Redesigning Your Benefits Package to Increase Employee Engagement

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We will cover:

› Employee engagement: what it is, how to measure it and why it is important
› Case Study—Colliers International | Canada
  • What employee engagement means to us
  • Our benefit program redesign: goals, process, results
› Key takeaways
Employee Engagement

What it is
How to measure it
And why it is important
Employee Engagement
Why it is important

Top challenge for HR leadership across the globe is talent—finding it, motivating it, and keeping it.

2014 Global Top Five Total Rewards Priorities Survey jointly sponsored by Deloitte, ISCEBS and IFEBP

Almost half of all respondents, globally, have changed employers in the past year.

2013 Employee Engagement and Retention Report
Kelly Services

High-performing companies drive better business outcomes. Marked by strong leadership, reputation, performance orientation and employee engagement, these companies outperform average companies on sales growth (+6 points), operating margin (+4 points) and total shareholder return (+6 points).

2014 Trends in Global Employee Engagement Study
Aon Hewitt
Employee Engagement

What is it?

Employee engagement is . . .

- Satisfaction
- Happiness
- Contentment
Employee Engagement

What is it?

Employee engagement is . . .

. . .drive to deliver results and
. . .motivation to contribute 100+% every day
Employee Engagement
How to measure it

Indirectly:
› Attrition/turnover
› Lack of productivity
› Low morale

Directly:
› Third-party surveys
Case Study: Colliers International

What employee engagement means to us
Colliers International

What employee engagement means to us

Colliers International is a leader in global real estate services, defined by our spirit of enterprise and commitment to service excellence.

483 offices
In 63 countries
On 6 continents
$2.1 billion in annual revenue
15,800 professionals

We design truly customized services to transform real estate into a competitive advantage for our clients through:

› Intimate knowledge of communities and industries
› Skilled representation, negotiation and closure of real estate transactions
› Creative solutions and ease in managing all of our client’s real estate needs
Colliers International
What employee engagement means to us

Our most important asset is . . .

our 15,800 professionals across the globe
Case Study: Colliers International

Our benefit program redesign: goals, process, results
Colliers International | Canada
Our benefit program redesign—goals

44 offices
1,100 professionals
Third-party annual engagement surveys since 2010
Benefits consistently coming up as an area of low engagement

Goal:

› become one of Canada’s Best Employers
Colliers International | Canada
Our benefit program redesign - goals

Love where you WORK
Colliers International | Canada
Our benefit program redesign—process

Overall approach:
1. Continue to ask for employee input and feedback, include business leadership
2. Focus on a few major initiatives and take some action each year
3. Communicate progress and impact
Colliers International | Canada
Our benefit program redesign—process

Approach to benefits program redesign:

1. Continue to ask for employee input and feedback, include business leadership
   - 2011: communicated engagement survey results, our commitment to making Colliers a great place to work
   - Q1‐Q2 2012: designed and conducted 12 in-person focus groups across the country:
     - Participants chosen at random, included volunteers, tried to group “like” benefits consumers
     - No more than 8-10 participants per session, no less than 1.5 hours
     - Refreshments offered
     - Factual and facilitator-led based on a focus group discussion guide to provide consistency
     - All comments absolutely confidential which was clearly stated at the beginning of each session
     - Feedback solicited from all, not just outspoken participants; recorded by note-taker
     - Free exchange of opinions encouraged
     - Some benefits education provided up-front, after a short “survey” of participants’ Knowledge
     - Interactive exercises included
     - Goals clearly stated
     - Participants presented with trade-offs
   - Q3‐Q4 2012: feedback summarized, benefits redesign employee committee began redesign work
Approach to benefits program redesign:
1. Continue to ask for employee input and feedback, include business leadership
2. Focus on a few major initiatives and take some action each year
   ▶ Q1 2013: rolled out a new flex benefits program, a new insurance provider and a new online benefits enrollment platform
   ▶ Q1 2014: redesigned Group RRSP match
   ▶ Currently working on retirement education
   ▶ Next focus: wellness initiatives
Approach to benefits program redesign:
1. Continue to ask for employee input and feedback, include business leadership
2. Focus on a few major initiatives and take some action each year
3. Communicate progress and impact
   › Continuously communicate via email campaign, employee newsletter, Intranet, benefit orientation sessions and business leader townhalls
Our benefit program redesign—results

1. 16 percentage point increase in the area on benefits in year 1 of benefit program redesign; 18 percentage point increase in year 2

2. Benefit program that employees relate to, can understand and appreciate

3. Designed with help and full employee involvement while staying true to the total rewards philosophy and without compromising the bottom line
In Conclusion | Key takeaways
Key takeaways:

› Listen to your employees—confidential focus groups are invaluable in gaining insight into why your employees are disengaged

› Communicate, communicate, communicate—tell employees what you are doing, why you are doing it and how their opinions shape your decisions

› Be prepared to act—make sure that once feedback is solicited, it is promptly acted upon; nothing will undermine your efforts more than showing little follow-through