

## **CITY OF VAUGHAN**

### **EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 19, 2013**

Item 2, Report No. 4, of the Finance and Administration Committee, which was adopted without amendment by the Council of the City of Vaughan on March 19, 2013.

## **2 EMPLOYEE ENGAGEMENT SURVEY**

**The Finance and Administration Committee recommends:**

- 1) That the presentation by Ms. Sylvia Klarer, Senior Associate, AON Hewitt, Toronto, and the Acting Director of Human Resources, and C3, presentation material, entitled “*2012 Best Employers Employee Opinion Survey Results – City of Vaughan*”, dated March 4, 2013, be received; and**
- 2) That the recommendation contained in the following report of the Commissioner of Strategic & Corporate Services, dated March 4, 2013, be approved:**

### **Recommendation**

The Commissioner of Strategic & Corporate Services, in consultation with the Acting Director of Human Resources, recommends:

1. That the following report on the results of the 2012 Employee Engagement Survey be received.

### **Economic Impact**

There are no economic impacts associated with this report. The costs associated with the 2012 engagement survey were within the approved budget.

### **Communications Plan**

The results of the survey have been communicated with the Senior Management Team, all Directors and a memorandum from the City Manager's office will be going out to all staff following the committee meeting. Further, approximately 4-6 information sessions will also be held at City Hall and off-site (e.g. Joint Operations Centre, select libraries, select community centres, etc.) to discuss the results and respond to any questions noted by staff.

### **Purpose**

This report is to provide Council with an update on the results of the 2012 Employee Engagement Survey conducted by AON Hewitt.

### **Background**

AON Hewitt is a human resources consulting and outsourcing firm that specializes in solving the most pressing and complex human capital challenges facing organizations.

Each year, AON Hewitt conducts the '*Best Employers in Canada*' study. The City participated in this survey in 2006, 2009 and most recently in 2012. The annual List of the Best Employers in Canada is published in The Globe and Mail's Report on Business magazine.

The value for the Corporation participating in this survey includes:

- The ability to benchmark against other Best Employers or Best Small & Medium Employers;
- The opportunity to get a current snapshot of our employees' engagement level, and a complete report of our results; and
- National exposure and the opportunity to showcase our organization as an "employer of choice".

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Through analyses of findings from its Best Employer studies and research, AON Hewitt has identified the following key benefits of having a highly engaged workforce:

- Lower turnover;
- Less absenteeism and fewer lost accident and sick days;
- Larger pool of talent from which to select employees;
- More innovative and productive workforce;
- Increased customer satisfaction;
- Higher revenue growth and economic returns; and
- Greater sustainability in the face of business challenges.

The most important component of the best employer study is the Employee Opinion Survey, which asks employees of their views regarding the organization.

The results of the City's employee engagement surveys in 2006 and 2009 guided the organization's Human Resources Strategy in an effort to address staff feedback and increase staff engagement scores.

#### **Driving Employee Engagement**

In late 2009, the Senior Management Team (SMT), led by the City Manager, identified through the 2006 and 2009 survey results that there was a need to enhance staff engagement across the entire Corporation and make employee engagement a focus for SMT with the understanding that an engaged workforce improves organizational performance.

Through these efforts the City Manager and SMT implemented a number of initiatives across the Corporation that began with creating a "Team" approach in its management and operations. Further to building a Team approach, which has removed many of the perceived 'silos' across departments, another initiative that Senior Management focused on was to better communicate the Corporation's vision, strategy and core values of Respect, Accountability and Dedication.

The results of the 2012 survey indicate, as noted in the chart below, that the work that began in 2009 by the City Manager and Senior Management team has moved employee engagement in a positive direction and that the senior leadership of the City is making a positive impact on staff.

#### **What Drove Engagement Up?**

| <b>Improvement in Perceptions of Senior Leaders<br/>(Second Highest Impact Driver in 2009)</b>        | <b>Change from<br/>2009</b> |
|---|-----------------------------|
| 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                         |

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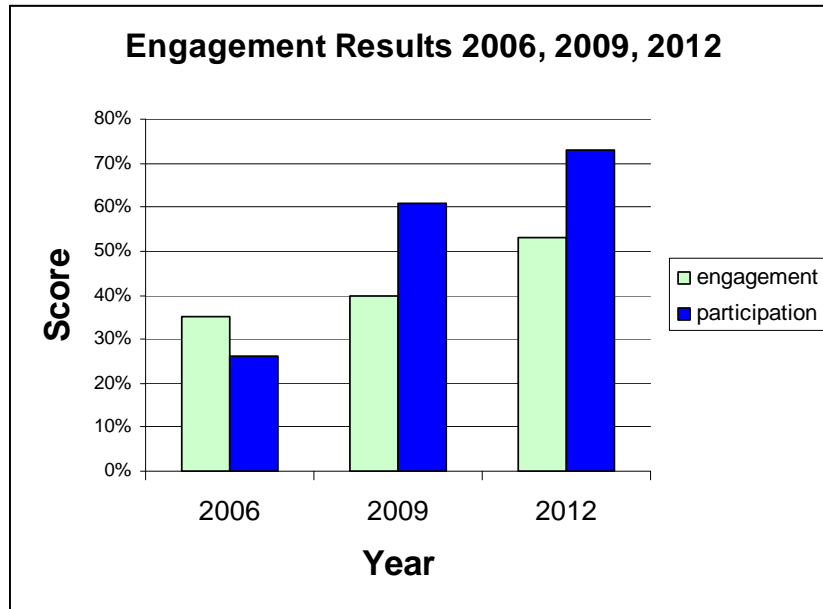
In May 2012 the City participated in another employee engagement survey to assess the Corporation's progress in comparison to the previous surveys of 2006 and 2009.

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The following chart provides an overview of the results in comparison to the previous surveys noting that engagement has increased from approximately 35% in 2006, to 40% in 2009, to 53% in 2012. In addition, response rate to the survey has significantly increased from less than 30% in 2006 to over 70% in 2012.



The 2012 survey results identified the Corporation has a highly committed workforce and the key drivers of engagement are:

- the physical work environment;
- sense of accomplishment;
- co-workers; and
- work tasks.

The survey also highlighted a few key opportunity areas for enhancement that include:

- managing performance;
- recognition; and
- career opportunities.

#### **Relationship to Vaughan Vision 2020**

This report is consistent with valuing and encouraging a highly motivated workforce and attracting, retaining and promoting skilled staff. This report is consistent with the priorities previously set by Council and the necessary resources have been allocated and approved.

#### **Regional Implications**

Not Applicable

#### **Conclusion**

The 2012 Employee Engagement Survey results demonstrate the City has made continuous and demonstrable progress in its staff engagement efforts and the focus moving forward should be on sustaining continuous improvement and addressing the key opportunity areas identified in the survey through an updated Corporate Human Resources Strategy.

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**Report prepared by:**

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