

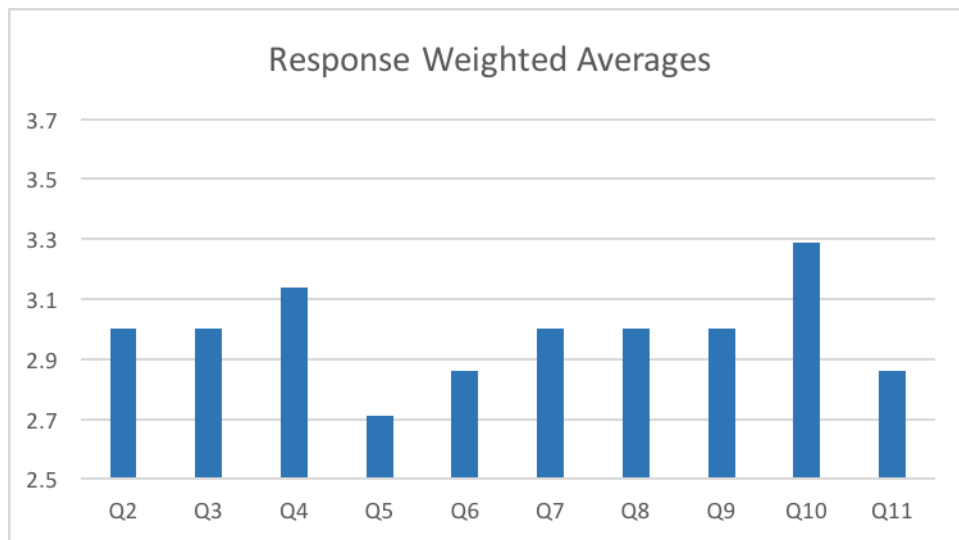


## Human Resource Priorities and Employee Engagement Trends Survey

Ever since William A. Kahn published the book “Psychological Conditions of Personal Engagement and Disengagement at Work” in 1990, Human Resource professionals have sought to adequately define engagement in the workplace, and to improve this through a variety of initiatives and methods. A co-relation was drawn between engagement – what many define as “an employee’s willingness to give his or her best at work” – and productivity of organizations, and companies have since pursued many avenues to attempt to maximize engagement in their teams.

Kelowna Human Resources initiated a survey of Okanagan businesses, both small and large, to seek out where engagement strategies and perspectives lie. The goal was to identify what areas of people management are of top priority from a local perspective, and how organizations feel their practices stack up compared to other business strategies in the market. Here are the results of the survey.

### Survey Results



*\*Note: Weighted averages correspond to an average response value, where:  
1 = “Strongly Disagree”, 2 = “Disagree”, 3 = “Agree” and 4 = “Strongly Agree”*

#### **Q1: Name & Job Title**

*Anonymous for discretionary purposes.*

**Q2: Our organization has a strong, unified, enjoyable work culture.**

Strongly Disagree	Disagree	Agree	Strongly Agree
0%	0%	100%	0%

**Q3: Our employees know and understand our organization's mission and values.**

Strongly Disagree	Disagree	Agree	Strongly Agree
0%	14%	72%	14%

**Q4: Our employees feel valued for their contributions.**

Strongly Disagree	Disagree	Agree	Strongly Agree
0%	0%	86%	14%

**Q5: Our employees feel fairly compensated for their work.**

Strongly Disagree	Disagree	Agree	Strongly Agree
0%	28%	72%	0%

**Q6. Our management has realistic expectations of our team and communicate those expectations clearly.**

Strongly Disagree	Disagree	Agree	Strongly Agree
0%	14%	86%	0%

**Q7: Our organization uses the skills and abilities of our team effectively.**

Strongly Disagree	Disagree	Agree	Strongly Agree
0%	0%	100%	0%

**Q8: Our organization provides ample opportunity for employees to express feedback.**

Strongly Disagree	Disagree	Agree	Strongly Agree
0%	14%	72%	14%

**Q9: Our organization supports a healthy work life balance for all employees.**

Strongly Disagree	Disagree	Agree	Strongly Agree
0%	0%	100%	0%

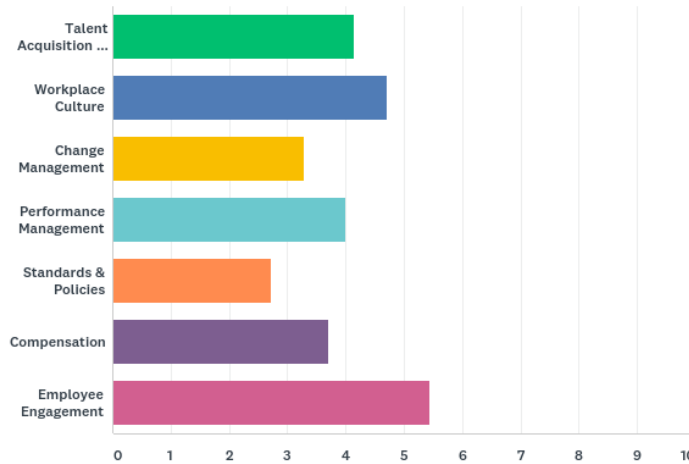
**Q10: Our employees would recommend to others that our organization is a great place to work.**

Strongly Disagree	Disagree	Agree	Strongly Agree
0%	0%	72%	28%

**Q11: Our employees are highly committed and engaged.**

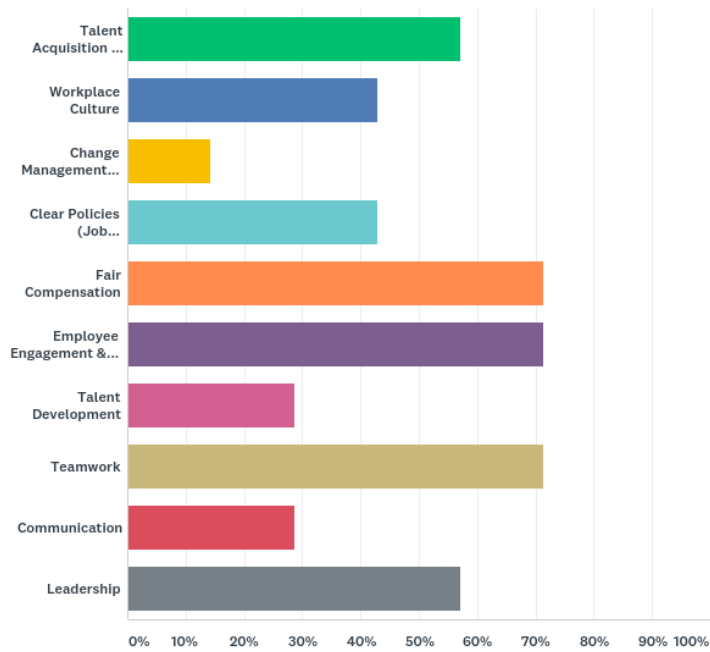
Strongly Disagree	Disagree	Agree	Strongly Agree
0%	14%	86%	0%

**Q12 Please rank the following in order of priority in your organization at present.**



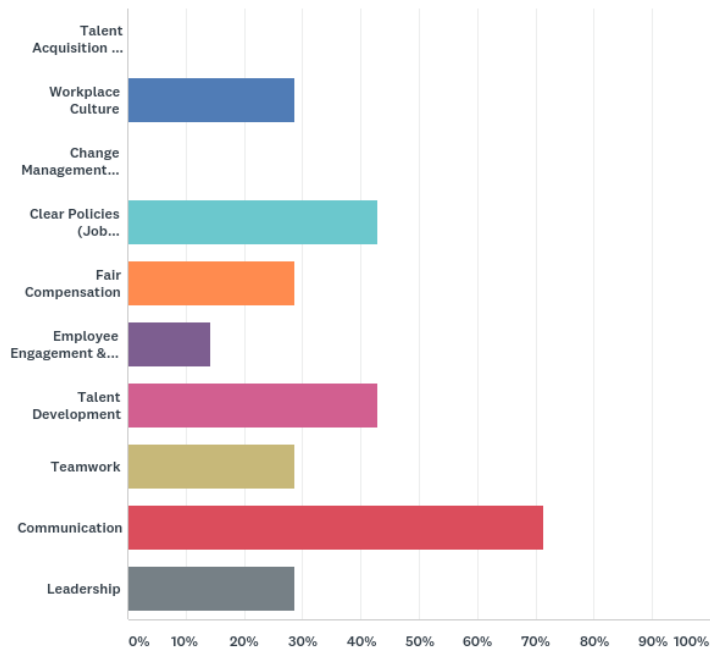
HR AREA	ORDER OF PRIORITY						
	1	2	3	4	5	6	7
Talent Acquisition & Recruitment	28.57%	0.00%	14.29%	14.29%	14.29%	14.29%	14.29%
Workplace Culture	28.57%	14.29%	14.29%	14.29%	14.29%	0.00%	14.29%
Change Management	14.29%	14.29%	0.00%	14.29%	0.00%	28.57%	28.57%
Performance Management	0.00%	14.29%	28.57%	14.29%	28.57%	14.29%	0.00%
Standards & Policies	0.00%	0.00%	14.29%	14.29%	28.57%	14.29%	28.57%
Compensation	0.00%	14.29%	28.57%	14.29%	14.29%	14.29%	14.29%
Employee Engagement	28.57%	42.86%	0.00%	14.29%	0.00%	14.29%	0.00%

Q13 Please select the following areas of STRENGTH in your organization (check all that apply).



<b>HR AREA OF FOCUS</b>	
<b>Talent Acquisition &amp; Recruitment</b>	<b>57.14%</b>
<b>Workplace Culture</b>	<b>42.86%</b>
<b>Change Management Strategy</b>	<b>14.29%</b>
<b>Clear Policies (Job Descriptions, Employee Handbooks, Documentation, etc.)</b>	<b>42.86%</b>
<b>Fair Compensation</b>	<b>71.43%</b>
<b>Employee Engagement &amp; Job Satisfaction</b>	<b>71.43%</b>
<b>Talent Development</b>	<b>28.57%</b>
<b>Teamwork</b>	<b>71.43%</b>
<b>Communication</b>	<b>28.57%</b>
<b>Leadership</b>	<b>57.14%</b>

Q14 Please select the following areas of that need IMPROVEMENT in your organization (check all that apply).



HR AREA OF FOCUS	
Talent Acquisition & Recruitment	0.00%
Workplace Culture	28.57%
Change Management Strategy	0.00%
Clear Policies (Job Descriptions, Employee Handbooks, Documentation, etc.)	42.86%
Fair Compensation	28.57%
Employee Engagement & Job Satisfaction	14.29%
Talent Development	42.86%
Teamwork	28.57%
Communication	71.43%
Leadership	28.57%

## COMMENTS

Q15: What circumstances or conditions are currently impacting the productivity of your team?

- *Distraction around preparing for collective bargaining.*
- *Legalization of cannabis has allowed us to learn how to navigate in this ever-changing landscape*
- *Communication skills can be improved, but we are actively working to create better communication and a stronger corporate culture.*
- *Budget constraints, Talent Acquisition & Recruitment.*

**Q16: What initiatives have you considered implementing that could IMPROVE the productivity of your team?**

- *Total Compensation. Communication Programs. Supervisor Training programs.*
- *Uncertain we have anything on the go.*
- *Standardized review process – team building exercises – personal assessment activities.*
- *Strategic Planning – Forecasting/Preparing for future vacancies; Training & Development, Cross training, Succession Planning, New Technology Solutions.*

**FINDINGS:**

Our findings suggest that, although most organizations feel that they are successful at managing their teams, fields such as communication and talent development are areas of potential improvement.

From a management perspective, although employee engagement falls as a relatively high priority, most acknowledged that more can be done to increase productivity, specifically through the use of targeted strategies to improve engagement and job satisfaction. Of value was the need to focus on proper policies and guidelines, including updating Employee Handbooks, to ensure clear understanding of expectations and vision. Many employers felt that their staff worked well together and felt adequately compensated, though most recognized that measures to improve communication strategies and professional development opportunities could greatly benefit the effectiveness of their team.

Often times, however, employees perceive work environments differently than management, having a unique vantage point of an organization's operational administration or corporate vision. Kelowna Human Resources can conduct an employee survey in your company to ensure that your employees feel valued, listened to and have the opportunity to be part of the ongoing improvement process within your company.

Call us for more information.

Kelowna Human Resources  
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