

# **Best Small-Medium Employers in Canada Program**

## *2010 Survey Results for* **Peel Senior Link**



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**09 June, 2010**

**Hewitt Associates**

# Today's Discussion

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- ▶ Background
- ▶ Engagement concept
- ▶ Your engagement results
- ▶ Engagement model, drivers, and your results
- ▶ The “journey” from here
- ▶ Wrapup and adjourn

# About the Program

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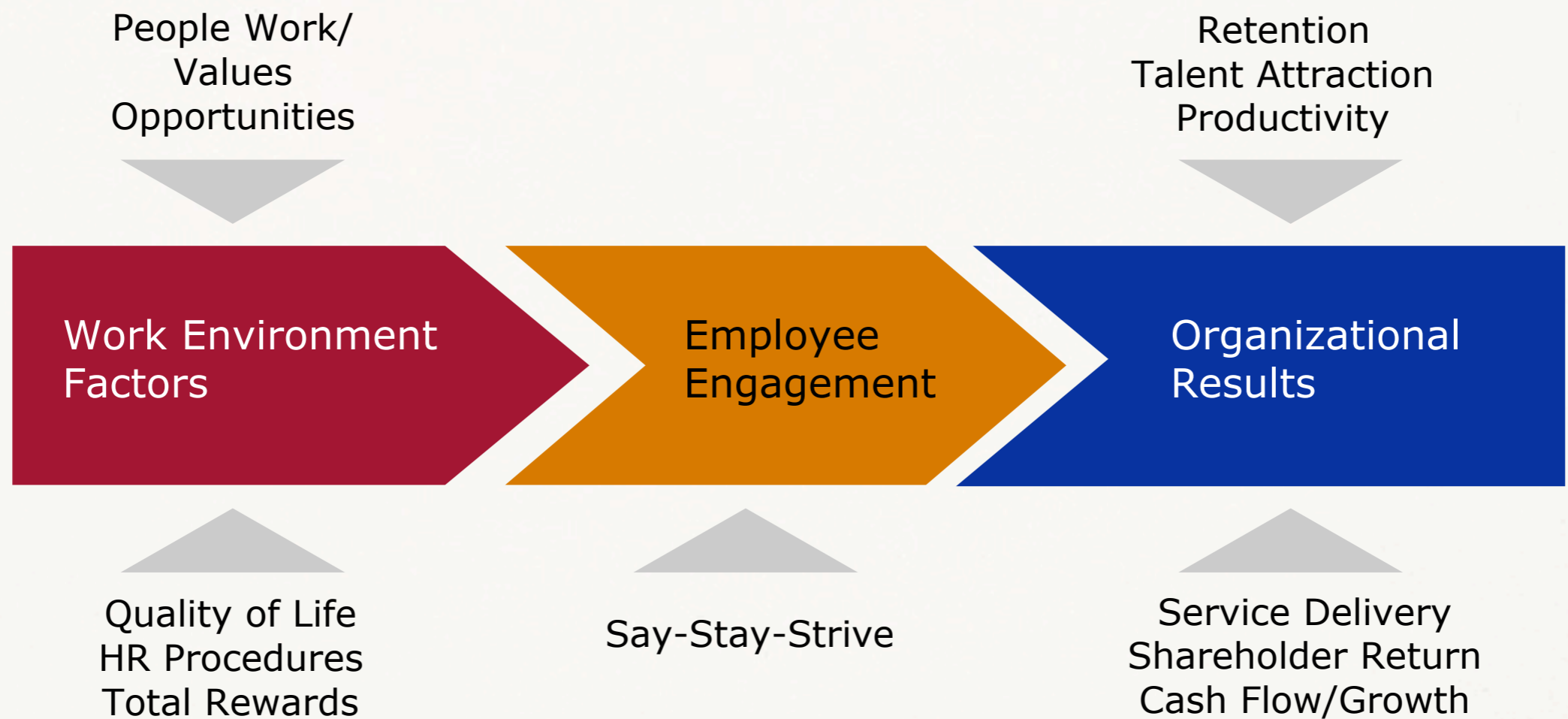
- ▶ Evolved out of more than three decades of survey experience
- ▶ Larger organizations' study now into its 12th year
- ▶ Best Small-Medium Employers (BSME) study now in 7th round
- ▶ Program is joint effort partnering Queen's School of Business, Hewitt Associates, and Rogers Communications (Media)
- ▶ Need at least three years of operations to qualify
- ▶ High standards for required participation rates
- ▶ Key ingredient: Rankings based on employee opinions
- ▶ Participation with complimentary report is *free*
- ▶ Numerous options for purchase of more detailed data

# Your Participation - Highlights

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- ▶ 63 employees outside of the executive leadership team responded to the survey, representing...
- ▶ About a 10% increase over 2009's 57 respondents
- ▶ Other factoids:
  - ➔ 4/5ths were hourly (vs. salaried) employees
  - ➔ About 1/3 "Gen Xers" and "Millennials"
  - ➔ Largest group (30%) "Mid-Boomers" (1951-60)
  - ➔ 9 Supervisors / Team Leaders / Mid-Managers
  - ➔ 36% have 23 months of less of service
  - ➔ 27% 2-5 years; 1/3rd 6 + years of service
- ▶ Response rate means 95% data validity, +/- 3 points on any given question

# Organization Results Chain



# Why being a Best Employer should be Important to You

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- ▶ Studies show that high engagement can lead to:

## Financial Success

- Greater financial returns
- Greater growth
- Greater customer satisfaction

## Attraction & Retention

- Lower turnover
- More unsolicited applications for employment

## High Morale

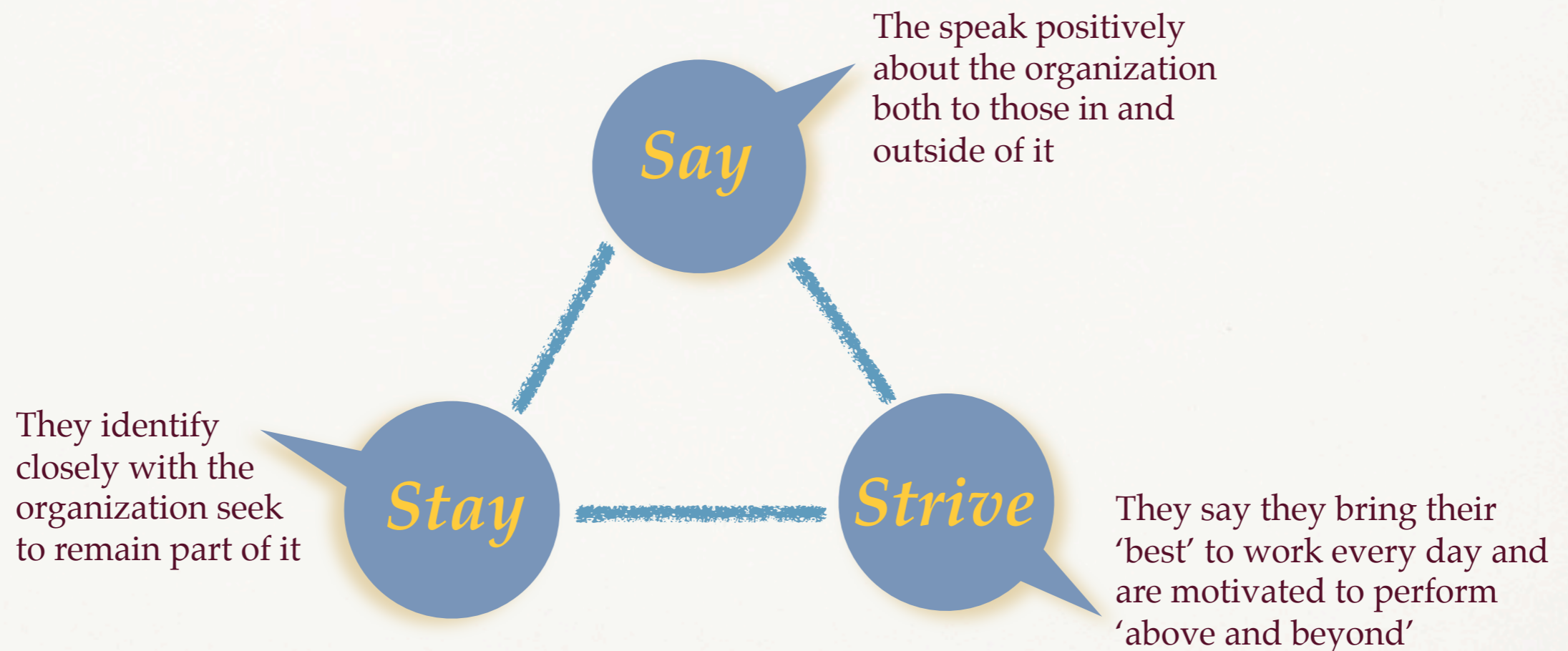
- Higher employee morale and sense of accomplishment
- Greater alignment among leaders and between leaders and employees
- Greater employee alignment with values and workplace culture

## Productivity

- Less sick time
- Fewer lost days due to accidents
- **High performance culture**
- Employees more focused on future direction and strategies

# What is an “Engaged” Employee?

Engaged employees are those who *assess themselves* as committed to the success of their employer. Engagement is a *behavioural* measure of organization members approaches and attitudes in three areas:



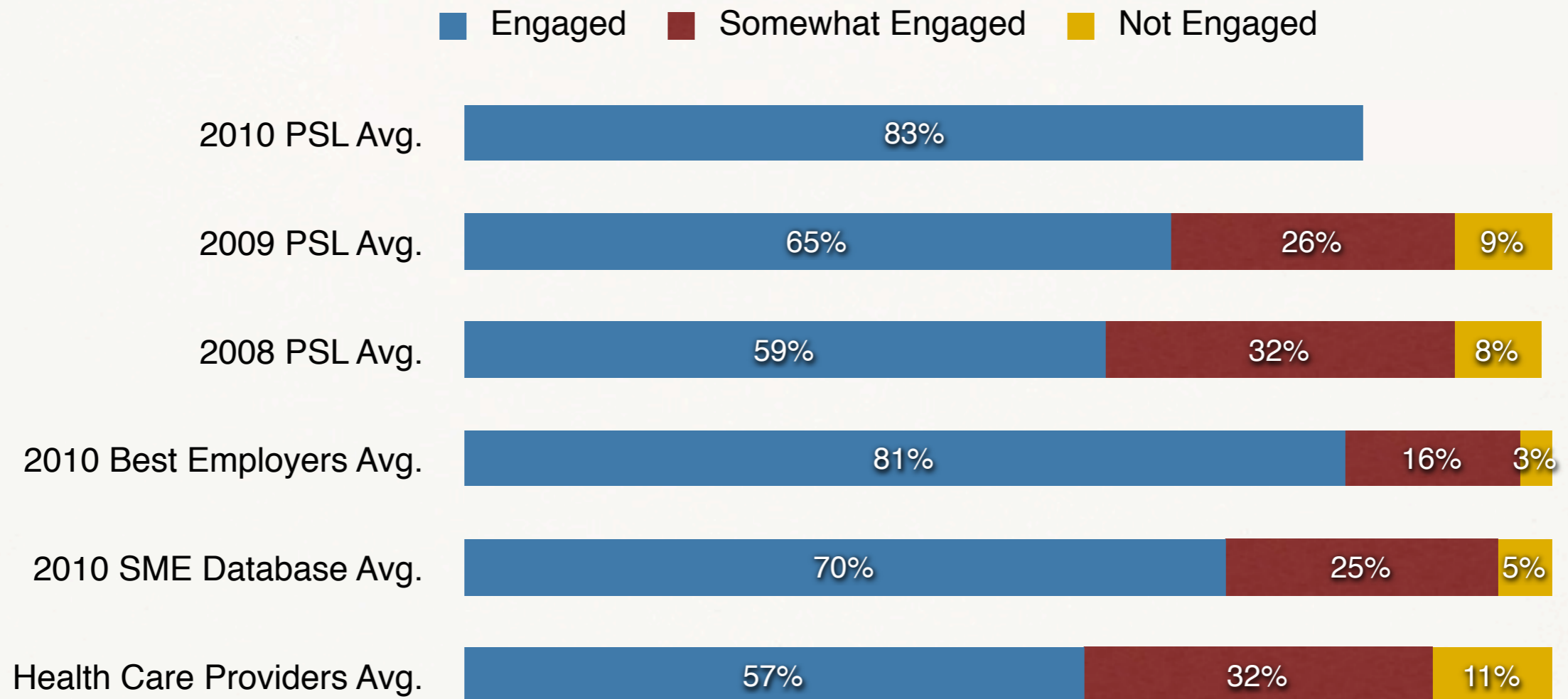
# The Top 25 for 2010

A diversified cross-section of S-M-E Employers from coast-to-coast

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- ▶ Booty Camp Fitness Inc.
- ▶ Engineering & Land Services
- ▶ Hood Group
- ▶ RL Solutions
- ▶ Radiology Consultants Associated
- ▶ Concept Group
- ▶ Gibraltar Solutions
- ▶ PEOPLEsource Staffing Solutions
- ▶ EPIC Information Solutions
- ▶ Vista Projects Limited
- ▶ Kawartha Credit Union
- ▶ Bull, Houser & Tupper LLP
- ▶ FUSE Marketing Group
- ▶ Unitron Hearing Ltd.
- ▶ Miele
- ▶ Macmillan
- ▶ Teva Neuroscience Canada
- ▶ CBCI Telecom Canada
- ▶ Accubid Systms
- ▶ Habanero Consulting Group
- ▶ Solutions 2 GO Inc.
- ▶ Benefits by Design
- ▶ Nintendo of Canada
- ▶ Peel Senior Link
- ▶ Wakefield Canada
- ▶ Stewart Weir

# Levels of Engagement

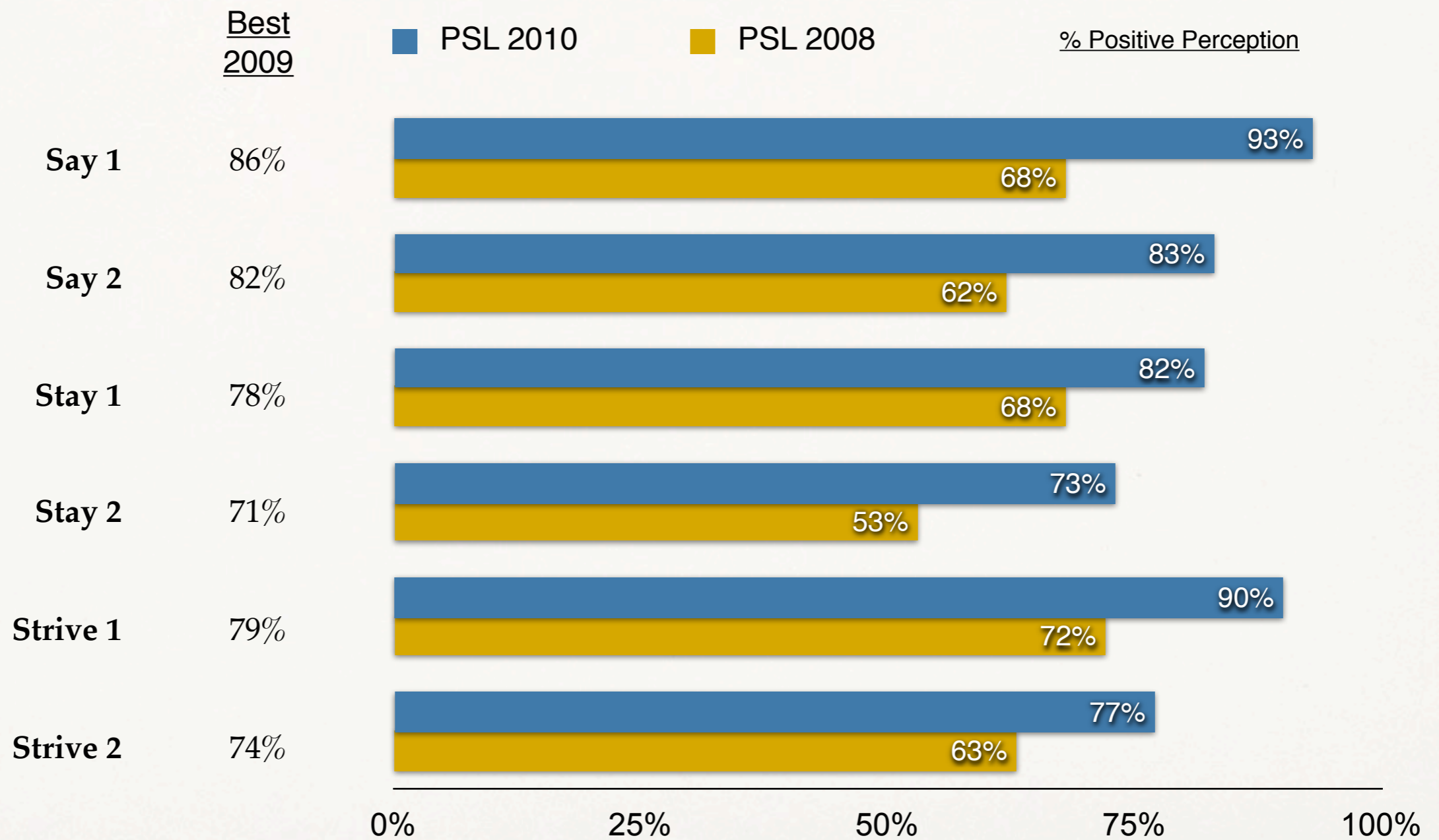


# Six Key Engagement Questions

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- ▶ **(Say 1)**  
“I would, without hesitation, highly recommend this organization to a friend seeking employment”
- ▶ **(Say 2)**  
“Given the opportunity, I tell others great things about working here”
- ▶ **(Stay 1)**  
“It would take a lot to get me to leave this organization”
- ▶ **(Stay 2)**  
“I hardly ever think about leaving this organization to work somewhere else”
- ▶ **(Strive 1)**  
“This organization inspires me to do my best work every day”
- ▶ **(Strive 2)**  
“This organization motivates me to do more than is normally required to complete my work”

# Engagement Scores Breakdown



# Comments on Peel Senior Link Engagement

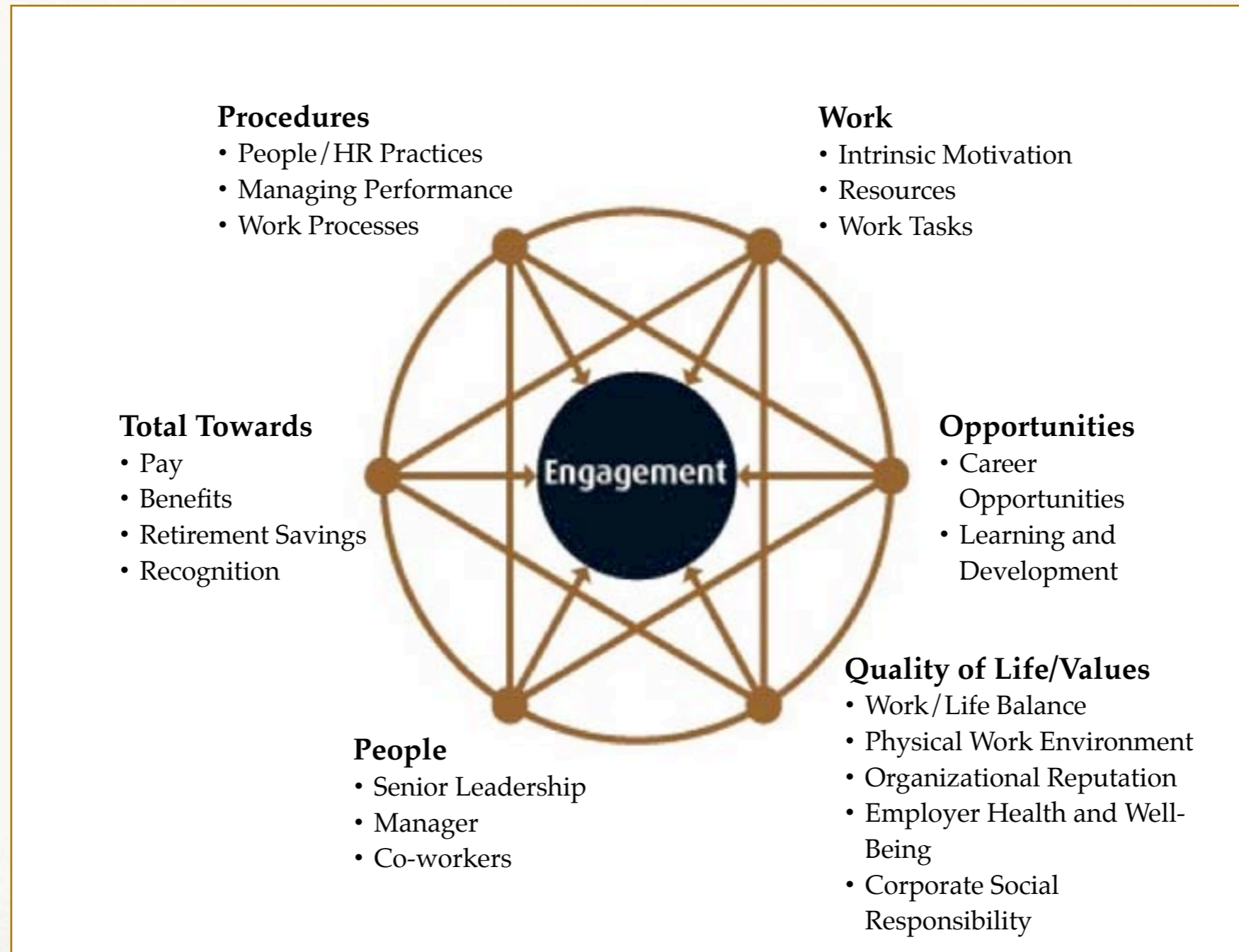
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- ▶ Overall level significantly exceeds (*by nearly a 1/5<sup>th</sup>*) 2010 all-organizations database average and...
- ▶ Slightly exceeds 2010 “Best Employers” average
- ▶ Engagement levels dramatically improved (*over 2/5ths higher*) above 2008 results
- ▶ Organizational units’ Engagement ranges from X% to X%
- ▶ Significant increases vs. ‘08 in positive perception are seen in *all 6* Engagement questions, especially on..
- ▶ Both of the *Say* items and one of the two key *Stay* items
- ▶ PSL scores rise well above the all SME’s database averages on all 6 items, *especially on the Strive* item:
- ▶ *“This organization inspires me to do my best every day”*

*Looking at the SME survey results through the traditional Hewitt Best Employers framework:*

## The Engagement Model

# The Engagement Model



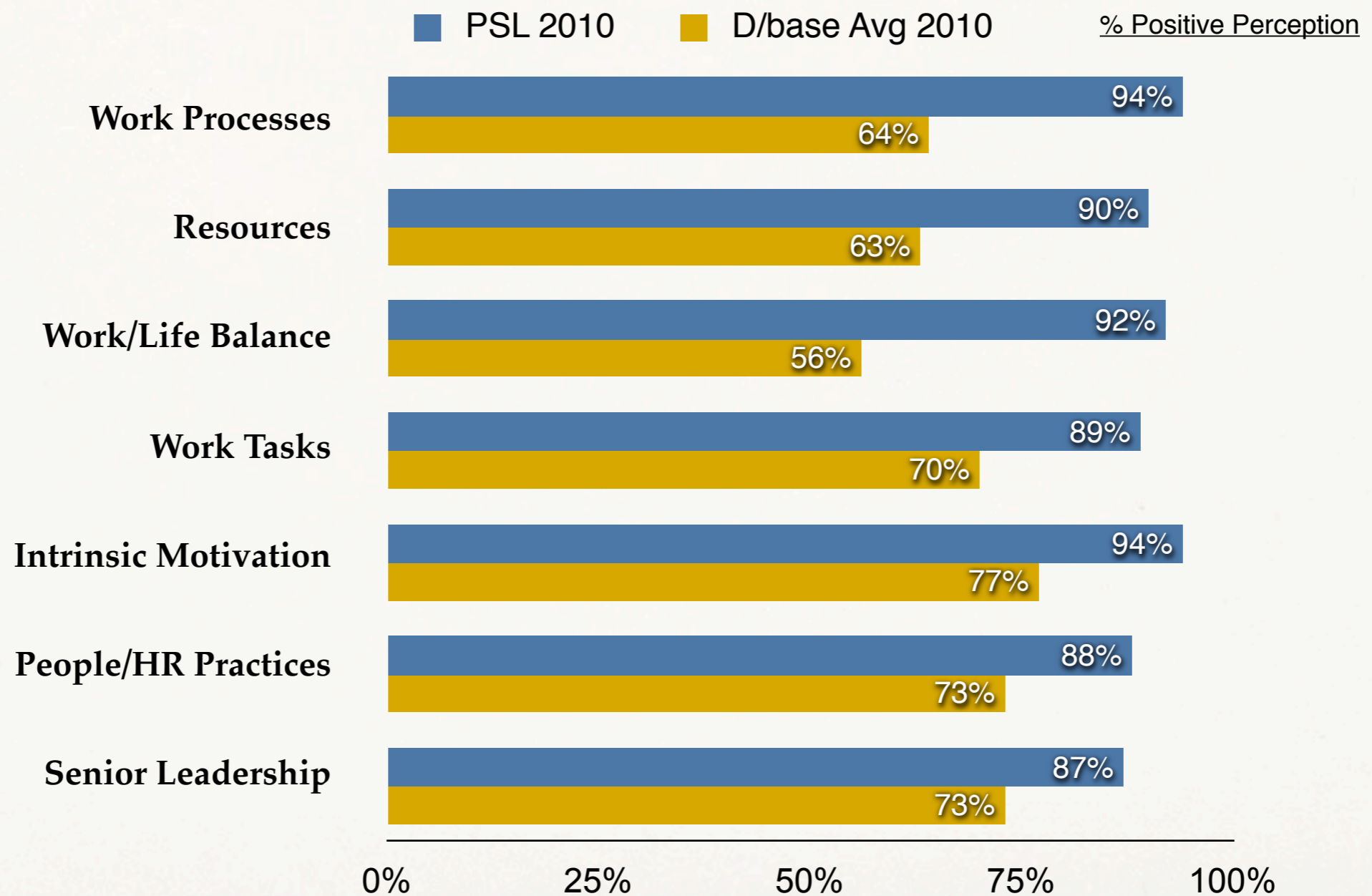
# Engagement Drivers at Peel Senior Link

## Drivers Comparing Most Favorably vs. Average SME's

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- ▶ **Work Processes**  
The work processes we have in place allow me to be as productive as possible
- ▶ **Resources**  
The tools and resources I have allow me to be as productive as possible
- ▶ **Work/Life Balance**  
The balance between my work and personal commitments is right for me
- ▶ **Work Tasks**  
I truly enjoy my day-to-day work tasks / activities
- ▶ **Intrinsic Motivation**  
I get a sense of accomplishment from my work
- ▶ **People/HR Practices**  
Our people / HR practices create a positive work environment for me
- ▶ **Senior Leadership**  
I see strong evidence of effective leadership from senior leaders

# Drivers Comparing Most Favorably vs. Avg. SME's



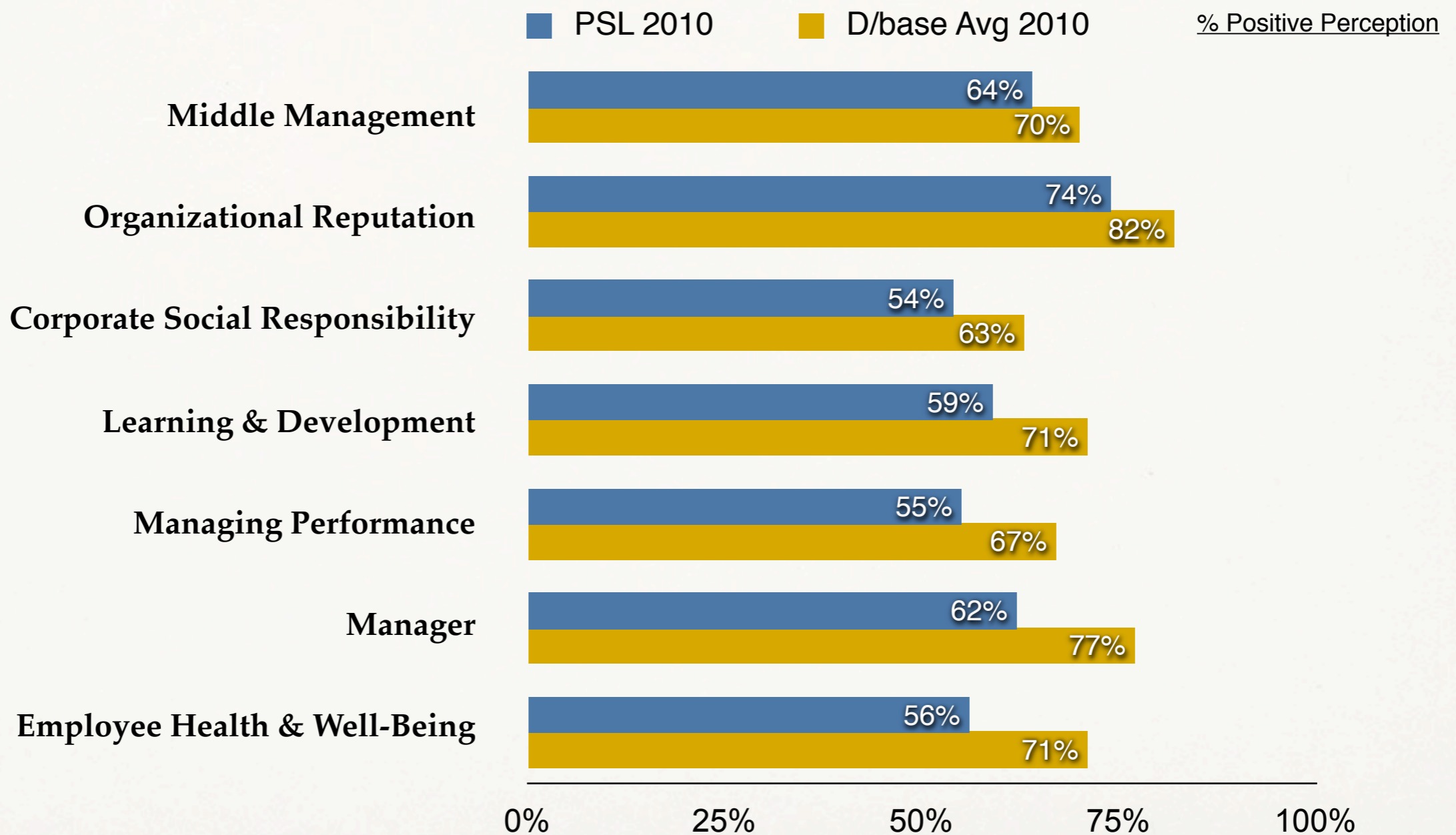
# Engagement Drivers at Peel Senior Link

## Drivers Comparing Next-Most-Favourably with Avg. SME's

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- ▶ **Middle Management**  
I see strong evidence of effective leadership from the person my manager
- ▶ **Organizational Reputation**  
This organization is considered one of the best places to work for someone with my skills and experience
- ▶ **Corporate Social Responsibility**  
This is a socially and environmentally responsible organization
- ▶ **Learning & Development**  
This organization strongly supports the learning and development of its employees
- ▶ **Managing Performance**  
The way we manage performance here keeps me focused on achieving this organization's goals
- ▶ **Manager**  
My manager provides the support I need to succeed
- ▶ **Employee Health & Well-Being**  
This organization strongly supports employee health and well-being

# Drivers Comparing Next-Most-Favourably with Avg. SME's



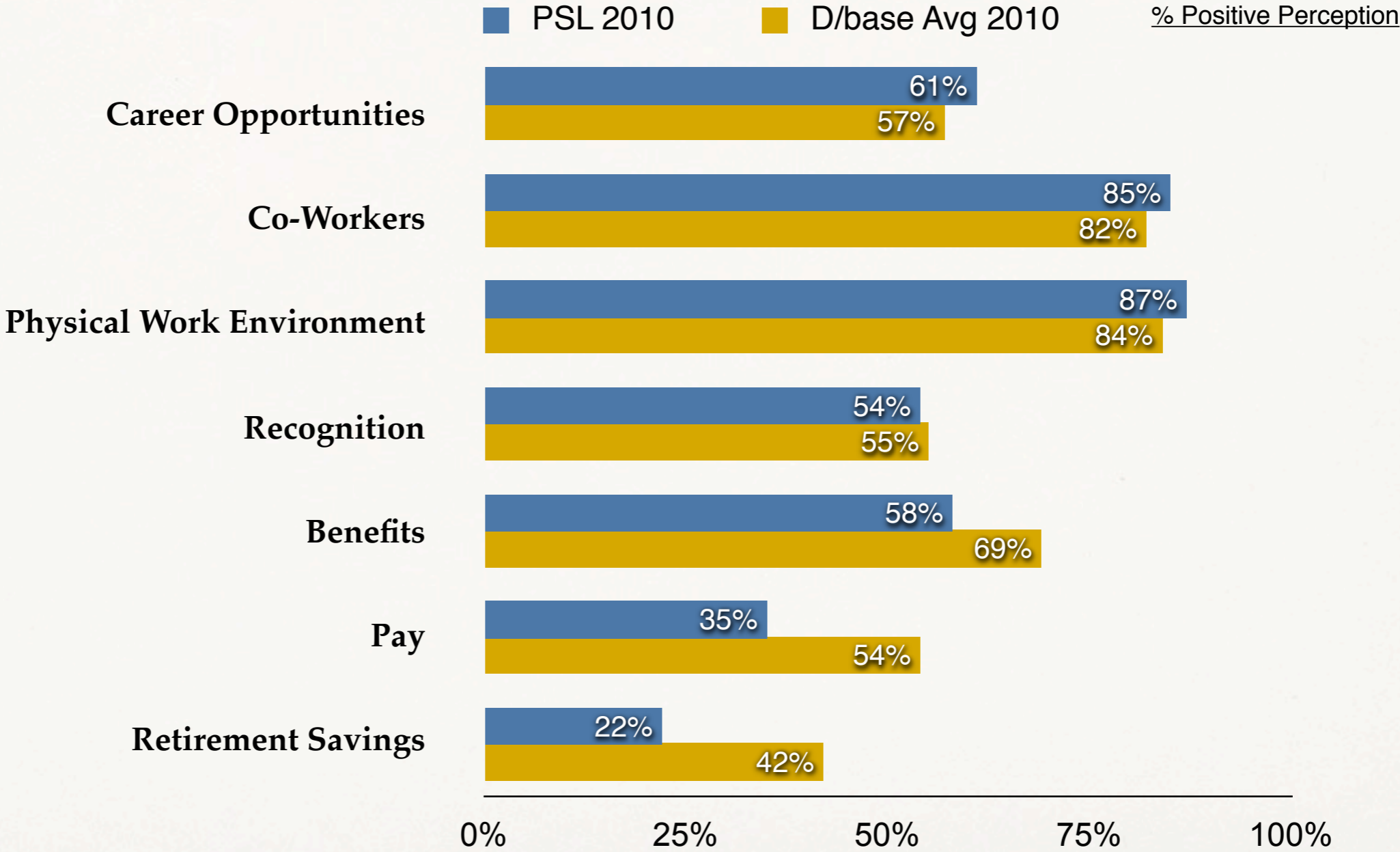
# Engagement Drivers at Peel Senior Link

## Drivers Closest to/or Below Avg. SME's

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- ▶ **Career Opportunities**  
My future career opportunities here look good
- ▶ **Co-Workers**  
My co-workers respect my thoughts and feelings
- ▶ **Physical Work Environment**  
The physical work environment is appropriate for the kind of work I do
- ▶ **Recognition**  
I receive adequate recognition (beyond pay and benefits) for my contributions and/or accomplishments
- ▶ **Benefits**  
Overall, my benefits plan meets my (and my family's) needs well
- ▶ **Pay**  
My pay is appropriate for the role I have in this organization
- ▶ **Retirement Savings**  
Overall, my retirement savings plan(s) meets my own (and my family's) needs well

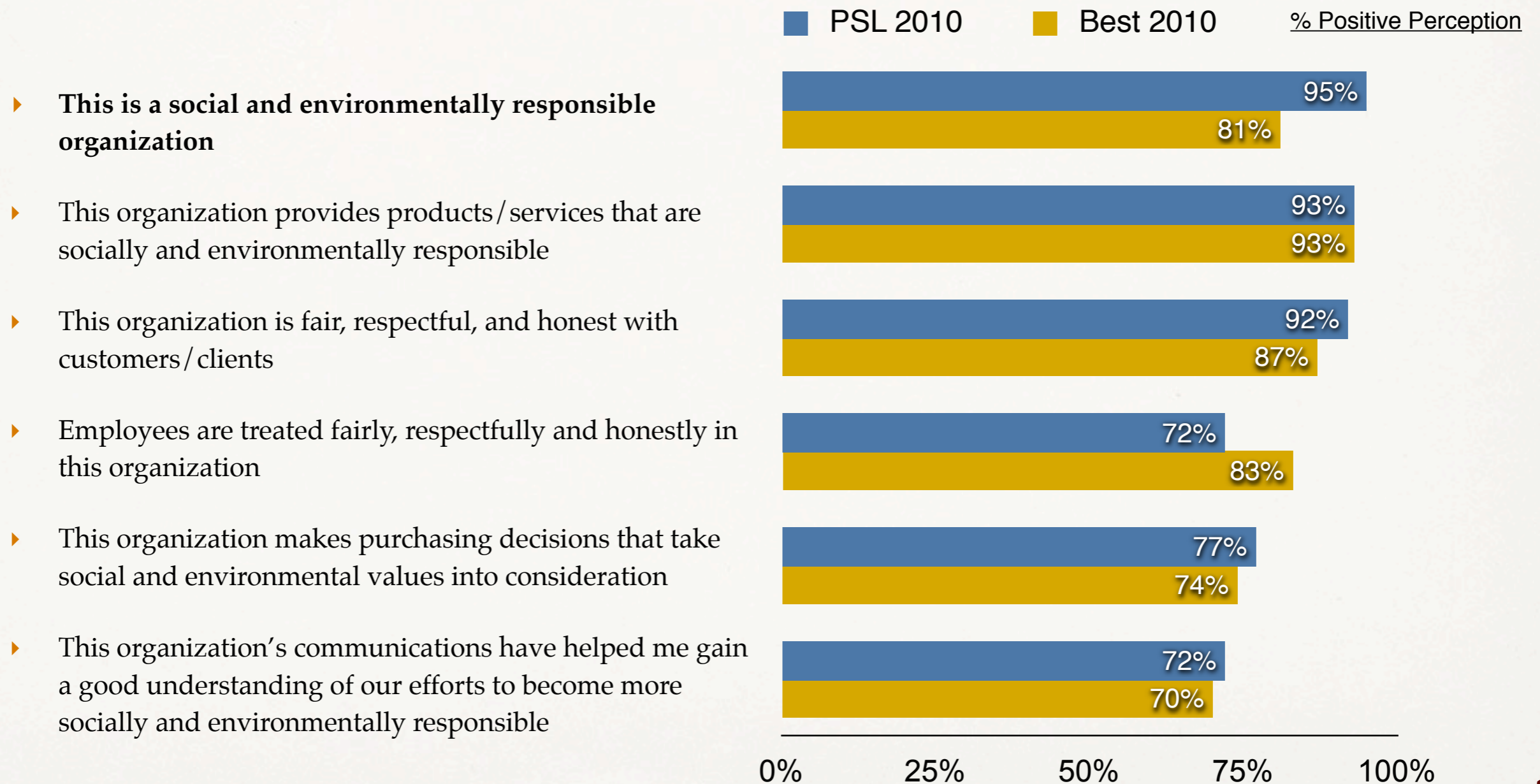
# Drivers Closest to/or Below Avg. SME's



# Key Driver Area

## New This Year With Your Scores

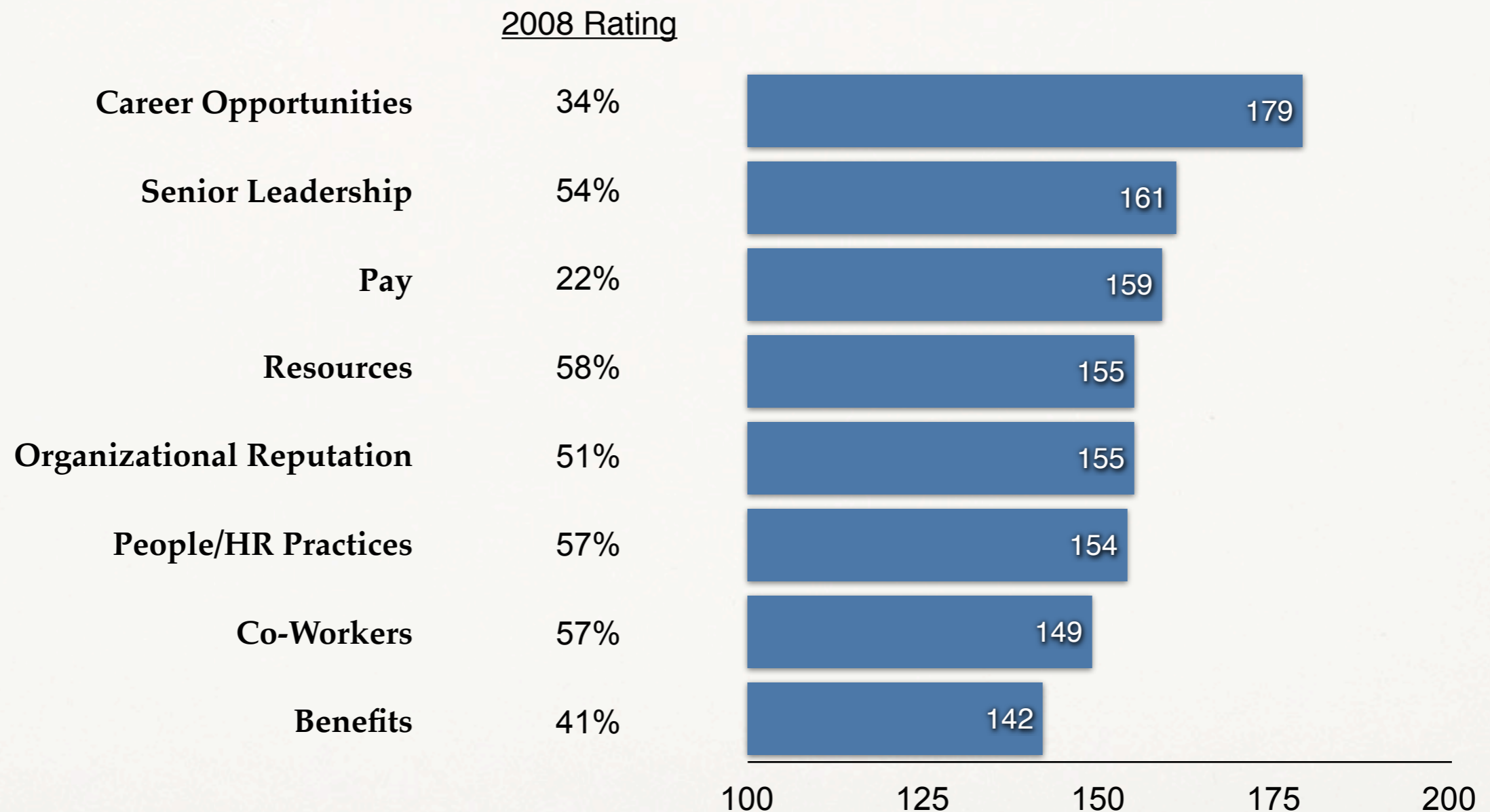
### Corporate Social Responsibility—Sampling of New Items



# PSL Driver Comparisons: 2010 vs. 2008

## Driver areas most improved over 2008

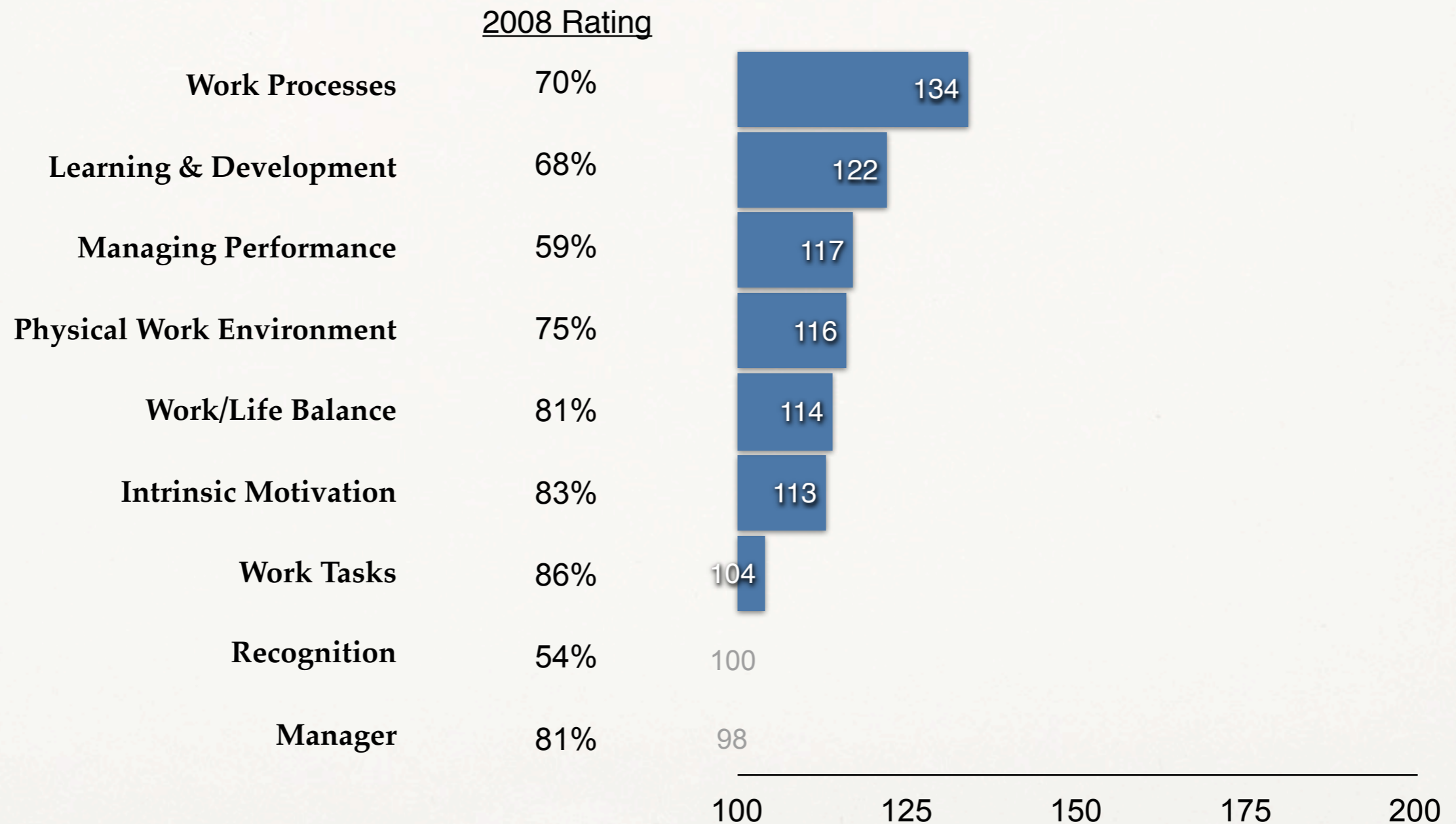
Index Scale: 2008 scores (% Positive Perception) each = 100



# PSL Driver Comparisons: 2010 vs. 2008

## Driver areas improved or holding vs. 2008

Index Scale: 2008 scores (% Positive Perception) each = 100

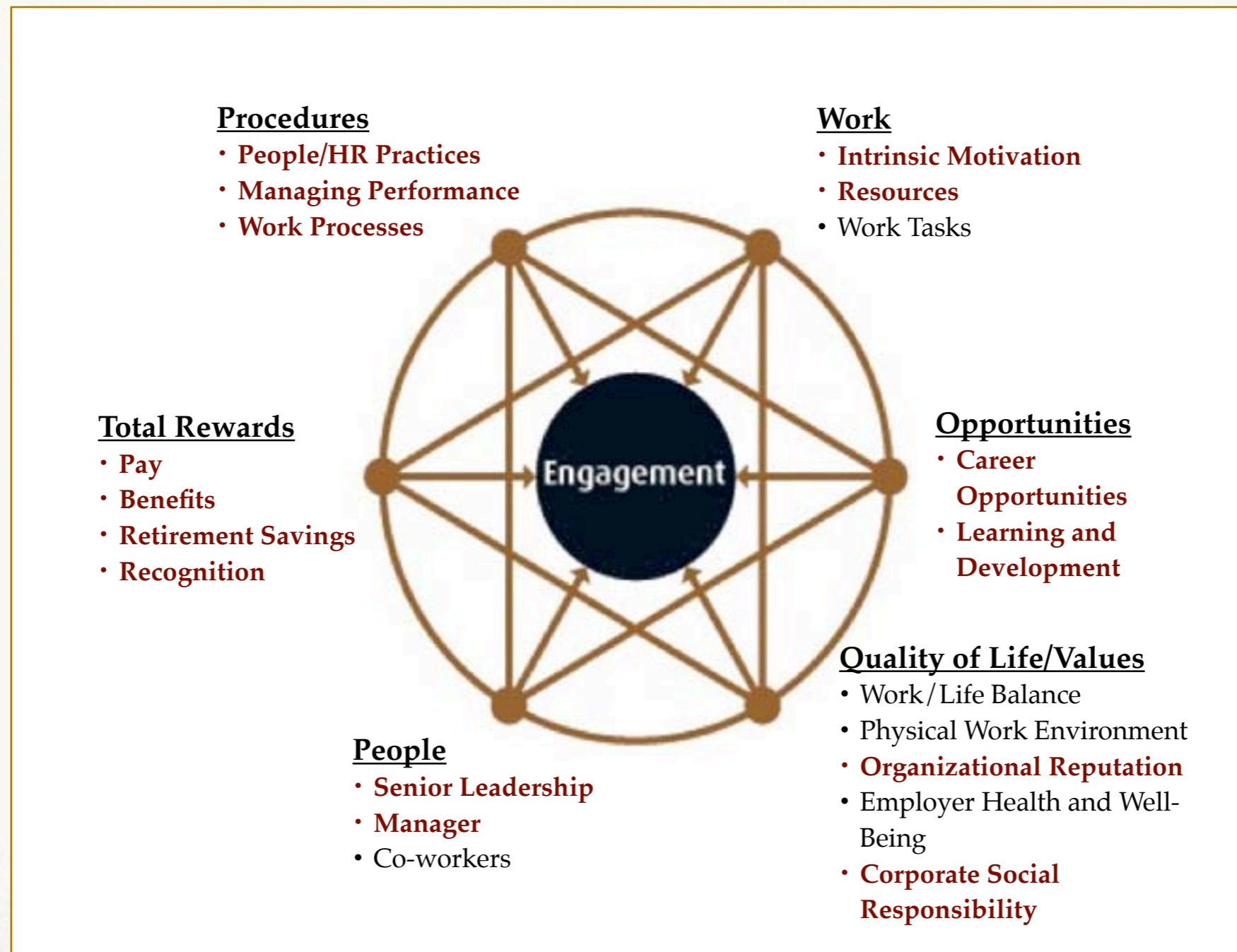


# Factors Affecting PSL's Success on Its "Journey"

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- ✓ Senior Leadership championing, sponsoring, strategizing and messaging
- ✓ Genuine interest in listening to, measuring, heeding employee views
- ✓ Supportive, collaborative workforce, highly dedicated to mission
- ✓ Integrated, multi-pronged approach to addressing key, high impact Driver areas
- ✓ Getting "the big picture" right (e.g. Mission, Vision, Values), while...
- ✓ Ensuring effective action on tactical execution to "make the right things happen"  
(people-focused policies, programs, practices)
- ✓ All-hands involvement (not an "HR program")
- ✓ Patience and multi-year persistence in sticking with the effort to raise Engagement

# The Engagement Model



# What can PSL leadership do to build on success from here?

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- ✓ Keep listening, measuring, assessing organizational “pulse”
- ✓ Dig deeper into available data, e.g. demographics, sub-Driver specifics
- ✓ Understand the “story behind the numbers”
- ✓ Scan the organization for “hot spots,” opportunity / improvement areas
- ✓ Update and “freshen” programs, policies, practices, as needed
- ✓ Continue to broaden, deepen staff involvement on issues which affect their work
- ✓ Grow management / leadership capacities down through the ranks
- ✓ *Keep up the good work and remember it's a “journey!”*

# What can PSL employees do to build on success from here?

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- ✓ See yourselves as true *partners* in the success of the enterprise
- ✓ Take note of messages coming “down the pipe”— especially around new developments, initiatives, changes
- ✓ Provide your feedback, ideas, and inputs...
- ✓ ..Making maximum use of available programs, communication channels, committees
- ✓ Live the vision and values + help hold your colleagues accountable for doing same
- ✓ Keep learning and growing — and push your leaders to help you do this
- ✓ *Relish, enjoy, and savour your valuable contributions to those served so well by Peel Senior Link!*

# Contacts and Coordinates

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