

This Is How We Work and Engagement Report

Update on the workplace experience of City of Edmonton employees

Recommendation

That the existing agreement with Deloitte be increased by \$1.3 million for a total of \$3.8 million, and that the amendment be in form and content acceptable to the City Manager, as outlined in the February 5, 2019, Office of the City Manager report CR_6859.

Executive Summary

The Employee Engagement and Diversity Survey is one of the City's opportunities to listen to the views of its workforce and examine areas of strength and opportunity related to:

- Engagement - the connection employees have to their work, emotional connection and willingness to put in discretionary effort
- Culture - how we choose to work together, interact with Council, Edmontonians and stakeholders, and express behaviours, attitudes and approaches that are service oriented and collegial
- Workplace - the shared experience of what it is like to work at the City
- Supervisor - the experience employees have with the person they directly report to
- Diversity - measurement of the diversity of the workforce and whether it is reflective of the community
- Harassment and discrimination - employee perceptions of harassment and discrimination

The 2018 Survey provides an interim check-in for a wide-ranging body of work - both reactive and proactive - that has and will define, address and ultimately improve the experience of City employees. That work began after the release of the 2016 results and the development of branch action plans; it will continue throughout 2019 and beyond as new internal structures, processes and oversight are activated, tested and aligned. The constellation of actions and responses that comprise the *This Is How We*

Work initiative in particular will establish all of the City's workplaces as safe and respectful.

2018 marks the fifth biennial survey for City employees: more than 8,700 employees completed the survey in September, representing 70% of all City employees. The leadership team believes the pre-survey efforts have given employees some reassurance of greater disclosure safety and encouragement to provide candid survey responses. The roll-out of the cultural commitments to all employees, the creation of the Employee Services Department, and the activation of the Safe Disclosure Office which is an independent process for reporting workplace concerns and complaints are all significant pieces of early work that have contributed to the evolution of City workplaces. Time, focused attention, and course corrections will ensure the evolution continues.

Results show some positives related to employees' relationships with their supervisors and co-workers, and improvements to how employees are treating each other. 73% of staff have confidence in their supervisors, over 80% believe that their work contributes to the success of the City, and 78% feel respected by their co-workers.

The results relating to the rest of the employee experience demonstrate a gap, and Administration is committed to understanding these issues, learning from them, and finding solutions that lead to improvement.

Survey Response Rate & Methodology

8,732 City of Edmonton employees completed the 2018 Employee Engagement and Diversity survey in September 2018, representing 70% of all City employees. This is slightly lower (2%) than the 2016 survey response rate but higher than the external Talentmap benchmark response of 65%.

The survey provides employees the opportunity to express their level of satisfaction/favourability with their workplace, engagement, supervisor, and their cultural experience.

The survey has been conducted since 2010, with minor adjustments to the questionnaire over the period. The 2018 survey contained 33 questions related to engagement, workplace, supervisor and culture; 11 questions related to harassment and discrimination, 7 questions related to diversity, 4 questions related to childcare

and mental health, and a comments section for recommendations related to workplace improvement. The questions aligned with surveys conducted by other public sector organizations in order to facilitate comparisons and benchmarking.

The survey was completed digitally by 81% of employees (desktop 72%, mobile 9%) and unique access PINs were provided to ensure confidentiality. Those without access to a computer in their workplace (19%) were provided a paper version of the questionnaire.

Survey results summaries were shared with employees, Council, union presidents and the media in separate presentations on January 24, 2019. Branch Managers, who are expected to develop and lead Branch Engagement Plans with their teams, received their results in an in-depth session on January 24.

The survey protocol and privacy impact assessment place group size restriction for the purpose of reporting results. The following response thresholds have been applied to releasing results to protect the confidentiality of employees:

- Minimum 25 responses for engagement questions
- Minimum 50 responses for diversity, harassment and discrimination questions

With respect to the sharing of branch results, the confidentiality thresholds impact as follows:

- All results shared (full employee engagement, diversity, discrimination and harassment survey results): 26 branches ([see page 4](#))
- Engagement results shared: 7 branches ([see page 5](#))
- No results shared: 1 branch ([see page 5](#))

The branch results, with a gender filter applied, are posted on OpenData as a machine readable file. Corporate and branch results are available on edmonton.ca and on the City's intranet in pdf format.

Context For 2018 Survey Results - A Chronology of Early Actions: Culture and Respectful Workplace

2017	2018	2019
Jan - 2016 Employee Engagement & Diversity Survey	Jan - Deloitte assumes interim 3rd party complaints reporting	Jan - Survey results shared with leadership, Council, staff, and

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results shared with leadership, Council, staff and the public	and investigation responsibility	the public
2017	2018	2019
<p><i>Apr</i> - Branch action plans developed</p> <p><i>July-Sept</i>- ELT developed and refined Cultural Commitments</p> <p><i>Sept-Nov</i> - Cultural commitment roll-out to extended leadership team</p> <p><i>Oct</i> - Announced Corporate Culture Transformation Program Manager</p> <p><i>Nov</i> - Culture audit and public spotlight on engagement, harassment and discrimination results</p> <p><i>Nov</i> - Council directed interim use of 3rd party, external complaints process: ADR International was immediately hired, followed by an RFP, which resulted in the selection of Deloitte</p>	<p><i>Jan</i> - Respectful workplace project manager seconded from UofA</p> <p><i>Jan</i> - Creation of Employee Services Department and DCM recruitment</p> <p><i>Feb</i> - Regular monthly meetings with union presidents and ELT commence</p> <p><i>Spring</i> - Cultural Commitments roll-out to all staff</p> <p><i>Apr</i> - Internal Communications about complaints reporting and investigation process</p> <p><i>May</i> - Culture Blueprint released</p> <p><i>May</i> - External review of Survey activities and processes with plan recommendations</p> <p><i>July</i>- Council presentation: Deloitte recommendations for a permanent complaints reporting and investigation process; culture strategy and plan;</p> <p><i>July-Nov</i> - union challenge over investigation report redaction</p> <p><i>July-Aug</i> - Taking Culture Out of the Box toolkit for all leaders</p> <p><i>July</i> - Cultural Commitments Awards recognition program nominations</p> <p><i>July</i> - Culture Ambassador Program relaunched</p>	<p><i>Jan</i> - <i>This Is How We Work</i> initiative launched: Admin. Directive and Procedure, Safe Disclosure Office, Workplace Restoration Unit</p>

2017	2018	2019
	<p><i>Sept</i> - Employee Services Department activated</p> <p><i>Sept-Oct</i> - <i>This Is How We Work</i> initiative framework and principles</p> <p><i>Sept</i> - 2018 Survey conducted</p> <p><i>Sept</i> - Employee recognition framework developed</p> <p><i>Oct</i> - Employee Advisory Committee commences</p> <p><i>Nov</i> - Cultural Commitments Awards recognition event</p>	

Summary of Overall Corporate-wide Results

Survey Dimension	Unfavourable 2018	Neutral 2018	Favourable 2018	Favourable 2016	TalentMap Benchmark
Overall Engagement	15.5%	17.9%	66.6%	72.0%	70%
Overall Culture	15.9%	16.6%	67.5%	70.3%	n/a
Overall Workplace	15.8%	16.5%	67.8%	70.5%	n/a
Overall Immediate Supervisor	13.7%	12.9%	73.4%	73.1%	n/a

Summary of Corporate-wide Results - Engagement, Culture and Workplace

Engagement, culture and workplace measures have shown a statistically significant decline of between 2.8% (culture, workplace) and 6% (engagement). The overall Supervisor score has remained the same, with directional (not statistically significant) increase of 0.3%. Attitudes towards one's immediate supervisor remain significantly more favourable (73.4% favourable) compared to engagement, culture or workplace measures.

The results show there have been significant declines on 21 attitudes, 10 attitudes have shown no significant declines, and two attitudes have shown a significant increase. The greatest improvement in attitude (+3%) is with regards to speaking to an immediate supervisor formally about performance.

The most significant declines relate to trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals (-10%), seeing a clear link between one's work and the City's long term vision (-8%), the commitment to maintaining a healthy and safe work environment (-7%), and whether the information in the City is communicated well (-7%).

To build trust and confidence in leadership, several actions and initiatives have been planned or recently activated: the creation and staffing of the Employee Services Department, consultations with union and association presidents, and a refreshed Working Relationship Agreement. An umbrella initiative called *This Is How We Work* was also recently launched; it includes many programs, services and materials to review and resolve respectful workplace issues. This includes the new Respectful Workplace Administrative Directive, the new Respectful Workplace Procedure for managing concerns and complaints, opening of the new Safe Disclosure Office, the creation of a Workplace Restoration Unit, as well as training on resolving workplace conflict and supporting a respectful workplace culture. To ensure that these programs, services and materials incorporate the feedback from City staff, they were reviewed by a newly created Employee Advisory Committee, Supervisor focus groups, and Union and Association presidents. Going forward, Executive Leadership Team and the extended leadership team will be consulting more frequently with staff to assess and address the feedback in the survey results.

The attitudes that drive employee engagement from a corporate perspective are whether one feels career aspirations can be achieved at the City, feeling that customer service is a primary focus at the City, feeling that most of the work completed is rewarding, trust and confidence in leadership (ELT, department and branch), and the feeling that at work, employees have the opportunity to do what they do best every day.

Most Favourable Attitudes	% Favourable 2018	% Favourable 2016
I feel that my work contributes to the success of the City	82.9%	85.5%
My immediate supervisor demonstrates a commitment to safety	81.7%	81.6%
My immediate supervisor seems to care about me as a person	79.2%	78.9%

My immediate supervisor encourages me to offer my opinion and ideas	75.6%	76.0%
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Least Favourable Attitudes	% Favourable 2018	% Favourable 2016
My career aspirations can be achieved at the City	57.8%	61.8%
In my branch, information is widely shared so that everyone can get the required information when it's needed	57.0%	58.8%
I can see a clear link between my work and the City's long-term vision	54.6%	62.3%
In general, information in the City is communicated well	52.3%	58.9%
I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals	49.7%	59.3%

Most significant declines in favourability since 2016	
I have trust in the City Manager and Deputy City managers' (ELT) ability to achieve the City's goals	-9.6%
I can see a clear link between my work and the City's long-term vision	-7.7%
The City is committed to maintaining a healthy and safe working environment	-7.0%
In general, information in the City is communicated well	-6.6%
I would recommend the City to a friend as a great place to work	-6.1%

Summary of Corporate-wide Results - Harassment and Discrimination

The percentage of employees indicating a perception of discrimination has risen from 11.4% in 2016 to 14.0% in 2018. The percentage of employees indicating a perception of harassment has risen from 19.0% to 23.8%. Those claiming to have witnessed either harassment or discrimination has increased from 20.2% to 25.6%. As a proportion of reported harassment, harassment from internal sources has decreased from 2016, while harassment from members of the public increased.

Perceptions of harassment and discrimination tend to be relatively higher among those who report belonging to a minority group, with the exception of those who report belonging to a visible minority group. Perceptions of harassment and discrimination are highest among those declaring a disability (47.9% reporting experiencing harassment; 33% reported experiencing discrimination). Perceptions of discrimination

and harassment are significantly higher among certain union groups (ATU 569, Civic Service Union 52, and CUPE Local 30).

Relatively more employees who claimed to have witnessed harassment and discrimination reported they told someone who could do something about the situation (43.4% compared to 36.2% in 2016). 52.1% of employees feel they can report harassment/discrimination without fear of retaliation. Administration infers that some of the increase in perception may be attributable to an increased comfort in disclosing of this behaviour.

Employees indicating a perception of either discrimination or harassment are significantly less engaged than those who did not report having this perception. Engagement among those claiming to have experienced harassment is 46.2% compared to 73.1% among others. Engagement among those claiming to have experienced discrimination is 44.3% compared to 70.4% among others.

Budget / Financial Implications

Upon receiving approval from Executive Committee to award a contract for a provider to oversee an interim discrimination and harassment process, Administration selected Deloitte LLP through an invitational procurement process. At the time, the Professional Services Agreement was not expected to exceed \$2,500,000, and funding was provided from existing department budgets. The original contract was signed on December 18, 2017 with Deloitte LLP, with an end date of June 1, 2018. This was later extended to January 29, 2019.

In order to minimize disruption to employees given the sensitive nature of this work, it is recommended that Deloitte complete all investigations currently underway. It is expected these will be completed by May 31, 2019.

In order to complete these investigations, Administration is seeking approval to extend the Professional Services Agreement to May 31, 2019, and to increase the value of the agreement to \$3,800,000. The funds required to manage the amended contract will be allocated from existing approved department operating budgets.

Corporate Outcomes and Performance Management

Corporate Outcome(s): Conditions of Success			
Outcome(s)	Measure(s)	Result(s)	Target(s)

Employee engagement, culture and respectful workplaces contribute to employee productivity and are essential for realizing Administration's goal: enabling a better life for all Edmontonians	<p>This biennial survey monitors progress towards employee culture, including safe and respectful workplace.</p> <p>Number of harassment and discrimination investigations completed</p>	<p>2018 results for engagement, culture and workplace are contained within this report</p> <p>Number of investigations tracked by external party</p>	Tbd
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Attachments

1. City of Edmonton Executive Report - 2018 Employee Engagement and Diversity Survey Results from Talent Map (January 2019) [Executive Report](#)
2. City of Edmonton Corporate Analysis - 2018 Employee Engagement and Diversity Survey Results (January 2019) [Corporate Analysis](#)
3. City of Edmonton: 2018 Employee Engagement & Diversity Survey Results [Branch Snapshot Report](#)