,622 human resources professionals participated in the survey, for an overall response rate of 12.96%. 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 1,622 (all survey respondents participating) is +/- 2.43% nineteen times out of twenty.



## Sample



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 applicable, results have also been compared to previous years' studies and statistically significant year over year changes have been indicated as follows:

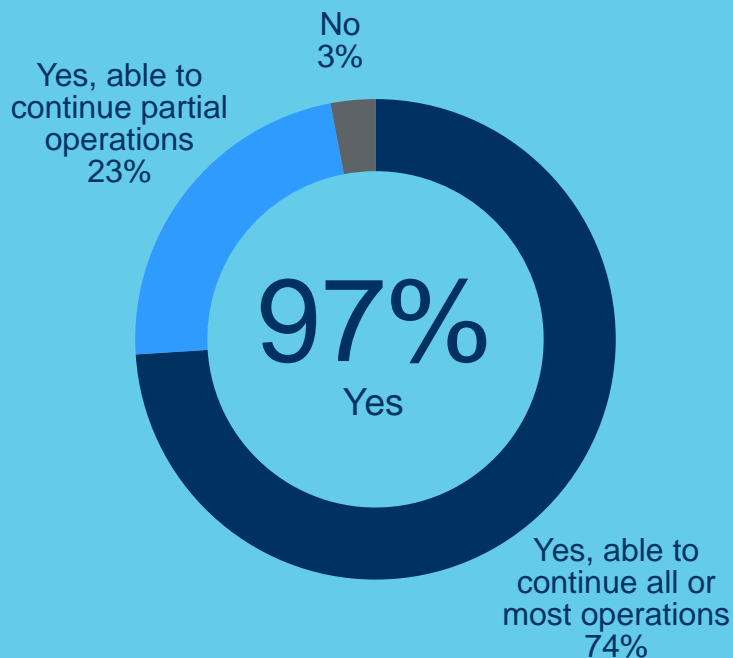
-  Statistically significantly **higher** than previous wave.
-  Statistically significantly **lower** than previous wave.

# Detailed Findings

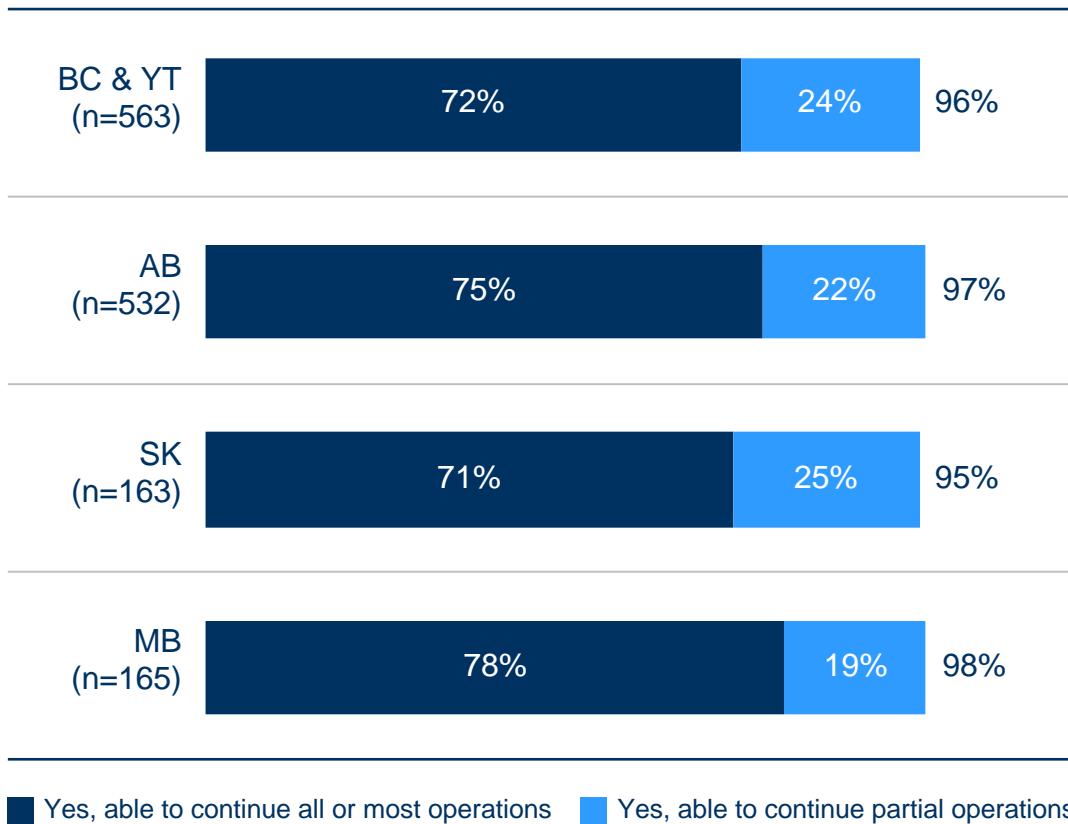
# Organization State during Public Health Emergency

# Able to Continue Operations throughout Pandemic

Nearly all Western Canadian organizations were able to continue at least some operations throughout the pandemic, although close to one-quarter report that they were only able to continue *partial operations*.



## Regional Breakdown



Base: Employed in HR, excluding consultants (n=1,425)  
PD4. Was your organization able to continue operations throughout the pandemic?

## Deemed Essential Business

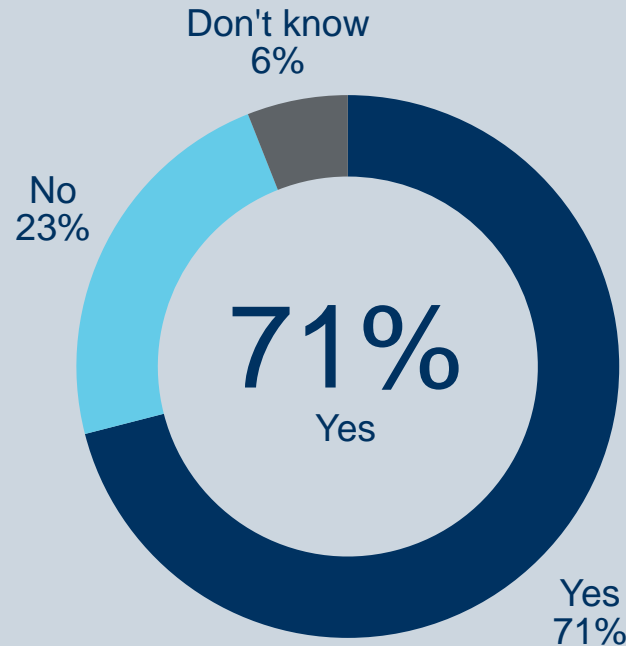
The majority of Western Canadian organizations have been deemed an essential business by their provincial public health authority.

Manitoba organizations are significantly more likely to be deemed essential than those in other provinces.

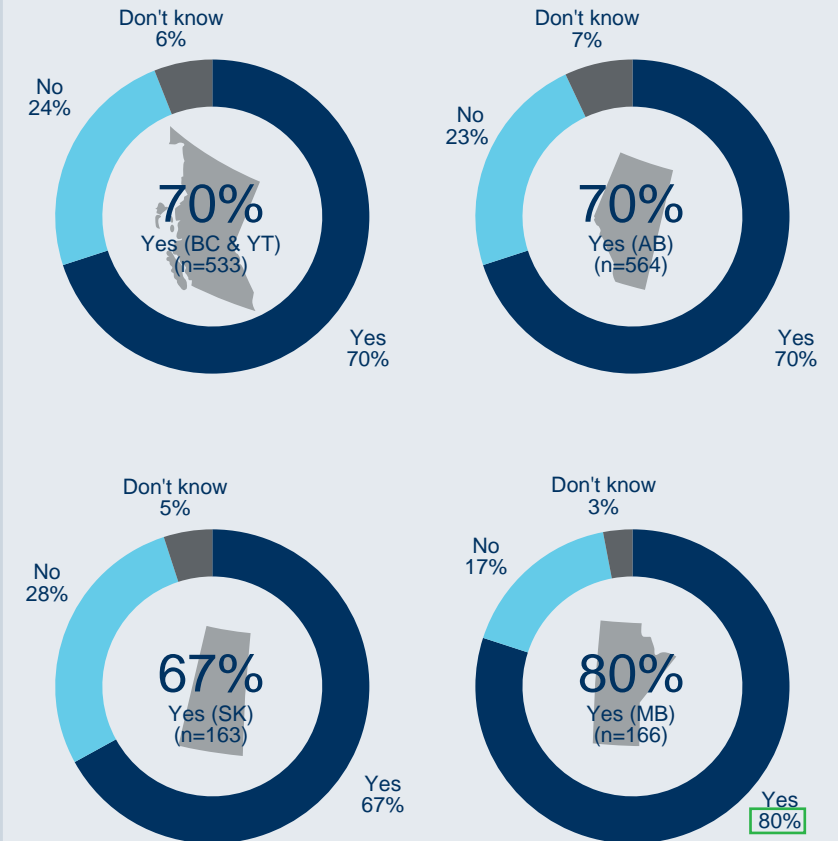
Across the different employment sectors, those who work in **healthcare or social assistance** are the **most likely** to have been deemed essential (87%), while those who work in education (45%) and professional, scientific, and technical services (51%) are the least likely.



Base: Employed in HR, excluding consultants (n=1,428)

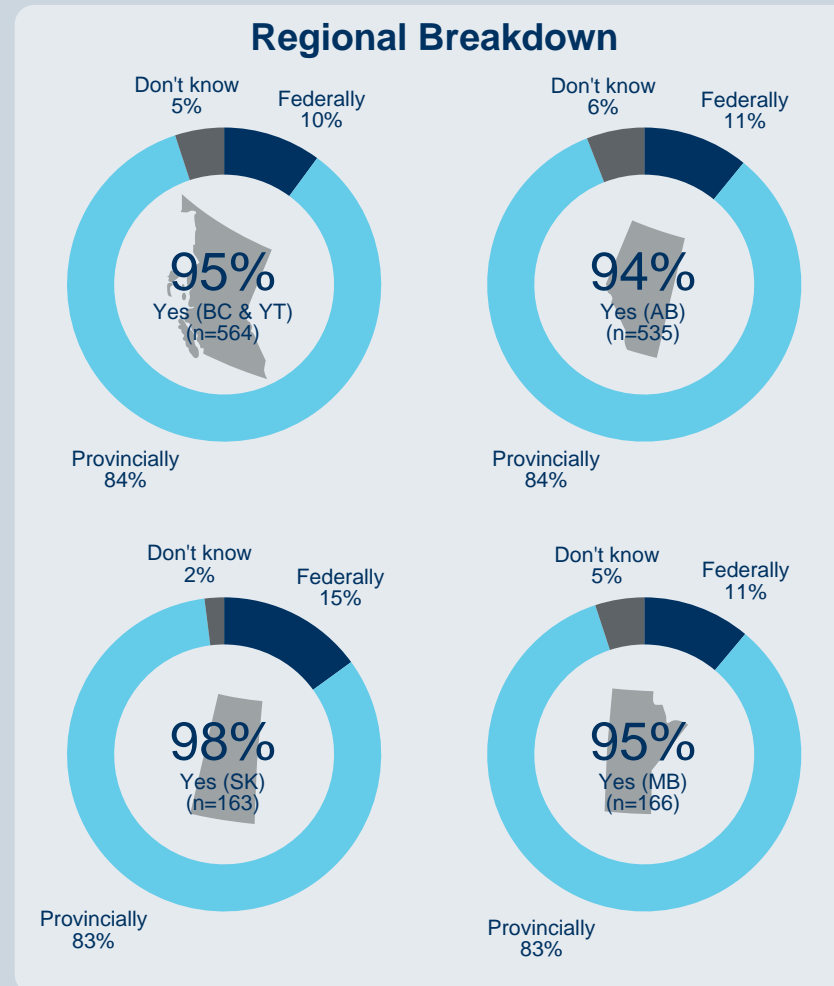
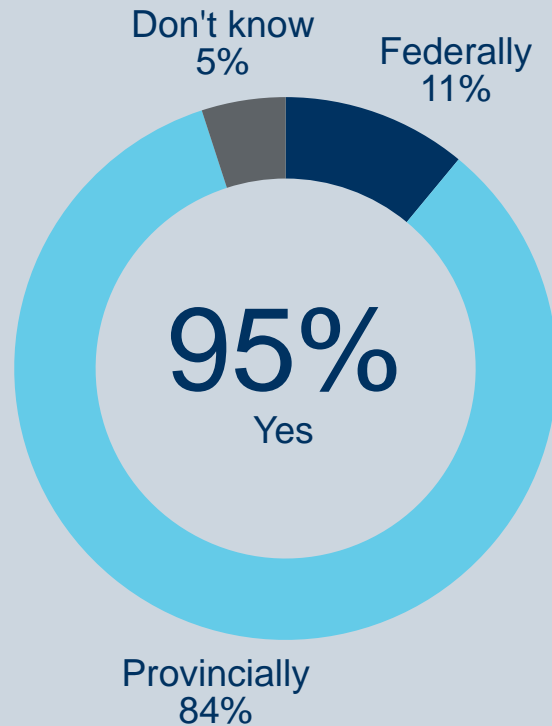
PD3. Has your organization been deemed an essential business by your provincial public health authority?



### Regional Breakdown



 Statistically significantly higher than all other regions.  
 Statistically significantly lower than all other regions.



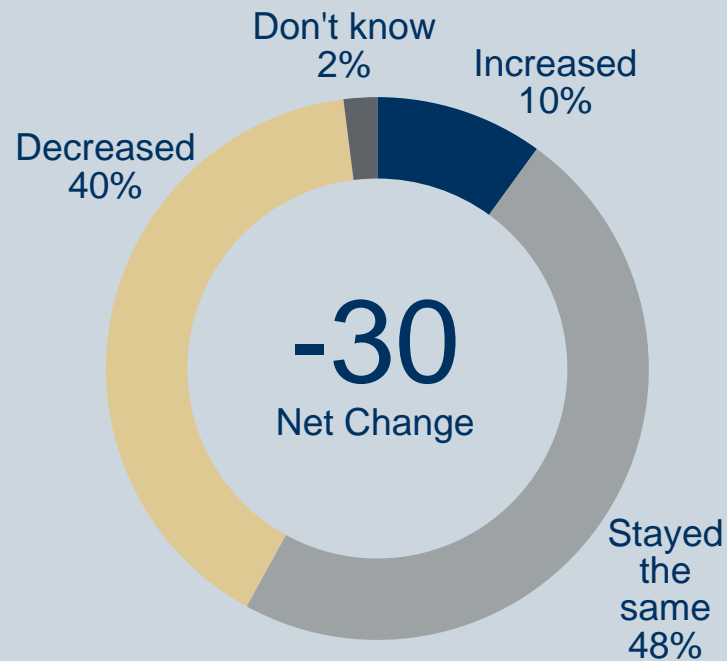
## Workplace Regulation

Nearly all organizations represented by respondents in Western Canada are *provincially regulated*.

Those who work for **large organizations** (1,000+ employees) are **twice as likely** to be **federally regulated**: 18% vs. 10% medium sized and 9% small.

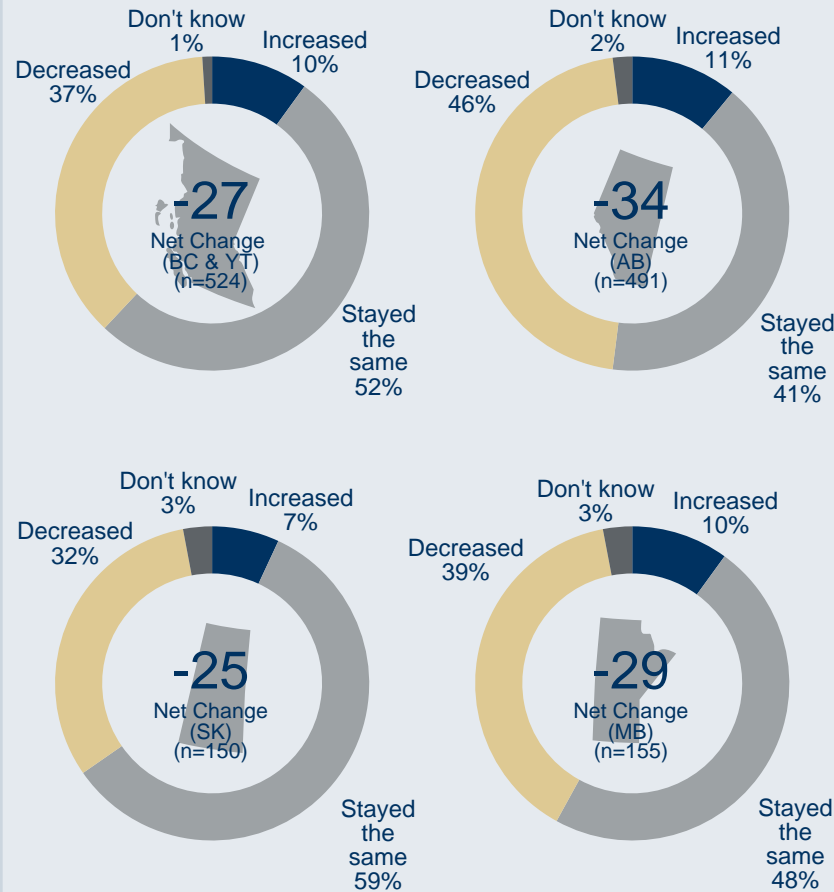
Base: Employed in HR, excluding consultants (n=1,430)  
PD2. Is your workplace federally or provincially regulated?

# Pandemic Impact



**Net Change**  
= Increase Minus  
Decrease

### Regional Breakdown



## Change in Workforce Size



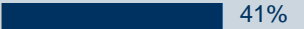












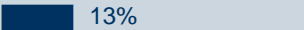
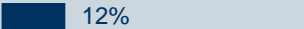
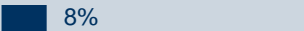
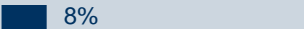
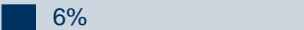
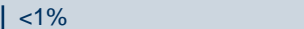
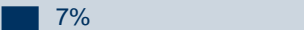
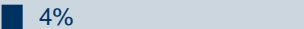
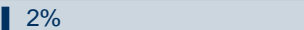
A plurality of organizations in all four provinces reported a decline in their workforce size due to the pandemic.

Alberta had the highest proportion of organizations whose workforce's shrunk and Saskatchewan the smallest number.

Across the different employment sectors, healthcare or social assistance is the only industry to show an overall net increase (+10).

Oil and gas (-57) have the largest proportion of organizations with a net decrease, followed by construction (-53).

Base: Employed in HR, excluding consultants (n=1,322)  
P5. How has the size of your workforce changed due to the pandemic?

			Regional Breakdown			
			BC & YT (n=532)	AB (n=501)	SK (n=157)	MB (n=157)
Spending reductions		54%	52%	56%	50%	58%
Temporarily laid off some or all employees		43%	40%	46%	42%	48%
Forced a change to our business strategy		41%	42%	38%	43%	43%
Deferred or cancelled capital projects		36%	37%	37%	31%	39%
Decreased sales volumes		34%	34%	36%	27%	40%
Introduced/increased online, digital, e-commerce operations		34%	31%	35%	36%	41%
Reduced staff hours		34%	33%	39%	29%	29%
Spending freezes		34%	35%	39%	22%	25%
Terminated some employees		28%	23%	37%	21%	25%
Salary freezes		24%	24%	30%	15%	17%
Cancelled contracts or tenders		21%	19%	24%	22%	21%
Salary reductions		19%	16%	26%	11%	18%
Increased operating costs		19%	19%	18%	20%	21%
Closed temporarily		17%	18%	16%	13%	15%
Introduced new product or service		16%	17%	15%	11%	20%
Increased staff hours		13%	13%	15%	13%	9%
Hired more employees		12%	13%	10%	10%	13%
Advanced new research and development		8%	9%	6%	10%	11%
Shifted our operations to delivery or curbside pickup		8%	8%	7%	11%	11%
Increased sales volumes		6%	7%	6%	6%	8%
Closed permanently		<1%	<1%	0%	1%	0%
Other		7%	5%	7%	7%	12%
No impact		4%	5%	3%	1%	3%
Don't know		2%	1%	2%	3%	2%

## Pandemic Impact


Nearly all organizations have been impacted by the COVID-19 pandemic, most commonly via overall *spending reductions*.

Two-in-five have conducted *temporary lay-offs* and been *forced to change their business strategy*.

Alberta employees have been the hardest hit, being significantly more likely than the other provinces to have experienced *reduced staff hours*, *spending* and *salary freezes*, *terminations*, and *salary reductions*.

Base: Employed in HR, excluding consultants (n=1,349)

P1. To date, how has the COVID-19 pandemic impacted your organization?

 Statistically significantly higher than all other regions.

 Statistically significantly lower than all other regions.

		Organization Size		
		Small (n=342)	Medium (n=680)	Large (n=294)
Spending reductions	54%	57%	54%	52%
Temporarily laid off some or all employees	43%	35%	45%	47%
Forced a change to our business strategy	41%	38%	39%	46%
Deferred or cancelled capital projects	36%	27%	38%	44%
Decreased sales volumes	34%	39%	36%	26%
Introduced/increased online, digital, e-commerce operations	34%	35%	31%	43%
Reduced staff hours	34%	30%	37%	32%
Spending freezes	34%	30%	35%	36%
Terminated some employees	28%	23%	32%	27%
Salary freezes	24%	25%	26%	21%
Cancelled contracts or tenders	21%	19%	20%	25%
Salary reductions	19%	19%	20%	16%
Increased operating costs	19%	13%	21%	19%
Closed temporarily	17%	13%	16%	21%
Introduced new product or service	16%	21%	14%	16%
Increased staff hours	13%	11%	13%	17%
Hired more employees	12%	9%	13%	13%
Advanced new research and development	8%	8%	6%	15%
Shifted our operations to delivery or curbside pickup	8%	7%	9%	9%
Increased sales volumes	6%	5%	7%	7%
Closed permanently	<1%	0%	<1%	1%
Other	7%	7%	7%	7%
No impact	4%	6%	3%	2%
Don't know	2%	1%	1%	3%

## Pandemic Impact *Continued*

Larger organizations are significantly less likely to have experienced *decreased sales volume* as a result of the COVID-19 pandemic.

However, the likelihood of experiencing several other impacts significantly increase with organization size:

- *Temporary lay-offs;*
- *Forced change to business strategy;*
- *Deferred or cancelled capital projects;*
- *Introduced/increased online operations;*
- *Increased operating costs; and*
- *Advanced new research and development.*

Base: Employed in HR, excluding consultants (n=1,349)

P1. To date, how has the COVID-19 pandemic impacted your organization?

  Statistically significantly higher than all other group(s).

  Statistically significantly lower than all other group(s).

			Sector								
			Healthcare/ Social Assistance (n=148)	Public Administration (n=165)	Manufacturing (n=131)	Education Services (n=131)	Professional, scientific, technical services (n=177)	Oil and Gas (n=102)	Finance and insurance (n=138)	Retail and wholesale trade (n=106)	Construction (n=98)*
Spending reductions	<div></div> 54%		27%	48%	54%	48%	60%	63%	59%	58%	62%
Temporarily laid off some or all employees	<div></div> 43%		23%	44%	42%	56%	33%	52%	21%	48%	64%
Forced a change to our business strategy	<div></div> 41%		38%	41%	40%	41%	31%	37%	45%	52%	39%
Deferred or cancelled capital projects	<div></div> 36%		36%	39%	38%	29%	32%	52%	31%	42%	37%
Decreased sales volumes	<div></div> 34%		12%	13%	57%	14%	45%	35%	43%	55%	45%
Introduced/increased online, digital, e-commerce operations	<div></div> 34%		37%	41%	26%	51%	25%	19%	51%	59%	28%
Reduced staff hours	<div></div> 34%		13%	35%	33%	30%	34%	48%	27%	53%	42%
Spending freezes	<div></div> 34%		14%	26%	40%	34%	34%	50%	28%	32%	42%
Terminated some employees	<div></div> 28%		11%	13%	34%	29%	32%	57%	14%	36%	49%
Salary freezes	<div></div> 24%		11%	13%	27%	16%	29%	40%	20%	26%	35%
Cancelled contracts or tenders	<div></div> 21%		7%	24%	21%	21%	26%	36%	15%	16%	34%
Salary reductions	<div></div> 19%		3%	6%	21%	11%	24%	43%	13%	24%	34%
Increased operating costs	<div></div> 19%		38%	18%	21%	11%	7%	8%	16%	27%	14%
Closed temporarily	<div></div> 17%		14%	33%	8%	17%	5%	5%	12%	27%	9%
Introduced new product or service	<div></div> 16%		16%	16%	18%	17%	20%	10%	25%	31%	13%
Increased staff hours	<div></div> 13%		33%	12%	13%	10%	9%	8%	11%	19%	6%
Hired more employees	<div></div> 12%		33%	5%	19%	4%	11%	3%	9%	16%	6%
Advanced new research and development	<div></div> 8%		16%	9%	4%	15%	7%	5%	12%	8%	5%
Shifted our operations to delivery or curbside pickup	<div></div> 8%		5%	5%	5%	6%	4%	2%	6%	38%	7%
Increased sales volumes	<div></div> 6%		3%	2%	20%	2%	7%	4%	7%	25%	3%
Closed permanently	<div></div> <1%		1%	0%	1%	0%	0%	0%	0%	0%	0%
Other	<div></div> 7%		9%	8%	11%	3%	5%	7%	12%	6%	7%
No impact	<div></div> 4%		5%	2%	4%	2%	6%	5%	4%	1%	1%
Don't know	<div></div> 2%		3%	2%	1%	3%	2%	3%	4%	0%	0%

## Pandemic Impact Continued

The impacts of the COVID-19 pandemic differ significantly by industry.

Organizations in the **healthcare** sector are the **most likely** to have experienced *increases in operating costs, staff hours, and new hires*, and **less likely** to have experienced a number of other impacts.

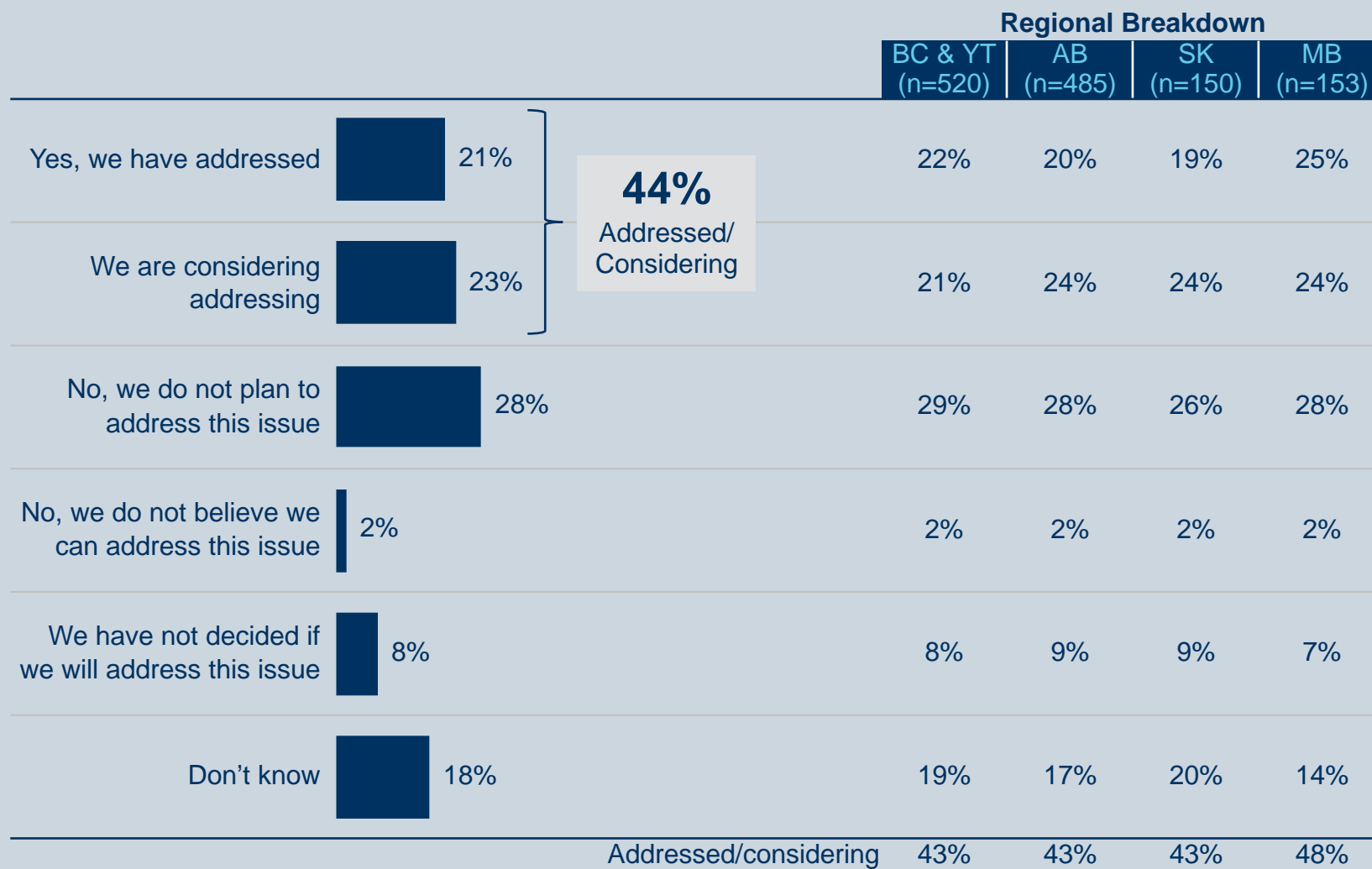
Those in **oil and gas** are the **most likely** to have experienced *deferred or cancelled capital projects, reduced staff hours, and spending and salary freezes*.

Those in **retail** are the **most likely** to have experienced *temporary closures, new products or services, a switch to delivery or curbside pick-up, and increased sales volumes*.

Base: Employed in HR, excluding consultants (n=1,349)

\*Small base size, interpret with caution.



P1. To date, how has the COVID-19 pandemic impacted your organization?

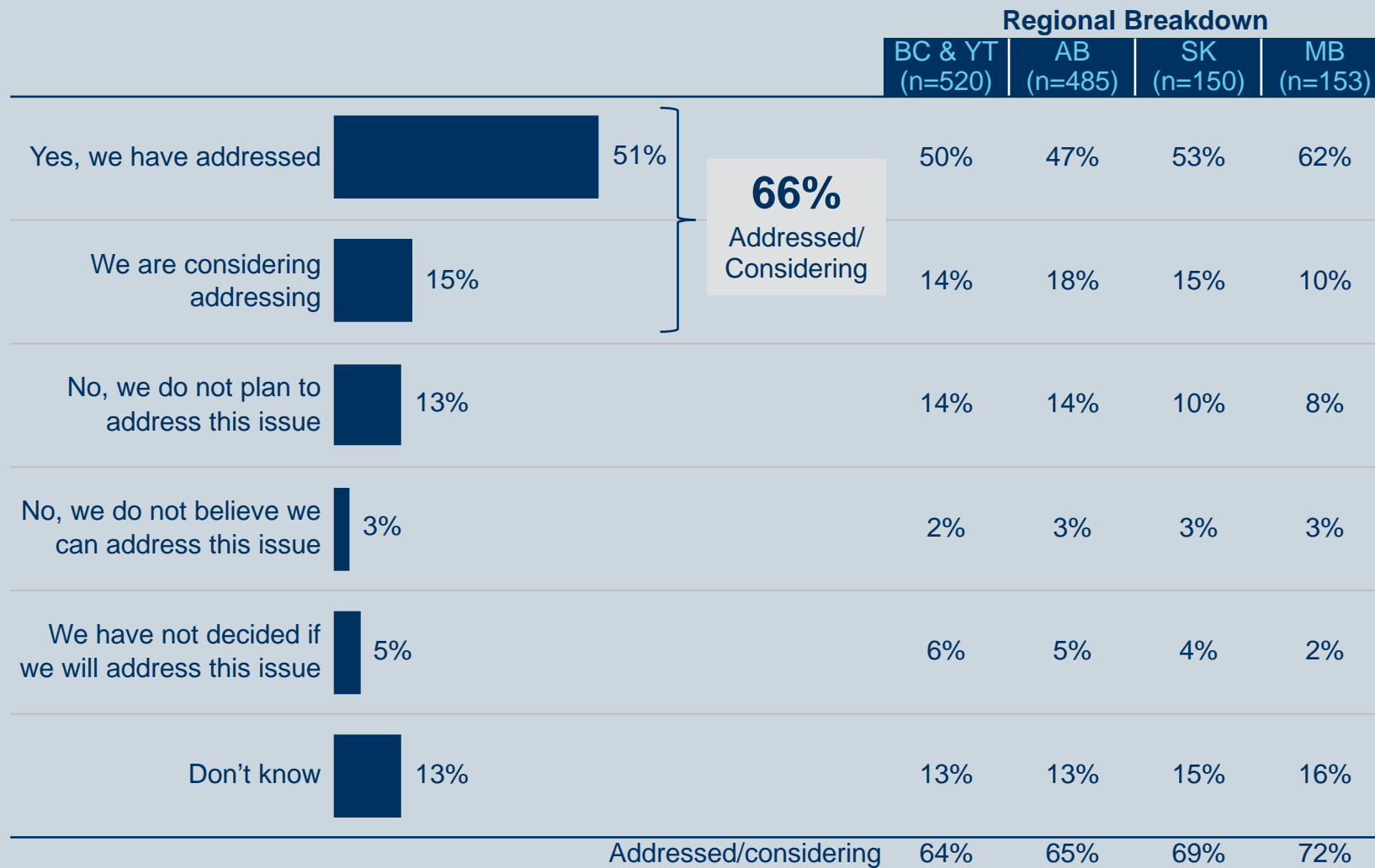


## Plans to Address Changes to the Performance Management Program

One-in-five Western Canadian organizations have addressed changes to their performance management program this year and a similar proportion are considering doing so.

Base: Employed in HR, excluding consultants (n=1,310)  
P12. Is your organization addressing any of the following in response to the pandemic?

 Statistically significantly higher than all other regions.  
 Statistically significantly lower than all other regions.





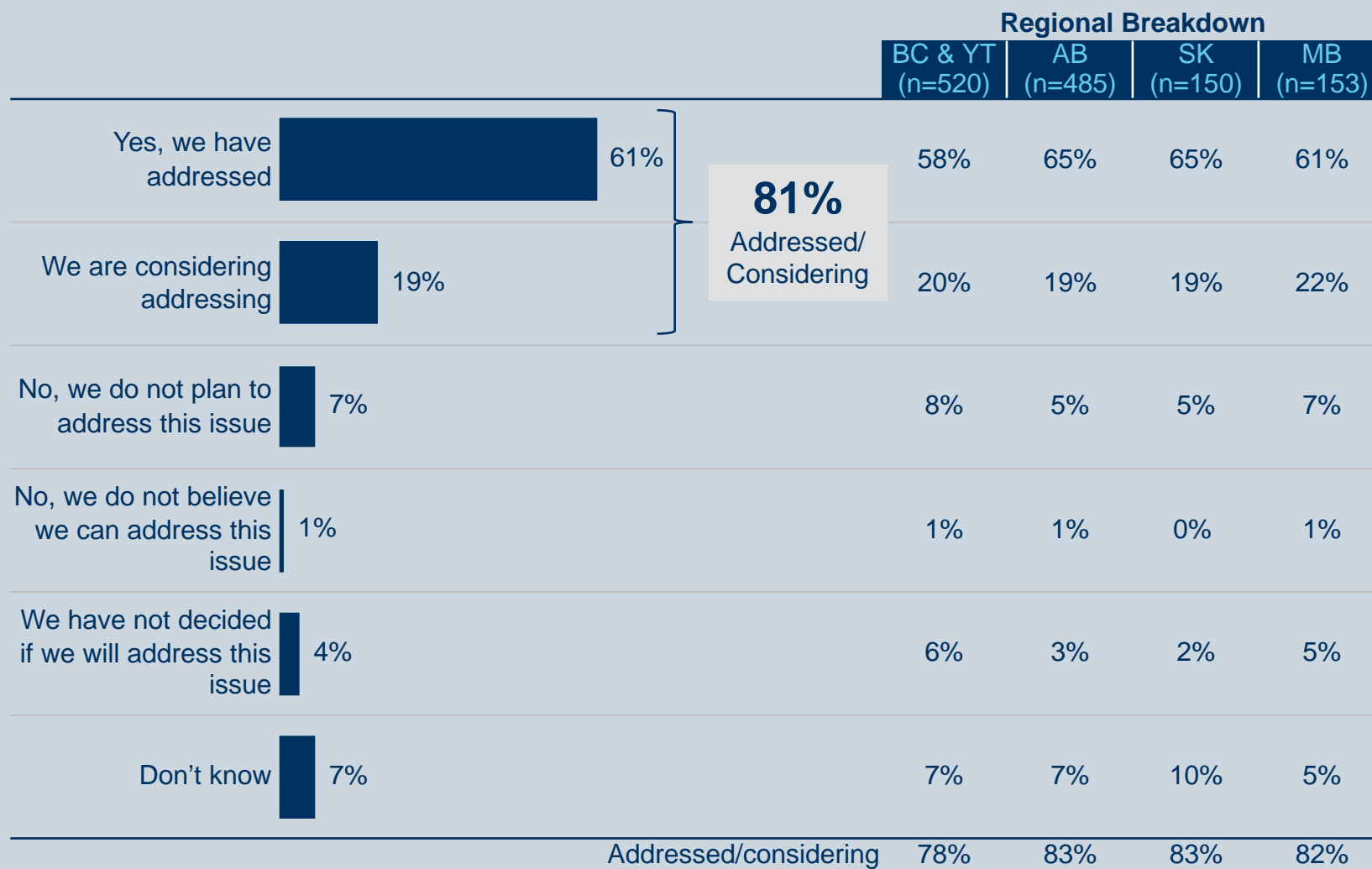
## Plans to Address Employees' Personal Inter-Provincial/International Travel

Half of Western Canadian organizations have already addressed the issue of employees' personal inter-provincial or international travel.

One-in-seven are considering addressing this issue.

Base: Employed in HR, excluding consultants (n=1,310)  
P12. Is your organization addressing any of the following in response to the pandemic?

 Statistically significantly higher than all other regions.  
 Statistically significantly lower than all other regions.





## Plans to Address Special Mental Health Supports

The majority of Western Canadian organizations have already addressed special mental health supports available to employees as a result of the pandemic.

One-in-five are considering addressing this issue.

**Large organizations** (1,000+ employees) are significantly **more likely** to have already addressed this issue: 78% vs. 64% medium sized and 45% small.

Base: Employed in HR, excluding consultants (n=1,310)  
P12. Is your organization addressing any of the following in response to the pandemic?

 Statistically significantly higher than all other regions.  
 Statistically significantly lower than all other regions.

# Remote Work

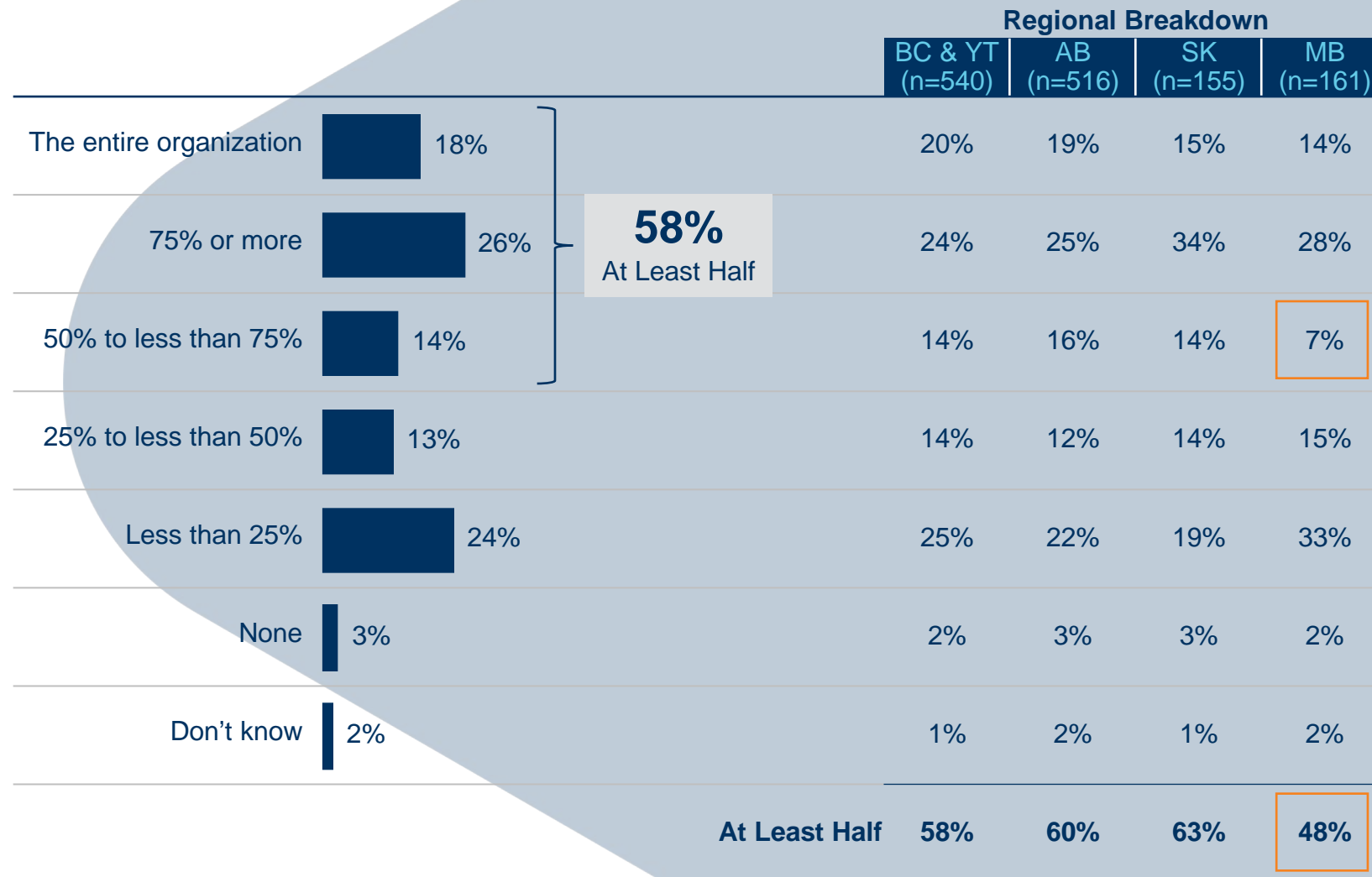
## Workforce Able to Work Remotely

Among those Western Canadian organizations able to continue their operations during the pandemic, a small majority report that at least half of their organization has been able to work from home, including one-in-five respondents whose entire organization has been able to do so.

Manitoba is the only province where the majority do not report that most of their organization is able to work from home.

Base: Able to Continue Operations During Pandemic  
(n=1,374)

R1. What proportion of your organization has been able to work remotely during the pandemic?



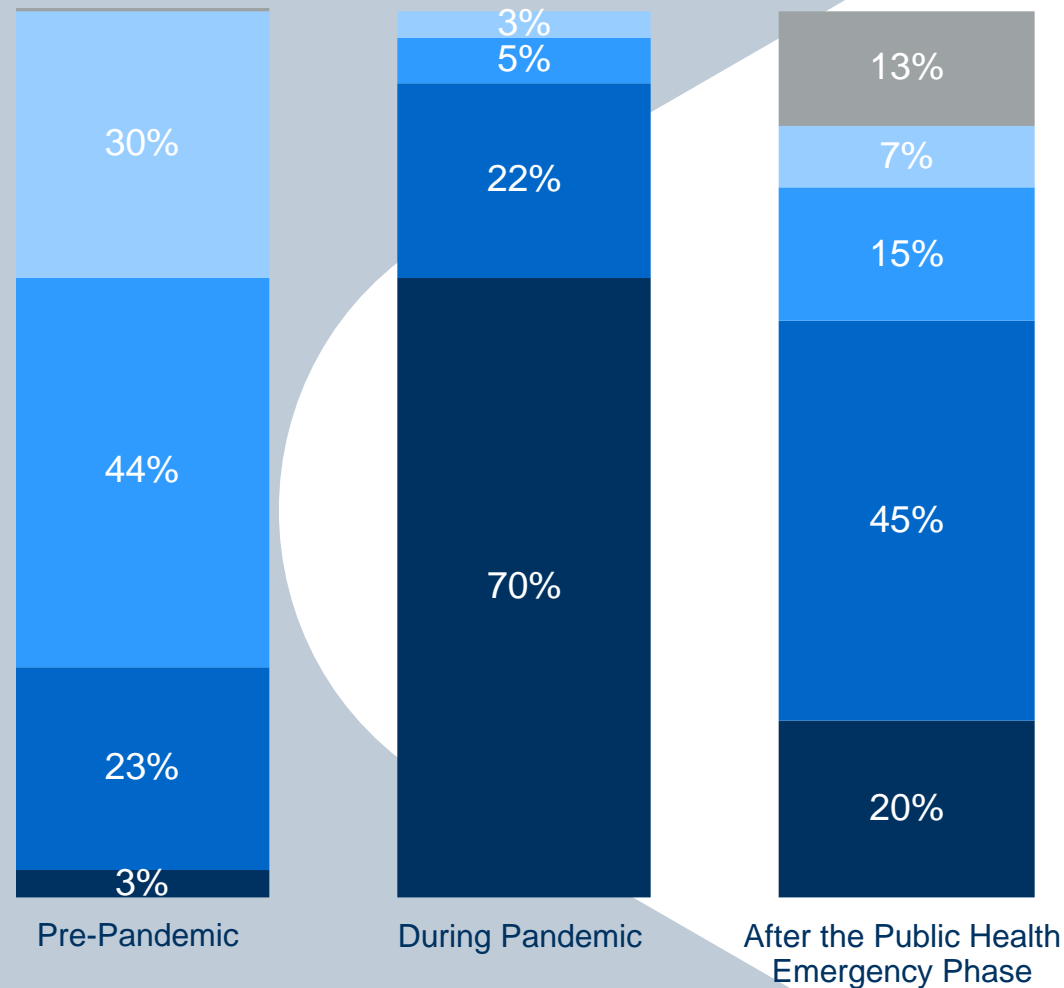
■ Don't know

■ No remote work permitted

■ As few remote employees as possible

■ Offered flexibility to those where the nature of their work did not require them to be at the worksite

■ Had as many remote employees as possible



## Approach to Remote Work

The pandemic has had a dramatic impact on Western Canadian organizations' approach to remote work.

While only one-quarter of organizations able to continue operations encouraged remote work or offered flexibility related to remote work pre-pandemic, nearly all have done so during this period.

After the public health phase has ended, the proportion encouraging as many remote employees as possible to work from home is expected to significantly decline – although not to the same extent as before the pandemic. Just under half expect to offer flexibility, a significant increase compared to pre-pandemic.

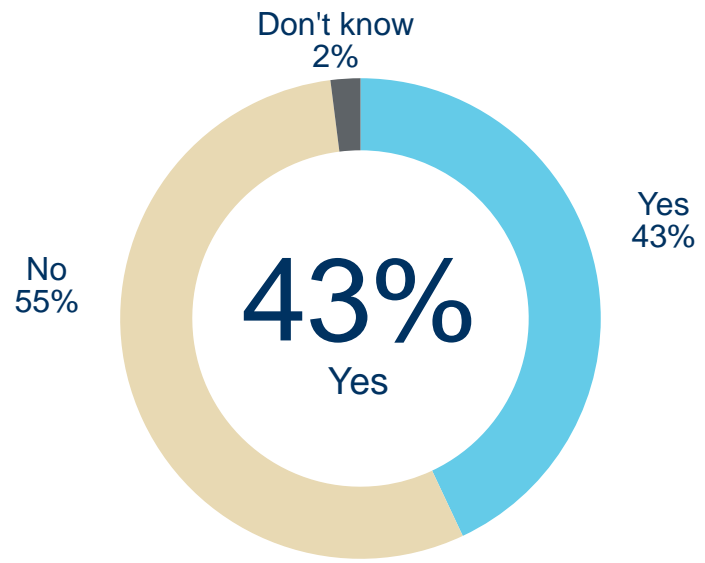
Approaches to remote work are similar across the four provinces.

Base: Able to Continue Operations During Pandemic (n=1,430)

R4. How has/will your organization approach remote work?

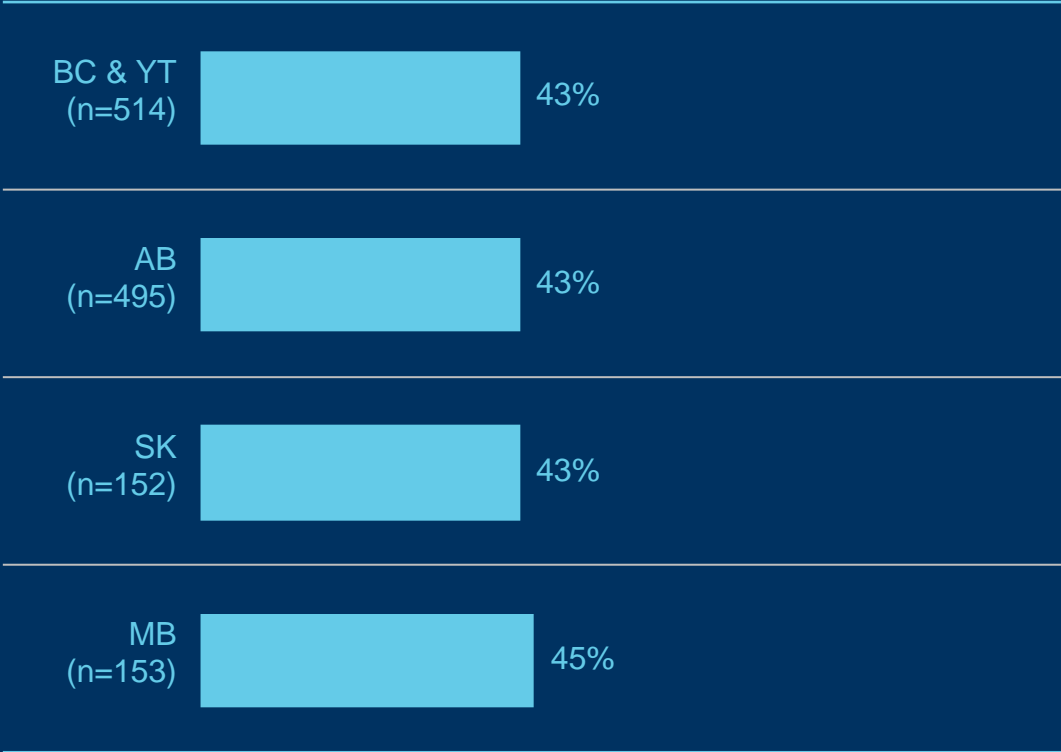
## Remote Work Policies

Out of the organizations in Western Canada that continued their operations throughout the pandemic, just over two-in-five had remote work/flexible work policies prior to the pandemic.



## Regional Breakdown

(Had policies prior to the pandemic)

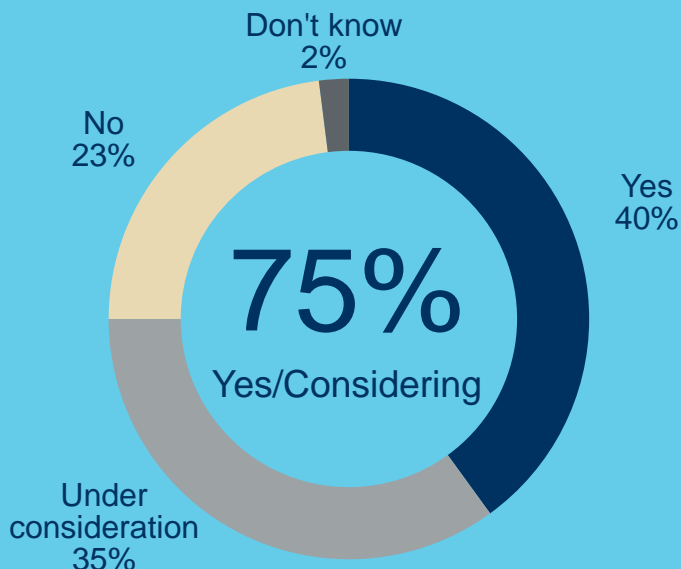


Base: Able to Continue Operations During Pandemic (n=1,316)  
R5. Did your organization have remote work/flexible work policies prior to the pandemic?

## New Remote Work Policies

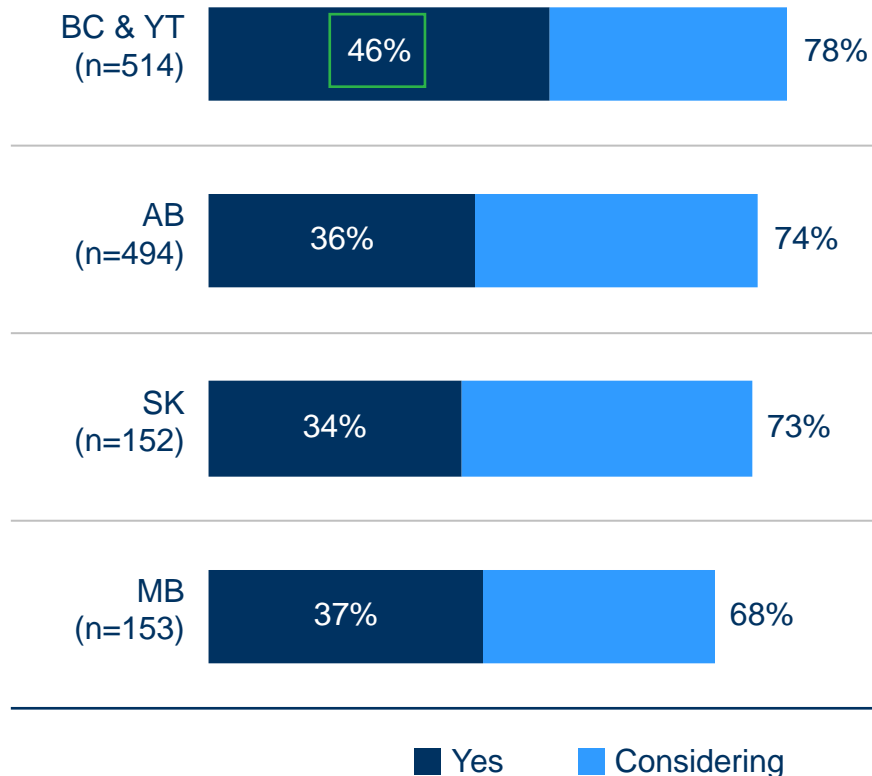
Three-quarters of Western Canadian organizations have either introduced new remote work or flexible work policies or are considering doing so.

Organizations in BC & Yukon are significantly more likely than the other provinces to have already introduced these policies.





**Large Organizations**  
(1,000+ employees) significantly more likely to have already introduced new policies: 47% vs. 40% medium sized and 37% small.

## Regional Breakdown



Base: Able to Continue Operations During Pandemic (n=1,315)

R6. Has your organization introduced any new remote work/flexible work policies during the pandemic?

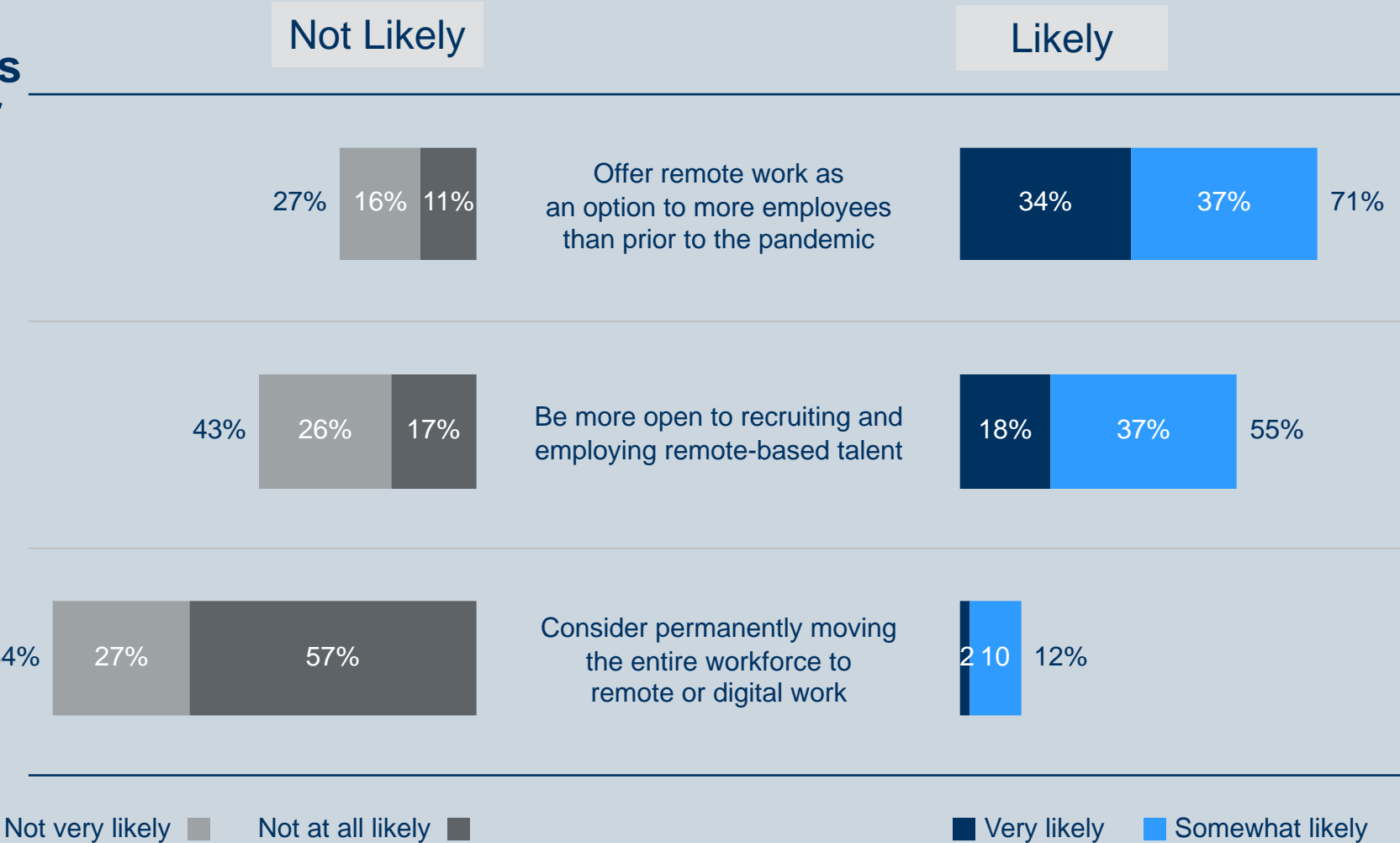
 Statistically significantly higher than all other regions.  
 Statistically significantly lower than all other regions.

# Likelihood of Organizations to Offer Remote Work after Next Year

Thinking past the next year, the majority of HR professionals believe their organization is likely to *offer remote work as an option to more employees compared to before the pandemic*, and just over half believe they are likely to *be more open to recruiting and employing remote-based talent*.

One-in-ten believe they are likely to *consider permanently moving the entire workforce to remote or digital work*.

Base: Able to Continue Operations During Pandemic (n=1,305)  
R7. Thinking past the next year, how likely is it that that your organization will do each of the following?

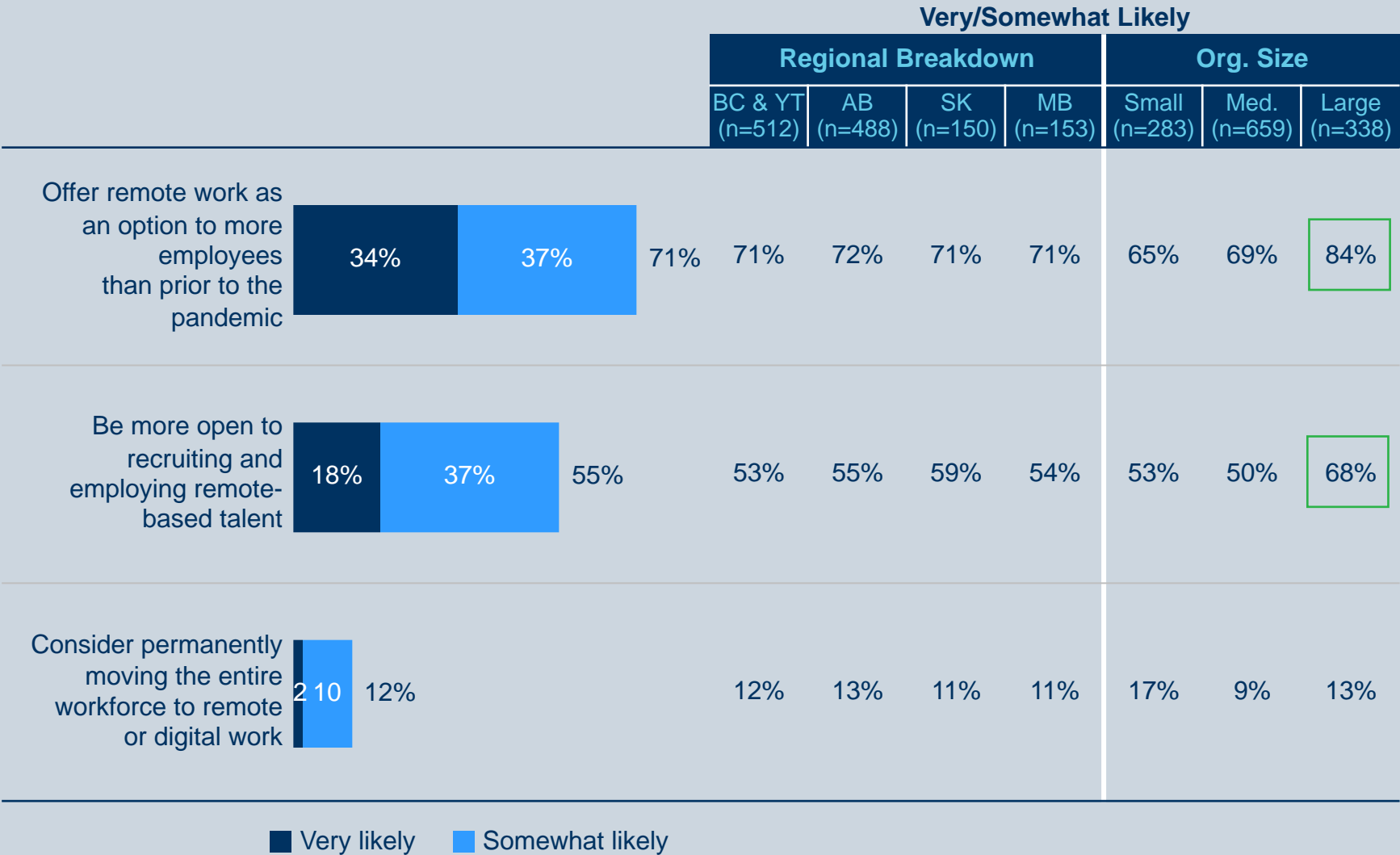


# Likelihood of Organizations to Offer Remote Work after Next Year *Continued*

Large organizations are seen as significantly more likely to *offer a remote work option* or *hire remote-based talent*.

There are no significant regional differences in expected attitudes towards remote work.

Base: Able to Continue Operations During Pandemic (n=1,305)  
R7. Thinking past the next year, how likely is it that that your organization will do each of the following?



Statistically significantly higher than all other group(s).  
 Statistically significantly lower than all other group(s).

# Controlling Labour Costs



		Regional Breakdown			
		BC & YT (n=523)	AB (n=490)	SK (n=150)	MB (n=154)
Temporary layoffs	42%	37%	48%	39%	40%
Encouraged employees to use their vacation time	37%	34%	40%	33%	41%
Hiring freeze	36%	37%	40%	27%	34%
Applied for the Canada Emergency Wage Subsidy	30%	30%	34%	17%	30%
Salary freeze	24%	24%	29%	13%	16%
Reduced hours	23%	20%	28%	19%	21%
Permanent terminations	22%	19%	30%	15%	18%
Using provincial government programs or benefits	20%	23%	18%	13%	17%
Reduced wages 15% or less	9%	7%	12%	3%	8%
Changed employee health and wellness benefit programs	8%	6%	12%	5%	7%
Moved to a four-day work week and cut wages accordingly	7%	5%	12%	3%	5%
Applied for the federal work share program	7%	7%	7%	5%	12%
Reduced wages by more than 15%	7%	6%	10%	2%	6%
Offered early retirement or severance packages	7%	5%	11%	3%	2%
Reduced Workforce NET: 47%		41%	54%	43%	45%
Government Support NET: 40%		42%	42%	27%	41%
Reduced Wages NET: 14%		11%	20%	5%	12%

## Actions Taken to Control Labour Costs

In response to the economic downturn from the pandemic, close to two-in-five Western Canadian organizations controlled labour costs through *temporary lay-offs*, *encouraging employees to use vacation time*, and *hiring freezes*.

Alberta organizations are significantly more likely than those in other provinces to have used several different methods.

Base: Employed in HR, excluding consultants (n=1,319)  
P7. Which of the following actions did your organization take to control labour costs in response to the economic downturn from the pandemic?

 Statistically significantly higher than all other regions.  
 Statistically significantly lower than all other regions.

		Organization Size		
		Small (n=337)	Medium (n=667)	Large (n=285)
Temporary layoffs	42%	33%	46%	42%
Encouraged employees to use their vacation time	37%	28%	41%	40%
Hiring freeze	36%	32%	38%	40%
Applied for the Canada Emergency Wage Subsidy	30%	41%	31%	15%
Salary freeze	24%	24%	25%	20%
Reduced hours	23%	20%	26%	19%
Permanent terminations	22%	19%	26%	19%
Using provincial government programs or benefits	20%	23%	19%	15%
Reduced wages 15% or less	9%	7%	10%	7%
Changed employee health and wellness benefit programs	8%	7%	9%	8%
Moved to a four-day work week and cut wages accordingly	7%	6%	10%	4%
Applied for the federal work share program	7%	7%	8%	6%
Reduced wages by more than 15%	7%	8%	7%	5%
Offered early retirement or severance packages	7%	3%	7%	11%
Reduced Workforce NET: 47%		40%	50%	46%
Government Support NET: 40%		51%	42%	24%
Reduced Wages NET: 14%		15%	15%	10%

## Actions Taken to Control Labour Costs *Continued*

The types of actions taken differ significantly by organization size.

Medium sized organizations are **more likely** to have used *reduced hours*, *permanent terminations*, *small wage reductions*, and *switches to four-day work weeks*.

Small organizations are significantly **less likely** to have used *temporary layoffs*, *encouraging vacation time use*, and *offering early retirement*.

Large organizations are significantly **less likely** to have applied for the *Canada Emergency Wage Subsidy* but are **more likely** to have *offered early retirement*.

Base: Employed in HR, excluding consultants (n=1,319)  
P7. Which of the following actions did your organization take to control labour costs in response to the economic downturn from the pandemic?

  Statistically significantly higher than all other group(s).  
  Statistically significantly lower than all other group(s).

		Sector								
	Total (n=1,319)	Healthcare/ Social Assistance (n=143)	Public Admin (n=161)	Manu- facturing (n=130)	Education Services (n=122)	Prof., Scientific, Technical Services (n=172)	Oil & Gas (n=98)*	Finance & Insurance (n=131)	Retail & Wholesale Trade (n=104)	Con- struction (n=97)
Temporary layoffs	42%	21%	41%	43%	52%	35%	51%	21%	46%	63%
Encouraged employees to use their vacation time	37%	22%	33%	37%	35%	34%	48%	45%	43%	40%
Hiring freeze	36%	12%	34%	40%	27%	36%	50%	41%	41%	40%
Applied for the Canada Emergency Wage Subsidy	30%	17%	6%	38%	13%	38%	57%	18%	39%	51%
Salary freeze	24%	8%	13%	32%	14%	30%	39%	21%	27%	38%
Reduced hours	23%	5%	16%	27%	14%	23%	38%	15%	45%	28%
Permanent terminations	22%	7%	9%	26%	20%	26%	53%	11%	32%	43%
Using provincial government programs or benefits	20%	17%	9%	20%	12%	22%	24%	11%	22%	26%
Reduced wages 15% or less	9%	1%	2%	10%	0%	10%	26%	5%	8%	20%
Changed employee health and wellness benefit programs	8%	4%	6%	4%	3%	8%	14%	8%	7%	16%
Moved to a four-day work week and cut wages accordingly	7%	1%	2%	9%	2%	12%	20%	5%	11%	5%
Applied for the federal work share program	7%	1%	2%	20%	2%	11%	13%	5%	12%	13%
Reduced wages by more than 15%	7%	1%	2%	9%	2%	8%	15%	4%	9%	13%
Offered early retirement or severance packages	7%	1%	2%	8%	8%	4%	21%	5%	7%	12%
<b>NET: Reduced workforce</b>	<b>47%</b>	<b>23%</b>	<b>42%</b>	<b>49%</b>	<b>54%</b>	<b>44%</b>	<b>65%</b>	<b>23%</b>	<b>54%</b>	<b>72%</b>
<b>NET: Gov't support</b>	<b>40%</b>	<b>29%</b>	<b>15%</b>	<b>53%</b>	<b>22%</b>	<b>52%</b>	<b>61%</b>	<b>27%</b>	<b>48%</b>	<b>62%</b>
<b>NET: Reduced wages</b>	<b>14%</b>	<b>1%</b>	<b>3%</b>	<b>16%</b>	<b>2%</b>	<b>17%</b>	<b>38%</b>	<b>8%</b>	<b>13%</b>	<b>28%</b>

## Actions Taken to Control Labour Costs

### Continued

Organizations in the oil and gas sector are significantly **more likely** to have *offered early retirement or severance packages*.

Those in healthcare/social assistance, public administration, education services, and finance and insurance are significantly **less likely** to have participated in several activities.

Base: Employed in HR, excluding consultants

**\*Small base size, interpret with caution.**

P7. Which of the following actions did your organization take to control labour costs in response to the economic downturn from the pandemic?

			Regional Breakdown			
			BC & YT (n=521)	AB (n=489)	SK (n=150)	MB (n=153)
Requiring employees to use their vacation time	<div><div></div></div> 27%	27%	27%	28%	23%	29%
Applying for the Canada Emergency Wage Subsidy	<div><div></div></div> 21%	22%	22%	24%	13%	15%
Hiring freeze	<div><div></div></div> 20%	18%	18%	21%	19%	19%
Temporary layoffs	<div><div></div></div> 19%	18%	18%	21%	20%	12%
Salary freeze	<div><div></div></div> 18%	16%	16%	24%	9%	12%
Permanent terminations	<div><div></div></div> 17%	15%	15%	22%	15%	11%
Using provincial government programs or benefits	<div><div></div></div> 14%	17%	17%	13%	11%	11%
Reduced hours	<div><div></div></div> 14%	12%	12%	18%	9%	12%
Offering early retirement or severance packages	<div><div></div></div> 8%	7%	7%	10%	9%	4%
Changing employee health and wellness benefit programs	<div><div></div></div> 6%	5%	5%	8%	5%	6%
Moving to a four-day work week and cut wages accordingly	<div><div></div></div> 5%	5%	5%	7%	3%	3%
Applying for the federal work share program	<div><div></div></div> 5%	6%	6%	4%	4%	5%
Reduce wages 15% or less	<div><div></div></div> 4%	3%	3%	6%	1%	2%
Reduce wages by more than 15%	<div><div></div></div> 3%	4%	4%	4%	1%	1%
Reduced Workforce NET: 27%			26%	30%	24%	19%
Government Support NET: 28%			31%	28%	21%	24%
Reduced Wages NET: 6%			6%	9%	1%	3%

## Planned Future Actions to Control Labour Costs

Looking towards the next three to six months, more than one-quarter of Western Canadian organizations plan to *require their employees to use their vacation time* in order to control labour costs in response to the economic downturn from the pandemic.

Close to one-in-five have plans to *apply for the Canada Emergency Wage Subsidy* and to conduct *hiring* and *salary freezes*, as well as *temporary layoffs* and *permanent terminations*.



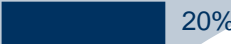








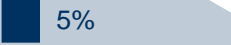
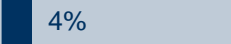
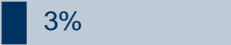
Organizations in Alberta are significantly **more likely** to be planning *salary freezes*, *permanent terminations*, and *smaller wage reductions*.

Base: Employed in HR, excluding consultants (n=1,315)

P8. Which of the following actions does your organization plan to take in the next three to six months to control labour costs in response to the economic downturn from the pandemic?

  Statistically significantly higher than all other regions.

  Statistically significantly lower than all other regions.

			Organization Size		
			Small (n=337)	Medium (n=667)	Large (n=285)
Requiring employees to use their vacation time		27%	25%	31%	23%
Applying for the Canada Emergency Wage Subsidy		21%	30%	21%	11%
Hiring freeze		20%	17%	20%	22%
Temporary layoffs		19%	11%	20%	25%
Salary freeze		18%	20%	18%	16%
Permanent terminations		17%	13%	17%	21%
Using provincial government programs or benefits		14%	14%	15%	11%
Reduced hours		14%	12%	14%	13%
Offering early retirement or severance packages		8%	4%	7%	14%
Changing employee health and wellness benefit programs		6%	6%	6%	7%
Moving to a four-day work week and cut wages accordingly		5%	5%	6%	4%
Applying for the federal work share program		5%	6%	5%	4%
Reduced wages 15% or less		4%	5%	3%	3%
Reduced wages by more than 15%		3%	4%	3%	3%
Government Support NET: <b>28%</b>			36%	30%	17%
Reduced Workforce NET: <b>27%</b>			21%	27%	33%
Reduced Wages NET: <b>6%</b>			9%	6%	4%

## Planned Future Actions to Control Labour Costs

### Continued


Large organizations (1,000+) are significantly **less likely** to apply for the *Canada Emergency Wage Subsidy*, but **more likely** to be planning to *offer early retirement*.

Those who work for small organizations are significantly **more likely** to apply for the *Canada Emergency Wage Subsidy*, but **less likely** to be planning for *temporary layoffs* and to *offer early retirement*.

Organizations in the **oil and gas** sector are significantly **more likely** to be planning **permanent terminations**: (38%).

Base: Employed in HR, excluding consultants (n=1,315)

P8. Which of the following actions does your organization plan to take in the next three to six months to control labour costs in response to the economic downturn from the pandemic?

 Statistically significantly higher than all other group(s).

 Statistically significantly lower than all other group(s).

	Total (n=1,315)	Healthcare/ Social Assistance (n=142)	Public Admin (n=161)	Manu- facturing (n=130)	Education Services (n=122)	Sector Prof., Scientific, Technical Services (n=172)	Oil & Gas (n=98)*	Finance & Insurance (n=131)	Retail & Wholesale Trade (n=103)	Con- struction (n=97)
Requiring employees to use their vacation time	27%	21%	22%	28%	22%	27%	42%	31%	19%	35%
Applying for the Canada Emergency Wage Subsidy	21%	10%	4%	22%	8%	30%	36%	13%	29%	30%
Hiring freeze	20%	5%	19%	25%	20%	19%	27%	20%	18%	20%
Temporary layoffs	19%	11%	19%	19%	27%	13%	28%	7%	19%	26%
Salary freeze	18%	8%	12%	22%	14%	23%	21%	14%	18%	19%
Permanent terminations	17%	4%	7%	16%	18%	17%	38%	6%	14%	25%
Using provincial government programs or benefits	14%	14%	6%	11%	7%	17%	19%	7%	18%	19%
Reduced hours	14%	4%	6%	15%	11%	15%	19%	6%	21%	14%
Offering early retirement or severance packages	8%	4%	4%	9%	7%	4%	19%	5%	4%	11%
Changing employee health and wellness benefit programs	6%	5%	5%	5%	2%	8%	16%	6%	7%	11%
Moving to a four-day work week and cut wages accordingly	5%	1%	2%	5%	2%	6%	10%	4%	7%	5%
Applying for the federal work share program	5%	2%	2%	8%	2%	6%	4%	2%	12%	6%
Reduced wages 15% or less	4%	1%	2%	5%	2%	7%	5%	1%	3%	7%
Reduced wages by more than 15%	3%	1%	1%	2%	2%	4%	4%	2%	3%	2%
<b>NET: Gov't support</b>	<b>28%</b>	<b>22%</b>	<b>11%</b>	<b>28%</b>	<b>15%</b>	<b>39%</b>	<b>44%</b>	<b>16%</b>	<b>34%</b>	<b>40%</b>
<b>NET: Reduced workforce</b>	<b>27%</b>	<b>13%</b>	<b>22%</b>	<b>27%</b>	<b>33%</b>	<b>22%</b>	<b>46%</b>	<b>11%</b>	<b>25%</b>	<b>34%</b>
<b>NET: Reduced wages</b>	<b>6%</b>	<b>1%</b>	<b>4%</b>	<b>6%</b>	<b>3%</b>	<b>11%</b>	<b>8%</b>	<b>2%</b>	<b>5%</b>	<b>8%</b>

## Planned Future Actions to Control Labour Costs

### Continued

Organizations in the oil and gas sector are significantly **more likely** to be planning *permanent terminations*.

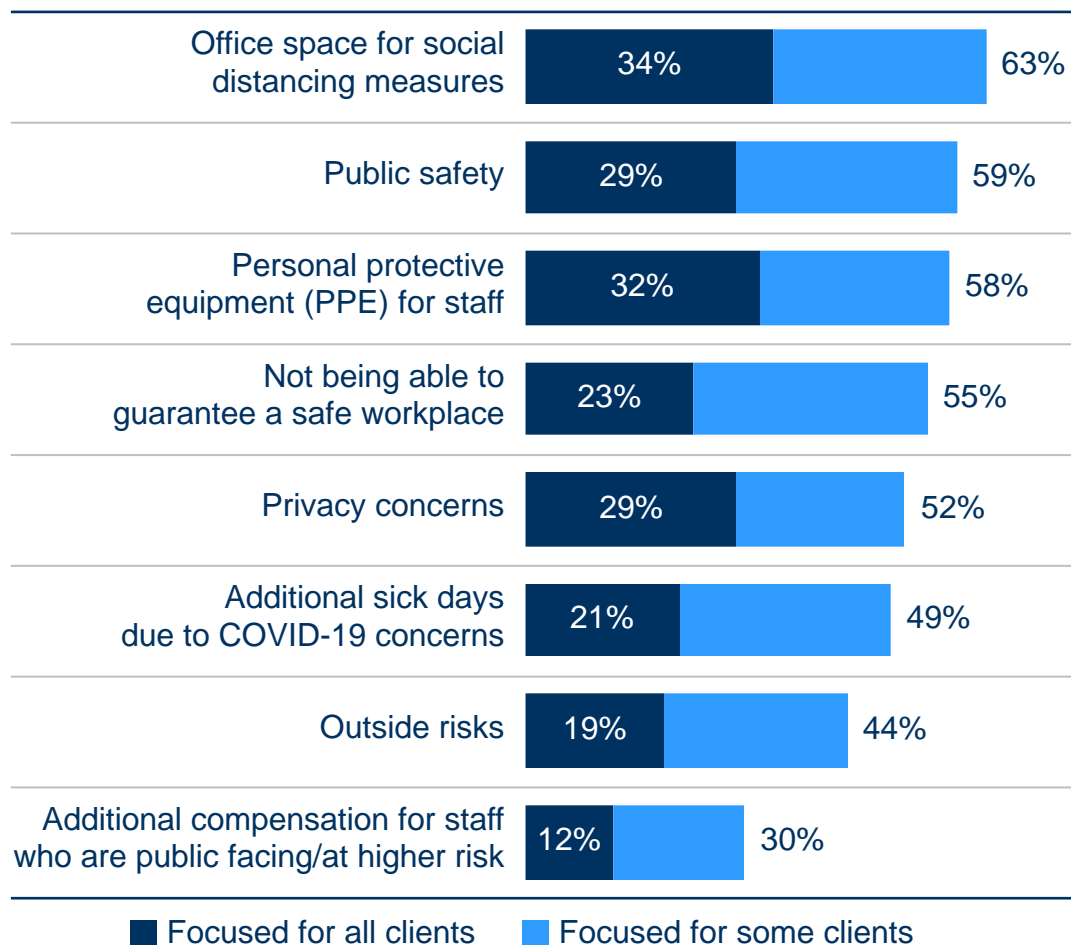
Those in healthcare/ social assistance are **less likely** to be planning *hiring freezes* and *workforce reductions*.

Base: Employed in HR, excluding consultants (n=1,315)

**\*Small base size, interpret with caution.**

P8. Which of the following actions does your organization plan to take in the next three to six months to control labour costs in response to the economic downturn from the pandemic?

# HR Consultants



Base: HR Consultants (n=73)\*

**\*Small base size, interpret with caution.**

CQ1. As a consultant, to what extent are you currently focused on the challenges listed below to help your clients resume their operations?

## Focus on Challenges to Resuming Operations

The majority of HR consultants are helping at least some clients with *office space for social distancing*, *public safety*, and *PPE for staff*.

Close to half are helping with *not being able to guarantee a safe workplace*, *privacy concerns*, *additional sick days due to COVID-19 concerns*, and *outside risks*.

Three-in-ten are helping with *additional compensation for staff who are public facing or at higher risk*.

## Client Issues from the Start of the Pandemic

At least two-thirds of consultants are helping at least some of their clients with *creating and revising policies, supporting the transition to working from home, evaluating and/or implementing strategies to maintain a positive culture with a newly distributed workforce, preparing communications concerning policies and developing training or education for leaders on how to manage remote workers.*

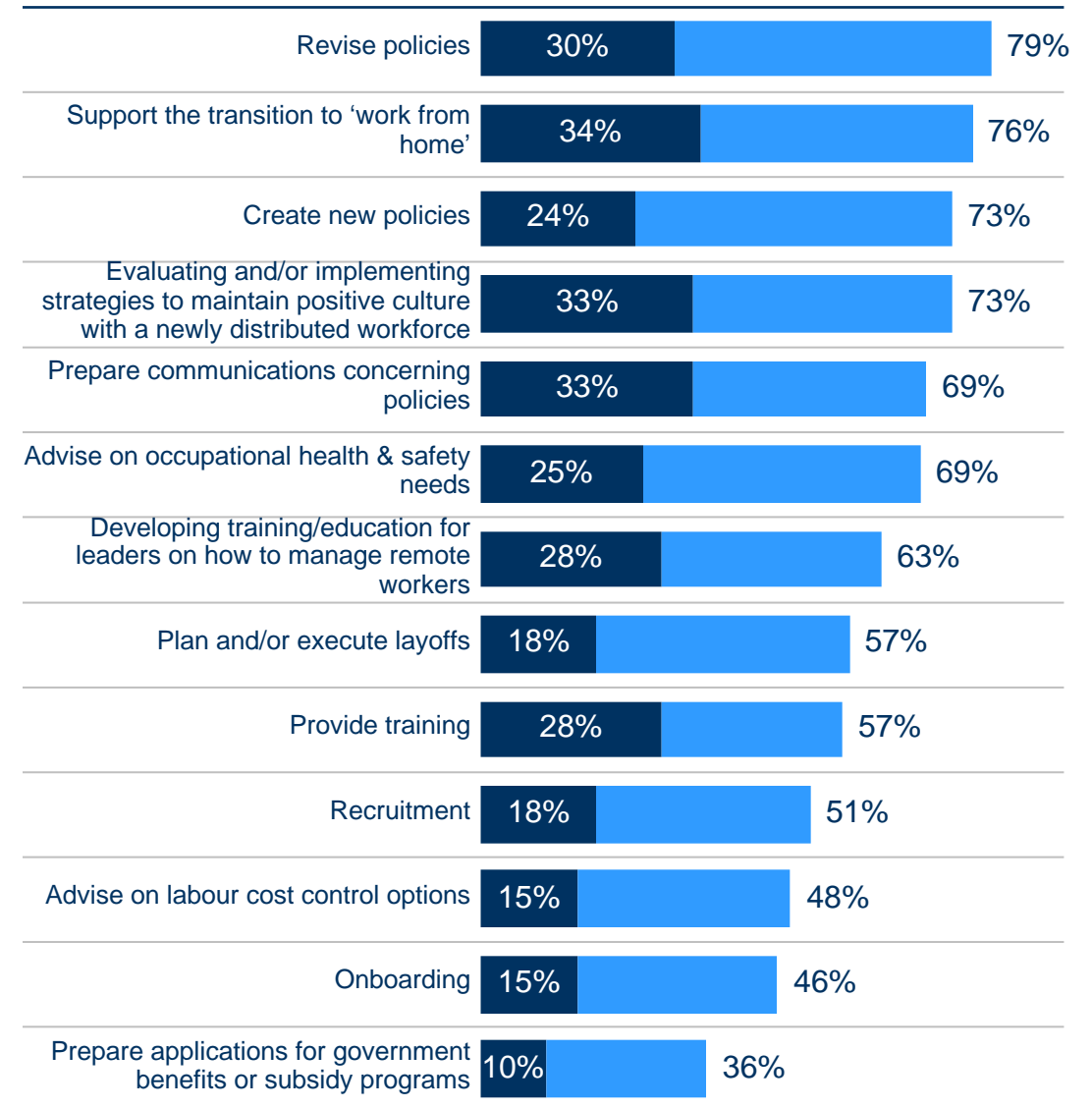
- This includes one-third who are helping **all of their clients** with *supporting the transition to working from home, evaluating and/or implementing strategies to maintain a positive culture, and preparing communications concerning policies.*

Smaller majorities are also helping with *developing training or education for managing remote workers, planning or executing layoffs, and providing training.*

Base: HR Consultants (n=67)\*

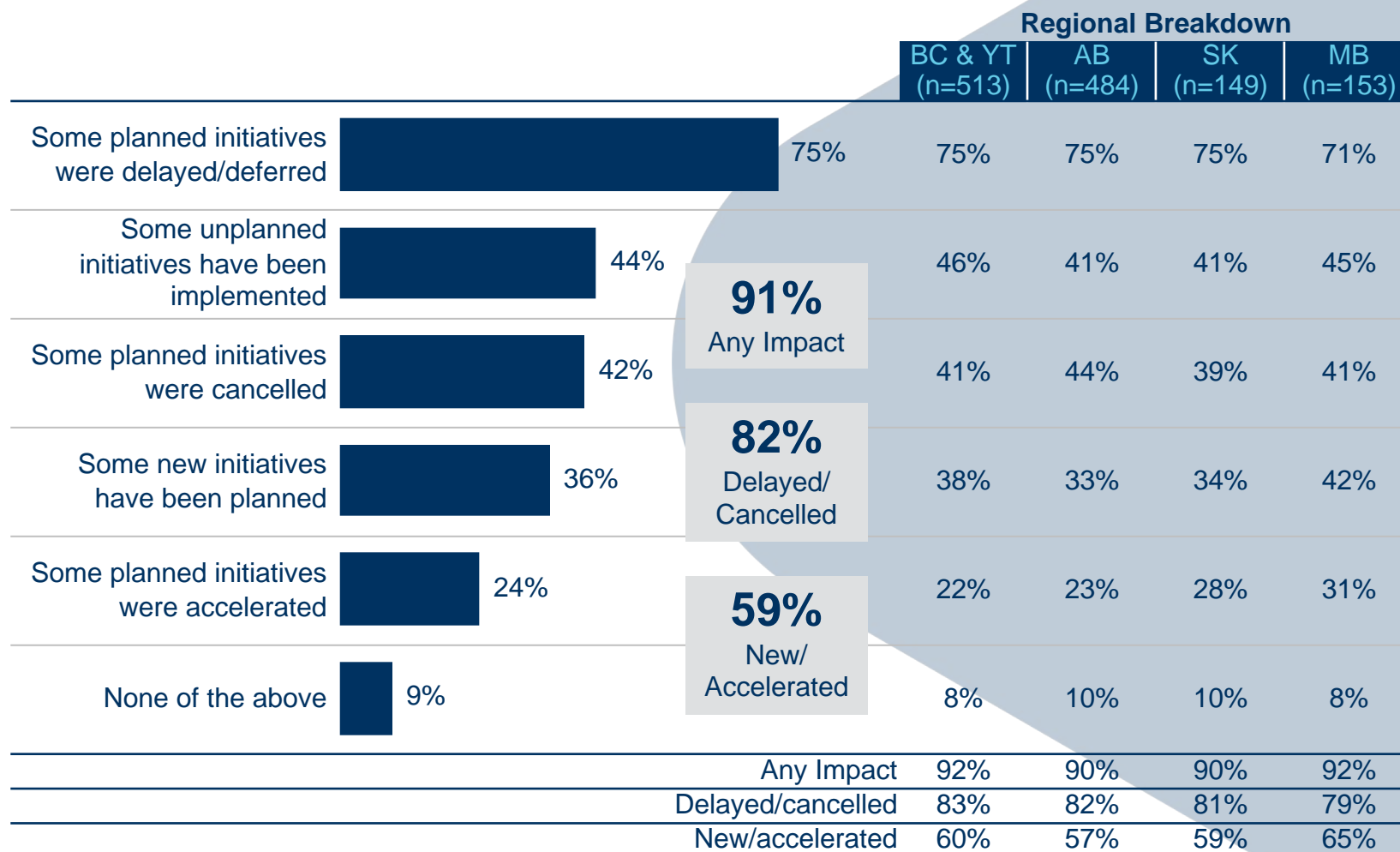
**\*Small base size, interpret with caution.**

CQ2. Since the start of the pandemic, which of the following have you been helping your clients with?



■ Helping all clients ■ Helping some clients

# Impact on HR Initiatives, Policies, and Employee Learning



## Pandemic Impact on HR, People, or Cultural Initiatives

Nine-in-ten Western Canadian organizations have seen the human resources, people, or cultural initiatives at their organization be impacted by the pandemic.

While four-in-five have seen these initiatives be delayed or cancelled, a smaller majority have been new or accelerated initiatives.

**Large organizations** (1,000+ employees) are significantly **more likely** to have planned initiatives that have been delayed: 85%, vs. 77% medium and 64% small.

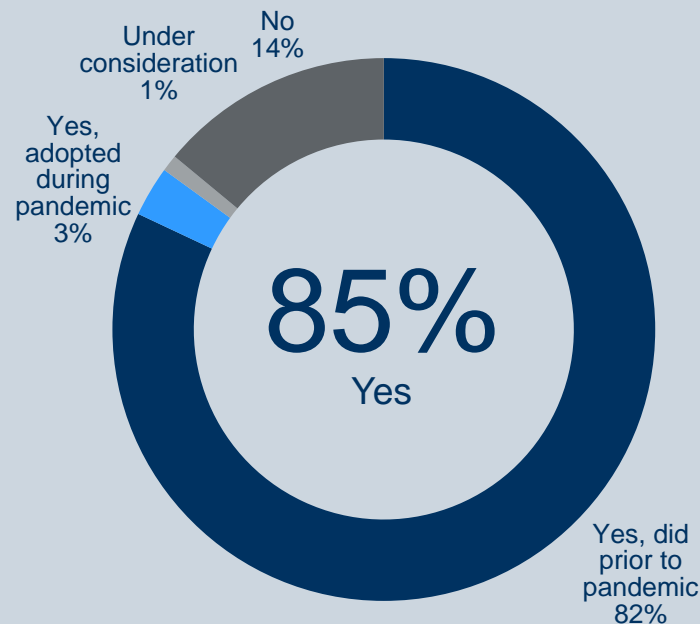
Base: Employed in HR, excluding consultants (n=1,301)  
P14. How has the pandemic impacted HR, People or Cultural initiatives at your organization?

## Offer Short-Term Paid Sick Leave

Four-in-five Western Canadian organizations offered paid short-term sick leave prior to the pandemic.

Saskatchewan organizations are significantly more likely than those in other provinces to have offered paid short-term sick leave.

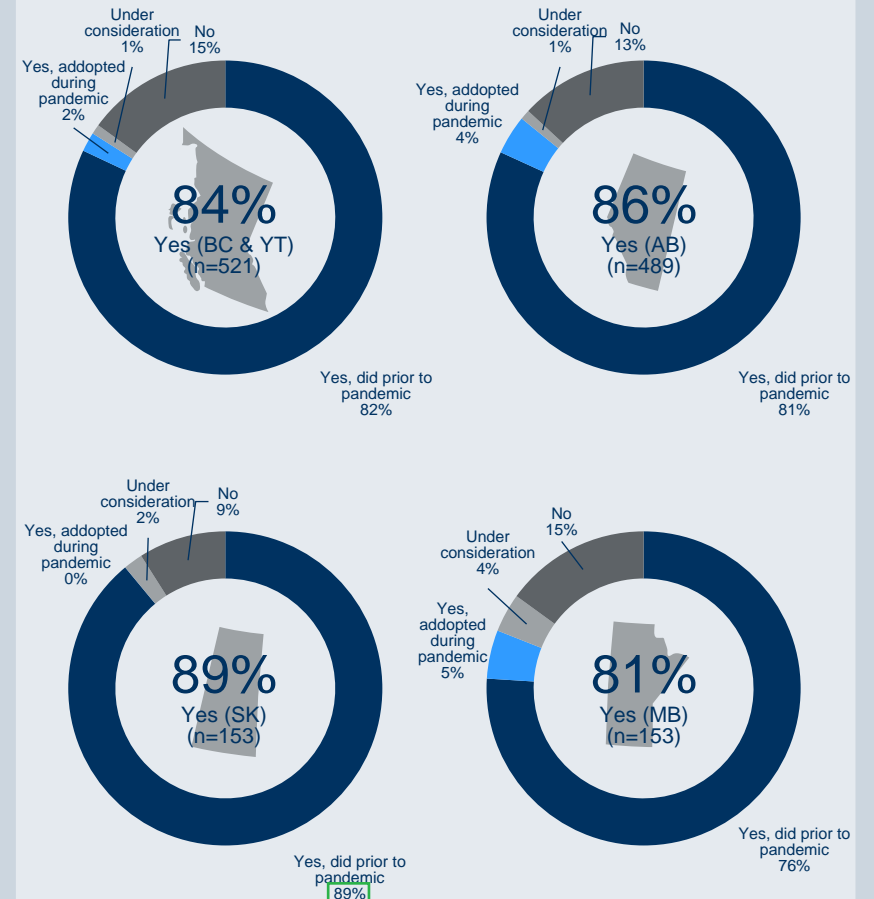
Few Western Canadian organizations have adopted this policy during the pandemic or have a policy under consideration.





**Large organizations (1,000+ employees) are significantly more likely to offer paid short-term sick leave: 95% vs. 85% medium sized and 77% small.**

Base: Employed in HR, excluding consultants (n=1,315)  
P9. Does your organization offer paid short-term sick leave?

### Regional Breakdown



 Statistically significantly higher than all other regions.  
 Statistically significantly lower than all other regions.

## Implemented or Planned Changes to Policies in Response to the Pandemic

Four-in-five Western Canadian organizations have implemented or plan to implement changes to one or more policies in response to the pandemic over the next three months – most commonly policies related to *remote work* and *health and safety*.

Organizations in BC and Yukon are significantly more likely than those in other provinces to make or have made these changes.

**Large organizations** (1,000+ employees) are significantly **more likely** to see policy changes related to flexible work (53% vs. ~41%), business travel (46% vs. ~36%), and technology use (35%, vs. ~27%).

Base: Employed in HR, excluding consultants (n=1,314)  
P10. Did your organization implement changes to the following policies, or does it plan to do so in the next three months in response to the pandemic?

		Regional Breakdown			
		BC & YT (n=521)	AB (n=488)	SK (n=150)	MB (n=153)
Remote work policies	61%	67%	57%	56%	56%
Health & safety policies	54%	63%	50%	46%	50%
Flexible work policies	44%	43%	45%	43%	39%
Business travel policies	39%	40%	38%	41%	39%
Sick leave policies	32%	36%	29%	25%	36%
Technology use policies	29%	31%	26%	31%	30%
Vacation policies	18%	20%	16%	16%	19%
Social Media policies	6%	7%	5%	5%	9%
Other	1%	1%	0%	1%	1%
Don't know	8%	7%	9%	12%	9%
None of the above	10%	7%	12%	12%	11%
Implemented Any Changes		86%	80%	76%	80%

82%

Implemented  
Any Changes

  Statistically significantly higher than all other regions.

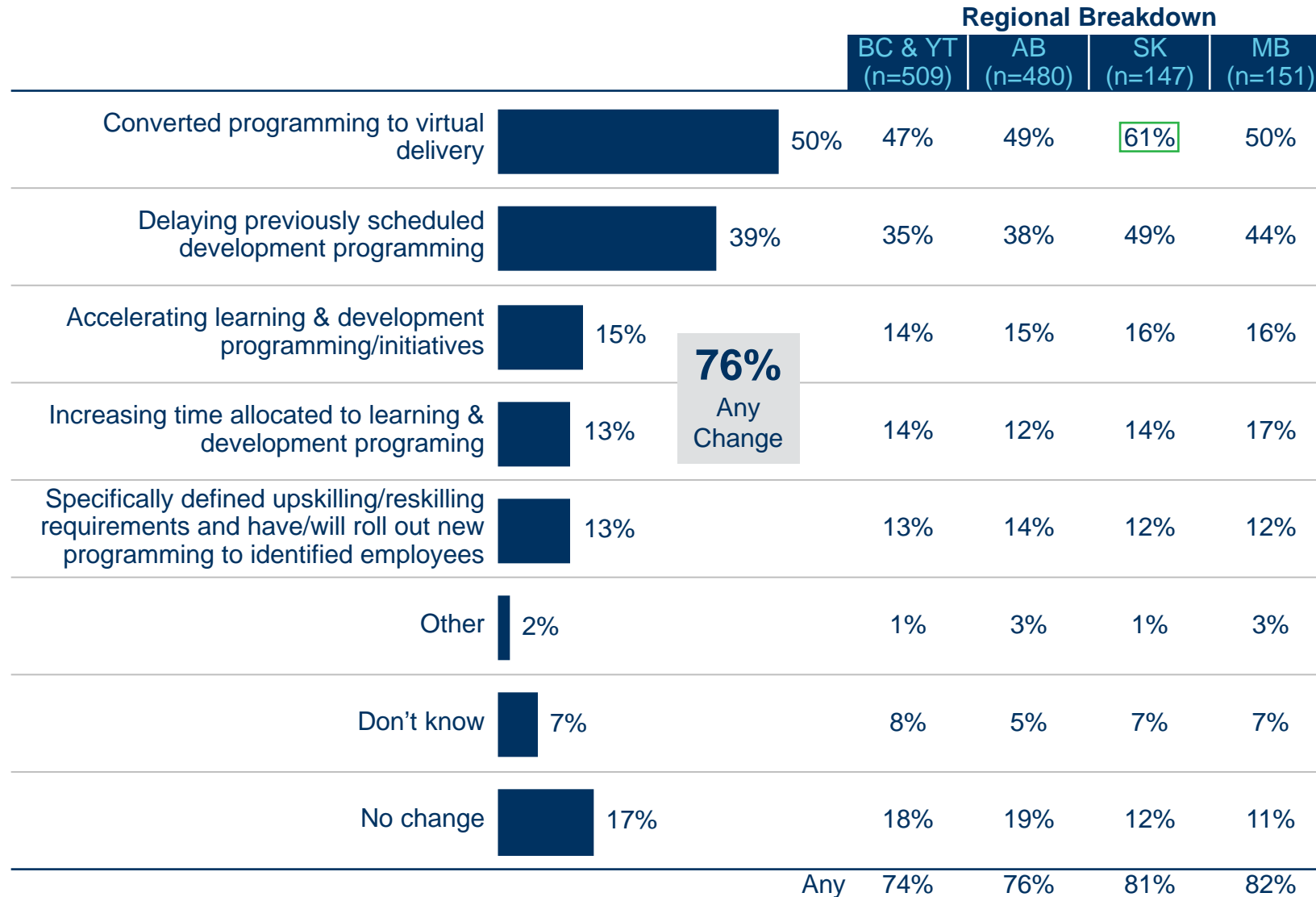
  Statistically significantly lower than all other regions.

## Pandemic Approach to Learning and Development

Three-quarters of Western Canadian organizations have seen a change in how they approach learning and development due to the pandemic: most commonly moving to virtual delivery or the *delay of previously scheduled development programming*.

**Large organizations** (1,000+ employees) are significantly **more likely** to have converted programming to virtual delivery: 65%, vs. 50% medium and 37% small.

Base: Employed in HR, excluding consultants (n=1,289)  
P16. How is your organization approaching learning and development due to the pandemic?

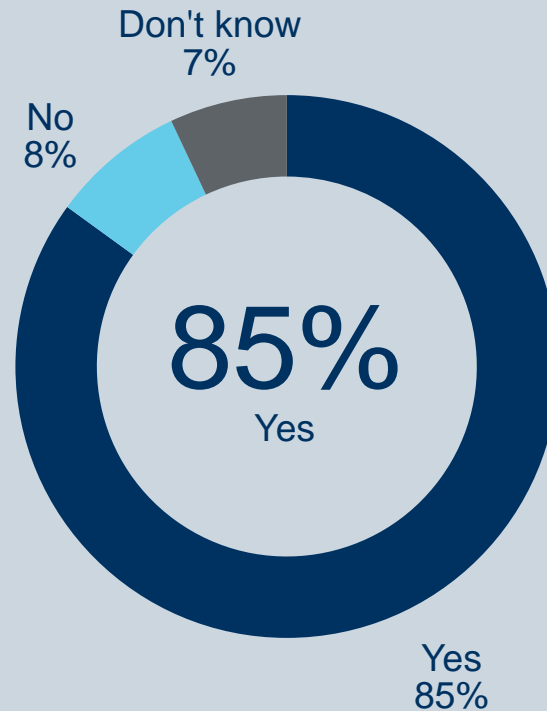


61% Statistically significantly higher than all other regions.  
76% Statistically significantly lower than all other regions.

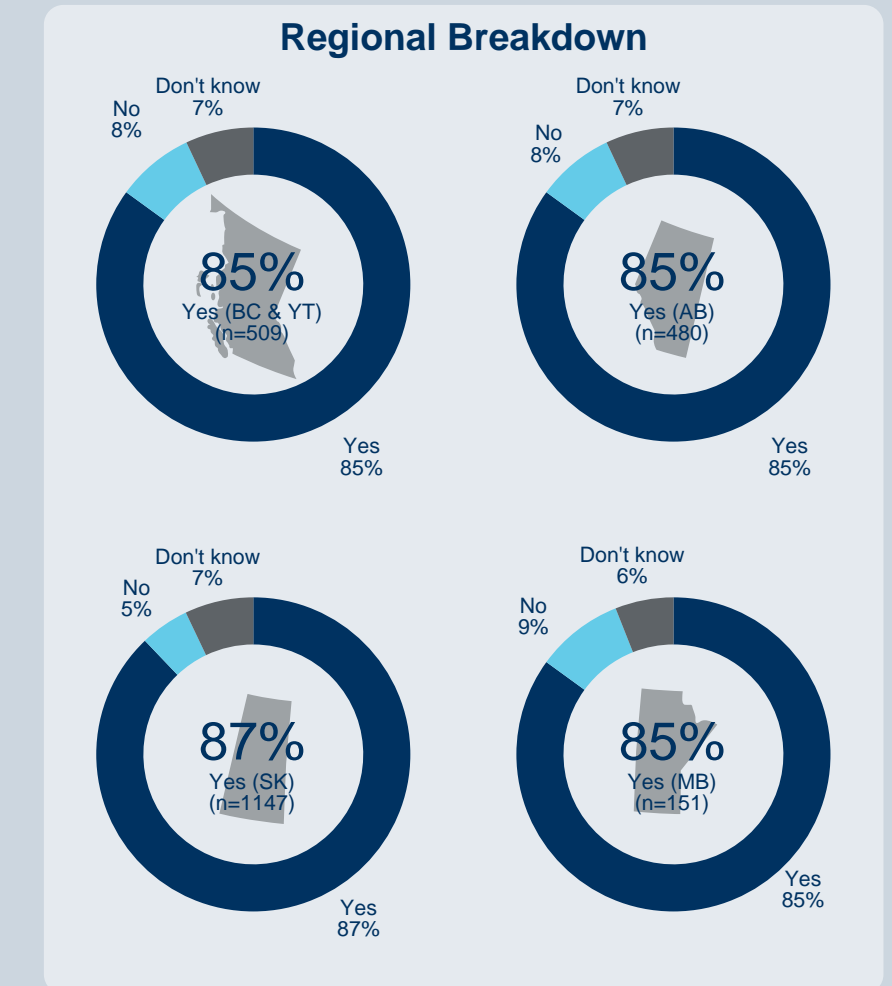
# Returning to Normal Operations

## HR's Involvement in Business Continuity and Recovery Decision Making

A strong majority of Western Canadian organizations are involving HR in their critical business continuity and recovery decision making.



Base: Employed in HR, excluding consultants (n=1,289)  
P21. Given the pandemic, is HR involved in critical business continuity and recovery decision making?



## Challenges to Resuming Operations

*Managing the concerns and fears of employees* stands out as the main challenge of resuming operations among those whose organizations closed or shifted operations during the COVID-19 pandemic.

Close to half also consider *staff PPE*, *sufficient office space for social distancing*, and *public safety* among their chief concerns.

Those who work for **large organizations** (1,000+ employees) are significantly **more likely** to consider **public safety** among their main challenges: 58% vs. 45% medium sized and 39% small.

Base: Closed or Shifted Operations (n=296)

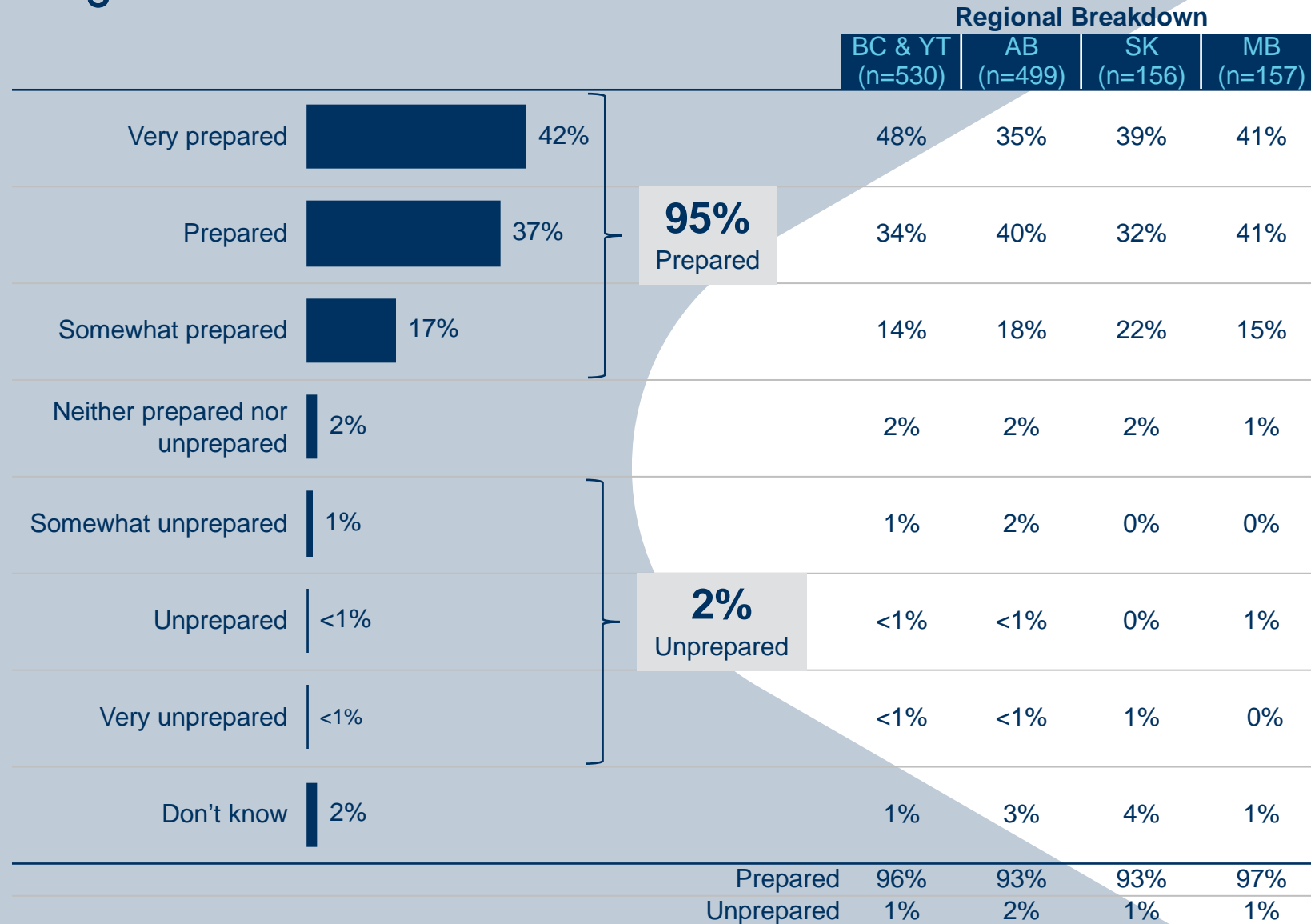
**\*\*Base size too small to report reliably.**

P2. What are the main challenges you are facing with respect to resuming your operations?

			Regional Breakdown			
			BC & YT (n=124)	AB (n=102)	SK (n=35)**	MB (n=35)**
Managing concerns and fears of employees about COVID-19	83%		83%	84%	**	**
Personal protective equipment (PPE) for staff	56%		53%	63%	**	**
Office space for social distancing measures	54%		54%	55%	**	**
Public safety	48%		47%	51%	**	**
Outside risks	39%		47%	38%	**	**
Additional sick days due to COVID-19 concerns	38%		39%	35%	**	**
Not being able to guarantee a safe workplace	26%		20%	32%	**	**
Privacy concerns	17%		20%	16%	**	**
Additional compensation for staff who are public facing/at higher risk	14%		14%	11%	**	**
Other	10%		10%	11%	**	**
None of the above	2%		2%	1%	**	**
Not applicable	1%		0%	0%	**	**

47% Statistically significantly higher than all other regions.

20% Statistically significantly lower than all other regions.





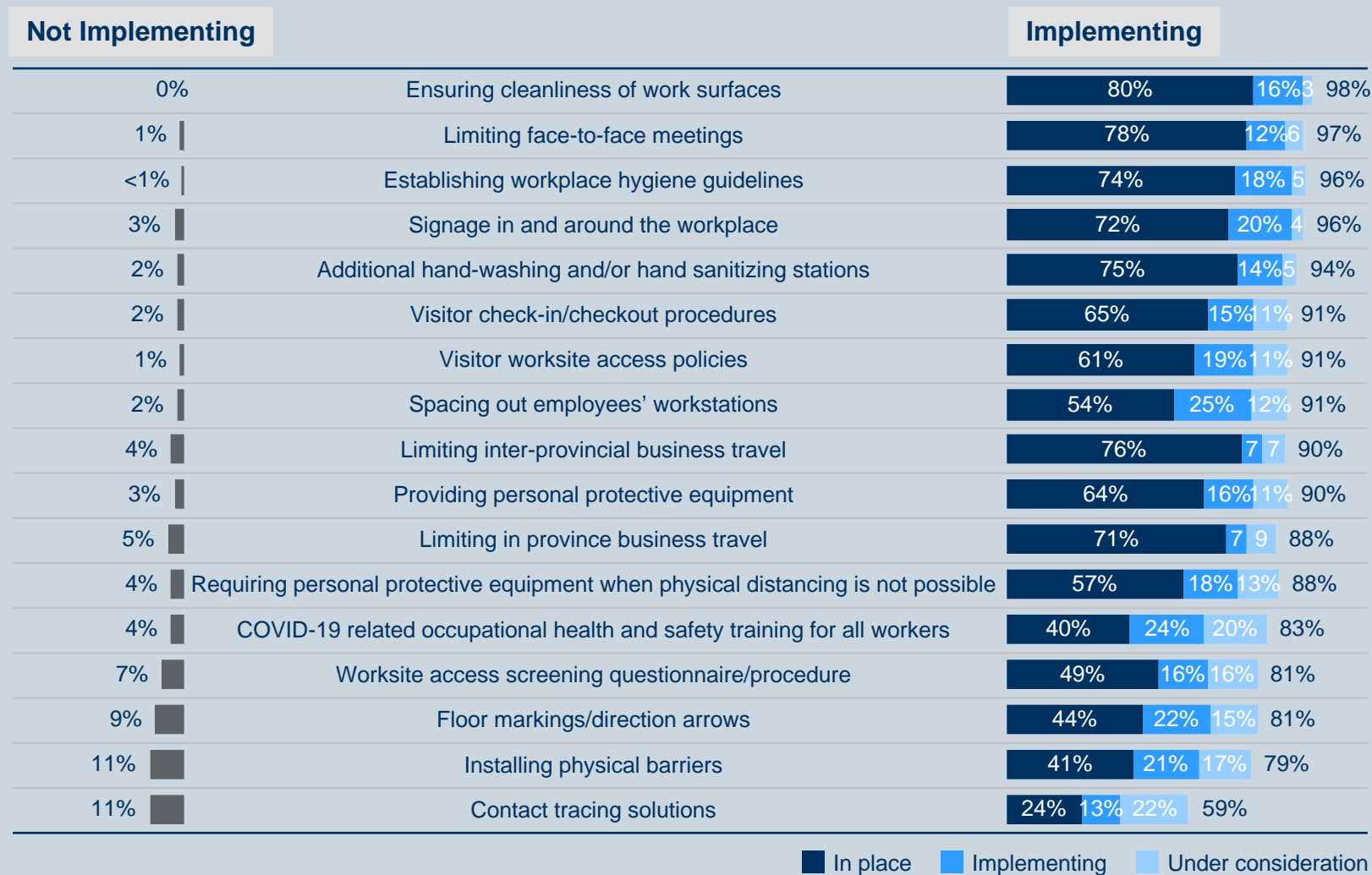
## Prepared to Meet OH&S Guidelines

Nearly all HR professionals believe their organizations are prepared to meet Occupational Health and Safety and public health guidelines for the return to the workplace.

Two-in-five consider their organizations “very prepared.”

Base: Employed in HR, excluding consultants (n=1,344)  
P3. To what extent do you believe your organization is prepared to meet Occupational Health and Safety (OH&S) and public health guidelines for the return to the workplace?

 Statistically significantly higher than all other regions.  
 Statistically significantly lower than all other regions.



## Status of Employee Workplace Safety Measures

With the exception of contact tracing solutions, more than three-quarters of Western Canadian organizations either already have, or are in the process of getting, all of the workplace safety measures tested.

Safety measures already in place for at least three-quarters include:

- Ensuring work surface cleanliness;
- Limiting face-to-face meetings;
- Limiting inter-provincial business travel; and
- Additional hand washing stations.

Base: Employed in HR, excluding consultants & N/A (n varies)

P4. Please indicate the status of the following measures to ensure employees' safety while at the workplace.

# Status of Employee Workplace Safety Measures

*Continued*

Manufacturing organizations are among the **most likely** to have or be considering all of the different measures to ensure employees' safety.

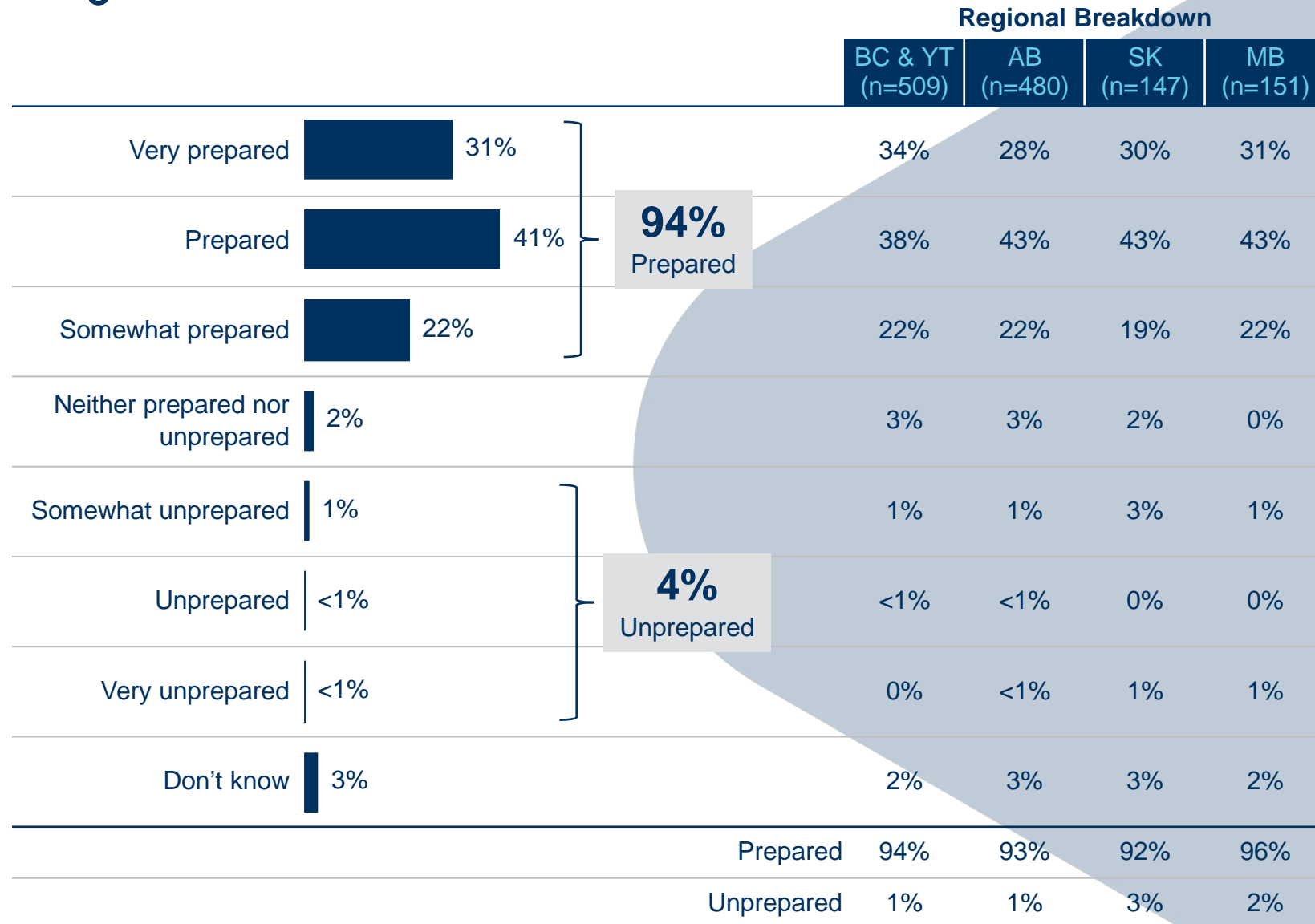
Education Services organizations are significantly **less likely** to have in place or be considering *providing personal protective equipment*.

	Total (n=1,320)	Sector (In Place / Implementing / Under Consideration)								
		Healthcare/ Social Assistance (n=145)	Public Admin (n=162)	Manu- facturing (n=130)	Education Services (n=122)	Prof., Scientific, Technical Services (n=172)	Oil & Gas (n=99)*	Finance & Insurance (n=131)	Retail & Wholesale Trade (n=104)	Con- struction (n=97)*
Ensuring cleanliness of work surfaces	98%	99%	97%	99%	96%	98%	96%	95%	97%	99%
Limiting face-to-face meetings	97%	97%	98%	98%	98%	95%	94%	95%	91%	96%
Establishing workplace hygiene guidelines	96%	99%	94%	97%	92%	95%	91%	92%	94%	95%
Signage in and around the workplace	96%	96%	96%	98%	92%	93%	89%	93%	92%	92%
Additional hand-washing and/or hand sanitizing stations	94%	95%	93%	97%	93%	91%	94%	91%	95%	98%
Spacing out employees' workstations	91%	89%	87%	94%	89%	94%	86%	91%	91%	93%
Visitor worksite access policies	91%	95%	92%	97%	81%	90%	87%	83%	87%	92%
Visitor check-in/checkout procedures	91%	93%	89%	97%	85%	90%	92%	84%	81%	91%
Providing personal protective equipment	90%	93%	84%	94%	73%	87%	85%	85%	92%	96%
Limiting inter-provincial business travel	90%	89%	89%	95%	84%	90%	92%	88%	96%	93%
Requiring personal protective equipment when physical distancing is not possible	88%	87%	84%	92%	75%	82%	85%	74%	86%	90%
Limiting in province business travel	88%	88%	89%	90%	78%	86%	80%	87%	96%	86%
COVID-19 related occupational health and safety training for all workers	83%	88%	79%	86%	81%	83%	75%	74%	80%	85%
Floor markings/direction arrows	81%	74%	83%	81%	76%	74%	69%	85%	85%	71%
Worksite access screening questionnaire/procedure	81%	89%	74%	86%	71%	76%	86%	70%	70%	88%
Installing physical barriers	79%	83%	82%	79%	72%	67%	56%	80%	87%	72%
Contact tracing solutions	59%	73%	48%	66%	45%	53%	52%	50%	60%	64%

Base: Employed in HR, excluding consultants & N/A (n varies)

**\*Small base size, interpret with caution.**

P4. Please indicate the status of the following measures to ensure employees' safety while at the workplace.





## Preparedness for Second Pandemic Wave

Nearly all HR professionals for Western Canadian organizations believe their organization is at least somewhat prepared to respond to the possibility of a second wave of the pandemic.

Three-in-ten believe they are "very prepared."

Base: Employed in HR, excluding consultants (n=1,289)  
P22. To what extent is your organization prepared to respond to the possibility of a second wave of the pandemic?

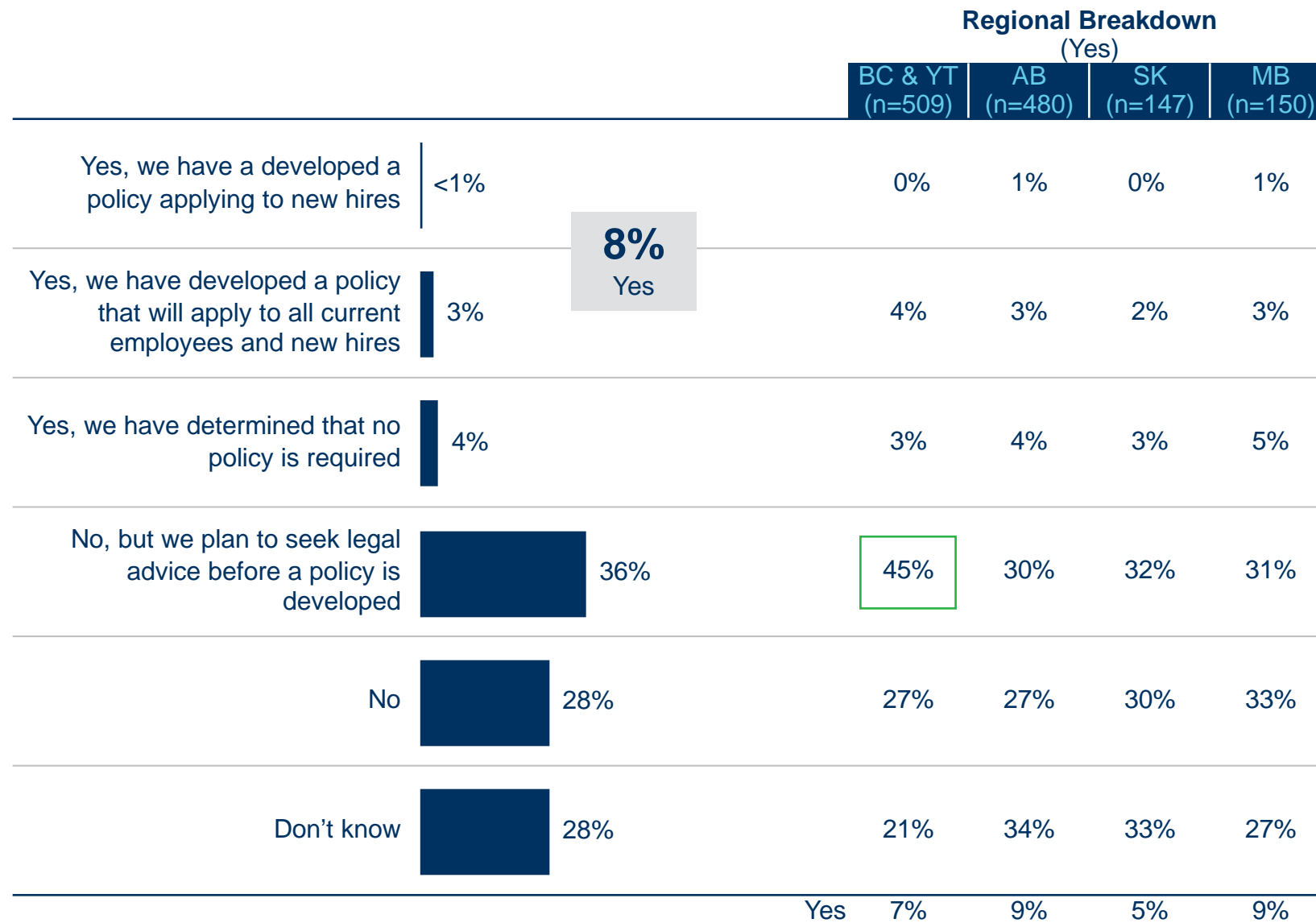
 Statistically significantly higher than all other regions.  
 Statistically significantly lower than all other regions.

## Have Pre-Determined Response to Vaccine Development

Fewer than one-in-ten Western Canadian organizations have determined how they will respond should an effective vaccine be developed for COVID-19.

Just under two-in-five plan to seek legal advice in developing a policy for this situation.

Base: Employed in HR, excluding consultants (n=1,288)  
P23. If an effective vaccine is developed for COVID-19, has your organization determined how it will respond?



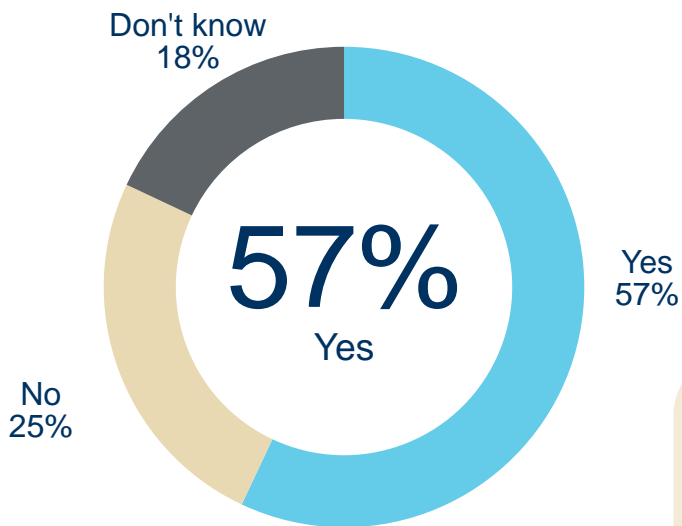
45% Statistically significantly higher than all other regions.  
21% Statistically significantly lower than all other regions.

# Business Continuity Plan

## Had Business Continuity Plan prior to Pandemic

A small majority of Western Canadian organizations had a business continuity plan prior to the pandemic.

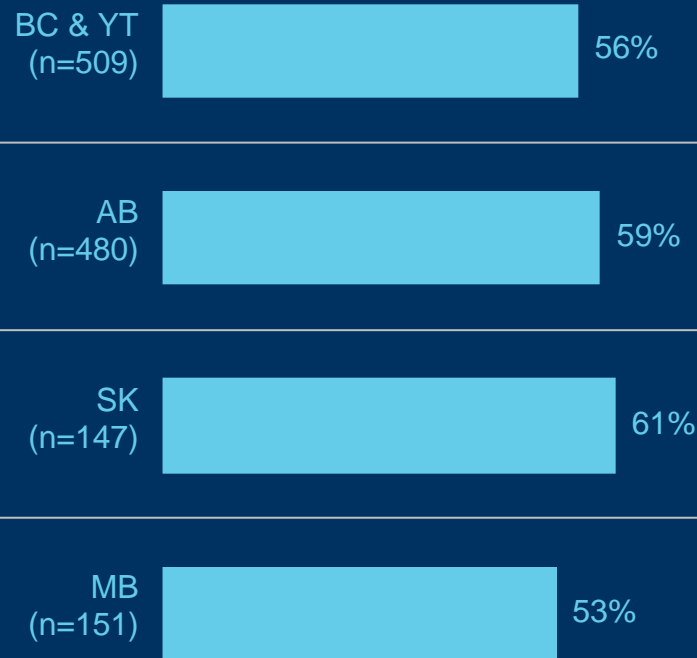
Those with a business continuity plan prior to the pandemic are significantly more likely to report being able to continue **all or most** operations during the pandemic: 78%, vs. 66% without a prior business continuity plan.



**Large organizations** (1,000+ employees) are significantly **more likely** to have had a continuity plan: 68%, vs. 56% medium and 50% small).



## Regional Breakdown

(Yes)



Base: Employed in HR, excluding consultants (n=1,289)

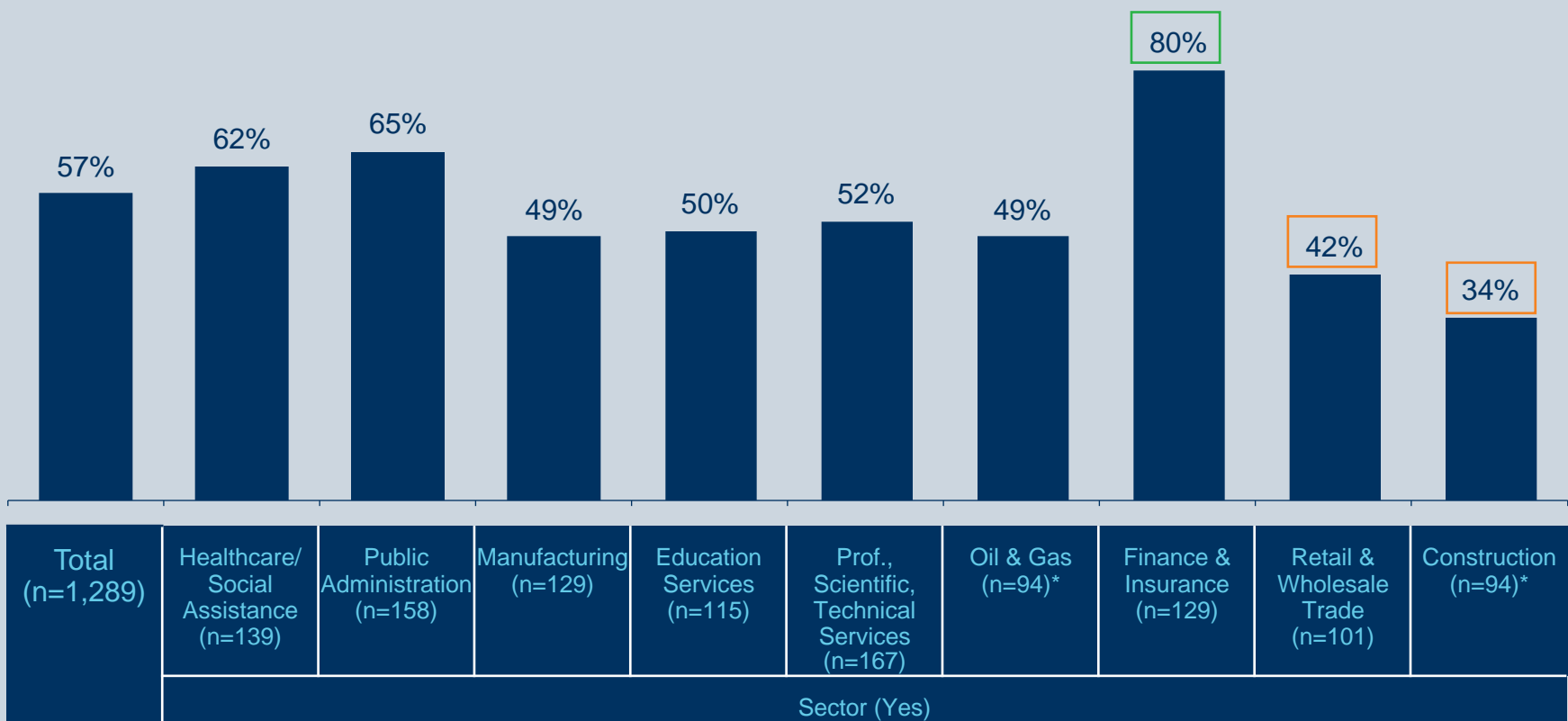
P17. Did your organization have a business continuity plan prior to the pandemic?

 Statistically significantly higher than all other regions.  
 Statistically significantly lower than all other regions.

## Had Business Continuity Plan prior to Pandemic *Continued*

Organizations in the finance and insurance industry are significantly **more likely** to have had a business continuity plan prior to the pandemic.

Organizations in retail and wholesale trade, and in construction are the **least likely**.



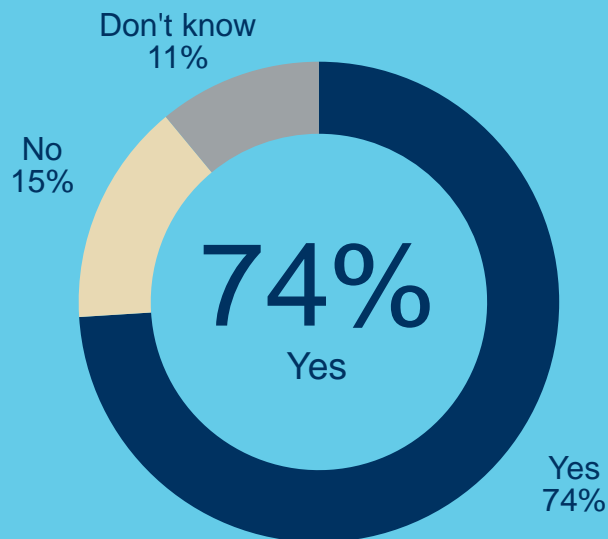
Base: Employed in HR, excluding consultants (n=1,289)

**\*Small base size, interpret with caution.**

P17. Did your organization have a business continuity plan prior to the pandemic?

## HR a Key Contributor in Developing Continuity Plan

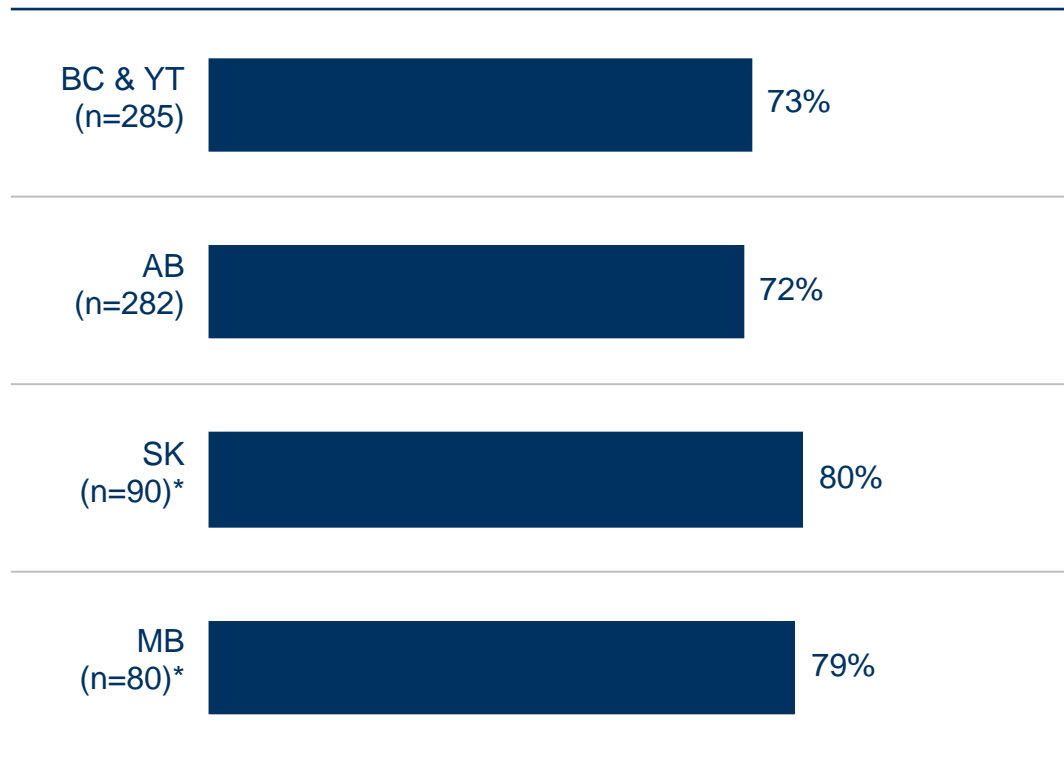
HR was a key contributor in developing the business continuity plan for three-quarters of Western Canadian organizations (among those with business continuity plans).



HR is significantly **more likely** to have **NOT** been a key contributor for **small** organizations: 23%, vs. 15% medium and 8% large).

## Regional Breakdown



(Yes)

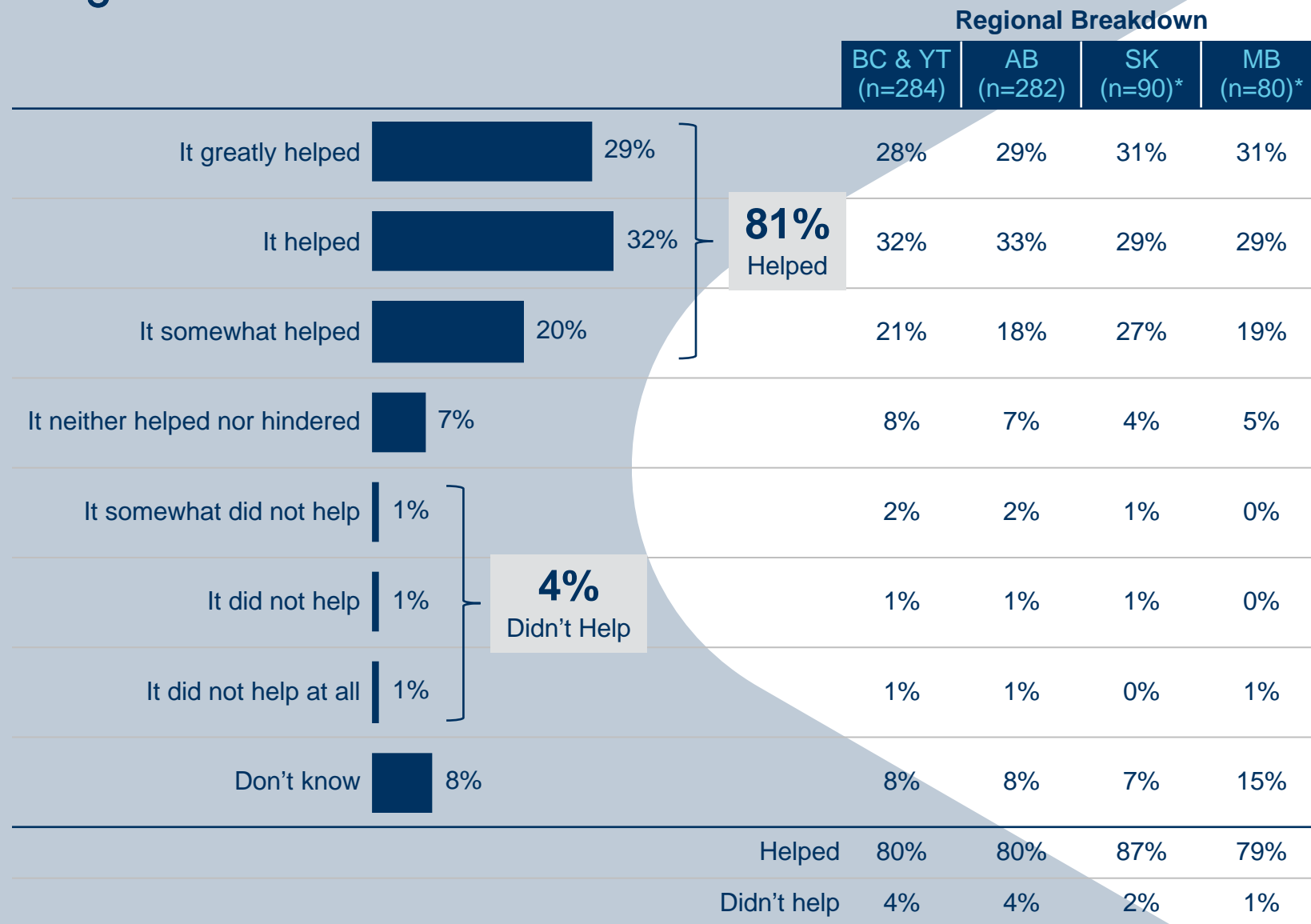


Base: Had a business continuity plan (n=738)

**\*Small base size, interpret with caution.**

P18. Was HR a key contributor in developing your organization's business continuity plan?

 Statistically significantly higher than all other regions.  
 Statistically significantly lower than all other regions.



## Impact of Continuity Plan

Among those with a business continuity plan, four-in-five believe it helped their organization to guide decision making in reacting and responding to the public health emergency arising from the pandemic.

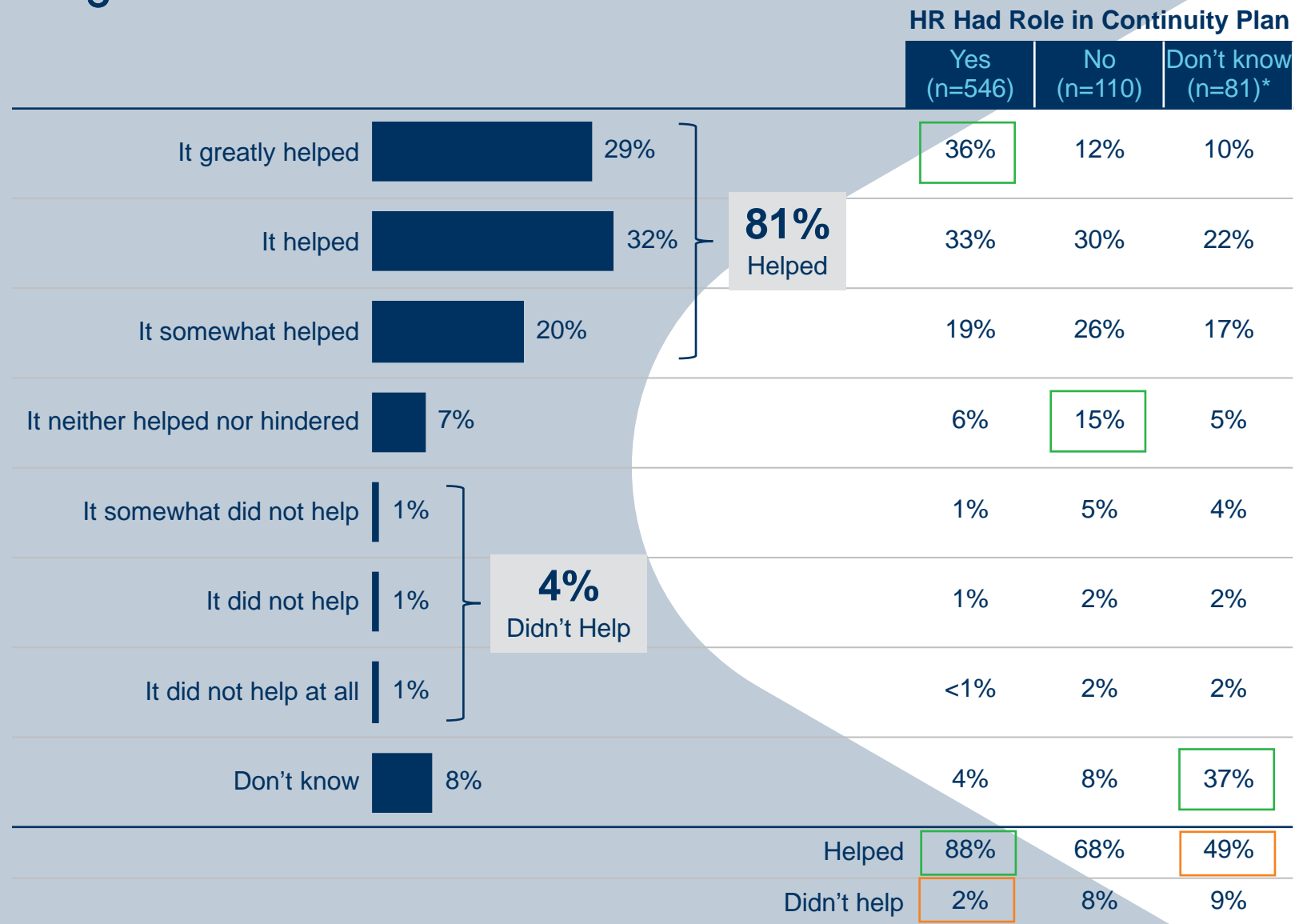
Base: Had a business continuity plan (n=737)

**\*Small base size, interpret with caution.**

P20. In your view, to what extent did your organization's business continuity plan help guide decision making in reacting and responding to the public health emergency arising from the pandemic?

 Statistically significantly higher than all other regions.

 Statistically significantly lower than all other regions.



## Impact of Continuity Plan

### Continued

Among those with a business continuity plan, those who report that human resources was a key contributor in developing the plan are three times as likely to say the plan “greatly helped” in reacting and responding to the public health emergency arising from the pandemic.

Base: Had a business continuity plan (n=737)

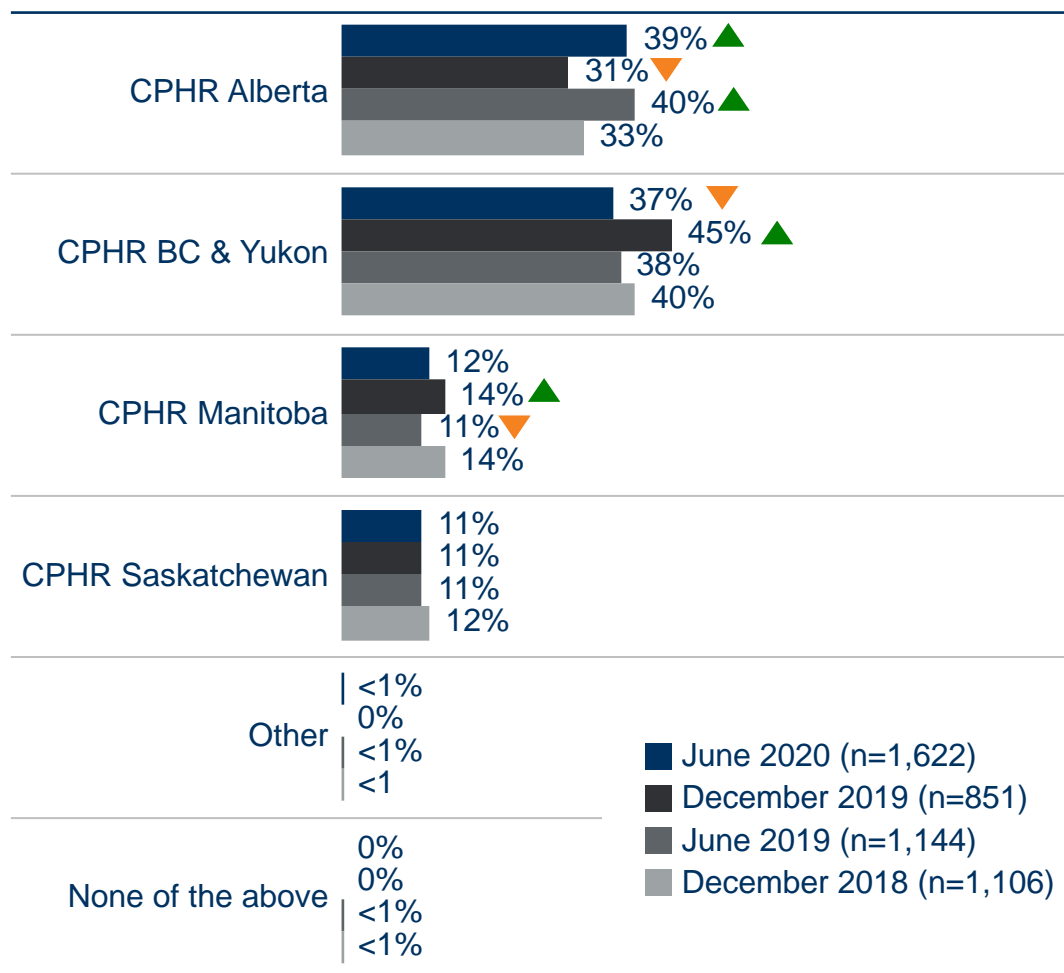
**\*Small base size, interpret with caution.**

P20. In your view, to what extent did your organization's business continuity plan help guide decision making in reacting and responding to the public health emergency arising from the pandemic?

  Statistically significantly higher than all other regions.

  Statistically significantly lower than all other regions.

# Respondent Profile



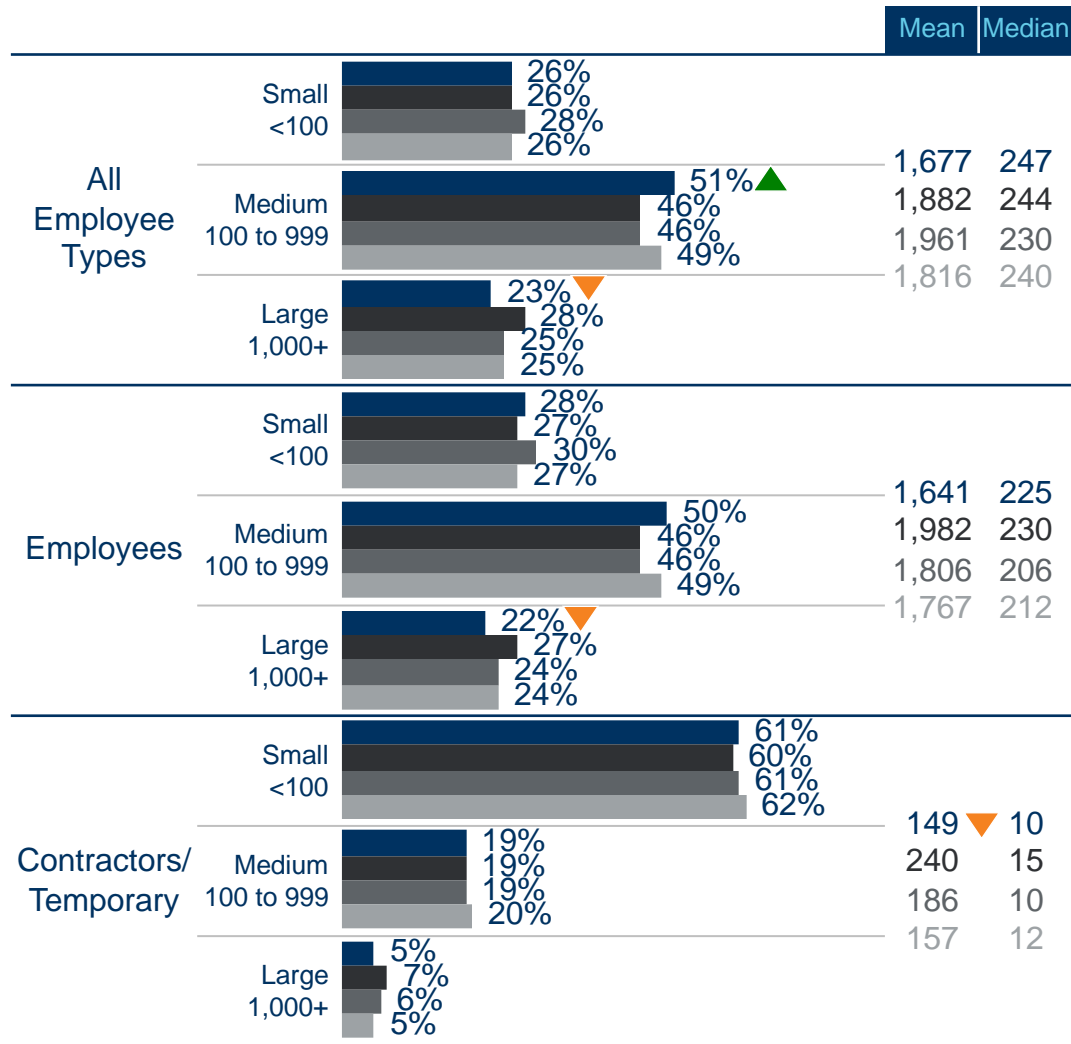
Base: All respondents

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

## CPHR Associations

CPHR Alberta members completed the highest number of surveys, followed closely by CPHR BC and Yukon.

Although the **proportion** of survey responses per region show an increase for CPHR Alberta and a decline for CPHR BC and Yukon, all four regions saw significant increases in their response rates and number of surveys completed this wave.



Base: Employed in HR function

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

## Organization Size

For the purposes of this report, small organizations are defined as those having fewer than 100 employees (of all types) within their province, 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 1,677, while the median is 247.

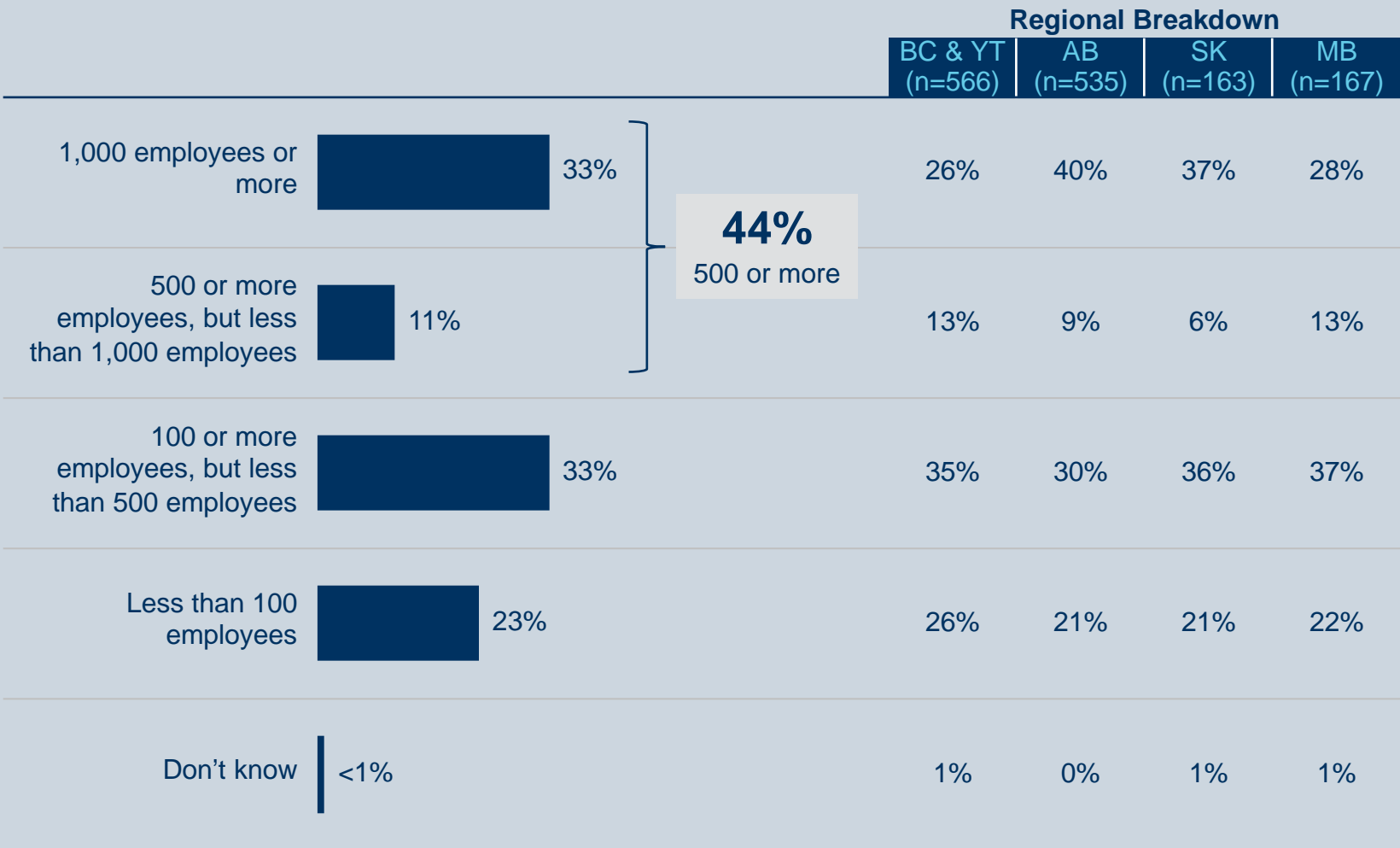
- June 2020 (n varies)
- December 2019 (n varies)
- June 2019 (n varies)
- December 2018 (n varies)

▲ Statistically significantly higher than previous year.

▼ Statistically significantly lower than previous year.

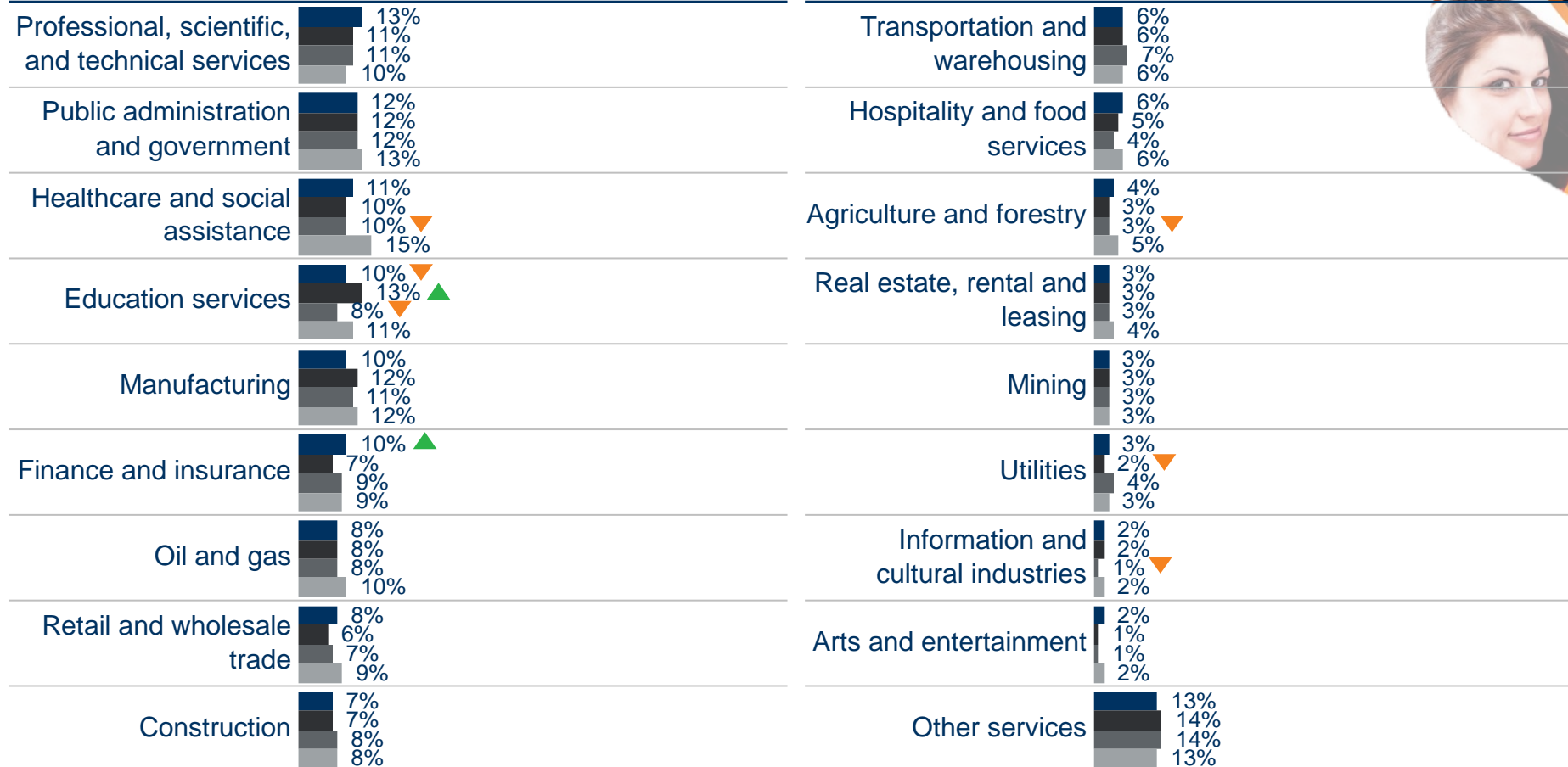
# Entire Organization Size

Just under half of HR employees work for organizations with 500 or more employees across the entire organization.



Base: Employed in HR, excluding consultants (n=1,433)  
PD1. What is the size of your entire organization?

## Organization Sector



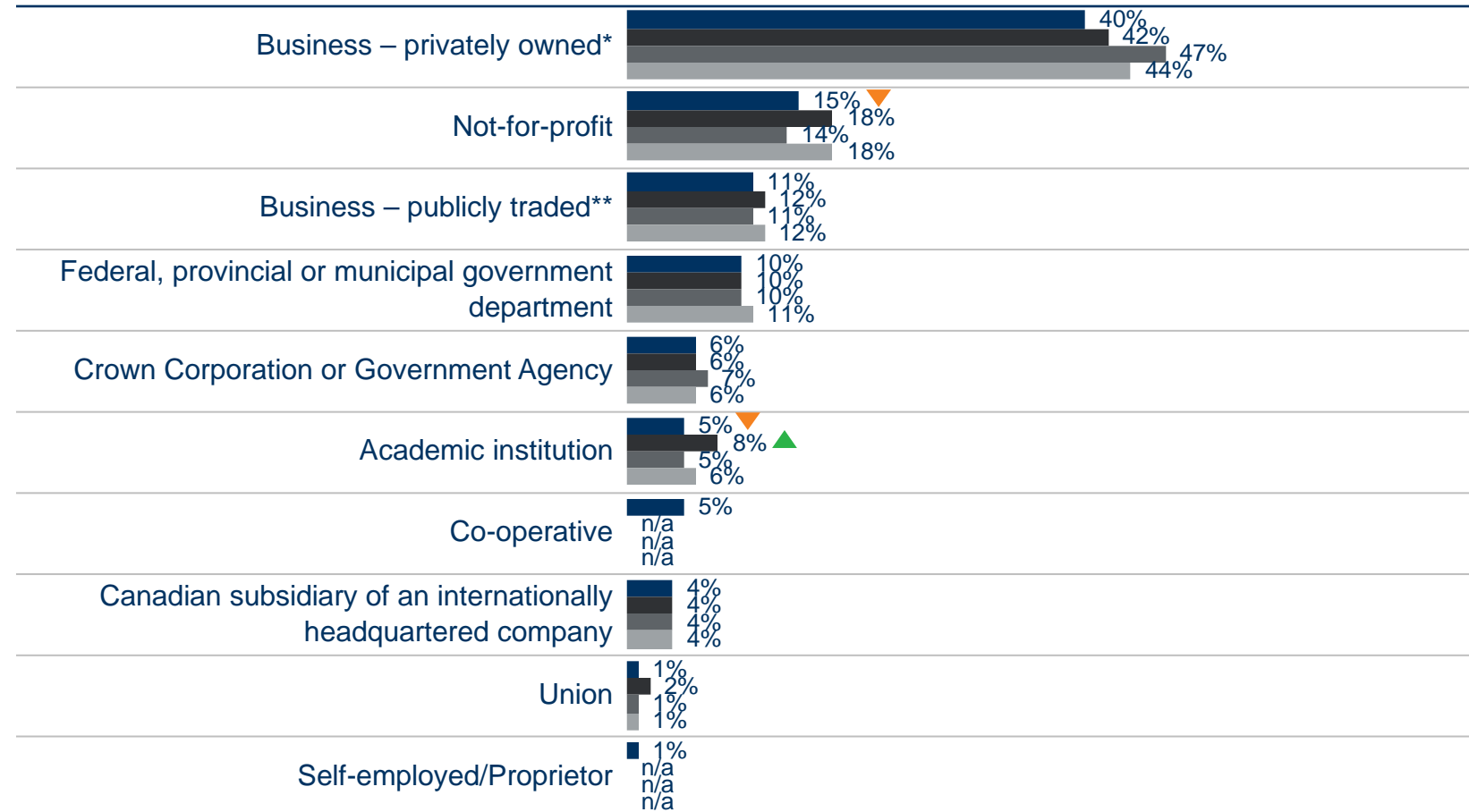
Base: Employed in HR function

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



 June 2020 (n=1,446)  
 December 2019 (n=807)  
 June 2019 (n=1,001)  
 December 2018 (n=1,029)

## Type of Organization







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

\* Question text changed from “private firm” in Summer 2020

\*\* Question text changed from “publicly traded firm” in Summer 2020

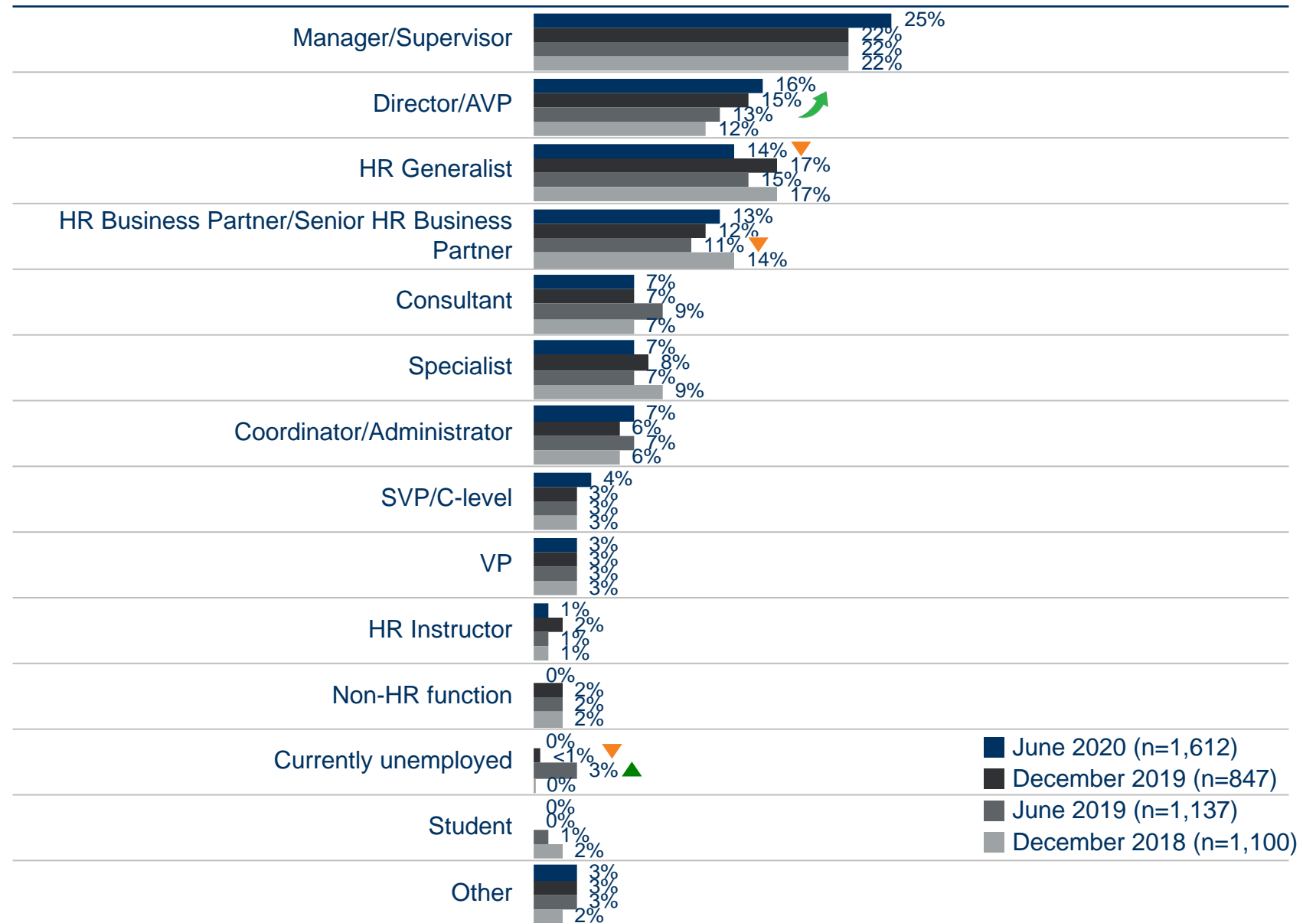


 June 2020 (n=1,440)  
 December 2019 (n=800)  
 June 2019 (n=996)  
 December 2018 (n=1,026)

## Organization Role

Base: All respondents

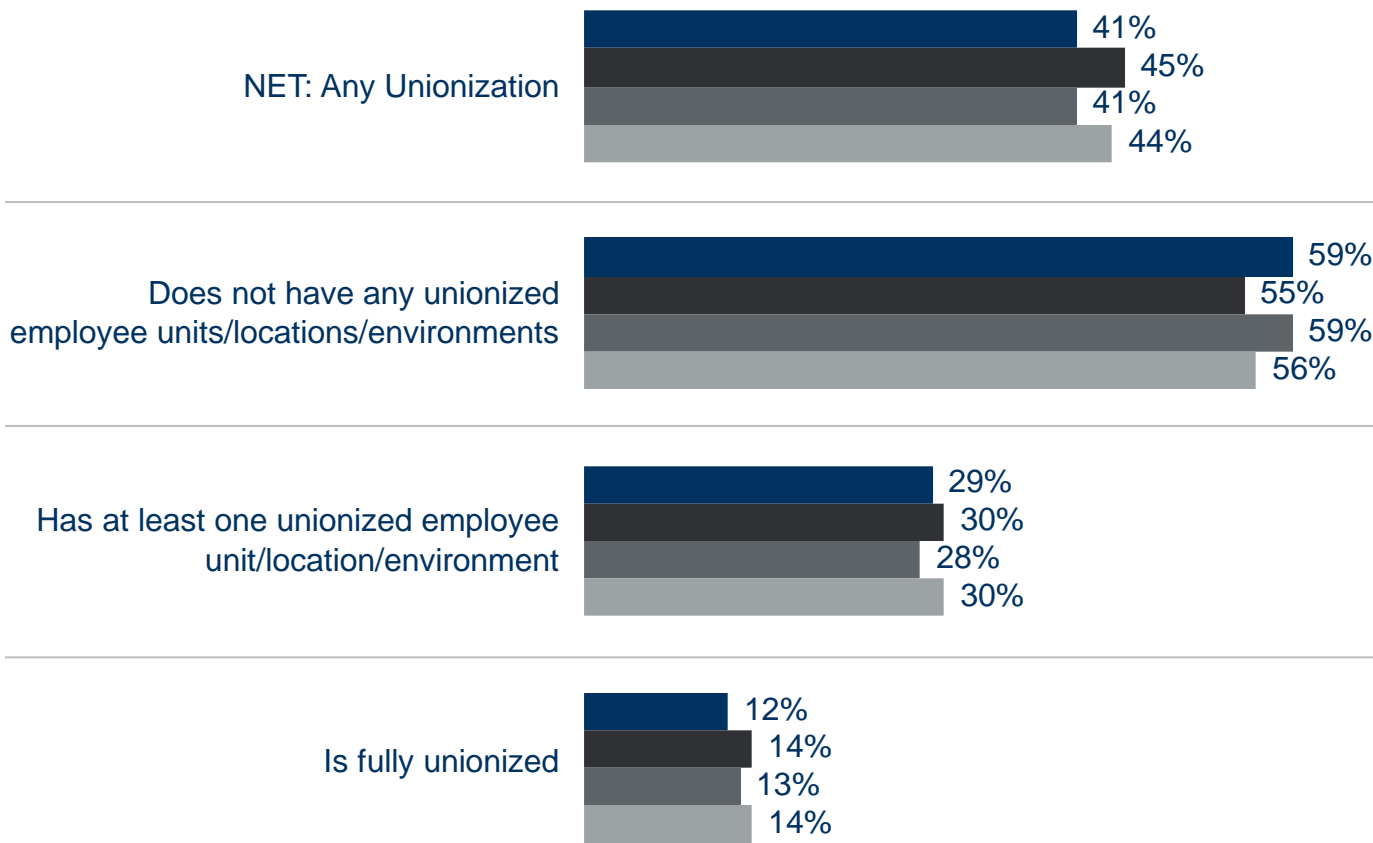
C1. Which option best describes your role in your organization?



▲ Statistically significantly higher than previous year.

▼ Statistically significantly lower than previous year.

# Union Status



■ June 2020 (n=1,432)  
■ December 2019 (n=802)  
■ June 2019 (n=995)  
■ December 2018 (n=1,025)

Base: Employed in HR function  
C3b. Which of the following best describes your organization?

# Contact Information

**For more information, contact:**

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## About the Organizations

### CPHR British Columbia & Yukon

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