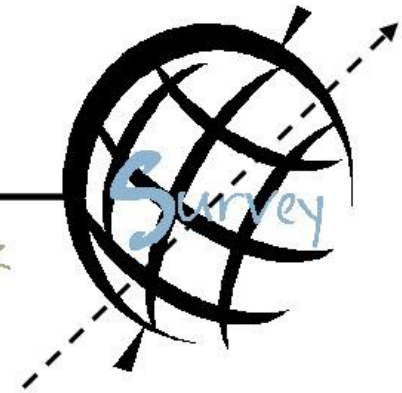


Taking Action on Results

Making York Region an even better place to work



EMPLOYEE SURVEY CORPORATE ACTION PLAN -2004

Action Item	Phase One (2005)	Phase Two (2006 Q1 -Q2)	Phase Three (2006 Q3 – Q4)
Recognition and Reward	<ul style="list-style-type: none"> ▪ Implement an informal and spontaneous recognition process ▪ Establish a recognition budget line in chart of accounts ▪ Revise the Length of Service Awards Program ▪ Marketing of the recognition programs 	<ul style="list-style-type: none"> ▪ Revise the Commitment to Excellence Program ▪ Marketing of the recognition programs ▪ Manager Training on recognition 	<ul style="list-style-type: none"> ▪ Continued marketing of the recognition programs ▪ Promote Team Building in each department
Career Development	<ul style="list-style-type: none"> ▪ Conduct a career counselling program review and report on recommendations ▪ Increase in the variety and location of courses available ▪ Modify recruitment and selection process to provide for employee feedback and enable greater emphasis on skill 	<ul style="list-style-type: none"> ▪ Create a data base of career profiles accessible to staff ▪ Provide a variety of career development options for staff ▪ Investigate the feasibility of a payroll deduction process to cover tuition costs 	<ul style="list-style-type: none"> ▪ Review Tuition Assistance guidelines to provide option for compressed work week & flex time for course participants

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Action Item	Phase One (2005)	Phase Two (2006 Q1 - Q2)	Phase Three (2006 Q3 - Q4)
Training	<ul style="list-style-type: none"> ▪ Develop and deliver training for Effective Meeting Processes ▪ Continue to offer training on communication, leadership & management skills 	<ul style="list-style-type: none"> ▪ Enable non-managers to attend selected management courses ▪ Develop and deliver training on the following topics; <ul style="list-style-type: none"> ○ Recognition training 	<ul style="list-style-type: none"> ▪ Develop and deliver training on the following topics; <ul style="list-style-type: none"> ○ Training on supportive management approaches and work life balance ○ Corporate values education
Pay Satisfaction	<ul style="list-style-type: none"> ▪ Conduct a market review of base pay competitiveness ▪ Change the non-union pay structure from a step system to open merit ranges & integrate with Pay for Performance 	<ul style="list-style-type: none"> ▪ Communication of job evaluation & compensation programs with an emphasis on total rewards (compensation & benefits) 	<ul style="list-style-type: none"> ▪ Analysis of job evaluation factors weightings

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Action Item	Phase One (2005)	Phase Two (2006 Q1 - Q2)	Phase Three (2006 Q3 - Q4)
Performance Review	<ul style="list-style-type: none"> ▪ Investigate mechanism for staff to provide input into managers' performance 	<ul style="list-style-type: none"> ▪ Formalize performance review process to include unionized staff ▪ Revise the Performance Review to align with Corporate values 	<ul style="list-style-type: none"> ▪ Revise the Performance Review to include greater emphasis on: <ul style="list-style-type: none"> ○ Human resource leadership indicators ○ Recognition practices ○ Managing problem performance ○ Communication skills ○ Supportive manager goals
Communication	<ul style="list-style-type: none"> ▪ Increase profile & visibility of senior management ▪ Increase formal and informal interactions between Sr. Management and staff ▪ Develop a communication strategy ▪ Focus on internal communication 	<ul style="list-style-type: none"> ▪ Increase access to technology ▪ Enhance tools for communicating electronically 	
Corporate Values	<ul style="list-style-type: none"> ▪ Identify corporate values and embed in the culture ▪ Review corporate vision and how it aligns with corporate mission and values 	<ul style="list-style-type: none"> ▪ Revise the Performance Review to align with Corporate values 	

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Action Item	Phase One (2005)	Phase Two (2006 Q1 -Q2)	Phase Three (2006 Q3 – Q4)
Managing Performance	<ul style="list-style-type: none"> ▪ Develop tools to assist managers in managing difficult performance issues ▪ Develop and implement strategies to deal with misuse/prolonged use and /or fraudulent use of sick time 		
Workplace Wellness	<ul style="list-style-type: none"> ▪ Conduct a needs assessment to determine program design, cost, funding, etc. ▪ Develop and implement recommendations for a corporate workplace wellness program 	<ul style="list-style-type: none"> ▪ Promotion of work-life balance and wellness ▪ Develop measures to monitor usage & effectiveness 	
Workload Flexibility Options	<ul style="list-style-type: none"> ▪ Develop policies for various workload flexibility options including; sabbaticals, work from home & expanded flex time 	<ul style="list-style-type: none"> ▪ Promotion of work-life balance, wellness and flexibility options ▪ Conduct business process reviews to provide a means to understand the complexities of a workload and implement efficiencies to assist with employee stress induced by extreme workloads. 	<ul style="list-style-type: none"> ▪ Propose and seek acceptance for principles to enable staff complement to grow proportionately to work initiatives & population served

Advisory/Reference Group	▪ Develop recommendations for an advisory/reference group		
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