



Encl 1 2020 Corporate and department engagement survey action summary.docx

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The “Employee Engagement Survey Action Summary” offers insight into actions that are being taken across Strathcona County in 2020, both corporately and departmentally, to address employee engagement. This summary provides the organization with a unique opportunity to share ideas, seek inspiration from one another and partner on initiatives. It also provides the organization with a comprehensive snapshot of all the great work being done across the County and a tool to track progress towards creating our ideal workplace. Not only does our investment into action planning demonstrate the importance of employee engagement within the County, it further illustrates the organization’s commitment to listening to employees and being intentional in efforts to create a positive workplace based on their feedback and input. And, most importantly, our action plans hold us accountable.

Background

After reviewing the 2019 Employee Engagement Survey results, the People Plan Stewardship Committee (acting on behalf of the larger organization) and departments were tasked with creating action plans to positively influence employee engagement over the course of 2020. These actions have since been aligned with:

- the six key focus areas of the People Plan (clear purpose, accountability, positivity, trust, leadership and team) which were selected based on feedback received in the 2017 Employee Engagement Survey when employees were asked to describe elements of an ideal workplace culture
- the six common themes identified in the 2019 Employee Engagement Survey results (leadership, career growth, communication, recognition and rewards, staff and resources, and diversity and inclusion)

Purpose

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. Connecting actions to the employee engagement survey themes will assist the County in tracking changes to engagement to make sure we are on the right track and, if not, course correct.

Next Steps

Going forward, this summary will allow the organization to reflect on their commitments and progress. Changes to employee engagement will be measured in several ways, one of which will include benchmarking the 2021 Employee Engagement Survey results against the 2019 survey results. It is important to note that questions from the survey could be impacted by factors outside of the organization’s control or unrelated to the engagement actions. It is recommended that departments make use of PPR’s and regular check-ins to gauge progress and impacts on employee engagement in addition to comparing changes in the next Employee Engagement Survey results.

Corporate Employee Engagement Survey Actions

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 resources and leadership. The theme of communication is also inadvertently addressed by several actions.

Departments will support corporate actions in addition to leading their own initiatives intended to directly influence employee engagement in their departments and branches.

Action	People Plan Areas of Focus Addressed by Action	Connection to Engagement Survey Theme(s)
Compile stories that profile various careers and career paths in the organization	Clear purpose, accountability, positivity, trust, leadership, team	Career growth
Compile stories that demonstrate how various roles across the organization connect to highlight the interconnectedness of various roles throughout the organization	Clear purpose, accountability, positivity, trust, team	Communication
Host a leadership speaker	Clear purpose, accountability, positivity, trust, leadership, team	Communication, career growth, leadership
Complete an inventory of how department's share/celebrate successes, the positive contributions of staff, interdepartmental collaboration and the people plan focus areas in action. Create a story toolkit that builds upon these practices and connects how daily work contributes to department and County wide goals.	Clear purpose, positivity, trust, leadership, team	Recognition and rewards, communication, leadership, staff and resources

Department Employee Engagement Survey Actions

Departments were tasked with creating action plans for the coming year. In the plans, departments listed the various actions they committed to take over the course of 2020 to positively influence employee engagement (including anticipated timelines, accountabilities, and priority areas the actions would address). Actions have since been aligned with the six People Plan areas of focus (and the focus areas in action from the People Plan) as well as the six engagement survey themes to further assist individuals in viewing the actions from various lenses and connecting the impact of actions to other plans.

Clear Purpose

We can do our best work when we understand how it contributes to Strathcona County's vision of becoming Canada's most livable community, and how our work relates to other departments and colleagues. No matter our role at the County, we take steps to be well-informed; to understand what is expected of us and how we contribute to the organization's overall success.

Action	Other People Plan Areas of Focus Addressed by Action	Connection to Engagement Survey Theme(s)	Department
People Plan Focus Area in Action: Maintaining forward-looking and detailed plans at the corporate and department level/ Sharing plans and priorities across the organization			
Seek opportunities to highlight our work to the larger organization	Accountability, trust	Communication	Communications Economic Development and Tourism
Director will report corporate information to employees during PPR's and department meetings	Accountability, trust, leadership	Communication, leadership, staff and resources	Communications
Clarify desired outcomes, roles and responsibilities in new business planning and budgeting process and review job descriptions to ensure they are up-to-date	Accountability, trust, leadership	Communication, leadership, staff and resources	Corporate Planning
Keep staff apprised of context and decisions that affect them and the department	Accountability, trust, leadership	Communication, leadership, staff and resources	Emergency Services
Sharing intermunicipal and interdepartmental collaboration initiatives and successes with the organization through regular updates to the Branch's Insider page	Accountability, trust, leadership	Communication, staff and resources	Intergovernmental Affairs
Integrated planning	Accountability, trust, leadership	Communication, staff and resources	Information and Technology Services

Action	Other People Plan Areas of Focus Addressed by Action	Connection to Engagement Survey Theme(s)	Department
Improved and consistent sharing of department and corporate information	Leadership, team	Communication, staff and resources	Planning and Development Services
Create infographics to share relevant organizational information with municipal employees	Accountability, trust	Communication, staff and resources	RCMP and Enforcement Services
As part of the 2019 PPR process, each supervisor will review Strathcona County's Vision, Mission and Statement, and explain to the employee how they contribute to the overall goals of Strathcona as well as our own corporate goals. This will provide the employee with an opportunity to better understand their role within the County.	Accountability, trust, leadership	Communication, staff and resources	RCMP and Enforcement Services
Engage the supervisory team and key members from each of the work groups to review the 2019 results and identify two to three action items to work on over the next year.	Clear purpose, accountability, trust, team	Leadership, communication	RCMP and Enforcement Services
Educate and engage employees, and develop tools for sharing updates	Accountability, trust, leadership	Communication, staff and resources	Recreation, Parks and Culture
People Plan Focus Area in Action: Developing clear processes, policies, procedures and standards			
Comprehensive policies, standards and guideline review and update	Accountability, positivity, trust	Staff and resources	Emergency Services
Measuring Impact of Actions on Employee Engagement			
<ul style="list-style-type: none"> • Through feedback received ad hoc, in PPR's and during staff meetings • Engagement, satisfaction and values related questions from the next Engagement Survey • More specifically, questions from the next Engagement Survey related to work environment, leadership and service excellence. For example: <ul style="list-style-type: none"> ○ I receive information about what is happening in my department ○ I understand what is expected of me at work ○ I am able to make decisions about my daily work. ○ My direct supervisor regularly shares corporate information, priorities and objectives. ○ My direct supervisor communicates clearly. ○ My direct supervisor keeps me informed about decisions that affect me. ○ I am able to deliver what is expected by my clients. ○ I am proud to work for Strathcona County. 			

Accountability

Accountability happens when we place a high value on doing what we commit to, doing it to the best of our ability, and taking responsibility for our actions and decisions. When we are successful in this, the County achieves its ultimate accountability to residents- a safe and vibrant community with access to excellent services and programs.

Action	Other People Plan Areas of Focus Addressed by Action	Connection to Engagement Survey Theme(s)	Department
People Plan Focus Area in Action: Creating clarity and consistency in the application of processes, policies and procedures/Empowering individuals to make decisions aligned with their role and level of expertise			
Reinforce County Connect standards and service principles to ensure service expectations, staff training in customer service	Clear purpose, trust, leadership	Communication, staff and resources	Transportation and Agriculture Services
People Plan Focus Area in Action: Communicating clear expectations and feedback/Creating a safe environment that supports risk-taking and innovation			
Ensure clear direction and support for employees in their roles	Accountability, trust, leadership	Communication, staff and resources	Emergency Services
Leadership is continually open to improvement strategies on work values and know the value of employees	Accountability, trust, leadership	Communication, staff and resources, recognition and rewards	Facility Services
Fleet Services Values-Based Promise: “How We Walk the Talk” <ul style="list-style-type: none"> Based on the Corporate Values, a series of publicized documents indicating how we will “walk the talk” with our values Mechanism by which we can hold ourselves and each other accountable Starting with management team, ending with a department-wide engagement (with appropriate time in-between) 	Clear purpose, trust, positivity, leadership, team	Communication, staff and resources	Fleet Services
Innovation challenge	Clear purpose, trust, positivity, leadership, team	Communication, staff and resources	Information and Technology Services

<p>“That’s Not LLS”</p> <p>This initiative focuses on ensuring we are LIVING our values and commitments to each other. It also focuses on creating a safe mechanism for team members to indicate when something has occurred that they feel is not in line with the values of the team and organization. Additionally, this mechanism is intended to open communication between team members regardless of their positional authority in a safe, non-punitive manner.</p>	<p>Clear purpose, trust, leadership, team</p>	<p>Communication, staff and resources</p>	<p>Legislative and Legal Services</p>
<p>Increase transparency through storytelling</p>	<p>Clear purpose, trust, leadership, team</p>	<p>Communication, staff and resources</p>	<p>Recreation, Parks and Culture</p>
<p>Focus on sharing values, leading by example</p>	<p>Clear purpose, trust, leadership, team</p>	<p>Staff and resources</p>	<p>Utilities</p>
<p>Measuring Impact of Actions on Employee Engagement</p>			
<ul style="list-style-type: none"> • Through feedback received ad hoc, in PPR’s and during staff meetings • Engagement, satisfaction and values related questions from the next Engagement Survey • More specifically, questions from the next Engagement Survey related to work environment. For example: <ul style="list-style-type: none"> ○ I understand what is expected of me at work ○ I am able to make decisions about my daily work. 			

Positivity

A positive work environment is one that recognizes we all have ups and downs, and is responsive to our individual physical, emotional and mental health needs. Engagement, well-being and recognition all contribute to a positive workplace. We want to have fun at work. As a result, new connections are made, and work relationships are strengthened.

Action	Other People Plan Areas of Focus Addressed by Action	Connection to Engagement Survey Theme(s)	Department
People Plan Focus Area in Action: Incorporating meaningful recognition in our daily practices			
Continue opportunities to celebrate/acknowledge contributions	Team	Recognition and rewards	Assessment and Tax
Taking time to recognize and celebrate successes	Team	Recognition and rewards	Corporate Finance
Consistency with performance conversations and clear feedback on work. Appreciation shown for jobs well-done. Celebration of achievements.	Clear purpose, team	Rewards and recognition	Facility Services
Celebrating and acknowledging staff successes and social events	Team	Recognition and rewards	Planning and Development Services
Work with the Employee Engagement and Recognition Committee (EERC) to continue looking for ways to recognize our team on their level, in ways that they want to be recognized	Team	Recognition and rewards	Transit
Commit to recognizing each other's contributions to ensure people feel valued, inspired and part of the team	Team	Recognition and rewards	Transportation Planning and Engineering
Sharing and celebrating kudos, find out how staff like to be recognized	Team	Recognition and rewards	Transportation and Agriculture Services
People Plan Focus Area in Action: Focusing on the well-being of employees/Managing workloads and timelines			
Working on stress awareness and management	Trust, leadership, team	Staff and resources	Corporate Finance
Encourage staff to connect with career planning resources from Shepell EFAP	Clear purpose, accountability, trust, leadership, team	Career growth, communication, leadership, staff and resources	Corporate Planning Economic Development and Tourism
Employee Engagement Committee with representatives from all groups in the department	Trust, leadership, team	Leadership, staff and resources	Emergency Services

Action	Other People Plan Areas of Focus Addressed by Action	Connection to Engagement Survey Theme(s)	Department
Promote and support work/life balance	Trust, leadership, team	Leadership, staff and resources	Emergency Services
Focus and promote wellness in the workplace through an online team wellness chat, resources, activities and training	Trust, leadership, team	Recognition and rewards	Family and Community Services
Diversity is a given fact; for us to embrace this, we need to learn how to be more inclusive. This requires us to understand the diversity around us and what it looks like to be inclusive. This initiative will focus on helping LLS team members learn about inclusion (what it is, what it means, what it looks like), and become more aware of their own biases in order to manage them.	Accountability, trust, leadership, team	Diversity and inclusion	Legislative and Legal Services
Let's Create/Change the Conversation - "What's on Your Plate?" Ensure we have an agreed upon approach (the conversation) when wanting to assign work, and to help staff feel safe to indicate that they are overburdened and respectfully request a collaboration on re-prioritizing or reallocating work to accommodate new or higher priorities	Accountability, trust, leadership, team	Staff and resources	Legislative and Legal Services
Focus on change management, considering role clarification or realignment for staff	Accountability, trust, leadership, team	Staff and resources	Recreation, Parks and Culture

Measuring Impact of Actions on Employee Engagement

- Through feedback received ad hoc, in PPR's and during staff meetings
- Engagement, satisfaction and values related questions from the next Engagement Survey
- More specifically, questions from the next Engagement Survey related to diversity and inclusion, work environment and leadership. For example:
 - Our organization values the differences of individuals.
 - I receive recognition for my work.
 - I find my stress levels at work manageable.
 - My direct supervisor cares about me as a person.
 - I am able to maintain a balance between my work and personal life.

Trust

When trust is present, we can try out new ideas, allow space for creativity and think outside the box. It is engaging to be empowered and trusted to do our job, supported with the tools we need, and provided with opportunities to keep learning. Trust both in leadership and from leadership is key to a successful work environment.

Action	Other People Plan Areas of Focus Addressed by Action	Connection to Engagement Survey Theme(s)	Department
People Plan Focus Area in Action: Empowering individuals to determine how best to do their jobs			
Provide staff with the tools they need to do their work and encourage staff to apply their skills in their job	Accountability, leadership	Staff and resources	Intergovernmental Affairs Transportation Planning and Engineering
People Plan Focus Area in Action: Building competence through training and mentorship			
Mentorship, learning and development, career growth	Clear purpose, accountability, leadership, team	Leadership, career growth	Assessment and Tax
Developing opportunities for cross-training and growth	Clear purpose, accountability, leadership, team	Career growth	Corporate Finance
Management team and interested staff will take Crucial Conversations training course looking at approaches to holding difficult conversations while maintaining trust, safety and open dialogue	Accountability, leadership, team	Career growth, communications	Corporate Planning
Crucial conversations and story telling	Accountability, clear purpose, positivity, leadership, team	Career growth, communications	Information and Technology Services
Involves existing practices, exploring opportunities and establishing parameters regarding cross training, job shadowing, secondment and educational opportunities	Clear purpose, accountability, leadership, team	Career growth	Planning and Development Services
Improve opportunities to learn and grow in one's job by communicating opportunities, offering customized training and using PPR	Clear purpose, accountability, leadership, team	Leadership, communication, staff and resources	Recreation, Parks and Culture
People Plan Focus Area in Action: Establishing levels of acceptable risk in support of innovation and continuous improvement			
	Accountability, leadership		Communications

Action	Other People Plan Areas of Focus Addressed by Action	Connection to Engagement Survey Theme(s)	Department
Support innovative approaches to professional development (beyond technical areas)		Career growth, staff and resources	Intergovernmental Affairs
Developing a department innovation working group	Accountability, leadership, positivity, team	Staff and resources, recognition and rewards	Corporate Finance
Measuring Impact of Actions on Employee Engagement			
<ul style="list-style-type: none"> • Through feedback received ad hoc, in PPR's and during staff meetings • Engagement, satisfaction and values related questions from the next Engagement Survey • More specifically, questions from the next Engagement Survey related to work environment. For example: <ul style="list-style-type: none"> ○ Questions related to "understanding". ○ I have the tools and equipment to perform my job. ○ I have opportunities for career growth within Strathcona County. ○ I am encouraged to be innovative in my job. 			

Leadership

Whenever someone provides encouragement, guidance or support to another, they are being a leader. Formal and informal leaders who are approachable, accessible and connected contribute to a workplace culture where everyone can thrive. Leadership is a skill that can be developed and strengthened at all levels through mentorship and coaching.

Action	Other People Plan Areas of Focus Addressed by Action	Connection to Engagement Survey Theme(s)	Department
People Plan Focus Area in Action: Being clear about leadership behaviours/Holding leaders accountable/Sharing learnings across the organization			
Leadership is committed to modelling consistency and fairness, will support and encourage open lines of communication with linkages to the business plan and ensure Performance Planning Review (PPR) discussions	Clear purpose, accountability, trust	Leadership, communication	Assessment and Tax
Managers complete individual career growth discussions with all staff	Clear purpose, accountability, trust	Leadership, communication, career growth	Corporate Finance
Leverage Performance Planning and Review (PPR) to create employee learning plans to support career development	Clear purpose, accountability, trust	Leadership, communication, career growth	Corporate Planning
Enhance leadership communication focusing on method, audience and collaboration	Clear purpose, accountability, trust	Leadership, communication	Human Resources
Supervisors will have face-to-face conversations with their teams and use new available technologies to share information with their groups	Clear purpose, accountability, trust, team	Leadership, communication	Transit
People Plan Focus Area in Action: Supporting leadership at all levels: leading self, leading others, leading leaders			
Staff receive training in Active Engagement, a communication method that fosters honesty, respect, fairness, cooperation, integrity and safety amongst the team at all levels. Leadership will participate in a practicum and mentorship program designed to enhance their mindful leadership	Accountability, trust, team	Leadership, communication	Family and Community Services
People Plan Focus Area in Action: Investing time and resources and supporting learning opportunities for our leaders			

Action	Other People Plan Areas of Focus Addressed by Action	Connection to Engagement Survey Theme(s)	Department
Core management team meet regularly to develop team skills and discuss core issues for their branch in transparency. Elevate Consulting group working with Management to develop a Team Charter that the department collaborated on and agree to	Clear purpose, accountability, trust, team	Leadership, career growth	Facility Services
<p>Fleet Management Team (MT) Leadership Development Initiative</p> <ol style="list-style-type: none"> 1. Everything DiSC® Assessment Reviews to identify areas requiring attention 2. Competency-based (gap-identified) 1:1 coaching for MT members 3. Accountability Framework Workshop for MT members 4. Online courses for MT members on Building a Culture of Trust 5. 360° Review for MT members 1-year post to gauge improvement 	Clear purpose, accountability, trust	Leadership, communication	Fleet Services
Leadership training for leaders, regular leadership team meetings to ensure regular communication and consistency	Clear purpose, accountability, trust	Leadership, communication	Transportation and Agriculture Services
Measuring Impact of Actions on Employee Engagement			
<ul style="list-style-type: none"> • Through feedback received ad hoc, in PPR's and during staff meetings • Engagement, satisfaction and values related questions from the next Engagement Survey • More specifically, questions from the next Engagement Survey related to work environment. For example: <ul style="list-style-type: none"> ○ My (ET member, department director/ manager, direct supervisor) leads by example. ○ Questions about "my direct supervisor". ○ Questions related to "understanding". ○ I receive information about what is happening in my department. ○ I have opportunities for career growth within Strathcona County. 			

Team

Cohesive teams who work together and share ideas- whether in one area, across departments and even with neighbouring municipalities- are better equipped to innovate and provide the highest level of service to internal clients and County residents. Our teams are stronger when we seek to understand how we are all working together towards a common goal.

Action	Other People Plan Areas of Focus Addressed by Action	Connection to Engagement Survey Theme(s)	Department
People Plan Focus Area in Action: Encouraging cross-department collaboration			
Increase cross-branch connections and collaboration	Clear purpose, accountability	Communication, staff and resources	Human Resources
People Plan Focus Area in Action: Making time for team building to support positive and effective working relationships			
Commit to hosting a professional development, team building or celebration event each quarter (based on suggestions from team members)	Positivity, trust	Career growth, communication, recognition and rewards	Communications
Encourage staff to volunteer for corporate committees and activities (e.g. OHS, Fire Wardens, AGM, People Plan, etc.)	Positivity, trust	Career growth, recognition and rewards	Economic Development and Tourism
Lottery Lunches, meeting ice breakers and Employee Spotlight interviews will engage staff and promote a fun, cooperative learning environment	Positivity, trust	Communication, rewards and recognition	Family and Community Services
Increase opportunities for collaboration between departments	Clear purpose, accountability	Communication, staff and resources	Transportation Planning and Engineering
Encourage staff participation in corporate and department committees, team building to further develop networks, monthly Culture Club conversations, develop team charters to assist in creating shared purpose how we interconnect	Clear purpose, accountability, positivity, trust, leadership	Career growth	Transportation and Agriculture Services
People Plan Focus Area in Action: Creating and supporting platforms for collaboration and communication			
Improve intra-departmental communication through two communication campaigns:	Clear purpose, accountability, trust, leadership	Communication	Fleet Services

Action	Other People Plan Areas of Focus Addressed by Action	Connection to Engagement Survey Theme(s)	Department
<p><u>Campaign 1</u> Fleet Communication Engine Tune-Up</p> <ul style="list-style-type: none"> designed to solicit questions or suggestions that staff perceive were never addressed; <p><u>Campaign 2</u> Fleet Communication Engine Preventative Maintenance Program</p> <ul style="list-style-type: none"> designed to inculcate a more positive culture and experience, therefore increasing engagement <p>Also, institute a formal response mechanism for suggestions/ideas shared during walk-about or other meetings</p>			
Increase employee-led participation at staff meetings including ensuring values and safety moments are included in department meetings	Clear purpose, accountability, trust, leadership	Communication	Human Resources
Through department surveys and workshops the staff are encouraged to raise their concerns and are learning ways to be engaged in their work and collaborate with their co-workers.	Clear purpose, accountability, trust, leadership	Communication	Facility Services
Increase information sharing within the branch by enhancing our current “open door” model where team members propose ideas to other team members for discussion and debate	Clear purpose, accountability, trust, leadership	Communication	Intergovernmental Affairs
Use our new resources such as: new email addresses for front-line workers who currently do not have a County email address, the revamped Insider, and videos as	Clear purpose, accountability, positivity, trust, leadership	Communication, recognition and rewards	Transit

Action	Other People Plan Areas of Focus Addressed by Action	Connection to Engagement Survey Theme(s)	Department
opportunities to improve how we communicate to staff, tell our story and share what we have accomplished			
Quick videos of staff sharing what the department's workplace culture (accountability, collaboration and empowerment) means to them	Clear purpose, accountability, positivity, trust, leadership	Communication, recognition and rewards	Transit
Improved sharing of department and corporate information: <ul style="list-style-type: none"> - Installation of e-screens - Development of comprehensive internal communications plan - Gathering staff feedback 	Clear purpose, accountability, trust, leadership	Communication	Utilities
Measuring Impact of Actions on Employee Engagement			
<ul style="list-style-type: none"> • Through feedback received ad hoc, in PPR's and during staff meetings • Engagement, satisfaction and values related questions from the next Engagement Survey • More specifically, questions from the next Engagement Survey related to work environment. For example: <ul style="list-style-type: none"> ○ Questions related to "understanding". ○ I receive information about what is happening in my department. 			

Appendix

Employee Engagement Survey Themes and Definitions

Six common themes were identified in the 2019 Employee Engagement Survey. These themes were connected to the corporate and department employee engagement survey actions to assist in understanding what areas may be influenced by various actions based on the following definitions:

- **Leadership** (i.e. Executive Team, Director, Manager and Supervisor): encompassing actions related to succession planning, leadership competencies, mentoring/coaching, supervisory development, PPR consistency and performance management consistency
- **Career Growth:** encompassing actions related to career planning, training and development (including cross-departmental training opportunities)
- **Communication:** encompassing actions related to ongoing feedback opportunities, clear and consistent communications and information sessions (e.g. webinars, lunch and learns)
- **Recognition and Rewards:** encompassing actions related to employees feeling valued and building a sense of community through opportunities to give back (e.g. United Way, volunteering) and wellness activities.
- **Staff and Resources:** encompassing actions related to balancing work loads, having access to additional resources and receiving additional clarity on priorities
- **Diversity and Inclusion:** encompassing actions related to respecting the variety of similarities and differences among people and leveraging diversity to create a fair, healthy, inclusive and high-performing organization