

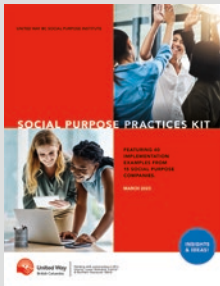
SOCIAL PURPOSE PRACTICE

Employee Lifecycle

Integrate your social purpose in the employee experience



INSIGHTS & IDEAS!



SOCIAL PURPOSE PRACTICES KIT

This Purpose Practice is one of 11 Practices in the Social Purpose Practices Kit featuring 40 implementation examples from 15 social purpose companies. The Social Purpose Practices shown below are based on the [United Way BC Social Purpose Implementers program](#) and the experience of the companies who went through it.

Check out the complete [Social Purpose Practice Kit](#) to gain insights and ideas on how to meaningfully, authentically, and impactfully realize your social purpose ambition!

PLAN	EMBED	ENGAGE
<ul style="list-style-type: none"> ➔ Roadmap ➔ CSR/ESG Transition ➔ Product Transition ➔ Process Metrics ➔ Impact Goals 	<ul style="list-style-type: none"> ➔ Values ➔ Decision Lens ➔ Employee Lifecycle 	<ul style="list-style-type: none"> ➔ External Communications ➔ Customer Lifecycle ➔ Stakeholder Transformation



United Way
British Columbia

Working with communities in BC's Interior, Lower Mainland, Central & Northern Vancouver Island

UNITED WAY BC SOCIAL PURPOSE INSTITUTE

SOCIAL PURPOSE PRACTICE

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Integrate your social purpose in the employee experience

A social purpose company cascades its social purpose across the full spectrum of the employee experience as reflected in the employee social purpose lifecycle. From recruitment to onboarding and performance management to retirement, the social purpose is visible to employees and infused into the culture. Teams and functions embrace the purpose and use it as a lens on innovation and daily work.

WHY ADOPT THIS PRACTICE?

A top benefit of becoming a social purpose company is to attract, engage and retain employees, but to realize this benefit, the social purpose must be embedded into the employee experience. Employees who understand and know how to advance your social purpose can uncover innovation opportunities aligned to it. Employees need to confidently speak to the purpose when communicating externally while those who are engaged with the social purpose can become brand ambassadors.

WHEN TO ADOPT THIS PRACTICE?

Some lifecycle steps should be implemented right away (e.g., communication of the social purpose, what it means and why it is important to the company, customers, and society), while others can be rolled out over time. Plan out the employee experience shortly after the social purpose is adopted for implementation over 1 – 3 years.

INSTRUCTION

There are two types of employee purpose engagement practices. One summarizes how employees have been engaged to date and identifies potential new activities. The other is a comprehensive approach to embedding the purpose across the full employee experience. Review these examples below for inspiration and ideas for your own approach.

FEATURED PRACTICES FROM

ABC Recycling

We exist to preserve the world's resources, building thriving communities by accelerating metal recycling. ABCrecycling.com



Coast Capital

We exist to build better futures together by unlocking financial opportunities that positively impact people and communities.

Coastcapitalsavings.com

coastcapital

BC Lottery Corporation

We exist to generate win-wins for the greater good. Corporate.bclc.com



Modo

We exist to transform communities by connecting people with places in a way that's affordable, convenient, inclusive, and sustainable. Modo.coop



Recycling Alternative

We exist to transform our wasteful ways. RecyclingAlternative.com



IMPLEMENTATION EXAMPLES

ABC Recycling Employee Social Purpose Engagement Plans

<p>Past Actions These are the actions and efforts we have implemented to engage our employees on our social purpose to date.</p>	<p>Managers</p> <ul style="list-style-type: none"> • For new hires – ensure they are purpose aligned <p>Employees</p> <ul style="list-style-type: none"> • Company-wide social purpose working group • TikTok video competition • Discussions at Townhall Meetings • Talk about our social purpose during managers meetings, newsletter, etc. • Ask employees for their feedback <p>Functions / Teams</p> <ul style="list-style-type: none"> • Procurement team – start with top 5 existing customers and top 5 target customers and develop Indigenous partnerships
<p>Planned Actions These are planned actions and efforts.</p>	<p>Managers</p> <ul style="list-style-type: none"> • Indigenous Cross-Cultural Awareness training • Hiring a VP People & Culture who is aligned with our social purpose • Hiring a procurement specialist <p>Employees</p> <ul style="list-style-type: none"> • Surveys will have more questions about our social purpose • Storytelling • Cross-training with our employees and groups like Indigenous Zero Waste Technical Advisory Group



IMPLEMENTATION EXAMPLES

Coast Capital Employee Social Purpose Engagement Plans

<p>Past Actions These are the actions and efforts we have implemented to engage our employees on our social purpose to date.</p>	<p>Managers</p> <ul style="list-style-type: none"> Engaged with business unit leaders on how social purpose can be embedded into their annual goals <p>Employees</p> <ul style="list-style-type: none"> Shared our social purpose plan at an all-staff forum Hosted monthly “Lunch on Purpose” – lunch and learn events designed to support internal social purpose literacy Developed and launched a “Social Purpose 101” module for all employees Refreshed values with social purpose as a core element Built social purpose into corporate scorecard <p>Functions / Teams</p> <ul style="list-style-type: none"> Built social purpose into departmental goals
<p>Planned Actions These are planned actions and efforts.</p>	<p>Managers</p> <ul style="list-style-type: none"> Create train the trainer content or special opportunities to advance manager learning on social purpose and build social purpose champions <p>Employees</p> <ul style="list-style-type: none"> Building social purpose into recruitment via purpose profiles for employees Updating internal Social Purpose Resource Hub with additional resources for employees Creating annual Social Purpose Champion award Developing social purpose questions to include in annual employee engagement survey Launch Social Purpose champions program across the organization <p>Functions / Teams</p> <ul style="list-style-type: none"> Establishing a social purpose operating committee to lead and oversee social purpose execution across the enterprise

IMPLEMENTATION EXAMPLES

BC Lottery Corporation Employee Social Purpose Lifecycle

	ACTION	
Attract	<ul style="list-style-type: none"> • Embed social purpose into all job postings/ advertising opportunities • Identify and leverage employee stories about how our social purpose shows up throughout the organization and in the work of individual contributors • Integrate social purpose into external facing recruitment site 	<ul style="list-style-type: none"> • Social purpose guide for recruitment staff provided specifically for networking events • Thought Leadership pieces advertised on LinkedIn • Job Fairs/Community Recruitment opportunities include Social Purpose Ambassadors and Recruitment team
Recruit	<ul style="list-style-type: none"> • Social Purpose included in all role profiles and job postings • Prepare hiring managers to articulate and speak to social purpose with tangible examples from their department • Provide recruiters with social purpose talking points to share during direct sourcing activities • Social purpose included in interview guides and ratings 	<ul style="list-style-type: none"> • Social purpose pre-screening questions for phone interviews • Employment agreement, offer letter – identify social purpose • Benefits and total reward summaries (including volunteering, charitable matching program, other purpose related employee benefits) – include reference to social purpose related benefits • Include social purpose in onboarding video
Develop	<ul style="list-style-type: none"> • Connect with senior leadership. It is critical that senior leaders are comfortable speaking to social purpose and its relationship within their area of the business. This can be accomplished through: <ul style="list-style-type: none"> – Leadership-only workshops – 1:1s & coaching • Build manager understanding & capacity • Managers will be key conduits of information on social purpose and will own enabling it at the team level. To be successful, they must have a foundation of awareness and understanding 	<ul style="list-style-type: none"> • Social purpose included in emerging leaders and all manager development courses • Tools to reach managers can include: <ul style="list-style-type: none"> – Manager toolkit & briefing packs – Manager-only workshops & upskilling program – Manager question forum • Social purpose survey at a regular cadence (i.e., part of annual employee engagement survey) • Quarterly social purpose workshop/activation following delivery of all social purpose employee workshops
Incentivize	<ul style="list-style-type: none"> • Kudos rewards for employees as they relate to social purpose (as they exemplify social purpose) • Kudos tags align with Values in Action/social purpose • Employee monthly highlight on Hub = someone who is actively communicating/supporting/championing social purpose either internally or externally 	<ul style="list-style-type: none"> • Allow staff to apply Kudos as a charitable donation (for example, to an organization with a sustainable focus) • Create a culture of pride with recognition – celebrate and communicate milestones/achievements individually as they relate to social purpose • Social purpose champion awards that recognize an employee monthly/quarterly/annually who is going above and beyond to further social purpose
Transition	<ul style="list-style-type: none"> • Performance management (goals, reviews, evaluations) include social purpose • Employee engagement survey - measure perception 	<ul style="list-style-type: none"> • Link performance management with social purpose • Ensure social purpose is integrated into individual goals, with particular focus on the manager level
Retire	<ul style="list-style-type: none"> • Leverage engaged employees as community ambassadors in support of social purpose 	<ul style="list-style-type: none"> • Workshop delivery, build story telling capacity



IMPLEMENTATION EXAMPLES

Modo Employee Social Purpose Lifecycle

<p>Attract</p>	<p>Employer Brand – known as a local success story, well-recognized and respected brand, community-oriented, and certified Living Wage Employer in BC</p> <p>Modo Website – several pages speak to culture, values, and social impact</p> <p>Job Postings – describe Modo’s purpose and leadership position in carsharing and as a co-op; equity values are stated in equal opportunity statement</p> <p>LinkedIn and Social Channels promote jobs and relevant work-related content, with focus on purpose, culture, values</p> <p>Career/Hiring Panels – Modo’s social purpose is always described and embedded in the narrative of how we recruit and screen candidates and what we look for in successful employees</p>	<p>Action: Continue work on recruiting cycle</p>
<p>Recruit</p>	<p>Candidate Screening – in addition to qualifications, what is the candidate’s connection to purpose-driven work?</p> <p>Interview Guides – purpose-related questions are accompanied by what to listen for in an answer, and why that is relevant to Modo’s purpose</p> <p>Job Description – prominently describes how the role contributes to Modo’s realization of purpose, and is included in the Employment Agreement</p>	<p>Action: Continue work on interview guides</p>
<p>Onboard</p>	<p>Orientation – purpose-related “Why Modo” and “People and Culture” presentation speak deeply about social purpose</p> <p>Workspace – consistent and strong branding throughout office spaces, imagery from membership; posters of Modo’s Social Purpose installed in all spaces and rooms as a visual reference point</p> <p>Employee Handbook – describes Modo’s purpose, serves as a welcoming tool and reminder for new and existing employees</p>	<p>Action: Review/revise presentations to “drip out” content in smaller segments, extending engagement for new employees</p>
<p>Develop</p>	<p>Leadership Development – leadership team desired attributes include inspiring vision and connection to purpose, informal mentorship in this area</p> <p>Staff Meetings – where relevant, social purpose stories are shared and celebrated; all-employee workshop focused on Realization of Purpose</p>	<p>Action: Unconscious Bias and Anti-racism training for general employee group, and Anti-racism and Inclusive Design workshops for Leadership Team</p> <p>Action: Realization of Purpose workshop for all employees</p>



IMPLEMENTATION EXAMPLES

Modo Employee Social Purpose Lifecycle, cont.

<p>Incentivize</p>	<p>Rewards – Realization of Purpose bonus is financial reward for all employees if KPIs are achieved; KPIs are oriented towards social purpose</p> <p>Recognition – Informally, employees are recognized during meetings and town halls for their contribution to Realization of Purpose</p>	<p>Action: Ensure each Town Hall includes moments of recognition</p>
<p>Retain</p>	<p>Performance Management – Forms used (Annual Review/ Goal Setting and 1x1 Check-Ins) directly reference Modos social purpose, and each employee’s contribution to the Realization of Purpose</p> <p>Success Stories – Feedback and praise from members during Town Halls; stories shared through all-employee emails and posted on social channels</p> <p>Employee Survey – “Connection to Purpose” is a main category probed in Modos annual survey</p> <p>Intranet (Modo People and Culture) – Sharepoint site serves as Document Library and Staff Photo/Directory, with access to frequently-reference items such as Employee Handbook</p>	<p>Action: Update Intranet site to include page/reference to Modos social purpose</p>
<p>Transition</p>	<p>Exit Interviews – Interview guides include several questions to understand if employee felt Modos was living our Purpose</p>	
<p>Retire</p>	<p>Modo Ambassadors – program captures the enthusiasm of Modos members, with several ambassadors being former employees</p>	



IMPLEMENTATION EXAMPLES

Recycling Alternative Employee Social Purpose Lifecycle

Attract	<ul style="list-style-type: none"> • Employer brand • Job posts • Networking 	<p>Who: Office Manager/Administrator</p> <p>By When: 3-6 months</p> <p>Action: Add Social Purpose to our job postings and to our company branding</p>
Recruit	<ul style="list-style-type: none"> • Position/job description (including role and experience) • Interview questions • Employment agreement, offer letter 	<p>Who: HR Administrator/Managers/Owners</p> <p>By When: 3-6 months</p> <p>Action: Add Social Purpose statement to our job descriptions and employment offers</p>
Develop	<ul style="list-style-type: none"> • Leadership development • Training (onsite, offsite) • Mentors • Staff meetings • Employee volunteering program 	<p>Who: Dept Managers</p> <p>By When: 6-12 months</p> <p>Action: Mention Social Purpose statement at the beginning of staff meetings or during staff meetings with an opportunity to call on examples; Mentors & Trainers: explain Social Purpose during training; develop opportunities for staff volunteering related to our Social Purpose</p>
Incentivize	<ul style="list-style-type: none"> • Rewards • Recognition 	<p>Who: Managers & Owners</p> <p>By When: 12-18 months</p> <p>Action: Think of ideas for a company wide recognition/internal awards/rewards program for employees who go above and beyond on Social Purpose values, or think of innovative ways to demonstrate our Social Purpose</p>
Transition	<ul style="list-style-type: none"> • Team goals • Success stories • Employee engagement survey • Internal communications • Action planning and employee feedback from surveys 	<p>Who: Dept Managers</p> <p>By When: 12-18 months</p> <p>Action: Look at internal strategies to engage and develop team goals to reduce waste within warehouse/driver/office teams; i.e. internal competition; recognize and communicate achievements & results; communicate employee survey feedback and brainstorm on possible actions</p>
Retire	<ul style="list-style-type: none"> • Exit interviews 	<p>Who: Lead Managers/Dept</p> <p>By When: 12 months</p> <p>Action: Include question/comments re: observations and comments on effectiveness of Social Purpose embedded in our operation and staff engagement</p>

ABOUT THE UNITED WAY BC SOCIAL PURPOSE INSTITUTE

The United Way BC Social Purpose Institute (UW SPI) exists to grow business for good, partnering with companies and collaborating with governments, allied organizations, and others to grow the Social Purpose Business movement. We help businesses define and implement their social purpose to drive both business growth and societal good and champion a purpose-led economy, accelerating the new business ethic to create long-term well-being for all. Together, we build a better world through business.

For more information, visit us at www.socialpurpose.ca

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ABOUT THE AUTHOR

Coro Strandberg is Social Purpose Advisor to United Way BC. She helped create the United Way BC Social Purpose Institute. She has over 30 years experience helping businesses become a force for good and is a national thought leader on social purpose business.

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The United Way BC Social Purpose Institute is honored to operate as guests on the unceded and traditional territories of the Coast Salish Peoples, the x̱məθḵəy̱əm (Musqueam), Skwxwú7mesh (Squamish) and səilwətaʔ /Selilwitulh (Tsleil-Waututh) Nations.



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