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Best Company to Work For Survey 2015

Measure, Inspire, Motivate, Engage



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Best Company To Work For (BCTWF) Survey 2015



The Journey

BCTWF Survey launched in 2000 and has gone through a number of changes to keep it relevant and fresh

Relevance

Why should my organisation take part in the BCTWF Survey?

2015 Survey

What can we expect in 2015?

Participation – Number of companies



Year	Medium	Large	Total
2011			10
2012	4	6	10
2013	6	5	11
2014	6	9	15

Participation – Number of employees covered

Year	Medium	Large	Total
2011	948	7 758	8 706
2012	338	6 819	7 157
2013	998	6 053	7 051
2014	944	11 606	12 550

Relevance



- Insight into employment employee experiences
- Allows assessment of the effectiveness of talent strategies and plans
- Gives employers ability to test and respond to employee perceptions
- Multitude surveys available – BCTWF tested, refreshed, validated, recognised, independent, track record – ability to track trends
- Increased employer brand eminence and recognition as Employer of Choice
- Enhanced benchmarking analytics

Relevance



- Some of the key themes responded:
 - Mixed views on whether the competitive aspect of the survey was important.
 - Strong view that media coverage achieved through the survey enhances the entity brand awareness and provides a mechanism to show appreciation to employees.
 - Participants appreciate year on year information and trends but want more.
 - Support for the size categorisation

Relevance



- Some of the key themes responded:
 - Most employers participating shared the results of the survey with their employees
 - Action plans are developed to address key areas identified by the survey.
 - General support that the survey offers value for money.
 - All participants would recommend their peers to participate in the survey



Relevance

Benchmarking

Enhance our
employee value
proposition

Main reasons
for
participating

Wanted to
understand
what employees
feel and think

Help improve
conditions for
employee
engagement

Independent
feedback from
employees

Action Planning: A Suggested Road Map



	2 Weeks	1 Week	2 Weeks	On-going	On-going
	Phase 1: Communicate Results	Phase 2: Examine	Phase 3: Action Plan	Phase 4: Implement	Phase 5: Sustain
Actions	<ul style="list-style-type: none"> Share results with key stakeholders e.g. Senior Leaders, business unit and all staff sessions etc. Many clients have opted for additional focus groups sessions, which unpack further the issues at hand, examples of behaviours, root causes and suggested solutions. 	<ul style="list-style-type: none"> Identify and clarify survey results. Where available, examine sample cuts, filters etc. Share results with key stakeholders. Celebrate what is working well. Begin exploring gaps between current vs. desired states. 	<ul style="list-style-type: none"> Prioritise Areas for Improvement, reviewing and selecting suggested solutions from Deloitte. Evaluate opportunities for quick wins. Take into account resources, support required, accountabilities, timeframes, foreseeable challenges and success indicators. 	<ul style="list-style-type: none"> Validate Business Unit Action Planning. Cascade and integrate with Group Action Plans. Customise plans as per survey results Incorporate into KPIs Ensure on-going internal communication around initiatives and progress. 	<ul style="list-style-type: none"> Leadership to make commitments to identified actions remaining successful and sustainable. Introduce additional measures / metrics to evaluate effectiveness of actions. Re-evaluate initiatives continuously.
Tips	<ul style="list-style-type: none"> Ensure transparency and inclusivity in feedback sessions. 	<ul style="list-style-type: none"> Take ratings seriously and do not get defensive if scores are lower than expected. 	<ul style="list-style-type: none"> Aim for meaningful, noticeable change. Consider 'Impact vs. Effort' 	<ul style="list-style-type: none"> The more detailed the goal description and action plan, the more likely the success. 	<ul style="list-style-type: none"> Make use of further metrics. Celebrate successes



2015 Methodology

Changes in 2015



2014

- 10 dimensions
- 44 questions
- Employer and employee perspectives
- Experience and importance ratings

2015

- 10 dimensions
- 51 questions
- Employee experience only surveyed
- No employer perspective
- No importance rating



Ten Dimensions Surveyed

2015 Dimensions (# of questions) (51 / 5)	2014 Dimensions (# of questions) (44 / 5)
	Sense of Confidence (5)
Manager / Supervisor (6 / 0)	Manager / Supervisor (4 / 0)
Job Satisfaction (5 / 0)	Job Satisfaction (5 / 0)
<i>Inclusion (5 / 1)</i>	<i>Inclusion (4 / 1)</i>
<i>Operational Effectiveness (5 / 2)</i>	<i>Operational Effectiveness (4 / 2)</i>
	Ethics & Integrity (5)
Leadership (5)	
Learning & Development (4)	
	Career Development (4)
	Work-life Balance (4)
<i>Performance & Recognition (6 / 2)</i>	<i>Performance & Recognition (5 / 2)</i>
Remuneration (6 / 0)	Remuneration (4 / 0)
Fairness & Equity (4)	
Values & Culture (5)	

Ten Dimensions Surveyed



- **Values and Culture** – influences on behaviour and attitude towards the organisation
- **Leadership** – confidence in leadership
- **Relationship with manager / supervisor** – nature and quality
- **Inclusion** – Involved in activities and decision making
- **Operational effectiveness** – tools and environment to do your job
- **Job satisfaction**
- **Performance and recognition** – Appropriately recognized?
- **Remuneration** – an appropriate measure of the worth to the company
- **Learning and development** – adequate opportunity to grow
- **Fairness and equity** – Equal treatment



Measurement

The ten dimensions are each measured by four to six items (specific statements) across one scale:

- **PERSONAL EXPERIENCE (Performance):** This scale relates to the employees' personal experience of that aspect of their employment relationship described by each statement. They are required to indicate if they agree or disagree with each statement by marking their response on the applicable scale. Employers (Executive) are also asked to rate their perception of employees' responses.

Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
5	4	3	2	1



Demographics

- Gender
- Age
 - Less than 25
 - 26 to 32
 - 33 to 40
 - 41 to 50
 - More than 50
- Tenure
- Level
- Business Unit/ Function – Upon Request (Comparative overall results and full report per Business Unit/ Function)



Other Questions

2015

- Levels of motivation
- Employer of choice
- The single most important reasons why you would leave your organisation (New) (10 suggestions)

2014

- Propensity to Stay (removed in 2015)
- Motivation levels
- Employer of choice

Score Interpretation (Personal Experience Scale)



> 3.7	= Very Positive / Excellent
3.38 - 3.7	= Positive / Favourable
3.15 - 3.37	= Area of Concern
< 3.15	= Problematic

Deloitte Best Company to Work For Standard of Excellence



All Official Survey participants achieving an overall mean score > 3.7

Deloitte Best Company to Work For Standard of Excellence



The following Namibia participants were awarded the Standard of Excellence seal over the three years:

- Ohlthaver & List group of companies (2014 – 2011)
- Santam (2014 & 2013)
- MVA Fund (2014 – 2011)
- Agra (2014 – 2012)
- Afrox (2013)
- Nampower (2013 – 2012)
- MTC (2014, 2013 & 2011)
- Old Mutual Life Assurance Company (2014 & 2013)
- Hollard Insurance Company (2012 – 2011)
- Bank Windhoek (2011)
- Trustco group (2014)





Example of Results

4 Year Dimension Analysis



Dimension	2014	2013	2012	2011
Sense of Confidence	4.19	4.33	4.33	4.23
Ethics & Integrity	3.77	3.86	3.84	3.66
Operational Effectiveness	4.07	4.17	4.21	4.11
Manager / Supervisor	3.94	3.99	3.98	3.85
Inclusion	3.94	4.04	4.07	3.87
Job Satisfaction	4.14	4.24	4.23	4.09
Career Development	3.58	3.7	3.71	3.49
Work-life balance	3.71	3.82	3.79	3.7
Performance & Recognition	3.73	3.84	3.8	3.61
Remuneration	3.32	3.55	3.45	3.27
Overall	3.85	3.96	3.94	3.8



Demographic Category Comparisons

Demographic Dimension Analysis for Tenure



	All Data	Between 3 and 5 years	Between 6 and 10 years	Less than 3 years	More than 10 years
Dimension	2311	576	560	574	549
Sense of Confidence	4.33	4.30	4.31	4.36	4.34
Ethics & Integrity	3.86	3.83	3.81	3.97	3.85
Operational Effectiveness	4.17	4.15	4.16	4.14	4.23
Manager / Supervisor	3.99	3.97	3.91	4.09	4.00
Inclusion	4.04	4.04	4.03	4.05	4.04
Job Satisfaction	4.24	4.25	4.19	4.26	4.25
Career Development	3.70	3.62	3.67	3.72	3.79
Work-life balance	3.82	3.81	3.75	3.82	3.90
Performance & Recognition	3.84	3.82	3.75	3.93	3.85
Remuneration	3.55	3.56	3.44	3.62	3.59
Overall 2013	3.96	3.94	3.90	4.00	3.98
Overall 2012	3.94	3.90	3.87	3.96	4.02
Overall 2011	3.80	3.76	3.78	3.87	3.80

Demographic Dimension Analysis for Gender



	All Data	Female	Male
Dimension	2311	967	1294
Sense of Confidence	4.33	4.35	4.31
Ethics & Integrity	3.86	3.86	3.87
Operational Effectiveness	4.17	4.17	4.17
Manager / Supervisor	3.99	3.98	4.00
Inclusion	4.04	4.06	4.03
Job Satisfaction	4.24	4.20	4.27
Career Development	3.70	3.71	3.69
Work-life balance	3.82	3.81	3.82
Performance & Recognition	3.84	3.83	3.84
Remuneration	3.55	3.53	3.57
Overall 2013	3.96	3.95	3.96
Overall 2012	3.94	3.94	3.43
Overall 2011	3.80	3.78	3.82



Key Dates

- Applications close 12 June 2015
- Survey End Date 21 August 2015
- Namibia Awards Function 14 October 2015
- Individual Feedback Mid October – Mid November
- Namibia Conference Mid November 2015



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Questions



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Thank You



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