

2018 Employee Engagement Survey

Post-Survey Areas of Focus

Overview

Overall, 82 per cent of Halifax Regional Municipality staff members have some level of engagement. While there are many positive attributes to celebrate, there is still opportunity to strengthen engagement within the municipality. This document provides the areas that the municipality will focus on corporately to improve employee engagement.

1. Interest in employee wellbeing

Engagement score: *Low to Modest*

There was a low to modest score in this area for the organization. Communications, health and wellness feature prominently in the recommended action items.

- Increase communication frequency between supervisors/managers and employees to better understand and address their needs.
- Enhance the municipality's health and wellness programs.

2. Valuing employee contributions (rewards and recognition)

Engagement score: *Modest*

The municipality scored modest in this area of focus. Recognition is a key action item as well as communication and dialogue with employees.

- Improve leadership accountability for employee contributions and recognition.
- Develop processes for employee input and actively share successes and positive experiences.

3. Professional development & learning opportunities (career aspirations can be achieved at the municipality)

Engagement score: *Modest*

The municipality scored modest in this area. Training, career development, succession planning and leadership tools will all factor into the action items recommended.

- Develop and outline career paths, provide regular performance feedback and ensure that succession planning is understood at all levels.
- Reintroduce our Mentorship Program to business units.

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4. **Employee relations with management** (building trust and developing leaders)

Engagement score: *Low*

This area scored low for the organization. Communications, training and trust are key themes outlined in the recommended action items.

- Create more internal advancement opportunities.
- Provide newly hired and promoted leaders with the training, resources and tools they need, including mentorship opportunities so they can be successful.
- Create opportunities for dialogue between employees and management on how relations can be improved.

5. **Support for doing what one does best** (personal fulfilment via workplace activities)

Engagement score: *Strong*

This is a strong area for the organization. We will maintain the positive level currently shown in the survey results. Leaders will continue to encourage employees in this area and build on this success.

Note: *The degree of engagement varies by business unit. This is expected – as municipal careers and experiences are diverse. Senior leadership will be working with their management teams and employees to review the employee survey results and make recommendations for improvements.*