Report

2022 HR Trends Survey

TOTAL ATLANTIC REPORT









Table of Contents

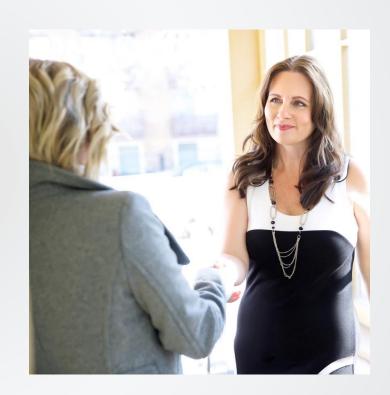
•	INTRODUCTION	3
•	ATLANTIC DETAILED FINDINGS	6
	 Employment Characteristics 	10
	 Job Responsibility 	13
	 Education & HR Designation 	18
	 Salary, Benefits, & Other Compensation 	23
	 Professional Development 	31
	 Recruitment 	34
	 Engagement, Retention & Turnover 	38
	 Diversity, Equity & Inclusion 	47
	Technology	53
	 Organization Firmographics 	58
	Demographics	64
•	CONTACT INFORMATION	66





BACKGROUND & OBJECTIVES

- In 2022, Chartered Professionals in Human Resources (CPHR) Canada an association representing over 31,000 members nationally and Human Resources Professionals Association (HRPA) representing just under 23,000 members in Ontario conducted a Human Resources trends survey among HR professionals across the country.
- The key objectives were to better understand:
 - HR salaries, benefits, and other compensation;
 - Job responsibilities;
 - Acquisition and benefit of HR designations;
 - Professional development activities;
 - Diversity, Equity, and Inclusion Initiatives;
 - Technology trends; and
 - Recruitment and Retention challenges.





METHODOLOGY: SAMPLE NOTES

- An online survey was conducted from October 31 to November 22, 2022 with members from CPHR Canada Member Associations and Human Resources Professionals Association (HRPA) of Ontario.
- Members were invited to participate through email communication from their respective associations.
 - A total of 1,954 respondents completed the survey
 - 179 HR professionals in Atlantic completed the survey.
- The following report details the total Atlantic results, making comparisons to the National total. Sample sizes and margin of error for each group are:

	Total	ATL
Base size	1,954	179
Margin of Error*	±2.2%	±7.3%

• Throughout the report, significant differences that are greater or less than 8% (between the Atlantic and other regions) are marked as follows:

▲ Significantly higher than all comparative regions. ▼ Significantly lower than all comparative regions.

Note that – due to rounding – totals for charts/tables may not sum to 100%.

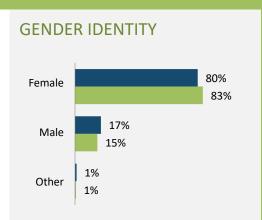


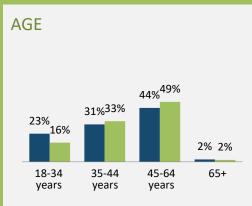


KEY INSIGHTS: ATLANTIC



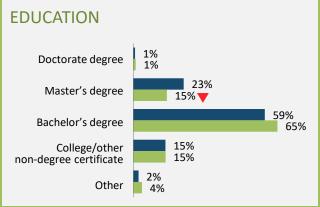
Atlantic Canada HR professionals are similar to other regions in terms of age and gender, less likely have a master's degree, and more likely to have 11-20 years of experience in HR.













EDUCATION RELATED TO HR



SENTIMENT ABOUT HR PROFESSION

HR professionals in Atlantic Canada are proud of their profession:

- 96% are proud of the work done as an HR professional.
- 84% look forward to coming to work.
- 83% feel HR is considered a strategic position in their company.

Over half (56%) find recruitment very or extremely challenging, while 27% face the same level of challenge with retention.

93% have seen an increase in workload over past 12 months. About half 48% ▲ have received additional support.

Top retention measures implemented are:

- Flexible work options: 56%
- Onboarding & orientation programs: 53% ▲
- Re-evaluating employee compensation: 52%
- 52% of HR professionals say they have increased salaries to help offset inflation

EDUCATION

68% of Atlantic HR professionals have an HR designation.

- 15% are planning to get or in process of getting an HR designation.
- 5% are planning to get an HR designation

Top reasons for getting an HR designation

- Credibility and recognition of title: 87%
- Employability and career progression possibilities: 78%

Almost all HR professionals spent time and money on professional development in the past year.

99%

spent time on their personal professional development, with an average of 38.7 ▼ hours

92%

spent money on their personal professional development, with an average spend of close to \$1300



DEI Initiatives



68%

Have implemented DEI initiatives.

18% are planning to.



64%▲

Have formal DEI strategy



28%

Formally measuring DEI Base sizes too small to show provincial DEI improvement proportions.

HR Technology



42%

Have implemented some HR digital transformation initiatives.

11% are planning to.



33%

Have formal HR tech strategy

Top areas planned for HR automation are:

- Internal processes (86% ▲)
- Employee onboarding (66%)
- Job applicant tracking (56%)
- Job applicant communications (53%)





Nearly all Atlantic HR professionals are salaried, fulltime employees.

Those working at large organizations (1,000+ employees) are more likely to be salaried, full-time employees.

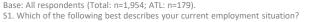
Current Employment Situation: PROVINCIAL

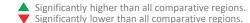
Base: All respondents (Total: n=1,954; ATL: n=179).





	NATIONAL		ATLANTIC	
Salaried full-time		86%		91%
Self-employed consultant	6%		4%	
Salaried part-time	3%		2%	
Contract full-time	2%		1%	
Gig worker /freelancer	2%		0%	
Contract part-time	1%		1%	
Private practice full-time	1%		0%	
Consultant at a firm	1%		1%	
Private practice part-time	<1%		0%	
Other	1%		1%	







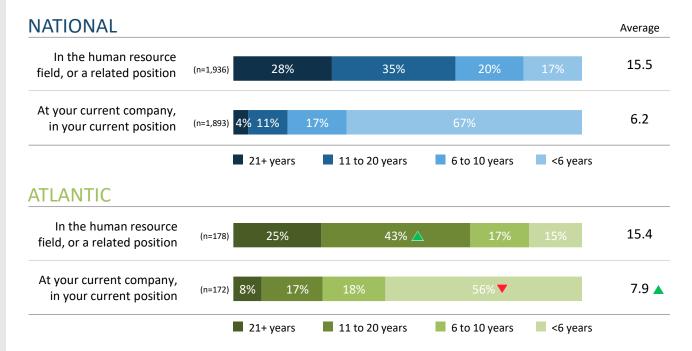
The typical Atlantic HR professional has worked an average of over 15 years in the HR field and has been in their current position for **significantly longer** the national average (nearly 8 years).

Those with an HR designation in Atlantic Canada are **more experienced** with an average of 18 years in the industry.



Years of Full Time Experience:

PROVINCIAL







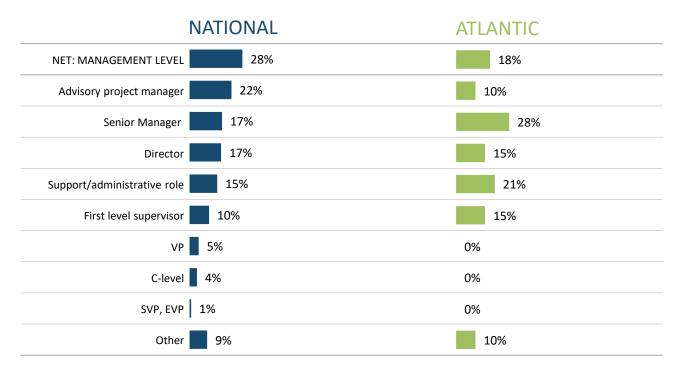
Atlantic HR professionals most commonly hold job titles matching "senior manager", "support/administrative role", "director", or "first level supervisor".

Nearly one-in-five have a job at the management level or higher.

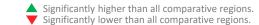


Current Job Title:

PROVINCIAL



^{**}Small sample size, interpret with caution.



A3. What employee category best represents your current position?





Job Responsibilities in Current Position: **PROVINCIAL**

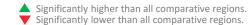


Atlantic HR professionals are **more likely** to be involved in DEI than their counterparts across Canada. Those working for private companies are **more likely** to have several responsibilities – particularly HR compliance, engagement, & culture.



Base: All respondents, excluding prefer not to answer (Total n=1,954; ATL n=179).

A4. Which of the following aspects of human resources are included as part of your current position?



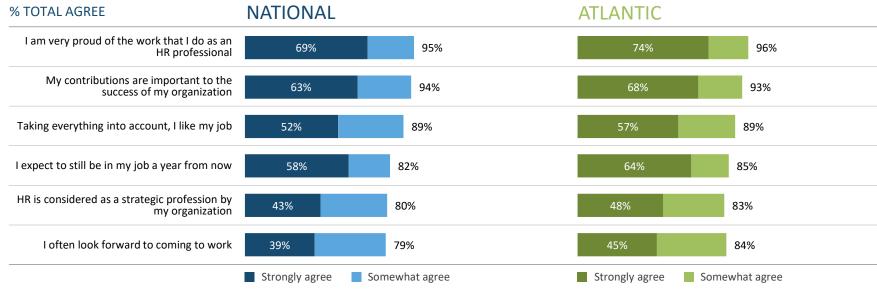


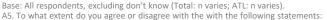


Sentiment Towards Job:

PROVINCIAL

The vast majority of Atlantic members agree with each of the following statements, particularly "I am very proud of the work I do as an HR professional" (96% somewhat/strongly agree) and "my contributions are important to the success of my organization" (93% somewhat/strongly agree). Those without a designation are **less likely** to agree that they expect to still be in their job a year from now (75% somewhat/strongly agree).





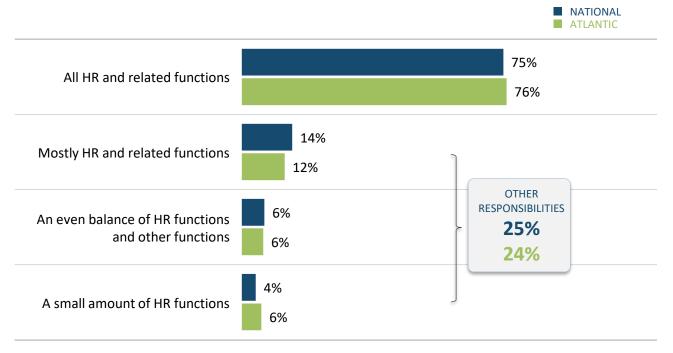


Nearly one-quarter of Atlantic HR professionals have other responsibilities outside of human resources.

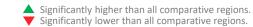
Leger

HR Involvement:

PROVINCIAL



Base: All respondents, excluding prefer not to answer. (Total: n=1,949; ATL: n=179). A2. Which of the following best describes how much your current role involves HR related functions at your place of employment?







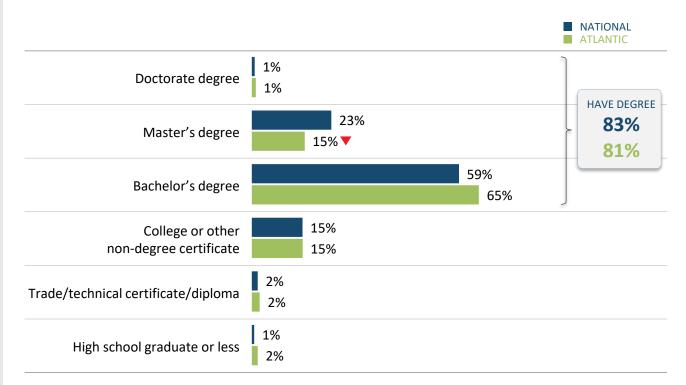
In Atlantic Canada, four-in-five HR professionals hold a degree, with most having a bachelor's degree.

Atlantic HR professionals are **less likely** to have a master's degree.

Members aged 45+ are less likely to have a degree and more likely to have college or other non-degree certificates.

Education Level: PROVINCIAL







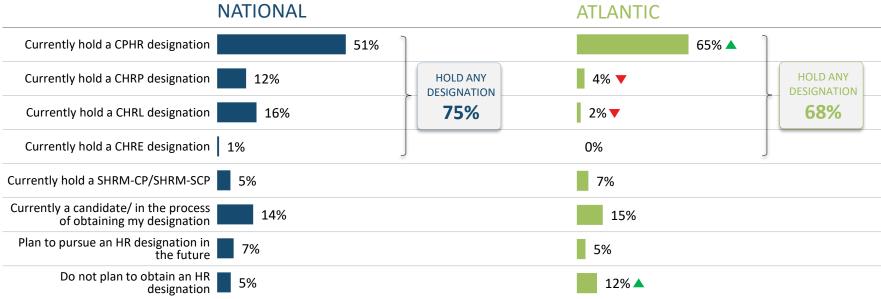


Current HR Designation:



PROVINCIAL

Atlantic HR professionals are less likely to currently hold an HR designation and more likely to not plan to obtain an HR designation.



Base: All respondents (Total: n=1,954; ATL: n=179). B3. Which of the following best describes your current situation with respect to the designation(s) you hold?

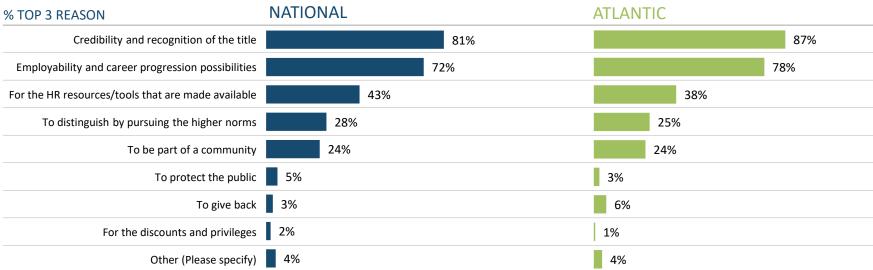




Reason for Getting Designation:

PROVINCIAL

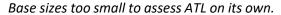
The top reasons for achieving an HR designation are the credibility and career progress opportunities they offer. Those aged 45+ are **more likely** to distinguish by pursuing higher norms (36%).

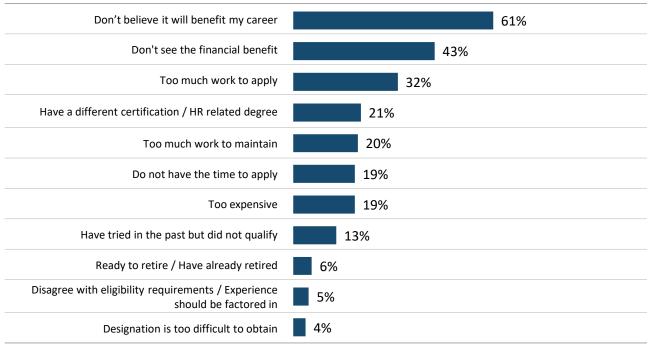




Among the few (5%) HR professionals across Canada who are not interested in getting an HR designation, the top reasons are that it will not benefit their career or they don't see it offering financial benefits.

Reasons for Being Uninterested in HR Designation: NATIONAL





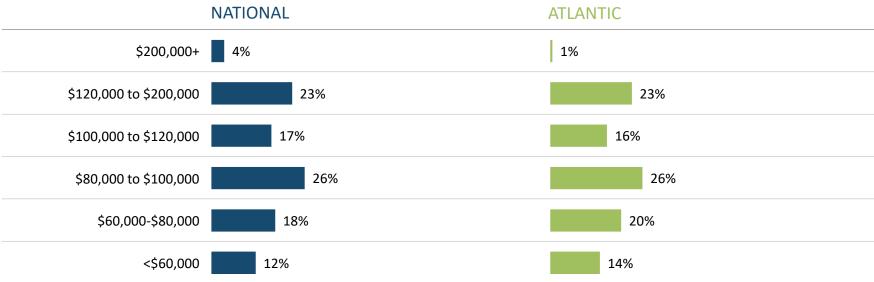








Atlantic HR professionals typically earn between \$80,000 to \$120,000 in annual base salary before taxes – similar to their counterparts in the rest of Canada.



Base: All respondents, excluding prefer not to answer (Total: n=1,803; ATL: n=170). C1a. What is your current annual base salary before taxes? C1b. Which of the following categories best matches your current annual base salary before taxes?



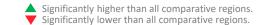




Annual salary among Atlantic members is higher with more years of experience.

		GENDER JOB LEVELS		YEARS OF EXPERIENCE				
2022	ATL (n=170)	Man/ Trans man (n=24**)	Woman/ Trans woman (n=143)	Junior/ Support/Mid (n=28**)	Director & above (n=6**)	<6 years (n=27**)	6 to <15 years (n=59*)	15 years+ (n=83*)
\$200,000+	1%	4%	0%	0%	-	0%	0%	1%
\$120,000 to \$200,000	23%	33%	20%	4%	-	11%	19%	30%
\$100,000 to \$120,000	16%	17%	16%	14%	-	4%	15%	20%
\$80,000 to \$100,000	26%	25%	27%	36%	-	7%	29%	31%
\$60,000 to \$80,000	20%	8%	22%	36%	-	33%	24%	12%▼
<\$60,000	14%	13%	15%	11%	-	44%	14%	5%▼

Base: All respondents, excluding prefer not to answer. **Small sample size, interpret with caution. C1a. What is your current annual base salary before taxes? C1b. Which of the following categories best matches your current annual base salary before taxes?

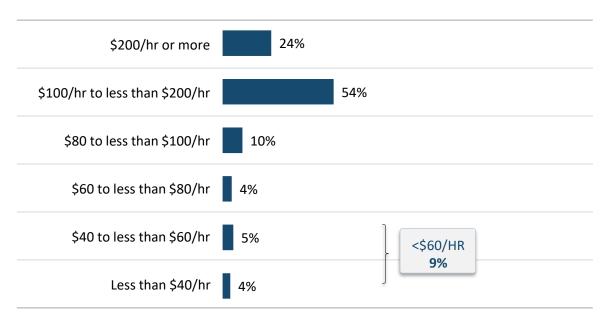






Hourly Rate Among Self-Employed: NATIONAL

Over three-in-four self-employed HR professionals across Canada charge \$100/hour or more for their services. Base sizes too small to break out at provincial level.





Over half of Atlantic HR professionals are offered a bonus.

Among those who are offered a bonus, the average percentage of salary base for the bonus is 13%.

Groups most likely to get a bonus include:

- Organizations with gross revenue \$100M+: 81%
- Private sector: 80% vs (Para)public 19%



Amount Varies 30%+

21% to 30%

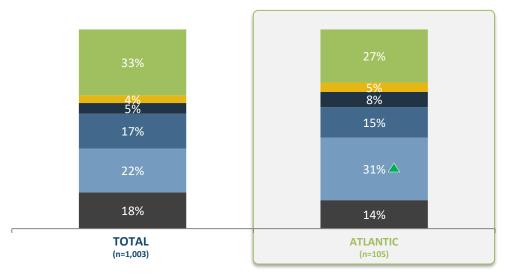
11% to 20% 6% to 10%

5% or less

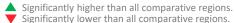
Bonus Size (Percentage): PROVINCIAL



PERCENTAGE OF SALARY BASE FOR LAST BONUS RECEIVED











Post Retirement Benefits:

PROVINCIAL

Members in Atlantic Canada are **more likely** to have RRSP contributions they are required to match, and **less likely** to not have any type of post retirements benefits. Those working at private companies are **more likely** to have RRSP benefits, while public sector HR professionals typically have defined pension plans.

AIL	NATIONAL	ATLANTIC
TOTAL – RRSP contributions	42%	44% Private companies: 58%
RRSP contributions – you are required to match	27%	36% (Para)public companies: 20%
Defined benefit pension plan	26%	32% Private companies: 15%
Money purchase pension/ defined contribution pension	12%	13% (Para)public companies: 59%
RRSP contributions – you are not required to match	10%	4%
Collective RRSP	8%	3%
Supplementary Retirement Savings Program	3%	2%
Mixed pension plan	2%	4%
Other	5%	5%
None	19%	■ 11% ▼

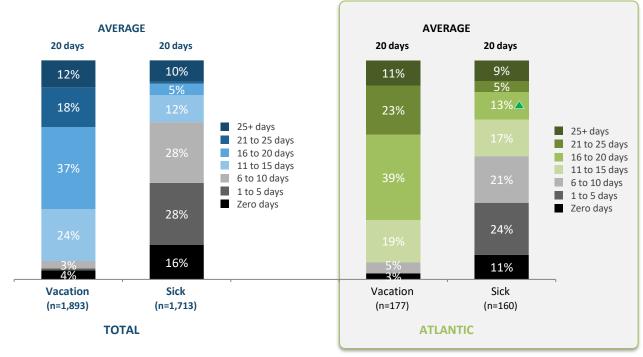


Overall, HR professionals in Atlantic Canada receive an average of 20 vacation days and 20 paid sick days – similar to the rest of Canada.



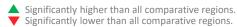
Paid Sick and Vacation Days

PROVINCIAL



Base: All respondents, excluding don't know.

C5b. How many **paid sick days** are provided to you per year? This would be the number of paid sick days provided to you above and beyond what is required by employment legislation.



C5a. How many paid vacation days do you receive each year?



Health Benefits: PROVINCIAL

Nearly all Atlantic HR professionals have health benefits provided by their employer, with the most common being dental coverage, prescription drug plans, and physiotherapist services.

Members in Atlantic are **more likely** to receive most of the following types of health benefits from their employer, but **less likely** to receive employer funded short-term disability leave.

2022	TOTAL (n=1,954)	ATL (n=179)
HAVE HEALTH BENEFITS	90%	94%
Prescription drug plan	84%	91%
Dental coverage	83%	92% 🔺
Life insurance	83%	86%
Employee Assistance Program (EAP)	79%	84%
Accidental death & dismemberment insurance (AD&D)	78%	86% 🔺
Chiropractor treatments	78%	85%
Massage Therapy	78%	88% 🔺
Physiotherapist services	77%	89% 🔺
Bereavement leave	76%	87% 🔺
Psychologist services	76%	85% 🔺

2022	TOTAL (n=1,954)	ATL (n=179)
Vision coverage	74%	88% 🔺
Travel insurance	73%	78%
Semi-private hospital room	67%	79% 🔺
Employer funded long-term disability leave	60%	62%
Orthodontic coverage	54%	59%
Critical illness insurance	51%	51%
Employer funded short-term disability leave	50%	42%▼
Dietitian consultations	45%	52%
Smoking cessation assistance	41%	57% 🔺
Healthcare Spending Account	38%	37%

Base: All respondents, excluding don't know.

C6. Do you receive health benefits (dental coverage, drug plans, etc.) in your current role? C6b. Which of the following types of health benefits does your employer provide to you?



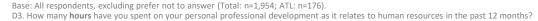


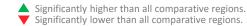


Past Year Hours Spent on Professional Development: PROVINCIAL

HR Professionals in Atlantic Canada have spent similar hours on their personal development (as it relates to HR) over the past 12 months as those in the rest of Canada. Very few say they didn't spend any time on professional development.











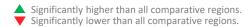
Past Year Professional Development Spending: PROVINCIAL

On average, just over \$1300 is being spent on the development of HR professionals in Atlantic Canada, in line with the national average.



Base: All respondents, excluding don't know (Total: n=1,754; ATL: n=162).

D2. How much money have you, or your employer, spent on your personal professional development as it relates to human resources in the past 12 months?





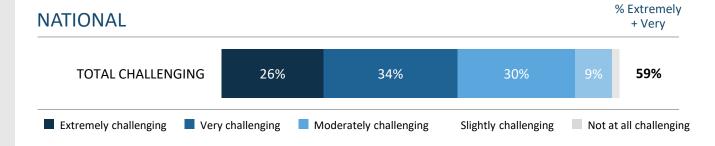


Similar to those in the rest of Canada, recruitment has been very or extremely challenging for close to three-in-five Atlantic HR professionals over the past year.

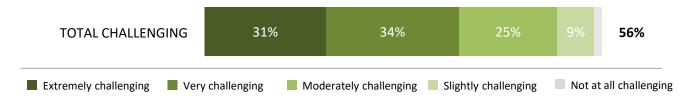


Recruitment Challenges:

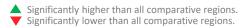
PROVINCIAL



ATLANTIC



Base: All respondents excluding don't know/not applicable (Total: n=1,844; ATL: n=173). E1. Over the past year, how challenging has it been for your organization with regards to recruitment?







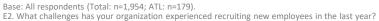


Challenges Experienced:

PROVINCIAL

Like the rest of Canada, a lack of applicants has been the primary recruitment challenge in the past year, followed by candidates missing necessary hard skills or declining job offers. Those aged 45+ are **less likely** to have each of the following challenges in recruiting new employees.

N	IATIONAL	ATLANTIC
Lack of applicants	23%	23%
Candidates decline job offers	17%	14%
Candidates missing necessary hard skills	15%	15%
Candidates do not have enough experience	15%	11%
Successful candidates leave shortly after beginning work for another job	14%	13%
Candidates do not attend scheduled interviews	13%	10%
Unable to agree on salary	13%	12%
Candidates missing necessary soft skills	11%	9%
Successful candidates do not show up for first day of work	7%	6%
Other	1%	1%
Base: All respondents (Total: n=1,954; ATL: n=179).		



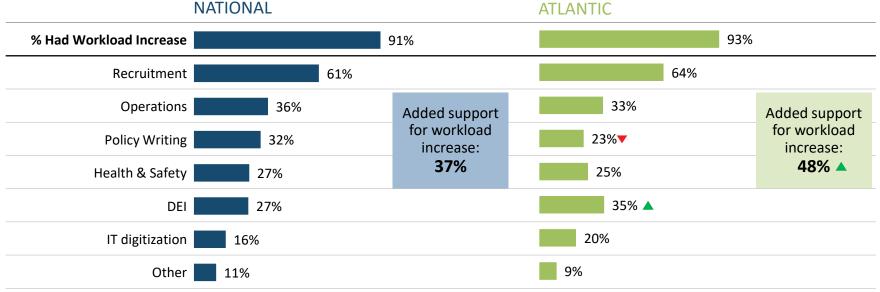




Past 12 Month Workload Change:

PROVINCIAL

Over nine-in-ten HR professionals in Atlantic report have seen their workload increase over the past 12 months. Atlantic members are **more likely** to have an increased workload in DEI, and **less likely** in the Policy writing area. Nearly half say they have added support to help with the increased workload, **significantly higher** than the national average.









Nine-in-ten Atlantic HR professionals say that employee retention is a challenge for them, which is slightly lower than in the rest of Canada.

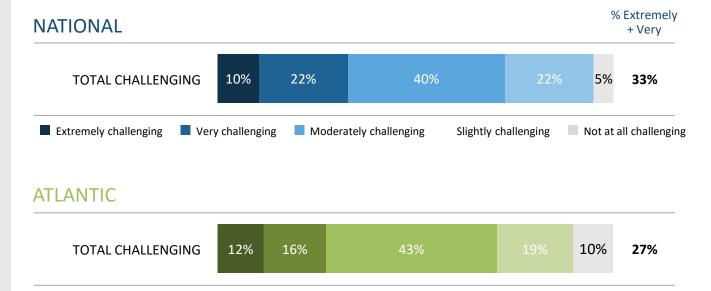
Organizations that implemented a formal DEI strategy were **less likely** to say that retention was extremely challenging.



Employee Retention Challenge:

PROVINCIAL

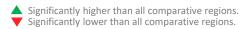
Extremely challenging



Moderately challenging

Base: All respondents, excluding don't know/not applicable (Total: n=1,847; ATL: n=172). F1. Over the past year, how challenging has it been for your organization with regards to employee **retention**?

Very challenging



Slightly challenging

Not at all challenging

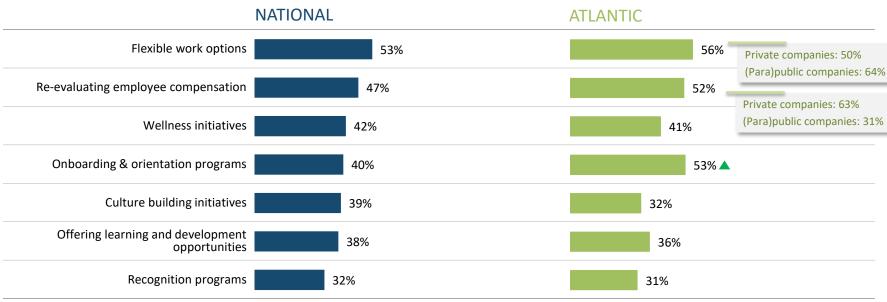




Retention Measures Implemented by Organization:

PROVINCIAL

HR professionals in Atlantic Canada are **more likely** to have implemented onboarding & orientation programs to improve employee retention, compared to the rest of Canada.





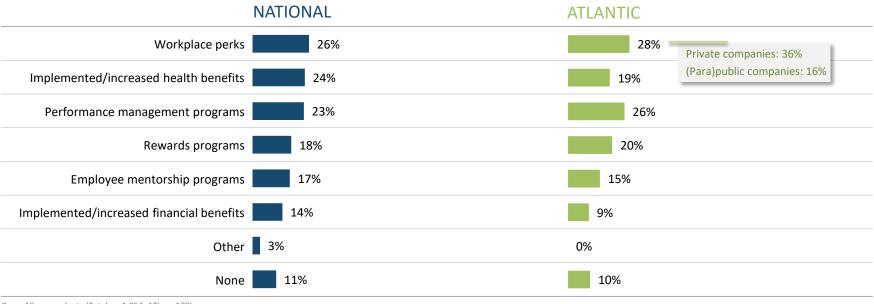




Retention Measures Implemented by Organization:

PROVINCIAL (Continued)

Organizations in Atlantic Canada generally offer benefits at similar rates compared to the rest of the country. Private companies in the Atlantic are **more likely** to have workplace perks.



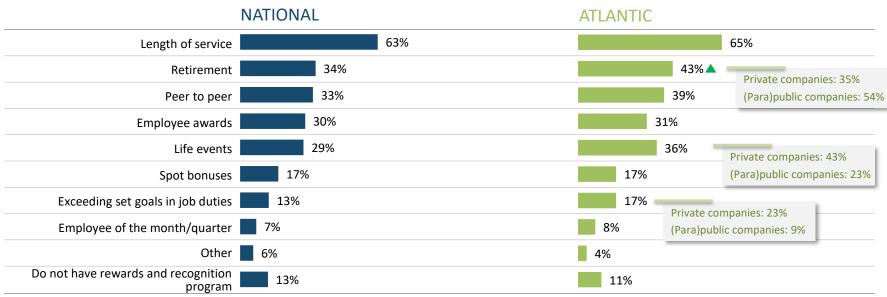


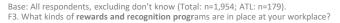


Types of Reward and Recognition Offered:

PROVINCIAL

Members in Atlantic Canada are **more likely** to have retirement and life events rewards and recognition programs in place compared to the rest of Canada. Length of service recognition is the most common practice across Canada, and in Atlantic Canada.







Recognition amounts in Atlantic Canada are similar to the rest of the country, with an average of \$161 spent on individual employees.

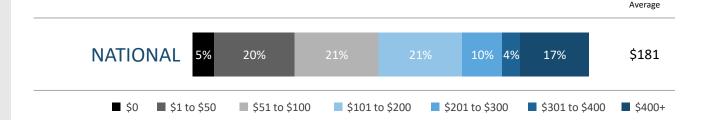
Average Spend in ATL:

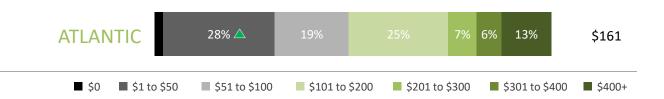
Private Sector: \$186

(Para)public: \$133

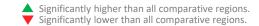


How Much Spent Recognizing Employees: PROVINCIAL





Base: All respondents, excluding don't know (Total: n=1,047; ATL: n=96). F3c. Approximately how much is spent on recognizing each individual employee per year?





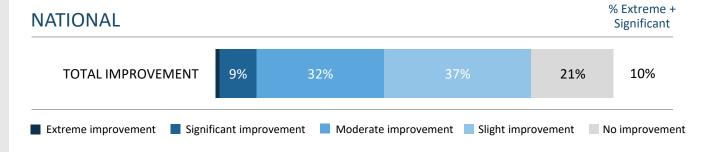


Similar to the rest of Canada, few HR professionals saw a significant or extreme improvement in employee engagement as a result of their rewards and recognition program(s).



Impact of Rewards Program:

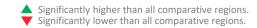
PROVINCIAL



ATLANTIC



Base: All respondents, excluding don't know (Total: n=1,179; ATL: n=105). F4. What effect has your workplace's rewards and recognition program had on overall employee engagement?





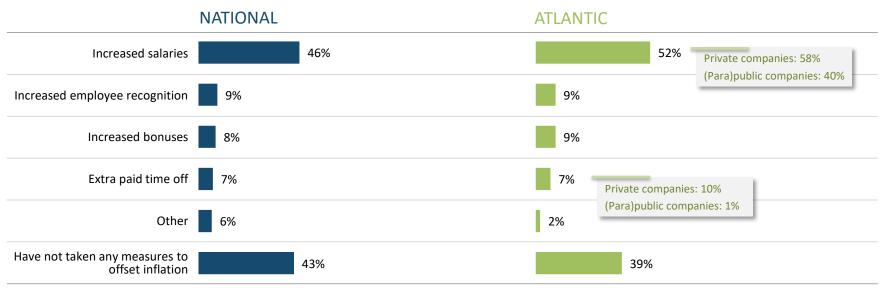




Measure to Offset Inflation for Employees:

PROVINCIAL

Simlar to the rest of Canada, most members in Atlantic have taken at least one of the following measures to offset inflation for employees. Private companies are **more likely** to offer increased salaries and extra time off compared to public organizations.



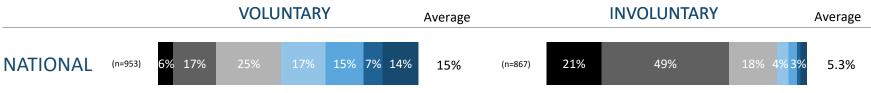


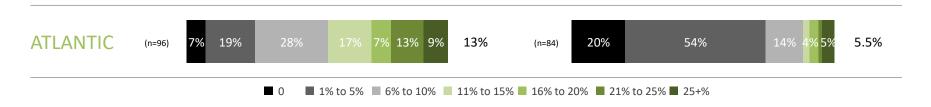




Turnover Rates: PROVINCIAL

Turnover rates in Atlantic Canada are comparable to the rest of the country. Atlantic Private sector HR professionals cite **higher** voluntary turnover rates (17%) compared to public (6%), likely a reason why the private sector uses salary to both attract and retain employees.





Base: All respondents, excluding don't know.
F6. What has the **voluntary** turnover rate at your organization been for the past year?
F6b. What has the **involuntary** turnover rate at your organization been for the past year?



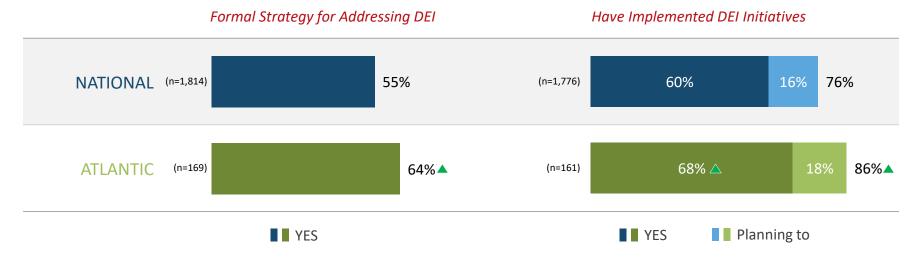




Diversity, Equity & Inclusion Initiatives:

PROVINCIAL

Compared to the rest of Canada, Atlantic organizations are **more likely** to have a formal strategy for addressing DEI, and to have implemented DEI initiatives.



Base: All respondents, excluding don't know.

G1. Has your employer implemented a formal strategy for addressing diversity, equity and inclusion?

G2. Has your organization implemented any diversity, equity, and inclusion initiatives?



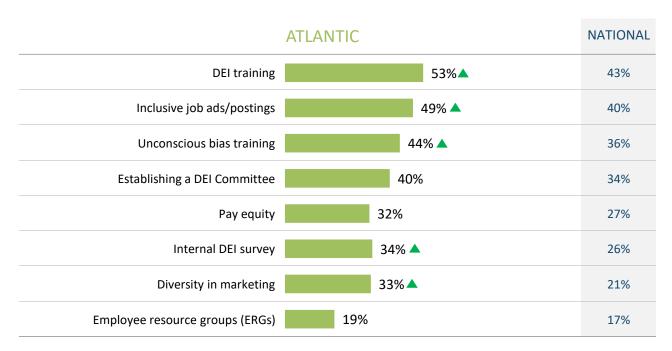
The top implemented/planned DEI initiatives in Atlantic Canada are DEI training, followed by inclusive job ads/postings and unconscious bias training.

Atlantic HR professionals are more likely to have implemented/planned DEI training, inclusive job ads/postings, unconscious bias training, internal DEI surveys, and diversity in marketing compared to the rest of Canada.

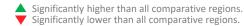


DEI Initiatives Implemented/Planned:

PROVINCIAL



Base: All respondents (Total: n=1,954; ATL: n=179).
G3. What diversity, equity & inclusion initiatives has your organization implemented or planning to implement?





Atlantic HR organizations are similarly likely to have implemented (or plan to implement) other DEI initiatives compared to the rest of Canada.

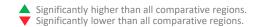


DEI Initiatives Implemented/Planned:

PROVINCIAL

	ATLANTIC	NATIONAL
Collecting human rights-based employee data	20%	16%
Diverse hiring panels	21%	15%
Mentorship programs	16%	13%
Career development tracking	9%	12%
Pay transparency	9%	10%
Tying management performance goals to D&I strategy	10%	10%
Blind hiring processes	4%	6%
Other	4%	3%

Base: All respondents (Total: n=1,954; ATL: n=179). G3. What diversity, equity & inclusion initiatives has your organization implemented or planning to implement?

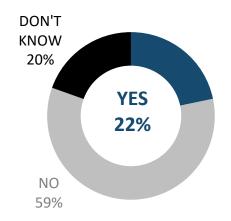


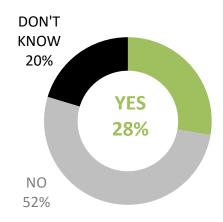


Just over one-quarter of Atlantic organizations formally measure DEI, similar to the rest of Canada.

DEI Measurement:

PROVINCIAL





▲ Significantly higher than all comparative regions.



51





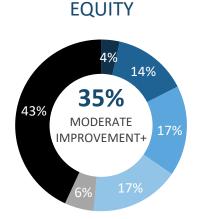
DEI Measurement: NATIONAL

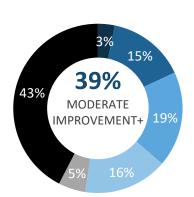
Nearly one-fifth say there has been significant to extreme improvement in diversity, equity, and inclusion since their organization began measuring them. Nearly half say they either don't know or that there has been no improvement.

Base sizes too small to show provincial improvement proportions

DIVERSITY

Extreme improvement Significant improvement Moderate improvement Slight improvement No Improvement Don't know





INCLUSION

Base: All respondents, excluding don't know (n≤402).







HR Digital Workforce Transformation:

PROVINCIAL

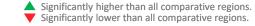
Similar to the rest of Canada, about half of Atlantic organizations have (or plan to have) a formal strategy to prepare HR for digital workforce. Over half of the organizations have implemented (or plan to implement) HR digitization initiatives.



Base: All respondents, excluding don't know.

H1. Has your organization developed a formal strategy to prepare its human resources function for a digital workforce?





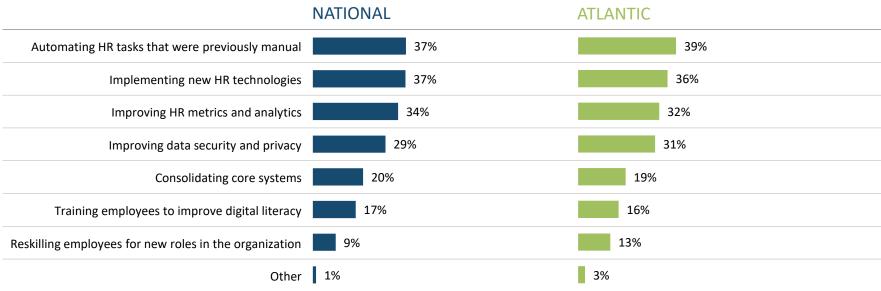


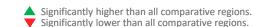


Digital HR Transformation Initiatives:

PROVINCIAL

The top HR digital transformation initiatives in Canada and (Atlantic Canada specifically) are automating HR tasks that were previously manual, implementing new HR technologies, improving HR metrics and analytics, and improving data security and privacy.





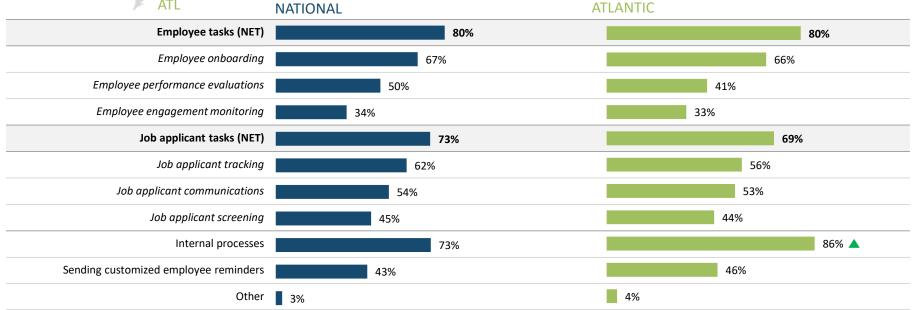




Planned Use of Automation:

PROVINCIAL

Atlantic organizations are **more likely** to plan automation of internal processes. Other top planned areas to make use of automation are employee onboarding, job applicant tracking, and job applicant communications.

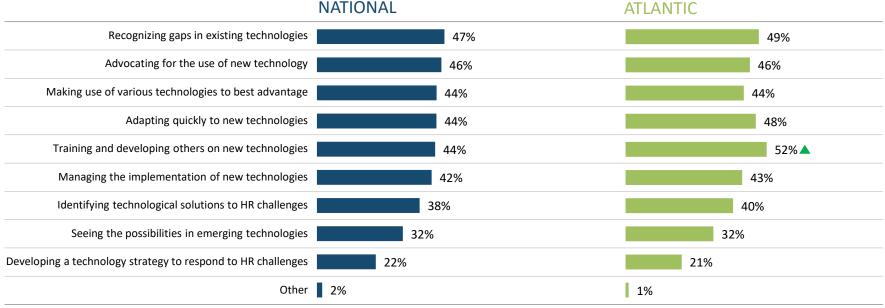






Competencies Developed through Working with HR Tech: PROVINCIAL

Members in Atlantic are **more likely** to have developed competencies related to training and developing others on new technologies. Other top competencies include recognizing gaps in existing technologies and adapting quickly to new technologies.





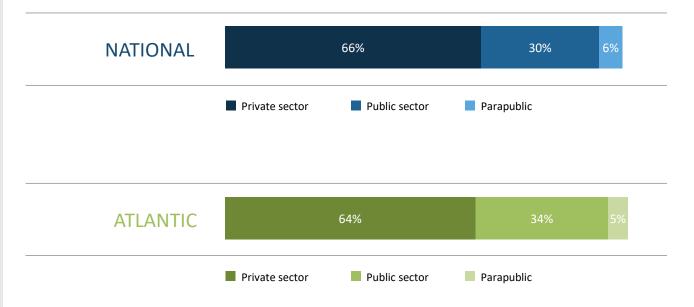


Similar to the rest of Canada, over six-in-ten Atlantic Canada HR professionals work in the private sector, while a third work in the public sector.

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Sectors Work In:

PROVINCIAL



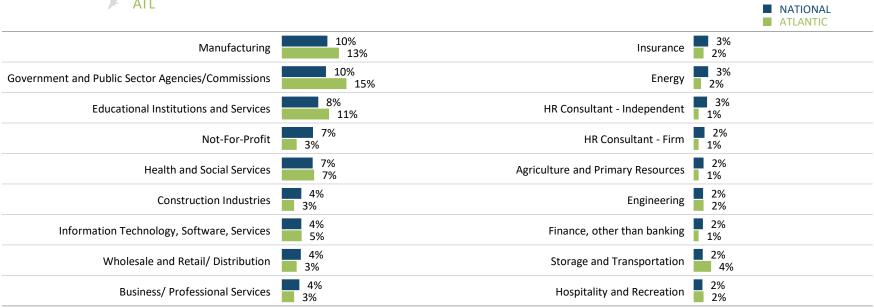




Business Sector:

PROVINCIAL

HR professionals in Atlantic and across Canada work across a wide variety of industries.



^{*}Note: responses 2% and greater are shown.

Base: All respondents, excluding prefer not to answer (Total: n=1,938; ATL: n=177).

X2. What industry do you work in?

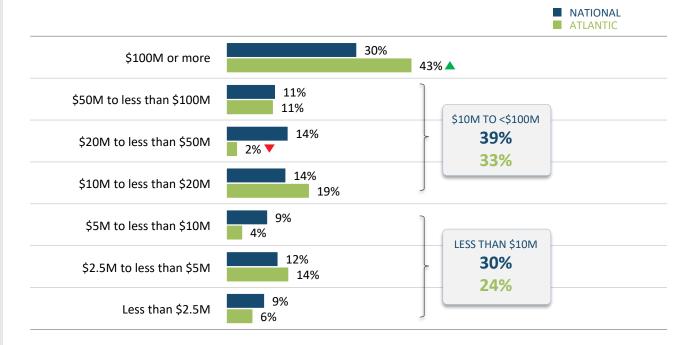


Atlantic HR professionals are more likely to work for high revenue companies (\$100M or more) compared to the rest of Canada.

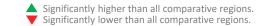


Organization Annual Gross Revenue:

PROVINCIAL



Base: All respondents, excluding not applicable (Total: n=980; ATL: n=83). X6. Which of the following best describes your organization's annual gross revenues from all sources?



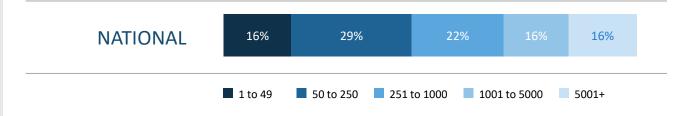


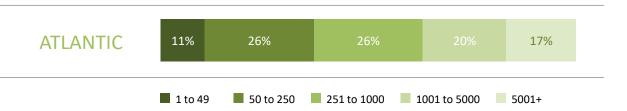
Atlantic HR professionals typically work in organizations with 50 to 1,000 employees.

Leger

Number of Employees:

PROVINCIAL





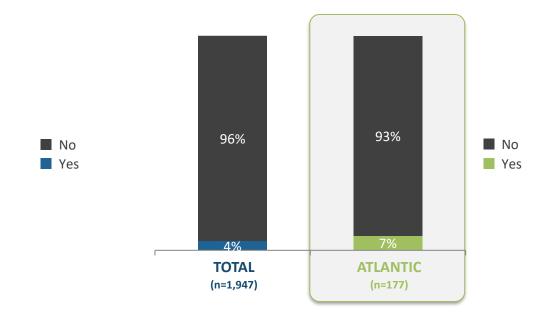


7% of HR professionals in Atlantic Canada work in a union.

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Workplace Union:

PROVINCIAL



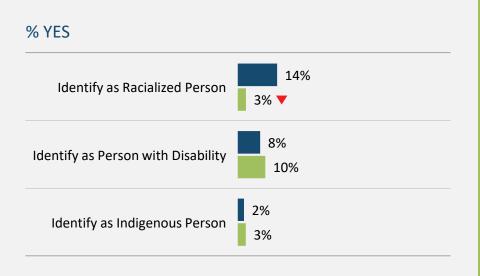




PERSONAL DEMOGRAPHICS: ATLANTIC



EQUITY GROUPS



ETHNICITY

South Asian	■ 3% 0%
Black	■ 3% ■ 1%
East Asian	■ 2% 1%
Southeast	1% 0%
Latin American	1% 0%
West Asian and Middle Eastern	1% 1%
White	1 1% 0%
Indian-Caribbean	1 1% 0%
Indigenous person from outside North America	<1% 0%
Other	1 1% 0%



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