

Employee engagement

Priorities Committee

July 21, 2020

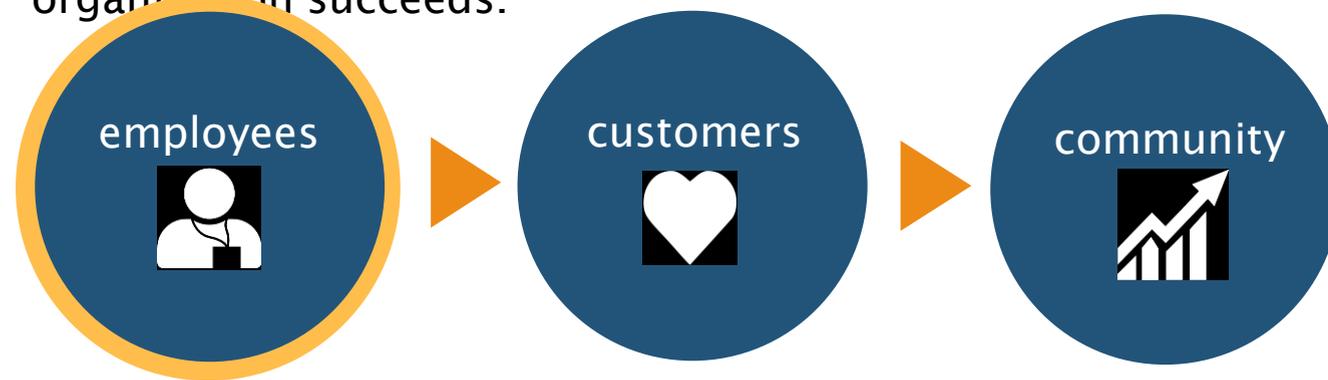
Agenda

- Introductions
- Opening comments
- Systemic influences
- Root cause analysis
- Analysis undertaken and rationale for chosen priorities
- The People Plan connection
- Corporate action plans and reporting
- Questions

Background on engagement at Strathcona County

What is Engagement?

- Employee engagement is a strong feeling of connection that employees have for their jobs, organization, managers or co-workers that leads them to strive to do their best work and ensure the organization succeeds.



- The employee survey will support our overall efforts to improve engagement of employees, and our collective efforts on the initiative. The survey aims to:

IT IS

- A tool to understand employees' views
- A tool for leaders to understand employee engagement themes / trends
- A tool designed to identify opportunities
- A snapshot of a % of employee data at a point in time

IT IS NOT

- An evaluative tool to assess leadership
- The only element in determining engagement initiatives

Response Rate ▲ 6%

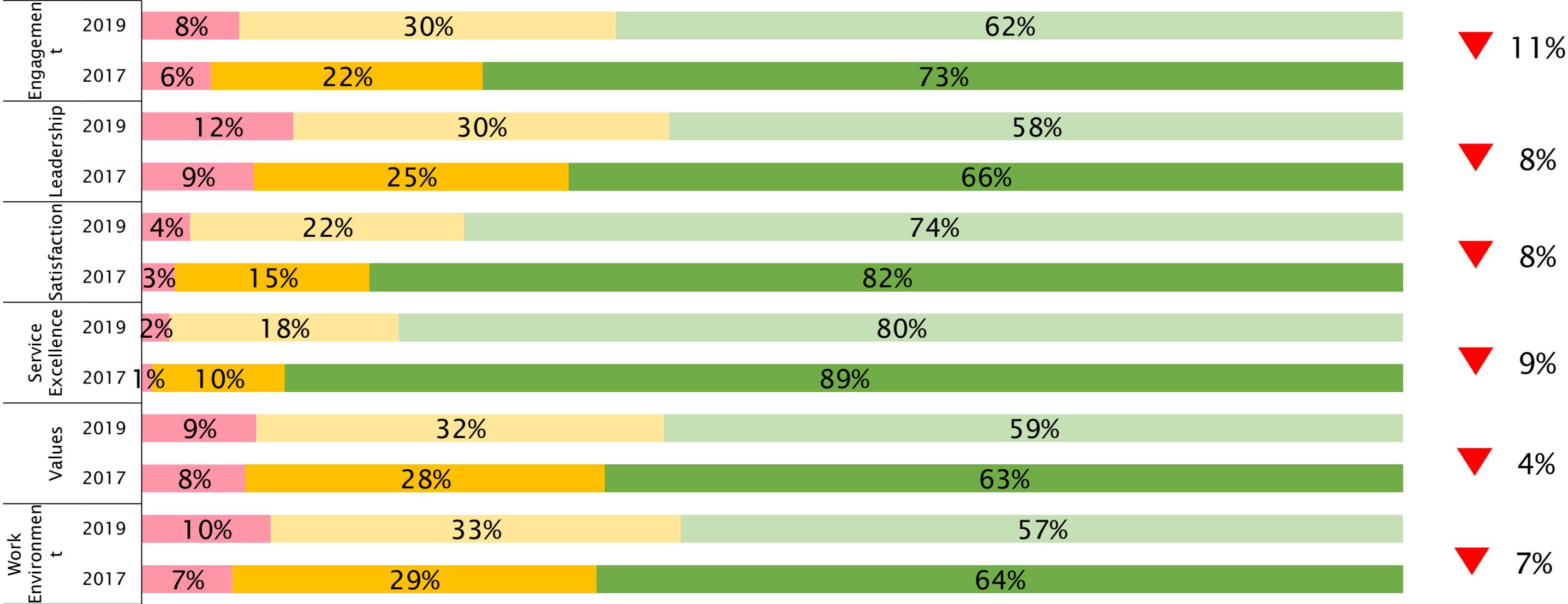
% Response Rate (2019)
- Strathcona Overall
(1332 out of 1996)

67%

% Response Rate (2017)
- Strathcona Overall
(1216 out of 2009)

61%

Engagement results - 2019 vs. 2017



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

Strathcona County's system

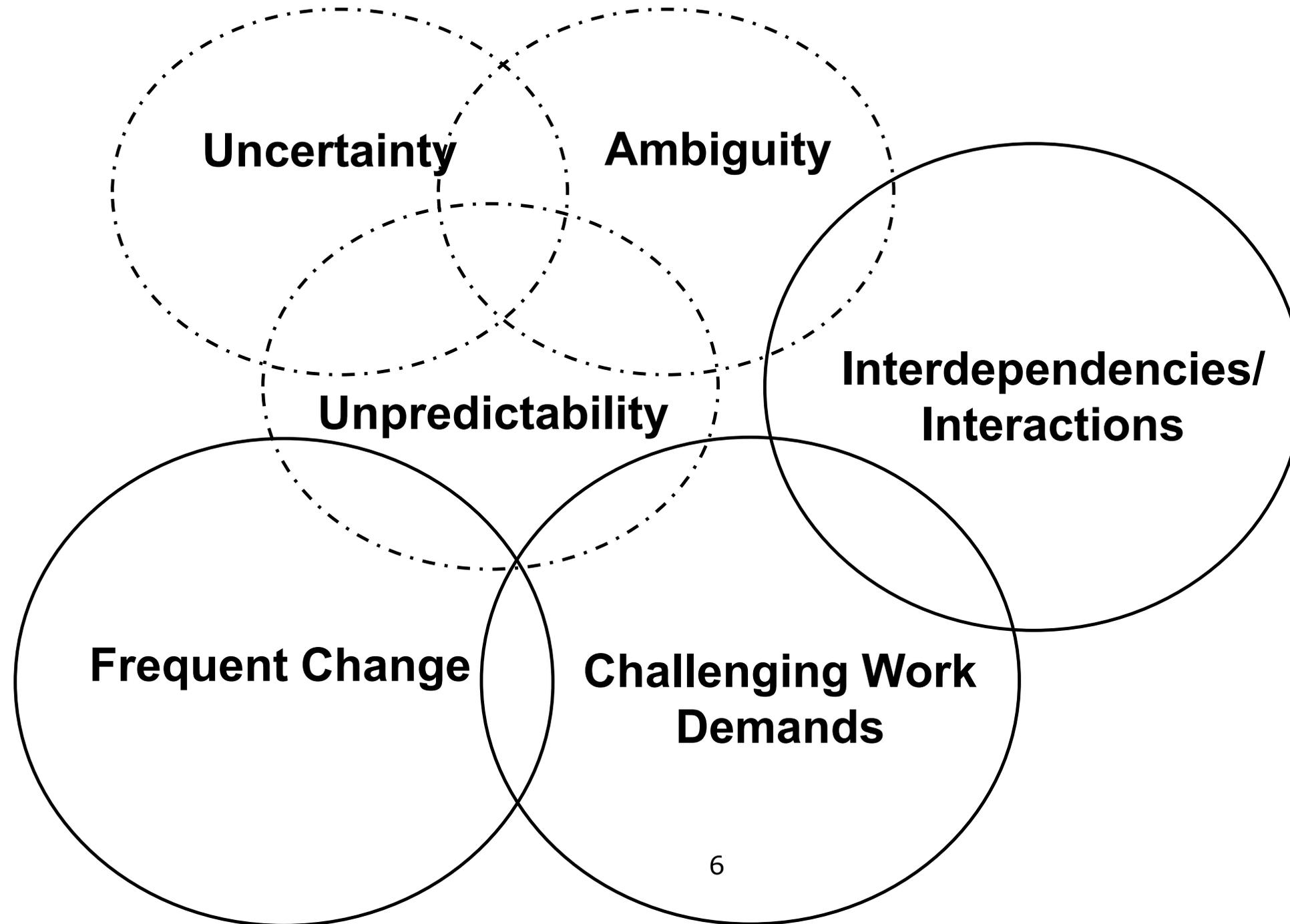
System - an entity made up of interrelated, interdependent parts

- External stakeholders
- Council
- Leadership
- Employees
- 19 departments



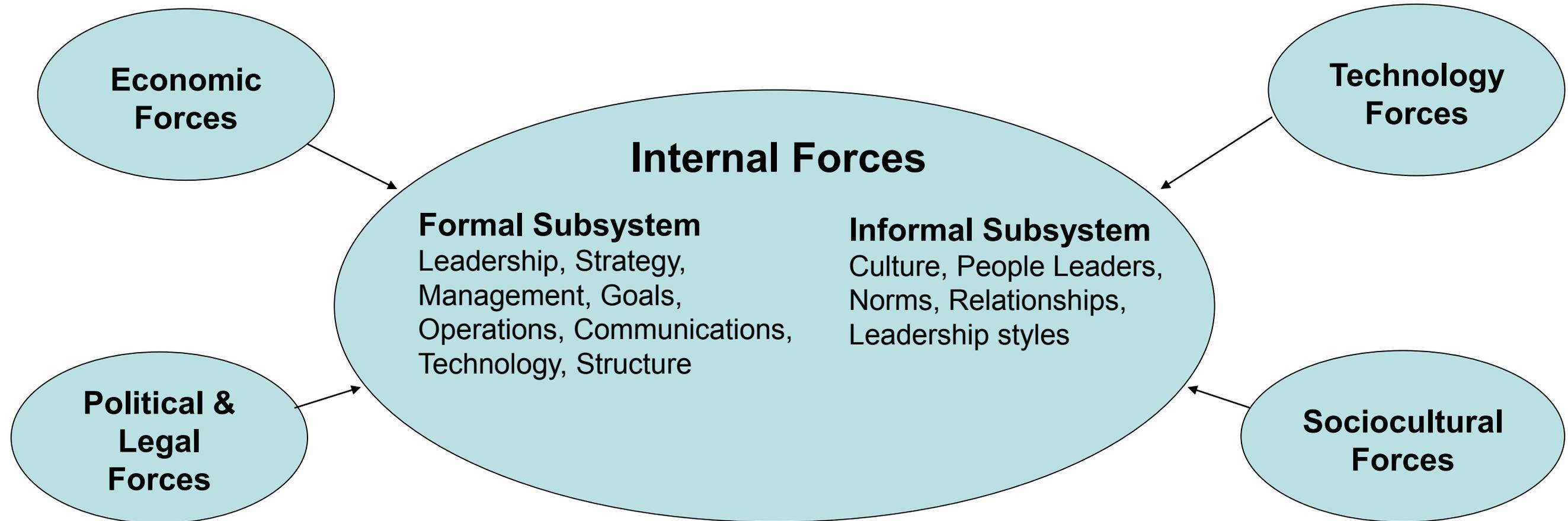
- **Homeostasis** - the tendency of a system to be resilient with respect to external disruption and to maintain its key characteristics
 - Staff take pride in their work
 - Staff want to stay working with Strathcona County
 - Staff feel safe in the workplace
 - Staff go the extra mile for clients
 - Staff like working for Strathcona County

Complexities



Systemic influences

External Forces



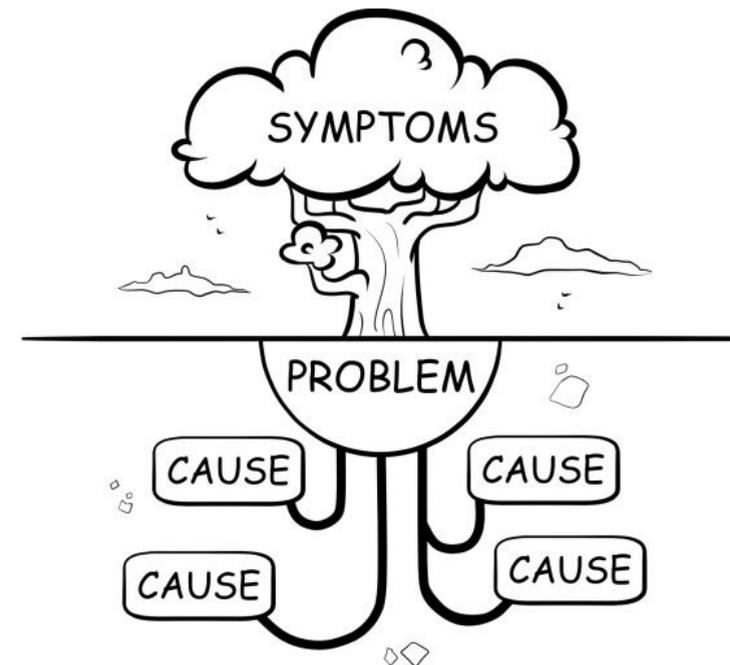
Root cause analysis

Root Cause Analysis

Tracing a problem to its origin which usually leads to a finding of physical, human or organizational.

2017 – 2019

- Election
- Parkade Incident
- SCBT
- Asset Management
- Service Level Project



Analysis and prioritization undertaken

Corporate and Department results rolled-out July – September 2019

- A review, reflection, identification and validation approach was taken
- Departments determined approach based on size, schedules, communication channels, etc.
- Corporate employee information and prioritization sessions held (four hosted)

Analysis and prioritization support existed

- HR, Work Tango, consultant, People Plan Stewardship Committee (PPSC)
- Senior Leadership Team and Work Tango analyzed/supported PPSC findings
- Departments completed their analysis, identified priorities and created actions

Result:

Our 2020 Corporate and Department survey action report

The People Plan connection

People Plan Stewardship Committee – 3 priority areas

1. Ensure linkages, draw connections between people and/or positions, tell stories to keep it alive
2. Supporting Personal Leadership
3. Define and develop leadership competencies, Leader's role and behaviours

6 corporate survey themes

- Leadership
- Career Growth
- Recognition
- Staff and resources
- Communication
- Diversity and inclusion

6 People Plan Focus Areas

- Leadership
- Clear purpose
- Team work
- Accountability
- Positivity
- Trust

Leadership theme

Purpose: provide opportunities for both formal and informal leaders in our organization to grow, learn and share their leadership skills through informal communities of practice, a leadership speaker's series and helpful reference materials

Initial Action: Emotional Intelligence speaker session on June 25

People Plan Priority Area: Supporting Personal Leadership

People Plan Focus Areas:

Clear purpose, accountability, positivity, trust, leadership, team

Engagement Survey Themes:

Communication, career growth, leadership

Career growth theme

Purpose: highlight how roles are connected, profiling the roles of current People Plan Stewardship Committee members first.

Initial Action: Six degrees of Strathcona County

People Plan Priority Area: Ensure linkages, draw connections between people and/or positions, tell stories to keep it alive

People Plan Focus Areas: Clear purpose, accountability, positivity, trust, leadership, team

Engagement Survey Themes:
Career growth and communication

Work environment theme

Purpose: provide tools that help departments focus on the positive activities, stories and ways departments are connecting through uncertainty/change.

Initial Action: Storytelling tool kit

People Plan Priority: Ensure linkages, draw connections between people and/or positions, tell stories to keep it alive

People Plan Focus Areas:

Clear purpose, positivity, trust, leadership, team

Engagement Survey Themes:

Recognition and rewards, communication, leadership, staff and resources

Integrated actions

Survey Theme	Existing Actions
Leadership	<ul style="list-style-type: none"> • Succession planning and leadership development initiative • Performance Planning and Review (PPR) program <ul style="list-style-type: none"> ➤ incorporated the People Plan six areas of focus in 2019
Career Growth	<ul style="list-style-type: none"> • Learning and development opportunities exist both corporately and within departments • PPR include conversations about individual learning and development • Service and Support Seminar event includes a speaker • Acting, secondment and volunteer event opportunities exist
Work Environment (recognition)	<ul style="list-style-type: none"> • Kudos and shout-out page on the insider
Communication	<ul style="list-style-type: none"> • Insider articles – monthly department engagement articles • Department news feed – department stories • Enterprise communications review initiative • Internal and a Human Resource communications specialist roles now exists
Diversity and inclusion	<ul style="list-style-type: none"> • Corporate policy development • Diversity and inclusion hiring policy
Departments	<ul style="list-style-type: none"> • Leading department identified actions • Sharing department actions at Priorities Committee Meetings

Questions?