



Managing the Corporation

Employee Services

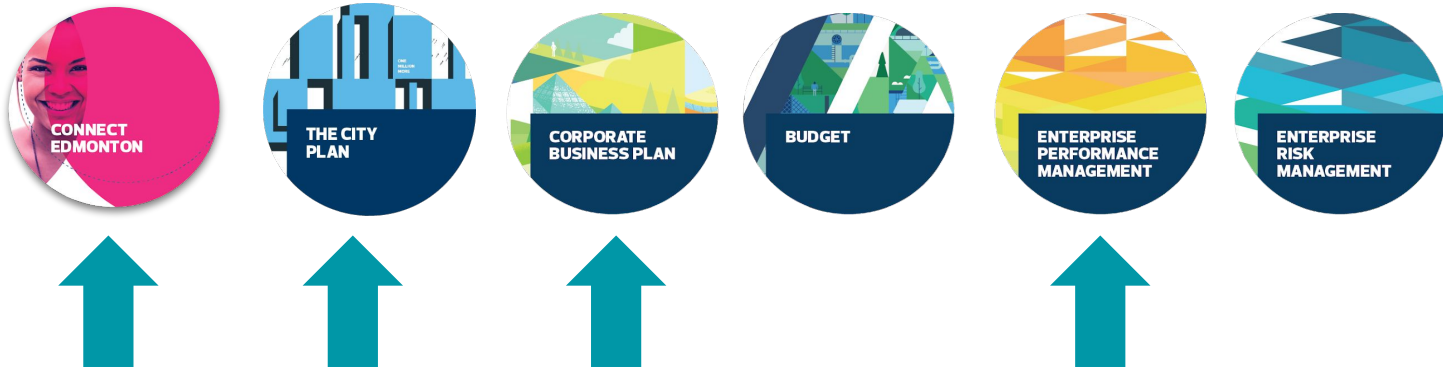
Edmonton

Employee Experience

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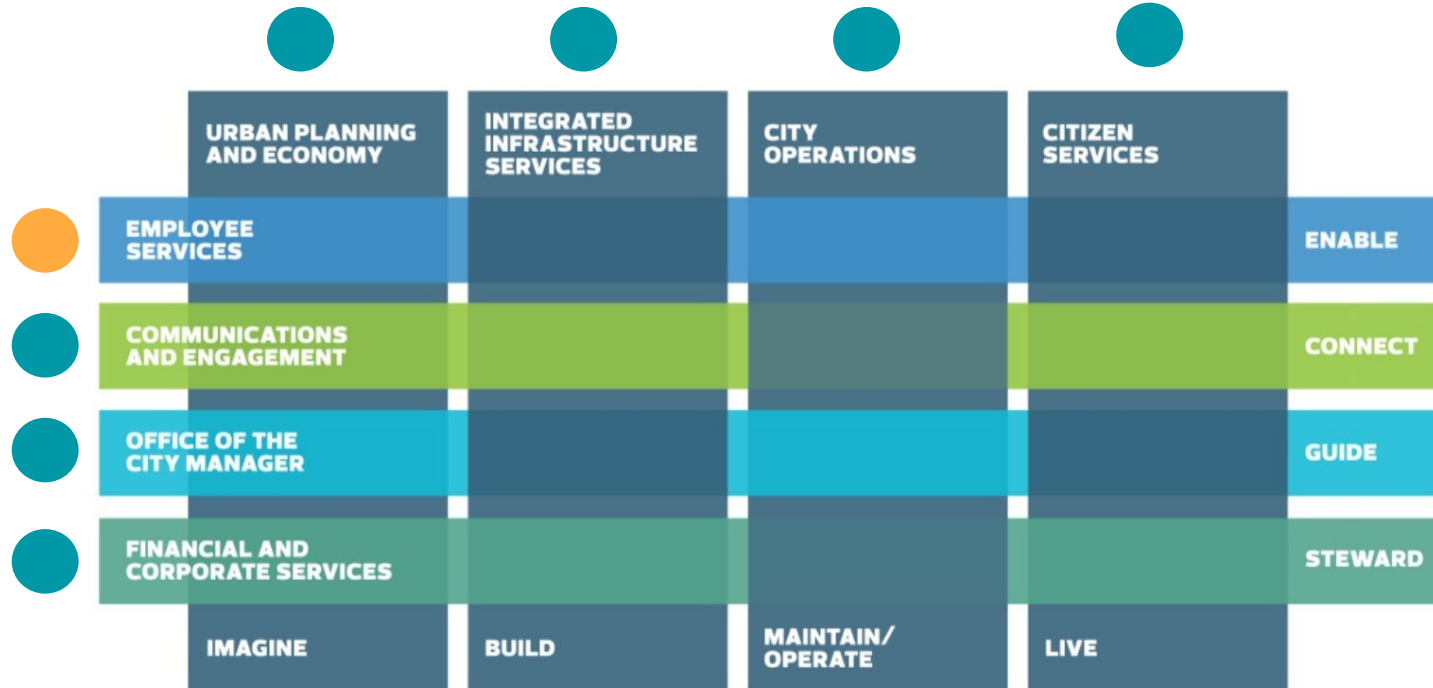
November 2, 2021

Strategic Wayfinding



Employee Experience includes a multitude of different programs and supports in the organization.

Corporate Wayfinding



 = Lead Department(s)  = Supporting Department(s)

City Workforce Overview

Our City of Edmonton Workforce



9,101
Permanent
Full-time
Employees
As of June 30, 2021

Our City of Edmonton Workforce



**Wide range of
occupations**

Employee Experience Overview



THE CITY OF EDMONTON is committed to creating and sustaining a
positive employee experience

As a City of Edmonton Employee I experience:



**Meaningful
Work**

I feel connected to the
City's Vision through
purposeful work



**Growth
Opportunities**

I am supported to
develop my skills
and accomplish my
career goals



**Supportive
Environment**

I feel respected and
recognized for my
unique contributions



Wellness

I feel safe and secure
and am supported to
achieve wellness



**Trust in
Leadership**

I observe leaders
listening, communicating
transparently, and
inspiring



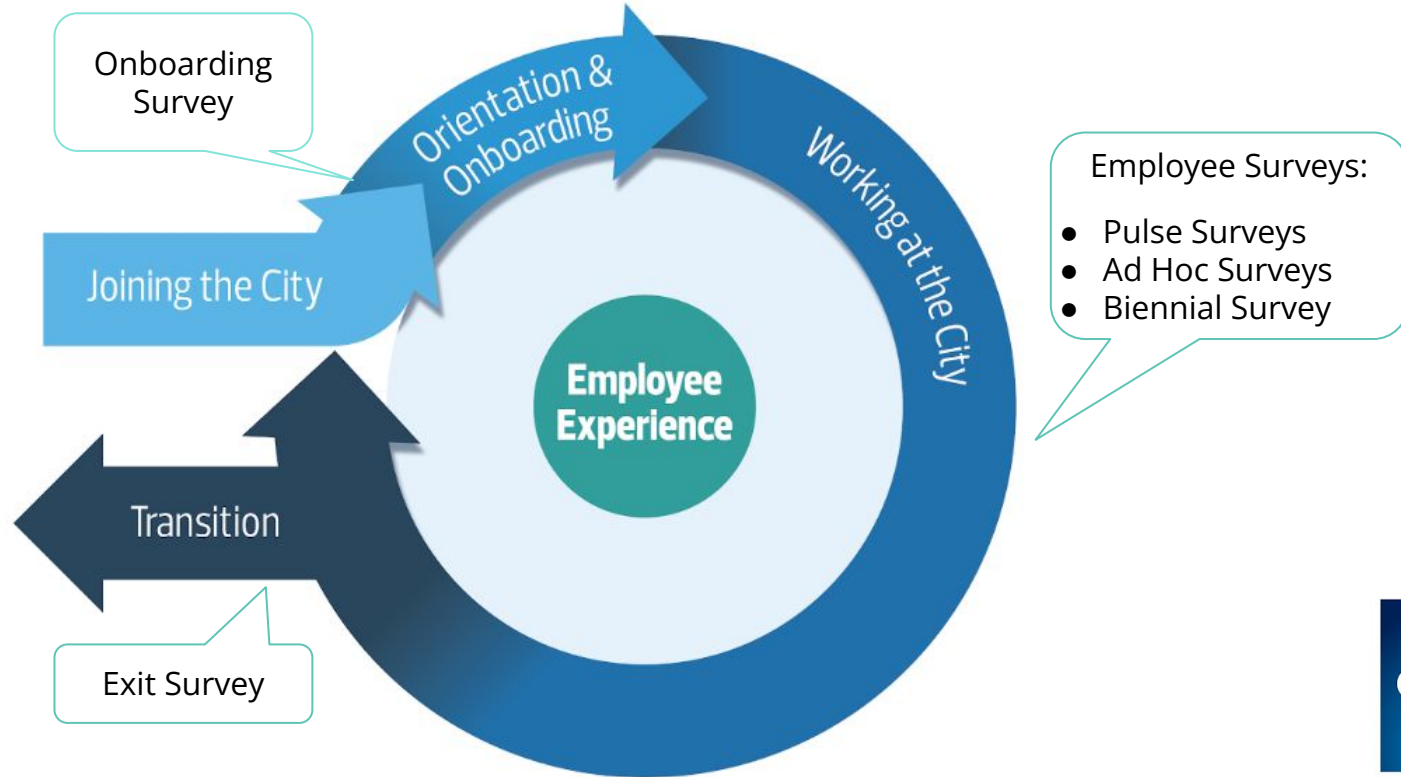
**Empowered
Employees**

I share my thoughts on
how to improve and
support improvement

Employee Orientation and Onboarding

- Standardized Corporate Onboarding Process
- New Employee and Student Orientation sessions (virtual and in-person)
- Pre-boarding Welcome Checklists and Buddy Program

Measuring through Employee Lifecycle Surveys



Glint is our survey provider

- Employee Engagement Check-ins three times a year
- Bi-ennial Employee Experience Surveys
- Ad hoc surveys on specific topics as required



2021 Corporate Engagement Plan



2021 Corporate Employee Engagement Plan - Actions

Listen

- Continuously improve corporate “listening” (systems, programs, and people that support the employee journey)
- Enhance **belonging** and **building trust** so employees experience wellbeing at work and have the confidence to speak up

Learn

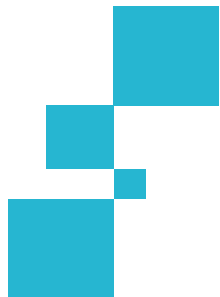
- Demonstrate to employees that their input is valued for decision-making
- Continuously improve our leadership competencies

Lead

- Demonstrate agility and a willingness to do things differently based on what is learned to **build trust** in leadership
- **Provide clarity** to employees
- **Enhance belonging** by recognizing employees for their unique contributions and encouraging a culture of appreciation

Our Cultural Commitments

We are...



**Safe
Helpful
Accountable
Integrated
Excellent**

What the Cultural Commitments mean to employees



The Leadership Competencies

ALL EMPLOYEES	ENGAGED AND FOCUSED <i>LEADERS OF SERVICE</i>
SUPERVISORS	INSPIRED AND CAPABLE <i>LEADERS OF PEOPLE</i>
DIRECTORS	INTENTIONAL AND ACCOUNTABLE <i>LEADERS OF LEADERS</i>
BRANCH MANAGERS	INTEGRATED AND SOPHISTICATED <i>LEADERS OF IDEAS AND STRATEGY</i>
ELT	CLEAR, ACCESSIBLE AND INSPIRING <i>LEADERS OF STRATEGIC PRIORITIES</i>

Our Leadership Competencies

I am personally accountable



-
- **Courageous**
 - **Inclusive**

I build respectful workplaces and capacity with my team



-
- **Values-Based Influencer**
 - **Collaborative Networker**

I create results for Edmontonians



-
- **Systems Thinker**
 - **Creative Innovator**

Enabling Conversations - Learning Series

- People leaders are skilled in having ongoing and meaningful conversations with employees
- Enhances the employee experience and enables employees to succeed and do their best work

Five key conversation areas:

Setting
Direction

Career
and
Learning

Feedback
and
Coaching

Recognition
and
Appreciation

Addressing
Performance
Concerns

Psychological Safety and Employee Wellness Supports

Safety at the City

- Strong Safety Culture
- Supported by the “City Manager’s Commitment Statement”
 - Employees’ physical, psychological, and social well being
 - Shared by all employees
 - Leaders have additional responsibilities

Psychological Health and Safety

Administration is committed to making the City of Edmonton a psychologically safe and healthy work environment for all City employees.

We strive to create a work environment that bolsters employees' wellbeing and provides support through difficult times.

We look forward to ongoing collaboration with City Council which promotes the psychological health and safety of all.

Employee Wellness Supports

Creating and sustaining a psychologically healthy work environment for employees is important at the City.

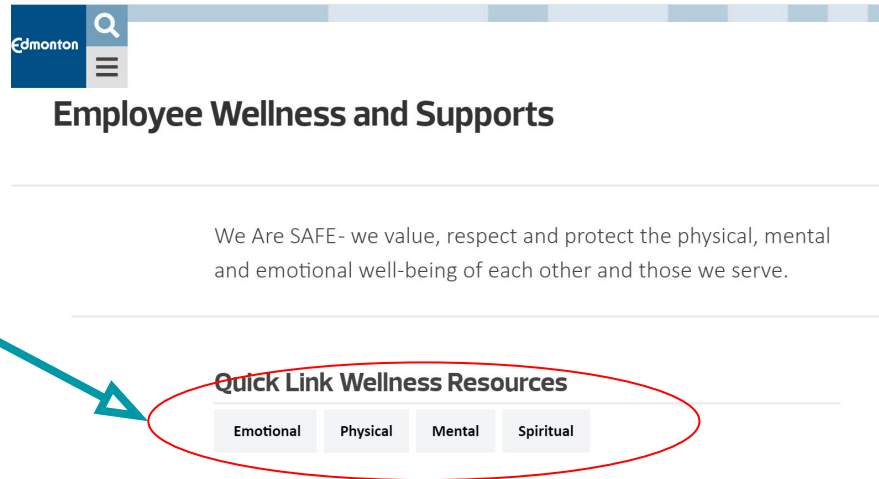
Employee Wellness supports include:

- Mental health training programs
- Peer support teams
- Comprehensive and inclusive Employee and Family Assistance Program
- Respectful Workplace policy and training and Gender-Based Analysis Plus (GBA+)
- One-stop employee wellness webpage

Employee Wellness and Supports Website

A central place for all things related to well-being for City of Edmonton Employees

- Emotional
- Physical
- Mental
- Spiritual



<https://portal-onecity.edmonton.ca/employeeewellness>

employeeewellness@edmonton.ca

Our Respectful Workplace

Edmonton

Respectful Workplace Administrative Policy

A Respectful Workplace is...

- Free of harassment and discrimination
- Employees are treated **fairly**
- Diversity is **acknowledged** and **valued**
- Communication is **open** and **civil**
- Expectations around behaviour are **clearly communicated**
- **Resources** and **training** to resolve disputes are provided
- **Conflict is addressed early**
- There is a **positive culture** of inclusion, empowerment and cooperation.

Shared responsibility for Respectful Workplaces

- Be respectful
- Accept responsibility
- Know actions have impacts
- Raise concerns
- Respect confidentiality
- Don't retaliate
- Be cooperative

Our expectations of our People Leaders

- Be a role model (everyone)
- Be aware
- Support resolution
- Take preventative steps
- Know that workplace behaviours impact everyone
- Support staff with knowledge

Reviewing the behaviour zones

Green Zone - professional behaviour that contributes to a respectful workplace and models our cultural commitments

Yellow Zone - can negatively impact workplaces and relationships, but early, direct action can help build trust

Orange Zone - highly inappropriate, unprofessional behaviour that must be addressed

Red Zone - very serious, requires timely action and is often investigated

Respectful Workplace

Creating a safe and respectful workplace is a shared responsibility.

GREEN ZONE

Professional behaviour that contributes to a respectful workplace and that models our Cultural Commitments of being Safe, Respectful, Accountable, Inclusive and Excellent.

ALL EMPLOYEES

Model our values of professional behaviour - treat others as you wish to be treated, speak up if you have a concern and be open when someone raises a concern to you.

IF YOU ARE A SUPERVISOR

Recognised and reinforce positive behaviours.

YELLOW ZONE

Unprofessional behaviour can negatively impact workplaces and work relationships, however, addressing these behaviours early and directly with those involved can help build trust and a respectful workplace culture.

HOW TO RAISE A CONCERN

- Respectfully address the concern with your co-worker and together find a resolution.
- Raise these concerns with your supervisor when you need support or when it is not appropriate for you to address them directly with your co-worker.

HOW THESE CONCERNS MAY BE ADDRESSED

Yellow zone behaviours are most often addressed through alternative remedies such as facilitated conversations, mediation or training. These behaviours may be subject to workplace misconduct investigation.

WHAT TO DO IF A CONCERN IS RAISED ABOUT YOU

Be open to feedback, or evaluate your actions and make changes to support a respectful workplace.

WHAT TO DO IF YOU ARE A SUPERVISOR

Address the concern and support employees in finding resolution. If these behaviours are repeated, contact Labour Relations for support.

ORANGE ZONE

Highly inappropriate, inappropriate or disruptive behaviour that needs to be addressed in a timely and appropriate manner.

HOW TO RAISE A CONCERN

- Raise these concerns to your supervisor, Labour Relations, or the Safe Disclosure Office.

HOW THESE CONCERNS MAY BE ADDRESSED

Orange zone behaviours are most often addressed through a workplace misconduct investigation.

WHAT TO DO IF A CONCERN IS RAISED ABOUT YOU

Be aware and change your behaviour to support a respectful workplace.

WHAT TO DO IF YOU ARE A SUPERVISOR

Ensure your employee is supported and consult Labour Relations.

RED ZONE

Very serious violations of the Respectful Workplace Directive that must be addressed. The Red zone also includes concerns where an internal review of the case presents a strong conflict of interest.

HOW TO RAISE A CONCERN

- Raise these concerns to your supervisor, Labour Relations, or the Safe Disclosure Office.

HOW THESE CONCERNS MAY BE ADDRESSED

Red zone behaviours are most often addressed through a Standard Investigation conducted by either an internal or external investigator.

WHAT TO DO IF A CONCERN IS RAISED ABOUT YOU

Bring your behaviour into line with the Respectful Workplace Directive.

WHAT TO DO IF YOU ARE A SUPERVISOR

Ensure your employee is supported and contact Labour Relations for direction on how to proceed.

GREEN ZONE BEHAVIOURS

- Being kind and helpful
- Timely recognition of people's efforts
- Positive reinforcement
- Constructive feedback
- Listening/being attentive and open
- Sharing knowledge, information
- Seeking input from others
- Recognising and valuing others' differences
- Listening with an open mind when told that your words or behaviour are problematic, apologise, ask questions and adjust your behaviour accordingly
- Accepting responsibility for your actions and your impact on others
- As a supervisor, addressing employee performance problems as soon as they arise

YELLOW ZONE BEHAVIOURS

- Careless/harsh
- Gossip
- Profanity
- Interrupting
- Not doing what you say you will do
- Put downs
- Insults
- Not permitting input
- Practical jokes that result in embarrassment
- Angry outbursts
- Unreasonable demands
- Sarcastic

ORANGE ZONE BEHAVIOURS

- Malicious rumours and/or gossip
- Malicious complaints
- Threats, including coercion, intimidation
- Sexual innuendo
- Harassment/bullying
- Discrimination
- Retaliation
- "Passing off others' ideas as your own"
- Workplace mobbing, gaslighting, isolating or excluding
- Lies about someone's identity
- Confidentiality breach

RED ZONE BEHAVIOURS

- Sexual assault
- Assault
- Systemic discrimination and harassment
- Complex and egregious discrimination and harassment

CONFLICT OF INTEREST

- Concerns that involve Deputy City Managers, the City Manager, City Auditor
- Concerns that involve Labour Relations

Considering “impact” vs. intent

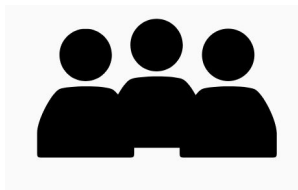
**“We judge ourselves by
our intentions”**

What we are seeking to do

**“We judge others by their
impact and behaviour”**

What we see them do

Summarizing



We all have a part to play



Talking and bring concerns forward matters



Find a way forward

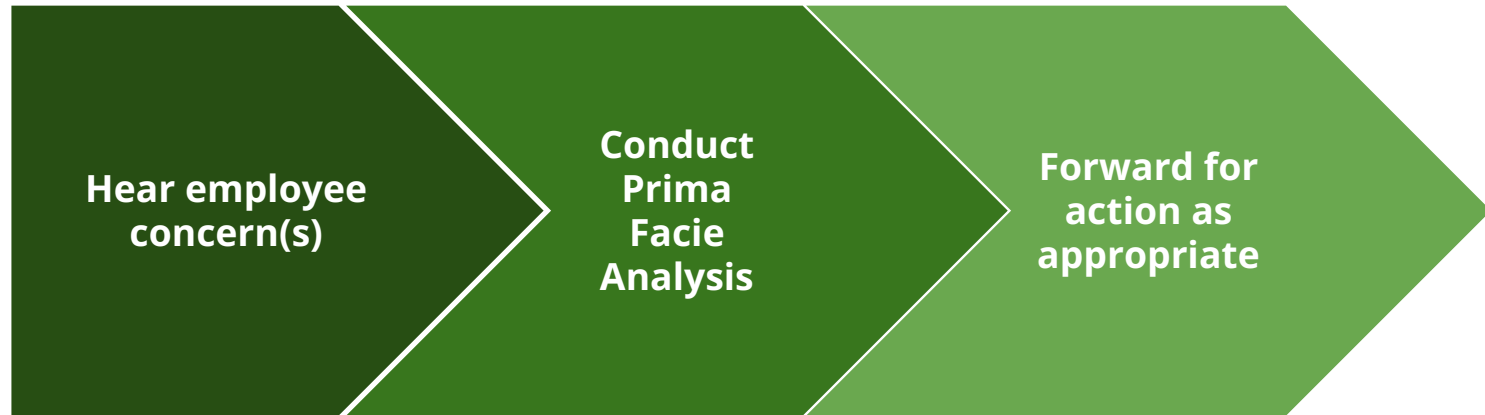
The Safe Disclosure Office (SDO)

- Promotes and facilitates fair process
- A place for employees (including supervisors, managers, volunteers) to reach out and discuss work-related matters that relate to harassment, discrimination and respectful behaviour concerns
- Assesses matters independently of City Administration
 - however, it reports administratively to Employee Services with the City of Edmonton.

Safe Disclosure Office - Confidentiality

- The SDO only discloses what is considered “institutional knowledge” in these circumstances:
 - If there is a **risk of imminent harm** to self or others
 - If there is a **report of harm to or exploitation of a minor**
 - If there is a report of **harassment in the workplace** (as defined in OH&S legislation)

Safe Disclosure Office - Process Overview



Connected City Initiative

Edmonton

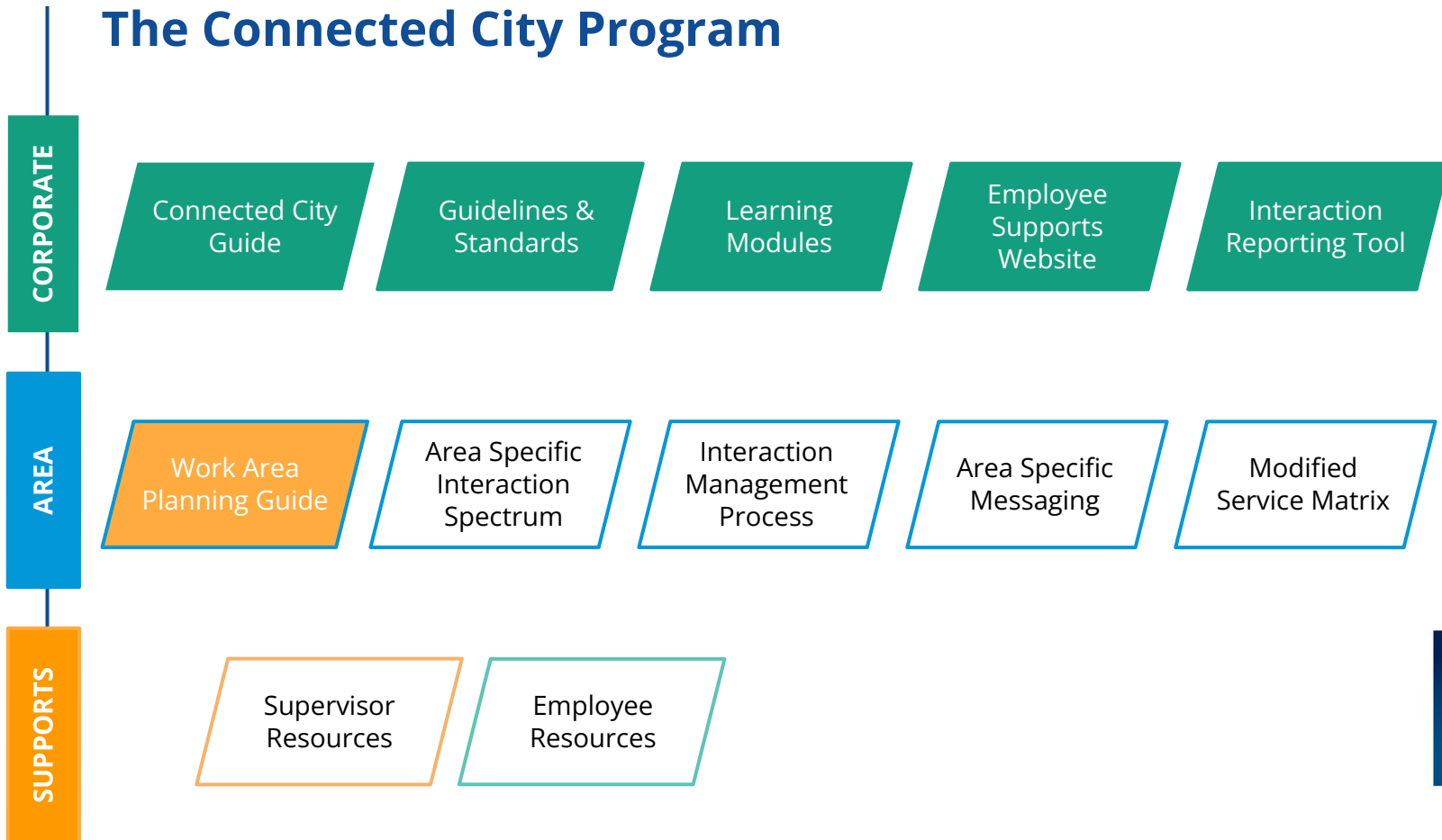
Our Motivational Goal:

We are a **relationship-based city** and as a leading modern municipal corporation, we lead by example.

We provide the best citizen experiences, and City of Edmonton employees feel safe (physically and psychologically) from harassment and/or discrimination when connecting with the citizens we serve in person, over the phone, and online.



The Connected City Program



The Connected City Guide



During

How we approach an interaction impacts how it goes. Employees approach interactions with:

- Curiosity and inquiry
- Empathy
- GB&+
- Information, and
- Skills to engage with people and work through challenges together.

When interactions begin to stray from courteous conversation, employees can state expectations. Here is a high-level statement that sets out expected behaviour:

Remaining kind and respectful is important for everyone, and that is the expectation. I fully appreciate that this can be frustrating. When the conversation includes yelling, swearing, or threats, then it no longer feels respectful. Let's try to work together on this. I definitely want to help you with this matter.

During interactions, employees continually assess the situation and determine the appropriate action by asking themselves:

- Where does this interaction fall on the [Interaction Spectrum](#)?
- What skills and techniques can I try to support this interaction?
- Do I have the skills or resources I need?
- Am I safe to proceed?
- What options do I have to deliver the service if I cannot continue?

Employees receive training and are provided with support to manage interactions, keep things in the Green/Yellow Zone, and ultimately provide a great service experience. We recognize that interactions can be complex and may involve moving back-and-forth between the various techniques and zones. The steps listed below are illustrated in the [Response Model Visual](#).

Engage	We begin with engaging the public and assessing the interaction. We do this by demonstrating active listening and empathy.
Defuse	To address situations that may be challenging or uncomfortable, we Defuse. This consists of identifying and addressing concerns through problem solving. Other techniques that can be used to Defuse include: Responding to Educate, Receiving Feedback and Staying Calm.
De-escalate	When we start to experience interactions where Engage and Defuse methods are not working we still have some options to De-escalate the situation using Disengage, Divert & Distract.
Exit	In situations where defusing and de-escalation are not working or effective, or employees no longer feel safe, an Exit Strategy supports employees to remove themselves or the individual from the situation.

Before

During

After

Thank you

Edmonton