

# 2021 Employee engagement survey results

Priorities Committee

July 13, 2021

# Agenda

- Introductions
- Opening Comments – Chief Commissioner
- Review of 2021 Employee Engagement Survey results
- Next steps
- Questions

# 2021 Engagement Survey Results

Prepared for Strathcona County  
WorkTango Inc.

June 4, 2021

# Introduction

## Survey Methodology and Objectives



Response Rates

**70%** 1137 out of 1617 employees responded  
▲ 3%

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



Methodology (Appendix I for Questions)

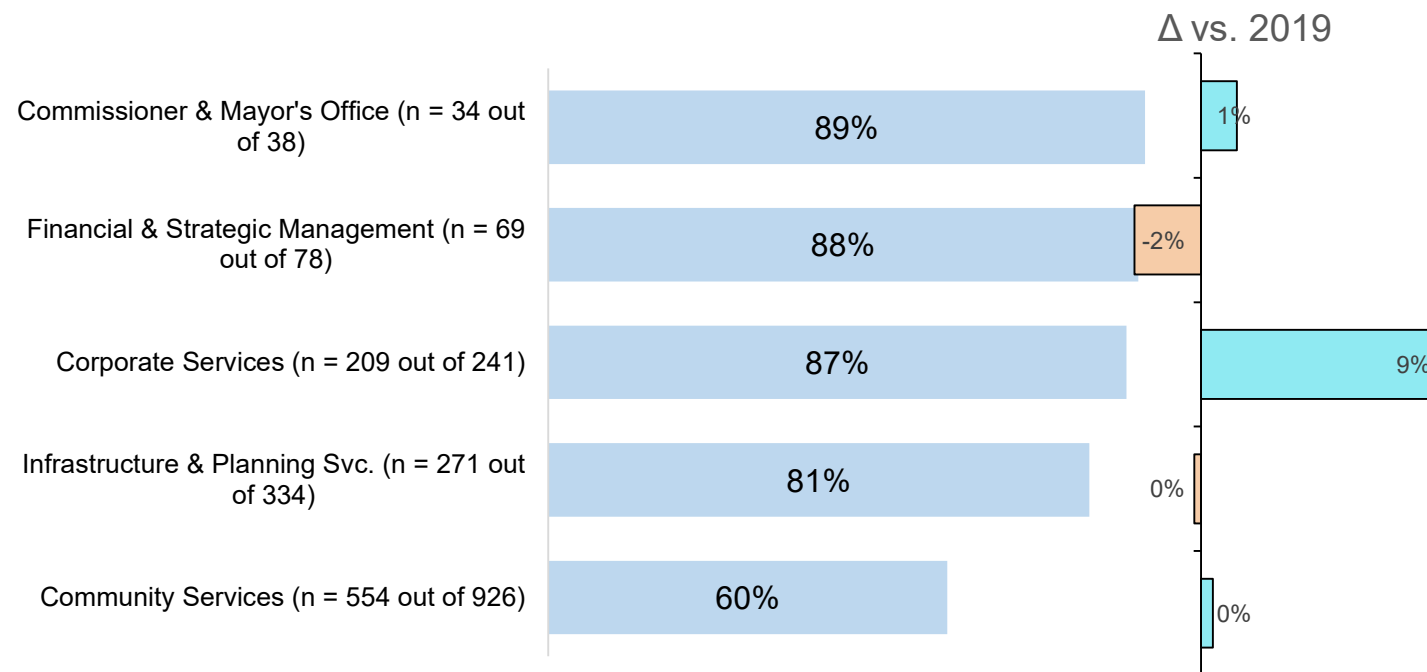
**57** Rating-based questions (scored from 1-6)

**4** Open-ended questions



Engagement Factors (consistent with 2019/2017 methodology)

**8** Engagement Factors



Engagement	9 Questions
Chief Commissioner ( <i>new for 2021</i> )	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	35 Questions Total

# Introduction

## Interpreting the Engagement Survey

- 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

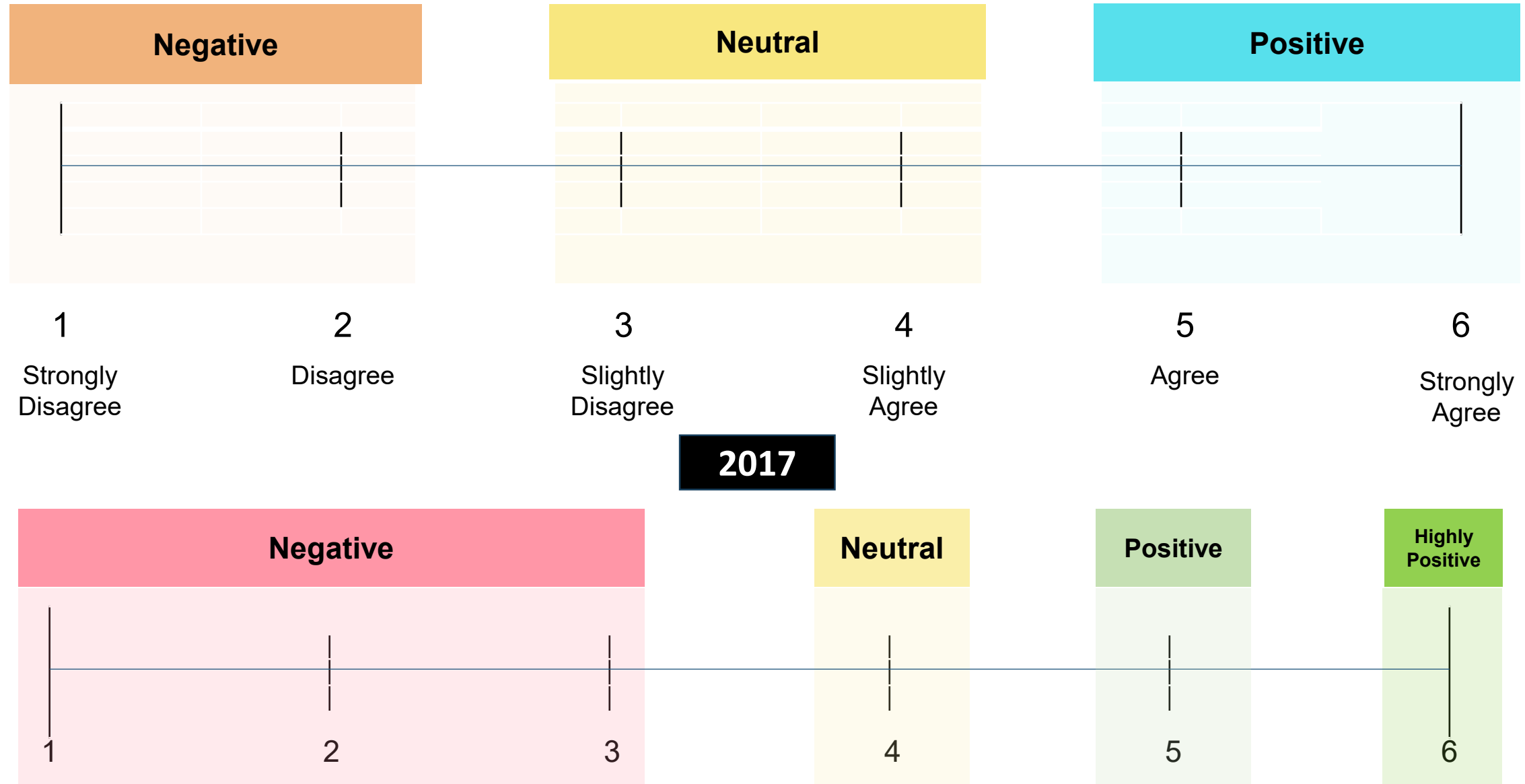


- The employee survey will support our overall efforts to improve engagement of employees, and our collective efforts on the initiative. The survey aims to:

IT IS	IT IS NOT
<ul style="list-style-type: none"><li>▪ A tool to understand employees' views</li><li>▪ A tool for leaders to understand employee engagement themes / trends</li><li>▪ A tool designed to identify opportunities</li><li>▪ A snapshot of a % of employee data at a point in time</li></ul>	<ul style="list-style-type: none"><li>▪ An evaluative tool to assess leadership</li><li>▪ The only element in determining engagement initiatives</li></ul>

# Introduction

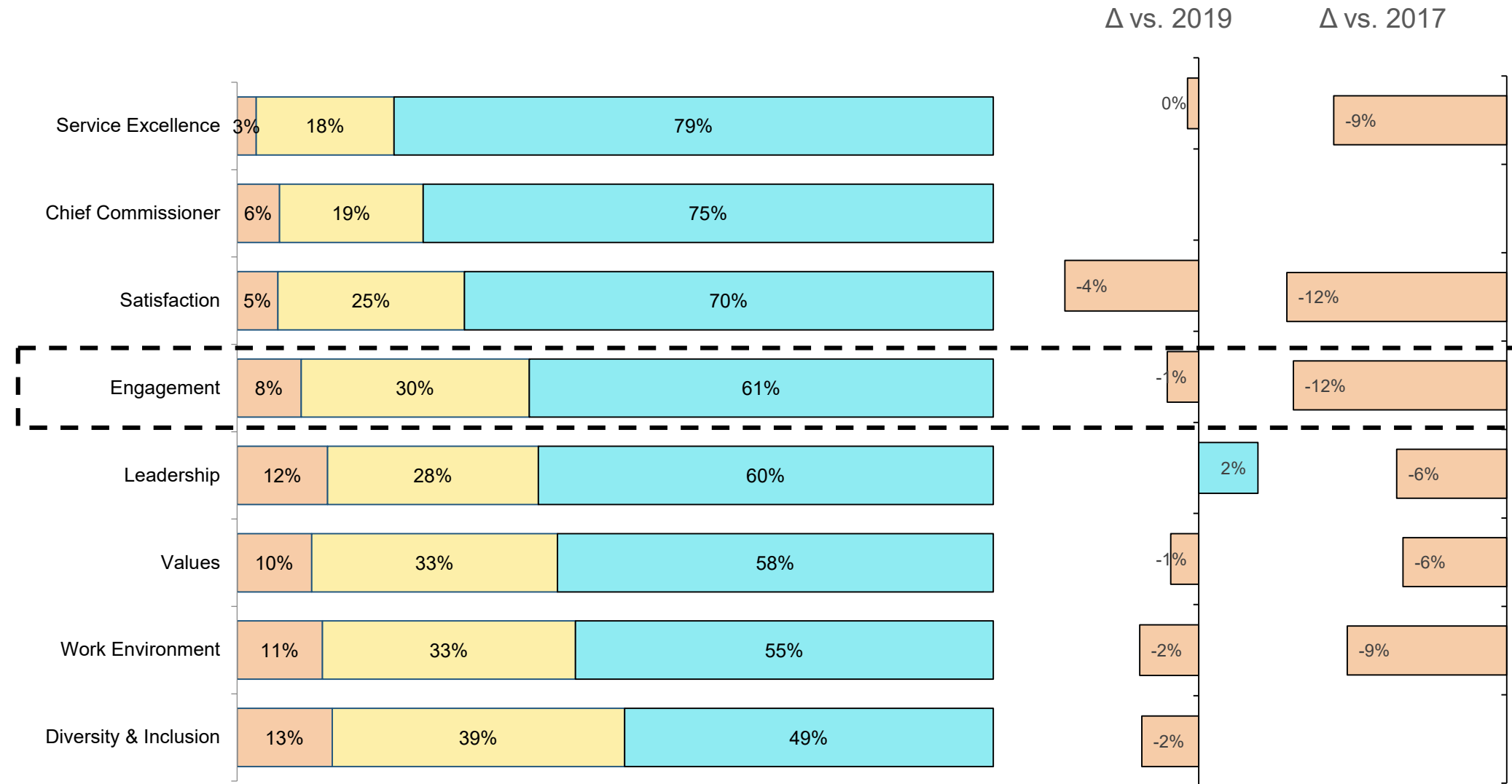
## Interpreting the Data



# Overall Findings

## 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

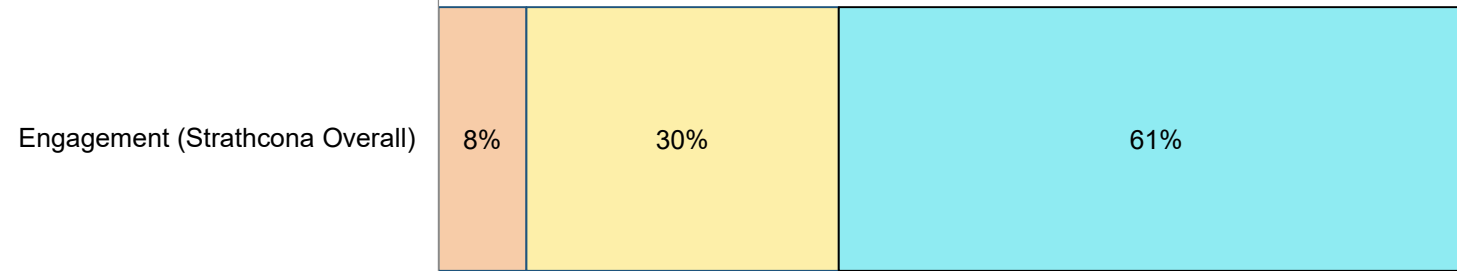


Note: Values may not add up to 100% due to rounding

■ Negative    
 ■ Neutral    
 ■ Positive

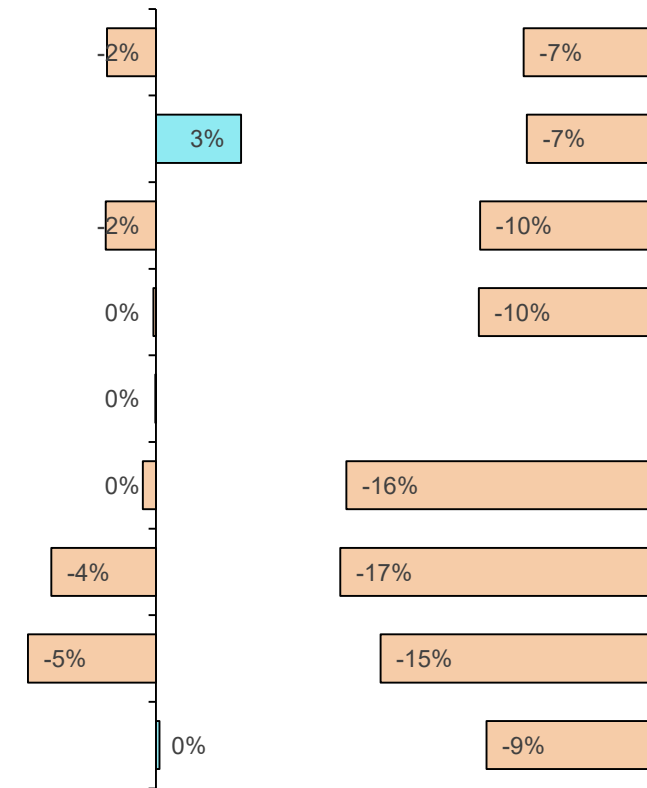
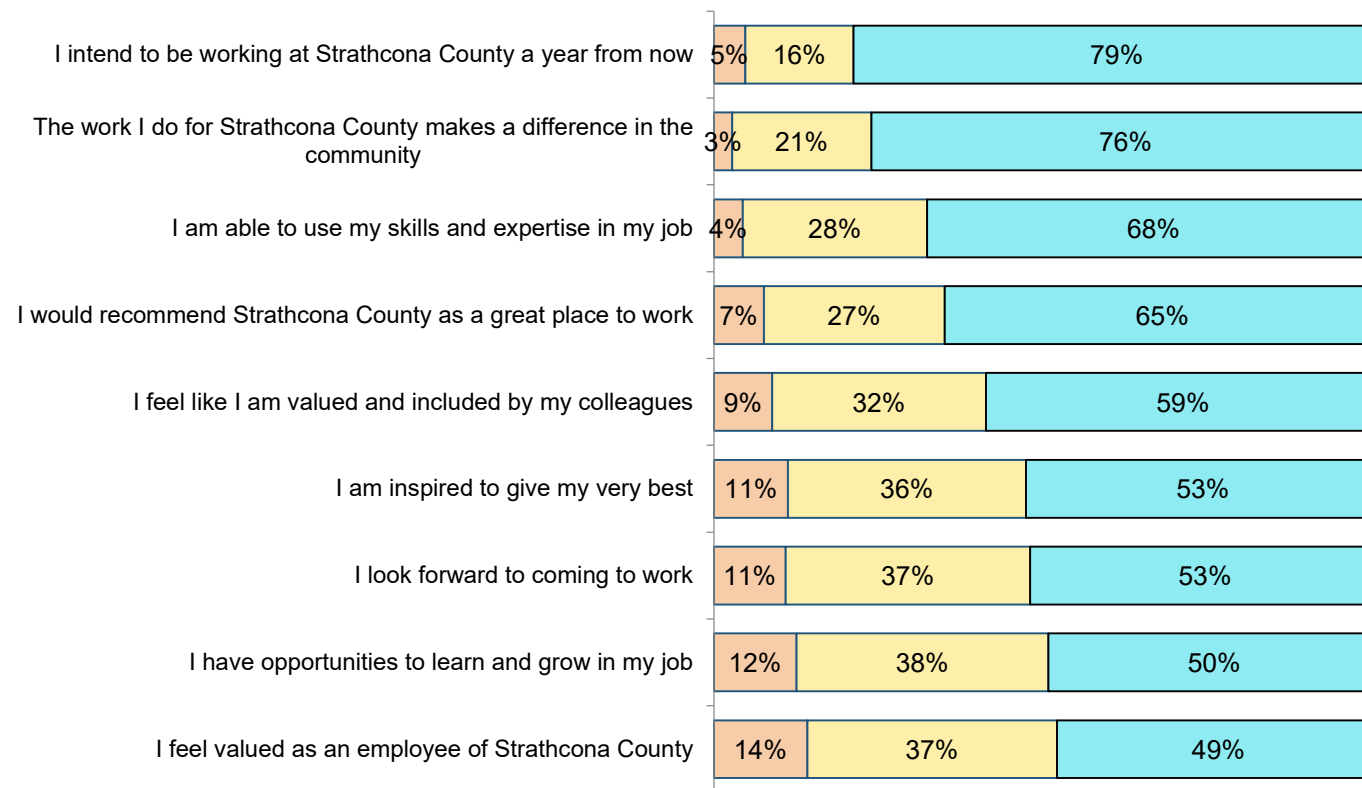
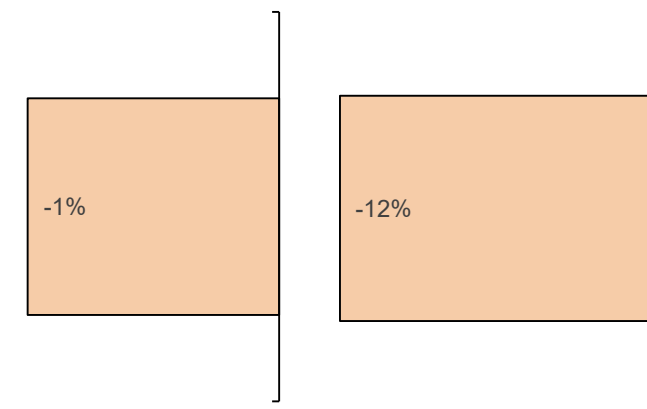
# Overall Findings

## Engagement-Level Results



Δ vs. 2019

Δ vs. 2017



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

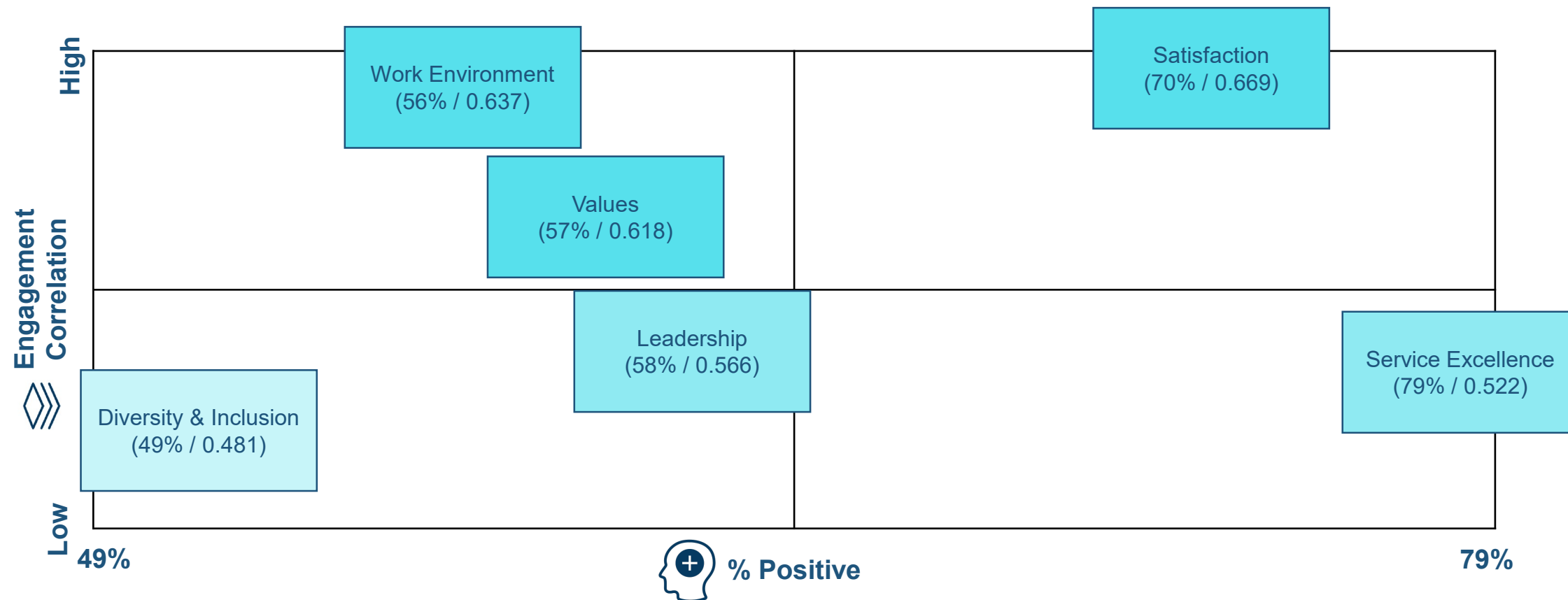
■ Negative    
 ■ Neutral    
 ■ Positive



# Overall Findings

## 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

# Factor-Level Findings

## Top 5 and Bottom 5 Scoring Questions (vs. 2019)

### Top 5 Questions (vs. 2019)

### % Change

Executive Team members lead by example.	7%
My direct supervisor keeps me informed about decisions that affect me.	4%
My direct supervisor regularly shares corporate information, priorities and objectives.	4%
My direct supervisor leads by example.	3%
Our organization understands that diversity is critical to our future success.	3%

### Bottom 5 Questions (vs. 2019)

### % Change

I am able to maintain a balance between my work and personal life.	-7%
Our organization includes a diverse group of talent.	-7%
My department director leads by example.	-6%
Taking everything into account, I like working in my department.	-5%
Taking everything into account, I like my job.	-5%

# Key Insights

## Overall Findings



Response rates slightly higher than 2019 (70%), methodology consistent with 2019



Engagement scores remain flat, although scores around job satisfaction have generally decreased



Key themes from open-ended comments:

- 1) Accountability from leadership
- 2) Improving collaboration and communication between all levels
- 3) Regulating workload and working hours

# Corporate themes

- We have our People Plan to guide our behavior and what our desired culture is, we need to continue to focus on it and embed it in the organization.
- As an organization, we will continue to focus on: our values, diversity and inclusion and our work environment. By focusing on these three areas we can energize, empower and change our organization.
- We will continue to integrate diversity and inclusion values and practices into our work.
- By understanding how our work all connects with each other and the residents of Strathcona County, we can better understand what we are trying to achieve as an organization.

# Next Steps

- In collaboration with the People Plan Stewardship Committee, adjustments will be made to the existing corporate action plan from 2019 survey
- Departments review their results and adjust their action plans
- Continued focused work on the succession planning initiative and the diversity and inclusion program
- We are committed to continuing to build our ideal workplace culture based on the People Plan areas of focus
  - Leadership
  - Clear purpose
  - Team work
  - Accountability
  - Positivity
  - Trust

# Questions?