



Having highly engaged staff leads to a more innovative and productive workforce, reduced turnover and increased customer satisfaction. The strategic initiatives to support the goal of Staff Engagement include establishing a plan that provides the right supports for our staff to keep them engaged through this change and further professional development, supported by the right structure and alignment of staff and departments. The People Plan is being developed to support employees through change with improved succession planning, learning and development opportunities, and workforce planning and talent management. A communication strategy has been developed to provide a common understanding, shared vision and direction to support staff to understand the plan of action, their role and the expected outcomes. The goal of staff engagement also encompasses a corporate governance and accountability framework which is designed to align people, processes and technology to foster a culture of Service Excellence.

Staff Engagement

LEGEND: ✓ Completed ● On Track ▲ Issue Identified ● On Hold/Not Started

STATUS	ACTIVITIES
●	2016 ARR's
●	Job Description and Evaluation Process Improvements
●	Leadership Alignment
●	People Plan – Accessible Workplace and Diverse Workforce
●	People Plan – Talent Management System
●	Recognition Program for Service Excellence
●	Service Excellence Communications and Engagement
●	Service Excellence Masters Program for Managers and Supervisors

KEY ACCOMPLISHMENTS

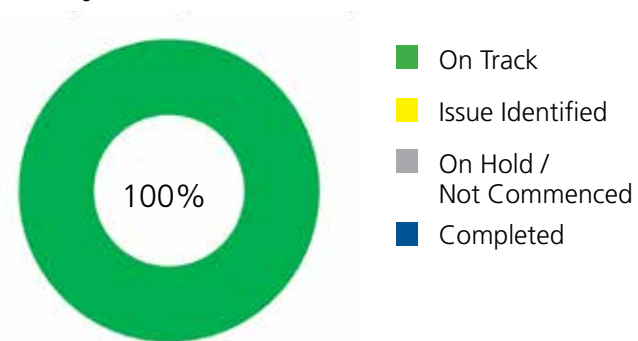
- Forty full-time equivalent positions filled in 2016
- More than 900 City staff members attended the Fall Staff Forum conducted in October and staff survey responses were very positive, 80 per cent of staff felt they were a good use of their time and 91 per cent of staff felt they had the opportunity to contribute feedback

ISSUES

- None

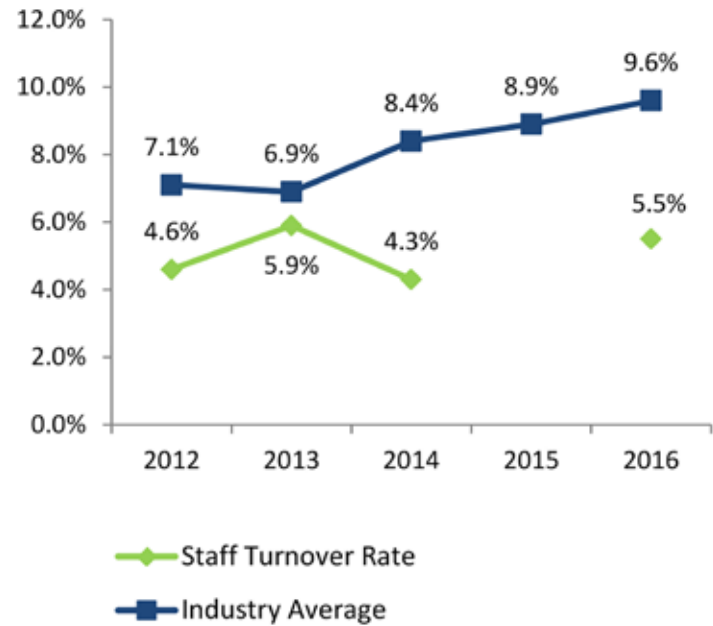
Key Performance Measures

Activity Status:

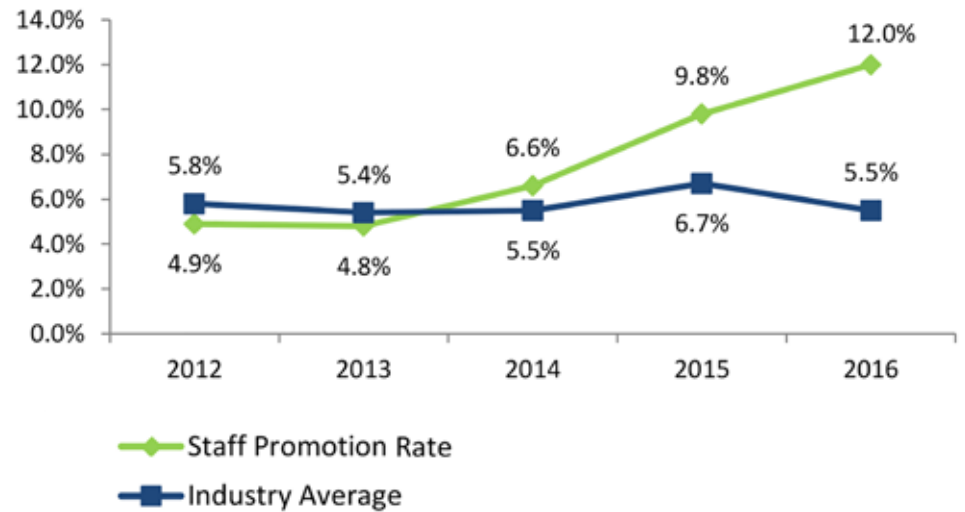


Staff Turnover Rate

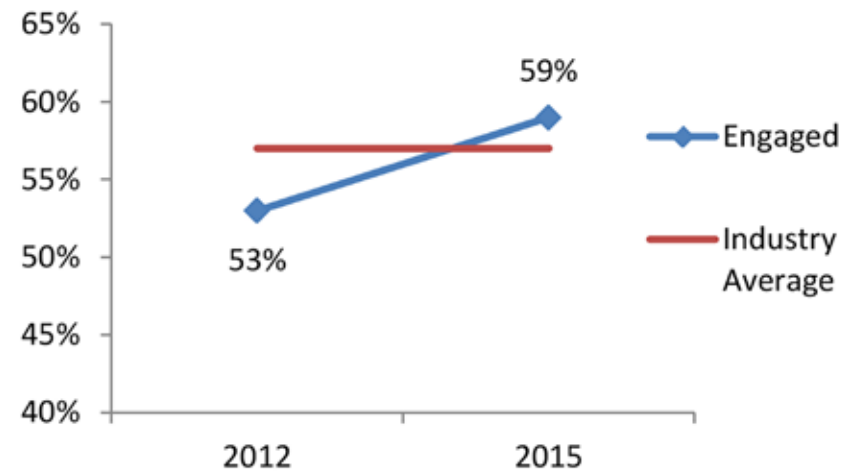
(Note: Complete 2015 data is unavailable)



Staff Promotion Rate



City's Overall Staff Engagement Score



HOW IS THE CITY DOING?

All activities that support this Service Excellence Strategic Initiative remain on track.

Staff engagement (59 per cent) continues to increase steadily ranking above the public sector average of 57 per cent. The City's overall staff engagement score shows an increase in staff highly engaged (up four per cent since 2012), and moderately engaged (up two per cent since 2012). There was also a decrease in staff that were actively disengaged (down five per cent since 2001).

The staff turnover rate (the percentage of employees who left the organization, either voluntarily or involuntarily) at the City has dropped from a high of 5.9 per cent in 2013. The 2016 staff turnover rate (5.5 per cent) is 4.1 per cent lower than the industry average, and reflects the longer period of service among City employees compared to other employers in the industry. The recruitment process continues through 2017 to fill vacant positions (2016 ARRs) and is supported by the job description and evaluation process.

The staff promotion rate reflects the number of existing City employees promoted within the organization. The 2016 staff promotion rate reflects a 2.2 per cent increase from 2015, and is more than double the industry average for the same period of time. This recognizes the value of internal promotion to career development and staff loyalty to the organization.

