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# Salary Survey of HR Professionals in Canada

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*March 2025*

*British Columbia & Yukon report*

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# Context and objectives

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CROP was mandated by CPHR Canada and HRP Ontario to conduct a remuneration survey of their respective professional members. All data collected as part of this survey has been processed anonymously and maintained in strict confidence.

This year, for the first time, CROP was asked to contact the human resources (HR) professionals in all provinces in order to produce an overview of the situation in the country. Only Alberta, Nunavut and the Northwest Territories did not participate in the study.

The study's specific objectives were as follows:

- To identify the types of positions and some specific information about the members' current employers;
- To assess the members' working conditions;
- To quantify members' compensation and benefits;
- To generate a sociodemographic profile of the members.

This report presents the results for British Columbia & Yukon.

# Methodology (1/2)

## Population and representativeness of the study

A total of 6,835 questionnaires were completed by professionals in human resources management or industrial relations. The overall study population consists of 44,442 professionals. The population, sample, response rate, and margin of error for each region are indicated in the table below:

Region	Population	Sample	Response rate	Margin of error
British Columbia & Yukon	6,485	634	9.8%	3.7%
Saskatchewan	1,238	193	15.6%	6.5%
Manitoba	1,540	279	18.1%	5.3%
Ontario	21,179	2,314	10.9%	1.9%
Québec	11,956	2,995	25.1%	1.6%
Nova Scotia	1,033	213	20.6%	6.0%
New Brunswick	773	134	17.3%	7.7%
Newfoundland & Labrador	142	37	26.1%	14.1%
Prince Edward Island	96	36	37.5%	13.1%
Total Atlantic*	2,044	420	20.5%	4.3%
<b>Total</b>	<b>44,442</b>	<b>6,835</b>	<b>15.4%</b>	<b>1.1%</b>

\* Total Atlantic: includes data from the following provinces: Nova Scotia, New Brunswick, Newfoundland & Labrador, and Prince Edward Island.

# Methodology (2/2)

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## Data collection

Data collection took place from **November 14, 2024 to January 22, 2025** via an online survey hosted on CROP's servers. The questionnaire was available in a choice of English or French.

## Weighting

The results were weighted by region to accurately reflect the distribution of the study population.

## How to read the data

The sum of the results may not always total 100% due to rounding.

Results based on fewer than 50 respondents are not shown and are indicated by the symbol "--".

Results from samples with fewer than 100 respondents should be interpreted with care and are provided for informational purposes only.

Differences in the results are indicated as follows:

**IN BLUE** for **higher results**

**IN RED** for **lower results**

# Note to reader: sections

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The detailed results of this report are provided as follows:

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- 1) Profile of respondents
- 2) Happiness level and workload
- 3) Current position
- 4) Description of employer companies and organizations
- 5) Schedule and working conditions
- 6) Compensation
- 7) Overtime
- 8) Benefits
- 9) Important criteria
- 10) Professional designations
- 11) Sociodemographic profile

Each section begins with a broad summary of the main findings and relevant cross-tabulations.

Detailed results follow with a graph representing the total results (Canada), as well as with tables showing the cross-tabulations previously identified as relevant to the study.

**When reading each page, please refer to all of the following elements: the title, the base (the people who were asked the question) and the question asked (in the bottom margin). The data presented in the graphs display the vertical percentages.**

## Note to reader: cross-tabulations

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For each of the questions, the following cross-tabulations are available. Abbreviations are used to simplify reading of the tables.

- **PROVINCE OR TERRITORY:** BC (*British Columbia*) + Yukon, SK: *Saskatchewan*, MB: *Manitoba*, ONT: *Ontario*, QC: *Québec*, NS: *Nova Scotia*, NB: *New Brunswick*, TOT ATL: *Total for the Atlantic provinces*.
- **TYPE HR POSITION** (*type of Human Resources position*): HR EXCL. (*works in a position whose tasks are exclusively in human resources management / industrial relations*), NON-EXCLU. (*works in a position that includes human resources management / industrial relations, along with other duties*).
- **WORKPLACE:** PRIVATE SELF. (*in private practice as a self-employed consultant*), PRIVATE FIRM (*in private practice as a consultant at a firm*), PRIVATE COMP. (*at a company / organization in the private sector*), PUB. SEC. PARA/ NPO (*in the public sector, parapublic sector, non-profit or other*).
- **YEARS EXP.** (*number of years of experience in human resources management or industrial relations*): 5 YEARS AND – (*5 years or less*), 6-14 YEARS (*from 6 to 14 years*), 15 YEARS + (*15 or more years*).
- **POSITION TITLE** (*job title*): TECH. COORDI (*technician / agent / administrative support / coordinator / advisor / project coordinator*), ADV. SUPERV. (*specialist advisor / senior advisor / supervisor / team leader*), DIR. SR. MNG. (*director / middle manager / executive / senior manager*).
- **PRO. TITLE** (*holds a professional designation*): Yes, No.
- **GEN. VS SPE.** (*generalist or specialist*): GEN. (*Generalist: I do work that is not related to a particular specialty and devote no more than 50% of my work time to any one area*), SPE. (*Specialist: I do work that requires in-depth knowledge in a particular area and dedicate more than 50% of my work time to it*).
- **TYPE OF SPECIALIZATION** (*among the specialists*): SKILLS DEV. (*skills development*), TOT. COMP. (*total compensation*), WORKFORCE P&M (*workforce planning and mobility*), LABOR REL. (*labor relations*), ORG. DEV. (*organizational development*), HEALTH (*health, safety and well-being at work*), IT (*technology*), OTHER (*including DEI*).
- **ORG. SIZE.** (*number of employees in the company or organization in Canada*): < 50 (*fewer than 50 employees*), 50-99 (*from 50 to 99 employees*), 100-1,000 (*from 100 to 1,000 employees*), + 1,000 (*more than 1,000 employees*).

# Note to reader: correlations

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Certain correlations between the cross-tabulation variables are important and can be identified from the outset to afford a better appreciation of the data.

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## - **Years of experience and job title**

Since experience is necessary to obtain a management or executive position, and since the positions of technician, agent, administrative support, coordinator, advisor or project manager are more of an entry-level function, it is not surprising to see a strong correlation between these two variables, which will generally move in the same direction. If something is true for members in a management position (director, middle manager, executive), it is often also true for those with a lot of experience (15 years or more).

## - **Years of experience and professional designation**

There is a higher number of members with a professional designation among those with a high level of experience (15 years or more), while the reverse is true for less experienced members. These variables are correlated.

## - **Organization size and workplace**

Since the public sector corresponds to 42% (total Canada) of the "public sector / parapublic / NPO" category, and has many employees, it has a considerable impact on the "+ 1000 employees" category in organization size. There are several correlations.

# DETAILED RESULTS

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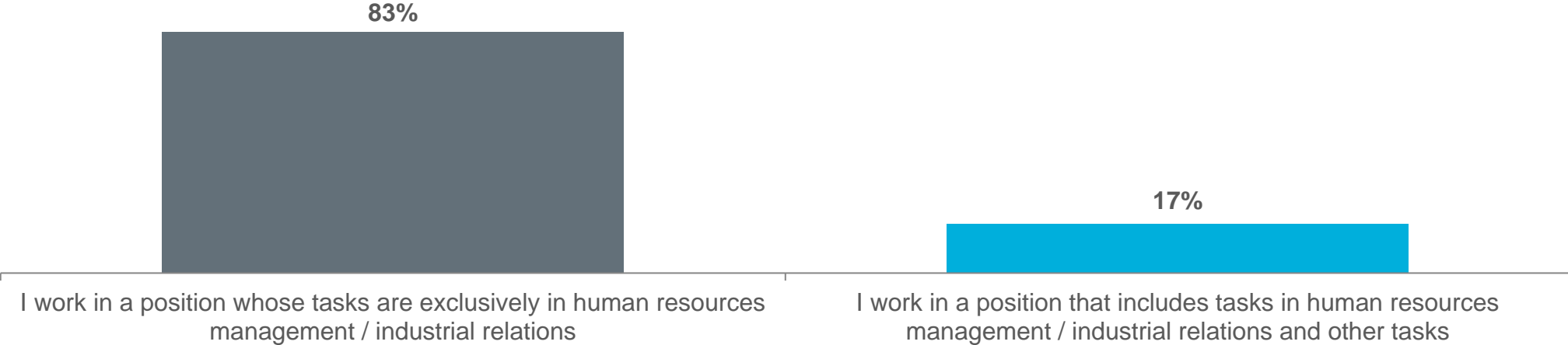
## Respondents' profile

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# Exclusivity of the HR position (1/2)

Base: all respondents, n=634



		CANADA								
		PROVINCE OR TERRITORY								TOT ATL
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	
(%)	n=	6835	634	193	279	2314	2995	213	134	420
Yes, I work in a position whose tasks are exclusively in human resources management / industrial relations		83	83	83	82	83	84	82	80	80
Yes, I work in a position that includes tasks in human resources management / industrial relations and other tasks		17	17	17	18	17	16	18	20	20

# Exclusivity of the HR position (2/2)

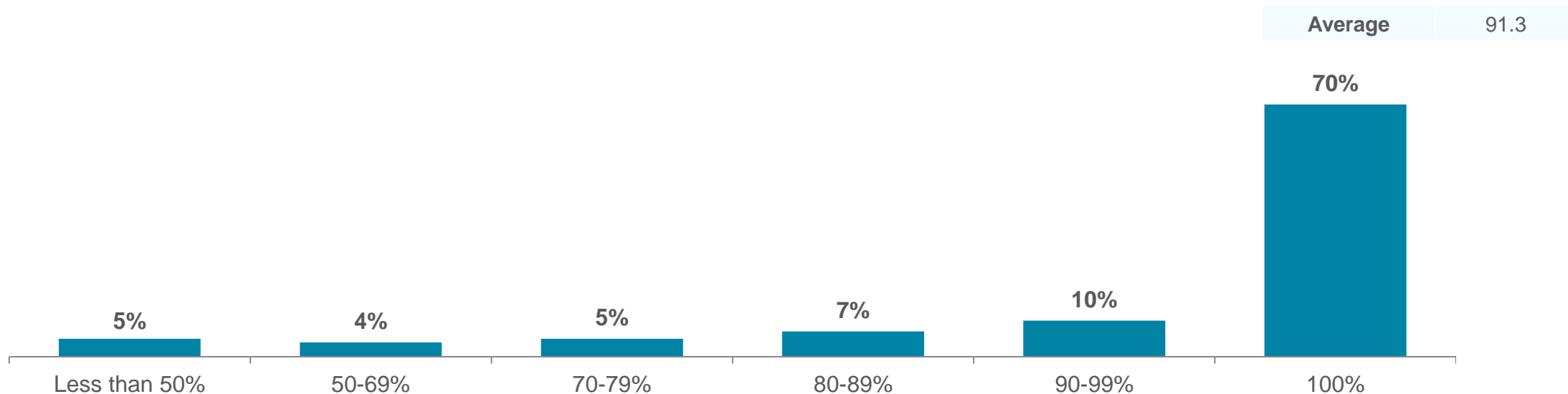
Base: all respondents, n=634

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	634	528	106	19	46	311	258	120	267	247	75	186	341	502	132
Yes, I work in a position whose tasks are exclusively in human resources management / industrial relations	83	100	0	--	--	85	84	80	88	80	84	90	80	84	81	
Yes, I work in a position that includes tasks in human resources management / industrial relations and other tasks	17	0	100	--	--	15	16	20	12	20	16	10	20	16	19	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.					
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	634	442	192	5	20	21	50	24	11	20	41	92	68	281	170
Yes, I work in a position whose tasks are exclusively in human resources management / industrial relations	83	83	85	--	--	--	96	--	--	--	--	--	60	79	89	89
Yes, I work in a position that includes tasks in human resources management / industrial relations and other tasks	17	17	15	--	--	--	4	--	--	--	--	--	40	21	11	11

# Percentage of tasks that are directly related to human resources management (1/2)

Base: all respondents, n=634



	CANADA		PROVINCE OR TERRITORY						
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n= 6835	634	193	279	2314	2995	213	134	420
Less than 50%	4	5	4	1	4	4	5	4	5
50-69 %	5	4	6	5	5	5	5	5	5
70-79%	4	5	2	5	4	4	4	7	5
80-89%	7	7	7	7	7	7	6	7	7
90-99%	11	10	10	12	11	11	13	10	11
100%	69	70	72	70	69	68	67	67	67
<b>Average</b>	<b>91.4</b>	91.3	91.7	93.1	91.6	91.0	91.4	90.6	90.7

# Percentage of tasks that are directly related to human resources management (2/2)

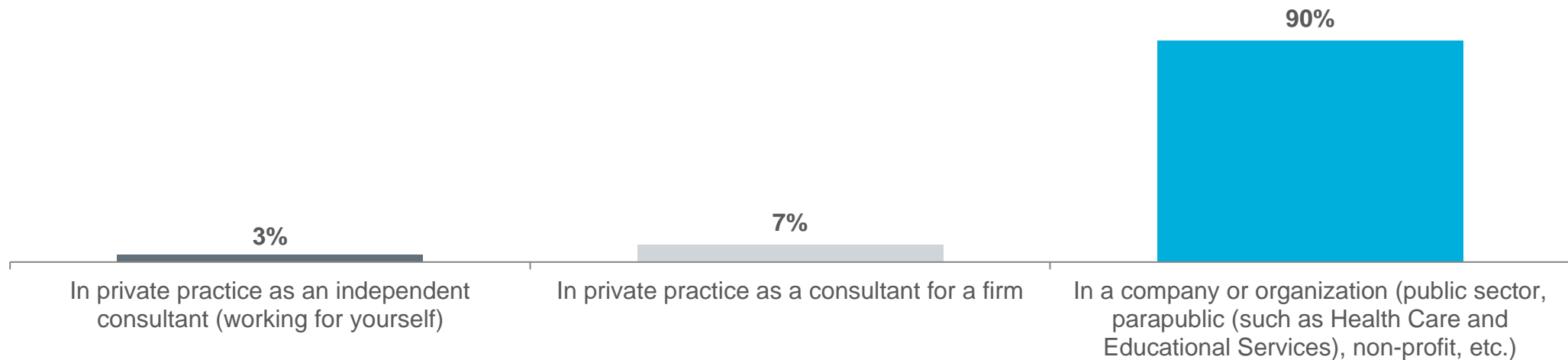
Base: all respondents, n=634

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	634	528	106	19	46	311	258	120	267	247	75	186	341	502	132
Less than 50%	5	0	28	--	--	4	5	5	5	3	6	3	3	6	5	5
50-69%	4	1	20	--	--	4	5	6	6	3	4	4	3	5	4	5
70-79%	5	2	21	--	--	4	4	5	5	4	6	3	3	6	5	3
80-89%	7	4	23	--	--	7	5	10	10	6	6	9	6	6	7	8
90-99%	10	10	8	--	--	11	7	8	8	11	9	15	7	10	10	8
100%	70	84	1	--	--	71	74	66	66	73	70	67	78	67	70	72
<b>Average</b>	<b>91.3</b>	<b>97.8</b>	<b>58.9</b>	--	--	92.4	91.4	89.6	89.6	92.9	90.3	92.2	94.0	89.8	91.3	91.4

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	634	442	192	5	20	21	50	24	11	20	41	92	68	281	170
Less than 50%	5	5	5	--	--	--	0	--	--	--	--	--	12	3	3	4
50-69%	4	4	4	--	--	--	0	--	--	--	--	--	18	4	1	2
70-79%	5	5	5	--	--	--	2	--	--	--	--	--	10	4	4	2
80-89%	7	7	6	--	--	--	4	--	--	--	--	--	5	18	5	6
90-99%	10	11	6	--	--	--	10	--	--	--	--	--	12	15	10	5
100%	70	68	74	--	--	--	84	--	--	--	--	--	42	56	77	82
<b>Average</b>	<b>91.3</b>	91.0	91.9	--	--	--	97.8	--	--	--	--	--	77.8	89.9	94.5	94.5

# Workplace (1/2)

Base: all respondents, n=634



	CANADA								
	TOTAL	PROVINCE OR TERRITORY							TOT ATL
(%)	n=	BC + YUKON	SK	MB	ON	QC	NS	NB	
In private practice as an independent consultant (working for yourself)	3	3	3	1	3	4	1	2	2
In private practice as a consultant for a firm	6	7	6	8	5	5	8	3	6
In a company or organization (public sector, parapublic (such as Health Care and Educational Services), non-profit, etc.)	91	90	91	91	92	90	90	95	92

# Workplace (2/2)

Base: all respondents, n=634

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	634	528	106	19	46	311	258	120	267	247	75	186	341	502	132
In private practice as an independent consultant (working for yourself)	3	2	6	--	--	0	0	0	1	6	0	0	0	4	0	
In private practice as a consultant for a firm	7	7	10	--	--	0	0	8	8	6	8	11	6	7	8	
In a company or organization (public sector, parapublic (such as Health Care and Educational Services), non-profit, etc.)	90	91	84	--	--	100	100	92	91	88	92	89	94	89	92	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.					
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	634	442	192	5	20	21	50	24	11	20	41	92	68	281	170
In private practice as an independent consultant (working for yourself)	3	3	3	--	--	--	6	--	--	--	--	--	0	0	0	0
In private practice as a consultant for a firm	7	8	6	--	--	--	2	--	--	--	--	--	25	4	5	4
In a company or organization (public sector, parapublic (such as Health Care and Educational Services), non-profit, etc.)	90	89	91	--	--	--	92	--	--	--	--	--	75	96	95	96





# Happiness level and workload

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## Section Summary

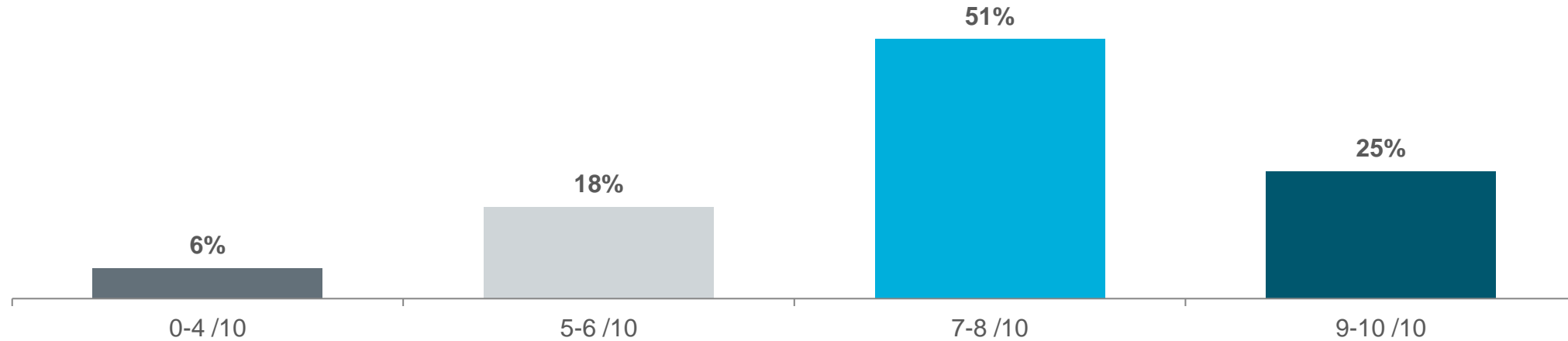
- **With an average score of 7.4 out of 10, happiness at work is quite moderate. In fact, one in two people (51%) give it a score of 7 or 8 out of 10.**
  - The happiness level in British Columbia/Yukon is comparable to other Canadian provinces.
  - It is slightly higher among those with more experience (15+ years) and who work at a small company (fewer than 50 employees).
- **One in two (51%) consider their workload to be well-balanced. 42% feel they are carrying too heavy a load.**
  - Fewer BC/Yukon respondents consider their workload to be too heavy (42% in BC/Yukon vs.46% in Canada).
  - There are a higher number HR professionals with too heavy a workload in the public / parapublic / NPO sector, among managers/executives, specialists in labour relations or health, as well as among those working in companies with 1,000 or more employees.
- **Only 9% are actively looking for a job, while 59% are open to opportunities.**
  - There are more HR professionals open to opportunities in BC/Yukon (59% vs. 53% for Canada as a whole).
  - There are also more job seekers (actively looking for a job) among those with 5 years or less experience and among technicians / coordinators.

# Level of happiness at work (1/2)

Base: all respondents, n=634

Average

7.4



Scale of 0 to 10. 0: “very low level of happiness”/ 10: “very high level of happiness”.

	CANADA									
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n= 6835	634	193	279	2314	2995	213	134	420	
0-4 /10	7	6	6	6	8	5	7	7	7	
5-6 /10	17	18	13	19	18	14	15	16	15	
7-8 /10	53	51	54	53	52	57	51	45	48	
9-10 /10	23	25	27	22	22	24	28	33	30	
<b>Average</b>	<b>7.3</b>	7.4	7.5	7.3	7.2	7.5	7.5	7.6	7.5	

# Level of happiness at work (2/2)

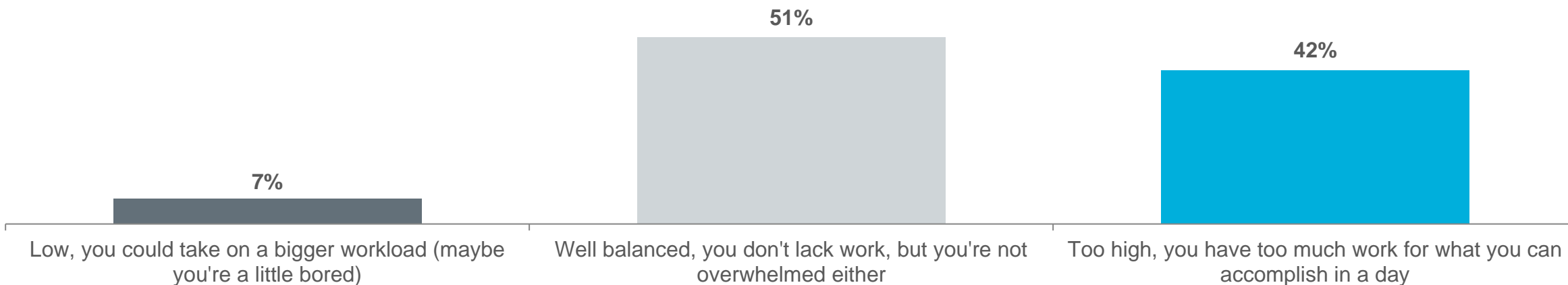
Base: all respondents, n=634

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	634	528	106	19	46	311	258	120	267	247	75	186	341	502	132
0-4 /10	<b>6</b>	6	6	--	--	5	6	5	7	5	7	5	6	6	6	5
5-6 /10	<b>18</b>	18	17	--	--	20	16	20	17	17	23	20	15	17	19	
7-8 /10	<b>51</b>	51	53	--	--	52	50	57	53	47	48	57	50	50	58	
9-10 /10	<b>25</b>	25	25	--	--	23	27	18	24	<b>30</b>	23	<b>17</b>	<b>29</b>	<b>27</b>	<b>18</b>	
<b>Average</b>	<b>7.4</b>	7.4	7.4	--	--	7.3	7.5	7.2	7.3	<b>7.6</b>	7.2	7.2	7.5	7.4	7.3	

		GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.					
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	634	442	192	5	20	21	50	24	11	20	41	92	68	281	170
0-4 /10	<b>6</b>	6	6	--	--	--	10	--	--	--	--	3	<b>12</b>	5	6	
5-6 /10	<b>18</b>	17	19	--	--	--	16	--	--	--	--	14	12	19	20	
7-8 /10	<b>51</b>	51	52	--	--	--	54	--	--	--	--	50	49	51	56	
9-10 /10	<b>25</b>	26	23	--	--	--	20	--	--	--	--	33	28	25	<b>18</b>	
<b>Average</b>	<b>7.4</b>	7.4	7.3	--	--	--	7.3	--	--	--	--	<b>7.7</b>	7.3	7.4	7.2	

# Workload qualification (1/2)

Base: all respondents, n=634



	CANADA								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	6835	634	193	279	2314	2995	213	134	420
n=									
Low, you could take on a bigger workload (maybe you're a little bored)	6	7	6	5	6	6	6	5	5
Well balanced, you don't lack work, but you're not overwhelmed either	48	51	56	47	46	48	50	52	51
Too high, you have too much work for what you can accomplish in a day	46	42	38	47	48	46	45	43	44

# Workload qualification (2/2)

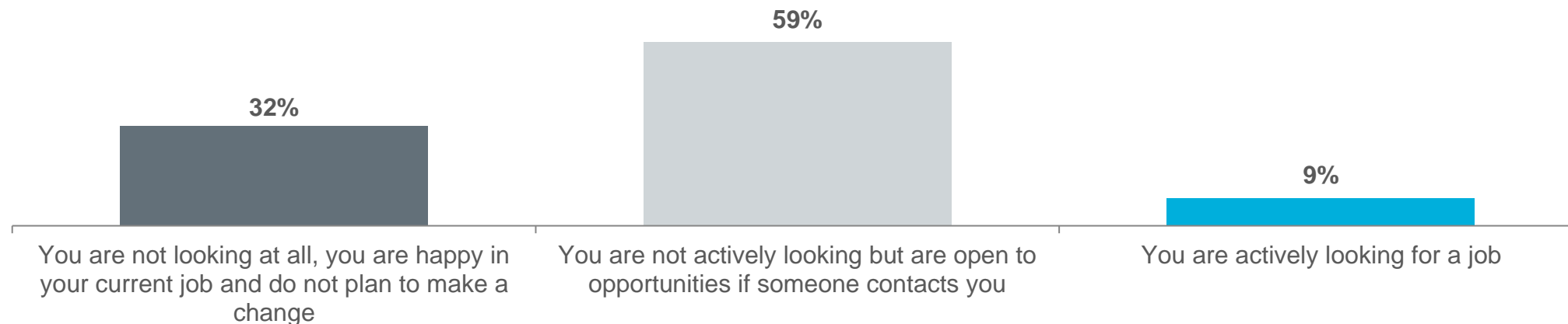
Base: all respondents, n=634

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	634	528	106	19	46	311	258	120	267	247	75	186	341	502	132
Low, you could take on a bigger workload (maybe you're a little bored)	<b>7</b>	6	8	--	--	7	5	5	8	7	6	11	8	<b>4</b>	7	4
Well balanced, you don't lack work, but you're not overwhelmed either	<b>51</b>	51	53	--	--	51	48	48	53	54	47	56	<b>59</b>	<b>44</b>	51	51
Too high, you have too much work for what you can accomplish in a day	<b>42</b>	43	39	--	--	42	<b>47</b>	47	39	40	47	33	<b>33</b>	<b>52</b>	42	45

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	634	442	192	5	20	21	50	24	11	20	41	92	68	281	170
Low, you could take on a bigger workload (maybe you're a little bored)	<b>7</b>	7	6	--	--	--	2	--	--	--	--	--	<b>12</b>	9	5	4
Well balanced, you don't lack work, but you're not overwhelmed either	<b>51</b>	50	54	--	--	--	46	--	--	--	--	--	57	54	49	46
Too high, you have too much work for what you can accomplish in a day	<b>42</b>	43	40	--	--	--	<b>52</b>	--	--	--	--	--	<b>32</b>	37	46	<b>50</b>

# Looking for a job (1/2)

Base: all respondents, n=634



	CANADA								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)									
n=	6835	634	193	279	2314	2995	213	134	420
You are not looking at all, you are happy in your current job and do not plan to make a change	37	32	36	39	32	47	35	38	35
You are not actively looking but are open to opportunities if someone contacts you	53	59	52	49	55	47	52	54	54
You are actively looking for a job	10	9	11	12	12	6	13	7	10

# Looking for a job (2/2)

Base: all respondents, n=634

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
TOTAL		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	634	528	106	19	46	311	258	120	267	247	75	186	341	502	132
You are not looking at all, you are happy in your current job and do not plan to make a change		32	32	28	--	--	28	34	22	29	39	29	27	33	32	31
You are not actively looking but are open to opportunities if someone contacts you		59	59	59	--	--	62	59	63	62	55	55	64	58	60	58
You are actively looking for a job		9	8	12	--	--	10	8	15	9	6	16	9	9	8	11

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
TOTAL		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	634	442	192	5	20	21	50	24	11	20	41	92	68	281	170
You are not looking at all, you are happy in your current job and do not plan to make a change		32	34	27	--	--	--	20	--	--	--	--	35	29	35	25
You are not actively looking but are open to opportunities if someone contacts you		59	57	65	--	--	--	70	--	--	--	53	60	56	67	
You are actively looking for a job		9	9	9	--	--	--	10	--	--	--	12	10	9	8	

A woman with curly hair and glasses is smiling broadly, resting her chin on her clasped hands. She is sitting at a desk with a laptop in front of her. The background is a window with a grid pattern. The entire image has a blue color overlay.

## Current position

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┌  
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## Section Summary

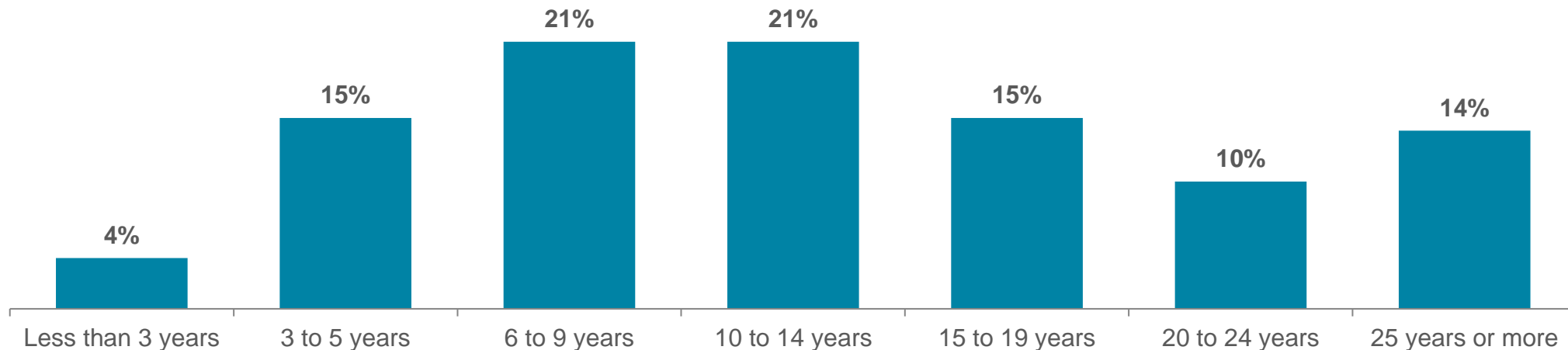
- **The number of years of experience obviously varies greatly.**
  - Respondents in a management position (manager/executive) have more experience than others.
  - A professional designation seems to be acquired over time since those who hold it have more years of experience.
  - The “labour relations” specialty is also more prevalent among HR professionals with more years of experience.
- **“Director/Middle Manager“ and “Specialist Advisor or Senior Advisor” are the most common job titles** *among respondents in private practice at an HR firm or within a company/organization.*
  - There are slightly more directors/middle managers (35%) and executive/senior managers (21%) in British Columbia/Yukon, compared to the rest of Canada (for Canada as a whole, respectively 29% and 18%).
  - Management positions (director/middle manager or executive/senior manager) are more common among those with a professional designation, among respondents with more experience, as well as among generalists.
- **70% of HR professionals are generalists, while only 30% are specialists.**
  - HR professionals specializing in a field are also more prevalent in the public / parapublic / NPO sector, among people with less experience (5 years or less), among advisors or supervisors and within very large organizations (1,000+ employees).

## Section Summary

- **Among specialists, the most common areas of expertise are labour relations (26%), organizational development (13%) and workforce planning and mobility (11%).**
  - There are more IT specialists in British Columbia/Yukon (10% vs. 7% for Canada as a whole).
  - Experience and types of specialties also go hand in hand.
    - For example, IT is a more popular specialty among those with less than 15 years of experience, while labour relations is more specific to HR professionals with more experience (15 years or more).
  - Similar findings apply to job title.
- **55% of those who work for a company or organization (*excluding those in private practice at an HR firm and those self-employed in private practice*) work in the private sector.**
  - There are more respondents with 6-14 years of experience, generalists and managers/executives at companies in the private sector.
  - There are more intermediate positions (advisor/supervisor) in the public sector.
  - More respondents from large organizations (1,000+ employees) and specialized in a field work in the public and parapublic sectors.
- **Almost one in two HR professionals (44%) have worked for their current employer (or are self-employed or consulting at an HR firm) for less than 3 years.**
  - British Columbia/Yukon have the fewest respondents (6%) with 15 or more years of experience (Canadian average:10%) at their current employment place.
  - The professionals working exclusively in HR have been in their place of employment for a shorter period of time.
  - Loyalty is higher among those in management positions.

# Years of experience (1/2)

Base: all respondents, n=634



	CANADA		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6835	634	193	279	2314	2995	213	134	420
Less than 3 years	6	4	6	4	6	6	10	9	9	
3 to 5 years	15	15	10	22	16	15	10	9	10	
6 to 9 years	19	21	19	20	19	18	15	17	17	
10 to 14 years	19	21	23	22	20	18	21	18	19	
15 to 19 years	16	15	15	14	16	16	21	22	21	
20 to 24 years	12	10	13	12	12	14	11	10	11	
25 years or more	12	14	13	5	11	13	12	15	13	

# Years of experience (2/2)

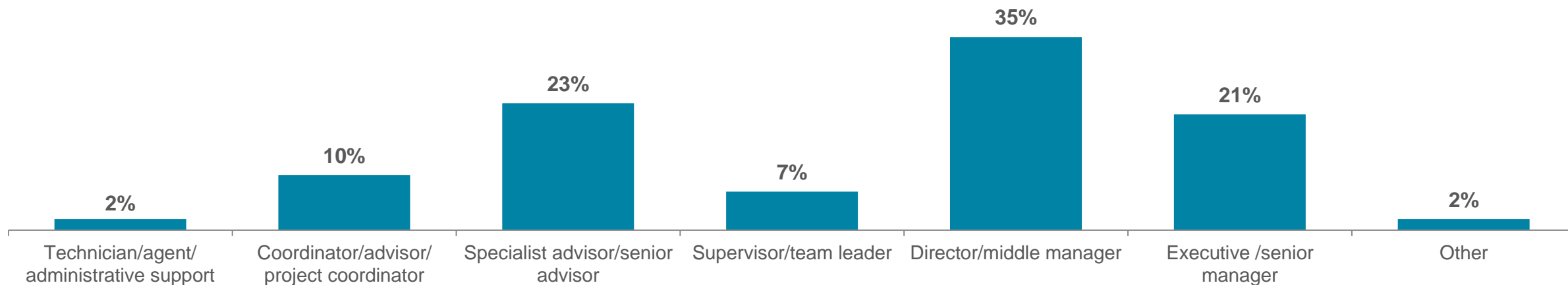
Base: all respondents, n=634

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	634	528	106	19	46	311	258	120	267	247	75	186	341	502	132
Less than 3 years	4	4	6	--	--	3	6	23	0	0	21	4	1	2	11	
3 to 5 years	15	14	17	--	--	13	17	78	0	0	45	20	5	10	32	
6 to 9 years	21	23	10	--	--	23	20	0	50	0	20	31	17	20	26	
10 to 14 years	21	21	21	--	--	24	17	0	50	0	7	23	23	22	18	
15 to 19 years	15	15	20	--	--	16	14	0	0	40	7	12	19	18	5	
20 to 24 years	10	9	13	--	--	9	12	0	0	26	0	5	15	12	3	
25 years or more	14	14	13	--	--	12	15	0	0	35	0	4	21	16	5	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.					
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	634	442	192	5	20	21	50	24	11	20	41	92	68	281	170
Less than 3 years	4	3	7	--	--	--	6	--	--	--	--	--	1	3	5	6
3 to 5 years	15	13	18	--	--	--	18	--	--	--	--	--	20	16	11	18
6 to 9 years	21	22	20	--	--	--	8	--	--	--	--	--	28	29	18	21
10 to 14 years	21	20	22	--	--	--	20	--	--	--	--	--	25	13	22	21
15 to 19 years	15	16	15	--	--	--	20	--	--	--	--	--	12	19	15	16
20 to 24 years	10	11	7	--	--	--	8	--	--	--	--	--	5	7	13	7
25 years or more	14	15	10	--	--	--	20	--	--	--	--	--	9	12	16	11

## Job title (1/2)

Base: respondents working in private practice for a firm or within a company/organization, n=615



	CANADA									
	TOTAL	PROVINCE OR TERRITORY								
		BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Technician/agent/administrative support	2	2	1	3	2	1	2	0	1	
Coordinator/advisor/project coordinator	14	10	13	11	14	17	11	11	11	
Specialist advisor/senior advisor	27	23	30	26	25	33	22	20	20	
Supervisor/team leader	7	7	8	6	8	5	6	11	9	
Director/middle manager	29	35	28	30	31	22	36	37	37	
Executive /senior manager	18	21	18	22	16	20	19	15	17	
Other	3	2	2	3	4	2	3	6	5	

## Job title (2/2)

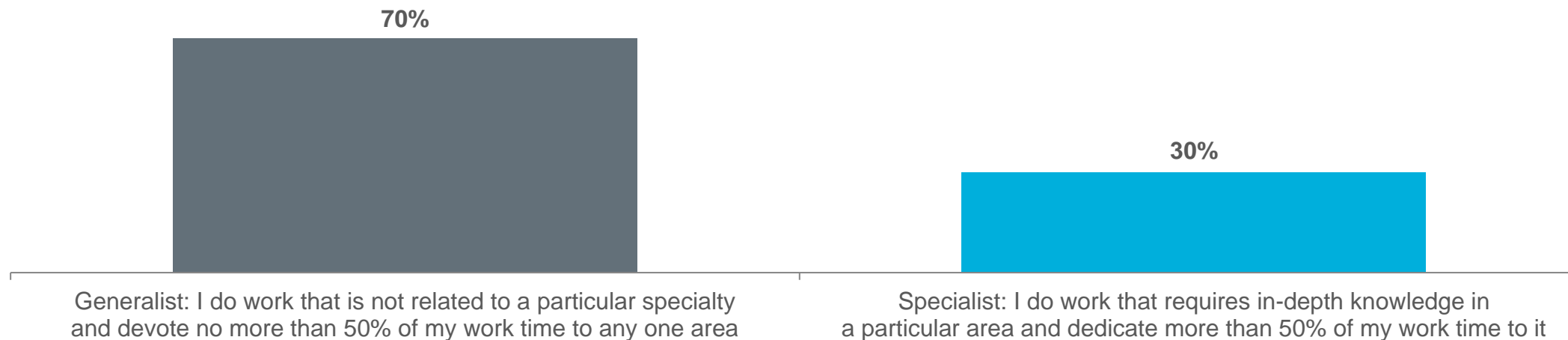
Base: respondents working in private practice for a firm or within a company/organization, n=615

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
Technician/agent/administrative support	2	1	6	--	--	2	2	9	0	0	16	0	0	1	6	
Coordinator/advisor/project coordinator	10	11	6	--	--	8	13	33	7	2	84	0	0	7	23	
Specialist advisor/senior advisor	23	26	9	--	--	20	26	29	28	15	0	76	0	23	22	
Supervisor/team leader	7	7	10	--	--	7	6	9	10	3	0	24	0	7	7	
Director/middle manager	35	36	28	--	--	38	33	13	39	41	0	0	63	37	28	
Executive /senior manager	21	17	40	--	--	23	19	4	13	39	0	0	37	23	11	
Other	2	2	1	--	--	3	1	3	3	1	0	0	0	2	4	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
Technician/agent/administrative support	2	2	2	--	--	--	--	--	--	--	--	--	0	0	3	2
Coordinator/advisor/project coordinator	10	10	12	--	--	--	--	--	--	--	--	--	9	9	8	15
Specialist advisor/senior advisor	23	17	36	--	--	--	--	--	--	--	--	--	13	12	21	36
Supervisor/team leader	7	7	9	--	--	--	--	--	--	--	--	--	13	7	5	6
Director/middle manager	35	38	28	--	--	--	--	--	--	--	--	--	30	43	38	29
Executive /senior manager	21	25	11	--	--	--	--	--	--	--	--	--	34	26	23	7
Other	2	2	2	--	--	--	--	--	--	--	--	--	1	3	1	4

# Nature of the position held (1/2)

Base: all respondents, n=634



		CANADA								
		PROVINCE OR TERRITORY								TOT ATL
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	
(%)	n=	6835	634	193	279	2314	2995	213	134	420
Generalist: I do work that is not related to a particular specialty and devote no more than 50% of my work time to any one area		68	70	65	70	68	67	69	58	64
Specialist: I do work that requires in-depth knowledge in a particular area and dedicate more than 50% of my work time to it		32	30	35	30	32	33	31	42	36

# Nature of the position held (2/2)

Base: all respondents, n=634

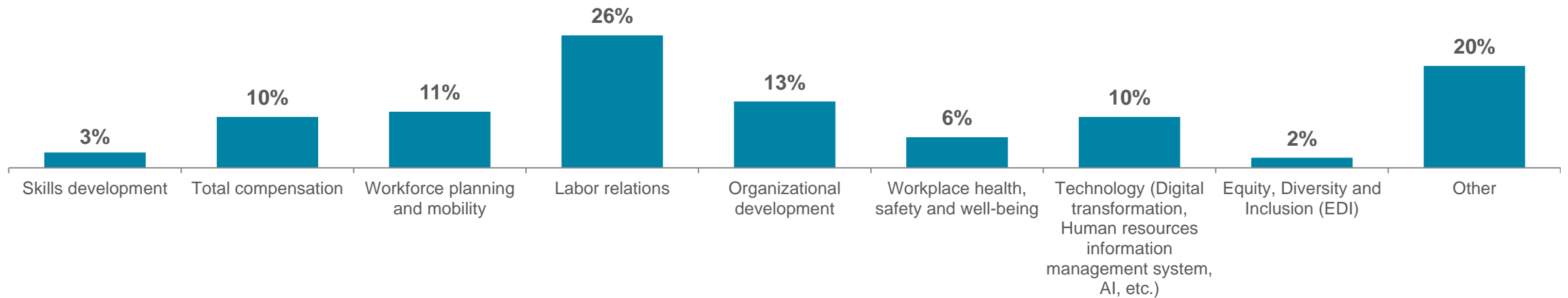
	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	634	528	106	19	46	311	258	120	267	247	75	186	341	502	132
Generalist: I do work that is not related to a particular specialty and devote no more than 50% of my work time to any one area	70	69	73	--	--	76	61	59	70	75	65	55	79	70	70	
Specialist: I do work that requires in-depth knowledge in a particular area and dedicate more than 50% of my work time to it	30	31	27	--	--	24	39	41	30	25	35	45	21	30	30	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.					
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	634	442	192	5	20	21	50	24	11	20	41	92	68	281	170
Generalist: I do work that is not related to a particular specialty and devote no more than 50% of my work time to any one area	70	100	0	--	--	--	0	--	--	--	--	--	78	82	75	51
Specialist: I do work that requires in-depth knowledge in a particular area and dedicate more than 50% of my work time to it	30	0	100	--	--	--	100	--	--	--	--	--	22	18	25	49



# Speciality (1/2)

Base: specialists, n=192



	CANADA									
	TOTAL	PROVINCE OR TERRITORY								TOT ATL
(%)	n=	BC + YUKON	SK	MB	ON	QC	NS	NB		
	2217	192	68	85	730	991	65	56		151
Skills development	4	3	7	6	2	7	6	5		5
Total compensation	15	10	18	6	18	14	9	11		9
Workforce planning and mobility	15	11	18	14	11	22	9	18		14
Labor relations	21	26	25	26	19	21	26	18		22
Organizational development	12	13	12	12	12	13	12	9		12
Workplace health, safety and well-being	8	6	6	6	5	14	8	2		5
Technology (Digital transformation, Human resources information management system, AI, etc.)	7	10	1	4	8	4	9	9		9
Diversity, Equity and Inclusion (DEI)	1	2	1	1	2	1	0	5		3
Other	17	20	12	26	24	5	20	23		21

# Speciality (2/2)

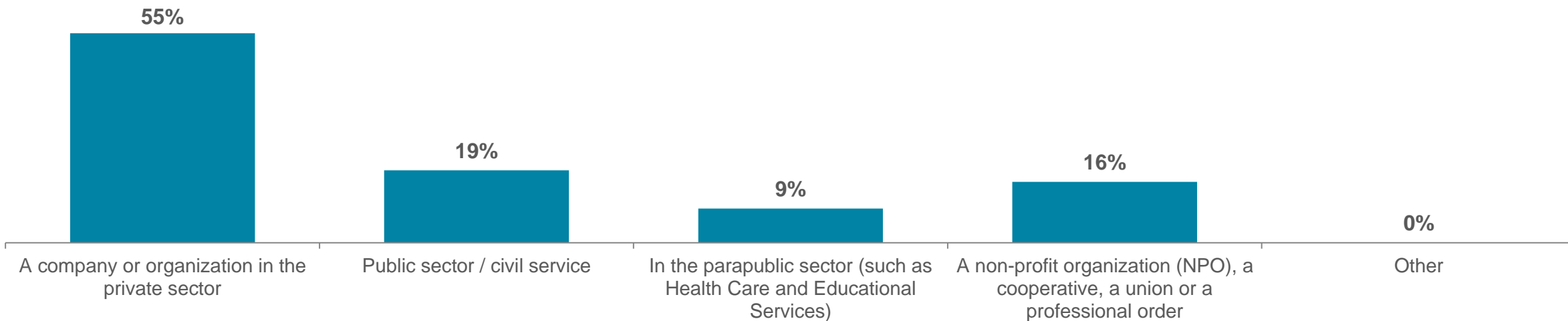
Base: specialists, n=192

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	192	163	29	6	11	74	101	49	81	62	26	83	73	153	39
Skills development	3	3	--	--	--	3	3	--	6	0	--	2	4	3	--	
Total compensation	10	10	--	--	--	14	8	--	11	15	--	12	12	12	--	
Workforce planning and mobility	11	10	--	--	--	12	10	--	9	5	--	13	5	9	--	
Labor relations	26	29	--	--	--	18	33	--	17	39	--	16	34	26	--	
Organizational development	13	12	--	--	--	15	9	--	14	18	--	7	22	14	--	
Workplace health, safety and well-being	6	5	--	--	--	1	9	--	7	5	--	5	7	5	--	
Technology	10	9	--	--	--	9	10	--	15	0	--	17	4	9	--	
Diversity, Equity and Inclusion (DEI)	2	1	--	--	--	0	3	--	1	2	--	4	0	2	--	
Other	20	19	--	--	--	28	16	--	20	18	--	24	11	18	--	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	192	0	192	5	20	21	50	24	11	20	41	20	12	69	83
Skills development	3	--	3	--	--	--	0	--	--	--	--	--	--	--	6	1
Total compensation	10	--	10	--	--	--	0	--	--	--	--	--	--	--	12	8
Workforce planning and mobility	11	--	11	--	--	--	0	--	--	--	--	--	--	--	14	10
Labor relations	26	--	26	--	--	--	100	--	--	--	--	--	--	--	23	31
Organizational development	13	--	13	--	--	--	0	--	--	--	--	--	--	--	13	5
Workplace health, safety and well-being	6	--	6	--	--	--	0	--	--	--	--	--	--	--	4	5
Technology	10	--	10	--	--	--	0	--	--	--	--	--	--	--	3	18
Diversity, Equity and Inclusion (DEI)	2	--	2	--	--	--	0	--	--	--	--	--	--	--	0	4
Other	20	--	20	--	--	--	0	--	--	--	--	--	--	--	25	18

# Company or organization type (1/2)

Base: respondents working for a company or organization, n=569



	CANADA		PROVINCE OR TERRITORY						
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	6216	569	175	254	2129	2706	192	127	383
n=									
A company or organization in the private sector	56	55	43	55	54	62	48	56	49
Public sector / civil service	19	19	22	14	21	13	20	30	25
In the parapublic sector (such as Health Care and Educational Services)	11	9	15	11	11	12	16	8	13
A non-profit organization (NPO), a cooperative, a union or a professional order	14	16	19	19	14	11	14	4	10
Other	1	0	1	2	1	1	3	2	3

# Company or organization type (2/2)

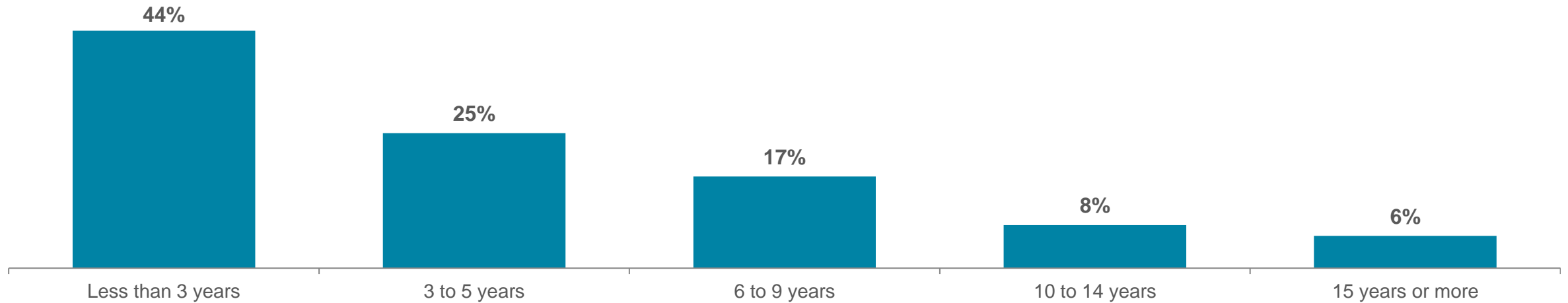
Base: respondents working for a company or organization, n=569

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	569	480	89	0	0	311	258	110	242	217	69	166	322	448	121
A company or organization in the private sector	55	55	53	--	--	100	0	46	60	53	42	51	58	54	55	
Public sector / civil service	19	19	19	--	--	0	43	25	17	19	25	27	15	19	19	
In the parapublic sector (such as Health Care and Educational Services)	9	10	7	--	--	0	21	12	8	10	13	10	9	10	8	
A non-profit organization (NPO), a cooperative, a union or a professional order	16	15	20	--	--	0	36	17	14	18	19	13	18	16	17	
Other	0	0	1	--	--	0	1	0	0	0	1	0	0	0	1	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	569	394	175	5	18	19	46	20	10	17	40	69	65	268	163
A company or organization in the private sector	55	60	42	--	--	--	--	--	--	--	--	58	60	59	44	
Public sector / civil service	19	16	27	--	--	--	--	--	--	--	--	4	18	17	30	
In the parapublic sector (such as Health Care and Educational Services)	9	7	14	--	--	--	--	--	--	--	--	3	0	6	21	
A non-profit organization (NPO), a cooperative, a union or a professional order	16	16	16	--	--	--	--	--	--	--	--	33	20	18	5	
Other	0	1	0	--	--	--	--	--	--	--	--	1	2	0	0	

# Number of years employed (as self-employed / with firm or current employer) (1/2)

Base: all respondents, n=634



	CANADA								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	6835	634	193	279	2314	2995	213	134	420
n=									
Less than 3 years	42	44	38	43	43	41	41	38	39
3 to 5 years	24	25	25	22	23	25	22	25	23
6 to 9 years	16	17	16	15	16	15	14	13	14
10 to 14 years	9	8	11	9	8	9	9	5	8
15 years or more	10	6	10	10	10	10	14	18	15

# Number of years employed (as self-employed / with firm or current employer) (2/2)

Base: all respondents, n=634

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	634	528	106	19	46	311	258	120	267	247	75	186	341	502	132
Less than 3 years	<b>44</b>	45	37	--	--	45	41	<b>63</b>	46	<b>32</b>	<b>71</b>	47	<b>36</b>	<b>40</b>	<b>58</b>	
3 to 5 years	<b>25</b>	<b>26</b>	<b>17</b>	--	--	27	23	27	22	27	20	27	25	<b>27</b>	<b>17</b>	
6 to 9 years	<b>17</b>	17	17	--	--	15	17	<b>7</b>	18	20	<b>5</b>	17	19	18	14	
10 to 14 years	<b>8</b>	<b>7</b>	<b>17</b>	--	--	6	10	<b>3</b>	<b>11</b>	8	<b>0</b>	6	<b>11</b>	9	5	
15 years or more	<b>6</b>	<b>5</b>	<b>12</b>	--	--	6	8	<b>1</b>	<b>3</b>	<b>13</b>	4	<b>3</b>	<b>9</b>	6	7	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.					
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	634	442	192	5	20	21	50	24	11	20	41	92	68	281	170
Less than 3 years	<b>44</b>	42	46	--	--	--	52	--	--	--	--	--	49	<b>60</b>	40	41
3 to 5 years	<b>25</b>	26	23	--	--	--	22	--	--	--	--	--	20	16	<b>29</b>	25
6 to 9 years	<b>17</b>	18	15	--	--	--	14	--	--	--	--	--	13	16	17	18
10 to 14 years	<b>8</b>	8	8	--	--	--	10	--	--	--	--	--	13	6	8	7
15 years or more	<b>6</b>	6	7	--	--	--	2	--	--	--	--	--	5	1	6	9





# Overview of the companies and organizations

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## Section Summary

- **64% of the HR professionals who participated in the survey are located in the Lower Mainland-Southwest region.**
  - There are more respondents in the public/ parapublic/ NPO sector and technicians/ coordinators on Vancouver Island and in Coastal communities.
  - There are fewer HR professionals among those working in very small companies/organizations (< 50 employees) and those without a professional designation.
- **The unionization rate varies greatly depending on the type of organization and the size of the company. On average, 41% of HR professionals (*among those in private practice at an HR firm or within a company/organization*) work in a unionized environment.**
  - The unionization rate is much lower in private companies than in the public/parapublic /NPO sector. The rate also varies by size of company/organization (very low when fewer than 50 employees, increasing to three-quarters when more than 1,000 employees). Specialists, technicians/coordinators and those exclusively performing an HR function more often work in a unionized setting.
- **59% of HR professionals work in the service sector, 16% in public administration and 7% in manufacturing.**
  - Manufacturing is slightly under-represented in this region (7% in BC/Yukon compared to 12% for Canada as a whole).
  - Services include consulting and administrative services (12%), healthcare and social assistance (11%) and finance (8%).
- **Only 8% of HR professionals in private practice at an HR firm or within a company/organization work for a branch or subsidiary of a Canadian company, and 12% for a branch or subsidiary of a non-Canadian company.**
  - Slightly more respondents in BC/Yukon than in the rest of Canada work for a subsidiary of a non-Canadian company (BC/Yukon: 12% vs. Canada as a whole: 16%).
- **The annual Canadian revenue of the companies/organizations for which the respondents work (*in private practice at an HR firm or at a company or organization other than in the public/parapublic sectors*) varies greatly.**
  - Note that more than one in four (27%) were unable to answer the question. These respondents were excluded from the results.
  - Among those who were able to answer, fewer respondents from BC/Yukon work in a company/organization whose annual revenue is more than \$1 billion.
  - The revenue of their company/organization is higher among those whose job type is exclusively in HR, those who work at a private company, and those who have a specialist position. Unsurprisingly, the larger the organization's size, the higher its revenue.

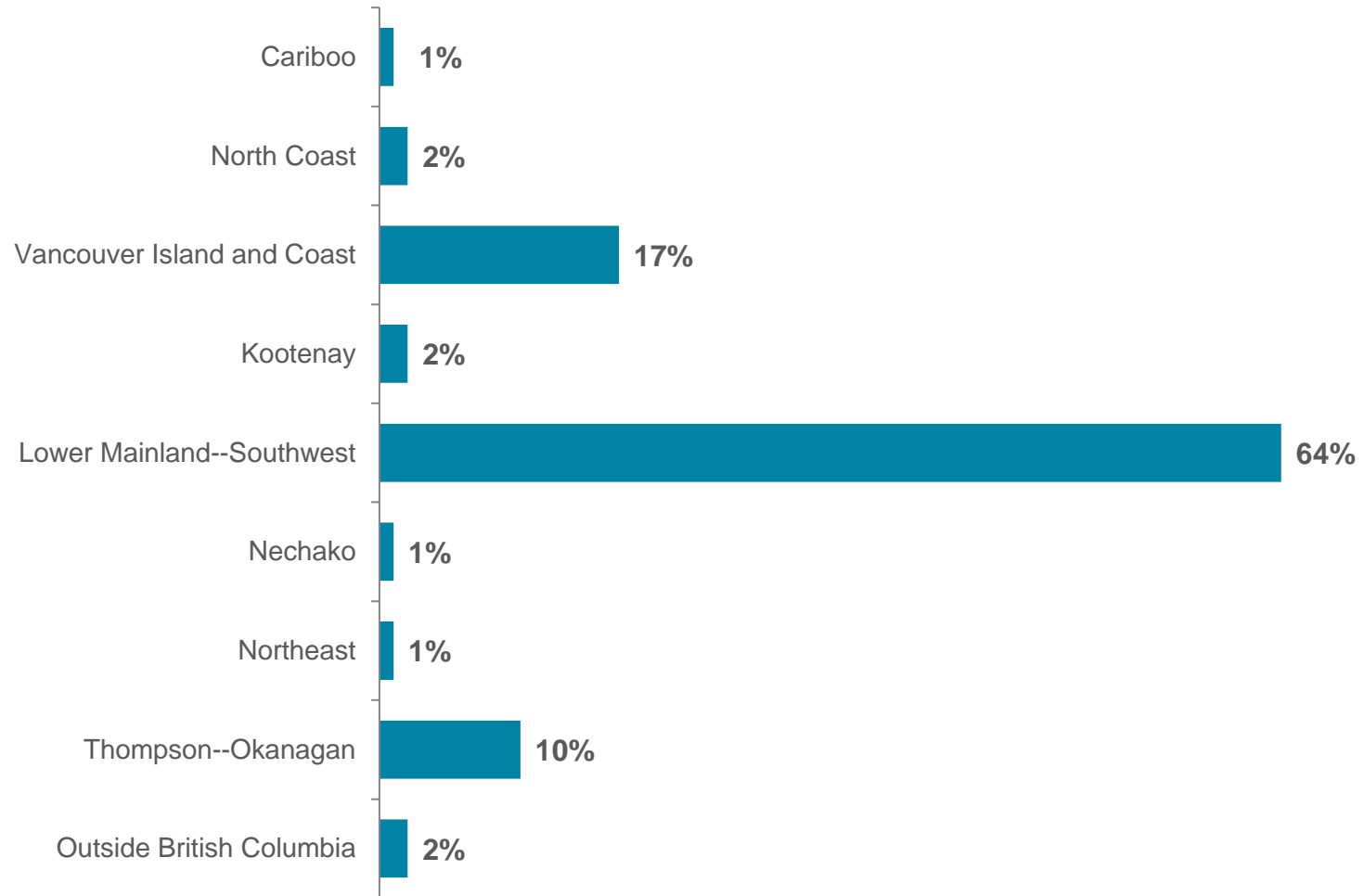


## Section Summary

- **One-third of respondents** (*in private practice at an HR firm or within a company/organization*) **work for a company with between 100 and 499 employees.**
  - More HR professionals from British-Columbia/Yukon reported working in a small company.
  - The size of the company is larger among professionals whose type of position is exclusively in HR, those who work for the public / parapublic / NPO sector, among advisors / supervisors (and technicians/coordinators), as well as those who have a specialist position.
- **The vast majority (83%) of professionals** *who are in private practice at an HR firm or within a company/organization* **have an HR department at their company or organization.**
  - As expected, the presence of an HR department in very large companies (1,000+ employees) is almost guaranteed (99%), while it is much rarer in companies with fewer than 50 employees (46%). While some of these small companies have an HR team (29%), others have neither an HR department nor an HR team (25%).
  - Respondents working in a non-exclusive HR position are the least likely to have an HR department.
- **In one out of two cases (50%), the HR team is very small, from 1 to 5 employees** (*among those who have an HR department or HR team at their company/organization*). **Very small teams are more common in BC/Yukon.**
  - Large HR teams (with more than 15 employees) are less common in British Columbia/Yukon (28%).
  - There are more employees on HR teams among professionals with tasks exclusively associated with human resources, those working in the public / parapublic / NPO sector, among advisors / supervisors and specialists.
  - Again, the size of the organization/company has a direct impact on the number of employees working for the HR department or on the HR team. When there are fewer than 100 employees, HR teams are very small (1 to 5 employees), while the majority of organizations with more than 1,000 employees have HR teams with more than 15 employees.
- **People working in human resources management generally report to the Human Resources Department (HRD)** (*according to respondents working in private practice at an HR firm or within a company/organization*).
  - Slightly more employees report to upper management in British Columbia/Yukon (19%) than elsewhere in Canada.
  - Professionals who do not have an exclusively HR position, executives and managers, as well as generalists, are more likely to work in a company whose HR employees report to upper management.
  - In organizations/companies with fewer than 50 employees, HR employees more often report to upper management than to any other department. In organizations/companies with between 50 and 99 employees, 31% mentioned upper management and 57% mentioned the HRD. In organizations/companies with 100+ employees, the majority indicated the HRD (100-1,000: 79%. More than 1,000: 91%).

# Workplace region (1/2)

Base: all respondents, n=623



# Workplace region (2/2)

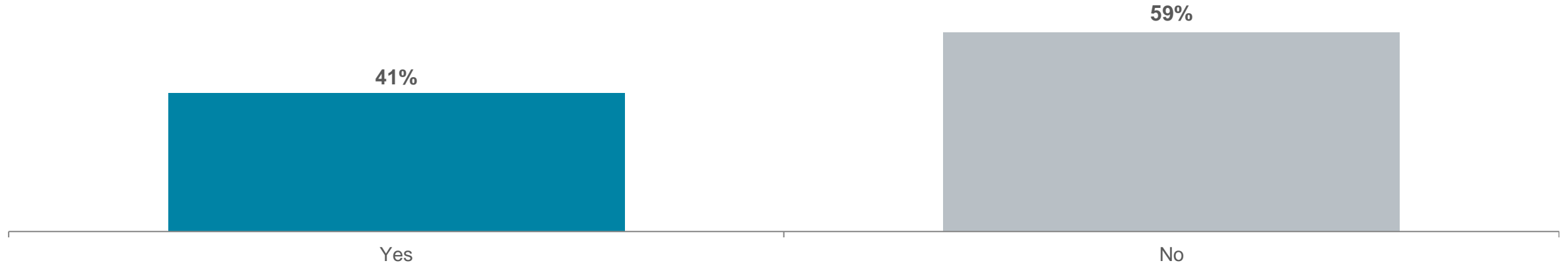
Base: all respondents, n=623

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	623	519	104	17	46	310	250	117	262	244	74	182	337	495	128
Cariboo	1	1	2	--	--	2	1	3	2	1	3	1	1	1	1	3
North Coast	2	3	1	--	--	2	3	3	2	2	4	2	2	2	2	5
Vancouver Island and Coast	17	18	13	--	--	13	22	17	17	17	26	18	14	16	21	
Kootenay	2	2	2	--	--	2	2	3	2	1	5	1	1	2	2	
Lower Mainland--Southwest	64	64	63	--	--	65	61	64	64	64	55	66	65	66	55	
Nechako	1	1	0	--	--	1	1	1	1	0	0	1	1	1	1	
Northeast	1	1	1	--	--	1	2	2	2	0	1	0	2	1	2	
Thompson--Okanagan	10	9	15	--	--	13	8	6	10	12	4	10	12	10	9	
Outside British Columbia	2	2	2	--	--	3	1	2	1	3	1	2	2	2	1	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	623	436	187	5	20	19	49	22	11	20	41	92	68	276	166
Cariboo	1	1	2	--	--	--	--	--	--	--	--	--	2	1	1	1
North Coast	2	2	3	--	--	--	--	--	--	--	--	--	2	3	2	2
Vancouver Island and Coast	17	17	17	--	--	--	--	--	--	--	--	--	23	15	21	8
Kootenay	2	2	1	--	--	--	--	--	--	--	--	--	3	3	1	2
Lower Mainland--Southwest	64	64	64	--	--	--	--	--	--	--	--	--	54	57	62	75
Nechako	1	0	1	--	--	--	--	--	--	--	--	--	0	0	1	0
Northeast	1	1	1	--	--	--	--	--	--	--	--	--	1	7	0	0
Thompson--Okanagan	10	11	9	--	--	--	--	--	--	--	--	--	12	10	10	9
Outside British Columbia	2	1	3	--	--	--	--	--	--	--	--	--	2	3	1	2

# Unionization of employees (1/2)

Base: respondents working in private practice within a company / organization, n=615



		CANADA								
		PROVINCE OR TERRITORY								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Yes		43	41	40	42	40	48	45	41	45
No		57	59	60	58	60	52	55	59	55

# Unionization of employees (2/2)

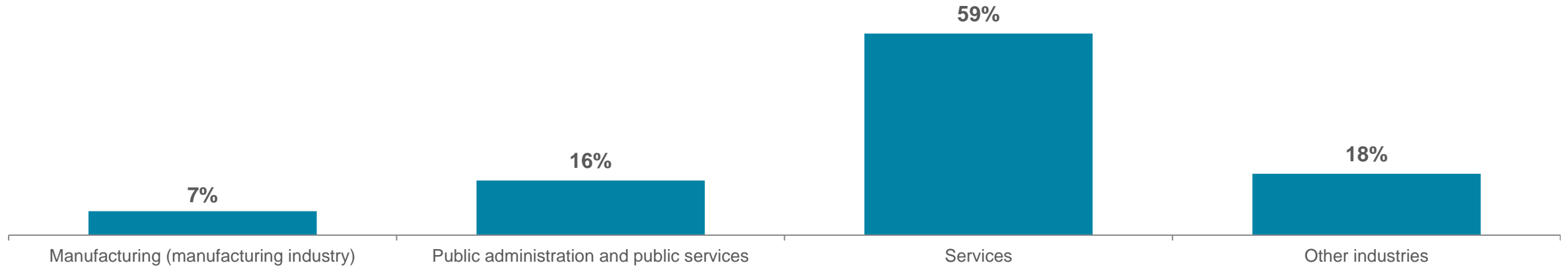
Base: respondents working in private practice within a company / organization, n=615

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
Yes		41	44	29	--	--	28	64	43	36	47	55	42	38	42	40
No		59	56	71	--	--	72	36	57	64	53	45	58	62	58	60

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
Yes		41	34	58	--	--	--	--	--	--	--	--	7	28	37	72
No		59	66	42	--	--	--	--	--	--	--	--	93	72	63	28

# Firm / company / organization's sector of activity (1/3)

Base: all respondents, n=634



	CANADA		PROVINCE OR TERRITORY						
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	6835	634	193	279	2314	2995	213	134	420
n=									
Manufacturing (manufacturing industry)	12	7	6	15	13	15	8	8	8
Public administration and public services	14	16	12	10	12	15	15	19	17
Services	59	59	60	62	61	54	63	54	59
Other industries	16	18	23	13	14	16	14	19	16

Respondents working for firms / who are self-employed have automatically been pre-coded under “Consulting and administrative services – employment services” in the “Services” category.

# Firm / company / organization's sector of activity (2/3)

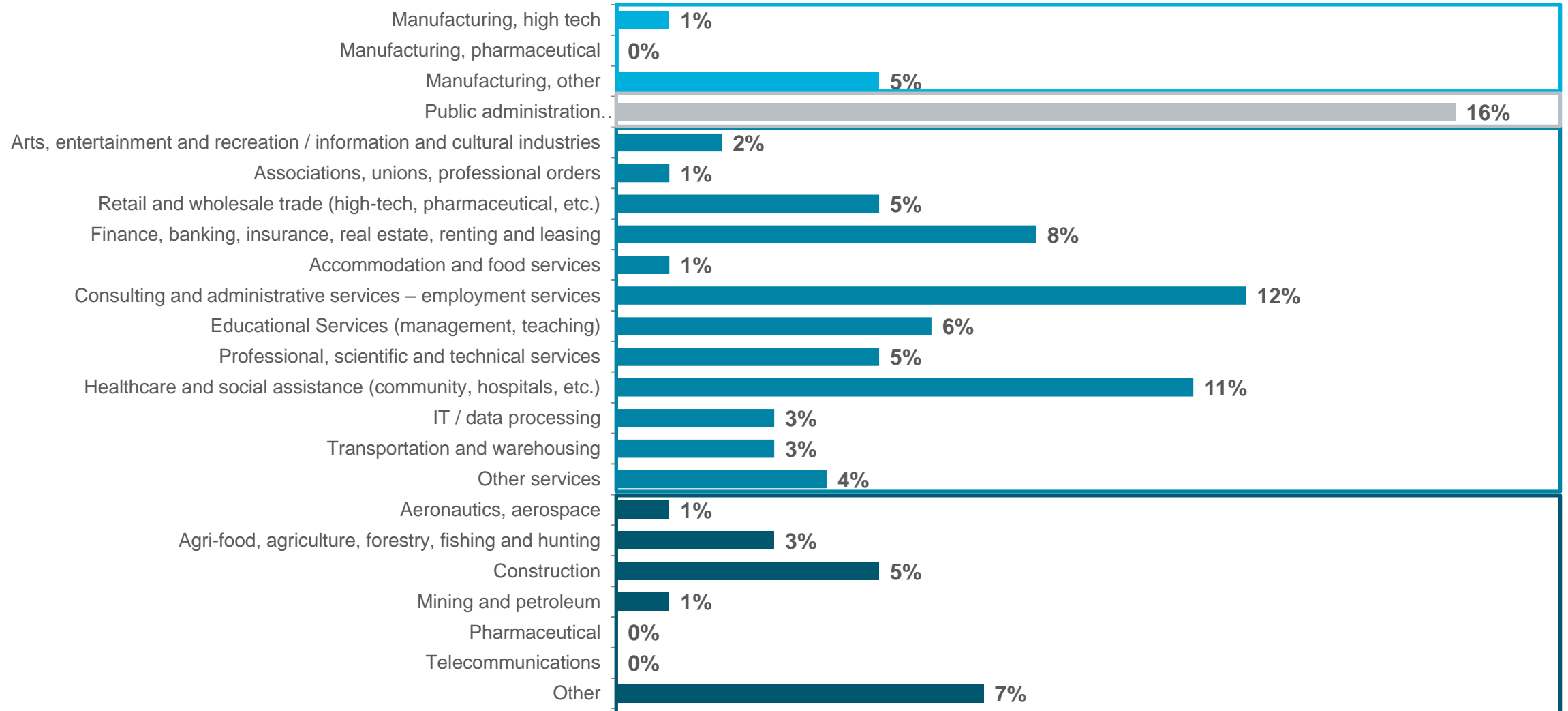
Base: all respondents, n=634

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	634	528	106	19	46	311	258	120	267	247	75	186	341	502	132
Manufacturing (manufacturing industry)	<b>7</b>	8	4	--	--	<b>14</b>	<b>1</b>	3	7	9	<b>1</b>	5	<b>10</b>	8	5	
Public administration and public services	<b>16</b>	16	14	--	--	<b>1</b>	<b>38</b>	18	15	15	21	<b>21</b>	<b>13</b>	15	17	
Services	<b>59</b>	57	66	--	--	<b>52</b>	56	65	57	57	59	58	57	57	65	
Other industries	<b>18</b>	19	16	--	--	<b>33</b>	<b>5</b>	13	20	19	19	16	21	20	13	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	634	442	192	5	20	21	50	24	11	20	41	92	68	281	170
Manufacturing (manufacturing industry)	<b>7</b>	8	5	--	--	--	2	--	--	--	--	--	5	6	<b>11</b>	<b>3</b>
Public administration and public services	<b>16</b>	<b>14</b>	<b>20</b>	--	--	--	16	--	--	--	--	--	<b>5</b>	21	17	19
Services	<b>59</b>	58	61	--	--	--	68	--	--	--	--	--	67	<b>47</b>	<b>54</b>	63
Other industries	<b>18</b>	<b>21</b>	<b>13</b>	--	--	--	14	--	--	--	--	--	22	26	19	15

# Firm / company / organization's sector of activity – DETAILS (3/3)

Base: all respondents, n=634

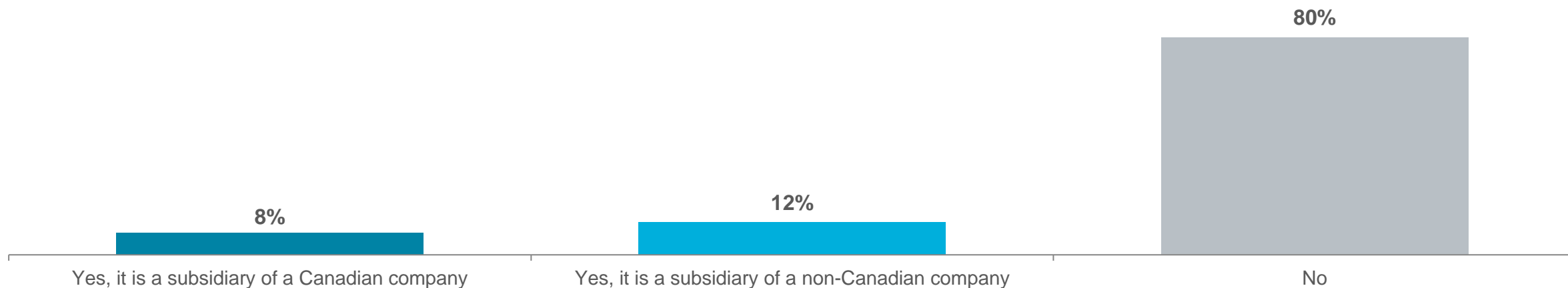


Respondents working for firms / who are self-employed have automatically been pre-coded under “Consulting and administrative services – employment services” in the “Services” category.



## Company or organization subsidiary of another company (1/2)

Base: respondents working in private practice for a firm or within a company / organization outside the public or parapublic sector (e.g., NGO, coop, etc.) n=451



	CANADA	PROVINCE OR TERRITORY							TOT ATL	
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS		NB
(%)	n=	4818	451	122	213	1591	2181	141	83	260
Yes, it is a subsidiary of a Canadian company		8	8	7	11	7	9	15	17	15
Yes, it is a subsidiary of a non-Canadian company		16	12	13	11	19	15	10	12	11
No		76	80	80	78	74	76	75	71	74

## Company or organization subsidiary of another company (2/2)

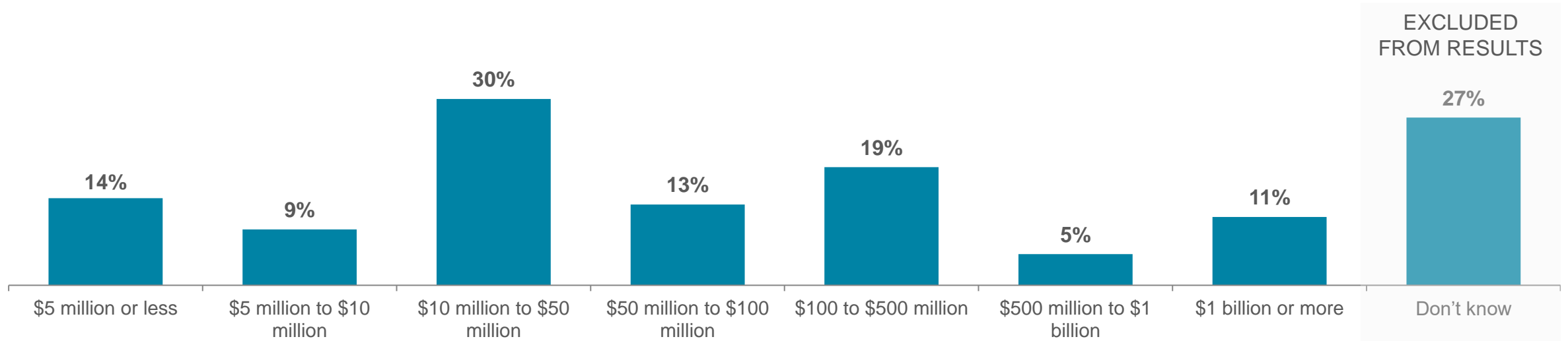
Base: respondents working in private practice for a firm or within a company / organization outside the public or parapublic sector (e.g., NGO, coop, etc.) n=451

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE	
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%) n=	451	374	77	0	46	311	94	80	203	168	49	125	265	352	99
Yes, it is a subsidiary of a Canadian company	8	9	6	--	--	10	4	10	9	7	--	7	8	9	8
Yes, it is a subsidiary of a non-Canadian company	12	13	8	--	--	16	0	4	18	9	--	14	11	14	6
No	80	78	86	--	--	74	96	86	73	84	--	78	81	78	86

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.			
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%) n=	451	338	113	3	15	13	24	16	5	12	25	87	56	219	87
Yes, it is a subsidiary of a Canadian company.	8	8	9	--	--	--	--	--	--	--	--	5	9	9	10
Yes, it is a subsidiary of a non-Canadian company.	12	11	14	--	--	--	--	--	--	--	--	7	7	13	17
No	80	80	77	--	--	--	--	--	--	--	--	89	84	78	72

# Business or organization's annual revenue in Canada (1/2)

Base: respondents working in private practice for a firm or within a company / organization outside the public or parapublic sector (e.g., NGO, coop, etc.), excluding *don't know*, n=329



	CANADA									
	TOTAL	PROVINCE OR TERRITORY								TOT ATL
(%)	n=	BC + YUKON	SK	MB	ON	QC	NS	NB		
	3436	329	94	152	1132	1560	94	56		169
\$5 million or less	13	14	13	9	13	13	22	13		18
\$5 million to \$10 million	10	9	10	14	11	8	13	9		12
\$10 million to \$50 million	25	30	23	27	25	23	26	29		27
\$50 million to \$100 million	12	13	13	11	11	14	11	9		11
\$100 to \$500 million	16	19	18	18	15	17	11	9		10
\$500 million to \$1 billion	7	5	7	6	7	7	10	9		10
\$1 billion or more	16	11	16	14	17	18	9	23		14

# Business or organization's annual revenue in Canada (2/2)

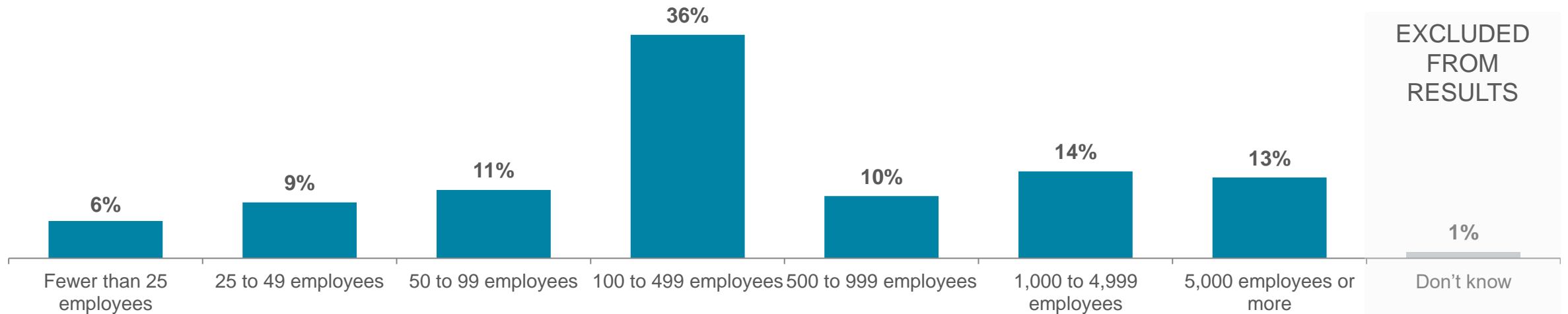
Base: respondents working in private practice for a firm or within a company / organization outside the public or parapublic sector (e.g., NGO, coop, etc.), excluding don't know, n=329

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	329	268	61	0	37	227	65	46	144	139	19	80	226	264	65
\$5 million or less	14	10	31	--	--	7	26	--	17	9	--	15	14	12	23	
\$5 million to \$10 million	9	7	18	--	--	7	11	--	9	9	--	4	10	9	6	
\$10 million to \$50 million	30	31	26	--	--	27	42	--	32	29	--	24	33	28	35	
\$50 million to \$100 million	13	15	5	--	--	15	9	--	12	13	--	14	13	13	11	
\$100 to \$500 million	19	21	13	--	--	22	9	--	15	25	--	21	19	22	9	
\$500 million to \$1 billion	5	5	2	--	--	7	0	--	5	5	--	4	5	5	2	
\$1 billion or more	11	12	5	--	--	13	3	--	10	9	--	19	8	10	14	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.			
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	255	74	2	13	6	17	12	3	7	14	68	45	156	59
\$5 million or less	14	13	19	--	--	--	--	--	--	--	--	49	--	3	0
\$5 million to \$10 million	9	10	5	--	--	--	--	--	--	--	--	24	--	5	2
\$10 million to \$50 million	30	34	16	--	--	--	--	--	--	--	--	22	--	37	5
\$50 million to \$100 million	13	13	11	--	--	--	--	--	--	--	--	4	--	19	7
\$100 to \$500 million	19	20	18	--	--	--	--	--	--	--	--	1	--	26	32
\$500 million to \$1 billion	5	4	8	--	--	--	--	--	--	--	--	0	--	4	12
\$1 billion or more	11	7	23	--	--	--	--	--	--	--	--	0	--	6	42

# Number of employees in the company / organization in Canada (1/2)

Base: respondents working in private practice for a firm or within a company / organization, excluding *don't know*, n=611



	CANADA									
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6557	611	186	273	2237	2844	207	131	406
Fewer than 25 employees	5	6	5	3	4	5	7	4	5	
25 to 49 employees	5	9	4	5	5	4	4	2	3	
50 to 99 employees	11	11	12	11	11	11	14	8	11	
100 to 499 employees	33	36	42	35	33	31	29	29	30	
500 to 999 employees	10	10	10	11	11	11	10	11	11	
1,000 to 4,999 employees	18	14	15	20	18	18	22	28	23	
5,000 employees or more	18	13	13	16	19	20	15	18	17	

# Number of employees in the company / organization in Canada (2/2)

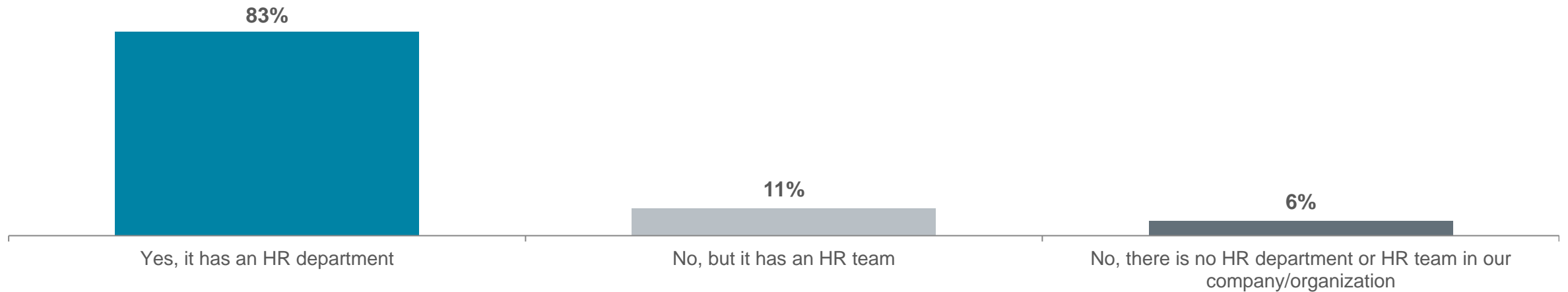
Base: respondents working in private practice for a firm or within a company / organization, excluding *don't know*, n=611

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	611	511	100	0	46	310	255	118	263	230	73	185	340	479	132
Fewer than 25 employees	6	4	21	--	--	5	5	6	8	5	5	5	7	7	4	
25 to 49 employees	9	7	16	--	--	8	7	10	11	5	5	8	10	9	8	
50 to 99 employees	11	11	14	--	--	13	10	11	11	11	8	7	14	11	12	
100 to 499 employees	36	38	27	--	--	40	33	31	34	41	36	30	40	35	39	
500 to 999 employees	10	11	4	--	--	11	10	7	9	13	5	11	11	11	8	
1,000 to 4,999 employees	14	15	9	--	--	14	16	13	14	15	15	19	11	15	13	
5,000 employees or more	13	14	9	--	--	9	19	22	13	10	25	21	7	13	17	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	611	427	184	5	20	20	47	22	11	19	40	92	68	281	170
Fewer than 25 employees	6	7	5	--	--	--	--	--	--	--	--	--	42	0	0	0
25 to 49 employees	9	10	5	--	--	--	--	--	--	--	--	--	58	0	0	0
50 to 99 employees	11	13	7	--	--	--	--	--	--	--	--	--	0	100	0	0
100 to 499 employees	36	41	26	--	--	--	--	--	--	--	--	--	0	0	78	0
500 to 999 employees	10	9	12	--	--	--	--	--	--	--	--	--	0	0	22	0
1,000 to 4,999 employees	14	12	21	--	--	--	--	--	--	--	--	--	0	0	0	52
5,000 employees or more	13	9	24	--	--	--	--	--	--	--	--	--	0	0	0	48

# HR department in the company / organization (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	CANADA									
	TOTAL	PROVINCE OR TERRITORY								TOT ATL
		BC + YUKON	SK	MB	ON	QC	NS	NB		
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Yes, it has an HR department		85	83	77	83	86	86	78	83	81
No, but it has an HR team		9	11	14	11	8	8	13	12	13
No, there is <b>no</b> HR department <b>or</b> HR team in our company/organization		6	6	9	5	6	6	9	5	7

# HR department in the company / organization (2/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615

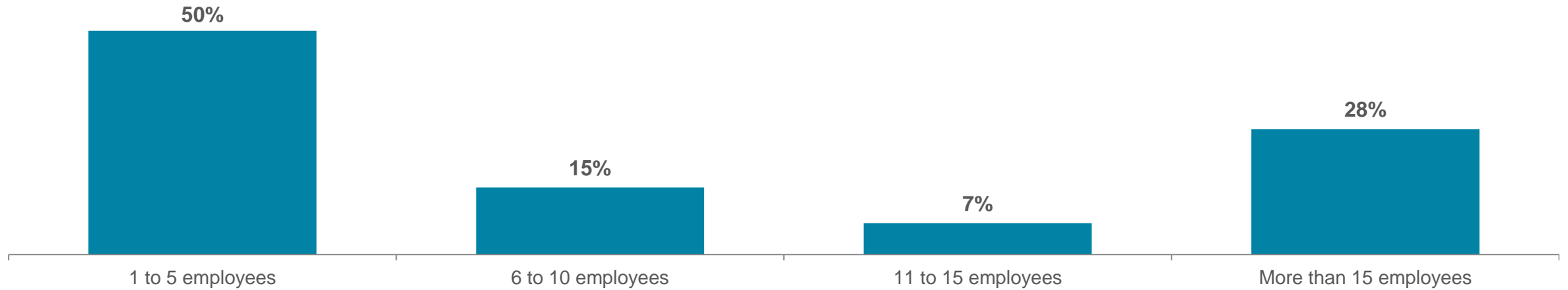
	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE	
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%) n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
Yes, it has an HR department	<b>83</b>	<b>89</b>	<b>57</b>	--	--	83	<b>88</b>	87	83	82	85	<b>88</b>	<b>80</b>	84	83
No, but it has an HR team	<b>11</b>	<b>9</b>	<b>21</b>	--	--	11	9	8	11	12	8	8	<b>14</b>	11	12
No, there is <b>no</b> HR department <b>or</b> HR team in our company/organization	<b>6</b>	<b>2</b>	<b>22</b>	--	--	6	3	5	6	6	7	4	6	6	5

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.			
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%) n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
Yes, it has an HR department	<b>83</b>	<b>81</b>	<b>90</b>	--	--	--	--	--	--	--	--	<b>46</b>	<b>72</b>	<b>89</b>	<b>99</b>
No, but it has an HR team	<b>11</b>	<b>13</b>	<b>6</b>	--	--	--	--	--	--	--	--	<b>29</b>	18	10	<b>1</b>
No, there is <b>no</b> HR department <b>or</b> HR team in our company/organization	<b>6</b>	6	4	--	--	--	--	--	--	--	--	<b>25</b>	10	<b>1</b>	<b>0</b>



# Number of individuals within the HR department or team (1/2)

Base: respondents whose company/organization has an HR department or team, n=581



	CANADA		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6224	581	171	261	2118	2710	192	125	383
1 to 5 employees		45	50	53	48	44	42	47	38	44
6 to 10 employees		14	15	13	20	14	14	9	15	11
11 to 15 employees		7	7	3	5	6	7	9	6	8
More than 15 employees		34	28	32	27	35	37	35	40	37

# Number of individuals within the HR department or team (2/2)

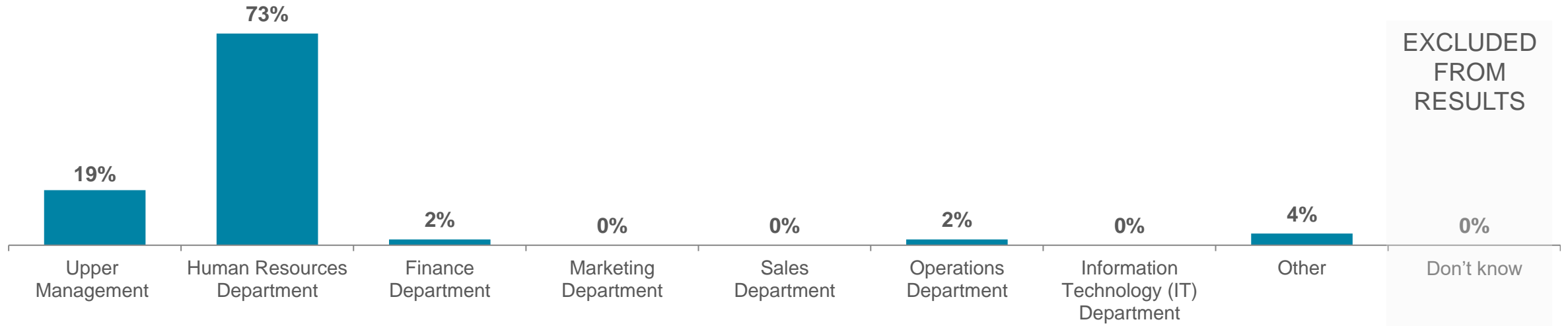
Base: respondents whose company/organization has an HR department or team, n=581

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	581	503	78	0	39	293	249	114	249	218	70	178	321	456	125
1 to 5 employees	<b>50</b>	<b>47</b>	<b>71</b>	--	--	<b>55</b>	<b>40</b>	<b>41</b>	52	53	<b>36</b>	<b>31</b>	<b>64</b>	49	54	
6 to 10 employees	<b>15</b>	15	10	--	--	17	14	15	14	15	19	16	13	16	11	
11 to 15 employees	<b>7</b>	<b>8</b>	<b>0</b>	--	--	7	8	11	7	6	11	<b>11</b>	<b>4</b>	7	6	
More than 15 employees	<b>28</b>	29	19	--	--	<b>21</b>	<b>38</b>	33	27	27	34	<b>42</b>	<b>19</b>	28	29	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	581	403	178	5	17	20	47	21	9	19	40	69	61	277	170
1 to 5 employees	<b>50</b>	<b>59</b>	<b>30</b>	--	--	--	--	--	--	--	--	--	<b>97</b>	<b>97</b>	<b>56</b>	<b>6</b>
6 to 10 employees	<b>15</b>	16	12	--	--	--	--	--	--	--	--	<b>3</b>	<b>2</b>	<b>24</b>	<b>9</b>	
11 to 15 employees	<b>7</b>	6	8	--	--	--	--	--	--	--	--	<b>0</b>	2	<b>9</b>	8	
More than 15 employees	<b>28</b>	<b>19</b>	<b>49</b>	--	--	--	--	--	--	--	--	<b>0</b>	<b>0</b>	<b>11</b>	<b>76</b>	

# Area to which HR professionals belong within the company / organization (1/2)

Base: respondents working in private practice for a firm or within a company / organization, excluding *don't know*, n=614



	CANADA		PROVINCE OR TERRITORY						
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n= 6558	614	187	275	2238	2837	209	130	407
Upper Management	16	19	13	16	13	20	18	14	15
Human Resources Department	77	73	75	77	81	73	72	78	76
Finance Department	2	2	5	3	2	3	2	2	2
Marketing Department	0	0	0	0	0	0	0	1	0
Sales Department	0	0	0	0	0	0	0	0	0
Operations Department	2	2	2	2	3	1	4	2	3
Information Technology (IT) Department	0	0	0	0	0	0	0	0	0
Other	3	4	4	3	2	3	4	4	4

# Area to which HR professionals belong within the company / organization (2/2)

Base: respondents working in private practice for a firm or within a company / organization, excluding *don't know*, n=614

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	614	515	99	0	45	311	258	120	264	230	75	185	341	482	132
Upper Management	19	17	30	--	--	20	14	15	20	19	7	9	27	19	17	
Human Resources Department	73	77	51	--	--	72	78	76	72	72	83	82	65	73	72	
Finance Department	2	2	7	--	--	3	2	3	1	3	1	3	2	2	4	
Marketing Department	0	0	0	--	--	0	0	0	0	0	0	0	0	0	0	
Sales Department	0	0	0	--	--	0	0	0	0	0	0	0	0	0	0	
Operations Department	2	2	5	--	--	2	2	2	2	2	1	2	2	2	2	
Information Technology (IT) Department	0	0	0	--	--	0	0	0	0	0	0	0	0	0	0	
Other	4	3	7	--	--	3	4	4	4	3	8	3	4	3	6	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	614	429	185	5	20	21	47	22	10	19	41	91	68	281	170
Upper Management	19	22	10	--	--	--	--	--	--	--	--	--	52	31	14	4
Human Resources Department	73	69	82	--	--	--	--	--	--	--	--	--	32	57	79	91
Finance Department	2	2	3	--	--	--	--	--	--	--	--	--	3	6	2	1
Marketing Department	0	0	0	--	--	--	--	--	--	--	--	--	0	0	0	0
Sales Department	0	0	0	--	--	--	--	--	--	--	--	--	0	0	0	0
Operations Department	2	2	2	--	--	--	--	--	--	--	--	--	5	4	1	1
Information Technology (IT) Department	0	0	0	--	--	--	--	--	--	--	--	--	0	0	0	0
Other	4	4	3	--	--	--	--	--	--	--	--	--	8	1	3	4



# Schedule and working conditions

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└ life to ideas

## Section Summary

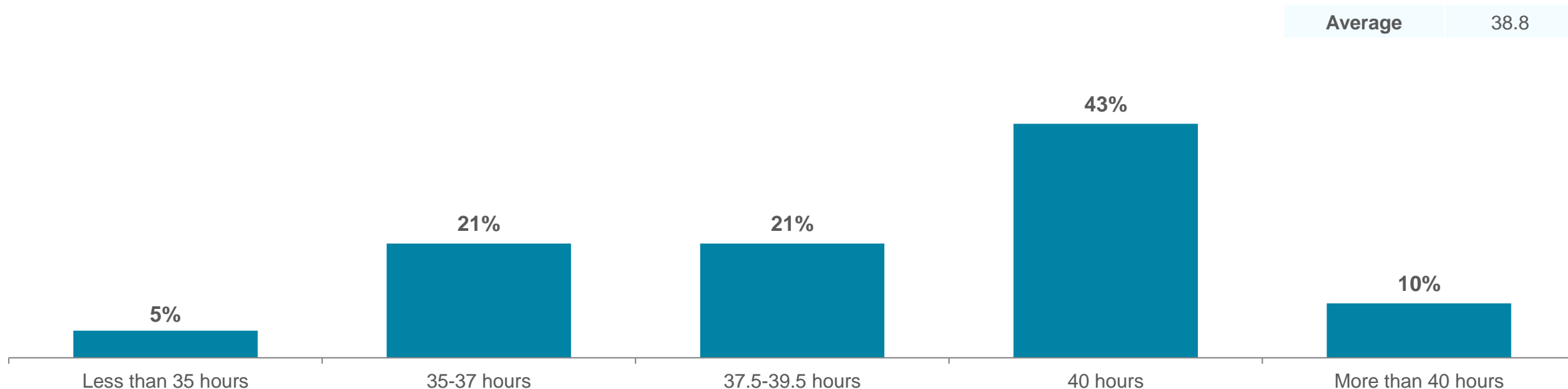
- **On average, the length of a normal work week** (*among those in private practice at an HR firm or within a company/organization*) **based on the employment contract is 38.8 hours.**
  - The average work week is the longest in British-Columbia/Yukon, notably because of the higher number of HR professionals who work 40 hours per week (43% vs. 36% for Canada as a whole).
  - HR professionals working in private companies, those with more years of experience (15+ years) or with a managerial/ executive position, those working as generalists have a longer work week.
- **4 weeks (20.6 days) is the average paid vacation per year** *among people working in private practice at an HR firm or within a company/organization.*
  - The average is higher among professionals working in the public / parapublic / NPO sector and among people with a professional designation.
  - Respondents with more experience are also entitled to more vacation. The same applies to the type of position (people in management positions and in positions held by more experienced HR professionals get more vacation days than people in entry-level positions).
- **The average number of paid sick days per year is 15.4** *according to respondents who work in private practice at an HR firm or within a company/organization, but this number varies greatly. However, for one in four HR professionals (22%), there is no set limit.*
  - The average number of sick days is slightly higher in British Columbia/Yukon (15.4) compared to the national average of 12.4 days.
  - HR professionals in the public / parapublic / NPO sector, those who have worked longer in HR (15+ years) and those at very large companies (1,000+ employees) reported having access to a larger bank of sick days.
- **On average, respondents** *who work in private practice at an HR firm or within a company/organization* **are entitled to 3.5 personal leave days per year. Again, there is a lot of variation. Notably, 26% have none and 28% have no set limit.**
  - More HR professionals in BC/Yukon have no personal leave days (26%, compared to 20% for Canada as a whole).
  - The number of personal leave days is higher in the public / parapublic / NPO sector.

## Section Summary

- **71% of HR professionals** *who are entitled to a predetermined number of paid sick days will lose these days if they do not use them within the reference period. 14% can defer them and 3% can get paid for them.*
  - Deferred paid sick days are more common in Saskatchewan (31%), the Atlantic provinces (23%) and Manitoba (19%), while being paid for sick days not taken is much more common in Québec (23%) than elsewhere.
  - People working in the public / parapublic / NPO sector more often have these days paid for, whether by deferring them, through financial compensation or other ways.
- **Almost all HR professionals (91%) work 5 days a week.**
- **The possibility of working remotely (telework) is common (82%)** *among people in private practice at an HR firm and within a company/organization.*
  - Respondents working for a very large company/organization (1,000+ employees) are slightly more likely to be eligible for telework..
- **Of the HR professionals who are able to work remotely, nearly half work remotely two (25%) or three (16%) days per week.**
  - Telework is more prevalent among advisors/supervisors.
  - It is less so among managers/executives and in organizations with between 100 and 1,000 employees.

# Length of a normal work week (according to the employment contract) (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	CANADA									
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Less than 35 hours	4	5	4	4	3	5	4	3	4	
35-37 hours	25	21	10	20	22	33	24	27	24	
37.5-39.5 hours	25	21	27	22	26	27	23	23	24	
40 hours	36	43	47	43	35	32	37	39	38	
More than 40 hours	10	10	11	12	13	3	12	8	10	
<b>Average *</b>	<b>38.4</b>	<b>38.8</b>	39.0	38.9	<b>38.7</b>	<b>37.5</b>	38.4	38.6	38.5	

\* Average excluding extreme values (> 60 hours / week)



# Length of a normal work week (according to the employment contract) (2/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
Less than 35 hours	5	4	8	--	--	6	2	3	6	4	7	4	4	5	3	
35-37 hours	21	21	22	--	--	5	43	24	18	23	29	19	20	20	23	
37.5-39.5 hours	21	23	14	--	--	14	32	30	20	18	29	27	17	22	20	
40 hours	43	43	42	--	--	61	17	41	47	39	32	47	43	42	45	
More than 40 hours	10	9	14	--	--	14	6	3	9	15	3	2	16	11	8	
<b>Average *</b>	<b>38.8</b>	38.7	38.9	--	--	40.0	37.3	37.9	38.6	39.4	37.3	38.0	39.6	38.8	38.5	

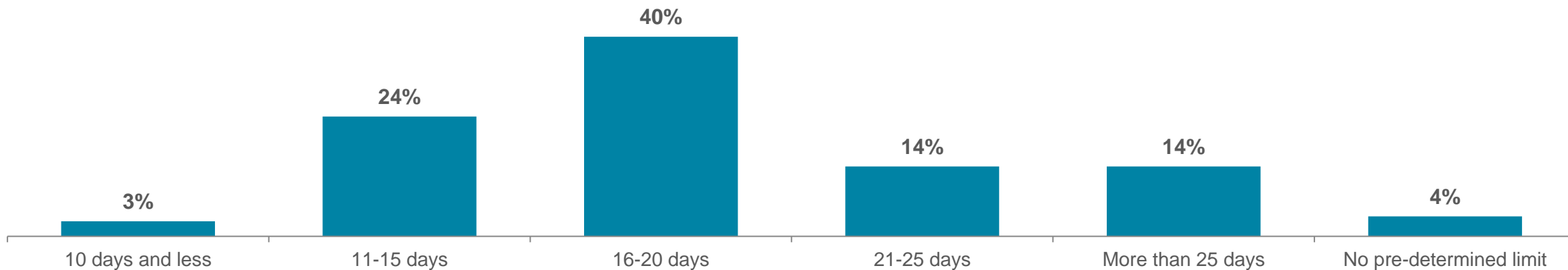
	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
Less than 35 hours	5	4	5	--	--	--	--	--	--	--	--	--	11	6	3	3
35-37 hours	21	18	27	--	--	--	--	--	--	--	--	--	18	21	21	23
37.5-39.5 hours	21	19	27	--	--	--	--	--	--	--	--	--	17	18	16	34
40 hours	43	48	31	--	--	--	--	--	--	--	--	--	41	51	49	30
More than 40 hours	10	10	9	--	--	--	--	--	--	--	--	--	12	4	11	10
<b>Average *</b>	<b>38.8</b>	<b>39.1</b>	<b>38.1</b>	--	--	--	--	--	--	--	--	--	38.6	38.2	39.2	38.4

\* Average excluding extreme values (> 60 hours per week)

# Number of paid vacation days per year (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615

Average 20.6



	CANADA		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
10 days and less	4	3	3	6	5	3	6	2	4	
11-15 days	25	24	24	26	30	17	23	31	26	
16-20 days	39	40	35	40	38	41	38	37	37	
21-25 days	17	14	16	15	16	23	20	18	19	
More than 25 days	11	14	21	11	8	13	10	11	11	
No pre-determined limit	3	4	1	3	3	2	4	2	3	
<b>Average</b>	<b>20.6</b>	20.6	21.4	20.8	19.9	21.5	22.1	20.3	21.6	

# Number of paid vacation days per year (2/2)

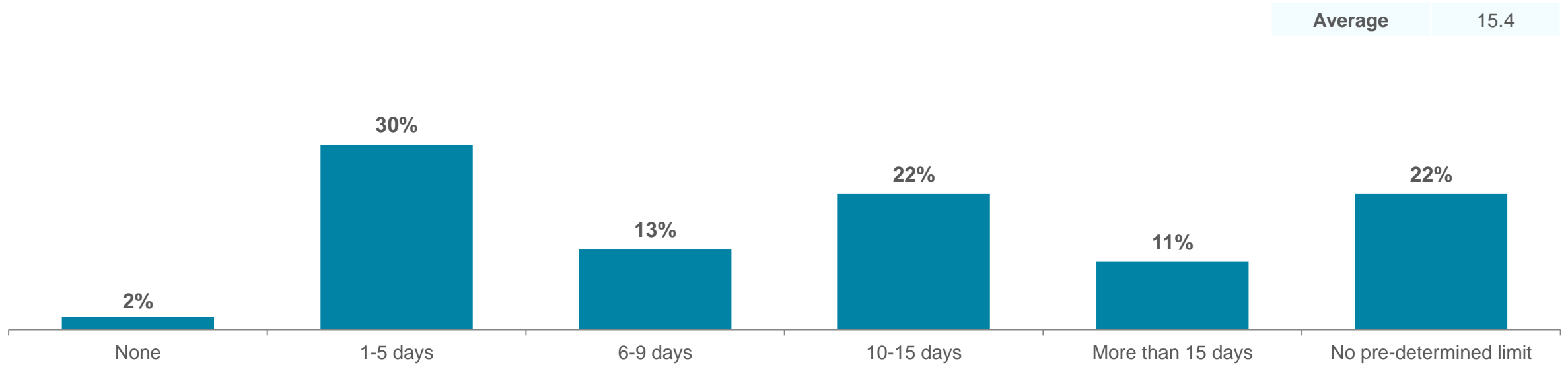
Base: respondents working in private practice for a firm or within a company / organization, n=615

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
10 days and less	3	2	7	--	--	4	1	5	3	3	4	4	3	3	4	
11-15 days	24	25	22	--	--	31	16	40	30	10	49	33	14	21	36	
16-20 days	40	44	23	--	--	45	37	33	42	43	24	42	43	43	30	
21-25 days	14	12	22	--	--	12	17	12	11	19	9	9	18	13	16	
More than 25 days	14	13	20	--	--	5	27	5	10	23	7	10	18	15	10	
No pre-determined limit	4	4	6	--	--	4	2	5	5	3	7	3	4	4	4	
<b>Average</b>	<b>20.6</b>	20.5	21.2	--	--	18.7	23.2	18.3	19.7	22.9	18.2	19.3	21.9	20.9	19.6	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
10 days and less	3	3	2	--	--	--	--	--	--	--	--	--	7	4	3	1
11-15 days	24	24	26	--	--	--	--	--	--	--	--	--	27	25	22	26
16-20 days	40	41	40	--	--	--	--	--	--	--	--	--	26	43	43	43
21-25 days	14	14	13	--	--	--	--	--	--	--	--	--	11	16	14	14
More than 25 days	14	14	14	--	--	--	--	--	--	--	--	--	16	7	15	15
No pre-determined limit	4	4	4	--	--	--	--	--	--	--	--	--	13	4	3	1
<b>Average</b>	<b>20.6</b>	20.6	20.7	--	--	--	--	--	--	--	--	--	20.0	19.7	20.9	20.9

# Number of paid sick days per year (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	CANADA		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6578	615	187	276	2253	2837	210	131	410
None	8	2	11	13	8	12	5	3	5	
1-5 days	27	30	12	16	26	33	18	29	22	
6-9 days	11	13	10	9	13	9	10	11	10	
10-15 days	19	22	32	22	20	11	25	30	27	
More than 15 days	7	11	11	12	8	1	14	8	12	
No pre-determined limit	28	22	25	28	26	34	27	19	23	
<b>Average</b>	<b>12.4</b>	<b>15.4</b>	17.3	13.8	<b>14.6</b>	<b>5.2</b>	13.1	14.3	13.6	

# Number of paid sick days per year (2/2)

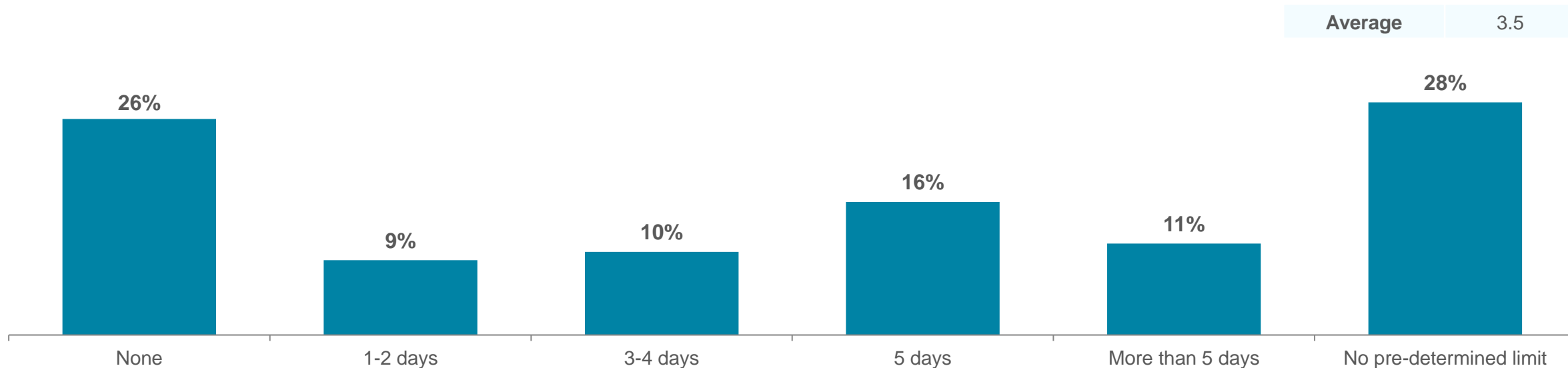
Base: respondents working in private practice for a firm or within a company / organization, n=615

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
None	2	2	1	--	--	2	1	0	2	2	0	2	2	2	2	2
1-5 days	30	29	32	--	--	44	10	35	30	27	29	25	32	28	37	
6-9 days	13	13	10	--	--	17	8	15	16	9	12	15	12	14	8	
10-15 days	22	22	24	--	--	17	30	18	23	24	20	22	23	23	22	
More than 15 days	11	12	8	--	--	1	25	9	8	16	9	14	10	12	11	
No pre-determined limit	22	21	25	--	--	19	26	23	20	23	29	22	21	22	20	
<b>Average</b>	<b>15.4</b>	15.8	13.2	--	--	7.5	27.3	12.5	12.5	20.3	15.3	18.0	14.2	15.3	15.6	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
None	2	0	4	--	--	--	--	--	--	--	--	--	1	0	2	2
1-5 days	30	32	25	--	--	--	--	--	--	--	--	--	41	37	31	19
6-9 days	13	15	8	--	--	--	--	--	--	--	--	--	11	15	14	11
10-15 days	22	22	23	--	--	--	--	--	--	--	--	--	22	26	23	21
More than 15 days	11	10	14	--	--	--	--	--	--	--	--	--	7	6	11	16
No pre-determined limit	22	20	27	--	--	--	--	--	--	--	--	--	18	16	19	31
<b>Average</b>	<b>15.4</b>	15.9	14.0	--	--	--	--	--	--	--	--	--	8.5	9.3	17.3	19.1

# Number of personal leave days per year (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	CANADA									
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6599	615	186	275	2251	2864	209	130	408
None	20	26	18	23	19	18	21	21	22	
1-2 days	12	9	5	6	12	16	7	12	8	
3-4 days	16	10	18	14	17	16	19	15	18	
5 days	14	16	22	15	14	13	17	19	17	
More than 5 days	12	11	17	12	11	13	9	9	10	
No pre-determined limit	27	28	22	30	28	24	28	24	26	
<b>Average</b>	<b>3.7</b>	3.5	4.6	4.7	3.6	3.6	3.9	3.3	3.7	

# Number of personal leave days per year (2/2)

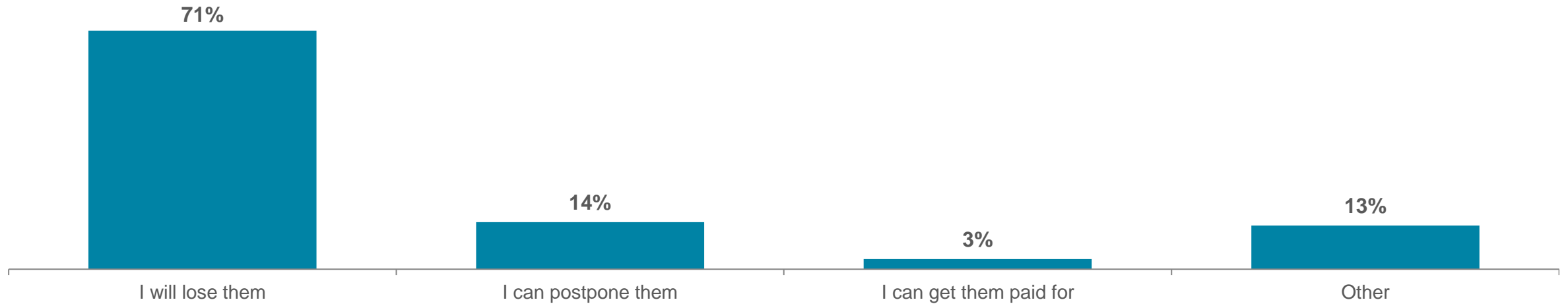
Base: respondents working in private practice for a firm or within a company / organization, n=615

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
None	<b>26</b>	26	27	--	--	<b>35</b>	<b>14</b>	22	28	26	17	24	28	26	25	
1-2 days	<b>9</b>	9	6	--	--	8	10	11	9	7	9	10	8	8	9	
3-4 days	<b>10</b>	11	9	--	--	9	12	10	12	9	12	11	10	11	10	
5 days	<b>16</b>	16	16	--	--	<b>13</b>	<b>22</b>	21	15	15	24	19	<b>13</b>	15	20	
More than 5 days	<b>11</b>	11	9	--	--	<b>6</b>	<b>17</b>	9	13	10	8	12	11	12	8	
No pre-determined limit	<b>28</b>	27	33	--	--	30	26	28	<b>23</b>	<b>33</b>	29	24	30	28	28	
<b>Average</b>	<b>3.5</b>	3.6	3.2	--	--	<b>2.3</b>	<b>5.1</b>	3.7	3.5	3.6	3.6	3.9	3.3	3.7	3.1	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
None	<b>26</b>	28	23	--	--	--	--	--	--	--	--	--	29	21	29	22
1-2 days	<b>9</b>	9	8	--	--	--	--	--	--	--	--	--	11	3	9	9
3-4 days	<b>10</b>	12	7	--	--	--	--	--	--	--	--	--	10	15	10	10
5 days	<b>16</b>	15	19	--	--	--	--	--	--	--	--	--	10	21	14	<b>23</b>
More than 5 days	<b>11</b>	9	15	--	--	--	--	--	--	--	--	--	7	16	11	11
No pre-determined limit	<b>28</b>	27	29	--	--	--	--	--	--	--	--	--	34	25	27	25
<b>Average</b>	<b>3.5</b>	3.3	4.1	--	--	--	--	--	--	--	--	--	<b>2.4</b>	4.4	3.5	3.9

# What happens to paid sick days if they are not used (1/2)

Base: respondents entitled to pre-determined paid sick days, n=480



	CANADA		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	4688	480	140	199	1662	1893	153	106	314
I will lose them		68	71	40	52	75	58	62	58	59
I can postpone them		12	14	31	19	11	9	19	27	23
I can get them paid for		7	3	1	3	3	23	1	1	1
Other		13	13	28	27	12	11	18	14	17



# What happens to paid sick days if they are not used (2/2)

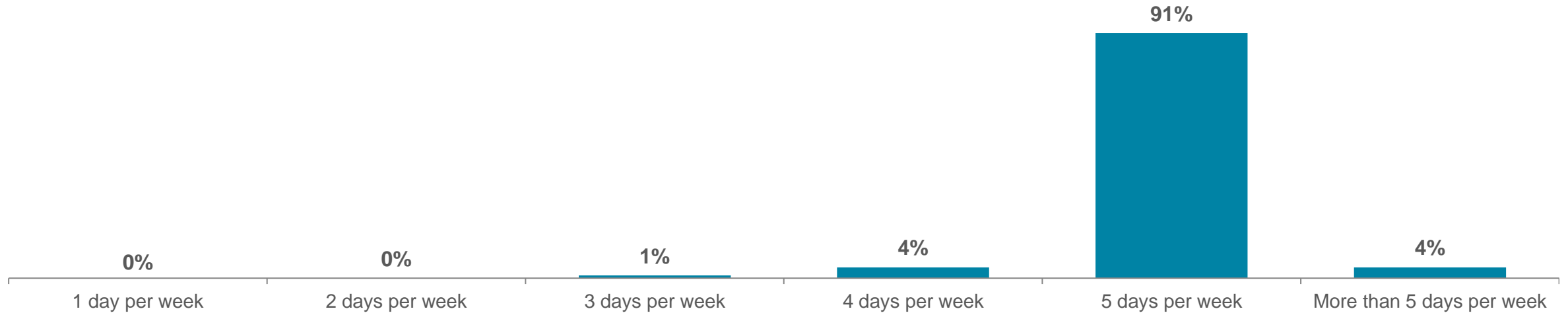
Base: respondents entitled to pre-determined paid sick days, n=480

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	480	405	75	0	36	253	191	92	210	178	53	145	269	375	105
		<b>71</b>	70	79	--	--	<b>86</b>	<b>50</b>	71	75	68	68	67	74	73	68
I will lose them		<b>14</b>	14	9	--	--	<b>6</b>	<b>25</b>	17	11	14	<b>25</b>	14	11	13	14
I can postpone them		<b>3</b>	2	3	--	--	3	2	4	2	2	0	1	4	<b>1</b>	<b>7</b>
I can get them paid for		<b>13</b>	13	9	--	--	<b>5</b>	<b>23</b>	8	11	16	8	<b>17</b>	11	13	11
Other																

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	480	344	136	4	12	16	32	20	8	13	31	75	57	229	118
		<b>71</b>	74	65	--	--	--	--	--	--	--	--	<b>85</b>	74	69	65
I will lose them		<b>14</b>	<b>11</b>	<b>19</b>	--	--	--	--	--	--	--	--	9	11	13	<b>19</b>
I can postpone them		<b>3</b>	3	2	--	--	--	--	--	--	--	--	1	5	3	1
I can get them paid for		<b>13</b>	12	13	--	--	--	--	--	--	--	--	<b>4</b>	11	15	14
Other																

# Number of days worked per week (1/2)

Base: all respondents, n=634



	CANADA									
	TOTAL	PROVINCE OR TERRITORY								TOT ATL
(%)	n=	BC + YUKON	SK	MB	ON	QC	NS	NB		
1 day per week	0	0	0	0	0	0	0	0	0	0
2 days per week	0	0	1	0	0	0	0	0	0	0
3 days per week	1	1	2	0	1	1	0	1	1	1
4 days per week	3	4	5	3	2	5	2	5	3	3
5 days per week	91	91	88	95	92	91	93	90	91	91
More than 5 days per week	4	4	4	1	4	3	5	4	5	5

# Number of days worked per week (2/2)

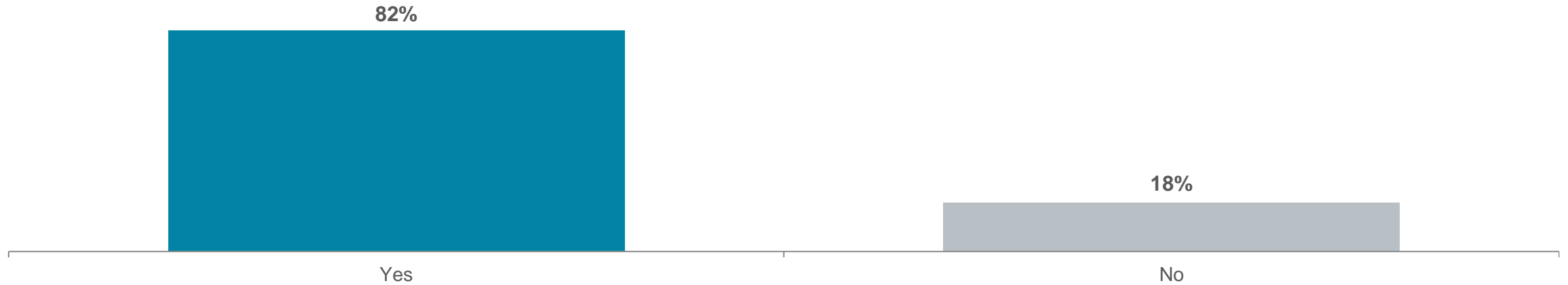
Base: all respondents, n=634

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	634	528	106	19	46	311	258	120	267	247	75	186	341	502	132
1 day per week	0	0	0	--	--	0	0	0	0	0	0	0	0	0	0	0
2 days per week	0	0	0	--	--	0	0	0	0	0	1	0	0	0	0	0
3 days per week	1	1	2	--	--	2	0	0	1	2	0	1	1	2	0	
4 days per week	4	4	5	--	--	3	3	2	3	5	3	5	2	5	1	
5 days per week	91	91	87	--	--	90	93	98	92	86	96	93	91	89	97	
More than 5 days per week	4	3	7	--	--	5	3	1	3	6	1	1	6	4	2	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.					
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	634	442	192	5	20	21	50	24	11	20	41	92	68	281	170
1 day per week	0	0	0	--	--	--	0	--	--	--	--	--	0	0	0	0
2 days per week	0	0	1	--	--	--	2	--	--	--	--	--	0	0	0	0
3 days per week	1	1	3	--	--	--	2	--	--	--	--	--	3	1	1	0
4 days per week	4	5	2	--	--	--	0	--	--	--	--	--	3	6	3	2
5 days per week	91	90	92	--	--	--	88	--	--	--	--	--	88	91	92	95
More than 5 days per week	4	4	3	--	--	--	8	--	--	--	--	--	5	1	4	3

# Possibility of remote work (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



		CANADA								
		PROVINCE OR TERRITORY								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Yes		<b>83</b>	82	<b>70</b>	<b>73</b>	<b>80</b>	<b>93</b>	79	<b>72</b>	<b>76</b>
No		<b>17</b>	18	<b>30</b>	<b>27</b>	<b>20</b>	<b>7</b>	21	<b>28</b>	<b>24</b>

## Possibility of remote work (2/2)

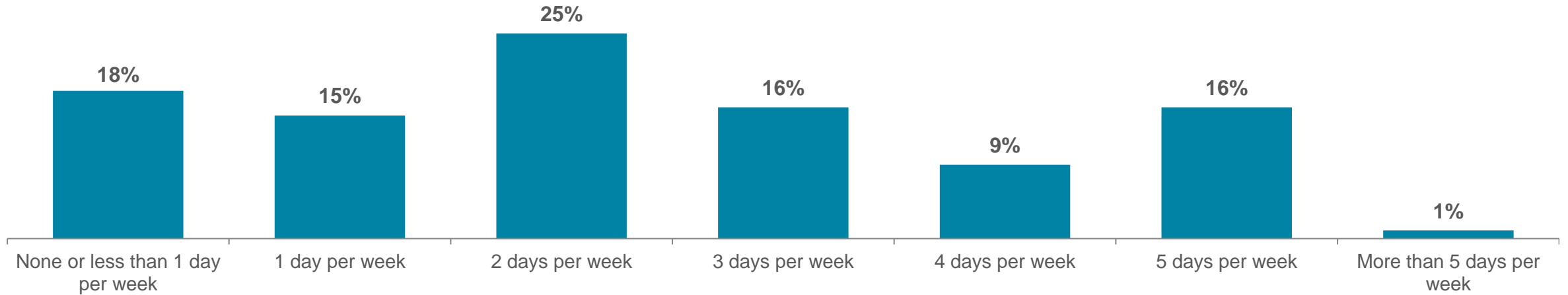
Base: respondents working in private practice for a firm or within a company / organization, n=615

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
Yes		<b>82</b>	83	78	--	--	<b>79</b>	84	82	83	81	76	87	81	83	77
No		<b>18</b>	17	22	--	--	<b>21</b>	16	18	17	19	24	13	19	17	23

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
Yes		<b>82</b>	81	84	--	--	--	--	--	--	--	--	87	76	<b>78</b>	<b>89</b>
No		<b>18</b>	19	16	--	--	--	--	--	--	--	--	13	24	<b>22</b>	<b>11</b>

# Remote workdays per week (1/2)

Base: respondents eligible to work remotely, n=505



	CANADA									
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)										
n=	5616	505	130	202	1801	2663	165	94	315	
None or less than 1 day per week	16	18	29	30	14	16	21	39	30	
1 day per week	13	15	24	16	10	16	19	11	15	
2 days per week	26	25	15	23	27	26	25	17	21	
3 days per week	20	16	15	11	21	22	16	13	14	
4 days per week	10	9	3	5	11	11	5	3	4	
5 days per week	14	16	12	14	17	9	15	17	17	
More than 5 days per week	1	1	2	0	1	0	0	0	0	

# Remote workdays per week (2/2)

Base: respondents eligible to work remotely, n=505

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	505	427	78	0	42	246	217	98	219	188	57	161	276	403	102
None or less than 1 day per week	<b>18</b>	17	26	--	--	18	18	20	15	21	18	<b>7</b>	<b>24</b>	<b>15</b>	<b>29</b>	
1 day per week	<b>15</b>	15	14	--	--	17	12	<b>7</b>	14	<b>19</b>	9	<b>9</b>	<b>19</b>	15	14	
2 days per week	<b>25</b>	<b>26</b>	<b>15</b>	--	--	25	25	21	23	28	19	27	25	25	22	
3 days per week	<b>16</b>	16	21	--	--	15	19	16	20	13	<b>26</b>	17	14	<b>19</b>	<b>8</b>	
4 days per week	<b>9</b>	9	9	--	--	8	11	13	10	6	12	<b>14</b>	<b>5</b>	10	8	
5 days per week	<b>16</b>	17	10	--	--	17	13	19	16	13	16	<b>22</b>	<b>13</b>	15	19	
More than 5 days per week	<b>1</b>	<b>1</b>	<b>5</b>	--	--	1	2	2	2	<b>0</b>	0	<b>3</b>	<b>0</b>	1	1	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	505	348	157	5	17	18	36	17	9	17	38	80	52	219	151
None or less than 1 day per week	<b>18</b>	20	13	--	--	--	--	--	--	--	--	--	25	13	<b>25</b>	<b>7</b>
1 day per week	<b>15</b>	<b>17</b>	<b>9</b>	--	--	--	--	--	--	--	--	--	13	23	<b>19</b>	<b>7</b>
2 days per week	<b>25</b>	27	19	--	--	--	--	--	--	--	--	--	18	31	23	28
3 days per week	<b>16</b>	15	19	--	--	--	--	--	--	--	--	--	10	13	<b>12</b>	<b>26</b>
4 days per week	<b>9</b>	8	13	--	--	--	--	--	--	--	--	--	13	10	8	9
5 days per week	<b>16</b>	<b>11</b>	<b>25</b>	--	--	--	--	--	--	--	--	--	20	10	13	20
More than 5 days per week	<b>1</b>	1	2	--	--	--	--	--	--	--	--	--	3	0	1	2

# Compensation

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life to ideas





## Section Summary

- **One in two HR professionals surveyed in BC/Yukon** (*in private practice at an HR firm or within a company/organization*) **earn \$100K or more per year, for an average of \$112,875.**
  - British Columbia/Yukon has the highest salaries (average: \$112,875 compared to the Canadian average: \$107,111).
  - Respondents with a professional designation (generally with more experience), and generalists have higher average salaries.
  - Salaries also rise based on the years of experience and the type of position (e.g., technicians vs. managers/executives).
- **The salary of 39% of the HR professionals** (*in private practice at an HR firm or within a company/organization*) **rose by 7% or more in one year (based on a comparison between “today’s salary” and the salary on the same date a year earlier).**
  - The average raise in British Columbia/Yukon was 7.9%.
  - Those with less experience have seen their salaries rise faster. This also applies to the type of position (entry-level positions get bigger raises than executive/managerial positions).
  - 21% of the HR professionals working for a private company got no salary increase (compared to only 11% of those working in the public / parapublic/ NPO sector).
- **Respondents** *in private practice at an HR firm or within a company/organization* **are generally satisfied with their salary (28% very satisfied and 53% somewhat satisfied).**
  - The satisfaction rate is higher among people working in the public / parapublic / NPO sector.
  - It is lower among technicians/coordinators.
- **Two out of three professionals (65%)** *in private practice at an HR firm or within a company/organization* **are satisfied with their salary raise.**
  - In this regard, BC/Yukon is fairly comparable to the other Canadian regions.
  - There are slightly more people satisfied with their raise in the public / parapublic / NPO sector.
  - Note that 25% of employees in small organizations (< 50 employees) and 18% of those with more experience (15+ years) did not receive a salary raise in the past year.

## Section Summary

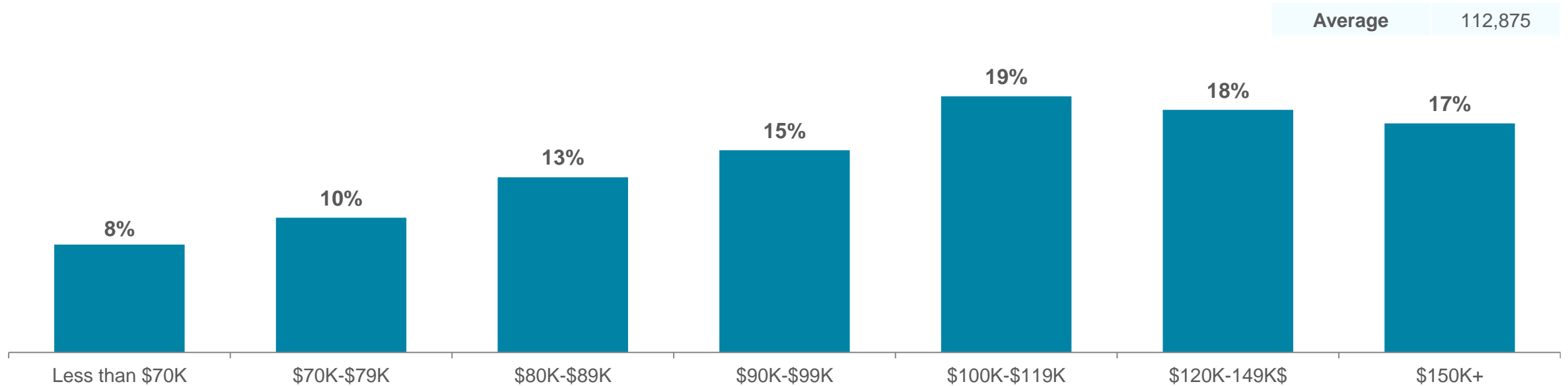
- **Two out of three people (63%)** *in private practice at an HR firm or within a company/organization* reported that their company or organization provides a salary scale for their position.
  - This provision is slightly less common in British Columbia/Yukon (63% vs. 67% for Canada as a whole).
  - A salary scale is most common in the public / parapublic / NPO sector. It is also slightly more so among respondents who exclusively perform HR tasks, among technicians/coordinators, among advisors/supervisors, and among those with a specialty. Finally, the larger the company, the more likely it is to use a salary scale.
- **BC/Yukon is a champion for the implementation of “a salary transparency policy and process.” 59% of HR professionals** *in private practice at an HR firm or within a company/organization* have access to this type of provision.
  - The average for Canada is 40%.
  - A salary transparency policy and process was reported most by respondents working in the public / parapublic / NPO sector, by respondents who exclusively perform HR tasks, by specialists, as well as by those working in a very large organization (1,000+ employees).
- For those who do not yet have a salary transparency policy/process in their company or organization, only 34% know that they will have access to this kind of provision in the next 12 months.
  - Again, British Columbia/ Yukon has the highest rate, at 34% (Canada as a whole: 21%).

## Section Summary

- **One in two HR professionals (50%) in private practice at an HR firm or within a company/organization have access to a salary increase from a performance bonus.**
  - Private companies make more use of performance bonuses. They are also more common among respondents with 5+ years of experience, among those in executive/management positions, among those with a professional designation and generalists.
- **Performance bonuses are primarily based on the performance of the organization/company (83%) or on individual performance (73%) (among HR professionals eligible for such a bonus).**
  - Individual performance takes greater priority among those whose function is exclusively HR, advisors/supervisors and specialists.
- **This bonus can be as little as 5% of the base salary (for 14% of eligible individuals) or up to 25% or more of the base salary (for 16% of eligible individuals).**
  - The percentage of salary allocated to a performance bonus is highest for those working in private companies, among those with the most experience (15+ years), and among professionals in a management position (manager/executive).

# Annual base salary – as of today (1/2)

Base: respondents working in private practice for a firm or within a company / organization, excluding *refusal, inconsistencies, and \$0 salaries*, n=613



	CANADA		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6578	613	187	276	2232	2863	208	130	407
Less than \$70K	14	8	15	20	15	12	19	21	19	
\$70K-\$79K	11	10	9	16	11	11	13	12	13	
\$80K-\$89K	13	13	12	14	12	14	13	16	14	
\$90K-\$99K	13	15	16	12	12	15	10	15	12	
\$100K-\$119K	19	19	20	17	17	20	18	18	19	
\$120K-149K\$	18	18	16	11	18	18	18	16	17	
\$150K+	14	17	14	11	15	12	8	5	7	
<b>Average</b>	<b>107111</b>	<b>112875</b>	107793	<b>97112</b>	107294	106519	<b>99056</b>	<b>94409</b>	<b>97710</b>	

# Annual base salary – as of today (2/2)

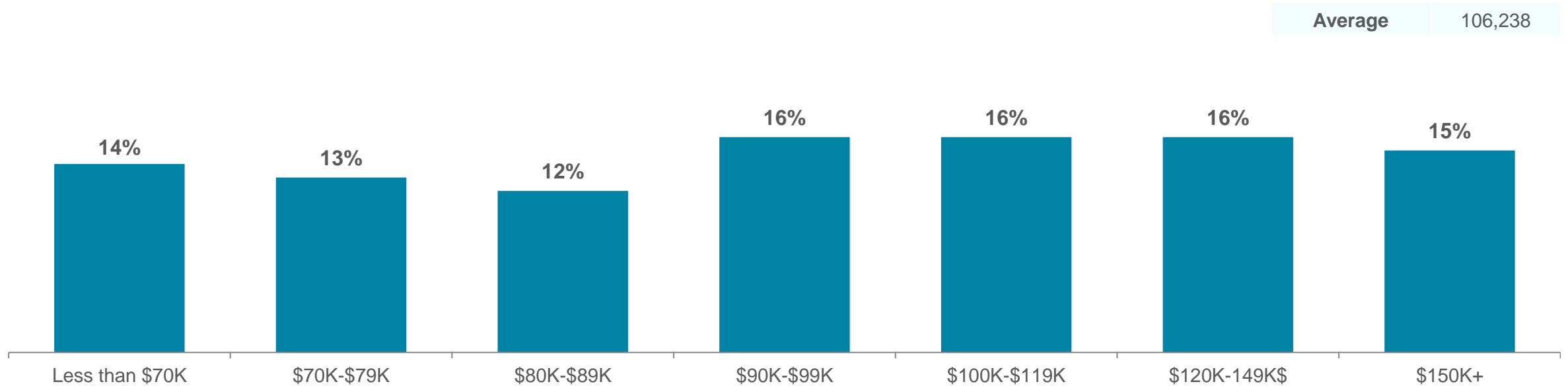
Base: respondents working in private practice for a firm or within a company / organization, excluding *refusal, inconsistencies, and \$0 salaries*, n=613

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	613	513	100	0	46	310	257	120	262	231	74	185	341	481	132
Less than \$70K	8	7	15	--	--	9	7	25	7	2	42	5	3	6	18	
\$70K-\$79K	10	10	8	--	--	10	9	27	8	3	28	16	2	8	17	
\$80K-\$89K	13	14	8	--	--	12	15	18	16	7	19	24	6	13	14	
\$90K-\$99K	15	15	11	--	--	15	14	19	18	9	9	19	13	13	20	
\$100K-\$119K	19	18	27	--	--	18	23	7	25	20	1	22	21	20	17	
\$120K-149K\$	18	20	12	--	--	19	17	4	18	27	0	12	26	21	8	
\$150K+	17	16	21	--	--	18	16	1	9	35	0	2	30	20	5	
<b>Average</b>	<b>112875</b>	111950	117622	--	--	114594	111543	80864	105048	138382	71564	94778	132446	118699	91654	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	613	428	185	5	20	21	47	22	11	19	40	92	68	279	170
Less than \$70K	8	9	8	--	--	--	--	--	--	--	--	--	16	7	7	7
\$70K-\$79K	10	9	12	--	--	--	--	--	--	--	--	--	11	12	9	10
\$80K-\$89K	13	11	17	--	--	--	--	--	--	--	--	--	14	19	12	12
\$90K-\$99K	15	14	16	--	--	--	--	--	--	--	--	--	18	10	12	18
\$100K-\$119K	19	19	20	--	--	--	--	--	--	--	--	--	16	19	19	22
\$120K-149K\$	18	18	19	--	--	--	--	--	--	--	--	--	13	22	21	16
\$150K+	17	20	10	--	--	--	--	--	--	--	--	--	13	12	20	17
<b>Average</b>	<b>112875</b>	116684	104063	--	--	--	--	--	--	--	--	--	104936	109729	117946	110870

# Annual base salary – exactly one year ago (1/2)

Base: respondents working in private practice for a firm or within a company / organization, excluding *refusal, inconsistencies, and \$0 salaries*, n=600



	CANADA		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6505	600	183	273	2197	2852	203	128	400
Less than \$70K	19	14	19	28	21	17	30	29	28	
\$70K-\$79K	13	13	12	17	13	13	11	11	11	
\$80K-\$89K	13	12	11	12	12	14	8	18	12	
\$90K-\$99K	13	16	14	12	11	13	12	10	13	
\$100K-\$119K	17	16	20	14	16	19	19	17	18	
\$120K-149K\$	16	16	11	10	17	15	14	12	13	
\$150K+	11	15	13	8	12	10	6	3	5	
<b>Average</b>	<b>101045</b>	<b>106238</b>	102121	<b>91064</b>	101168	100738	<b>92894</b>	<b>89868</b>	<b>92308</b>	

# Annual base salary – exactly one year ago (2/2)

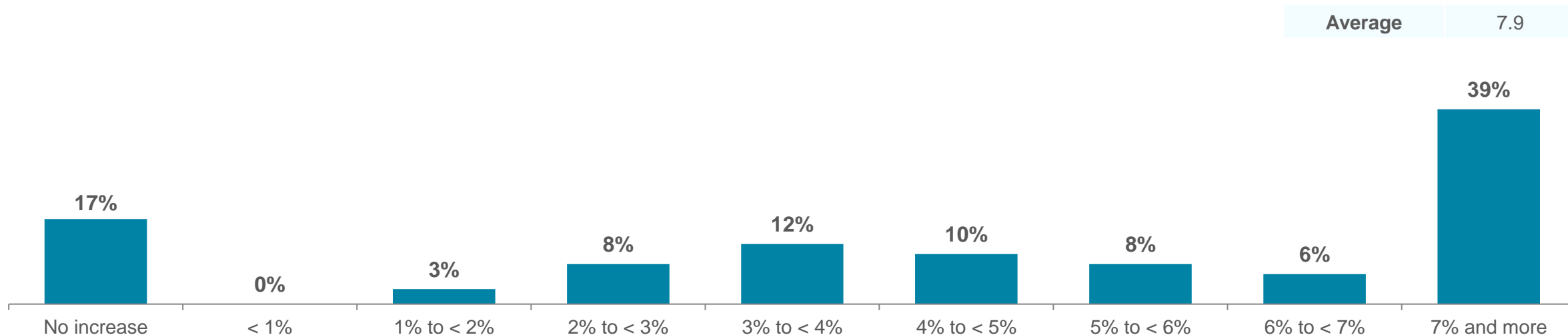
Base: respondents working in private practice for a firm or within a company / organization, excluding *refusal, inconsistencies, and \$0 salaries*, n=600

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	600	504	96	0	44	302	254	115	257	228	73	182	334	474	126
Less than \$70K	14	13	18	--	--	12	15	43	10	4	63	12	4	10	29	
\$70K-\$79K	13	14	7	--	--	14	13	26	14	4	22	23	5	12	17	
\$80K-\$89K	12	12	13	--	--	14	10	15	16	7	8	22	8	11	17	
\$90K-\$99K	16	16	11	--	--	15	17	10	21	12	7	18	16	16	16	
\$100K-\$119K	16	14	25	--	--	14	19	4	19	18	0	15	19	17	12	
\$120K-149K\$	16	17	8	--	--	15	14	3	15	23	0	9	23	18	6	
\$150K+	15	14	19	--	--	17	13	0	7	32	0	1	26	18	5	
<b>Average</b>	<b>106238</b>	105372	110783	--	--	108596	103813	<b>72661</b>	<b>98546</b>	<b>131843</b>	<b>65263</b>	<b>88125</b>	<b>125569</b>	<b>111764</b>	<b>85448</b>	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	600	416	184	5	20	21	46	22	10	19	41	88	63	275	170
Less than \$70K	14	13	17	--	--	--	--	--	--	--	--	--	19	11	11	15
\$70K-\$79K	13	12	16	--	--	--	--	--	--	--	--	--	15	13	13	12
\$80K-\$89K	12	11	15	--	--	--	--	--	--	--	--	--	16	14	11	12
\$90K-\$99K	16	16	14	--	--	--	--	--	--	--	--	--	13	22	15	17
\$100K-\$119K	16	15	18	--	--	--	--	--	--	--	--	--	17	11	17	16
\$120K-149K\$	16	16	14	--	--	--	--	--	--	--	--	--	11	16	17	15
\$150K+	15	18	7	--	--	--	--	--	--	--	--	--	11	14	17	14
<b>Average</b>	<b>106238</b>	<b>110574</b>	<b>96433</b>	--	--	--	--	--	--	--	--	--	100435	106245	<b>110496</b>	103144

# Annual salary increase (1/2)

Base: respondents working in private practice for a firm or within a company / organization, excluding *refusal, inconsistencies, and \$0 salaries*, n=599



	CANADA		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6502	599	183	273	2196	2851	203	128	400
No increase	15	17	13	12	15	14	14	14	14	
< 1%	1	0	1	0	1	0	1	2	1	
1% to < 2%	4	3	3	4	4	3	3	4	4	
2% to < 3%	11	8	14	11	11	12	11	10	11	
3% to < 4%	14	12	17	16	14	17	10	16	12	
4% to < 5%	11	10	9	11	10	12	6	11	8	
5% to < 6%	8	8	8	9	7	9	6	7	6	
6% to < 7%	5	6	4	7	5	5	7	5	6	
7% and more	35	39	34	35	37	31	43	33	38	
<b>Average</b>	<b>7.6</b>	7.9	7.6	7.9	7.9	<b>6.7</b>	8.9	6.6	7.7	



# Annual salary increase (2/2)

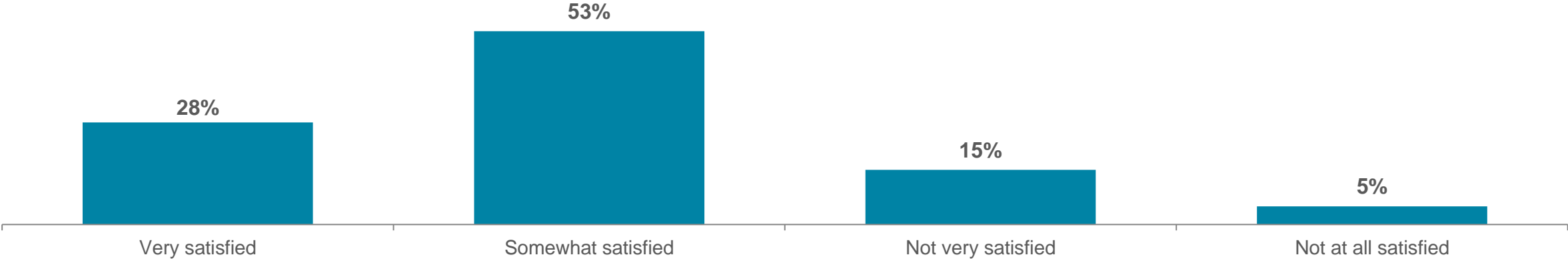
Base: respondents working in private practice for a firm or within a company / organization, excluding *refusal, inconsistencies, and \$0 salaries*, n=599

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	599	503	96	0	44	302	253	115	256	228	72	182	334	473	126
No increase	17	16	22	--	--	21	11	11	14	22	14	12	20	18	13	
< 1%	0	0	1	--	--	0	1	1	0	0	1	0	0	0	0	
1% to < 2%	3	3	3	--	--	2	4	2	3	4	3	3	3	3	2	
2% to < 3%	8	9	6	--	--	8	9	5	9	10	7	9	8	8	8	
3% to < 4%	12	13	7	--	--	13	13	7	14	13	7	16	11	13	10	
4% to < 5%	10	10	9	--	--	9	11	3	10	13	7	9	10	10	7	
5% to < 6%	8	8	10	--	--	8	8	10	8	8	10	8	8	8	11	
6% to < 7%	6	5	6	--	--	6	5	6	6	4	6	6	5	6	4	
7% and more	39	40	38	--	--	37	41	58	40	29	51	41	36	37	49	
<b>Average</b>	<b>7.9</b>	7.9	7.9	--	--	7.5	8.6	12.4	7.7	6.0	10.4	8.7	7.0	7.5	9.5	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFOR CE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	599	416	183	5	20	21	46	22	10	19	40	88	63	274	170
No increase	17	19	13	--	--	--	--	--	--	--	--	--	27	14	18	9
< 1%	0	0	1	--	--	--	--	--	--	--	--	--	1	0	0	1
1% to < 2%	3	4	1	--	--	--	--	--	--	--	--	--	2	6	3	2
2% to < 3%	8	8	10	--	--	--	--	--	--	--	--	--	8	5	8	11
3% to < 4%	12	12	13	--	--	--	--	--	--	--	--	--	6	16	11	17
4% to < 5%	10	9	12	--	--	--	--	--	--	--	--	--	6	3	12	10
5% to < 6%	8	10	5	--	--	--	--	--	--	--	--	--	14	5	9	6
6% to < 7%	6	6	5	--	--	--	--	--	--	--	--	--	6	10	5	5
7% and more	39	38	43	--	--	--	--	--	--	--	--	--	34	43	38	42
<b>Average</b>	<b>7.9</b>	7.5	8.9	--	--	--	--	--	--	--	--	--	6.4	7.6	7.8	8.9

# Satisfaction with the annual salary (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	CANADA									
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Very satisfied		28	28	36	32	28	26	33	31	32
Somewhat satisfied		52	53	45	48	51	56	49	49	50
Not very satisfied		15	15	14	15	15	15	13	15	13
Not at all satisfied		5	5	5	5	6	3	5	5	5

# Satisfaction with the annual salary (2/2)

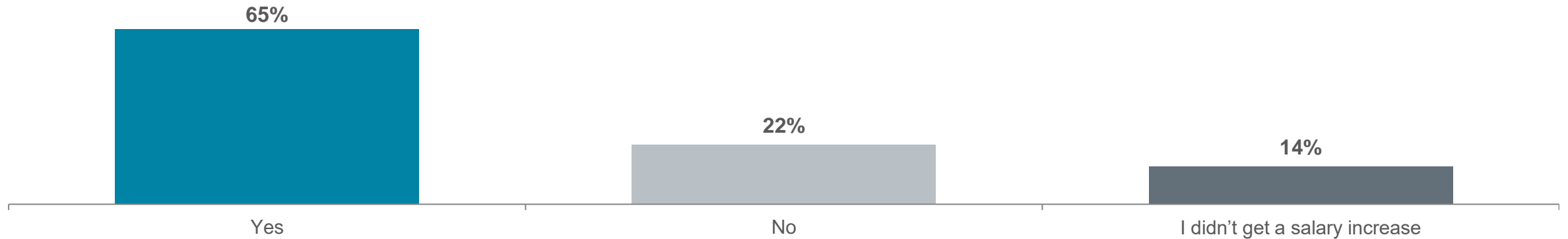
Base: respondents working in private practice for a firm or within a company / organization, n=615

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
		<b>28</b>	29	26	--	--	<b>23</b>	<b>34</b>	25	27	31	23	26	30	29	25
		<b>53</b>	53	52	--	--	56	50	48	54	54	47	52	55	52	55
		<b>15</b>	14	17	--	--	15	13	<b>22</b>	14	11	<b>24</b>	16	12	14	15
		<b>5</b>	4	5	--	--	6	3	6	4	4	7	6	4	5	5

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
		<b>28</b>	30	25	--	--	--	--	--	--	--	--	23	25	<b>32</b>	26
		<b>53</b>	52	54	--	--	--	--	--	--	--	--	52	54	50	56
		<b>15</b>	14	16	--	--	--	--	--	--	--	--	17	15	15	12
		<b>5</b>	4	5	--	--	--	--	--	--	--	--	8	6	<b>2</b>	5

# Satisfaction with the salary increase (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	CANADA		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Yes		65	65	65	67	63	68	68	64	66
No		22	22	22	22	23	20	19	23	20
I didn't get a salary increase		13	14	13	11	13	12	13	13	14

# Satisfaction with the salary increase (2/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
Yes		<b>65</b>	65	62	--	--	<b>60</b>	<b>72</b>	68	66	61	59	65	65	64	66
No		<b>22</b>	22	21	--	--	24	19	23	21	21	23	26	20	22	22
I didn't get a salary increase		<b>14</b>	13	17	--	--	16	<b>10</b>	9	13	<b>18</b>	19	<b>9</b>	15	14	12

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
Yes		<b>65</b>	64	65	--	--	--	--	--	--	--	--	<b>54</b>	63	68	66
No		<b>22</b>	21	24	--	--	--	--	--	--	--	--	21	22	20	25
I didn't get a salary increase		<b>14</b>	15	11	--	--	--	--	--	--	--	--	<b>25</b>	15	12	9

## Total billing amount (last fiscal year) (1/2)

Base: respondents working in private practice as an independent consultant (*working for themselves*), n=19

*Results based on fewer than 50 respondents are not shown*

Less than \$70K      \$70K-\$79K      \$80K-\$89K      \$90K-\$99K      \$100K-\$119K      \$120K-\$149K      \$150K+

	CANADA		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	224	19	6	3	61	125	3	3	10
Less than \$70K	27	--	--	--	23	25	--	--	--	
\$70K-\$79K	4	--	--	--	2	2	--	--	--	
\$80K-\$89K	5	--	--	--	7	5	--	--	--	
\$90K-\$99K	6	--	--	--	7	6	--	--	--	
\$100K-\$119K	9	--	--	--	8	10	--	--	--	
\$120K-\$149K	14	--	--	--	20	12	--	--	--	
\$150K+	40	--	--	--	44	45	--	--	--	

# Total billing amount (last fiscal year) (2/2)

Base: respondents working in private practice as an independent consultant (*working for themselves*), n=19

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	19	13	6	19	0	0	0	0	3	16	0	0	0	19	0
Less than \$70K	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$70K-\$79K	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$80K-\$89K	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$90K-\$99K	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100K-\$119K	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$120K-\$149K	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$150K+	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.					
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	19	13	6	0	0	0	3	2	0	1	0	0	0	0	0
Less than \$70K	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$70K-\$79K	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$80K-\$89K	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$90K-\$99K	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100K-\$119K	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$120K-\$149K	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$150K+	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

# Average rate charged to clients (1/2)

Base: respondents working in private practice for themselves or a firm, *excluding don't know*, n=31

*Results based on fewer than 50 respondents are not shown*

Less than \$100/hour      \$100-\$149/hour      \$150-\$199/hour      \$200-\$249/hour      \$250-\$299/hour      \$300/hour or more

	CANADA		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	391	31	8	12	95	229	8	4	16
Less than \$100/hour	15	--	--	--	27	5	--	--	--	
\$100-\$149/hour	20	--	--	--	23	15	--	--	--	
\$150-\$199/hour	32	--	--	--	18	45	--	--	--	
\$200-\$249/hour	12	--	--	--	9	15	--	--	--	
\$250-\$299/hour	9	--	--	--	9	9	--	--	--	
\$300/hour or more	12	--	--	--	13	11	--	--	--	



# Average rate charged to clients (2/2)

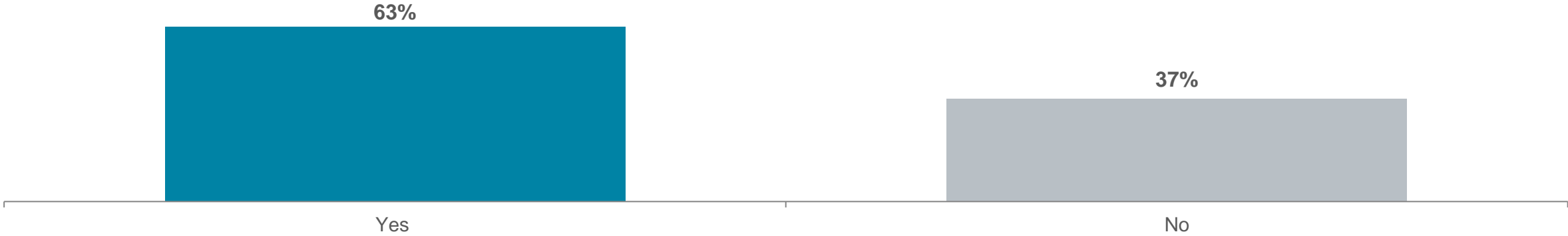
Base: respondents working in private practice for themselves or a firm, *excluding don't know*, n=31

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	31	24	7	17	14	0	0	3	9	19	2	6	6	27	4
Less than \$100/hour	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100-\$149/hour	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$150-\$199/hour	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$200-\$249/hour	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$250-\$299/hour	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$300/hour or more	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	31	19	12	0	2	0	3	2	1	3	1	12	0	0	2
Less than \$100/hour	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100-\$149/hour	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$150-\$199/hour	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$200-\$249/hour	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$250-\$299/hour	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$300/hour or more	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

# Salary scales (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	n=	CANADA								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)		6611	615	187	276	2253	2870	210	131	410
Yes		67	63	73	55	66	71	60	66	63
No		33	37	27	45	34	29	40	34	37

# Salary scales (2/2)

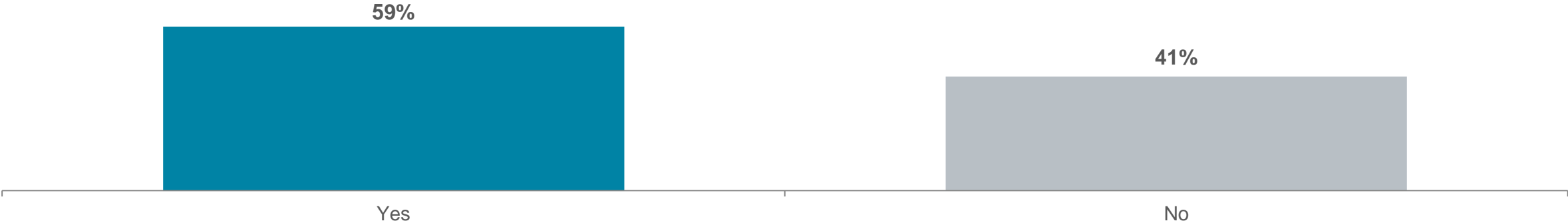
Base: respondents working in private practice for a firm or within a company / organization, n=615

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
Yes		63	66	47	--	--	50	82	68	58	65	75	71	55	63	63
No		37	34	53	--	--	50	18	33	42	35	25	29	45	37	37

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
Yes		63	57	76	--	--	--	--	--	--	--	--	34	49	62	85
No		37	43	24	--	--	--	--	--	--	--	--	66	51	38	15

# Implementation of a salary transparency policy and process (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	n=	CANADA	PROVINCE OR TERRITORY							
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)		6611	615	187	276	2253	2870	210	131	410
Yes		40	59	41	24	38	35	39	39	39
No		60	41	59	76	62	65	61	61	61

# Implementation of a salary transparency policy and process (2/2)

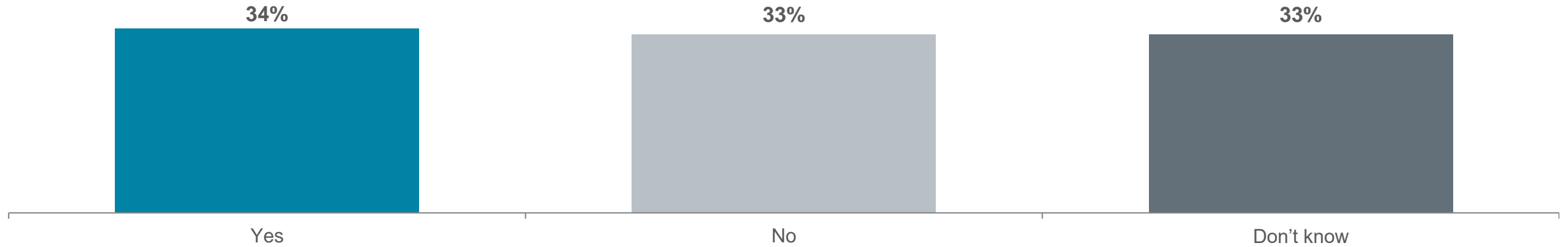
Base: respondents working in private practice for a firm or within a company / organization, n=615

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
Yes		59	61	50	--	--	53	71	58	58	61	65	65	55	60	55
No		41	39	50	--	--	47	29	42	42	39	35	35	45	40	45

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
Yes		59	56	67	--	--	--	--	--	--	--	--	49	56	52	77
No		41	44	33	--	--	--	--	--	--	--	--	51	44	48	23

# Intention to implement a salary transparency policy and process in the company / organization within the next 12 months (1/2)

Base: respondents whose company/organization has not implemented this policy and these processes, n=251



	CANADA		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	4080	251	111	209	1403	1857	129	80	249
Yes		21	34	12	14	25	12	21	14	17
No		41	33	55	47	31	57	43	51	47
Don't know		39	33	33	39	45	31	36	35	36

# Intention to implement a salary transparency policy and process in the company / organization within the next 12 months (2/2)

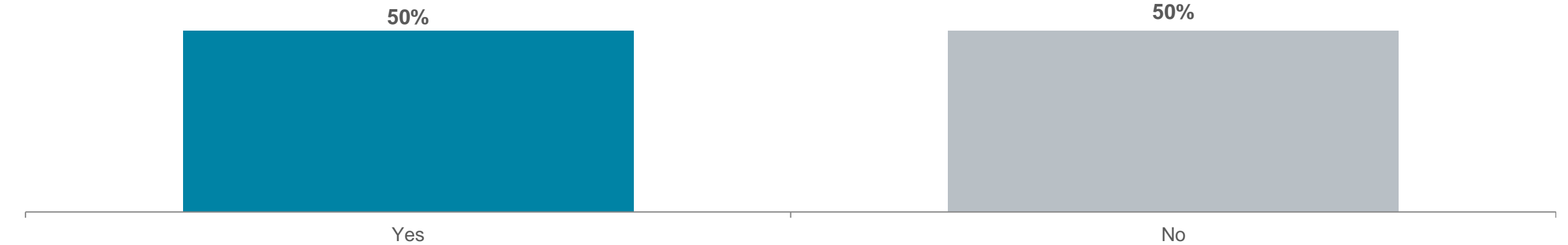
Base: respondents whose company/organization has not implemented this policy and these processes, n=251

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	251	201	50	0	30	147	74	50	110	91	26	66	154	192	59
Yes	<b>34</b>	<b>39</b>	<b>14</b>	--	--	<b>39</b>	<b>24</b>	<b>20</b>	31	<b>45</b>	--	26	<b>42</b>	35	29	
No	<b>33</b>	<b>30</b>	<b>48</b>	--	--	32	34	36	34	32	--	32	37	34	31	
Don't know	<b>33</b>	31	38	--	--	29	<b>42</b>	44	35	<b>23</b>	--	<b>42</b>	<b>21</b>	30	41	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	251	189	62	4	5	10	18	8	1	8	8	47	30	134	39
Yes	<b>34</b>	<b>38</b>	<b>21</b>	--	--	--	--	--	--	--	--	--	--	--	<b>44</b>	--
No	<b>33</b>	32	37	--	--	--	--	--	--	--	--	--	--	--	29	--
Don't know	<b>33</b>	30	42	--	--	--	--	--	--	--	--	--	--	--	<b>27</b>	--

# Bonus (bonus payment or performance bonus) (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	n=	CANADA								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)		6611	615	187	276	2253	2870	210	131	410
Yes		52	50	53	47	54	51	42	47	43
No		48	50	47	53	46	49	58	53	57



# Bonus (bonus payment or performance bonus) (2/2)

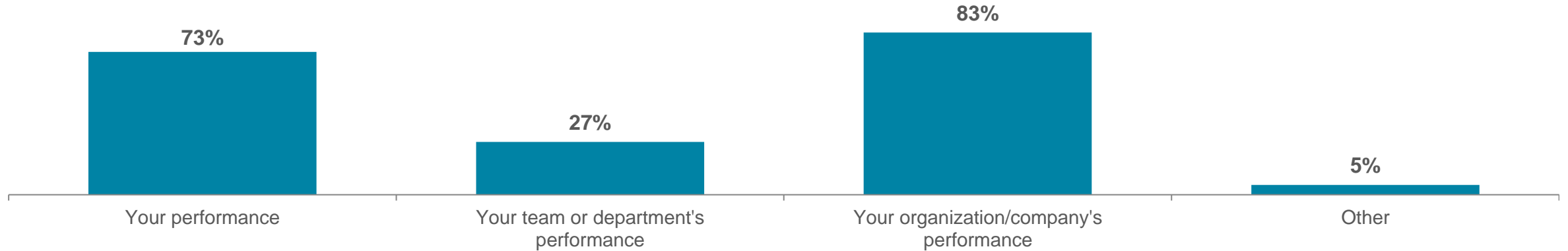
Base: respondents working in private practice for a firm or within a company / organization, n=615

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
Yes		<b>50</b>	50	49	--	--	<b>71</b>	<b>20</b>	<b>41</b>	52	52	<b>29</b>	48	<b>54</b>	<b>53</b>	<b>37</b>
No		<b>50</b>	50	51	--	--	<b>29</b>	<b>80</b>	<b>59</b>	48	48	<b>71</b>	52	<b>46</b>	<b>47</b>	<b>63</b>

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
Yes		<b>50</b>	<b>52</b>	<b>44</b>	--	--	--	--	--	--	--	--	53	57	49	46
No		<b>50</b>	<b>48</b>	<b>56</b>	--	--	--	--	--	--	--	--	47	43	51	54

# Factors determining the bonus (1/2)

Base: respondents whose salary includes a performance bonus / a bonus, n=305



	CANADA									
	TOTAL	PROVINCE OR TERRITORY								TOT ATL
(%)	n=	BC + YUKON	SK	MB	ON	QC	NS	NB		
Your performance	74	73	83	69	74	75	74	72		72
Your team or department's performance	25	27	27	27	25	24	25	30		26
Your organization/company's performance	81	83	79	85	79	83	80	74		77
Other	5	5	5	5	5	6	6	11		8

# Factors determining the bonus (2/2)

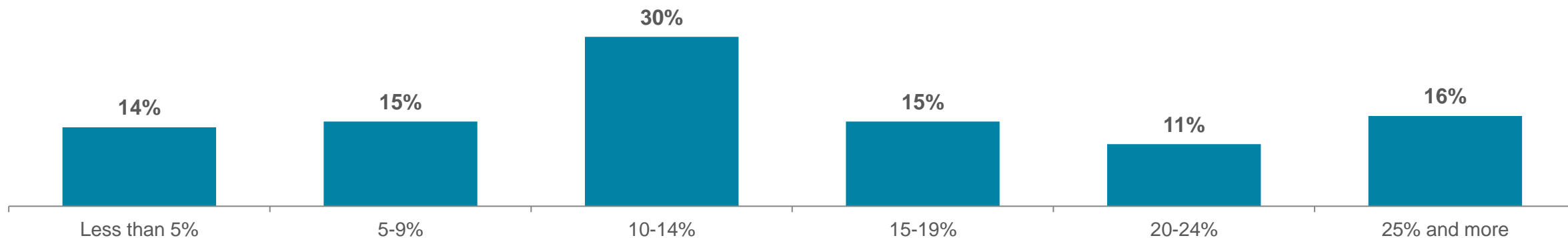
Base: respondents whose salary includes a performance bonus / a bonus, n=305

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	305	256	49	0	33	221	51	49	137	119	22	90	184	256	49
Your performance	<b>73</b>	<b>75</b>	--	--	--	72	78	--	72	74	--	<b>81</b>	71	73	--	
Your team or department's performance	<b>27</b>	28	--	--	--	27	25	--	27	29	--	31	27	29	--	
Your organization/company's performance	<b>83</b>	84	--	--	--	<b>90</b>	<b>61</b>	--	82	87	--	82	84	<b>87</b>	--	
Other	<b>5</b>	<b>4</b>	--	--	--	4	8	--	4	4	--	3	5	<b>4</b>	--	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.					
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	305	224	81	4	13	8	13	9	0	12	22	49	39	138	78
Your performance	<b>73</b>	<b>70</b>	<b>81</b>	--	--	--	--	--	--	--	--	--	--	--	75	81
Your team or department's performance	<b>27</b>	25	31	--	--	--	--	--	--	--	--	--	--	--	29	24
Your organization/company's performance	<b>83</b>	80	89	--	--	--	--	--	--	--	--	--	--	--	<b>89</b>	<b>76</b>
Other	<b>5</b>	6	2	--	--	--	--	--	--	--	--	--	--	--	4	3

# Percentage of the salary allocated to the bonus (1/2)

Base: respondents whose salary includes a performance bonus / a bonus, excluding don't know, n=267



	CANADA									
	TOTAL	PROVINCE OR TERRITORY								TOT ATL
(%)	n=	BC + YUKON	SK	MB	ON	QC	NS	NB		
	2959	267	87	110	1028	1315	74	53	152	
Less than 5%	12	14	16	11	11	11	14	9	12	
5-9%	21	15	28	18	21	24	15	26	21	
10-14%	27	30	23	31	26	27	24	26	26	
15-19%	16	15	16	14	18	15	18	17	16	
20-24%	11	11	10	8	12	11	12	11	11	
25% and more	13	16	7	18	12	12	18	9	13	

## Percentage of the salary allocated to the bonus (2/2)

Base: respondents whose salary includes a performance bonus / a bonus, *excluding don't know*, n=267

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	267	228	39	0	29	195	43	40	118	109	16	71	172	228	39
Less than 5%	14	12	--	--	--	8	--	--	14	9	--	17	10	11	--	--
5-9%	15	15	--	--	--	12	--	--	14	14	--	27	10	15	--	--
10-14%	30	31	--	--	--	34	--	--	34	22	--	30	27	28	--	--
15-19%	15	16	--	--	--	13	--	--	15	16	--	18	14	17	--	--
20-24%	11	12	--	--	--	14	--	--	13	13	--	4	15	11	--	--
25% and more	16	14	--	--	--	18	--	--	9	27	--	4	23	18	--	--

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.					
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	267	197	70	3	12	6	13	7	0	9	20	42	31	124	70
Less than 5%	14	13	17	--	--	--	--	--	--	--	--	--	--	--	7	17
5-9%	15	12	23	--	--	--	--	--	--	--	--	--	--	--	13	13
10-14%	30	31	24	--	--	--	--	--	--	--	--	--	--	--	35	29
15-19%	15	13	21	--	--	--	--	--	--	--	--	--	--	--	12	23
20-24%	11	13	4	--	--	--	--	--	--	--	--	--	--	--	12	10
25% and more	16	18	10	--	--	--	--	--	--	--	--	--	--	--	21	9



# Overtime

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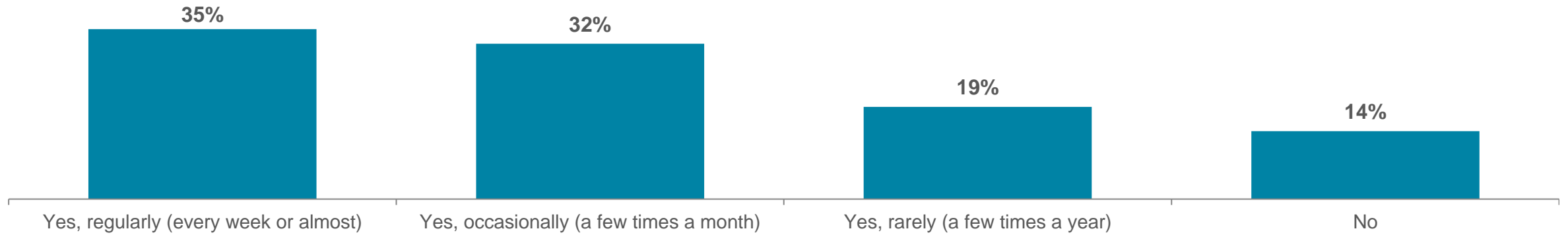
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## Section Summary

- **One in three (35%) HR professionals** (*in private practice at an HR firm or within a company/organization*) **regularly work overtime and most (73%) can refuse to do so.**
  - Those with more experience (15+ years), managers/executives and generalists are more likely to frequently work overtime. The most experienced (15+ years) and managers/executives are also the ones whose overtime is most often required by their employer.
- **44% of those who worked overtime in the past 12 months reported that overtime is paid.**
  - Overtime payment is most common in British Columbia/Yukon (44%), compared with the rest of Canada (Canada as a whole: 37%).
  - Respondents working in a private company, those in a management position (managers/executives) and those with a professional designation are less likely to be paid for their overtime.
- **Compensatory time (75%) is the preferred method of remuneration for overtime worked.**
  - This trend was confirmed in all subgroups studied.
- **For those who are paid in salary, 54% are entitled to time and a half (base salary plus 50%) and 37% to the simple base rate.**
- **Slightly more than one in two HR professionals (59%)** (*in private practice at an HR firm or within a company/organization*) **must at least sometimes make themselves available outside of normal working hours.**
  - Those who are often required to make themselves available outside of normal working hours are found in greater proportions among those who work in a private company, the most experienced (15+ years) and those in a management position (managers and executives).

# Overtime (in the past 12 months) (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	CANADA									
	TOTAL	PROVINCE OR TERRITORY								TOT ATL
(%)	n=	BC + YUKON	SK	MB	ON	QC	NS	NB		
Yes, regularly (every week or almost)	6611	615	187	276	2253	2870	210	131		410
Yes, regularly (every week or almost)	<b>37</b>	35	<b>28</b>	33	<b>35</b>	<b>44</b>	35	35		34
Yes, occasionally (a few times a month)	<b>31</b>	32	<b>39</b>	36	31	30	30	29		30
Yes, rarely (a few times a year)	<b>16</b>	<b>19</b>	18	20	17	<b>13</b>	17	14		17
No	<b>15</b>	14	16	<b>11</b>	<b>17</b>	<b>13</b>	18	<b>22</b>		<b>19</b>



# Overtime (in the past 12 months) (2/2)

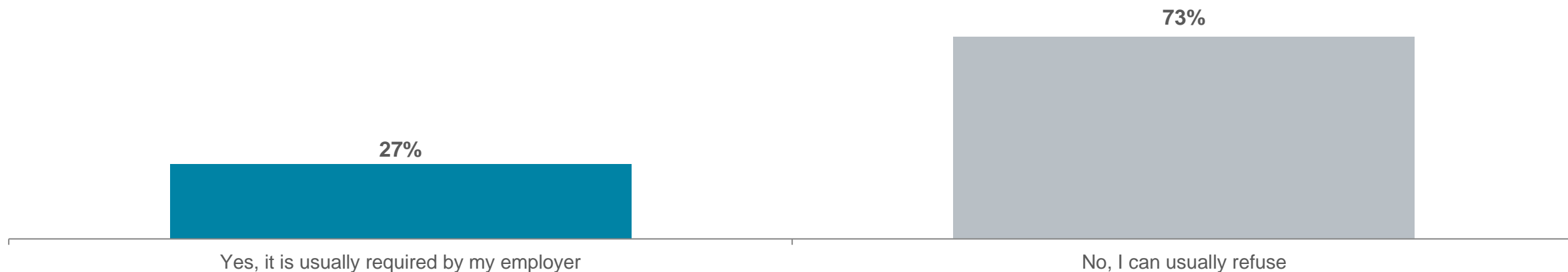
Base: respondents working in private practice for a firm or within a company / organization, n=615

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
Yes, regularly (every week or almost)	<b>35</b>	34	38	--	--	34	36	<b>19</b>	<b>29</b>	<b>49</b>	<b>15</b>	<b>19</b>	<b>48</b>	36	31	
Yes, occasionally (a few times a month)	<b>32</b>	33	30	--	--	34	30	34	33	30	24	33	33	33	30	
Yes, rarely (a few times a year)	<b>19</b>	19	16	--	--	17	20	<b>27</b>	22	<b>12</b>	<b>35</b>	<b>27</b>	<b>11</b>	18	23	
No	<b>14</b>	14	16	--	--	14	14	<b>20</b>	16	<b>10</b>	<b>27</b>	<b>21</b>	<b>8</b>	14	15	

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
Yes, regularly (every week or almost)	<b>35</b>	<b>38</b>	<b>28</b>	--	--	--	--	--	--	--	--	--	29	31	38	34
Yes, occasionally (a few times a month)	<b>32</b>	34	28	--	--	--	--	--	--	--	--	--	26	40	34	29
Yes, rarely (a few times a year)	<b>19</b>	<b>16</b>	<b>25</b>	--	--	--	--	--	--	--	--	--	22	18	16	21
No	<b>14</b>	<b>12</b>	<b>19</b>	--	--	--	--	--	--	--	--	<b>23</b>	12	12	15	

# Overtime obligation (1/2)

Base: respondents who have worked overtime in the past 12 months, n=527



	CANADA	PROVINCE OR TERRITORY								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n=	5620	527	157	245	1871	2486	173	102	334
Yes, it is usually required by my employer		26	27	29	29	28	20	30	34	31
No, I can usually refuse		74	73	71	71	72	80	70	66	69

# Overtime obligation (2/2)

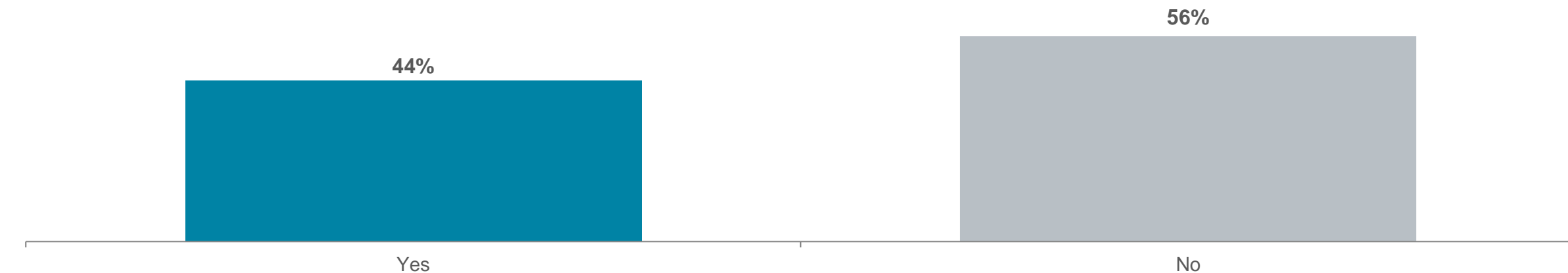
Base: respondents who have worked overtime in the past 12 months, n=527

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	527	443	84	0	37	268	222	96	222	209	55	147	315	415	112
Yes, it is usually required by my employer		27	27	26	--	--	28	26	16	27	33	16	14	35	28	21
No, I can usually refuse		73	73	74	--	--	72	74	84	73	67	84	86	65	72	79

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	527	377	150	4	16	15	39	17	10	17	32	71	60	248	144
Yes, it is usually required by my employer		27	27	27	--	--	--	--	--	--	--	27	30	27	24	
No, I can usually refuse		73	73	73	--	--	--	--	--	--	--	73	70	73	76	

# Overtime compensation (1/2)

Base: respondents who have worked overtime in the past 12 months, n=527



	n=	CANADA	PROVINCE OR TERRITORY							
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)		5620	527	157	245	1871	2486	173	102	334
Yes		37	44	41	51	37	31	35	49	41
No		63	56	59	49	63	69	65	51	59

## Overtime compensation (2/2)

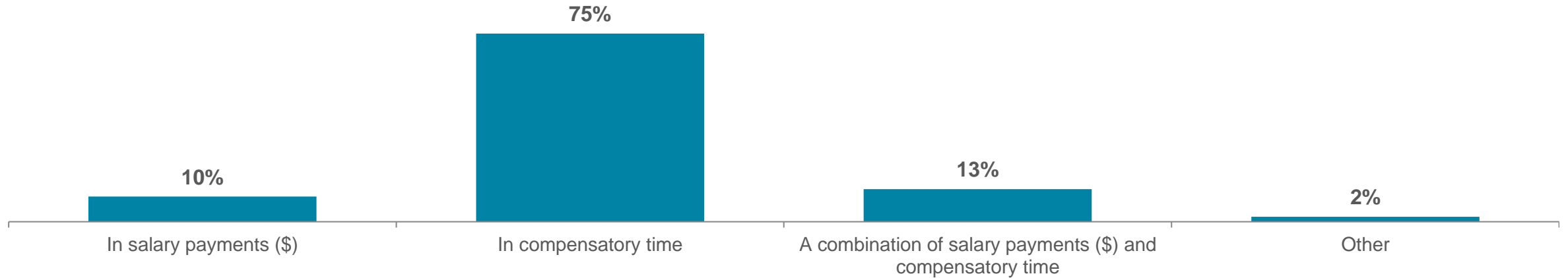
Base: respondents who have worked overtime in the past 12 months, n=527

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	527	443	84	0	37	268	222	96	222	209	55	147	315	415	112
Yes		44	42	50	--	--	34	55	53	44	39	62	52	37	41	54
No		56	58	50	--	--	66	45	47	56	61	38	48	63	59	46

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	527	377	150	4	16	15	39	17	10	17	32	71	60	248	144
Yes		44	42	48	--	--	--	--	--	--	--	--	55	50	42	38
No		56	58	52	--	--	--	--	--	--	--	--	45	50	58	62

# How overtime is paid (1/2)

Base: respondents who are paid for their overtime, n=230



	CANADA		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	2027	230	65	124	696	774	60	50	138
In salary payments (\$)	10	10	11	7	11	8	8	2	5	
In compensatory time	70	75	62	72	68	70	83	82	81	
A combination of salary payments (\$) and compensatory time	17	13	18	16	18	20	7	12	11	
Other	3	2	9	5	4	2	2	4	3	

# How overtime is paid (2/2)

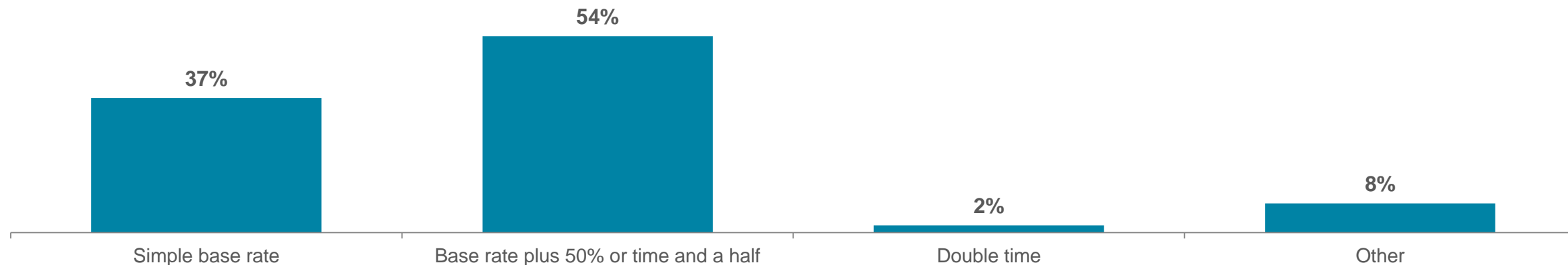
Base: respondents who are paid for their overtime, n=230

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	230	188	42	0	17	91	122	51	98	81	34	76	117	169	61
In salary payments (\$)	<b>10</b>	9	--	--	--	<b>16</b>	<b>6</b>	6	12	10	--	11	11	11	8	
In compensatory time	<b>75</b>	76	--	--	--	73	79	75	71	80	--	70	<b>81</b>	76	72	
A combination of salary payments (\$) and compensatory time	<b>13</b>	13	--	--	--	9	15	18	13	9	--	17	<b>6</b>	11	18	
Other	<b>2</b>	2	--	--	--	2	1	2	3	1	--	3	2	2	2	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.					
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	230	158	72	1	5	7	19	9	8	9	14	39	30	105	55
In salary payments (\$)	<b>10</b>	8	14	--	--	--	--	--	--	--	--	--	--	--	11	11
In compensatory time	<b>75</b>	75	76	--	--	--	--	--	--	--	--	--	--	--	75	75
A combination of salary payments (\$) and compensatory time	<b>13</b>	15	8	--	--	--	--	--	--	--	--	--	--	--	10	15
Other	<b>2</b>	3	1	--	--	--	--	--	--	--	--	--	--	--	3	0

## Overtime pay rate (1/2)

Base: respondents paid with a salary for overtime, n=52



	CANADA									
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	538	52	19	29	198	218	9	7	22
Simple base rate		31	37	--	--	26	34	--	--	--
Base rate plus 50% or time and a half		58	54	--	--	61	59	--	--	--
Double time		2	2	--	--	2	1	--	--	--
Other		9	8	--	--	12	5	--	--	--



# Overtime pay rate (2/2)

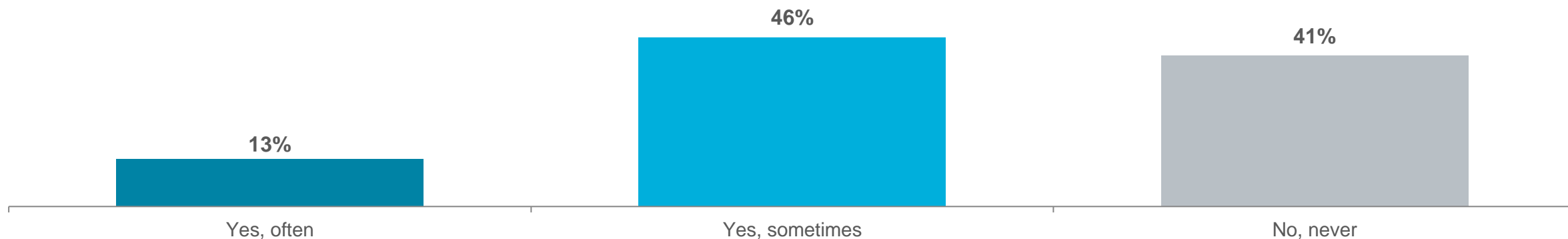
Base: respondents paid with a salary for overtime, n=52

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	52	42	10	0	4	23	25	12	25	15	10	21	20	36	16
	Simple base rate	37	--	--	--	--	--	--	--	--	--	--	--	--	--	--
	Base rate plus 50% or time and a half	54	--	--	--	--	--	--	--	--	--	--	--	--	--	--
	Double time	2	--	--	--	--	--	--	--	--	--	--	--	--	--	--
	Other	8	--	--	--	--	--	--	--	--	--	--	--	--	--	--

		GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.					
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	52	36	16	0	3	1	4	1	1	2	4	9	6	23	14
	Simple base rate	37	--	--	--	--	--	--	--	--	--	--	--	--	--	--
	Base rate plus 50% or time and a half	54	--	--	--	--	--	--	--	--	--	--	--	--	--	--
	Double time	2	--	--	--	--	--	--	--	--	--	--	--	--	--	--
	Other	8	--	--	--	--	--	--	--	--	--	--	--	--	--	--

# Requirement of availability outside working hours (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	CANADA		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Yes, often		12	13	15	8	13	8	14	11	13
Yes, sometimes		43	46	44	47	43	39	52	51	51
No, never		45	41	41	45	44	53	34	38	36

# Requirement of availability outside working hours (2/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
Yes, often		13	12	19	--	--	16	9	6	11	19	7	5	19	14	8
Yes, sometimes		46	46	48	--	--	46	46	28	46	56	20	36	57	48	40
No, never		41	42	33	--	--	38	45	67	43	25	73	59	24	38	52

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
Yes, often		13	14	11	--	--	--	--	--	--	--	--	10	9	16	12
Yes, sometimes		46	50	38	--	--	--	--	--	--	--	--	49	53	47	42
No, never		41	36	52	--	--	--	--	--	--	--	--	41	38	37	46

A woman with curly hair is smiling broadly while sitting at a desk. She is wearing a light-colored blazer over a white top. In front of her is a laptop and some papers. A man is leaning in from the right side of the frame, looking at the papers. The entire scene is bathed in a blue light, creating a professional and collaborative atmosphere.

# Benefits

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life to ideas

## Section Summary

- **Irrespective of the plan, stock purchase plans, stock option plans and restricted stock unit plans are not common** among respondents in private practice at an HR firm or within a company/organization (stock purchase plan: 13%, stock option plan: 13% and restricted stock unit plan: 7%).
  - These plans are more accessible to HR professionals working in a very large company (1,000+ employees).
- **In British Columbia / Yukon, the majority of HR professionals in private practice at an HR firm or within a company/organization have long-term disability insurance (93%) and life insurance (95%). More than half of those surveyed had short-term disability insurance (62%) and critical illness insurance (60%), although these types of coverage are less common.**
  - Access to short-term disability insurance (62%) is slightly lower in BC/Yukon than elsewhere in Canada (Canada as a whole: 67%).
  - In general, access to insurance is better among those who perform exclusively HR tasks (long-term disability and life insurance), who work in the public / parapublic / NPO sector (long-term disability and life insurance) and within very large companies (1,000+ employees: disability insurance).
  - There is also some variation based on experience: those with less experience (5 years or less) have more access to short-term disability insurance and critical illness insurance, while those with more experience (15+ years) have more access to life insurance.
  - Finally, managers/executives have more access to life insurance and specialists have more access to short-term disability insurance.
- **Almost all HR professionals in private practice at an HR firm or within a company/organization are entitled to reimbursement for prescription drugs (99%), dental-care expenses (99%) and optical and vision-care expenses (96%). Coverage for medical exams at a private medical clinic is much rarer (42%).**
  - The coverage rate for those expenses (dental bills, optical and vision care bills and the reimbursement of prescription drugs) is slightly higher in British Columbia / Yukon.
  - The variations for other cross-tabulations are generally marginal. Note, however, that technicians/coordinators have more access to coverage for medical exams at a private medical clinic.
- **Mental healthcare (psychologist, social worker, etc.: 95%) and paramedical services (massage therapy, physiotherapy, etc.: 98%) are covered for almost all HR professionals in private practice in a firm or within a company/organization. Coverage is somewhat lower for nutritional counselling services (nutritionist, dietitian, etc.: 82%).**
  - The coverage rate for these expenses is also higher in BC/Yukon but the differences are still negligible.
  - There are slight differences within some subgroups.

## Section Summary

- **With an average satisfaction rate of 7.6/10, satisfaction with their group insurance plan is quite average** (*among respondents in private practice at an HR firm or within a company/organization*).
  - The average for BC/Yukon is slightly higher than in the rest of Canada (Canadian average: 7.3/10).
  - Professionals in private practice and those working in a specialty are, on average, the least satisfied.
- **Only one in four (25%) respondents in private practice at an HR firm or within a company/organization have a flexible insurance plan.**
  - Plan flexibility is slightly more common among advisors/supervisors and specialists.
  - In very large organizations/companies (1,000+ employees), almost one in two people have access to a flexible plan, double the BC/Yukon average.
- **Few (5%) have an employer who does not contribute to their insurance premiums** (*among respondents in private practice at an HR firm or within a company/organization*).
  - This occurs a little more frequently among certain groups but remains marginal.
- **Three out of four (75%) HR professionals in private practice at an HR firm or within a company/organization have access to a pension plan (pension fund) with their current employer.**
  - British Columbia/Yukon is the region with the lowest rate of access to a pension plan, although the difference is not huge (75% British Columbia/Yukon vs. 81% for Canada as a whole)
  - The location of the practice has a great bearing on the participation in a pension fund. In private companies, 67% of respondents have access to a pension plan and 93% in the public/parapublic/NPO sector. The size of the organization also has an impact: the larger the organization, the more access there is to a pension plan. As proof, 47% of those who work in small organizations (50 employees or less) have access to a pension fund, compared to 91% in very large organizations (1,000+ employees).
  - Those who perform an exclusively HR function and technicians/coordinators also have more access to a pension plan.
- **The most popular types of pension plan are group RRSPs (43%), defined benefit plans (30%) and defined contribution plans (24%).**
  - Group RRSPs are somewhat more popular in British Columbia/Yukon (43% vs. 37% for Canada as a whole).
  - The type of pension plan offered also differs depending on the location of the practice. Within the public / parapublic / NPO sector, defined benefit plans predominate, while in private companies, group RRSPs are more common.
  - The same applies to the size of the organization and type of profile (generalists or specialists): those with 1,000 employees or less (and generalists) favour group RRSPs, while very large organizations (1,000+ employees) (and specialists) opt for defined benefit plans.

## Section Summary

- **The majority (78%) of those with access to a pension plan report that their employer contributes a predetermined fixed percentage.**
  - This is the primary method used in all provinces and for all cross-tabulations studied.
- **Of the other benefits, the employee assistance program (EAP: 90%), reimbursement of membership fees to an HR association or professional order (83%) and reimbursement of phone expenses (52%) are the most popular** (*among respondents in private practice at an HR firm or within a company/organization* ).
  - HR professionals in BC/Yukon are slightly more likely to be reimbursed for annual membership fees for another association, business club or professional order and get a health and wellness stipend.
  - Despite some differences and over-indexation, these two benefits are the most prevalent for all subgroups measured excepted:
    - *For respondents who have less experience (5 years or less), reimbursement for annual fees for another association/business club/order is equivalent to that of reimbursement for phone expenses.*
    - *Technicians/coordinators are more likely to be reimbursed for their travel expenses than for their phone expense.*
    - *Advisors/supervisors are reimbursed as often for their travel expenses as for their phone expenses or their annual membership fees for another association, business club or professional order.*
- **In the last 12 months, three-quarters (75%) of HR professionals** (*in private practice at an HR firm or within a company/organization*) **received training, professional development or external coaching.**
  - Slightly more respondents within the public / parapublic / NPO sector and respondents with the most experience (15+ years) received training. Those working in a very large company (1,000+ employees) had less access to training.
- **83% of the HR professionals who took training courses were fully reimbursed by their employer.**
  - Managers/executives and generalists are more likely to be fully reimbursed for their training costs.
- **Only 48% of respondents** (*who work in an organization/company*) **work at a company/organization that has implemented specific measures to prevent work-related psychosocial risks that can impact workers' health.**
  - The public / parapublic / NPO sector and very large organizations (1,000+ employees) comprise a greater number of HR professionals confirming that these measures have been implemented in their workplace.
- **Only 5% in private practice at an HR firm or within a company/organization who changed jobs in the last two years received a signing bonus.**



# Eligibility for the following company plans (% yes) (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=357



	CANADA								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)	n= 3937	357	87	161	1270	1852	110	75	210
Stock option plan	10	13	11	6	11	9	5	5	5
Stock purchase plan	15	13	11	8	16	16	23	11	17
Restricted stock unit plan	9	7	5	8	10	9	6	8	7



# Eligibility for the following company plans (% yes) (2/2)

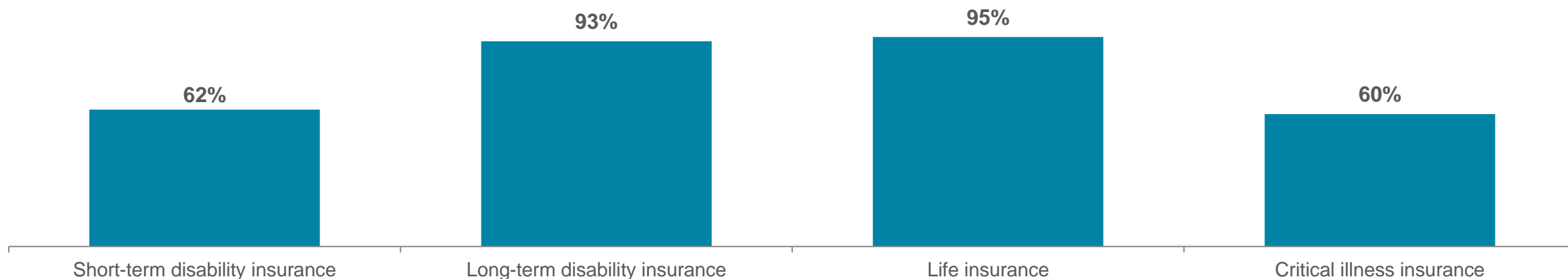
Base: respondents working in private practice for a firm or within a company / organization, n=357

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	357	299	58	0	46	311	0	61	168	128	35	104	207	279	78
Stock option plan	<b>13</b>	13	12	--	--	13	--	11	14	12	--	13	14	15	6	
Stock purchase plan	<b>13</b>	14	10	--	--	13	--	15	10	17	--	12	14	14	12	
Restricted stock unit plan	<b>7</b>	8	3	--	--	7	--	3	8	9	--	9	7	8	6	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.					
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	357	272	85	2	12	11	14	13	2	9	22	63	42	172	79
Stock option plan	<b>13</b>	13	13	--	--	--	--	--	--	--	--	--	13	--	14	11
Stock purchase plan	<b>13</b>	12	18	--	--	--	--	--	--	--	--	--	10	--	10	<b>24</b>
Restricted stock unit plan	<b>7</b>	7	8	--	--	--	--	--	--	--	--	--	<b>0</b>	--	8	<b>13</b>

# General insurance coverage included in the plan (% yes) (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	CANADA									
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Short-term disability insurance	67	62	70	63	68	72	63	56	59	
Long-term disability insurance	92	93	96	95	91	94	96	89	92	
Life insurance	95	95	95	96	94	95	98	95	97	
Critical illness insurance	60	60	59	63	57	64	65	56	61	

# General insurance coverage included in the plan (% yes) (2/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
Short-term disability insurance	<b>62</b>	63	57	--	--	60	66	<b>71</b>	59	60	64	67	<b>58</b>	62	61	
Long-term disability insurance	<b>93</b>	<b>95</b>	<b>83</b>	--	--	91	<b>97</b>	91	92	94	89	91	94	93	92	
Life insurance	<b>95</b>	<b>96</b>	<b>90</b>	--	--	95	<b>98</b>	<b>92</b>	94	<b>98</b>	<b>88</b>	95	<b>97</b>	96	93	
Critical illness insurance	<b>60</b>	60	63	--	--	61	62	<b>68</b>	61	55	64	62	58	59	64	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.					
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
Short-term disability insurance	<b>62</b>	<b>57</b>	<b>73</b>	--	--	--	--	--	--	--	--	--	<b>48</b>	56	<b>57</b>	<b>78</b>
Long-term disability insurance	<b>93</b>	93	92	--	--	--	--	--	--	--	--	--	<b>84</b>	97	92	<b>96</b>
Life insurance	<b>95</b>	96	94	--	--	--	--	--	--	--	--	--	<b>88</b>	99	97	96
Critical illness insurance	<b>60</b>	60	61	--	--	--	--	--	--	--	--	--	57	63	60	61

# Medical expenses covered by the insurance plan (% yes) (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	CANADA		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Dental fees		91	99	97	98	96	75	98	98	98
Glasses and vision care fees		86	96	89	91	92	66	96	96	96
Reimbursement of prescription drugs		96	99	95	97	96	95	98	95	97
Examination fees for an annual private medical check-up		40	42	48	50	44	31	46	44	44

# Medical expenses covered by the insurance plan (% yes) (2/2)

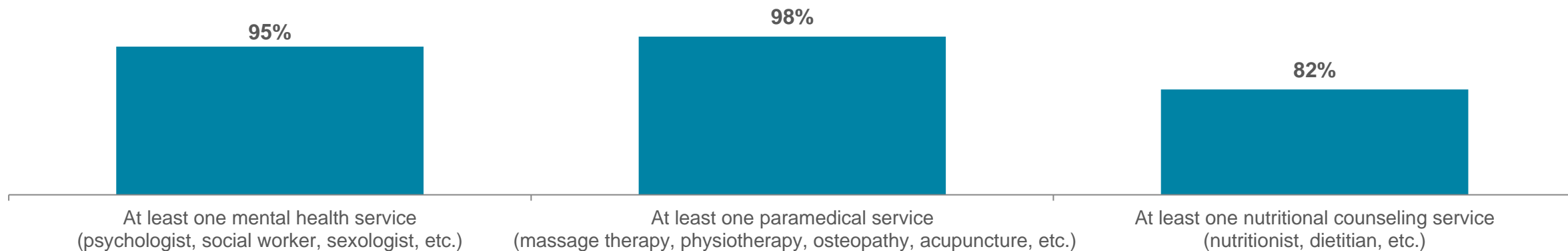
Base: respondents working in private practice for a firm or within a company / organization, n=615

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
Dental fees	99	99	97	--	--	99	99	98	99	100	97	99	99	99	99	100
Glasses and vision care fees	96	96	93	--	--	94	99	98	94	97	95	95	96	96	95	95
Reimbursement of prescription drugs	99	99	97	--	--	99	99	98	99	99	95	99	99	99	99	99
Examination fees for an annual private medical check-up	42	42	45	--	--	42	41	50	42	39	53	40	41	41	48	48

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.					
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
Dental fees	99	99	98	--	--	--	--	--	--	--	--	--	97	100	99	99
Glasses and vision care fees	96	95	96	--	--	--	--	--	--	--	--	--	93	93	95	98
Reimbursement of prescription drugs	99	99	97	--	--	--	--	--	--	--	--	--	98	100	99	98
Examination fees for an annual private medical check-up	42	42	43	--	--	--	--	--	--	--	--	--	42	44	41	44

# Mental health and paramedical services covered by the insurance plan (% yes) (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	CANADA		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
At least one mental health service (psychologist, social worker, sexologist, etc.)		94	95	93	94	94	92	97	92	95
At least one paramedical service (massage therapy, physiotherapy, osteopathy, acupuncture, etc.)		95	98	96	96	96	92	97	94	96
At least one nutritional counseling service (nutritionist, dietitian, etc.)		76	82	82	85	76	71	86	80	83

# Mental health and paramedical services covered by the insurance plan (% yes) (2/2)

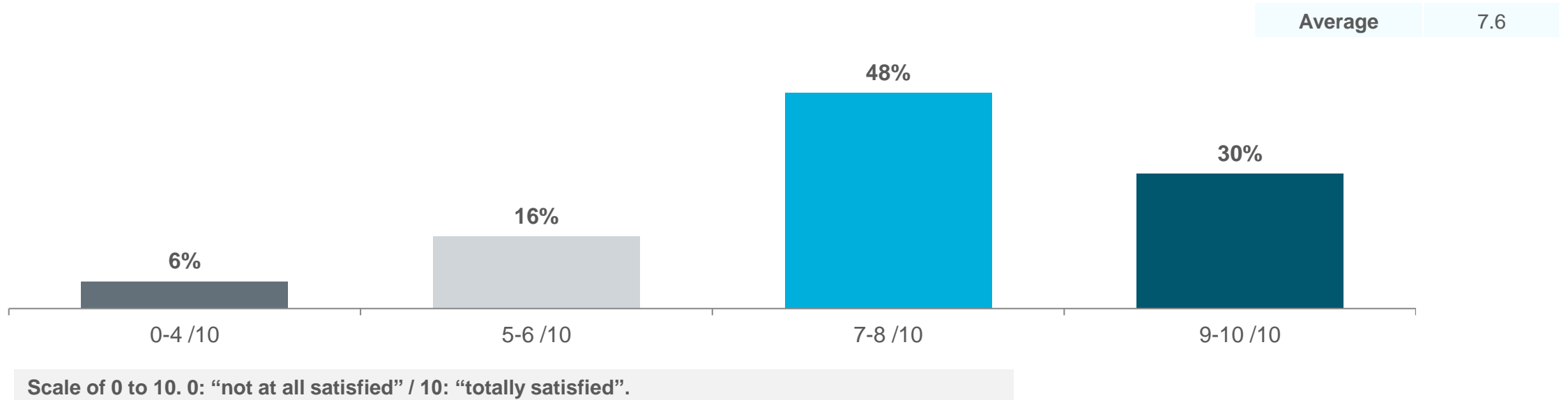
Base: respondents working in private practice for a firm or within a company / organization, n=615

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI.	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
At least one mental health service (psychologist, social worker, sexologist, etc.)	95	96	92	--	--	96	96	96	96	93	98	95	96	95	95	96
At least one paramedical service (massage therapy, physiotherapy, osteopathy, acupuncture, etc.)	98	98	94	--	--	98	98	98	98	97	99	96	98	98	98	97
At least one nutritional counseling service (nutritionist, dietitian, etc.)	82	83	82	--	--	84	83	81	81	85	72	82	85	83	80	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
At least one mental health service (psychologist, social worker, sexologist, etc.)	95	97	91	--	--	--	--	--	--	--	--	--	92	97	96	96
At least one paramedical service (massage therapy, physiotherapy, osteopathy, acupuncture, etc.)	98	99	95	--	--	--	--	--	--	--	--	--	96	99	99	97
At least one nutritional counseling service (nutritionist, dietitian, etc.)	82	84	80	--	--	--	--	--	--	--	--	--	79	85	81	84

# Satisfaction with the group insurance plan (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	CANADA		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
0-4		9	6	2	8	9	12	5	11	7
5-6		18	16	16	14	18	19	17	12	15
7-8		46	48	44	46	46	44	47	45	47
9-10		28	30	39	33	27	25	32	31	31
<b>Average</b>		<b>7.3</b>	<b>7.6</b>	<b>7.9</b>	<b>7.6</b>	7.2	<b>7.0</b>	<b>7.6</b>	7.4	<b>7.5</b>



# Satisfaction with the group insurance plan (2/2)

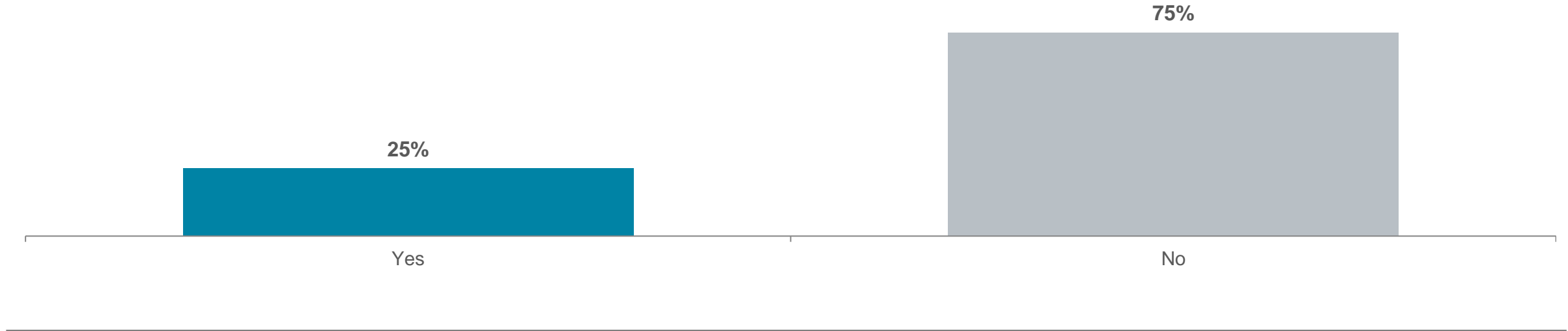
Base: respondents working in private practice for a firm or within a company / organization, n=615

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
0-4	<b>6</b>	5	9	--	--	<b>7</b>	<b>3</b>	8	6	4	<b>11</b>	3	5	5	6	
5-6	<b>16</b>	16	12	--	--	18	<b>12</b>	11	<b>20</b>	13	9	19	16	15	17	
7-8	<b>48</b>	48	53	--	--	47	50	51	47	49	49	49	48	48	50	
9-10	<b>30</b>	31	26	--	--	27	<b>36</b>	31	28	33	31	28	32	31	27	
<b>Average</b>	<b>7.6</b>	7.6	7.4	--	--	<b>7.4</b>	<b>7.9</b>	7.6	7.4	7.7	7.3	7.6	7.6	7.6	7.4	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
0-4	<b>6</b>	4	8	--	--	--	--	--	--	--	--	--	9	4	4	6
5-6	<b>16</b>	14	18	--	--	--	--	--	--	--	--	--	17	13	16	16
7-8	<b>48</b>	50	46	--	--	--	--	--	--	--	--	--	46	51	47	52
9-10	<b>30</b>	31	28	--	--	--	--	--	--	--	--	--	28	31	33	26
<b>Average</b>	<b>7.6</b>	<b>7.7</b>	<b>7.3</b>	--	--	--	--	--	--	--	--	--	7.4	7.7	7.7	7.4

# Flexibility of the group insurance plan (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	n=	CANADA								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)		6611	615	187	276	2253	2870	210	131	410
Yes		28	25	24	24	24	39	22	33	26
No		72	75	76	76	76	61	78	67	74

# Flexibility of the group insurance plan (2/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
Yes		<b>25</b>	25	24	--	--	24	25	26	23	26	21	<b>33</b>	<b>21</b>	26	22
No		<b>75</b>	75	76	--	--	76	75	74	77	74	79	<b>67</b>	<b>79</b>	74	78

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
Yes		<b>25</b>	<b>23</b>	<b>31</b>	--	--	--	--	--	--	--	--	17	18	<b>18</b>	<b>44</b>
No		<b>75</b>	<b>77</b>	<b>69</b>	--	--	--	--	--	--	--	--	83	82	<b>82</b>	<b>56</b>

# Employer contribution to insurance premiums (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	n=	CANADA								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)		6611	615	187	276	2253	2870	210	131	410
Yes		94	95	95	92	94	94	98	95	96
No		6	5	5	8	6	6	2	5	4

# Employer contribution to insurance premiums (2/2)

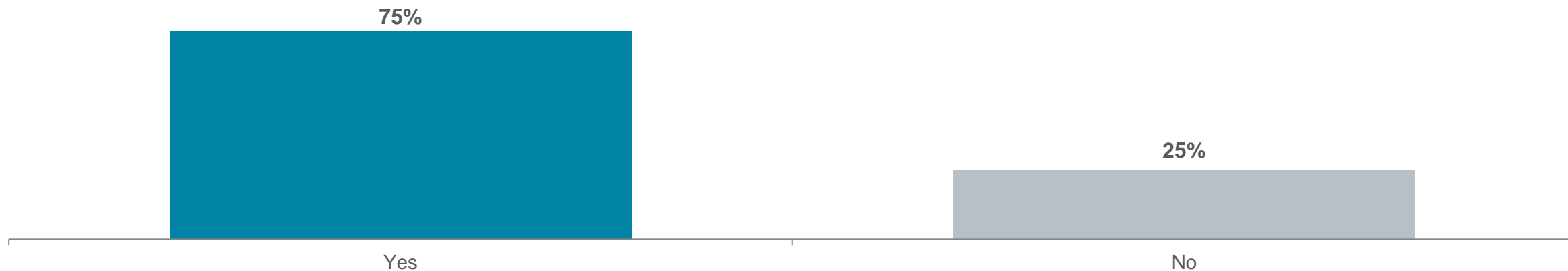
Base: respondents working in private practice for a firm or within a company / organization, n=615

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
Yes		<b>95</b>	95	91	--	--	94	96	<b>89</b>	95	97	95	<b>91</b>	<b>97</b>	94	95
No		<b>5</b>	5	9	--	--	6	4	<b>11</b>	5	3	5	<b>9</b>	<b>3</b>	6	5

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
Yes		<b>95</b>	95	94	--	--	--	--	--	--	--	--	<b>89</b>	97	95	95
No		<b>5</b>	5	6	--	--	--	--	--	--	--	--	<b>11</b>	3	5	5

# Access to a retirement plan (pension fund) with the employer (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	n=	CANADA								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)		6611	615	187	276	2253	2870	210	131	410
Yes		81	75	91	86	81	83	83	91	87
No		19	25	9	14	19	17	17	9	13

# Access to a retirement plan (pension fund) with the employer (2/2)

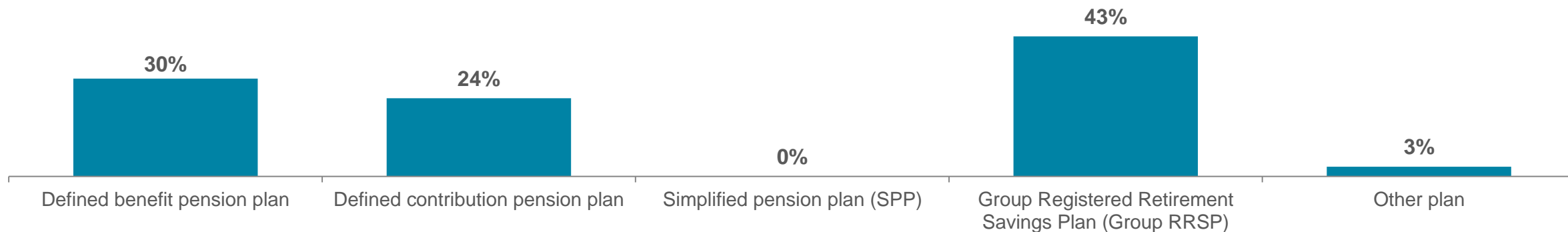
Base: respondents working in private practice for a firm or within a company / organization, n=615

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
Yes		<b>75</b>	<b>77</b>	<b>63</b>	--	--	<b>67</b>	<b>93</b>	80	71	77	<b>85</b>	78	<b>70</b>	75	77
No		<b>25</b>	<b>23</b>	<b>37</b>	--	--	<b>33</b>	<b>7</b>	20	29	23	<b>15</b>	22	<b>30</b>	25	23

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
Yes		<b>75</b>	73	80	--	--	--	--	--	--	--	--	<b>47</b>	74	75	<b>91</b>
No		<b>25</b>	27	20	--	--	--	--	--	--	--	--	<b>53</b>	26	25	<b>9</b>

# Pension plan available as part of the employment (1/2)

Base: respondents who have access to a pension plan with the employer, n=462



	CANADA									
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	5434	462	171	238	1824	2385	174	119	354
Defined <b>benefit</b> pension plan	30	30	17	24	31	33	31	19	27	
Defined <b>contribution</b> pension plan	28	24	48	42	30	20	36	33	34	
Simplified pension plan (SPP)	2	0	1	1	0	6	0	0	0	
Group Registered Retirement Savings Plan (Group RRSP)	37	43	31	31	37	37	32	41	35	
Other plan	3	3	3	3	2	4	2	7	4	



# Pension plan available as part of the employment (2/2)

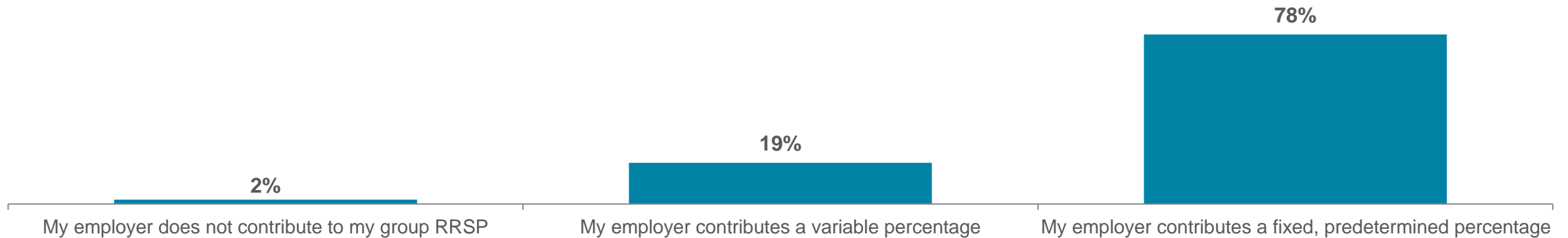
Base: respondents who have access to a pension plan with the employer, n=462

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI.	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	462	399	63	0	16	207	239	96	188	178	64	146	240	361	101
Defined <b>benefit</b> pension plan	<b>30</b>	31	25	--	--	<b>8</b>	<b>51</b>	29	27	34	34	35	27	30	30	
Defined <b>contribution</b> pension plan	<b>24</b>	24	25	--	--	23	26	29	22	23	25	25	24	23	27	
Simplified pension plan (SPP)	<b>0</b>	<b>0</b>	<b>2</b>	--	--	0	0	0	0	1	0	0	0	0	0	
Group Registered Retirement Savings Plan (Group RRSP)	<b>43</b>	43	40	--	--	<b>67</b>	<b>19</b>	39	48	39	38	38	45	43	40	
Other plan	<b>3</b>	<b>2</b>	<b>8</b>	--	--	1	4	3	3	3	3	2	3	3	4	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION							ORG. SIZE.					
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	462	313	149	4	18	15	41	13	10	16	32	43	50	211	155
Defined <b>benefit</b> pension plan	<b>30</b>	<b>25</b>	<b>40</b>	--	--	--	--	--	--	--	--	--	--	26	<b>25</b>	<b>42</b>
Defined <b>contribution</b> pension plan	<b>24</b>	24	23	--	--	--	--	--	--	--	--	--	--	22	24	27
Simplified pension plan (SPP)	<b>0</b>	0	0	--	--	--	--	--	--	--	--	--	--	0	0	1
Group Registered Retirement Savings Plan (Group RRSP)	<b>43</b>	<b>48</b>	<b>32</b>	--	--	--	--	--	--	--	--	--	--	48	<b>48</b>	<b>29</b>
Other plan	<b>3</b>	3	4	--	--	--	--	--	--	--	--	--	--	4	3	1

# Employer's contribution to the pension plan (1/2)

Base: respondents who have access to a pension plan with the employer, n=462



	CANADA									
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	5434	462	171	238	1824	2385	174	119	354
My employer does not contribute to my group RRSP		3	2	2	3	3	4	1	3	2
My employer contributes a variable percentage		21	19	14	19	23	21	21	28	24
My employer contributes a fixed, predetermined percentage		75	78	84	78	74	75	78	70	75

# Employer's contribution to the pension plan (2/2)

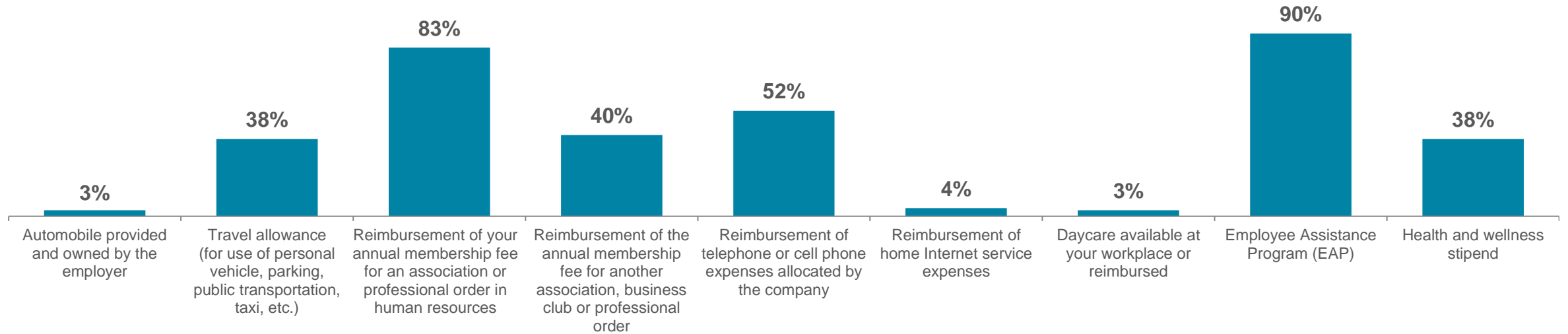
Base: respondents who have access to a pension plan with the employer, n=462

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI.	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	462	399	63	0	16	207	239	96	188	178	64	146	240	361	101
My employer does not contribute to my group RRSP	<b>2</b>	3	2	--	--	2	3	<b>5</b>	2	1	<b>8</b>	2	<b>1</b>	2	3	
My employer contributes a variable percentage	<b>19</b>	20	17	--	--	<b>26</b>	<b>13</b>	20	21	17	25	17	19	20	15	
My employer contributes a fixed, predetermined percentage	<b>78</b>	78	81	--	--	<b>72</b>	<b>85</b>	75	77	81	<b>67</b>	81	80	77	82	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	462	313	149	4	18	15	41	13	10	16	32	43	50	211	155
My employer does not contribute to my group RRSP	<b>2</b>	<b>1</b>	<b>6</b>	--	--	--	--	--	--	--	--	--	--	0	<b>0</b>	<b>5</b>
My employer contributes a variable percentage	<b>19</b>	19	19	--	--	--	--	--	--	--	--	--	--	20	20	19
My employer contributes a fixed, predetermined percentage	<b>78</b>	80	75	--	--	--	--	--	--	--	--	--	--	80	80	75

# Other benefits available (% yes) (1/3)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	CANADA									
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Automobile provided and owned by the employer	3	3	7	3	2	3	3	2	3	
Travel allowance (for use of personal vehicle, parking, public transportation, taxi, etc.)	38	38	43	46	35	41	48	56	50	
Reimbursement of your annual membership fee for an association or professional order in <b>human resources</b>	80	83	90	85	76	85	86	85	84	
Reimbursement of the annual membership fee for another association, business club or professional order	32	40	44	39	34	21	45	44	43	
Reimbursement of telephone or cell phone expenses allocated by the company	56	52	63	56	48	71	62	59	60	
Reimbursement of home Internet service expenses	4	4	4	3	5	5	4	1	3	
Daycare available at your workplace or reimbursed	4	3	3	2	2	7	3	3	3	
Employee Assistance Program (EAP)	89	90	93	89	89	89	94	91	93	
Health and wellness stipend	32	38	49	31	29	31	33	34	33	

# Other benefits available (% yes) (2/3)

Base: respondents working in private practice for a firm or within a company / organization, n=615

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
Automobile provided and owned by the employer	3	3	7	--	--	3	3	3	3	5	3	7	1	4	3	6
Travel allowance (for use of personal vehicle, parking, public transportation, taxi, etc.)	38	36	50	--	--	35	43	29	36	45	40	32	41	37	39	
Reimbursement of your annual membership fee for an association or professional order in <b>human resources</b>	83	83	82	--	--	85	81	73	81	90	68	77	89	84	77	
Reimbursement of the annual membership fee for another association, business club or professional order	40	38	50	--	--	39	40	40	38	42	35	37	43	40	39	
Reimbursement of telephone or cell phone expenses allocated by the company	52	50	65	--	--	53	50	38	45	68	27	34	67	54	48	
Reimbursement of home Internet service expenses	4	4	5	--	--	4	4	3	3	5	3	3	5	4	2	
Daycare available at your workplace or reimbursed	3	3	1	--	--	1	5	5	2	2	4	3	2	2	4	
Employee Assistance Program (EAP)	90	92	79	--	--	87	96	87	89	93	87	90	90	91	86	
Health and wellness stipend	38	38	40	--	--	40	36	42	36	39	35	43	37	39	36	

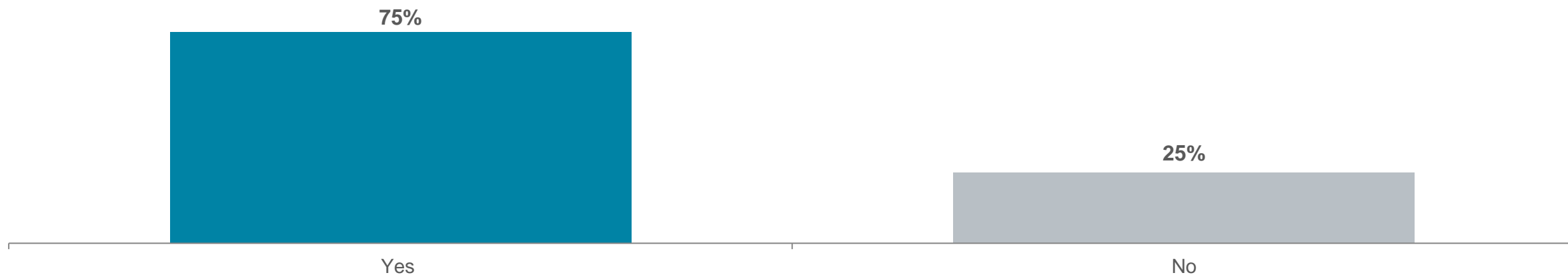
# Other benefits available (% yes) (3/3)

Base: respondents working in private practice for a firm or within a company / organization, n=615

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
Automobile provided and owned by the employer	3	3	3	--	--	--	--	--	--	--	--	--	5	4	2	4
Travel allowance (for use of personal vehicle, parking, public transportation, taxi, etc.)	38	38	38	--	--	--	--	--	--	--	--	--	41	29	41	34
Reimbursement of your annual membership fee for an association or professional order in <b>human resources</b>	83	86	75	--	--	--	--	--	--	--	--	--	79	88	85	78
Reimbursement of the annual membership fee for another association, business club or professional order	40	40	40	--	--	--	--	--	--	--	--	--	46	43	39	38
Reimbursement of telephone or cell phone expenses allocated by the company	52	55	45	--	--	--	--	--	--	--	--	--	54	63	55	42
Reimbursement of home Internet service expenses	4	4	4	--	--	--	--	--	--	--	--	--	9	4	4	2
Daycare available at your workplace or reimbursed	3	2	4	--	--	--	--	--	--	--	--	--	1	1	1	6
Employee Assistance Program (EAP)	90	90	89	--	--	--	--	--	--	--	--	--	73	90	92	95
Health and wellness stipend	38	42	30	--	--	--	--	--	--	--	--	--	33	49	38	37

# Receiving a training, professional development or external coaching (12 months) (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	n=	CANADA								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)		6611	615	187	276	2253	2870	210	131	410
Yes		73	75	82	81	68	79	77	74	77
No		27	25	18	19	32	21	23	26	23

# Receiving a training, professional development or external coaching (12 months) (2/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615

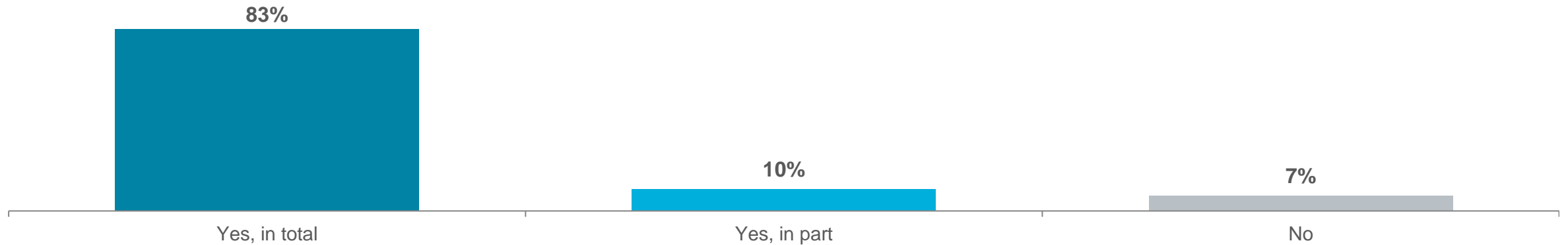
		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
Yes		<b>75</b>	76	72	--	--	<b>70</b>	<b>82</b>	69	74	<b>80</b>	69	74	77	76	70
No		<b>25</b>	24	28	--	--	<b>30</b>	<b>18</b>	31	26	<b>20</b>	31	26	23	24	30

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
Yes		<b>75</b>	77	71	--	--	--	--	--	--	--	--	73	78	<b>80</b>	<b>67</b>
No		<b>25</b>	23	29	--	--	--	--	--	--	--	--	27	22	<b>20</b>	<b>33</b>



# Reimbursement of the training / coaching by the employer (1/2)

Base: respondents who have undergone a training / coaching in the past 12 months, n=462



	CANADA									
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	4939	462	154	224	1525	2257	162	97	317
Yes, in total		84	83	91	92	81	87	85	93	87
Yes, in part		8	10	5	5	10	7	6	3	6
No		7	7	4	2	9	7	9	4	7

# Reimbursement of the training / coaching by the employer (2/2)

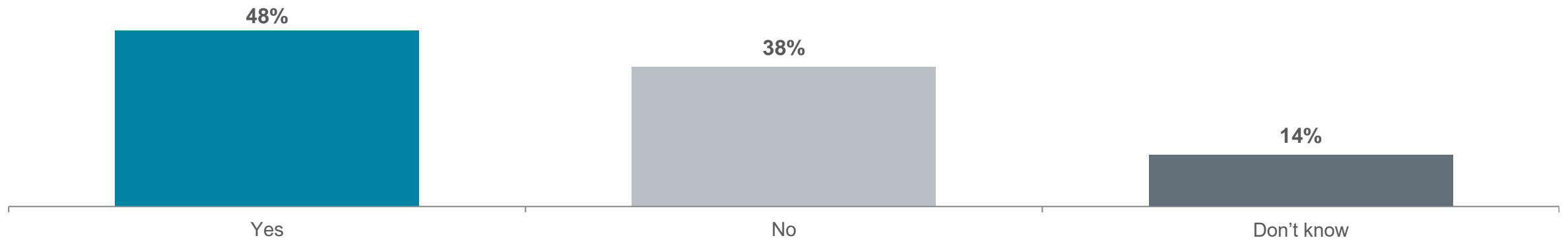
Base: respondents who have undergone a training / coaching in the past 12 months, n=462

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	462	390	72	0	32	218	212	83	195	184	52	137	264	369	93
Yes, in total	<b>83</b>	84	79	--	--	81	85	80	82	86	81	<b>77</b>	<b>87</b>	83	84	
Yes, in part	<b>10</b>	10	10	--	--	10	11	8	12	9	10	14	8	10	9	
No	<b>7</b>	6	11	--	--	9	<b>4</b>	<b>12</b>	6	5	10	9	5	7	8	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	462	330	132	4	14	14	37	16	10	8	29	67	53	225	114
Yes, in total	<b>83</b>	<b>86</b>	<b>75</b>	--	--	--	--	--	--	--	--	--	79	87	84	83
Yes, in part	<b>10</b>	<b>8</b>	<b>15</b>	--	--	--	--	--	--	--	--	--	7	6	10	12
No	<b>7</b>	6	10	--	--	--	--	--	--	--	--	--	<b>13</b>	8	6	4

# Implementing measures to prevent work-related psychosocial risks (1/2)

Base: respondents working in private practice for a firm or within a company / organization, n=615



	CANADA									
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	6611	615	187	276	2253	2870	210	131	410
Yes		48	48	55	44	42	59	50	60	55
No		38	38	37	40	42	31	39	25	32
Don't know		14	14	8	16	17	10	10	15	13

# Implementing measures to prevent work-related psychosocial risks (2/2)

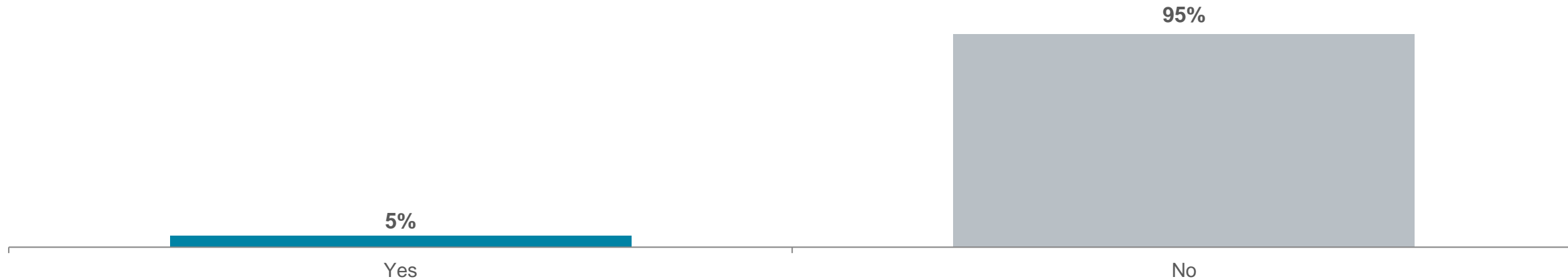
Base: respondents working in private practice for a firm or within a company / organization, n=615

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	615	515	100	0	46	311	258	120	264	231	75	186	341	483	132
Yes	<b>48</b>	49	43	--	--	<b>38</b>	<b>62</b>	48	46	50	53	51	45	47	50	
No	<b>38</b>	38	41	--	--	<b>49</b>	<b>23</b>	36	39	39	35	<b>30</b>	<b>44</b>	39	36	
Don't know	<b>14</b>	13	16	--	--	13	14	17	15	11	12	<b>19</b>	<b>11</b>	14	14	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	615	429	186	5	20	21	47	22	11	19	41	92	68	281	170
Yes	<b>48</b>	47	51	--	--	--	--	--	--	--	--	--	<b>36</b>	40	49	<b>56</b>
No	<b>38</b>	<b>41</b>	<b>31</b>	--	--	--	--	--	--	--	--	--	<b>53</b>	<b>50</b>	39	<b>24</b>
Don't know	<b>14</b>	<b>12</b>	<b>19</b>	--	--	--	--	--	--	--	--	--	11	10	12	<b>20</b>

# Got a signing bonus when changing jobs (1/2)

Base: respondents who have changed jobs in the past 2 years, n=223



	n=	CANADA								
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)		2228	223	58	94	769	959	69	36	125
Yes		7	5	5	10	7	9	6	--	6
No		93	95	95	90	93	91	94	--	94

# Got a signing bonus when changing jobs (2/2)

Base: respondents who have changed jobs in the past 2 years, n=223

		TYPE HR POSITION			WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE	
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	223	196	27	0	16	114	93	60	100	63	44	70	105	165	58
Yes		5	6	--	--	--	9	2	3	4	10	--	3	8	5	5
No		95	94	--	--	--	91	98	97	96	90	--	97	92	95	95

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	223	151	72	2	7	13	21	8	2	5	14	37	37	93	55
Yes		5	7	1	--	--	--	--	--	--	--	--	--	--	5	4
No		95	93	99	--	--	--	--	--	--	--	--	--	--	95	96

# Amount of signing bonus on change of job (1/2)

Base: respondents who have received a signing bonus, n=12

*Results based on fewer than 50 respondents are not shown*

Less than \$2,500

\$2,500 - \$4,999

\$5,000 - \$7,499

\$7,500 - \$14,999

\$15,000 and more

	CANADA									
	TOTAL	PROVINCE OR TERRITORY								TOT ATL
(%)	n=	BC + YUKON	SK	MB	ON	QC	NS	NB		
Less than \$2,500	173	12	3	9	56	85	4	3	8	18
\$2,500 - \$4,999	12	--	--	--	5	16	--	--	--	12
\$5,000 - \$7,499	26	--	--	--	27	29	--	--	--	26
\$7,500 - \$14,999	20	--	--	--	23	16	--	--	--	20
\$15,000 and more	25	--	--	--	27	19	--	--	--	25

# Amount of signing bonus on change of job (2/2)

Base: respondents who have received a signing bonus, n=12

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	12	12	0	0	0	10	2	2	4	6	2	2	8	9	3
Less than \$2,500	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$2,500 - \$4,999	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5,000 - \$7,499	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$7,500 - \$14,999	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$15,000 and more	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	12	11	1	0	0	0	1	0	0	0	0	1	4	5	2
Less than \$2,500	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$2,500 - \$4,999	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5,000 - \$7,499	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$7,500 - \$14,999	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
\$15,000 and more	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--





# Important criteria

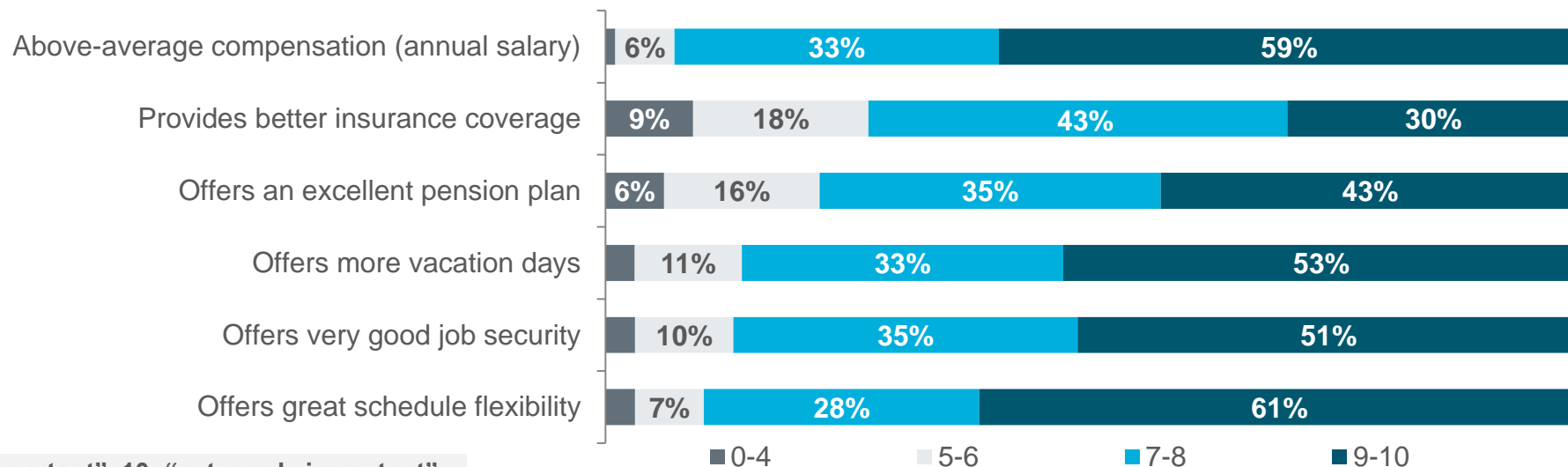
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## Section Summary

- **A flexible work schedule (61%: 9-10/10) and compensation (59%: 9-10/10) are the two most important criteria for an employer trying to recruit an HR professional.**
  - This is true for all cross-tabulations except:
    - For advisors/supervisors: total compensation is as important as vacation days and job security.
    - For those without a professional designation: job security is more important than a flexible work schedule.
  - It is difficult to determine the priority of total compensation, vacation days and job security by size of organization.
- **The quality of the relationship with their supervisor, the work climate and the amount of independence are the three most valued elements in the workplace.**
  - Among respondents with less experience (5 years or less) and technicians/coordinators, the opportunity to learn and develop professionally and the appreciation/recognition of their work comes third, after independence.
  - Among those without a professional designation, greater priority is given to the opportunity to learn and develop professionally than to independence.
  - Finally, those who work in a very large company/organization give the same amount of importance to independence, appreciation/recognition for their work and the opportunity for professional development.

# Importance of the following factors when recruiting for a new job (1/2)

Base: all respondents, n=634



Scale of 0 to 10. 0: “not at all important”. 10: “extremely important”.

\* To make the graph easier to read, only results greater than 3% are shown.

	CANADA									
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%) 9-10/10	n=	6835	634	193	279	2314	2995	213	134	420
Above-average compensation (annual salary)	60	59	59	67	62	54	62	66	63	
Provides better insurance coverage	31	30	31	38	35	22	37	43	39	
Offers an excellent pension plan	45	43	52	52	48	38	56	59	56	
Offers more vacation days	52	53	55	57	51	51	52	62	56	
Offers very good job security	52	51	56	62	58	38	63	58	60	
Offers great schedule flexibility	63	61	59	62	65	61	69	61	65	

# Importance of the following factors when recruiting for a new job (2/2)

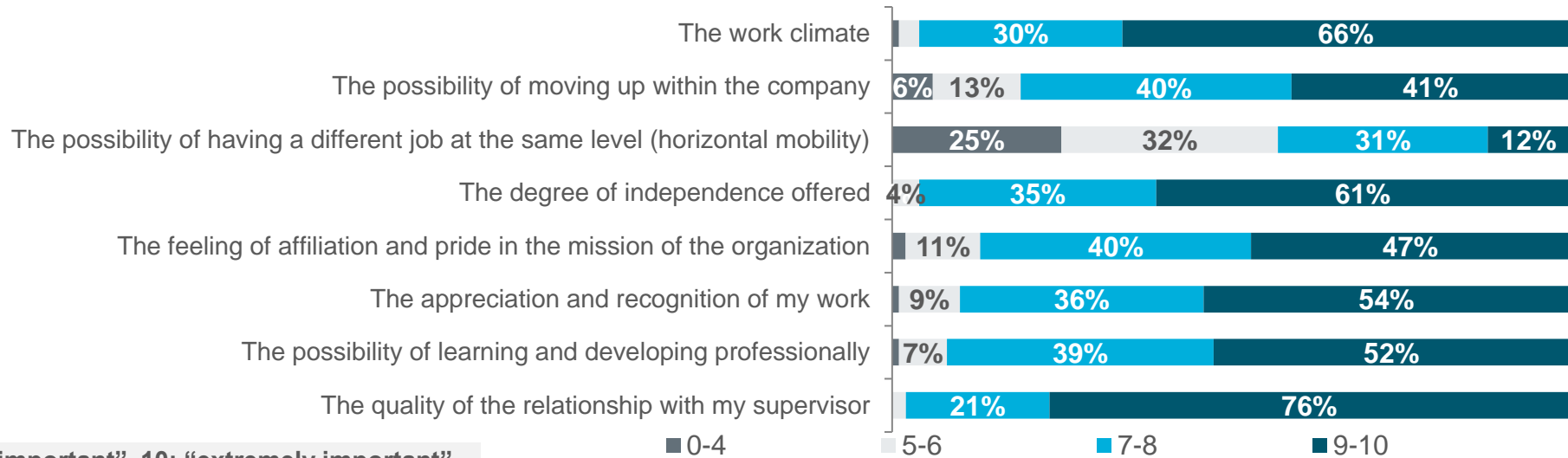
Base: all respondents, n=634

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE	
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI.	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%) 9-10/10	n= 634	528	106	19	46	311	258	120	267	247	75	186	341	502	132
Above-average compensation (annual salary)	59	60	57	--	--	58	60	70	57	56	64	55	60	57	66
Provides better insurance coverage	30	29	34	--	--	30	34	30	29	31	37	28	31	29	33
Offers an excellent pension plan	43	42	45	--	--	36	56	38	39	50	31	45	45	42	47
Offers more vacation days	53	54	48	--	--	54	55	59	50	53	57	54	53	51	61
Offers very good job security	51	51	52	--	--	50	54	62	53	44	49	54	52	49	60
Offers great schedule flexibility	61	63	51	--	--	59	64	61	62	60	64	61	60	63	55

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.			
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%) 9-10/10	n= 634	442	192	5	20	21	50	24	11	20	41	92	68	281	170
Above-average compensation (annual salary)	59	55	68	--	--	--	76	--	--	--	--	57	54	59	64
Provides better insurance coverage	30	26	39	--	--	--	34	--	--	--	--	23	35	31	32
Offers an excellent pension plan	43	40	48	--	--	--	60	--	--	--	--	29	50	43	49
Offers more vacation days	53	53	53	--	--	--	48	--	--	--	--	47	59	56	51
Offers very good job security	51	47	61	--	--	--	62	--	--	--	--	54	56	52	50
Offers great schedule flexibility	61	60	65	--	--	--	62	--	--	--	--	60	63	62	59

# Importance of the following factors in the workplace (1/2)

Base: all respondents, n=634



Scale of 0 to 10. 0: “not at all important”. 10: “extremely important”.

\* To make the graph easier to read, only results greater than 3% are shown.

	CANADA									
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%) 9-10/10	n= 6835	634	193	279	2314	2995	213	134	420	
The work climate	71	66	67	71	68	79	73	74	73	
The possibility of moving up within the company	45	41	47	52	47	41	44	51	46	
The possibility of having a different job at the same level (horizontal mobility)	16	12	16	18	17	16	16	28	21	
The degree of independence offered	64	61	63	66	61	72	64	68	67	
The feeling of affiliation and pride in the mission of the organization	49	47	49	58	48	50	57	66	61	
The appreciation and recognition of my work	55	54	53	59	53	57	58	63	60	
The possibility of learning and developing professionally	56	52	55	62	55	60	59	63	60	
The quality of the relationship with my supervisor	79	76	78	78	78	81	77	84	80	




# Importance of the following factors in the workplace (2/2)

Base: all respondents, n=634

		TYPE HR POSITION			WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	9-10/10	n=	634	528	106	19	46	311	258	120	267	247	75	186	341	502	132
	The work climate	66	67	62	--	--	65	68	68	59	72	64	62	70	66	64	
	The possibility of moving up within the company	41	41	39	--	--	42	38	57	44	29	44	42	40	37	54	
	The possibility of having a different job at the same level (horizontal mobility)	12	12	11	--	--	13	12	15	11	11	21	11	11	11	17	
	The degree of independence offered	61	61	63	--	--	61	62	49	63	64	47	59	67	62	58	
	The feeling of affiliation and pride in the mission of the organization	47	45	56	--	--	44	52	40	41	56	43	35	55	46	48	
	The appreciation and recognition of my work	54	56	47	--	--	54	57	57	52	56	59	48	58	54	57	
	The possibility of learning and developing professionally	52	52	49	--	--	53	53	61	51	48	60	49	52	48	65	
	The quality of the relationship with my supervisor	76	77	70	--	--	74	81	78	76	74	72	80	76	75	77	
		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.					
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	9-10/10	n=	634	442	192	5	20	21	50	24	11	20	41	92	68	281	170
	The work climate	66	67	63	--	--	--	62	--	--	--	--	70	69	68	62	
	The possibility of moving up within the company	41	38	46	--	--	--	46	--	--	--	--	41	34	40	47	
	The possibility of having a different job at the same level (horizontal mobility)	12	12	12	--	--	--	8	--	--	--	--	10	9	12	15	
	The degree of independence offered	61	61	62	--	--	--	64	--	--	--	--	65	66	64	54	
	The feeling of affiliation and pride in the mission of the organization	47	48	43	--	--	--	36	--	--	--	--	51	54	49	40	
	The appreciation and recognition of my work	54	52	59	--	--	--	52	--	--	--	--	52	57	56	53	
	The possibility of learning and developing professionally	52	51	54	--	--	--	50	--	--	--	--	45	60	54	50	
	The quality of the relationship with my supervisor	76	76	77	--	--	--	72	--	--	--	--	76	81	77	75	



**Q48.** How important are the following elements to you in a workplace?  
Please answer on a scale of 0 to 10 where 0 means "not at all important" and 10 means "extremely important".

A man with a beard and glasses, wearing a dark suit, white shirt, and dark tie, is smiling and writing in a notebook. The background is a blurred office setting. The entire image has a blue color overlay.

# Professional designations

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┌  
life to ideas

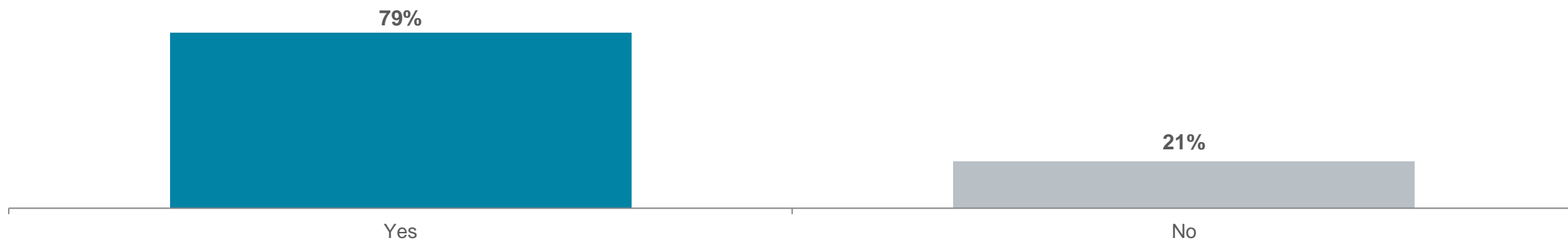
## Section Summary

- **79% of respondents in BC/Yukon have an accredited professional designation in human resources management.**
  - The rate of accreditation rises sharply with work experience (53% among those with less than 5 years of experience vs. 93% among respondents with 15 or more years of experience).
  - The same applies to job title (those with an entry-level position like technician/coordinator are less likely to have a professional designation than those in a managerial/executive position).
- **Among professionals without an HR designation, 76% intend to obtain one in the next three years. 11% are still hesitating.**
  - The intention to obtain an HR designation in BC/Yukon is the highest in Canada (BC/Yukon: 76% vs. Canada as a whole: 63%).
- **The good news is that only 3% who have an HR designation plan to give it up (for reasons other than retirement). 10% are still hesitating.**



# Holding an accredited professional designation in human resources management (1/2)

Base: all respondents, n=634



	n=	CANADA	PROVINCE OR TERRITORY							
		TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
(%)		6835	634	193	279	2314	2995	213	134	420
Yes		84	79	74	74	81	96	76	67	73
No		16	21	26	26	19	4	24	33	27

# Holding an accredited professional designation in human resources management (2/2)

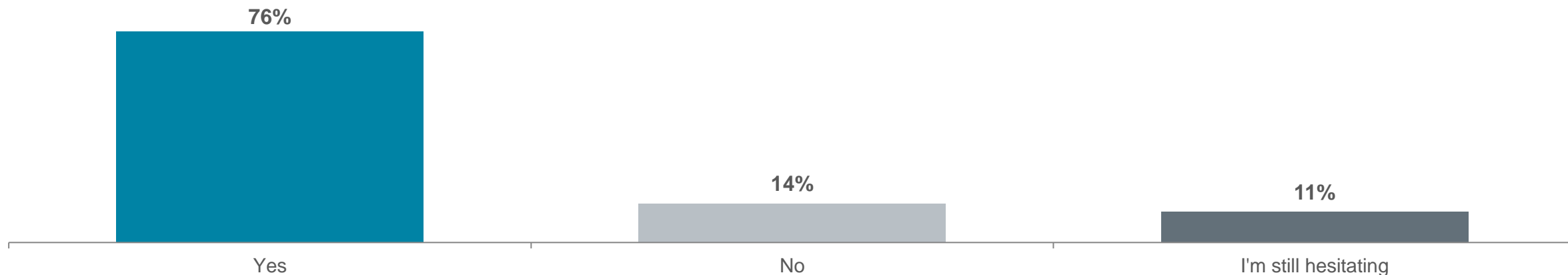
Base: all respondents, n=634

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	634	528	106	19	46	311	258	120	267	247	75	186	341	502	132
Yes		<b>79</b>	80	76	--	--	78	79	<b>53</b>	78	<b>93</b>	<b>49</b>	80	<b>85</b>	<b>100</b>	<b>0</b>
No		<b>21</b>	20	24	--	--	22	21	<b>48</b>	22	<b>7</b>	<b>51</b>	20	<b>15</b>	<b>0</b>	<b>100</b>

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	634	442	192	5	20	21	50	24	11	20	41	92	68	281	170
Yes		<b>79</b>	79	80	--	--	--	80	--	--	--	--	83	76	78	77
No		<b>21</b>	21	20	--	--	--	20	--	--	--	--	17	24	22	23

# Plans to obtain a professional HR designation in the next 3 years (1/2)

Base: respondents without an HR designation, n=132



	CANADA		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	936	132	50	72	442	128	52	44	112
Yes		63	76	66	74	60	48	75	--	65
No		18	14	18	8	19	32	6	--	15
I'm still hesitating		19	11	16	18	21	20	19	--	21

# Plans to obtain a professional HR designation in the next 3 years (2/2)

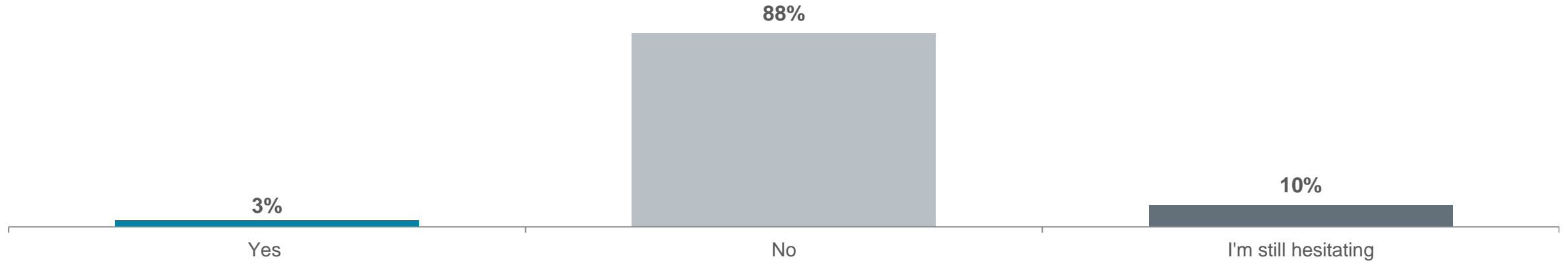
Base: respondents without an HR designation, n=132

		TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		TOTAL	HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO
(%)	n=	132	107	25	0	11	67	54	57	58	17	38	38	51	0	132
Yes		<b>76</b>	78	--	--	--	72	78	<b>93</b>	71	--	--	--	<b>61</b>	--	76
No		<b>14</b>	13	--	--	--	16	11	<b>2</b>	12	--	--	--	<b>24</b>	--	14
I'm still hesitating		<b>11</b>	9	--	--	--	12	11	<b>5</b>	<b>17</b>	--	--	--	16	--	11

		GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		TOTAL	GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000
(%)	n=	132	93	39	0	1	7	10	2	3	6	10	16	16	61	39
Yes		<b>76</b>	76	--	--	--	--	--	--	--	--	--	--	--	75	--
No		<b>14</b>	11	--	--	--	--	--	--	--	--	--	--	--	20	--
I'm still hesitating		<b>11</b>	13	--	--	--	--	--	--	--	--	--	--	--	<b>5</b>	--

# Plans to give up their HR professional title for any reason other than retirement within the next 3 years (1/2)

Base: respondents with an HR designation, n=502



	CANADA		PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	5899	502	143	207	1872	2867	161	90	308
Yes		2	3	0	2	2	3	1	2	1
No		87	88	94	91	90	83	89	89	90
I'm still hesitating		10	10	6	7	9	15	9	9	9

# Plans to give up their HR professional title for any reason other than retirement within the next 3 years (2/2)

Base: respondents with an HR designation, n=502

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	502	421	81	19	35	244	204	63	209	230	37	148	290	502	0
Yes	<b>3</b>	3	2	--	--	3	2	5	1	3	--	3	2	3	--	
No	<b>88</b>	87	89	--	--	87	89	87	87	89	--	85	<b>91</b>	88	--	
I'm still hesitating	<b>10</b>	10	9	--	--	10	9	8	12	8	--	11	<b>7</b>	10	--	

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	502	349	153	5	19	14	40	22	8	14	31	76	52	220	131
Yes	<b>3</b>	3	2	--	--	--	--	--	--	--	--	--	3	2	3	2
No	<b>88</b>	87	88	--	--	--	--	--	--	--	--	--	93	90	89	<b>82</b>
I'm still hesitating	<b>10</b>	10	10	--	--	--	--	--	--	--	--	--	4	8	9	<b>15</b>

# Reasons for planning to give up the HR professional title (1/2)

Base: respondents with an HR title who plan to give it up within the next 3 years, n=13

*Results based on fewer than 50 respondents are not shown*

I no longer plan to practice in human resources (career change / return to studies)	Because of the obligation related to the hours of training hours to complete	Because the membership fees are too high	I didn't get enough benefit from being a member	Other
---	--	--	---	-------

	CANADA	PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%)	n=	134	13	0	4	34	79	2	2	4
I no longer plan to practice in human resources (career change / return to studies)	14	--	--	--	--	6	--	--	--	
Because of the obligation related to the hours of training hours to complete	39	--	--	--	--	43	--	--	--	
Because the membership fees are too high	60	--	--	--	--	54	--	--	--	
I didn't get enough benefit from being a member	66	--	--	--	--	61	--	--	--	
Other	30	--	--	--	--	27	--	--	--	

# Reasons for planning to give up the HR professional title (2/2)

Base: respondents with an HR title who plan to give it up within the next 3 years, n=13

	TOTAL	TYPE HR POSITION		WORKPLACE				YEARS EXP.			POSITION TITLE			PRO. TITLE		
		HR EXCLU.	NON-EXCLU.	PRIVATE SELF.	PRIVATE FIRM	PRIVATE COMP.	PUB. SEC. PARA/NPO	5 YEARS AND -	6-14 YRS	15 YRS +	TECH. COORDI	ADV. SUPERV.	DIR. SR. MNG.	YES	NO	
(%)	n=	13	11	2	1	1	7	4	3	3	7	0	5	7	13	0
I no longer plan to practice in human resources (career change / return to studies)	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Because of the obligation related to the hours of training hours to complete	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Because the membership fees are too high	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
I didn't get enough benefit from being a member	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Other	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

	TOTAL	GEN. VS SPE.		TYPE OF SPECIALIZATION								ORG. SIZE.				
		GEN.	SPE.	SKILLS DEV.	TOT. COMP.	WORKFO RCE P&M	LABOR REL.	ORG. DEV.	HEALTH	IT	OTHER	<50	50-99	100-1,000	+ 1,000	
(%)	n=	13	10	3	0	0	0	1	0	1	1	0	2	1	6	3
I no longer plan to practice in human resources (career change / return to studies)	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Because of the obligation related to the hours of training hours to complete	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Because the membership fees are too high	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
I didn't get enough benefit from being a member	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Other	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--





# Sociodemographic data

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# Profile (1/2)

Base: all respondents, n=6835

	CANADA	PROVINCE OR TERRITORY								
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL	
(%) CURRENT STATUS	n=	6835	634	193	279	2314	2995	213	134	420
Working full-time	95	95	95	96	95	96	98	99	99	
Working part-time	3	4	4	3	3	2	0	1	0	
Retired	0	0	0	0	0	0	0	0	0	
Student	0	0	0	0	0	0	0	0	0	
On parental leave	2	1	1	1	3	2	2	0	1	
<b>(%) AGE</b>										
Under 25 years old	1	1	2	1	1	2	2	0	1	
25-34 years old	26	23	20	25	26	32	23	18	21	
35-44 years old	35	36	41	37	36	33	36	31	34	
45-54 years old	24	23	23	26	24	24	26	33	28	
55-64 years old	12	16	10	11	12	8	12	16	14	
65 years old or older	1	2	3	0	1	1	1	1	1	
<b>(%) GENDER</b>										
A man	17	16	19	17	14	21	16	18	17	
A woman	82	82	80	82	84	79	83	81	82	
Other gender	0	0	0	0	0	0	0	1	0	
I prefer not to answer	1	2	1	1	1	0	1	1	1	

# Profile (2/2)

Base: all respondents, n=6835

	CANADA	PROVINCE OR TERRITORY							
	TOTAL	BC + YUKON	SK	MB	ON	QC	NS	NB	TOT ATL
<b>(%) EDUCATION</b>	n= 6835	634	193	279	2314	2995	213	134	420
High school or less	0	1	1	0	0	0	1	0	1
Certificate or diploma from a college, CEGEP or other non-university educational institution or apprenticeship diploma or trade school	8	7	9	19	12	0	5	16	10
University certificate or diploma below a bachelor's degree	6	11	7	15	7	1	8	8	8
Bachelor's degree	45	44	59	46	32	67	41	37	40
Post graduate certificate / Post graduate diploma	22	14	5	10	33	8	29	22	24
Master's degree	18	21	20	9	16	22	15	15	16
Doctorate or post-doctorate	1	1	0	0	0	1	1	1	1
<b>(%) BELONGS TO ANY OF THESE GROUPS (% YES)</b>									
Visible Minority	20	27	20	24	24	8	10	18	12
Ethnic Minority	16	26	9	14	19	6	8	7	7
Aboriginal (First Nations, Métis or Inuit)	2	3	5	5	2	1	2	2	2
<b>(%) DEGREE OR DIPLOMA SPECIALIZING IN HR</b>	n= 6811	628	191	278	2305	2992	210	134	417
Yes	80	73	75	81	83	78	78	72	75
No	20	27	25	19	17	22	22	28	25

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