



# TOP<sup>2013</sup> EMPLOYERS

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## Retiring boomers spur companies into action

The retirement of the baby-boom generation is no longer a prediction — it's happening and is changing what it takes to be a top employer in Canada, says Tony Meehan, publisher of Canada's Top 100 Employers, a competition run through Mediacorp Canada Inc.

"There's a real transformation that's taking place in demographics," Meehan says.

Companies and public-sector organizations need to hire to replace departing boomers, he says. And, facing a smaller cohort of younger workers, employers are finding they need to sweeten their offers to get the best people.

Yet it takes more to make the annual list of Canada's Top 100 Employers and the competition's BC's Top Employers regional lists, he says.

Areas where the competition for workers is getting noticeably more intense include maternity top-up policies, annual paid leave days and pension plans.

Overall, Meehan notes vacation and paid leave standards are higher in Western Canada, where unemployment rates are several points lower than

the rest of the country.

"In the East, a lot of companies still start people at two weeks of vacation, but in the West you'd be very hard-pressed to compete if you're not around at least 20 days of vacation and paid leave per year," he says. "In the West, this is from Day 1 of employment, not after you've been with the company for two years."

Perhaps the most striking upgrades to hiring enticements have come in the re-emergence of the defined benefit pension plan, in which employers top up pension funds to ensure a specified retirement income.

"In past years, a lot of companies had been getting rid of their defined-benefit plans" in favour of defined-contribution plans, says Meehan, explaining that employers would contribute a set amount each year, and each employee would retire on whatever annual income the fund generated in his or her name.

"Employers are saying, 'We know a defined-benefit plan costs more, but we have it in order to

retain people and we're sticking with it.'

"Employers are having to put in a lot more money."

Meehan notes some estimates have it taking 10 years of negative gross-domestic-product growth to offset the demographic impact of boomer retirements on the labour force.

"For skilled positions, the unemployment rate has never been more than four per cent," he says. And with the retirement of the boomers, unemployment rates are likely to get even tighter.

This year, Meehan says, a record 2,750 companies and public sector organizations started the application procedure for the Top Employers competition, providing data on 400 points of comparison. A panel of academics oversees the selection criteria for the competition, and a public website (Eluta.ca) provides detailed reasons for selection of all the winners.

"It's very transparent, and it makes job-seekers and employers more informed on emerging employment standards," says Meehan.



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Inc. and Mediacorp  
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### Advertising Project Manager:

Winnie O'Brien,  
403-235-7163,  
wobrien@postmedia.com

### Special Projects Manager:

Barb Livingstone,  
403-235-7339, blivingstone@  
calgaryherald.com

### Project Co-ordinator:

Karen Petkau

### Cover Design:

Mike Baumann

Employer	Industry	Interest Points	City	FT Employees in Canada
6S Marketing Inc.	Marketing Consulting Services	Year-end bonuses; share purchase plan and profit-sharing available to all employees. Maternity, parental and compassionate leave top-up payments; subsidies for tuition and professional accreditation; financial bonuses for some course completion; in-house and online training programs.	Vancouver	32
AbeBooks Inc.	Electronic Shopping	Tuition subsidies for courses taken at outside institutions and professional accreditation; in-house and online training; formal mentoring; three weeks of paid vacation and up to six paid personal days off during the year for new hires; unique career prospects as part of Amazon.com; maternity leave top-ups and extended health benefits coverage during leave; matching RSP contributions plan.	Victoria	87
AirG Inc.	Software Publishers	Health benefits plan includes flexible monthly subsidy for fitness activities; share purchase plan; year-end bonuses and financial bonuses for hired employee referrals; maternity and paternity leave top-up payments (includes adoptive parents); and alternative work options, including flexible work hours, telecommuting and shortened and compressed work week options.	Vancouver	140
Arc'Teryx Equipment Inc.	Men's and Boys' Cut and Sew Other Outerwear Manufacturing	Subsidies for tuition for courses related to position and professional accreditation; in-house training programs; referral bonuses; year-end bonuses; on-site amenities (indoor bouldering cave, employee lounge and quiet rooms); in-house green committee; and new hires get three weeks of paid vacation, increasing to a maximum of five weeks for longer serving employees.	North Vancouver	425
BC Assessment	Public Finance Activities	Maternity and paternity leave top-ups (includes adoptive parents); new hires get three weeks of paid vacation to a maximum seven weeks; in-house training, mentoring, career planning; subsidies for professional accreditation and courses; alternative working options, including flexible hours, 35-hour work week with full pay and shortened and compressed work weeks; contributions to a defined-benefit pension plan.	Victoria	509
BC Housing Management Commission	Administration of Housing Programs	Maternity and parental leave top-ups (includes adoptive parents); subsidies for tuition and professional accreditation; in-house and online training; a formal mentoring and career planning services; compassionate leave top-ups; alternative work options, including flexible work hours, telecommuting, 35-hour work week with full pay and a formal earned days off; retirement planning assistance; phased-in retirement work options; and contributions to a defined-benefit pension plan.	Burnaby	625
BC Hydro	Hydroelectric Power Generation	Maternity leave top-ups and option to extend into an unpaid leave of absence; up to 17 paid personal days off each year, with the option to "cash out" unused days to "purchase" additional health coverage; paid internship program; technologist-in-training program; subsidies for tuition for courses at outside institutions and professional accreditation; in-house training programs; on-site amenities (fitness facility with massage therapy and physiotherapy services, quiet room and cafeteria with subsidized meals; contributions to defined-benefit pension plan; phased-in retirement work options.	Vancouver	5,911
BC Public Service	Other General Government Support	Contributions to a defined-benefit pension plan; subsidies for tuition and professional accreditation; in-house and online training; career planning; online skills inventory; academic scholarship program for children of employees; maternity and parental leave top-ups (includes adoptive parents), with option to extend to unpaid leave of absence; on-site daycare at some locations; alternative work options, including telecommuting, flexible hours, shortened and compressed work weeks and earned days off program.	Victoria	25,042
Best Buy Canada Ltd.	Radio, Television and Other Electronic Stores	Head office features on-site amenities (fitness facility with subsidized membership, employee lounge and cafeteria); share purchase plan; subsidies for tuition and professional accreditation; formal mentoring program and in-house and online training programs; maternity leave top-up payments and extended health benefits during leave; defined-contribution pension plan.	Burnaby	8,791
British Columbia Institute of Technology	Colleges, Universities and Professional Schools	New employees get three weeks of paid vacation, increasing to maximum of seven weeks; maternity and parental leave top-ups (includes adoptive parents); alternative work options, including flexible work hours, telecommuting, 35-hour work week with full pay, compressed and shortened work weeks and formal days-off program; subsidies for tuition for courses taken at outside institutions and professional accreditation; financial bonuses for course completion; contributions to a defined-benefit pension plan.	Burnaby	1,726

# BC's TOP EMPLOYERS 2012



Employer	Industry	Interest Points	City	FT Employees in Canada
British Columbia Liquor Distribution Branch	Regulation, Licensing and Inspection of Miscellaneous Commercial Sectors	New employees get three weeks of paid vacation and personal paid days off; maternity and parental leave top-ups, (includes adoptive parents), along with health benefits during leave and option to extend leave into an unpaid leave of absence; on-site daycare at head office; subsidies for tuition and professional accreditation; career-planning, formal mentoring and in-house and online training programs; academic scholarship program for children of employees who pursue post-secondary education; retirement planning workshops and contributions to defined-benefit pension plan; compassionate leave top-up payments.	Vancouver	2,079
British Columbia Lottery Corporation	Other Gambling Industries	New employees get three or four weeks of paid vacation, increasing to a maximum of seven weeks; subsidies for tuition and professional accreditation; in-house and online training; formal leadership and mentoring; fully equipped on-site fitness facility; on-site cafeteria; fertility drug treatment coverage and extended health benefit coverage during maternity and parental leave; maternity and parental leave top-ups (includes adoptive parents); contributions to defined-benefit pension plan; flexible health benefits plan that includes fully paid health coverage for retired employees (no age limit).	Kamloops	803
British Columbia Public School Employers' Association	Professional Organizations	New employees start with three weeks of paid vacation, paid time off during the holiday season and personal paid days off throughout the year; subsidies for tuition for job-related courses or professional accreditation; in-house training; maternity leave top-ups and extended health-care coverage while on leave; alternative work options, including flexible hours, telecommuting, 35-hour work week with full pay and a shortened work week; contributions to a defined-benefit pension plan.	Vancouver	21
British Columbia Safety Authority/BCSA	Regulation, Licensing and Inspection of Miscellaneous Commercial Sectors	Maternity and parental leave top-ups, with extended health coverage during leave; alternative work options, including flexible hours, telecommuting, formal earned days off, shortened work week; subsidies for tuition and professional accreditation; in-house and online training options; apprenticeships; career-planning support; contributions to a defined-benefit pension plan; retirement phased-in work options and health benefit coverage extensions.	New Westminster	271
British Columbia's Children's Hospital Foundation	Other Social Advocacy Organizations	Paid time off to volunteer with local charitable organizations; subsidies for tuition and professional accreditation; financial bonuses for some course completion; in-house and online training; maternity and parental leave top-ups (includes adoptive parents); alternative work options, including flexible hours, telecommuting, earned days off, shortened and compressed work week.	Vancouver	86
Cactus Restaurants Ltd.	Full-Service Restaurants	Depending on position, alternative work options, including flexible hours, telecommuting and earned-days-off program; tuition subsidies for courses at outside institutions and professional accreditation; in-house training; mentoring and career planning services; in-house Chef Red Seal certification apprenticeship program; three months, paid educational leave for each year of the three-year program; full health benefits plan, including family coverage; referral and signing bonuses.	Vancouver	2,522
Certified General Accountants Association of Canada	Professional Organizations	Fully-equipped on-site fitness facility (with free membership); located adjacent to urban walking and cycling trails; keeps communal bicycles for employees to use as needed; signing bonuses for some employees; year-end bonuses; contributions to a matching RSP plan; maternity and parental leave top-ups, as well as adoptive assistance subsidy; last Friday afternoon off each month from September to May; subsidies for tuition (no annual maximum) and professional accreditation; formal mentoring and leadership training.	Burnaby	148
Coast Mountain Bus Company Ltd.	Bus and Other Motor Vehicle Transit Systems	Head office's on-site amenities include fully equipped fitness facility, employee lounge with video games, foosball and pool table, nap room and cafeteria; new employees start with three weeks of paid vacation and up to 17 personal paid days off per year; subsidies for tuition and professional accreditation; apprenticeship opportunities; formal mentoring program; in-house and online training.	Surrey	5,349
College of Physicians and Surgeons of British Columbia	Professional Organizations	New employees start with three weeks of paid vacation and personal paid days off throughout the year; subsidies for tuition for job-related courses and professional accreditation; financial bonuses for some course completion; maternity and parental leave top-ups, with extended health benefits coverage during leave; phased-in retirement; retirement planning assistance; defined-benefit and contribution pension plans; matching RSP contributions.	Vancouver	69
Connect Hearing	Offices of Physical, Occupational and Speech Therapists and Audiologists	Share purchase plan and profit-sharing; maternity and parental leave top-ups (includes adoptive parents), with extended health benefit coverage during leave; subsidies for tuition and professional accreditation; in-house and online training; formal mentoring program; academic scholarship program for children of employees who pursue post-secondary education.	Victoria	401
Davis LLP	Offices of Lawyers	Alternative work options, including flexible hours and shortened work week; three weeks of paid vacation to start; maternity leave top-ups to employees who are associates; subsidies for tuition for job-related courses and professional accreditation; in-house and online training; retirement planning assistance; phased-in retirement; extended health coverage to those approaching retirement.	Vancouver	520
Deeley Harley-Davidson Canada	New Car Dealers	Maternity and parental leave top-ups, with flexible scheduling upon returning to work; paid personal time off; three to four weeks paid vacation after two years (depending on position); retirement planning assistance; transitional retirement; matching RSP contributions; subsidies for tuition and professional accreditation; in-house and online training; online skills inventory; time off for volunteering; matching donations to employees' favourite charities.	Richmond	152
Family Insurance Solutions Inc.	Insurance Agencies and Brokerages	Profit-sharing plan; subsidies for tuition for job-related courses and professional accreditation; financial bonuses for some course completion; alternative work options, including flexible hours, telecommuting and shortened and compressed work weeks; new employees start with three weeks of paid vacation and up to seven paid personal days off, which can be used throughout the year.	Vancouver	103
Financial CAD Corp.	Software Publishers	Transit subsidies; secure on-site bicycle lock-up; maternity and parental leave top-ups; subsidies for tuition for job-related courses and professional accreditation; in-house and online training; paid time off to volunteer with local charitable organizations; new employees get four weeks of paid vacation to start.	Surrey	99
Fraser Health Authority, Recruitment Services	General Medical and Surgical Hospitals	New employees get four weeks of paid vacation to start, and may receive additional time off through an earned days off program; maternity and parental leave top-ups (includes adoptive parents); subsidies for tuition for courses taken at outside institutions and professional accreditation; in-house training; contributions to a defined-benefit pension plan.	Surrey	11,090
G & F Financial Group	Credit Unions	New employees start with three weeks of paid vacation, and up to four personal paid days off that can be used throughout the year; subsidies for tuition and professional accreditation; in-house and online training; apprenticeship opportunities; formal mentoring; maternity and parental leave top-ups (includes adoptive parents), and extended health benefit coverage during leave; defined benefit and contribution pension plans; matching RSP contributions (depending on employee group).	Burnaby	194
Goldcorp Inc.	Gold Ore Mining	Paid time off to volunteer with local community organizations; tuition subsidies for job-related courses; in-house training; online skills inventory; formal leadership training; new employees start with three weeks of paid vacation, as well as paid time off during holiday season; matching RSP contributions; share-purchase plan for head office and senior management employees; parental leave top-ups (includes adoptive parents); annual health-care spending account that can be carried forward to following year if unused.	Vancouver	2,133

# BC's TOP EMPLOYERS 2012



Employer	Industry	Interest Points	City	FT Employees in Canada
Great Little Box Company Ltd.	Corrugated and Solid Fibre Box Manufacturing	Head office features a fully equipped on-site fitness facility (with subsidized membership and personal training services), outdoor volleyball court, book exchange library, outdoor gazebo and rooftop deck, dock for kayaking commuters; maternity and parental leave top-ups, as well as flexible return-to-work options; subsidies for tuition and professional accreditation; academic scholarship program for children of employees; compassionate leave top-ups; open-book policy; profit-sharing plan; matching RSP contributions.	Richmond	200
HP Advanced Solutions Inc.	Computer Systems Design Services	LEED-certified head office, which features on-site meditation room, cafeteria, outdoor eating area with a barbecue; tuition subsidies for job-related courses; in-house and online training programs; career-planning services; year-end bonuses; share-purchase plan; paid personal days off; new employees start with three weeks of paid vacation; maternity and parental top-ups (includes adoptive parents); phased-in retirement; assistance with succession planning; defined-benefit pension plan.	Victoria	401
Insurance Corporation of British Columbia	Direct Property and Casual Insurance Carriers	Head office features on-site amenities, including fully equipped fitness facility (with subsidized membership) employee lounge with TV, cafeteria with special diet considerations; alternative work options, including flexible hours, telecommuting, formal days off program and shortened and compressed work weeks; tuition and professional accreditation; in-house and online training programs and apprenticeship opportunities; academic scholarships for children of employees; retirement planning assistance; contributions to defined-benefit pension plan.	North Vancouver	4,884
Knight Piésold Ltd.	Engineering Services	Maternity and parental leave top-ups, as well as extended health benefit coverage during leave; subsidies for tuition for job-related courses and professional accreditation; in-house and online training; signing bonuses for some positions; year-end bonuses; profit-sharing; social events throughout the year, including golf tournament, ski weekend, curling night, summer family picnic, holiday celebrations and employee sports teams; defined-contribution pension plan.	Vancouver	150
Kwantlen Polytechnic University	Colleges, Universities and Professional Schools	Paid time off to volunteer with local charitable organizations; maternity and parental leave top-ups (includes adoptive parents); subsidies for tuition for courses taken outside institutions and professional accreditation; financial bonuses for some course completion; retirement planning assistance; contributions to defined-benefit pension plan.	Surrey	978
Ledcor Group of Companies	Industrial Building Construction	Maternity leave top-ups, as well as extended health benefit coverage during leave; on-site daycare; alternative work options, including flexible hours, telecommuting and shortened and compressed work week; matching RSP contributions; signing bonuses for some positions; profit-sharing; subsidies for tuition and professional accreditation; in-house and online training; leadership training; formal mentoring; paid time off during holiday season; new employees get three weeks of paid vacation at start.	Vancouver	5,100
MacDonald, Dettwiler and Associates Ltd.	Computer Systems Design Services	Signing bonuses for some positions; referral bonuses; share-purchase plan; subsidies for tuition and professional accreditation; in-house and online training; online skills inventory; alternative work options, including flexible hours, telecommuting and shortened and compressed work week; matching RSP contributions.	Richmond	1,845
Matrix Asset Management Inc.	Miscellaneous Intermediation	Maternity and parental leave top-ups (includes adoptive parents); alternative work options, including flexible hours, telecommuting, reduced summer hours and shortened and compressed work week; new employees start with three weeks of paid vacation; paid time off during holiday season; contributions to defined-benefit pension plan.	Vancouver	122
Miller Thompson LLP	Offices of Lawyers	Maternity leave top-ups, and extended health benefit coverage during leave; alternative work options, including flexible hours, telecommuting and shortened and compressed work week; compassionate leave top-up payments; retirement planning assistance; matching RSP contributions.	Vancouver	1,066
Mountain Equipment Co-op	Sporting Goods Stores	Matching RSP contributions; signing bonuses for some positions; referral bonuses; profit-sharing plan open to all employees; maternity and parental leave top-ups (includes adoptive parents), with extended health benefit coverage during leave; subsidies for tuition and professional accreditation; in-house and online training and career planning; alternative work options, including flexible hours, telecommuting, shortened and compressed work week options; formal earned days off program.	Vancouver	629
Nature's Path Foods Inc.	Breakfast Cereal Manufacturing	Subsidies for tuition for courses taken at outside institutions and professional accreditation; in-house training; career-planning services; new employee referral bonuses; year-end bonuses; matching RSP contributions; zero-waste target employer; employee-maintained on-site large organic garden with composting bins and outdoor eating area; annual \$500 physical activity fund for employees to purchase such things as a commuting bicycle; secure bike storage; on-site showering facilities.	Richmond	129
Next Level Games Inc.	Software Publishers	Maternity and parental leave top-ups (including adoptive parents); tuition subsidies for courses related to position; in-house training; formal mentoring; career planning; alternative work options, including flexible work hours; telecommuting and compressed and shortened work week; personal paid days off; new employees get three weeks to start, moving to four weeks after four years; share-purchase and profit-sharing plans; social events, such as informal pub night and summer barbecues for employees and their families.	Vancouver	103
Nintendo of Canada Ltd.	Computer and Computer Peripheral Equipment and Software Merchant Wholesaler	Alternative work options, including flexible work hours and telecommuting; maternity leave top-ups, as well as extended health benefits while on leave; signing bonuses for some positions; referral bonuses; year-end bonuses for some employees; matching RSP contributions; paid vacation and up to five paid days off during Christmas break.	Vancouver	49
Oil and Gas Commission, British Columbia	Regulation and Administration of Communications, Electric, Gas and Other Utilities	Subsidies for tuition for courses at outside institutions and professional accreditation; in-house and online training; maternity and parental leave top-ups (includes adoptive parents); alternative work options, including flexible hours, telecommuting, shortened and compressed work weeks and an earned-days off program; three weeks of paid vacation to start, up to a maximum of seven weeks; defined-contribution pension plan.	Fort St. John	191
Progress Solutions Inc.	Computer Systems Design Services	Maternity leave top-ups, along with an extended health benefits plan while on leave; alternative work options, including flexible hours, telecommuting, shortened work week (fewer hours with less pay); formal days off; phased-in retirement; compassionate leave top-ups; signing bonuses for some positions; referral bonuses; year-end bonuses for some employees; subsidies for tuition for courses at outside institutions and professional accreditation; in-house and online training; in-house employee-led workshops.	Richmond	65
Providence Health Care	General Medical and Surgical Hospitals	Subsidies for tuition for courses and professional accreditation; financial bonuses for certain course completions; in-house and online training; formal mentoring; career planning; four weeks of paid vacation for new full-time hires, increasing to maximum of seven weeks (considers previous work experience); alternative work options, including flexible work hours, telecommuting, shortened work week (fewer hours with less pay); earned days off; retirement planning; phased-in retirement; defined-benefit pension plan.	Vancouver	3,412
Provincial Health Services Authority	General Medical and Surgical Hospitals	Maternity leave top-ups (including adoptive parents); on-site daycare; alternative work options, including flexible hours telecommuting, shortened work week (fewer hours with less pay) and earned days off; subsidies for tuition for job-related courses and professional accreditation; financial bonuses for some course completions; in-house and online training; paid and unpaid internship opportunities; retirement planning assistance; transitional retirement; defined-benefit pension plan.	Vancouver	7,181

# BC's TOP EMPLOYERS 2012



Employer	Industry	Interest Points	City	FT Employees in Canada
Rescan Environmental Services Ltd.	Environmental Consulting Services	Organized sports teams; free access to fully equipped on-site fitness facility; maternity leave top-ups, as well as extended health benefits while on leave; subsidies for tuition and professional accreditation; financial bonuses for some course completion; management development program; year-end bonuses; profit-sharing plan; alternative work options, including telecommuting, shortened work week (fewer hours with less pay) and compressed work week.	Vancouver	132
Schneider Electric Victoria	Relay and Industrial Control Manufacturing	Subsidies for tuition for job-related courses and professional accreditation; in-house and online training; online skills inventory; referral bonuses for some positions; share-purchase plan; defined contribution pension plan; alternative work options, including telecommuting, flexible hours, compressed work week; shortened work week (fewer hours with less pay); post-secondary academic scholarship program for children of employees; new hires get three weeks of paid vacation, with maximum of six weeks.	Saanichton	337
Sequel Naturals Ltd.	Medicinal and Botanical Manufacturing	Profit-sharing plan; matching RSP contributions; “green” head office with daylight sensors, energy-efficient light fixtures, low-emissivity glass windows, sustainable modular carpet and renewable bamboo floors; maternity and parental top-up payments; subsidies for tuition for courses related to position and professional accreditation.	Port Coquitlam	49
Simon Fraser University	Colleges, Universities and Professional Schools	Maternity and parental leave top-up payments (including adoptive parents); on-site daycare; urbanist living options as part of UniverCity development project; subsidies for tuition and professional accreditation; apprenticeship and internship options; formal mentoring; career planning services; retirement planning assistance; defined-benefit pension plan; health benefits that extend through retirement (no age limit); new employees get three weeks of paid vacation to start, in addition to paid time off during holidays.	Burnaby	4,613
Sophos Inc.	Custom Computer Programming Services	Subsidies for tuition for courses and professional accreditation; in-house training; referral bonuses; year-end bonuses; share-purchase plan; profit-sharing; matching RSP contributions; head office amenities include 24/7 lounge with video games, foosball, billiards, as well as self-serve lunch room with free hot beverages; maternity and compassionate care leave top-ups; secure bicycle lock-up; private showers with shampoo, hair dryers and towel service.	Vancouver	201
St. George's School	Elementary and Secondary Schools	Alternative working options, including telecommuting, shortened and compressed work weeks, reduced summer hours; subsidies for tuition and professional accreditation; maternity and parental leave top-up payments, as well as option to extend leave into an unpaid leave of absence; retirement planning assistance; defined-contribution pension plan; phased-in retirement; health benefits that extend into retirement (no age limit).	Vancouver	241
City of Surrey	Legislative Bodies	Subsidies for tuition for courses and professional accreditation; in-house and online training; mentoring program; career-planning services; maternity leave top-ups; academic scholarships for older children of employees; alternative work options, including flexible hours, telecommuting, shortened work week (fewer hours with less pay), compressed work week, formal days off program; contributions to a defined-benefit pension plan; matching RSP contributions; retirement planning assistance; transitional retirement program.	Surrey	1,734
Telus Corporation	Wired Telecommunication Carriers	Head office amenities include fully equipped fitness facilities (with subsidized membership), employee lounge with fireplace, TV, foosball, as well as a quiet room; year-end bonuses; signing bonuses for some employees; referral bonuses; performance-related bonuses; quarterly share options; maternity leave top-ups, with extended health coverage during leave; telecommuting; subsidies for tuition and professional accreditation; in-house and online training; formal mentoring; financial bonuses for some course completions; retirement assistance; defined-contribution pension plan; matching RSP.	Vancouver	23,400
University of British Columbia	Colleges, Universities and Professional Schools	Maternity leave top-ups; subsidized daycare at main campus; post-secondary academic scholarships; alternative work options, including flexible hours, telecommuting, 35-hour work week (with full pay), shortened work week (fewer hours with less pay) and compressed work week; depending on the employee group, new employees receive four weeks of paid vacation, with a maximum of six weeks; subsidies for tuition and professional accreditation; in-house and online training; formal mentoring.	Vancouver	10,612
University of Northern British Columbia	Colleges, Universities and Professional Schools	New hires get three weeks of paid vacation, with a maximum of five weeks allowable; maternity and parental leave top-ups (includes adoptive parents); on-site daycare; alternative work options, including flexible hours, telecommuting, compressed and shortened work weeks, reduced summer hours and earned days-off program; subsidies for tuition for courses.	Prince George	594
University of Victoria	Colleges, Universities and Professional Schools	Defined-benefit or contribution pension plan; retirement planning assistance; maternity and paternity leave top-ups (includes adoptive parents); subsidized on-site daycare; “green” employer with alternative-powered vehicles in its fleet; alternative work options, including flexible work hours, telecommuting, 35-hour work week (with full pay), shortened (fewer hours with less pay) and compressed work weeks and earned-days-off program; subsidies for tuition and professional accreditation; in-house and online training; formal mentoring program; career planning services.	Victoria	2,973
Vancouver City Savings Credit Union	Credit Unions	Easily accessible head office with LRT access, solar hot water panels and employee-managed rooftop garden; Living Wage Employer, recognizes the social and economic benefits of paying a real living wage; fertility drug treatments through its health benefits plan; maternity and parental leave top-ups (includes adoptive parents); profit-sharing; tuition subsidies; in-house and online training.	Vancouver	1,778
Vancouver Coastal Health	General Medical and Surgical Hospitals	Tuition subsidies for courses and professional accreditation; in-house and online training; formal mentoring program; new nursing hires get four weeks of paid vacation, moving to maximum of seven weeks; on-site amenities include employee lounge, private nap room, quiet room, on-site cafeteria, subsidized on-site daycare; retirement planning assistance; defined-benefit pension plan.	Vancouver	10,484
Vancouver International Airport Authority	Other Airport Operations	Maternity leave top-ups, with extended health benefits over leave; academic scholarship program for children of employees pursuing post-secondary education; retirement planning assistance; matching RSP contributions; tuition subsidies; in-house and online training; apprenticeship programs; subsidies for professional accreditation; career planning services; new hires get three weeks of paid vacation, in addition to five paid personal days off each year.	Richmond	384
Vancouver Island Health Authority	General Medical and Surgical Hospitals	Head office features fully equipped fitness facility, cafeteria, quiet room, nap room; subsidies for tuition and professional accreditation; financial bonuses for some course completions; scholarship program; mentorship program; maternity leave top-ups, as well as option to extend leave; alternative work options, including telecommuting, flexible work hours and compressed work week; transit subsidies; on-site shower facilities; car-pool sign-up system.	Victoria	7,723
City of Vancouver	Legislative Bodies	Maternity leave top-ups; nearby subsidized daycare with priority given to employees; new hires get three weeks of paid vacation, with maximum six weeks (considers previous work experience for entitlement); tuition subsidies for professional accreditation; in-house online training; formal mentoring program; online skills inventory; career planning services; alternative work options, including flexible flexible work hours, telecommuting, 35-hour work week (with full pay); shortened (fewer hours with less pay) and compressed work weeks; earned days-off program; contributions to defined-benefit pension plan, retirement planning assistance; transitional retirement program.	Vancouver	6,858



## People-focused BCIT furthers involvement

People are more than a resource — they are the business. That's how Paul Harris describes the philosophy, and focus, of the British Columbia Institute of Technology (BCIT).

"When you look at employee involvement, it's not just a program, it's actually a way of life," says Harris, manager of organizational and people development at BCIT. "We consult employees for almost any initiative we undertake."

That includes involving employees in the strategic plan — a BCIT mandate that was initiated four years ago. Several employees in various roles within BCIT were asked to participate in a strategic planning committee.

A working document was developed, followed by an implementation plan. The result, says Harris, has been about 90 initiatives now being realized.

Employee engagement is also achieved through professional development and management training.

Employees are eligible for reimbursement for professional development activities that relate to their current or future roles at BCIT. This, says Harris, encourages career development and assists in succession planning.

Recognizing that current employees will be retiring, BCIT has also implemented the Leadership Skills Development Program, a new initiative that will assist employees in moving into new roles.

But perhaps one of BCIT's strongest assets is its recognition program, which has been in place for more than 10 years.

"Everything we do is geared towards keeping employees engaged and working at BCIT," says Saira Walker, BCIT's



BCIT Aerospace Campus.

manager of advisory services. "We have numerous programs geared towards retention and recognition, but one of the things that make us different is a very well-established recognition program."

The recognition program recognizes employees in traditional ways, such as length of service, but it also acknowledges those for teaching excellence, innovation, team work, leadership and customer service.

Most importantly, it's the employees who recognize one another, which goes a long way in creating a positive, and inclusive, work environment, she says.

BCIT's corporate wellness program also plays an important role when it comes to providing a positive and engaging work

environment. It includes everything from bike clinics and fitness classes to on-site health clinics and a community garden.

"BCIT was recognized as one of Canada's greenest employers in 2010 and 2011, which was quite an honour," says Walker.

One green initiative is the community garden, which is extremely popular with staff. "Employees took their lunch hours and cultivated the garden, grew fruits and vegetables, and shared seeds and ideas," says Walker. "It was really a grassroots program."

BCIT recently opened the Aboriginal Gathering Place, located in the new, state-of-the-art Gateway building, providing a home-away-from-home for aboriginal

### BCIT

- **NUMBER OF EMPLOYEES:** About 2,250 (includes regular and part-time studies staff).
- **LOCATIONS:** Burnaby, North Vancouver (Marine Campus), Richmond (Aerospace Campus), Downtown Campus, Great Northern Way (Vancouver Campus).
- **HEAD OFFICE LOCATION:** 3770 Willingdon Ave., Burnaby, B.C. V5G 3H2.
- **POSITIONS EMPLOYED:** Vocational instructors, faculty, administrative staff and management.
- **HIRING INCENTIVES:** An innovative, healthy and engaging workplace; benefits such as environmentally and physically friendly workplace, amenities, community giving, wellness programs, competitive salaries, secure pension fund, generous vacation and sick-leave package, professional development program and corporate wellness strategy.
- **APPLICATION PROCESS:** Applications are accepted online. For more information, or to apply, visit [bcit.ca/jobs](http://bcit.ca/jobs).

students. Staff and students contribute annually to the United Way campaign, repeatedly raising \$85,000 or more. And every November, students from the Electrical Foundation program assist with the Lights of Hope campaign at St. Paul's Hospital, a key fundraiser for the hospital.

"It helps teach the students the importance of giving back to society," says Harris, and reinforces BCIT's belief in giving back to the community."



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## BC Oil and Gas Commission — A leading regulator

More than a decade ago, when oil and gas exploration was on the rise in Northeast British Columbia, there was a call for a single-window regulator for permitting oil and gas exploration and development, and for ensuring operators' compliance with applicable regulations. That call was answered by the BC Oil and Gas Commission.

Not only did the Commission open its flagship office in Fort St. John — the heart of oil and gas country in the province — but it gave the public peace of mind and industry confidence the province's regulatory body was situated near the activity with its mission to regulate oil and gas activities for the benefit of British Columbians.

Since then, the Commission has grown to meet regional needs in Dawson Creek, Fort Nelson, Kelowna and Victoria, all the while keeping headquarters and a growing workforce situated in Fort St. John.

The Commission fulfils its oil and gas regulatory responsibility from the exploration and development phases through to facilities operation and ultimately decommissioning. Its activities include assessing applications; making decisions on approvals; ensuring industry compliance, in part through inspections and monitoring and actively disseminating information; consulting with First Nations and landowners; communicating with the public, industry, landowners and First Nations; and engaging in open and transparent communications.

The Commission is also clear in its dedication to employee growth. It supports opportunities for employee growth, recognizes individual and group contributions, demonstrates accountability at all levels and instills pride and confidence in its organization.



The Fort St. John-based BC Oil and Gas Commission has grown to meet the needs in five regional offices.

"The Commission fosters communication, sharing and learning both in the work that it does and in the culture of the organization," says commissioner Paul Jeakins. "Through the annual Work Engagement Survey (WES), we solicit feedback and measure overall employee engagement. Analysis from the WES provides a solid understanding of where the Commission is effectively supporting its people, and where there is room for improvement."

As a result of its inclusive values, the Commission has many long-time employees. "We have a number of employees who have served with us since Day 1," adds Jeakins.

With its array of unique programs offered to staff, it's easy to see why employees choose to stay. Some of those programs include:

- Leadership Development Scholarships
- Health and Wellness Dollars

- Internal training and learning (supervisory training, performance management, team problem solving, Myers-Briggs Type Indicator (MBTI), Oil and Gas 101)
- Input into strategic planning, MVV, intranet, etc.

In addition to flexible work hours, its hiring incentives also include competitive vacation schedules, extended medical and dental benefits, pension plan, life insurance benefits and short- and long-term disability benefits.

Its values and programs combined are what makes the Commission one of B.C.'s top employers, says Jeakins.

"This makes the Commission an exciting place to work, since every day we embark on improving the daily operations and tasks while regulating efficiently and effectively for the benefit of this province that we call home."

## BC Oil and Gas Commission

- **NUMBER OF EMPLOYEES:** 191 full-time and eight part-time employees, as of March 1, 2011.
- **LOCATIONS:** Five offices: Victoria, Fort St. John, Dawson Creek, Fort Nelson and Kelowna.
- **HEAD OFFICE LOCATION:** 100, 10003 110th Ave., Fort St. John, B.C. V1J 6M7
- **POSITIONS EMPLOYED:** They include engineers, inspectors, community relations, communications, First Nations liaisons, technical advisers, enforcement officers, waste management officers, geologists, agrologist, hydrologists, file clerks, information technology and human resources personnel.
- **APPLICATION PROCESS:** Jobs posted to the Commission website, announced on Twitter ([twitter.com/bcogc](https://twitter.com/bcogc)) and Facebook ([facebook.com/bcogc](https://facebook.com/bcogc)) and prospective employees can apply online at [bcogc.ca](http://bcogc.ca).



The BC Oil and Gas Commission serves the public interest by following a unique single-window model for regulating British Columbia's oil and gas industry. Our knowledgeable staff is proud to serve in the interest of ensuring public safety, protecting the environment and conserving petroleum resources. It truly is a rewarding place to work.

who

what

why

where

we are the BC Oil and Gas Commission.





## Engaged staff works for a better Vancouver

**H**ard work deserves recognition, and in Penny Ballem's eyes, City of Vancouver employees deserve to be praised for their recent accomplishments in the workplace and in the community.

"We really work hard, and our staff members have areas of expertise that are invaluable," says Ballem, city manager for the City of Vancouver. "Working for government can be challenging at times and it's important for staff to receive external validation for their hard, often complex work."

Ballem believes employees who have been recognized for their efforts are more in tune with their roles and the services they provide than those who are not.

"I always tell our staff that working in public service, especially in government, is one of the most important things you can do — the public depends on us," says Ballem.

As a result, City employees were presented with numerous awards in 2011, demonstrating their commitment to their community and to their employer. "We're very proud that we were named BCBusiness Magazine's Most Innovative Organization in B.C. for our open data project," says Ballem.

The accolade was a result of employees collecting and inputting usable information into a database, then keeping it maintained. Now accessible to the public, this database has been well received by many sectors. It's been described as innovative, unprecedented, and highly unusual, particularly for a government body.

The City was also named one of Canada's Best Diversity Employers in 2011 because of its staff's commitment to a pilot mentorship program for immigrants. The City invited 13 immigrant mentees who were matched with various employees in an effort to build skills,



Vancouver City Hall.

— Photo courtesy of the City of Vancouver

share experiences, create cultural awareness and learn from one another.

"The impact on our staff being involved and listening to its mentees' stories was tremendous," says Ballem. "It was quite transformational for our organization, and I'd have to say it was one of the most rewarding experiences I've ever been involved with."

While third-party validation of employees is important, so is internal recognition, says Ballem, which is why the City holds an annual employee recognition event. But rather than award individuals, teams of employees are recognized — by fellow employees.

"There are thousands of staff members who do important things in their jobs, and we try and recognize a large number of them — whether they're in the back room of the payroll department, laying sewer pipe or organizing an event," she says. "We want to recognize

the things that often go unnoticed."

Recognizing employees' needs, as well as their accomplishments, has also become a main focus for the City.

The City's first-ever employee survey was conducted in 2011 and focused on 16 areas of employee engagement. The results were shared publicly and are now being used to determine which areas require improvement.

Having engaged employees says a lot about a workforce, especially when that involvement is not just workplace-oriented but focused on the communities in which they live. For that reason, the City encourages its employees to get involved in community endeavours.

"It's really an important part of our culture, and it's what makes a healthy city," says Ballem. "Our employees participate because they want to, and because they want to make this a great place to live."

### City of Vancouver

- **NUMBER OF EMPLOYEES:** 6,901 full-time; 3,024 part-time as of March 1, 2010.
- **LOCATIONS:** City Hall: 453 West 12th Ave.; plus several other campuses, work yards, community centres, libraries, fire halls and police stations.
- **HEAD OFFICE LOCATION:** Vancouver City Hall is located at 453 West 12th Ave., Vancouver, B.C. V5Y 1V4.
- **POSITIONS EMPLOYED:** Archivists, citizen service representatives, cleaners, clerical and administration, engineers, executives, firefighters, inspectors, labourer/operations workers, librarians, planners, police officers, recreation centre staff, technicians, theatre attendants, tradespeople and corporate professionals in areas such as business planning, communications, finance, human resources, information technology, legal and purchasing.
- **APPLICATION PROCESS:** For more information, or to apply, visit the City of Vancouver's website at [vancouver.ca/humanresources](http://vancouver.ca/humanresources)

## Creating a great city through excellence in our workplace





## G&F Financial Group fosters healthy, happy employees

**T**he employees of G&F Financial Group are undoubtedly this company's biggest asset, and it shows.

With a corporate culture that stresses community involvement, personal wellness and outstanding employee incentives, G&F values its people, invests in them and always leads by example.

"One of our core values is community-mindedness, and we assess our employees on their volunteerism in the community," says Bill Hartley, vice-president of human resources.

Whether it's volunteering for a school, a sports team or taking on a role as a board member, giving back to the community helps employees understand the company's values, and keeps them connected to the members — and each other.

"It really does make a difference in employee morale," says Hartley. "And it's motivated by a need to give back, to help people and achieve a goal."

Aside from personal volunteer commitments, branches are also encouraged to volunteer and do their part to enhance community awareness.

G&F's 12 branches participate in myriad events, providing volunteers, sponsorship and cash contributions. Just recently, employees from the South Burnaby branch received the Burnaby Board of Trade's Community Spirit Award in recognition of their ongoing commitment to the community.

G&F is B.C.'s 10th largest credit union, and offers a full range of financial services, including wealth management, residential mortgages, commercial lending, investments, banking services and insurance.

In business for more than 70 years, it has more than 27,000 members and currently employs 180 people.



At G&F Financial Group, employees are motivated and encouraged to give back to the community.

Each of its employees is valued — and invested in — through several programs and initiatives. "We offer care days, which are used to bridge the gap between incidental illness and short-term disability," says Hartley.

Employees earn one day per month, which can be accumulated up to 24 days. As long as an employee has 10 days banked, he or she can cash out up to 14 days at the beginning of each year. "It's a good incentive to stay healthy," says Hartley.

The company also offers an impressive pension plan, whereby it contributes 10 per cent of an employee's annual earnings, with no requirement of employees to participate.

Employees receive 15 vacation days per year, up to a maximum of 30 days, and accumulate one extra day for every year of employment.

Plus, there is the option of flexible work weeks. "A number of employee engagement

initiatives are also available," adds Hartley.

For example, G&F employees can take advantage of the company's \$1,200 business-wear loan, preferred rates on mortgages and personal loans, free staff chequing accounts and even stop-smoking incentives.

"We also offer a full benefit plan that is 100 per cent paid for, up to six weeks of compassionate care time for sick kids or parents and 100-per-cent-covered education assistance programs (which boast a 40 per cent participation rate)."

Employees receive other perks, such as the updated Microsoft Office suite for free; a \$200-per-year reimbursement for being physically active and access to the internal Get Fit, Feel Good program, which awards points for engaging in a healthy lifestyle. These points can then be redeemed for various items and clothing.

### G&F Financial

- **NUMBER OF EMPLOYEES:** 180.
- **LOCATIONS:** G&F Financial Group has 12 branches and one corporate office.
- **HEAD OFFICE LOCATION:** 7375 Kingsway, Burnaby, B.C. V3N 3B5.
- **POSITIONS EMPLOYED:** Corporate office positions, including information technology, marketing, human resources, finance and management. Branch positions, including service representatives, financial services representatives, financial services officers and management.
- **HIRING INCENTIVES:** A highly competitive compensation and benefits package, as well as other incentives, including low-interest loans, physical activity reimbursement, tuition, computer loans and corporate attire loans.
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G&F FINANCIAL GROUP



## ICBC committed to a diverse, inclusive workplace

Last February, the Insurance Corporation of British Columbia (ICBC) endorsed its Diversity and Inclusion Strategy, with the sole purpose of creating a more diverse and inclusive workplace for employees, which would result in a better experience for customers.

"The demographics in B.C. are changing," says Shala Chandani, the manager of diversity and inclusion for ICBC. "We have a responsibility, and an obligation, to communicate with our customers and understand their needs. Our belief is that the more diverse team we have, the more diverse customer base we can serve."

Members of ICBC's management team, along with representatives of its union, COPE 378, formed the Joint Employment Equity Advisory Committee, and immediately took steps toward implementing this new strategy.

"It has been near and dear to our hearts for a long time," says Chandani, as it ties in directly to ICBC's 2014 strategy — to improve customer perception and the employee experience while maintaining financial stability.

The committee determined the best way to measure diversity was through an all-inclusive employee survey. The response was tremendous, with 3,064 employees taking part.

They answered a variety of questions regarding age, gender, ethnicity, various disabilities, sexual orientation, education, even if they were caring for dependent children or parents. All information was anonymous and handled by a third-party organization.

Survey results highlighted the company's strengths, one of which is ICBC's large representation of women — 63 per cent overall, and 44 per cent of execu-



Shala Chandani, ICBC's manager of diversity and inclusion.

tive or management positions; an almost unheard of statistic.

Other results showed that 20 per cent of the workforce was made up of visible minorities (on par with B.C.'s overall statistic of 24 per cent), and that 93.1 per cent of employees returned after maternity leaves.

"It's validation that we're doing some things right," says Chandani. "People from all kinds of backgrounds work here. It's not about quotas; it's about providing equal opportunities and creating a welcoming and inclusive workplace."

The survey did point out some areas that required improvement, such as communication with the growing Chinese and Punjabi communities. One of the initiatives to address this was an ad campaign that included radio, print and online formats, with employee participation.

Employees who were fluent in Cantonese, Mandarin and Punjabi recorded the ads at the radio stations. They were the insurance experts answering the questions on numerous insurance topics, explains Patrick Brophy, manager of marketing and customer communication planning with ICBC.

The campaign, which ran from October through December, was well received by customers and employees, says Brophy.

"Employees were keen to speak to their own communities, and people have actually called in to the radio station wanting to ask more questions," he says.

Brophy is confident there will be more opportunities for employees to participate as spokespeople in the coming months.

"Our talent pool is changing, so when customers walk in, they'll notice the diversity and they'll feel comfortable," adds

### ICBC

- **NUMBER OF EMPLOYEES:** 5,000.
- **LOCATIONS:** 70 locations across B.C., including Abbotsford, Burnaby, Chilliwack, Coquitlam, Cranbrook, Dawson Creek, Kamloops, Kelowna, Langley, Nanaimo, Nelson, North Vancouver, Penticton, Port Alberni, Prince George, Richmond, Salmon Arm, Squamish, Surrey, Vancouver, Vernon and Victoria.
- **HEAD OFFICE LOCATION:** 151 West Esplanade, North Vancouver, B.C. V7M 3H9
- **POSITIONS EMPLOYED:** Claims services, communications, driver services, finance and accounting, insurance services, legal services, marketing, human resources, road safety planning and program delivery.
- **HIRING INCENTIVES:** Competitive compensation and benefits, personal wellness resources, alternative work options (flexible hours, telecommuting, earned-days-off program), career development.
- **APPLICATION PROCESS:** Applications are received online at [icbc.com](http://icbc.com). ICBC is an equal opportunity employer and invites applications from all qualified applicants.

Chandani. "We want to better connect with our customers, and people want to work for an employer who cares about doing the right thing."

## Time to shift **your career** into drive?



If you have a drive to make a difference, we'd love to hear from you. Check out the many exciting career opportunities at ICBC by visiting [icbc.com/careers](http://icbc.com/careers).

building trust. driving confidence.





## Providence injects caring philosophy into workplace

Being “golden” has given Providence Health Care more than an award-winning track record; it has made it a rewarding place to work.

For Providence, The Golden Rule of “do unto others as you would have others do unto you,” isn’t just Biblical verbiage that rarely gets used in every-day living — it’s a guiding principle that has helped make the health organization a premier place to work.

“Every day, those of us at Providence Health Care do our best to treat people well,” says Alison Elburn, human resources recruitment adviser.

“This includes providing stellar medical treatment to our patients and treating our patients, residents and families with compassion. It also includes treating each other with respect in the course of our working life.”

Providence Health Care is a Catholic health-care community that respects the sacredness of all aspects of life.

Inspired by the healing ministry of Jesus Christ, its staff, physicians and volunteers are dedicated to service and support of one another.

The organization’s shared values and unique culture are derived from the rich history of its Five Catholic Founding Congregations of Catholic Sisters.

Providence delivers acute, residential, hospice, community dialysis and assisted living care and services through 16 sites. Included is also Crosstown Clinic, Providence’s recently opened methadone treatment clinic in Vancouver’s downtown Eastside.

Providence’s 1,200 physicians, 6,000 staff members and 1,600 volunteers provide compassionate care to patients and residents from all over British Columbia.



Providence Health Care’s staff, physicians and volunteers are dedicated to service and support.

The organization’s focus is on six “populations of emphasis”: cardiopulmonary risks and illnesses, HIV/AIDS, mental health, renal risks and illness, specialized needs in aging and urban health.

Providence operates one of two adult academic health science centres in the province — St. Paul’s Hospital — and is renowned for its research in more than 30 clinical specialties. It’s also well known for retaining its employees through a series of programs that recognize the good work and accomplishments of its staff.

For instance, its Values in Action poster series highlights monthly stories of Providence employees who are bringing the organization’s core values to life.

It also gives out Annual Mission Awards, which are presented in four categories: acute care; residential care; team

excellence; and research.

In addition, long service awards and recognition celebrate the commitment and continuing excellence in care of Providence employees who have been with the organization for 10, 15, 20, 25, 30 and 35 years.

Site events are held to honour long-service staff reaching 10, 15 and 20 years of service and a dinner and awards banquet is organized for staff reaching service milestones for 25, 30 and 35 years.

Providence Health Care also promotes professional development with its leadership development, new graduate and employed student nurse program.

The recently launched Cut the Carbon Community (C3) is also the first health care-specific online community in North America. The social networking website provides a direct channel of communica-

### PHC

**NUMBER OF EMPLOYEES:** 6,000 staff members and 1,200 physicians/researchers (full and part time).

**LOCATIONS:** Providence Health Care operates out of 16 sites.

**HEAD OFFICE LOCATION:** 1081 Burrard St, Vancouver, B.C. V6Z 1Y6.

**POSITIONS EMPLOYED:** Various health-care positions, both clinical and business-related.

**HIRING INCENTIVES:** Relocation assistance, employee referral program.

**APPLICATION PROCESS:** Apply for positions online at [providencehealthcare.org/PHCCareers](http://providencehealthcare.org/PHCCareers), or check out the talent brew website at [jobsprovidencehealth.ca](http://jobsprovidencehealth.ca)

tion and networking with interested staff from across the region to share information and collaborate around conservation and sustainability initiatives.

To welcome new staff onboard, PHC offers relocation assistance, an annual wage review, flex days, four weeks vacation to start as well as extended medical and dental benefits.

Yet, when asked why PHC is such a great place to work, management is quick to point to the working atmosphere rather than the list of incentives.

“It’s our unique values-based organizational culture, and our commitment to quality, safety, and innovation in delivering patient and resident care,” says Elburn.



**Providence**  
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## Community focus makes St. George's a great place to work

**A**nationally renowned education facility, St. George's School in Vancouver offers students a challenging, yet supportive, environment with a broad selection of academic, athletic and cultural experiences.

Not surprisingly, this premier boys' school attracts employees passionate about education and inspired to make a difference.

"If you've committed to teaching as your vocation, then this is the perfect place to be," says Gordon Allan, St. George's director of development and communications. "It draws people who have specific passions and it creates a dynamic environment."

For headmaster Dr. Tom Matthews, the school's environment — and in particular, its strong sense of community — is what makes St. George's really stand out.

"It's difficult to explain, but the feeling of community connects the faculty, staff, parents and the boys, and it makes for a unique and positive learning environment," says Matthews.

St. George's School has an enrolment of 1,100 students. As a university preparatory school, it offers more than 20 advanced placement courses that are recognized internationally, ensuring a remarkable 100 per cent of its students gain admission to universities worldwide.

"It's an ideal environment for a teacher," adds Matthews. "There is definitely that sense of community, but there is also an overwhelming commitment to the value of education."

This commitment to the students' success is appreciated and it's why the school values its employees' feedback.

In fact, the school recently surveyed all of its key stakeholders — faculty, staff, parents, students and alumni — in order to see where improvements could be made.

"It's important we have community engage-



St. George's School offers students a challenging, yet supportive, environment.

ment and that we listen to what everyone has to say," says Matthews.

It's also important to provide employees with that critical work-life balance, a necessary component for their success as well as their students'. The school offers generous benefit and pension plans, including an anniversary program for the tenured staff, along with several incentive programs, such as its partnership with Kids and Company to provide support with child-care and elder-care needs.

Subsidized TransLink passes cover 50 per cent of employees' transit costs and a continental breakfast is offered to those who bike or walk to work. Baby gift certificates for new arrivals, retirement gift certificates and paid health benefits for retirees, as well as a supplementary income program for maternity and paternity leaves are also offered.

"Leaves can cause a lot of emotional stress, so we try to provide financial stability so people don't have to worry about their finances," says Karen Potter, the school's direc-

tor of human resources.

These "top up" programs, when combined with employment insurance benefits, ensure employees receive 80 per cent of their standard wage; 90 per cent for those on sick or compassionate care leaves.

Employees can also take advantage of the school's professional development program, which allows faculty members to apply for a 50 per cent subsidy if pursuing a master's degree. Staff members have a similar opportunity when enrolled in other continuing education programs. But perhaps the school's commitment to those beyond the campus borders is what defines the community spirit within.

St. George's participates in numerous community projects each year, with the largest being the food hamper program, which sees 350 food hampers filled and delivered (by the students) at Christmas. "Literally hundreds of people come out to help — parents, students, alumni, faculty and staff," says Allan. "It brings the entire community together as a whole."

### St. George's

- **NUMBER OF EMPLOYEES:** 240.
- **LOCATIONS:** St. George's School has two campuses (junior and senior).
- **HEAD OFFICE LOCATION:** Senior School, 4175 West 29th Ave., Vancouver, B.C. V6S 1V1.
- **POSITIONS EMPLOYED:** Educational staff and support staff.
- **HIRING INCENTIVES:** Referral fee program, generous pension and benefit plans, subsidized transit passes, free continental breakfast for those walking or biking to work, gift certificates for employees' new babies and those retiring, paid health benefits for retirees, supplementary income program for maternity and paternity leaves, professional development program and community involvement.
- **APPLICATION PROCESS:** Apply online by clicking on "careers" at the bottom of the school website at [st.georges.bc.ca](http://st.georges.bc.ca).



ST. GEORGE'S SCHOOL



## Vancouver Coastal Health a great place to grow

For recreation therapist Lynn Horst, one of the biggest benefits of working for Vancouver Coastal Health (VCH) is flexibility.

Horst, who has worked for VCH for seven years — two of them on the mental health team — is already making a big difference for her clients, her colleagues and her community.

Always ready to share ideas for increasing public awareness of mental health issues, she runs an art group for her clients in partnership with a local community centre, hosts walking, weight training and yoga leisure groups, and is organizing a book club with the neighbourhood library (at the suggestion of one of her clients).

She works closely with the client advisory committee and supports the regional recreational practice committee, which looks at developing clinical practice guidelines for recreation therapists.

But, she says, the biggest benefit of working for the health authority that provides care to a quarter of B.C.'s population is found on the job, working among colleagues who treat each other as equals and under approachable managers who trust and support their staff so they can succeed on the job.

"It gives me the freedom to do things the way I think is most beneficial without worrying," says Horst, who runs a number of leisure groups for adults age 18 to 65. "I'm able to just go ahead and

do my job."

But, adds Horst, that autonomy doesn't mean she's on her own should a problem arise. "I have help when I need it, and I haven't found that in every work environment."

VCH serves more than one million residents of B.C., including Vancouver, Richmond, the North Shore and Coast Garibaldi, Sea-to-Sky, Sunshine Coast, Powell River, Bella Bella and Bella Coola.

VCH's 13,575 staff include registered nurses, paramedics, facilities staff, community support, management and other areas of employment, says Connie Wilks of the health authority's communications department.

There are also as many as 5,000 volunteers who devote their time to supporting patients throughout the health authority, and 4,000 casual employees.

Among the many benefits VCH employees enjoy are a pension plan, transit subsidies, maternity and parental leave top-up, access to the Employee and Family Assistance Program, plus four weeks of vacation after one year.

But, of course, there are other more intangible benefits that are just as important to potential applicants, adds Wilks.

Because VCH offers a full range of health services, from emergency care to rehabilitation and mental health services, it allows for maximum job growth within the same health region — an important consideration for an ambitious new hire.



Vancouver Coastal Health offers a full range of health services.

It's also the quaternary care referral centre for all of B.C., offering highly specialized care for spinal injuries, neurosurgery, bone marrow or organ transplants, major burns, plastics, and trauma. Furthermore, health profession-

als interested in research can take advantage of unique opportunities through the VCH Research Institute.

Vancouver Coastal Health also serves a large geographic area — from the City of Vancouver all the

### VCH

- **NUMBER OF EMPLOYEES:** 13,575, plus 4,000 casual staff.
- **LOCATIONS:** Throughout Vancouver, the North Shore and Coast Garibaldi, Sea-to-Sky, Sunshine Coast, Powell River, Bella Bella and Bella Coola.
- **HEAD OFFICE LOCATION:** 10th floor, 601 W. Broadway, Vancouver, B.C. V5Z 4C2.
- **HIRING INCENTIVES:** Competitive salary and benefits package, four weeks vacation after one year, daycare at some facilities, transit subsidies, maternity and parental leave top-ups, pension plan, Employee and Family Assistance Program.
- **APPLICATION PROCESS:** Search current openings and apply online at [jobs.vch.ca](http://jobs.vch.ca)

way up the Central Coast to small communities like Bella Coola, so employees can choose to work in a small town or a big city. And new employees may be entitled to relocation assistance if they are posting into a "difficult to fill" position.

But, echoing Horst, Wilks says no matter the position in whatever community, it all comes down to the outstanding people at VCH.

"Our staff members told us they were attracted to VCH by the job offer, but they stay because of the team."



**Vancouver Coastal Health**  
Promoting wellness. Ensuring care.



[jobs.vch.ca](http://jobs.vch.ca)



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*Anthony Ariganello, CPA (Delaware), FCGA  
President and Chief Executive Officer  
Certified General Accountants Association of Canada*



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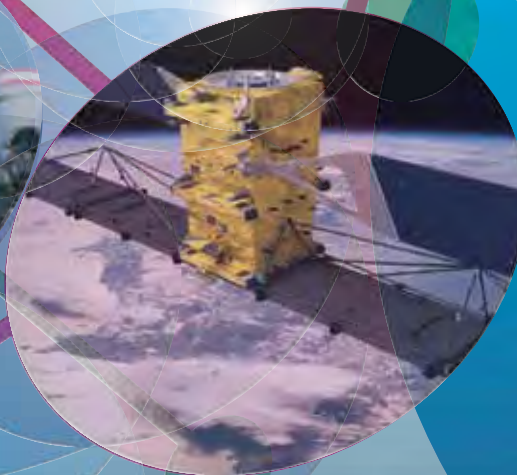


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