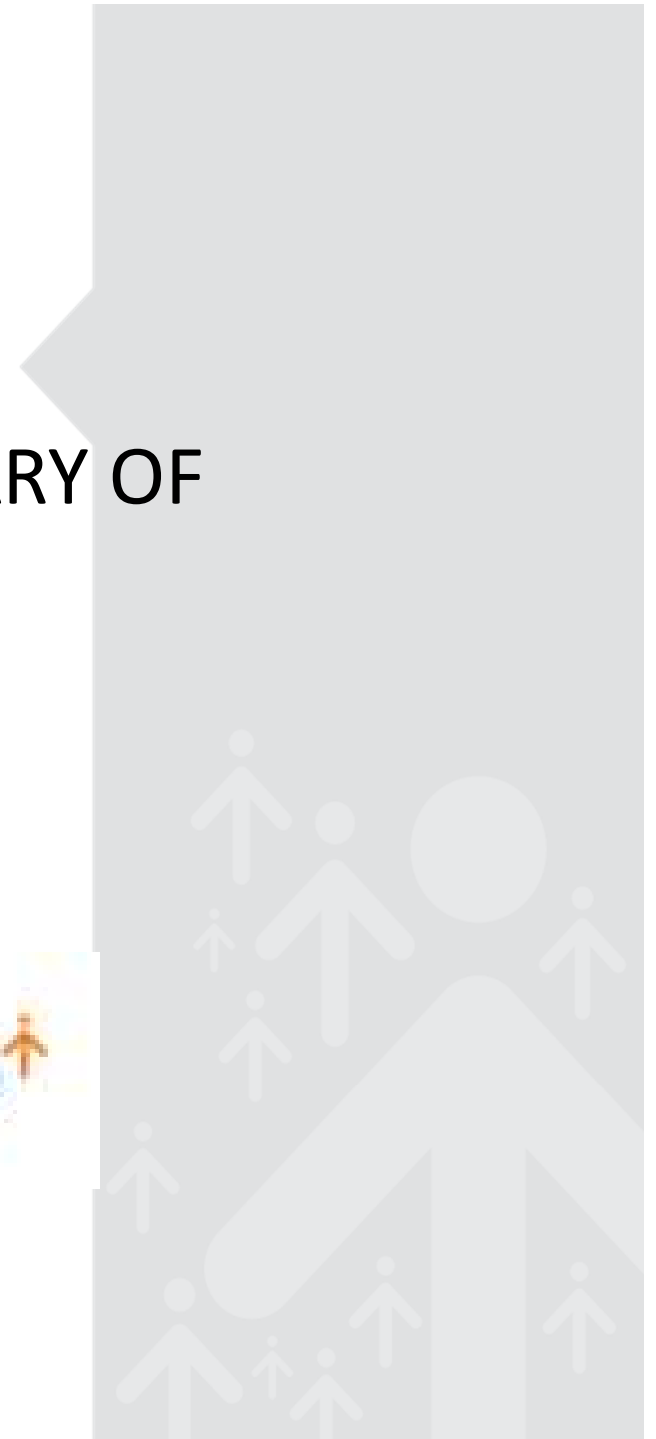


EMPLOYEE SURVEY SUMMARY OF KEY FINDINGS

March 2018



Why do we do Employee Engagement Surveys?

2

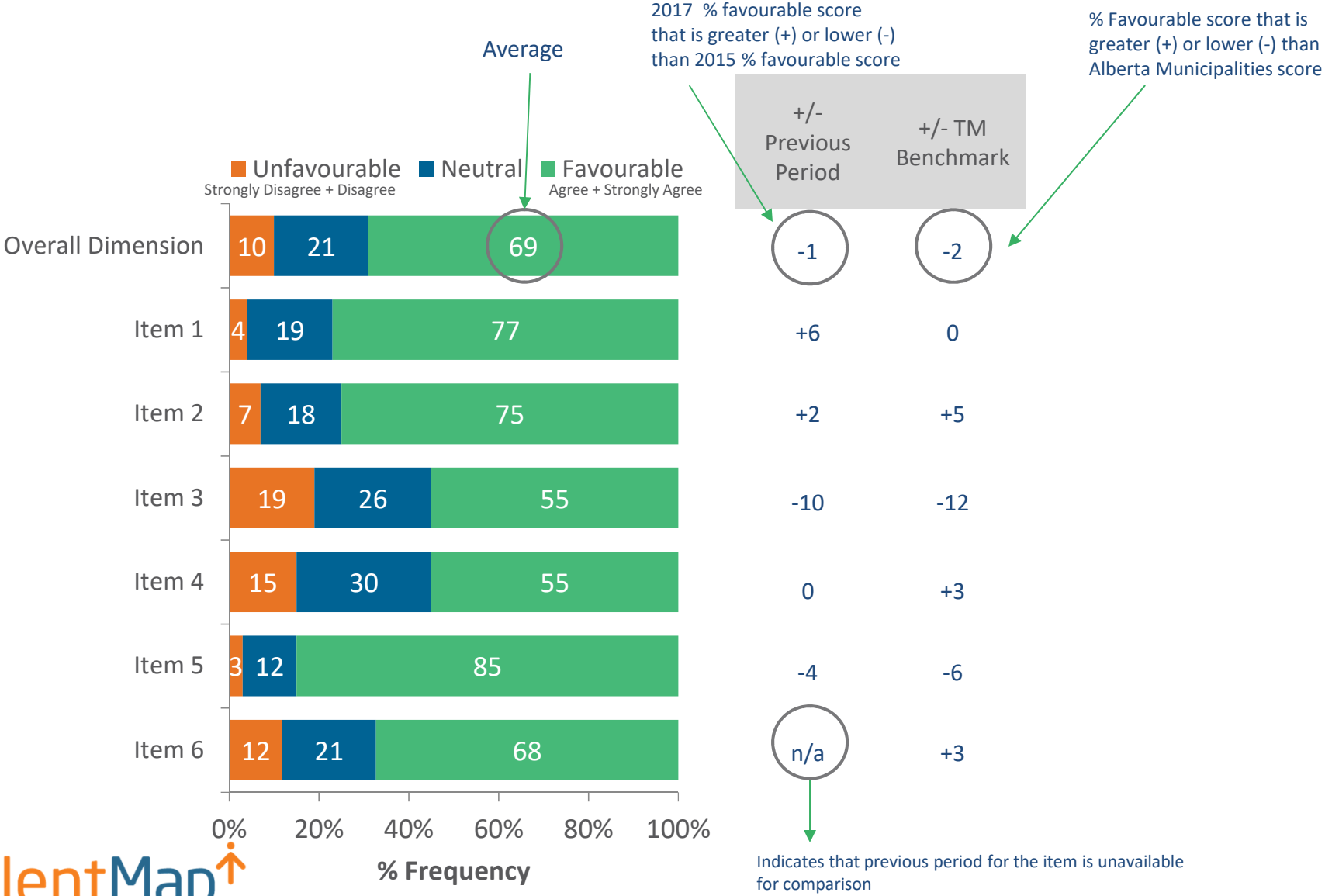
- Industry standard best practice
- Identify trends
- Pulse check on the organization
- Provide information for decision making
- Leadership report card?

What do we do with the results?

3

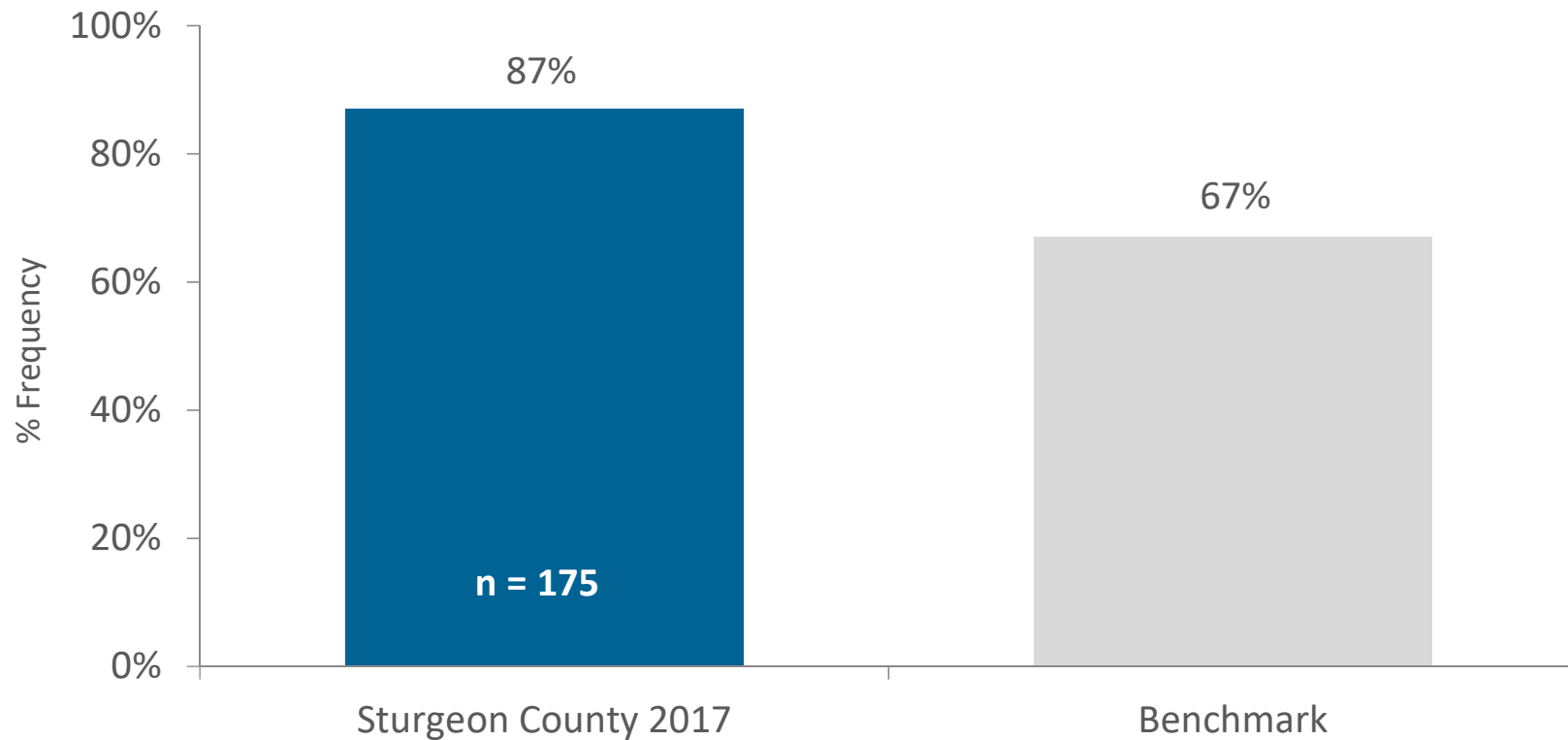
1. Share the results of the survey
 - SLT
 - Council
 - All Managers
 - EAG
 - All Employees (Posted on Intranet)
2. Identify areas for improvement
3. Identify priorities
4. Develop Action Plan
5. Communicate Action Plan

UNDERSTANDING THIS REPORT



Your survey period – November 15th to November 29th, 2017

Response Rate

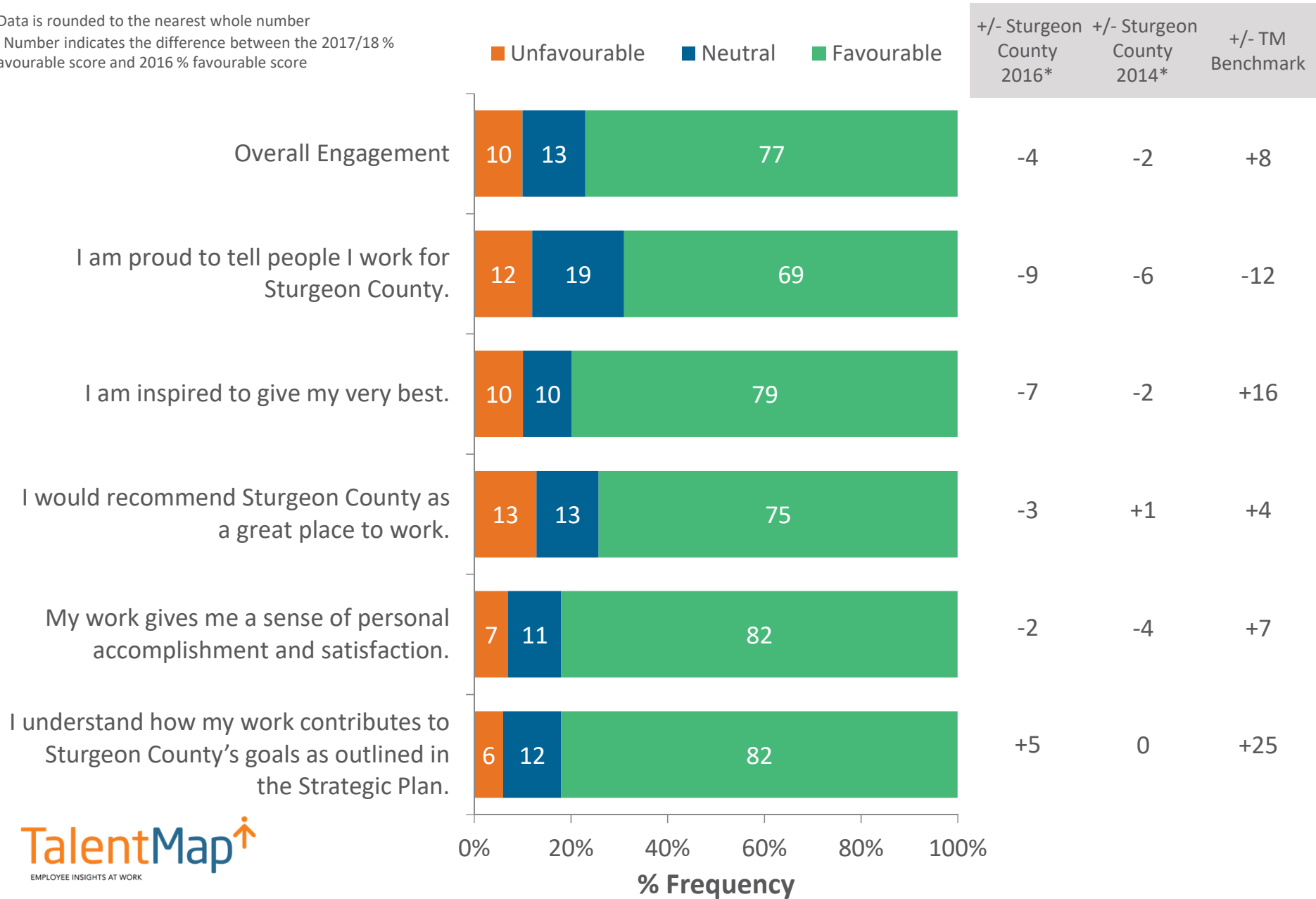


PARTICIPATION RATES BY DIVISION

DIVISION	Employee Count	Final Count	Response Rate
CAO OFFICE	15	8	53%
CORPORATE SUPPORT	62	55	89%
INTEGRATED GROWTH	34	32	94%
MUNICIPAL SERVICES	91	80	88%
Total	202	175	87%

EMPLOYEE ENGAGEMENT SCORES

Data is rounded to the nearest whole number
 * Number indicates the difference between the 2017/18 % favourable score and 2016 % favourable score



- Engagement at Sturgeon County is 8% higher than the municipal benchmark.
- Over 75% favourable in most engagement indicators
- Last survey it was identified that employees did not believe or did not understand how their work contributed to the Strategic Plan. This survey showed a 5% improvement in this category and overall 25% higher than the industry.
- While ‘I am inspired to give my very best’ has decreased by 7% since the last survey, Sturgeon County is still 16% higher in this category than other municipalities.

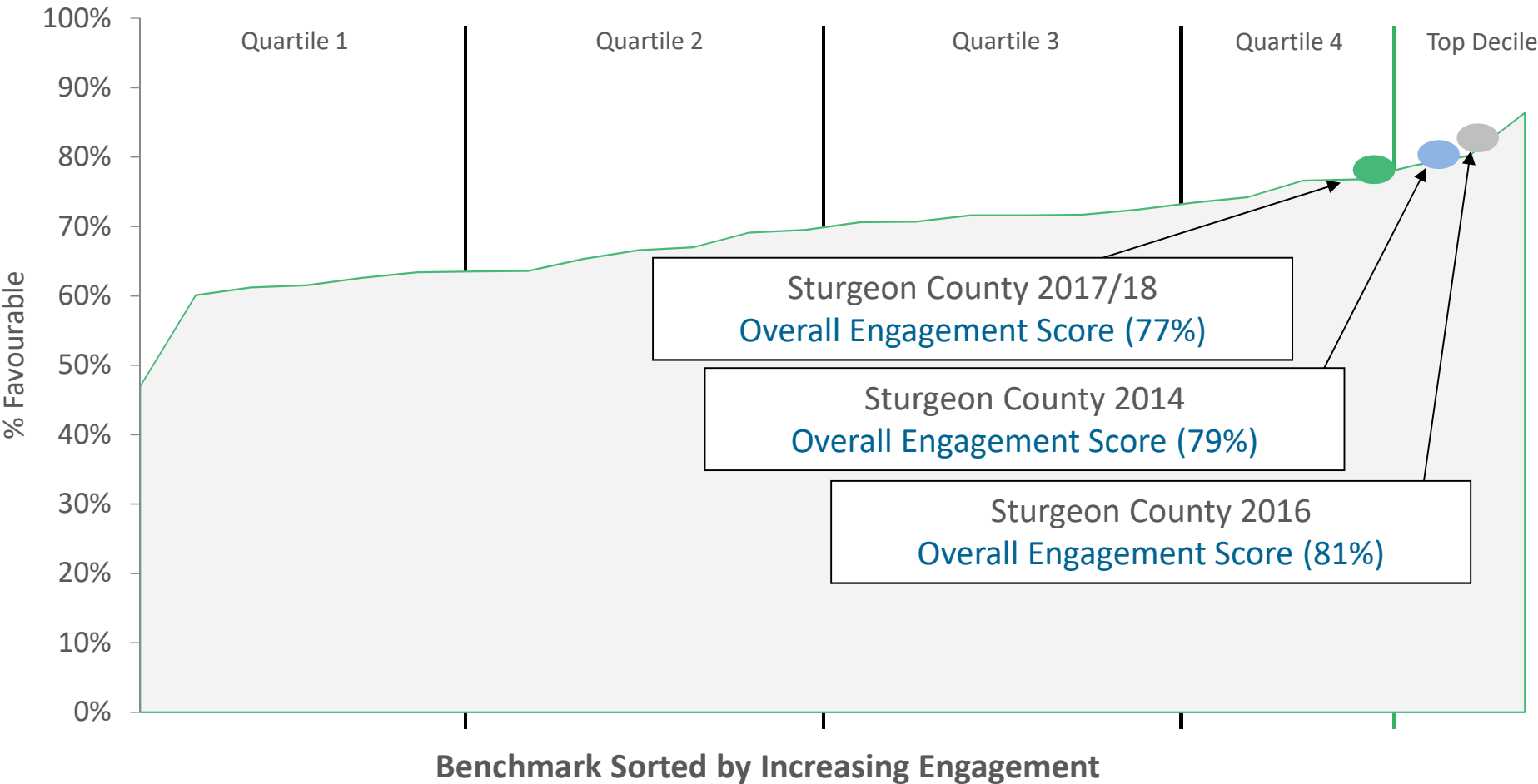
NOTE: Talent Map uses six questions to calculate Employment Engagement and of these, four are the same as the calculation used by Sturgeon County in the past. The numbers used have been adjusted for previous years using the Talent Map calculation.

SUMMARY OF KEY INSIGHTS – Employee Engagement

9

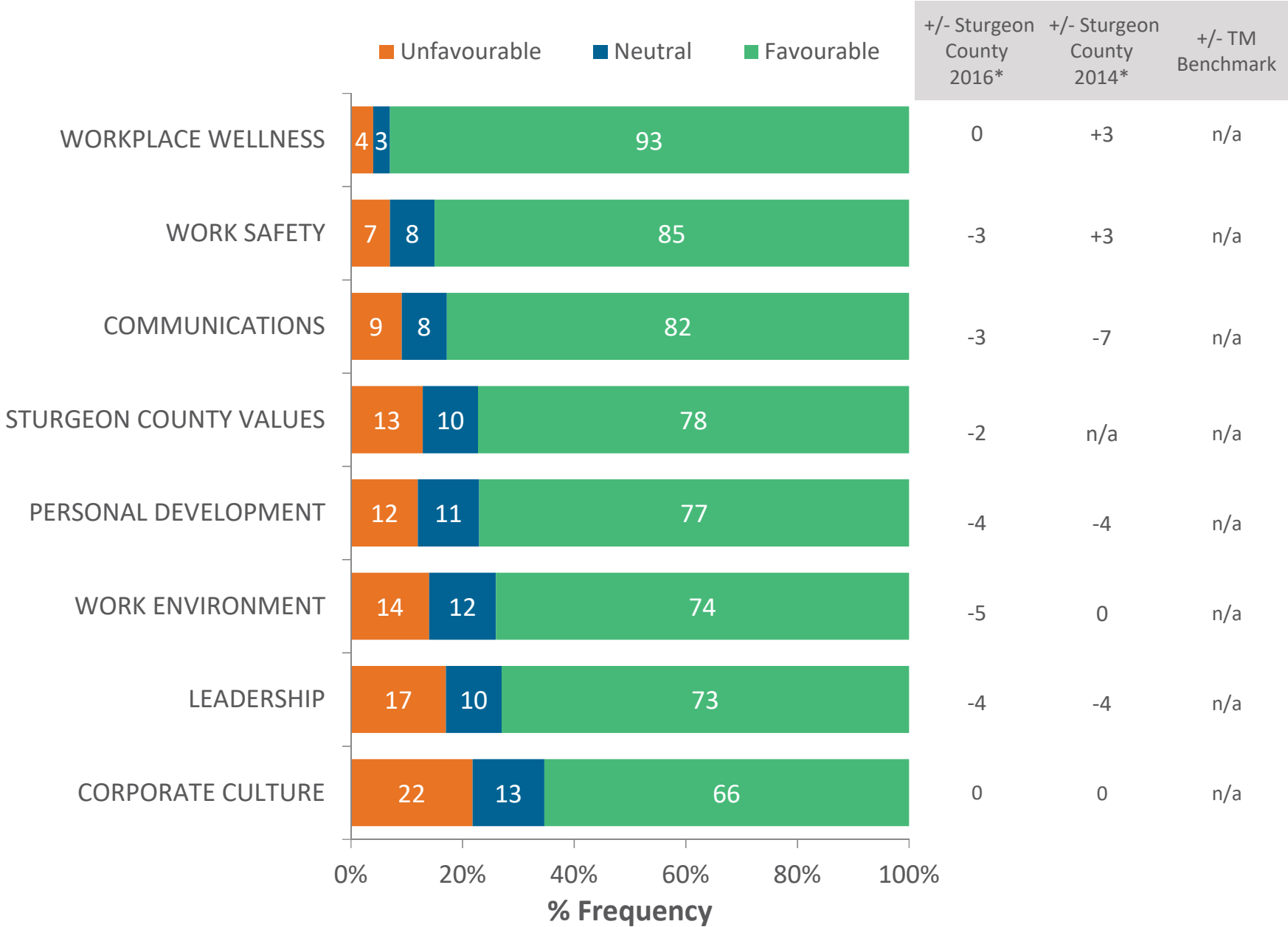
- Employee engagement index had been trending upwards, but decreased by 4% this survey. It was 73% in 2012, 79% in 2014, 81% in 2016 and now has dropped to 77%. Note it is still 8% points above the municipal benchmark.
- ‘I am proud to work for Sturgeon County’ increased from 2012 to 2014 to 2016 and then dropped 9%. This is also below the Alberta Municipalities baseline by 12%.

ENGAGEMENT VERSUS BENCHMARK



MINIMUM	MEDIAN	TOP QUARTILE	TOP DECILE	MAXIMUM
47%	70%	73%	78%	86%

PERFORMANCE SCORES BY MAIN SURVEY ATTRIBUTES



- The main categories/divisions of the survey are: Workplace Wellness, Work Safety, Communications, Values, Development, Work Environment, Leadership, Culture.
- Wellness overall is rated as 93% favourable and has not changed since the last survey.
- Safety is the same as the 2014 level at 85% favourable.
- Communications, while slightly decreased is still rated as 82% favourable.
- Opportunities for improvement:
 - Personal Development and Leadership which show a trend of decline in the past 2 surveys.
 - Corporate Culture is the one area where the rating did not decline but favourable ratings are only 66%.
 - Work Environment also declined in favourable rating since the past survey

KEY STRENGTHS AND OPPORTUNITY AREAS

- Slide shows the key drivers of employee engagement and the opportunities for improvement.



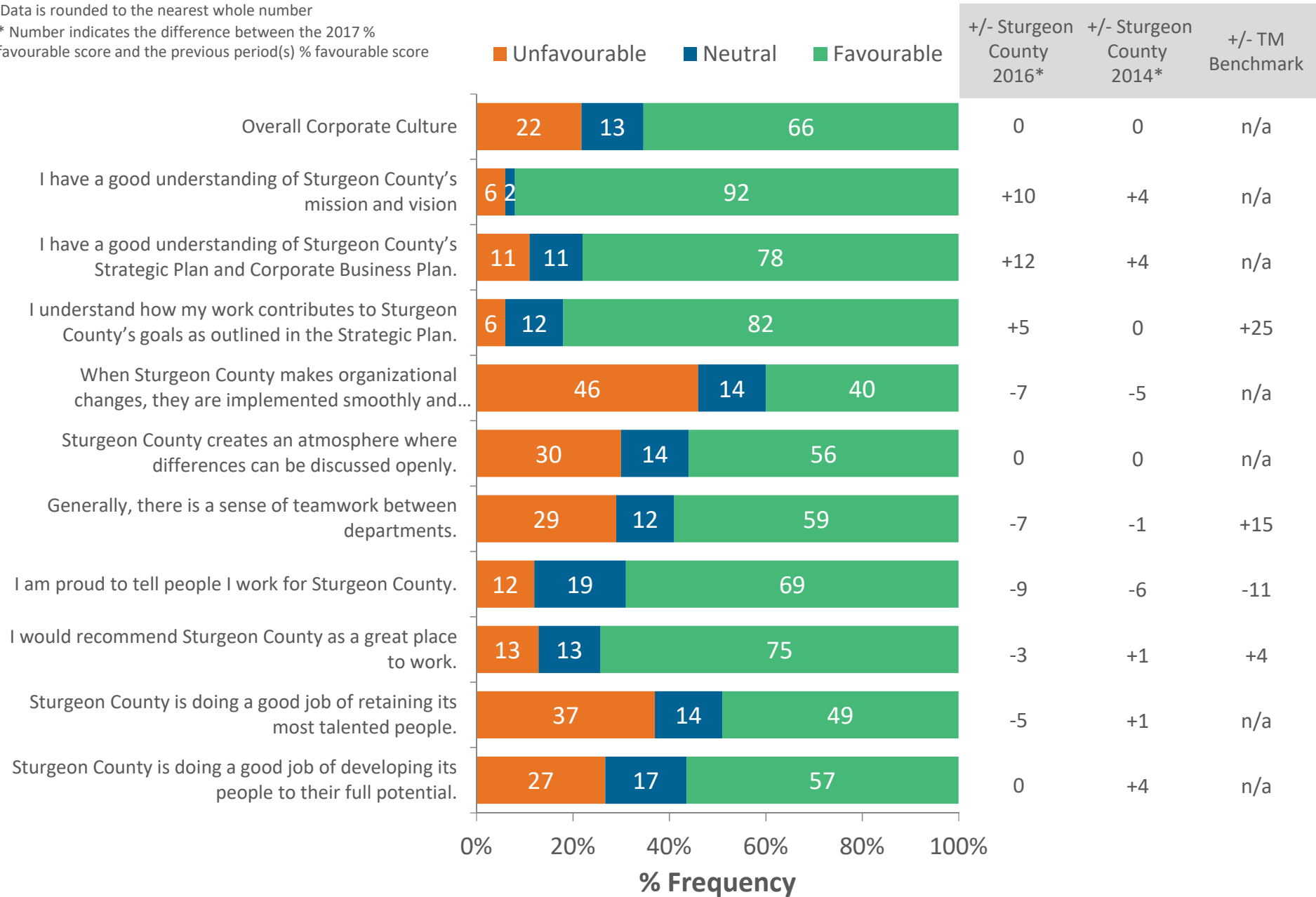
SUMMARY OF KEY INSIGHTS BY CATEGORY



CORPORATE CULTURE (KEY DRIVER #1)

Data is rounded to the nearest whole number

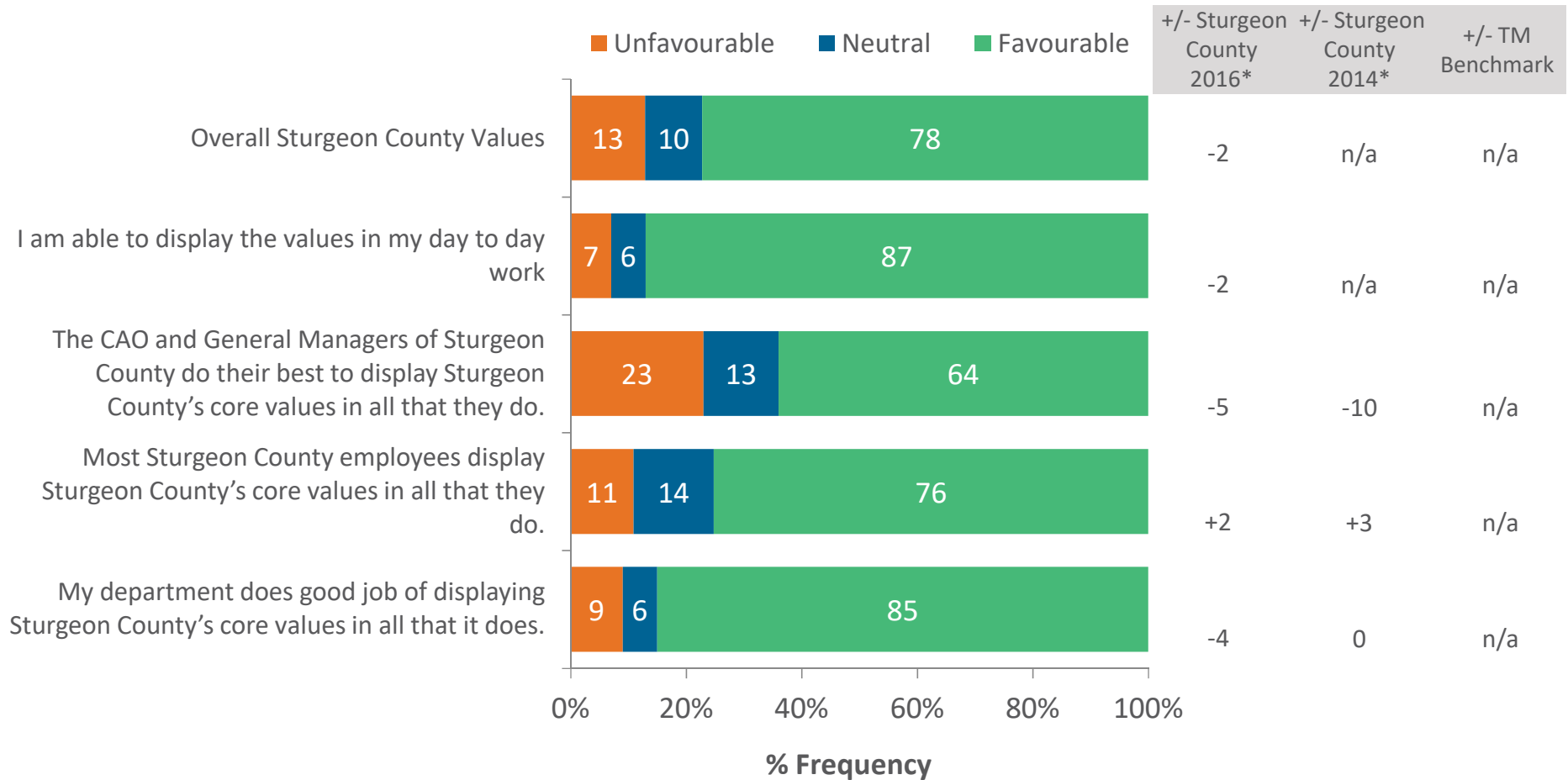
* Number indicates the difference between the 2017 % favourable score and the previous period(s) % favourable score



STURGEON COUNTY VALUES

Data is rounded to the nearest whole number

* Number indicates the difference between the 2017 % favourable score and the previous period(s) % favourable score



SUMMARY OF KEY INSIGHTS – Culture and Values

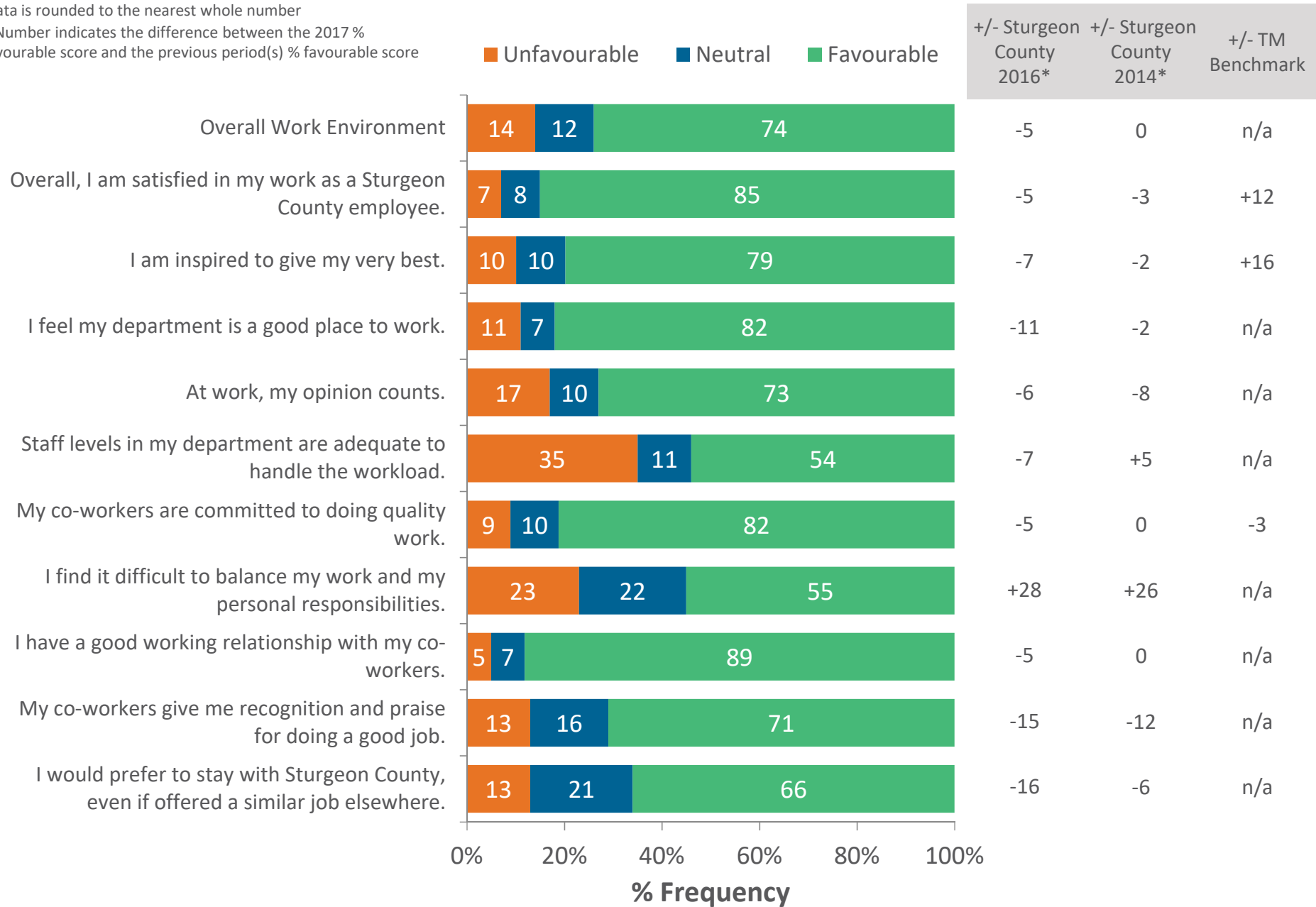
17

- Increase in understanding of Sturgeon County's Strategic and Corporate plans shows the emphasis placed on this over the past couple of years has had positive results. Employees understand the mission and vision, the strategic plan and corporate business plan and how their work contributes to the County's Strategic Goals.
- Change management is an opportunity area for improvement (Rating had trended upwards for the past 3 surveys but declined by 13% in the past survey). In this survey only 40% of responses showed employees believe change is implemented smoothly.
- Sense of teamwork between departments has declined but it is still 15% above the municipal benchmark.
- Employees' belief that Sturgeon County is doing a good job of retaining talented people has declined to 49% and only 57% believe the county is doing a good job of developing people.
- Area of concern is the decreasing trend that employees are proud to say they work for Sturgeon County and the fact that this is 11% below the municipal benchmark.
- Interestingly, 75% of employees still recommend Sturgeon County as a great place to work (4% above the municipal benchmark)

WORK ENVIRONMENT (KEY DRIVER #2)

Data is rounded to the nearest whole number

* Number indicates the difference between the 2017 % favourable score and the previous period(s) % favourable score



SUMMARY OF KEY INSIGHTS – Work Environment

19

- Employees are inspired to give their very best is 79% and 16% above the municipal benchmark.
- The number of employees satisfied with their work at Sturgeon County is 85% and is 12% higher than the municipal benchmark.
- 82% of employees believe their coworkers are committed to doing quality work, which is the same level as 2014 but a reduction of 5% from last survey.
- 89% of employees report a good working relationship with their coworkers, while also saying there is room for improvement in recognizing each other for doing a good job.
- Work-life balance/workload issues were identified. One theme that was prevalent was that the amount of corporate and other departmental initiatives staff are expected to take on in addition to their core work was out of balance.
- Number of people who would prefer to stay at Sturgeon if offered a job elsewhere has decreased by 16 percent.

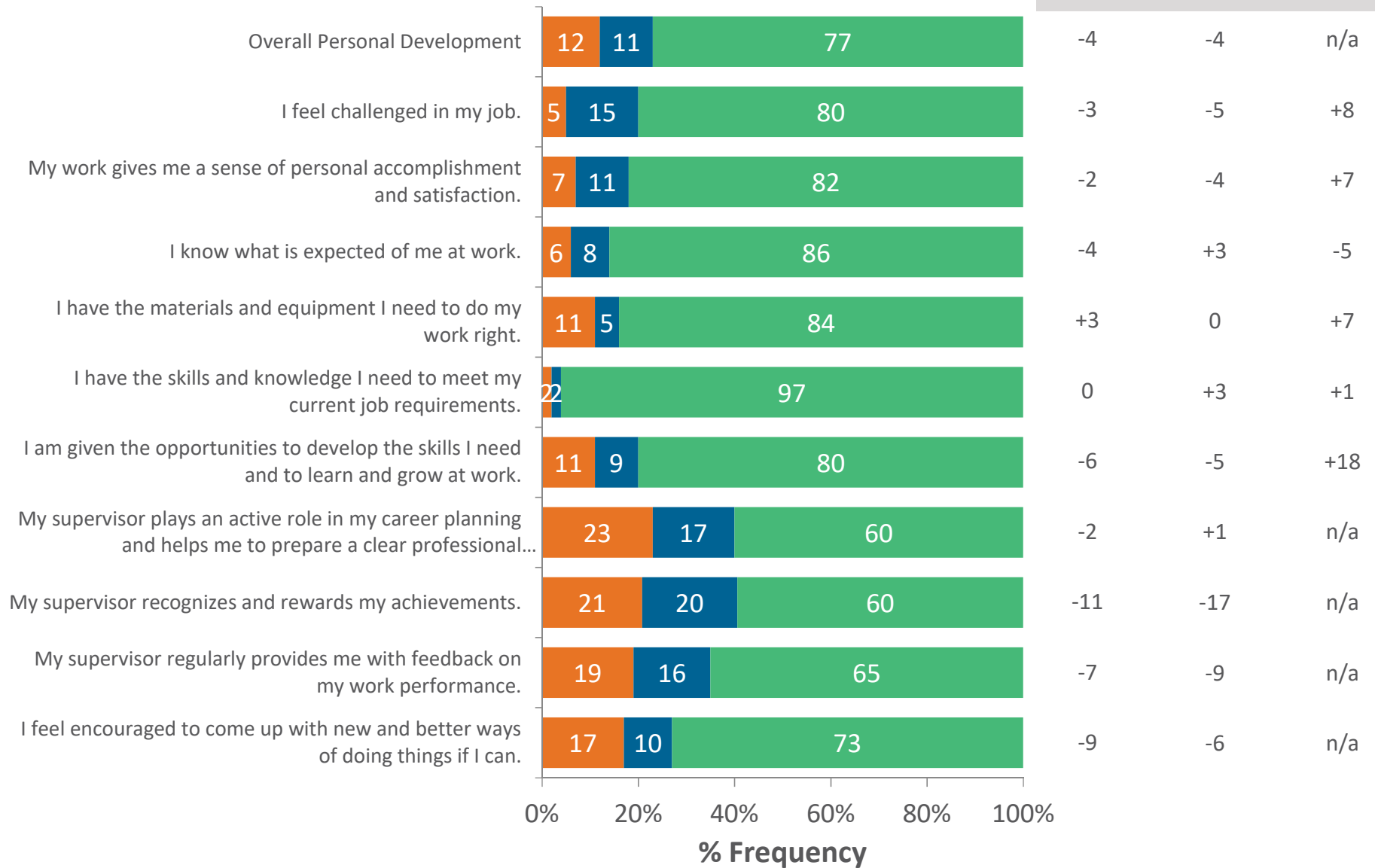
PERSONAL DEVELOPMENT (KEY DRIVER #3)

Data is rounded to the nearest whole number

* Number indicates the difference between the 2017 % favourable score and the previous period(s) % favourable score

Unfavourable Neutral Favourable

+/- Sturgeon County 2016*	+/- Sturgeon County 2014*	+/- TM Benchmark
---------------------------	---------------------------	------------------



SUMMARY OF KEY INSIGHTS – Personal Development

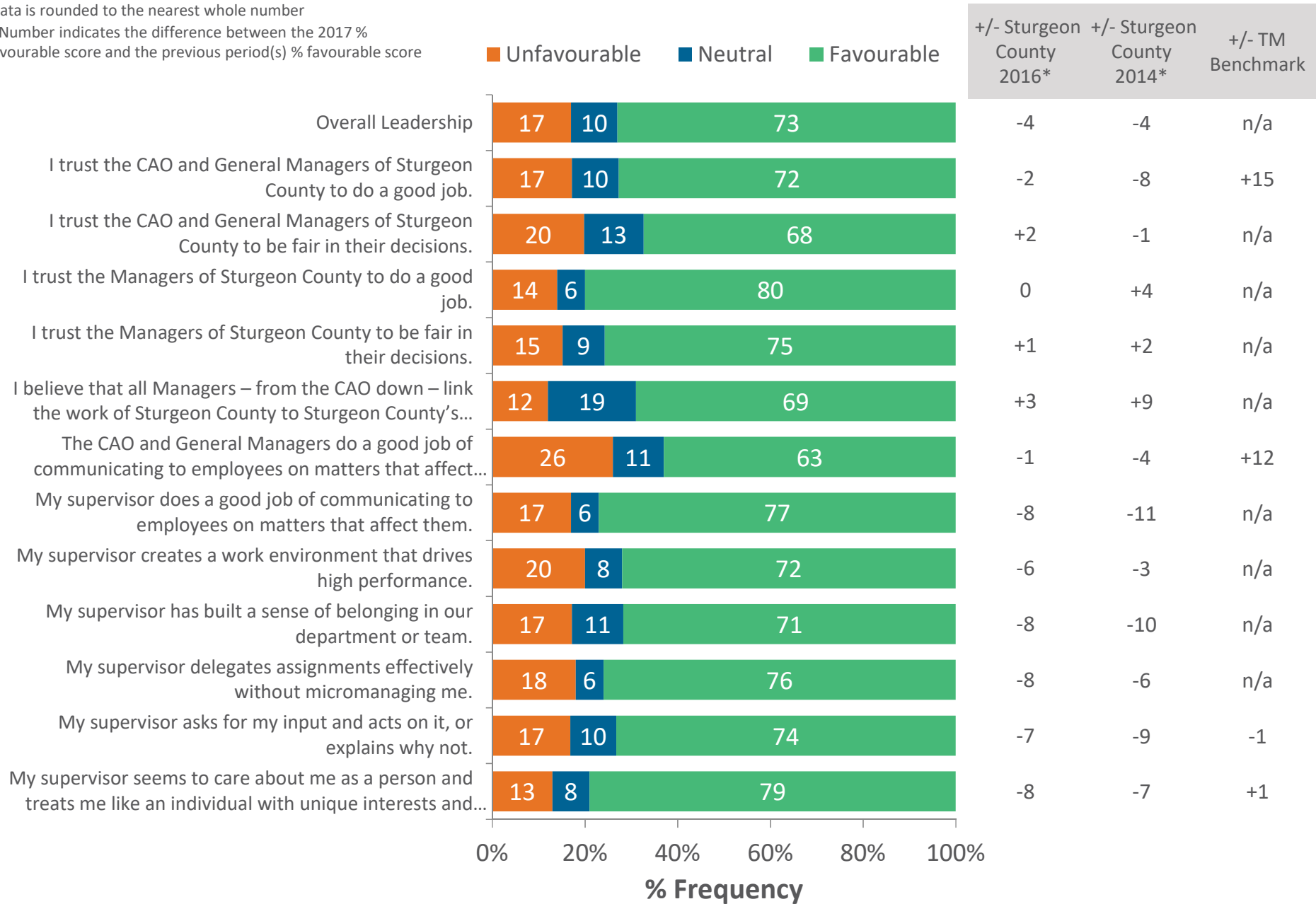
21

- Above the municipal benchmark in multiple categories including feeling challenged at work and feeling a sense of personal accomplishment, as well as having the materials, equipment, skills and knowledge to do a good job.
- 80% of respondents felt they are given the opportunities to develop the skills needed at work, which is 18% above the municipal benchmark.
- 97% of employees believe they have the skills and knowledge to do their jobs and 84% believe they have the materials and equipment, an increase in 3% over last survey.
- Decline in employees feeling there is adequate recognition and feedback, or support for personal/professional development from their supervisors.
- Career development discussions are not being held with all employees.

LEADERSHIP (Key Driver #4)

Data is rounded to the nearest whole number

* Number indicates the difference between the 2017 % favourable score and the previous period(s) % favourable score



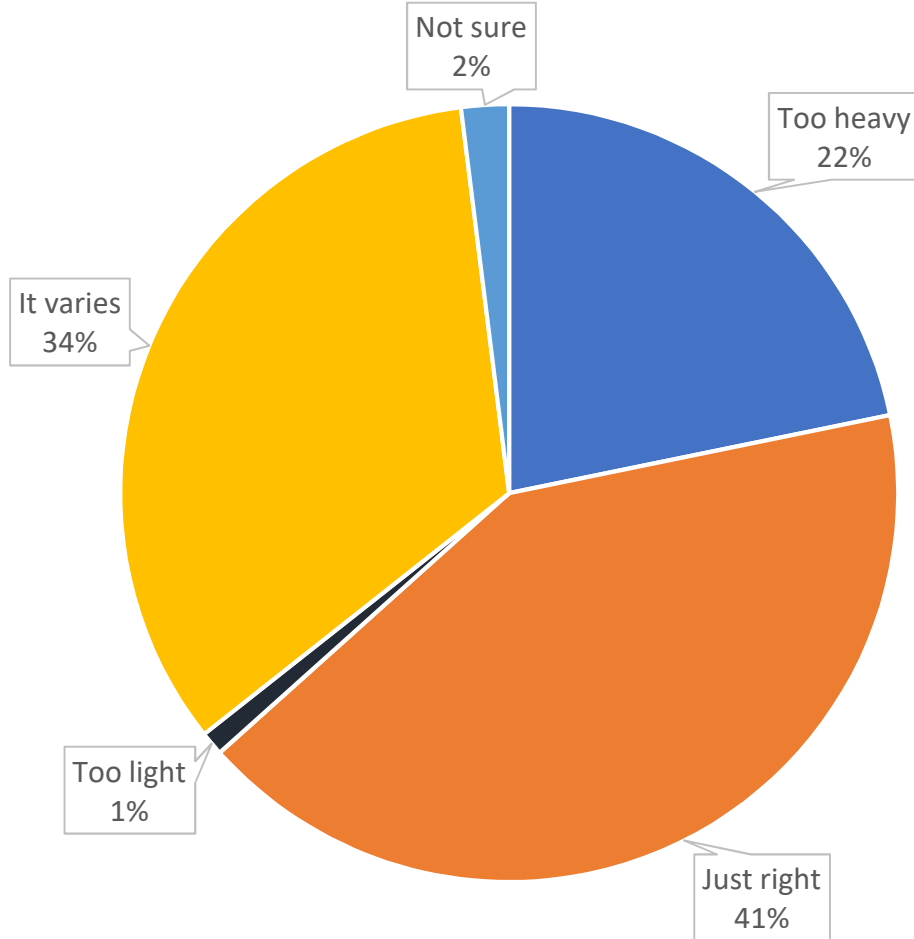
- Trust for the Senior Leadership team is 15% above the municipal benchmark.
- Communication from the SLT is rated as 12% higher than the municipal benchmark.
- Managers are trusted to do a good job is rated at 80% which is no change from the previous survey and up 4% from 2014.
- There was a 4% decrease in overall employee satisfaction with Leadership since the previous survey.
- Areas for improvement include supervisor/employee communications, improved teamwork, and CAO/GM communications.
- There is a belief that leaders (supervisors, managers, team leads) focus more on completion of tasks than people management.

WORK ENVIRONMENT

Data is rounded to the nearest whole number

* Number indicates the difference between the 2017 % and the previous period(s) %

On average I feel my workload is...

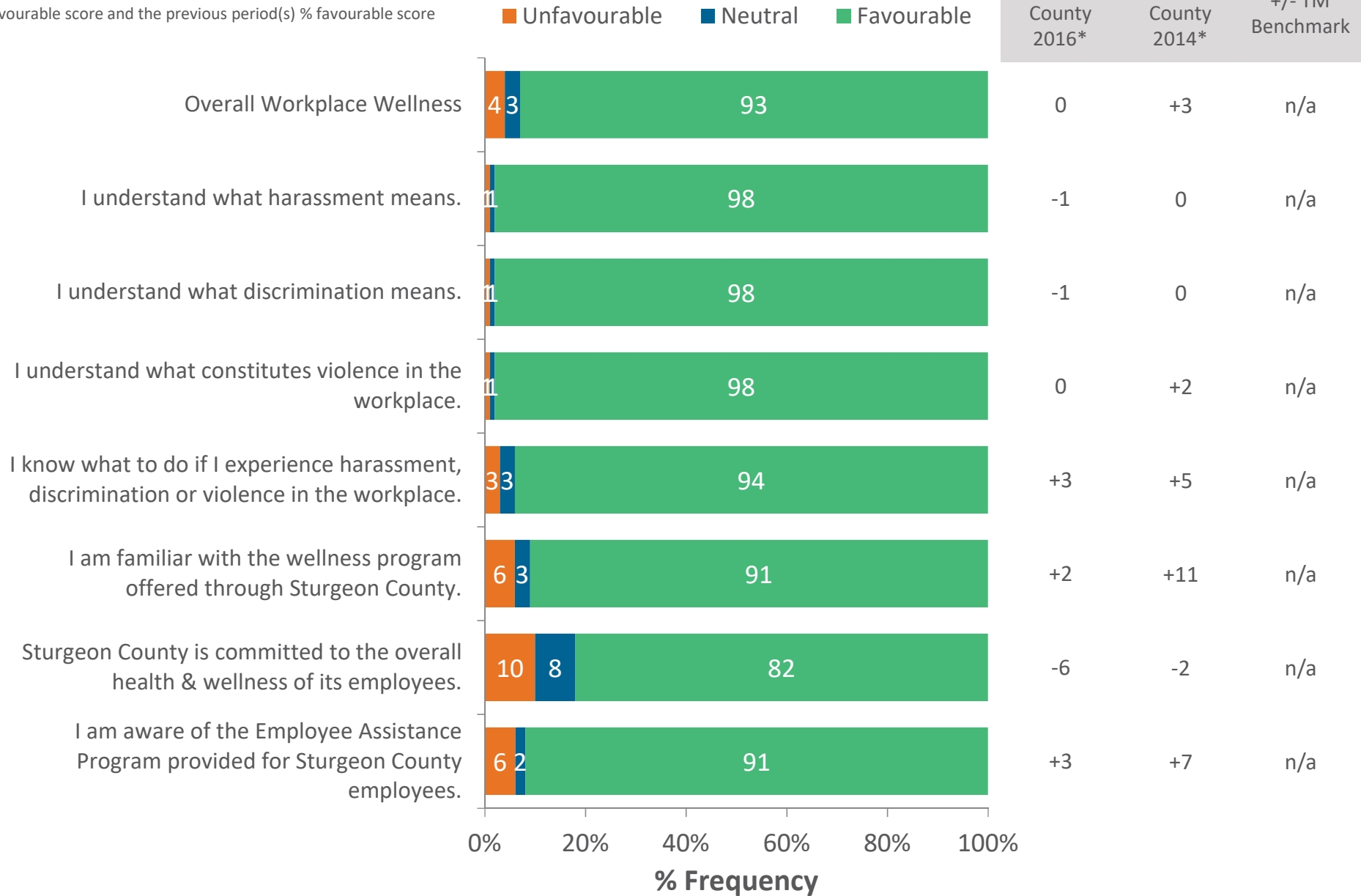


Workload	Sturgeon County 2016*	Sturgeon County 2014*
Too heavy	+2	-3
Just right	+1	+5
Too light	-5	-1
It varies	+2	-1
Not sure	0	0

WORKPLACE WELLNESS

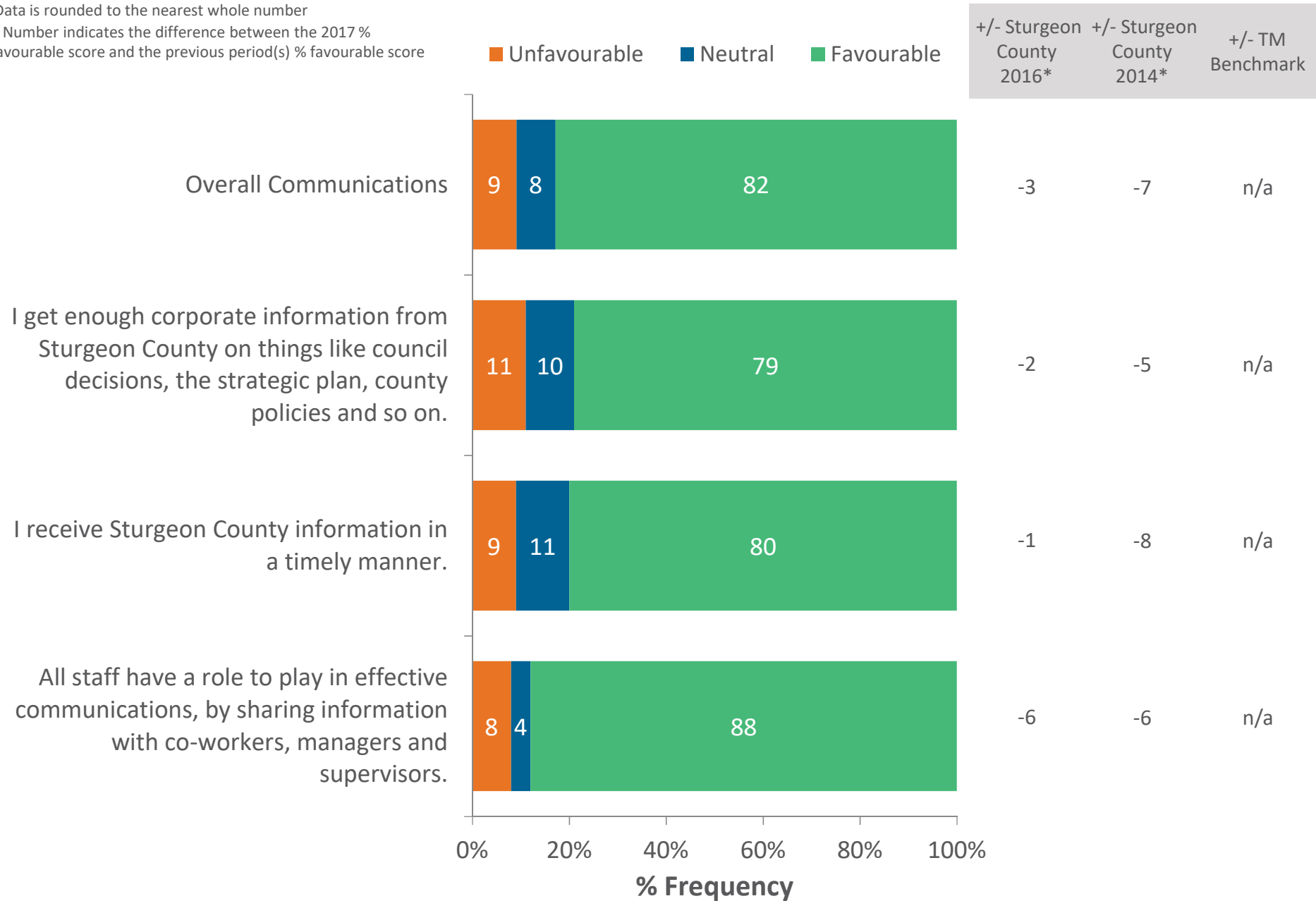
Data is rounded to the nearest whole number

* Number indicates the difference between the 2017 % favourable score and the previous period(s) % favourable score



COMMUNICATIONS

Data is rounded to the nearest whole number
 * Number indicates the difference between the 2017 % favourable score and the previous period(s) % favourable score



SUMMARY OF OPPORTUNITIES FOR IMPROVEMENT

27

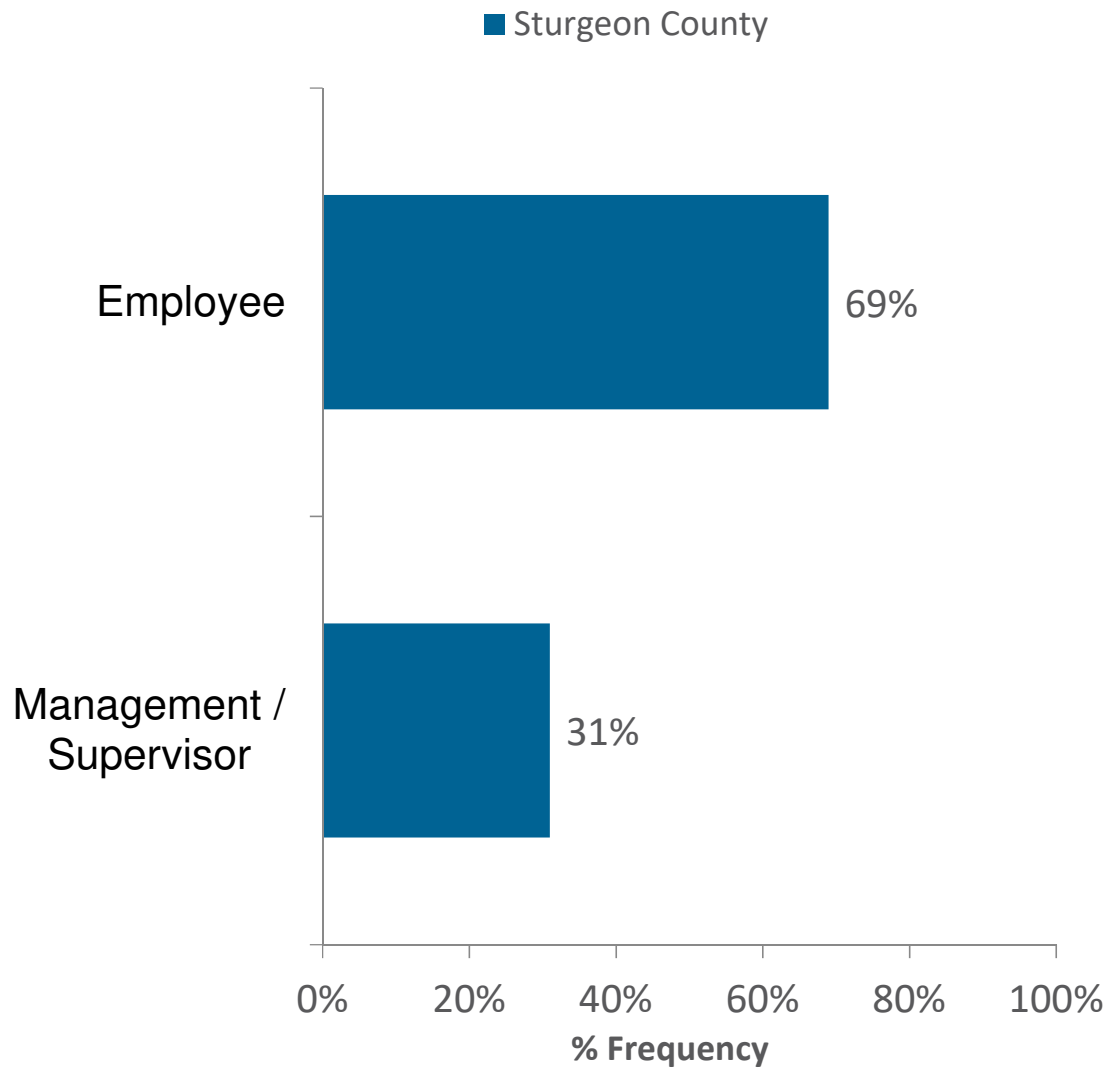
1. Improve and consistently use change management.
2. Need to improve trust, teamwork and cooperation between departments.
3. Focus on keeping talented people.
 - Focus on career development plans for all interested employees.
4. Ensure staffing and workload are matched
5. Improve satisfaction surrounding Senior Leadership.
6. Supervisors require more skills around people management.

Next steps

- Communicate and post results
- Divisional breakdown of results (General Manager driven)
 - Divisional action plans
- Department Action 1-2-3 plans (Manager driven)
 - Choose 1 thing you can do that directly relates to the survey
 - Do 2 things about it
 - Communicate what you have done in 3 ways
- Communication of action plans and activities to all employees
 - Communicate to HR by July 1, 2018 who will compile a report for publication.

***It is important to let employees know we heard what they told us
AND what we are doing about it!***

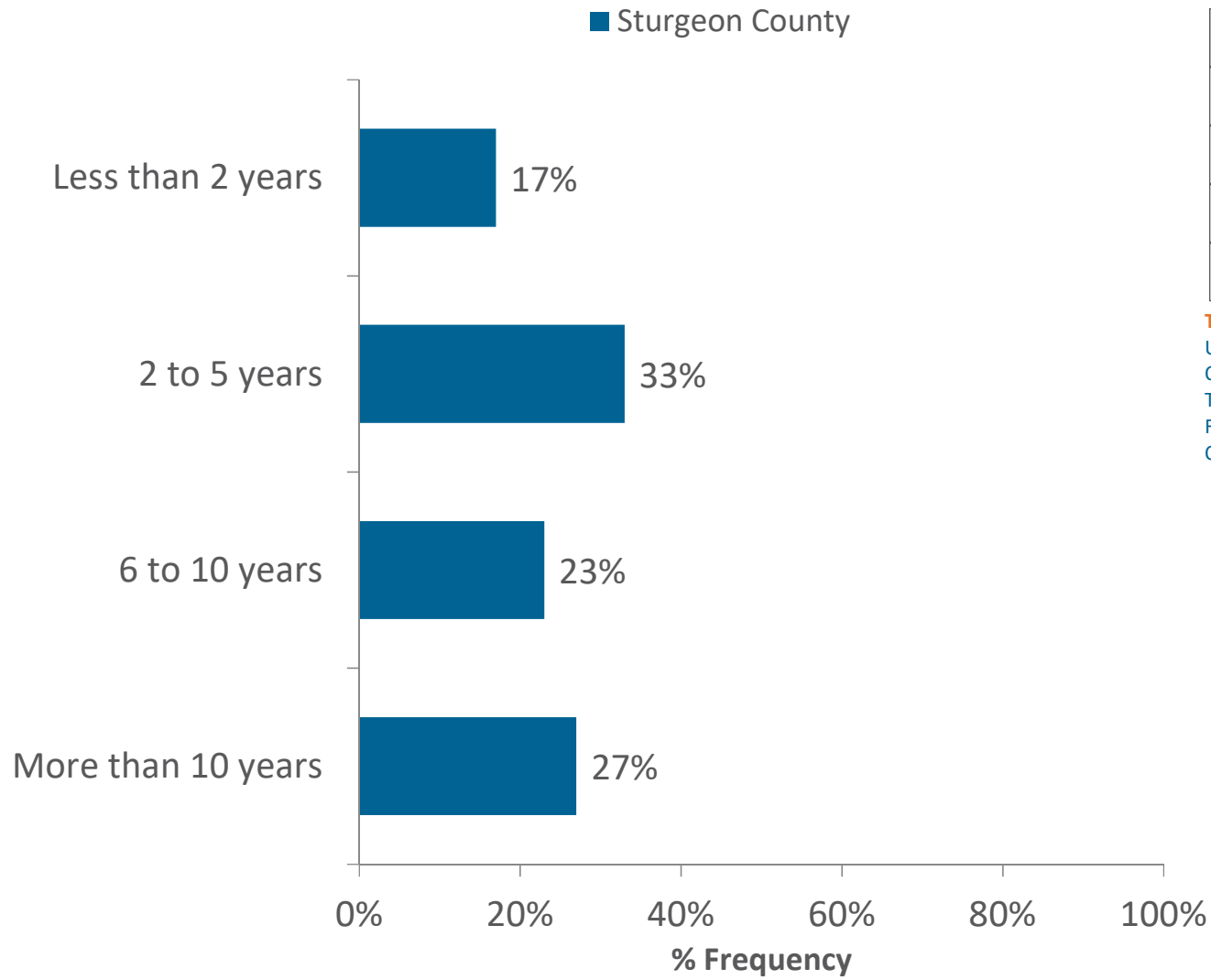
LEVEL OF RESPONSIBILITY PROFILE



Value	Count
Employee	120
Management / Supervisor	55

TalentMap's benchmark for level of responsibility:
Senior Executive: 4%
Manager: 18%
Individual Contributor: 78%

LENGTH OF SERVICE PROFILE

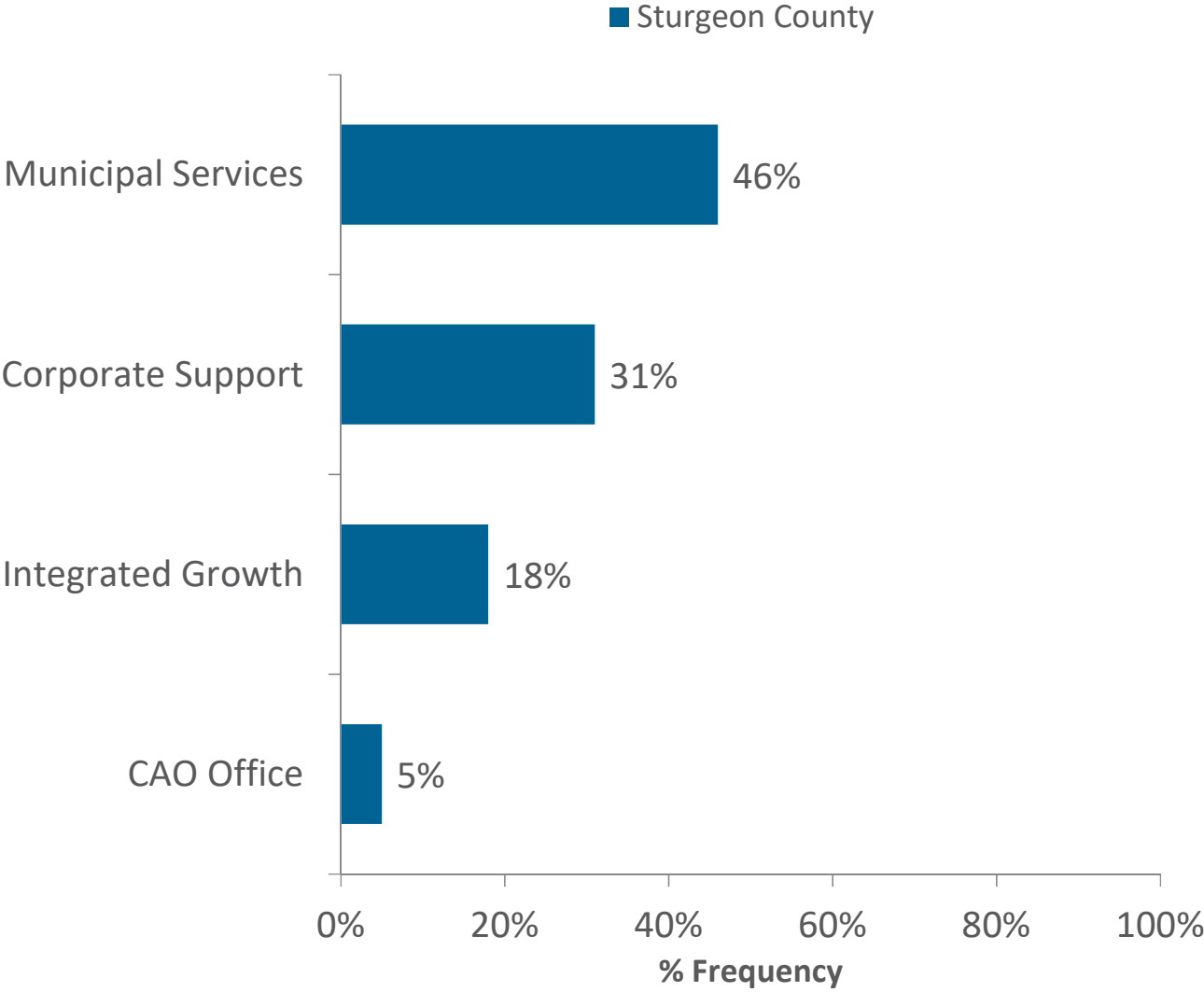


Value	Count
Less than 2 years	30
2 to 5 years	57
6 to 10 years	41
More than 10 years	47

TalentMap's benchmark for length of service:

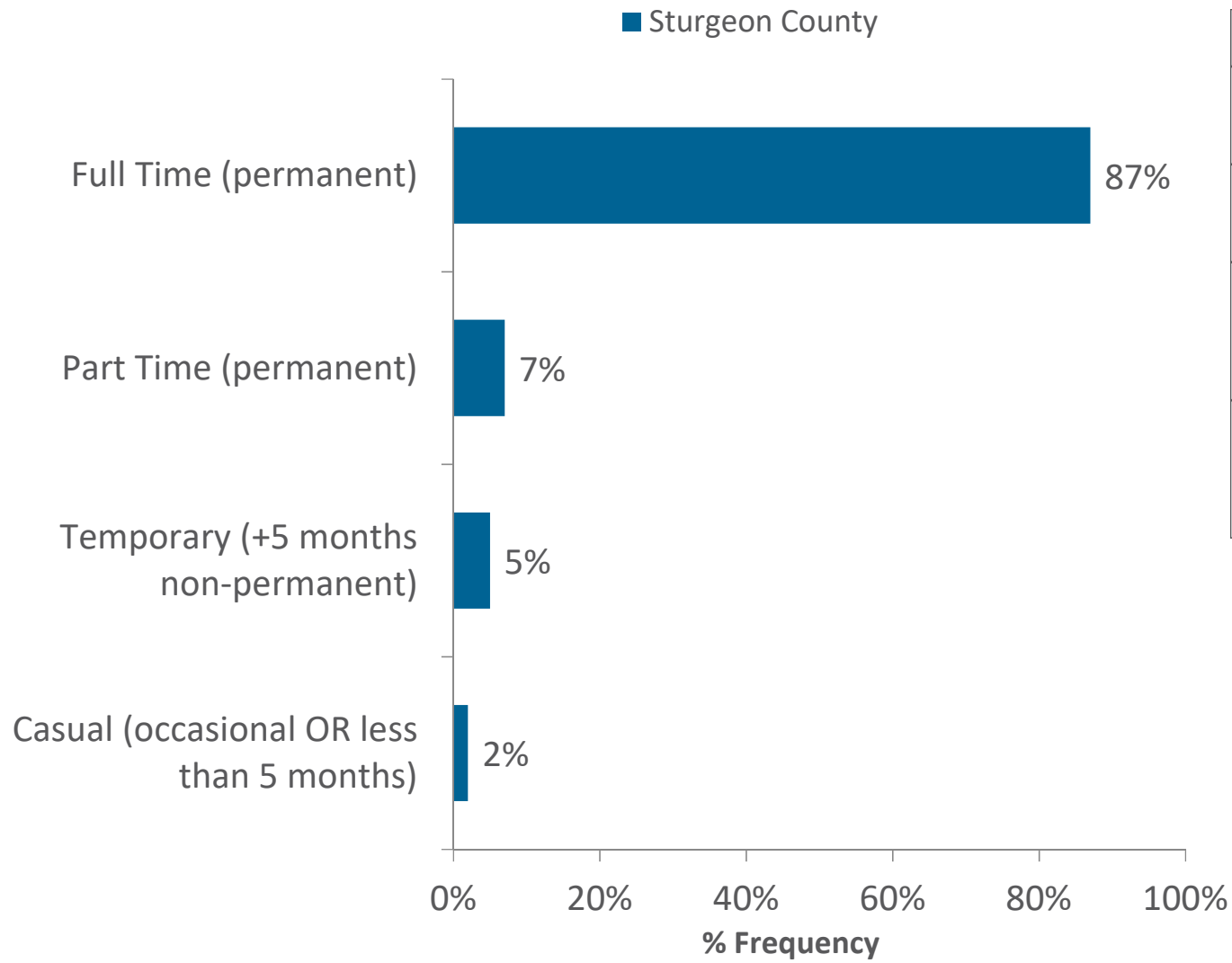
- Under one year: 10%
- One – Three years: 16%
- Three – Five years: 12%
- Five – Ten years: 24%
- Over Ten years: 38%

DIVISION PROFILE



Value	Count
Municipal Services	80
Corporate Support	55
Integrated Growth	32
CAO Office	8

EMPLOYMENT TYPE PROFILE



Value	Count
Full Time (permanent)	152
Part Time (permanent)	12
Temporary (+5 months non-permanent)	8
Casual (occasional OR less than 5 months)	3