

**NEW**

July 10, 2009

# Direction

[Click here to read the complete MOHLTC results of the 2009 OPS Employee Survey](#)

## Ministry staff more engaged as stewardship progresses

*OPS employee survey results highlight positive trend*

**M**inistry of Health and Long-Term Care employee engagement scores improved significantly even in the midst of the stewardship transition, results of the 2009 Ontario Public Service Employee Survey revealed.

The ministry posted the second highest rate of overall improvement in the OPS on the employee engagement index. It increased to 70.61 in 2009, compared to 62.46 in 2007 — the last time the survey was conducted. The ministry's employee engagement levels remained slightly below the OPS overall.

But in the last two years the ministry has made great strides in the right direction. "Engagement is a key indicator of job satisfaction and commitment to the organization and its goals," said Acting Deputy Minister John McKinley. "The fact that we were undergoing a large scale transformational change while we achieved such improved results is cause for celebration."

The increased numbers of ministry employees who completed the survey are among the most striking findings. The ministry's response rate increased in 2009 by 68 per cent, up to 70.9 per cent from 42.2 per cent in 2007,

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### How is the employee engagement index calculated?

**The way you respond to these statements indicates your level of engagement:**

- I am satisfied with my job.
- I am satisfied with my ministry.
- Overall, I am satisfied in my work as an OPS employee.
- I am proud to tell people I work for the OPS.
- I am proud to work for my ministry.
- I would prefer to stay with the OPS, even if offered a similar job elsewhere.
- I am inspired to give my very best.
- I would recommend the OPS as a great place to work.
- I strive to improve my ministry's results.

### MOHLTC Key Findings 2009 OPS Employee Survey

#### Response Rate

- Participation among ministry employees was strong at 70.9%, a 68% increase over 2007's response rate.

#### Employee Engagement

- MOHLTC engagement index in 2009 increased relative to 2007 from 62.46 to 70.61.
- In 2009, the proportion of highly engaged employees significantly increased to 45% from 29% in 2007, with a decline among lesser engaged.

#### Top Priority Improvement Areas

1. Opportunities for growth and advancement
  2. Leadership practices
  3. Learning and development opportunities
  4. Organizational communication
- The priority areas for 2009 are the same as the ones identified in 2007 — but with slightly more emphasis on growth and advancement. All of the 2007 top priority areas have improved in performance in 2009.

#### Acting on the Survey Results

- MOHLTC staff have low awareness of actions taken to address issues identified in the 2007 survey and low confidence that the 2009 survey results will be acted on.

#### Diversity

- Additional questions in the 2009 survey provide new insights and support for the ministry's diversity strategy.

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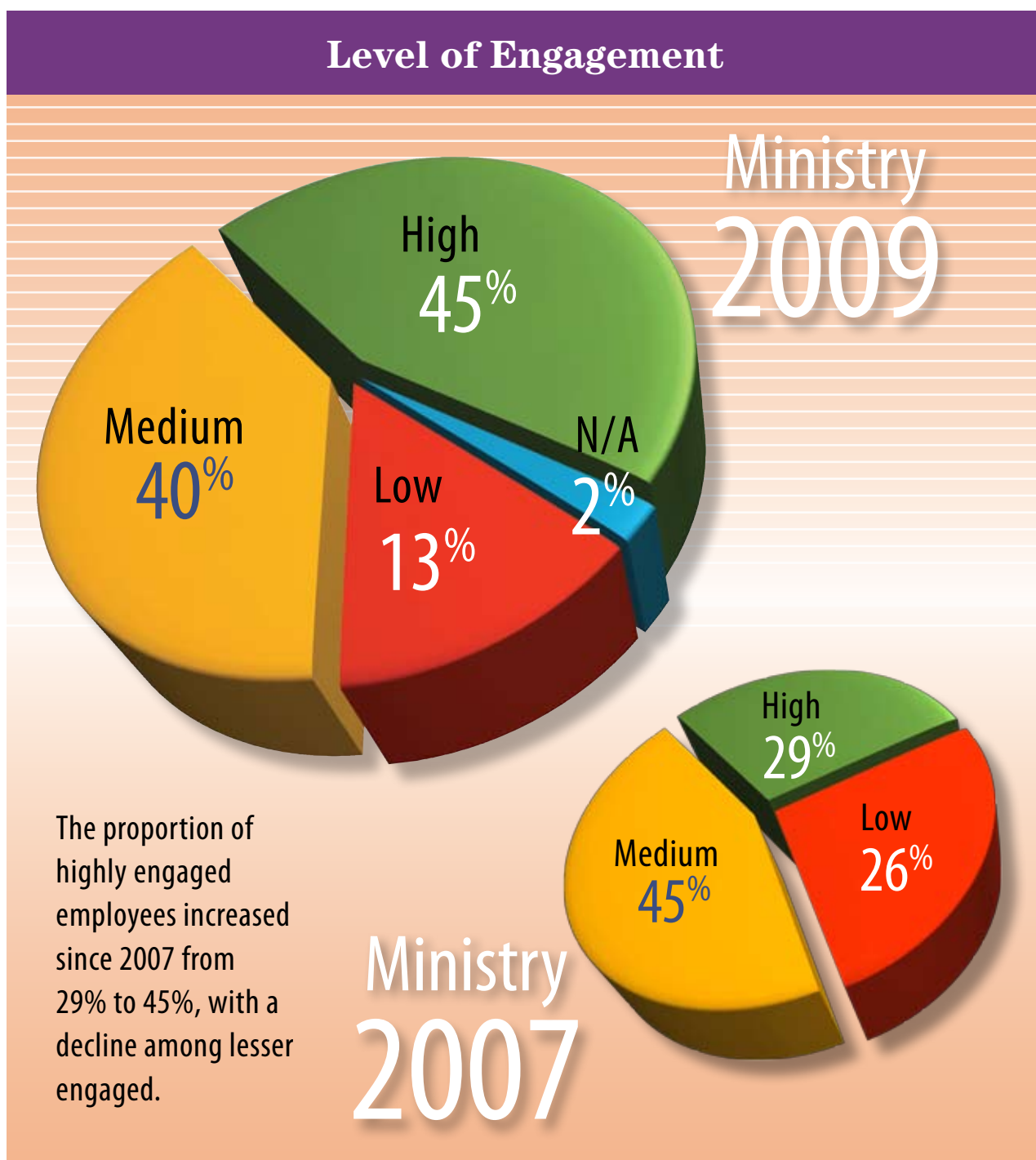
surpassing the OPS participation rate. All OPS employees were invited to take part in the survey, which was conducted by Ipsos Reid.

“I want to thank you for taking the time to complete the survey and share your views, which are critical to strengthening our organization,” McKinley said. “At any time, these engagement and participation levels would be viewed as tremendous given the size of our ministry. I am heartened that we were able to achieve this while we were transitioning to stewardship,” he said.

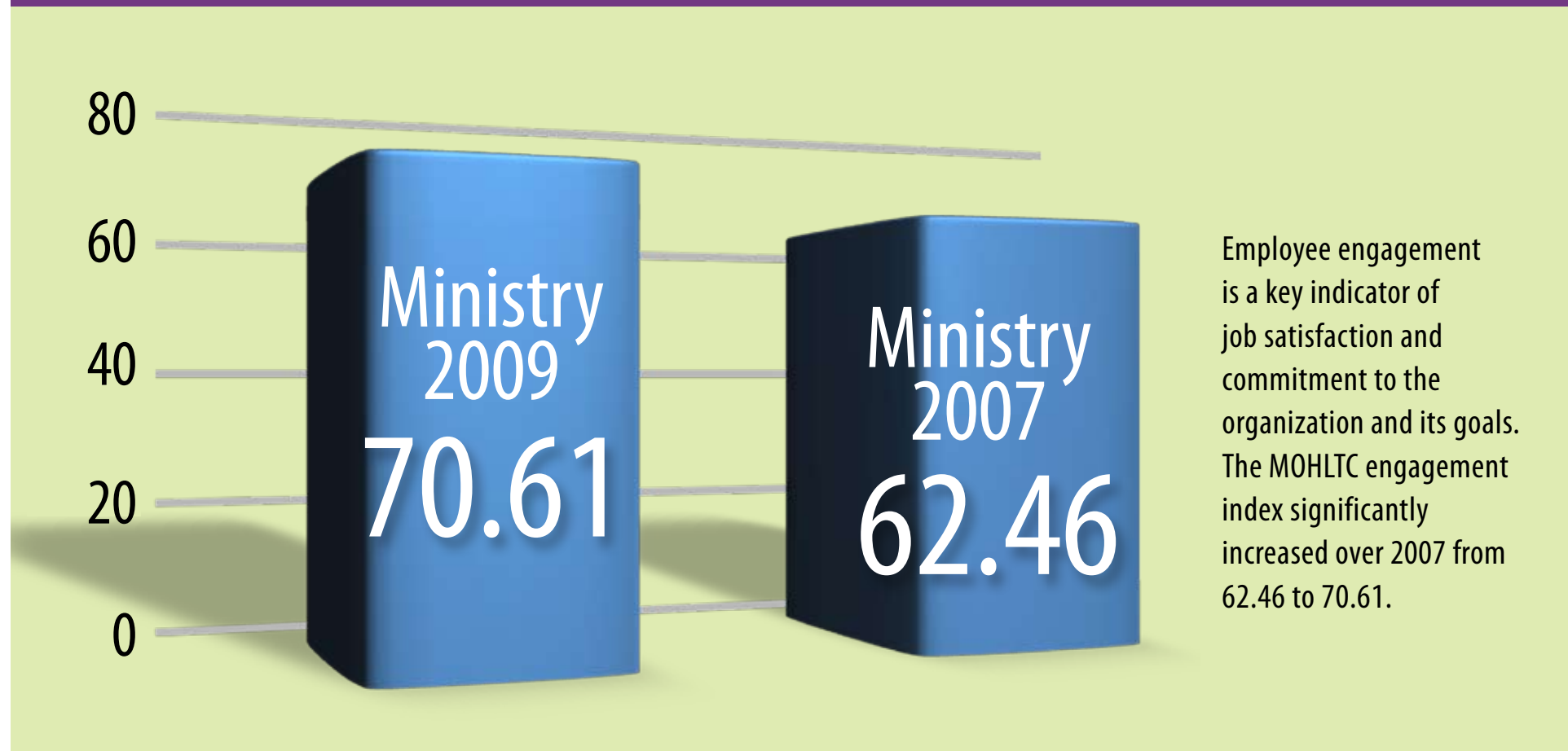
Other ministry highlights of the OPS survey include:

- The ministry posted a higher average than the OPS overall for positive staff perceptions regarding the hiring and promoting of people based on skills, abilities and experience
- An increased percentage of employees indicated that they clearly understood the ministry’s mandate and goals and knew how their work contributed to achieving these goals
- The percentage of highly engaged employees increased to 45 per cent in 2009 from 29 per cent in 2007
- The percentage of low engaged employees declined to 13 per cent in 2009 from 26 per cent in 2007.

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## Employee Engagement Index



## Response Rate



Response rate for the ministry was strong at 70.9%, an increase of 68% versus 2007 and above that for the OPS.

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“The survey results send the message that the stewardship culture is taking hold,” McKinley said. “The staff perceptions regarding hiring and promoting also indicate to me that the human resource processes of matching and recruitment during the transition have been done well. While I am buoyed by the ministry’s positive survey results, I am still mindful that there remain areas where we must work together to improve.”

Perception of the ministry’s orientation process for new employees is one area that saw a decline. The ministry is already exploring how to most effectively meet the needs of new employees, so that they have the information and tools they need to become well informed and understand how work is carried out in the evolving stewardship culture, McKinley said. “It’s important that we focus on developing orientation information that is comprehensive and readily accessible to new staff members.”

Four priority areas for improvement were identified by the survey. They are:

- Opportunities for growth and advancement
- Leadership practices
- Learning and development opportunities
- Organizational communication.

The priority areas for 2009 are the same as the ones identified in 2007 — but with slightly more emphasis on growth and advancement.

As in 2007, the ministry will develop an action plan to directly respond to the areas identified for improvement. There will be many opportunities for staff to provide feedback in the planning process, including through focus groups. “The survey revealed

the areas of concern. Now we need to have discussions with you to get your input,” McKinley said. “We have evolved into a collaborative stewardship environment and we need to collaborate on this to continue to make meaningful changes to our workplace.”

The action planning will be led by the ministry’s Strategic Business Unit and Transition Change Team in collaboration with an Employee Engagement Action Team, comprised of representatives from each division. The team will link with other ministry initiatives such as the Diversity Steering Committee and the Health and Workplace Wellness Action Learning Plan

Team, to determine similarities in identified issues.

The survey results were also broken down to the divisional level. All Assistant Deputy Ministers will receive them shortly and share them with their staff. All divisions will analyze, develop and implement divisional action plans based on their results and improvement areas identified. All divisional plans will contribute to the overall ministry action plan.

There are also initiatives being launched at an OPS level to address the priority areas for improvement. For example, the

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## Top Priority Improvement Areas

Ministry  
2009

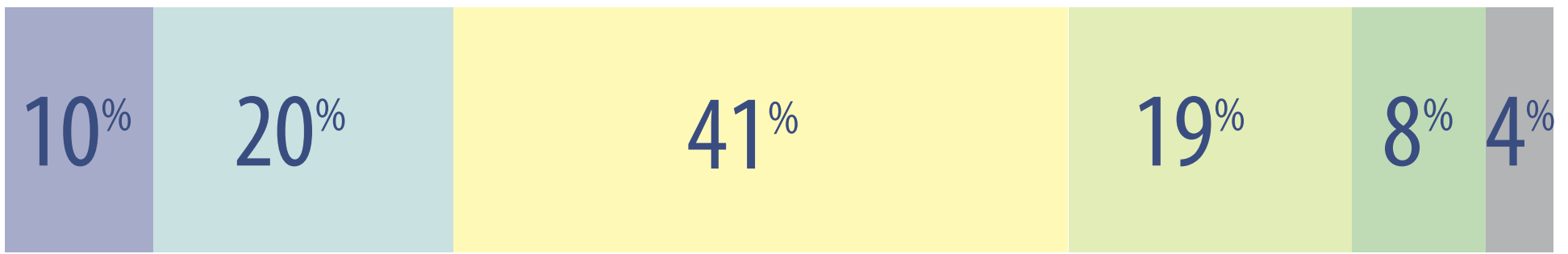
1. Opportunities for growth and advancement
2. Leadership practices
3. Learning and development opportunities
4. Organizational communication

Ministry  
2007

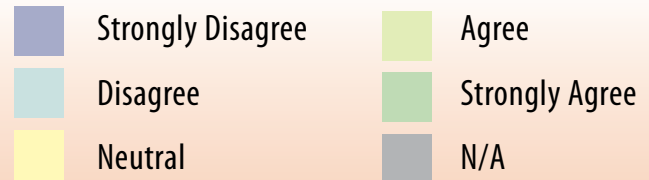
1. Leadership practices
2. Opportunities for growth and advancement
3. Organizational communication
4. Learning and development opportunities

The priority areas for 2009 are the same as in 2007, with slightly more emphasis on growth and advancement.

## Are you confident that the 2009 MOHLTC results will be addressed?



Staff have low awareness of actions taken to address issues identified in the 2007 survey. Only 27% agreed that they were confident that the 2009 survey results will be acted on.



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OPS will be rolling out a new leadership-training program for new managers. All new managers will take the two-day program, which will focus on a range of topics, including accountability, talent management and leadership practices.

Improving communication is key to effectively taking next steps, McKinley said. He pointed out that the 2009 survey results show that less than half of the ministry's staff were aware of the 2007 results. Only 13

per cent knew what actions were taken by the ministry based on the previous survey findings.

This knowledge is important because the 2009 survey found that those who were confident that the poll results were going to be acted upon, had much stronger engagement scores than those who did not believe this.

"It is critical for our leadership to be open and candidly communicate with their teams

on how the ministry is doing and the steps that will be taken to further improve things in future," McKinley said. The ministry is committing to report back to staff quarterly through *NEW Directions* regarding progress on the improvement areas. "Frequent communication, conversations and opportunities for staff input, will play key roles in improving employee engagement and transforming our ministry into an even better place for everyone to work." ■

## Next Steps: Action Plans Respond to Priority Improvement Areas

The action planning will be led by the ministry's Strategic Business Unit and Transition Change Team in collaboration with an Employee Engagement Action Team, comprised of representatives from each division. All divisions will analyze, develop and implement divisional employee engagement action plans based on their results and improvement areas identified. Divisional teams will include participation from staff at all levels. All divisional plans will contribute to the overall ministry action plan.

