

“The benefits would be twofold. First, it would place us in the enviable position of being known as a great place to work, a distinct competitive advantage in the future. Second, it would give us enormous credibility with clients. — *David MacKay*, president of Ceridian Canada

From hiring to retiring, they deliver

Ceridian provides complete hiring-to-retiring solutions for corporations large and small. It delivers proven best practices to companies that might otherwise have to struggle to develop their own.

Ceridian's path has been a roundabout one. The Canadian operation grew from its skills in handling payroll operations, first for the Canadian Imperial Bank of Commerce and later for the Toronto Dominion Bank. But outsourced payroll operations were only the beginning.

Now part of Ceridian Corp., a global business services company, Ceridian Canada is an integral part of an organization with 8,776 employees and US\$1.6-billion in revenues in 2008.

All told, the global network serves 130,000 customers, large and small, and touches the lives of their 25 million employees.

In Canada, Ceridian employs 1,400 people and serves 40,000 clients. They, in turn, have a total of three million employees.

Equally impressive, Ceridian's devotion to delivering the best solutions for customers, the best practices for staff and an abiding commitment to the communities it serves has won it a place as one of the Top 10 Most Admired Corporate Cultures in Canada.

“Here we have to walk the talk,” says David MacKay, company president. “For us it is especially important to have a strong corporate culture. It is especially crucial since our job is to provide human resources solutions to other companies and those solutions will be the backbone of them building their own distinctive cultures.”

Those solutions address the complete life cycle of the average employee with a customer.

Ceridian can take on recruitment, including pre-employment screening. Once hired, Ceridian can then handle payroll. In fact, in 2008 it processed 59 million payments in Canada with a total dollar value of \$92-billion.

It was the first services company in Canada to introduce web-based payroll, and that was back in 2001.

But finding and paying employees is only the start. Ceridian also takes responsibility for developing talent, creates ways to manage performance, succession and training. Finally, it has a host of ways to ensure employees are engaged in what they do.

That includes health and productivity solutions that will reduce costs, save the administrative burden, ensure compliance to industry protocol and legislative requirements, optimize productivity and ensure customers can retain the right people.

“We help our clients make a commitment to their people that starts with the moment they are hired and runs right through the years they stay with that employer,” Mr. MacKay says.

“If we can't do it well at Ceridian, how can we show others how to do it?”



David MacKay, president of Ceridian Canada, says it's important for the company to have “walked the talk” when it comes to HR practices.

Ceridian Canada has been busy building a strong corporate culture

Power to the people

Ceridian Canada is in the team-building business, says company president David MacKay.

Not a bad definition. Ceridian is one of Canada's leading providers of human resources and payroll solutions to companies large and small.

No surprise, then, that Ceridian itself places an extraordinary focus on building and maintaining a strong, progressive corporate culture.

“After all, our core business is helping other companies build productive, effective, engaged teams,” he says. “To do that, we have to show that we have been successful in all those areas ourselves.”

A measure of that success can be seen in Ceridian being named as having one of Canada's 10 Most Admired Corporate Cultures in 2009.

For Ceridian, the process began about five years ago. At that time, the company was transitioning from a leading supplier of outsourced payroll services into an all-in-one stop for companies seeking the best in human resources programs.

It recognized that HR needs of the future would be very different from those of the past.

As the Baby Boomers retired, the much smaller succeeding generations would create an intense pressure on companies' ability to attract and retain the best and brightest staff.

Ceridian would face that challenge in two fronts: meeting its own need for growth and providing solutions that deliver a competitive advantage to clients.

The goal was to create a strong employee-driven culture distinguished by open communications, inclusiveness, recognition for a job well done, the best in learning and development programs, award-winning benefits, generous profit-sharing for all, fairness, flexible work hours, a culture that encouraged community volunteerism, charitable giving, two-way communication and peer-to-peer interaction, Mr. MacKay says.

“The benefits would be twofold,” he says. “First, it would

place us in the enviable position of being known as a great place to work, a distinct competitive advantage in the future. Second, it would give us enormous credibility with clients.

“We would be able to clearly demonstrate our solutions were effective and that we walked the talk.”

The foundation for this culture would come from four basic pillars, explains John Cardella, executive vice-president and chief people officer.

I Honesty and integrity “It is at the core of everything we do,” he says. “We lead by example, demonstrating trust, transparency and teamwork in all our relationships.”

I Customer driven “We proactively seek to understand our customers' needs and consistently create value for them through all our products and services,” Mr. Cardella says. “This is the litmus test for all our investment and resourcing decisions.”

I High-performing people The goal was to create a performance-driven environment where people are passionate about their jobs and love coming to work; a workplace where they are respected and can reach their full potential.

I Performance excellence “We constantly strive to be repeatable and reliable in all that we do, to be accountable for and to deliver on our commitments,” Mr. Cardella says. “We establish goals and standards and regularly measure our success against them.”

Mr. Cardella says Ceridian had an advantage on its side. Its steps toward creating best practices and best solutions would, in effect, act as an incubator and development process for those it would later refine and offer to clients.

Mr. MacKay readily admits there were missteps along the way.

“Last June, in an effort to contain costs, I made the decision to do away with the \$300 a year we give every employee to subsidize personal fitness programs,” he says. “The reaction was strong and immediate.”

“I maintain an open email box so all employees can contact me

with suggestions, ideas, criticism and comments. It was very quickly filled with people making a compelling case for how these fitness programs greatly improved performance, attendance, attitude and engagement.

“I very quickly saw that this was a bad decision, so, in September, I reversed it.”

The anecdote underlines one of the pillars of great corporate cultures: two-way communication and the willingness of executives and managers to admit errors and quickly correct them, he adds. It also reinforces the role leadership plays; the need to create a corporate culture from the top down.

Effective and regular communication is the underpinning of corporate culture, Mr. Cardella says.

At Ceridian, that includes dozens of regular meetings, bulletins and other interactive programs.

For example, Mr. MacKay hosts town hall meetings with employees at each Ceridian location every year. He has what is called *Dave's Dialogue*, a bi-monthly update emailed to all employees across Canada.

There are regular employee focus groups, *Scoop*, an online newsletter, annual employee summits (featuring a one-minute film festival showcasing videos produced by employees in each location), all-employee video conferencing three times a year and audio conferences when needed.

Ceridian conducts an annual employee engagement survey, as well as an employee communication survey every two years.

Recognition goes hand in hand with communication — not just recognition from supervisors but peer-to-peer recognition as well. Ceridian has more than half a dozen ways to recognize achievements. One is the Making Great Happen Champions and Team Champions where peer nominations can result in 60 winners each quarter. Each receives \$100, a framed certificate and a chance to go on the President's Circle Trip.

Past trips have included South Africa, Greece, Italy and London, England.

Managers are provided with the Manager Toolkit, filled with theatre and sporting event tickets and gift cards. At their discretion, they can immediately reward an employee for service that goes above and beyond expectations.

Managers can also hand out one-time bonuses of up to \$1,500 to employees who make significant contributions toward achieving key business objectives. Numbers can run as high as 50 employees a year.

Ceridian is a firm believer in “giving where you live,” Mr. Cardella says.

Employees are encouraged to volunteer and support local charities and are given a day off with pay to do so. On a corporate level, employees in each of the company's operating locations are empowered to decide what charitable organizations they will support. Since the start of this initiative in 2006, more than 100 local community groups have benefited.

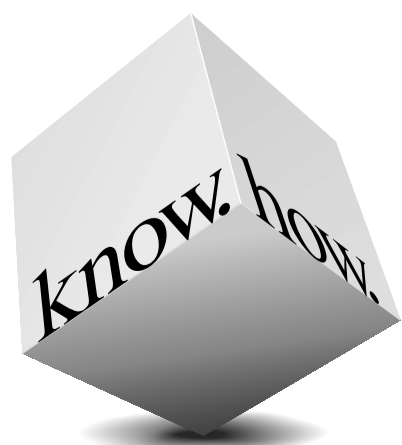
The company has also created significant environmental stewardship programs, including the naming of Green Guardians in each operating location to identify and create programs to reduce the company's environmental footprint.

To date, that has meant Ceridian embracing electronic instead of printed newsletters, responsible management of discarded computer equipment, recycling, a new green building recently opened in Prince Edward Island and setting the default on printers to save both paper and ink.

In 2007, Ceridian surveyed its 265 work-at-home staff; 143 responded. By their own figuring, working at home saved an average 18,424 kilometres a year in car travel and a total of 11,579 kilometres a day in commuting.

The combined effects saved 728.5 tonnes of carbon dioxide emissions a year or an average of 5.1 tonnes per vehicle.

“Behind all these programs and initiatives is the belief that one of our jobs is to empower our people to make decisions,” Mr. MacKay says. “We give them responsibility but we also give them authority.”



Recognition for HR best practices is not unique to Ceridian. But bringing this **know.how.** to clients is.

Ceridian's 2010 HR market study gives you **know.how.** now. Request your copy at www.ceridian.ca/hrmarketstudy

