

## Request for Decision

<b>Title</b>	<b>2017/18 Employee Engagement Survey Summary of Findings</b>								
<b>Proposed Motion</b>	That Council accept the 2017/18 Employee Engagement Survey Summary of Findings as information.								
<b>Administrative Recommendation</b>	Council accept the report in an effort to continue to support Administration’s ongoing efforts to engage and support the workforce.								
<b>Previous Council Direction</b>	None.								
<b>Report</b>	<p><u>Background Information:</u></p> <ul style="list-style-type: none"> <li>In November/December 2017, an employee engagement survey was conducted with about 202 permanent, temporary and casual Sturgeon County staff.</li> <li>The questionnaire had a response rate of 87%, which is high compared to the municipal average of 67% for completion of employee engagement surveys.</li> <li>The <i>Employee Engagement Index</i> for 2017/18 is 77, indicating 77% of our workforce are engaged or highly engaged in their work at Sturgeon County.</li> </ul> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>2012</th> <th>2014</th> <th>2016</th> <th>2017/18</th> </tr> </thead> <tbody> <tr> <td>73%</td> <td>78%</td> <td>81%</td> <td>77%</td> </tr> </tbody> </table> <p>The trend showed an increase each year for three (3) years and then a decline of 4% since the last survey. This is 8% higher than the municipal average. This level of engagement is in the top quartile of engagement scores when compared with municipalities across Canada.</p> <ul style="list-style-type: none"> <li>The survey is broken down into seven (7) major categories. These categories have multiple questions. The ratings below are the percent favourable average of all the questions in that category: <ul style="list-style-type: none"> <li>Workplace Wellness - 93%</li> <li>Safety - 85%</li> <li>Communications - 82%</li> <li>Values - 78%</li> <li>Personal Development - 77%</li> <li>Work Environment - 74%</li> </ul> </li> </ul>	2012	2014	2016	2017/18	73%	78%	81%	77%
2012	2014	2016	2017/18						
73%	78%	81%	77%						

- Leadership - 73%
  - Corporate Culture - 66%
- Analysis suggests the following are the main themes and opportunities for improvement:
    - Improve and consistently use change management.
    - Need to improve trust, teamwork and cooperation between departments.
    - Focus on keeping talented people.
    - Focus on career development plans for all interested employees.
    - Ensure staffing and workload are matched
    - Improve satisfaction surrounding Senior Leadership.
    - Supervisors require more skills around people management.

The same format and questions have been used for the past four (4) surveys. This has allowed comparability and analysis of trends.

Utmost care was taken to ensure confidentiality of respondents. TalentMap provided the platform, administered the survey and hosted the survey results.

The survey results have been presented to the Senior Leadership Team (SLT), Managers, and Employee Advisory and action items identified. The County has conducted similar surveys every two (2) years for the past sixteen (16) years.

**Next Steps:**




- Communicate and post results.
- 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.
- Do a pulse check (short follow-up survey) in November 2018.

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

**Implication of Administrative Recommendation**

Strategic Alignment:

Employee engagement surveys are an important tool for measuring the culture, leadership, relationships, strategy awareness and workplace wellness in an organization. The 2017/18 Employee Engagement Survey plan is aligned with the Operational Excellence Focus Area and Goal 6.1: Sturgeon County invests in organizational infrastructure, people and skills to deliver customer satisfaction and value for taxes.

	<p><u>Organizational:</u></p> <p>The Action Plan will be implemented across the organization. In the short term, this will demonstrate Administration's (and Council's) commitment to initiatives and activities that will have a positive impact on organizational culture and staff engagement. In the long term, it is expected that mean scores in the 2017/18 Employee Engagement Survey will improve.</p> <p><u>Financial:</u></p> <p>None</p>
<b>Alternatives Considered</b>	That Council refer the 2017/18 Employee Engagement Survey Results to Administration for further information with specific questions.
<b>Implications of Alternatives</b>	<p><u>Strategic Alignment:</u></p> <p>Not applicable.</p> <p><u>Organizational:</u></p> <p>None. Implementation of the Employee Engagement Action Plan will proceed once developed.</p> <p><u>Financial:</u></p> <p>Further analysis or cross-tabulation of results may result in cost to the County from the consultant.</p>
<b>Follow up Action</b>	<ol style="list-style-type: none"> <li>1. The Survey Results will be available to all staff, communicated through divisional and departmental meetings and posted on the intranet.</li> <li>2. The Action Plan will be available to all staff, communicated through divisional and departmental meetings and posted on the intranet.</li> </ol>
<b>Attachment(s)</b>	Employee Engagement Survey Presentation
<b>Report Reviewed by:</b>	<p></p> <p>Dawn McCoy, Manager Human Resources</p> <p></p> <p>Rick Wojtkiw</p> <p></p> <p>Bill Minnes, County Commissioner-CAO</p>

## Strategic Alignment Checklist

**Vision:** Sturgeon County: a diverse, active community that pioneers opportunities and promotes initiative while embracing rural lifestyles.

**Mission:** Provide quality, cost effective services and infrastructure to meet the diverse needs of the Sturgeon County community, while improving competitiveness and sustainability.

Focus Areas	Not consistent	N/A	Consistent
<b>Strong Local Governance and Regional Leadership</b>			
<i>We promote consistent and accountable leadership through collaborative and transparent processes (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Consistent with neighborhood role (see MDP), master plans, policies</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Considers fiscal stability and sustainability</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Has a positive impact on regional and sub-regional cooperation</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Respect the Natural Environment</b>			
<i>We acknowledge the importance of a healthy environment and will minimize and monitor our impact on ecosystems (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Compliance with Provincial and Federal regulations and/or legislation</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Ensure effective environmental risk management</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Community Identity &amp; Spirit</b>			
<i>We will build upon our strengths, where together we will create an inclusive, caring community (Strategic Plan, (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Promotes and/or enhances residents' identification with Sturgeon County</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Enhances service provision through community partnerships</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Supports Sturgeon County's cultural history</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Planned Growth and Prosperity</b>			
<i>We encourage varied and integrated enterprises that enhance our strong economic base, while balancing the needs of the community and natural environment. (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Does the proposal align with the Integrated Regional Growth Strategy (map/policies) pg. 26 MDP</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Considers cumulative costs and long-term funding implications</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Targets growth around current or planned infrastructure</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Maintain and Enhance Strong Communities</b>			
<i>We are committed to a safe, secure community, where our residents are respected and provided with access to opportunities. (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Positive impact on residents' quality of life</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Supports and promotes volunteer efforts</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Provides programs and services that are accessible to all residents</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Operational Excellence</b>			
<i>We have the organizational capability to deliver consistent and defined levels of service to all stakeholders in a professional, efficient, and cost effective manner</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Staff have the knowledge, skills and capability to perform their jobs</i></li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Streamlines operational processes and policies</i></li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Promotes engagement and professional interaction with stakeholders</i></li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Considers a cost-structure which allows Sturgeon County to remain competitive within a regional, national and global context</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>