	Report Title	Employee Engagement Survey
	Report No.	CAO-HR 19-02
	Author	Ashley Andrews, Manager of Human Resources
	Meeting Type	Council Meeting
	Council Date	April 8, 2018
	Attachments	<ul style="list-style-type: none"> Employee Engagement Survey Analysis

RECOMMENDATION

THAT Council receives Report CAO-HR 19-02 – Employee Engagement Survey.

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with feedback received from staff regarding their employment with the Town through an Employee Engagement Survey conducted in October 2018.

BACKGROUND

In 2014, an employee engagement survey was conducted and compiled. The result of this survey brought forward staff concerns regarding communication between management and employees, job definition, updated technology, and compensation. A commitment was made by the Senior Leadership Team to review and where possible, address these concerns.

Following this survey, in late 2014/early 2015, the Director of Finance and County IT put together a plan for updating/replacing technology throughout the Corporation. This plan included updated monitors and cell phones, a four year replacement cycle for computers, and an updated phone system.

In order to address concerns with regard to job definition and compensation a comprehensive compensation review began in late 2017. This in-depth review focuses on updating job descriptions throughout the Corporation; updating the job evaluation process to ensure maintenance under the Pay Equity Act; and a market survey. The various components of this review are being finalized and will be brought forward to Council at a later date.

Communication between management and employees is continually evolving. There has been significant turnover in supervisory/management positions over the last four years, and a key focus of recruitment of these positions has been leadership and communication. The number of internal Town Hall meetings has increased throughout the year, and increased staff meetings within departments have been encouraged. The implementation of the staff intranet has been a valuable communication tool and is used by all departments.

The result of the 2018 survey reflects improvements within employee/supervisor relationship, including clearer job expectations and communication. An increased satisfaction with the equipment/technology provided to complete tasks was also reflected through the survey. Staff also noted that they feel that the Town offers family like atmosphere with great interoffice relations, and a strong team mentality. Staff enjoys the flexibility and benefits offered to them through their employment and the ability to provide services that support a better community.

Discontent regarding wage compensation continues to be prevalent throughout the survey and a number one concern for staff; however, many of these questions and concerns will be addressed through the compensation review process.

Staff also noted that there is an inconsistency regarding the application of policies/procedures. Senior Leadership has been receptive to this feedback and has put in place a review and approval process for all policies. Any discrepancies regarding the application of these policies/procedures are discussed at that the Senior Leadership level and rectified. The opportunity for staff to provide feedback regarding policies/procedures will continue to be offered.

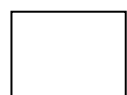
The opportunity for career advancement within the Corporation was disagreed with by a large number of staff. Senior Leadership has put together a succession planning program to focus on developing staff that have shown initiative and leadership in their current positions. Career advancement in a small organization is often difficult as there are fewer opportunities available; however, training and development of staff will continue.

FINANCIAL IMPACT/FUNDING SOURCE

NA

COMMUNITY STRATEGIC PLAN (CSP) IMPACT

1. Excellence in Local Government - Leadership



Report Approval Details

Document Title:	CAO-HR 19-02 Employee Engagement Survey.docx
Attachments:	- Employee Engagement Survey Analysis.pptx
Final Approval Date:	Apr 15, 2019

This report and all of its attachments were approved and signed as outlined below:



David Calder - Apr 15, 2019 - 10:58 AM

