

EMPLOYER Q&A

DARREN HENRY

MARKET MANAGER, RBC ROYAL BANK

Q: WHAT TYPES OF JOB OPPORTUNITIES DO YOU OFFER IN FORT MCMURRAY?

There's a whole spectrum of positions with RBC in Fort McMurray. Our branch roles include client advisors, banking advisors and financial advisors. We have advisors for our small business clients and our large business clients. There are different levels for each type of advisor role. Beyond that, we have specialized roles in investment planning and mortgage specialists. As Fort McMurray grows RBC will grow with it, opening the door for increasing leadership opportunities as well as offering more opportunities within all of those existing roles.

Q: WHAT KIND OF RECRUITMENT STRATEGIES DO YOU USE?

About 80% of our new hires are recruited locally. Those people we attract through employee referral from existing employees and we do recruit at Keyano College. As well, we have people who apply by walking into our branches and on our website.



When we need to attract from outside of Fort McMurray, we bring them up to showcase the region and to show them around the city. We highlight all of the attractions and all of the things that are great about Fort McMurray. There are misconceptions out there about what the city is like. Once we have a candidate come in for the Fort McMurray tour, it has been a very easy sell to have them to move to Fort McMurray and continue their career with RBC.

Q: WHY MIGHT SOMEONE WANT TO WORK FOR YOUR COMPANY IN FORT MCMURRAY?

I would say the biggest reason is that they see it as a career opportunity that allows an individual to start with an employer that is impeccable and has respect within the community as well as throughout Canada and the globe. This is a launching pad for those who want to grow within RBC in Fort McMurray, or even to transfer to have other opportunities elsewhere in the country and the world. From a personal perspective, it allows for an understanding of financial advising and a person financial awareness. People that thrive serving others will find working at RBC in Fort McMurray very rewarding because each and every day we get to serve our clients.

EMPLOYER PROFILE



Fort McMurray Main Branch - 8450 Manning Avenue
- 403-743-3327

Timberlea Branch - 106 Millennium Drive
- 780-792-5455

Stoneycreek Village Branch - Unit 101 Riverstone Ridge
- 780-792-5468

HR Strategies for Success at RBC

The Royal Bank of Canada (RBC) is a place of collaborative teamwork and work culture. It's a place where individuals find they can come to work, develop their skills and enjoy a long career with multiple different opportunities, whether that's in retail banking, commercial banking or in specialty roles. RBC has 80,000 employees worldwide, so individuals can have multiple different careers within one company. There are different roles here in Fort McMurray and opportunities for advancement even strictly within the city.

RBC has a very collaborative, yet inclusive approach to finding the best talented individuals for their company. One of the big things they think about is diversity within their workforce. They believe diversity offers better value for the company and superior service to the clients in the markets that they serve. An inclusive and collaborative work environment brings out the full talents of all their employees.

According to Darren Henry, Market Manager at RBC, "When we are recruiting in Fort McMurray, we're focused on hiring individuals who mirror the market. We're looking for people who speak various languages and people from multiple backgrounds all over the globe."

EMPLOYER

CHALLENGES AND SOLUTIONS

CHALLENGE #1

SEEKING OUT DIVERSE INDIVIDUALS

SOLUTION

Fort McMurray is a very diverse community, so RBC works to overcome biases. As a result, Darren Henry explains, "We focus on our internal diversity. There's a newcomer to Fort McMurray committee that highlights different activities and religious moments and days throughout the month and the year. We focus on that internally, as well as putting that out to the community and to our broader audience. We have diversity potlucks and learning moments we call 'lunch and learns' which provide opportunities for everyone to learn about different cultures, backgrounds and beliefs. We also have an internal project team that is reaching out to the public through various community and membership associations, including the newcomer to Fort McMurray forum. We're generating a team within RBC that not only thinks of diversity in terms of Human Resources policies, but also focuses on diversity within the bank and throughout the community."

CHALLENGE #2

ENCOURAGING EMPLOYEES TO GET OUT OF THEIR COMFORT ZONES

SOLUTION

RBC encourages growth by seeking out new development and learning opportunities for their employees. Employees are encouraged to bring forward their new ideas and leadership skills are heavily cultivated. "One way we do this is to focus on helping develop people's skill sets through volunteer opportunities to represent RBC in the community," says Henry. "RBC does this through specific programs that they as a company support. It is encouraged for all employees to be leaders within their branch. As well they work on different ways to build each employees personal skills to attain their future career aspirations."

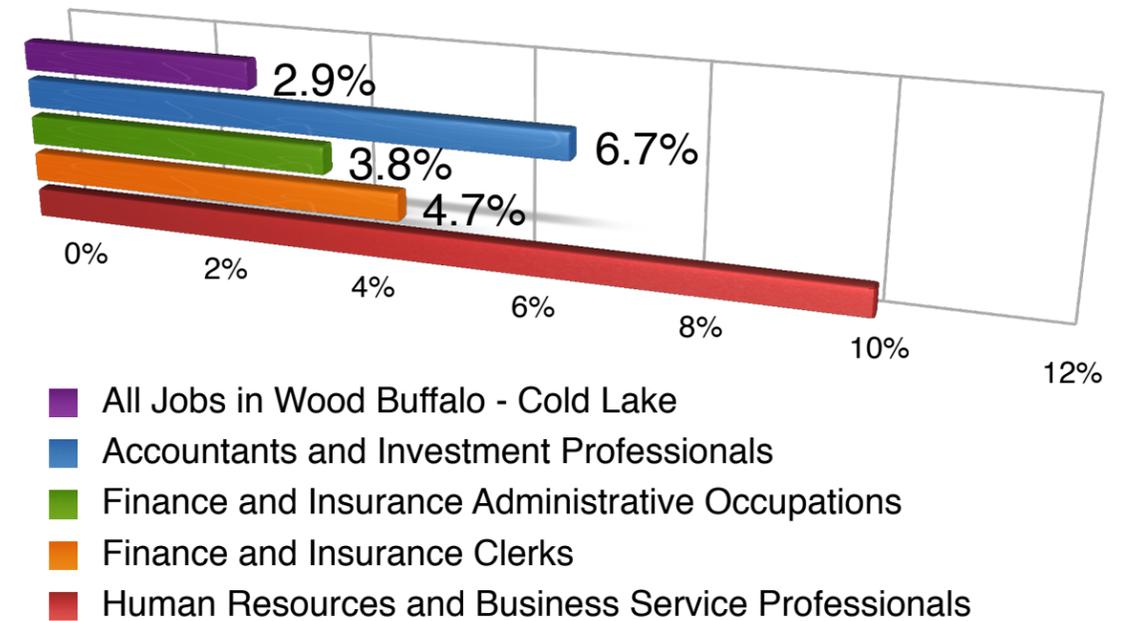
CHALLENGE #3

RETAINING EMPLOYEES IN JUNIOR ROLES

SOLUTION

Like many employers in Fort McMurray, with all of the job opportunities available in the region, RBC finds retention of employees in junior roles to be a challenge. In order to retain their existing employees, the company offers a great place to work from a career advancement perspective. Henry explains that there are unique opportunities for developing and broadening skill sets and access to different specializations, partnerships and mentorships. In his view, "our employees are as engaged as possible, which is the biggest contributor to our retention." In addition, RBC offers a competitive salary, share purchase program, pension program and wellness program.

BANKING AND FINANCE OCCUPATION OUTLOOK 2013-2017



Source: Alberta Occupational Demand Outlook - Average annual growth in jobs.

WORKER RETENTION STRATEGY: *EMPLOYEE ENGAGEMENT*

The number one worker retention strategy at RBC is employee engagement. Fort McMurray is a place where there is potential for high turnover, and that can be difficult for staff members and clients. "We feel that the best way to retain the best staff is to ensure that they are as engaged as possible on the work end of things, as well as in their personal lives and when serving the community," Henry says.

RBC encourages all employees to join committees and to help with volunteer opportunities provided in the community. There employees can use different skill sets they may not normally get to use in their workday, which fosters a team mentality as well as a connection to their community.

Teamwork, collaboration and inclusiveness are important to employee engagement. Henry explains that it is very crucial to hear everyone's voice, not only for the employees themselves but also to improve the client experience by way of communicating with the entire team rather than just looking at the leadership view.