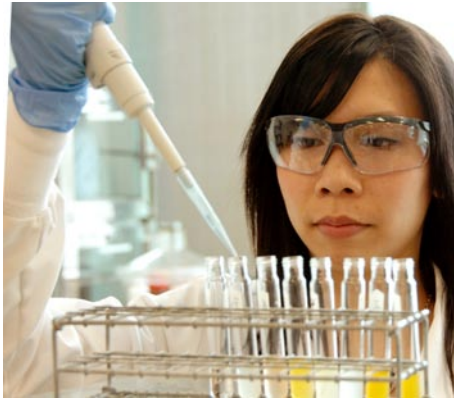




# National Capital Region's **Top Employers** 2011



**OTTAWA**  **CITIZEN**

A SPECIAL ADVERTISING PUBLICATION

# MD Physician Services has the right job prescription

The employees at MD Physician Services may not wear white coats or carry a stethoscope, but they feel like an important part of the Canadian health-care system all the same.

"One of the deciding factors in working here is that common bond we all have in that we're doing something good in helping physicians here in Canada," says Michelle Masson, vice-president of organization experience at MD Physician Services (MDPS).

Founded more than 40 years ago by the Canadian Medical Association, the organization provides IT support, practice consultation advice and financial counselling, including wealth management, to medical doctors across the country.

"Everyone here is really focused on making health care in Canada a more effective kind of system," Masson says. "We all know health care needs to be transformed in Canada."

And the organization — with more than 45 offices across the country — has its role to play in that transformation, including implementing electronic medical record systems so patient information is securely stored yet easily shared between family doctors and specialists.

But MDPS also gives doctors peace of mind, helping them deal with often-complex financial situations.

"That leaves them with more mental space and time for their patients," Masson says.

With financial planning and advice needs very different from the average Canadian's, physicians require expert, objective advice on debt management, investing and long-term wealth planning.

"They go through very distinct stages,"



MD Physician Services colleagues at the 2010 Annual Advisers Conference held recently in Gatineau.

Masson says. "Being a resident has a certain amount of stress and debt-load that not a lot of us carry."

Yet later on in their careers, they often become high-net-worth individuals in need of more than just help picking the right mutual fund.

"We are providing professional advice to a group of highly educated, professional clients," she says.

That means MDPS financial advisers, IT solutions experts, consultants, and administration and clerical staffers need to be at the top of their game.

And the workplace at MDPS is a reflection of that culture of excellence.

The organization offers its employees a wide breadth of benefits, perks and profes-

sional development opportunities.

"We definitely live the work-life balance," she says. "It's not just words on a page to us."

Besides industry-competitive salaries and benefits, employees have flexible work hours, access to online learning tools, and even an innovative vacation program allowing for additional paycheque deductions for extra vacation days.

"There is a lot of focus on people being healthy and having a good, well-rounded life," Masson says.

Benefits aside, MDPS employees are proud of the work they do — and they are dedicated, Masson says. "You don't ever hear 'that's not my job,' or 'I don't have time.'"

Each of its 1,200-plus employees works as a team member.

## MD Physician Services

- **YEARS IN BUSINESS:** 40+
- **NUMBER OF EMPLOYEES:** 1,200+
- **HEAD OFFICE:** Ottawa.
- **LOCATIONS:** 45 locations across Canada
- **POSITIONS EMPLOYED:** Advisers in financial planning and investment, clerical and administrative, IT services, software developers, project managers, implementations specialists, practice consultants.
- **HIRING INCENTIVES:** Defined-benefit pension plan, comprehensive health and dental coverage, short- and long-term disability, financial planning services for employees, wages competitive with industry, flex-work hours, emphasis on professional development.
- **APPLICATION PROCESS:** Apply directly online at [www.md.cma.ca/careers](http://www.md.cma.ca/careers).

"We are organized around projects as opposed to job descriptions, and people tend to lend a hand and ask for help pretty readily."

After all, they're not working at MDPS just for the paycheque. They're there to help.

"Because we're not profit-driven, when we talk about the client coming first, we absolutely, genuinely mean it," she says. "We're only interested in helping the docs."



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# Top employers raise the bar in competitive job market

## Work-life balance part of companies' strategies

Competitive employers had better get the words "work-life balance" into their communications if they expect to attract the talent they need.

Knowledge workers, whether professionals or skilled tradespeople, are in a position to be choosy, says Tony Meehan, publisher of Canada's Top 100 Employers and sister publications in most provinces.

"It's all coming from demographics," Meehan says. Voluntary departure rates are rising as the huge boomer generation moves toward retirement and smaller Gen X and Y groups replace it.

"They can be picky about the jobs they choose — even in this recession," he says. And surveys consistently show that they have no interest in emulating their parents' workaholic ways.

The overall jobless rate in Canada may be 7.6 per cent, Meehan observes, but the rate among professionals and most trades is below four per cent. In nursing, the jobless rate is less than two per cent.

And in some provinces the overall rate is significantly lower, with correspondingly lower rates in professions and some trades.

Small wonder, then, that National Capital Region's Top Employers are an increasingly progressive lot, vying to offer the most attractive combinations of benefits, working conditions and rewards for employee merit.

"The bar does move for employers and it is moving now," says Richard Yerema, founder and managing editor of the Top Employer publications.

Every year, he and the editorial team at Canada's Top 100 Employers methodically assess employers across the country based on eight criteria:



- Physical workplace
- Work atmosphere and social
- Health, financial and family benefits

- Vacation and time off
- Employee communications
- Performance management
- Training and skills development
- Community involvement.

The application package and selection criteria are overseen by a blue-chip panel of academics from across Canada, each of whom has written or edited a textbook on human resources.

"Work-life balance has become more important over the years. And maternity top-up pay is another example of a competitive trend," he says.

When the project began a decade ago, he says, a few companies were offering

up to 26 weeks of top-up pay. Now the upper end of the scale reaches to 52 weeks.

Alternative working arrangements (working from home, etc.) were once discussed as possible for a few travelling salespeople, and otherwise as an idea for the future, Yerema recalls.

"Now people in HR and a number of other disciplines are working from home on a regular basis and it's changing the definition of what a job is."

Another obvious trend among progressive employers, he says, is that they are increasingly willing to find creative ways to use people from the boomer generation in order to bridge workforce gaps.

This includes part-time positions, mentoring roles, phased retirements and any combination of these and other arrangements.

## National Capital Region's Top Employers

ACCREDITATION CANADA

ASSOCIATION OF UNIVERSITIES AND COLLEGES OF CANADA

BANK OF CANADA

CANADA MORTGAGE AND HOUSING CORPORATION/CMHC

CANADA POST CORPORATION

CANADIAN FOOD INSPECTION AGENCY

CANADIAN INSTITUTES OF HEALTH RESEARCH

CANADIAN NUCLEAR SAFETY COMMISSION / CNSC

CANADIAN SECURITY INTELLIGENCE SERVICE

CARLETON UNIVERSITY

CHILDREN'S AID SOCIETY OF OTTAWA

EXPORT DEVELOPMENT CANADA

HUMAN RESOURCES & SKILLS DEVELOPMENT CANADA

HYDRO OTTAWA LTD.

INDUSTRY CANADA

IT / NET CONSULTANTS INC.

LOCKHEED MARTIN CANADA INC.

LUMENERA CORPORATION

MD PHYSICIAN SERVICES INC.

NATIONAL ARTS CENTRE/  
CENTRE NATIONAL DES ARTS

NORDION INC.

OFFICE OF THE AUDITOR GENERAL OF CANADA

ROYAL CANADIAN MINT

STATISTICS CANADA

UNIVERSITY OF OTTAWA

# NATIONAL CAPITAL REGION'S TOP EMPLOYERS 2011



Employer	Industry	Interest Points	City	FT Employees in Canada
<b>Accreditation Canada</b>	Professional/Management Development Training	Offers maternity leave top-up payments to employees who are new mothers and parental leave top-up to new fathers and adoptive parents. Helps employees save for retirement with generous contributions to a defined-benefit pension plan. Tuition subsidies, fitness facility, employee lounge and quiet room.	Ottawa	112
<b>Association of Universities and Colleges of Canada</b>	Professional Organizations	Provides maternity leave top-up payments to employees who are new mothers, operates an onsite day-care facility. Also supports employees who are new fathers or adoptive parents with parental leave top-up payments. Tuition subsidies, academic scholarships for children of employees. Transitional program allows older employees to gradually reduce work hours.	Ottawa	81
<b>Bank of Canada</b>	Monetary Authorities-Central Bank	Tuition subsidies; employee exchange program with other central banks and international organizations. Maternity and parental leave top-up payments for new mothers, fathers and adoptive parents. Retirement assistance planning, defined-benefit pension plan, onsite fitness facility, rooftop terrace and outdoor eating area, interior tropical garden with waterfall.	Ottawa	1,268
<b>Canada Mortgage and Housing Corp. / CMHC</b>	Other General Government Support	Maternity leave top-up payments, independently operated co-operative day-care facility. Defined-benefit pension plan, retirement planning assistance, and a transitional program allows employees to gradually reduce their hours. Tuition subsidies, a formal mentoring program, and career planning services.	Ottawa	2,157
<b>Canada Post Corp.</b>	Postal Service	Defined-benefit pension plan, health plan contributions for retirees with no age limit. Five-day marriage leave for newlyweds. Tuition subsidies and in-house training. Works closely with Santa Claus, managing the popular Santa letter-writing tradition. Raised \$2 million-plus for last year's United Way campaign and operates an unique Aboriginal Education Incentive Award.	Ottawa	60,354
<b>Canadian Food Inspection Agency</b>	Regulation of Agricultural Marketing/Commodities	Supports work-life balance with flexible work hours, telecommuting, shortened and compressed work weeks, earned-days-off program. Maternity and parental leave top-up payments. Fitness facility, employee lounge, quiet room and cafeteria. Defined-benefit pension plan, transitional work program that allows employees to gradually reduce work hours.	Ottawa	6,822
<b>Canadian Institutes of Health Research</b>	Grantmaking Foundations	Maternity and parental leave top-up payments. Flexible hours, telecommuting, shortened and compressed work week options and an earned-days-off program. Holiday shutdown. Defined-benefit pension plan, transitional work program that allows employees to gradually reduce hours. Paid health coverage for retired employees, with no age limit.	Ottawa	458
<b>Canadian Nuclear Safety Commission / CNSC</b>	Regulation and Administration of Communications, Electric, Gas, Other Utilities	Maternity and parental leave top-up payments. Tuition subsidies, in-house and online training programs, and subsidies for professional accreditation. Offers employees seven personal paid days off, in addition to three weeks' vacation. Defined-benefit and -contribution pension plans. Compassionate leave top-up payments to employees caring for a family member.	Ottawa	869
<b>Canadian Security Intelligence Service</b>	National Security	Relocation support services, from a guaranteed home sale program to language training for spouses. Hires older workers and counts previous work experience toward vacation allowance. Defined-benefit pension plan. Maternity and parental leave top-up payments. Tuition subsidies, training centre with conference facility and lecture theatre.	Ottawa	3,009
<b>Carleton University</b>	Colleges, Universities and Professional Schools	Maternity and parental leave top-up payments, onsite day-care facility. Retirement planning assistance, phased-in retirement work options, and health plan coverage that extends to retirees. Tuition subsidies and career planning services. Post-secondary academic scholarships for children of employees.	Ottawa	1,962
<b>Children's Aid Society of Ottawa</b>	Child and Youth Services	Maternity and parental leave top-up payments. Flexible hours, telecommuting, 35-hour work week, compressed work-week option. Defined-benefit pension plan, retirement planning assistance, transitional work program that allows employees to gradually reduce their hours. Four weeks' vacation to start, plus holiday shutdown. Tuition subsidies.	Gloucester	433
<b>Export Development Canada</b>	International Trade Financing	Referral bonuses for employees who refer a candidate who is successfully hired, year-end bonuses, defined-benefit pension plan. Compassionate leave top-up, tuition subsidies, in-house and online training initiatives, formal mentoring program. Academic scholarships for children of staff. Maternity and parental leave top-up payments..	Ottawa	1,141
<b>Human Resources &amp; Skills Development Canada</b>	Other General Govt Support	Maternity and parental leave top-up payments. Health benefit coverage during maternity and parental leave. Onsite day-care centre. Tuition subsidies up to 100% for job-related courses. Helps employees prepare for retirement with retirement planning workshops, phased-in work options and the stability of a defined-benefit pension plan.	Gatineau	26,024
<b>Hydro Ottawa Ltd.</b>	Electric Power Distribution	Defined-benefit pension plan, retirement planning assistance, transitional work program that allows employees to gradually reduce their hours. Maternity and parental leave top-up payments. Flexible hours, telecommuting, shortened and compressed work-week options. Tuition subsidies, apprenticeship and internship programs. Scholarships for children of employees.	Ottawa	555
<b>Industry Canada</b>	Administration of General Economic Programs	Health benefits plan that covers alternatives along with fertility-drug treatments. Maternity and parental leave top-up payments. Education leave program. Career planning and mentoring programs and a training initiative to ease the process of knowledge transfer between new and retiring employees. Defined-benefit pension, health benefits extend into retirement.	Ottawa	5,849
<b>IT / Net Consultants Inc.</b>	Computer Systems Design Services	Referral bonuses, year-end bonuses, share-purchase plan, profit-sharing plan. Maternity leave top-up program. Tuition subsidies, in-house and online training initiatives, formal mentoring program. Offers post-secondary academic scholarships for children of employees. Flexible hours, telecommuting, shortened work-week option.	Ottawa	72
<b>Lockheed Martin Canada Inc.</b>	Aeronautical/Nautical System/Instrument Mfg.	Maternity leave top-up payments. Flexible hours, telecommuting, shortened and compressed work-week options, reduced summer hours. Compassionate leave top-up payments, tuition subsidies for job-related courses, formal mentoring program. Matching RSP contributions, transitional work program which allows employees to gradually decrease their hours.	Ottawa	510
<b>Lumenera Corp.</b>	Photographic and Photocopying Equipment Mfg.	Flexible hours, telecommuting, shortened and compressed work-week options. Matching RSP contributions, retirement planning assistance, and a transitional work program that allows employees to gradually leave the workforce. Year-end bonuses and a share purchase plan. Tuition subsidies for job-related courses and a formal mentoring program.	Ottawa	74
<b>MD Physician Services Inc.</b>	Investment Advice	Maternity leave top-up payments. Flexible hours, telecommuting, 35-hour work week, shortened ad compressed work week options. Signing bonuses for some employees, referral bonuses, year-end bonuses, and a profit-sharing plan available to all employees. Helps employees save for retirement with contributions to a defined-benefit pension plan.	Ottawa	1,172
<b>National Arts Centre / Centre National des Arts</b>	Administration of General Economic Programs	Maternity and parental leave top-up payments. Flexible hours, telecommuting, 35-hour work week, shortened work week option, reduced summer hours. Tuition subsidies, apprenticeship and internship programs, mentoring program. Defined-benefit pension plan, retirement planning assistance, transition program that allows employees to gradually decrease their hours.	Ottawa	323
<b>Nordion Inc.</b>	Electromedical and Electrotherapeutic Apparatus Mfg.	Onsite fitness facility. Year-end bonuses, employee referral bonuses, profit sharing, share purchase plan, matching RSP contributions. In-house training options, tuition subsidies. Situated on a 60-acre campus that features a baseball diamond, a volleyball court and a soccer field as well as a small stream that attracts a variety of wildlife.	Ottawa	462
<b>Office of the Auditor General of Canada</b>	Other General Govt Support	Maternity and parental leave top-up payments. Health benefit coverage during maternity and parental leave. Unpaid leaves of absence program for up to one full year. Flexible work hours, telecommuting and shortened work weeks. Flexible health benefits extend into retirement, with no age limit. Defined-benefit pension plan.	Ottawa	698
<b>Royal Canadian Mint</b>	Other General Govt Support	Maternity and parental leave top-up payments. Tuition subsidies, in-house and online training initiatives, apprenticeship and internship programs and career planning services. Post-secondary academic scholarships for children of staff. Helps older workers prepare for retirement with contributions to a defined-benefit pension plan and retirement planning assistance.	Ottawa	799
<b>Statistics Canada</b>	Other General Govt Support	Maternity and parental leave top-up payments, health benefit coverage during leave. Bilingual onsite day-care centre. In-house training options, tuition subsidies. Wellness committee encourages employee health and fitness. Phased-in retirement work options, defined-benefit pension plan along with a health plan that covers retired employees, with no age limit.	Ottawa	5,550
<b>University of Ottawa</b>	Colleges, Universities and Professional Schools	Defined-benefit pension plan, retirement planning assistance, and a transitional work program that allows employees to gradually reduce work hours. Maternity and parental leave top-up payments, onsite day-care facility. Flexible hours, telecommuting, 35-hour work week, shortened and compressed work-week options. Tuition subsidies, career planning services.	Ottawa	2,825



# Accreditation Canada staff thrives on accomplishment

The date crept closer for a major conference her team had been organizing for the past year. But instead of panic or stress, Lynn Rimer Caissy felt a surge of pride, and triumph in what they were about to accomplish.

"You felt like you should be getting your game shirt on and running through the tunnel and out onto the field. The feeling of support from other teams that play such a crucial role in this event was almost palpable," says Caissy, education specialist at Accreditation Canada.

"Everyone congratulated everybody else, and after the conference, it felt like getting a huge pat on the back.

"That feeling of how much we rely on each other, and how we come through in the crunch when it's game time, comes through on a daily basis."

Thanks to what president and CEO Wendy Nicklin calls "an incredible, top-notch group of employees," success stories abound in the workplace.

As the second-oldest program of its kind in the world, Accreditation Canada has a strong reputation internationally. It plays a significant role in helping other countries to develop their own systems of assessing the quality of services provided by health organizations.

Despite heavy workloads and tight deadlines, team spirit is high and employees are committed to their goals. Yearly employee satisfaction surveys consistently show people genuinely enjoy working there.

"Something I feel at a gut level working



here is that there's a real culture of mutual respect and caring," says Caissy. "It starts at the leadership and goes to all the levels.

"This is a highly productive organization, and stress can be high, but it is a positive stress. There are little things that make you feel good every day — inexpensive parking, free coffee service, and catered fun events like celebratory lunches and parties."

Notable perks of the job include an annual \$1,500 professional development allowance, a tuition payback program for those pursuing continuing education, an on-site gym and flexible work arrangements.

There are opportunities for staff to attend conferences abroad, and even a quiet room for meditation or religious

observance.

"If you look after your employees, they will look after the customer," says Nicklin.

"It's very important to treat our employees with respect, and encourage transparency when conveying information. You get higher productivity and a better product overall."

Along with a highly educated group of peers and a workplace in which a sense of humour and creativity are valued, a major draw to being part of the team at Accreditation Canada lies in its mission.

"We're all working toward making health care better for all Canadians," says writer and editor Daniel Robichaud.

"Through our products and services, we're helping organizations make their

## Accreditation Canada

- **YEARS IN BUSINESS:** 52
- **NUMBER OF EMPLOYEES:** 124
- **HEAD OFFICE:** Ottawa
- **POSITIONS EMPLOYED**

Administrative, support, client services and information management staff; education specialists, R&D specialists, project managers, accreditation specialists.

- **WAGE RANGE:** Average annual starting salaries range from \$45,000 to \$75,000.

- **HIRING INCENTIVES:** Physical fitness subsidy (\$150/year), staff development allowance (\$1,500/year), on-site fitness room, three weeks' vacation to start, holiday shutdown in December between Christmas and New Year's, competitive benefits, defined-benefit pension plan, flexible work arrangements, 35-hour work week.

- **APPLICATION PROCESS:** Apply by e-mail: [careers@accreditation.ca](mailto:careers@accreditation.ca)

services safer and provide people with the best health care possible. I find it really satisfying to be part of an organization that has that as its mission."

The 28-year-old says his role is the best job he's ever had, hands down.

"If I can stay here and build my career here, I'll be very happy."



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# Agency employees know they make a difference

In our land of plenty, it's easy to take for granted the food that ends up on our tables each day. For us, food is abundant, healthy, and above all, safe.

It's what we've come to expect, but a lot goes on behind the scenes to maintain that confidence in the food we eat.

Thousands of employees at the Canadian Food Inspection Agency — from food inspectors to scientists and veterinarians — are Canada's front line in protecting our food supply.

This same group of dedicated public servants is also concerned about the health and safety of the animals and plants upon which that food supply depends.

It's a job in which every one of them takes a lot of pride, says Omer Boudreau, the Agency's vice-president of Human Resources.

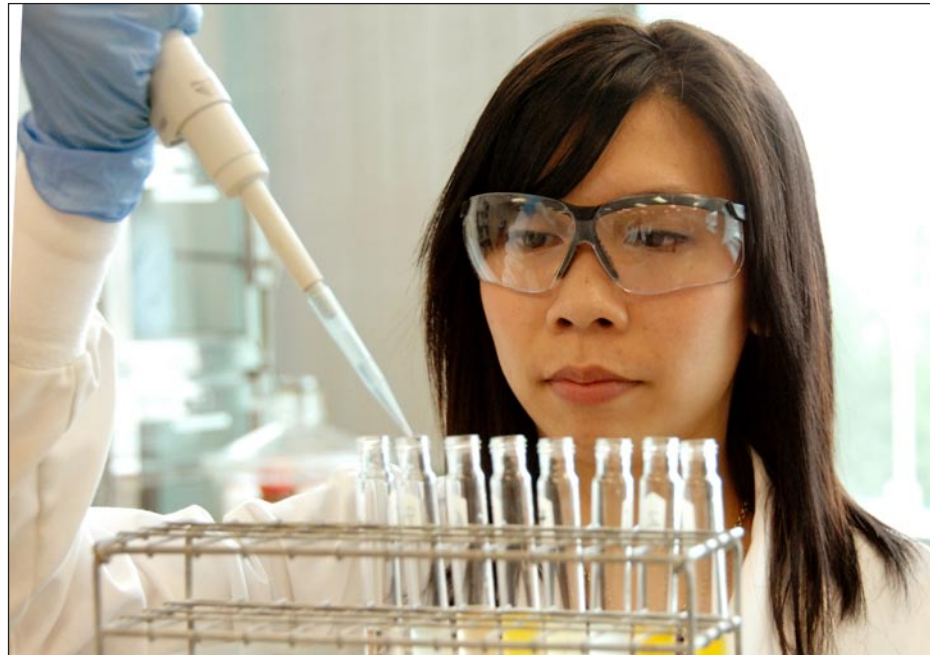
"When you work here, it's easy to understand how what you do makes a difference to Canadians," Boudreau says.

The CFIA is a science-based organization that uses the latest research to protect Canadians from outbreaks of food-borne illness.

"The decisions we make are based on sound science," Boudreau says. "We're focused on food safety for Canadians."

Inspectors and many other experts are out in farm fields, barns, processing plants and slaughterhouses, verifying that producers are using the latest and safest practices. This not only protects Canadians from disease, but it also safeguards our food supply.

"Our mandate actually extends beyond Canadian borders, so there's an opportu-



Canadian Food Inspection Agency scientists help to protect our food supply.

nity to co-operate and work with agencies in other countries."

Boudreau says leading experts, from around the world, choose to work at the CFIA.

"The Agency is often a first choice of employment for food, plant and animal specialists, and the people who come here tend to stay."

The Agency offers all the benefits of working for the federal government, including a defined benefit pension plan, medical and dental coverage, and an insurance package. But Boudreau says one of the more attractive aspects of working at CFIA is its support for employees.

"We have support mechanisms like employee assistance programs and various employee networks where staff can get together for social or work-related activities," he says.

"There's a lot of opportunity to connect with peers and engage in innovative learning initiatives."

Employees can pursue an entire career within the organization, whose importance continues to evolve since its formation in 1997.

"Over the last year, we have hired more than 150 new inspectors," Boudreau says. "That's testimony to the importance attached to our mission and vision."

## Canadian Food Inspection Agency

- **YEARS IN BUSINESS:** 13
- **NUMBER OF EMPLOYEES:** About 2,160 in the National Capital Region and 7,250 nationwide.
- **HEAD OFFICE:** 1400 Merivale Rd., Ottawa
- **LOCATIONS:** Major offices in Moncton, Montreal, Ottawa, Guelph and Calgary.
- **POSITIONS EMPLOYED:** (In the NCR): Veterinarians, biologists, chemists, inspectors, laboratory technicians and policy officers; communications, computer systems/IT, finance, human resources, and administrative/clerical staff.
- **WAGE RANGE:** \$31,701 to \$121,371 annually.
- **HIRING INCENTIVES:** Competitive benefits, health insurance, vacation, maternity and parental leave and other leave plans; flexible work hours, tuition subsidies for employees (amount varies), defined-benefit pension plan.
- **APPLICATION PROCESS:** The public can apply to specific job postings and inventories advertised at [www.jobs.gc.ca](http://www.jobs.gc.ca) and in local media.



Canadian Food Inspection Agency  
Agence canadienne d'inspection des aliments



Visit "CFIA Jobs" under Quick Links on our website:  
**[www.inspection.gc.ca](http://www.inspection.gc.ca)**

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Canada



# CSIS staff takes pride in contribution

When a successful banker applying for a job with the Canadian Security Intelligence Service (CSIS) was asked for the reason behind the sudden career change, his answer was simple.

"His reaction was, 'In banking, we know we've been successful when our shareholders make more money,'" says Mark Cosenzo, human resources director at CSIS. "But at CSIS, you have a direct stake in contributing to the security of Canada."

"People want to make a difference, and when they arrive at that conclusion later on in life, this is one of the places they can apply to achieve this."

There are three main functions at CSIS, which revolve around the collection, analysis, and dissemination of information pertaining to national security to the government of Canada.

"Everybody is either involved in or supporting one of these functions. You have your traditional support roles in administration such as HR or communications; then you have intelligence officers, legal advisors, polygraphists, all kinds of computer scientists, engineers and cyber-security advisers.... We have some pretty neat jobs here," says Cosenzo.

As an organization, CSIS is all about human capital, he adds. "We're a knowledge-based organization, and at the end of the day it's how you treat people at work that's linked to productivity."

Employee satisfaction surveys are conducted biannually, and the attrition rate at CSIS is very low. More than 80 per cent of employees who do leave the organization say they would recommend working at CSIS to others, Cosenzo says.



For Ryan Black, an engineer who joined CSIS after a career in the private sector, his new job is both dynamic and fulfilling.

"In this job I feel more empowered to complete my tasks than ever before, due to the fact that I am given the tools required to complete my job and a reasonable amount of time to do it," says Black.

"Job stability also allows me to concentrate on the task at hand and not be distracted by issues that I have no control over."

CSIS offices across the country are all modern and incorporate specific security and safety needs. Its main headquarters in Ottawa includes a reference area, training and conference centre with a theatre, cafeteria, gym and parking.

Education and training are subsidized both inside and outside the organization to ensure

employees stay productive and growing.

"Most people who come into CSIS often stay here for life. You want to make sure they're up to date and feel like we're interested in them as well, that they are part of the decisions being made," says Cosenzo.

The 3,000 staff at CSIS are spread out in offices across Canada and speak 105 languages collectively. There is definitely an element of mystique associated with their work, but not typical to what you might see in the movies, says Cosenzo.

"James Bond is always about action, but what we do is develop relationships with people and deal with information the general public doesn't have access to.

"We don't have Aston Martins, but we do have some pretty cool gadgets.

"We can't talk about them, of course."

## Canadian Security Intelligence Service

- **YEARS IN BUSINESS:** 26
- **NUMBER OF EMPLOYEES:** 3,000
- **HEAD OFFICE:** Ottawa
- **POSITIONS EMPLOYED:** Intelligence officers, analysts, surveillants, information management and technical specialists, security screening investigators, translators, interpreters, corporate management and administrative support staff.
- **HIRING INCENTIVES:** CSIS strives to create the best work environment for its employees. CSIS offers a variety of benefits, including competitive salaries, a comprehensive benefits package and career development opportunities.
- **APPLICATION PROCESS:** CSIS hires only the best. To be considered for employment, you must:
  - Be a Canadian citizen
  - Be eligible to receive Top Secret Security Clearance
  - Have no criminal record
  - Have not consumed illegal drugs in the last 12 months
  - Have a valid permanent Canadian driver's licence (for certain positions)
  - Be willing to relocate anywhere in Canada and/or abroad, depending on the requirements of the Service, throughout your career (for Intelligence Officer positions).
 Career opportunities available to all Canadians who meet the standards. CSIS hires a cross-section of the country's best through a rigorous selection process. Apply online.



Canadian Security  
Intelligence Service

Service canadien du  
renseignement de sécurité



# intelligencematters.ca

**Apply now!**

**Canada**

# Hydro Ottawa thrives on the power of its people



**T**o its 300,000 customers, Hydro Ottawa is a distributor of safe and reliable electricity.

But to its employees, it's a family they can count on in good times and bad.

"This is the kind of work environment where the company cares for its employees, and the employees care for each other and the company," says Lyne Parent-Garvey, chief of human resources for the utility.

When a co-worker needs help, everyone else chips in — even if it means giving up vacation days.

"We offer great leave packages in terms of vacation, sick leave and personal emergency days, but sometimes there are situations where something pretty catastrophic happens in an employee's life and that employee runs out of leave," she says.

"What we did with the union, the IBEW, is we created something called the catastrophic leave bank."

Every employee is encouraged to donate vacation days to the fund, which can be used by any fellow staffer who is unable to work because of a serious illness in his or her family.

"Some have donated two or three days so employees in a tough situation are not left without available paid leave," she says. "That's what we're like as a place to work."

Hydro Ottawa's focus on helping others extends beyond employees helping each other. The utility by its nature is community-focused. After all, its customers are the community, and so too are its employees.

"Our recruitment is always geared to hiring from the community," Parent-Garvey says.

Like all utilities, many in Hydro Ottawa's workforce are reaching retirement age, and its infrastructure is aging, too. So it has put in place a modernization plan. Over the last few years, it has embarked on an ambitious strategy to develop its own skilled workforce with innovative apprenticeship and internship programs to meet future demand.

"We're very proud of our apprenticeship program," she says. "This year, we had our first group of power-line maintainer apprentices graduate and become fully accredited journey-persons."

But this new crop doesn't just represent the next generation of skilled workers, they are the future leaders of Hydro Ottawa.

"Some of those folks who graduate, 10 years from now, they are going to be our next supervisors and managers," she says. "We prepare our folks to be leaders in our organization."

And they will no doubt continue on Hydro Ottawa's current path to a greener, cleaner future.

Besides its own green-power generation initiatives, such as hydroelectric, biomass and green power, the publicly owned company is working toward reducing its carbon footprint in every aspect of its business.

"We've looked at everything that you can do in a facility to make it more energy-efficient," she says.

"We actually have a trial program using a hybrid bucket truck to maintain the lines."

But Parent-Garvey says Hydro Ottawa's environmentally friendly policies do not just lead to a more efficient business model, one in which employees can take pride.

## Hydro Ottawa

- **YEARS IN BUSINESS:** 10
- **NUMBER OF EMPLOYEES:** 600
- **HEAD OFFICE:** 3025 Albion Rd. N., Ottawa
- **POSITIONS EMPLOYED:** Office- and field-based jobs including trades journey-persons, system design, inspection, engineering, human resources, communications, risk management, customer care, finance, maintenance, IS/IT, metering, conservation.
- **HIRING INCENTIVES:** Competitive compensation and a benefit package including fitness programs and facilities, educational assistance, coverage for hospital, medical, dental, vision care for employees and their families. Disability and life protection as well as a defined-benefit pension plan are also provided.
- **APPLICATION PROCESS:** Opportunities are posted on the Hydro Ottawa website, [www.hydroottawa.com](http://www.hydroottawa.com), and applicants may submit their applications/resumes by mail, fax or e-mail.

It's simply part of the company's overall mandate to be an integral part of the community.

"From our line crews to our office employees, our company is committed to being a good corporate citizen."




10542280

It takes a dedicated, skilled, and motivated team to ensure our community has a reliable, safe and efficient supply of electricity. For the third year in a row, Hydro Ottawa is honoured to be recognized as one of the Top 25 Employers in the National Capital Region. We're committed to creating an exceptional workplace and to being a good employer. Our people and our community deserve nothing less.

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



# Morale a top priority at Lumenera

Whether they're dropping the company president into a dunk tank for charity or showcasing their departmental accomplishments to colleagues, employees at Lumenera Corp. put a tremendous effort into ensuring it's a great place to work.

"We have a culture of involving staff, leaving our egos at the door, and working hard while also having fun," says Huw Leahy, president and co-founder of Lumenera, a developer and maker of high-performance digital cameras and imaging solutions for industrial, scientific, surveillance and astro applications.

"Our employees often comment that what they like most is working with their peers and management. They see us as an organization that obviously cares about its staff."

The willingness of management to communicate and listen just may be the most important reason for Lumenera's success and rapid growth.

"I really do feel the upper management cares about what employees think," says Catherine Fumerton, director of customer satisfaction.

"Our different backgrounds and experiences are respected and leveraged, and the autonomy we're given here to change things has been, for me, very satisfying."

The amount of information that's shared between departments and with employees from the top down is particularly appreciated, says operations manager Rob Sample.

"The fact they are willing to share and communicate info with everybody — more than what I have experienced at any other company — really sets them apart," says



Kwok Man Chan assembles microscopy cameras at Lumenera Corp.

Sample, who has worked at Lumenera for the past seven years.

"The more I know, the happier I am."

The staff participates frequently in team-building activities, and departments are encouraged to get to know their peers on a social level, as well as to understand what they do at Lumenera.

An annual open-house initiative sees each department take two months to hold functions such as seminars or lunch-and-learn sessions, where the rest of the company is invited to get to know the department's work and its impact on the rest of the organization.

"The goal is to have engineers understand a salesperson's life and perspective, and vice versa," says Leahy. "The culture here is that everybody pitches in to do

whatever it takes to get the job done, whether it's in their title or not.

"Everybody understands that paycheques come from customers who have choices as to where to get their products."

Many employees at Lumenera are on a variable compensation and bonus plan that is correlated to the company's yearly success. They also benefit from RRSP matching, a charitable donations program and flexible vacation time.

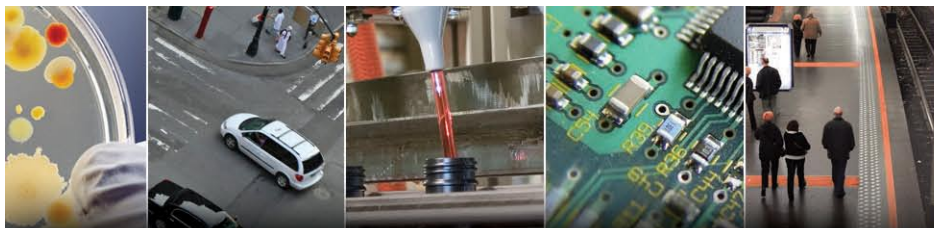
Every Friday, social employee appreciation nights are held with complementary snacks, beverages and activities, while larger events such as bowling and ski days are hosted every quarter.

Annual Christmas parties have always been company-funded; the past three have been held at the Fairmont Château Laurier.

## Lumenera Corp.

- **YEARS IN BUSINESS:** Nine
- **NUMBER OF EMPLOYEES:** 80
- **HEAD OFFICE:** Ottawa
- **POSITIONS EMPLOYED:** Manufacturing, engineering, finance, sales, marketing, management, administration, human resources, technical assistance, product verification, shipping and receiving, customer service and product management staff.
- **WAGE RANGE:** Competitive, based on market statistics, experience.
- **HIRING INCENTIVES:** Comprehensive benefits program; RRSP program; three weeks' vacation to start (four weeks after five years' continuous service); charitable donations program; fitness benefit; financial benefits through share purchase plan options and year-end bonuses; training for personal and professional development; hosted social employee appreciation nights every Friday; special events that encourage team-building and high morale.
- **APPLICATION PROCESS:** Via Careers page or job boards through Lumenera's HR department.

"This is a very generous organization that has moved quickly from a tiny startup company to a bigger player in the world of cameras," says Sample. "And that's because as a team, we get along very well and are able to joke with each other, while pulling together and making things happen when it's crunch time."



WWW.LUMENERA.COM

**Thank you to the Lumenera team and our dedicated partners for making us one of the Top 25 employers in Ottawa for the second year in a row.**

Lumenera is honored to receive this recognition and we wish to thank the National Capital Region's Top Employers committee for their hard work. We look forward to further growth and innovation as we continue to make Lumenera a great place to work.



# Office of the Auditor General offers balance, variety

**N**ever in her wildest dreams did Marsha Kelly see herself counting and stacking bars of solid gold as part of her job.

But her work with the Office of the Auditor General of Canada has seen Kelly involved in everything from taking inventory in the vaults of the Royal Canadian Mint to teaching courses for the Auditor General of British Columbia.

This kind of variety is one of the most enjoyable aspects of her job.

"It keeps you on your toes," says Kelly, who audits government departments, agencies, and Crown corporations for the Office of the Auditor General.

"The government is a very big machine, and I enjoy the opportunity to dip into all these different areas while working in one place."

It's the variety in the job, and the flexibility provided for those wanting to further their careers, that makes the Office of the Auditor General such a great place to work, says HR services director Susan Seally.

"What sets us apart is that we are small enough that we can treat people like individuals and cater to their needs accordingly," says Seally.

"We have a real culture of career development here, so if you wanted to go work somewhere else for a while, whether in the private sector, or in other government departments, we're able to accommodate that and still hold a job for you for when you come back."

Work-life balance is a point of pride in the office of 698 employees, which has perks widely offered in government jobs,



**Above,** auditor Marsha Kelly.

**Left,** director of financial audit practices Katie Kerrigan.



such as flex time and compressed time, where people can take days off in a two-week cycle as long as they put in the extra hours on other days.

With a small child at home, Katie Kerrigan knows she can close the door to her office at the end of the day feeling she has done some challenging work, while getting home to her family at a reasonable time.

"I could really envision myself having a long-term career here," says Kerrigan, who was promoted to director of financial audit practices after only a year and a

half in the department.

"The fact that I've been promoted to the level I'm at now in the short time-span I've been here speaks volumes about opportunities in the organization."

Recently both Kerrigan and Kelly received an Auditor General's Award in recognition of their commitment to excellence on the job. The internal program allows employees to be nominated by colleagues and superiors for an award that is presented personally by Auditor General Sheila Fraser — an experience both Kerrigan and Kelly call a career highlight.

"My friends in the private sector don't get to see their CFO often, but here, Sheila is very accessible," says Kelly. "There have

## Office of the Auditor General

- **YEARS IN BUSINESS:** 133
- **NUMBER OF EMPLOYEES:** 698
- **HEAD OFFICE:** Ottawa
- **LOCATIONS:** Ottawa, Montreal, Halifax, Edmonton, Vancouver.
- **POSITIONS EMPLOYED:** Auditors, both in financial and performance audit, plus wide range of support staff
- **WAGE RANGE:** Auditors, non- management: \$58,000-\$90,000 annually; support staff, non-management: \$34,000-\$91,000 annually.
- **HIRING INCENTIVES:** Office is highly respected in Canada. Work-life balance, professional environment, "human-size" organization. Competitive salaries, great downtown location, range of government-like benefits without being an actual Department (separate employer)
- **APPLICATION PROCESS:** Apply at [www.oag-bvg.gc.ca](http://www.oag-bvg.gc.ca)

been numerous occasions where I can see and meet with her, and we also have regular roundtables with the deputy auditor general or the assistant auditor general to provide them with feedback. Even if you're one of the lower guys on the totem pole, you always feel your voice is being heard."

## Come join the Office of the Auditor General of Canada!



Join one of Canada's top employers, where your contribution is valued, and a positive work/home balance is encouraged. The Office of the Auditor General of Canada is seeking outstanding auditors to work on audits and examinations that provide objective information, advice, and assurance to Parliament. Join an office whose work is respected and recognized the world over!

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# University of Ottawa celebrates diversity

Variety may be the spice of life for most of us, but at the University of Ottawa, variety is its lifeblood.

As North America's largest bilingual university, the downtown Ottawa campus, a short walk from Parliament Hill and some of the nation's leading arts and culture venues, cherishes diversity.

"We are a small city within a city," says Nancy Lalonde-Zaidi, Director of Talent Management, Learning and Organizational Development at the University of Ottawa.

And it's this distinctive mix of languages, cultures and areas of excellence that attracts the world's leading academic minds and staff members.

"We have leading researchers in all spheres of the academic world — humanities, health, science and engineering."

And they're not simply doing research. They're in the classroom, too.

"On any given day, our students are being taught by world leaders in their fields."

Diversity and excellence extend well beyond the faculty and the campus itself. The support staff — virtually every job and profession imaginable — also exemplifies the best of the best.

"We really do attract the best because of the fact that we're leaders in so many areas," Lalonde-Zaidi says.

Staff retention is amazingly high, with a turnover rate of less than two per cent, thanks in part to the university's generous compensation package — one that includes free tuition for employees and their spouses and children. And its reputation as an employer of choice is growing.

All the university's workplace policies are



aimed at promoting internal development and retention, says Caroline Roy-Egner, Associate Vice-President of Human Resources.

Opportunities abound for career development over an entire lifetime.

"Truly, someone who gets hired just after they graduate could stay here for their whole career and work in many areas, getting completely different experiences," she says. "We really give all of our staff the opportunity to continue to grow without the need to go work elsewhere."

But the university looks outward, too, and it has been recognized for its efforts to hire new Canadians.

"We have an award-winning recruitment program called Access uOttawa, which was

recognized by Hire Immigrants Ottawa," Roy-Egner says of the part-time employment program. For participants, it is an opportunity to gain experience and foster relationships with colleagues in their fields. For the university, it's a chance to scout future staff and faculty members.

"Diversity is a major part of our retention strategy," says Lalonde-Zaidi.

But so is ensuring that, as an employer, the University of Ottawa understands the needs and goals of its workforce.

"We talk about taking care of every employee's need, and that's even true for retirement," she says.

Besides a generous pension plan, retirees are encouraged to stay involved in campus life.

## University of Ottawa

- **YEARS IN BUSINESS:** 163
- **NUMBER OF EMPLOYEES:** 4,000
- **HEAD OFFICE:** Downtown Ottawa
- **HIRING INCENTIVES:** The university offers what it calls 'total compensation' — more than just a competitive salary. Among the benefits are reduced summer hours, extended Christmas vacation, flex hours, free tuition for employees, their spouses and children, free French-as-a-second-language training for spouses, subsidized gym membership, free access to select sport services, library access, study leave and sabbatical leave programs, defined-benefit pensions, phased-in retirement program for professors, free training and development workshops, scholarship programs for leaders.
- **APPLICATION PROCESS:** Positions are posted on the University of Ottawa website at [www.hr.uottawa.ca/careers/](http://www.hr.uottawa.ca/careers/)

"We truly are a community," Roy-Egner says.

And the U of Ottawa's spirit of global co-operation is attracting the leading lights across many vocations and academic backgrounds, including former Governor General Michaëlle Jean, for whom the Government of Canada chose to establish her headquarters at the University of Ottawa, in her new job as UNESCO special envoy for Haiti.



uOttawa

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## University of Ottawa selected as a top employer

Thanks to our dedicated employees, the University of Ottawa has been selected an employer of choice as part of the **National Capital Region's top 25 employers.**

To find out more about our many career opportunities, visit [www.uOttawa.ca](http://www.uOttawa.ca).



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