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Companies challenged to hire, retain good employees

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 Tony Meehan, publisher of Canada's Top 100 Employers and sister competitions in most provinces, which is operated by Mediacorp Canada Inc.

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.

The nationwide competition to hire and retain good employees will be toughest in Alberta and B.C. in 2013, Meehan 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



Today's employers are being challenged with balancing family-friendly needs of older workers with expectations of younger ones.

want to be retired for 30 years or they can't afford it."

He adds the economic downturn from 2008 also affected many people's retirement plans. 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

that 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.

Meehan says there's a need for more focus on making education more accessible.

"If there's a time not to be backing away from publicly funded education, it's now," he says. "Anyone under 30 who is unemployed for more than a year — that's done lasting damage to their employability for the rest of their lives. Governments and private industry need to be more pro-active in preventing younger workers from hitting that one-year mark."

Saskatchewan's Top Employers

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2013 Saskatchewan's
Top Employers

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Employer	Industry	Interest Points	City	FT Employees in Canada
Alliance Energy Ltd.	Electrical Contractors	Profit-sharing plan and referral bonuses (to \$1,000); training programs, financial bonuses for some course completion and apprenticeships; supports charitable initiatives and offers paid volunteer days; retirement planning assistance.	Saskatoon	245
Cameco Corporation	Uranium-Radium-Vanadium Ore Mining	Signing bonuses, referral bonuses (to \$5,000), year-end bonuses and a share purchase plan; compassionate leave top-up payments, tuition subsidies, skilled trades training programs; scholarship program; retirement planning assistance, phased-in retirement work options, matching RRSP contributions and health benefits plan that extends into retirement.	Saskatoon	3,033
Co-operators Life Insurance Company	Insurance Agencies and Brokerages	Year-end, signing and referral bonuses; contributions to a defined contribution pension plan; maternity leave top-up payments; telecommuting, compressed work week option and earned days-off program; scholarship program.	Regina	787
Information Services Corporation	Title Abstract and Settlement Offices	Contributions to a defined contribution pension plan; maternity and parental leave top-up payments; training programs and tuition subsidies; last year, donated approx. 1.5 per cent of its net income to charitable organizations and initiatives; matches every dollar raised by an employee participating in a charitable cause (to \$1,000).	Regina	333
ISM Canada	Custom Computer Programming Services	Maternity/parental leave top-up payments and pre-adoption leave; telecommuting, compressed work week and formal earned-days off program; free and discounted membership to local fitness facilities; weekly 15-minute massages; profit-sharing, share purchase plan and contributions to a defined contribution pension plan; referral bonus (to \$1,000).	Regina	821
Mosaic Company, The	Potash, Soda and Borate Mineral Mining	Signing, year-end and referral bonuses; maternity leave top-up payments and subsidy for in vitro fertilization; shortened and compressed work week options, telecommuting and formal earned days-off program; retirement planning assistance, phased-in work options and employer contributions to a variety of savings options.	Regina	2,244
Potash Corporation of Saskatchewan	Nitrogenous Fertilizer Manufacturing	Maternity leave top-up payments and extended health benefits; tuition subsidies and training programs; scholarship program, retirement planning assistance services and contributions to a defined benefit pension plan.	Saskatoon	2,765
Prairie North Regional Health Authority	General Medical and Surgical Hospitals	Retirement planning assistance, phased-in work options and contributions to a defined benefit pension plan; maternity/parental leave top-up payments and extended health benefits; training programs, tuition subsidies and financial bonuses for some course completion; telecommuting, reduced summer hours and a formal earned days-off program.	North Battleford	1,608
Prince Albert Parkland Health Region	General Medical and Surgical Hospitals	Tuition subsidies and training programs; contributions to a defined benefit pension plan; maternity/ parental leave top-up payments, extended health benefits and flexible work hours for when they are ready to return.	Prince Albert	1,464
Ranch Ehrlo Society	Other Individual and Family Services	Contributions to a defined contribution pension plan; maternity/parental leave top-up payments and extended health benefits coverage; supports charitable initiatives and offers paid time off to volunteer.	Pilot Butte	491
Saskatchewan Government Insurance	Direct Property & Casualty Insurance Carriers	Maternity/parental leave top-up payments and extended health coverage; tuition subsidies, financial bonuses for some course completion and scholarship program; retirement planning assistance; compassionate leave top-up payments.	Regina	1,902
Saskatchewan Public Service	Provincial Government	Shortened and compressed work week options, telecommuting and formal earned days-off program; retirement planning assistance and contributions to a defined contribution pension plan; training programs, tuition subsidies and in-house apprenticeships; supports charitable initiatives and offers paid time off to volunteer.	Regina	8,860
Saskatoon Police Service	Police Protection	Tuition subsidies, training programs, and in-house apprenticeships; scholarship program; maternity leave top-up payments and extended health benefits coverage; shortened and compressed work week options and formal earned days-off program; head office includes fitness facility, lounge and a quiet room.	Saskatoon	639
Saskatoon Regional Health Authority	General Medical and Surgical Hospitals	Contributions to a defined benefit pension plan; tuition subsidies and apprenticeship opportunities; maternity/ parental leave top-up payments; supports charitable initiatives and offers paid volunteer days off.	Saskatoon	6,379
Saskatoon, City of	Legislative Bodies	On-site amenities include a cafeteria with healthy and special diet menus, quiet room and subsidized membership to a fitness facility; contributions to a defined-benefit or defined-contributions pension plans, depending on position; maternity leave top-ups and extended health benefits coverage; scholarship program; supports charitable initiatives and offers paid volunteer days off.	Saskatoon	2,721
SaskPower	Hydroelectric Power Generation	Financial bonuses for some course completion, tuition subsidies and academic scholarship program; retirement planning assistance and contributions to a defined contribution pension plan; compassionate leave top-up payments.	Regina	2,769
SaskTel	Wired Telecommunications Carriers	Aboriginal recruitment strategy; tuition subsidies and training programs; scholarship program; on-site fitness facility; retirement planning assistance services and contributions to a defined contribution pension plan.	Regina	3,131
Solvera Solutions	Custom Computer Programming Services	Profit-sharing and year-end bonuses; maternity/parental leave top-up payments; telecommuting, shortened work week option and personal paid days-off; tuition subsidies and training programs.	Regina	130
University of Regina	Colleges, Universities and Professional Schools	Contributions to a defined benefit or contribution pension plan and retirement planning assistance; training programs, tuition subsidies and apprenticeship opportunities; scholarship program; paid time off during the holiday season and personal paid days-off; maternity/parental leave top-up payments.	Regina	1,541
University of Saskatchewan	Colleges, Universities and Professional Schools	On-site amenities includes lounge, quiet room, fitness facility and cafeteria with healthy and special diet menus; compassionate leave top-up payments; apprenticeship opportunities, training programs and tuition subsidies; scholarship program for children of employees; contributions to defined benefit or contribution pension plans and retirement planning assistance; campus features walking trails and athletic facilities.	Saskatoon	5,047

Potash giant paints perfect picture for employees

The Mosaic Company is on a mission to help the world grow the food it needs.

Founded eight years ago, Mosaic is the world's largest supplier of potash and phosphate crop nutrients, with products exported to 40 countries worldwide.

While headquartered in Plymouth, Minn., with 8,000 employees worldwide — 2,300 of them in Saskatchewan — Mosaic also operates its potash business unit head office in Regina, and mine sites in Belle Plaine, Colonsay and Esterhazy.

What sets Mosaic apart as an employer are the professional opportunities.

"When you come here, you are given a lot of responsibility and a lot of opportunities," says Marshall Hamilton, vice-president of human resources.

"There is so much going on with the business. We are in a huge period of growth, and we're really looking to the future. That growth has allowed younger, newer employees to take on a lot of opportunities."

For financial analyst Brett Glazer, working at Mosaic has allowed him to put his education to work, while having access to growth opportunities.

"Through various positions I've held and projects I've been involved in, I've had the opportunity to work with great teams while contributing to their success," Glazer says.

Currently, Mosaic is in the midst of a \$6-billion expansion at its Saskatchewan mine sites, aimed at increasing capacity to meet world demand.

The company is looking to fill a wide range of positions, particularly engineers



Brett Glazer, financial analyst: 'Working at Mosaic has allowed me to put my education to work while having access to growth opportunities. Through various positions I have held and projects I have been involved in, I have had the opportunity to work with great teams while contributing to their success.'

as well as trades and IT professionals.

The company is also seeking accountants, human resources personnel, public affairs specialists, researchers, agronomists and salespeople.

While Mosaic is located in Saskatchewan, it's a worldwide company, traded on the New York stock exchange, with operations in the U.S. and throughout the world.

"You get exposure to a lot of different regions and different types of people, which increases your opportunities — they really are worldwide," Precourt says.

In 2012, Mosaic was named to the Ethisphere list of the World's Most

Ethical Companies. And in each of the past three years, Corporate Responsibility Magazine has named Mosaic to its 100 Best Corporate Citizens list.

Mosaic, which operates a large community investment program, provides funding for a range of organizations and charitable causes. Its employees also give their time as volunteers in the community. Just a few examples are Mosaic Stadium in Regina, home of the Roughriders; and Mosaic Place in Moose Jaw, a multiplex facility.

Mosaic also helped Habitat for Humanity build 37 homes in

The Mosaic Company

- **YEARS IN BUSINESS:** 8
- **NUMBER OF EMPLOYEES:** 8,000+ worldwide; 2,300 in Saskatchewan
- **HEAD OFFICES:** Global head office in Plymouth, Minn.; potash business unit head office in Regina
- **LOCATIONS:** Operates in eight countries around the world; Saskatchewan operations in Belle Plaine, Colonsay, and Esterhazy
- **POSITIONS EMPLOYED:** Engineers, accountants, IT professionals, researchers, agronomists, tradespeople, human resources and public affairs
- **HIRING INCENTIVES:** Performance-based bonus structure, professional-development opportunities, flexible work hours, state-of-the-art office facility (Regina), company-paid social gatherings, profit sharing, competitive company-matched pension plan
- **APPLICATION PROCESS:** www.mosaicco.com/careers

Saskatchewan through a financial contribution, and has provided funding to the Children's Hospital Foundation of Saskatchewan's capital campaign.



mosaicco.com/careers

Opportunities knock for employees at PotashCorp

PotashCorp employees enjoy a number of great benefits and perks of the job.

Yet, perhaps the best part about working for one of Canada's largest companies is the opportunities it offers.

"When you look at the growth we've experienced and the huge capital investments we're making, I think the phrase that keeps coming to mind for our employees is 'career opportunities,'" says Lee Knafelc, vice-president of human resources and administration at PotashCorp.

"It's really about the opportunity to work for a company that is doing a lot of exciting things and having an impact globally as well as here at home."

As the world's largest producer of nutrients for agriculture, the Saskatoon-headquartered multinational mining firm has an important mission: helping feed the world.

"At the end of the day, every single one of our almost 6,000 employees is really a part of the global food solution," says Knafelc.

"We're producing products that help to feed the world."

And as the world's population grows so too do PotashCorp's opportunities.

The company operates mines and processing plants across the U.S., in New Brunswick and even Trinidad.

Yet PotashCorp is firmly a Saskatchewan-based company. Five of its mines are based in the province, and its presence continues to grow.

"PotashCorp, right now, is in the mid-

dle of a huge capital expansion program that will ultimately impact all of our Canadian sites," Knafelc says.

"These investments will exceed \$8 billion, and they will create hundreds of new full-time jobs."

In an age where careers seem like endangered species, PotashCorp offers employees a unique proposition: secure employment that can be the foundation on which they build their lives.

"That really begins with great pay and benefits," says Knafelc.

"You can be the greatest company in the world with all kinds of opportunities and perks, but people have to be cared for and well paid."

Part of that equation is the firm's second-to-none Total Rewards program. Industry-leading pay and benefits make up a large part of this incentive initiative, but so does life and disability insurance, a generous pension program and education supports for workers and their families.

"Our employees have to know that they have an employer that supports them in raising families, buying homes, cars and all those things which are important to all of us."

PotashCorp also offers its workforce the chance to give back, including the company's popular charitable matching program.

The initiative, which matches dollar-for-dollar every employee contribution up to \$10,000 per employee per year, is just one of many that help attract and



Lee Knafelc, vice-president of human resources and administration at PotashCorp.

retain PotashCorp's diverse workforce, says Knafelc.

The company also has launched several initiatives in the last few years to strengthen its relationships with Saskatchewan's aboriginal communities.

"We view these communities as a vital part of our workforce today and in the years to come," Knafelc says.

As such, it has developed programs alongside the province's First Nation and Métis peoples that ensure their

PotashCorp

- **YEARS IN BUSINESS:** 37
- **HEAD OFFICE:** Saskatoon
- **LOCATIONS:** Saskatchewan, including Allan, Cory, Lanigan, Patience Lake and Rocanville; Sussex, N.B.; United States and Trinidad
- **NUMBER OF EMPLOYEES:** 5,700+
- **POSITIONS EMPLOYED:** Executive, management, engineers, geologists, IT, sales, marketing, public relations, agronomists, legal, internal audit, journey person, accountants, human resources, procurement, technicians/technologists, frontline supervisors of operations, warehouse, administrative, health and safety, training, operators and labourers
- **HIRING INCENTIVES:** Total Rewards package that includes, but not limited to, relocation assistance and first-day benefit eligibility
- **APPLICATION PROCESS:** www.potashcorpjobs.com

youth are aware of future career opportunities, as well as PotashCorp's overarching mission.

"That bigger purpose — feeding the world — really resonates."



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Health region nurturing staff's potential

At Prairie North Health Region, passion is definitely an asset. The health-care provider for northwest Saskatchewan residents, including those living in North Battleford and Lloydminster, is always in need of highly qualified individuals.

But it's an enthusiasm for providing exceptional, compassionate health care that makes applicants stand out from the crowd, says Irene Denis, vice-president of quality and learning for Prairie North Health Region.

"We're always striving to recruit and retain the employees who believe in providing the best possible care within the region," she says.

One of the region's recruitment tools is the opportunities for education and professional development through the Saskatchewan Leadership Program.

"What this program offers is an opportunity to acquire the skills to manage within the organization," says Denis.

While the program offers motivated staff members a chance to prepare for future positions, it also allows the region to work on succession planning.

"If we have some individuals within the organization who have identified they're interested in moving up in the organization or to a different position, this program provides them with the tools to be ready if the opportunity should come about," says Denis.

Recruiting for the future — and today



Prairie North Health Region staff celebrates the launch of a program that will improve the care experience for maternity patients and newborn babies.

— is an ongoing initiative in the region, she adds.

"It's a challenge to always have the resources and the capacity we need from a human resources aspect," she says.

"We have many opportunities for employment here."

The health region is also embracing Lean management practices to build a culture of continuous improvement.

"The idea is our staff would be able to provide us with assistance in identifying where we can be more efficient and how we can continually provide safer and better health care to the people we serve," says Denis.

She adds the health region has also become proactive in reaching out to the community to develop potential future employees, especially within the aboriginal community.

"We have a representative workforce program with a co-ordinator who reaches out to potential candidates of the future," says Denis.

"She also goes out to many of the schools in the region — both First Nation and public schools — and talks about health careers and what requirements people would need for various careers within our organization."

Prairie North Health Region

- **YEARS IN BUSINESS:** 10
- **NUMBER OF EMPLOYEES:** 3,000+
- **HEAD OFFICES:** North Battleford, Lloydminster, Meadow Lake
- **LOCATIONS:** North Battleford, Lloydminster, Meadow Lake, Cut Knife, Edam, Goodsoil, Loon Lake, Maidstone, Neilburg, Paradise Hill, St. Walburg, Turtleford
- **POSITIONS EMPLOYED:** Physicians, specialists, nurses, health-care professionals, trades, clerical, finance, housekeeping, maintenance, and professional staff
- **WAGE RANGE:** Union positions from \$134.24 to \$455.76 per eight-hour shift; out-of-scope positions available as well
- **HIRING INCENTIVES:** Incentives for hard-to-recruit positions and nurse practitioners; comprehensive benefit packages, including vacation, family leave, extended health and dental benefits and defined benefit pension plan
- **APPLICATION PROCESS:** www.pnrha.ca

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Ranch Ehrlo Society employees keep legacy alive

It's been an eventful past year, to say the least, for employees at Ranch Ehrlo Society.

The organization, which works with at-risk youth, lost its founder Dr. Geoffrey Pawson after a brief battle with cancer.

Yet through their grief, Ranch Ehrlo employees continued to be there for those who needed the society the most — just like Pawson had always intended.

"His loss came as a blow to all the lives he's helped over the last five decades," says Carole Bryant, vice-president of administration and quality improvement at Ranch Ehrlo Society.

"He really helped define and build what working with troubled youth should be like here in Saskatchewan, across Canada and around the world."

The society offers a wide range of social services, including residential treatment for substance abuse, and educational, clinical and community programming for young individuals who have struggled to find their place in society.

"Pawson saw a need for this type of organization when he started his career as a social worker in the 1960s," says Bryant.

At the time, troubled youth were seen as problems to be locked away, but Pawson saw their potential, not their flaws, says Bryant.

Pawson believed at-risk youth only needed a chance. In the right environment and with the proper support, he believed these kids could succeed in life.



Ranch Ehrlo Society founder Dr. Geoffrey Pawson lost his battle with cancer one year ago, but left behind a legacy that the organization's employees are continuing.

As fate would have it, he soon met the Ehrles, a ranching family that lived east of Regina. Cliff Ehrle, a successful businessman, was retiring, and the family helped Pawson with financing so he could purchase the ranch.

While the ranch changed hands, its original name has remained — a salute to the Ehrle family's contribution.

"We have so many different programs going both here at the ranch and in communities across the province," says Bryant.

Today, the society offers several programs in low-income neighbourhoods of Regina, Saskatoon and other municipalities, meeting at-risk youth where they live.

While young people are at the heart of the Ranch Ehrlo Society, its success is tied to its employees, says Bryant.

"We are only as good as our people, and we look to hire individuals who are passionate about helping youth," she says. "It's more than a job for our staff; they believe they are doing good and giving back to the community."

In turn, employees — social workers, psychologists, psychiatrists, teachers and more — know they too are cared for by their employer.

"We may not be able to pay the highest wages in the province, but we offer flexible work hours and programs that

Ranch Ehrlo Society

- **YEARS IN BUSINESS:** 46
- **HEAD OFFICE:** Pilot Butte
- **LOCATIONS:** Offices, group homes and classrooms in Regina, Saskatoon and Prince Albert
- **NUMBER OF EMPLOYEES:** 670
- **POSITIONS EMPLOYED:** Youth-care workers, social workers, community workers, psychologists, day-care workers, teachers, rehabilitation therapists, kinesiologists, administrators, accountants and IT
- **WAGE RANGE:** \$29,000 to \$145,000
- **HIRING INCENTIVES:** Full benefits package that includes health spending account and wellness grant for gym memberships and other physical activities
- **APPLICATION PROCESS:** ehrlo.com/careers

cater to employees' overall well-being here and at home."

After all, Pawson wouldn't want it any other way.

"This organization was defined by his life, and that really comes down to caring about the youth we serve, our employees and the community as a whole."



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City of Saskatoon invests in empowering employees

As a fresh-faced, young clerk-steno, Marlys Bilanski thought she'd work for the City of Saskatoon for a couple of years.

Thirty years later, Bilanski is the city's general manager of corporate services.

Shortly after being hired, Bilanski realized the city could help her build a career through its education advancement reimbursement program, which would pay for the costs of furthering her education.

So with the help of the City of Saskatoon, she successfully pursued her designation as a certified management accountant, and hasn't looked back.

"With the city, I had a mentor at every step," she says. "This organization also provided me with a unique chance to obtain relevant experience in a diversity of business lines that I likely wouldn't have found anywhere else."

The words are music to Mubarka Butt's ears. As the manager of employment and total compensation for the City of Saskatoon, Butt says Bilanski's story is one many long-time employees can tell about their professional development path as civil servants.

"Here, we offer the difference between a job and a career," says Butt.

Still, in midst of the province's current economic boom, the City of Saskatoon faces the challenge of nurturing the next generation of leaders.

"Finding future stories like Marlys' will be one of our main challenges we face with a multi-generational workforce going forward," says Butt.



While finding highly skilled workers from outside sources is always challenging, the city has recognized it has a wealth of potential talent within the organization. The city expects it already has qualified employees who could do Bilanski's job.

As a result, the city has focused its attention on developing new programs that emphasize mentorship and exchange of knowledge from one generation to the next. The mentorship programs facilitate the transfer of all-important corporate history and expertise gained over years of service by long-term employees.

"Employees like Marlys have so much to offer to this corporation," says Butt.

"One of Marlys' skills might be political acumen. That's not something you

can pick up from a course," says Butt.

City manager Murray Totland says mentorship programs form part of a broader initiative to create an environment where staff members are empowered to strive for excellence.

"We believe in a workplace with a culture of continuous improvement where employees are encouraged to be innovative, where the health and safety of workers are a top priority, and where everyone is provided with ongoing skills training and professional development opportunities," he says.

"A key success indicator as we strive to be the best-managed city in Canada will be the ongoing satisfaction and engagement levels of our employees."

So far so good, as the city continues

City of Saskatoon

- **YEARS IN BUSINESS:** 106
- **NUMBER OF EMPLOYEES:** 3,966
- **HIRING INCENTIVES:** Career growth opportunities, professional development programming, exercise equipment loans, computer purchasing loans, employee-owned credit union, low-interest loans, 95 per cent top-up of salary on maternity leave up to 15 weeks, flexible work hours, shortened work weeks, discounted EcoPass for Transit, 100 per cent tuition reimbursement, on-site hot-meal cafeteria, discounted leisure passes to municipal-owned facilities, deferred salary leave program
- **APPLICATION PROCESS:** www.saskatoon.ca

to be recognized as a top employer in the province.

The City of Saskatoon continues to earn national accolades, recently winning the Canada's Best Diversity Employers award for 2012.

"As a municipality, that's definitely allowed us to celebrate our successes in diversity and inclusion, and at the same time, it allows us to further enhance our programming," says Butt.

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Police service members serve, protect their community

The more than 600 employees at the Saskatoon Police Service know what they do matters. After all, keeping the city's 300,000-plus population safe is their top priority.

"The Saskatoon Police Service is a dynamic, progressive law enforcement agency dedicated to providing the best service to the citizens of Saskatoon," says human resources director Lisa Olson.

As such, the organization is continually striving to improve, listening to the needs of Saskatoon's diverse communities to make the city a better, safer place to live.

"The Saskatoon Police Service underwent a massive restructure and reorganization in 2007, and began utilizing components of several innovative policing models from across North America," says Olson.

"Since then, crime rates have continued to drop each year while the number of citizens satisfied with the Saskatoon Police Service have continued to rise."

Every one of its 443 sworn-in officers, 59 special constables and 130 civilian staff members is dedicated to his or her job — in part because they care about their city, adds Olson.

The Saskatoon Police Service is also one of the province's most sought-after employers — a place to build a long career. A recent survey found 92 per cent of employees have high morale, and 95 per cent of staff enjoy working for the service.

While a sense of duty undoubtedly motivates all of its employees, a great compensation package doesn't hurt either.



Members of the Saskatoon Police Service report a high level of job satisfaction, motivated by a sense of duty, opportunity to grow and a strong compensation package.

"The Saskatoon Police Service offers an exciting career, excellent benefits, and a competitive salary," Olson says.

"The career offers diversity — the opportunity to compete for specialized positions in identification, canine, traffic, major crime, the Emergency Response Team, Explosive Disposal Unit and many others."

Great care is also taken to ensure the right people are selected to become police officers, notes Olson.

Members receive extensive training to prepare them for the job, while career development is an ongoing process.

The Saskatoon Police Service is also

focused on increasing diversity within its workforce, says Olson.

"There are many initiatives designed to ensure we are reflective of the community we serve," she says.

"There is a First Nations and Métis Strategic Plan, and our Cultural Resources Unit attends approximately 10 to 15 career fairs a year with a focus of attracting applicants from minority groups."

Saskatoon Police Service members are also involved in countless charitable initiatives, including raising tens of thousands of dollars annually for the United Way.

"Our members are the driving force behind these many initiatives because they

Saskatoon Police Service

- **YEARS IN BUSINESS:** 108
- **HEAD OFFICE:** Saskatoon
- **NUMBER OF EMPLOYEES:** 640+
- **POSITIONS EMPLOYED:** Patrol, specialized uniform operations, criminal intelligence, forensic identification, criminal investigations, community and cultural liaison, communications, detention, law enforcement support in Central Records and administration
- **WAGE RANGE:** \$46,000 to \$140,000
- **HIRING INCENTIVES:** Four-day, 12-hour shifts with four days off; overtime can be accumulated as extra pay or time off; group medical plan; cost-shared dental plan; life insurance; employee assistance program; on-site fitness facilities; career training; pension plan
- **APPLICATION PROCESS:** saskatoonpoliceservice.ca

are committed to the people they protect and serve," says Olson.

"They live here too and want to make Saskatoon a better place in every way for themselves and more importantly for everyone."



Saskatoon Police Service

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Come for the job, stay for the career

Many people come to the University of Regina for a job and end up staying for a career.

"We develop our employees to be leaders within our organization. We prepare them so they can compete for positions in any organization, but they choose to stay here," says Neil Brotheridge, University of Regina director, employment and organizational development, noting that the University of Regina enjoys employee retention rates of more than 90 per cent.

"A big piece of that is the culture we have within the institution, which is welcoming, collegial and collaborative. What we really offer people, is a diverse and energizing workplace. We have exciting, challenging work, and a significant range of opportunities."

Career opportunities at the University of Regina run the gamut from faculty members to tradespeople, fundraisers and student advisors.

The university plays a significant economic, social and cultural role in Saskatchewan and beyond. The University of Regina employs approximately 2,600 people and supports 970 additional full-time jobs in Saskatchewan, and another 570 outside the province.

In a recent survey of faculty and staff, employee engagement scored high, with an average rating above four out of five.

"Working at the University of Regina



The University of Regina enjoys employee retention rates of more than 90 per cent, which officials credit to the institution's welcoming, collegial and collaborative environment.

has provided me with a diverse community of talented, supportive colleagues and students, from whom I am inspired to learn and grow, professionally and personally, on a daily basis," says Teri Phillips, manager of the university's Centre for Student Accessibility.

The University of Regina, which celebrated its 100th anniversary last year, offers a full range of benefits, including a fitness and lifestyle centre, day cares and a range of learning opportunities

for employees, all aimed at helping them grow in their careers.

Tuition subsidies allow employees to take three or four classes per year, with the university covering the tuition costs.

Employees can also take courses through the Centre for Continuing Education, which offers non-credit professional development classes paid for by the university.

The University of Regina is a diverse organization, with students who come

University of Regina

- **YEARS IN BUSINESS:** 39
- **HEAD OFFICE:** Regina
- **NUMBER OF EMPLOYEES:** 2,600
- **POSITIONS EMPLOYED:**
Faculty, managers, professionals, administrative staff, trades, sales and service positions, student positions
- **HIRING INCENTIVES:**
Comprehensive range of benefits
- **APPLICATION PROCESS:**
www.uregina.ca/hr/careers

from all over the world. The university maintains partnerships with 90 institutions in more than 20 countries worldwide, including 35 partnership agreements with Chinese institutions and relationships with 50 others.

The University of Regina also promotes indigenization to support educational outcomes for Saskatchewan's First Nations and Métis people. This is manifested in a wide range of initiatives, including establishing and renewing formal partnerships, incorporating aboriginal content into the curriculum and into the art displayed on campus, and employing aboriginal staff.

More than 10 per cent of students at the University of Regina are aboriginal, and the university is seeking to increase the number of aboriginal workers it employs to match its aboriginal student base.

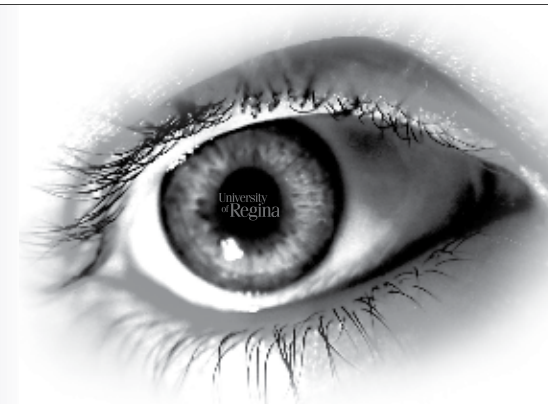
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University
of Regina

The University of Regina is proud to be named one of this year's Saskatchewan's Top Employers. This accomplishment wouldn't be possible without our highly engaged, motivated and dedicated workforce.

At the University of Regina our employees remain our greatest asset and the reason for all our success.

www.uregina.ca





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