

# Taking Action on Results

Making York Region an even better place to work



## Management Discussion Tool

### To All Directors, Managers & Supervisors:

The chart below is based on the Corporate Employee Survey Team recommendations for improvement and was designed to assist you in engaging in discussions with your team. The goal is to use the employee survey team recommendations to identify ways to make your work area an even better place to work. Each of the six areas for discussion contains the desired outcome and a few starting questions inviting you to reflect on your actions as a manager and/or to initiate team discussion. Use the Action column to track any improvements. There is a blank page at the end to assist in developing your own department/branch plans. Don't forget to celebrate your successes!

Area of Discussion	Desired Outcome	Questions	ACTION (underway, taken)
<b>1. Focus on 'how' things are done</b>	<ul style="list-style-type: none"> <li>✓ Employees are recognized as our most important resource</li> <li>✓ We are rewarding people practices not just the technical aspects of what we do?</li> <li>✓ Our team has a good balance between <u>what</u> we do and <u>how</u> we do it?</li> </ul>	<ul style="list-style-type: none"> <li>▪ How do we build good working relationships? What is working well? What can be improved?</li> <li>▪ How do we promote team work? What is working well? What can be improved?</li> <li>▪ Are policies being applied consistently?</li> <li>▪ What can be done to make the work environment better? What can I do? What can you do?</li> </ul>	
<b>2. Recognition is commonplace</b>	<ul style="list-style-type: none"> <li>✓ Create a culture of recognition</li> <li>✓ Employees know when they have done a good job</li> <li>✓ Formal awards are supported by day to day recognition</li> </ul>	<ul style="list-style-type: none"> <li>▪ What are your current recognition practices?</li> <li>▪ How can you build in timely, spontaneous, meaningful recognition practices?</li> <li>▪ What motivates your team members?</li> <li>▪ How does your team want to be recognized?</li> <li>▪ Have you included employee recognition in your budget?</li> </ul>	

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<b>3. Creating career development opportunities</b>	<ul style="list-style-type: none"> <li>✓ Employees are asked about their career goals and aspirations</li> <li>✓ Employees are able to develop their skills here at York Region by participating in short or long term development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Have you talked directly with employees about their career goals and aspirations?</li> <li>▪ Have you helped employees develop an action plan to reach their goals?</li> <li>▪ What career development opportunities are available in your area?</li> </ul>	
<b>4. Direct Communication</b>	<ul style="list-style-type: none"> <li>✓ Communication is direct and two way</li> <li>✓ Employees have the opportunity to hear from and interact with management in formal and informal settings at various work sites</li> <li>✓ Management holds regular meetings with employees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Are you meeting regularly with your staff?</li> <li>▪ Do employee meetings promote two way communications?</li> <li>▪ Are your employee meetings effective? (if you need help, call Corporate Learning)</li> <li>▪ What methods are used to communicate?</li> <li>▪ Does management conduct regular informal 'walkabouts' and talk to employees? At the various work sites?</li> <li>▪ Have you invited senior management out to one of your meetings?</li> </ul>	

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<b>5. Collaborative Work Environment</b>	<ul style="list-style-type: none"> <li>✓ Employees work more collaboratively with management</li> <li>✓ Employees are asked for their input and feedback on work decisions and the work environment</li> <li>✓ Employees are provided the opportunity to come together to learn, get to know each other better and have some fun</li> <li>✓ Corporate values are reflected in the daily work environment</li> <li>✓ Poor performers are being dealt with</li> <li>✓ Policies are applied consistently</li> </ul>	<ul style="list-style-type: none"> <li>▪ How well is your team working together?</li> <li>▪ What methods are available to solicit employee input?</li> <li>▪ Are employees asked for ideas and expertise around decisions affecting their work?</li> <li>▪ Have you asked your employees for input into your management performance?</li> <li>▪ Do you need assistance dealing with poor performers or managing performance? (if so, talk to your HR Business Consultant or Labour Relations)</li> </ul>	
<b>6. Workload Flexibility Options</b>	<ul style="list-style-type: none"> <li>✓ Workload flexibility policies are applied consistently</li> <li>✓ Employees have a better balance between work and personal life</li> <li>✓ Employees have flexible workload options to balance their lives; to help them manage stress</li> </ul>	<ul style="list-style-type: none"> <li>▪ What choices are available to employees to balance work and personal life?</li> <li>▪ How do you promote work place wellness?</li> </ul>	

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<b>Department or Branch Area of Discussion</b>  (What area do you want to work on?)	<b>Desired Outcome</b>  (What are you trying to achieve?)	<b>ACTION</b>  (What action will you take to achieve the desired outcome?)	<b>FOLLOW-UP PROCESS</b>  (When and how will you check in on progress?)