

BEST
SMALL &
MEDIUM
EMPLOYERS IN CANADA

EMPLOYEURS DE
CHOIX
AU CANADA
PETITES ET MOYENNES
ORGANISATIONS



Hewitt

Profile of the (Optional) **“Early Bird” and** **Complete Employee Results Report**

This report (“Early Bird” version is simply the “Complete Employee Results Report” purchased in advance of the Globe and Mail’s year-end publication of “Best Employers” rankings) represents the most commonly requested summary of survey results. It includes overall employee responses to every item found on the employee survey in addition to the Engagement and Engagement Driver scores found in the complimentary reports.

*This report offers an essential tool for examining the full range of results **within** each of the driver areas, plus additional special summaries as noted.*

Note: Data included in this section are samples only, and do not represent your own organization’s results

Complete Employee Results Detail

The *Complete Employee Results Report* provides critical supplementary detail beyond the “headlines” seen in the *Complimentary Highlights Report*.

Within *each Engagement Driver area*, you will see, **for each and every question on the entire survey**, your own employees’ scores (broken down according to the % who Strongly Agree/Agree, Slightly Agree/Disagree, and Disagree/Strongly Disagree).

You will also see how your employees’ views compare with either those of the “Best Employers” or the overall Database Average (for all participating organizations as a whole) on each survey item.

Here’s a profile of what you’ll see, driver area-by-driver area:

Benefits—Employee views on:

- How well the organization’s benefits meet the individual’s and his/her family’s needs
- Your benefits program’s “ease-of-use” by the employee
- The importance of your benefits program to employee decisions about staying with the organization
- Sufficiency of choice seen in your benefits program
- Adequacy of the organization’s communications helping employees gain a good understanding of their benefits program
- Adequacy of the organization’s communications helping employees gain a good understanding of their pension/retirement savings program

Career Opportunities—Employee views on:

- How good career opportunities in your organization look to them
- How much they know about available career opportunities
- Whether career opportunities always to “the most qualified people”
- Sufficiency of opportunities for individuals to advance their careers
- How much they know about what they need to do to get ahead in the organization
- Whether the organization is seen to offer excellent career opportunities to strong performers

Co-Workers—Employee views on:

- Levels of respect demonstrated among co-workers' around each others' thoughts and feelings
- How well employees feel they “fit in”
- How co-workers work together in the face of crises or tight deadlines
- Co-worker cooperation on achieving goals

Intrinsic Motivation—Employee views on:

- The sense of accomplishment they get from their work
- The similarity between their own personal values and those of the organization
- How much they look forward to coming to work each day
- How much they see their opinions counting at work

Learning & Development—Employee views on:

- The organization's support of employee growth and development
- Sufficiency of opportunities for individuals' improvement of skills in their current roles
- ...in preparation for assuming greater responsibilities
- ...in satisfying personal needs for new challenges and development

Manager—Employee views on their individual manager (the person they report to) and the extent to which they see him or her as:

- Providing the support needed for them, as employees, to succeed
- Making them feel like valued members of the organization
- Inspiring them to do their best every day
- Open and honest in communication
- Clearly communicating what their teams need to do to be successful
- Making sure employees have the resources needed to do their jobs
- Taking the time to let the employee know his/her efforts are appreciated
- Setting high but achievable goals for the team
- Effectively dealing with poor performance in their teams
- Effectively dealing with employee questions or concerns
- Making sure that time is taken to celebrate the group's successes
- Partnering in a good working relationship
- Being sincere when expressing appreciation

Performance Management—Employee views on:

- Whether the organization's performance review process helps them, as individual employees, focus work efforts on helping achieve organizational goals
- How well the organization's goals and objectives provide clear direction for the employee in his/her work
- The degree to which the organization's performance standards are seen to ensure that customer/client expectations are met
- Whether managers set clear expectations and goals with their people
- Whether managers set high, but achievable goals for their teams
- Whether their managers understand employees' jobs well enough to evaluate performance
- How well managers have communicated what the team needs to do to be successful
- The extent to which managers set high, but achievable goals for their teams
- Whether they receive the feedback they need to ensure that they are focused on helping to meet team goals
- How well the performance assessment process used helps employees understand their individual strengths and weaknesses
- Whether the way their performance is measured makes sense to them
- Evident achievability of their performance goals
- Whether they're informed about exactly what they need to do to help the organization achieve its goals
- ...and to help their individual teams meet group goals
- How well the organization's communications have helped them, as employees, gain a good understanding of how their performance is managed

Organizational Reputation—Employee views on:

- The degree to which they see their organization considered as one of the best places to work in the area
- How likely they would be to recommend your organization's products and/or services to potential customers/clients if given the opportunity
- How certain they are that the organization creates something that adds value to the community it serves
- How effectively the organization's reputation seems to help it attract the best employees
- How well they see the organization doing in delivering on the promises it makes to employees
- The degree of similarity between their personal values and those of the organization
- How effectively the organization addresses employee concerns

Pay—Employee views on:

- Appropriateness of pay for their roles in the organization
- How effectively the organization's financial rewards for people help produce the results desired by the organization
- Whether their performance, as employees, is seen to have a significant impact on their pay
- How effectively the organization's communications have been in helping employees gain a good understanding of their pay programs

People Practices—Employee views on:

- How well the organization's people-focused policies, programs, and practices are seen to create a positive work environment
- How well its people-focused policies, programs and practices fit the organization's culture
- How effectively managers apply the organization's people-focused policies, programs and practices
- How consistently managers apply the organization's people-focused policies, programs, and practices
- The extent to which the organization is seen to have policies and programs that help individual employees address their personal commitments
- Whether the organization delivers on the promises it makes to employees
- How effectively the organization addresses employee concerns

Physical Work Environment—Employee views on:

- The appropriateness of their work environment for the kind of work they do
- Appropriateness of attention to safety in the workplace
- How effectively the physical work environment allows them to be as productive as possible

Resources—Employee views on:

- How well the work processes the organization has in place allow them to be as productive as possible
- Whether they have the tools they need to help them do their work well
- Adequacy of authority they have to make the decisions necessary to do their jobs
- Level of flexibility they have in choosing how best to complete their work
- Whether the organization seems to have the people it needs to get the job done
- How effectively managers make sure that employees have the resources they need to do the job

Recognition—Employee views on:

- The adequacy of recognition they receive (beyond pay and benefits) for their contributions and accomplishments
- How well they are made to feel like valued members of the organization
- Whether their managers take the time to let them know their efforts as employees are appreciated
- Whether their managers make sure that time is taken to celebrate their groups' successes
- Sincerity of their managers when expressing appreciation for something the individual employee has done
- How effectively the way the organization recognizes people (the attention given to them) helps produce the desired organizational results
- The degree to which the organization's recognition programs are seen to recognize the right people for the right things

Resources—Employee views on:

- Whether the tools and resources they have in place allow them to be as productive as possible
- The manageability of their workloads
- The adequacy of staffing levels seen to be needed to get the job done
- How effectively their managers make sure their employees have the resources they need to do their jobs

Senior Leadership—Employee views on:

- Evidence of effective leadership from the senior leadership team
- Whether employees see themselves as made to feel like valued members of the organization
- Accessibility of senior leaders to employees
- Clarity of direction for the future provided by senior leadership
- Evident openness and honesty of senior leaders' communication
- How much the senior team is seen to treat employees as the organization's most valued asset
- How effectively the senior team is seen to deliver on promises made to employees
- Senior leadership effectiveness in making people feel excited about the organization's future
- Clarity of senior leadership communication on what the organization needs to do to be successful
- Evident consistency between senior level decision-making and the organization's values

Work/Life Balance—Employee views on:

- The appropriateness of the balance they see between their work and their personal commitments
- The manageability of work-related stress they may be experiencing
- Manageability of their current workloads
- Adequacy of staffing seen to be needed to get the job done
- Whether the organization has policies and programs which effectively help them address their personal commitments

Work Processes—Employee views on:

- How well the work processes in place allow individual employees to be as productive as possible
- The degree to which they're able to choose how best to complete their work
- Their level of involvement in decisions that affect their jobs

Work Tasks—Employee views on:

- Their level of enjoyment of day-to-day work tasks and activities
- The extent to which they see themselves as being choose how best to complete their work
- Their level of involvement in decisions that affect their jobs

In addition to all of the above, you'll see, in the Complete Employee Results Report:

Strengths and Issues – A summary of the top 5-6 highest and lowest scoring items across the entire survey

Responses to “Workforce Management” Questions—from all employees as a group, you'll see their views on the extent to which they feel the organization is:

- Attracting the people it needs to achieve business goals
- Promoting the people who are best equipped to meet the future demands of the business
- Keeping the people needed to achieve organizational goals

Note: The pages which follow contain excerpts and examples from the reports of other organizations (not your own) to illustrate the format in which your results would be presented to you in the Complete Employee Results Report.

Survey Results Example

With excerpt from a section of this optional report

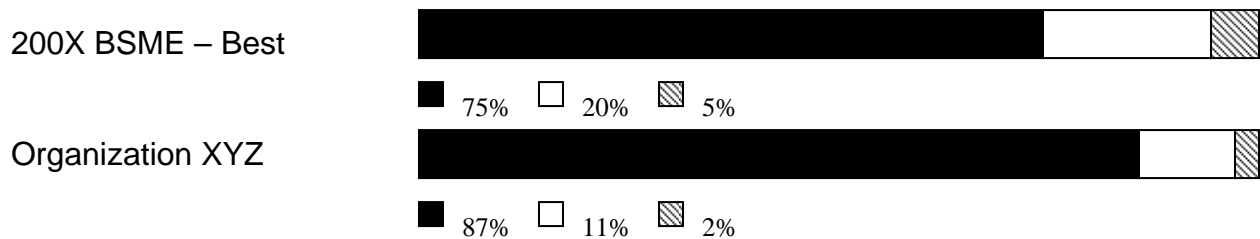
Benefits

Detailed Results

Benefits – My benefits meet my (and my family’s) needs well



My benefits program is easy to use (Benefits)



My benefits program is important in my decision to stay with this organization (Benefits)



■ Strongly Agree / Agree □ Slightly Agree / Slightly Disagree ▨ Disagree / Strongly Disagree

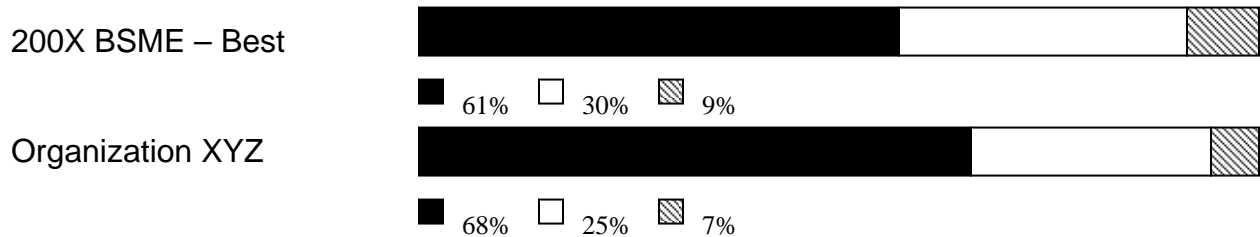
Survey Results Example

With excerpt from a section of this optional report

Career Opportunities

Detailed Results

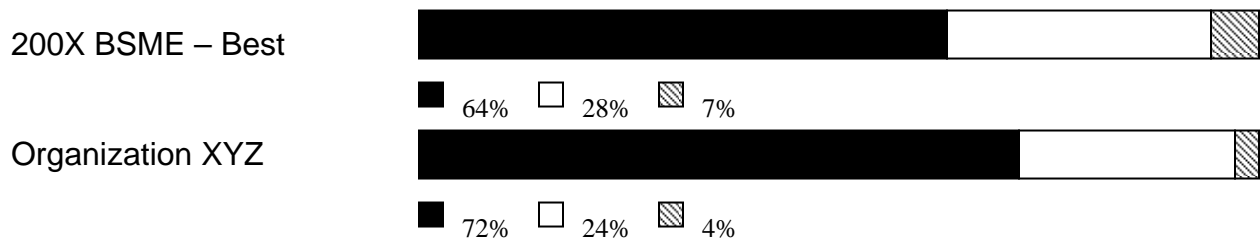
Career Opportunities – My future career opportunities here look good



There are sufficient opportunities within this organization for me to advance my career



I know what career opportunities are available to me



■ Strongly Agree / Agree □ Slightly Agree / Slightly Disagree ▨ Disagree / Strongly Disagree

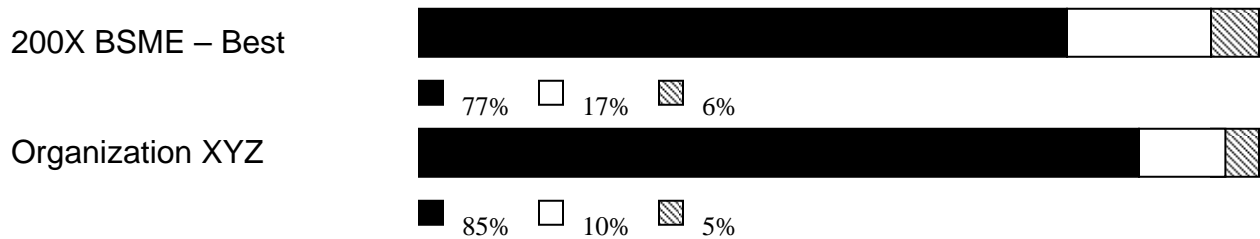
Survey Results Example

With excerpt from a section of this optional report

Managing Performance

Detailed Results

My manager understands my job well enough to evaluate my performance



I get the feedback I need to ensure that I am focused on meeting our team's goals



The way we assess performance here helps me to understand my strengths and weaknesses



■ Strongly Agree / Agree □ Slightly Agree / Slightly Disagree ▨ Disagree / Strongly Disagree

Survey Results Example

With excerpt from a section of this optional report

Recognition

Detailed Results

Recognition – I receive adequate recognition (beyond pay and benefits) for my contributions and/or accomplishments

200X BSME – Best



Organization XYZ



I am made to feel like a valued member of this organization

200X BSME – Best



Organization XYZ



My manager takes the time to let me know my efforts are appreciated

200X BSME – Best



Organization XYZ



■ Strongly Agree / Agree

□ Slightly Agree / Slightly Disagree

▨ Disagree / Strongly Disagree
