

To: Warden and Members of County Council

From: Director of Human Resources

2022 Employee Engagement Survey Results and Resulting Actions

RECOMMENDATION

1. That Council receive report HR 2023-04 entitled “2022 Employee Engagement Survey Results and Resulting Actions” as information.

REPORT HIGHLIGHTS

- The purpose of this report is to update County Council on the results of the 2022 Employee Engagement Survey.
- 78% of our employees completed the survey, which is a positive completion rate and means the survey results are representative of our workforce.
- 2022 survey results were slightly lower compared to the 2017 survey results in both job and organizational engagement; however, engagement levels remained around the same or higher than when we facilitated our first survey in 2014.

Implementation Points

Implementation work is well underway with the release and presentation of the results across the organization. We are currently facilitating departmental and divisional staff meetings to dive deeper into the results and seek feedback on action planning. Once that information is gathered, corporate and departmental action plans will be developed, implemented, and monitored.







Financial Impact

The recommendation contained in this report has no financial impact. Any initiatives related to the survey results that do have a financial impact will be brought forward for approval through the annual budget process.

Communications

Communication related to the survey results has been ongoing and will continue for the foreseeable future as we continue to roll out the results on a departmental and divisional basis and set associated action plans.

Strategic Plan (2020-2022)

					
<i>WORKS WELL TOGETHER</i>	<i>WELL CONNECTED</i>	<i>SHAPES THE FUTURE</i>	<i>INFORMS & ENGAGES</i>	<i>PERFORMS & DELIVERS</i>	<i>POSITIVE IMPACT</i>
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DISCUSSION

Background

As part of the 2022 budget and business plan process, Council authorized a corporate wide employee engagement survey. The survey was conducted from September 26th to October 23rd, 2022 and 78% of employees responded.

Oxford County has completed two employee engagement surveys in the past. The initial survey occurred in 2014, and the second survey was conducted in 2017. The plan was to conduct a third survey in 2020; however, the COVID pandemic forced us reconsider this timing and delay the survey until late 2022.

Comments

To plan and undertake the survey Metrics@Work, an organization who has extensive experience in employee surveys, including the public sector, was retained. We worked with Metrics@Work to design the survey and worked with Communications and departmental staff to promote broad staff participation in the survey.

The survey was undertaken in September/October 2022 and the County achieved a positive response rate of 78% of our employees completing the survey. This positive response rate exceeds both the 2014 and 2017 survey and indicates that the results are representative of our overall work force.

Survey Design

Employee engagement is measured in two categories – organizational and work engagement. Organizational engagement represents employees’ perceived relationship with Oxford County overall as an employer. This is reflective of employees’ emotional commitment to the County, a willingness to remain and a sense of belonging to the County. Work engagement represents employees’ perceived relationship to the actual job that they perform at the County. The following table highlights the questions used in the survey to measure employee engagement levels.

Job Engagement Drivers	Department Engagement Drivers	Organizational Engagement Drivers
<ul style="list-style-type: none"> • Job Clarity • Job Enhancement • Physical Safety • Job Control • Physical Work Environment • Impact of Job on Personal Life / Work Life Balance • Workload Manageability • Resources and Supplies • Workload Stress 	<ul style="list-style-type: none"> • Co-worker Cooperation • Satisfaction with Direct Supervisor • Treated with Respect • Equity & Inclusion • Continuous Improvement • Support for Innovative Thinking • Satisfaction with Department Director • Communication in Your Department • Resolve Conflicts • Performance Management • Psychological Safety • Employee Involvement In Your Department • Morale 	<ul style="list-style-type: none"> • Support for Diversity & Inclusion • Employment Relationship • Internal Service Delivery • Training & Development Opportunities • Organizational Communication • Satisfaction with Senior Management Team • Continuous Improvement • Opportunities for Career Development • Team Recognition • Performance Evaluation • Pay Satisfaction • Recognition • Total Compensation Package

Survey Results

The corporate results are provided in Attachment 1. The following table highlights our corporate levels of engagement and how those results benchmark to our comparable municipalities, and our 2014 and 2017 engagement scores.

Engagement Categories	Oxford County 2022	Oxford County 2017	Oxford County 2014	Comparable Municipalities (based on 30 Ontario Municipalities)
Organizational Engagement	68.4%	69.4%	63.4%	68.2%
Work Engagement	75.5%	79.2%	76.1%	74.1%

The 2022 survey results indicate that we currently have a workforce that has similar job and organization engagement levels when benchmarked against comparable municipalities. The 2022 results are slightly lower than our previous results in 2017. Given the COVID pandemic and the turnover in our workforce since 2017, we were unsure of what to expect in the 2022 results. Although we were disappointed that we didn't experience an increase in engagement levels, the results are not unexpected given the previously mentioned factors. By implementing actions to address the areas in the survey that emerged as opportunities, we are optimistic we will see increased engagement levels in future years.

The survey results highlighted our greatest strengths and our greatest opportunities for improvement, which will allow us to celebrate our successes and set overall strategies for addressing the opportunity areas. The following table highlights our overall corporate strengths and opportunities. It is important to keep in mind that these are the results from all eight of our departments combined and that departmental and divisional results do vary.

Comparison Type	Possible Strengths	Possible Opportunities
2022 Results (Top 5 and Bottom 5 engagement drivers)	<ul style="list-style-type: none"> • Dept: Co-worker Cooperation • Work: Job Clarity • Work: Job Enhancement • Dept: Satisfaction with Direct Supervisor • Dept: Treated with Respect 	<ul style="list-style-type: none"> • Work: Workload Stress • Work: Resources and Supplies • Work: Workload Manageability • Org: Total Compensation Package • Dept: Morale
Compared to 2017 Survey (Most Notable Improvements and Decreases)	<ul style="list-style-type: none"> • Dept: Continuous Improvement • Org: Employment Relationship • Dept: Satisfaction with Department Director • Org: Opportunities for Career Development • Dept: Psychological Safety 	<ul style="list-style-type: none"> • Work: Resources and Supplies • Work: Workload Stress • Org: Total Compensation Package • Work: Workload Manageability • Org: Internal Service Delivery
Compared to Metrics@Work During Pandemic Database	<ul style="list-style-type: none"> • Dept: Performance Management • Dept: Satisfaction with Direct Supervisor • Org: Opportunities for Career Development • Org: Satisfaction with Senior Management Team • Dept: Co-worker Cooperation 	<ul style="list-style-type: none"> • Work: Resources and Supplies • Dept: Morale • Dept: Psychological Safety • Work: Workload Stress • Work: Workload Manageability

It should be noted that areas such as workload stress, workload manageability, and total compensation package have emerged as significant areas of opportunity from a corporate results perspective and in many departmental and divisional level results.

Resulting Actions

Following the employee engagement survey, it is critical that action plans are put in place at a divisional/departmental level and at a corporate level to maintain and strengthen the areas identified through the survey as strengths, and improve the areas identified as opportunities, just as we did in 2014 and 2017. Currently, departmental meetings are being held with all staff to dive deeper into the survey results and gather input on action planning. Following those meetings, the feedback will be compiled and action plans developed. Any initiatives requiring financial support will be presented through the annual business plan and budget process for approval.

Best practice points to repeating employee engagement surveys in regular intervals to measure progress and subsequently re-establish priorities. Although we anticipate facilitating another survey in 3-4 years time, we are also exploring the most effective and efficient way(s) to gather staff input and measure employee engagement on an ongoing basis. This will play a significant role in the overall wellbeing and retention of our most important resource – our people.

Conclusions

Facilitating the 2022 employee engagement survey was essential to set new benchmarks as we emerge from the pandemic with a workforce that is significantly different than in 2017. Overall the survey results were positive; however, there are many areas of opportunity to address in an effort to strengthen our ability to attract, retain, and develop high quality staff as the competition for talent continues to increase.

Departmental Approval:

Amy Smith
Director of Human Resources

Approved for submission:

Benjamin R. Addley
Chief Administrative Officer

ATTACHMENT

Attachment 1 Oxford County Survey Report