



# The Best Small & Medium Employers in Canada (BSME)

## About the Queen's/Hewitt Annual BSME Study

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# The BEST Small & Medium Employers – Congratulations Top 50!!!



# What is the BSME?

## The Annual Study

- Employees complete an on-line survey
- Leaders complete a different on-line survey
- Runs from May 1<sup>st</sup> to June 30<sup>th</sup> of each year
- It's a joint effort from:



# Special Features of the BSME

- A wide range of on-line & pdf-based reports and services are available to provide and help interpret the results
- Results often form the basis of strategic plans
- Cost effective – can participate for no out-of-pocket costs
- Free ‘Complimentary Report’ available for any company opting to not purchase their more in-depth results
- Early bird ordering of reports gives free on-site management debriefing of the results

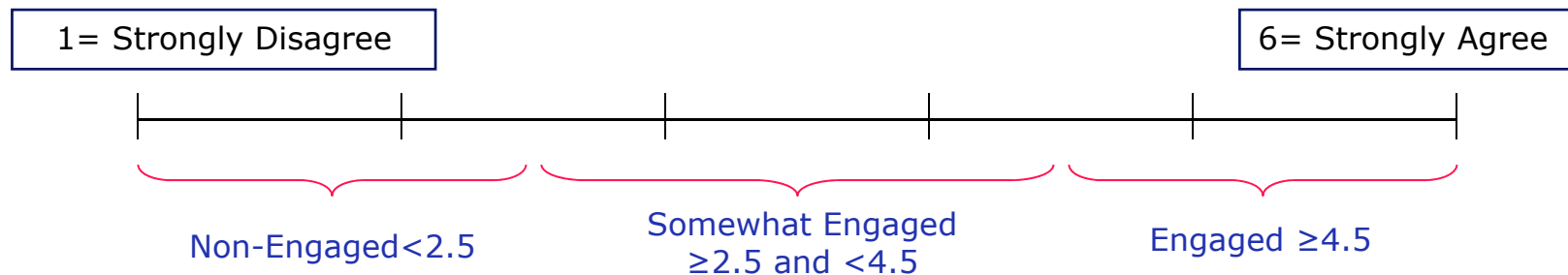
# What is **Measured** ?

## What is Measured?

- Leadership Alignment and potential gaps
- Employee Engagement

# 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)

# 21 Engagement Factors

- Employee Health & Wellbeing
- Corporate Social Responsibility
- Learning & Development
- Managing Performance
- Senior Leadership
- Organizational Reputation
- People & HR Practices
- Middle Management
- Recognition
- Physical Work Environment
- Retirement Savings
- Work Tasks
- Work/Life Balance
- Career Opportunities
- Intrinsic Motivation
- Work Processes
- Pay
- Co-workers
- Benefits
- Manager
- Resources



# 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 50 Best’

# BSME BENEFITS - By the Numbers

It benefits EVERY organization to participate

Strong correlation with “bottom-line” business results

Our research shows organizations with the most engaged employees (compared with the rest) achieve:

- *65% greater share price increase*
  - *26% less turnover*
    - *100% more unsolicited employment applications*
      - *20% less absenteeism*
        - *45% less lost-time accidents*
      - *5% less sick time*
    - *5%-15% greater employee productivity*
  - *28% higher employee morale*
- *up to 30% greater customer satisfaction*

# 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

# Participation – Looking at this Past Year

## **Overall:**

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

## **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

# Participation - Now

## How to Participate?

- Need to register to participate
- Be in business 3+ years
- Have between 50 and 399 employees

**Or, if you don't meet both criteria above – but have at least 30 employees, you can participate in the non-qualifying round of BSME**

- That means that you can't be a contender for the Top 50 list, but you can get detailed results on your company's strengths & areas of focus

# Who are the winners this year ?

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

## # 1 - Protegra

2 - I Love Rewards

3 - Booty Camp Fitness

4 - RL Solutions

5 - ISL Engineering & Land Services

6 - EPIC Information Systems

7 - CBCI Telecom

8 - Mercedes-Benz Financial

Services/Daimler Financial Services

9 - OC Tanner Recognition Company

10 - Phonak Canada Ltd.

11 - Nintendo of Canada Ltd.

12 - Windsor Family Credit Union

13 - Habanero Consulting Group

14 – Bioniche Life Sciences Inc.

15 – Gibraltar Solutions Inc.

16 – Peel Senior Link

17 – Unisync Goup Limited

18 – 99 bottles o/s beer bistro

19 – Mennonite Savings & Credit Union

20 – Wakefield Canada

21 – Birchwood Automotive Group

22 – Greater Edmonton Foundation:  
Housing for Seniors

23 – The CWB Group

24 – iQmetrix Software Development

25 – Maples Reinders Constructors

# Where is the **Study** Now?

Some things to talk about:

- It is underway for 2012 – 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 ?

Visit our website for more information:  
**[www.bsmestudycanada.com](http://www.bsmestudycanada.com)**

**1.877.955.1800**