



**HAYS** Recruiting experts  
worldwide

## **HAYS “FIT” SERIES** **PART 2: FIT &** **RETENTION**

**Why is only half of Canada’s workforce happy?  
Are we afraid of change? Are we taking too  
long to identify our workplace fit?**

[hays.ca/fit](https://hays.ca/fit)

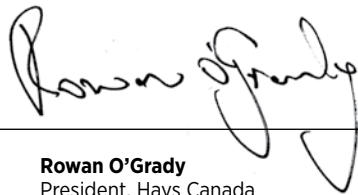
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# INTRODUCTION



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**Rowan O'Grady**  
President, Hays Canada

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As we all know, the average person spends a significant portion of their life at work – approximately 10 years of uninterrupted hours of our lives are spent at work. Over a lifetime most of us will spend nearly five decades working, which is a considerable amount of time, especially if you don't enjoy your occupation. In this second report in our "Fit" Series, we reveal that nearly half of Canada's working population is not happy in their current role. As someone who has spent their entire career helping individuals find their next great opportunity, I find this stat quite disheartening, especially when happiness is usually well within people's grasp.

Our poll of professionals across the country shows that regardless of title or seniority, we are easily swayed by things like money and career progression. The unfortunate consequence is that workplace happiness takes a back seat. Now, I recognize that it is sometimes difficult to gauge potential happiness during the job interview process and sometimes we have to take risks if we want advancement or change. However, we have collected data that supports my personal belief that so many Canadians are unhappy because we rarely take the time to assess and appreciate the many elements of our workdays that contribute to our happiness. Things like comradery, trust and social commonalities with coworkers are hugely important and yet we seem willing to give these things up for a bump in pay. Even Canadian employers overlook happiness and instead rush hiring decisions when deep down they know the person may not fit.

As you read this report, I challenge you to think about which parts of your day make you happy and make note of them. I believe this will help you become more aware of the positive aspects of your work life and may contribute to more informed decisions should a new opportunity arise. I'd also ask the same of employers. Is your team happy? If not, it might be time to learn what key factors make your team the happiest and most productive. Knowing what makes a team 'tick' is a critical component for smooth day-to-day operations as well as making the best potential match for future hires.

# ABOUT THE HAYS “FIT” SERIES

More than five years’ worth of Hays Canada Salary Guide data shows that employers believe the number one reason why a candidate doesn’t work out is due to a poor fit with the manager, organization and/or team culture. As a result, we wanted to get to the bottom of what ‘fit’ means to Canadians and ultimately, help people and companies make better decisions.

The Hays “Fit” Series looks at the impact that fit has on recruitment and retention. It’s also an examination of how hiring the wrong person or making the wrong job selection impacts workplace happiness, productivity and individual success.

The Hays “Fit” Series is broken into three categories, including:



## REPORT 2: Fit – The impact of workplace happiness on retention.

In this second report of the Hays “Fit” Series, we take a look at the impact that finding your ideal fit has on workplace satisfaction. This report looks at the health of Canada’s workforce and how satisfied to dissatisfied people are in their jobs today, by location, industry and specialism. We aim to look at workplace satisfaction and provide insights into how the four factors of fit impact whether someone is satisfied in their role or not.

The purpose of this guide is to help employers retain their staff by understanding who impacts their team’s happiness, and what factors could contribute to someone’s dissatisfaction. It also aims to enlighten professionals on the importance that fit has on one’s workplace happiness, with the purpose of helping professionals have a happier career.

## THE RESPONDENTS

**2,500**  
employees

**1,250**  
people managers

Ages  
**20–60 years old**

**16**  
industry sectors

**10**  
provinces

**20**  
functional areas

Organization size from  
**<100 to >5000**

Organization revenue from  
**<\$5m to >\$1B**

**Junior level to c-suite/executive**

# KEY FINDINGS

Unfortunately, a significant proportion of Canada's working population are neutral to unhappy in their current role. This is a result of professionals undervaluing their workplace fit and forgoing happiness for material factors such as compensation or progression. Positively, however, younger generations are seeming to value workplace satisfaction more and are factoring fit into their career search, more so than older generations have done. In addition to this, those professionals who hold more senior leadership positions in Canada are some of the happiest working population, a result of finding their fit.

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1

Nearly half of Canada's working population are unhappy in their current role. As a result, employers have a retention risk on their hands as a significant proportion of their current workforce could be open to other opportunities.

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2

Those professionals who say they have found their ideal workplace fit are some of the happiest working population in Canada. Nevertheless, over a third of Canada's working population say they aren't at all a fit with their current employer, a contributor to workplace dissatisfaction.

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3

Canada's happiest working population are those in the public sector or mining industry, procurement specialism, or those in senior management to director levels. Results also show that a significant portion of these cohorts say they have found their ideal workplace fit.

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4

There is a direct correlation between workplace satisfaction and the people you work with and for. The happiest working populations in Canada value their colleagues more so than others. Having said this, professionals say that their direct manager has the biggest influence on their workplace fit. Of those that have left an employer as a result of not being a right 'fit', the majority say it was a result of a disconnect with their manager (not colleagues).

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5

Professionals themselves are key contributors to their own workplace dissatisfaction, as a result of their undervaluing of 'fit' during their decision making process. A significant proportion of Canada's working population are willing to forgo workplace happiness for opportunities with more money or career progression.

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According to survey results, younger generations appear to value workplace happiness and finding their right fit, more so than older generations.

# A LOOK AT CANADA'S WORKPLACE SATISFACTION

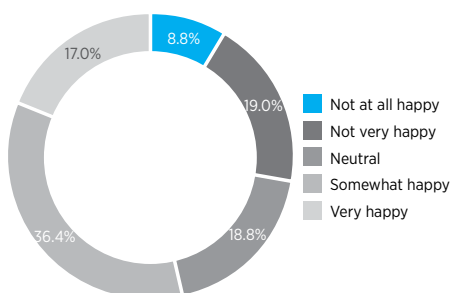
## ARE CANADIANS HAPPY?

According to our Canada-wide survey data, nearly half (47%) of Canadian professionals are not happy in their current role. A mere 19 per cent of Canadian professionals said they are very happy. With over 80 per cent of the Canadian workforce feeling lukewarm about their current roles, Canadian employers are facing a severe retention issue. Whether it's the very high proportion of unhappy and dissatisfied employees or the common belief that there exists a war for top talent, Canadian employers stand to lose a great deal if they fail to act. High-performers are targets for 'poaching' while others could simply leave for a bigger pay cheque.

*“ Ontario professionals are the least happy workforce compared to respondents in other regions across Canada. ”*

— Survey respondent

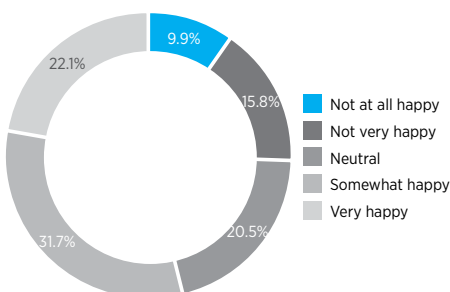
### Are you happy in your current role?



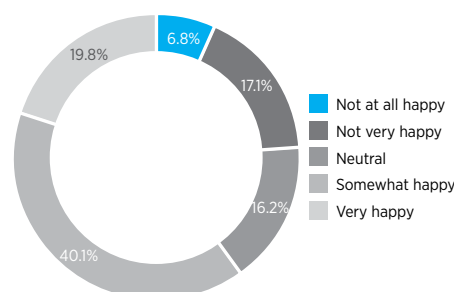
Canada's happiest workforce is in Quebec where 69 per cent of professionals said they are somewhat to very happy in their current role. Employees from British Columbia (BC) fall in the middle where a noteworthy 60 per cent said they are somewhat to very happy in their current role. This is in contrast to the 40 per cent of respondents who said they are either neutral to unhappy. Ontario has the greatest proportion of employees who report being unhappy. Fifty per cent said they are either very unhappy to neutral about their current role while just 17 per cent said they are very happy and 33 per cent are somewhat so.

At survey time, we found that 46 per cent of Albertans were not very happy or not happy at all (10%). While this was not surprising given the uncertainty in the oil and gas sector, nearly a quarter (22%) reported being very happy. Another 32 per cent of Albertans said they were somewhat happy, which may suggest that despite uncontrollable market factors, Albertans like what they do.

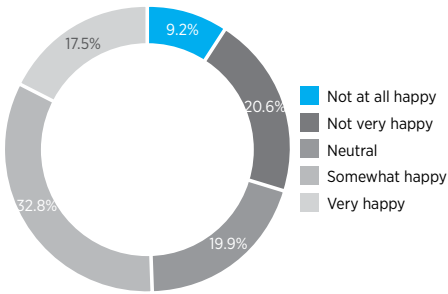
### ALBERTA: Are you happy in your current role?



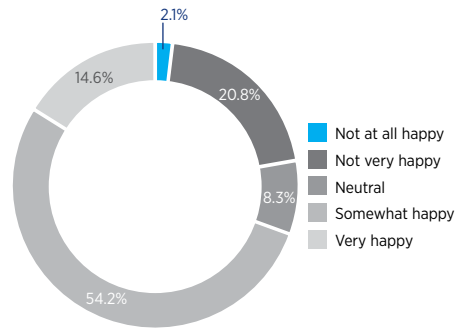
### BC: Are you happy in your current role?



**ONTARIO: Are you happy in your current role?**



**QUEBEC: Are you happy in your current role?**



**Workplace happiness by age & seniority levels**

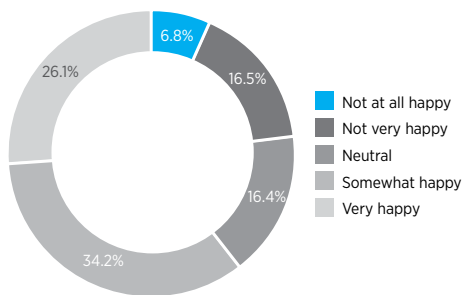
Canada’s younger workforce reports being happier in their current role than those who are more senior. This may come as no surprise as some of these professionals could be new to Canada’s workforce and come from a demographic that’s known to be eager and excited about the newness of their station in life. According to the survey findings, 55 per cent of Generation Y respondents (people born in the early 1980’s) are in junior to mid-level management positions, 35 per cent are firmly within the mid-management level while just nine per cent are senior managers. Twenty-six per cent of “Gen Y” employees are very happy in their current role and 39 per cent are not happy.

At the other end of the spectrum, 17 per cent of Baby Boomers report being very happy in their current role, however, this is vastly outstripped by the half (49%) of respondents who said they are neutral to not happy.

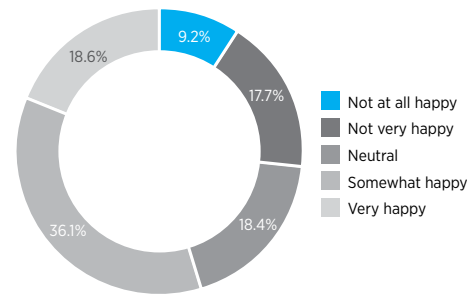
This could be due to a couple of generational factors. For example, a large proportion of Baby Boomers may have chosen careers not based on passion and the potential for happiness but rather, job security, pension and the promise of a steady income. Of the respondents who report being happy, many might feel that they are nearing the end of their career and are looking forward to the next chapter of retirement.

Generation X respondents (people born before the 1980’s) fall slightly below Baby Boomers on the happiness scale. Forty-five per cent report not being happy in their current role, and just 19 per cent said they are happy. This could be a result of the workplace pressure put on this demographic. The majority of these respondents are in management to senior management roles where there can be high levels of stress caused by the demands of the role itself. Things such as the prospect of losing their Baby Boomer supervisors due to retirement or a lack of incoming talent as a result of the skills shortages are factors that could be contributing to this demographic’s workplace dissatisfaction.

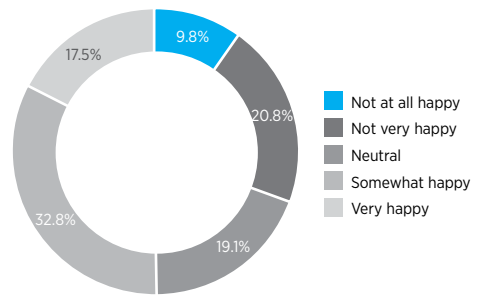
**GEN Y: Are you happy in your current role?**



**GEN X: Are you happy in your current role?**



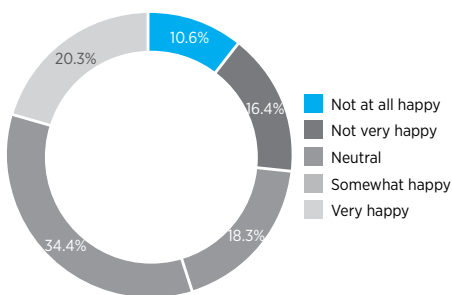
**BABY BOOMERS: Are you happy in your current role?**



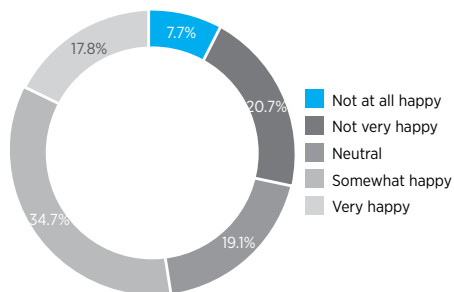
**Workplace happiness by gender**

Based on the findings, there are no major differences between male and female workforces in Canada. Approximately 45 per cent of female respondents said they are unhappy and a similar number (48%) of male professionals reported feeling the same. In terms of those who said they are happy, female respondents are slightly happier in their current role. Less than a quarter of females (20%) said they were happy and 18 per cent of males said the same.

**FEMALE: Are you happy in your current role?**



**MALE: Are you happy in your current role?**



**FEATURE INSIGHT**  
**WHY FIT IS IMPORTANT TO**



**Kathryn Cox**  
Manager, Talent Acquisition NAHQ  
PCL Construction

**What is the role that employee happiness plays in retention and engagement?**

At PCL our people are our greatest assets and we are committed to building a workplace where everyone is welcome, included, and feels valued. There is also a clear business case for investing in employees’ happiness. As individuals we all know that when we are happy then we are more involved and invested in all parts of our life, including work. As an employer, that’s the motivation for creating an environment where people want to come to work in the morning. Happy employees are more productive, they stay with the company for longer and they’re more resilient to challenges and change.

**How does your company support employee happiness and satisfaction?**

We have a range of benefits and policies aimed at driving workplace satisfaction and we’re continually looking for new ways to improve employee happiness. For a recent example, in 2013, PCL Construction began participating in the Not Myself Today campaign in support of Partners for Mental Health. Through our participation, we are continuing to improve our understanding of mental health issues in the workplace and beyond, and helping to facilitate this understanding with our employees. While our culture has always valued openness, participating in the campaign helps to illustrate to our employees that they and their mental health are important to our PCL family. This has led to a more open and inclusive workplace where employees feel valued and supported, ultimately leading to increased engagement and happiness at work.





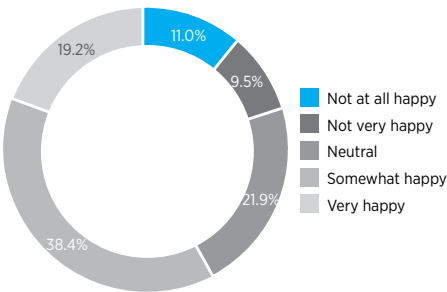
**Workplace happiness by industry**

The retail industry has the highest proportion of unhappy professionals where just 33 per cent of respondents said they are somewhat to very happy. More than half (54%) said they are not very happy to not happy at all. When segmenting respondents by title or seniority, 66 per cent of junior to mid-level respondents report being unhappy to very unhappy. At the management to senior management level, 41 per cent said they are unhappy and 33 per cent said they are somewhat to very happy. Irrespective of the improvement of workplace happiness by seniority, the retail industry across all levels has the lowest level of workplace happiness compared to other industries.

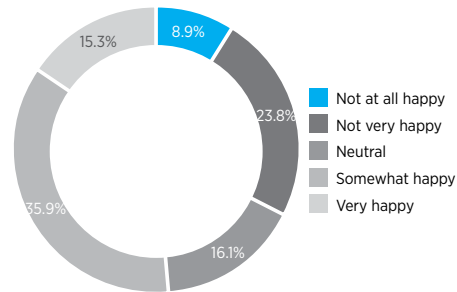
Next to retail is Canada's manufacturing sector where 40 per cent of respondents said they are unhappy and just 13 per cent said they are very happy with their job.

Banking and financial services, construction, oil and gas and mining all report similar levels of workplace happiness. More than half of poll respondents reported feeling somewhat to very happy. Interestingly, at survey time, respondents from Canada's oil and energy industries reported feeling happiest in their current role. Fifty-nine per cent of staff in mining said they are somewhat (38%) to very happy (21%), while more than half (57%) of oil and gas respondents said they are happy or very happy (28%). Sixty-two per cent of management to senior management employees in oil and energy industries (oil and gas and mining) said they are somewhat to very happy, compared to those at the junior to mid-level with 53 per cent who report being somewhat to very happy (46 per cent are neutral to unhappy). This may be a positive attribute to the industry, where the junior staff see that there are great opportunities ahead, and although relatively happy, see more opportunity for becoming even happier longer-term.

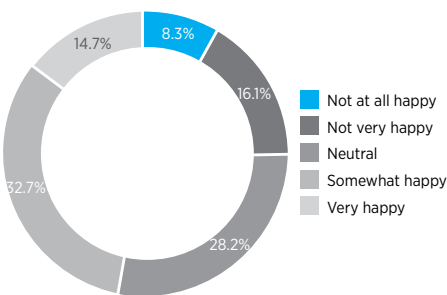
**BANKING & FINANCIAL SERVICES: Are you happy in your current role?**



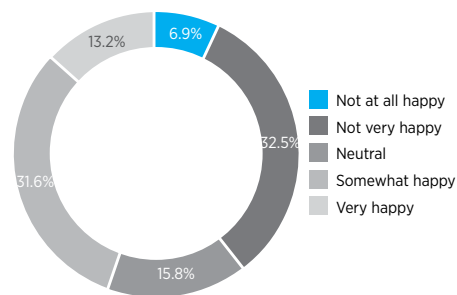
**CONSTRUCTION: Are you happy in your current role?**



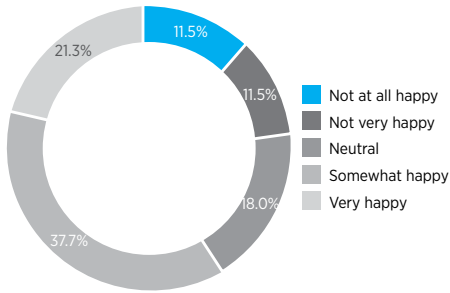
**IT & TELECOMMUNICATIONS: Are you happy in your current role?**



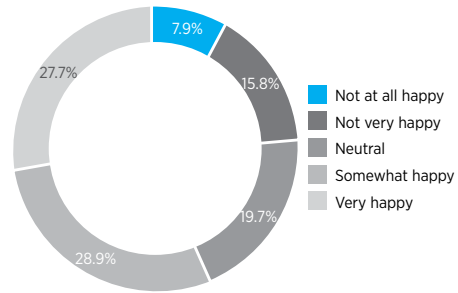
**MANUFACTURING: Are you happy in your current role?**



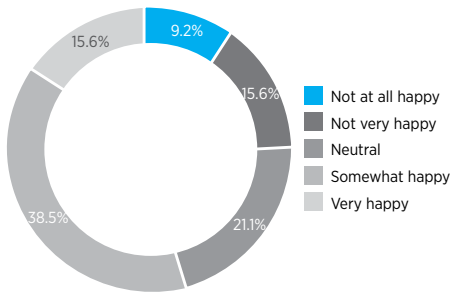
**MINING: Are you happy in your current role?**



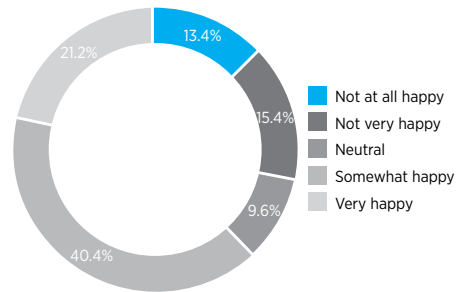
**OIL & GAS: Are you happy in your current role?**



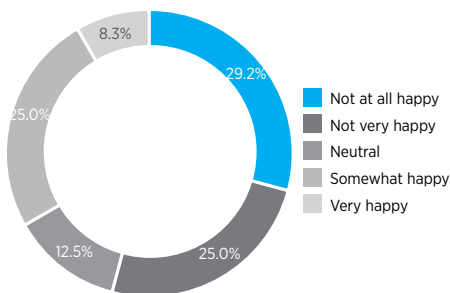
**PROPERTY & FACILITIES: Are you happy in your current role?**



**PUBLIC SECTOR: Are you happy in your current role?**



**RETAIL: Are you happy in your current role?**



“ Selecting the wrong individual from a fit perspective wastes time, money and resources. The more time spent up front identifying the ‘right fit’ individuals, the healthier the organization is in the long run as it has fewer distractions from delivering on its values, mission and vision. ”

— Survey respondent

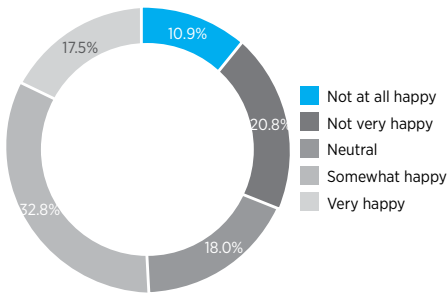
**Workplace happiness by specialism**

Procurement professionals are the happiest specialism in Canada. Nearly three quarters (73%) of respondents said they are somewhat to very happy in their role. This happiness could be attributed to the growth of the profession over the last few years and the positive impact business leaders believe procurement professionals have on a company's operations. Just 20 per cent of procurement respondents said they are not happy.

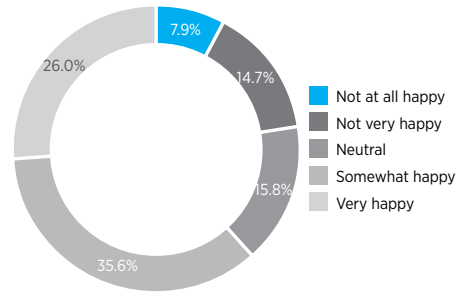
Operators are some of the least happy professionals in the country. Thirty-two per cent of respondents said they are not very happy to not happy at all in their roles, which could be a result of the pressure and intensity of the roles. Irrespective, the majority are happy as 51 per cent report they are somewhat to very happy in their current role.

Human resources (HR) professionals closely follow procurement. Sixty-two per cent of the workforce said they are happy with their current role and just 22 per cent said they are not. Similarly, a large proportion of professionals in specialisms such as accounting and finance, IT, sales and marketing and office professionals reported being happy and about a third said they are dissatisfied.

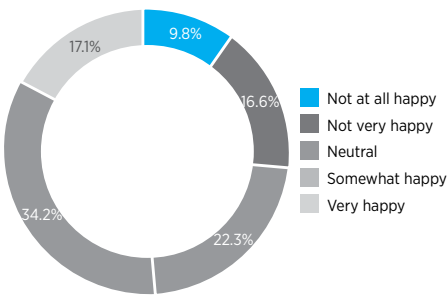
**ACCOUNTING & FINANCE: Are you happy in your current role?**



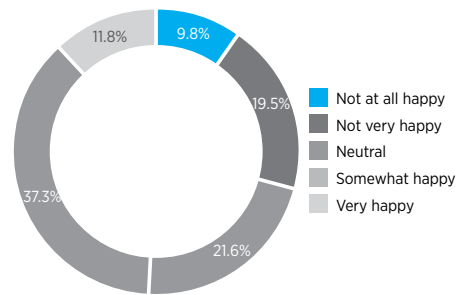
**HUMAN RESOURCES: Are you happy in your current role?**



**IT: Are you happy in your current role?**



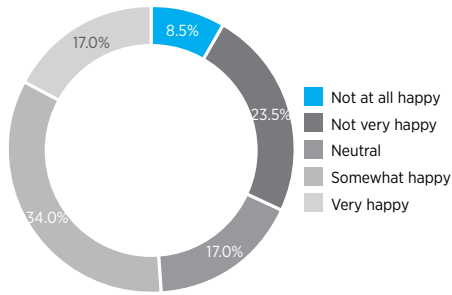
**OFFICE PROFESSIONALS: Are you happy in your current role?**



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**OPERATIONS: Are you happy in your current role?**

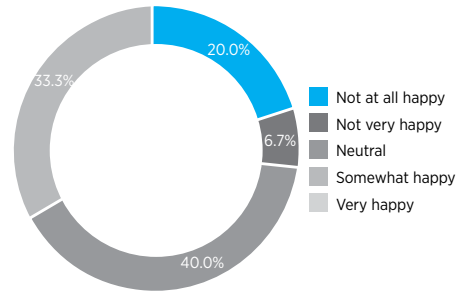
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**PROCUREMENT: Are you happy in your current role?**

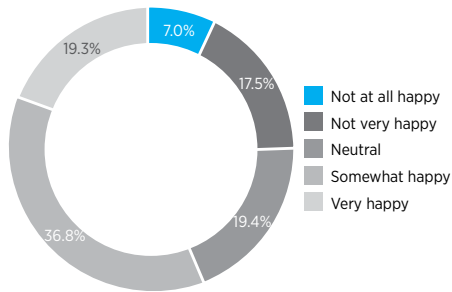
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**SALES & MARKETING: Are you happy in your current role?**

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“ A company’s success is directly attributed to its employees. If employees do not fit together, quality and performance are affected in a negative manner. A team wins because they have a common goal backed by similar values and work together to achieve it. ”

— Survey respondent

# CONTRIBUTING FACTORS TO WORKPLACE HAPPINESS

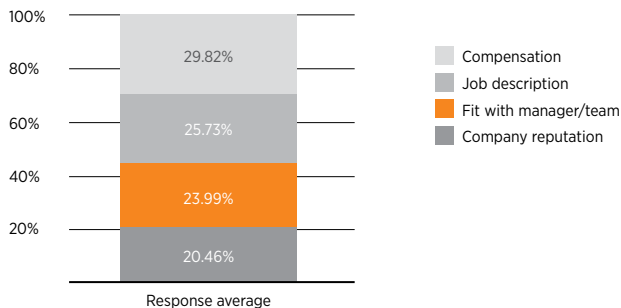
## ARE CANADIANS BEING HONEST WITH THEMSELVES?

Finding one's ideal workplace fit in terms of the company culture and people, as well as the fundamentals such as compensation, benefits and opportunity for growth is a difficult thing, which is apparent with such a high proportion of the workforce dissatisfied with their current working situation. Workplace dissatisfaction could be a result of professionals overvaluing the fundamentals such as compensation, and undervaluing the key factors of fit.

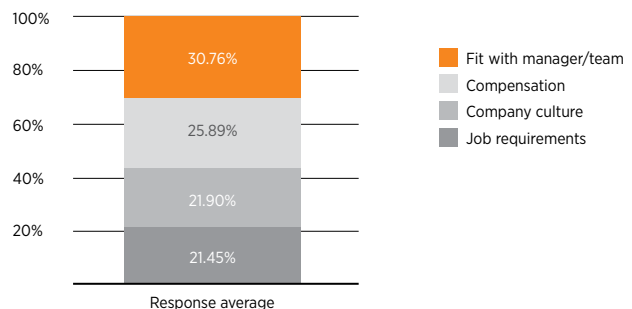
There are many components that go into an individual's workplace satisfaction and as employers, it is easier to look at the core fundamentals, as opposed to the more emotive factors. As reported in the first of the Hays "Fit" Series, when looking for a job, professionals are looking at factors such

as compensation & benefits, the job itself, the company's reputation and potentially fit with the manager and/or team. Interestingly, professionals only really assess fit when leaving a company.

When looking for a job, please weight the following as to the importance they have on your decision.



When considering leaving a role, please weight the following as to the importance they have or would have on your decision.



## KEY INSIGHT

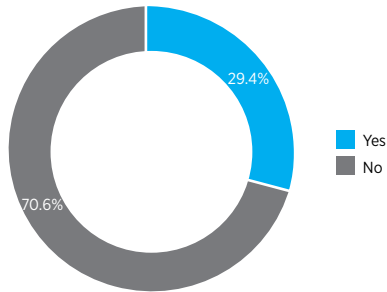
Professionals themselves may be the cause for their own workplace dissatisfaction. By not effectively considering workplace fit during the interview or job seeking stage, candidates are allowing themselves to take roles that might not be the right match for themselves or the business. The traditional career, recruiting and job search process has trained professionals to assess the fundamental elements of a job such as compensation, the job requirements, benefits and the organization type or industry. But by only factoring in these elements in the decision making process, professionals are overlooking the day-to-day aspects of the job that are inevitably going to determine if one is happy in the role or not.

Recruitment is evolving and younger generations are starting to factor in the social side to work. Are you?

From this survey, findings revealed that approximately a third of Canadian professionals acknowledged they had been let go as a result of them not being a fit with the organization. Interestingly, when employers were asked for their thoughts on the main reason for their company's turnover over the past year, 56 per cent said it came down to people's lack of fit with their team, culture or manager. This may show a slight naivety or denial in Canada's workforce, perhaps a hesitation to fully assess

the factors that contributed to them leaving an opportunity or their workplace dissatisfaction, as approximately 70 per cent of employees who left an organization don't consider fit as a factor. Further to this, with professionals only weighing company culture in 22 per cent of their decision when assessing whether to leave an organization or not, employees may be contributing to their own workplace dissatisfaction by not being honest with themselves.

**Have you even been let go due to your direct manager or team not thinking you were the right fit?**

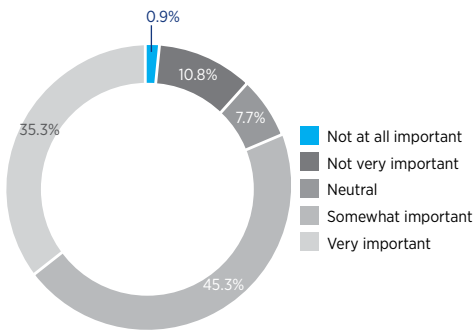


Regardless, getting the fundamentals right in terms of monetary factors, the opportunity and culture, are essential factors to an individual's happiness.

**The impact of people**

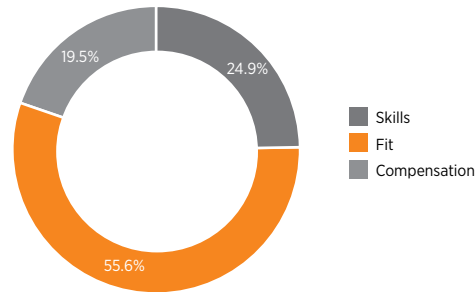
Surrounding oneself with the right people, as a professional or employer is a critical factor to workplace happiness, but it's easier said than done.

**How important is the people your work with (your team members) to your overall workplace happiness?**



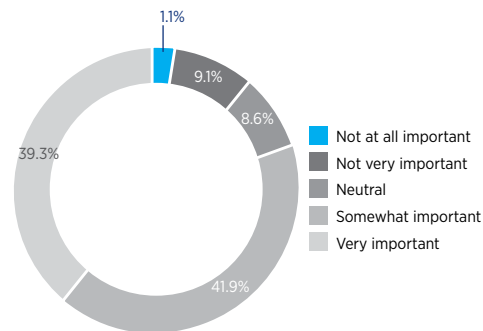
Interestingly, of the respondents who have left a job where they felt fit was an issue, the number one contributor was said to be their direct manager (30%). Further to this, respondents indicated that their senior leadership, the organization's culture and the role itself were bigger contributors to fit (or lack thereof) than their team and colleagues. In addition to

**In your opinion, when you look at the organization's staff turnover over the last 12 to 18 months, what was the most common determining factor that lead to the person(s) leaving or being let go?**



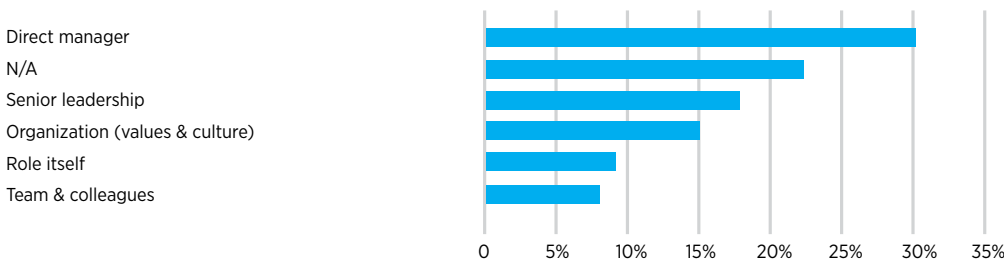
Eighty per cent of respondents said their team members are either important or very important to their workplace happiness. Equally, respondents feel their direct manager is also a very important contributor to their workplace happiness.

**How important is the your Manager/Direct report to your overall workplace happiness**



overseeing day-to-day operations, management's role often involves establishing workplace culture. While teammates are important, our data demonstrates that employees recognize that managers have a more direct influence on fit.

**What or whom did you feel you did not have a fit with most?**

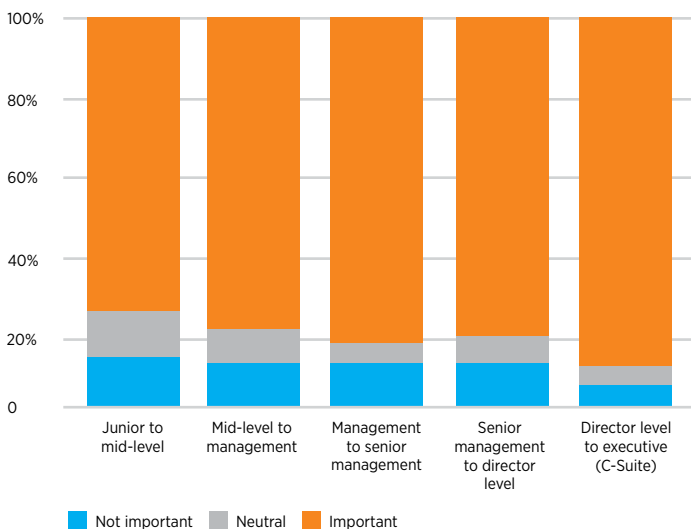


**Do colleagues really matter to fit?**

Professionals at all levels recognize the importance that people and team members have on their overall workplace happiness. As one becomes more senior, it is evident that colleagues with complementary skills and

work-styles become more important. Worth noting is that senior leaders have more control over the people they work with and often choose to build balanced teams based on their preferred approach to work.

**Level of importance people have to your overall workplace happiness**



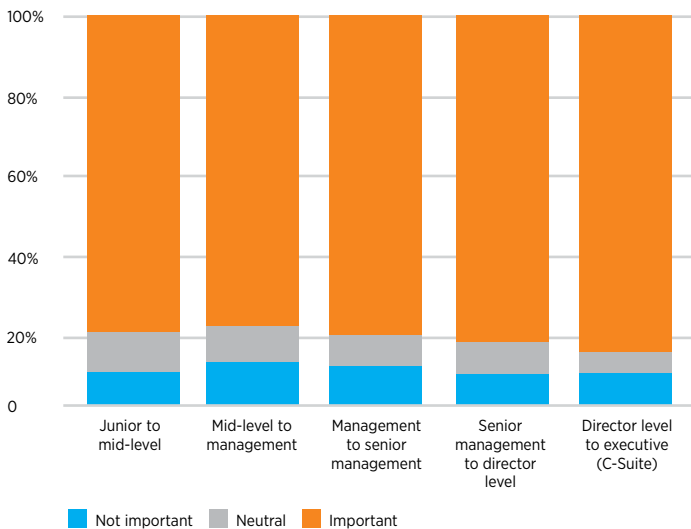
*“If you’re a fit to your job, your work will be easier and more fun, which will enable you to do better work.”*

— Survey respondent

Equally, respondents acknowledge that their direct manager holds the same level of importance as their teammates and colleagues in terms of their workplace happiness. Yet, when fit doesn’t work out, employees reveal it is more of an issue with their direct manager than their team. This may mean that workplace dissatisfaction is a result of managers

making poor hires, and hiring people that may fit in with their team but not them. Employers need to recognize their own working styles, not just their team members’ to ensure they hire someone that will not only work with the team but also themselves.

**Level of importance your direct manager has to your overall workplace happiness**

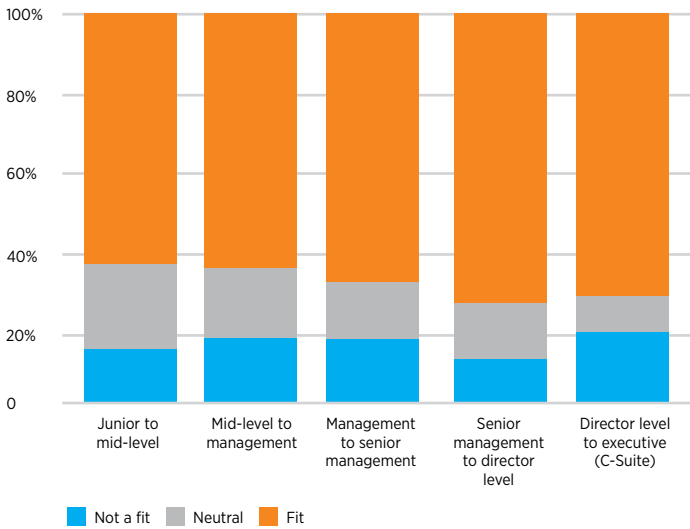




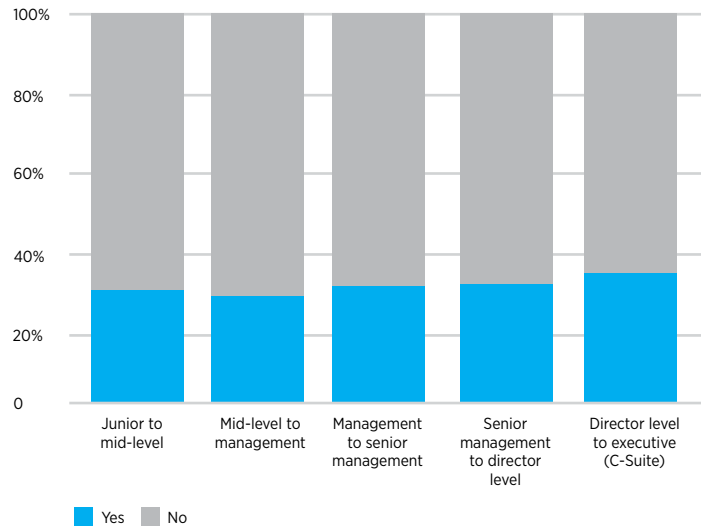
As one progresses throughout their career they get better at defining their fit and what they are looking for. However, when asked if they have ever

been let go due to their fit, the same number of respondents (30%) across all levels said yes, which indicates that all professionals have some trouble assessing fit.

**Do you currently think you fit with your current working team culture?**



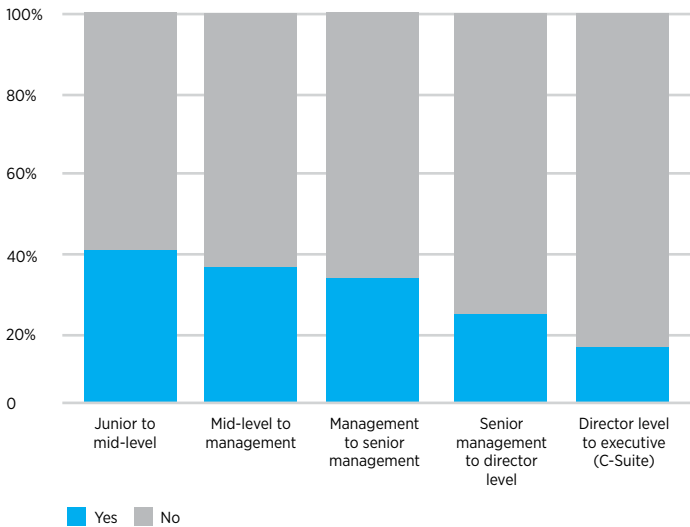
**Have you ever been let go due to not being a fit?**



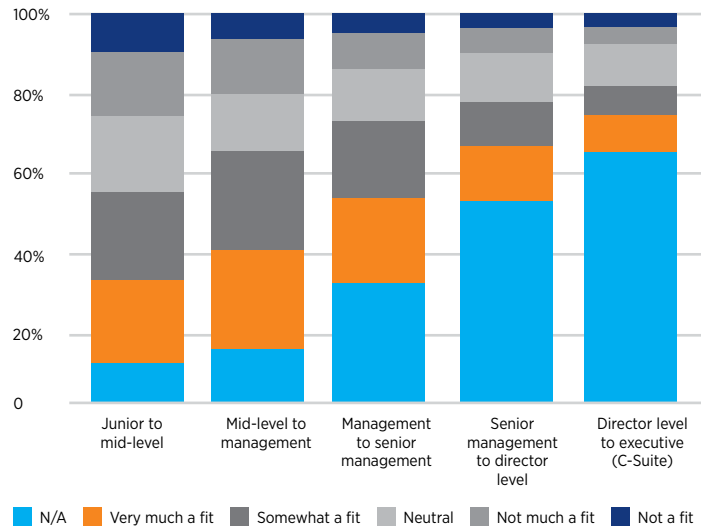
Poll results indicate that as one becomes more senior, they are less likely to quit over not being a fit. Looking at both of these findings, it may be that professionals get better at qualifying what fit looks like to them as they become more senior.

Junior and mid-level workers may also feel that it is lower risk to leave a job, compared with senior and executive professionals. Early in a career is when professionals have the most flexibility to try different roles and industries to find the right fit.

**Have you ever quit a job due to not being a fit?**



**In your professional career, have you ever felt like you didn't fit in with either the corporate culture, team culture or direct report/manager?**



# CAUSES OF WORKPLACE DISSATISFACTION

## HAPPINESS “UNDERRATED”

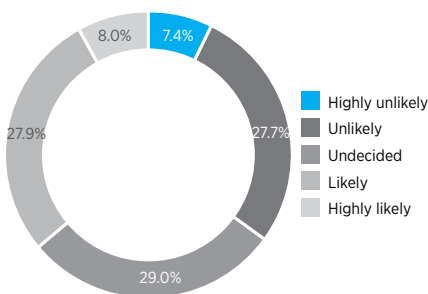
So why such an unhappy workforce? If as you progress along your career you get better at assessing fit, and understand the importance that your colleagues and manager have on your workplace happiness, then why is almost half of Canada’s working population unhappy?

### Candidates overvaluing the fundamentals

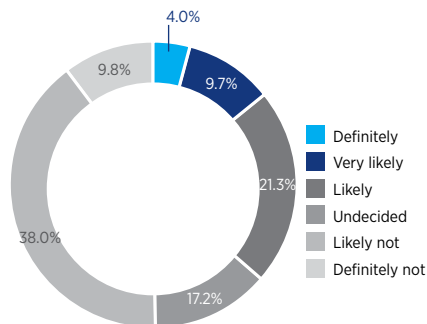
Employers and employees alike undervalue their workplace happiness when deciding whether to hire a new person or to accept a new role. Fifty-seven per cent of professionals would sacrifice their ideal fit for an opportunity with more money or incentives. Only 10 per cent of

professionals said they absolutely would not take a role that was not their ideal fit. This openness to the idea demonstrates professionals undervalue of their workplace happiness, which could mean that candidates are causing their own dissatisfaction with their current workplace.

Would you be willing to sacrifice your ideal working fit for an opportunity with more money or incentives?

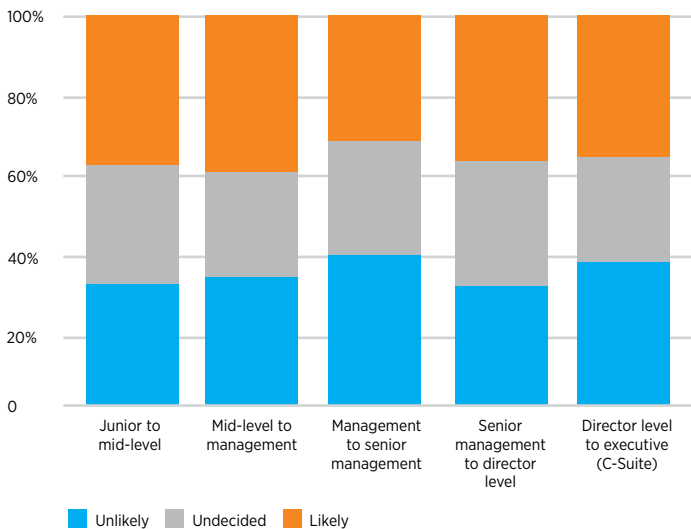


Would you accept a job offer where you knew the job was a match based on your technical skills and career objectives, but not a match in terms of workplace fit?



Respondents from all seniority levels are willing to make the same concession, despite learning the importance of fit as one progresses throughout their career.

By seniority level: willingness to sacrifice ideal fit for an opportunity with more money or incentives



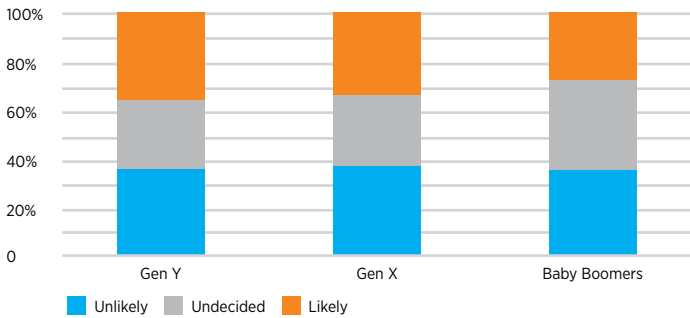
“The right fit enables me to enjoy going to work on a daily basis and gives me the ability to manage the problem days better.”

— Survey respondent

Interestingly, younger generations seem to recognize the importance of fit more than the older generations. This could mean that workplace dissatisfaction is more of a generational issue, and Canada could potentially have a happier workforce in the years to come, as a result of younger generations being more willing to take into account fit into

their career decisions. Having said that, still thirty-nine per cent of Gen Y respondents are not happy in their current role, so although happier than older generations, there is still a large proportion of unhappy professionals in this age group.

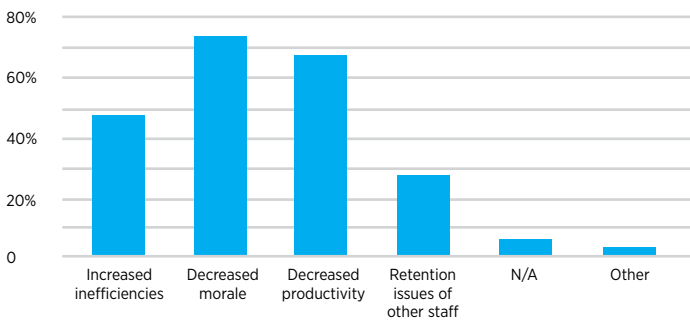
**By age demographic: willingness to sacrifice ideal fit for an opportunity with more money or incentives**



**Employers hiring decisions affecting others**

As noted in the first report of this series, approximately 50 per cent of employers acknowledge having hired someone that they believed during the interview process would not be an ideal fit with their team, culture or themselves. Of those, 58 per cent said the outcome was negative, with 74 per cent reported that the person they hired no longer works for the organization.

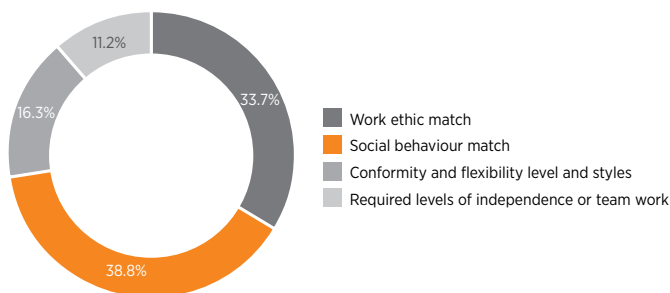
**How did hiring the wrong person negatively affect the other team members and staff?**



*“Seventy-four per cent of respondents who hired the wrong fit reported that the person decreased their team morale. If half of Canada’s employers are hiring people that are decreasing their teams’ morale, employer’s poor hiring decisions are a key contributor to why Canada’s workforce is unhappy.”*

When asked what was most misaligned in terms of the person who was the wrong fit, employers noted style of social behavior and communication.

**What part of the fit do you think was most misaligned with your team and office culture?**



# WHY SOMEONE CHOOSES TO LEAVE AN ORGANIZATION VERSUS ACCEPT A NEW OPPORTUNITY

According to three years worth of data from our Salary Guide report, employers say the biggest causes for their retention challenges are not being to provide enough career progression opportunity, the competitive market for niche or skilled talent, and finally compensation. Things like career progression and salary levels are fundamental aspects to any role and are also key elements to an effective attraction strategy. Nevertheless, what makes someone leave an organization versus accept another job isn't as black and white as offering more money or a promotion. Again, workplace fit is the key issue.

## THE PUSH & PULL FACTORS

### Pull Factors:

Pull factors include money, career progression, an attractive benefits package or incentives, in addition to a company's external reputation either as an employer or consumer/service brand. These factors are key components of a strong candidate attraction plan and an attractive offer. In today's competitive market, without having a good offer and a strong message as to why someone should join your organization, it can be quite difficult to recruit. Nevertheless, it is these factors that employers typically attribute to why someone left their organization. More often than not, when reviewing feedback from exit interviews, employees say they are leaving for an opportunity with more money or a bigger role. This is why we, as employers, look more at the fundamental aspects of the role for why someone would leave. In fact, these factors are what got someone to accept another job, but it is primarily the push factors that caused the person to look elsewhere.

### Push Factors:

Push factors include the relationship with colleagues, the manager or senior leadership, the company culture and overall feeling of workplace fit. Professionals typically won't look elsewhere if happy. If there is an issue with the workplace fit, an issue with their team or manager, or a mismatch with the working culture and preference of the professional, they are more likely to look elsewhere and be more open to external opportunities.

### The catch:

In today's competitive market, you have to get the fundamental elements right. Things like career progression and salary, no matter how happy an employee is, can't be ignored. However, if you have a succession plan in place and development plans with your staff, it may not be these factors that are causing retention issues. If you're not assessing workplace happiness and determining what your ideal working culture fit is, retention may continue to be a challenge.

## By ignoring fit, are we pushing our staff to other opportunities?

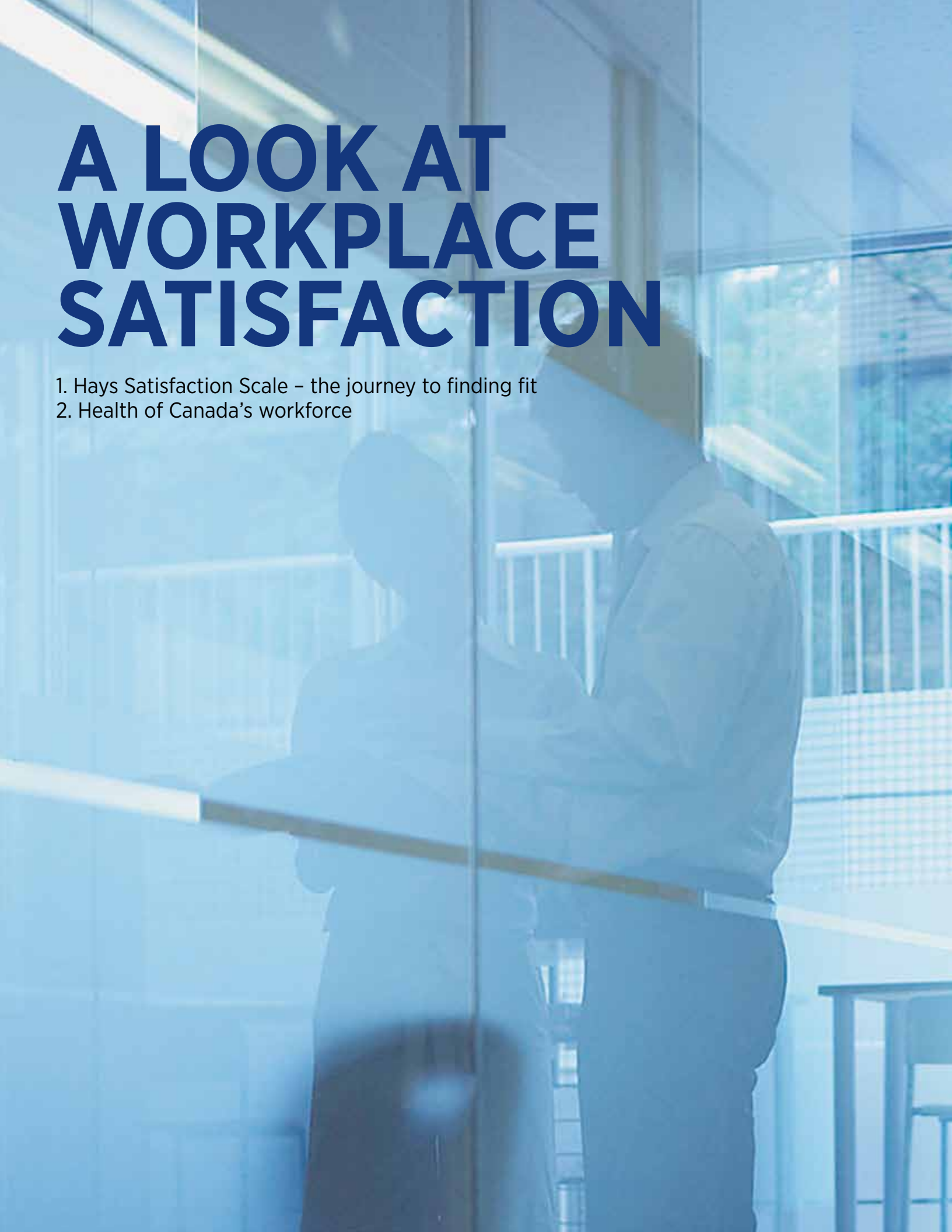






# A LOOK AT WORKPLACE SATISFACTION

1. Hays Satisfaction Scale – the journey to finding fit
2. Health of Canada's workforce





# HAYS SATISFACTION SCALE THE JOURNEY TO FINDING FIT

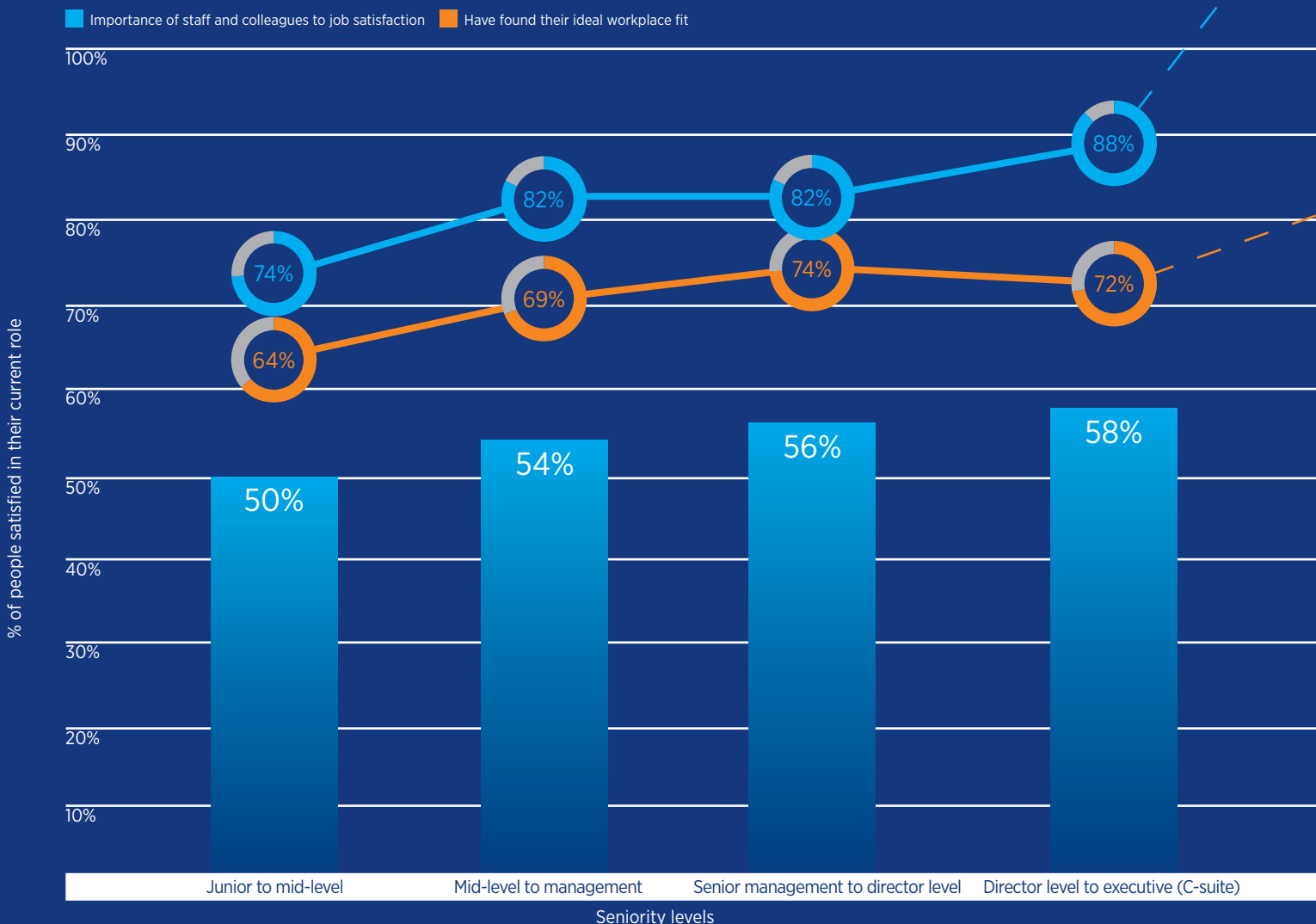
## FINDING YOUR IDEAL FIT DIRECTLY CORRELATES TO YOUR WORKPLACE SATISFACTION

Canada's most senior leaders are Canada's happiest workforce. What is also evident is that they recognize the importance that people have on their workplace happiness. Further to this, this demographic is also among those that predominantly have a clearly defined working fit.

Based on the below chart, it is evident that Canada could potentially have a happier workforce should more professionals be able to better make the connection between their colleagues and finding their fit. There is a direct correlation between workplace happiness, the value you place on your staff and colleagues and identifying your ideal workplace fit.

### FIGURE 1: THE FACTORS CONTRIBUTING TO WORKPLACE SATISFACTION

The following chart looks at the impact people and having a defined workplace fit has on one's job satisfaction, by seniority level.





## IMPORTANCE OF STAFF & COLLEAGUES TO JOB SATISFACTION

Eighty-eight per cent of director to executive level professionals say their staff and colleagues are important to their workplace satisfaction. This is 12 percentage points more than what junior to mid-level staff say. This could be a result of junior professionals putting more emphasis on getting the right experiences as opposed to finding workplace satisfaction. Or it could be a matter of junior professionals not understanding the positive impact and contribution that those around them have on their career.

### Insight

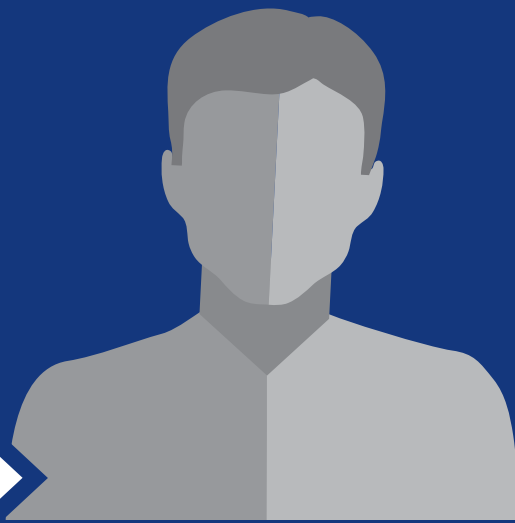
Finding the right team fit is critical to achieving one's career goals. This is proven as those in the more senior levels today recognize the importance of their colleagues and staff more so than those at a junior level. As a candidate, by overlooking the working team culture when assessing fit, you could be hindering your own career success. Further to this, as found in the Hays 'Fit' Series, a wrong hire can create team inefficiencies and significantly hinder productivity. Employers need to be cognizant of the characteristics of their current working team and ensure they hire those with attributes that will complement those of the team.

## IMPORTANCE OF FINDING WORKPLACE FIT TO JOB SATISFACTION

In line with the findings of how important professionals believe their staff and colleagues are to their workplace happiness, those that are at the more senior levels (senior management to executive level) say they have defined their ideal workplace fit, more so than those at the junior levels. This may not seem surprising as it is assumed that you have to have experience in the workforce to know what your ideal working fit is. However, as noted in the first of our Hays "Fit" reports, Canadian professionals are not good at assessing fit. As a new professional, making a conscious effort to determine what workplace fit actually means to you may help you find job satisfaction earlier on in your career.

### Insight

As noted earlier in this report, Generation Y professionals place more weight on workplace fit than older generations today. Workplace satisfaction issues may be a lessening issue should younger generations learn how to properly assess fit, and not let themselves be solely distracted by an attractive salary or career progression offering.

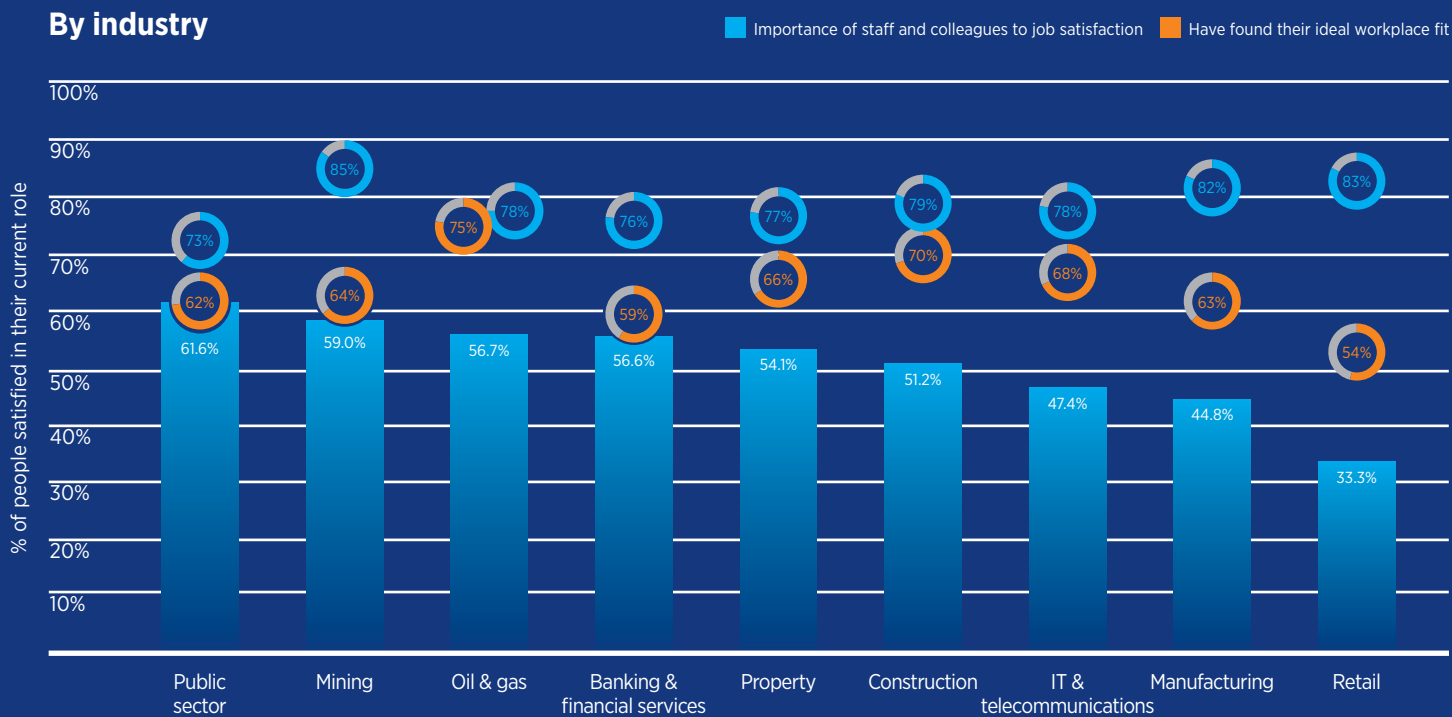


# THE HEALTH OF CANADA'S WORKFORCE

The following provides an overview of workplace satisfaction by industry, specialism and location. This section compares professional's workplace happiness with the value they put on the people they work with and if they have found their ideal fit.

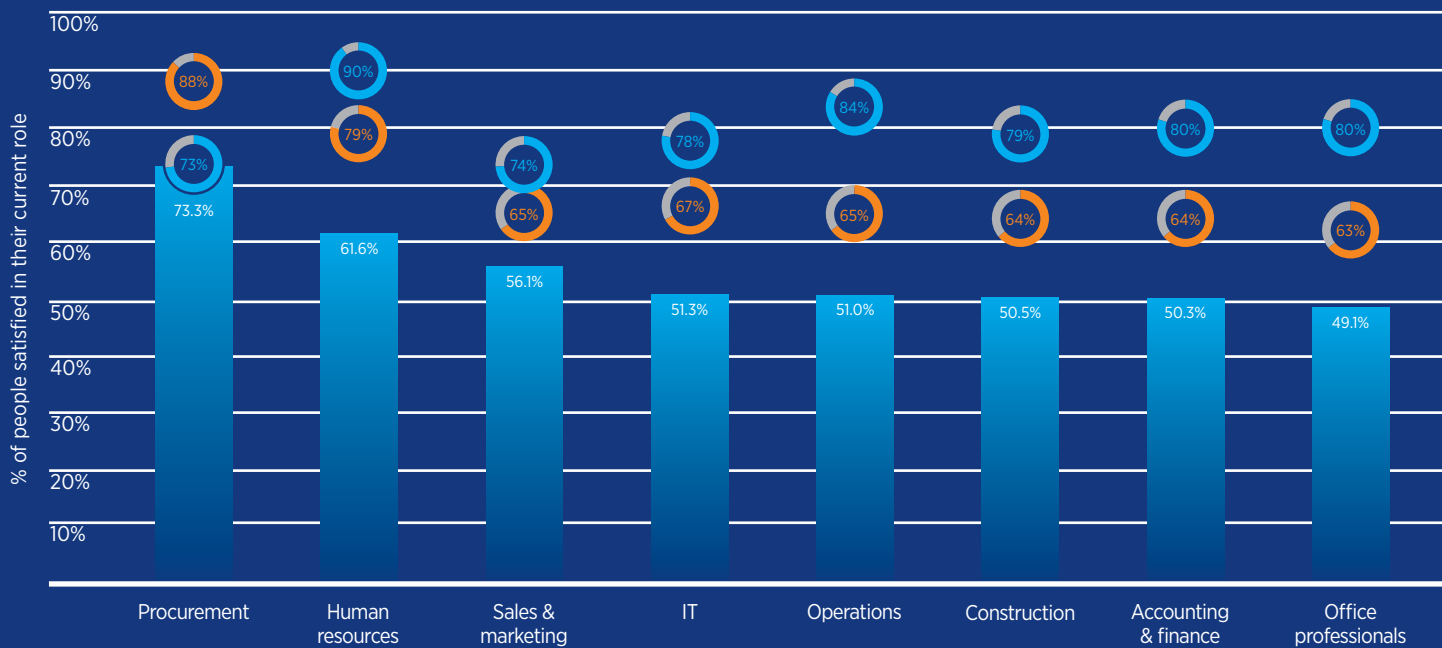
Almost across all demographics, those that are happiest in their current role are those that have found their ideal fit. There are a few exceptions, however. For example, professionals working in the oil and gas industry are the third happiest workforce (56.7%), yet is the highest professional population who say they have found their ideal fit. This may be a result of the pressures of the work at hand, and although it is the right place for the individual, the demands of the job put pressure on workplace satisfaction (this is similar to the findings of professionals working in construction).

Another interesting finding, is the importance that staff and colleagues have on workplace satisfaction. For example, again looking at the findings by industry, professionals working in mining and retail attribute their workplace satisfaction to their colleagues more so than any other industry. Retail professionals are the most dissatisfied grouping, also the smallest proportion who believe they have found their workplace fit. This may mean that roles in retail are heavily reliant on the teams they work with, and finding the right fit of coworkers is significantly important, more so than other industries.



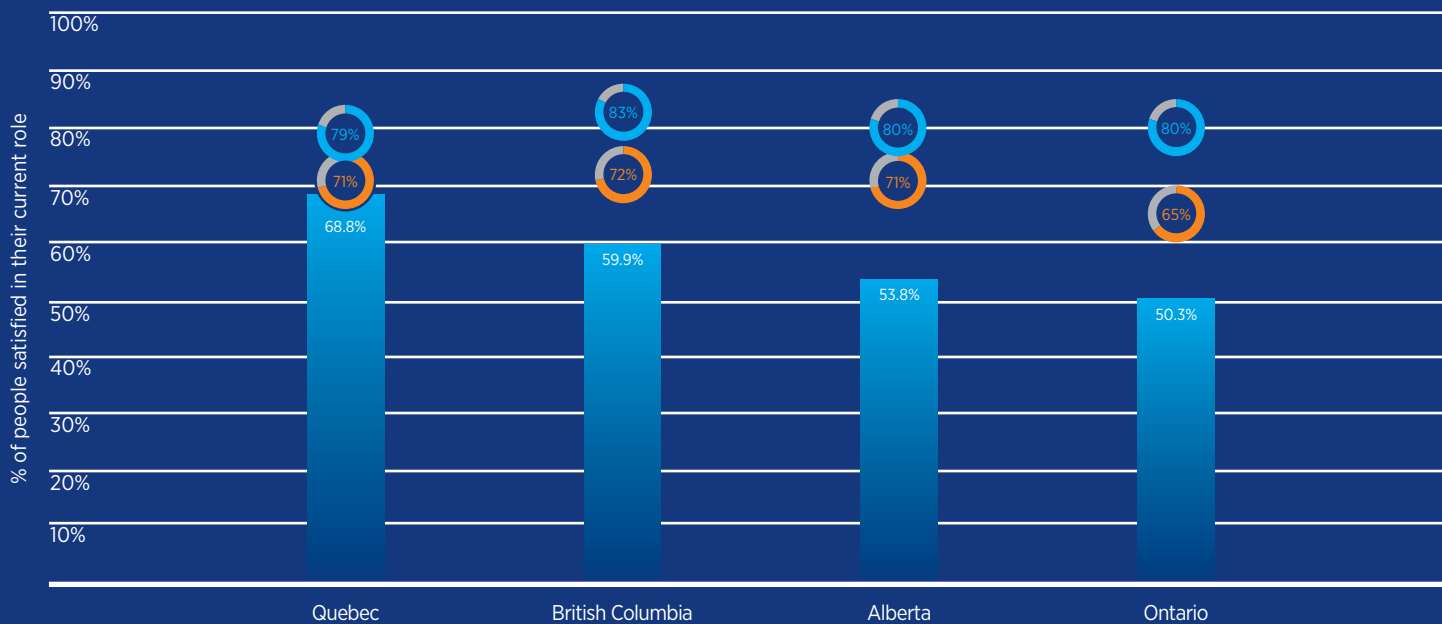
## By specialism

■ Importance of staff and colleagues to job satisfaction ■ Have found their ideal workplace fit



## By location

■ Importance of staff and colleagues to job satisfaction ■ Have found their ideal workplace fit



# RETENTION & WORKPLACE SATISFACTION RECOMMENDATIONS

The following are some essential tips to help you assess your ideal fit as a candidate or employer.

## EMPLOYER INSIGHTS

1

---

Is your staff happy? Ask them. Using appraisals and staff health-check surveys (workplace & job satisfaction indicators) are a great way to gauge the happiness of a workforce. Some employees may be unhappy, however, identifying the problem and taking steps to address it can inhibit retention issues.

### TIP

Many organizations conduct health-check surveys, which are great tools but acting on the findings can take time. To make the most immediate impact on a team, consider smaller scale health-checks. The key is to commit to acting on the results. Ignoring or failing to act on feedback can have a profoundly negative impact on morale.

2

---

Don't be afraid to make changes. Change is a difficult task, but can have significant rewards and benefits. Make sure you have the bandwidth to make changes before seeking insights that would warrant change. But conversely, don't not ask, for fear of change. Retaining staff, in particular niche skill sets or top performers is a difficult task as a result of the competitive recruitment market, being open to change is the first step in keeping your team happy and productive.

### TIP

Go beyond the fundamentals. Relatively speaking, making changes to compensation, benefits or incentives are easier things to change. Although these can be impactful and important, these changes typically have quick gains, but may not have long-term impact depending on what challenges your team are facing. Find the balance of quick wins through compensation and benefits, to longer-term tactics, such as team structure assessment or re-organization. People are loyal when happy. Make sure to review and address all problems, which could mean removing someone from the team, or reorganizing a team structure to enable a happier working atmosphere.

3

---

Involve your staff in their development plans. When conducting performance reviews have your staff members actively contribute ideas to their own development and create an action plan together. If there is a potential workplace satisfaction issue, them being an active participant in their development may help address the issue with improved engagement.

### TIP

Before investing the time in the individual ensure there isn't a bigger issue such as a mismatch in terms of workplace fit. Working on a development plan or action plan to address satisfaction issues may take a lot of time and commitment. As an employer you need to ensure this investment is the right choice for both yourself and the employee.

## CANDIDATE INSIGHTS

1

---

When evaluating a new or current role, don't undervalue the factors that contribute to workplace happiness. Monetary gain may seem attractive but won't make the day-to-day enjoyable.

### TIP

Employees should carefully consider the elements of a role and the types of work that make them most happy. Having a clear picture of what drives happiness while tackling the issues that impede it will bring greater levels of satisfaction over the near and long-term.

2

---

The grass isn't always greener. Should you not be feeling happy in your current role, before looking elsewhere, talk to your manager. There may be things they can do to address your workplace happiness.

### TIP

Don't just go to your manager with the issues that you're facing. Think about how you would want to address them and provide your manager with some ideas or recommendations. This will help ensure your manager is clear as to what the issue is as well as your expectations for improvement.

3

---

Take control of your career and workplace happiness. Learning from mistakes is one option, but being proactive in knowing what makes you happy may help expedite the process. A trial and error approach may not only hinder your ability to find workplace satisfaction, but also slow your career success.

### TIP

Different industries have different challenges, working styles and cultures. Early on in your career, if you haven't found your ideal fit, look to move between industries to find out what your fit looks like. Not only will this provide you with a strong and diverse foundation and background, it will also give you a clearer picture of what your fit looks like and what opportunities you should pay attention to and not.



# APPENDIX 1

## EXERCISE: STAFF 'WORKPLACE SATISFACTION' CHECK

### Exercise 2. Define your ideal working culture fit for your team

Complete the following section as an employer.

#### Step 1

Write out what attributes and actions, under each fit factor, define you as a professional.

\*If already completed this from our first report in this series, please refer to those answers.

Example:

#### Work ethic match

- I have a high work ethic, my job is my top priority.
- I work best when surrounded with others who have a similar level of energy & passion for the projects at hand.
- I thrive in a place of balance between pushing the envelope and toeing the corporate line.

#### Work ethic match

#### Social behaviour match

#### Conformity match

#### Team vs individual match

**Step 2**

Use the following questioning sequence with your staff. These basic questions will help determine what factors of the role and their career that your staff value most, and help identify if there is a potential issue or workplace dissatisfaction.

**Questions to ask (use to stimulate a conversation – be an active listener)**

**Why did you join your last role?**

**Why did you leave your last role?**

**What attracted you to joining our organization?**

**Are the reasons you joined our company still important to you?**

**What's most important to your role or career today?**

**Step 3**

If based on the above two activities you identify a) there is a potential issue with your staff member and b) they still are a match with what you want for your workplace culture, then use the following to help you address the issue and improve your staff members' workplace happiness.

Develop an action plan that you both agree to and commit to reviewing regularly. This will ensure you both are actively trying to improve the situation.

Example actions that could be adopted as part of your plan:

New projects to take on?

Move person to a new role?

Involvement with management?

Presentation with senior leaders?

Part of bigger plan?

KEY NOTE: younger generations (i.e. Gen Y) care about how their role impacts the overall business strategy. Demonstrate the person's impact and ensure to keep communication lines open so they continually feel that they are contributing.

**Action Plan**



**Step 3 (continued)**

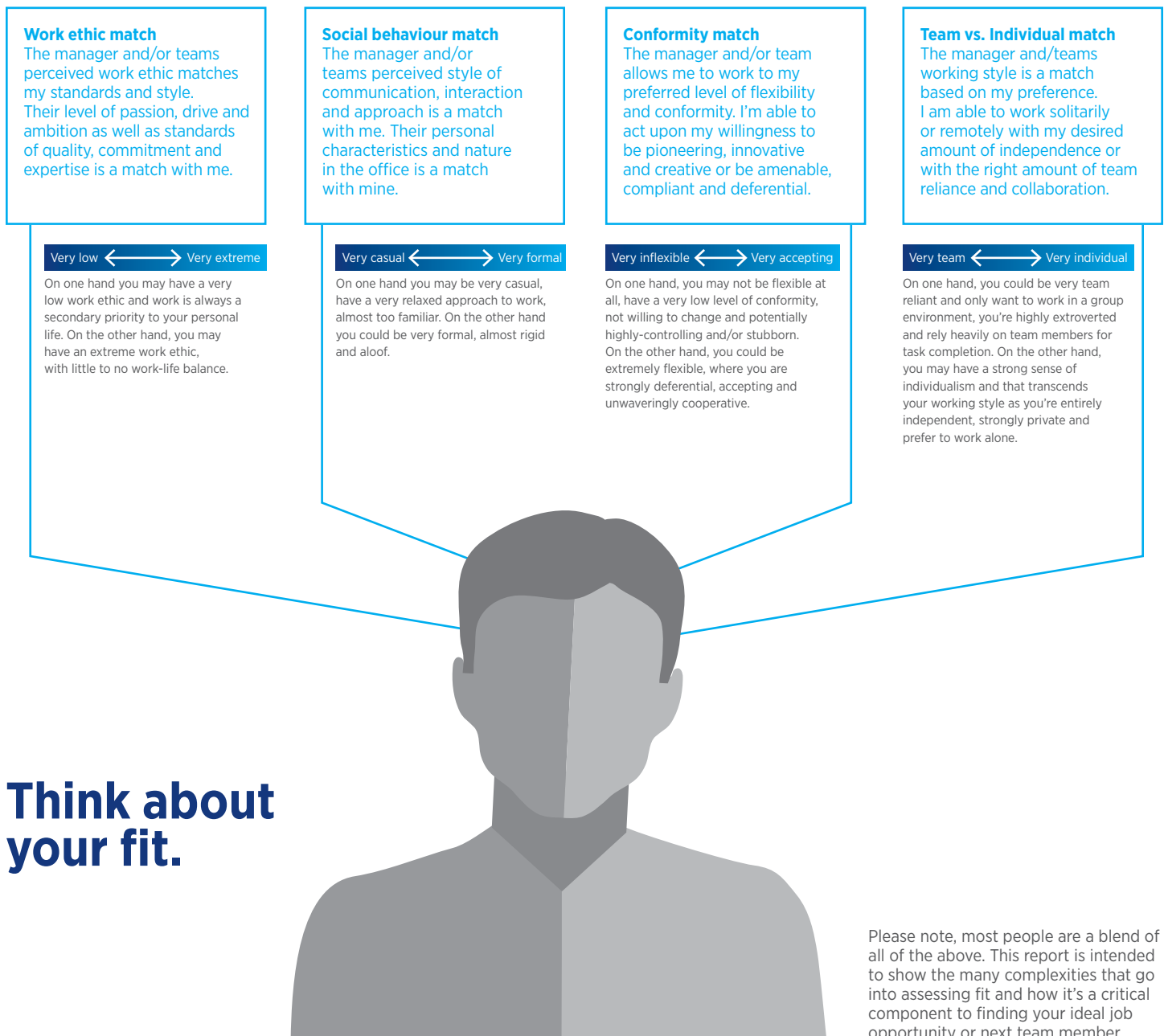
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# APPENDIX 2

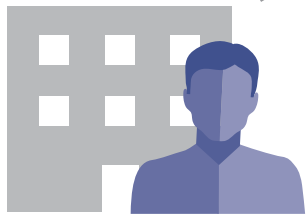
## THE MAKEUP OF FIT

### WHAT DO WE MEAN WHEN WE SAY “FIT”?

As the leaders in specialist recruitment, we have the unique insight into properly calculating whether a candidate is a match for an organization’s culture, its managers and broader teams. We have over 50 years of recruitment experience and pride ourselves on making the best possible matches between our employer and candidate clients. After thousands of successful placements, we have come to the conclusion that workplace fit comes down to the following four key factors.

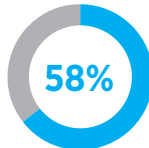


# THE IMPORTANCE OF FIT



## #1

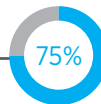
When an employee doesn't work out: "They weren't a fit" was the #1 reason stated by employers. Ranks above things like skills, career progression and salary.



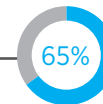
58% of employers who have hired someone that they knew wasn't a fit with their team, office culture or themselves said the outcome was negative.



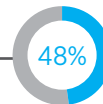
Of those, 74% say the person no longer works for their organization.



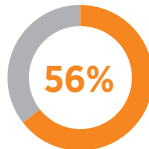
75% say the person decreased the morale of the team.



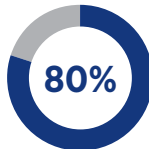
65% say the negative impact of the person decreased productivity.



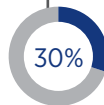
48% say the wrong hire increased inefficiencies.



56% of employers have let someone go due to not being a fit.



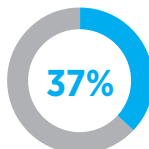
80% of employers say hiring the wrong fit has a monetary impact of over \$10K.



30% say hiring the wrong fit cost the business over \$50K.



10% saying over \$100K.



37% of candidates say they have accepted a job offer where they didn't think they'd fit in with the manager or office culture.



Of those, 78% no longer work for that organization.

## Making the wrong choice costs.



# ABOUT US

Our global leading brand underpins our local and niche attraction efforts, resulting in Hays being the #1 most followed recruitment company on LinkedIn.

We have the best network of available qualified candidates as a result of our digital recruitment strategy, enabling us to find you the best talent.

Through our 360 model of client-onboarding, assessment, servicing and candidate matching, we understand your needs, providing you with the best qualified candidates.

Our standardized compliance of complete due diligence, tailored delivery model and full service management, guarantees your peace of mind.



## WE ATTRACT THE BEST TALENT

- Global brand
- Candidate attraction strategy
- Leading technology



## WE MAKE THE BEST MATCH

- Understand your needs
- Provide quality candidates
- Standardize compliance

## SERVICE EXCELLENCE

9/10 customer satisfaction

\*Hays Performance Indicator

## WE PROVIDE INDUSTRY EXPERTISE

- Specialist consultants
- Recruitment and industry training
- Thought-leadership



Our specialist consultants know your industry, based on their specialization by location, discipline and niche skill sets.

As a result of our global leading recruitment and industry training and renowned thought-leadership, our team of experts deliver labour market insight and advice, supporting you throughout your hiring process.

## ABOUT HAYS

### GLOBAL REACH

**33**

Countries

**237**

Hays offices worldwide

**8,000**

Hays employees worldwide

**63,000**

Permanent placements last year

**200,000**

Contract workers last year

**45**

Years in business

### LOCAL PRESENCE

**212**

Specialist recruitment consultants

**2,500**

Placements per year

**Top 3**

Permanent recruiter in Canada

**9**

Offices

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Retained search  
MSP/RPO  
VMS

### CANADIAN SPECIALISMS

**15**

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Construction & Property  
Energy, Oil & Gas  
Engineering & Manufacturing  
Executive Search  
Financial Services  
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Life Sciences  
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recruit@hays.com

@HaysCanada

/HaysNorthAmerica

/Hays

**#WHATCOULDYOUBE**



**Vancouver**

2150-1050 West Pender Street  
Vancouver BC V6E 3S7  
T: 604 648 HAYS (4297)  
F: 604 648 0588

**Calgary**

510-630, 6th Avenue SW  
Calgary AB T2P 0S8  
T: 403 269 HAYS (4297)  
F: 403 705 3399

**Canadian Headquarters**

402-1500 Don Mills Road  
North York ON M3B 3K4  
T: 416 367 HAYS (4297)  
F: 416 203 0277

**Edmonton**

Suite 3400  
Manulife Place 10180 101 Street,  
Edmonton AB T5J 3S4  
T: 780 469 HAYS (4297)

**Winnipeg**

330 St Mary Avenue, Suite 300  
Winnipeg, MB, R3C 3Z5  
T: 204 452 HAYS (4297)

**Mississauga**

701-201 City Centre Drive  
Mississauga ON L5B 2T4  
T: 905 848 HAYS (4297)  
F: 905 566 8877

**Toronto**

600-6 Adelaide Street East  
Toronto ON M5C 1H6  
T: 416 367 HAYS (4297)  
F: 416 203 1931

**Ottawa**

320-45 O'Connor Street  
Ottawa ON K1P 1A4  
T: 613 288 HAYS (4297)  
F: 613 288 4298

**Montreal**

2001 Boulevard Robert Bourassa  
Bureau 1700  
Montreal QC H3A 2A6  
T: 514 788 HAYS (4297)

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