



# INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration
<b>COMMITTEE DATE:</b>	August 16, 2017
<b>SUBJECT/REPORT NO:</b>	Our People Survey Update (HUR15014(b)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
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<b>SIGNATURE:</b>	

## Council Direction:

At its November 23, 2015 meeting, Council approved report HUR15014 regarding the “All Employee Survey” and provided staff direction to proceed with a one survey approach for all City of Hamilton employees. This was in follow up to Council’s request for a corporate methodology, incorporating a unified approach for employee surveying that would occur every three years, commencing in the fall of 2016.

The nine year capital budget program for this initiative was approved by Council in January, 2016.

## Information:

Following Council approval, Human Resources collaborated with the Procurement Division of Corporate Services to develop and issue a Request for Proposal to solicit bids to support survey design and administration for three consecutive surveys to occur in 2017, 2020, and 2023.

The survey will measure five key areas:

1. Employee Engagement
2. Corporate Culture
3. Employee Health & Well-Being
4. Workplace Ethics and Integrity
5. Workplace Census and Demographics

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*OUR Vision: To be the best place to raise a child and age successfully.*

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

*OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.*

In March of 2017, a nine year contract was awarded to Metrics@Work to partner with the City for the design, administration and execution of the Our People Survey initiative. The partnership with Metrics@Work enables the City of Hamilton to execute the survey in a confidential manner by having a third party receive and summarize all survey responses directly from employees. The partnership will also provide access to external benchmark data through Metrics@Works' robust database of industry respondents and will ensure the City is taking a best practice approach in both the design and execution of the survey.

The key objective of the survey is to collect meaningful feedback from our employees that will lead to thoughtful actions which will ultimately enable higher levels of engagement, performance, and trust and confidence in our City government.

**The Process:**

All City employees will have the opportunity, on a voluntary basis, to participate in the Our People Survey.

The 2017 survey will open on September 22, 2017 and close on October 15, 2017.

The survey will be conducted every three years (2017, 2020 and 2023) which will allow staff to assess progress and gain new insights into improvement opportunities and employee engagement.

As 2017 is the kick-off year, this survey will be critically important in establishing benchmark data to help us understand where we are today, what we are doing well, and where there are opportunities for improvement. The survey process consists of four critical phases which will be repeated each time the survey is conducted:

<b>PHASE 1</b>	<b>PHASE 2</b>	<b>PHASE 3</b>	<b>PHASE 4</b>
<b>Design, Development &amp; Data Collection</b>	<b>Sharing Results</b>	<b>Building Action Plans</b>	<b>Implementing Action Plans, Monitoring Progress &amp; Celebrating Successes</b>
<b>Sept – Oct 2017</b>	<b>Jan – Mar 2018</b>	<b>April – June 2018</b>	<b>June 2018 – Sept 2020</b>

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Communication/ Stakeholder Engagement:

In order to be successful one of our key objectives for the 2017 survey is to achieve high participation rates at all levels of the organization. In order to build meaningful action plans, we want to hear from all employees from senior management to the front line. The following strategies have been implemented to promote survey participation and ensure there is open and on-going dialogue regarding the survey:

- Stakeholder engagement at all levels, including:
  - Meetings and ongoing communications with union executives to engage them in open dialogue about the process and seek input on how to ensure its success
  - Active working groups composed of cross departmental representatives acting as key survey contacts for divisions/departments to ensure survey milestones are being met in a consistent manner throughout the organization
  - Completion of logistical plans to remove barriers and ensure “hard to reach” staff are informed about the survey and given the opportunity to participate
  - Identification of “survey ambassadors” composed of front line staff who will champion and support the entire survey process
- Creation of various support resources for leaders and employees to assist in promoting the survey and educating staff on its purpose (including but not limited to PowerPoint presentations, eNet page, FAQs, videos and instructional documents)
- A comprehensive communication and marketing strategy asking employees to “jump into the conversation” was launched at the June EMT meeting. Appendix A to report HUR15014(b) provides sample marketing materials that are being leveraged to promote the survey.

Next Steps/ Reporting Survey Results:

Upon completion of the data collection process, Metrics@Work will provide the City with summaries of the survey results on a corporate, departmental, divisional and sectional basis. As well, Council will receive summaries of the survey results and proposed action plans as they become available.

In order to enhance trust and participation of employees, the City is committed to ensuring confidentiality throughout the survey process. To this end, all survey responses and results will be received directly by the vendor, Metrics@Work who is bound by guidelines and standards that ensure confidentiality of survey distribution processes, as well as anonymous reporting of survey results. Metrics@Work will not

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share individual survey results with City staff and will only report on data for work groups with 5 respondents or more to ensure no individual's responses are identifiable.

Beginning in the first quarter of 2018, survey results will be shared with all levels of employees and Council. Following the communication of results, employees will be invited to participate in the action planning process, followed by the final implementation phase of the initiative. Progress will be measured throughout the process and will eventually be benchmarked against results arising from the 2020 survey.

**Appendices and Schedules Attached:**

Appendix A to Report HUR15014(b) – Sample Marketing Materials