



INFORMATION REPORT

TO:	Mayor and Members General Issue Committee
COMMITTEE DATE:	February 27, 2018
SUBJECT/REPORT NO:	Our People Survey Update (CM18006)(City Wide)
WARD(S) AFFECTED:	City Wide
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Council Direction:

At its November 23, 2015 meeting, Council approved report HUR15014 regarding the Our People Survey and provided staff direction to proceed with a one survey approach for all City of Hamilton (City) 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.

Information:

After a competitive bid process, Metrics@Work was awarded a contract to partner with the City for the design, administration and execution of the Our People Survey. The partnership with Metrics@Work enabled the City to execute the survey in a confidential manner by having a third party receive and summarize all survey responses directly from employees. This partnership has also provided the City with access to external benchmark data through Metrics@Works' robust database of industry respondents. This will ensure the City is taking a best practice approach in both the design and execution of the survey and interpreting results in the most appropriate context.

The key objectives of the survey were 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.

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.

The Vendor:

Metrics@Work is a leading provider of organizational performance measurement and consulting services. Their core service and expertise lies with employee engagement surveys, action planning and organizational change, as well as leadership development aimed at supporting organizations that want to build and maintain productive and engaged workforces.

Metrics@Works' President, Dr John Yardley, is a retired Associate Professor and faculty member of Brock University. Since its establishment, Metrics@Work has provided consulting work and applied research using surveying, assessments, data mining and has conducted over 460 surveys for client organizations in the public and for-profit sector. Additionally, Dr Yardley has consulted for over 35 years across Canada and has been a speaker in the US, New Zealand, Australia and Canada, including as a keynote speaker.

The Survey Process and Results:

The Our People Survey initiative is occurring in four key phases:

1. Phase 1 – Survey Launch (September – October 2017)
- 2. Phase 2 – Sharing Results (current phase)**
3. Phase 3 – Building Action Plans (Q2 – Q4 2018)
4. Phase 4 – Implementing Action Plans, and monitoring Progress (Q4 2018 – 2020)

All City employees had the opportunity, on a voluntary and confidential basis, to participate in the Our People Survey. The survey was opened to all employees on September 22, 2017 and closed on October 15, 2017. The purpose of the survey was to measure key areas and gather meaningful feedback so that the City can continuously improve the employee experience and related performance.

The City had 4,877 respondents, which translates to a 65% overall employee participation rate. This is a 25% increase in participation rate over the previous employee survey in 2006. Specifically, 31 divisions achieved a participation rate of 80% or higher with 22 of those divisions achieving over 90% participation. This high participation rate means the results reflect the experience of the majority of employees and the survey has correctly identified strength and opportunities. This feedback will be used to develop meaningful and relevant action plans.

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Metrics@Work has analyzed the survey data and provided the City's result reports at the organizational, departmental, divisional and sectional, levels. The City's response rate was above the database average and the City's overall results were higher than the vendor's database average which is made up of other municipal, public, and private organizations. Overall, the City's results were very good and highlights include:

- Generally, City employees are very clear on the purpose of their job and feel a high sense of commitment to client/citizen service
- The City scored very high on questions related to work clarity and support for diversity in the workplace
- Employees indicated they are very proud to be City employees
- 35 out of 51 divisions had scores indicating high levels of agreement/engagement overall
- All divisions had notable areas of strength in their responses

Although the City's overall scores were very good, variation does exist when results are reported at the divisional and sectional levels. Here we find some areas which scored very high while others have scored lower compared to other City divisions. Some identified areas for improvement include:

- Top-down communication
- The need for more staff and increased training opportunities
- Better and more consistent work processes/policy & procedure practices
- Better and more consistent recognition for work performed
- Lower scores in some areas indicate that there are pockets of the organization that are experiencing lower levels of engagement overall
- While workplace behaviours scores between co-workers and Supervisors were positive and better than the vendor's database average, the external workplace behaviours (harassment from City clients) scored lower than the vendor's database average, indicating that staff are experiencing some challenges in their client facing work

Results have been shared and reviewed with senior leaders, with on-going plans to cascade results down through respective management teams to the front-line. All City leaders will be scheduling meetings to share the results to the front-line which is expected to take approximately 2 to 3 months, depending on the size of the department/division.

The Human Resources division will continue to support the City's leadership to ensure a fair, equitable, and consistent process across the organization, particularly with respect to the action planning and implementation phases that will follow.

Appendix "A" to Report CM18006 attached hereto.

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