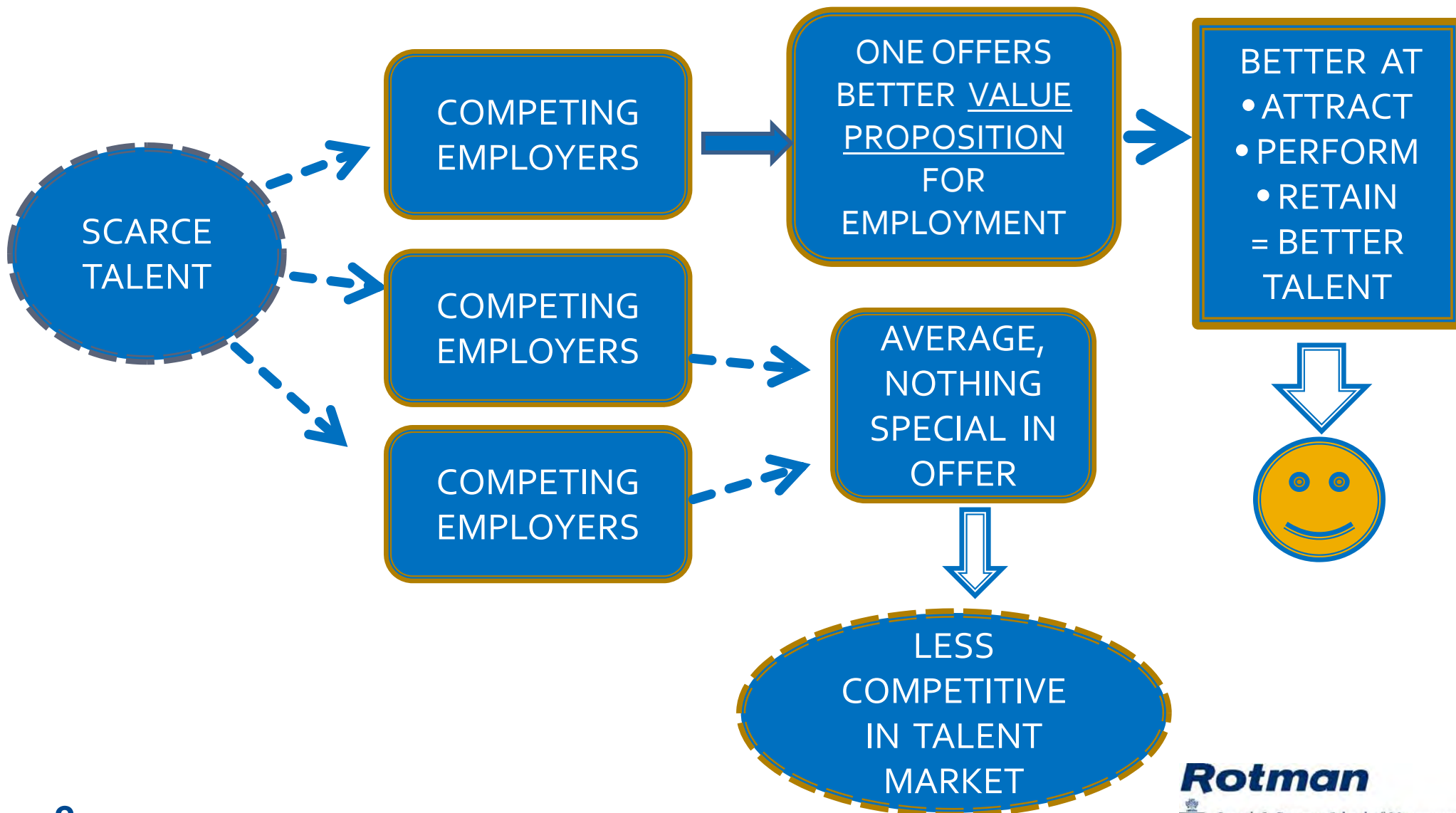


Top Employers in Canada

What it means to be a “Top Employer” in today’s competitive market for Talent.

Professor Dan Ondrack
Rotman School of Management
University of Toronto

The Talent Challenge: to offer a “Value-Proposition” to attract-retain top talent



Major elements in V-P for Talent

- Tangible: salary/benefits, career progression
 - Rewards: bonuses, profit-sharing, options
 - Indirect: 'perks', ambiance, locale, prestige
- Intrinsic: job content-skills, challenge, growth, teamwork → fit individual needs/priorities
- Managers: leader, coach, respected model
- Extrinsic: co-workers, social life, flexible work, diversity, organization culture, avoid undesirable work
- Organization: product/service, society role, history, reputation, future prospects

Canada's Top 100 Employers



Top Employer Survey content for employers and employees

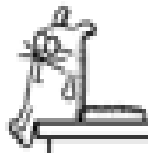
1. Physical workplace
 2. Work Atmosphere/Social, Diversity
 3. Health, financial, family benefits
 4. Vacations, time off, flexibility
 5. Employee communications
 6. Performance management
 7. Training & skills development
 8. Community involvement
- Combined score from Employer and Employees = Organization score

Conclusion

- Many studies show that Top Employers offer a better Value-proposition to attract, retain and utilize talent for lower overall HR costs & better overall performance.
- As always: best performance is a matter of good talent + good leadership.
- Questions: is the Talent V-P similar for public-private organizations? for different demographics? → future research

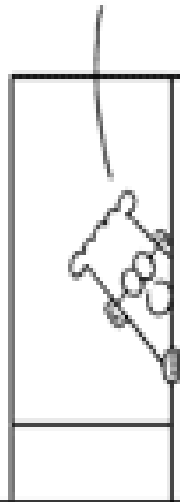
Dilbert – Top Employer Strategy

MANAGING IS A LOT EASIER NOW THAT WE'VE GIVEN UP ON WINNING ONE OF THOSE "BEST PLACES TO WORK" AWARDS.



www.dilbert.com
scottadams@aol.com

DO YOU HAVE A MINUTE?

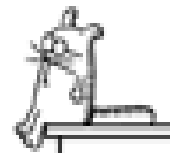


NOT FOR LOSERS.



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THERE WAS A TIME WHEN I WOULDN'T HAVE KNOWN HOW TO HANDLE THAT SITUATION.



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