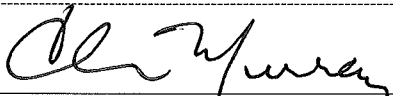




Hamilton

INFORMATION REPORT

TO: Mayor and Members General Issues Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: July 8, 2013	
SUBJECT/REPORT NO: Employee Incentive & Employee Suggestion Programs (CM12014(a)) (City Wide)	
SUBMITTED BY: Chris Murray City Manager	PREPARED BY: Lisa Zinkewich (x 2297) Beth Goodger (x 5639) Helen Hale Tomasik (x 4155)
SIGNATURE: 	

Council Direction:

Included within the 2012 – 2015 Strategic Plan, under Strategic Priority #2 – Valued & Sustainable Services; Strategic Objective 2.1 – Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation was the specific Strategic Action (v) to review the feasibility regarding the implementation of an Employee Suggestion Program for the City of Hamilton. An Information Report was presented to General Issues Committee (GIC) on October 3, 2012 on this topic and the following motion was made:

That the City Manager and Director of Human Resources be directed to report back to the Committee with respect to how a stronger relationship of trust can be built between the union and non-union employees and management relative to providing opportunities for City employees to be able to participate in performance-improving suggestions.

At the April 22, 2013 Public Works Committee meeting, the following motion, which was referred to General Issues Committee, was made:

That staff be directed to investigate and report back to the Public Works Committee with proposed methods for encouraging all City staff to proactively report on Public Works issues, such as litter, graffiti and road conditions, and to include within these considerations the introduction of an incentive program to reward those staff that regularly draw attention to issues outside of their area of oversight.

Given that these two motions are similar in nature, this Information Report is being presented to GIC to address both Outstanding Business List items.

Information:

As outlined in Report CM12014 (as presented to General Issues Committee (GIC) on October 3, 2013) Employee Suggestion Programs are often short lived and/or not seen to yield desired results. A review of 9 comparator cities to the City of Hamilton in 2011 identified that only 2 cities (Windsor and Thunder Bay) had suggestion programs in place. Currently, the only program still in place is the City of Windsor's "Simply Brilliant" program, a program that was established prior to 1970. When municipalities have traditionally attempted to implement such programs, including the City of Hamilton in 2004, the programs were not in place very long due to either inappropriate resourcing to support such programs or the absence of buy-in and staff/union support. In 2012, the City of Hamilton investigated the feasibility of implementing an Employee Suggestion Program. At that time, based on consultation with Union Executives and staff, it was determined that there was not an overwhelming level of support for such a program. As such implementation of an Employee Suggestion Program was not recommended.

In April 2013, a review of the 16 municipalities that are Ontario Municipal Benchmarking Initiative (OMBI) members was undertaken to determine if any employee incentive programs were in place. At that time, we were unable to find any additional programs, beyond the City of Windsor's "Simply Brilliant" Employee Suggestion Program.

Although an incentive program and a suggestion program would be different programs, enough similarities exist between them that indicates to staff that the requirements for success of an incentive program would be similar to that of an Employee Suggestion program (resources and buy-in and staff/union support would be required). At this time, staff does not recommend the implementation of an incentive program for the same reasons outlined in report CM12014 and summarized above.

As part of Report CM12014 staff had indicated that organizational culture and employee engagement have a significant impact on an organizations ability to achieve its goals, priorities and ultimately, its service objectives. In other words, we must build an engaged, empowered, and pride filled organization that is committed to great customer service, in order to achieve high performance standards. As such, the organization's focus must first be on the organizational culture, to ensure we are laying the foundation for a high performing work force. In an engaged organizational culture, managers and supervisors facilitate constructive feedback from their employees and their employees are empowered to freely offer suggestions for continuous improvement which are assessed for their merit and implemented where feasible and appropriate. Engaged employees also tend to work outside their typical responsibilities, without requiring incentives to do so.

The commitment to transform our organization started last summer when SMT began discussing the value of focusing on the City's organizational culture.

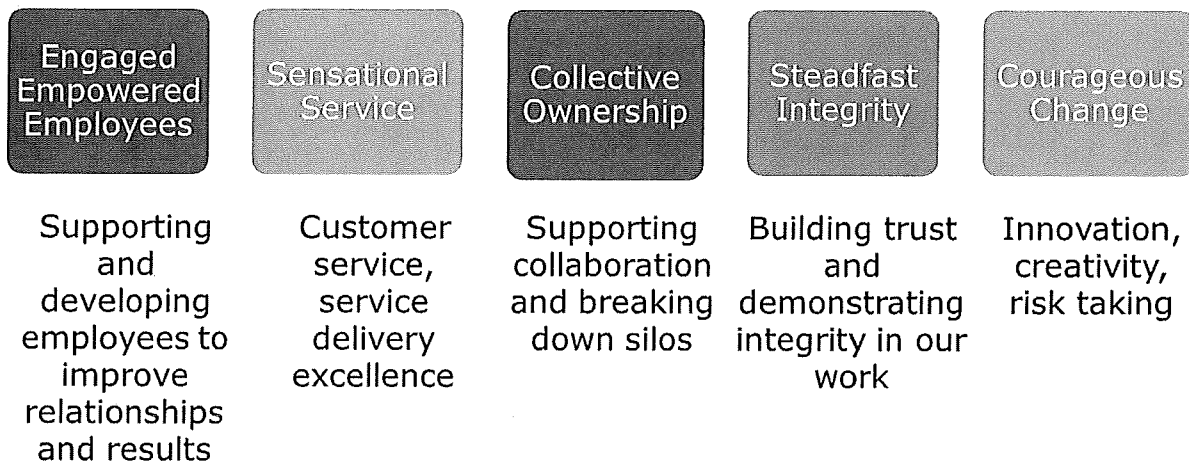
A working group, with staff from all levels of the organization, was convened to work with SMT to define a desired organizational culture for the City of Hamilton, one that

would reflect corporate values, drive high performance, and engender the trust and confidence of our citizens.

An introduction to our Corporate Culture Initiative was presented by the City Manager at the May 15th, 2013 GIC Committee. At that time, members of GIC expressed their support for this work continuing. The Corporate Culture Initiative was subsequently presented to the Extended Management Team on May 31st, 2013 (540 Supervisors and above were in attendance). Feedback from this meeting indicates that staff is very supportive of this conversation continuing.

Through discussions with our cross-corporate culture working group to date, 5 Culture Pillars (highlighted and defined in the diagram below which was presented to GIC on May 15th, 2013) have been identified as the foundations for our desired organizational culture.

OUR Cultural Pillars
Envisioned Culture for a High Performance Organization (2017)



Changing organizational culture is a transformation that typically takes an organization of our size 5 – 7 years to achieve.

Next Steps:

Senior Management Team is now moving forward with a six month rolling action plan to bring the Culture Pillars to life throughout the organization. This includes efforts to move in common directions and driving changes at the individual, departmental and corporate levels. The objective of the work is to create a work environment where both performance and employees are valued. The outcome will be engaged empowered employees that are customer focused, involved in their work and consistently taking appropriate collaborative actions that will benefit the City both in their own work and across other City functions.

Based on the focus toward a high performance corporate culture for the City of Hamilton, these efforts will in time address both motions that are the subject of this report. This was illustrated in the Forestry example that was highlighted in the Corporate Culture presentation to GIC on May 15, 2013.

Specific to the two motions, the outcome of the change in corporate culture would be:

- A more trusting relationship existing between supervisors and their staff, union and non-union employees, where performance-improving suggestions are encouraged, involve employees and are acted upon.
- All City employees are trained and focused on customer service excellence and consider reporting any City issues as part of the day to day activities of their job.

Staff will also be considering appropriate ways to measure and report on changes in the corporate culture over time. As the plan is developed, staff will update General Issues Committee as required.