
DRIVING CULTURE IN THE WORLD OF NOW



PULSE OF TALENT

The Year of the Employee

Welcome to the World of Now, where the lines between work and life are blurred, technology is embedded in our DNA, and employees take the reins to dictate the terms of work.

As the world of work continues its rapid evolution, the biggest transformation is the power shift from employer to employee. In the World of Now, people push organizations to be better every day; they demand that employers create an environment they want to work in.





Employees Look For Great Culture to Improve Life At Work and Away From Work

86% of executives believe culture is important or very important¹. Currently 50% of companies are attempting to change their culture in response to shifting talent markets and increased competition².

Ceridian’s annual Pulse of Talent surveyed employees from a broad spectrum of North American employers to determine how organizations can best attract, engage, and retain top talent.

This year’s edition uncovers why culture should be top of mind for executives and exposes the three elements of culture organizations should focus on: Learning and Recognition; Flexibility; Great Leadership and Collaboration.

The war for talent has never been more intense, and the competition for top talent is fierce in the midst of the free agent economy – where people take their talents to the most attractive organization. Employer brands are projected online for everyone to see and organizations are using culture to attract, retain, and engage their team members. When a company’s culture is aligned with its values, it attracts those who feel comfortable in that culture. This in turn helps companies motivate people and achieve a higher level of engagement and therefore performance.

A positive work lifestyle has never been more important with 74% of Gen Y and 45% of Gen X planning on

spending fewer than five years with their current employer³. The ability for organizations to make their lives better, and to provide the benefits and development opportunities to retain top talent, is critical to achieving corporate success.

It’s no surprise that culture enhances the work-life experience. Great culture begins with great leadership and collaboration – the top drivers of culture across North America. In the

recent Human Capital Trends study by Deloitte, it was found that 89% of respondents rated leadership as “very important”⁴.

The Pulse of Talent survey found the drivers of culture differed between Americans and Canadians. American drivers of culture were primarily related to the company’s mission and leadership while Canadian drivers were most closely aligned with the relationships between employees.

INDICATORS OF CULTURE	
U.S.	CANADA
<ul style="list-style-type: none"> • Clear mission • Company vision • Leadership development of managers and executives • Company agility • Corporate social responsibility • Customer focus • Innovation • Communication of the company goals • Transparency 	<ul style="list-style-type: none"> • Camaraderie • Employee recognition • Caring • Work environment • Respect • Building strong working relationships in the workplace

This paper focuses on three key components of culture as they pertain to the World of Now:

- Learning and Recognition
- Flexibility
- Great Leadership and Collaboration

WHAT MAKES WORK-LIFE BETTER?

Organizations need to jump start thriving relationships and grow productive teams. They should build relationships on purpose, instead of accidentally, and create a culture that is unique to each organization. The Pulse of Talent revealed that nearly 1 in 3 North Americans (1 in 4 Americans; 1 in 3 Canadians) believe their corporate culture needs improvement. This paper explores why these benefits are critical to driving culture and how organizations can leverage them to win the war for talent.

IMPORTANT DRIVERS PERCEIVED BY EMPLOYEES	
U.S.	CANADA
BENEFITS	
<ul style="list-style-type: none"> • Annual pay increase • Paid sick leave • Paid time off from work • Flexible work schedule/hours 	<ul style="list-style-type: none"> • Annual pay increase • Paid sick leave • Paid time off from work • Flexible work schedule/hours
HR PROGRAMS	
<ul style="list-style-type: none"> • Training program • Recognition program • Career development program 	<ul style="list-style-type: none"> • Training program • Recognition program • Career development program
TECHNOLOGY	
<ul style="list-style-type: none"> • Email access • Desktop PC • Laptop • HR self-service tool 	<ul style="list-style-type: none"> • Email access • Desktop PC • HR self-service tool

CORE INDICATORS OF CULTURE⁵

Camaraderie	Communications at all levels	Employee recognition	Caring	Clear mission	Company vision
Career development	Work environment	Leadership	Respect	Team work – collaborative	Loyalty
Company agility	Corporate social responsibility	Customer focus	Innovation	Communication of company goals	Transparency

⁵ Core values of culture as measured in the Pulse of Talent study.

DEMOGRAPHICS

The market research firm, Nielsen, conducted an online survey amongst 1,638 Americans and Canadians who are employed in a wide range of industries and functions. The sample included both salaried and hourly employees. The survey was administered in English to American employees and in English and French to Canadian employees.



52% hourly employees



48% salaried employees

50% American respondents | 50% Canadian respondents

Drive Culture through Learning and Recognition

In the World of Now, people are looking for companies that invest in them both as employees and as individuals. They want organizations to support and encourage them as they continue to blur the lines between work and life.

People are taking charge of their own learning, which is now a key part of the culture and the employee value proposition. With the fierce war for talent and employees changing jobs more rapidly, organizations must provide development and learning opportunities more quickly, provide continuous opportunities for promotion and change, while giving people more and better tools to manage their careers.

People expect a compelling and flexible workplace with rich opportunities to learn, develop, and advance their careers. As leaders struggle to identify, develop, and ultimately retain top talent through the use of training and leadership development programs, they must realize that in the absence of learning, employees will become stagnant and seek other employers who invest in developing their people.

Recognition works in tandem with learning to drive culture. Currently, less than 50% of Pulse of Talent respondents have access to recognition programs. Recognition programs are ranked as least effective by employees – despite their belief that it is the second most important HR program. Leaders need to listen to their people and adapt their recognition programs to meet their company's culture; moreover, recognition needs to resonate with a diverse group of employees.

As organizations transform their learning and recognition programs, the goal must be to craft programs that resonate beyond the basics to challenge employees and reward them in meaningful and personal ways. Top performers strive for it, expect it, and will look elsewhere without it.

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TOP 3 HR PROGRAMS USED TO DRIVE CULTURE⁶

63% TRAINING

54% RECOGNITION

43% LEADERSHIP DEVELOPMENT

Drive Culture through Flexibility

As people became increasingly empowered, the World of Now has never been more important.

Organizations no longer have the luxury of planning for the future of work when the World of Now is reinventing their culture. In the World of Now, people seek to blur the lines between work and life with the flexibility to work where and when they want.

Annual pay increases, paid sick leave, and paid time off from work rank as the most important benefits for North American employees. This driver of culture reaffirms what we already know: employees are most motivated by the ability to design a flexible work schedule. It's not surprising that many companies are moving towards an unlimited vacation policy as a recruiting and retention tactic.

Unlimited vacation does not mean a decrease in performance or commitment – employees are also demanding technology to enable

access anywhere. Communication platforms, devices, and self-service capabilities are now expected while the technology demands of people are increasing.

Unsurprisingly, Generation Y looks for the ability to utilize the latest technology including wearables and the ability to connect to the external world through social media. Twitter, Instagram and Snapchat are critical to this generation. While Gen Y is checking email via smart watches, Generation X expects the flexibility to leverage smartphones and tablets to enhance their work-life experience whether in the office or on the beach.

Organizations may still be planning for the future of work, but those that strive to win the war for talent need to move quickly, adapting to the current state in order to attract top performers.



The Pulse of Talent survey uncovered that many organizations have not recognized the demand for technology beyond the basics:

- **31%** of companies allow the use of **social media** for work purposes and **26%** allow their employees to access for personal reasons
- **23%** of employees have access to **wearable devices** through work
- **40%** have access to a **smartphone** through work
- **24%** have access to a **tablet** through work

FINANCIAL BENEFITS DRIVE CULTURE



The most important benefits for employees are:

Paid Sick Leave



Annual Pay Increase



Paid Time Off



Drive Culture through Great Leadership and Collaboration

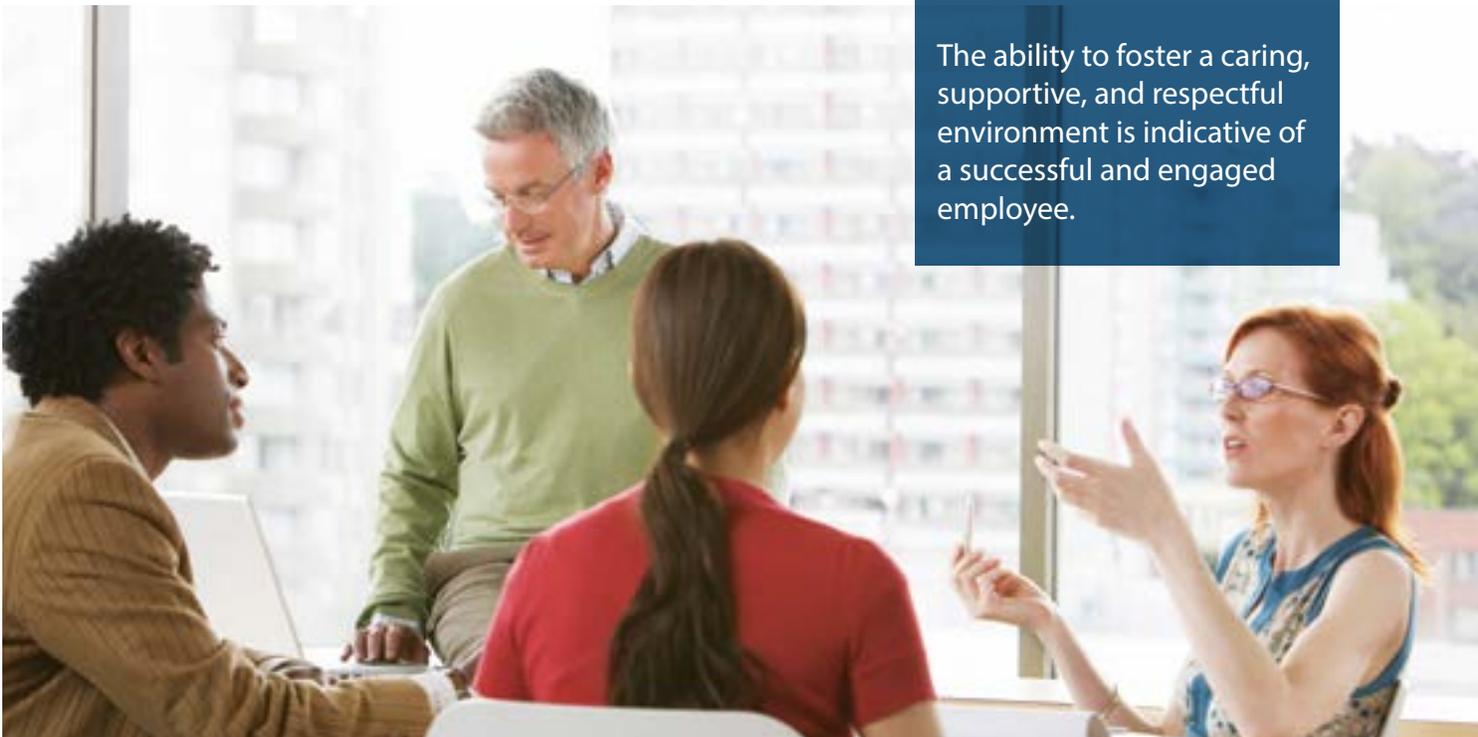
Great leadership begins with the articulation of a clear mission and is reinforced with purposeful communication and the recognition of great performers.

People are seeking a culture with great leadership and collaboration. In the era where organizational design is shifting from the traditional hierarchy to a network of dynamic teams, it's no surprise the demand for great leadership is on the rise.

Only 12% of executives understand the way their people work together in networks⁷. The Pulse of Talent reveals the most important dimension of culture in North America is the combination of clear communication through great leadership and a collaborative culture.

Americans gravitate towards cultures of clear communication and leadership. Their belief in, and support of, their leaders is crucial to building a successful corporate culture. Conversely, Canadians believe the key to great culture is centered on building better teams for collaboration. The ability to foster a caring, supportive, and respectful environment is indicative of a successful and engaged employee.

Organizations across North America are working in a collaborative and empowered environment with a network of teams. It is critical for leaders to communicate their mission and vision in the World of Now, where rapid information flow will take down any organization that is not prepared. Leaders must be transparent and agile while adapting not only to the World of Now, but the unique challenges of a multi-generational workforce.



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Conclusion

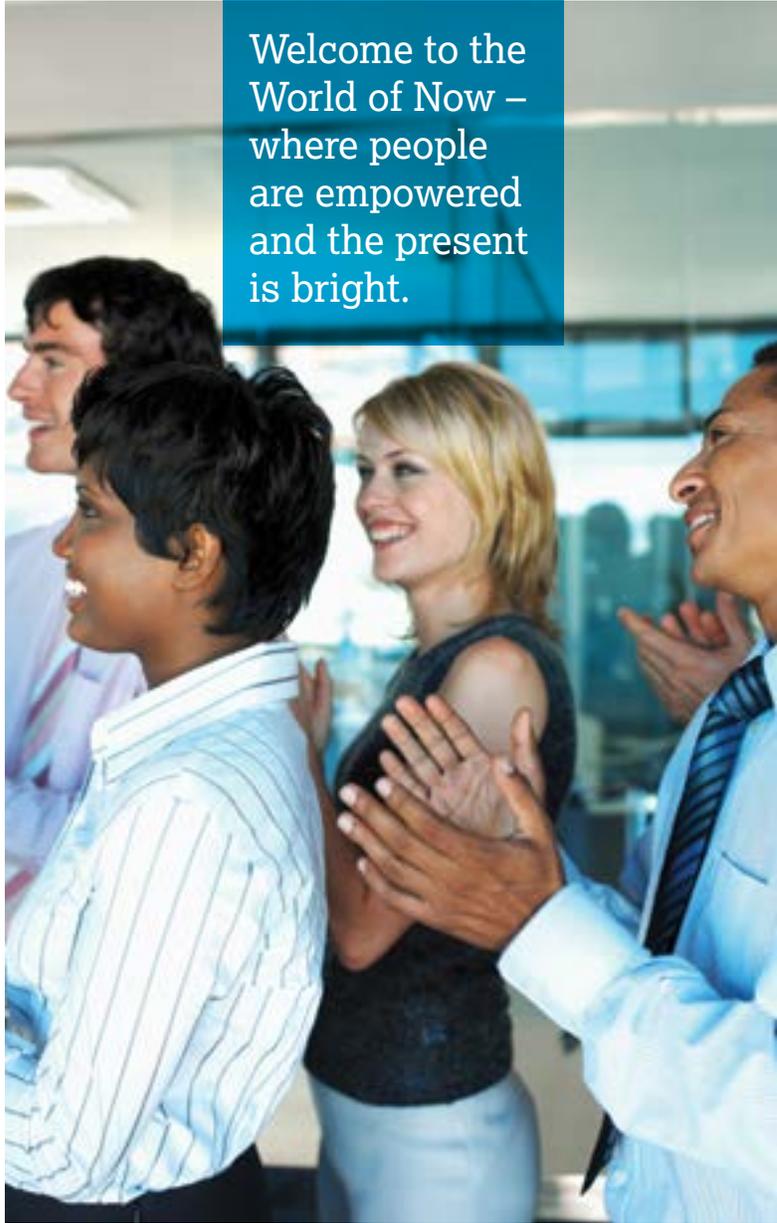


PULSE OF TALENT

Great culture is nothing without great people – in order to attain great culture, an organization must attract, hire, and retain top talent while meeting their individual needs.

Great culture wins every time. It puts people first and fosters a unique environment to attract and keep great team members. In the rapidly evolving World of Now, we need to simplify processes, help employees manage the flood of information while simultaneously building a culture of collaboration, empowerment, and innovation.

Leaders need to adapt to the needs of employees, provide opportunities for learning, reward success, enable work regardless of location, and build an environment with great leadership and collaboration.



Welcome to the World of Now – where people are empowered and the present is bright.

About Ceridian

Ceridian is a global human capital management technology company serving more than 50 countries. Our offering includes the award winning, cloud-based Dayforce HCM, Global Solutions, and Small Business Payroll.

Ceridian. Makes Work Life Better™

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