



Best Company to Work For Survey 2011

Launch Presentation
Windhoek, Namibia
07 April, 2011



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- To afford participants a unique opportunity to gain **valuable insights** on how they are delivering against the **needs and expectations** of their employees' and offer **expert advice** on how these insights can be leveraged to build and develop their **employer brand eminence**.

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- To afford participants a unique opportunity to gain **valuable insights** on how they are delivering against the **needs and expectations** of their employees' and offer **expert advice** on how these insights can be leveraged to build and develop their **employer brand eminence**.
- To provide an indispensable source of “**intelligence**” to those companies that strive to understand what their employees really want in order to **align their engagement and retention strategies**, tactics, and priorities to match these accordingly.

Re-engineering the Survey for 2011

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- In preparation for 2011, the survey has undergone extensive scrutiny and modification via a process of:
 - engaging with our long-standing survey participants;
 - thoroughly analysing participant data that has been collected over the past 3-year survey cycle (2008, 2009, 2010);
 - reviewing the latest Employer of Choice thought leadership, as well as similar types of global survey offerings; and
 - engaging directly with professionals to understand their expectations of an 'Employer of Choice' and the factors affecting their propensity to stay with their company.

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 - engaging directly with professionals to understand their expectations of an 'Employer of Choice' and the factors affecting their propensity to stay with their company.
- We are now in a position to introduce a new multifaceted conceptual framework that underpins our survey offering, together with a new survey instrument aligned to this framework.

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9. Standard and interpretive feedback options

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9. Standard and interpretive feedback options
10. Post participation workforce engagement

2011 Best Company to Work For Survey

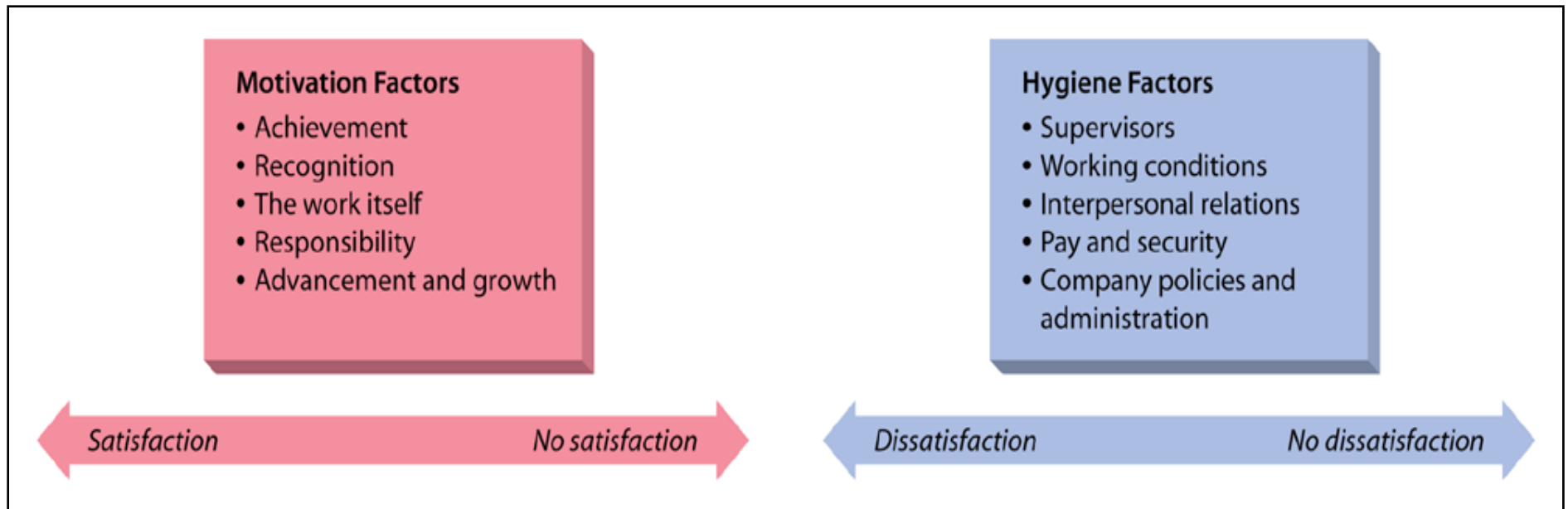
A New Conceptual Framework



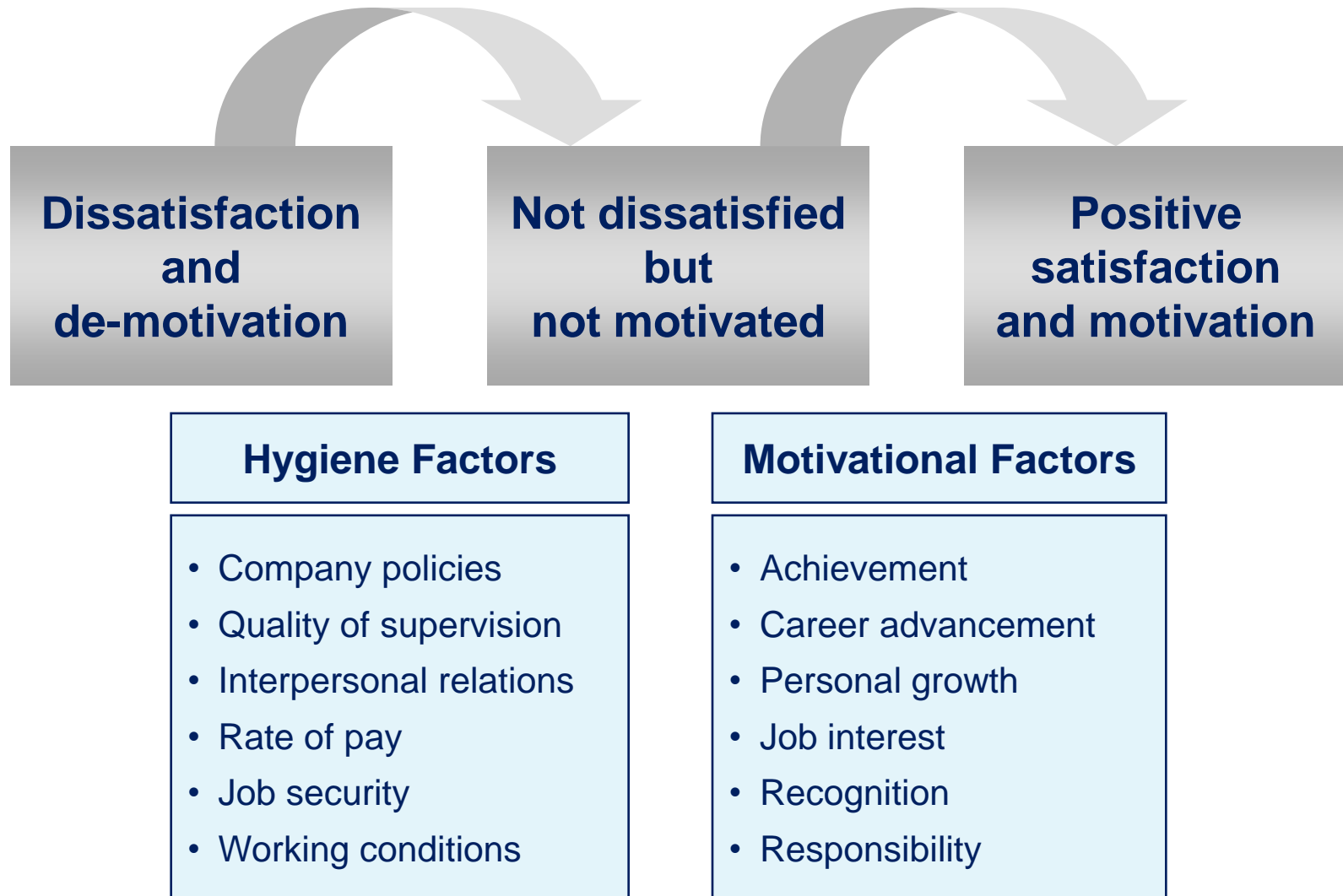
A New Conceptual Framework

Hygiene Factors and Motivators

Best companies to work for offer employees more than Hygiene Factor related returns. Best companies will offer high Motivation Factor returns.

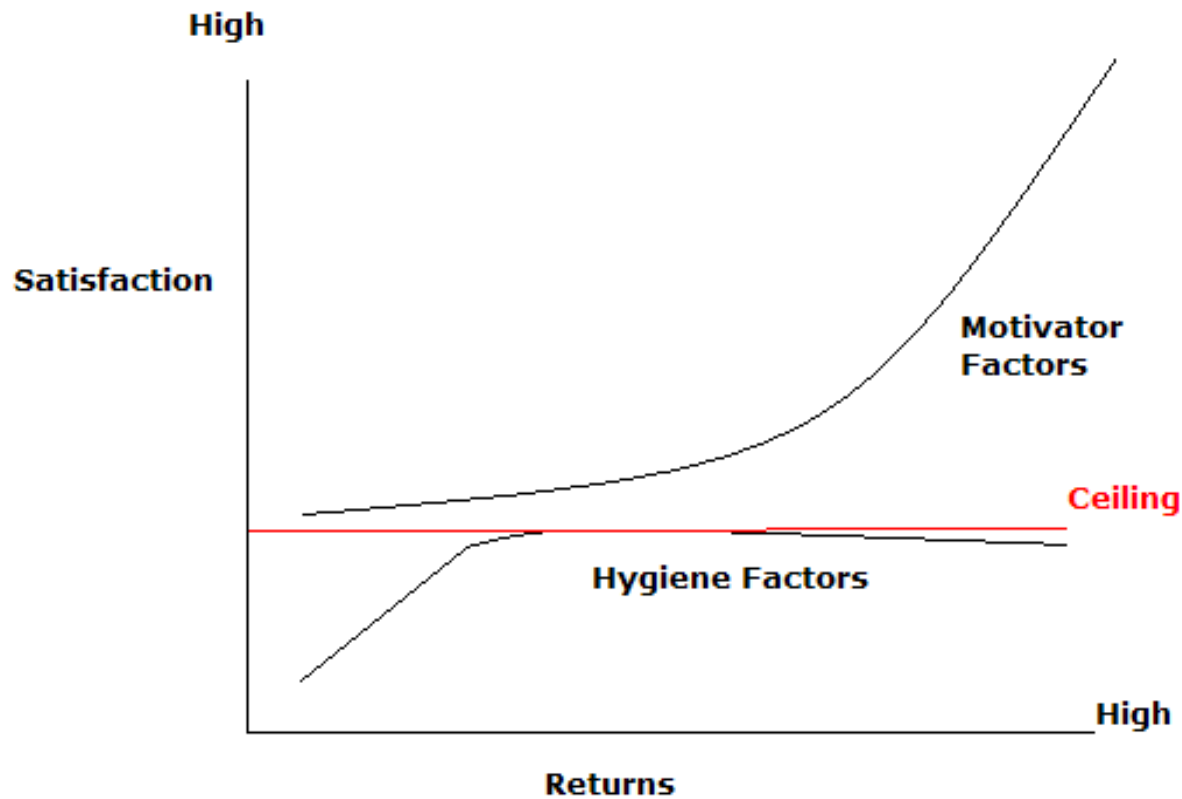


A New Conceptual Framework



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Best companies to work for will find themselves firmly in the space above the 'ceiling' of Hygiene factors.



A New Conceptual Framework

Return on Investment

Best companies to work for provide employees with high returns on their “investment”.

They identify and know the needs of their employees regarding the appropriate returns on the investments made by the employees. The survey measures the fit between what employees expect and what they actually receive.

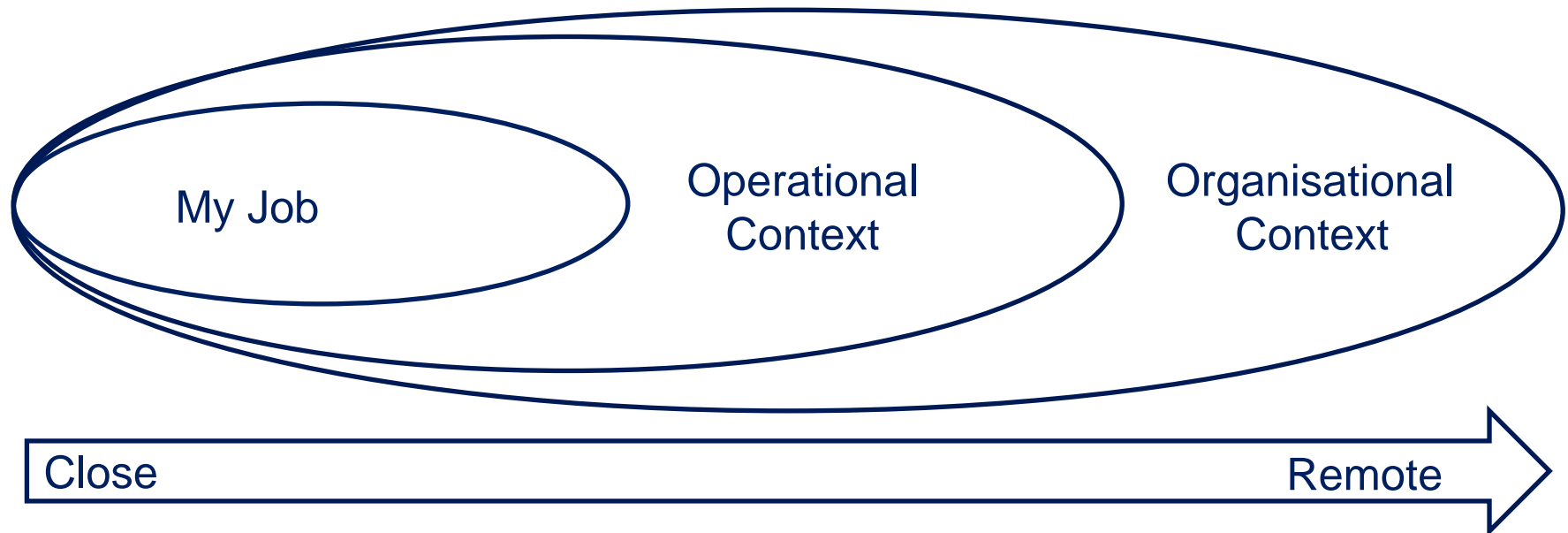
		Returns	
		Short Term	Long Term
Returns	High	1	2
	Low	3	4

A New Conceptual Framework

Proximity

The best companies to work for are attentive to those aspects close to the “reality” of the employee.

Employees first and foremost value returns that directly impact on them in the microcosms of their own personal reality, their jobs and their operational context.



2011 Best Company to Work For Survey

Survey Dimensions



- Sense of Confidence in the Organisation

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- Work-life Balance
- Performance and Recognition
- Remuneration

2011 Best Company to Work For Survey Methodology



Random Stratified Sample Size

Number of Employees	Sample Size Required
50 – 250	All Employees
251 – 1000	250
1001 – 5000	500
5001 – 10 000	750
> 10 000	1000

This sample size minimum requirement ensures that participating organisations, irrespective of size, can be more reliably compared.

Rating Scale and Interpretation

1	2	3	4	5
STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE
WEAKNESSES		NEUTRAL	STRENGTHS	



Dimension mean scores calculated by adding all raw scores and dividing by the number of questions in each Dimension

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

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- An assessment by employees of the perceived “quality of the returns” on each dimension - **RETURN**

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- Sense of confidence in the organisation
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Measured by 44 items

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SECTION 5: Propensity to Leave

Deloitte Best Company to Work For Standard of Excellence



All participating companies achieving an overall mean score > 3.7

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- Deloitte receives your participant application form (delegate pack);

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- Deloitte will confirm:
 - ✓ Official or Virtual Participation
 - ✓ Electronic and/or paper-based questionnaire completion
 - ✓ Business Unit Analysis
 - ✓ Demographic Analysis Options
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- Deloitte will then send you your input pack containing:
 - ✓ A CD containing all necessary appendices
 - ✓ Employer and Employee Questionnaires (In the selected languages)
 - ✓ Detailed Methodology (How to run the process)
 - ✓ Confidential Stickers

- Stratified sampling conducted by Deloitte
- Questionnaire completion and submission to Deloitte.
- Validation process conducted by Deloitte
- Data capture, integration and analysis by Deloitte.
- Ratification of results.
- Awards function.
- Report generation and feedback presentations.
- Annual Conference.

2011 Best Company to Work For Survey Feedback



Analysis and Feedback Options

Standard Feedback (included in participation fee).

This incorporates:

- A high-level overview of employee responses (down to item level)
- Business unit and demographic feedback (down to item level)
- Gap comparisons:
 - Employer to Employee
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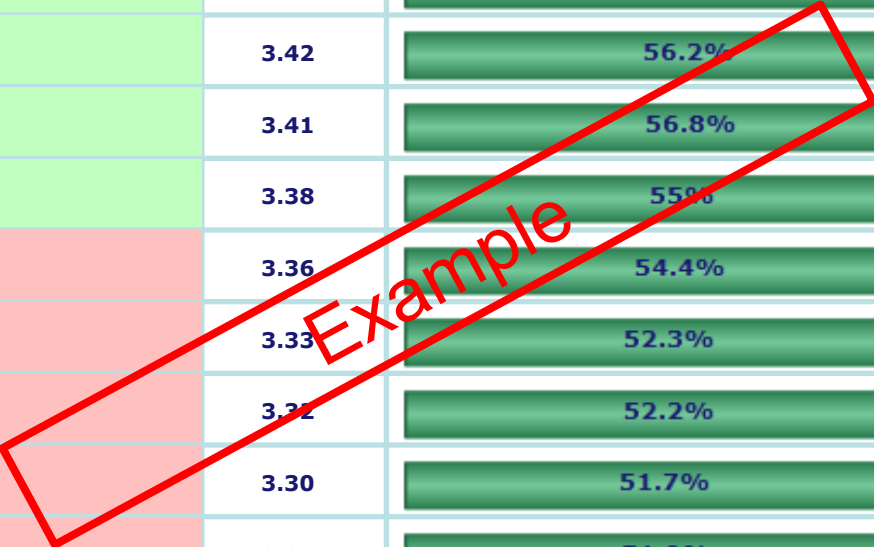
Interpretive Feedback (additional cost).

This incorporates:

- An in depth, strategic analysis of company specific results
- Significance testing to analyse company data and identify significant differences between demographic groups surveyed.
- Recommendations based on findings providing practical actions for improvement
- Deloitte facilitated focus group sessions typically form part of this option.

Dimension Results for Employee Sample

Dimension	Mean	Positive [Strongly Agree, Agree]	Neutral [Neither Agree nor Disagree, Don't know]	Negative [Disagree, Strongly Disagree]
Values & Culture	3.46	58.3%	18.7%	23.1%
Management Style	3.43	57.6%	18.6%	23.8%
HR Policies & Procedures	3.42	56.2%	20.9%	22.9%
Job Satisfaction	3.41	56.8%	20.1%	23.1%
Change Management	3.38	55%	21.7%	23.3%
Leadership	3.36	54.4%	20.9%	24.6%
Innovation	3.33	52.3%	23.1%	24.6%
Performance Management	3.32	52.2%	22.7%	25%
Communication	3.30	51.7%	21.1%	27.2%
Diversity & Transformation	3.28	51.9%	20.2%	28%
Training & Development	3.27	51.6%	20.6%	27.8%
Recognition	3.25	50.9%	20.9%	28.2%
Rewards	3.17	46.7%	22.1%	31.2%
OVERALL	3.34	53.5%	20.9%	25.5%



Dimension Results for Employer Sample

Dimension	Mean	Positive [Strongly Agree, Agree]	Neutral [Neither Agree nor Disagree, Don't know]	Negative [Disagree, Strongly Disagree]
Management Style	3.80	70.1%	24.3%	
Leadership	3.67	65.3%	26.4%	8.3%
Change Management	3.67	66.7%	24.1%	9.3%
HR Policies & Procedures	3.56	58.9%	24.4%	16.7%
Job Satisfaction	3.55	54.8%	34.1%	11.1%
Values & Culture	3.49	53.3%	30.8%	15.9%
Recognition	3.49	58.9%	23.3%	17.8%
Communication	3.49	53.7%	29.6%	16.7%
Performance Management	3.48	53.8%	26.6%	19.6%
Rewards	3.47	57.4%	23.1%	19.4%
Training & Development	3.46	53.7%	28.7%	17.6%
Diversity & Transformation	3.46	55.6%	27.8%	16.7%
Innovation	3.46	50.6%	30.3%	19.1%
OVERALL	3.55	58%	27.3%	14.7%

Example

Business Unit Analysis

Department / Business Unit Summary

Dimension	All Data	1	2	3	4	5	5
Responses	1148	167	112	5	71	43	95
Values & Culture	3.46	2.97	3.31	3.58	3.55	3.73	3.63
Management Style	3.43	2.95	3.21	3.67	3.54	3.69	3.53
HR Policies & Procedures	3.42	3.00	3.15	2.80	3.53	3.75	3.68
Job Satisfaction	3.41	2.99	3.18	3.17	3.54	3.71	3.55
Change Management	3.38	2.98	3.19	3.53	3.53	3.66	3.46
Leadership	3.36	2.98	3.11	3.34	3.48	3.61	3.43
Innovation	3.33	2.94	3.19	3.34	3.41	3.59	3.41
Performance Management	3.32	2.97	3.07	3.44	3.45	3.65	3.35
Communication	3.30	3.01	3.01	3.20	3.48	3.56	3.40
Diversity & Transformation	3.28	2.97	2.99	2.80	3.44	3.56	3.38
Training & Development	3.27	2.99	3.00	3.13	3.39	3.62	3.38
Recognition	3.25	2.95	2.98	3.00	3.38	3.56	3.28
Rewards	3.17	2.89	3.12	2.73	3.34	3.38	3.04
Overall	3.34	2.97	3.12	3.23	3.47	3.62	3.42

Example

Change Management

Question	Mean	Positive [Strongly Agree, Agree]	Neutral [Neither Agree nor Disagree, Don't know]	Negative [Disagree, Strongly Disagree]
58. In this organisation, employees are encouraged to become involved in and committed to change.	3.48	58.1%	22.9%	19%
3. Leadership embraces and effectively drives change within the organisation.	3.46	57.6%	22.6%	19.9%
23. Change is implemented to help the organisation and its employees be successful.	3.40	55.8%	20.8%	23.4%
61. Employees are kept informed of important changes in the organisation.	3.39	57.3%	19%	23.6%
50. Appropriate support is provided to employees throughout the change process.	3.29	51.7%	22.5%	25.9%
32. Change in this organisation is well managed.	3.24	49.5%	22.6%	27.9%

Example

Critical Success Factors



1. A clearly articulated rationale for participation

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2. Visible and active “CXO” support and involvement throughout

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3. Alignment with overall HR strategy

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7. Clear commitment to take action based on outcomes

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8. Feedback to staff and their active involvement in solution formulation

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7. Clear commitment to take action based on outcomes
8. Feedback to staff and their active involvement in solution formulation
9. Aligning post survey actions to key business drivers
10. Commitment to regular “surveying” / engagement

2011 Best Company to Work For Survey Important Dates



- **Roadshows/Launch Events:**

- Botswana (Gaborone) 09 February 2011
- Durban 15 March 2011
- Johannesburg 17 March 2011
- Cape Town 23 March 2011
- Namibia (Windhoek) 07 April 2011

- **Entries CLOSE:** 31 May 2011

- **Questionnaire closure date:** 28 July 2011

- **Awards Function (SA):** October 2011

- **Conference (SA):** 17 November 2011

2011 Best Company to Work For Survey Contact Details



Absalom Kapenda

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