

Employee Engagement Survey Results Update**Report Purpose**

To provide a report on the employee engagement survey results factors and causes, the analysis undertaken, the rationale for the priorities chosen, and an update on the actions taken.

Recommendation

None

Our Prioritized Strategic Goals

Continuously improving the way we work, as one organization, in an agile and sustainable manner

Report

The Senior Leadership Team and The People Plan Stewardship Committee continue to facilitate work on building our ideal workplace. A report on the 2019 survey results factors and causes, the analysis undertaken, the rationale for the priorities chosen and a summary of the corporate and department actions initiated will be presented.

Engagement rates are a point in time measurement. We are continuing to proceed with our employee engagement actions; however, we are also consciously re-evaluating due to the impacts of the pandemic.

According to Deloitte (2015) "the world of work is very different from and more complex than it was only a few years ago". Challenges arise as priorities multiply that require resource allocation to action existing and new priorities simultaneously. Strathcona County is a complex system that involves Senior Leadership and Council coordinating and leading 19 diverse departments to deliver exceptional community services to residents.

Since 2017 we have tackled several large corporate priorities such as priority-based budgeting, business planning processes, and business transformation. While these priorities help us to improve how we work it involves a lot of change. Change brings uncertainty and the volume of change we have experienced within the last two years has been significant.

Upon receipt of the 2019 survey results analysis included a review, reflection, identification, validation and prioritization process by Executive Team, Senior Leadership Team, the People Plan Stewardship Committee and each department. The result is our 2020 Corporate and Department survey action report.

The organization will rely on the People Plan to act as a guiding document to address employee engagement and create our ideal workplace culture. Aligning our actions with the People Plan focus areas will help to create a shared understanding and a common terminology for engagement in the organization, ensuring all engagement actions are contributing to achievement of the same goal: creating a great place to work.

Recommended by the People Plan Stewardship Committee (PPSC), and approved by Senior Leadership Team (SLT), the corporate actions for 2020 aim to address several common themes identified in the 2019 Employee Engagement Survey: career growth, staff and resource (work environment elements) and leadership. The theme of communication is identified and is addressed through our actions.

The actions have been integrated to compliment existing programs, events and initiatives. Existing corporate actions such as the succession planning initiative, the enterprise communications review, and the diversity and inclusion hiring policy align with the engagement survey themes and reinforce the comprehensive approach being taken. Departments support corporate actions in addition to leading their own department-specific initiatives intended to directly influence employee engagement in their department.

We recognize this work is reciprocal with employees, and that our new Chief Commissioner will provide insights that we can build upon. A significant amount of work has occurred, and we would like to highlight the heavy lift that has been completed to get us to where we are so far. We look forward to continuing this journey with our new Chief Commissioner as we embrace the efforts so far and join us in continuing to create our ideal workplace.

Council and Committee History

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| May 5, 2020 | THAT the Employee Engagement Survey Results report be brought back to Council by the end of the third quarter of 2020. |
| November 26, 2019 | THAT, by the end of first quarter 2020, Administration, in consultation with the People Plan Stewardship Committee, provide a report that includes: <ol style="list-style-type: none">1. Information on factors and causes that contributed to the negative and neutral results in the 2019 Employee Engagement Survey;2. Information on how the Corporate Action Plan is responding to the 2019 Engagement Survey, such as the analysis undertaken and rationale for chosen priorities and actions;3. Proposed solutions and an action plan to improve the identified internal factors and causes; and4. THAT the Priorities Committee be provided updates on this matter during the regular Department reports that include information on what action(s) respective Departments are undertaking to address and improve upon the results of the 2019 Employee Engagement Survey. |

Other Impacts**Policy: n/a****Legislative/Legal: n/a****Interdepartmental: n/a****Master Plan/Framework: n/a****Communication Plan**

Each department is presenting their 2020 employee engagement survey actions to Priorities Committee in 2020. A corporate and department summary action plan is posted on the Insider for employees to reference. Each month, between July 2020 and December 2020, department engagement actions will be highlighted corporately, and each department is communicating its actions and progress directly with its employees.

Enclosure(s)

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| 1 | 2020 Corporate and department engagement survey action summary |
| 2 | Employee engagement presentation |