

# TOP EMPLOYERS BENCHMARKING BEST PRACTICE







LONDON ECONOMIC  
DEVELOPMENT CORPORATION

## TOP EMPLOYERS - BENCHMARKING BEST PRACTICE

The following report reflects notes taken by LEDC  
from the 2004 Canada's Top 100 Employers Summit  
held in Toronto 11-12 March 2004

*All care has been taken to reflect accurately the detail presented at the conference, but no responsibility can be taken for content accuracy. Acknowledgement is provided where appropriate for presenters and contributing reports used at the conference.*

*The Summit and Book - Canada's Top 100 Employers is presented by Mediacorp Canada Inc and is an annual activity designed to provide a guide to "best practices" in recruitment and retention judging against two criteria: the company/organization must be leader in its industry in attracting & retaining quality employees; and it must be growing. Further details and application forms for the 2005 edition are available at: <http://www.CanadasTop100.com/apply/index.html>*

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**INFORMATION IS PROVIDED IN THE FOLLOWING FORMAT:**

**Top 100 Summary**

provided for each category rated and presented by the publisher

**Presentation**

in most cases, but not all, the moderator provided an overview of the category, setting the scene for discussion with Top 100 Company panelists

**Company Details:**

2 or 3 companies were invited to the panel for each category

the company summary reflects their comments and/or details provided in the book - Canada's Top 100 Employers

***Please note:** Not all details are provided. For further information please refer to the publication.*

**NEAR-BY 2004 TOP 100 EMPLOYERS INCLUDE:**

**Meridian Technologies Inc**, Strathroy

**ATS Automation Tool Systems Inc**, Cambridge

**Hamilton Police Service**, Hamilton

**City of Waterloo**, Waterloo

**Dalsa Corporation**, Waterloo

**iAnywhere Solutions Inc**, Waterloo

**Mitra Inc**, Waterloo

No London Businesses were in the 2004 Top 100 Employers list, although several of the Top 100 Employers do have branches in London.



## ACADEMIC

**Dr Daniel Ondrack, Academic Director of Executive Programs, Professor of Management, Joseph L. Rotman School of Management, University of Toronto,** presented the Business Case for the Strategic Role of being a best employer:

- ✓ Best Employer should be consistently above the average industry benchmark
- ✓ Benchmark test for best average above average = winners and survivors
- ✓ Rationale: philosophy of management; cost reduction - lower HR costs; HR potential - talent attraction = best deliverers; and firm dollar performance
- ✓ Results: cost reduction through lower turnover and higher HR potential as they attract high talent which out performs average talent

### Summary

Whether as a matter of philosophy or objective financial research, best employer firms on average, outperform the competition in a given industry. However, the best employer talent potential can be negated by poor management which destroys and loses HR talent value. As always: best performance is a matter of good talent + good leadership.

***Dr Jeffrey Gandz, Professor of Global Environment of Business, Richard Ivey School of Business' Executive Program, UWO:***

### **Top Employers: what it takes to attract, develop & retain staff**

Thesis: Top employers are those that over time outperform others in their industry sectors and choose the right sectors in which to operate. They do this by attracting, selecting, developing and retaining the best talent. Talent is normally distributed. The real challenge is not attracting the masses, the median or the mean - it is attracting top talent. Top employers have many leaders at all levels.

What highly talented people want: to work with winning organizations and with other top talent, to be constantly challenged, to be offered development opportunities, to be individually recognized and rewarded and to work for leader-breeders.

What highly talented people don't want: time in task development programs, to work for leader blockers, routine work with limited learning opportunities, to be ignored and managed on a routine.

Leader breeders: recruit and select high potentials even if they're hard to handle; coach for skills development; mentor for career development; give totally candid feedback on performance; create stretch assignments; reward and reinforce success; view failure as a learning opportunity and help their people learn from failure; surrender their high performers for corporate challenges and personal development.



### **ACADEMIC - Dr Jeffrey Gandz, Professor of Global Environment of Business, Richard Ivey School of Business' Executive Program, UWO:**

Leader blockers: recruit and select easy-to-manage people; don't coach or mentor effectively; lack candor in their feedback; fit people to jobs that are inside their comfort zones; do not establish stretch goals; do not reward differentially for success; blame people for failures; horde the people who get the job done.

Managers: focus on their areas of responsibility (organizational sub-units); work efficiently and effectively within established systems for their organizational sub-units; measure their success by how their organizational sub-unit performs.

Leaders focus both on their sub-units and the overall organization; constantly strive to improve those systems to ensure better sub-unit and organizational performance; measure success by how their organizational sub-unit performs and their contribution to the overall performance of the organization. Be careful of "best fit" approach to employing which could give you least objectionable versus top talent.

Leadership development is triangle with knowledge at base through education; skills through coaching and training; judgement through experience and mentoring and wisdom through mistakes and reflection.

10 Commandments of High Potentials:

1. Hire in quantity and weed out
2. Get high performers to do recruiting
3. Manage high performers centrally
4. Create performance tracks
5. Don't waste time with leader blockers
6. Accelerate development at their rate
7. Review on project base
8. Keep telling them they are High Performers
9. Create inequalities (not inequities)
10. Publicize promotion screens



## VACATION

### Top 100 Summary

- ✓ Regional business provide 2 & 3 weeks annual leave - 3 weeks in major cities
- ✓ High Tech, Financial Services, Business Services - 3 weeks
- ✓ Public Sector & Healthcare, Engineering & Construction, Manufacturing, Transportation and Merchandising - 2 weeks
- ✓ Europe, Japan & Australia - 4 week minimum
- ✓ USA 1-2 weeks with no national minimum & Mexico 6 days
- ✓ Canadian businesses with international offices provide more leave than those without.

**Carlson Wagonlit Travel - Toronto:** 692 employees, 20,000 world-wide; 84% female workforce - 82% of managers; 35% visible minorities - 15% of managers, used "Speak Easy" questionnaire to determine employees needs; want to be an employer of choice, adjusted vacation leave after employee input and now have very strong employee retention - highest in 5 years. 3 weeks for < 5 years; 4 weeks 5-10 years; max 6 weeks; 2 paid personal days per year; Purchase time off; compressed work week; 4 day week; gift of time - donating to fellow employees in crisis; unpaid crisis leave to 2 weeks; sick leave can be used for family; "month off" during quiet times with 1 week paid; free vacation to employee who does the most community service.

**Cuets - Regina** (Credit Union Electronic Transaction Service): 400 employees - 296 at this location; 70% female - 55% of managers; 10% visible minorities - 10% of managers; 3 weeks vacation 1-2 years; 4 weeks > 2 years; max 5 weeks; buy or sell 1 additional week vacation per year; unpaid leaves of absence; carry over 1 week each year; 1 personal day each month except December; flexibility in reduced and compressed work weeks.

**Frank Russell Canada Ltd - Toronto:** 79 employees; 1265 worldwide; 58% female - 58% managers; 43% visible minorities - 43% of managers; 4 weeks >1 year; 5 weeks > 10 years; unpaid leave up to 3 months job guaranteed, after 3 months not guaranteed same job; additional fully paid 8 week "sabbatical" (doesn't have to be study) after 10th year; 1 month family leave; 5 days bereavement leave; no set number of days for sick leave; low turnover, aligning with international offices; Value in retention not recruitment, employees looking for choices for life/work balance; employees are partners in activity and accountable through performance management and managing their work around leave; done to be competitive and create a competitive edge.





## TRAINING

### Top 100 Summary

- ✓ 95% provide tuition fees in related studies
- ✓ 55% provide general interest tuition fees regardless of relevance
- ✓ 50% provide in-house formal training with creative use of resources and staff (instructors & mentors) and onsite facilities and educational partnerships with outside institutions
- ✓ 89% provide professional fees
- ✓ 12% provide online training using intranet which provides self-serve options with job postings and tracking of employee's skills
- ✓ 9% provide completion bonuses - financial, salary increase and time off

### *Presentation by Moderator - Dr Andrea Plotnick - Hay Group: Best Practice*

#### Strategy

1. Deliver business value - align with business; use peer committees for input, pilots; base training on needs assessments, objectives, measures;
2. Not a one time event - match the adult learning cycles; offer over time, include planning, doing, reflecting; build in follow up, incorporate into performance management; use peer coaches - support, advice, sharing, feedback;
3. Use a blended approach 50:50 - counter the swing to e-learning;
4. Show that learning is valued - publicize successes/achievements; recognize experts;
5. Development is more than formal training - include formalized job shadowing with learning objectives; coaching and mentoring; promote communities of practice;
6. One size doesn't fit all - balance of personal needs and business needs - build commitment; shape development according to what matters to the person;
7. Training is not just for lower level employees - build a leadership culture;

#### Delivery

8. One size does not fit all - accommodate learning styles; localize as appropriate;
9. Make it real - participant produced case studies; simulations;
10. Soft skills for technical people - promotion to manager requires "people" skills;
11. Use adult learning principles in the classroom - combine presentations with discussions, simulations and case studies; promote the use of learning journals.



### TRAINING

**CAE Inc - Montreal:** (flight simulation system and marine automation technology manufacturer); 3968 employees, 6162 worldwide; 16% visible minorities - 10% of managers; training center with 11 classrooms and 3 lecture halls; tuition subsidies for courses related to an employee's current position; career development through mentoring and in-house training including basic computer software instruction to advanced flight training; budgeted through manager at 1 weeks time and salary per person + special \$ for coaching; each staff member has a development plan.

**BMO - Toronto:** 25,500 employees, 34,500 worldwide; 69% female - 50% of managers; 19% visible minorities - 19% of managers; business value structured, mandated, sustained, executives engaged in leadership development programs; managerial leadership learning system and financial services MBA through Dalhousie; 100% tuition subsidies for courses related to an employee's current position and for courses not related; career development through reimbursement for professional associations dues, mentoring, online training, in-house training; training centre with residential wing, relaxation area, health club and dining hall; \$ allocated as percentage of payroll - \$ per employee with a number of allocated days training per employee; best thing: link of strategy through senior management involvement; equitable workplace strategies;

**Rogers - Toronto:** 7620 employees, 13054 worldwide; 49% female - 44% of managers, 16% visible minorities - 9% of managers; 100% tuition subsidy for courses related to employee's current position, 75% for courses not related; career development through reimbursement for professional association dues, career planning, mentoring, in=house training, online training; Rogers Employee Database - intranet detailing current education, licenses, certifications and language skills allowing consideration for positions across all operating divisions; spend a lot of time and energy development managers; leadership development 2 tier programs - Managing Rogers & Team Business competition; employees have custom development plan linked with performance review process; \$ as percentage of payroll/employee.



## HEALTH BENEFITS

### CRAFTING THE IDEAL PLAN & STAYING WITHIN BUDGET

#### Top 100 Summary

- ✓ 100% provide basic coverage
- ✓ Adaptive & creative and self-managed provide flexibility
- ✓ Additional coverage for preventative care is not uncommon eg massage, alternative, extended assistance plans
- ✓ Employer paid premiums are not common
- ✓ Retiree coverage a new consideration

#### *Presentation by Moderator - Brent Kerslake, Great-West Life Assurance Company*

#### What is driving Change?

<i>Benefit Market</i>	\$20 billion+
<i>Cost Drivers &amp; Strategy</i>	Healthcare inflation rates are 16-18%; Dental care inflation rates are 6-8%; Soft Disability costs impacted by M&A activity; Workforce demographics - Gen X & Y; Public to private cost shifting; Cost prevention strategies - control cost escalation;
<i>Technology</i>	A "drive thru" world; web enabled self service (24/7); Employees expect more choice and flexibility; Real-time, POS claims submission;
<i>Benefit Programs</i>	proactive - focus on loss prevention; flexibility and customization; home/work life harmony; integrated employee "wellness" programs; a "total compensation" perspective;
Canadian population average age is increasing, driven by the baby-boom generation. Demographic & monthly cost by age graphs provided. Ultimately it is the premium paying customer that needs the tools for cost and benefit management:	
<i>Shift to consumerism</i>	managed drug formularies, drug dispense fee deductibles (encourage consumers to shop for drug distribution services); flexible benefit programs;
<i>Prevention</i>	employee assistance programs, early intervention disability claims management process, electronic claims adjudication at point of sale, recognize value of health benefits for employee productivity, employee wellness (health and productivity);



**HEALTH BENEFITS**

***Ernst & Young - Toronto*** - 3077 staff - 1416 at this location, 106,000 worldwide; 55% female 47% of managers; 17% visible minorities - 13% of managers, 106,000 worldwide; "People come first, clients second" strategy = better service to clients. Stress is an issue - deliver stress management seminars; 11% EAP spike as staff took up option to talk and deal with their stress; flexibility, removing deductibles and including massage; offer 17 weeks full top up maternity leave plus adoption assistance plan - \$5000. dental (80% of eligible costs to %1500 pa) orthodontics (50% of eligible costs with lifetime max \$2000) eyecare (to \$200 every 2 yrs); extended health benefits; prescription drug; massage therapy; physiotherapy; personal & family counseling; employee assistance plan for substance abuse/mental health.

***Van City Savings Credit Union - Vancouver*** - 1076 staff; 72% female - 62% of managers; incorporate generational differences; Flex plan; credits can go towards additional vacation; health spending account fees can be used elsewhere; controlled cost "floater" day converted to credits; give choices with caps; support for employees in critical incidents - eg robbery - trauma committee arrive within 30 minutes, HR calls, massages provided - industry standard is 33 days off after robbery, Van City - 3 days. Choose options on-line - intranet - let employees see what it is costing per person and cost cutting information; phased retirement options commencing; dental, orthodontics; eyecare to \$275 every 2 ears; prescription drug; extended health benefits; nutrition planning; physiotherapy; massage therapy; alternative therapies; wellness subsidy to \$200 annually; personal and family counseling; employee assistance plan for substance abuse/mental health.

***Wardrop Engineering Inc - Winnipeg*** - 316 staff, 184 at this location, 402 worldwide, 27% female - 14% of managers; 32% visible minorities - 18% of managers; Annual employee attitude survey - 40 minutes, 1 on 1, response ref plan - wanted choices - mandatory travel and EAP + division? Semi-flexible, report to employees on what/where they are spending, informs ref dispensing fees and best buy dispensers, in the future will involve spouses , on-line selections, cost drivers - privatization of health care and so looking to US. Dental 100% to \$100 pa, orthodontics 60% eligible costs with lifetime max \$2500; eyecare to \$250 every 2 years; prescription drug; extended health benefits; nutrition planning, physiotherapy; massage therapy; alternative therapies; personal and family counseling; employee assistance plan for substance abuse/mental health.



## FINANCIAL BENEFITS

### BEYOND THE YEAR END BONUS

#### Top 100 Summary

- ✓ Salary Surveys
- ✓ Individual Reviews
- ✓ Incentives - profit sharing 10%; share purchase 16%; Unique bonuses 49%;
- ✓ Retirement - RSP contributions 35%; pension plan 48%;

#### *Presentation by Moderator: Wendy Poirier, Towers Perrin, Working Today: 2003 Talent Report*

Employer needs:	lower costs, operational efficiency, flexible "on-demand" workforce, risk management.
Employee needs:	financial security, work/life balance, reduced workload, access to information and more control over work environment.
Market forces:	increased globalization, increased market volatility and uncertainty, increased competition, dislocation of whole sectors and millions of employees.
Demographic forces:	aging workforce, changing patterns of retirement eg delayed, increased job mobility, potential shortage of skilled workers and possible over supply of unskilled workers.

#### Basic Financial Benefits

- ✓ Base pay
- ✓ Bonus - short-term/long-term incentive/signing
- ✓ Retirement plans - pension/savings
- ✓ Profit sharing
- ✓ Share purchase plans
- ✓ Income security - life/disability/AD&D/critical illness

#### Additional innovations in financial benefits include:

- ✓ product discounts - hotel room/new home purchase/home & auto insurance/ gasoline/ financial services
- ✓ computer purchase/home office set-up
- ✓ allowances & subsidies - adoption assistance/real estate tax
- ✓ transportation benefits - car lease/parking/public transit pass
- ✓ rebates - non-smokers/fitness memberships



**FINANCIAL BENEFITS - *Presentation by Moderator: Wendy Poirier, Towers Perrin, Working Today: 2003 Talent Report***

**Holistic approach to developing a total reward strategy:**

- ✓ Pay + Benefits + Learning & Development + Work Environment

**Tactics:**

- ✓ differentiating employees according to performance;
- ✓ differentiating performance through incentive programs
- ✓ targeting rewards to the roles/functions critical to business success
- ✓ ensuring that they optimize their investment in rewards they offer

**Optimization requires an understanding of what drives employee behaviour**

- Why people join:**
1. Company Reputation
  2. Salary
  3. Challenging work
  4. Opportunities for advancement
  5. Work environment

- Why people stay:**
1. Challenging work
  2. Team/colleagues
  3. Work environment
  4. Salary
  5. Relationship with manager

- Why people leave:**
1. Relationship with manager & Opportunities for advancement
  2. Work/life balance
  3. Salary
  4. Work environment
  5. Learning and development opportunities & Corporate culture

**Summary: What are Top Employers doing?**

1. Providing financial benefits linked to other key engagement factors
  - a. Work-life balance
  - b. Work environment
2. Linking different aspects of financial benefits
  - a. Incorporating pay into definition of earnings for income security benefits
  - b. Trying contributions to spending accounts to business results
3. Making an investment in real "income security"
  - a. Cash rebates for non-smokers, fitness participants
  - b. Expediting medical assessments or treatment outside of public health care



**FINANCIAL BENEFITS -**

***Cascades Inc, Kingsey Falls, QC*** - 10761 staff, 85 at this location, 14063 worldwide; 15% female - of managers 10%, 5% visible minorities - of managers 3%; leading manufacturer of specialized packaging and paper products; trial new programs here, replicate as appropriate; low turnover 3-4%, other locations not so successful; profit sharing linked to unit performance and hours worked/attendance; attendance bonuses up to \$750 pa combined with achieving goals and targets of unit otherwise 10% of profit share penalty; residency policy - all managers have to live within 7 ks and Cascade pays tax to max of \$1000 pa; day care \$7/day cost to employees; part of building materials at production cost - \$7500 to build, \$5000 to buy, \$500 to rent; 50% subsidy up to \$500 for sporting clubs; discounted company products; discounted home computers.

***Shell Canada Limited, Calgary*** - 3764 staff, 1516 at this location; 29% female - 22% of managers; 6% visible minorities - 3% of managers; 5% discount on all gas purchases; discounted financial services through company credit union; benefits are on the edge, not marginal, highly valued; missing generation lost in industry re-structure, need to look at phasing, generous retirement plan impact, moved to medical benefits health care programs, preventing costs with fitness subsidy numbers growing; absenteeism issue in plants; staff active workforce problems to encourage people not to come to work when sick, moved from prizes for attendance to healthy lifestyle support.





## FAMILY FRIENDLY BENEFITS

### Top 100 Summary

- ✓ Flexible work options with alternative hours (90%), work from home (63%), shortened week & job sharing (55%) and compressed week (53%)
- ✓ Unpaid leave 88%
- ✓ Maternity top-up 49%
- ✓ Onsite Daycare 10%
- ✓ Supportive Culture

### *Presentation by Moderator - Sarah Moore, Snr Editor Today's Parent Magazine*

Undertook survey of 15 of the best Top 100 Employers for a look at family friendly policies including on-site daycare; maternity top-up; flexible work options including telecommuting and job sharing; extended vacation allowance; extra personal days off; unpaid leaves of absence; adoption assistance and other personal benefits. One thing to have family-friendly policies; another to feel free to take advantage of them.

**Merck Frosst, Pointe-Claire, QC** - 1902 staff, 1407 at this location, 77300 worldwide; 50% female - 39% of managers; 8% visible minorities - 7% of managers; Communicate and involve employees in policy decisions; use internet; 1 HR person per 200 employees; business partners through and with management in training to employees; flex work arrangement policy on internet for application, role out, reinforce with brochures, case studies, all policies link for diversity; staggered hours, shortened hours, compressed work week; 100% top-up of salary for first 18 weeks maternity leave; 52 weeks parental leave; 2 on-site day care centres with 140 spaces; summer and holiday camps for school children through day care for 5-12 year olds; telecommuting and working from home; reduced summer hours, job-sharing, ability to move to part-time status; 5 days paid leave for partners of spouses who have given birth; keep company car during leave to a maximum 70 weeks; personal days, on-site dry cleaner and exercise, cafeteria with take-out meals.

**University Health Network, Toronto** - 6666 staff; 76% female - 55% of managers; 65% visible minorities - 19% of managers; communicate through HR web/intranet, weekly newsletter; monthly HR bulletin; posters, emails - Tom Talks, Ask Ema; 24/7 stressful work = flexibility important to help life/work balance; telecommuting, focused strategy on trying to meet employees needs; 25 x \$1000 post secondary scholarships to staff for dependent children with top marks + 2 references + 2 essays - external help to choose and celebration of award; 40-50 kid day care with subsidy for employees who use private day care; maternity to 25 weeks 75% top up; parental leave 10 weeks top up; keep cars on leave; job sharing, reduced summer hours, compressed work week - same hours fewer days; flexible start and finish.





## PERFORMANCE MANAGEMENT & COMMUNICATIONS

### Top 100 Summary

- ✓ Reviews, Manager training, 360 degree feedback from others, confidential feedback, pay increases, unique rewards;
- ✓ Feedback through in-house survey, consultant survey and email and traditional methods;
- ✓ Publications through intranet and print newsletters

### *Presentation by Moderator - David Neilly, Towers Perrin: Performance Management as a Driver of Employee Engagement*

#### Who is the customer for Performance Management?

Company:	Alignment, Measurement, Differentiation, Efficiency
Employees:	Coaching, Line of sight, Relevance, Focus

#### Does the Performance Management program drive employee engagement?

##### Engagement is the tendency for your employees to:

- ✓ Be excited about their work
- ✓ Want to work hard and go the extra mile for their team and organization
- ✓ Feel connected to the organization and their work
- ✓ Come to work because they want to, not because they have to.

#### There is a strong correlation between engagement and financial indicators.

##### Our (Towers Perrin) measures of engagement have explicit links to Performance Management:

- ✓ I would recommend my company to a friend as a good place to work
- ✓ My company inspires me to do my best work
- ✓ I am proud to tell others I work for my company
- ✓ My job provides me with a sense of personal accomplishment
- ✓ I really care about the future of my company
- ✓ I understand how my unit contributes to the success of my company
- ✓ I understand how my role is related to my company's overall goals, objectives and direction
- ✓ I am willing to put in a great deal of effort beyond what is normally expected to help my company succeed
- ✓ I am personally motivated to help my company be successful



**PERFORMANCE MANAGEMENT & COMMUNICATIONS**

*Presentation by Moderator - David Neilly, Towers Perrin: Performance Management as a Driver of Employee Engagement*

Drivers of attraction, retention and engagement are connected with Performance Management:

	Attraction	Retention	Engagement
Competitive health care benefits	2	5	
Competitive base pay	4	3	
Work/life balance	1		
Competitive retirement benefits			
Career advancement opportunities	5	1	5
Senior management interest in employees			1
Challenging work	3	4	2
Decision-making authority			4
Customer orientation		2	
Retaining high-caliber people			
Overall work environment			3
Developing skills of employees			
Resources to get the job done			

Source: Working Today: Towers Perrin 2003 Talent Report; Towers Perrin, 2003

**Manager behaviours which the most significant impact on employee engagement include:**

- ✓ Helping employees understand how they impact financial performance
- ✓ Ensuring access to a variety of learning opportunity
- ✓ Providing clear goals and direction

**Performance Management as a driver of employee engagement:**

- ✓ Sets expectations for success
- ✓ Creates connection between employee and company success
- ✓ Clear linkage with rewards
- ✓ Process for stretch goals and development
- ✓ Process for recognition and course corrections



**PERFORMANCE MANAGEMENT & COMMUNICATIONS****P**

***Epcor Utilities Inc, Edmonton*** - 3250 staff, 1962 at this location; 33% female - 28% of managers; Number 1 customer of the process is the employees; every employee has annual plan that aligns their work with business targets - key results areas and behaviours; requirements for clear, measurable expectations; monitoring/measuring results, ongoing, timely and honest feedback and coaching, recognition and development; is the foundation for employee rewards, development and opportunities; is a two-way process, with employees expected to take ownership for results and their own development. Managers trained in how to conduct effective reviews; annual one-on-one meeting; 360-degree feedback process for additional performance related information from co-workers, supervisors and employees; 2 meetings during year to monitor progress; all employees including CEO take part in process.

***KPMG LLP, Toronto*** - 4100 staff, 1443 at this location, 100,000 worldwide; 61% female - 46% of managers; 21% visible minorities - 15% of managers; Global Performance Management process is called Dialogue; aims to align individual's goals and performance with the business; provide enabling technology for professionals in the field anywhere/anytime across the globe; support continued development and learning; create an engaged workforce; challenges in Gen x & Y with different expectations - coaching and mentoring; recognition for their personal and unique contributions; varied work assignments and multiple career opportunities; 6 monthly reviews between manager and employee; 360-degree feedback; "Encore" allows employees to nominate colleagues for a variety of awards from small gifts to \$500-\$5000; \$856,000 through 2650 awards presented last year. Informal awards: sports tickets, dinners & spa visits.

***Halsall Associates Limited, Toronto*** - 145 staff, 113 at this location; 28% female - 15% of managers; 18% visible minorities - 6% of managers. Challenge was to get employees to buy in to their own career plan (engineering consultants) and showing the process adds value to the employees. All employees take part in mentoring program, assigned mentor on first day and every four months - or as often as desired - employees and mentors meet to discuss training options and to develop a personal mission statement and career strategy. Employees are responsible for managing their own plans, mentors receive training to ensure they provide appropriate support. Employees provide confidential feedback on mentor's performance through in-house survey; Feedback from mentors provides basis for performance bonuses and salary increases. Exceptional work is recognized through a unique peer recognition program that lets employees nominate their co-workers for non-monetary awards.





## CULTURE & ATMOSPHERE

### Top 100 Summary

- ✓ Employee social committees (63%)
- ✓ Range of activities from hockey leagues to wine tasting nights to children's Christmas parties which evolve with employees' changing interests
- ✓ Employers take the lead in creating opportunities for interaction and employees take the lead in organizing

**General Dynamics Canada Ltd, Ottawa** - 1255 staff, 792 at this location; 30% female - 9% of managers; 12% visible minorities - 4% of managers; business casual dress daily, radio/music allowed; company subsidized social committee since 1965; variety of events and activities throughout year including gold tournaments, family trips, subsidized tickets to monthly hockey games, monthly movie nights, annual awards dinner for long serving employees. Company gives a free turkey to every employee, hosts Christmas party for employees with separate event for employees children. Sponsors 6 competitive employee hockey teams, recreational softball, soccer and hockey teams. On-site fitness centre, subsidized memberships, outdoor eating area, barbeque, healthy menu items, cultural theme days; free onsite parking, nearby public transit; open-concept workstations ergonomic workstation design, plant life tended professionally.

**Telvent Canada Ltd, Calgary** - 318 staff, 10000 worldwide; 27% female - 20% of managers; 33% visible minorities - 25% of managers; casual dress daily, radio or music allowed; company subsidized social committee organizes a variety of events including Valentine Beatnick Bash, excursions to Calgary hockey and football games, ski trips, theatre nights, cards and flowers sent to recognize events important to employees; lives; summer picnic for employees' families, Calgary Stampede luncheon; Christmas party with separate employees' children party, company subsidizes sports activities, sponsors an employee team into Corporate Challenge, hosts numerous team-building challenges each year; on-site fitness facility, employee lounge and rest areas, own specialty Beer, free soft drinks, free coffee and tea; onsite cafeteria; free onsite parking, subsidized underground parking, private offices opening to large staging areas for meetings; ergonomic workstation design; plant life tended professionally, fresh flowers delivered weekly.

**Crystal Decisions Inc, Vancouver** - 924 staff, 893 at this location, 1627 worldwide; 33% female - 28% of managers; casual dress daily; radio & music allowed, individual departments host their own fun day every few months; company hosts annual and quarterly social events, advance screening of movies; onsite fitness facility; employee lounge and rest areas; free snacks including daily fresh fruit, herbal teas, hot chocolate, breakfast cereal and soup; free coffee and tea; outdoor eating area and barbeque; nearby public transit, transit subsidies, secure bicycle parking; open concept workstations; access to natural light for all employees; ergonomic workstation design; windows that open; plant life tended professionally.





## COMMUNITY INVOLVEMENT

### Top 100 Summary

- ✓ Everyone does something, ranging from corporate donations to employee-managed United Way campaigns
- ✓ Truly remarkable employers find a way to involve their employees, capitalizing on their employees' energy, interests and expertise
- ✓ Astounding variety of initiatives
- ✓ Employee selection (58%)
- ✓ Paid time off (38%)
- ✓ Matching corporate donations, local and national support, variety or focused, utilize in-house expertise, integrated with social events

### *Moderator - Chris Pinney, Director of Imagine*

**MSM Group of Transportation Companies, Bolton** - 80 staff, 108 worldwide; 37% female - 14% of managers; 6% visible minorities - 14% of managers; employees take part in selection of which charities are supported and get paid time off to volunteer; provide clothing and games through Rose of Sharon for mother in school - the employees shop; transport for food bank; support sports teams and education; pen pals for trucks with postcards sent to grade 3 & 4 as part of geography lesson.

**Tim Hortons - TDL Group Ltd, Oakville** - 1012 staff, 715 at this location, 1096 worldwide; 33% female - 44% of managers; Tim Horton's Children Foundation - 6 camps, approximately 9000 kids pa; one of top reasons people join; support a variety of charitable initiatives; across Canada supports community events, professional sports teams; the Canadian Cycling Association and children's "Timbit" sports teams; the company leverages motivation from employees, suppliers, franchisees and customers.

**SaskTel, Regina** - 3693 staff; 49% female - 36% of managers; 3% visible minorities - 3% of managers; have set benchmark and measure by asking customers if they are aware - very high awareness; every other year ask suppliers; employee surveys 95% believe good corporate citizen adds value; 85% of customers prefer to do business with good corporate companies; support a variety of local and national charitable initiatives; employees take part in selection; member of Imagine and so donate at least 1% of its annual pre-tax profits to a number of community organizations - last year \$1.8 million to over 1600 charities in education, health, family and youth services; formal corporate sponsorship program co-ordinates donations with an employee benevolent fund; current and retired employees donate over 70,000 volunteer hours each year and almost \$500,000 to community projects through the SaskTel Pioneers service club; program for environmental management in the communities where it operates; sponsors local recycling projects for telephone directories, batteries and household paint - employees collected over 14,760 gallons last year.





## PHYSICAL ENVIRONMENT

### Employee comfort and safety

#### Top 100 Summary

- ✓ Employee feedback ref building location, interior design and furniture selection and safety committees
- ✓ Extras - from pool tables, televisions to onsite fitness facilities NB available does not mean utilized
- ✓ On-site cafeteria with subsidized meals, special diet menus and healthy choices; indoor eating area, outdoor eating area with BBQs, and restaurant linkages.

There were no presentations for this category.

