

Orientation to EnCana—Canada
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Description: EnCana's customized Orientation to EnCana program was created to make new staff members feel welcome and to provide them with the tools and resources they need to be productive on day one.

Need/Opportunity

Headquartered in Calgary, Alberta, EnCana Corporation was formed from a merger on April 8, 2002 between Alberta Energy Company Ltd. and PanCanadian Energy Corporation, two large Calgary-based oil and gas companies. With an enterprise value of approximately US\$55 billion, EnCana, one of North America's leading natural gas producers, is among the largest holders of gas and oil resource lands onshore North America and is a technical and cost leader in the in-situ recovery of oilsands bitumen. It also has a number of focused interests internationally.

Over the last decade, activity in the oil and gas industry in Canada, particularly in Alberta, has been steadily on the rise in response to world demand for energy resources. As baby boomers begin to retire, the talent pool from which energy companies can draw is becoming increasingly smaller. Aside from offering competitive compensation, companies are seeking other innovative ways to attract and retain new staff, striving for a competitive edge over corporate peers.

EnCana is working to build an employee brand that will offer us this competitive edge. Human resources and communications teams engage in ongoing partnerships to deliver programs designed to enhance the experience of our employees and contractors. One of these programs, and the focus of this submission, is our *Orientation to EnCana* program for Canadian staff.

The concept of a formal orientation program for new staff is not new to EnCana. In fact, a program entitled the *New Employee Orientation* (NEO) was created at the time of the merger. A formal review of the program was initiated in the fourth quarter of 2004, at which time an analysis of 2004 NEO survey data and anecdotal evidence from EnCana HR professionals identified five key deficiencies:

- i It did not provide a high-level orientation to EnCana as a company or our business and self-sufficiency culture.
- ii It did not provide a formal introduction to our intranet, resulting in a workforce who was unfamiliar with our primary communication vehicle.
- iii It was not meeting the different needs of its audience.
- iv It was not consistently being delivered. Unofficial orientation elements were being created by staff in the business to supplement perceived gaps, which resulted in inconsistent program messaging and delivery across EnCana.
- v It lacked a personal face-to-face element.

The findings from the review were presented to members of the Executive resulting in the recognition that our corporate reputation as an employer of choice could be negatively impacted. The presentation created an urgency to revise the existing program and address the deficiencies. A working team comprised of members from HR, Employee Communications, and IT was formed to revamp the *New Employee Orientation* program in Canada in January 2005.

Intended Audience(s)

EnCana has a staff of approximately 7,000—more than half of whom are located in Calgary, and the rest in more than 60 offices across Western Canada, Halifax, Colorado and Texas, as well as internationally.

In Canada, EnCana's workforce is made up of two groups—employees and contractors—who work in one of three Calgary office locations or in a Canadian field location in British Columbia, Alberta, Saskatchewan, or Nova Scotia.

The audience for the existing NEO program was defined as new employees only. However, a review of workforce statistics indicated that 544 new employees and 2,575 contractors were hired to work for EnCana in 2004. With new contractors comprising such a large element of our workforce, it was clear that

not orienting them to the company could mean there were many people doing work for EnCana with little or no understanding of administrative basics, or our company and culture.

The working team identified two distinct groups each comprised of four sub-groups with unique needs depending on employment status and work location:

- Calgary-based new hires: employees; contractors; contractor to employee conversions; students
- Canadian field-based new hires: employees; contractors; contractor to employee conversions; students

In acknowledgement of this widened scope, the new program was renamed *Orientation to EnCana – Canada*.

Goals and Objectives

Our goal – to create a consistent new hire experience by providing new employees and contractors in Canada with an orientation to EnCana, customized by employment status and work location.

Our objectives – to ensure new employees and contractors in Canada:

- Feel welcomed and valued, so they leave the first day thinking they made the right choice in accepting a position at EnCana.
- Are provided with the tools and information they require to understand EnCana, its business, and its self-sufficiency culture.
- Are able to be productive on their first day: know how to effectively use MyECN (EnCana's intranet); and can complete first day administrative requirements (i.e. obtain a security card and learn how to log in to their computer and voicemail).

Solution Overview

The working team agreed upon two overarching design principles to guide the creation of the program's elements.

i Ensure elements are simple to deliver, use, and maintain because we needed to develop eight custom information packages, we created three versions of the folder (employee, contractor, and student) and designed pre-printed materials (die-cut inserts and masthead) to accommodate cost-effective laser printing of customized text so different versions could be created and updated easily. In fact, the materials were updated a few times in 2005, most recently in November.

ii Create a consistent program brand, with the same look and feel for all elements (personal and warm in the delivery, yet focused on self-sufficiency). The design of each piece of program collateral was developed in-house by the employee communications team—from the HTML e-mails, to the web sites, to a PowerPoint presentation, to the printed materials. We have been able to create a consistent look and feel for the program that dovetails into our overarching employee brand.

On 8 April 2005, the *Orientation to EnCana* program was launched in Canada. The program’s elements are:

Element	Audience	Delivery date
<p>A Customized “Welcome to EnCana” information package that contains:</p> <ul style="list-style-type: none"> • A welcome message. • Basic computer log-in and voicemail set up information. • Information on how to navigate the intranet and a listing of key sites. • A listing of other basic information by topic such as building locations, mailrooms, business cards, etc. • An annual report. • A copy of our Corporate Constitution. • A staff calendar. 	All new employees and contractors	<p>Day one: The information package is delivered by the IT Desktop Support team when they set up the new hire’s office with computer and phone, so it is ready and waiting for them.</p>
A face-to-face Computer Orientation	All new employees and contractors	<p>Day one: In Calgary, IT reps meet new hires to deliver a computer orientation.</p> <p>In the field, the administrative assistant delivers the orientation on the first day that the new hire reports to their field office location.</p>
A Welcome from the President & CEO HTML e-mail containing links to the Orientation to EnCana web site and an invitation to register for a Welcome Wednesday session.	New employees only	<p>Day one: The e-mail is waiting for the new employee in their inbox.</p>

An Orientation to EnCana web site that details basic new employee must-do's organized by timeframe (e.g. Your First Day, Your First Week, etc.); the site also includes a link to order a welcome gift—an EnCana backpack or briefcase.	New employees only	Day one: The web site link is included in the Welcome from the President & CEO HTML e-mail; the site is also accessible from our intranet.
A face-to-face Welcome Wednesday information session that provides basic company information (corporate and local) including an overview of who we are and what we do.	New employees only	In the first two weeks: The registration link is included in the Welcome from the President & CEO HTML e-mail; sessions are scheduled every second Wednesday.
An HTML e-mail invitation to participate in an online survey to provide feedback on the program.	New employees only	In the third week: An e-mail that contains a link to the online survey is sent.
A Lunch with Leaders event – an opportunity to meet with regional leader(s) to get the context of how their work integrates with the rest of the company.	New Calgary-based employees only*	Within three to four months: An invitation to the event is sent by e-mail by Human Resources.

* Due to the different work environment in our field offices, employees there have more opportunity for established relationships and more immediate access to their leaders, so this event is not required.

Implementation and Challenges

The budget for the project was CDN\$20,000 for the print materials. Since the remaining elements were all produced in-house, we came in under budget, with our total actual costs at approximately CDN\$16,000.

We experienced no problems in resourcing the work and had complete buy-in from all levels of management. The working team met weekly to ensure the program delivery date stayed on track, and roles were carefully delineated at the outset.

Our biggest challenges resulted from the sheer complexity of our audience, and the short time frame (January through March) in which our Executive expected us to research, design, develop and implement the program. While we had a basic understanding of the Calgary audience, the field offices were more complex since each had its own distinct orientation needs.

i **Creating customized “Welcome to EnCana” information packages for eight unique audiences.**

Our goal was to ensure our materials could be fully customized to meet the unique needs of recipients, using a warm and welcoming tone. To accomplish this, we first created packages of materials for the sub-groups we were most familiar with—Calgary-based new hires—and used this set of materials as benchmarks for the field packages. Given the four-month window we had to launch the program across

Canada, the analysis of our field audiences' orientation needs was limited to consultations with the Human Resources and IT representatives responsible for the field. Using what we learned, and keeping in mind the distinctly different operations EnCana has in 51 Canadian field locations, we devised a packages of materials that were relevant to each of the field sub-groups.

ii Streamlining the processes required to execute program's elements in a timely fashion. EnCana values execution excellence as a corporate success factor. Therefore, the delivery process was key to the success of this program. We spent much of our time investigating the processes used in the existing program. We learned that the right HR/IT workflow was in place; it was just not being used to its full advantage. By documenting what worked and what could be better automated and streamlined, we determined what we needed to keep and what new processes needed to be developed to deliver the program elements to new hires in a timely way.

iii Welcome Wednesday face-to-face sessions did not work for field employees. While the design of the face-to-face sessions worked very well in Calgary, they did not work in the field for two key reasons. First, they were logistically difficult to schedule since many of our field staff members work shifts, and are in remote locations far from a centralized office environment. Second, the networking value of the face-to-face sessions was lost given the low number of new hires in each specific location. But we still wanted to ensure that new employees in the field were provided with some of the session's key messages, most specifically, information about our company and our culture. Knowing that all employees in the field have access to a computer, we created an interactive web site especially for field employees entitled *Welcome Wednesday Online*. The site is comprised of video clips, swish animation, and a voice-enhanced WebEx presentation. New employees access the site by a link in the HTML welcome email Message from the President & CEO that they receive on their first day. We acknowledge that online delivery of the session is not optimal, and plan to investigate other options in 2006.

Measurement/Evaluation

Our goal was to create a consistent new hire experience by providing new employees and contractors in Canada with an orientation to EnCana that was customized by employment status and work location.

We can demonstrate the achievement of our goal and objectives through statistical data and comments received from new employees via the Orientation to EnCana (OTE) program survey (176 respondents) collected since the 8 April 2005 launch date. We can only provide anecdotal evidence from contractors because the current evaluation methods used focus specifically on new employee hires. We will be addressing this shortcoming in 2006 by extending an abbreviated version of the current online survey to new contractors so we can capture quantitative data for this target audience.

Our objectives - to ensure new employees and contractors in Canada:

i Feel welcome and wanted

OTE survey data results: by the end of their first week, new employees indicated that they had contact with their supervisor (95 percent); their administrative assistant (80 percent); and IT desktop support (90 percent).

Sample of survey comments (employees):

- “I felt as though I belonged and was a part of the big picture within the first few days.”
- “I have found the people very nice, friendly and helpful. I have really enjoyed my time here so far.”
- “Glad to be part of the team!”

Sample of anecdotes from contractors:

- “I can’t believe EnCana goes to all this trouble for me.”
- “Even though I’m not an employee, I feel welcomed. Happy to be here.”

ii Understand EnCana, its business, and its self-sufficiency culture

OTE survey data results: 84 percent rated the Orientation to EnCana web site as “Above Average” or “Excellent” in terms of its helpfulness to them. Of the 60 respondents who participated in Welcome Wednesday (face-to-face session or online), 98 percent “Agree” or “Strongly Agree” that information presented provided them with a better understanding of EnCana’s culture and corporate information.

Sample of survey comments:

- “Much of what you "learn" when join EnCana is self serve through the very comprehensive web site.”
- “It provides a great perspective of company policy and organizational culture.”
- “I think it was a good overview of the company, and for a program that is used to encompass all employees from every aspect of the company, it was a great product.”

Sample of anecdotes from contractors:

- “Pretty much everything I need to learn about the company is on ECN.”
- “The information package that [IT Desktop Support team member] gave me was really helpful.”

iii Are able to be productive on their first day—they know how to effectively use MyECN, EnCana’s intranet and can complete first-day administrative requirements.

OTE survey data results: 94 percent of respondents received a customized OTE information package within their first week. Of those who received the package, 81 percent rated the information as “Above Average” or “Excellent” in terms of orienting themselves to EnCana.

Sample of survey comments:

- “Everything was great - my computer was in my office, ready to go, IT came my first day and showed me how navigate around the computer system.”
- “[IT Desktop support team member] was very helpful and simplified the process of setting up my desktop computer and business applications.”
- “[IT Desktop support team member] was very helpful and the administrative staff made me feel as if they had rolled out the red carpet.”

Sample of anecdotes from contractors:

- “Didn’t know an intranet could have so much information on it.”
- “EnCana was ready for me. By the end of the morning, I had my security card, my computer was working, and so was my phone.”

As our company grows and evolves, the Orientation to EnCana program will undoubtedly grow and evolve with it. Moving forward, we will continuously monitor the program to ensure the elements remain current, and will make changes based on feedback received by participants.

The Orientation to EnCana program’s success in Canada has resulted in executive approval to extend it into our U.S. operations in 2006.