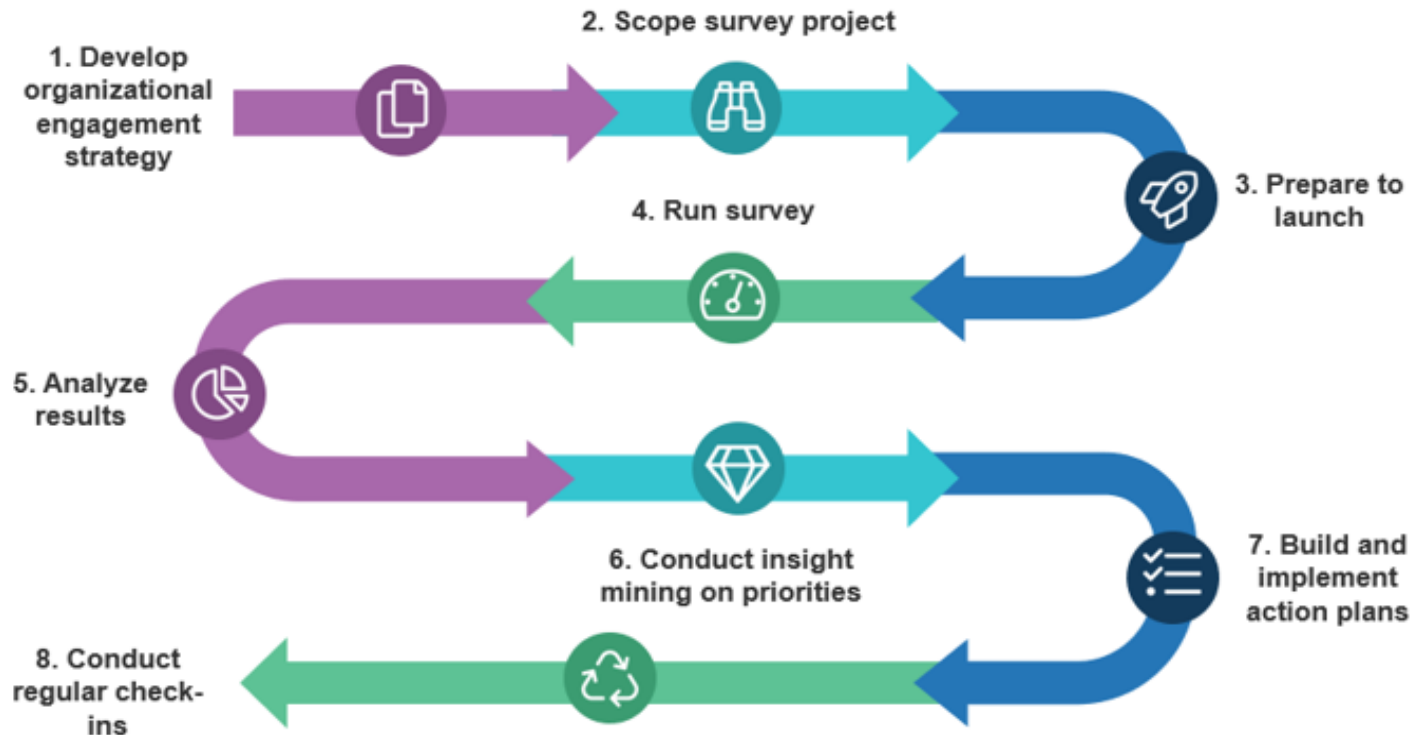


SMT Employee Engagement Divisional Action Planning

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Chief Human Resources Officer

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Our Employee Engagement Journey





3x

Employees who **perceive relationships** with their **senior leaders in a positive light** are **3x more likely to be engaged** (McLean & Company, 2016, N =47,620).

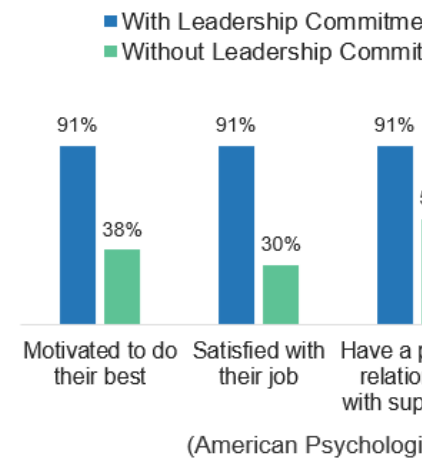
71%

71% of employees surveyed listed **good leadership** as a factor that **motivated them at work** (Roffey Park, 2016, N=805).

20%

Employees' **perceptions of senior leadership** is the **strongest factor influencing employee engagement**. It has the **greatest percentage of influence** (20%) when compared to other factors like relationships with managers (17%), professional and personal growth (13%), and autonomy (9.5%) (Conference Board of Canada, 2016).

Employee attitudes are g by senior leade



Leaders Drive Engagement



Leaders Role in Driving Engagement

Engagement is positively affected when leaders:

- share rationale for decisions
- act on feedback
- build trust
- inspire employees

	Goal	Action Items	Measurement	Time
	Increase understanding of the 'why' behind organizational changes	Host monthly divisional team meetings informing the team of both division and org wide changes with a Q&A opportunity	Monthly meetings held	Ongoing 2022

Action




Action Plan Examples

GOAL: Increased seasonal staff engagement. **ACTION:** Hold 1 team-building lunch 'n' learn session for each park/facility during summer season so that seasonal staff can participate. **MEASURE:** # of meetings/sessions held. **TIMELINE:** May 2023 – August 2023 **LEAD:** CP&L Supervisor Team

GOAL: Have team recognized on the Staff Hub – with a blurb on what we do and who we are and how other teams/divisions can feed into our work. **ACTION:** Nancy and Victoria to reach out to determine process for getting a post in queue for 2022 and to coordinate material from teams as to what we want featured. **MEASURE:** One post per year related to G&CR work **TIMELINE:** Before end of Q3, 2022 **LEAD:** Victoria and Nancy

GOAL: Undertake PE site tours. **ACTION:** Plan site tours at team meeting quarterly. **TIMELINE:** Undertake tours as per plan. **MEASURE:** Number of planning sessions and number of site tours. **LEAD:** Brad




GOAL: Build and maintain a skilled and knowledgeable team.
ACTION: Utilization of training budget. **MEASURE:** Number of staff who attended a seminar or workshop. **TIMELINE:** Ongoing to December 2022 **LEAD:** Finance Manager and Supervisors

GOAL: Facilitate more cross-divisional connections. **ACTION:** Host more in-person learning days to foster interactions/recognition
MEASURE: Summary of learning days and tour. **TIMELINE:** Q4/Q1
LEAD: Multiple (R&I SMT)

GOAL: Host four annual Town Halls/Guest Speaker Series with different parts of the organization or external speakers to complement annual PD Day. **MEASURE:** # of Speakers. **LEAD:** Darryl with Sabrina and E&T PD Committee. **TIMELINE:** November 2022 – Ongoing.

GOAL: Improve communications with other Divisions. **ACTION:** WPES managers continue to meet with Conservation Parks & Lands, Restoration & Infrastructure, Education, DES. **MEASURE:** Staff feedback **TIMELINE:** Ongoing **LEAD:** DES SMT



Action Plan Opportunities

Priority Driver	Goal	Action Items	Measurement	Timeline	Action Lead
Culture	Improve Communications	Increase communications		Ongoing	SLT
	Improved recognition	Provide staff with gift cards		2023	
Relationships		Improve divisional relationships	Increase connections with staff	Ongoing	Directors

EMPOWER
PEOPLE

INS
PEO

LEADERSHIP

LEAD
CHANGE

SHARE
VISIO

Next Steps

- Review your Action Plans
- Make any necessary adjustments
- Resubmit plans to your directors by **October 28th**
- Support development conversations related to Manager Score Cards
- Prepare for SMT updates

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