2021 Engagement Survey Results

Prepared for Strathcona County WorkTango Inc.

June 1, 2021





Introduction

Survey Methodology and Objectives

Strathcona County has sourced WorkTango to facilitate its 2021 Engagement Survey in order to:

- understand employee sentiment across the various areas (divisions, departments and branches) at Strathcona,
- assess employee engagement levels across various themes (satisfaction, leadership, values, work environment, service excellence) for the year, and
- help leaders to see and act on engagement themes / trends



Commissioner & Mayor's Office (n

= 34 out of 38)

Financial & Strategic Management

(n = 69 out of 78)

Corporate Services (n = 209 out of

241)

Infrastructure & Planning Svc. (n =

271 out of 334)

Community Services (n = 554 out

of 926)

Response Rates

1137 out of 1617 employees responded (up from 67% in 2019)

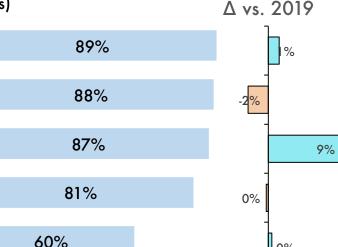
week survey duration (Apr 7 to April 30 2021 - 1 week longer than past years)



Methodology (Appendix I for Questions)

Rating-based questions (scored from 1-6)

Open-ended questions





Engagement Factors (consistent with 2019/2017 methodology)

Engagement Fac	tors
Engagement	9 Questions
Chief Commissioner	1 Question
Diversity & Inclusion	4 Questions
Leadership	2 Questions
Satisfaction	3 Questions
Service Excellence	6 Questions
Values	7 Questions
Work Environment	9 Questions
Open-Ended Questions	4 Questions
Department-Specific Questions (not included in this report)	35 Questions Total

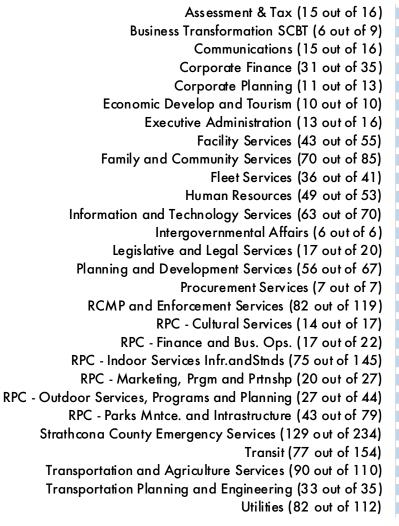


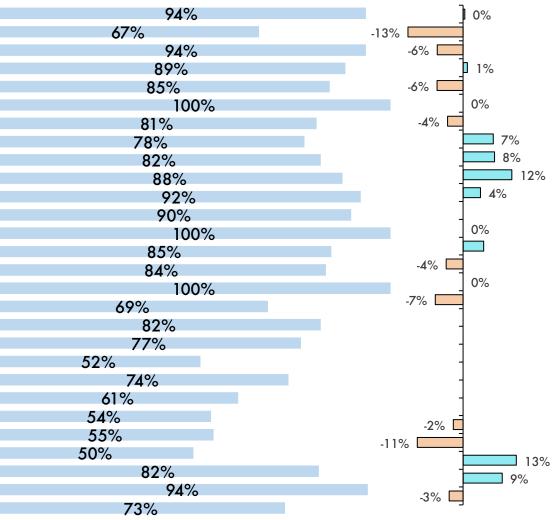


Introduction

Response Rates by Department

Δ vs. 2019





Introduction

Interpreting the Data

Rating questions from 1-6 have been shown using a proportion of negative and positive responses (as a percentage of total results) below, This is known as the "top-box" or "distribution" method in the engagement industry; for slides comparing demographic results, percentages shown reflect results in terms of % positive

Negative		Neutral		Posi	Positive	
1	2	3	4	5	6	
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	

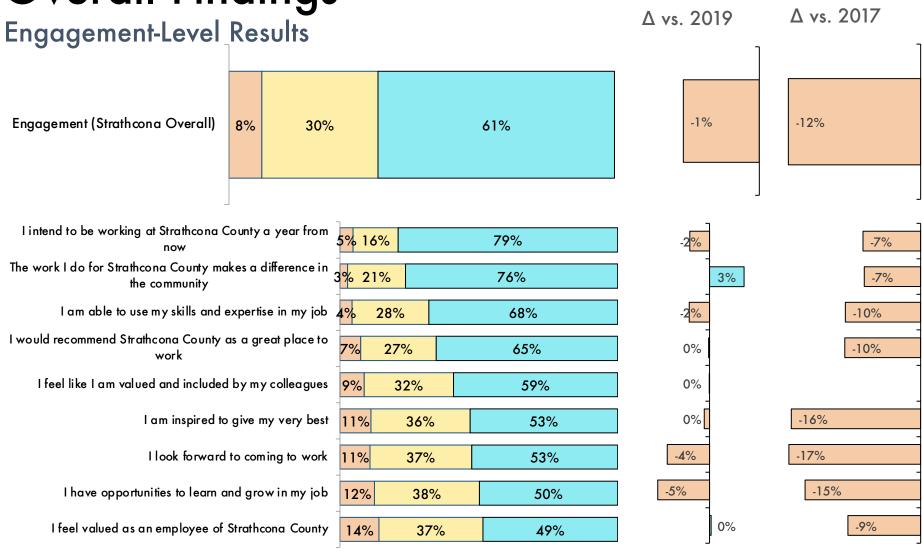
Key Considerations for using the "top-box" method

- Allows for differentiation between "agree" and "disagree" responses (i.e., user can clearly understand the proportion of positive and negative sentiments)
- Visually presents both groupings of data (versus the average method of calculation which only displays one number and is subject to skews)
- Allows categories and questions to be stack ranked (i.e., ranked from most positive to least positive)





Below scores are highlighted for the engagement index; engagement reflects an employee's feelings of motivation, loyalty, inspiration and likelihood to promote working at their organization; engaged employees are typically more committed to their work and align to the success of an organization

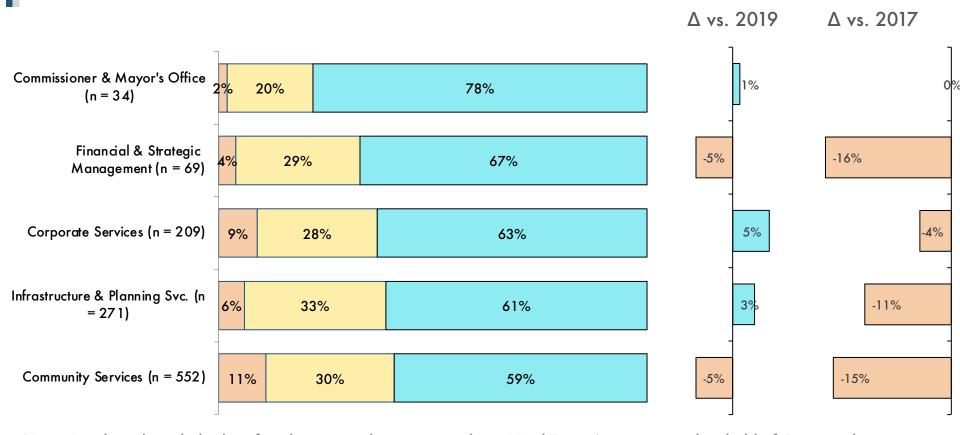


Note: Values may not add up to 100% due to rounding



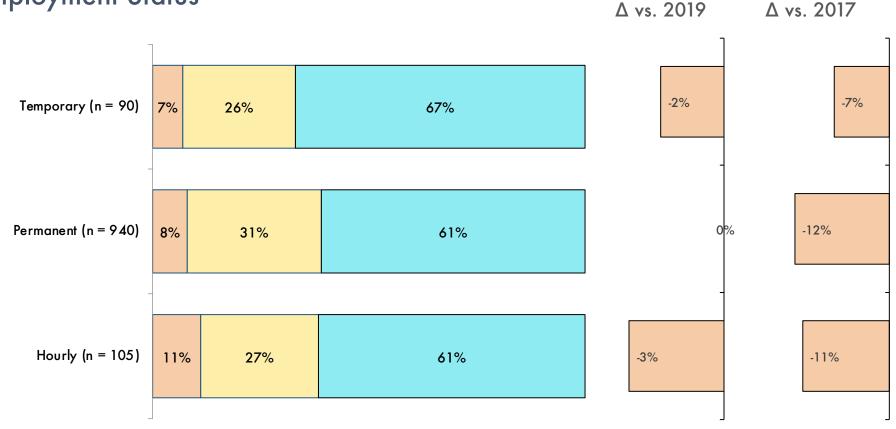


Segmented Engagement Results Division



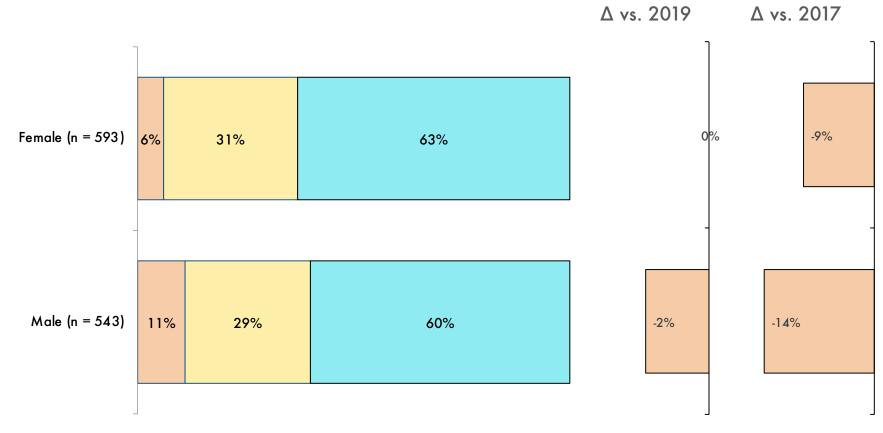
Segmented Engagement Results

Employment Status

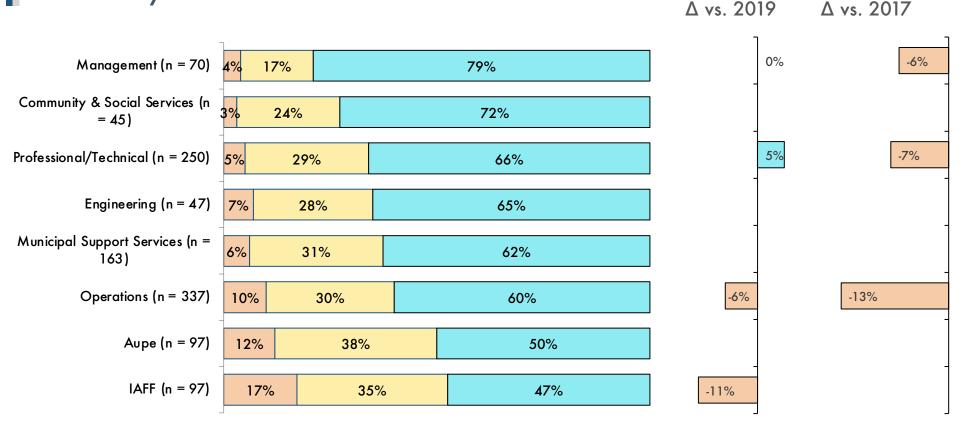


Segmented Engagement Results

Gender

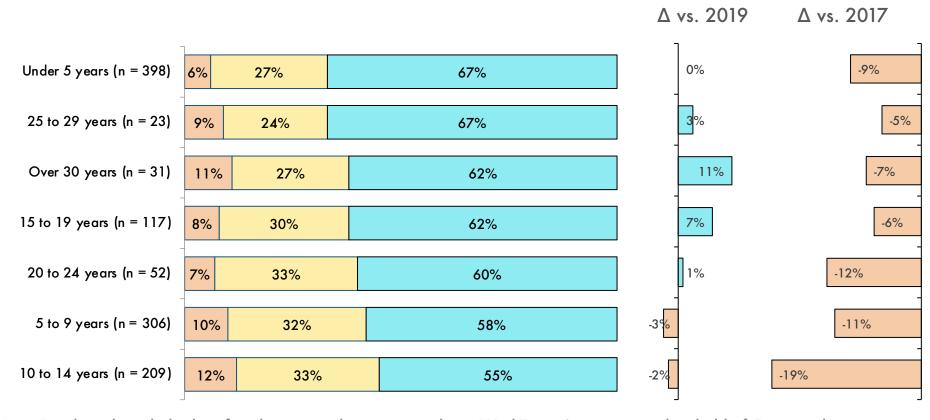


Segmented Engagement Results Job Family



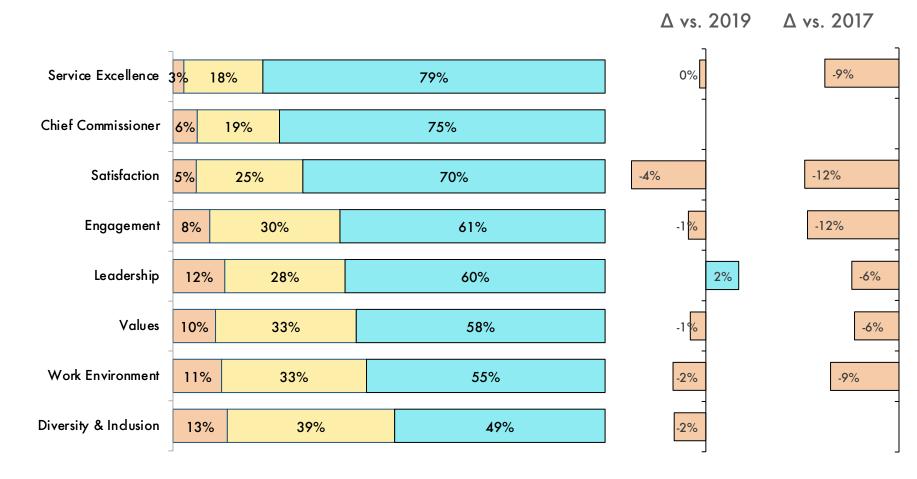
Segmented Engagement Results

Tenure Range



Factor-Level Results

Other questions were grouped into engagement "factors" for comparison purposes; for detailed results by question, please refer to **Appendix II** for details



Note: Values may not add up to 100% due to rounding

STRATHC

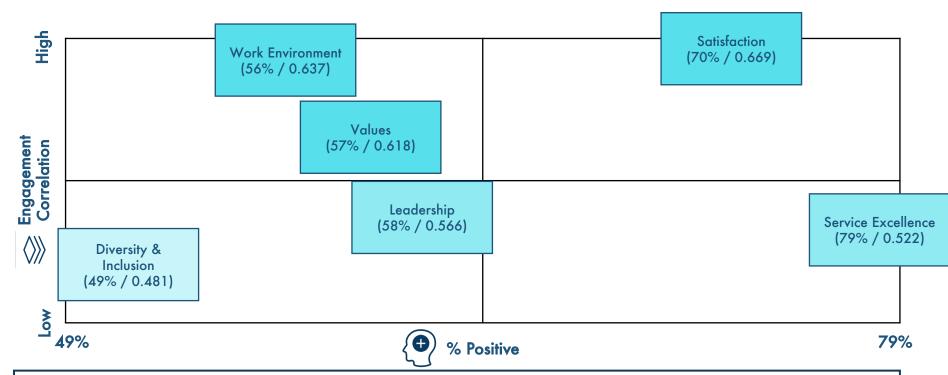
Negative



Neutral

Regression Analysis - Factors vs. Engagement

To assess the factors which are most important to driving engagement, the analysis below shows the strength of the relationship of each factor relative to engagement questions, based on the way employees responded to the 2021 Engagement Survey; efforts towards improving higher impact factors (higher r-value) will help to drive engagement more



All measures have an r-squared value of 0.45 or higher, with the exception of the "Chief Commissioner" question - this means that nearly all of these categories have a significant effect on overall employee engagement; the most significant categories on engagement include "Satisfaction" and "Work Environment" (consistent with previous years), with r-squared values of 0.669 and 0.637 respectively



Qualitative Comments

The following provides an overview of key themes from survey respondents for the question "Strathcona County believes that our workplace culture embraces, respects, accepts and values differences. Please tell us how you think your workplace could be more inclusive." (463 comments):



Key Themes

- Mixed sentiment around the level of the inclusivity at Strathcona County – while employees agree that inclusivity exists in the organizational culture, there is a lack of diversity at the County which may present gaps in inclusion for marginalized groups
- Greater emphasis needed on training and celebrating differences of individuals, along with continued dialogue between leadership and employees on how to improve and promote diversity at the County
- Promote further accommodations for individuals with disabilities, and promote the representation of women and other racialized groups within management





Qualitative Comments

The following provides an overview of key themes from survey respondents for the question "To improve your department, what one suggestion would you offer to your department's management team?" (660 comments):



Key Themes

- Increased communication and dialogue between employees and management, along with greater lines of accountability for leadership/managers to ensure that objectives and goals are met ("walking the walk")
- Show employees that they are valued, whether through training, support, recognition or helping employees feel more empowered to contribute to the organization in their own way
- Improving collaboration within and across departments, especially because of hybrid/remote working models and the COVID-19 pandemic

capacity responsibility actions leadership leaders Strathcona County skills community organization director Better communication departments communication members workplace workload positions AHS roles opportunities processes great job branches year branch supervisors information management team team ideas training suggestions people others place money problem resources job department employee manager amployees feedback manager employees home time feedback county decisions work way staff change respect projects position example problems managers problems meetings suggestion timely manner county decisions work way staff change years changes focus workers growth managers meetings suggestion timely manner county Communication timely manner County Communication responsibilities priorities



Qualitative Comments

The following provides an overview of key themes from survey respondents for the question "If you could change one thing to make Strathcona County a better place to work, what would it be?" (644 comments):



Key Themes

- Regulating workload where possible; employees citing that they are being overworked and would like to see further work/life balance through regulated hours and regulating the level of email communications that happens during off-business hours
- Further accountability across all organizational levels to meet deadlines, goals and objectives that they have set to cultivate a culture of success at the County
- Improving collaboration, mentorship and training within and across departments – employees citing "silos" within the County
- Review of existing wage and salary structures to ensure that compensation is competitive and clearly communicated to employees

processes supervisor option accountability facilities skills workplace training problem leadership collaboration residents focus Edmonton Strathcona supervisors example week scert benefits Management respect community pay opportunities day others County issues opportunity workers Strathcona County whole thing service growth people role HR way WOrk money things support emplovee ambulance management place times great place position projects roles team EMS communication positions permanent positions Directors information





Qualitative Comments

The following provides an overview of key themes from survey respondents for the question "Do you have any other feedback you would like to share?" (433 comments):



Key Themes

- Despite the suggestions for improvement, many employees appreciate the culture and people; employees who are offered the flexibility to work from home also appreciate the arrangement and hope that this can continue
- While sentiment towards leadership tends to be trending more positively, there is still a disconnect in what employees perceive leadership has preached as opposed to the actions actually taken; employees want more opportunities to converse with leadership and to understand the strategic direction of the County
- With the changes in the organization as a result of COVID-19, a review is needed of the existing processes and the ways that employees collaborate and communicate to ensure they align with the "new normal"

good place new Chief Commissioner coworkers direct supervisor experience Management concerns members management team Chief Commissioner managers opportunities leader departments HR ways order supervisors Director efforts home others survey area past things respe covid team lot great place things positions morale workers past vear communication

Appendix I - Survey Question Listing II - Results by Category

Appendix I Survey Question Listing

Engagement

Chief Commissioner

Diversity & Inclusion

Leadership

I am able to use my skills and expertise in my job

I feel like I am valued and included by my colleagues

I have opportunities to learn and grow in my job

I feel valued as an employee of Strathcona County

I am inspired to give my very best

I intend to be working at Strathcona County a year from now

I would recommend Strathcona County as a great place to work

I look forward to coming to work

The work I do for Strathcona County makes a difference in the community

I am satisfied with the communication I receive from the Chief Commissioner through his

weekly email messages

Our organization values the differences of individuals

Our organization understands that diversity is critical to our future success

Our organization includes a diverse group of talent

People who look, feel, and think differently have equal opportunities to thrive in our organization

Executive Team members lead by example

My direct supervisor cares about me as a person

My direct supervisor is approachable

My direct supervisor helps me achieve better results

My direct supervisor provides me with useful feedback on how I'm doing

My direct supervisor leads by example

My direct supervisor listens to me

My direct supervisor keeps me informed about decisions that affect me

My direct supervisor communicates clearly

My direct supervisor addresses workplace issues

My direct supervisor regularly shares corporate information, priorities and objectives

My department director leads by example

My department manager leads by example





Appendix I Survey Question Listing

Satisfaction

Service Excellence

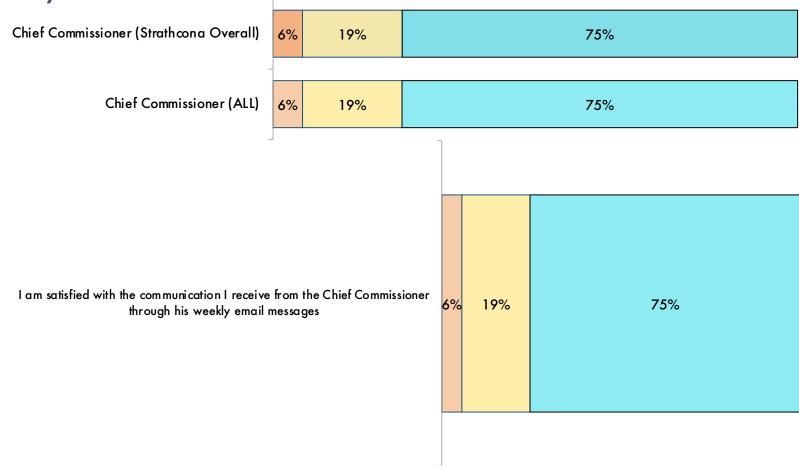
Values

Work Environment

Taking everything into account, I like my job Taking everything into account, I like working in my department Taking everything into account, I like working at Strathcona County I am proud to work for Strathcona County I am able to provide timely service to my clients I am able to provide knowledgeable service to my clients I go the extra mile for my clients I am able to deliver what is expected by my clients I explain to my clients when I cannot deliver what is needed Our organization's culture (the way we do things around here) is aligned with our corporate values and People Plan My (workplace) values are aligned with Strathcona County, Äôs I experience cooperation in the workplace I experience fairness in the workplace I experience integrity in the workplace I experience respect in the workplace I experience safety in the workplace Departments work well together to achieve Strathcona County's goals I find my stress levels at work manageable I have opportunities for career growth within Strathcona County I am able to maintain a balance between my work and personal life I receive information about what is happening in my department I understand what is expected of me at work I understand my department's business plan I have the tools and equipment to perform my job I have sufficient time to do my job I am able to make decisions about my daily work I understand how my work contributes to my department's business plan I receive recognition for my work I am encouraged to be innovative in my job I understand how my department's business plan supports Strathcona County's vision

Appendix II

Results by Factor - Chief Commissioner



Note: Values may not add up to 100% due to rounding; the Chief Commissioner question was not asked in 2019 or 2017 Proprietary and Confidential © 2021 WorkTango Inc.

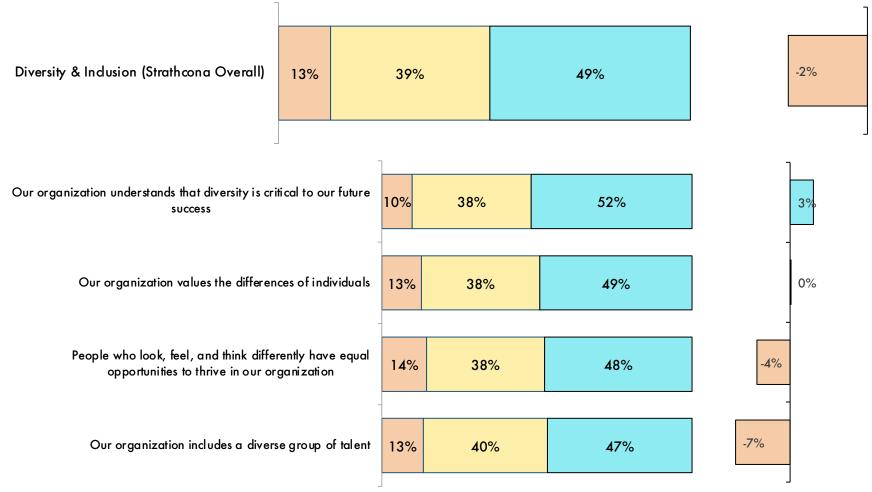




Appendix II

Results by Factor – Diversity & Inclusion

Δ vs. 2019



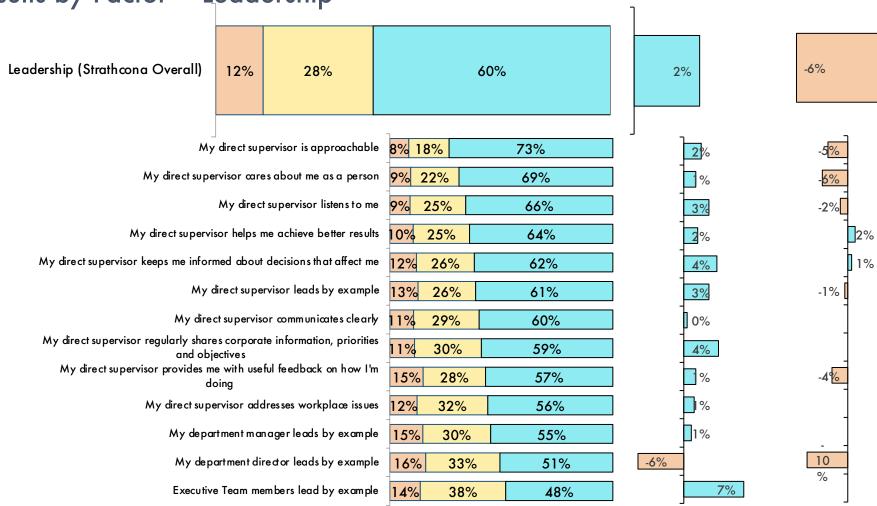
Note: Values may not add up to 100% due to rounding; no Diversity & Inclusion questions were asked in 2017 Proprietary and Confidential © 2021 WorkTango Inc.





Appendix II Results by Factor - Leadership

Δ vs. 2019 Δ vs. 2017



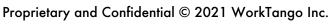
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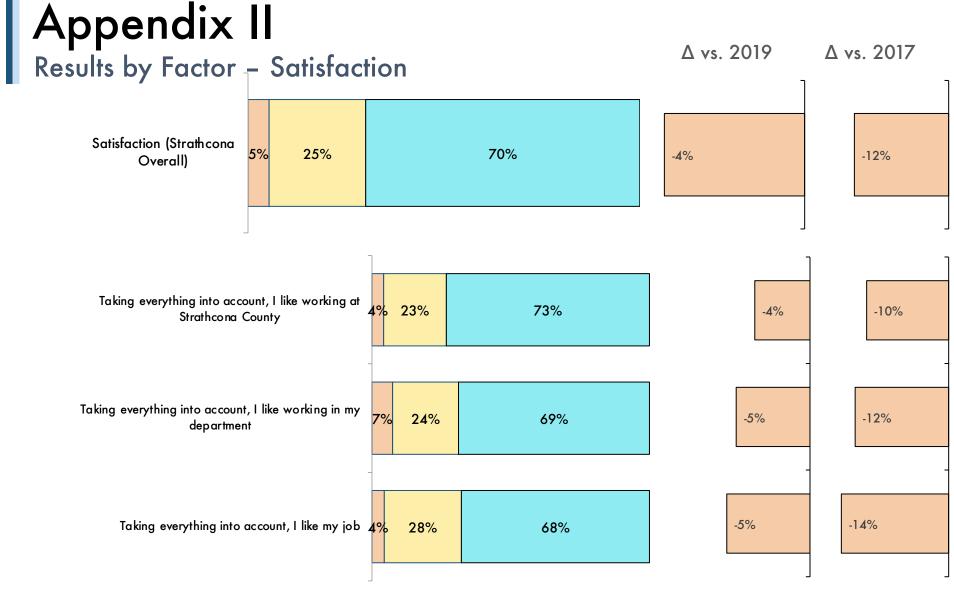












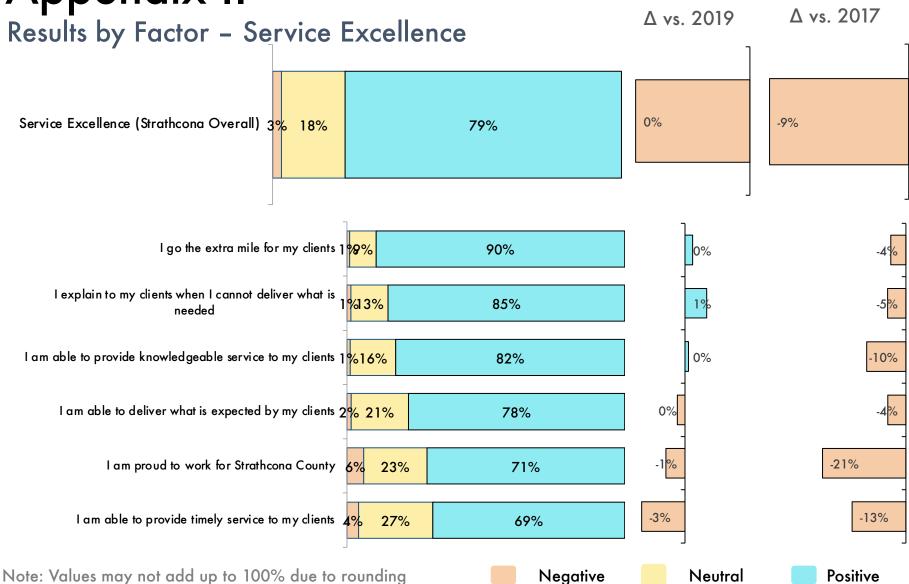
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Negative

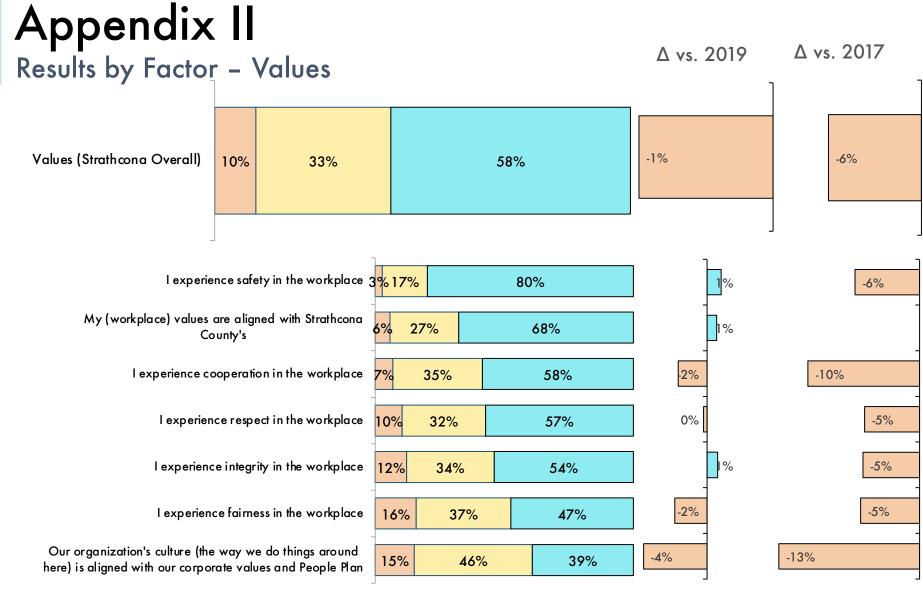


Neutral

Appendix II



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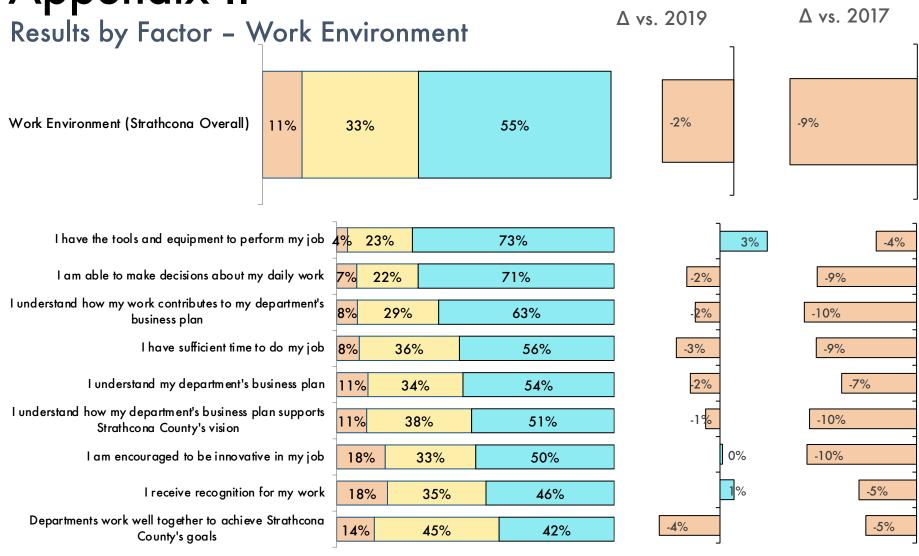


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Appendix II



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