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Employee Cultural Research

Research Objectives

- **To position the City as an employer of choice by determining what is important to employees**
  - Employee beliefs, values, perceptions, attitudes
  - Compare across work units, work types, unions, etc
  - Examines both intrinsic and extrinsic motivators
- **To enhance job satisfaction and, ultimately, customer satisfaction**
- **To provide employees with a “voice”**

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Key Success Factors

HR Strategic Plan	Key Success Factors	Employee Cultural Research Project
✓	Shared Leadership	✓
✓	Collaborative Union/Management Partnerships	✓
✓	Proactive Approach to HR Planning	✓
✓	Open Communication & Knowledge Growth	✓
✓	Value & Recognize Employee contribution	✓

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What the Project Was:

- A means of compiling information for use in future organizational decision making – first comprehensive employee survey
- A mechanism of establishing a baseline – where we currently are
- A way for employees to “speak”
- A starting point for identifying and sharing best management practices
- Comprehensive research that will look at the entire organization
- A collaborative effort with civic unions

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What the Project was NOT:

- "Just Another Survey"
- A short term project
- A means of identifying the opinions, values, beliefs of individual employees
- Management working in isolation

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Principles

- Senior managers and union leaders champion the project.
- Research findings are shared honestly and openly with participants.
- The City and associated unions work collaboratively to address issues that are identified.
- Not an event, but a process - the way we will do business from now on

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Project Structure

- CAO involved civic unions at the outset and confirmed support
- Discussions with senior leaders included the Chief of Human Resources
- CAO communicated directly with employees and committed her support
- Working Committee chaired by Project Manager
- Working Committee members included department and union representatives

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Response Rates

- Overall Response Rate of 45% (4271)
- Individual Department Rates 37% - 92%
- Over 80% of Respondents Answered the Open-Ended Questions

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Research Findings

- **What Employees Value Most**
  - **Job Security**
  - **Salary and Benefits**
  - **Working for a Manager they Respect**
  - **Being Treated with Respect and Consideration**
  - **Opportunity to Balance Work and Personal Life**

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Areas of Strength

- Strong Pride in Working for the City
- Intention to Remain with the City
- Good ratings of Salary and Benefits
- Belief in Training/Development Opportunities

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Areas to Improve

- Dealing with Poor Performance
- Perceptions of Leadership
- Understanding where Individuals Fit
- Cooperation within and across Departments
- Belief that Anything Can/Will Change

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Actions to Date

- Request for Proposals was issued and an external consultant was retained
- Project Manager held meetings with senior managers, unions and employees to refine research issues
- The survey instrument was customized to meet the City's requirements
- Survey findings were analyzed
- Survey reports were shared with stakeholders
- Senior managers were directed to prepare Action Plans to deal with issues identified
- Action Plans were shared with civic union leaders and employees

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Next Steps…….

- In collaboration with Project Working Committee, design project evaluation plan
- Develop corporate Action Plan to ensure consistency in dealing with multi-department issues
- Conduct action plan evaluations by department
- Report on findings – what's working – what's not
- Analyze and communicate best practices

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Challenges

Questions

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