



**REPORT ON CORPORATE HR ISSUES  
CONDUCTED BY VERTICAL BRIDGE CORPORATE  
CONSULTING INC.  
SURVEY JUNE 2008  
SUMMARY**

**- Survey Background -**

The survey was conducted to a broad cross-section of over 600 SME's across BC. Most of the companies surveyed had between 20 and 600 employees.

The sectors that were represented included hospitality, construction, education, finance and insurance, information technology, manufacturing, NGO's and not-for-profits, professional services, retail trade, telecommunications and transportation.

Among survey respondents, just under half classified themselves as HR managers (47%). About the same number were senior management or executives and the rest classified themselves as either owners or consultants.

**- Survey Highlights -**

*Employee Engagement:*

In these times of low unemployment, it was interesting to note that one-in-three BC companies do not have a formal system in place to find out what their employees want or need in their work environment. Of the mechanisms used as described by respondents, about a third use some form of survey, another third rely on regular performance reviews, and the remainder are either informal or non-existent.

One question that arises from this is whether or not employees actually use performance reviews as a time to discuss challenges they are having or situations that are causing them distress.

When prompted, most respondents realized that they actually had a variety of ways of addressing employees concerns or needs as outlined in question five (5) in the results section attached to this report.

*Retention:*

The majority, (75%) of companies surveyed have some kind of employee retention program in place, primarily performance review (18%), extensive benefit programs (15%), and paid tuition for advanced education (14%).

### *Coaching and Mentoring:*

Surprisingly, very few organizations utilize any kind of employee or career development plan (14%) and only one-in-four have any kind of formal coaching or mentoring programs currently in place. This is surprising as many recent studies indicate that employees who are under 40 years old in particular say they are more highly motivated and intend to stay longer with employers who offer opportunities for growth and development. Coaching and mentoring programs feature greatly in attracting and retaining younger employees.

Our survey shows that while eighty percent (80%) of managers surveyed recognize the importance of these types of programs only a quarter, (25%) are doing anything about it. Less than half of these measure whether their programs are successful or not.

### *Work/Life Balance:*

About half (53%) of companies/organizations have an understanding of the importance of work/life balance for their employees. This group indicated that they have programs in place; however, many admit that the demands of the business often over ride policy implementation. As a result, only a third measure whether the goals of attaining this balance are actually being achieved.

### *Multiple Generations in the Workplace:*

Over three-quarters of BC companies have 3 or 4 distinct generational groups working within their organization. However, given this diversity, less than one-in-five (18%) admit to understanding what motivates these different factions. Even fewer have any kind of programs in place that are designed to address the unique issues that arise within each cohort.

### *Succession Planning:*

As a corollary to the impact of an aging workforce, respondents were asked about succession planning within their company/organization. Fully two-thirds of those surveyed (63%) acknowledged that their firm had no planning for this eventuality. Of the remainder, half have one in place and half have it under development.



### *About Us:*

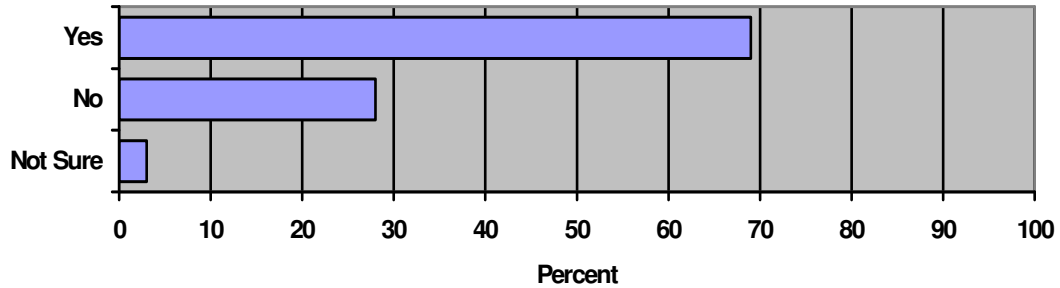
Vertical Bridge Corporate Consulting was founded to help companies in their quest to be a great place to work! We assist market leaders in developing winning strategies that attract, optimize and retain top employees.

We offer a full range of services including employee engagement surveys, human resource consulting, recruitment and executive search, training and development workshops and professional coaching and mentoring programs.

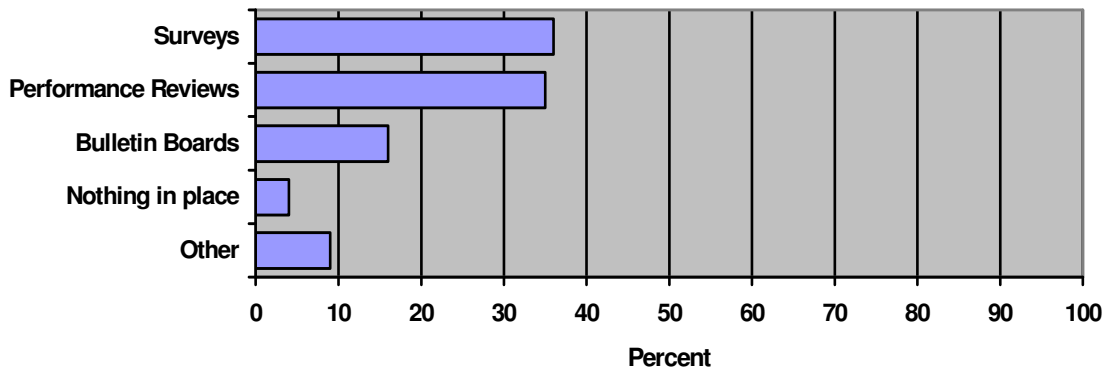
Our team of highly regarded professionals will provide you with the tools and knowledge that you need in order to gain an edge in today's highly competitive marketplace.

## - Survey Results -

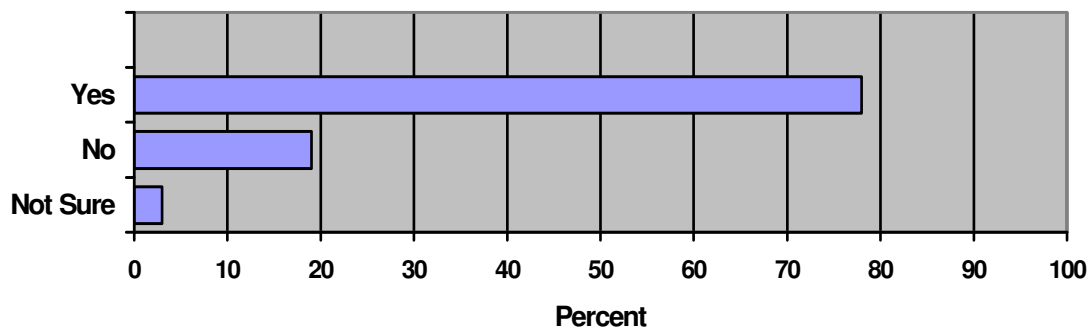
Does your company or organization have a system in place to find out what your employees want or need in their work environment?



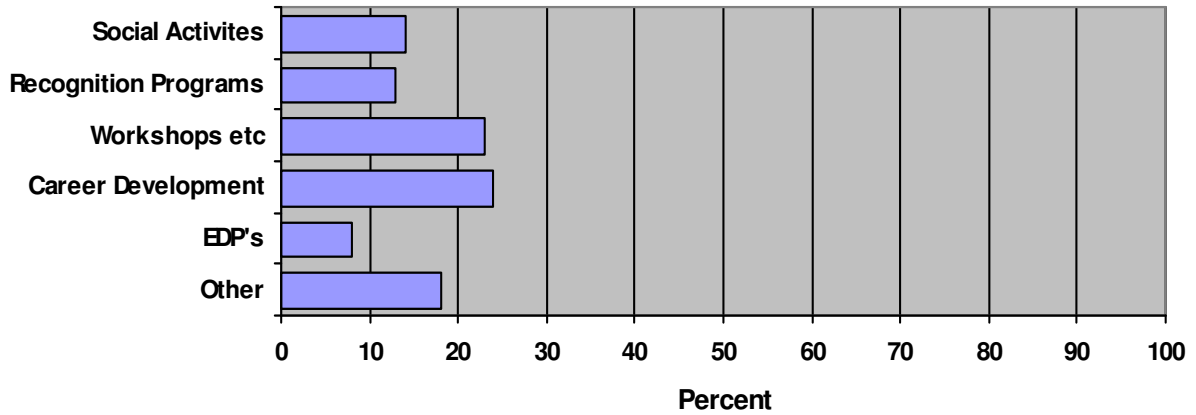
Please indicate which if any, of the following tools your company or organization currently uses that allows your employees to communicate their wants, needs, concerns and/or values to management.



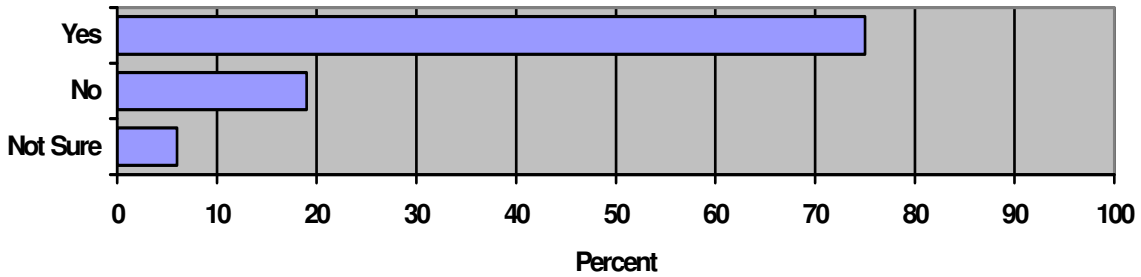
Do you have programs in place today to address your employees' wants and/or needs in their work environment?



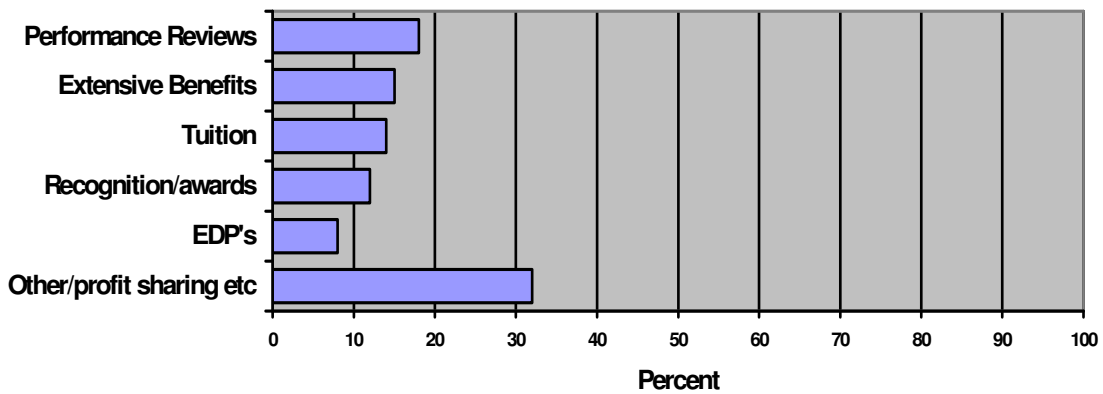
Please tell us what programs you have in place:



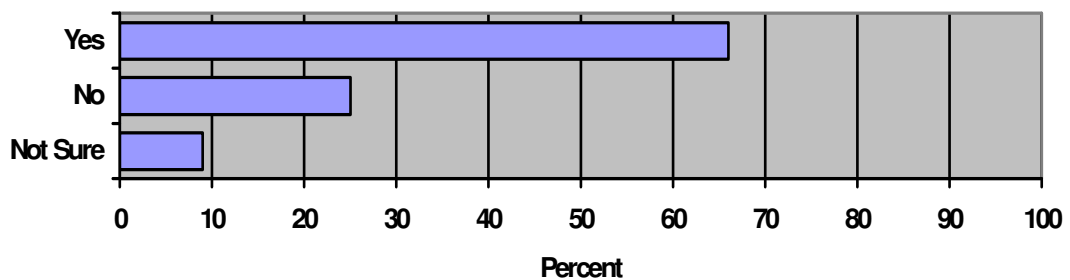
Do you have any formal programs in place to retain the employees that you have?



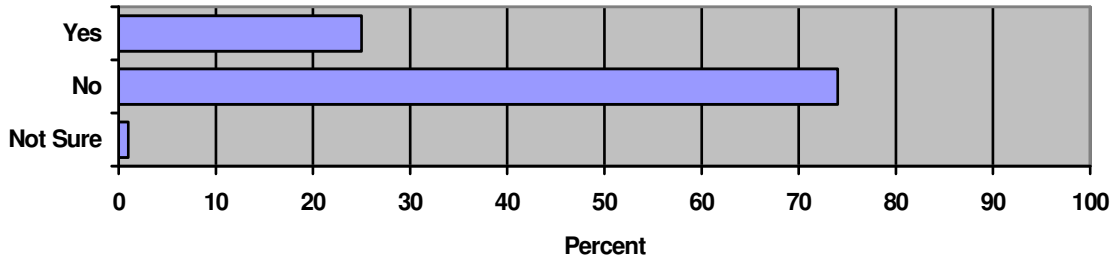
What types of programs do you have?



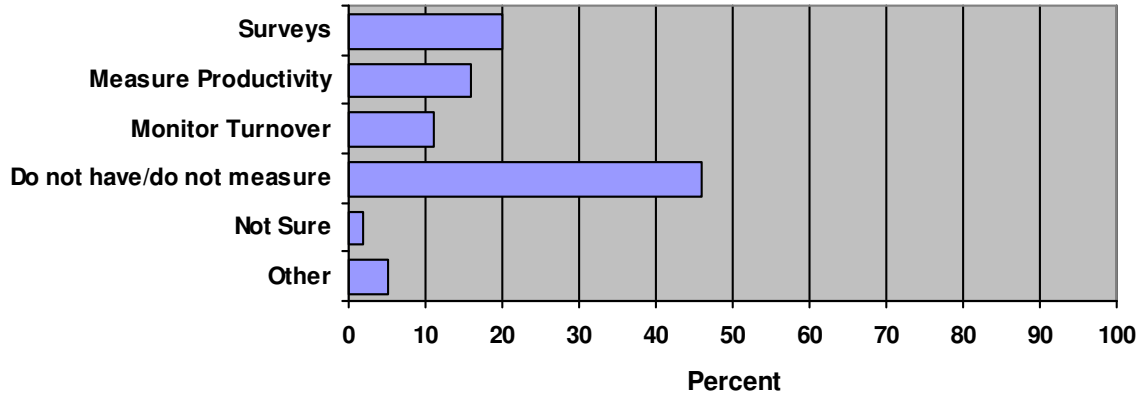
Were any of these programs developed with input from your employees?



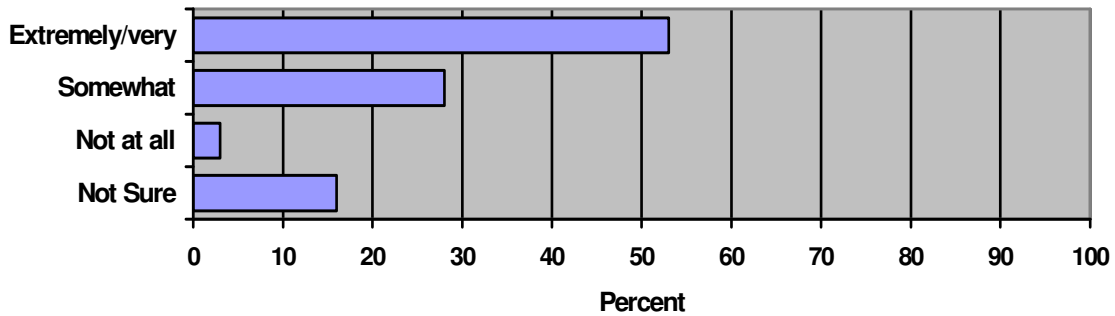
Does your company or organization have a formal coaching or mentoring program?



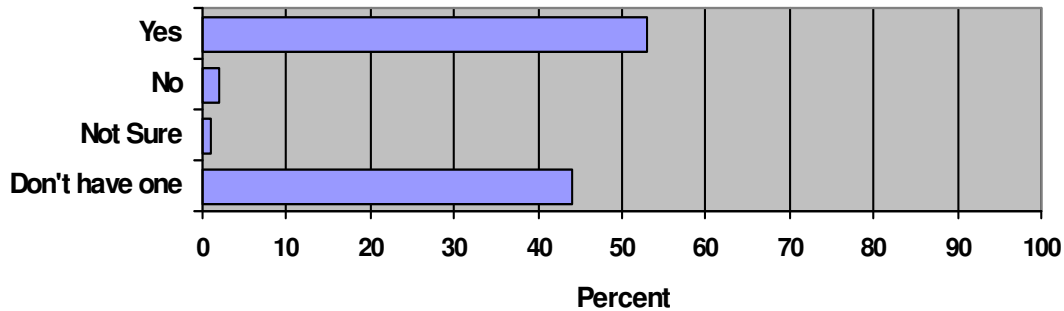
How do you measure the results of your program?



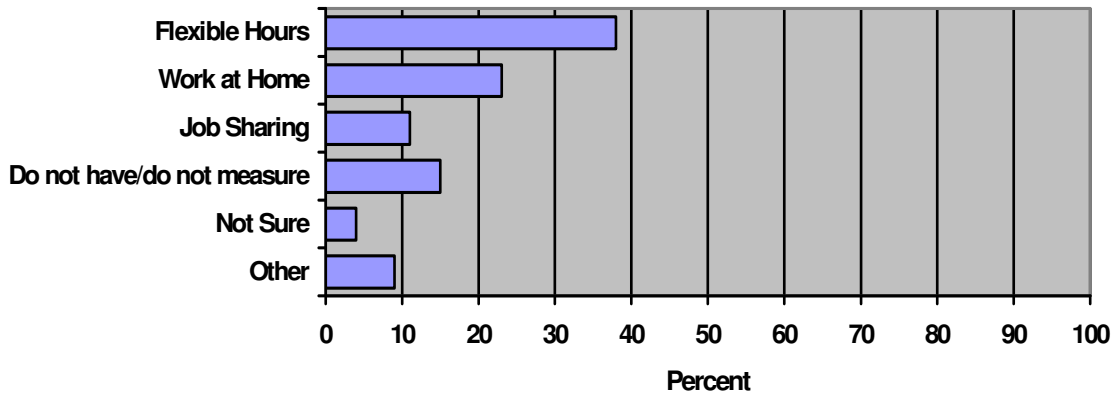
How important do you think this type of program is or could be to a company or organization like yours?



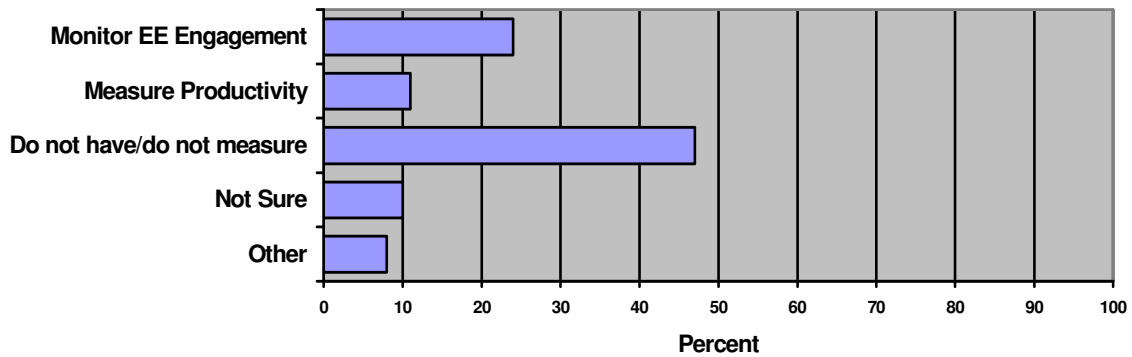
Can you describe what your company's/organization's philosophy is concerning work/life balance?



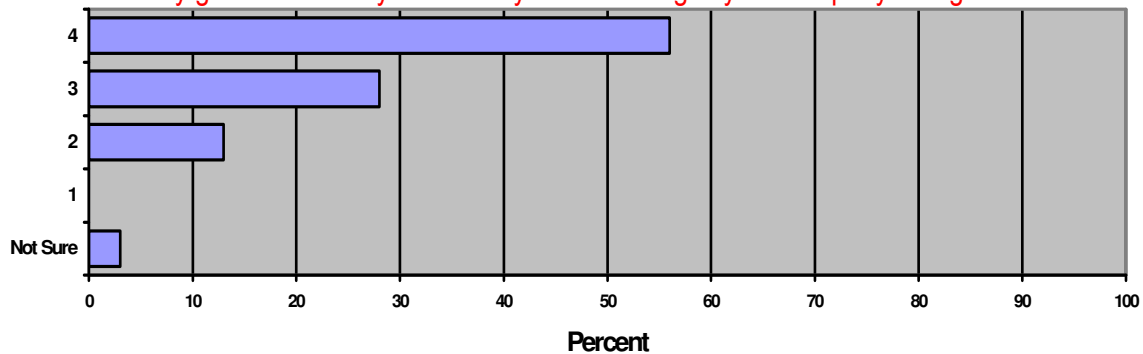
What programs, if any, does your company have in place today that support work/life balance?



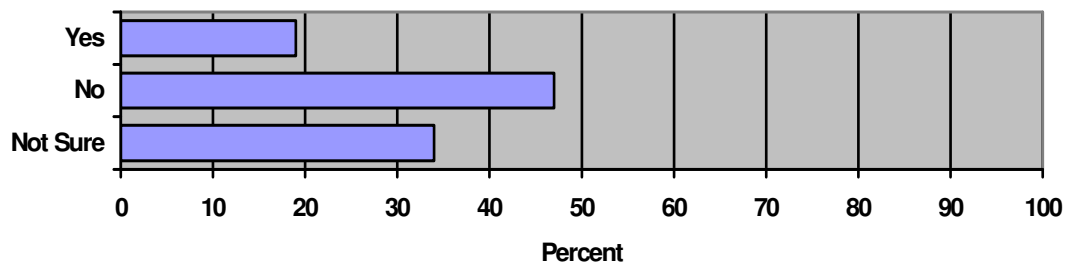
How do you measure whether these programs are successful or not?



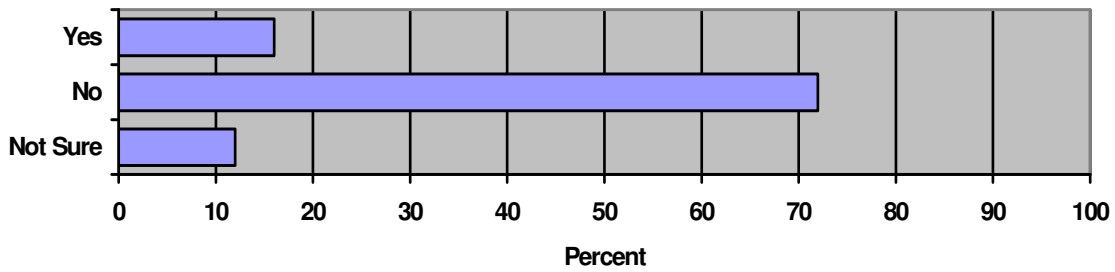
How many generations do you currently have working in your company or organization?



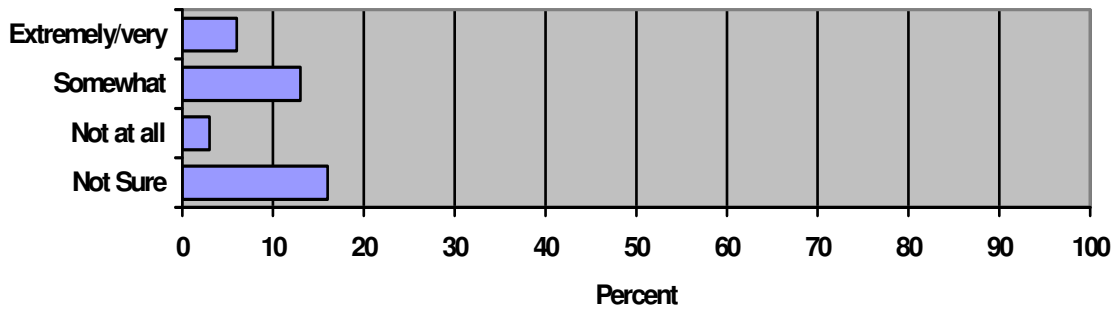
Is there a clear understanding among management of what motivates these different generations?



Does your company or organization have any programs in place that are specifically designed to address the different issues that arise within these diverse groups?

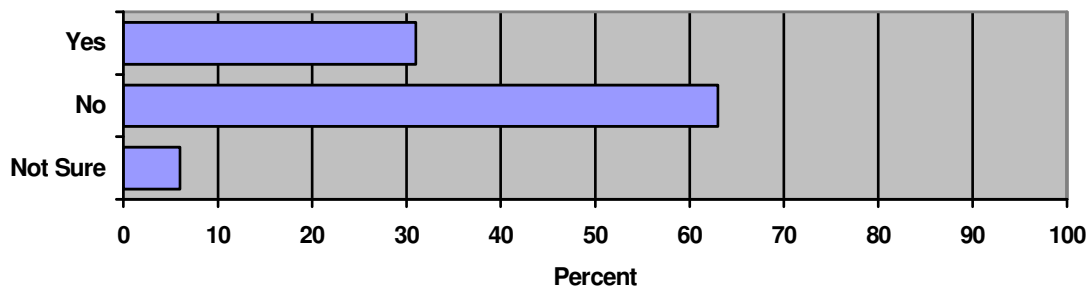


Do you feel that they are generally effective?



NB: as noted above over two-thirds do not have any such programs in place that they know of.

Does your company or organization have a formal succession plan in place?



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