



# INFORMATION REPORT

<b>TO:</b>	Chair and Members Emergency and Community Services Committee
<b>COMMITTEE DATE:</b>	February 6, 2017
<b>SUBJECT/REPORT NO:</b>	Community and Emergency Services Work Environment Survey Update (CES15062(a)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
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<b>SIGNATURE:</b>	

## **Council Direction:**

Not Applicable

## **Information:**

### Background

For over a decade, a priority for the Community and Emergency Department's (C&ES) leadership team has been to engage, develop, and recognize employees in order to cultivate a culture that results in excellent service to residents.

To advance the Corporate Culture Pillars introduced in 2013 and contribute to the corporation's ongoing commitment to continuous improvement, the Department executed plans to research, develop and implement a survey to collect employees' opinions of their work environment and identify areas for improvement.

### The Survey

In February and April of 2015, the C&ES Work Environment Survey was administered to staff. The survey consisted of 57 statements with which respondents were asked to rate their level of agreement. The statements described elements of a healthy work environment. The survey also collected demographic information.

The purpose of the survey was not only to engage employees by gathering their perspectives, it also was meant to identify areas of the work environment that required strengthening. Furthermore, the survey would act as a baseline measure against which future survey results could be compared.

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*OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.*

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### Results

Once the results of the surveys were compiled and analysed, the project team disseminated the findings to each of the C&ES divisions' leaders and staff through a series of presentations supplemented with electronic messaging and infographics posters displayed in staff common areas.

On December 8, 2015, the General Manager shared with the E&CS Committee the findings of the Work Environment Survey as they related to the Department as a whole (Report CES15062). While the survey response rate was strong (54% or 1,300 people) and results were quite positive, the findings also identified areas for further improvement such as:

- select persons for positions based on merit
- opportunities for career growth within the Department
- benefits that meet employees and their families' needs
- seek input from staff who would be affected when making decisions
- a fair process when selecting a person for a position

### Action Plans

Upon receiving the survey results, each division began developing an action plan aimed at addressing their division's results. The project team assisted divisions by providing workshops to help staff prioritize findings and identify key areas to action. Across the Department approximately 80 people are involved in implementing action plans to help strengthen their work environment.

In addition, the leads of the action plans in each division have formed a Cross-Divisional Group. This Group's purpose is to provide an opportunity for members to share the progress and learnings of implementing their division's action plan, seek out ways to collaborate across divisions and develop an action plan to address the results of the survey at the Departmental level.

The Cross-Divisional Group has identified three Departmental priorities from the survey results: Communication, the Hiring Process and Training and Development. To better understand the specific concerns in these areas, the Cross-Divisional Group held focus groups in January 2017 with 40 employees from a range of positions across the Department. Results of the focus groups are being used to inform the development of actions aimed at improving these three priority areas.

### Next Steps

The Cross-Divisional Group will finalize the Department's Action Plan by March 2017 and implementation will take place throughout 2017. Divisions also will continue

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implementing their action plans throughout the year. Progress will be measured and communicated as specified in each action plan.

Progress will also be gauged based on the results of the forthcoming corporate-wide survey scheduled for the fall of 2017 which is intended to measure similar aspects of the workplace culture as the C&ES Work Environment Survey.

Given that the Department and divisions have the infrastructure in place to mobilize survey results, C&ES is well positioned to transition action plans to address the findings of the corporate-wide survey.

The C&ES Departmental leadership team will continue to be committed to achieving the kind of culture defined in the City's 2016-2025 Strategic Plan. They will lead and support staff in continually improving the corporate culture as it is essential to the success of the Divisions, the Department and the entire corporation.