2012 Best Employers Employee Opinion Survey Results

City of Vaughan

C 3
COMMUNICATION
F&A - MAR 4/13
ITEM - 2

Prepared by Aon Hewitt
March 4, 2013
Finance and Administration Committee

To protect the confidential and proprietary information included in this material, it may not be disclosed or provided to any third parties without the approval of Aon Hewitt.

AON Hewitt

Today's Discussion

- Background and Methodology
- Vaughan's Engagement Scores
- Vaughan's Engagement Drivers
- Variations by Key Variables
- Taking Action on the Survey

Project Purpose and Objectives

Purpose:

- To assess the Corporation's effectiveness at enhancing its staff engagement since 2009.

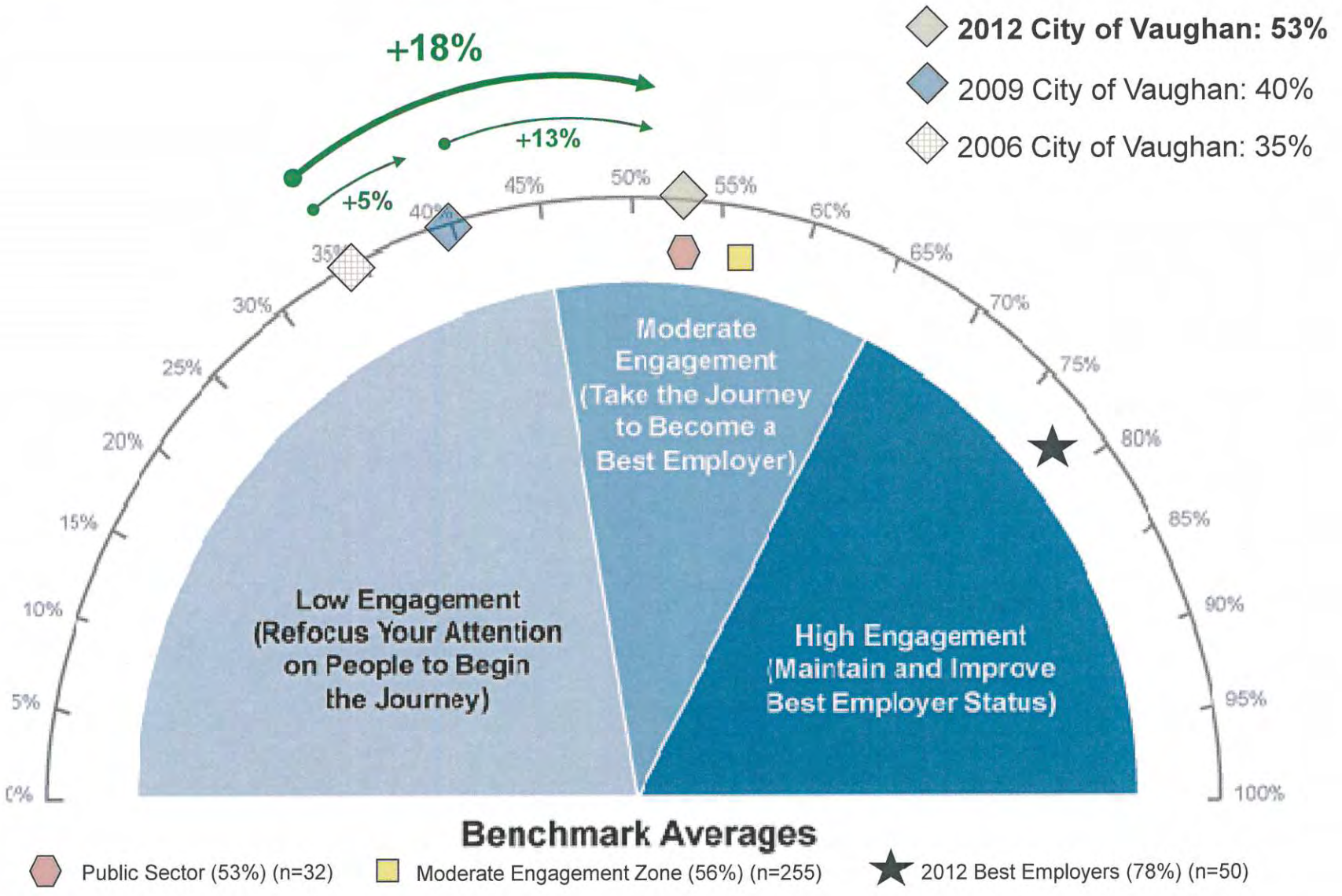
Objectives:

- Determine the level of engagement of our people (i.e., the percentage of employees who are passionate about working for the City of Vaughan).
- Identify areas where we can further improve engagement (i.e., determine specific priority areas for action).

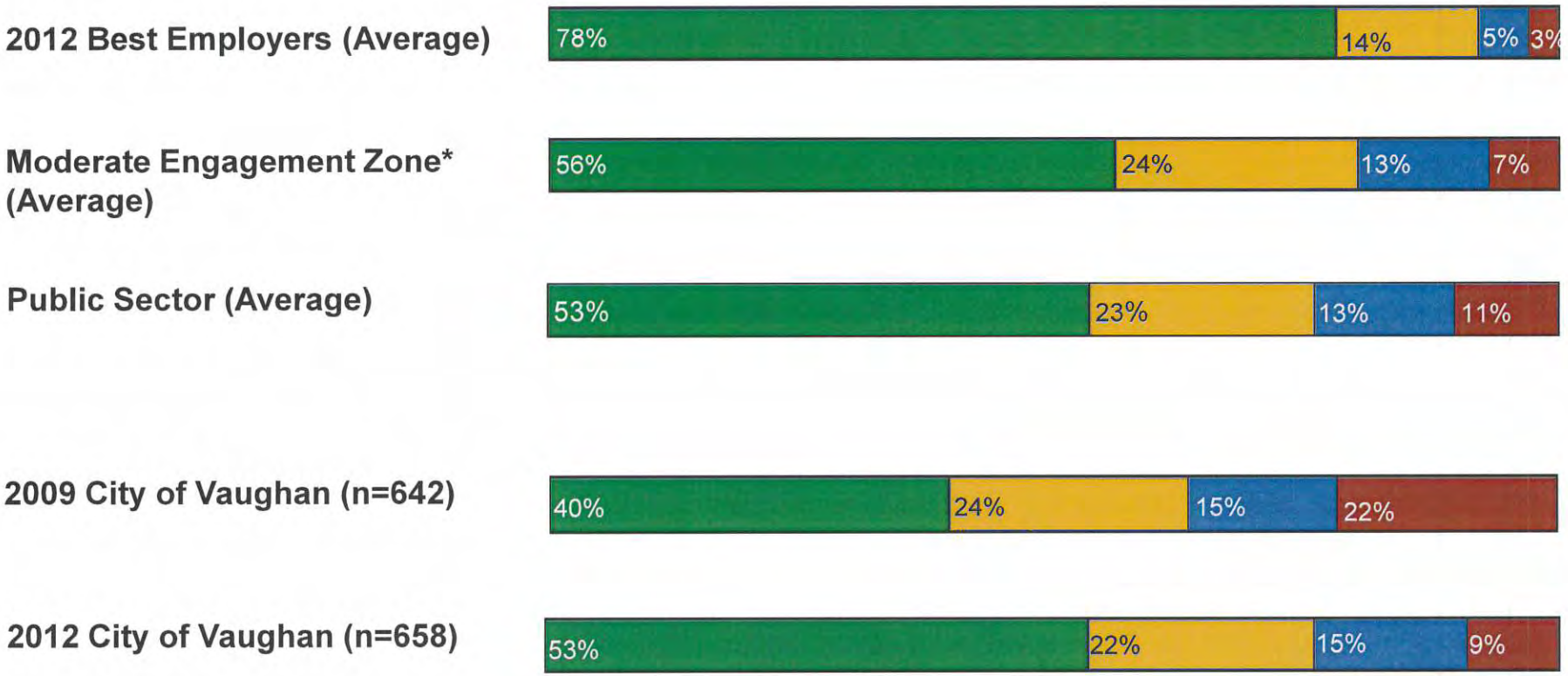
Methodology and Approach

- **Survey was administered during May & June 2012 :**
  - Measures were taken to protect confidentiality
  - Supported by communication strategy to encourage greater participation
- **Survey consists of about 140 questions:**
  - Standardized to allow for benchmarking across organizations
  - Engagement questions remain stable over time
  - Most driver questions also remain the same, though there are minor variations from year-to-year
- **Survey was offered on-line when possible; paper copies were provided to employees without on-line access (roughly 570 employees)**
  - 658 respondents (out of a possible 1133) – 58% response rate
  - Excluding VFRS, response rate was 72%
- **Margin of error is ±2% at a 95% confidence level**

City's Engagement Score



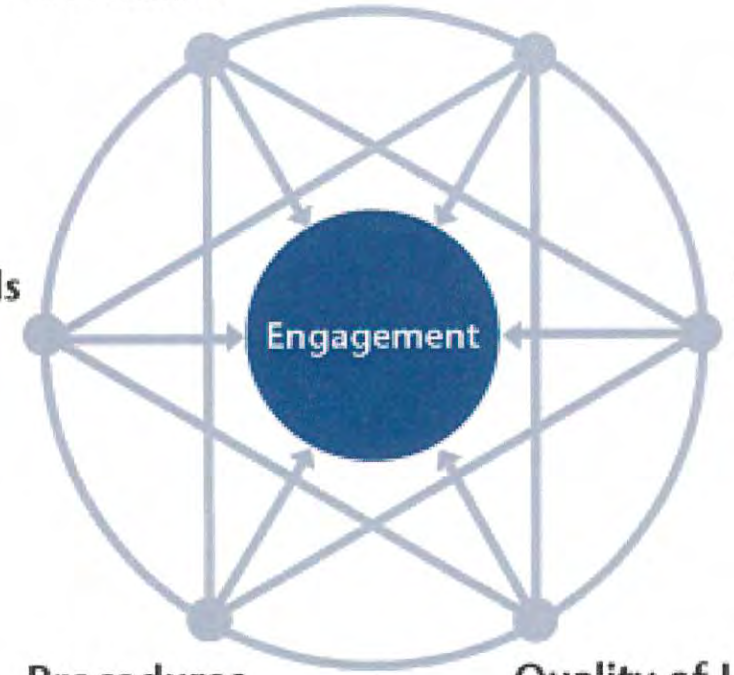
Distribution of Engagement



Note: Due to rounding, percentages may not sum to 100.
* Source: Aon Hewitt Canadian Database (2008-2012)

- **Engaged** = on average, % responding 'Agree' and 'Strongly Agree'
- **Nearly Engaged** = on average, % responding 'Slightly Agree'
- **Slightly Disengaged** = on average, % responding 'Slightly Disagree'
- **Disengaged** = on average, % responding 'Disagree' and 'Strongly Disagree'

The 21 Key Drivers of Engagement



People
- Senior Leadership
- Manager Once Removed
- Manager
- Co-workers

Work / Motivation
- Sense of Accomplishment
- Resources
- Work Tasks

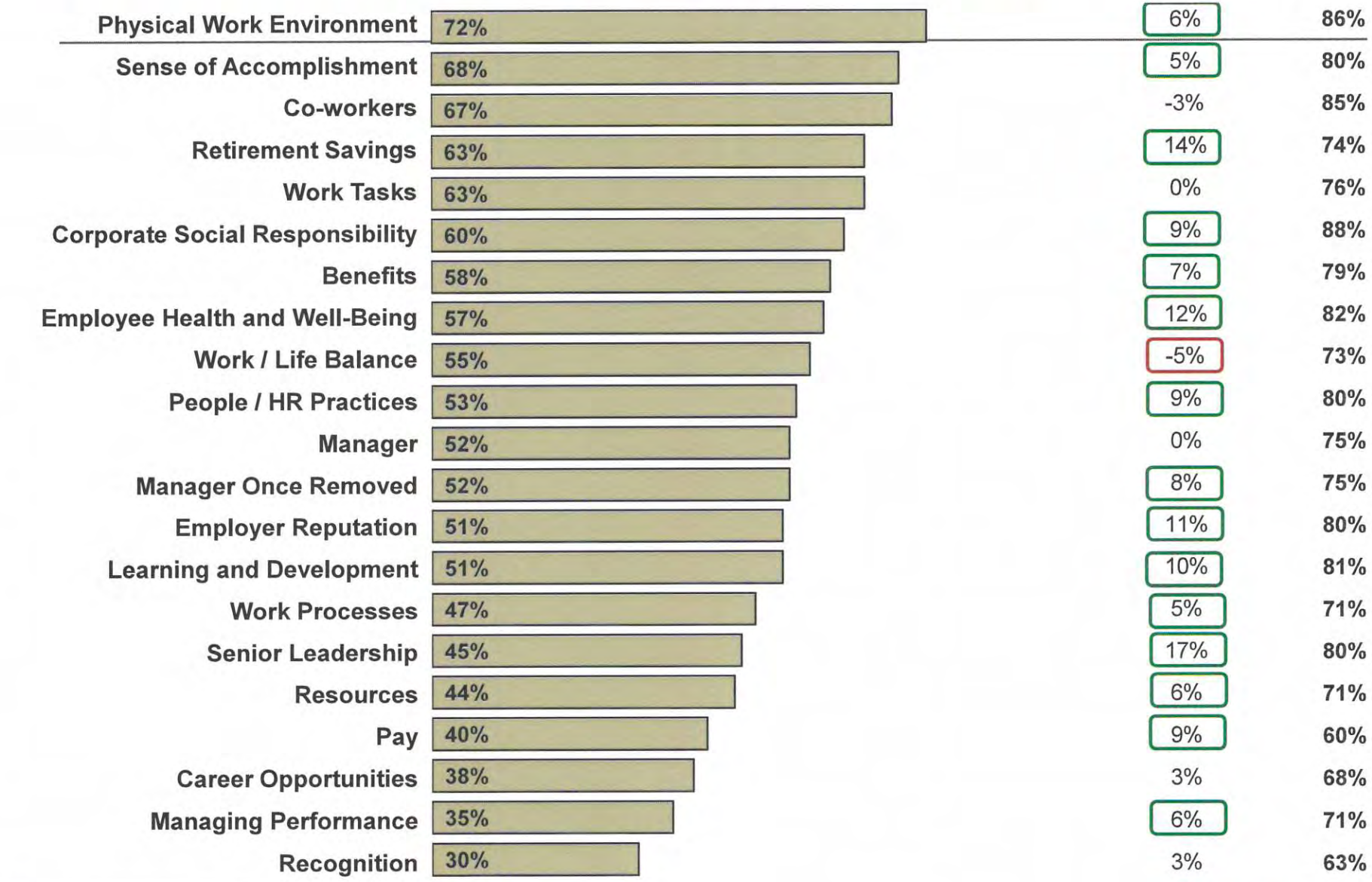
Total Rewards
- Pay
- Benefits
- Retirement Savings
- Recognition

Opportunities
- Career Opportunities
- Learning and Development

Procedures
- People / HR Practices
- Managing Performance
- Work Processes

Quality of Life / Values
- Work / Life Balance
- Physical Work Environment
- Employer Reputation
- Employee Health and Well-Being
- Corporate Social Responsibility

Drivers of Engagement (% Strongly Agree / Agree)



AON Hewitt

What Drove Engagement Up?

Improvement in Perceptions of Senior Leaders	Change from 2009
I see strong evidence of effective leadership from senior leaders (top executives)	+17
Senior leaders display integrity and ethical conduct at all times	+14
Senior leaders provide clear direction for the future	+13
Senior leaders make me feel positive about the future of our organization	+13
Senior leaders consistently demonstrate our organization's values through their behaviour and actions	+13
Senior leaders are open and honest in communication	+12
Senior leaders treat employees as this organization's most valued asset	+12
Senior leaders deliver on the promises they make to employees	+10

Engagement Driver Rankings — Highest Impact

2009 Rank			City of Vaughan Overall
		Number of Respondents	658
		Engagement Score	**53%**
1	◇	Managing Performance	1
▲5	◇	Recognition	2
▲6	◇	Career Opportunities	3
2		Employer Reputation	4
▲7	■	Work Processes	4
9		People / HR Practices	6
▼2		Senior Leadership	6
▼4	■	Resources	8
13		Corporate Social Responsibility	9
7		Learning and Development	9
10		Manager Once Removed	9
16		Work Tasks	9

Drivers with greatest potential to improve engagement

◇ Manager Effectiveness ■ Work enablement

Engagement Driver Rankings — Lowest Impact

2009 Rank		City of Vaughan Overall
	Number of Respondents	658
	Engagement Score	**53%**
14	Manager	13
11	Employee Health and Well-Being	14
15	Sense of Accomplishment	14
17	Work / Life Balance	16
11	Pay	17
18	Physical Work Environment	18
18	Benefits	19
21	Co-workers	20
20	Retirement Savings	21

AON Hewitt

Focus Areas for Coming Years

Highest Impact Sub-Drivers for This Year's Key Drivers

	% Agree / Strongly Agree
Managing Performance	
The way we manage performance here does a good job of identifying my strengths and improvement areas	35%
The way my performance is measured makes sense to me	36%
Recognition	
Recognition is applied consistently throughout this organization	26%
I feel valued and appreciated for my contributions to this organization	36%
Our recognition programs recognize the right people for the right things	30%

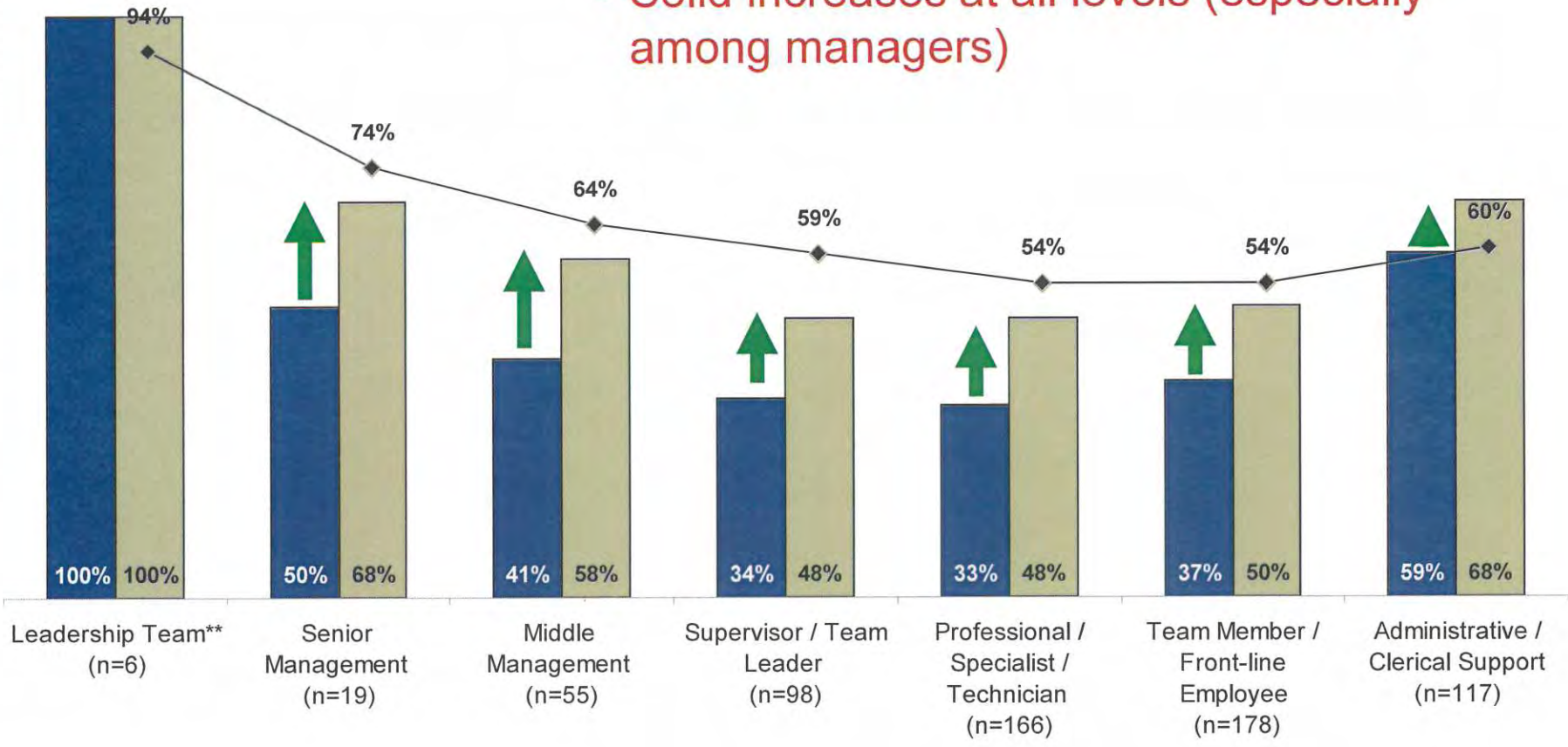
Focus Areas for Coming Years

Highest Impact Sub-Drivers for This Year's Key Drivers

Career Opportunities	% Agree / Strongly Agree
I am positive that I can achieve my personal career objectives here	42%
I have access to valuable guidance and counseling about my career	29%
In this organization, excellent career opportunities are available to employees who perform well	31%
It is easy for employees to move to different roles in this organization	22%
There are sufficient opportunities within this organization for me to advance my career	37%
Career opportunities always go to the most qualified person	27%

Percent Engaged by Role

- Solid increases at all levels (especially among managers)



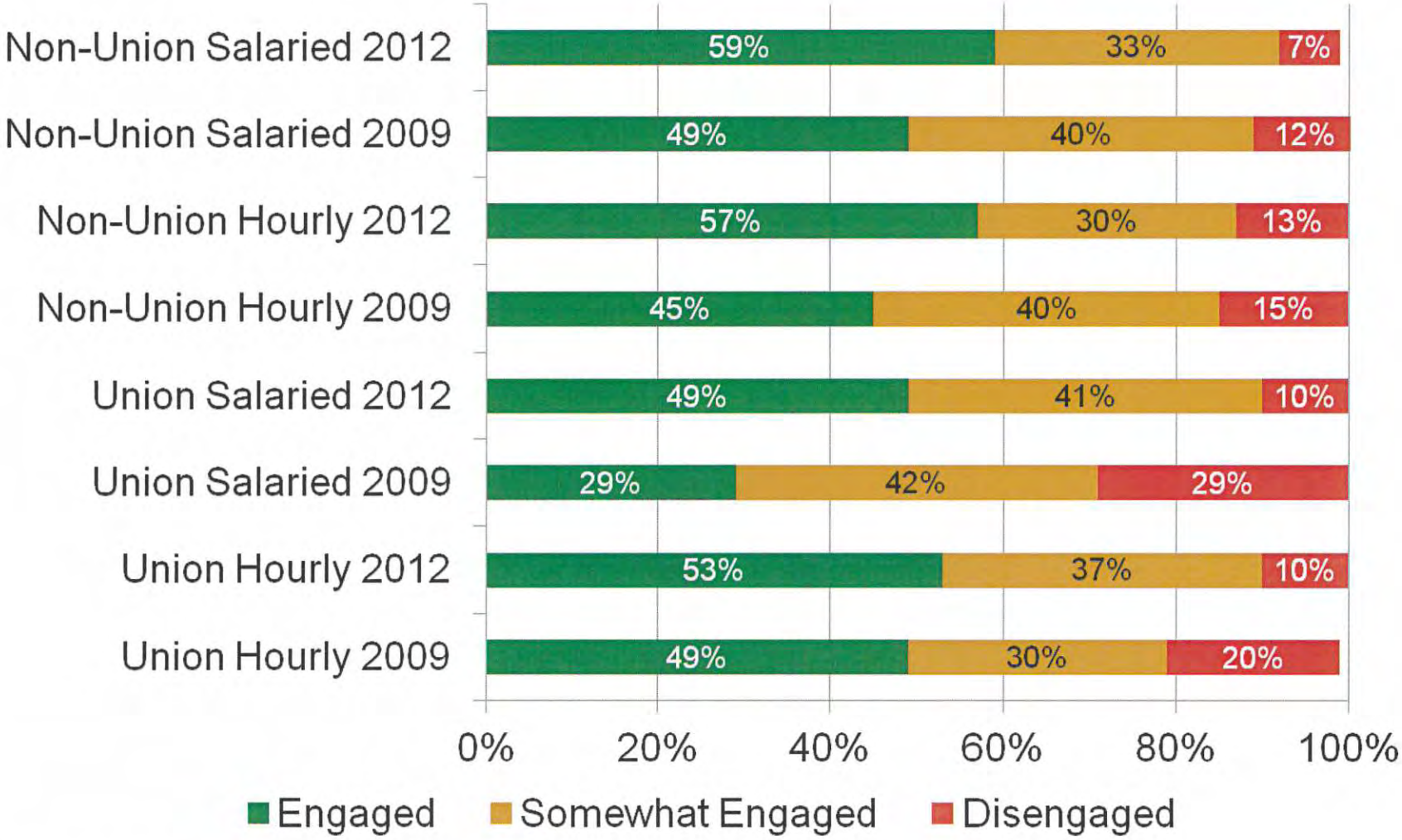
* Source: Aon Hewitt Canadian Database (2008-2012)
** From the separate Leadership Team Survey

What Has Improved for People Manager Roles?
Year over Year Comparison (2009 - 2012)

(% Strongly Agree / Agree)	Senior Mgmt.	Middle Mgmt.	Supervisor / Team Leader
Engagement Score	**+18%**	**+17%**	**+14%**
Sense of Fit			
My personal values are very similar to those of this organization	+43%	+21%	+27%
I feel like I "fit in" well here	+34%	+8%	+11%
Senior Leadership			
Senior leaders deliver on the promises they make to employees	+34%	+14%	+12%
Senior leaders consistently demonstrate our organization's values through their behaviour and actions	+32%	+4%	+21%
Senior leaders make me feel positive about the future of our organization	+31%	+23%	+10%
I see strong evidence of effective leadership from the person my manager reports to (my manager's manager)	+36%	+19%	+7%

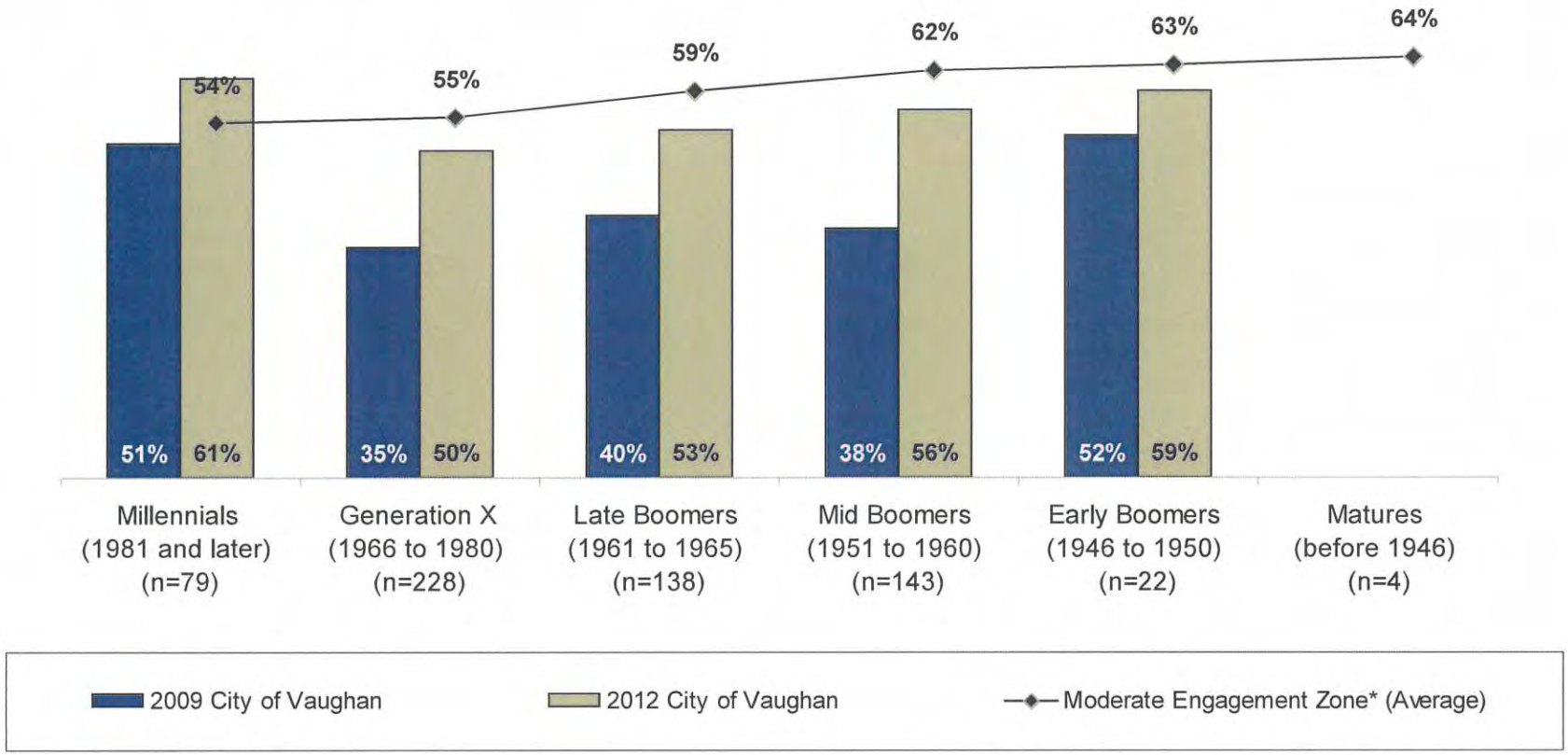
Note: Green boxes indicate 10 or more percentage point increase

Engagement by Union/Non-Union, Hourly/Salaried



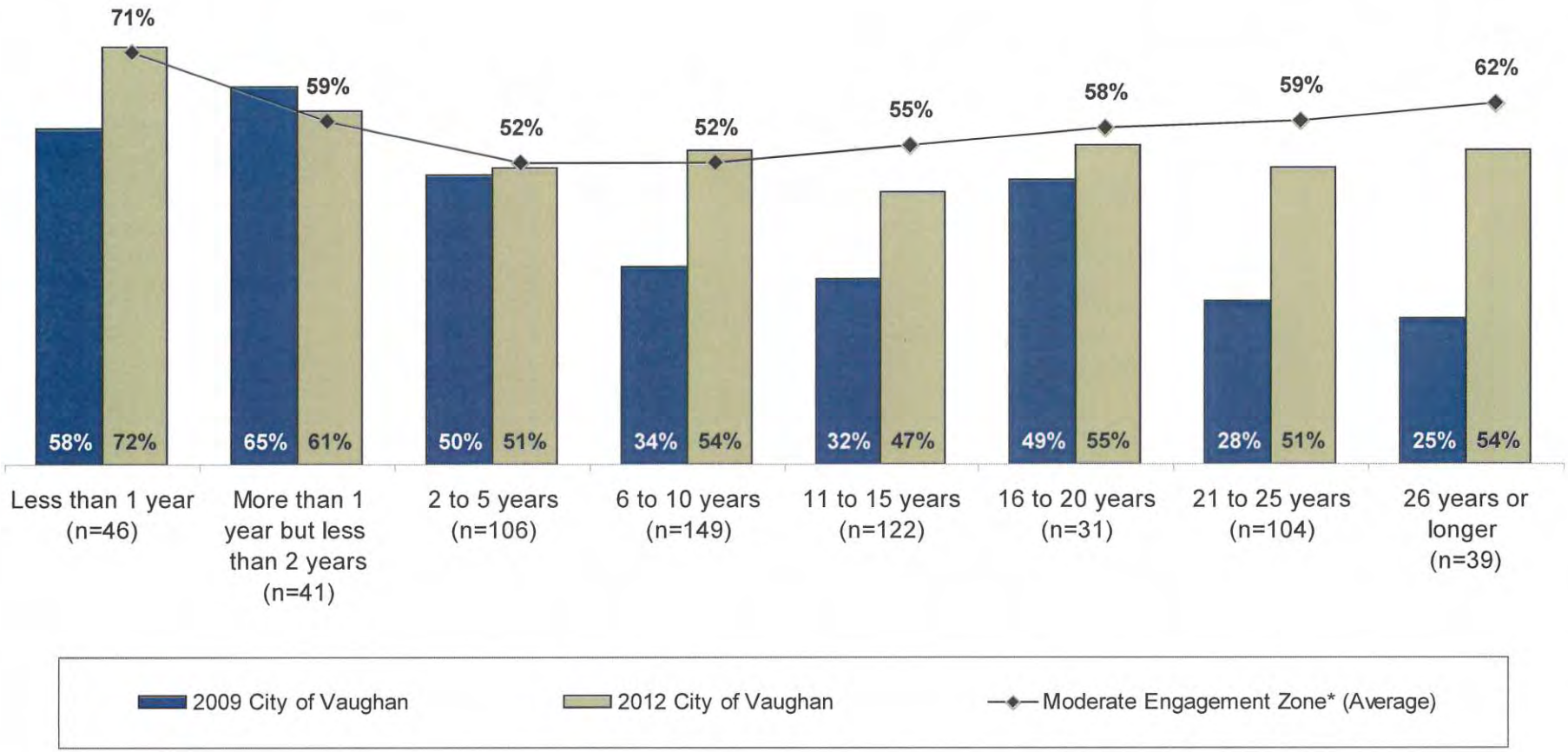
Note: Due to rounding, percentages may not sum to 100.

Percent Engaged by Generation



* Source: Aon Hewitt Canadian Database (2008-2012)

Percent Engaged by Years of Service



* Source: Aon Hewitt Canadian Database (2008-2012)

Recommendations

Voice	Insight	Action
▪At 53% overall, engagement has improved by 13% from 2009. ▪Engagement score of all respondents excluding Fire & Rescue Service is 55%.	▪Represents a significant step on the path to high engagement – now firmly within Aon Hewitt's Moderate Engagement Zone.	▪Communicate survey results and commitment to improve further. ▪Continue practices that have resulted in upward engagement trending.

Recommendations

Voice	Insight	Action
▪Observed stronger engagement for all job roles since 2009; however, there is opportunity to improve (i.e. many remain below benchmark). ▪Managing Performance, Recognition and Career Opportunities offer the greatest positive potential impact on overall engagement. ▪Opportunities to improve manager effectiveness and support.	▪Engagement level of people managers is foundational to an engaged workforce. ▪Satisfaction with these drivers is often influenced by perceptions of manager effectiveness. ▪More effective managers typically lead to a more engaged workforce.	▪Conduct deeper analysis by manager role to better understand how to improve the engagement of managers (via focus groups). ▪Continue with training efforts (internal and external). ▪Revise staff appraisal form and leverage the process to better manage and engage staff.

Recommendations

Voice	Insight	Action
▪ Job Enablement / Productivity areas (Work Processes, Resources) are also high impact. ▪ Some differences in engagement exist between business units, various demographics (e.g. Salaried / Hourly, Union / Non Union, etc.).	▪ Need to better understand root causes underlying those drivers. ▪ Appear to be a larger concern among certain groups. ▪ The value proposition may be somewhat different for specific groups.	▪ May require focus groups to explore root causes of these drivers and find solutions. ▪ Action plans may need to be designed with the various groups in mind (linked to further exploration with focus groups).

Action taken and next steps

- Presented results to City Manager, SMT and Directors
- Met with City Manager and SMT members individually to provide additional details.
- Will be communicating results to all staff shortly.
- Will be meeting with departmental management/staff to further review results and identify opportunities for enhancement.
- We will arrange focus groups with front line managers / supervisors.
- Continue with training opportunities for all staff
- Use these results as an additional data source to inform the update of the Corporate HR Strategy