

**NOVEMBER 6, 2024**

**COMMITTEE OF THE WHOLE REPORT**

**REPORT NO. CW-089-2024**

**EMPLOYEE ENGAGEMENT SURVEY**

**KIMBERLY LITTLE  
DIRECTOR OF CORPORATE SERVICES**

---

**RECOMMENDATIONS**

**THAT** the Committee of the Whole recommend to Council that staff be authorized to enter a single source contract for the purchase of a McLean & Company membership subscription for a three-year period for a total of \$90,029 plus HST.

**FINANCIAL IMPLICATIONS**

The McLean & Company membership for an organization of our size is \$31,980 for a one-year contract which is subject to a 5% annual increase at renewal. A three-year contract produces costs and savings as follows:

	<b>One-year contract with renewal</b>	<b>Three Year Contract</b>
Y1 - 2025	\$31,980	\$28,558
Y2 - 2026	\$33,579	\$29,986
Y3 - 2027	\$35,258	\$31,485
<b>Total</b>	<b>\$100,817</b>	<b>\$90,029</b>

This expense would be included in the annual operating budget for the Human Resources Department which is shared through chargebacks to Departments by employee head count.

## **CLIMATE CHANGE IMPLICATIONS**

The survey itself will be administered digitally to the fullest extent possible. Further, where possible reports are provided in a digital format to reduce the Counties carbon footprint.

## **ACCESSIBILITY CONSIDERATIONS**

This report can be made available in alternate accessible formats on request. Likewise, the Staff Engagement survey will similarly be made available in alternate accessible formats on request.

## **COMMUNICATIONS CONSIDERATIONS**

Based on direction to staff, regular communication protocols will be followed. Communication surrounding the rollout, subsequent survey results, and action planning there after will be given attention as part of the survey implementation planning to ensure staff trust in the process and in turn a high completion rate.

## **BACKGROUND**

In October 2024, staff were directed to plan for the delivery of an Employee Engagement Survey to establish a baseline, with a recurring annual survey to measure change or improvement. This report proposes a resource to be engaged to undertake the implementation of an Employee Engagement Program which includes a Survey.

Employee engagement is a measure of how invested an employee is in the organization and its goals, and in their team. Engaged employees may be described as:

- Knows and enjoys their role and responsibilities; finds meaning in the work they do
- Loyal, productive and efficient
- Innovative and interested in or looking for opportunities learn, grow and take on new challenges
- Brings positivity to the workplace and contributes to high morale
- Feels committed to the organization and its success

One way to measure employee engagement is through an Employee Engagement Survey. The overall objective of an Employee Engagement Survey is to keep abreast of

factors impacting retention, workplace culture and overall satisfaction. The survey can aid with:

- Identifying areas for improvement
- Building rapport with employees
- Garnering feedback to initiate change
- Understanding organizational strengths
- Cultivating an engaged workforce

### **DISCUSSION/ALTERNATIVES**

McLean & Company is a membership-based subscription to comprehensive, research-based HR resources. The membership provides actionable resources as follows:

- Project specific steps, tools, resources to use independently or with a guided implementation approach
- Evidence-based diagnostic programs
- Comprehensive training programs for HR staff development or for use in development and delivery of broader organizational training.

McLean & Company is a global company with a physical presence in Toronto, Ontario. Some of the current municipal subscribers include: County of Simcoe, Town of Oakville, Peterborough County, Town of Whitechurch-Stouffville, City of Kawartha Lakes and the Municipality of Waterloo.

The Counties' IT Department has a similar subscription to InfoTech, though at a lower cost due to being a longer time subscriber. The Department finds the resources invaluable and has used their subscription for research, guided implementation, mentorship and most recently staff training. The HR Department has been examining the McLean & Company offering for several years now, but has delayed recommending purchase due to other priority projects consuming internal resources. Staff need time to properly maximize the value of such a subscription.

The Employee Engagement program combined with the strategic priority related to Diversity, Equity and Inclusion and the resources available through McLean & Company for both initiatives make this right time to purchase this robust and valuable resource.

For further detail on the McLean & Company membership, see Attachment A – McLean & Company Membership Overview.

A sample report from the McLean & Company Employee Engagement Program is included in Attachment B.

**Membership Cost.** The McLean & Company membership for an organization of our size is \$31,980 for a one-year contract which is subject to a 5% annual increase at renewal. A three-year contract commitment affords slightly better pricing, as follows:

	<b>One-year contract with renewal</b>	<b>Three Year Contract</b>
Y1 – 2025	\$31,980	\$28,558
Y2 -2026	\$33,579	\$29,986
Y3 - 2027	\$35,258	\$31,485
<b>Total</b>	<b>\$100,817</b>	<b>\$90,029</b>

**Value Proposition and Comparators.** An Employee Engagement survey, could be done for less cost, though would likely require more self-serve/do-it-yourself, and/or would not come with the same analysis, diagnostics and advisory support in developing a strategic action plan from the survey results. An informal request for pricing was put to two of McLean & Company competitors, and yielded quotes of \$60,000 to \$75,000 for the three years of Employee Engagement Surveys. Their focus is solely the employee engagement piece, meaning this pricing does not include the strategy, research, training and advisory services that come with a McLean & Company membership.

Based on these comparators, the additional resources of the McLean & Company membership are a value-added inclusion which the HR department would fully utilize, and which explain the higher cost. The additional resources of the membership are described in Attachment A – McLean & Company Membership Overview.

**Alternatively,** staff could be directed to develop and undertake a tender process early in 2025 to purchase only the services associated with conducting an Employee Engagement Survey.

## **ATTACHMENTS**

A – McLean & Company Membership Overview

B – Sample McLean & Company Employee Engagement Program Report

The report set out above has been reviewed and the information verified by the individuals listed below.

**KIMBERLY LITTLE**  
**DIRECTOR OF CORPORATE SERVICES**

**OCTOBER 21, 2024**  
**DATE**

**PAT HUFFMAN**  
**TREASURER**

**OCTOBER 21, 2024**  
**DATE**

**ALISON TUTAK**  
**INTERIM CHIEF ADMINISTRATIVE OFFICER**

**OCTOBER 29, 2024**  
**DATE**