



Best SME Surveys

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The Best Small & Medium Employers in Canada (BSME)

About the Queen's/Hewitt Annual BSME Study

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Hewitt Associates

About the Program

Background:

- ◆ Evolved out of more than three decades of survey experience
- ◆ Larger organizations' study now in 10th year; BSME is in its 6th round
- ◆ Program is a joint effort partnering Queen's School of Business, Hewitt Associates, and Globe & Mail Career's Section

Features:

- ◆ On-Line survey completion; 3 different surveys
- ◆ Participation with complimentary report is *free*
- ◆ Numerous options for the purchase of more detailed data
- ◆ Key ingredient: Rankings based on *employee* opinions

Who Qualifies:

- ◆ Need at least three years of operations to qualify
- ◆ High standards for required participation rates
- ◆ Between 50 & 400 employees

Why do organizations typically participate?

From their feedback, current and past BSME participants tell us they participate for a variety of reasons. Most typically, they do so to:

- ◆ Cost effectively take the pulse of their workforce and how it is seen to be managed
- ◆ Identify their strengths and weaknesses as employers
- ◆ Compare themselves against related benchmarks (“Best,” “Average,” “Industry,” etc.)
- ◆ Spot opportunities for improving their management of human resources
- ◆ Spot opportunities for improving their operations
- ◆ Check out alignment of views up and down, and across the hierarchy
- ◆ Verify impact of recent/past organizational initiatives
- ◆ Ramp up their capacity to attract, develop, and retain key talent
- ◆ “Make the list of The Best”

Participation – Looking at this Past Year

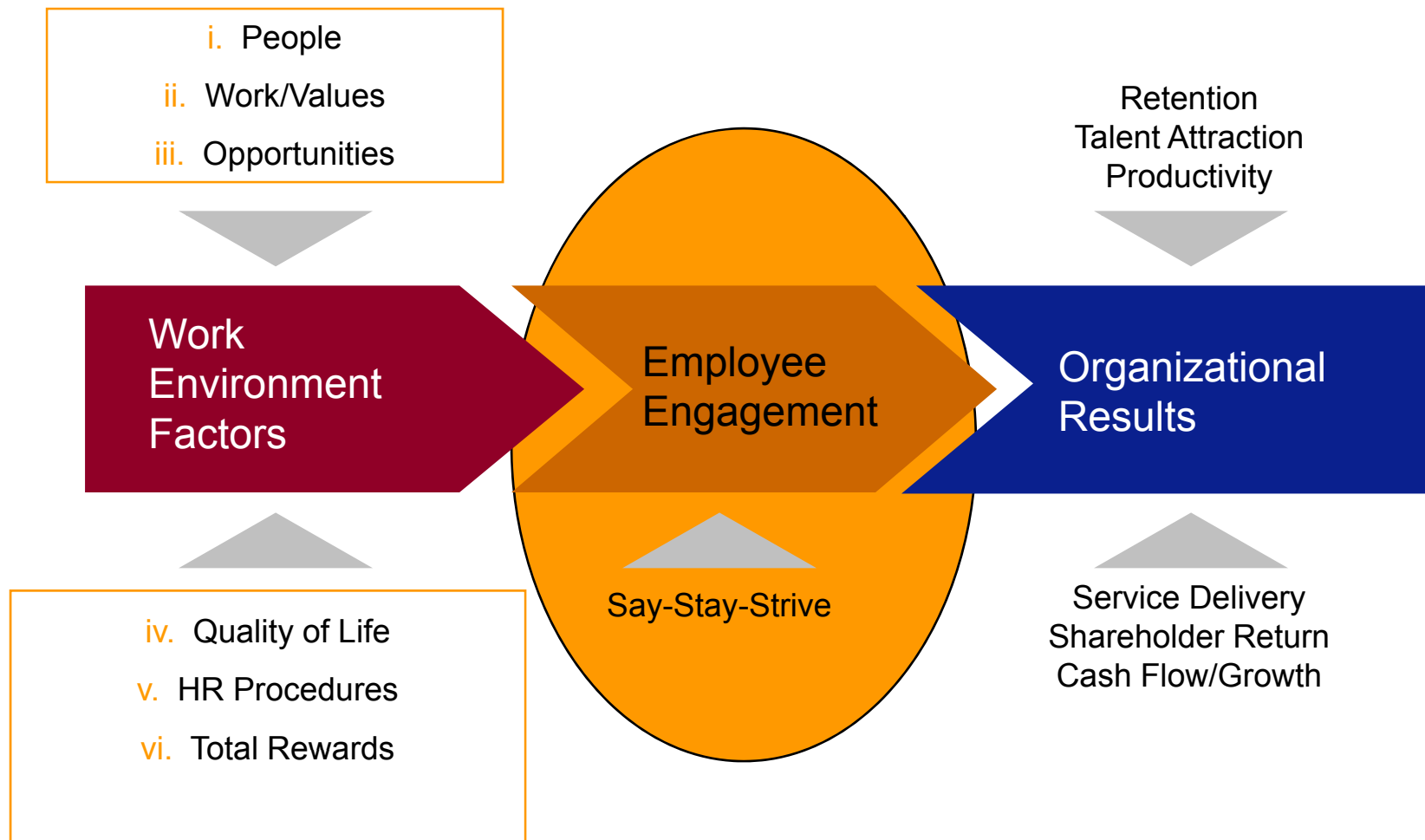
Overall:

- ◆ 250+ SME's registered to participate this past year
- ◆ 150+ went through the complete measurement process
- ◆ 100+ qualified for ranking in the Queen's/Hewitt/Globe study

What Does this Mean?:

- ◆ 150,000+ employees went on line to record their views (combined larger organizations and SME's)
- ◆ 3 year 'rolling database' (largest in Canada) includes views representing about 900,000 Canadian workers
- ◆ 60+ industry/sector/demographic comparison benchmarks available

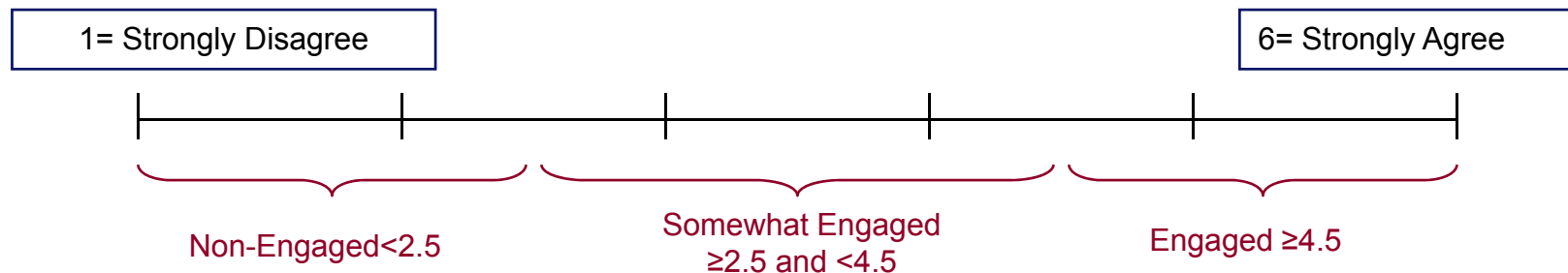
Organization Results Chain – our Model



These are the 6 key engagement elements or work environment categories

What is “Engagement?”

- ◆ Concept researched and developed over many years of “hands-on” client work in Canada and around the world
- ◆ We define it in very specific behavioural terms
- ◆ Not about “happiness,” “loyalty,” “satisfaction,” or “positive ratings” of workplace conditions alone
- ◆ **A measurable state of emotional & intellectual involvement or commitment of the workforce to organizational success**
- ◆ Central determinant of ranking in our Best Employers studies
- ◆ Each employee’s level of engagement depends on their average score on the six engagement elements



What is an Engaged Employee?

- ◆ An engaged employee is one who willingly *self-describes* him/herself as exhibiting *three key sets of behaviours*
- ◆ Best Employers—those with highly **engaged employees**—have people on board who, according to measurements taken:
 - ***Speak positively about the organization to co-workers, potential employees, and customers***
(We call this the **Say** element)
 - ***Have an intense desire to be part of the organization***
(We call this the **Stay** element)
 - ***Exert extra effort & are dedicated to doing the very best job possible to contribute to the organization's business success***
(We call this the **Strive** element)

Why being a Best Employer should be important to you

- ◆ 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

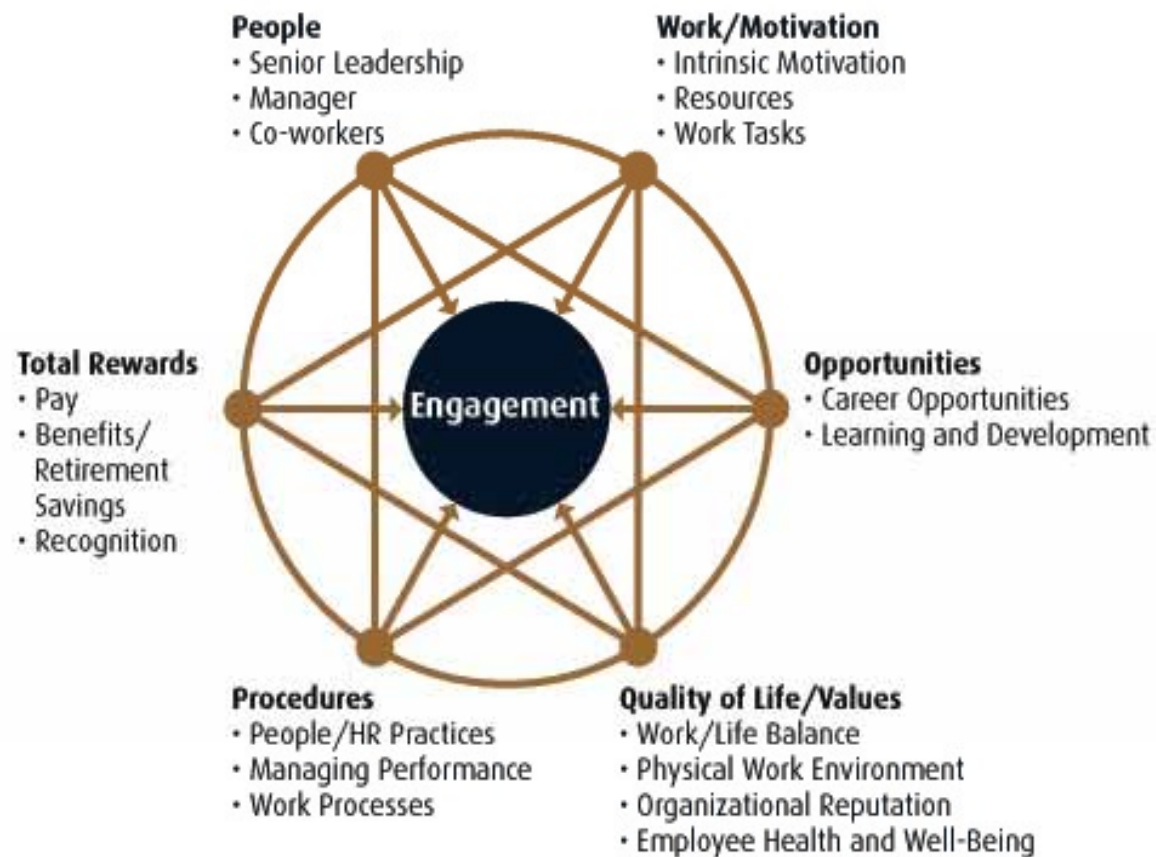
Productivity

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

*Looking at the SME survey results through the
traditional Hewitt Best Employers framework:
The Engagement Model in Detail*

The Engagement Model: The Areas for Success

Showing the 18 Engagement Driver areas and 6 work environment categories identified as having the highest impact on engagement



The Top 25 for 2009

A diversified cross-section of SME Employers from coast-to-coast

Protegra

Miele Ltd.

Gibraltar Solutions Inc.

ISL Engineering and Land Services

Hood Group

Solutions 2 Go

DRN Commerce Inc.

PDL Contact Centres Ltd.

Benefits by Design Inc.

Healthtech Inc.

The Personnel Department

National Leasing Group Inc.

Bioniche Life Sciences Inc.

Birchwood Automotive Group

Canada Foundation for Innovation

DCFS Canada Corp.

Payworks Inc.

Globalive Communications Corp

Adfast Corp.

Adera Development Corporation

Steward Weir Co. Ltd.

Wakefield Canada Inc.

I Love Rewards

Ozery's Pita Break

Rare Method Interactive

Where is the Study Now?

- ◆ It is underway for 2010 – surveys are completed over May & June
- ◆ Typically, there is good distribution of participants across Canada
- ◆ Some pockets of under-represented geographic areas
- ◆ Opportunities in your area ?