



Exhibition Place

Item No. 21

November 27, 2011

ACTION REQUIRED

To: The Board of Governors of Exhibition Place

From: Dianne Young
Chief Executive Officer

Subject: **Employee Recognition Initiatives**

Summary:

In 2010, Exhibition Place embarked on a major initiative to improve Customer Service delivery on the grounds as one strategy within the 2009 – 2012 Strategic Plan. The Program included the development of a Core Values for the organization; a customer service mandate/philosophy, service principles and standards. Employee engagement at all levels is key to the success of the Customer Service Program and the development of the volunteer Employee Action Team and the projects taken on by this team has been very positive. The objectives undertaken as a part of this program are listed in Appendix “A” attached. One of the major initiatives was the development of a Recognition Program and the Employee Action Team was key to the design of the program.

Exhibition Place has also had Service Awards in place for many years that recognizes employees for their years of service on the grounds. Given the multiple businesses carried on at Exhibition Place, it is a very time-consuming and costly process to recruit and develop staff to meet the needs of our multiple clients and this program recognizes this reality and celebrates our employees for their years of service.

Recommendation:

It is recommended that the Board approve of the continuation of the Service Awards and Employee Recognition programs in 2012, as generally outlined in this report.

Financial Implications:

Based on the 2011 experience, it is estimated that the 2012 cost for both these program will be approximately \$9,700. Sufficient funding for these programs is included in the 2012 Operating Budget.

Decision History:

The Exhibition Place 2009 – 2012 Strategic Plan had an Organizational and Staffing Goal *To encourage a high-performing organization through alignment of people, processes and systems and the recognition of our dedicated and excellent staff* and as a Strategy to support this Goal we undertook to “*deliver customer-focused services in an effective, timely and courteous manner.*”

At its meeting of November 3, 2006, the Exhibition Place Policy Manual was considered by the Board which Manual included an Employee Service Award policy.

At its meeting of November 25, 2010, the full details of the 2011 Customer Service Program were presented to the Board.

At its meeting in September 3, 2010, the Board approved of the 2011 Operating Budget which included within the Human Resources envelop funding for the Exhibition Place Customer Service Program and the Service awards program.

Issue Background:

This report is providing an overview and costing of the employee initiatives recommended to be continued in 2012.

Comments:

In 2010 embarked on a comprehensive Customer Service program for all staff, from the senior management team to our unionized workers. Over 2010, the Exhibition Place program involved several workshops with senior and mid-management teams followed by all staff sessions. The focus for all workshops was customer service and what that means to each of us. While 2010 focused on the development of the program, 2011 was the first year of implementation and Appendix "A" outlines the actions taken and those proposed for 2012. The Recognition Program was a key initiative introduced in 2011 with the purpose of engaging staff at all levels. Following a successful completion of Year One with feedback from staff, the program has been revised for 2012 and is recommended to be continued.

The Service Awards program has been in place for many years at Exhibition Place and while it is unique to Exhibition Place, it was based on the policy put in place by City Council. Service awards are given in accordance with the policy attached as Appendix "B" to this report.

Exhibition Place is in a very competitive marketplace and must aim for delivering great services every day in order to not only retain business but to be able to attract new clients. Our staff play a crucial role in delivering this commitment and the Service Awards and Recognition Program are programs that recognize the importance of their role. On a regular basis, Exhibition Place tracks performance and customer service through external "mystery shops", client evaluations, exhibitors on-line evaluation and ultimately, the rebooking of business year after year. Generally, in all these measures, Exhibition Place has been scoring in the high 80 to 90th percentile and some of the recent comments received from shows are listed in Appendix "A".

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Submitted by:

Dianne Young, Chief Executive Officer

Appendix "A" Customer Service Program

2010 Accomplishments:

- Developed a mandate and charter for the Employee Action Team & its 4 subcommittees
- Completed Employee survey across all service areas
- Developed Employee Recognition program designed by Employee Action Team
- Developed and adopted Core Values to clarify expected attitudes and behaviors in our daily work life with customers and each other
- Adopted a customer service Mandate of "Delivering Great Experiences Everyday"

2011 Accomplishments

- Incorporated Customer Service focus in all 2011 staff objectives at all levels and have clear performance measurements for these objectives
- Implemented the Employee Recognition Program
- Finalized an Orientation Program which includes orientation to our Strategic Plan, Core Values and Customer Service focus.
- Introduced new tools to increase communication at all levels across the grounds (eg. access to Exhibition Place Intranet in the shop areas; redesign of the newsletter)
- Implemented 90-minute Customer Service Update course delivered at all levels across the organization
- Held grounds-wide activities for staff at all levels ie Blood Donors Clinic; January Team Building event
- Introduced a Uniform policy and including new uniforms and name identification at all levels
- Completed 2nd Employee survey
- Held Leadership Session and All-Staff Session
- Introduced performance appraisals for all unionized forepersons

2012 Projects

- Update the Performance Appraisal tool to reflect Strategic Plan and Customer Service Mandate
- Develop and implement a grounds-wide Professional Development program
- Hold at least one Leadership Session and one All-Staff Session focused on customer service
- Introduce performance appraisals for all unionized workforce
- Enter into a side agreement with the consultants engaged by the City of Toronto for the provision of training/education programs at Exhibition Place
- Develop an Employee survey form
- Support the Employee Action Team to develop grounds-wide activities for staff
- Increase activation of co-op program across all divisions

2012 Recognition Program

- Exhibition Place work areas divided into 5 Sections – Direct Energy Centre, Cleaning, General Services, Press Building, Queen Elizabeth Building
- Team Awards are given out to one staff member, per Section, every two months
- Annual Award is given out annually to any one of the staff members that received Team Awards during the year (plus one Wild Card per section to nominate additional staff member who has not received any Team Awards)

- Employees can be nominated by anyone in any department
- Eligibility is only for employees below the Leadership (middle management) Team
- Winners of bi-monthly Team Awards & Annual Award will receive gift cards of different value for Team, Section and Annual awards

Recent Compliments

“I wanted to thank both of you and your staff for making yesterday a great success. Your facility, food and service were top notch. Because of all of that and the proximity to Softchoice’s head office, the VP of People is considering booking you for all the execs off-sites. So that is a great win.” Softchoice

“I just wanted to send you all a BIG thank you from myself and the Make-A-Wish team. Words cannot express how grateful we are with how patient, organized and attentive you all have been throughout this whole process. Our breakfast was an absolute hit... yesterday was by all accounts a fantastic day made possible of course with the Direct Energy Centre’s fabulous team!” Make-A-Wish Foundation

“Thank you so much for all your help to make this event a success! Our President was very impressed with the Allstream Centre and has requested we hold any events in the Toronto area at your location.” AIIM ECM Seminars

“Thanks again for a wonderful experience at the Direct Energy Centre. I don’t know how you do this everyday but you make it look so easy.” Genumark

“Every little detail was covered, the staff worked at lightning speed, efficiently, effectively and with great courtesy. Our guests loved the Allstream décor... Everyone was in awe of the modern enhancements, the seamless audio visual, the simple elegance – Allstream lived up to its growing reputation as one of Toronto’s finest venues. As an organization we couldn’t have asked for better treatment for ourselves and our guests.” Recycling Council of Ontario

“Thank you for your hard work in making the 2011 CRFA Show a resounding success.... Your professionalism in dealing with exhibitors and your attentiveness to show management needs, were important factors in our success. I believe that our move to DEC has only elevated the quality of our show...” Canadian Restaurant & Foodservices Assoc. Show

“What a great building, bright, spacious and a great breakfast and good selection of wraps for lunch. ...I will be sure to recommend the Allstream as a venue.” Toronto Real Estate Board

“Would highly recommend the Allstream Centre to anyone looking for a conference venue - the staff and the food are beyond excellent!” Via Twitter@Smart GridTO

Appendix B



Recognition for Service - Retirement			
FORMERLY CALLED:	Recognition for Retiring Employees		
DATE OF ISSUANCE	SUPERCEDES POLICY DATED		PAGE
Nov 12 2007	Oct 16 2006		1 of 1

Employees upon achieving "milestone" years of service will be recognized as follows:

10 years of service – \$100.00 cheque (net of taxes)

15 years of service – \$150.00 cheque (net of taxes)

20 years of service – \$200.00 cheque (net of taxes)

25 years of service – \$250.00 cheque (net of taxes) & 'Princes' Gate Watch'

30 years of service – \$300.00 cheque (net of taxes)

Upon retirement all employees with:

Less than 10 years of continuous service will receive:

- a CNE Season Pass, valid for admission of vehicle, driver and one passenger to each annual Exhibition for life.

More than 10 years of continuous service will receive:

- a gift (up to a maximum of \$250 value), to be presented at the time of retirement; and
- a CNE Season Pass, valid for admission of vehicle, driver and one passenger to each annual Exhibition for life.

For the purpose of calculating service, an employee must work a minimum of 900 regular work hours in one calendar year, in order to qualify for one year of service.

Approved By: Chief Executive Officer & The Board of Governors of Exhibition Place