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**HUMAN RESOURCES
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The B.C. Advantage

We might not love our jobs, our paycheques or our benefits—but for many of us, there's nowhere we'd rather work than here in B.C. Behind the results from our exclusive workplace survey, done in partnership with Ipsos and the Human Resources Management Association

Retirees and students excluded, British Columbians spend most of their waking hours at work—or getting to and from the office, thinking about that presentation, bitching about their boss. So it should come as no surprise that when we surveyed you on your employment situation, many expressed some pretty strong opinions. And surprisingly—at least for this ink-stained wretch—you're a pretty contented lot.

Fully 73 per cent of those British Columbians surveyed (an Ipsos study, conducted between August 13 and September 2, of 874 adult Canadians—302 from B.C.) said they “tend to agree” (43%) or “strongly agree” (30%) with the statement: “I am satisfied with my current employer.” That's about the same as the rest of Canada. Where there's a noticeable divergence is on the question of “are you actively looking for employment opportunities elsewhere?” Outside B.C., about a third of Canadians (34%) either strongly or somewhat agree with the proposition. Here in Lotusland? Just 19 per cent.

Michael Rodenburgh, executive vice-president for Ipsos in Western Canada, thinks he knows why.

“British Columbian workers are willing to sacrifice to stay in the region. That's absolutely atypical when we compare it to the rest of Canada. It's that connection to lifestyle—that unquantifiable element that makes your life more pleasurable.” Rodenburgh also thinks that this province's relatively high rate of unionization (35% compared to 25% for the rest of Canada) is a contributing factor:

“When you think about it, a union provides much more security. If you don't have that security, it might mean that you're more mobile.”

Using data from surveys such as this, Ipsos also creates something called the Engagement Index (factoring in everything from compensation and benefits to “pride in work”) that gives a sense of



BY MATT O'GRADY

our commitment to our jobs (see p.38 for more). According to this survey—with 100 representing the score of an “averagely” engaged employee—B.C. employees rank at 105; outside B.C., the Canadian number is 92. The numbers go even higher for younger British Columbians, with a score of 110 for workers under 35 years of age.

According to Rock Lefebvre, chief regulatory officer for the Human Resources Management Association, engagement is a critical factor to business success these days. “In the old days, we were making widgets; today it’s a knowledge-based

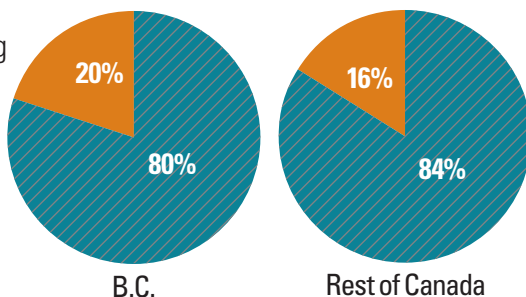
economy, and to untap the full potential of the knowledge industry, you have to have employees who not only do their job but are also engaged. In the absence of engagement, you can never optimize the bottom line—and in business, the goal is to optimize the bottom line.”

Lefebvre says that B.C. has long been able to trade on its natural advantages—the so-called B.C. Advantage—to attract and retain employees, and keep them engaged. But he says it would be foolhardy to assume that millennials—more equipped to work in a global economy

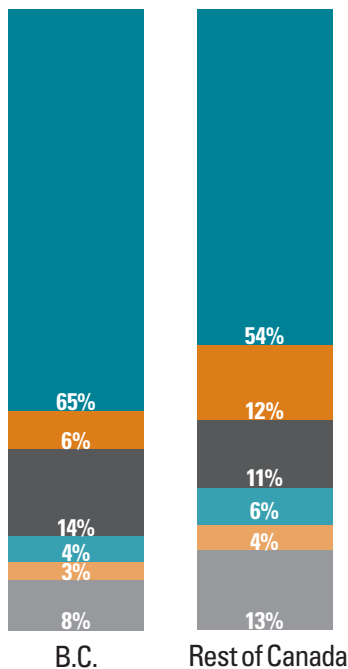
and more mobile than older generations—are wedded to the idea of staying in B.C. no matter the career limitations. He says that business leaders need to create a comprehensive strategy to retain millennials and become more competitive.

“In B.C., in addition to providing a great environment, we have to demonstrate to millennials that we are equal to other regions. Even if it has a nice climate, they will eventually leave if they can make a few thousand dollars a year more somewhere else. That’s the way millennials have been programmed.”

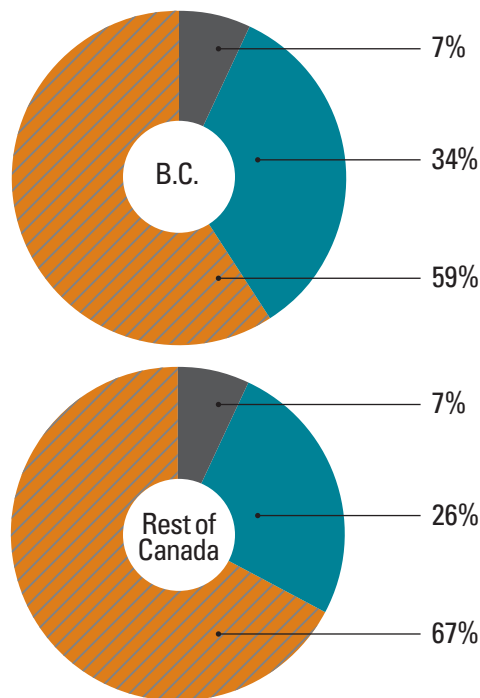
1. Which of the following best describes your current employment status:



2. Which of the following best describes the organizational structure of your current employer:

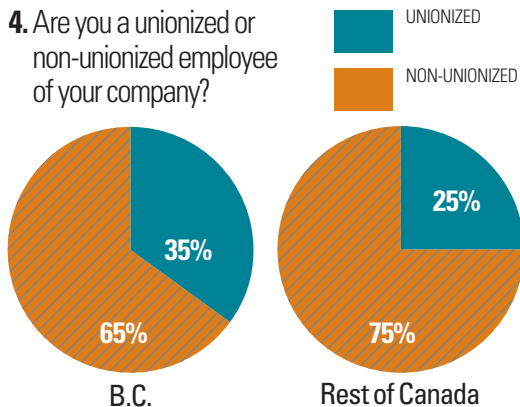


3. Which of the following best describes the role you play within your company:

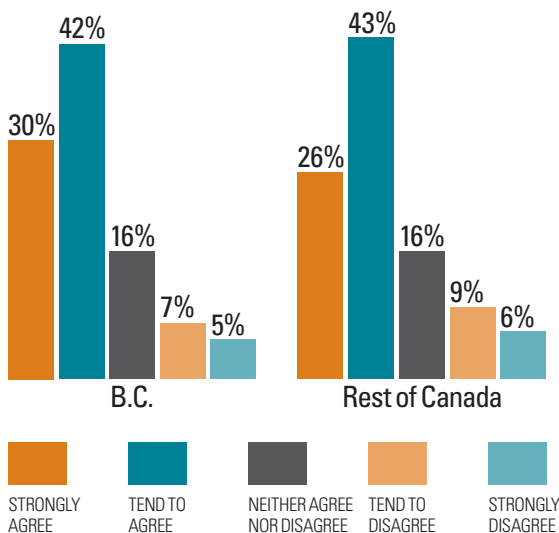


See what you're missing...

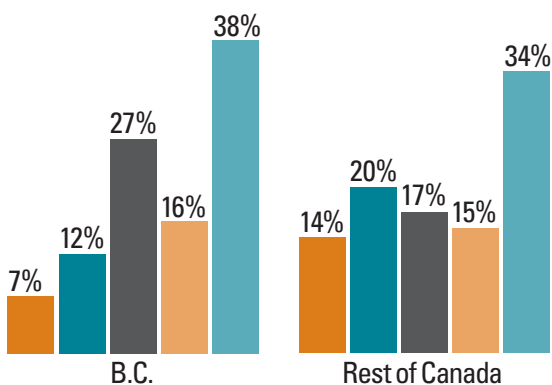
4. Are you a unionized or non-unionized employee of your company?



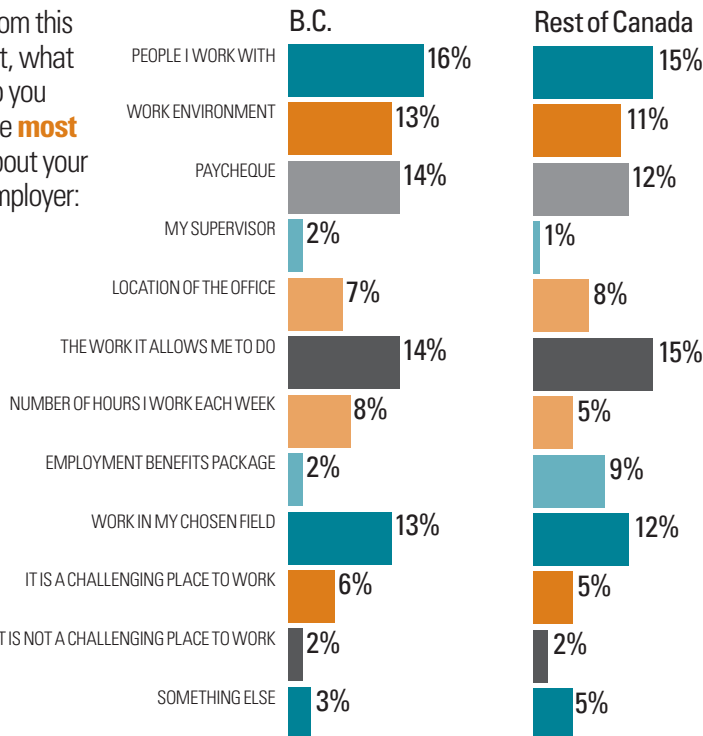
5. I am satisfied with my current employer:



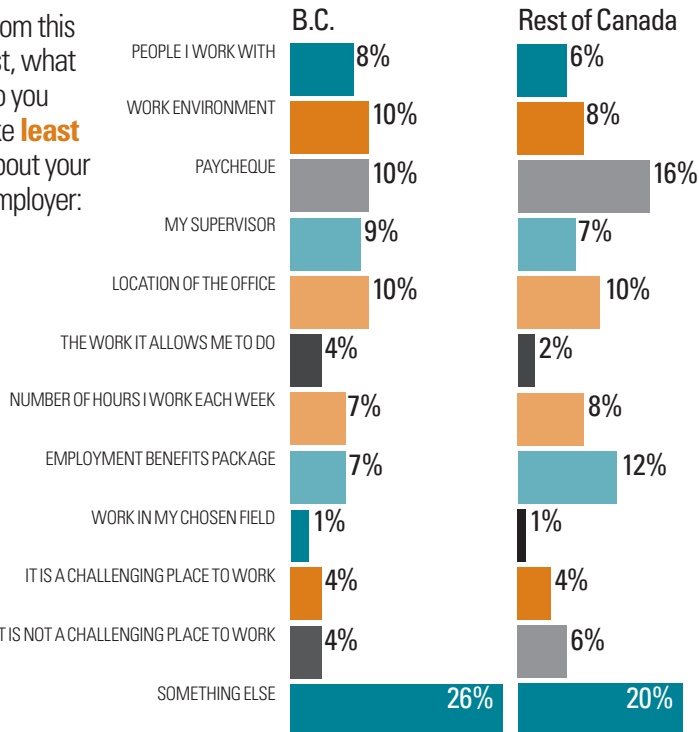
6. I am actively looking for employment opportunities elsewhere:



7. From this list, what do you like **most** about your employer:



8. From this list, what do you like **least** about your employer:



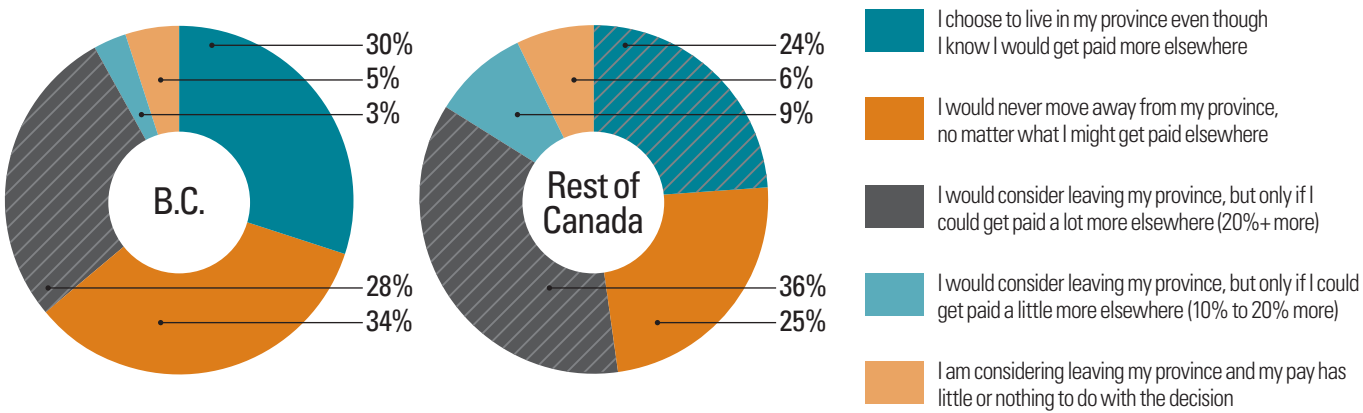
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Managing Director – Canadyne Technologies Inc.

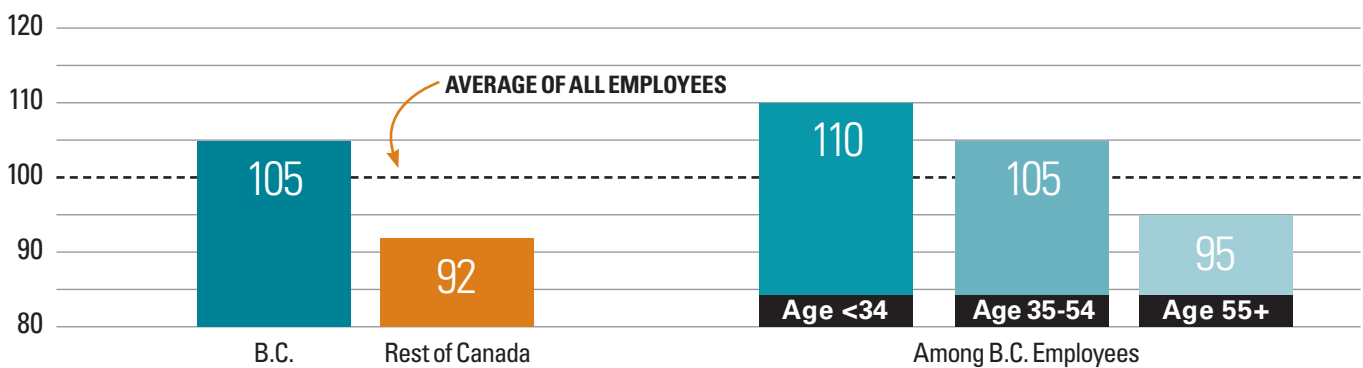
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9. Which of the following statements best fits with your attitude about employment in the province where you live:



Engagement Index



So what is **ENGAGEMENT**? Happiness on the job is the largest contributor to engagement; compensation and benefits, while important, are the smallest drivers of engagement

ATTRIBUTE	IMPACT ON ENGAGEMENT
I'm happy in my job	32%
I feel proud to work at my company	18%
I feel valued and recognized by my current employer	17%
My company is genuinely interested in the well-being of its employees	12%
I think that there are equal/greater opportunities that exist outside the company	10%
I think that my benefits package is competitive	6%
My overall compensation package is comparable with people doing similar jobs in other companies	5%

TPD

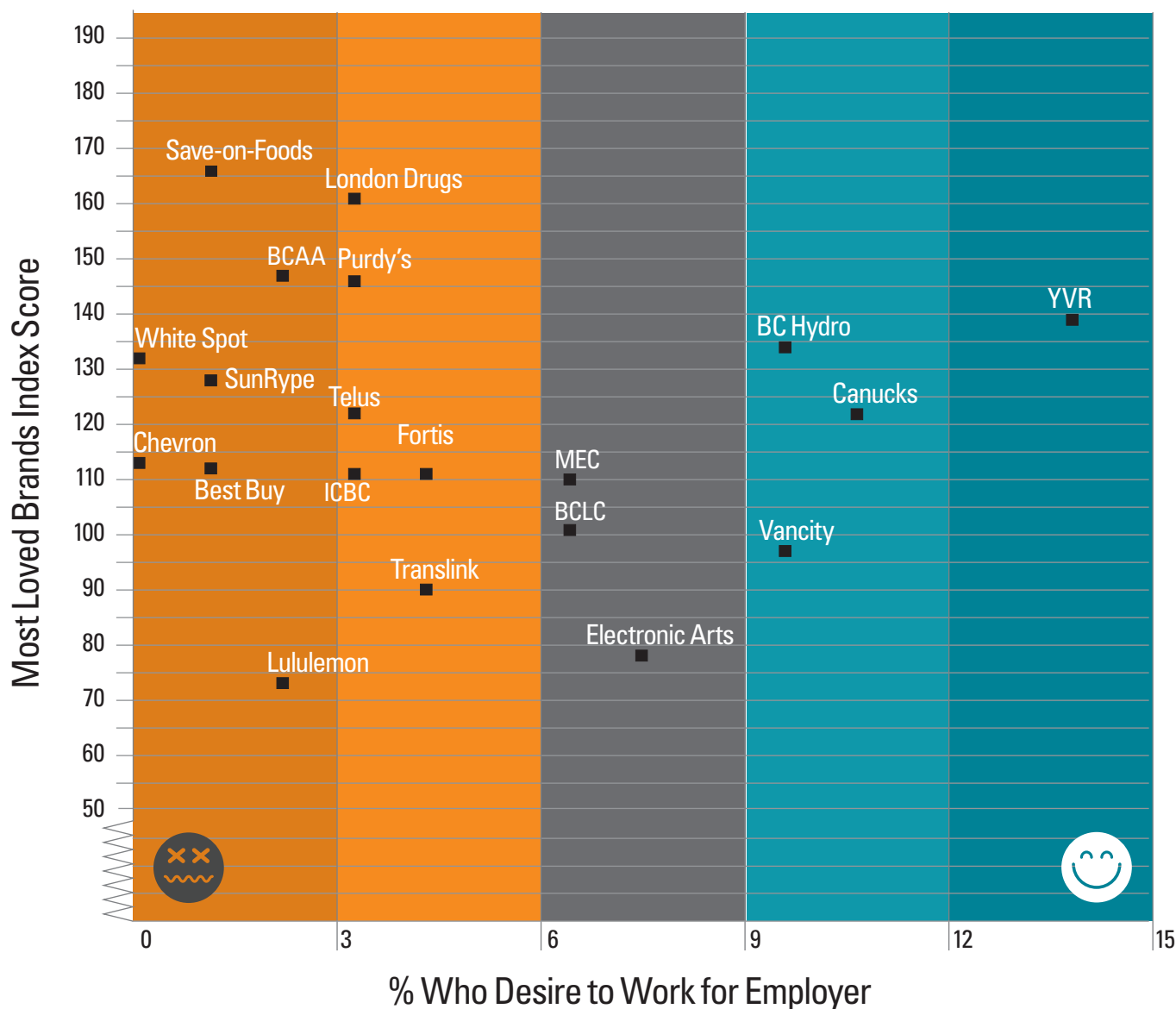
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Love the Brand, Not the Workplace

Every February, *BCBusiness* partners with Ipsos to survey British Columbians on the Most Loved Brands in B.C. “Love” measures things like how much you trust a brand, how innovative you find it and whether you think it’s a brand that’s making a positive contribution to B.C. For our workplace survey, we offered up a list of this year’s most loved brands and asked: Which of the following companies would you most like to work for? As you can see from the graph below, the most loved brands (Save-on-Foods, London Drugs) aren’t necessarily the ones you most want to work for. ■



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As a seasoned certified human resources professional, Kevin is responsible for the strategic direction of Air Canada's regional network — a network that operates 327,000 flights, carries 12 million passengers annually, and supports regional airports coast to coast and supports regional airports coast to coast, as far south as Houston, Texas and as far north as Yellowknife, NWT. “When Air Canada adds service to a region, it boosts the local economy. This is something we are very proud of.”

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