The background features a black silhouette of a city skyline against a blue-to-purple gradient sky. In the foreground, there are blue silhouettes of a group of people of various ages and ethnicities. The main title "ALBERTA'S Top Employers 2013" is overlaid on these silhouettes.

# ALBERTA'S Top Employers 2013



**CALGARY HERALD  
EDMONTON JOURNAL**

A joint venture with Mediacorp Canada Inc.

# Employees are AFSC's greatest asset

At Agriculture Financial Services Corporation (AFSC), "our people are absolutely our greatest asset. We rely heavily on their skills, abilities and knowledge," says AFSC human resources vice-president, Donna Bryden.

To this end, AFSC has worked hard to develop a performance culture.

"Employees know that what they do in their jobs each and every day contributes to AFSC's strategy and goals," Bryden says.

"They are provided with the support, training and tools to meet their goals, and are recognized for their efforts. All of this provides them with everything they need to serve our clients in the very best way they can, because we are ultimately here to serve our clients."

AFSC is a provincial Crown corporation that works with Alberta's agriculture producers and commercial enterprises to ensure they have the tools they require to run a successful business. With more than 50 offices across the province, AFSC delivers income stabilization programs, provides insurance products and offers a range of lending products and services.

What really sets AFSC apart as an employer, Bryden notes, is that employees who come forward with innovative ideas have the opportunity to be supported and take their ideas forward to implementation.

For example, a new adjuster trainee came up with a solution to replace several manual processes with an electronic process instead, which totally revamped daily work flows for the corporation's 140-plus adjusters.

"It saves the adjusters time, and has made their jobs a lot easier and more efficient."

AFSC's New Graduate Hire Incentive Program is a recruitment and retention initiative



AFSC has worked hard to develop a performance culture among its staff.

intended to attract new post-secondary graduates with specific skill sets. If they hire on with AFSC in a full-time permanent position, new college graduates can receive \$1,000 per year for up to two years; and new university graduates, \$1,000 per year for a maximum of four years.

AFSC offers competitive pay and benefits, a public service pension plan (defined contribution), annual vacation that starts at three weeks and increases incrementally over time, and two personal days off per year. In addition, during busy periods, employees can work extra hours and bank the time, which they can take as time off through AFSC's Earned Time Off program.

AFSC supports work-life balance, and offers flexible working arrangements in those positions where flex hours are possible.

AFSC offers a fun work environment, with social activities, community initiatives and fundraising events, with many of these events organized by employees.

The AFSC scholarship program, which benefits employees' children and grandchildren, is funded by employees through for-

feited health spending account dollars.

These are just some of the reasons that employees appreciate working at AFSC.

"I truly enjoy the people that I work with," says policy analyst, Curtis Boyd, who describes AFSC as "a great environment for professionals to work in."

He also appreciates the opportunities to progress in his career, and a flexible work schedule that allows him to take time off for volunteering and family commitments.

AFSC provides a strong succession plan, with phased-in retirement, and training and development opportunities for those who aspire to positions where individuals will be retiring.

Retirees can maintain links with AFSC in a variety of ways. For instance, they can return to work with AFSC on major projects and transfer their knowledge to current staff members through the Encore program.

AFSC is a corporation that cares about its employees, and is constantly looking at new and improved ways to ensure AFSC is a great place to work.

## Alberta Financial Services Corporation

- **YEARS IN BUSINESS:** 74
- **NUMBER OF EMPLOYEES:** 488 full time and 205 part time
- **LOCATIONS:** Lacombe, Alberta (50 offices across Alberta)
- **HEAD OFFICE LOCATION:** Lacombe
- **POSITIONS EMPLOYED:** Customer service and relationship management (roles in the areas of insurance, lending, and administration)
- **WAGE RANGE:** Entry level to executive
- **HIRING INCENTIVES:** Employee referral program; new graduate hire program, salaried employees receive benefits from Day 1, relocation
- **APPLICATION PROCESS:** AFSC has an online application process, through its external web page to [www.afsc.ca/Careers](http://www.afsc.ca/Careers). Applicants can see the basics that AFSC offers as an employer, apply for positions and set up career alerts

AFSC provides Alberta's agriculture producers and businesses tools to help them grow.

Looking to grow your career?  
 Visit us at [www.AFSC.ca](http://www.AFSC.ca)



# Companies challenged to hire and retain good employees

The nationwide competition to hire and retain good employees will be toughest in Alberta and British Columbia in 2013, says Tony Meehan.

"The hiring conditions in those two provinces are the toughest in the country," says Meehan, publisher of Canada's Top 100 Employers and sister competitions in most provinces. (Mediacorp Canada Inc. runs all of the competitions.)

To get needed workers, companies across Canada are increasingly having to divide their efforts between two different groups of workers with different employment expectations, says Meehan.

Experienced workers over 35 are looking for what Meehan calls "family-friendly" policies, with increased emphasis on holidays, flex days and maternity top-up payments.

Entry-level employees, meanwhile, are getting more difficult to find because the cohort graduating from college and university is

much smaller than the boomer generation that's approaching retirement, he says.

In Alberta, there's an increasing focus on benefits such as maternity leave top-up and compassionate leave for people looking after their aging parents.

The trend is even spreading into the notoriously youth-oriented video gaming industry, where Meehan says Edmonton-based Bioware is the first gamemaker they've seen offering maternity top-ups.

"Even in the video gaming industry, it's no longer just foosball tables and basketball courts," he says. "This generational change is affecting everything, but not necessarily in the way we expected. A lot of companies are experiencing inter-generational issues because the boomers are delaying retirement and the transition between generations is being spread over several years instead of happening over two or three years. On top of recruitment issues, employers are having

to manage the complexities that arise from an inter-generational workforce. Retirements are being delayed because life expectancies are longer. People don't want to be retired for 30 years or they can't afford it."

The challenge for companies today is to balance the family-friendly needs of older workers with the expectations of new graduates for corporate performance on larger social issues.

"Diversity, environmental values — young people expect the organization they work for just does those things," says Meehan. "They don't see those things as revolutionary or even particularly progressive."

With a national jobless rate declining to 7.2 per cent in November from 7.4 per cent

in October, the availability of skilled workers is also contracting. After all, Meehan notes, studies have shown the unemployment rate for university grads and skilled trades never rises much above five per cent.

A 2006 Statistics Canada survey showed a national unemployment rate of 6.3 per cent was made up of 12.3 per cent unemployment among the unskilled and high school dropouts, and a rate of five per cent or less among post-secondary grads and skilled tradespeople.

With Alberta's overall unemployment rate dropping to 4.2 per cent in November from 4.5 per cent in October, the number of skilled and educated workers looking for jobs can be assumed to be very low, indeed.



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## ALBERTA'S TOP EMPLOYERS 2013

Employer	Industry	Interest Points	City	FT Employees in Canada
<b>Agriculture Financial Services Corporation</b>	Non-depository Credit Intermediation	Starts new employees at three weeks' paid vacation; helps employees with retirement-planning courses; generous contributions to a defined-benefit pension plan; encourages ongoing education with tuition subsidies, scholarship program for children of employees who attend post-secondary institutions; maternity leave top-up payments to new mothers; head office employees enjoy daily visits from a local "lunch lady."	Acheson	550
<b>Agrium Inc.</b>	Nitrogenous Fertilizer Manufacturing	Signing bonuses, referral bonuses (to \$3,000), year-end bonuses; employee development through subsidies for tuition and professional accreditation, mentoring program, career-planning training programs; engineer-in-training program; retirement planning, paid health coverage extending to retirement (no age limit); defined-contribution or benefit pension plan, with matching RSP; over \$6.5 million was donated last year to charities.	Calgary	2,251
<b>Alberta Blue Cross</b>	Direct Health and Medical Insurance Carriers	Supports a variety of charitable initiatives each year and gives employees paid time off to volunteer; referral bonuses, year-end bonuses for some and contributions to a defined-benefit pension plan; flexible work arrangements including telecommuting, shortened and compressed work week and a formal earned days-off program; invests in employee development with training programs, manages a scholarship program for children of employees.	Edmonton	919
<b>Alberta School Employee Benefit Plan</b>	Pension Funds	Variety of alternative work arrangements including flexible hours, shortened work week, telecommuting and formal earned days-off program; maternity leave top-up payments as well as extended-health benefits coverage during leave; generous tuition subsidies, career-planning services, in-house training and subsidies for professional accreditation; provides compassionate leave top-up payments to employees who are called upon to care for a loved one.	Edmonton	96
<b>Alberta Utilities Commission</b>	Utilities Regulation	Alternative work arrangements including flexible hours, telecommuting, formal earned days-off program and shortened work week; helps employees save for retirement with generous contributions to a defined-benefit pension plan; helps older employees prepare for retirement; invests in employees' skills development; supports a variety of charitable initiatives; provides maternity leave top-up payments.	Calgary	125
<b>Alberta-Pacific Forest Industries Inc.</b>	Pulp Mills	Annual \$3,800 taxable lifestyle contribution can be used toward alternative health coverages or to purchase additional vacation time; maternity leave top-up payments; profit-sharing plan and generous referral bonuses; new employees offered an interest free home loan (to \$25,000) when moving to the region; ongoing employee development through subsidies and training; offers new employees up to four weeks' paid vacation.	Boyle	450
<b>AltaGas Ltd.</b>	Natural Gas Distribution	Three weeks of paid vacation allowance, plus new employees receive paid time off during the holiday season as well as paid personal days-off; provides maternity leave top-up payments as well as extended health benefit coverage; invests in the development and education of employees also encourages children of employees to pursue post-secondary education through an academic scholarship program; helps older employees prepare for retirement.	Calgary	530
<b>ATB Financial</b>	Credit Unions	Helps older employees prepare for retirement; encourages employee development through a range of training programs, career planning services, subsidies for tuition; academic scholarship program for children of employees; supports a variety of local charitable organizations each year and manages an in-house "Helping Hands" program, through which ATB makes donations to organizations; maternity leave top-up payments.	Edmonton	5,218
<b>Bayer CropScience Canada Inc.</b>	Pesticide and Other Agricultural Chemical Manufacturing	Alternative work arrangements including flexible hours, telecommuting and shortened and compressed work week options; supports employees who are new mothers, fathers or adoptive parents with maternity and parental leave top-up payments; provides a subsidy for in vitro fertilization (IVF) when needed; helps older employees with retirement planning assistance, RSP or defined contribution pension plan; signing bonuses for some employees.	Calgary	338
<b>Bennett Jones LLP</b>	Lawyers	Variety of alternative work arrangements, maintains a busy social calendar for employees, including a summer barbecue and a Christmas party for all employees and their children; encourages ongoing employee development through subsidies for tuition and training programs; encourages employees to plan for life after work with retirement planning workshops, phased-in work options, and matching RSP contributions (up to five per cent of salary).	Calgary	821
<b>Bethany Care Society</b>	Nursing Care Facilities	Variety of on-site amenities including an employee lounge and quiet room for meditation; invests in ongoing employee development with in-house training, tuition subsidies; manages an academic scholarship program for children of employees who pursue post-secondary education; flexible work hours, telecommuting and personal paid days-off which can be scheduled throughout the year; maternity leave top-up payments.	Calgary	334

# ALBERTA'S TOP EMPLOYERS 2013

Employer	Industry	Interest Points	City	FT Employees in Canada
<b>BioWare ULC</b>	Software Publishers	Financial benefits including signing bonuses for some; supports ongoing skills development with training programs and subsidies for professional training; maternity leave and paternal top-up payments; encourages employees to save for retirement with contributions to a matching RSP plan; company hosts a number of events throughout the year including a summer barbecue for family and friends.	Edmonton	413
<b>Bonavista Energy Corporation</b>	Natural Gas Liquid Extraction	Invests in ongoing employee development with tuition subsidies for job-related courses; helps employees save for retirement with generous contributions to a matching RSP plan; offers referral bonuses, year-end bonuses and a share purchase plan available to all employees; manages a flexible health benefits plan which allows employees to customize levels of coverage according to their needs; maternity leave top-up payments.	Calgary	341
<b>Calgary Airport Authority</b>	Airport Operations	Variety of on-site amenities including an employee lounge, quiet room for meditation and relaxation and cafeteria, with healthy and special diet menus; invests in employee development through subsidies for tuition and professional accreditation, in-house and online training; academic scholarship program for children of employees; supports a variety of local and national charitable initiatives; provides maternity leave top-up payments.	Calgary	190
<b>Calgary Laboratory Services</b>	Medical Laboratories	Helps employees save for life after work with contributions to a defined contribution pension plan; invests in continued skills development; provides maternity leave top-up payments; offers flexible hours, telecommuting and personal paid days-off; the company-subsidized social committee organizes a number of events throughout the year such as a family picnic, a long service recognition banquet and a Stampede breakfast.	Calgary	1,014
<b>CapitalCare Group Inc.</b>	Residential Care Facilities	Makes contributions to a matching RSP or defined benefit pension plan, depending on employee group; invests in ongoing employee development through subsidies for job-related courses and professional accreditation, career-planning services and a range of in-house and online training programs; maternity leave top-up payments; new employees start at four weeks' paid vacation allowance and receive additional personal paid days-off.	Edmonton	924
<b>Carewest</b>	Nursing Care Facilities	Variety of on-site amenities including a fitness facility and quiet room for relaxation, and cafeteria, with healthy and special diet menus; offers alternative work arrangements including flexible hours, telecommuting and shortened/compressed work weeks; new employees start at three weeks of paid vacation allowance; employee development through training, subsidies and mentoring; compassionate leave top-up payments to employees.	Calgary	931
<b>CEDA International Corporation</b>	Oil and Gas Pipeline and Related Structures Construction	Maternity leave top-up payments; offers flexible work hours, compressed work week option and a formal earned days-off program; supports ongoing employee development through subsidies for job-related courses and professional accreditation; helps employees to plan for life after work with contributions to a defined contribution pension plan.	Calgary	2,168
<b>CH2M HILL Canada Limited</b>	Environmental Consulting Services	Maternity leave top-up payments and subsidy for in vitro fertilization (IVF); flexible hours, shortened work week option, reduced summer hours and telecommuting; retirement planning assistance, and contributions to a matching RSP or defined contribution pension plan; share purchase plan available to all employees; supports charitable initiatives, provides financial support to employees wishing to volunteer in developing countries.	Calgary	1,384
<b>The Churchill Corporation</b>	Industrial Building Construction	Generous referral bonuses, year-end bonuses and a share purchase plan available to all employees; contributes to a matching RSP or defined-contribution pension plan; new employees start at three weeks of paid vacation and receive additional personal paid days-off; maternity leave top-up payments; supports the development and education of children of employees through an academic scholarship program.	Calgary	3,633
<b>Collins Barrow Calgary LLP</b>	Offices of Certified Public Accountants	Signing and referral bonuses (to \$5,000) and matching RSP contributions; maternity and parental leave top-up (to 80 per cent of salary for eight weeks) extended benefits coverage for duration of leave; annual fitness subsidy; skills development through training programs, career planning, mentoring, subsidies for tuition and professional accreditation; new hires start at three weeks vacation in addition to paid personal days.	Calgary	86
<b>ConocoPhillips Canada</b>	Crude Petroleum and Natural Gas Extraction	New hires start at three weeks' vacation with additional paid personal days-off; skills development through training programs, mentoring, leadership training and subsidies for tuition and professional accreditation; scholarship program for children of employees (to \$10,000 per child); maternity leave top-up payments (to 100 per cent of salary for eight weeks) extended health coverage throughout leave; flexible work hours, shortened work week option.	Calgary	1,960
<b>Edmonton Regional Airports Authority</b>	Airport Operations	Employee lounge, quiet room for meditation and relaxation and an observation deck where employees can watch aircraft activities; skills development with apprenticeship opportunities, leadership training and subsidies for tuition and professional accreditation; maternity leave top-up payments (to 93 per cent of salary for 15 weeks) extended-health coverage during leave; flexible hours, compressed work week option, and telecommuting.	Edmonton	229
<b>Enbridge Inc.</b>	Natural Gas Distribution	New hires start at three weeks' vacation, plus paid personal days off; signing bonuses for some, referral bonuses, year-end bonuses, and share-purchase plan; maternity top-up payments (to 100 per cent for six weeks); scholarship program for children of employees (to \$2,100 per child); employee development through tuition subsidies and apprenticeships; retirement planning, health-benefits plan that extends into retirement (with no age limit).	Calgary	4,681
<b>Encana Corporation</b>	Crude Petroleum and Natural Gas Extraction	New hires start at three weeks' paid vacation, moving to eight weeks for long serving employees; retirement planning assistance with matching RSP or defined contribution pension plan; maternity leave top-up payments (to 100 per cent of salary for six weeks) and extended health coverage during leave; scholarship programs for children of employees (to \$2,500 per child); flexible work hours, telecommuting, shortened work week options.	Calgary	2,381
<b>Enerflex Ltd.</b>	Industrial Machinery and Equipment Merchant Wholesalers	Maternity and parental leave top-up payments (to 100 per cent of salary for six weeks) and extended benefits during leave; flexible work hours, telecommuting, shortened and compressed work week options and reduced summer hours; defined contribution pension plan (to five per cent of salary); scholarship program for children of employees (to \$3,000); compassionate leave top-up payments (to 100 per cent of salary for one week).	Calgary	1,464
<b>ENMAX Corporation</b>	Electric Power Distribution	Fitness facility at head office, employee lounge, quiet room for meditation and relaxation and cafeteria; maternity and parental leave top-up payments (to 100 per cent of salary for six weeks) and on-site day care facility; flexible work hours, telecommuting, reduced summer hours and a formal earned days-off program; signing bonuses, year-end bonuses, a defined-benefit or contribution pension plan; three weeks' vacation to start and paid personal days.	Calgary	1,751
<b>EPCOR Utilities Inc.</b>	Electric Power Distribution	Employee development through subsidies for tuition and professional accreditation, financial bonuses, training programs, apprenticeship opportunities and leadership training; occasional signing bonuses, referral bonuses (to \$2,500), year-end bonuses, and matching RSP; defined benefit or contribution pension plan; maternity leave (to 95 per cent of salary for six weeks) and subsidy for in vitro fertilization; paid time off to volunteer within the community.	Edmonton	2,329
<b>First Calgary Financial Credit Union Ltd.</b>	Credit Unions	Maternity leave top-up payments (to 90 per cent of salary for six weeks); scholarship program for children of employees (to \$1,000); referral bonuses, profit-sharing and matching RSP plans; flexible work hours, telecommuting, compressed work week option and personal paid days-off; active participant in green strategy to reduce greenhouse gas emissions, employee-led environmental advocacy team to assist in all environmental projects.	Calgary	445
<b>Golder Associates Ltd.</b>	Engineering Services	Employee exchange program to work at company locations around the world; profit-sharing and share-purchase plan; new hires start with three weeks' vacation; employee development through its unique training program; flexible hours and telecommuting; maternity and parental leave (to 70 per cent of salary for 15 weeks) extended-health coverage during leave; retirement planning assistance, defined contribution pension plan.	Calgary	2,995
<b>Graham Group Ltd.</b>	Industrial Building Construction	Profit-sharing, year-end bonuses, share-purchase plan and defined-contribution pension plan; employee development through training programs, tuition subsidies for job-related courses and subsidies for professional accreditation; maternity leave (to 100 per cent of salary for six weeks) and offers extended health coverage during leave; flexible hours, telecommuting and shortened work week option paid time off to volunteer in community.	Calgary	967
<b>Hallmark Tubulars Ltd.</b>	Support Activities for Oil and Gas Operations	Referral bonuses (to \$1,000), year-end bonuses, a profit-sharing plan; maternity leave (to 75 per cent of salary for six weeks) and offers extended-health coverage during leave; paid time off to volunteer in the community; skills development with in-house training programs, formal mentoring, tuition subsidies for job-related courses and subsidies for professional accreditation; matching RSP plan (to six per cent of salary).	Calgary	122
<b>Jayman MasterBUILT Inc.</b>	New Single-Family Housing Construction	Employee development with a range of in-house and online training programs, subsidies for job-related courses and professional accreditation, career-planning and leadership training; maternity leave top-up payments with extended-health benefits coverage during leave; year-end bonuses and profit-sharing; free access to an on-site fitness facility; retirement planning assistance and matching RSP plan.	Calgary	267
<b>Kenway Mack Susarchuk Stewart LLP</b>	Offices of Certified Public Accountants	Phased-in retirement work options and contributions to a matching RSP plan; new employees start at three weeks of paid vacation and additional personal paid days-off; maternity leave top-up payments (to 95 per cent of salary for six weeks) as well as extended-health benefits coverage during leave; flexible hours, shortened and compressed work week options, telecommuting and reduced summer hours.	Calgary	69

Employer	Industry	Interest Points	City	FT Employees in Canada
<b>Keyera Corporation</b>	Crude Petroleum and Natural Gas Extraction	New hires start at three weeks' vacation, paid time off during the holiday season and personal paid days-off; employee development through training programs, subsidies for tuition and professional accreditation, financial bonuses and leadership training; maternity leave (to 100 per cent of salary for six weeks), as well as extended-health benefits coverage during leave; retirement planning assistance, defined contribution pension plan (to six per cent of salary).	Calgary	616
<b>Matrix Solutions Inc.</b>	Environmental Consulting Services	Retirement planning assistance, matching RSP plan (to four per cent of salary); employee development through training programs, formal mentoring and subsidies for tuition and professional accreditation; maternity leave (to 100 per cent of salary for six weeks) option of extending their leave into an unpaid leave of absence; flexible health benefits plan; year-end bonuses, profit-sharing and a share-purchase plan available to all employees.	Calgary	468
<b>City of Medicine Hat</b>	Legislative Bodies	Retirement planning assistance, phased-in work options and generous contributions to a defined-benefit pension plan; skills development through training programs, formal mentoring, in-house apprenticeship opportunities and leadership training; compassionate leave (to 100 per cent of salary for one week); fitness subsidy; maternity leave (to 95 per cent of salary for 15 weeks) and offers extended-health benefits coverage throughout their leave.	Medicine Hat	969
<b>MEGlobal Canada Inc.</b>	All Other Basic Organic Chemical Manufacturing	Year-end bonuses and profit-sharing for all employees; maternity leave (to 95 per cent of salary for six weeks) and extended-health benefits throughout the leave; matching RSP or defined contribution pension plan; skills development through training programs, mentoring and subsidies for tuition and professional accreditation; scholarship program for children of employees (to \$3,000 per child).	Red Deer	153
<b>National Energy Board</b>	Regulation and Administration of Communications, Electric, Gas, and Other Utilities	New hires start with three weeks' vacation as well as paid personal days off; employee development through subsidies for tuition and professional accreditation, training programs, paid education leave programs; flexible hours, shortened work week, telecommuting; maternity leave (to 93 per cent of salary for 52 weeks), fathers and adoptive parents (to 93 per cent of salary for 37 weeks); fitness facility- subsidized memberships, employee lounge.	Calgary	363
<b>Nexen Inc.</b>	Crude Petroleum and Natural Gas Extraction	Flexible hours, telecommuting, shortened and compressed work week options and a formal earned days-off program; employee development with subsidies for job-related courses (to a maximum of \$35,000), bonuses for some course completion; scholarship program for children of employees (to \$2,000 per child); compassionate leave (to 100 per cent of salary for six weeks); on-site fitness facility with free membership, aboriginal representation in the workforce.	Calgary	1,947
<b>North American Construction Group Inc.</b>	Heavy and Civil Engineering Construction	Retirement planning assistance, phased-in work options and contributions to matching RSP plan (to five per cent of salary); maternity leave top-up payments (to 100 per cent of salary for six weeks) and extended health benefits coverage during their leave; flexible hours, telecommuting, shortened/compressed work week options and personal paid days-off; skills development, training programs, career planning, apprenticeships, tuition subsidies (to \$2,500).	Acheson	3,012
<b>Northern Alberta Institute of Technology, The (NAIT)</b>	Colleges, Universities and Professional Schools	Maternity leave top-ups (to 95 per cent of salary for 16 weeks) and extended health coverage during leave; flexible and alternative work options; retirement planning, defined-benefit pension plan; paid time off to volunteer; tuition subsidies for courses at outside institutions, academic scholarship program for children of employees.	Edmonton	2,086
<b>Olympia Financial Group Inc.</b>	Trust, Fiduciary, and Custody Activities	Skill training programs; formal mentoring; subsidies for tuition and professional accreditation and leadership training; scholarship program for children of employees (to \$2,000); year-end bonuses; profit sharing/purchase plan; maternity leave top-ups, with extended benefits for duration of leave and flexible work options upon return to work.	Calgary	240
<b>PCL Constructors Inc.</b>	Commercial and Institutional Building Construction	Maternity leave top-ups (to 100 per cent of salary for eight weeks) and extended health benefits coverage during leave; profit sharing/share purchase plan; signing and referral bonuses (to \$2,000) and year-end bonuses; employee development — professional accreditation, apprenticeships, career planning services and in-house and online training programs, tuition subsidies ; compassionate leave top-up payments (to 100 per cent of salary for one week).	Edmonton	2,346
<b>RedPoint Media Group Inc.</b>	Periodical Publishers	Maternity and parental leave top-ups, with extended health benefits during leave; training programs, tuition subsidies for courses taken at outside institutions and subsidies for professional accreditation; flexible work options and paid personal days-off ; signing and year-end bonuses; profit-sharing.	Calgary	63
<b>Rogers Insurance Ltd.</b>	Insurance Agencies and Brokerages	Retirement planning and matching RSP plan (to three per cent of salary); training programs, bonuses and subsidies for tuition and professional accreditation; paid time off to volunteer; flexible work options, reduced summer hours and personal paid days-off; profit-sharing and a share-purchase plan that is available to all employees.	Calgary	197
<b>SAIT Polytechnic</b>	Colleges, Universities and Professional Schools	Training programs, career-planning services, financial bonuses for some course completion and tuition subsidies for job-related courses (to \$5,000); retirement planning and defined-benefit/contribution pension plan; maternity top-ups (to 95 per cent of salary for 15 weeks) and extended benefits during leave; supports charitable initiatives.	Calgary	1,521
<b>Shaw Communications Inc.</b>	Cable and Other Program Distribution	Diversified company with locations in Toronto and Montreal; profit-sharing and a share purchase plan; retirement planning with contributions to a defined-benefit or contribution pension plan; maternity and parental leave top-ups (to 70 per cent of salary for 15 weeks); flexible and alternative work options; reduced summer hours; training programs.	Calgary	12,666
<b>Shell Canada Limited</b>	Crude Petroleum and Natural Gas Extraction	Tuition subsidies, mentoring, career planning, subsidized professional accreditation; retirement planning, defined-contribution and defined-benefit pension plans, health benefits that extend into retirement, with no age limit; share-purchase plan, year-end bonuses, discounted financial services, gasoline discounts; paid days off to volunteer.	Calgary	7,825
<b>Suncor Energy Inc.</b>	Crude Petroleum and Natural Gas Extraction	Maternity leave top-ups, extended health benefits during leave, on-site day care; tuition subsidies (to \$5,500), formal mentoring, apprenticeships and training options; scholarship program for children of employees in Canada (to \$1,800 per child); flexible and alternative work options, over 10 personal paid days-off ; profit sharing and a share-purchase plan option.	Calgary	12,897
<b>Syncrude Canada Ltd.</b>	Crude Petroleum and Natural Gas Extraction	Retirement planning, phased-in work options, contributions to a defined-benefit contribution pension plan; apprenticeships, formal mentoring, leadership training and tuition subsidies for job-related courses; scholarship program for children of employees (to \$2,400 per child); three weeks' paid vacation to start; personal paid days-off; compassionate leave top-ups.	Fort McMurray	5,617
<b>TAQA North Ltd.</b>	Crude Petroleum and Natural Gas Extraction	Compassionate leave top-ups (to 100 per cent of salary for 17 weeks); five weeks' paid vacation to start; personal paid days-off; paid time off to volunteer; employee development with subsidies for job-related courses and professional accreditation; scholarship program for children of employees (to \$2,000 per child); year-end bonuses and a profit-sharing plan.	Calgary	643
<b>TransCanada Corporation</b>	Natural Gas Distribution	Retirement-planning assistance, phased-in work options and contributions to a defined-benefit pension plan or matching RSP; flexible health benefits plan; maternity leave top-ups, subsidy for in vitro fertilization; year-end and referral bonuses (to \$2,000), share-purchase plan; three weeks' paid vacation to start and personal paid days-off; scholarship program for children of employees (to \$6,000 per child).	Calgary	2,605
<b>Trican Well Service Ltd.</b>	Support Activities for Oil and Gas Operations	Profit-sharing and a share-purchase plan; maternity and parental leave top-ups for new mothers and adoptive parents (to 100 per cent of salary for 52 weeks) and new fathers (to 100 per cent of salary for 37 weeks); subsidies for tuition and professional accreditation, apprenticeships, career-planning services and training programs; retirement planning, matching RSP plan (to five per cent of salary).	Calgary	2,395
<b>United Farmers of Alberta Cooperative Ltd. (UFA)</b>	Farm Supply Cooperative	Year-end and referral bonuses (to \$1,000); training programs, career-planning services, subsidies for tuition and professional accreditation and apprenticeships; maternity leave top-ups (to 100 per cent of salary for four weeks) and extended health coverage throughout leave; flexible and alternative work week options.	Calgary	707
<b>United Way of Calgary and Area</b>	Grantmaking and Giving Services	Maternity leave top-up payments (to 100 per cent of salary for six weeks) and extended-health coverage for duration of leave; employee development with tuition subsidies for job-related courses (to \$2,000) and professional accreditation; new hires start at three weeks of paid vacation and additional personal paid days-off ; matching RSP plan (to five per cent of salary); departmental Day of Caring, where employees volunteer at local agencies or take educational tours.	Calgary	99
<b>Upside Software Inc.</b>	Custom Computer Programming Services	Flexible work hours, telecommuting, shortened and compressed work week options, reduced summer hours and a formal earned days-off program; skills development with training programs, formal mentoring and subsidies for tuition and professional accreditation; matching RSP plan (to six per cent of salary); signing bonuses, referral bonuses and year-end bonuses and profit-sharing; paid time off to volunteer with favourite community organization.	Edmonton	157
<b>WestJet Airlines Ltd.</b>	Scheduled Passenger Air Transportation	Fitness facility/free membership, cafeteria, lounge with television/video games; discounted employee airfare, including standby travel discounts, 50 per cent discounts on booked flights, discounted passes for friends and family; employee development, subsidized professional accreditation, apprenticeship programs, career-planning services, ownership culture with matching share purchase contributions as part of the employee share-purchase plan.	Calgary	5,806
<b>Workers' Compensation Board of Alberta</b>	Administration of Human Resource Programs	Signing bonuses, year-end bonuses and referral bonuses (to \$1,500); defined-benefit pension plan, retirement-planning assistance; skills development with subsidies for tuition and professional accreditation, financial bonuses for some course completion, leadership training and formal mentoring; scholarship program for children of employees (to \$1,000 per child); compassionate leave top-up payments (to 95 per cent of salary for eight weeks).	Edmonton	1,705
<b>WorleyParsons Ltd.</b>	Engineering Services	Maternity leave top-up payments (to 85 per cent of salary for six weeks) and extended health benefits coverage throughout duration of leave; training programs and scholarship program for children of employees who pursue post-secondary education; flexible work hours, telecommuting and shortened and compressed work week options; matching RSP plan and helps older workers transition to retirement with phased-in work options.	Calgary	7,591

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# Alberta Blue Cross promotes collaborative culture

While Alberta Blue Cross employees are seeing to the needs of workers in the province, the organization is taking good care of its own employees.

This top employer, who provides supplementary health and dental benefits to more than 1.6 million Albertans, employs a wide range of professionals including pharmacists, customer service representatives, information technology specialists, administrative assistants, claims analysts and many more.

This Alberta-based not-for-profit company offers a competitive salary and comprehensive benefits package that Mark Razzolini, vice president of human resources at Alberta Blue Cross, says employees know they can count on.

"When we offer something to our employees we make sure it's sustainable, whether times are good or times are challenging," says Razzolini.

"Our employees trust us to be reliable over the long term, and that shows in our retention. We have about 160 employees with 20-plus years of service."

The organization helps employees prepare for life after work with retirement planning assistance, phased-in work options and contributions to a defined benefit pension plan.

It also encourages and supports professional development with generous tuition subsidies of up to \$4,000, in-house and online training programs, subsidies for professional accreditation and a formal mentoring program.

"We have a number of tools we have made available to employees to help them with their career development," says Razzolini.

"We also have a career website to help employees map out the career they want with Alberta Blue Cross and find out how they can get there."

Alberta Blue Cross employs a diverse work-



Employees serve dinner to inner-city seniors during one of many volunteer opportunities with Alberta Blue Cross' Hearts of Blue charity throughout the year.

force and the culture is energetic.

"Since about 75 per cent of employees are from generations X and Y, the fact that we offer programs and benefits that allow our employees to keep learning and moving forward is very appreciated by our staff," says Razzolini.

Alberta Blue Cross is also recognized for providing flexibility to its employees.

"We were offering flexible hours long before it became trendy in the Alberta workplace — as far back as 1976," says Razzolini. "It fits our culture, and it just makes sense for attracting and retaining talent."

Employees with grown children also appreciate the academic scholarship program for dependents of employees which provides up to \$1,000 per child for post-secondary education expenses.

Alberta Blue Cross offers maternity leave top-up payments and extended health benefits

for those employees during their leave. The company also provides new employees with three weeks paid vacation time in addition to personal paid days-off and paid time off during the holiday season

Razzolini explains that beyond benefits and programs, it's really the culture that keeps employees feeling fulfilled and heard.

"Our culture is very open and is not very hierarchical at all," he says.

"Our employees have access to the president and to the executive operations team. We really focus on creating an environment that is collaborative, accountable, adaptable and service-oriented, and that's what makes Alberta Blue Cross such a great workplace."

Alberta Blue Cross is headquartered in Edmonton and employs about 1,000 people across the province.

## Alberta Blue Cross

- **YEARS IN BUSINESS:** 64
- **EMPLOYEES:** 1,000
- **LOCATIONS:** Edmonton, Calgary, Grande Prairie, Lethbridge, Medicine Hat, Red Deer
- **HEAD OFFICE LOCATION:** Edmonton
- **POSITIONS EMPLOYED:** Claims assessors, call centre representatives, account administrators, information technology software development and infrastructure roles, finance, human resources, business analysts, sales representatives, team managers, operations and functional managers and senior managers
- **HIRING INCENTIVES:** Career development focus with supporting career planning tools and services, educational support, flexible needs-based benefit plans, focus on wellness including in-house fitness classes and financial support for wellness activities, flexible work hours
- **APPLICATION PROCESS:** Online at [www.ab.bluecross.ca](http://www.ab.bluecross.ca)

Be part of an award-winning, community-minded organization where you can grow and develop.

Imagine a positive environment with work-life balance.

Imagine your future with Alberta Blue Cross!



[www.ab.bluecross.ca](http://www.ab.bluecross.ca)

# Employee well-being is front and centre at ASEBP

Fostering healthy lifestyles and workplaces: this is what the Alberta School Employee Benefit Plan (ASEBP) is all about.

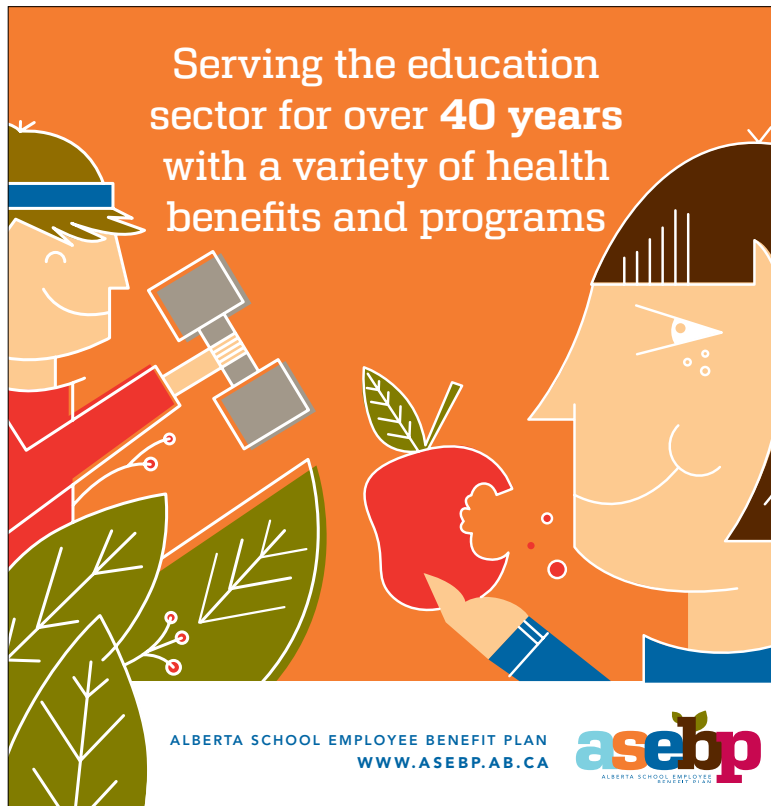
One of Alberta's largest benefits and insurance providers, ASEBP is a holistic health organization whose goal is to improve the health of its covered members in Alberta's public education sector, through a wide range of health benefits, services and programs.

Employee well-being is front and centre at ASEBP, which offers highly competitive salaries, performance-based raises, and a comprehensive benefits package that includes coverage for such services as massage therapy, chiropractic, and naturopathy.

Employees work a 35-hour week, and receive up to three weeks of vacation on starting at the organization. Plus, ASEBP offers two additional flex days per year, as well as its Earned Day Off (EDO) program, which allows employees to earn one day off a month — or 12 additional days off each year — on top of flex days and vacation time.

ASEBP runs regular health clinics, which provide employees with a convenient way to keep tabs on their health. For example, health advisers will come in to do Body Mass Index assessments and diabetes screening, and a nurse will come in to give flu shots.

There is a fitness room, where employees can sign up for a variety



of group activities, such as fitness training, strength training, boot camp, yoga and ballroom dance classes. Classes are scheduled during lunch breaks.

"A lot of us have home lives, children and busy schedules, so employees tell us it's really great that they can work out at noon," says ASEBP organizational services director Lina Shepherd.

Also new at ASEBP, is an employee health and wellness

room, which contains a fridge fully stocked with water and other healthy beverages; a table with a laptop, where employees can go online and do a health risk assessment on themselves; and a leather couch, where staff members can relax if they're not feeling well and need a time out.

Community involvement and social responsibility are also top priorities. As part of the organization's Go Green efforts,

ASEBP has introduced a transportation allowance, which supports employees who commute using an alternative method to a car.

ASEBP supports local charities in a variety of ways, and in early 2013 will be establishing a new volunteerism initiative allowing employees to dedicate a certain number of hours to volunteer in the community during business hours.

ASEBP works hard to foster a collaborative culture. For instance, instead of buying a gift for each employee at Christmas, it pools the money and puts it toward a charity, — WIN House in Edmonton. ASEBP purchases gifts for the women and children staying at WIN House, to help fulfill their Christmas wish list.

And, instead of buying Christmas gifts for each other, ASEBP employees purchase gifts for Santas Anonymous. "People are extremely generous. It's carloads and carloads of brand new great gifts for kids," Shepherd says.

These are some of the reasons that employees consider ASEBP to be a top employer.

"I love working at ASEBP because of the positive, healthy workplace culture. This environment is very much due to the organization's excellent leadership. They lead by example," says Susan Bakic, ASEBP facility and asset co-ordinator.

## ASEBP

■ **YEARS IN BUSINESS:** 45

■ **NUMBER OF EMPLOYEES:** 102

■ **LOCATIONS:** Edmonton

■ **HEAD OFFICE LOCATION:** Edmonton

■ **HIRING INCENTIVES:** Healthy living; fitness room; 35 hour work week; helps employees balance work and their personal life through a variety of alternative work arrangements including flexible hours, shortened work week option, telecommuting and a formal earned days-off program; education assistance, health spending account, offers maternity leave top-up payments to employees who are new mothers

■ **APPLICATION PROCESS:** Online at: [www.asebp.ab.ca](http://www.asebp.ab.ca)



# AUC employees reach potential while protecting public interest

The Alberta Utilities Commission is an impartial and objective energy regulator that considers its decisions within the public interest of Alberta.

That gives each of its employees opportunities to contribute, grow and develop in an environment where their input and expertise make a real difference.

"There are many reasons to work here," says Chief Executive Bob Heggie. "The experience for young professionals is unique because it affords an opportunity, early in their career, to work directly with a team of highly trained and experienced staff and commission members dealing with complex, dynamic problems where there is a substantial public interest at stake."

The practical work experience accompanied by a comprehensive benefit plan and serving the public interest makes the AUC a great place to grow and become part of an innovative and compassionate team.

Dedicated to a team-based approach to its work, the AUC opens up a level of experiences to its personnel that is rarely found in other workplaces. This experience is enhanced and supported through a mentoring program and a corporate focus on making learning and development part of every employee's personal development plan regardless of their position or background.

"The investment in learning and development for our employees continues to be a positive for the organization and results in a low staff turnover and an overall high level of employee satisfaction," says Executive Director of Corporate Services Jim Van Horne.

The supportive and challenging work



AUC employees at the United Way poverty simulation.

environment, coupled with performance-based compensation incentives leaves a positive mark not only on the organization's employees, but also those they interact with. Both internal and external surveys continue to indicate that employees are proud to work at the AUC, while stakeholders indicate their respect and satisfaction with the organization.

The employees at the AUC connect with their community and interact with Albertans. Community information sessions, consumer relations phone discussions and the regular philanthropic efforts supporting United Way, adopt-a-family and other

charities helps employees connect with a wide variety of people.

The AUC has been recognized by non-profit agencies that include the Alberta Mental Health Patient Advocate Office and the Alberta Red Cross, for changes the AUC developed and implemented regarding disconnection and reconnection of vulnerable customers.

Anne Glass, an AUC staff member who was highly involved in this project, recalls working on this as "a very rewarding experience that really makes me feel that I am making a difference in people's lives."

The staff members at the AUC really

## Alberta Utilities Commission

- **YEARS IN BUSINESS:** 5
- **NUMBER OF EMPLOYEES :** 135
- **LOCATIONS:** Calgary and Edmonton
- **POSITIONS EMPLOYED:** Lawyers, accountants, engineers, economists, financial analysts, commodity market analysts, IT professionals, human resources professionals, other general support staff and business professionals
- **HIRING INCENTIVES:** Comprehensive flexible benefits program, health spending account, life and learning account, flex days, defined-benefit pension plan
- **APPLICATION PROCESS:** By email to [opportunities@auc.ab.ca](mailto:opportunities@auc.ab.ca) or by mail to Human Resources, Alberta Utilities Commission, Fourth Floor, 425 First St. S.W. Calgary

make it a great place to work, and the cross-functional work environment gives employees experiences that help create well-rounded careers. Again and again staff remark on the benefits of, and the support that each member receives, to successfully meet their career goals.

Achieving a healthy work-life balance is also a high priority for employees there. The organization offers a flexible benefits program, the option to arrange one's work hours to earn up to 24 flex days each year, a health spending account, as well as a personal spending account, service and achievement awards and sponsored education programs.

innovation

compassion



perseverance

[auc.ab.ca](http://auc.ab.ca)

# Strong expansion creates career opportunities at AltaGas

**A**ltaGas Ltd. was formed in 1994 with \$37,000 in seed capital from 20 former employees of Alberta and Southern Gas, which folded due to gas-sector deregulation.

Today, AltaGas has an enterprise value of about \$6 billion and a market capitalization of around \$3.5 billion, based on long-term, contracted and regulated cash flows. Its business is built on natural gas processing and distribution and electric power generation in Canada and the United States.

"Our objective is to be a leading North American energy infrastructure company, providing exceptional career opportunities to highly motivated people," says human resources director Nicole Arienzale.

"We're a results-oriented, fast-paced and hardworking organization and we've had extraordinary growth over the past 18 years," Arienzale says. Growth has tended to be both acquisition-based as well as structural, and hiring is selective, but she says rapid expansion creates career growth opportunities.

"We enjoy getting things done and we celebrate our successes. We also believe in work/life balance, which we support through flexible work arrangements, vacation and personal days off and, most importantly, a commitment to safety. That's all part of our culture, along with creating societal value. We give back to the communities where we live, work and play and we encourage our employees to become involved in their communities.

"It's a knowledge culture that supports continuous learning and we also provide excellent opportunities for career growth," she says. "We've got a very diverse business and there's a lot of opportunity to move across business units."

AltaGas owns and operates six natural



AltaGas offers exceptional career opportunities across North America.

gas liquids (NGL) extraction plants, five gas transmission pipeline systems, three NGL pipelines, 70 gas gathering and processing facilities and 6,500 kilometres of gas gathering and processing lines in western Canada.

It has gas distribution systems in Alberta, British Columbia, Nova Scotia, Michigan and Alaska, with a total of some 500,000 customers and about two billion cubic feet of daily gas deliveries. It also delivers some 550 megawatts of power from a coal-fired power-purchase agreement and 15 owned and operated facilities running on natural gas, wind, biomass and run-of-river hydro.

All that, says company spokesman Neil Mackie, is in addition to a new \$1-billion, run-of-river hydro construction project under way in Northwest B.C., that will deliver some 275 megawatts of power from three separate facilities. The Forrest Kerr project will provide

195 megawatts of power by taking advantage of the elevation drop of the Iskut River, while two smaller projects will generate another 82 megawatts of power.

"Outside of Vancouver, it's currently the biggest construction project in B.C.," Mackie says.

The company has a plan to deliver on "organic" growth projects by 2015, which include further power projects, gas plant expansion and a pipeline project.

Whether growth is based on construction or acquisition, he says, "we've got a management team that's really good at picking its spots. This year we moved into Alaska and Michigan" with the \$1.1-billion purchase of the SEMCO gas distribution company. He says of the purchase "it was a utility that made really good sense and fit with our business model of acquiring stable, regulated, long-life cash flow."

## AltaGas Ltd.

- **YEARS IN BUSINESS:** 18
- **NUMBER OF EMPLOYEES:** 1,600
- **LOCATIONS:** 80-plus gas gathering, processing, NGL extraction and transmission facilities, 15 electric power generating plants and five regional natural gas distribution systems
- **HEAD OFFICE:** 1700, 355 - Fourth Avenue, S.W., Calgary, AB T2P 0J1
- **POSITIONS EMPLOYED:** Technical and creative professions, technical field operators, engineers, all business professions, accountants and subject matter experts
- **HIRING INCENTIVES:** Competitive pay and benefits, flexible work arrangements, vacation and personal days off and a culture that is merit-based, family-focused and actively supports continuous learning and giving back to communities
- **APPLICATION PROCESS:** Online at [www.altagas.ca/careers/current\\_opportunities](http://www.altagas.ca/careers/current_opportunities)



## trail • blaz • er

noun

1. A person who blazes a trail for others to follow through unsettled country or wilderness; pathfinder.
2. A pioneer in any field of endeavor: a trailblazer in industry.
3. An AltaGas employee.

# ATB develops leaders who coach, guide and inspire

**A**TB Financial is the home-grown financial institution that's thriving across the province thanks to employees on the front lines and in the board rooms who are committed to protecting the financial future for both clients and the company.

The Top Employer is the largest Alberta-based financial institution in the province with assets of \$32 billion.

ATB has 170 branches and 130 agencies in more than 240 Alberta communities and has been serving the Alberta market for more than 70 years.

Today more than 5,300 associates assist more than 635,000 customers and it is the associates who have helped build ATB into the institution of influence it has become.

"We have a multi-generational mix of people working with us and it's fun, fast and friendly, but also very service-oriented," says Lorne Rubis, chief people officer at ATB.

ATB puts emphasis on developing leaders who coach, guide and inspire.

"I've been involved with many different organizations that say they put people first, but ATB truly does — and that doesn't just mean clients, but employees as well," says Rubis. "This is a place where employees can grow and build a lifelong career without ever having to leave their province or even their hometown."

The company offers competitive compensation and an attractive pension program as well as discounted rates on mortgages and bank accounts.

There is a customizable health and wellness benefits plan in which the company even pays for exercise clothes and there is an employee assistance program to help people navigate through life's often unanticipated challenges.

There are also some amazing opportunities to contribute to the community and for employees to support causes that are important to them.



ATB employees have fun participating in a gingerbread house contest while supporting the Edmonton Christmas Bureau.

The company recently created a website, ATB-Cares.com, which allows visitors to donate to any registered charity, make a donation on another's behalf, or send an electronic gift card to a friend, and ATB Financial will match up to \$100,000 in donations made to Alberta causes through the site.

The site, which was launched in late 2011, has already directed more than \$45,000 to charities.

Programs such as this help ATB leaders recruit and retain the kind of people they want to work with to build the future of the organization.

"We're spending more and more time recruiting on attributes," says Rubis. "The people we are looking to hire need to be smart with solid skills, but we're really looking for people who are self-accountable, respectful, collaborative, connecting people. We want them to be happy to be engaged and engaged to be happy."

The employer will also be continuing to inten-

sify its recruitment efforts in the months ahead.

"On the IT side, we're looking for people with experience in big data and analytics, and we're also interested in people looking to go into branch management," says Rubis. "We want people who would like to grow with the company in their communities, so if you want to work and raise your family in Lethbridge, you can do that and still advance with the company."

He says ATB is also very supportive of flexible working arrangements including people willing and able to work from home.

"It's often a great fit for people," says Rubis. "If you work from home, you're never late and you're never absent."

He says ATB wants to be an employer that its own employees highly recommend.

"It's the kind of organization I'd want my kids to work for," says Rubis. "I think that says it all."

## ATB Financial

- **NUMBER OF EMPLOYEES:** 5,218
- **LOCATIONS:** 244 communities across Alberta
- **HEAD OFFICE LOCATION:** 9888 Jasper Ave N.W., suite 1300, T5J 1P1, Edmonton
- **HIRING PROCESS:** Helps older employees with retirement planning, phased-in work options and generous contributions to a defined benefit or defined contribution pension plan, encourages ongoing employee development, also encourages children of employees to pursue post-secondary education through an academic scholarship program, supports a variety of local charitable organizations each year, offers maternity leave top-up payments to employees who are new mothers
- **APPLICATION PROCESS:** [atbcareers.com](http://atbcareers.com)



# Thanks for making us a great place to work.

## ATB Financial™

# Bennett Jones – motivation and teamwork are key to success

Working at Bennett Jones, Calgary's largest home-grown law firm, it's easy to imagine that great legal work "just happens," says vice chairman and local managing partner Perry Spitznagel.

"The work 'happens' because the people are very motivated. It's relatively unmanaged," Spitznagel says. "We've worked hard at creating a culture around attracting good people, rewarding merit and promoting collegiality and teamwork."

It's a big team.

Over 90 years, Bennett Jones has grown from an energy-focused local law office to an international, full-service legal powerhouse with more than 900 lawyers and staff worldwide.

"Everything that we do requires teamwork — layers of teamwork, actually. If new people need the expertise of senior partners or support staff, they have free access to all of our talent," he says.

There are no barriers to that.

"Because of the culture, teams are formed and the work gets done very efficiently. There's a lot of 'line responsibility' to get it right for the client but there's not a lot of hierarchy," he says.

Spitznagel says the type of work Bennett Jones does often requires deep expertise across several fields and legal teams with wide-ranging experience.

At Bennett Jones, he says those teams are spontaneously formed and reconfigured to meet client needs as they arise and change.

He describes the firm as a 'meritocracy,' where work is assigned on the basis of performance, not pedigree or old-school connections.

Bennett Jones' national reach and stature means there's a constant supply of top-drawer legal work from clients in energy, finance and



Bennett Jones managing partner Perry Spitznagel says his firm's culture is based on rewarding merit and promoting collegiality and teamwork.

all facets of Canadian business.

"I think what rewards people for excelling and doing their best is the opportunity to excel and do their best at increasing levels of responsibility. And we tell people when they've done good work," he adds.

The key to continuing success for every major law firm is the ability to attract and retain the best people.

Spitznagel says Bennett Jones attracts legal talent with its reputation as a leading firm and by offering competitive salaries and benefits.

It keeps top performers by maintaining a culture in which good work is valued and recognized.

Daryl Refvik, national director of human resources, says opportunities exist for both lawyers and staff to change assignments and acquire new expertise.

"We have a group of highly skilled staff who provide exceptional support to our lawyers," he says.

And there's a bonus system that's linked to overall profitability.

A lengthy list of employee benefits includes extensive health care, firm paid life insurance, maternity/paternity top-ups, backup day care, a fitness subsidy, tuition subsidies, in-house and on-line training, formal mentoring and RSP matching up to five per cent of salary.

"But most of all it's a work environment designed to encourage employees to be self-motivated achievers, independent thinkers and enthusiastic and supportive colleagues," Spitznagel says.

Besides lawyers, paralegals and legal assistants, Bennett Jones employs information technology professionals, accountants, librarians, human resources professionals and general administrative staff.

He says the firm places a high value on support staff, who function as vital members of legal teams and often work around the clock with lawyers to meet various deadlines.

## Bennett Jones

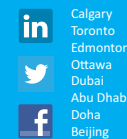
- **YEARS IN BUSINESS:** 90
- **NUMBER OF EMPLOYEES:** 959
- **LOCATIONS:** Calgary, Edmonton, Ottawa, Toronto, Dubai, Abu Dhabi, Doha, Beijing
- **HEAD OFFICE LOCATION:** 4500 Bankers' Hall East, 855 Second St. S.W., Calgary, T2P 4K7
- **POSITIONS EMPLOYED:** Lawyers, paralegals, legal assistants, IT professionals, accountants, librarians, human resources professionals and general administrative staff
- **HIRING INCENTIVES:** Extensive health care coverage, vision, and drugs, as well as firm-paid life insurance, employee and family assistance program, fitness subsidy, backup child care and group RRSP. Work environment encourages employees to be self-motivated independent thinkers and enthusiastic and supportive colleagues
- **APPLICATION PROCESS:** by email to [hrdeptcal@bennettjones.com](mailto:hrdeptcal@bennettjones.com) or by mail to Human Resources, Bennett Jones LLP, 4500 855 2nd St. S.W.

# Where people matter most.

We are honoured to be named one of Alberta's Top Employers. For over 11 straight years Bennett Jones has been a 50 Best Employer in Canada, 7 consecutive years as a Top 10 Best Employer in Canada, and a 2013 Top 3 Best Employer in Canada. To our clients, our lawyers, and our staff, thank you.

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[www.bennettjones.com](http://www.bennettjones.com)



# Bethany: Making a difference in residents' lives

People who build careers with Bethany Care Society can chart a course for life-long growth and empowerment that truly better the lives of others.

Bethany Care Society is one of western Canada's largest voluntary, charitable providers of health, housing and community services for seniors and adults with disabilities serving more than 5,400 Albertans in more than 100 communities.

As a young nursing graduate in 1997, Jennifer Simon started her career with Bethany working on a casual basis picking up shifts whenever she could.

Over the years, however, she moved into several increasingly challenging roles and was always able to arrange her shifts to accommodate her needs to raise her young children.

"I always knew I wanted to move into management because I felt I could have a greater impact in making process and systems changes that would benefit our residents," she says.

Today Simon is the care manager for the Managing Dementia with Expertise program and the Special Care Unit.

"These are two very specialized programs for residents experiencing aggressive and complex behaviours associated with their dementia," she says.

Simon says she is very interested in best practises for dementia care and taking what she learns to



Jennifer Simon and Michael Baden in the beautiful atrium at Bethany Calgary, centrally located in the West Hillhurst community.

the front line staff.

"Each and every day we are looking at ways to make a difference to the individuals we are caring for," she says. "I love what I do. I genuinely care for all my residents, families and staff. As a care service manager, I have the ability to co-ordinate and advocate for services to improve the lives of my residents."

Bethany not only employs people in traditional health care roles but also in management, human resources, administration, finance, volunteer services, pastoral care, fundraising, maintenance and many other positions.

Michael Baden, a manager in material management, started with Bethany in 1983 when a friend from high school encour-

aged him to apply for a job as a porter.

Two years later he moved into a position as a supervisor, and he then transferred into a role as a general maintenance worker.

"My colleagues in the maintenance department recognized my ability to do more complex work and encouraged me to go back to school and become a building operator," says Baden. "I enjoyed being a building operator, but wanted to move my career out of the mechanical rooms and into an office environment."

He continued to dedicate himself to moving forward with his education and his career becoming an assistant manager and then a department manager.

"I enjoy being part of an organization where you know that every day you are making a difference for the residents and clients that we all are caring for," says Baden. "Our residents and clients have ever-changing needs so no matter what role I've been in, I have enjoyed taking on the challenges that each day brings me."

Simon says a career in health care isn't always glamorous or easy, but it is extraordinarily fulfilling and staff members are unified in their purpose.

"We are here because we all have the same goal, and that is making a difference each and every day in the lives of our residents," she says.

## Bethany Care Society

- **YEARS IN BUSINESS:** Since 1945 (68 years)
- **NUMBER OF EMPLOYEES:** 1,400+
- **LOCATIONS:** Calgary, Red Deer, Airdrie, Cochrane, Sylvan Lake, and High River
- **HEAD OFFICE LOCATION:** Calgary
- **POSITIONS EMPLOYED:** Housing managers, health care aides, licensed practical nurses, registered nurses, clinical educators, recreational therapists, chaplains, social workers, occupational therapists, various administrative and managerial roles
- **HIRING INCENTIVES:** Invests in ongoing employee development; manages an academic scholarship program for children of employees; helps employees balance work and their personal life through flexible work hours, telecommuting and personal paid days-off; supports employees who are new mothers with maternity leave top-up payments
- **APPLICATION PROCESS:** [www.bethanycare.com](http://www.bethanycare.com) or [humanresources@bethanycare.com](mailto:humanresources@bethanycare.com)



## A WINNING COMBINATION

We all work together as part of a team and rely on each other's efforts every day. That is why we celebrate together in being named one of Alberta's Top 60 Employers for the sixth year in a row.

We have been creating caring communities since 1945, providing Alberta seniors and persons with disabilities with quality care and providing a great place to work for our employees.



# Bonavista Energy brings out the best in its people

**B**onavista Energy has recently made “bringing out the best in people” an explicitly stated core purpose of the company, says human resources vice-president Lynda Robinson.

That includes the long-standing policy of allocating \$2,000 per employee, each year, for training in professional skills or ‘soft areas’ such as leadership or public speaking.

“Requests for further coverage are usually happily approved if the employee makes a good case,” and continuous learning and career development are part of the company culture, Robinson adds. “Any decision we make, we now need to ask ourselves, how does this bring out the best in people, because if people bring us their best, we can’t help but be the best.”

She says she believes that’s the kind of place motivated people want to work.

The people who fit best into the Bonavista corporate culture are “entrepreneurial, go getters who are tenacious at getting the job done and have the ability to work in a fast-paced environment.” She says that’s the ethos established by the founding management team, who are still leaders of the company. It’s a culture that provides employees with “ownership, responsibility and accountability” and that recognizes and celebrates successes of teams and individuals.

Office preparation for new employees is a small but telling example of Bonavista’s focus on people, Robinson says. Offices at Bonavista are always ready and fully functional for new recruits on their first day. There’s an immediate on-boarding session for the new employee. Then there are follow-up meetings with human resources professionals after one week and three months, to ensure a successful start.

She says it’s a mid-sized company with a small-company feel.



Bonavista employees give back to the community and participate in a Habitat for Humanity Women’s Build.

By the numbers, Bonavista is a mid-sized oil and gas company with 73,000 barrels of daily oil equivalent output and a 60/40 weighting to natural gas. Over the past 15 years the company has experienced average annual production and reserves growth of 31 per cent and 35 per cent respectively. The company has an inventory of more than 1,550 identified drilling targets of which approximately 90 per cent utilize horizontal technology to reduce geological risk and maximize resource recovery. Bonavista operates exclusively in Western Canada with the majority of assets focused in Alberta.

“The oilsands sector is taking people from the traditional E&P (exploration and production) companies,” Robinson concedes and she says Bonavista has not been entirely immune. And she says she expects competition for the best employees to intensify in 2013.

“The question for us is, how do we differentiate ourselves, so that people choose to come

to work for us and stay with us?” she says.

Part of the answer is a focus on employees, including competitive pay, a restricted-share-awards incentive plan, a stock savings plan, a generous vacation schedule, seven flex days a year, flexible hours, summer Friday afternoons off and an employee and family assistance program. Health benefits include a wellness subsidy, corporate health club membership, a single or family health-care spending account, access to private MRI and CT scans, referrals to ‘best doctors’ in the country, life insurance and critical illness coverage.

Every quarter, she says, executive chairman Keith McPhail hosts a meet-and-mingle session for new recruits to talk informally with senior executives and ask questions. There’s also a quarterly report to all employees on company performance by president and CEO Jason Skehar.

“We believe in keeping our people informed and involved — and we really do practice what we preach,” Robinson says.

## Bonavista Energy

■ **YEARS IN BUSINESS:** 16

■ **NUMBER OF EMPLOYEES:** 350

■ **LOCATIONS:** Various operating locations in Western Canada

■ **HEAD OFFICE LOCATION:** Suite 1500, 525 Eighth Ave. S.W., Calgary, T2P 1G1

■ **POSITIONS EMPLOYED:**

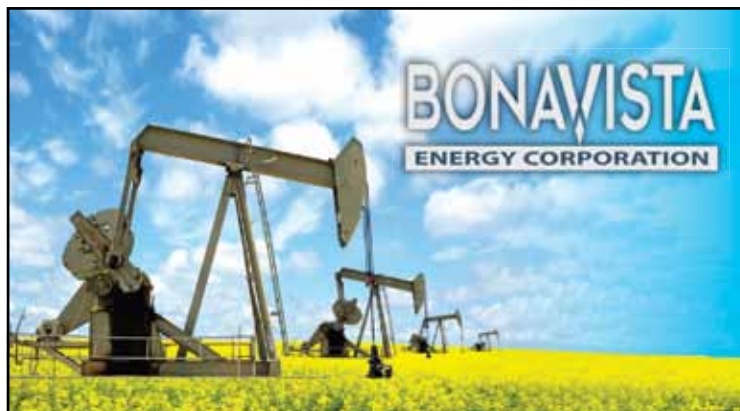
Engineers, geoscientists, accountants, land negotiators, environmental and safety specialists, field operators and a full range of business disciplines

■ **HIRING INCENTIVES:**

Competitive salaries, a savings plan, annual bonus and long-term incentive plan, choice of one week extra vacation per year, health spending top-up or stock savings top-up, 100 per cent paid healthcare, 100 per cent basic dental care and 50 per cent of major dental work

■ **HIRING PROCESS:**

Online at [www.bonavistaenergy.com](http://www.bonavistaenergy.com)



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# CapitalCare staff shows a passion for compassion

Celebrating its 50th anniversary as an organization in 2013, CapitalCare has been leading the way in continuing care in Edmonton with innovative care models, and the recruitment and retention of caring staff dedicated to improving quality of life for the people it serves.

CapitalCare is proud of its 50-year legacy of caring, and that pride comes through with all of its staff members, who focus on providing person-centred care for CapitalCare residents.

Staff at all levels, whether they work in nursing, housekeeping or clerical, focus on what they can do to make each resident's day more meaningful. As one family member puts it: "It's those little things that staff care to do, because they care about the residents."

It is CapitalCare's staff who make it a home with their caring attitudes.

"We believe that staff create this environment by treating residents with respect, dignity, compassion and genuine love — like you treat your own family," says CapitalCare manager of recruitment and workforce planning, Natalie Zacharuk.

"This attitude makes families feel like they belong here too. Families tell us our facilities are warm and welcoming, and that it's like walking into a person's home."

Says CapitalCare director of human resources, Anne Forge: "At CapitalCare, we are very much about caring. We care about the residents who live in our centres, we care about their families, and our staff care about each other."

This has been the experience of Tammy De Souza, 28, a nursing attendant who works nights at CapitalCare Dickinsfield in northeast Edmonton. De Souza, who has been with CapitalCare for more than five years, works on a unit where most of the



— Sue Robins photo

Staff make CapitalCare long-term care centres "home" by treating residents with respect, dignity, compassion and love.

residents have end-stage dementia.

"What I like best is that we really work as a team to provide quality care for residents," De Souza says. "We understand each other, and we always communicate. I really love working there. It's a home-like environment for residents, and to me it really seems like top quality care."

It's no wonder that one of CapitalCare's most remarkable achievements throughout its 50-year history, has been its ability to attract and retain caring staff.

"We've got staff members who have only ever worked for CapitalCare for their entire careers," says Forge. "We believe they stay with us because the work is meaningful and offers its own intrinsic rewards.

"There is great pride in CapitalCare and we are very proud of our long serving staff, who are recognized each year at an awards program in their honor."

Thirty, 35 and even 40 years at one site is quite typical with these employees, Forge notes. "It's not just a job working for CapitalCare, it's a passion — it's a passion for compassion. Families tell us that CapitalCare staff do their jobs with grace and dignity, and they bring out the best in the residents."

Even if staff members leave CapitalCare to further their education, they are quick to return. And, many staff come back as volunteers after they retire.

"A very, very big thank you to all our staff," Forge says.

## CapitalCare

### ■ YEARS IN BUSINESS:

Since 1963 — celebrating its 50th anniversary in 2013

### ■ NUMBER OF

**EMPLOYEES:** 2,700 (includes part time and casual) or 742 full time equivalents

### ■ LOCATIONS:

15 locations (see map on our website)

### ■ HEAD OFFICE

**LOCATION:** Edmonton

### ■ POSITIONS EMPLOYED:

Nursing (RNs, LPNs & HCAs), therapies (OTs, PTs, respiratory therapists, therapy assistants, pastoral care), support services cooks, cooks' assistants, laundry, food services, housekeeping), trades and maintenance workers and administrative services (finance, HR, management)

### ■ HIRING INCENTIVES:

Competitive wages, benefits, vacation, personal leave days, spending accounts, scholarships and bursaries

### ■ APPLICATION PROCESS:

[www.capitalcare.net](http://www.capitalcare.net) or in person at any of our sites



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[www.capitalcare.net](http://www.capitalcare.net) 780.425.JOBS(5627)

# Energy of kindness leads to success at Carewest

**B**ring your heart to work. That's the mantra upon which a foundation of quality, compassionate care is built at Carewest.

But while a commitment to quality, compassionate care forms the peak of this structure, the building blocks supporting it can be found within the hearts of Carewest staff and the culture of the organization.

Carewest — a wholly-owned subsidiary of Alberta Health Services — is a public, not-for-profit health care provider that employs 2,600 valued staff to provide care and support for residents and clients from 12 locations in Calgary. It's the dedication, compassion, commitment and kindness of staff that made it possible for Carewest to earn the distinction as one of Alberta's Top Employers three years in a row.

Blair Phillips, director of human resources and facilities, says the substance behind Carewest's success is very simple.

"Carewest does care — it's not just words reflected in our frame of reference or in our mission statement. It's in our hearts, on our faces and through our actions in everything we do each day for our residents and clients," he says.

"We have created a real culture of positivity and kindness in striving to make Carewest a healthy organization."

Opening its doors to serve the Calgary community in 1961, Carewest's success reflects the belief that a vibrant workplace inspires employees to achieve and sustain success in their careers.

New employees to Carewest take part in a comprehensive employer-paid orientation program during which they are supported by a mentor to help guide their growth and development during the early months of their career with Carewest.



Carewest employees help residents and clients live a higher quality of life.



Professional growth continues throughout an employee's career at Carewest through available in-house training programs, leadership development and paid tuition subsidies of up to 100 per cent for courses related to their work.

Carewest recognizes healthy employees

are happy employees and has introduced programs to keep staff healthy and safe with a focus on wellness.

Recognized in 2012 as one of five of Canada's safest employers through Canadian Occupational Safety magazine, Carewest staff can take advantage of flexible health spending accounts, a highly respected employee and family assistance program, free influenza immunizations and health and wellness education programs — all offered by its dedicated Employee Health and Safety staff.

The importance of being socially responsible and involved in the community is a big part of Carewest's corporate values and employees are supported in their efforts to give back by receiving support to volunteer or to maintain personal philanthropic efforts.

## Carewest

- **YEARS IN SERVICE:** 52
- **NUMBER OF EMPLOYEES:** 2,600
- **LOCATIONS:** 12
- **HEAD OFFICE LOCATION:** 10301 Southport Lane S.W. Calgary
- **POSITIONS EMPLOYED:** Traditional health care roles: nursing staff, therapists, social workers, pharmacists as well as food services, dieticians, and maintenance, administration and management employees
- **APPLICATION PROCESS:** Visit [www.carewest.ca](http://www.carewest.ca)

It's thanks to the dedication, compassion and commitment of each of our employees that Carewest has once again earned the right to call itself one of Alberta's Top Employers for the third year in a row.

"Anyone spending time working at Carewest will notice the endless opportunities available to learn and develop professionally in an environment that promotes collaboration," says Phillips.

Dale Forbes, Carewest's executive director echoes those sentiments.

"Carewest is committed to championing innovation, flexibility, creativity and leadership for all our employees, regardless of position. We strive to inspire each staff member to achieve new levels of success in their career — all while celebrating their many achievements."



# Way to go!

Thank you once again to our staff and volunteers.

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Check us out at [www.carewest.ca](http://www.carewest.ca)



# Carewest

INNOVATIVE HEALTH CARE



# Enbridge competitive in its search for top talent

A year ago, Enbridge said it expected to hire an unprecedented 3,000 people in 2012. The actual number turned out to be more than 3,500, says Jane Haberbusch, vice-president of human resources.

"It was a pretty significant accomplishment in a very tight market," Haberbusch says.

The transcontinental pipeline company plans to spend \$30 billion on capital projects over the next four years and to continue hiring at what she says will be "a more measured pace."

At the top of its hiring list are engineers with specialties in project management, facilities design, pipeline integrity and leak detection, but she says Enbridge also needs a full spectrum of business disciplines for a company whose operations span Canada and the United States.

Enbridge is Canada's leading oil and liquids pipeline company, moving some 2.5 million barrels of petroleum liquids per day over a 24,600-kilometre network that reaches from Norman Wells, N.W.T. and Fort McMurray, Alta. to Sarnia, Ont., Chicago, Ill., Cushing Okla. and Freeport, Texas. The company also plans to reverse an oil import line from Montreal to Sarnia, enabling delivery of growing Canadian crude volumes to Montreal and eventually to St. John, N.B. and Portland, Maine.

It owns an extensive offshore natural gas gathering system in the Gulf of Mexico and the 4,300 kilometres Alliance/Vector transmission line that delivers natural gas and liquids from Edmonton to Chicago and Sarnia. It's also Canada's largest natural gas distribution company, delivering fuel to two million customers in Ontario. And it owns seven wind farms and three solar energy facilities.

Enbridge is currently attending public hearings on its plan to build a new \$6-billion Northern Gateway link from Edmonton to Kitimat, B.C., enabling Canadian oilsands crude to reach Asia



Walter Kresic, Enbridge's vice-president, pipeline integrity (right), and Tom Machnik look over sophisticated inline inspection tools that were custom designed for Enbridge.

by tanker. Haberbusch says Gateway and other projects will see \$8 billion spent in Alberta, \$9 billion in the rest of Canada and about \$13 billion in the U.S. by the end of 2016.

To remain competitive in the search for talent, Haberbusch says, the company completed a pension and benefits review in 2012 to ensure pay and benefits remain "competitive and comprehensive."

Employees can choose either a defined benefit or defined contribution pension plan and other incentives include competitive vacation, flex days (one additional day off per month), fitness cost reimbursement, alternative work arrangements and emergency day care. In addition, Enbridge provides up to \$2,100 per child, per year for four years of university tuition.

"We also have a very strong commitment to developing our people," Haberbusch says. That includes tuition reimbursement for employees upgrading their education, an internal "university," career planning and a new leadership development initiative.

Despite boomer-generation retirements and competitive hiring in the energy sector, she says, Enbridge has averaged a very low 8.7 per cent turnover (including retirements), while a survey of employee engagement gave the company a 79-per-cent rating, compared with a North American average of 63 per cent.

Haberbusch credits these statistics, in part, to a record of corporate responsibility, including commitments to plant a tree for every tree removed from pipeline rights of way and to produce a kilowatt of renewable energy for every kilowatt of electricity consumed by company operations.

"Most people do want to be associated with a company that has a high level of social responsibility and we benefit from that," Haberbusch says.

While 2012 hiring focused on both new graduates as well as experienced candidates, she says the company is also looking at applying flexible workplace practices to accommodate phased retirement options, including job sharing and three- or four-day work weeks, in order to retain certain skills and experience.

## Enbridge

■ **REGULAR EMPLOYEES:** 7,800

■ **LOCATIONS:** Calgary, Edmonton, Toronto, Houston and various operating locations in Canada and the United States

■ **HEAD OFFICE LOCATION:** Calgary

■ **POSITIONS EMPLOYED:** Engineers specializing in project management, facilities design, pipeline integrity, as well as leak detection specialists, information technology, finance and human resources skills and the full spectrum of other business disciplines

■ **HIRING INCENTIVES:** Competitive base pay and vacation, one additional day off per month, pension plan, health and dental plans, fitness reimbursement, tuition reimbursement, dependent scholarships, an internal university for functional business and leadership training and career and succession planning

■ **APPLICATION PROCESS:** online at [jobs.enbridge.com](http://jobs.enbridge.com)

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# First Calgary Financial an organization with heart

First Calgary Financial offers all the bells and whistles of a big bank without all the hoops and hassles.

For employees this translates into the chance to advance, the opportunity to be heard and the ability to have an actual impact.

"We understand First Calgary Financial's employees are individuals," says Jackie Barber, senior vice-president of human resources and governance, director of communications for First Calgary. "We have processes and programs that provide each employee the opportunity to express their career aspirations, work with their supervisor to understand how that might be accomplished and put development plans in place to work towards employee goals."

She says every employee has a career development conversation with his or her manager annually to give the organization an understanding of everyone's goals, dreams and support needs.

First Calgary Financial is a financial cooperative with 70,000 members including 500 employees that live and work in the greater Calgary area. It is the only locally-owned and operated full service financial institution in Calgary, and the services it provides include: retail banking, business banking, consumer financing and investment services.

The top employer offers some very attractive compensation benefits including a minimum of 80 per cent coverage under its flexible benefits plan with no waiting period, three weeks' paid vacation in the first year of service and opportunities to participate in paid volunteer events.

Employees enjoy access to free banking services with preferred rates on loans and mortgages as well as an RSP matching program.

First Calgary Financial also posts the majority of its internal job opportunities, offers tuition subsidies and conducts annual performance appraisals linked to pay for performance.

"We don't exist to feed profits to public



First Calgary employees show off their Employees Member shirts.

stock holders," says Barber. "We exist for our members' financial health and security and the vitality of our communities. Being a financial cooperative means that our members and employees are owners and have a direct say in how the company is run. Our members can run for our board of directors and every year members vote for the candidates they feel will best serve the organization. Annually, we share a percentage of our profits with our members through patronage and dividend payments."

The organization is also well known for its commitment to the community.

"First Calgary Financial invests in our communities, and we always have," says Barber. "We help those who don't have access or don't have a voice, those who are invisible to the establishment, and those who we believe in with all our heart. We do this to satisfy our own sensibilities and our own

values. That's who we are. Yes, we have a heart, and we know that sets us apart."

First Calgary Financial leadership works to create a clear picture of how employee efforts contribute to the business and the strategic goals every day, and the organization rewards performance that contributes to achieving its strategic goals.

"Education, not just simply training, ensures all employees have access to career and personal development opportunities that can lead to long and fulfilling careers," says Barber.

"A First Calgary Financial education provides a deeper capacity to understand and reason. This is what provides our employees with the confidence and tools to make decisions that are consistent with our shared values bringing positive change to our members' lives. We help all employees develop their capacity to lead or find a leader who inspires their very best."

## First Calgary Financial Credit Union

- **NUMBER OF EMPLOYEES:** 500
- **LOCATIONS:** 16 retail branch locations in Calgary
- **HEAD OFFICE LOCATION:** Calgary
- **HIRING INCENTIVES:** Maternity leave top-up payments, academic scholarship program for children of employees, referral bonuses, profit-sharing plan available to all employees, matching RSP plan, flexible work hours, established an employee-led environmental advocacy team to assist in all environmental projects, which includes a successful waste reduction initiative
- **HIRING PROCESS:** [www.firstcalgary.com/Careers/](http://www.firstcalgary.com/Careers/)

## NEED SOME CHANGE? SEARCHING FOR A SATISFYING CAREER?

First Calgary Financial will help you make your dreams and goals come true.

We're a local business; different from all those other banks. Did we mention how much fun we have?

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**firstcalgary**  
FINANCIAL

# Hallmark fosters culture of integrity and diligence

Pipe dreams are encouraged at Hallmark Tubulars where employees are persuaded to plan for engagement and advancement within the small, but global company.

For more than 30 years, Hallmark Tubulars Ltd. has been a supplier of premium oil country tubular goods and linepipe products.

President Henry Ewert says the well-balanced and open corporate culture at Hallmark is unmatched in the industry.

"It's an interesting dynamic, because Hallmark is part of a global organization with global standards and expectations. We deal with top-tier vendors and clients, which means we work in a very professional atmosphere," says Ewert. "But it's also a small organization here in Alberta with only 140 employees, which also means we have been able to preserve that tight-knit feeling that fosters respect and familiarity."

Hallmark began more than 30 years ago as the Canadian distributor for a Japanese trading house. Today it is 100 per cent owned by Marubeni-Itochu Steel Inc.

A strategic alliance with its Japanese shareholder, Marubeni-Itochu's tubulars group allows Hallmark to access materials from virtually any steel mill in the world and the relationship with Marubeni-Itochu gives Hallmark financial strength and influences operations in Alberta.

"Our culture is influenced by the Japanese culture with an emphasis on honour, integrity and diligence," says Ewert. "Our customers, suppliers and our employees appreciate that."

Hallmark's mission is to ensure compensation is competitive within the industry.

"When we get down to the dollars and cents, we do transparent benchmarking so we



Hallmark's family-oriented environment gives employees an opportunity to grow and learn.

know we're in the top-tier of industry standards," says Ewert. "We want our people to know they don't need to go looking anywhere else."

The company offers a flexible and comprehensive employee benefit program and a progressive, responsible approach towards human resource management.

Hallmark is also well-known for an uncompromising approach to workplace safety.

"We have an exceptional safety record among our field staff and we were named Canada's safest employer in mining and natural resources in 2012, and that means a lot to people, because they need to know their well being is our top priority," says Ewert.

As a gold medal recipient, Hallmark was

recognized in Canadian Occupational Safety magazine.

There are also plenty of opportunities for growth and advancement since the company not only holds one of the largest inventories of OCTG and linepipe in Western Canada, but also provides complementary engineering expertise as well as accessories, supply and logistical, HSE, quality assurance, transportation and inventory management support.

"We offer a diverse range of services which provides our employees with opportunities to grow and learn," says Ewert. "This is a very family-oriented environment and that's evident in our attitude and the way we relate to each other; our employees tend to stick with us and grow with us."

## Hallmark Tubulars Ltd.

- **NUMBER OF EMPLOYEES:** 140
- **LOCATIONS:** Calgary/ Nisku/Bonnyville, Alta
- **HEAD OFFICE LOCATION:** 308 4th Ave S.W., Suite 400, Calgary T2P 0H7
- **HIRING INCENTIVES:** Offers great financial benefits including referral bonuses (to \$1,000) and work related bonuses, provides maternity leave top-up payments, supports a variety of local, national and international charitable initiatives each year and provides employees with paid time off to volunteer with their favourite community organization, invests in continued skills development with in-house training programs, mentoring, tuition subsidies for job-related courses and subsidies for professional accreditation, helps employees save for the future with contributions to a matching RSP plan
- **APPLICATION PROCESS:** Online at [hallmarksolutions.ca/careers](http://hallmarksolutions.ca/careers)



**Hallmark Tubulars Limited** is a recognized leader in the supply of tubular products and services to the Canadian oil and gas industry, its frontiers and the international marketplace. Majority held by Marubeni-Itochu Steel, one of the largest steel trading companies in the world. Hallmark is the global model for quality, safety, and value and provides innovative solutions to our customers as we continue to change, grow, and enjoy our business.

A career at Hallmark is demanding, but also rewarding. Our compensation program is designed to recognize performance and to be a recognized leader within the industry we work. To explore current career opportunities please go to our website:

<http://www.hallmarksolutions.ca/careers.php>

**PROUD TO BE A TOP EMPLOYER**



**Hallmark**

# Jayman fosters 'culture of engagement'

The Jayman Group of Companies believes that people are the main foundation when building anything in life.

A production home builder with interests in multi-family, land, and hotel development, Jayman has more than 30 years of experience in Alberta's home building industry.

Jayman's culture and philosophy are all about continuous improvement. "We're always trying to make things better. We always have to keep striving for more. And we are purposeful in everything we do," says Jayman human resources director Sunny Ghali.

"The best part about working at Jayman, simply put, is that we work hard and we play hard.

"We strive for every inch, we love to win, we have great people, and we are provided with a diverse platform to grow, create, innovate and be proud. When someone asks, 'Are you game?,' you'll find Jayman team members ready to step up, and there's nothing like that!"

Jayman's executive team believes in engagement, "because out of engagement comes innovation, comes creativity, comes productivity, and comes enhanced customer service. All of that combined, improves your bottom line and your profitability," Ghali notes.

"This business and our people are quite aligned, because we are rooted in three key areas: providing the pinnacle of customer service, pursuing operational excellence and being the best place to work."

Technology plays a major role in how the company does business.

"It's a combination of putting the latest and greatest technology, not only in the homes we build, but also being able to utilize it in our office with tools like Microsoft Lync, iPhones, and iPads.

Team members in the field use them not only to tour with their customers, but also to fill out docu-



**2012 Builder of the Year: Team Jayman is focused on customer service, operational excellence and being the best place to work.**

ments and make sure the key metrics we monitor are real time," Ghali explains.

Jayman supports its employees in finding success. One of the things the company is very proud of, is its 'game planning platform,' which encompasses training, development, succession planning and engagement.

The company has created an engaging work atmosphere that addresses employee needs, with "a great office space" complete with on-site gym and personal trainer.

Diversity is a business imperative at Jayman, whose compensation package includes generous vacation time and family-friendly policies.

The company organizes numerous employee social events throughout the year. From river rafting and heading out to the mountains, to going horseback riding and more — there is

always something happening at Jayman.

"It's a fun place to work, and people are always excited to come to work. There is just a lot of opportunity here," Ghali says.

Jayman, which encourages social responsibility, runs a corporate social responsibility program. There are many different volunteer opportunities — both personal and corporate — when people work at Jayman.

"In the 10 years that I've been with Jayman, there has been an incredible amount of growth and change," says Innovations by Jayman sales manager, Stephanie Myers.

According to Rick Rogers, manager of organizational development, "there is a certainty that Jayman cares about its team members. We adapt, improvise, overcome and giddy-up; it's exciting to be part of the Jayman Group of Companies."

## Jayman Group of Companies

- **YEARS IN BUSINESS:** 32
- **NUMBER OF EMPLOYEES:** Approximately 300
- **LOCATIONS:** Calgary, Edmonton, Saskatchewan
- **HEAD OFFICE LOCATION:** Calgary, Alberta
- **POSITIONS EMPLOYED:** 80+ - these include: executives, directors, managers, administrators, co-ordinators, land development, construction, sales, marketing, production, finance, designers (architectural and interior), architects, purchasing, estimators, accounting, human resources, information technology, project managers, merchandisers, service and warranty and general support
- **WAGE RANGE:** Competitive industry and market specific compensation packages
- **HIRING INCENTIVES:** Competitive base pay and vacation, flex benefits, game planning, latest technology tools, industry best systems and processes, corporate and team member specific social responsibility, flex hours, rewards program, discount program, onboarding program, and investment program

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Jayman.com

# Passion for innovation fuels Nexen's growth

Whether it's oil sands, shale gas or conventional oil and gas, Nexen Inc. is making a name for itself as a leader in energy innovation. Nexen's Long Lake SAGD and upgrader facility is one of Canada's landmark oil sands projects, located in the Athabasca region of Alberta. Here, Nexen is pioneering gasification technology which uses an oil sands bi-product (asphaltenes) and transforms it into an energy source for its operations.

Nexen is also on the cutting-edge when it comes to shale gas, using advanced drilling technology for cost-effective recovery of this game-changing resource for the global energy supply. The company is also producing, exploring and discovering exciting opportunities in three of the world's most significant conventional basins — the UK North Sea, offshore West Africa and the deepwater Gulf of Mexico.

"More and more, we find that prospective employees are attracted to jobs at the cutting edge of technology," says Beverly Mulder, General Manager, Talent Management. "People are eager to push boundaries and forge new paths in their careers. At Nexen, we're eager to have these people on board because innovation is a prerequisite for our continued success."

Nexen has over 3,000 employees, with more than half working in Alberta. The company is the recipient of many top employer awards and has been recognized for its training and skills development, employee engagement and community investment.

One of Nexen's signature human resource initiatives is its New Graduate Program, a development program offered to new and recent grads in various disciplines, including engineering, geology, geophysics, finance and accounting. Young professionals learn on the job skills by rotating through different areas



Nexen is making a name for itself as a leader in energy innovation.

of the company and working on high-profile projects. Assigned mentors provide coaching and feedback to each of the graduates, who also receive an annual training allowance to help them further their skillset and career.

Once hired, employees work with their managers to develop a career plan — one that maximizes an individual's career prospects and potential contribution to the company. For technical staff, Nexen's Technical Talent Framework is a tailored career development process empowering employees to increase skills and knowledge and advance their careers within Nexen.

Employees are also supported with generous tuition subsidies for courses related to their work, as well as subsidies for professional accreditations. For more experienced employees, Nexen also offers intensive leadership development programs for managers at every level of the organization.

Career development isn't the only attraction.

Nexen's compensation, benefits, commitment to work-life balance and work environment are also a significant draw. Competitive compensation programs are based on pay-for-performance and comprehensive benefits provide value and flexibility to employees and their families.

Nexen's aggressive growth strategy is underpinned by a commitment to what matters most: people, safety and the environment.

"It's not just what we do that matters, it's how we get the job done," says Quinn Wilson, Vice-President, Human Resources and Corporate Administration.

"So while we push hard to be innovators, we live by a core set of values focused on delivering high performance. Operating with integrity, creating a safe work environment and respecting our stakeholders is the best way to succeed."

## Nexen

- **YEARS IN BUSINESS:** 41
- **NUMBER OF EMPLOYEES:** 3,000+
- **LOCATIONS:** Calgary and various regional offices, as well as many operating locations
- **HEAD OFFICE LOCATION:** 801 Seventh Ave. S.W., Calgary, AB, T2P 3P7
- **POSITIONS EMPLOYED:** Engineers, geologists, petrophysicists, compliance officers, safety specialists and all business disciplines
- **HIRING INCENTIVES:** Benefits are country-specific, but in Canada they include competitive salary and benefits such as savings and pension plans (defined-contribution), health coverage, long-term disability coverage, home and auto insurance plan, auto purchase plan, compressed-work-week options, employee scholarships, gym memberships and on-site fitness facilities
- **APPLICATION PROCESS:** [www.nexeninc.com/en/Careers.aspx](http://www.nexeninc.com/en/Careers.aspx)

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# People, relationships a top priority at NACG

For North American Construction Group (NACG), the people and relationships always come first.

One of western Canada's largest contractors, NACG provides heavy construction, mining, commercial and industrial construction services across western Canada.

"This is a very professional company that really knows how to treat its employees," says NACG marketing and communications manager, Darren Krill. "It's a great company, with exceptional people who work on incredibly interesting jobs. You really feel like you're making an impact when you work here."

There are many advantages to working for NACG, which has now made the top employer list for the third year in a row. The wide range of benefits offered by NACG include:

- An annual incentive plan;
- Profit sharing. Employees share in the company profits based on the company's performance as measured by achievement of its corporate goals;
- 100 per cent employer-paid benefits;
- A health-spending account, which employees can use for things such as massage therapy, physical therapy and other benefits;
- A flexible health and wellness spending account that can be used toward out of pocket health expenses, gym membership, nutritional counselling, or to purchase such things as exercise equipment for their home, or other items that will help maintain personal wellness;
- A tuition reimbursement program, for employees seeking development through formal learning. The company reimburses up to \$2,500 per fiscal year for the cost of tuition and books;



NACG staff members enjoy a wide range of benefits that include career development and profit sharing.

- Career development. The company's career development process assists employees in setting future goals for progression into a chosen career path. Opportunities for development come in many forms, including practical on-the-job experience, coaching/mentoring sessions, special assignments, cross-functional training, increased responsibility; self-directed study, and in-house training;

- Personal days: Employee receives three personal days in addition to their regular vacation days;

- WorkPerks: The company has recently subscribed to WorkPerks, a program that gives all NACG employees, their spouses and children corporate discounts for a wide range of products — everything from restaurants to movie tickets and clothing — at 1,200

retailers across Canada.

These are just a few of the reasons that employees are proud to work at NACG.

"It's my kind of company," says Mike Mallo, NACG operations trainer at Suncor Energy mines in Fort McMurray.

"They promote from within. They've got a diverse workforce and projects across the globe. They take a pragmatic, thorough approach to providing appropriate training to make sure all our people get home safe.

"NACG has provided all the opportunity for a good future for me and my family. I feel very comfortable working for NACG, and I get to hang out with some pretty cool guys who have solid trade knowledge. We've got a good strong nucleus of people — and we're always looking for more good people."

## North American Construction Group

- **YEARS IN BUSINESS:** 59
- **NUMBER OF EMPLOYEES:** Approximately 2,300
- **LOCATIONS:** Edmonton, Acheson, Calgary, Vancouver, Regina, Saskatoon, Milton (Ont.), Fort McMurray
- **HEAD OFFICE LOCATION:** Acheson, Alberta
- **POSITIONS EMPLOYED:** A variety of positions including project managers, engineers, operators, skilled trades, labourers and safety professionals
- **WAGE RANGE:** NACG offers a very competitive compensation and total rewards package
- **HIRING INCENTIVES:** Annual incentive plan, 100 per cent employer paid benefits, health spending account, wellness spending account, tuition reimbursement, career development and personal days
- **HIRING PROCESS:** Apply at: [www.nacg.ca/careers](http://www.nacg.ca/careers)

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# NAIT helping employees develop and showcase talents

An institution that offers a progressive and innovative education also prides itself on offering its employees the same in a career.

"NAIT is excellent at what it does — a relevant, responsive polytechnic," says Terry Wald, NAIT's director of human resources. "We offer competitive salaries and an excellent benefits package. We offer an opportunity to work closely with others as part of a close knit team, and we give them an opportunity to showcase and develop their talents."

The top employer is one of Canada's leading polytechnics with almost 80,000 registrations worldwide in key areas including science, technology and the environment, business, health and trades.

The school is well known for real-world education, and it makes engaging with business and industry in applied research and innovation a priority.

"We believe that NAIT truly offers a work-life balance," says Wald. "Staff work hard at NAIT, and they receive recognition for their efforts, are encouraged and supported to grow their skills and knowledge and have fun at work. We have an eclectic mix of staff who are dedicated to the success of students. We consistently support and collaborate with each other in getting things done."

The school makes significant efforts to keep communication open between staff and leadership.

"We really keep our staff engaged with the organization and one another," says Wald. "We want to know what is working and what is not working. Staff participates and provides input in everything we do. They are supported in their career growth and the



NAIT staff members are encouraged to grow their skills and have fun at work.

development of their skills and knowledge, and we provide an excellent leadership development program because staff want and deserve great leadership."

NAIT's Leadership Development Program provides opportunities for learning through the flexible Northstar Leadership Series, which encompasses training programs and workshops, and provides quality resource materials and self-directed learning. There is also an Advanced Leadership Development series for supervisors, led by senior managers

within the institute.

NAIT provides career planning assistance and celebrates accomplishments. Staff are recognized for years of service, culminating in gifts that increase in value the longer they stay.

The SHINE Program recognizes achievements in excellent customer service, health and safety, initiatives related to sustainability and new technology.

The Ernest Manning Leadership Medallion and the Instructional Excellence Awards also recognize outstanding contributions.

## NAIT

- **YEARS IN BUSINESS:** 50
- **NUMBER OF EMPLOYEES:** 2,700
- **LOCATIONS:** Three campus locations in Edmonton; one in Calgary
- **HEAD OFFICE LOCATION:** Edmonton
- **POSITIONS EMPLOYED:** Wide variety for faculty and administration
- **EMPLOYEE INCENTIVES:** Employee work-life balance including flexible hours, telecommuting and shortened and compressed work week options; encourages children of employees to pursue post secondary education at NAIT, through an academic scholarship program, retirement planning assistance; offers tuition subsidies for courses taken at outside institutions
- **APPLICATION PROCESS:** [www.nait.ca](http://www.nait.ca)



[www.nait.ca](http://www.nait.ca)

## AT NAIT PEOPLE MATTER

NAIT employees - 2,700 strong - make us a national leader in technical education. Our 50-year reputation for excellence is built not only on how we teach and connect to our community, but how we interact with each other. Respect, collaboration, support, accountability and celebration are shared values, and ensure that NAIT continues to be one of Canada's outstanding places to work.

# Rogers Insurance invests in employees to encourage success

There's rarely a dull moment in the insurance biz — at least at Rogers Insurance Ltd. there isn't.

In fact, Rogers is absolutely brimming with unique and interesting perks from two-day Christmas party extravaganzas in Kananaskis and staff barbecues all summer long on Fridays, to wine tastings, golf school and the financing of wishes.

Investing in employees isn't just a strategy to boost recruitment and retention, but rather it is underwritten into the company's culture in some very innovative ways, says human resources manager Lindsay Mather.

"We try and support the whole person, in all aspects of their lives," says Mather.

"A good example of that is our Dream Program in which four staff members each year receive \$10,000 each to pursue whatever dream they might have — be it taking a trip of a lifetime, getting perfect teeth or getting help with a mental health issue from experts."

She says Rogers employees truly appreciate a workplace that gets things done while also being fun and surprising at the same time.

"We make popcorn and slushies on Fridays, we allow dogs in the office and we constantly try to come up with new creative ways to engage our staff," she says.

"We bring in guest speakers who have nothing to do with work, just for fun — people like David Sussman, the oboe player from the Calgary Philharmonic. We have a quarterly director of humour role who is responsible for planning fun things in the office. We just had living statues in the office."

Mather says the culture is casual and caring, and supporting learning and development is also a priority.

There are cash awards for completing professional certification programs,



From left: Coral Prete, Mary Murray, Lindsay Mather, Karyn Fair (center), Sara Robb, Lena Keon, Rosemary Visscher. Members of the management team pose with Roger Rabbit.

reimbursement for insurance courses and the company also hosts regular lunch-and-learn sessions.

The company provides flex time for most staff — up to nine days per year — and invests in wellness by sponsoring courses in safety and self defence, nutrition, first aid and yoga.

Rogers also encourages employee engagement in the community providing matching donations to a charity that is selected by a company-wide vote.

Mather says ensuring everyone is focused on achieving the same goals helps cultivate a spirit of cooperation and accomplishment.

"It begins with posting our company goals and objectives all around the office," she says.

"They are clear and transparent. They include providing the best training, paying fairly and being a fun workplace among various goals.

"This holds management accountable to those very things. An important goal is to allow all staff to become owners — more than anything that demonstrates our commitment to our staff. We are the only insurance broker in Canada that allows every single employee to be an owner of the company and we are 100 per cent owned by employees."

Rogers Insurance has been recognized as a Top Employer in Alberta six times, and has earned many other awards as an employer of excellence.

## Rogers Insurance

- **YEARS IN BUSINESS:** 36
- **NUMBER OF EMPLOYEES:** 210
- **LOCATIONS:** Calgary, Red Deer and Fort McMurray
- **HEAD OFFICE LOCATION:** 600 - 1000 Centre St. N., Calgary
- **POSITIONS EMPLOYED:** Administration, accounting/finance, human resources, personal lines broker, personal lines processor, commercial lines associate, commercial lines processor, producers, marketers, IT and business development
- **HIRING INCENTIVES:** Sees its employees as its competitive advantage; great employee programs, compensation and benefits; community involvement; positive company culture
- **APPLICATION PROCESS:** [rogersinsurance.ca/careers.aspx](http://rogersinsurance.ca/careers.aspx)



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From the people at Rogers we wish to thank the following major Canadian insurers for their ongoing support.



# Professional development a priority at SAIT

**S**AIT Polytechnic educates young people, transforms their lives and delivers lifelong learning.

With approximately 2,400 faculty and staff, and more than 71,000 registrants annually, SAIT is well positioned for the future.

"Our future looks very bright," says SAIT vice-president of employee and student services Michael Dyer.

"Our facilities are world-class, and our graduates are in high demand. The graduates coming from SAIT are exactly the type of qualified employees that business and industry are looking to hire."

The first publicly funded technical institute in Canada, established in 1916, SAIT collaborates closely with industry, and continues to change with the times to meet industry's needs. In SAIT's most recent employee engagement survey, employees showed tremendous optimism about the institution's future, and 80 per cent of respondents indicated they are proud to work at SAIT.

"I have truly felt welcome here, and appreciated for the work I do," says Steve Olson, an academic chair in SAIT's School of Information and Communications Technologies.

"I have received amazing support from the institution through professional development, internal training opportunities, strong collegial support, excellent mentors, and further opportunities to enhance my own credentials."

SAIT has made professional development a priority. For example, employees can access free seats at various courses. There are ongoing lunch and learn workshops, and a professional credential enhancement program which is "a cool



Staff members at SAIT enjoy numerous opportunities to enhance their professional expertise.

benefit for employees," Dyer says.

How it works: If an employee wants to get an educational designation, SAIT will fund up to \$20,000, depending on the designation. There is \$10,000 available for certificates, diplomas and undergraduate degrees; \$15,000 for Master's degrees; and \$20,000 to fund a Doctorate degree. On top of that, SAIT provides interest-free loans equivalent to the funding amounts.

"This is a win-win for SAIT and for the employee, who becomes more knowledgeable within their area of expertise. It also creates more knowledgeable people working at SAIT, so we can do a better job of delivering our education or the services within our educational system," Dyer says.

There are many other reasons why

SAIT is a top employer:

- Excellent food options;
- The U-Pass, which is a discounted public transit pass;
- SAIT is on the LRT line and is close to downtown;
- Generous vacation and time off allowances, and a competitive compensation package "with great benefits and a nice pension plan;"
- SAIT's Four for Five program allows employees to work for four years at 85 per cent of their salary and take the fifth year off, while still receiving 85 per cent of their salary;
- Free access to SAIT's on-site health services clinic;
- Free access to a gym, pool and fitness centre;

## SAIT Polytechnic

- **NUMBER OF EMPLOYEES:** 2,400
- **LOCATIONS:** Calgary
- **HEAD OFFICE LOCATION:** Calgary
- **HIRING INCENTIVES:** Invests in continued skills development, training programs, career planning services, financial bonuses for some course completion and tuition subsidies for job-related courses (to \$5,000)
- **APPLICATION PROCESS:** Apply online at: [www.sait.ca](http://www.sait.ca)

- A prescription drug, vision and dental care plan;
- Extended health care, which covers the services of a physiotherapist, chiropractor, osteopath, naturopath, podiatrist and massage therapist;
- Health spending account, which provides employees with additional dollars and flexibility for managing health-related expenses. The account can be used to reimburse health-related expenses for the employee, spouse or other eligible dependants;
- Family illness days – Employees can take family illness days if they need to care for a sick family member. Family illness days do not count toward the employee's own sick days.

## A GREAT PLACE TO WORK, YEAR AFTER YEAR.

SAIT Polytechnic knows careers. After all, we're in the business of educating students for rewarding careers. We are pleased to be named one of Alberta's Top 60 Employers for 2013. We know this recognition is due to the dedication of our driven, passionate staff who are committed to student success every day. Congratulations; you all have a lot to be proud of.

[SAIT.CA](http://SAIT.CA)



# Shaw connects with its employees

**F**orty-two years ago, Shaw Communications made its first cable connection in Sherwood Park, Alta. Today, under the leadership of CEO Brad Shaw, the Canadian-owned-and-operated company proudly serves 3.4 million customers, including 1.8 million subscribers to Shaw Internet and more than one million home phone customers.

In addition to cable, Internet and telephone services, Shaw has expanded its business to include digital direct-to-home satellite TV (Shaw Direct); satellite-based services to broadcast-distribution undertakings (Shaw Broadcast Services); a national fibre-optic backbone network (Shaw Business); integrated on-board computing technology and wireless data solutions for the Canadian transportation, mobile workforce and logistics industries (Shaw Tracking); Global Television network and 18 specialty channels that are home to some of today's favourite shows (Shaw Media).

"To say (Shaw founder) JR Shaw was successful in building an empire is an understatement," says Shaw Communications president Peter Bissonnette. "In reality, he did so much more. He didn't just develop a company, he grew a family."

Known for its respectful working culture and high employee engagement, Shaw Communications boasts benefits and incentives that attract — and retain — employees across the country.

It does all of this by incorporating a customer-centric and entrepreneurial corporate culture, says Mark Porter, senior vice-president of human resources.

"Customers and employees are put on the same level," he says. "Shaw ensures it



**Shaw Communications prides itself on being able to offer a respectful working culture and, in turn, high employee engagement.**

has a good working relationship with its employees so that when an employee is in front of a customer, the quality of exchange and quality of offering is second to none."

Shaw offers a variety of programs to show appreciation and respect for its workers while helping them achieve their professional goals.

It also offers employees opportunities to provide feedback through employee engagement surveys, discussion forums and blogs.

Company executives also host quarterly employee update sessions.

"We believe in strong two-way communication at Shaw," says Bissonnette, also noting the company's weekly newsletter, quarterly magazine and company intranet site.

In addition, Shaw holds Employee Dialogue sessions across the country that

are hosted by members of the senior leadership team. These sessions are an open discussion where employees are encouraged to share any feedback or thoughts on the business.

And with approximately 70 per cent of employees participating in Shaw's purchase plan, you can believe talk isn't cheap at Shaw.

"Our employees have a sense of ownership," says Porter. "They, too, have stake in the game. What a great message to send to customers that they believe in the company enough to invest in it."

And to show its employees that Shaw believes in them, the company also boasts an impressive benefits program that's as unique as each person it employs.

Shaw CHOICES allows staff to select the benefits most important to them, as well as the desired level of coverage in numerous areas including health, dental, and vision.

## Shaw Communications

- **YEARS IN BUSINESS:** 42
- **NUMBER OF EMPLOYEES:** 14,500
- **HEADQUARTERS:** Calgary
- **LOCATIONS:** 115 offices, including 11 Global News stations
- **POSITIONS EMPLOYED:** Customer service representatives, technical service representatives, Shaw store and retail employees, service technicians, installers, human resources, marketing, engineering, sales, finance, product, IT, reporters, producers, camera operators, writers, editors, anchors and station managers
- **HIRING INCENTIVES:** Shaw product and services discount, comprehensive and flexible benefits package, pension and stock options, career development training and opportunities and competitive pay
- **APPLICATION PROCESS:** [shaw.ca/careers](http://shaw.ca/careers)

Employees can also put leftover credits into areas of their choice, including transit passes, energy audits, sports team registration fees and personal training sessions.

"We're committed to ensuring we have a high-quality relationship with our employees," says Bissonnette. "We're one big family working together."

Adds Porter: "We treat people as individuals. People respect that."

**Behind every success story,  
there are 14,500 hardworking people.  
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Shaw)

# People power multi-national energy giant

Shell isn't merely fuelling the world's growing energy needs. It's also a company ripe with opportunity for its thousands of employees around the world.

When it comes to careers, you might say Shell is in the opportunity business.

"We believe employees are attracted to join us because we provide them opportunities to work on, and contribute to, exciting and challenging projects, great career development and a collaborative, supportive organizational culture," says Shell Canada spokesman Stephen Doolan.

"Additionally, being a global, fully integrated energy company that is involved at every stage of exploration, production, manufacturing and marketing of energy and petrochemicals provides a wealth of opportunities for employees to pursue new challenges and continue to be stretched and grow throughout their career."

Shell is a multi-national energy company with its roots in the Netherlands. Royal Dutch Shell, its full name, employs more than 90,000 workers worldwide, and is an industry leader globally and here in Canada. In fact, the company has a long history of producing, refining and selling petrochemical products in Canada.

"After recently celebrating a century of operations in Canada, Shell continues its rich heritage of innovation in energy exploration, production, manufacturing and marketing, and is recognized as a leader in sustainable development," Doolan says.

The company's global nature certainly has its advantages for employees.

"As a global, fully integrated energy company involved at every stage — from exploration to the gas pump — career



**Career opportunities at Shell are diverse, with the company seeking technical professionals in geology, mining geology, petro-physics and geophysical data interpretation.**

opportunities are as diverse as our people, and opportunities span across most technical, commercial and skilled trades areas," says Doolan.

Because of the energy business' ever-changing nature, technological advances take place every day to help meet the world's energy needs. Alberta and other energy-producing provinces in Canada are at the forefront of that innovation.

As a result, Shell is always growing and looking for talented, highly skilled professionals and trades people.

"We are seeking a variety of talented technical professionals in areas such as geosciences, which includes geology, mining geology, petro-physics and geophysical data interpretation," says Doolan.

As well, Shell's growing business requires individuals with engineering backgrounds and numerous other skills — from health and safety and land surveying to human

resources and financial analysis.

"We are also looking for operators and skilled trades to support efficient operation of our plants — such as the various upgraders, refineries, and chemical and gas plants — and field operations, too," says Doolan.

Job diversity abounds at Shell, but so too do opportunities to grow.

"Shell's supportive, collaborative work teams and mentoring opportunities, along with industry-leading training programs, will help employees discover their full potential," says Doolan.

"We also have an open-resourcing system that allows employees to apply for positions of interest within or even outside their immediate areas of expertise, allowing them to chart their own career path."

Professional development, however, is only one of several benefits Shell employees enjoy.

From flexible and generous retirement

## Shell Canada

- **YEARS IN BUSINESS:** 101
- **NUMBER OF EMPLOYEES:** 8,000+
- **HEADQUARTERS:** Calgary
- **LOCATIONS:** Major hiring operation in Calgary, Fort Saskatchewan, Fort McMurray, Sarnia, Ont. and Fort Saint John, B.C.
- **POSITIONS EMPLOYED:** Engineering positions work on wells, reservoirs, process/chemical, project, discipline, mining; geology/geophysics, HSSE, commercial/sales, trading, finance, land management, administration, finance, contracting and procurement, IT, human resources
- **HIRING INCENTIVES:** Highly competitive total cash package with individual performance multipliers; performance share units; special recognition awards; discount on Shell purchases on Shell BMO MasterCard for employees, flexible work options
- **APPLICATION PROCESS:** [shell.com/careers](http://shell.com/careers)

pensions to optional employee share purchase plans, Shell Canada offers compensation and benefits that are industry leading.

"The energy business is among the most competitive in the world," Doolan says. "At Shell Canada, we recognize that to maintain our position as an industry leader in technology and innovation, it's our people who give us our edge."



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# Company culture attracts top talent to Syncrude

**K**elcie Miller-Anderson is a wonderful example of why Syncrude Canada provides 200 work terms each year for post-secondary students to work in its oilsands and laboratory operations.

While in Grade 12, Miller-Anderson scrounged a couple of buckets of oilsands tailings and tailings water from Syncrude to conduct experiments that showed enzymes from oyster mushrooms broke down hydrocarbons.

The mushrooms thrived and the hydrocarbon content of tailings water was reduced "substantially," Miller-Anderson says. Her results could be an important step in better treatment of tailings water and improved procedures for reclaiming 170,000 square kilometres of oilsands tailings ponds in Northern Alberta.

"Syncrude helped me with my application for tailings samples — it's quite complicated actually — and they helped me understand oilsands operations and history," she says.

At the age of 17, her work won her one of four Manning Young Canadian Innovation Awards given nationwide. She's now at the University of Alberta, in first-year environmental science, majoring in land reclamation and hoping to work in the oilsands.

"The oilsands is a highly technical business and we need highly skilled people," says Syncrude spokesperson Cheryl Robb. That's why Syncrude provides free transportation to and from its Fort McMurray mining, upgrading and head office locations and free accommodations for those 200 co-op students. It's one of the best ways to find the talent they need for a huge operation, she says.

Syncrude's over 5,000 employees produce some 290,000 barrels of high-grade synthetic crude oil per day, enough to supply more than 15 per cent of total Canadian



**Jeffery Cree is a heavy equipment technician apprentice with Syncrude. While at school, Jeffery did his job placement with Syncrude and became a full-time apprentice in the light duty shop. "I love it," he says. "If you pick a trade that you enjoy, you're going to enjoy your life."**

daily consumption. Its leases contain an estimated 4.8 billion barrels of economically accessible crude bitumen reserves and Syncrude has paid more than \$12 billion in royalties and taxes to all levels of govern-

ment since start-up in 1978.

About 7,000 contractors are currently employed on various capital expansion and environmental projects and environmental spending will reach more than half a billion dollars for 2012.

Robb says environmental stewardship is part of a corporate culture that's a major asset in attracting top talent. That culture includes a respectful workplace that emphasizes the dignity of all employees and contractors, continuous learning and active local recruiting as part of a commitment to community development that sees Syncrude contribute some \$6 million per year to community programs and projects.

"We're one of Alberta's safest workplaces and we're very much a preferred workplace. Eighty-eight per cent of our job offers are accepted. We provide career development opportunities and mentoring in all trades and professions. A number of our employees have more than 30 years experience — all with Syncrude. We have employees who know as much as there is to know about environmental protection and development of the oilsands. They're pioneers in the oilsands industry and they're terrific mentors for our new people.

"We also have a lot of second- and third-generation employees here and I think that says a lot about the work environment," Robb says. She says that's partly a result of a local recruiting policy, as well as active encouragement for all employees to put down roots in the community.

Local recruiting also includes employing 490 Aboriginal people and being Canada's largest Aboriginal employer. Since 1992, Syncrude has spent \$1.7 billion with Aboriginal-owned companies providing services to the oilsands.

## Syncrude Canada

- **YEARS IN BUSINESS:** Incorporated in 1964, mine construction started in 1973, first oil shipped in July 1978
- **NUMBER OF LOCATIONS:** Fort McMurray, Edmonton and Calgary
- **HEAD OFFICE ADDRESS:** PO Bag 4023, Fort McMurray, AB, T9H 3H5
- **NUMBER OF EMPLOYEES:** 5,500
- **HIRING INCENTIVES:** Highly competitive base salary, 15 to 30 days vacation, 11 statutory holidays and up to 16 annual days off, company savings program, various pension plan options, comprehensive health and dental coverage, bonus program, employee tuition fund, scholarships for children, relocation assistance, housing and rental subsidies and retention bonuses
- **POSITIONS EMPLOYED:** Instrumentation and materials engineers, geologists, geophysicists, quality assurance inspectors, chemists, heavy equipment operators, most trades and all business disciplines
- **APPLICATION PROCESS:** Online at [www.syncrude.ca](http://www.syncrude.ca)

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[syncrude.ca/careers](http://syncrude.ca/careers)

Securing Canada's Energy Future

# TAQA: young company with countless opportunities

Global opportunities paired with the ability to have a grassroots impact at a local level help make TAQA North a great place to work.

TAQA North Ltd, a subsidiary of the Abu Dhabi National Energy Company 'TAQA', is a Calgary-based oil and gas exploration company that has rapidly evolved into a major player in the oil and gas sector.

"TAQA is a young company with countless opportunities for employees to really spread their wings and undertake interesting work," says Graeme Lindsay, vice-president of human resources. "It's about the pride and engagement that comes with doing meaningful work and having an impact on the organization. That's what attracts people to TAQA — the ability to make a difference."

It is a diversified and vertically integrated global energy business, which enables the company to provide unparalleled career development opportunities in the industry.

"TAQA is a diverse organization with a workforce of 2,800 employees drawn from more than 40 nationalities, offering room for movement and growth," says Lindsay. "We offer competitive benefits and compensation, although I am a firm believer that people don't join an organization strictly for better benefits, but rather to have the opportunity to do meaningful work."

The company does, however, provide financial rewards including referral bonuses of up to \$2,500, year-end and retention bonuses.

TAQA North helps employees plan for retirement with generous contributions to a defined contribution pension plan, and it offers maternity leave top-up payments and extended health benefits coverage during the leave.

Employees also receive five weeks paid vaca-



TAQA North's East Crossfield Plant.

tion time right from hiring.

TAQA, which means 'energy' in Arabic, is headquartered in Abu Dhabi and operates in 11 markets across the globe from Ghana to India to the United Kingdom, and Lindsay says the company has achieved success in all its markets by hiring bright, passionate people and investing in them.

"Not only do we provide challenging opportunities, but we take pride in developing people through strong leadership development and new grad programs," says Lindsay. "TAQA offers immediate, challenging projects and responsibilities for our employees."

The company also offers several supportive programs that allow employees to focus on the task at hand.

For instance, parents are supported by an academic scholarship program for children of

employees who pursue post-secondary education. The program provides up to \$2,000 per child.

The company is also committed to ensuring information flows freely between employees and leadership, and Lindsay says employees are given a voice that can truly impact operations.

"Employees have input to the way we live our values as we are a progressive organization with an exciting culture," says Lindsay. "There is a level of energy and excitement here and our values are demonstrated in the way we work. I think we're growing and finding our footing, but we are energized, nimble and engaged."

"This is an environment where people work hard, but have fun at the same time, and that's a tough recipe to get right."

## TAQA

- **YEARS IN BUSINESS:** 8
- **NUMBER OF EMPLOYEES:** 2,800 world-wide, 900 at TAQA North
- **LOCATIONS:** United Arab Emirates (Global HQ), Canada, United States, Morocco, Oman, Saudi Arabia, Ghana, India, United Kingdom, Netherlands and Iraq
- **TAQA NORTH HEAD OFFICE:** Calgary, 2100 308 4th Ave. S.W.
- **POSITIONS EMPLOYED:** Engineering, field and gas plant operators, geology and geophysics, project management, health and safety, human resources, supply chain, land, information technology and finance
- **HIRING INCENTIVES:** Offers annual and retention bonuses for all employees; generous referral bonuses, offers maternity leave top-up and extended health benefits; manages an academic scholarship program for children of employees who pursue post-secondary education; new employees start with five weeks of paid vacation
- **APPLICATION PROCESS:** Careers section at [www.wemeanenergy.ca](http://www.wemeanenergy.ca)
- **WEBSITE:** [TAQAglobal.com](http://TAQAglobal.com)

# I WALK TALLER...

"This is a company that really listens to your input and opinions, and supports you in any way they can. It's really empowering – and it gives you the confidence to speak up."

The conversation starts at [www.wemeanenergy.ca](http://www.wemeanenergy.ca)



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Challenging  
Rewarding



WCB is honoured to be selected as one of Alberta's Top Employers for the seventh year.

Our skilled, knowledgeable and dedicated employees are our greatest assets. Come work with people who share a passion for making a positive difference by reducing the impact of workplace illness and injury on Albertans.

### Why choose us?

- Meaningful & challenging work
- Competitive salary
- Comprehensive benefits
- Opportunities for growth
- Supportive work environment
- Work-life balance



Interested in working with us?  
Learn more about the exciting opportunities we have available at [www.wcb.ab.ca/public/careers.asp](http://www.wcb.ab.ca/public/careers.asp)

**WCB** Workers' Compensation Board  
Alberta  
Working for a safe, healthy, strong Alberta

The Workers' Compensation Board — Alberta helps Albertans return to work and keeps its own employees coming back with satisfying work in a supportive environment.

"This is a place where employees can make a positive difference in people's lives and in society. There is a real focus on helping our clients through difficult times, which offers our employees a sense of fulfilment," says Mary Kykosz, team leader in human resources at WCB. "We take good care of our employees so they can take care of our clients."

WCB is a corporation created by the government under the Workers' Compensation Act to administer workplace insurance for the workers and employers of the province of Alberta.

It provides compensation to injured workers for lost income, health care and other costs associated with a work-related injury and Kykosz says working together to accomplish this goal creates a sense of unity and shared purpose.

"We have a very high employee satisfaction rate with 95 per cent of our staff agreeing that WCB is a good place to work," says Kykosz.

"I really believe that has a positive impact on our recruitment efforts as our employees share their views with others and this encourages people to explore career options with us. We have been recognized as a top employer for seven years."

The organization is committed to continuous learning and personal growth, offering new employee orientation and business-specific internal and external courses, conferences, seminars and workshops. It provides online learning resources as well as leadership development and mentorship programs.

Professional development is



Workers' Compensation Board employees participate in the Walk of Hope.

instrumental in retaining talent and more than 60 per cent of employees have worked with WCB for five years or more. The average years of service with the organization is 11 years.

The organization conducts annual surveys and found the top reasons its employees enjoy working at WCB are meaningful and challenging work, competitive salary and benefits, opportunities for learning and advancement, excellent co-workers, a caring work environment and leadership support.

Health and wellness is at the core of WCB business. Employees have access to on-site fitness facilities, classes, physical therapy, massage therapy and ergonomic assessments. An employee and family assistance program is also available.

Work schedules include

accommodating flexible start and end time, earned time off, part-time hours and compressed work weeks. WCB also encourages personal time off with initial vacation leave of three weeks annually, five day personal emergency leave and one day volunteer leave.

Kykosz says ensuring there is a high level of employee satisfaction means purposefully recruiting people who will thrive here.

"When I recruit, I'm looking for employees whose values align with ours," says Kykosz. "We want people who can provide excellent customer service and who enjoy building partnerships in an environment that encourages mutual respect. We also look for people who are focused on positive outcomes for our clients."

### WCB - Alberta

- **YEARS IN BUSINESS:** 95
- **EMPLOYEES:** 1,682
- **LOCATIONS:** Three locations in Edmonton; one location in Calgary
- **HEAD OFFICE LOCATION:** 9912 107th Street, Edmonton
- **POSITIONS EMPLOYED:** Adjudicators; case managers; customer service representatives; physicians; physical, occupational and exercise therapists; accountants; lawyers; IT professionals; and administrative staff
- **HIRING INCENTIVES:** Employer paid extended health/dental benefits, \$1,000 annual health/wellness/lifestyle spending account, defined benefit pension plan, five personal leave days per year, 36.25 hour work week, flexible work schedules, on-site fitness centre, on-site massage/physiotherapy, business casual dress code, subsidized transit, internal training programs, mentoring, social activities
- **APPLICATION PROCESS:** Online at <http://www.wcb.ab.ca/public/careers.asp>

# WorleyParsons promotes culture of work-life balance

**W**orleyParsons is a people business. "It's all about our people," says WorleyParsons Canada Managing Director Brian Faulkner.

WorleyParsons employs workers in the fields of engineering and design, project controls and procurement, project and construction management and construction trades, information management, quality management systems, health safety and environment, finance and marketing. The company also supports its customers with expertise in aboriginal engagement, in connection with the projects it's working on.

"The range of project work we provide means there is an interesting mix of work opportunities," Faulkner notes. "It is our intent and practice to help our employees achieve their goals and advance their career as they work with us."

It's a working environment that suits WorleyParsons Canada project engineer, Mark Knettig, very well.

"I love working at WorleyParsons, because the diverse customer base allows me to work on many interesting projects, and the company provides opportunities for their employees," says Knettig, who is employed at the company's Edmonton operations, Shell Improve Business Unit. "I really enjoy the teams I've worked with, and WorleyParsons promotes a culture of work-life balance."

WorleyParsons supports



WorleyParsons encourages staff to engage in charitable work for a variety of causes.

employees in their career development, in a variety of ways. There is an annual training budget that provides employees with an opportunity to receive training, as long as their manager agrees. And, as part of the performance review process, managers help identify employees' aspirations and help employees plot their progression in their career.

Mobility is another plus. "If people are interested in working in other parts of the world, we can provide that as an opportunity for

them, because we are a large company that can take people around the world," Faulkner says.

Management has an open door policy, and promotes a strong team environment and a healthy work atmosphere.

The company is committed to employee health and well-being through its health and safety programs — "so that nobody gets hurt at work," Faulkner says.

WorleyParsons also supports employee well-being through its benefits program.

"From a health point of view, people are well cared for. This shows up in terms of our safety programs and flexible work hours, which promote work-life balance."

The company has programs that encourage inclusiveness and acceptance of diversity in the workplace. And it's seeking to attract more women to its ranks through a company program called 'Women of Worley,' which was created to promote engineering and construction careers to women.

"Women tend to be under-represented in the engineering, procurement and construction business," Faulkner explains. "We are working to try to improve that, to promote the engagement and effective deployment of women in the business."

WorleyParsons supports the local communities in which its employees work and live, by encouraging and supporting employees as they engage in charitable work to benefit a wide range of causes.

WorleyParsons delivers projects for the resources and energy sectors in the areas of hydrocarbons; minerals, metals and chemicals; infrastructure and environment; and power. The company, which handles engineering, procurement, project and construction management as well as construction, provides its customers with a full spectrum of services, from front-end engineering right through to the delivery of mega-projects.

## Worley-Parsons

- **EMPLOYEES IN CANADA:** 9,000
- **CANADIAN HEAD OFFICE LOCATION:** Calgary
- **EMPLOYEES GLOBALLY:** 40,800
- **GLOBAL HEAD OFFICE:** Sydney, Australia
- **POSITIONS EMPLOYED:** Engineering and design, project controls and procurement, construction management and trades management, information management, quality management systems, health safety and environment, finance and marketing
- **HIRING INCENTIVES:** Offers in-house and online training programs and manages an academic scholarship program for children of employees who pursue post-secondary education; work and personal life balance with flexible work hours, telecommuting and shortened work week options; encourages employees to save for the future with contributions to a matching RSP plan and helps older workers transition to retirement with phased-in work options
- **APPLICATION PROCESS:** [www.worleyparsons.com](http://www.worleyparsons.com)



*"The work here is both inspired and inspiring."*

**Carol Parchewsky, P.Eng**

Senior Project Manager  
Calgary Operations



**WorleyParsons**

resources & energy



Check out career opportunities at:  
[www.worleyparsons.com/careers](http://www.worleyparsons.com/careers)

# 2014 TOP EMPLOYERS

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