

# 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

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## Background:

- u Evolved: out of more than three decades of survey experience
- u Ongoing: Larger organizations' study (BES) now in 11<sup>th</sup> year; BSME is in its 7<sup>th</sup> round
- u Joint Effort: Queen's School of Business, Hewitt Associates, and PROFIT magazine

## Features:

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

## Who Qualifies:

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

# Why do organizations typically participate?

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

- u Cost effectively take the **pulse** of their workforce and how it is seen to be managed
- u Identify their **strengths and weaknesses** as employers
- u Compare themselves against related **benchmarks** (“Best,” “Average,” “Industry,” etc.)
- u Spot opportunities for **improving their management of human resources**
- u Spot opportunities for **improving their operations**
- u Check out **alignment** of views up and down, and across the hierarchy
- u Verify **impact of recent/past organizational initiatives**
- u Ramp up their capacity to **attract, develop, and retain key talent**
- u **Make the list** of ‘The 50 Best’

# Participation - Looking at this Past Year

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## Overall:

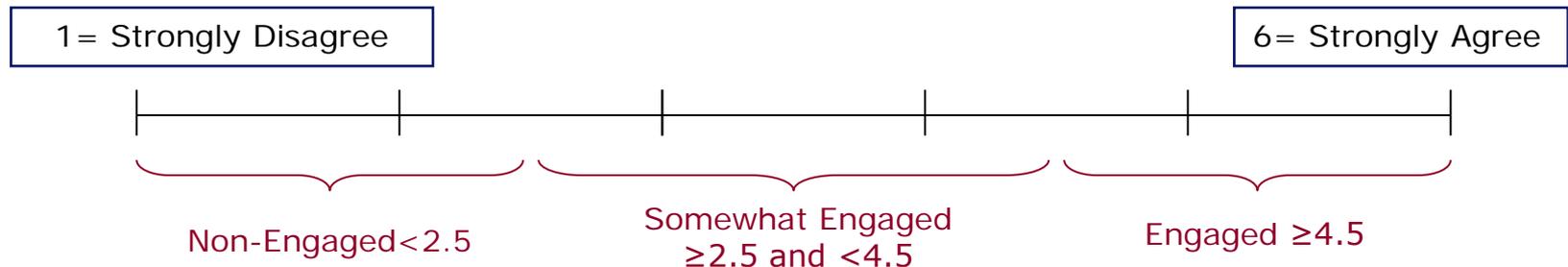
- u 250+ SME's registered to participate this past year
- u 150+ went through the complete measurement process
- u 100+ qualified for ranking

## What Does this Mean?:

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

# What is “Engagement?”

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

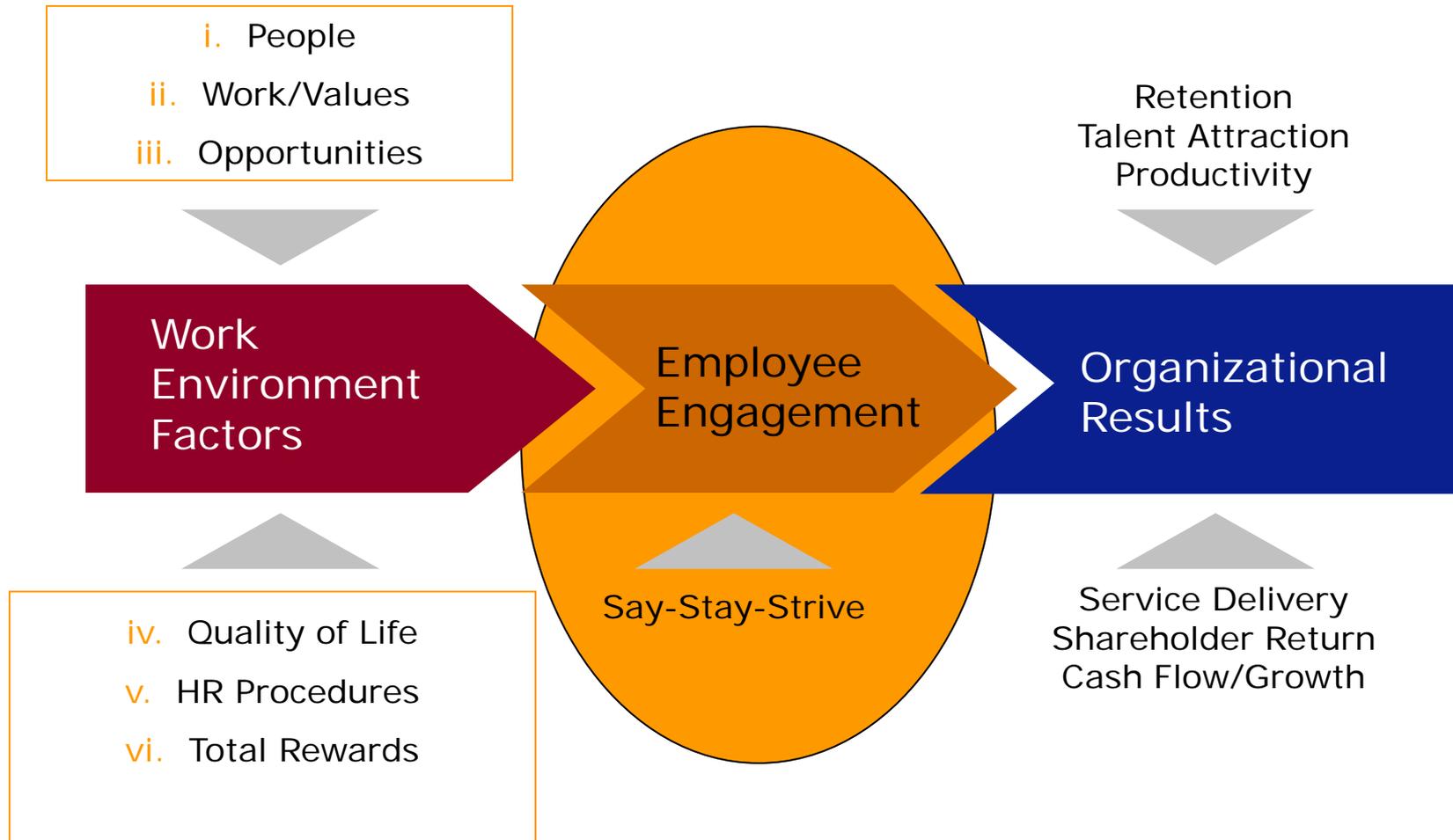


# What is an Engaged Employee?

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- u An engaged employee is one who willingly *self-describes* him/herself as exhibiting *three key sets of behaviours*
  
- u Best Employers—those with highly **engaged employees**—have people on board who, according to measurements taken:
  - p ***Speak positively about the organization to co-workers, potential employees, and customers***  
(We call this the **Say** element)
  
  - p ***Have an intense desire to be part of the organization***  
(We call this the **Stay** element)
  
  - p ***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)

# Organization Results Chain - our Model



These are the 6 key engagement elements or work environment categories

# Why being a Best Employer should be important to you

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- u 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

# Celebrating - The Top 25 (of 50) for 2010

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

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Booty Camp Fitness - ON

ISL Engineering & Land Services – AB

Hood Group - AB

RL Solutions - ON

Radiology Consultants - AB

Concept Electric - AB

Gibraltar Solutions - ON

PEOPLEsource Staffing Solutions - ON

EPIC Information Solutions - MB

Vista Projects - AB

Kawartha Credit Union - ON

Bull Housser & Tupper LLP - BC

FUSE Marketing Group - ON

Unitron Hearing - ON

Miele - ON

McMillan - ON

Teva Neuroscience Canada - QC

CBCI Telecom Canada - QC

Accubid Systems - ON

Habanero Consulting Group - BC

Solutions 2 Go - ON

Benefits by Design - BC

Nintendo of Canada - BC

Peel Senior Link - ON

Wakefield Canada - ON

# Where is the Study Now?

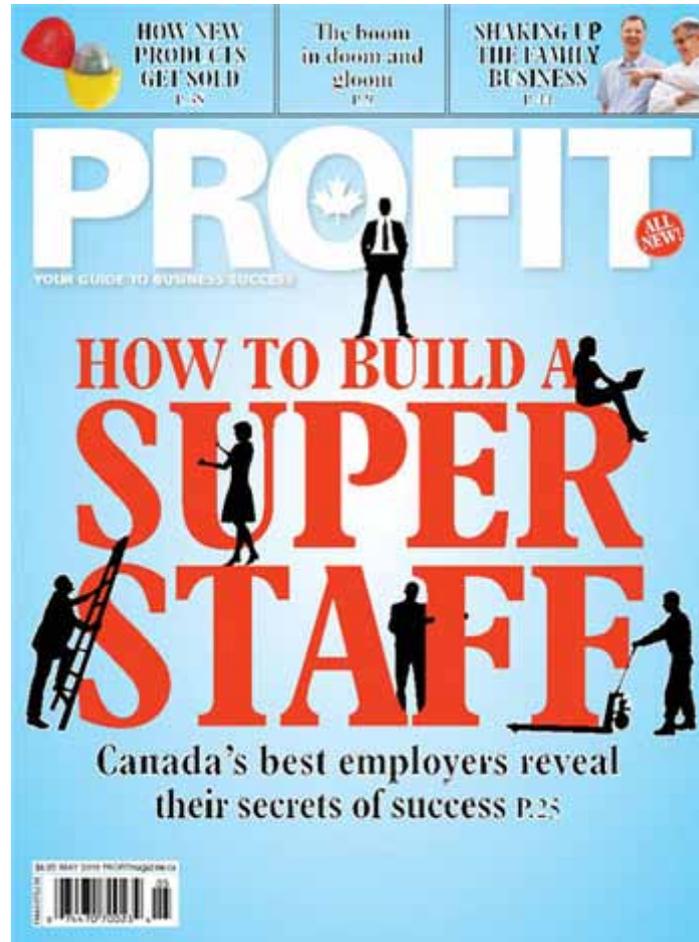
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Some things to talk about:

- u It is underway for 2011 – surveys are completed over May & June
- u Typically, there is good distribution of participants across Canada
- u Some pockets of under-represented geographic areas
- u Opportunities in your area ?

## More to talk about - Hot off-the-Press:

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# Talking with a Winner: Kawartha Credit Union

- u Rob Wellstood, Chief Executive Officer



- u Background / size / history

- u Top 3 learnings

- u What was done with your overall company findings

- u Overall impression of BSME study



# Talking with a Winner: Kawartha Credit Union

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- u Background / size / history
- u In business for 58 years
- u Incorporated by a group of employees at the GE Canada plant in Peterborough
- u 225 employees
- u 19 branches in Central Ontario
- u Only “bank” in seven small communities
- u Assets under administration of \$680 million - #10 in Ontario
- u One of the fastest growing and most profitable credit unions in Ontario

# Talking with a Winner: Kawartha Credit Union

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- u Top 3 Discoveries
- u Gained an understanding of the importance of having a workforce that is intellectually and emotionally committed to the success of the company – tie to financial results. Annual business plan includes a focus on nurturing employee engagement.
- u Far greater understanding of the drivers of employee engagement and specifically where we do well and not so well. E.g. Pay – improved communication
- u Just how highly engaged our employees are - #5 in Canada in 2008. Created pride among staff, management and Board and boosted the reputation of the company.

# Talking with a Winner: Kawartha Credit Union

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- u What was done with your overall company findings
- u Purchased detailed results by reporting unit
- u Analyze, track trends
- u Share detailed results for all units with senior management, a summary with the Board and provide each reporting unit manager with the detailed results of their unit.
- u Assimilating results into performance reviews for managers.
- u Annual process of identifying three areas for improvement and developing tactics to address them.
- u E.g. Benefits for part-time employees / non-financial recognition

# Talking with a Winner: Kawartha Credit Union

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- u Overall impression of BSME study
- u Invaluable source of information for managing employees' commitment to the success of the company.
- u Professionally run, great credibility and national scope
- u Affordable
- u We recommend participating to leaders who are seriously interested in understanding their employees' commitment to their company.