

The Journey of Employee Branding



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The Journey Begins....

- What's a CUA?
- What's the Landscape?
- Where to Start
- The Approach
- What's the Promise?
- Reaction to Change
- Conscious Employee Branding



What's a CUA?

- 8 branches (1 July 08)
- 110 staff (F/T, P/T, Floaters)
- 17 000 Customer-Owners
- Full corporate services (HR, Accounting, Commercial Lending, Contact Centre, Wealth Management)
- 250 million assets under management
- Recipient of the 2007 Coady Award for Outstanding Commitment to Our Community
- Recognized 8 times as a 'Top 101 Employer in Atlantic Canada' by Progress Magazine
- Contributor to over 39 regional, provincial and national charities in 2007 alone



But, What's a CUA?



Employer Branding
Vs.
Employee Branding

Employee Branding is...

“Employees, through their behaviours, attitudes and actions characterize their company’s employer brand and image”



What Employee Branding Really Is...

In simple terms, employee branding is the promise that you, the employer, make to your employees about the experience they will have working for your organization.



Where to Start

- Determine the gap between the Employer Brand and the Employee Experience
- Take your employees temperature ~ and be prepared for:
 - The answers aren't always what you want to hear
 - You don't know what you don't know



Gap Analysis is critical to determine your future action/investments

Where to Start

- Step 1: Learn through Osmosis
- Step II: Gather the facts
- Step III: Determine your CU's core values



Remember Credit Union's Unique
Advantage:

We can treat our employees
like our customers;

Because they ***ARE!***



CUA's Starting Point

- Internal Audit of HR practises
- Launched an Employee Satisfaction & Internal Customer Service Survey
- Prioritized HR activities to address the gap



CUA's Plan

- Strategic Planning
- Vision Statement



CUA Vision Statement

“CUA is an integrated team of professionals providing contemporary financial solutions to their customer-owners. By living its’ values, CUA helps more and more customer-owners reach their full potential.”



What's Your Landscape?

Ask Yourself:

- How far are we in our reality from the our promise?
- What internally needs attention?
- Where to start?



How to Deliver the New Message

- Your Employees are the Brand
- Buy-in is key
- Learn it, Live it, Love it!



www.CUAjobs.ca

www.CUAcareers.ca

- Partnered with an organization that is cutting edge in recruitment practises and tools
- Remedied our recruitment concerns
- Began to build our brand internally & externally



www.HiringSmart.ca

The Approach (Delivering The Promise)

- BE - Responsive to needs
- BE – Consistent in application
- BE – Open with Plans
- BE – Willing to ask for help!
- BE – Credible



The CUA Internal Approach

- Created the Contemporary Experience
- Addressed the largest concern first
- Raised the profile of CUA as the employer *and* recruiter



So, What is the CUA Promise?

- Trending toward attracting younger, highly motivated and skilled employees to CUA: an innovative, career destination, training and advancement!



A Happy Ending?

- Significant increase in Employer profile
- Created a CUA Employee Brand to match our values
- Able to choose from 100's of unsolicited applicants
- Able to select from our process the best 'fit' candidate
- Created innovative policies and attraction techniques



So, What happened?

Reaction to Change

- Increase in Employee Leaving CUA
- ESat declined (modestly) in 2007
- Enjoying the benefit in the success of the Employee Brand BUT:
- Developed a gap between promise and delivery



The Analysis

- Learn the expectations of the newest employment generation
- When you raise awareness and expectations of current employees ~ deliver
- Take time to create the necessary infrastructure for retention



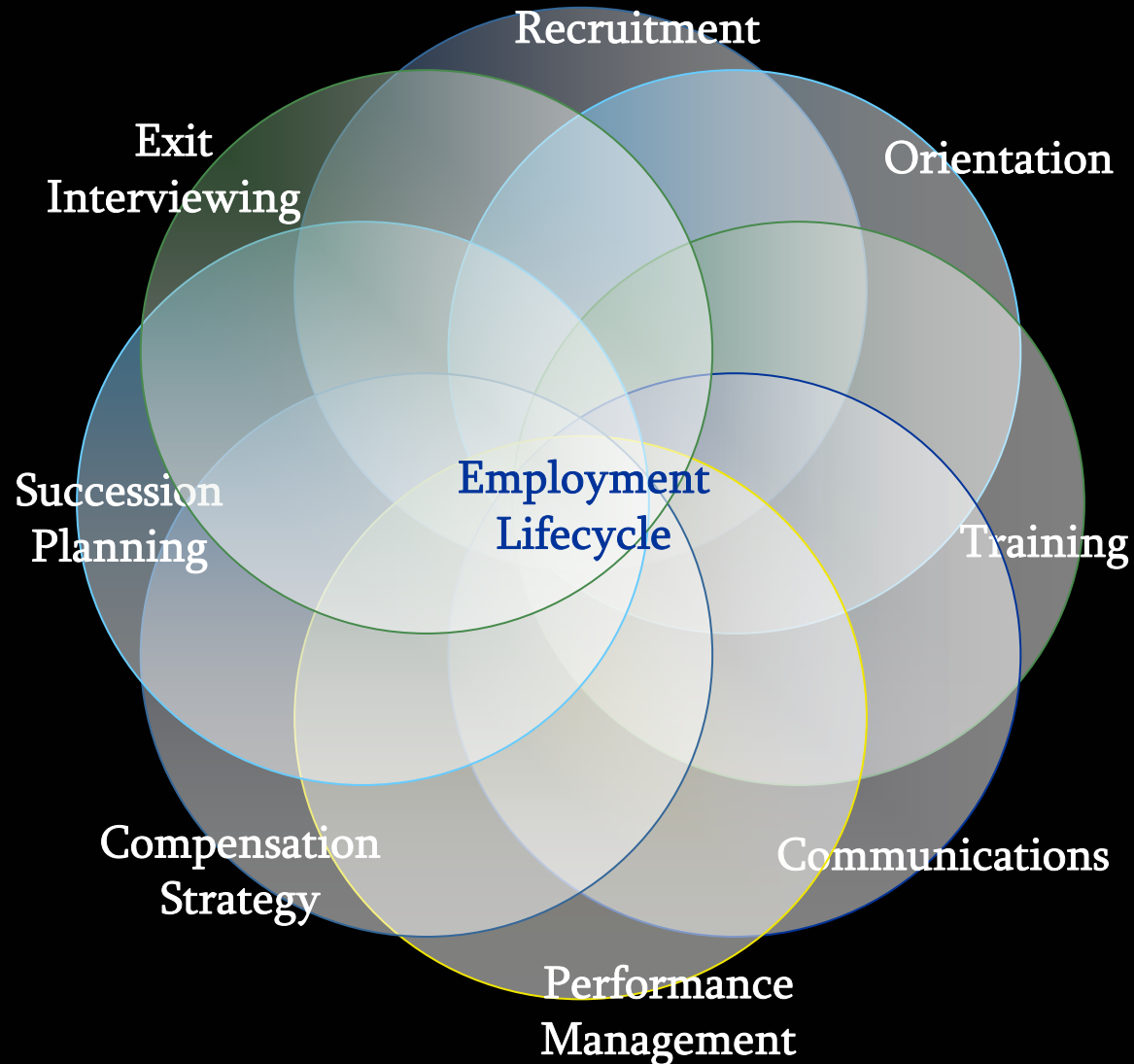
Movement to Conscious Employee Branding

Let's recap:

“In simple terms, employee branding is the promise that you, as the employer, make to your employees about the experience they will have working for your organization.”



Employment Cycle



Movement to Conscious Employee Branding

- Customize the Experience to your CU
- Know your Audience
- Build the Brand Internally & Externally
- Keep Asking the Right Questions



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