

EMPLOYEE ENGAGEMENT

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Drivers of Employee Satisfaction

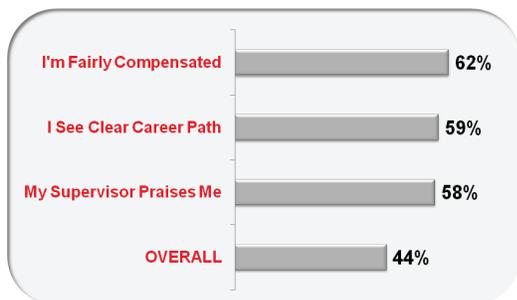
According to a nationwide survey of employed Canadians by Toronto-based Forum Research Inc., just 44% of those polled reported being “very satisfied” in their job, while 23% said they were either “not very satisfied” or “not at all satisfied” with their current employment. Employees in the professional services and education sectors were happiest in their job roles (59% and 49% reported being “very satisfied”, respectively), while those working in manufacturing were the least likely to indicate they were “very satisfied” (33%).

Three distinct aspects of employee engagement drive overall job satisfaction:

- Perception of fair compensation
- Seeing a clear career path in the organization
- Having a superior who praises and acknowledges the work

While it may be intuitive to assume that compensation will have a causal effect on job satisfaction, the other two aspects of this equation, a clear career path and praise from a supervisor, deserve deeper examination.

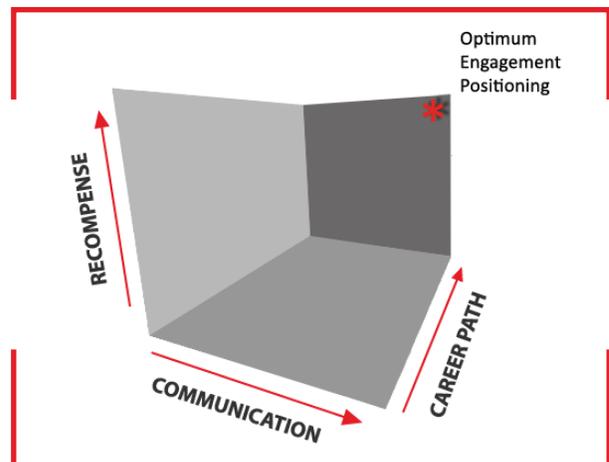
Percentage “Very Satisfied”



The graph above demonstrates the relationship between these three attributes and overall job satisfaction (“very satisfied”): Those who think they are fairly compensated are significantly more likely (62%) to say they are “very

satisfied” with their jobs than are all Canadian workers (44%), and this applies as well to those who say their supervisor praises and acknowledges their work (58%) and those who say they can see a clear career path in the organization (59%).

It is surprising to note that familiarity with the organization’s mission and goals does not correlate with overall job satisfaction - in fact, those who say they understand their organization’s missions and goals are less likely than others to say they are “very satisfied” with their jobs. It is clear that communication of desired end results is insufficient to achieve them, that some encouragement and reward must grease the way.



This leads to a design matrix for an engaged and effective employee dynamic (pictured above), composed of three dimensions - the elevation of fair compensation, the plan of employee communication and encouragement and the perspective, or depth of an identifiable and sustainable career path. Organizations which can offer employees this three-dimensional matrix will experience superior outcomes due to increased retention, institutional memory and productivity.

The poll was conducted by Forum Research with the results based on an interactive voice response survey of 1,000 randomly selected employed residents of Canada, conducted from October 15th to October 21st, 2010. Results are considered accurate +/- 3.1%, 19 times out of 20. This research is not necessarily predictive of future outcomes, but rather captures opinion at one point in time.



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Measuring Engagement and Goal Alignment (MEGA™) Test

An engaged employee, who understands and is aligned with the organization's goals, is a productive, profitable employee, and one who creates customer loyalty, remains with the organization, practices safety and is strongly aligned with the organization's brand values. It is important to quantify the magnitude of employee engagement in order to enhance it.

An effective employee engagement strategy demands regular input from tracking of key measures. Forum's MEGA™ Test, based on countless hours of qualitative and quantitative, real-world research has assembled these measures into an easy-to-use dashboard indicator, which can be used to anticipate obstacles, promote new strategies and extend best practices across the organization. Based on a 30-item binary audit, the MEGA™ Test can be compared across industry and sector with Forum's bank of normative data.



Describing and measuring employee engagement and alignment with goals leads to managing productivity, profitability, customer loyalty, brand alignment, employee retention and safety.