HR BAROMETER

2016

Profile of the world of work in Quebec

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About the Ordre

With close to 10,000 members, the Ordre des conseillers en ressources humaines agréés is the primary reference organization in HR management. It ensures the protection of the public and contributes to the advancement of its CHRP and CIRC members. Through its actions in the public arena, it plays a key influential role in the world of work in Quebec. The Ordre thus actively participates in maintaining a balance between organizational success and employee well being. To learn more, visit portailrh.org.

CRHA
Ordre des conseillers
en ressources
humaines agréés

HR Barometer,
a profile of the world of work in Quebec

The Ordre is proud to introduce the first edition of its HR Barometer, an analysis of the current state of the world of work based on data input from 575 employees and 831 organizations in Quebec.

HR Barometer presents a status report on the situation of HR management in Quebec organizations, examining the following four key issues: leadership, culture and commitment, talent management and cost control.

A grade of B-

To identify and enhance understanding of the challenges facing Quebec organizations, the Ordre des conseillers en ressources humaines agréés has examined the world of work, focusing on four issues business leaders consider to be top priorities. The Ordre awarded a grade of B- for this first 2016 edition.

According to the data collected, culture and the level of employee commitment, managerial leadership and employee's interest in development activities are the major assets available to Quebec organizations.

The Ordre pinpoints talent management and cost control as the main shortcomings holding back Quebec businesses. Even though workers want to develop, they don't see what their work environment has to offer as satisfying or tailored to their needs. Furthermore, few organizations employ HR measurement tools, which limits their ability to make an accurate diagnosis and thus to take the steps needed to optimize their performance.
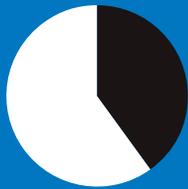
Key issues

70[%]

of organizations and workers believe their work conditions promote **work/personal life balance**

Insufficient **recognition** from managers according to **1 out of 2 organizations**.

40[%]

of organizations have a **succession strategy** for key positions

8/10

workers are **proud** to work for their organization, **satisfied** with their jobs and believe that their work environment is conducive to teamwork

Although **¾ of the organizations** claim to offer their employees advancement opportunities, **one in two employees** feels that these opportunities are not available

Turnover

Nearly half the organizations' employees changes every three years

Leadership

B

The analysis of leadership focuses on the employee management skills of immediate supervisors. Although 2/3 of employees consider their immediate superiors to be competent, lack of recognition remains a glaring problem. One organization in two estimates that its managers insufficiently recognize their employees.

B ## Skills of immediate superiors

Some **2/3 of workers feel that their immediate superior has the skills necessary to manage employees**. The organizations also share this perception.

B ## Communication

Employees seem fairly satisfied with communication with their immediate superior. **About 7 in 10 consider that he or she knows how to clearly communicate expectations, listen to their opinions and take them into consideration.**

Interestingly, organizations largely underestimate their managers' ability to clearly communicate their expectations, whereas they overestimate their ability to allow employees to express their opinions. These abilities are rated at 54% and 76% respectively.

C ## Recognition

Both employees and organizations point out the lack of recognition in the workplace. **One in two organizations doesn't consider that their managers provide enough recognition.** This situation is serious, especially since the data indicates that these businesses experience 21% more voluntary departures that those that recognize their employees' contributions.

Culture and commitment

(A)
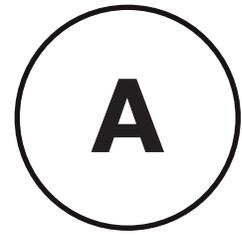
The culture and commitment situation is quite satisfactory overall. Eight in ten workers say they're satisfied with their jobs, are proud of their organization and consider their workplace environment conducive to teamwork. However, the modernization of performance management practices and work/personal life balance are areas to watch.

(A) ## Pride, jobs and teamwork

Eight in ten employees are proud to work for their organization, satisfied with their jobs and consider their workplace conducive to teamwork. Organizations also share this perception.

(B) ## Contribution to performance

Some 78% of employees feel they are contributing to their organization's success. However, it would be of interest for organizations to improve their performance management practices to confirm this perception. **Only one in two evaluates the impact of individual performance on attainment of the organization's objectives.**

(B) ## Work/personal life balance

Around 70% of organizations and workers believe their work conditions promote work/personal life balance. The main practices implemented include personal leave (71%), flexible hours (64%) and telework (46%). The combination of only two of these practices pushes positive perception to 90%.

Talent management

C
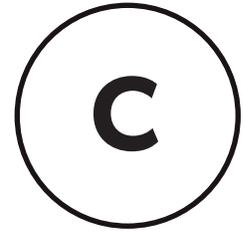
Talent management is an issue of serious concern in work environments in Quebec. One in two workers feels their organization doesn't offer any advancement opportunities. For their part, only 40% of organizations report they have a succession strategy for key positions.

C

Advancement opportunities

Although ¾ of organizations claim they offer their employees advancement opportunities, **one worker in two doesn't think these opportunities are available**. This blind spot is threatening to organizations because lack of advancement opportunities is the reason for 15% of voluntary departures.

D

Succession

The lack of a succession strategy for key positions in organizations is cause for concern. **Only 40% of organizations have adopted such a strategy**. This figure falls below 25% for businesses with fewer than 100 employees. Given the extent of this lack, it's no surprise that ¾ of workers don't seem to know what the situation is in this respect in their work environment.

B

Skills development

Similarly to their view of advancement opportunities, employees don't see opportunities for skills development. Only 69% say they feel they have such opportunities, although 86% of organizations say they offer them.

As for impact on performance, 8 in 10 employees indicate that the opportunities to participate in training or other development activities are improving. However, it would be worthwhile for organizations to measure the transfer of learning to confirm this perception. Only 20% of organizations now do so.

Cost control
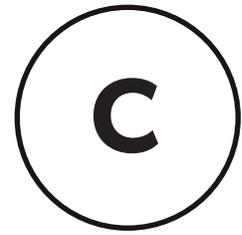
There clearly remains a lot to be done in this area. Less than one in two organizations measures voluntary turnover and disabilities. One in three organizations documents staffing timelines.

C

Voluntary turnover

Less than one organization in two measures its voluntary turnover rate and documents the underlying causes. The organizations that measure this factor post an average rate of 15.27%, signalling that **they can see nearly half their staff change within three years**. The average rate may vary significantly according to industry sector.

Work conditions, including compensation, are the reason for 1 in 5 voluntary departures. **Accordingly, 4 out of 5 of departures are related to other factors that management practices can influence.** For instance, work environment is the second reason for departures, yet organizations often neglect it and rank it sixth.

Causes of disabilities

Mental health problems are disturbing. Although they're less obvious, psychological disabilities rank close to physical disabilities, weighing in at 45% and 55% respectively. **Three in ten of all disabilities are directly related to work.** Less than one organization in two documents the causes of disabilities.

Staffing timelines

Just one organization in five measures staffing timelines, which is one of the key factors impacting recruitment costs. In those organizations that do, **the average timeline to fill a position is 42 days**. The data may vary depending on the individual characteristics of each organization. For example, the larger the organization, the longer the timelines.

Methodology

The HR Barometer of the Ordre des conseillers en ressources humaines agréés is based on the following two surveys: a web survey of Ordre members in business carried out from March 18 to 30, 2016, which provided data on 831 Quebec organizations; and a web panel survey conducted by CROP from March 17 to 21 the same year. Quebec employees completed a total of 575 questionnaires.

The HR Barometer grades were awarded according to (a) the absolute results of both surveys, (b) discrepancies in the responses of professionals and employees on the same issue, and (c) the Ordre's professional opinion on the optimal situation for each issue.

Give the survey's non-probability sample, the calculation of the margin of error does not apply.

View the complete survey reports:
CROP-CRHA survey of employees
CRHA survey of members

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