



Business Services

Operations Research Event



Gordon Graydon
DECA

Gordon Graydon Memorial Secondary School
1490 Ogden Avenue
Mississauga, Ontario, L5R 2B7

William Qin

January 13, 2016

Table of Contents

I.	EXECUTIVE SUMMARY	1
II.	INTRODUCTION.....	4
	A. Description of the business or organization	4
	B. Description of the community	5
	C. Overview of the business or organization’s current culture and employee engagement strategies	6
III.	RESEARCH METHODS USED IN THE STUDY	8
	A. Description and rationale of research methodologies selected to conduct the research study	8
	B. Process used to conduct the selected research methods	9
IV.	FINDINGS AND CONCLUSIONS OF THE STUDY	12
	A. Findings of the research study	12
	B. Conclusions based on the findings	17
V.	PROPOSED STRATEGIC PLAN	19
	A. Objectives and rationale of the proposed plan	19
	B. Proposed activities and timelines	21
	C. Proposed metrics or key performance indicators to measure plan effectiveness	24
VI.	PROPOSED BUDGET	26
VII.	BIBLIOGRAPHY	28
VIII.	APPENDIX	29

I. EXECUTIVE SUMMARY

Recently, employee engagement has become a high priority for many companies. A strong, talented and engaged workforce is vital to a company's success. Employee engagement improves customer ratings, profitability and productivity; reduces safety incidents and quality defects; and decreases absenteeism, turnover and theft. This business operations research project seeks to enhance current employee engagement strategies and develop new strategies at the company D&R Electronics. A research study will be conducted to analyze current employee engagement and to develop strategic plan towards improving employee engagement at the company. This report outlines the findings and conclusions made to improve employee engagement at the company.

D&R Electronics, a private company with 68 employees located in Bolton, Ontario, Canada, is a leader in the development and manufacturing of emergency vehicle sound, lighting, mounting technology and storage solutions.

Currently, D&R Electronics promotes employee engagement through a variety of activities and methods. Through these strategies, the company shows appreciation for its employees, encourages exemplary job performance and creates a positive atmosphere in the workplace. These strategies are effective in improving the connection and relationships between employees as well as in the workplace environment.



Figure 1-1: Outside the D&R Electronics headquarters

The methods used in the research study consisted of three mediums. Firstly, research was done online, pulling knowledge and information from the internet. Secondly, online surveys were distributed, gathering mass numerical data from the employees. Finally, interviews and

consultations were conducted, to gain general knowledge on D&R Electronics, especially on its business operations, and on employee engagement from another point of view.

The process undergone in the research study consisted of three stages. The first stage in the process was fundamental research. The goal of this step was to gain an important understanding of the concept of employee engagement, on general knowledge of the company and its business operations, and on potential costs and ideas towards improving employee engagement. The second stage in the process was gathering survey data. The survey was developed on the knowledge from the previous stage to analyze the state of employee engagement at the company. Four criteria were used to assess employee engagement: Career & Personal Growth, Connections & Relationships, Autonomy & Fulfillment and Work Environment. The final stage in the process was to draw conclusions from the analysis of the data. The findings from the research study were used to formulate and propose a strategic plan.

From the findings of the research study, we have found that D&R Electronics is performing adequately on employee engagement, but it is clear that the company needs to improve in the areas of Career & Personal Growth and Autonomy & Fulfillment. Major areas of concern that were found from the employees included: a lack of the feeling of recognition and praise for their work, a lack of encouragement and opportunities to learn and grow, a lack of concern for their opinions and a lack of understanding on how to advance their careers for promotion.

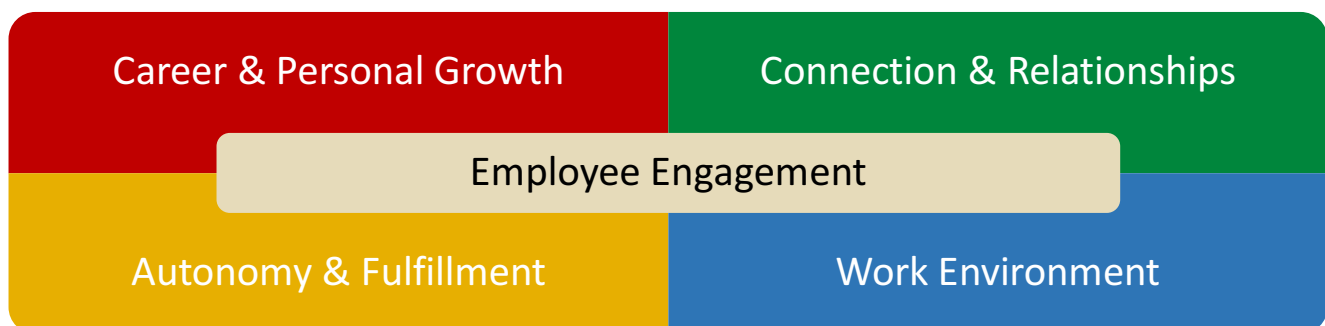


Figure 1-2: The four factors of Employee Engagement

To help D&R Electronics to improve employee engagement, we are proposing several initiatives to be implemented. Firstly, employees should be provided with clarification of their position's responsibilities, leading to clear and regular performance feedback based on established responsibilities. Secondly, transparent meetings on company performance and future outlook should be held every six months. Finally, the method of recognition of exemplary performance of employees at work needs to be reworked. The budget for this plan will cost around \$24,320 CAD per year, factoring costs from salaries and gift prices.

Strategic Plan

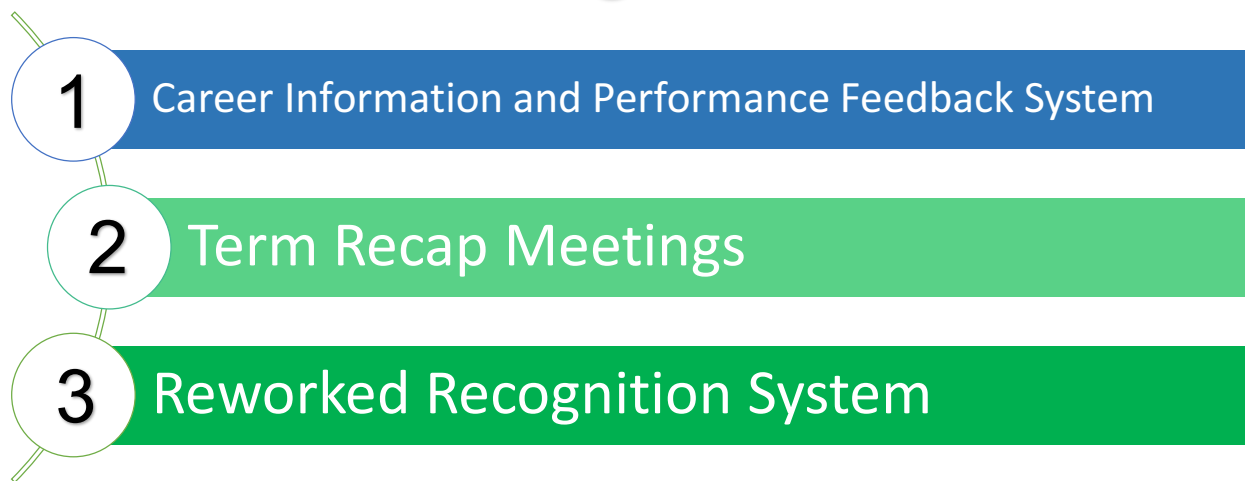


Figure 1-3: The three parts of the strategic plan.

In conclusion, D&R Electronics must improve employee engagement to continue to lead the emergency vehicle technology market. The strategies used by the company are currently failing to address several areas, which are the employees' Career and Personal Growth, and their Autonomy and Fulfillment. From the results of our research, the proposals in this report will ensure success for D&R Electronics in the future.

II. INTRODUCTION

A. Description of business or organization

D&R Electronics is a leader in the development and manufacturing of emergency vehicle sound, lighting, mounting technology and storage solutions. The company is currently a single location business, residing in Bolton, Ontario, Canada. It sells its products directly and through their dealers across Canada, U.S.A, Australia and the U.K. From its foundation in 1976 by Rinaldo Darolfi, the company has grown to a workforce of 68 employees. The company has survived economic downturns and has seen steady growth for the last 15 years. It currently earns an estimated 8 million dollars per year in revenue. As a registered designer/manufacturer and installer of emergency vehicle equipment, D&R Electronics is one of the biggest suppliers of emergency vehicle sound, lighting and equipment in North America. The company seeks to be ethical through their mission statement, which outlines their commitment to “providing excellent service to all clients including persons with disabilities”, and their goal is to “create an environment that is inclusive to all members of the community.” during the process of their business operations and the design of their products.

Towards the future, D&R Electronics seeks to develop and succeed through innovation and sustainable development towards the following target goals. Firstly, the company plans to broaden and increase sales by broadening their target market internationally, especially in Europe, Australia and the Middle East. Secondly, demands will rise due to an increase in the size of the target market, and the company will address this by maintaining and expanding their facilities. Finally, the company also seeks to stay up to date with the competition and market trends, to be the market leader in their area. Current strategies they are pursuing include conducting market research to expand their business and to monitor technology and market trends, and recruiting and maintaining a strong work team to drive the development of competitive and innovative products.

B. Description of the community

D&R Electronics is located in Bolton, Ontario, Canada, a diverse and populous city. Bolton, Ontario, Canada is populated with 26 000 people over 11.5 square kilometers. It is very close to the City of Toronto, Canada. The cultural diversity of the population is quite varied, with around 50 different languages spoken. The majority of the people speak English and a large group speak Italian (Statistics Canada 2011).

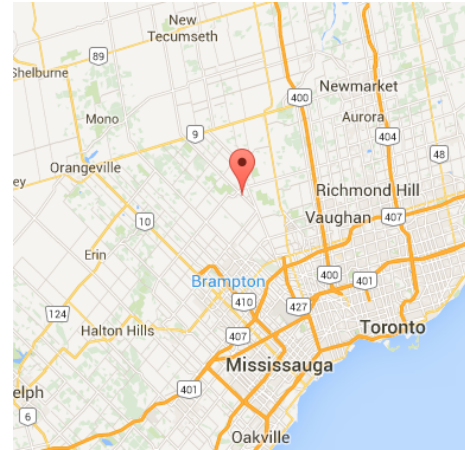
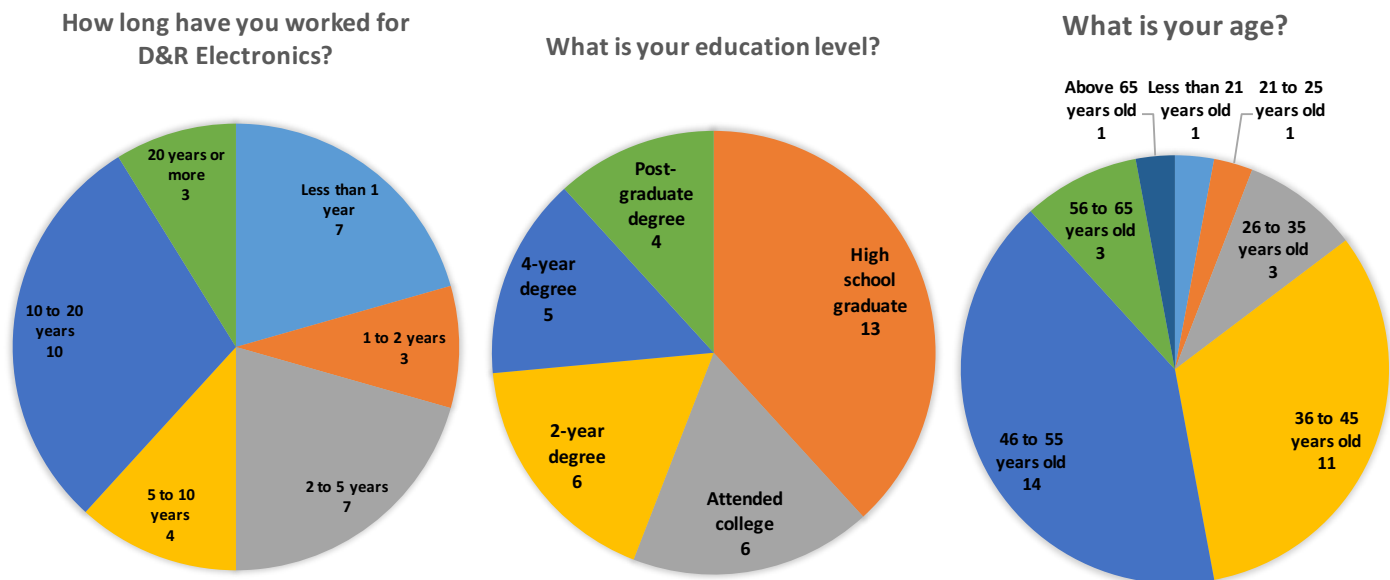


Figure 2-1: Bolton, Ontario on Maps

Within the company, the community is quite diverse in seniority, education level and age (Refer to figure 2-2), from the recent employee engagement survey conducted at the company. Most of the employees with higher levels of education were found in the areas of design, finance & accounting, management, and sales & marketing, while others were found in the areas of manufacturing, installation and distribution. All employees are employed full-time.



**Figure 2-2: Left: Pie graph on distribution of employees on seniority
Middle: Pie graph on distribution of employees on education level
Right: Pie graph on distribution of employees on age**

Nationally, D&R Electronics makes its impact as one of the largest suppliers of emergency vehicle sound, lighting and equipment in North America. Currently, they are involved in four countries through the use of dealers and international shipping of products. These countries are Canada, U.S., Australia and U.K., with a stronger presence in Canada and the U.S.

C. Overview of the business or organization's current culture and employee engagement strategies

D&R Electronics features a unique business culture. The company values ethical and innovative business operations, concerning aspects such as professionalism and creativity. For these values, the culture of business operations is very open. Employees are encouraged to innovate and be creative for the company to be competitive in the emergency vehicle equipment market. Employees are also urged to ensure that the quality of the products satisfies consumer demands. Open and direct communication between levels of management and between employees is also encouraged, with suggestion boxes and a workplace that invites discussion. To add, a positive company atmosphere from the employees and the leaders of the company has formed within this business culture, with help from the values of the organization, but also from a variety of methods used to engage their employees.



Figure 2-3: Christmas/New Year's Party Employee Appreciation Event Photos

Parties and Events

Firstly, the company features many company parties or events, such as the Christmas/New Year's Party. This event is geared towards showing appreciation for the employee's year of work, and also to allow for some interaction between employees at the company, building relationships and raising overall employee happiness.

Rewards and Promotions

Secondly, the company rewards employees that display exemplary performance at their job through promotions and bonuses. This reinforces the principle that hard work is rewarded, pushing employees to do their best.



Company Atmosphere

Finally, the company encourages and promotes a positive atmosphere through the structure of their building. For example, they have arranged the cubicles and the tables in the lunch room to encourage communication. As such, the workers at the company frequently exhibit friendliness, cooperation and open communication, which improves the connections and relationships between employees, while also promoting a safe and positive environment at the workplace.

**Figure 2-4: Top: D&R Reception Area
Bottom: Employee Office**

Overall, the company seeks to promote employee satisfaction through these three methods, which also impacts the connections and relationships of the employees and work environment of the company in a positive way.

III. RESEARCH METHODS USED IN THE STUDY

A. Rationale and description of research methodologies selected

The methods used in the research study consisted of three mediums: online research, surveys and interviews. Each medium has their distinct advantages and rationale behind their use.



Online Research

Research was done online to pull knowledge and information from the internet. This method was applied to learn the concept of employee engagement, develop other methods of research, retrieve company information from its website and research potential costs and ideas for the strategic plan. The main positive aspect sought in this method was speed and volume of information. The internet is easily and quickly accessible through any computer with a web browser and an internet connection. It also has the largest collection of opinions, research and ideas that concern every single topic imaginable.

Online Surveys

Surveys were carefully designed and distributed to employees to gather data. This method was used to retrieve mass numerical data from the employees to draw conclusions on the state of employee engagement at D&R Electronics and to gain feedback on potential growth suggestions. Surveys are perfect for this job in the sense that they can be easily distributed via a URL link while being anonymous, increasing the willingness of employees to participate in the survey, and increasing the volume of responses. They also partially gather and sort numerical data from the responses, increasing time efficiency. The surveys that were conducted used rating scale questions and were brief, to ensure that employees would not be discouraged and to bring numerical and concrete data for use.

Interviews

Interviews were conducted by arranging meetings in person and through online chat. These were used as an opportunity to gain the point of view of an employee on many topics. This added greatly to the online research towards creating an encouraging survey and towards learning more about employee engagement. With interviews, issues can be discussed and deeper questions can be asked, unlike the limiting concrete information articles on the internet. In addition, information from conducting interviews is both credible and reliable.

B. Process used to conduct the selected research methods

During the three step process used to conduct the selected research methods, there was a key goal in mind: to find the most accurate and useful information towards the research project and the strategic plan. The research process begins with fundamental research, followed by the gathering of survey data and ends with drawing conclusions from an analysis of the data.



Fundamental Research

The first step in the research process uses online research and interviews to gather information and develop an understanding on employee engagement, D&R Electronics and potential costs and ideas towards improving employee engagement.

1. Research on Employee Engagement

Developing an understanding on the entire concept of employee engagement and strategies that we can use to improve it was the first and most important part to this research study. This will include gathering an understanding of the factors that affect employee engagement, how employee engagement contributes to the success of a company, how employee engagement is evaluated and how it can be improved. The rationale of this is that it will help build the other

methods of research and help in proposing a strategic plan. Research on employee engagement was online, through resources such as Gallup and Forbes. Information gathered from speaking directly with employees also helped the research on employee engagement.

2. Research on D&R Electronics

Gaining knowledge on the company of choice, D&R Electronics, especially in terms of its current engagement strategies, income statement and mission statement was essential to understand the business operations of the company. The rationale behind this is to understand the company's culture, the its community, and the its current engagement strategies, as different engagement tactics will need to be used depending on the circumstances. Research on D&R Electronics was online, with their company website and through other business reporting sources, such as Mantra and Industry Canada. In addition to online sources, an interview with an employee was also conducted to get information on the company, especially on the company's current strategies towards employee engagement.

3. Research for Strategic Plan Costs and Ideas

This report is geared to plan a strategy for D&R Electronics to improve their employee engagement. The exact practicality for these methods is incredibly important during this planning. Research into this aspect will be extremely helpful in proposing our timeline of activities and formulating a budget with our detailed strategic plan.

Survey Data Collection

The second step in the research process utilizes surveys to gather data on the current state of employee engagement at the company and to receive feedback on growth suggestions.

A. Online Comprehensive Engagement Survey

With an understanding of the company and the concept of employee engagement, a 16 question (See Appendix) strongly disagree to strongly agree rating scale online survey was carefully crafted with the four areas that reflect employee engagement: Career & Personal Growth, how the employee feels about the development and direction of their career;

Connection & Relationships, how well the employee believes in and connects with the organization as a whole, the employees that work there and their management; Autonomy & Fulfillment, how much comfort and control the employee has towards doing their job, and how fulfilled they feel because of it; and Work Environment, whether or not employees feel that their workplace is a welcoming, safe and comfortable place. Then, it was distributed to the employees through a survey invitation letter to gather information about the current state of employee engagement at D&R Electronics. Using Typeform as our survey service, the 10-minute strongly disagree to strongly agree rating scale survey was distributed to all employees at the company, receiving 34 responses, about fifty percent of the company's employees. This survey is an incredibly crucial part to the research study, as it will help determine which areas of engagement are in need for improvement, so that the strategic plan can be correctly targeted towards those needs.

B. Online Growth Suggestion Survey

Following the online comprehensive engagement survey, this simple multiple selection survey was given to the employees at D&R Electronics to gain feedback on a short list of growth suggestions geared towards improving employee engagement. Conducted in the same manner as the engagement survey, this survey was done to analyze the employee's point of view and reception on potential growth suggestions and will point towards which specific practices will be the most effective in increasing employee engagement.

Data Analysis and Conclusions

The last step in the research process applies all knowledge and understanding from previous steps to analyze the data from the surveys and draw conclusions. Microsoft Excel was used in the organization and analysis of all the data, from creating tables and graphs to calculating averages and percentages. This step is the final bridge from the research study and into the development of the strategic plan. The areas that need to be improved are decided here, allowing us to focus and create our strategic plan.

IV. FINDINGS AND CONCLUSIONS OF THE STUDY

A. Findings of the research study

Each stage in the research study yielded many results and discoveries that were invaluable to the project. They also were major factors in conducting the research steps that followed it. This section aims to highlight the fundamental research and the survey data collection stages, as the data analysis and conclusions of the research study will be discussed in the next section.

Fundamental Research

1. Research on Employee Engagement

The concept of employee engagement involves creating employees that are fully enthusiastic about their job and take positive action towards the company's interests and reputation.

Employee engagement is key to a company's success, and it improves customer ratings, profitability and productivity; reduces safety incidents and quality defects; and decreases absenteeism, turnover and theft. The evaluation of employee engagement is most effectively done with a survey that evaluates an employee's opinion towards the following criteria: Career and Personal Growth, Connection and Relationships, Autonomy and Fulfillment, and Work Environment. Finally, employee engagement can be improved through many options (e.g., parties, bonuses, awards, birthdays, etc.), but it will depend on the organization's needs.

2. Research on D&R Electronics

D&R Electronics uses a variety of methods to engage their employees. For one, they show appreciation for their employees through events and parties, mainly the Christmas and New Year's Party Employee Appreciation Event. They also reward employees that display exemplary performance at their job with promotions and bonuses. They also encourage a positive environment at the workplace with friendliness, cooperation and open communication. Overall, the company seeks to promote employee satisfaction, which also impacts the connections and relationships of the employees and work environment of the company in a positive way.

3. Research for Strategic Plan

The strategic plan will have three main issues to consider: the cost, the timeline and the performance indicators to measure success. Costs will come from two sources, employee salaries and material costs to run the plans. Employee salaries will average at around \$20/hour with higher management salaries at \$30/hour. Gift prices can range from as low as \$10 to as high as \$200, but will average at around \$80. Timelines will make most sense when aligned with business terms, whether it be quarterly, every six months or yearly. Activities that concern a business's performance or income statements will be especially best situated with business terms as these are when a company's performance is reported on. Finally, performance indicators of employee engagement include the effects of employee engagement. These include higher production and revenue from engaged work, lower absenteeism and rate of turnover from job satisfaction, a more positive response from employee engagement evaluations, and a lower rate of quality control defects from the care of the job.

Online Comprehensive Engagement Survey

After conducting the employee engagement engagement survey, a vast amount of information was retrieved. At a glance, it can be noted from both graphs that the categories of Connection & Relationships as well as Work Environment have received a positive result, with only 15% of responses being negative and an average score of about 4.36, while the Career & Personal Growth section is quite severe, reaching a 51% negative response and a lower score of 3.37, and a questionable result from the Autonomy & Fulfillment section, with extreme high and low percentages and a range of about a whole score point in scores.



Figure 4-1: This graph depicts the problem areas in the company. It shows percentage of the total respondents that gave a low score (1 to 3 or strongly disagree, disagree, neutral) by question, sorted by their category.

The colors of the bars denote the severity of the result, the higher the percentage of negative responses is, the more severe it is.

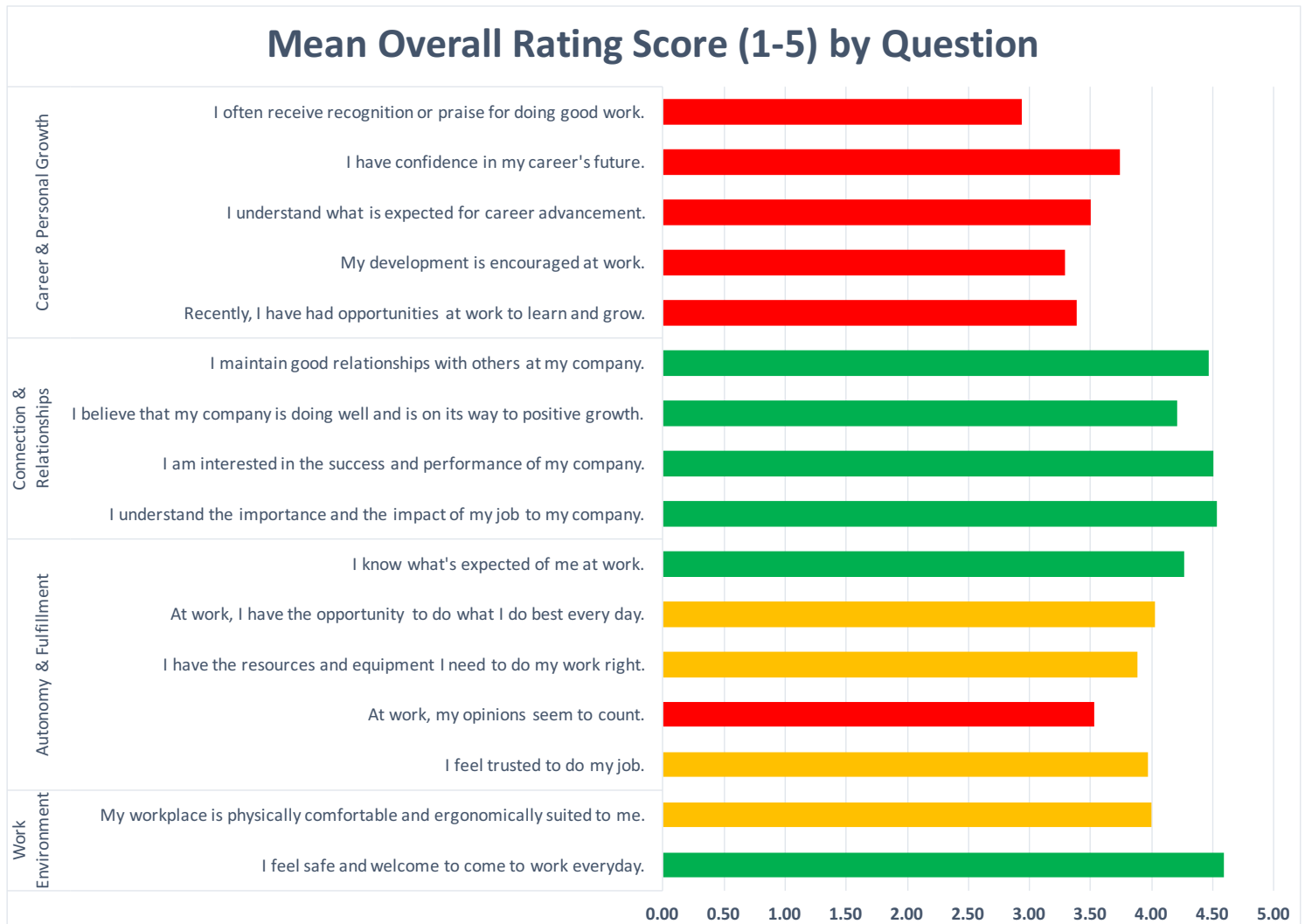


Figure 4-2: This graph shows the average rating score from all respondents by questions (sorted by their category), ranging from 1-5, strongly disagree to strongly agree.

The colors of the bars represent the severity of the result (red is severe, green is positive), the lower the overall rating, the more severe it is.

Online Growth Suggestion Survey

The growth suggestion survey yielded very intriguing results. The results from the survey are depicted in the following bar graph. Specifically, the graph shows the percentage of respondents (out of 34) who would like to see an improvement in their company.

Improvements with a high amount of positive feedback include:

1. Provide performance feedback for employees (79%)
2. Give updated clarifications on each position's responsibilities and levels (71%)
3. Recognize exemplary employees through letters or awards (59%)
4. Run transparent meetings on company performance and future outlook (55%)

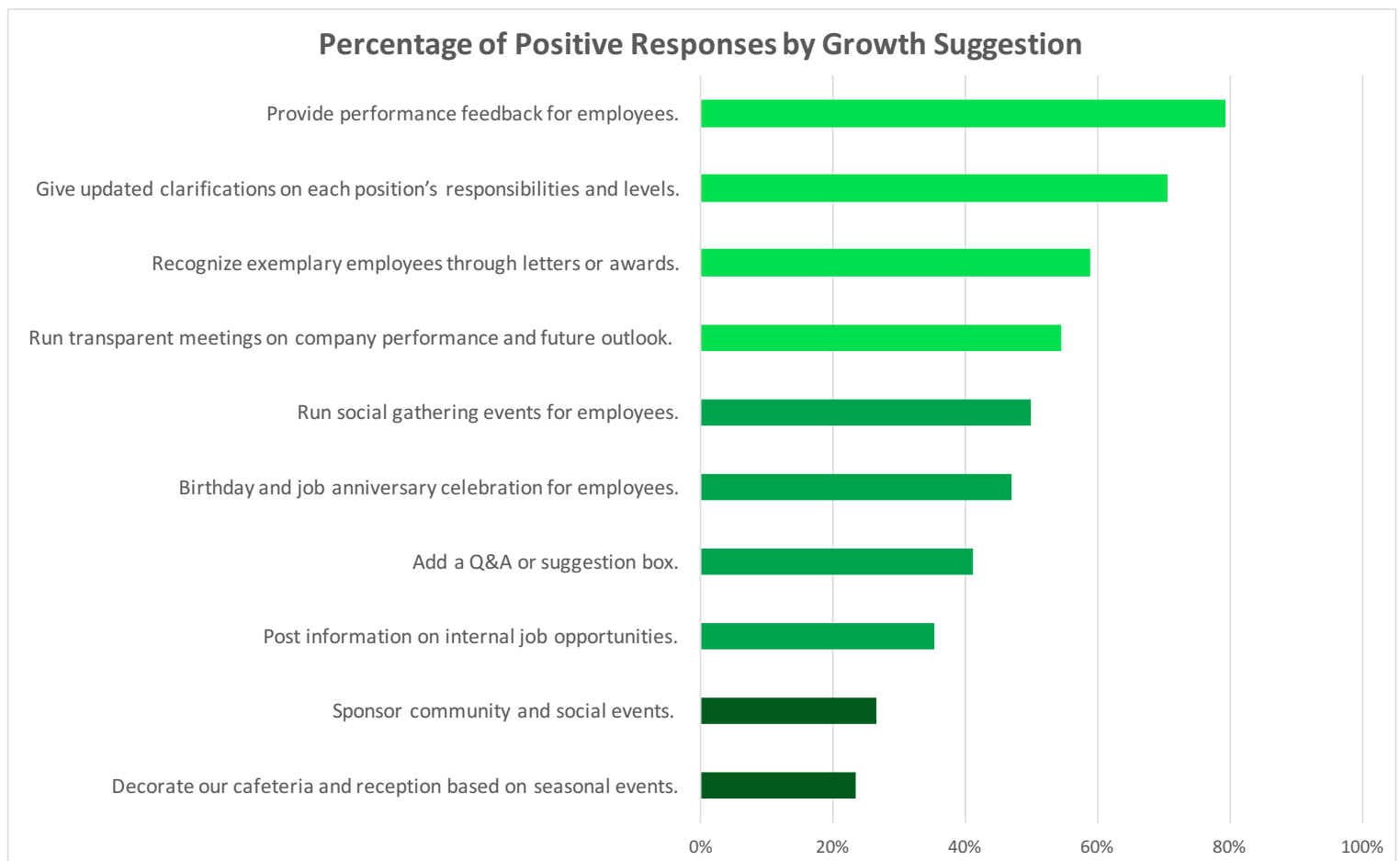


Figure 4-3: This graph reflects the percentage of respondents that responded positively to each growth suggestion. In this graph, the lighter the green colour, the more positive the response.

B. Conclusions based on findings

Overall, this study concludes that the current engagement strategies conducted by D&R Electronics are quite effective in certain areas of engagement. There are many strengths and weaknesses that can be described with the current plan.

Strengths of Current Employee Engagement Strategies

The strength of the current employee engagement strategies at D&R Electronics lies in the general atmosphere of the company created by its community and its many events. The company encourages a positive environment that promotes collaboration and builds positive relationships between the employees and the company, with events and parties that also supplement this atmosphere. Referring to our engagement criteria, the areas of Connection & Relationships and Work Environment are heavily influenced by these current strategies. The results from the findings of the survey support these strengths, showing a minimal number of negative responses, about 15%, and a high rating score of about 4.3 out of 5 from the areas of Connection & Relationships and Work Environment.

Weaknesses of Current Employee Engagement Strategies

On the contrary, the current employee engagement strategies at D&R Electronics fail to address the aspects of the Career & Personal Growth as well as the Autonomy & Fulfillment of the employees. On the topic of Career & Personal Growth, there lacks effective communication with employees on their careers, areas of improvement and potential opportunities in the workplace. As such, many employees find themselves unsure of their futures and unable to make clear goals. This is a major factor of disengagement in the workplace. Uncertainty causes employees to fear personal development and new things. A lack of goals within employees means that they have nothing to work towards, which disengages them as well. This is represented in the same manner from the survey results, with low score frequencies going as high as 70%, and scores averaging about 3.6 out of 5, a fairly negative score.

From the results of the employee growth suggestion survey and the results of the engagement survey, we have also concluded that the major methods towards improving employee engagement will be as follows:

1. Establish a functional system that provides performance feedback for employees and provides information on careers in the workplace, especially on each position's responsibilities.
2. Start and continue to run scheduled transparent meetings that will provide information on company performance, product sales and future outlook.
3. Rework the method of recognition of exemplary performance of employees to a system that makes each individual employee feel valued and special for what they do and their contribution to the company.

This leads into the strategic plan, in the next section.

V. PROPOSED STRATEGIC PLAN

A. Objectives and rationale of the proposed plan

The main goal of the strategic plan is to develop an employee engagement strategy that will improve employee engagement at D&R Electronics.

More specifically, the strategic plan aims to complete these objectives:

1. Establish a functional system that provides performance feedback for employees and provides information on careers in the workplace, especially on each position's responsibilities.
2. Start and continue to run scheduled transparent meetings that will provide information on company performance, product sales and future outlook.
3. Rework the method of recognition of exemplary performance of employees to a system that makes each individual employee feel valued and special for what they do and their contribution to the company.

The rationale for each of these objectives will be elaborated below:

Career Information and Performance Feedback System

The main category focus of this improvement is towards the Career & Personal Growth of the employees. Implementing a performance and career information/feedback system will provide many benefits for all employees, and will address certain issues found in the engagement survey. Providing clarification on job description and career information will inform employees on what is expected of them and on how they can advance their career. This category was found to be the most severe from the engagement survey results, and also had the highest positive response from the growth suggestion survey. This makes it clear that this plan of action is of the utmost importance in our action plan. One survey respondent commented "[Without employee feedback], people don't know how they are doing and feel less likely to want to strive to produce more and invest time in the company more." (See Appendix). This will lead towards

giving employees positive and constructive feedback from the performance report, which will both encourage the development of employees at work, while also providing personal recognition and praise of work. Overall, creating a performance and career information/feedback system will make employees feel more valued and involved, improving engagement.

Term Recap Meetings

Through regular Term Recap Meetings, the company will be further strengthening the Connection & Relationships of the employees, while also taking a major part in all other categories. By scheduling Term Recap Meetings, employees will be informed on company performance, term highlights and future outlook, which helps to achieve many things. Firstly, these meetings will make employees feel like a part of a team, which engages them with confidence in the company, the leadership and their career and also reinforces their desire to make the team succeed, in this case the company. This improvement excels at improving the feeling of being valued and involved at the company, while also boosting other categories as well. To add, this improvement had a very positive response from the growth suggestion survey. One employee commented “It’s encouraging to feel like one is part of the process.” Secondly, the meetings allow employees to feel important to the company in their own way, making them feel recognized for their work. For example, should a new product be very successful, by letting the employees know of its success and of its development, those involved will feel very fulfilled and their engagement in the company will be given a boost. Finally, the meeting will be a chance for employees to voice their opinions and for the company leadership to listen to and consider their opinions, while also being an opportunity to provide information on career development and leadership opportunities.

Reworked Recognition System

The main category focus of this improvement will be on the Autonomy & Fulfillment category, specifically on the question “I often receive recognition and praise for doing good work,” which received the highest number of negative responses from the surveyed respondents. Currently,

D&R Electronics does recognize their employees adequately with bonuses, rewards and promotions. However, the current system is quite abstract and makes it difficult for employees to see a clear correlation between work and reward. By reworking the recognition and appreciation system to be more personalized towards individual employees, each employee can feel recognized for all the work that they do, and perhaps be rewarded in such a way. Appreciation and recognition can take on many different forms, from happening informally on a daily basis through interactions between employees to happening formally through performance appraisals and recognition events (e.g., letters, awards, bonuses, promotions, etc.), but the key aspect here is recognizing individual achievements. This improvement synergizes extremely well with the performance feedback system, and has received a very high positive response as well from the growth suggestion survey.

Overall, these objectives will be crucial in improving employee engagement in the Career & Personal Growth category, strengthening employee engagement in the Autonomy & Fulfillment category and reinforcing the categories of Connection & Relationships as well as Work Environment to improve the overall employee feeling of being involved and valued at the company. In turn, this will then contribute to the main goal of the strategic plan: to improve overall employee engagement at D&R Electronics.

B. Proposed activities and timelines

Aligned and coordinated with the goals outlined in this plan, the proposed activities and timelines with this strategic plan will allow D&R Electronics to meet the goals and improve overall employee engagement. This section seeks to outline the practical activities that will be done to help the company meet its goals.

Objective 1 Activities: Career Information and Performance Feedback System

It is essential to first establish clear job descriptions for all the employees within the company before providing performance feedback or career advancement information. These descriptions

should be done with employee teams as a collaborative project to give them ownership of the process and be a part of the team, another engaging factor.

Generally, most of the observations made on employees are completed by managers, and promotions and career information are handled by the leaders of the company. As such, the performance and career information/feedback system will be conducted by managers and leaders in the company.

With the co-created clear job descriptions that were first established, managers will be reporting on aspects such as job performance strengths, weaknesses and next steps and conduct in the workplace for their employees, while also reminding them of their current job expectations.

Career information updates will include information on job opportunities in the workplace, with the expectations for a promotion or a different job.

The medium of access and delivery to employees will be mostly electronically, with the use of internal communications systems in the company, which includes e-mails and company intranet. However, the use of the bulletin board in their cafeteria will be useful towards posting on career information.

The timeline for this plan will strive to release performance reports every six months, being in sync with the term recap meetings that are planned in this report. The plan also strives to put these activities into place as soon as possible.

Objective 2 Activities: Term Recap Meetings

Term Recap Meetings will be an annual presentation hosted by the company, geared towards its employees. It will be similar to general board meetings or presentations, and will follow a schedule. On the contrary, the Term Recap Meetings will be aimed to provide transparent information on the company, while also seeking to improve employee morale and engagement. This plan outlines general ideas for the meeting to cover. Firstly, an overview of the company's performance from the current term and will be as transparent and informative as possible. This includes aspects such as revenue, expenses, productivity, installation, sales volume and net

profit. Employees will be given an opportunity to ask questions on other performance indicators of the company for their own personal information. Secondly, a highlight of achievements from the current term, spotlighting the products that are performing well and crediting all of those who contributed. Finally, a future outlook on both long-term and short-term goals and plans that the company wishes to pursue, where employees may contribute their own opinions to discussing problems and the future strategies of the company.

Term Recap Meetings will be hosted by the company and presented by the leadership of the company. However, it could pose as a valuable and engaging leadership opportunity for any employees who wish to participate in hosting these meetings. Otherwise, the leadership team will still be the one to put the meeting schedule together and to prepare a smooth delivery of the meeting. As such, the leaders of the company will be working on these activities.

The timeline of the meetings is to be done every six months, and is synced with the performance feedback reports. This plan continues to strive towards implementing this course of action as soon as possible.

Objective 3 Activities: Reworked Recognition System

Employee recognition and appreciation is done mostly by the leaders of the company, from immediate managers to project leaders, to the board of directors. These groups of people will be the ones working towards a different method of recognition of the employees at the company.

Adapting and modifying the recognition system can be done in many ways, however the main goal is to recognize each employee's individual achievements in the company, to make them feel special and valued by the company. This can be done fairly cost-efficiently through an award that recognizes an employee's achievements during the company's Christmas Party, or can be done in a costlier method that includes gifts, raises, promotions and bonuses. A potential method for determining these awards may be through employee nomination and input.

Managers will be able to consider nominations for awards and employees will be more involved and engaged in the decision making process.

The timeline of this activity plan will be a gradual change in certain methods and practices of the company. It will most likely be first done through the meetings and the performance reports, but can soon be extended into company parties, announcements and awards.

C. Proposed metrics or key performance indicators to measure plan effectiveness

Being able to measure a plan's effectiveness is incredibly important when making business decisions. Without knowledge of whether or not a plan is working, it is impossible to decide on whether to change or to build on current business operations.

The situation in which this strategic plan is effective is if the current status of employee engagement is improved at D&R Electronics. By analyzing the effects of employee engagement, we can see if the plan has succeeded effectively or not.

Metrics and key performance indicators that will be used include:

1. Return on Investment
2. Absenteeism and Turnover
3. Secondary Engagement Survey
4. Quality Control Failure Rate

Return on Investment

One of the effects of engaged employees is higher production and increased revenue. We can analyze income statements and investigate the amount of return on the investment of money into improving employee engagement. The results from the analysis and investigation can be used to determine whether or not the plan has succeeded in increasing company revenue, as a higher than break-even return rate means more success, which means that overall employee engagement has improved.

The proposed budget in this strategic plan estimates that the total costs of investment will amount to \$24,320 (Refer to Figure 6-1), which will require a 100% return (\$24,320) to break-even and signify success and the start of profits.

Absenteeism and Turnover

Engaged employees are also satisfied employees. This results in reduced absenteeism and turnover from employees. After conducting an analysis on the number of work days missed by employees and the turnover rate, a positive effect on employee engagement will be clear if these numbers are lower.

Secondary Engagement Survey

Another effect of having engaged employees, quite obviously, is that they are more engaged. By conducting another engagement survey into the situation of employee engagement at D&R Electronics four years from now, we can analyze the new level of employee engagement and compare it to the state of employee engagement prior to implementing the plan. Should the areas that have been targeted by the strategic plan see clear improvement in rating and a clear decrease in the frequency of negative responses, it will be clear the overall engagement at the company has risen, and therefore the plan is succeeding. It will also help to determine new potential areas of need.

Quality Control Failure Rate

A last effect of employees being engaged at work is that they care much more about their job and their performance of both themselves and the company. D&R Electronics is a company that specializes in the development and manufacturing of safety products, and costly quality control failures are a common occurrence. However, these failures are often the result of disengaged workers and a lack of care into the jobs done. Improved employee engagement will solve this root cause, and should there be a decrease in the quality control failure rate, it will indicate that overall employee engagement has risen, and that the strategic plan has been a success.

VI. PROPOSED BUDGET

The budget outlined in this section seeks to accurately represent the total cost of investment towards this strategic plan. The costs from implementing each of the strategic plan activities in the previous section are all attributed towards the cost of the time of administrators, leaders and managers. This means that the costs per year will not be decreasing as there is not an initial setup cost. Costs per year will rise, due to increased wages and a larger number of employees at the company, as the it grows.

Performance & Career Information/Feedback System

In the creation and maintenance of this system, the employees must be paid while creating reports and updating information. With 68 employees in the company and an average time of about two hours to create a report, this means that the leadership and management of the company will need to spend about 136 man hours into creating these reports.

Term Recap Meetings

With the planning and presentation of these meetings, the presenters and planners must be paid while working on the meeting. An estimate of about 20 man hours will be required to complete this task. However, there will also be the cost of paying the employees while they attend the meeting, which will most likely be around an hour and a half long. 68 employees spending 1.5 hours amounts to 102 man hours.

Recognition System

Throughout the reworking of the recognition system, the managers and leaders will be handing out awards and bonuses to the employees at the company. Writing and awarding these awards will be done synonymously with the performance feedback and the company events, meaning there will be no major time cost for reworking the recognition system. However, gifts and awards have monetary value, and an average gift of \$80 to the 68 employees will be given.

Proposed Budget	
Performance & Career Information/Feedback System	
Operating Time Cost	136 Man Hours
Average Salary Rate	\$30/hour (Management)
Total Cost	\$4,080
Term Recap Meetings Preparation	
Operating Time Cost	20 Man Hours (Planning Time)
Average Salary Rate	\$30/hour (Management)
Total Cost	\$600
Term Recap Meetings Meeting	
Operating Time Cost	102 Man Hours (Meeting Time)
Average Salary Rate	\$20/hour (Employees)
Total Cost	\$2,040
Reworked Recognition System	
Employees Awarded	68 Employees
Average Gift Cost	\$80
Total Cost	\$5,440
Total Cost Per Six Months	\$12,160
Total Yearly Cost	\$24,320

Figure 6-1: Proposed Yearly Budget for the strategic plan

***Figures quoted in CAD**

VII. BIBLIOGRAPHY

- "About Us." *D&R Electronics Co. Ltd.* D&R Electronics Co. Ltd., n.d. Web. 18 Dec. 2015.
<<http://www.dandrelectronics.com/about.html>>.
- "Census Profile." *Statistics Canada*. Government of Canada, 2011. Web. 18 Dec. 2015.
- "Employee Engagement." Personal interview.
- "Gallup Q12 Employee Engagement Survey." *Gallup*. Gallup, n.d. Web. 18 Dec. 2015.
<<https://q12.gallup.com/Public/en-us/Features>>.
- Kruse, Kevin. "Why Employee Engagement?" *Forbes*. Forbes Magazine, 4 Sept. 2012. Web. 11 Dec. 2015. <<http://www.forbes.com/sites/kevinkruse/2012/09/04/why-employee-engagement/>>.
- Mortimer, Denise. "Employee Engagement: 5 Factors That Matter to Employees." *HRreview*. HRreview, 26 May 2010. Web. 17 Dec. 2015. <<http://www.hrreview.co.uk/analysis/analysis-wellbeing/employee-engagement-5-factors-that-matter-to-employees/8221>>.
- "Report Summary: The Drivers of Employee Engagement | Institute for Employment Studies." *Institute for Employment Studies*. Institute for Employment Studies, 2015. Web. 16 Dec. 2015.
<<http://www.employment-studies.co.uk/report-summary-drivers-employee-engagement>>.
- Robinson, Jennifer. "A Caterpillar Dealer Unearths Employee Engagement." *Gallup*. Gallup, 12 Oct. 2006. Web. 11 Dec. 2015. <<http://www.gallup.com/businessjournal/24874/a-caterpillar-dealer-unearths-employee-engagement.aspx#1>>.
- Sorenson, Susan. "How Employee Engagement Drives Growth." *Gallup*. Gallup, 20 June 2013. Web. 18 Dec. 2015. <<http://www.gallup.com/businessjournal/163130/employee-engagement-drives-growth.aspx>>.
- "What Is Employee Engagement?" *Custom Insight*. Custom Insight, 2015. Web. 21 Nov. 2015.
<<http://www.custominsight.com/employee-engagement-survey/what-is-employee-engagement.asp>>.
- "What Is Employee Engagement?" *DecisionWise*. DecisionWise, n.d. Web. 17 Dec. 2015.
<<https://www.decision-wise.com/employee-engagement-survey-download/>>.

VIII. APPENDIX

Engagement Survey Questions – Rating Scale 1-5 “Strongly Disagree” to “Strongly Agree”

Recently, I have had opportunities at work to learn and grow.
I understand what is expected for career advancement.
I am aware of promotional and development opportunities for me.
I have confidence in my career’s future.
My development is encouraged at work.
I maintain good relationships with others at my company.
I believe that my company is doing well and is on its way to positive growth.
I am interested in the success and performance of my company.
I understand the role and importance of my job to my company.
I feel trusted to do my job.
I have the resources and equipment to do my job right.
I know what’s expected of me at work.
I feel confident and competent in my work.
At work, my opinions seem to count.
I often receive recognition or praise for doing good work.
I have the opportunity to do what I do best every day.
I feel safe and welcome to come to work everyday.
My workplace is physically comfortable and ergonomically suited to me.

Comments from Respondents

Prompt: “What else can your company do to help you be more engaged at work?”

“Clearly communicate the “why” behind decisions that affect company operations, and keep all stakeholders informed of upcoming changes. It’s encouraging to feel like one is part of the process, even if it’s only being kept up to date on all that’s going on. “

“The employee feedback is so important, without it people don’t know how they are doing and feel less likely to want to strive to produce more and invest in the company more.”

“We should have more reminders on how to treat one another and reminders on our job duties and expectations. More positive feedback. More weekly meetings with updates on progress of the company and direction. Reminders of how team players should act.”

“Be more organized with the assigned everyday tasks.”

“[There] should be transparency about wages and planning.”