

A Vibrant Corporate Culture realized through the Employee Experience

Recommendation

That the October 22, 2019, Employee Services report CR_7461, be received for information.

Executive Summary

This report highlights key actions completed over the past 16 months to build a vibrant corporate culture at the City of Edmonton.

This work has progressed beyond the strategic direction of the Culture Blueprint, introducing programs and services that can improve the employee experience. By focusing on day-to-day, distinctive experiences for employees that are aligned with culture and that strengthen employees' commitment to the organization and to their jobs, Administration has set the foundation for improved employee satisfaction, engagement and retention.

This report also describes the next steps in Administration's journey.

Report

The Culture Blueprint, 2018 - *What We Do Is Who We Are - A Blueprint for Building Organizational Culture at The City of Edmonton*, (Attachment 1) set out the principles, focus areas and key actions for building corporate culture in a modern, open and responsive municipal corporation.

Anchored by the Cultural Commitments of Safe, Helpful, Accountable, Integrated and Excellent, the Culture Blueprint identified, measured and tracked outcomes of key culture-building actions over the past 16 months (Attachment 2).

With the formation and full activation of the Employee Services Department in mid-2018, seminal work began on expanding and maturing Administration's cultural focus. The integration of employee management functions -- human resources, workforce safety, employee health, employee relations and compensation, organizational design and development, talent acquisition and service, and culture -- provided impetus and opportunity for addressing the organization's role and obligations in the more broadly defined realm of employee experience.

Culture has been taken to the next level, with a collection of corporate and operational initiatives that create the conditions for a more supportive and respect-filled workplace environment. Through these actions, Administration has built-out culture, making it more vibrant and integrated.

The employee experience at the City of Edmonton has six clear outcomes that guide work and management practices. Collectively, they articulate Administration's accountability to employees and employees' responsibilities to their workplace.



As a City of Edmonton Employee I experience:



Corporate-wide Initiatives Undertaken in the Past 16 Months

Respect in the Workplace

The introduction of the Respect in the Workplace Section within Employee Services has added new leadership, supports and services for employees on matters related to creating and maintaining workplaces and relationships that are respectful and inclusive.

- Approval and launch of the Respectful Workplace Administrative Directive and Procedure.
- Development of the 2019-2020 Employee Engagement Framework, building on the results of the 2018 Employee Engagement and Diversity Survey. This Framework guides people-managers to listen, learn and lead and focuses on increasing oversight, accountability and alignment with the Cultural Commitments.

- Development and launch of an e-learning course *Our Respectful Workplace* which has been completed by 78% of employees (as of Sept. 24, 2019), and an in-class course *Contributing to Our Respectful and Inclusive Workplace* which teaches skills for having important conversations about respect and inclusion.
- Increased employee access to/usage of Workplace Restoration services - the in-house team that rebuilds relationships and trust in workplaces struggling to be respectful and inclusive. To date, the team has received a total of 82 files, representing 1229 employees. To ensure continuous improvement in the service, employees are surveyed at the midpoint, completion and post-restoration stages.
- The Safe Disclosure Office was launched on January 28, 2019 as a safe, neutral and confidential space for employees to talk about workplace concerns. As of October 4, 2019, 322 employees have reached out for support. To ensure continuous improvement in the service, users are surveyed. Starting Q4 2019, the Office will be promoted at employee engagement events to increase staff awareness.
- The Connected City Initiative brings together a diverse group of 100+ employees to create approaches and supports that promote positive relationships between City employees and the public. A research project launched in Fall 2019 to better understand the experience of employees and the public. Actions from the research results will be introduced in 2020.

Talent Acquisition

- A comprehensive framework will be completed in December 2019, identifying the foundational work required to attract talent aligned to the City's cultural values. In 2019, a recruitment process review was completed with a focus on diversity and inclusion. A specialized Abilities@Work Program review has also been completed. A leadership recruitment program review was completed in Q3 2019 to integrate best practices, use of technology, and alignment with corporate culture, Respect in the Workplace, and leadership competencies. A full process review of internal recruitment processes is in progress.
- The Program and Service Review for Employee Development and Training Services will be completed in Q4 2019, leading to the revisioning of learning within the organization and a re-set of the focus for the School of Business.

Onboarding

- Environmental scans of onboarding practices are being conducted to inform the new onboarding framework set to be introduced in early 2020.

Orientation

- New employee orientation sessions began in July 2019 and will be conducted regularly. These sessions introduce new employees to Executive Leadership Team members, the City's cultural values and the Corporate Promise.

Performance

- Beginning in 2020, the City's performance assessment process will transition from the forms-based Performance Contribution Plan to a process that is employee focused and better aligned with individual development and corporate plans.

Employee Transition

- A consistent process for administering employee exit surveys to all permanent and temporary staff leaving voluntarily was implemented in February 2019. A process for reporting the results and action planning is in development.

Leadership

- The Leadership Engagement Framework and tracking tool have been introduced to ensure leaders are opening and maintaining dialogue with their employees.
- Development for women leaders has included the delivery of a leadership presentation called *Struck Like a Match* to over 300 City employees. A two-day intensive *Developing Women Leaders* workshop has been attended by nearly 100 women. Both initiatives will be regularly offered in 2020.
- The Women@theCity group was re-invigorated as a full employee resource network. The newly appointed Steering Committee is developing terms of reference and an action plan that will include professional development, networking and leadership development.
- Branch Manager development in Q3 2019 included individual development plans, Deputy City Manager mentoring, and organized small group connections.
- The Leadership Competency project launched in Q2 2019. Building on the positioning that all employees are leaders, the project introduced a leadership imperative highlighting self, team and results for citizens. The six competencies are aligned with the Cultural Commitments and will inform how the organization attracts, recruits, onboards, develops, assesses performance and transitions employees. The project was introduced to Branch Managers and Directors in a series of workshops in 2019. Workshops for Supervisors are planned for Q1 2020.
- To The Point video series is a story-telling tool used to share news of key corporate projects to employees. The monthly videos feature members of Executive Leadership Team addressing issues related to high-profile initiatives. This communications format supports greater employee understanding of how Administration serves Edmontonians.

Employee Recognition and Appreciation

- The Employee Recognition and Appreciation Framework outlines the ways in which rewards and recognition will reinforce achievement of Administration's cultural values. Implementation of the Framework will commence in Q4 2019.
- The peer-nominated employee recognition program, *Cultural Commitments Awards: This Is Who We Are* celebrates evidence of employees living their cultural values everyday in the workplace. Recently, 2,422 employees were nominated for individual or team acts of culture in action. The awards ceremony, featuring 233 employee finalists, is scheduled for November 2019.
- The 2019 Employee Appreciation Program provided employees the opportunity to choose an appreciation experience -- a one-time single family admission to a City Recreation/Leisure Centre or Attraction, a BBQ event with "Root For Trees", or a pancake breakfast. Employee participation in the Program increased 98% over 2018 levels.

Diversity & Inclusion

- The Diversity & Inclusion Framework is being refreshed to identify updated vision, goals and actions. Gender Based Analysis Plus (GBA+) is a component of the Framework to ensure equity and equality of outcomes.
- GBA+ is a best practice in policy, program and service design that assesses how diverse groups of people may experience policies, programs and experiences.
- A GBA+ Centre of Excellence in each department provides training, advice and a Community of Practice to ensure enhanced decision-making, improved data and information, and equality of outcomes. Each department is represented on the City-wide GBA+ Advisory Committee.

Indigenous Awareness and Engagement

- Since the start of Indigenous Awareness training in 2014, 64% of City employees have been educated about the history and legacy of Indian Residential Schools, and the City's active participation in reconciliation. The next phase of training will begin in 2020, and will showcase the beauty, resilience, and contributions of Indigenous peoples through stories, culture, and art.

Wellness

- The Working Mind training program supports mental health promotion, care for self and others, and the reduction of mental health stigmas. This program builds awareness of mental health challenges in the workplace from the lens of diversity and inclusion. By Q3 2019, all senior managers and supervisors had been trained. Training for all other employees is scheduled to begin in early 2020.

Other Initiatives Undertaken in the Past 16 Months

Culture Ambassador Program

- 397 employee volunteers are participants in the Culture Ambassador Program. These employees actively support workplace culture efforts at the branch and section levels. They attend networking sessions quarterly to gather and share information and learn about corporate initiatives. In the Q3 2019 survey, 89% of Culture Ambassadors agreed with this statement: *Over the last 3 months I have seen employees in my work unit use the Cultural Commitments in their daily work.*

Corporate Business Plan Engagement

- Since April 2019, leaders have been actively building awareness among employees of the connection between their work, how their work fits into the corporate strategy and how that work enables a better life for all Edmontonians. A tool kit was developed and interactive information sessions have been conducted.

Lightbulb Initiative

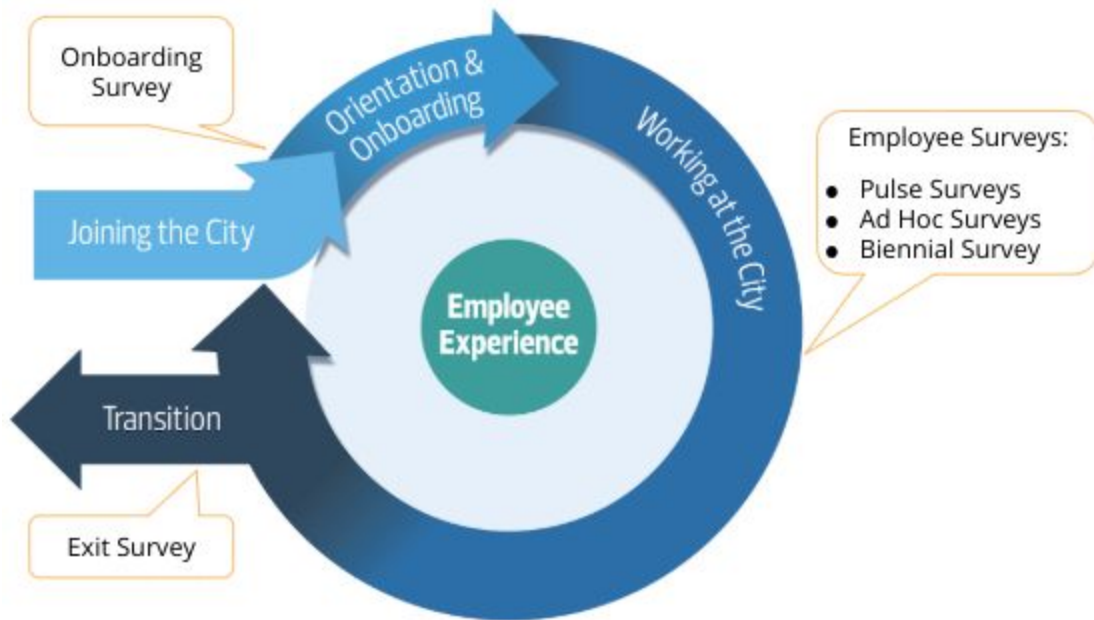
- This pilot project launched in Q1 2019 and invited employees in the Employee Services Department to submit innovative ideas for transforming workplace processes or improving the quality of life at work. Each submitter was assigned a coach to assist in developing their idea, formulating a pitch, and presenting to a panel. Currently, seventeen submissions are in various stages of implementation. Discussions are underway for roll-out of the Lightbulb Initiative in other departments.

Intranet Relaunch

- The City's intranet, OneCity, was updated in Q2 2019 to make it mobile friendly, improve the ease of use, and enhance accessibility for employees. The City's internal discussion forum has been centralized for improved management of messaging and employee engagement.

Moving Forward - Development of the Employee Experience

Ongoing dialogue with employees is planned through employee surveys that measure multiple facets of the employee experience. Pulse surveys will be implemented beginning December 2019 to generate feedback from employees more frequently. Surveys will also be administered at different steps in the employee lifecycle as outlined below:



Administration continues to monitor leading practices in this area, including the application of journey mapping principles to employees. This activity is currently being piloted to provide better insight into the services that will enhance the employee experience.

Corporate Outcomes and Performance Management

Corporate Outcome(s): The City attracts, retains and develops a diverse, innovative, creative, and engaged workforce.

Outcome(s)	Measure(s)	Result(s)	Target(s)
Meaningful Work	Employee Engagement (2018 Survey)	67%	80%
	My Job provides me with a sense of personal accomplishment (2018 Survey)	70%	Increase
	I can see a clear link between my work and the City's long-term vision (2018 Survey)	54.6%	Increase
	In my job, I make a difference every day (2018 Survey)	70.6%	Increase
Growth Opportunities	Performance Conversation in the Past 6 Months (2018 Survey)	70%	80%
	Completed all employee mandatory training	53%	100%
	I receive enough training to do my job effectively (2018 Survey)	70%	Increase

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	My immediate supervisor gives me useful feedback on the work I do (2018 Survey)	66.6%	Increase
Supportive Environment	Number of harassment and discrimination complaints submitted through the Interim Process	450	Monitor
	Employee perception of harassment (2018 Survey)	23.8%	Decrease
	My immediate supervisor recognizes me when I do a good job (2018 Survey)	73.3%	Increase
	Participation in 2019 Corporate Employee Appreciation Program	3158	Increase
	I feel respected by co-workers in my workplace (2018 Survey)	78.5%	Increase
	Number of Respectful Workplace concerns raised through Safe Disclosure Office	322	Monitor
	Participation in "Introduction to our Respectful Workplace" online training	77.8%	100%
	Participation in "Contributing to our Respectful and Inclusive Workplace" classroom training	12.3%	100%
	Indigenous Awareness training completion rate	64%	100%
	Workplace Restoration files received to date	82	Monitor
	2019 Cultural Commitments Awards nominees	2422	Increase
	Cultural Ambassadors oriented and trained	397	Increase
Wellness	Sick Hours per Permanent FTE (YTD) as of August 31, 2019	56.03	Lower than last year YTD
	Supervisors who have completed "Working Mind" mental health training	597	Monitor
	Near Miss Reports (includes unsafe work observations) to Lost Time Incidents (YTD) As of June 30, 2019	7.6 to 1	4 to 1
	The City is committed to maintaining a healthy and safe working environment (2018 Survey)	75.5%	Increase
Trust in Leadership	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals (2018 Survey)	57.9%	Increase
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals (2018 Survey)	58.2%	Increase
	I have trust and confidence in the City Manager's and Deputy City Managers' (ELT) ability to achieve the City's goals (2018 Survey)	49.7%	Increase

Empowered Employees	Employees who participated in the Engagement & Diversity Survey (2018 Survey)	70%	Increase
	My immediate supervisor encourages me to offer my opinions and ideas (2018 Survey)	75.6%	Increase
	My immediate supervisor involves me in decisions that affect my work (2018 Survey)	68.1%	Increase
	My immediate supervisor is open to receiving my input on how to improve work processes (2018 Survey)	72.8%	Increase
	My immediate supervisor allows me to try out new ideas to improve my work processes (2018 Survey)	68.1%	Increase
	Exit survey participation rate	36.3%	Increase

Attachments

1. What We Do Is Who We Are: A Blueprint for Building Organizational Culture at The City of Edmonton
2. Culture Blueprint Key Actions Status

Others Reviewing this Report

- A. Laughlin, Acting Deputy City Manager, Financial and Corporate Services
- C. Owen, Deputy City Manager, Communications and Engagement
- G. Cebryk, Deputy City Manager, City Operations
- J. Meliefste, Acting Deputy City Manager, Integrated Infrastructure Services
- S. McCabe, Deputy City Manager, Urban Form and Corporate Strategic Development
- R. Smyth, Deputy City Manager, Citizen Services
- B. Andriachuk, City Solicitor