



# What Engagement Rock Stars Do

*Real life examples of the top 10 employee engagement drivers in action*

**Learn how engagement rock stars:**

- Leverage continuous learning & peer recognition
- Build strong teams while respecting work/life balance
- Tie results to performance, company-wide



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# Learn from the stars

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Learn how five Canadian companies<sup>1</sup> rock engagement. From 1-800-GOT-JUNK to YWCA, you'll find inspiration for driving productivity, improving retention and growing your business by taking your engagement to the next level.

## Table of Rock Stars:

- 1-800-GOT-JUNK
- EMKAY
- Great Little Box Co.
- Verafin Inc.
- YWCA Metro Vancouver



# Engagement: a key to profitability & growth



# Talent is king

The employee-work contract has changed. Talent is king. To attract and retain top talent, business leaders need to build organizations that engage. But employee engagement goes far beyond attraction and retention. When people are emotionally and intellectually committed to an organization, they drive change and out-perform at their jobs.

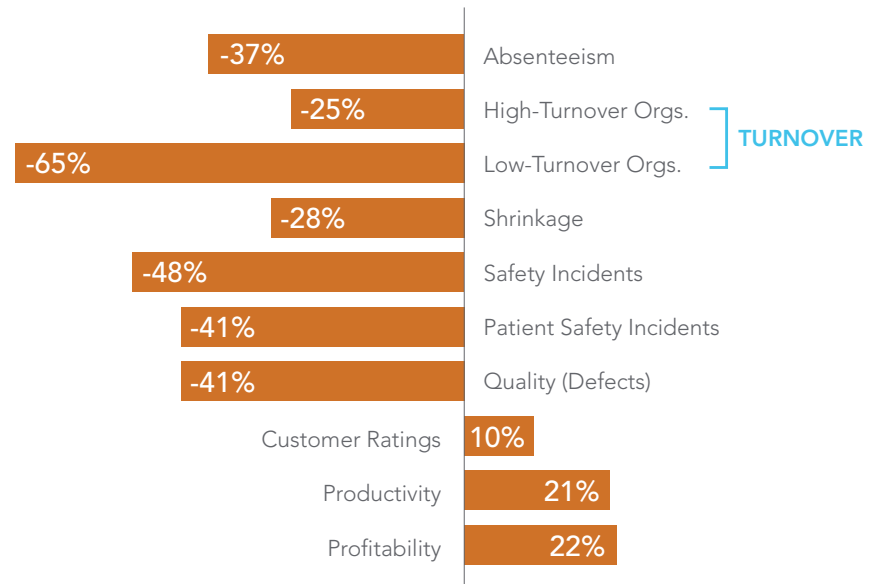
Far from being a cost centre, people are one of the top factors in profitability. Organizations that have better-engaged employees make more money: those in the top quartile of engagement are 22% more profitable<sup>2</sup> than their bottom quartile counterparts.

Fully 75% of employees in Canada are not actively engaged.<sup>3</sup> If benefits like attracting and retaining top talent, a can-do attitude and more profit are so significant, why is disengagement so common? Engagement has a lot to do with company culture. A recent study found that companies that intentionally manage their culture have seen revenue grow by an average of 682% over 10 years, compared with 166% for companies that don't take an active role in managing their culture.<sup>4</sup>

Becoming an engagement rock star is not complicated. There are many simple improvements that can produce significant results. All that's required is formulating a plan and putting it into action. Read on to discover the steps that five Canadian organizations have taken to rock engagement.

## Engagement's effect on key business outcomes

When Gallup analyzed the differences in performance between engaged and actively disengaged business/work units, work units scoring in the top half on employee engagement significantly outperformed those in the bottom half on nine crucial performance outcomes.



Source: Only 35% of U.S. Managers Are Engaged in Their Jobs, Gallup, April 2015

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# Top 10 things engagement rock stars do:

Companies that do a great job of engaging employees hit several of the top ten engagement drivers.



Great Benefits



Inspiring Career Paths



Strong Company Values



Attractive Salary and Incentives



Great Leaders



Continuous Learning



Ongoing Feedback



Social Responsibility

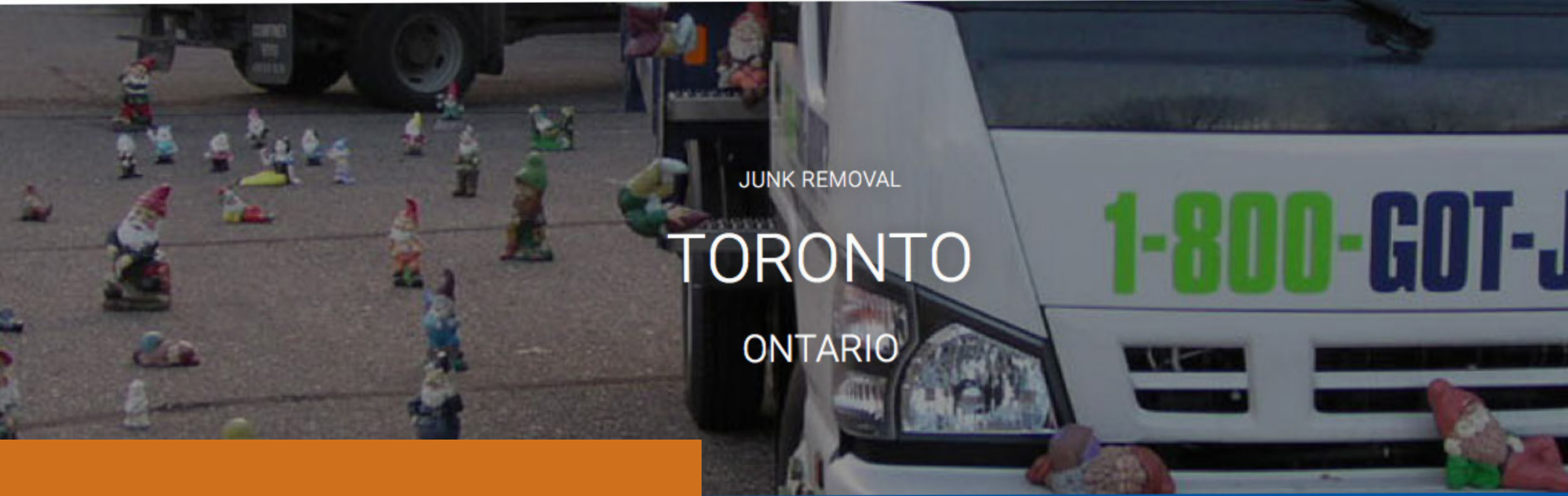


Awesome Teams



Work/Life Balance





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# 1-800-GOT-JUNK Engagement Drivers: Great Benefits + Inspiring Career Paths



Great Benefits



Inspiring Career Paths

## Company snapshot:

This Vancouver-based business started as a one-man show in 1989. Now the rubbish remover counts more than 170 employees in Canada and 200+ franchises in North America and Australia.

## Why they rock:

Everyone at 1-800-GOT-JUNK knows they are pulling together as a team, because everyone shares in the profits. In an industry characterized by low pay and few benefits, this company stands alone. Employees can schedule 20 personal days off each year and new employees get four weeks' paid vacation after their first year. Moms and dads get leave top-ups of up to 75% of salary for 19 weeks and when they are ready to return to work, 1-800-GOT-JUNK offers a work environment that makes it easier to handle: optional telecommuting, flexible hours and a shortened work week option.

Years ago Founder & CEO Brian Scudamore made the painful choice to let go of bright people who didn't share company values. Now he pushes engagement by challenging his team to get involved, to lead, take risks, and make mistakes. 1-800-GOT-JUNK also goes to the source to find people interested in building a career rather than simply getting a job. The company recruits graduates from four academic programs at two hiring locations in Canada and they offer career planning services, formal leadership training, tuition subsidies and more.

“When the environment is superficial, real engagement isn't happening.”<sup>5</sup> ~ Brian Scudamore, Founder & CEO



A photograph of two men in work attire (denim shirts, caps) standing next to a white truck. One man is pointing at a laptop held by the other. The scene is brightly lit, suggesting an outdoor setting.

# EMKAY Canada Fleet Services Corporation



## EMKAY Canada Engagement drivers: Awesome Teams + Social Responsibility



Awesome Teams



Social Responsibility

### Company snapshot:

From its base in Toronto's trendy Liberty Village, EMKAY provides automotive lease, financing and fleet management services for businesses.

### Why they rock:

EMKAY Canada has mastered peer recognition. The company's formal peer recognition program is used to acknowledge exceptional performance. It includes quarterly and annual awards for individual performance and long service.

As if that wasn't enough to foster a team atmosphere, all 27 employees are also part owners of the firm, giving everyone an incentive to outperform. The company supports employees in developing professional skills as well, with a full complement of e-learning programs and up to \$3,000 in tuition subsidies for the completion of job-related courses.

Social, ecological and corporate responsibility form another big part of EMKAY's culture. Employees are involved in giving back to the community in many ways, including active participation in charitable causes. The company's Code of Business Conduct helps employees deal with a broad range of integrity issues and EMKAY offers customers a 'goGREEN' product to offset emissions.

"We aren't just interested in people doing a good job. We want to help them develop professionally. That also makes for a happy employee, and more satisfied employees produce happy customers."

~ Paul Turner, EMKAY Canada President



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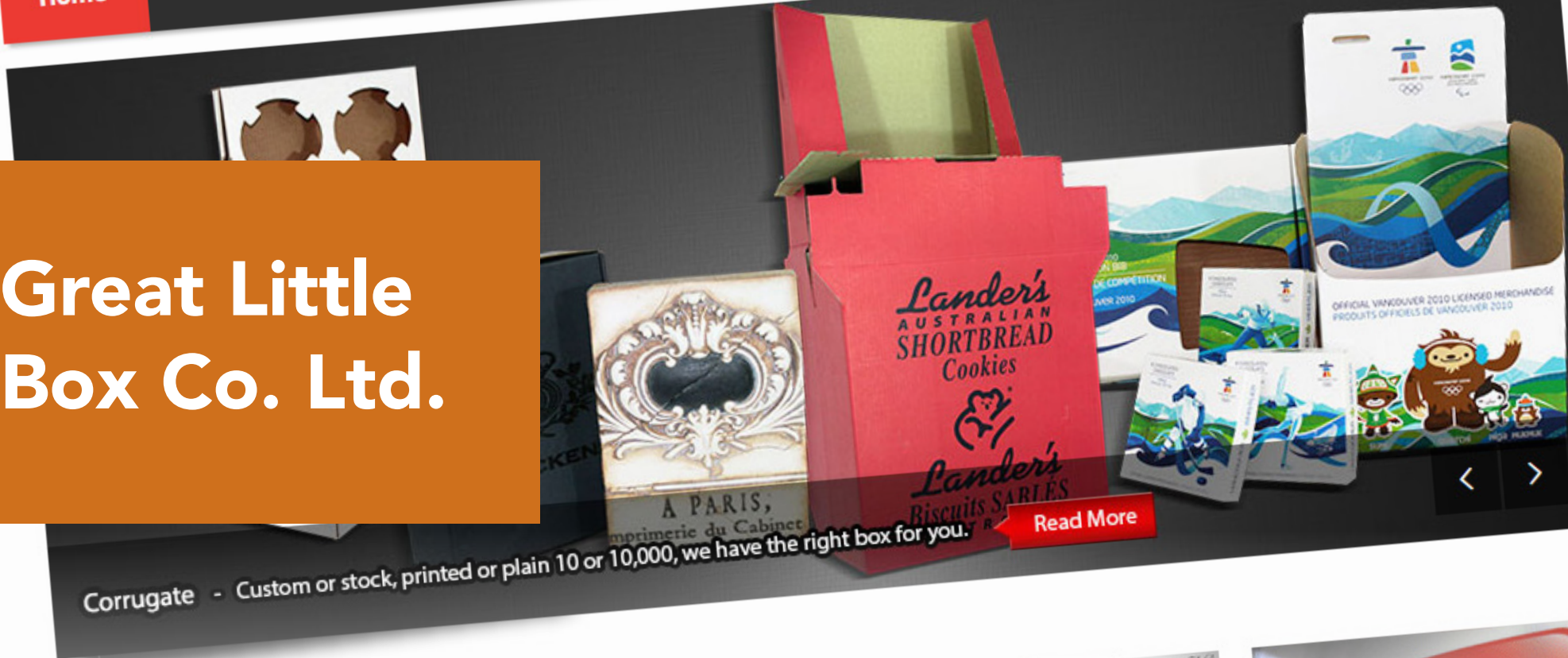
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# Great Little Box Co. Ltd.



Corrugate - Custom or stock, printed or plain 10 or 10,000, we have the right box for you.

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Great Little Box Company is an award-winning manufacturer and distributor of custom and stock packaging solutions, specializing in corrugated boxes, custom displays, labels, flexible packaging, folding



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## Great Little Box Co. Engagement drivers: Great Leaders + Competitive Remuneration



Great Leaders



Attractive Salary  
and Incentives

### Company snapshot:

This Richmond, BC-based company manufactures stock and custom corrugated boxes, point-of-purchase displays, labels, and protective packaging.

### Why they rock:

With over 200 staff members, Great Little Box Co. might be the biggest company in Canada to offer such a high degree of transparency. The company opens its books to employees and engages them in a discussion on performance every month. Pay is tied to performance, so transparency gives employees a very good idea of what is working and what is not. The firm matches RRSP contributions and offers profit sharing as an optional financial incentive.

When Great Little Box Co. hits its annual profitability target, employees get three extra paid vacation days and a complimentary vacation to a hot and sunny destination. The company does many other things right, including offering flexible hours, a telecommuting option, shortened and compressed work weeks and reduced summer hours.

Great Little Box Co. also hires very selectively. Every candidate must go through seven rounds of interviews before getting the green light. "Somebody who is trying to not be themselves has a very difficult time doing that in front of seven people," says James Palmer, vice-president of sales and marketing.

"Profit sharing encourages our staff to remain accountable, as there is a direct correlation between their work, the results and the amount on their paycheque."

~ James Palmer, Vice President of Sales & Marketing





# Verafin Inc.

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## Verafin Inc. Engagement drivers: Work/Life Balance + Strong Company Values



Work/Life Balance



Strong Company  
Values

### Company snapshot:

This St. John's, NF business provides leading fraud detection and anti-money laundering software as a cloud-based service. The firm was recently voted Best Place to Work in Atlantic Canada.<sup>6</sup>

### Why they rock:

With over 170 employees, Verafin has the critical mass to take a page out of Virgin Group's book with a no-limit vacation plan. Employees can be the masters of their own work/life balance by deciding when and how much vacation to take throughout the year.

The company emphasizes balance and lifestyle in other ways as well. The open concept office is dotted with workout stations and offers employee-led yoga and aerobics classes. Verafin's flat management structure adds to what is already a convivial atmosphere.

More perks such as parental and adoption top-ups to 75% of salary for 17 weeks and even a subsidy for in vitro fertilization of up to \$5,000, show that Verafin takes employee happiness, satisfaction and work/life balance very seriously.

"The key to our success is passionate people coming together to solve problems that have a real impact on society. Everyone at Verafin works together towards a common goal that motivates and inspires us." ~ Jamie King, Verafin CEO





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ADULTS



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## YWCA Metro Vancouver Engagement drivers: Ongoing Feedback + Continuous Learning



Ongoing Feedback



Continuous Learning

### Company snapshot:

YWCA Metro Vancouver offers a range of integrated programs and services for the Vancouver community, with a focus on women's equality. Roles include helping women in distress with support and housing, supporting childhood development, connecting disadvantaged youth to employment, raising funds and much more.

### Why they rock:

Women access the services and programs provided by YWCA Metro Vancouver's more than 40,000 times per year at 62 locations across the city. The organization makes this huge impact count even more by empowering its employees.

Rather than strict, top-down management, the front-line staff identify trends affecting clients, develop relevant programming and flag key advocacy issues. It's an empowering approach that gives new meaning to the phrase 'on the job learning' and lets employees know their opinions count. Staff feel they have a direct hand in making a real difference.

As a result of the YWCA's fluid approach, programming quickly adapts to new circumstances. The speed with which the YWCA is able to adjust on the fly provides better service to the women they serve, enhancing the social value of the organization's work.

*"Imagine waking up in the morning, ready to take on meaningful work for an organization that is changing lives across Metro Vancouver."* ~ ywcavan.org

## How can **Talent Management Technology** help?

More than anything, fostering engagement requires a focus on employees: their aspirations, desires and needs. But engagement doesn't end with putting mechanisms like benefits, learning and development programs into place. You still need to measure the ways in which employees are engaged and refine engagement techniques.

**Talent management technology provides the framework and tools required to capture and measure the behaviours and activities that drive employee engagement. The insights that technology can provide help leaders plan for workforce changes and develop programs that work.**

Talent management technology covers everything from goal setting and alignment to career planning and analysis—vital parts of continuously improving engagement. Key technology-driven talent management capabilities include:

- **Goal Setting and Alignment:** Facilitate employee/manager collaboration to define clear performance goals that align with corporate objectives
- **Multi-Rater Feedback:** Capture feedback from peers and managers year-round to recognize employee achievements and provide effective coaching
- **Goal Tracking:** Track progress against goals throughout the year to keep employees focused on priorities and eliminate surprises
- **Career Planning:** Empower employees to participate in creating a forward-looking career path
- **Professional Development:** Compare current competencies with those needed for future assignments and recommend development activities to fill in gaps
- **Insightful Analytics:** Discover meaningful data, patterns and trends to inform talent management strategies that drive engagement

By automating processes like these, leaders, especially in HR, gain both the required data and the time to develop engagement programs that rock.



# References

- 1 Information regarding all five organizations has been drawn from canadastop100.com, profitguide.com and globeandmail.com
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