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:

<table>
<thead>
<tr>
<th>IT IS</th>
<th>IT IS NOT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>A tool to understand employees’ views</td>
<td>An evaluative tool to assess leadership</td>
</tr>
<tr>
<td>A tool for leaders to understand employee engagement themes / trends</td>
<td>The only element in determining engagement initiatives</td>
</tr>
<tr>
<td>A tool designed to identify opportunities</td>
<td>A snapshot of a % of employee data at a point in time</td>
</tr>
</tbody>
</table>

Response Rate

- % 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

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2017</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement</td>
<td>8%</td>
<td>6%</td>
<td>11%</td>
</tr>
<tr>
<td>Leadership</td>
<td>12%</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>Service Excellence</td>
<td>4%</td>
<td>3%</td>
<td>8%</td>
</tr>
<tr>
<td>Engagement</td>
<td>30%</td>
<td>22%</td>
<td>8%</td>
</tr>
<tr>
<td>Leadership</td>
<td>30%</td>
<td>25%</td>
<td>8%</td>
</tr>
<tr>
<td>Service Excellence</td>
<td>22%</td>
<td>15%</td>
<td>8%</td>
</tr>
<tr>
<td>Values</td>
<td>9%</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>Work Environment</td>
<td>10%</td>
<td>7%</td>
<td>3%</td>
</tr>
</tbody>
</table>

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

- Uncertainty
- Ambiguity
- Unpredictability
- Frequent Change
- Challenging Work Demands
- Interdependencies/Interactions

6
Systemic influences

External Forces

Internal Forces

Formal Subsystem
Leadership, Strategy, Management, Goals, Operations, Communications, Technology, Structure

Informal Subsystem
Culture, People Leaders, Norms, Relationships, Leadership styles

Economic Forces

Technology Forces

Political & Legal Forces

Sociocultural 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

<table>
<thead>
<tr>
<th>Survey Theme</th>
<th>Existing Actions</th>
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<tbody>
<tr>
<td>Leadership</td>
<td>• Succession planning and leadership development initiative</td>
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<td></td>
<td>• Performance Planning and Review (PPR) program</td>
</tr>
<tr>
<td></td>
<td>☞ incorporated the People Plan six areas of focus in 2019</td>
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<tr>
<td>Career Growth</td>
<td>• Learning and development opportunities exist both corporately and within departments</td>
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<tr>
<td></td>
<td>• PPR include conversations about individual learning and development</td>
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<td></td>
<td>• Service and Support Seminar event includes a speaker</td>
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<td></td>
<td>• Acting, secondment and volunteer event opportunities exist</td>
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<tr>
<td>Work Environment (recognition)</td>
<td>• Kudos and shout-out page on the insider</td>
</tr>
<tr>
<td>Communication</td>
<td>• Insider articles – monthly department engagement articles</td>
</tr>
<tr>
<td></td>
<td>• Department news feed – department stories</td>
</tr>
<tr>
<td></td>
<td>• Enterprise communications review initiative</td>
</tr>
<tr>
<td></td>
<td>• Internal and a Human Resource communications specialist roles now exists</td>
</tr>
<tr>
<td>Diversity and inclusion</td>
<td>• Corporate policy development</td>
</tr>
<tr>
<td></td>
<td>• Diversity and inclusion hiring policy</td>
</tr>
<tr>
<td>Departments</td>
<td>• <strong>Leading department identified actions</strong></td>
</tr>
<tr>
<td></td>
<td>• <strong>Sharing department actions at Priorities Committee Meetings</strong></td>
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Questions?