

To: All Commissioners, Directors, Managers & Supervisors
From: Michael Garrett
Date: February 2005
Subject: Taking Action on Employee Survey Results

In September 2003, an Employee Satisfaction survey was conducted which confirmed that York Region is a good place to work. The overall score of 62.4% indicates that York Region is 'doing well' in its efforts to create and sustain a high quality work place.

Last April, in response to the Employee Satisfaction Survey results and with the intent to make York Region an even better place to work, seven corporate survey teams were established. Over 130 employees participated on the teams which addressed communication, recognition & reward, workload, leadership, career development, pay satisfaction and managing performance. The teams were asked to develop action plans. A large number of great ideas were put forward. I am impressed with the time, effort and commitment that is evident in the work.

To start the process, phase one recommendations have been assigned to corporate area experts to investigate and develop a plan for implementation. As a corporation we have made a considerable investment in this initiative and are committed to taking action on the results.

As a member of the management team, the organizational culture is strongly influenced by you and me. Although everyone has an important role to play in building a strong working environment, it is management who sets the tone for the organization. How you act on the employee survey initiatives is important to the culture of this organization and building a positive organizational climate is key to attaining our corporate goals.

My expectations are that you will;

- Provide your staff with an employee survey update. Review and discuss the information provided on the CD with your teams. Please contact your HR Consultant if you would like assistance with this.
- Implement and support all corporate programs, policies and directions
- Develop a customized action plan for your department / branch / work unit that identifies areas for action and captures the actions taken. I would like to encourage Departments to take action on survey results that were 5% (or more) below the corporate average.

We have a lot of exciting work ahead of us as we move forward to realize our goal of making York Region an even better place to work. I am looking forward to working with you on this initiative.