

CITY OF EDMONTON CORPORATE ANALYSIS

January 2019

Edmonton

PURPOSE

This document provides some analysis of the results of the 2018 Employee Engagement and Diversity Survey at the Corporate, Department, and Branch levels with 2016 results as a comparable.

For this summary document, results for the Engagement, Workplace, Harassment and Discrimination indexes have been shared because they are a good representation of the survey results and provide a ‘snapshot view.’

THRESHOLDS

To protect the confidentiality of City of Edmonton employees, the following response thresholds have been applied to this analysis:

- Minimum 25 responses for Engagement Questions
- Minimum 50 responses for Diversity, Harassment and Discrimination Questions

These thresholds only apply at the Branch level. When results are not shared because they do not meet a minimum threshold, it will be noted in this report.

CURRENT SURVEY RESULTS

Appendix One shows the Department and Branch results for 4 indexes both 2016 & 2018 along with additional tables for reference. The indexes are: Engagement, Workplace, Harassment and Discrimination.

Notes related to current survey results and the data in **Appendix One**:

The following **Departments** experienced a drop in engagement from 2016 to 2018:

- Integrated Infrastructure Services -12.6% (469 employees)
- Employee Services -9.0% (212 employees)
- Communications & Engagement 5.8%¹ (343 employees)
- Citizen Services -4.7% (2344 employees)

The following **Branches** experienced a significant² *drop in engagement* from 2016 to 2018:

- Building Great Neighbourhoods -28.2% (40 employees)
- Financial Strategies -25.3% (72 employees)
- Open City & Technology -18.8% (313 employees)
- Infrastructure Delivery -16.7% (78 employees)
- Strategic Development [Citizen Services] -14.7% (39 employees)
- City Planning -14.7% (230 employees)
- Office of the City Clerk -11.8% (60 employees)
- Corporate Procurement & Supply Services -11.4% (132 employees)
- Real Estate -10.8%³ (75 employees)

¹ This Department's results were flagged in 2016.

² For the engagement index, results that dropped more than 10% from 2016 were considered significant.

³ These results were flagged in 2016. In 2016 this Branch included housing, while it does not in 2018.

The following Branches had the ***largest discrepancies from the City Average*** in Engagement.

Figure One: Largest Discrepancies⁴ in Branches from City Average (Engagement Overall)

BRANCH	GROUP	CITY	DIFFERENCE
Fire Rescue Services	85.7%	66.6%	19.1%
Workforce Safety & Employee Health	82.5%	66.6%	15.9%
Social Development	82.3%	66.6%	15.7%
LRT Delivery	75.7%	66.6%	9.1%
Parks & Roads ⁵	56.9%	66.6%	-9.7%
Infrastructure Delivery	55.4%	66.6%	-11.2%
Corporate Procurement & Supply Services	54.1%	66.6%	-12.5%
Financial Strategies	50.6%	66.6%	-16.0%
Communication Services	48.8%	66.6%	-17.8%
Building Great Neighbourhoods	47.1%	66.6%	-19.5%

⁴ For the comparison of Branch engagement to City overall engagement, discrepancies of greater than or equal to +/- 9% were included.

⁵ These results were flagged in 2016.

HARASSMENT REPORTING

Figure Two (on the next page) shows the harassment reporting and the top three sources of harassment identified by survey respondents.

Notes related to this:

- Increased reporting for Harassment across the Corporation. This is shown in the % Harrassed column in **Figure Two**. Please note, baseline data is not available for all Departments.
- Harassment between co-workers is down in every department. It is significantly⁶ down in Citizen Services and Communications and Engagement compared to 2016.
- Harassment from supervisors is down in City Operations, Communications & Engagement, and Integrated Infrastructure Services. It is up in Citizen Services, and Financial and Corporate Services.

- Harassment from the public increased in every department with a 2016 comparable except Financial and Corporate Services.
- Branches that had significantly⁷ more reporting of harassment in 2018 compared to 2016 were:
 - Infrastructure Delivery +19.6% (78 employees)
 - Financial Services +13.1% (114 employees)
 - Communication Services +12.2% (70 employees)
 - Office of the City Clerk +8.7% (60 employees)
 - City Planning +7.6% (230 employees)
 - Community & Recreation Facilities +7.5% (1027 employees)
 - Development Services +7.0% (242 employees)
 - Law +7.0% (98 employees)
 - Corporate Procurement & Supply Services +7.0% (132 employees)

⁶ A drop of 10% or more in the source of harassment was considered significant.

⁷ For the harassment results of Branches, increases of equal to or greater than 7% were considered significant.

Figure Two: 2018 Harassment Reporting and Sources of Harassment by Department

Department	% Harassed		Co-worker		Supervisor		Public	
	2018	2016	2018	2016	2018	2016	2018	2016
City Operations	27.2%	24.5%	40.9%	45.4%	30.0%	35.5%	30.6%	24.4%
Citizen Services	20.2%	14.9%	39.1%	51.1%	31.4%	29.5%	31.0%	30.2%
Communications & Engagement	27.1%	16.8%	16.3%	34.0%	16.3%	31.9%	33.7%	27.7%
Employee Services	18.9%	-	33.3%	-	25.6%	-	5.1%	-
Financial & Corporate Services	21.7%	14.8%	27.9%	35.7%	32.7%	28.0%	7.2%	8.3%
Integrated Infrastructure Services	23.8%	16.3%	24.5%	28.1%	20.9%	40.6%	17.3%	14.6%
Urban Form & Corporate Strategic Development	20.1%	-	18.4%	-	33.3%	-	23.7%	-

*Denotes results that are below the minimum threshold for sharing

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DISCRIMINATION REPORTING

Figure Three (on the next page) shows the discrimination reporting and the top three sources of discrimination identified by survey respondents. Notes related to this:

- Most areas in the City are seeing increased reporting for Discrimination as shown in the % Discriminated column in Figure Three. Please note, baseline data is not available for all Departments.
- Discrimination between co-workers is down in all Departments with baseline data
- Discrimination from supervisors has increased in Citizen Services, with decreases in every other department.

- Branches that had significantly⁸ more reporting of discrimination in 2018 compared to 2016 were:
 - Development Services +6.7% (242 employees)
 - Office of the City Clerk +6.5% (60 employees)
 - Financial Services +6.0% (114 employees)
 - City Planning 5.1% (230 employees)
 - Edmonton Transit +4.9% (1407 employees)
 - Infrastructure Delivery 4.4% (78 employees)
 - Parks & Roads 3.6% (903 employees)
 - Open City & Technology 3.7% (313 employees)
- Branches that had less reporting in 2018 of discrimination than 2016 included:
 - Economic & Environmental Sustainability -3.4% (57 employees)
 - Law -3.0% (98 employees)
 - Communication Services -3.0% (70 employees)
 - Real Estate -2.1% (75 employees)
 - Business Planning & Supports -1.4% (172 employees)
 - Infrastructure Planning & Design -1.3% (141 employees)
 - Fire Rescue Services -1.0% (861 employees)

⁸ Branches that experienced more than a 3.5% increase in discrimination from 2016 were included in this list.

Figure Three: 2018 Discrimination Reporting and Sources of Discrimination by Department

Department	% Discriminated		Co-worker		Supervisor		Public	
	2018	2016	2018	2016	2018	2016	2018	2016
City Operations	27.2%	14.4%	45.7%	48.3%	28.8%	34.8%	30.8%	26.1%
Citizen Services	11.5%	9.6%	39.8%	44.6%	35.5%	25.7%	31.1%	31.2%
Communications & Engagement	15.0%	12.9%	20.8%	34.3%	18.8%	22.9%	45.8%	31.4%
Employee Services	11.4%	-	43.5%	-	30.4%	-	0%	-
Financial & Corporate Services	10.6%	7.5%	35.7%	39.2%	26.5%	34.2%	7.1%	5.1%
Integrated Infrastructure Services	9.9%	10.9%	20.0%	33.8%	24.4%	30.9%	11.1%	13.2%
Urban Form & Corporate Strategic Development	13.5%	-	28.4%	-	32.4%	-	20.3%	-

LEADERSHIP

The following Departments experienced a drop from 2016 to 2018 in the question "I have trust and confidence in the City Manager and Deputy City Manager's ability to achieve the City's goals"

- Employee Services -20.7% (212 employees)
- Communications & Engagement -12.8% (343 employees)
- Integrated Infrastructure Services -11.0% (469 employees)
- Citizen Services -10.1% (2344 employees)
- City Operations -5.4% (3617 employees)

APPENDIX

Appendix One: 2016 & 2018 Survey Results: Engagement, Workplace, Harassment and Discrimination & Related Tables for Reference

	Engagement		Workplace		Harassment		Discrimination	
	2018	2016	2018	2016	2018	2016	2018	2016
CITY OF EDMONTON	66.6%	72.0%	67.8%	70.5%	23.8%	19.0%	14.0%	11.4%
City Operations	63.0%	66.2%	62.1%	63.5%	27.2%	24.5%	17.2%	14.4%
Business Prfm & Customer Exp*	***	-	***	-	***	-	***	-
Edmonton Transit	65.2%	68.0%	61.9%	62.8%	28.3%	24.2%	19.0%	14.1%
Fleet and Facility	63.4%	64.9%	63.1%	64.2%	29.5%	28.3%	19.8%	17.1%
Parks and Roads	56.9%	60.7%	58.5%	59.5%	26.2%	22.4%	14.6%	11.0%
Waste Management	67.6%	-	67.5%	-	21.8%	-	12.7%	-
Citizen Services	74.7%	79.4%	75.7%	78.5%	20.2%	14.9%	11.5%	9.6%
Community & Recreation Facility	69.6%	74.4%	70.0%	72.4%	26.9%	19.4%	14.5%	12.8%
Community Standards & Neighbourhoods	57.4%	-	58.3%	-	28.2%	-	20.7%	-
Fire Rescue Services	85.7%	86.7%	87.4%	86.9%	9.7%	8.8%	4.1%	5.1%
Social Development	82.3%	85.6%	80.8%	82.2%	18.5%	13.8%	14.0%	13.9%
Strategic Development*	69.5%	84.2%	72.8%	82.0%	***	-	***	-

*Denotes results that are below the minimum threshold for sharing

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	Engagement		Workplace		Harassment		Discrimination	
	2018	2016	2018	2016	2018	2016	2018	2016
Communications and Engagement								
Communication Services	48.8%	50.1%	54.7%	49.5%	32.9%	20.7%	12.9%	15.9%
Engagement	73.1%	-	74.2%	-	24.6%	-	14.2%	-
Marketing	62.0%	-	61.4%	-	24.1%	-	18.5%	-
Employee Services⁹	73.1%	82.1%	73.6%	78.9%	18.9%	12.9%	11.4%	7.5%
Talent Management & Support Svcs	74.8%	-	71.7%	-	20.8%	-	10.9%	-
Employee Relations*	71.6%	-	73.4%	-	***	-	***	-
Organizational Development*	63.6%	-	74.5%	-	***	-	***	-
Workforce Safety & Employee Health*	82.5%	81.1%	82.9%	80.0%	***	-	***	-
Financial and Corporate Services	63.8%	-	68.2%	-	21.7%	-	10.6%	-
Assessment & Taxation	67.2%	67.9%	73.0%	70.9%	23.1%	22.1%	13.4%	10.5%
Corp. Procurement & Supply Srvcs	54.1%	65.5%	59.1%	66.1%	27.5%	20.5%	13.6%	11.5%
Financial Services	72.9%	77.4%	75.9%	78.0%	23.7%	10.6%	11.4%	5.4%
Financial Strategies	50.6%	75.9%	58.9%	73.6%	8.3%	5.6%	8.3%	7.8%

⁹ Employee Services Department Results are being compared with Human Resources Branch Results from 2016.

*Denotes results that are below the minimum threshold for sharing

	Engagement		Workplace		Harassment		Discrimination	
	2018	2016	2018	2016	2018	2016	2018	2016
Law	65.9%	74.2%	69.1%	77.5%	23.5%	16.5%	4.1%	7.1%
Open City & Technology	66.1%	84.9%	69.5%	86.6%	18.6%	13.3%	9.1%	5.4%
Real Estate	58.4%	69.2%	68.1%	71.8%	28.0%	29.9%	14.9%	17.0%
Integrated Infrastructure Services	59.1%	71.7%	67.5%	69.3%	23.8%	16.3%	9.9%	10.9%
Building Great Neighbourhoods*	47.1%	75.3%	58.6%	71.5%	***	***	***	***
Business Planning & Supports	57.6%	67.3%	67.2%	67.6%	27.5%	24.4%	13.5%	14.9%
Infrastructure Delivery	55.4%	72.1%	65.0%	68.3%	34.6%	15.0%	15.4%	11.0%
Infrastructure Planning & Design	62.6%	71.9%	69.1%	70.2%	17.1%	15.6%	5.8%	7.1%
LRT Delivery*	75.7%	74.3%	80.9%	78.4%	***	***	***	***
Urban Form and Corporate Strategic Development	64.7%	-	67.4%	-	20.1%	-	13.5%	-
City Planning	59.1%	73.8%	62.7%	70.4%	21.7%	14.1%	14.4%	9.3%
Corporate Strategy*	64.2%	-	72.1%	-	***	-	***	-
Development Services	69.3%	71.2%	69.9%	71.8%	20.2%	13.2%	13.8%	7.1%
Economic & Environmental Sustainability	66.7%	75.9%	71.5%	70.0%	19.3%	23.4%	14.0%	17.4%

*Denotes results that are below the minimum threshold for sharing

	Engagement		Workplace		Harassment		Discrimination	
	2018	2016	2018	2016	2018	2016	2018	2016
Office of the City Manager	73.2%	84.7%	77.6%	85.6%	26.1%	17.9%	10.3%	6.0%
Office of the City Clerk	70.8	82.6%	75.5%	85.5%	28.3%	19.6%	11.9%	5.4%

Department Results: Largest Discrepancies from City Average (Engagement Overall) (>+/-5%)

Department	Group	City	Difference
Citizen Services	74.7%	66.6%	8.1%
Employee Services	73.1%	66.6%	6.5%
Integrated Infrastructure Services	59.1%	66.6%	-7.5%

Department Results: Drops of 5% or More From 2018 to 2016 (Engagement Overall)

Department	2018	2016	Difference
Citizen Services	74.7%	79.4%	-4.7%
Communications and Engagement	66.2%	72.0%	-5.8%
Employee Services	73.1%	82.1%	-9.0%
Integrated Infrastructure Services	59.1%	71.7%	-12.6%

Branch Results: Drops of 10% or More From 2018 to 2016 (Engagement Overall)

Department	2018	2016	Difference
Real Estate	58.4%	69.2%	-10.8%
Corporate Procurement & Supply Services	54.1%	65.5%	-11.4%
Office of the City Clerk	70.8%	82.6%	-11.8%
City Planning	59.1%	73.8%	-14.7%
Strategic Development	69.5%	84.2%	-14.7%
Infrastructure Delivery	55.4%	72.1%	-16.7%
Open City & Technology	66.1%	84.9%	-18.8%
Financial Strategies	50.6%	75.9%	-25.3%
Building Great Neighbourhoods	47.1%	75.3%	-28.2%

*Denotes results that are below the minimum threshold for sharing

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Appendix 2: Harassment by Department and Branch including Source

	% Harassed		Coworker		Supervisor		Public	
	2018	2016	2018	2016	2018	2016	2018	2016
City Operations	27.2%	24.5%	40.9%	45.4%	30.0%	35.5%	30.6%	24.4%
Business Prfm & Customer Exp*	***	-	***	-	***	-	***	-
Edmonton Transit	28.3%	24.2%	35.6%	44.1%	23.1%	28.10%	49.9%	39.20%
Fleet and Facility	29.5%	28.3%	43.4%	42.8%	41.4%	38.9%	7.8%	7.0%
Parks and Roads	26.2%	22.4%	46.0%	46.8%	30.6%	44.6%	26.4%	28.1%
Waste Management	21.8%	-	44.8%	-	27.6%	-	21.8%	-
Citizen Services	20.2%	14.9%	39.1%	51.1%	31.4%	29.5%	31.0%	30.2%
Community & Recreation Facility	26.9%	19.4%	34.6%	49.2%	31.2%	27.7%	38.7%	39.8%
Community Standards & Neighbourhoods	28.2%	-	46.2%	-	30.8%	-	33.3%	-
Fire Rescue Services	9.7%	8.8%	50.6%	60.6%	30.9%	28.2%	11.1%	12.7%
Social Development	18.5%	13.8%	41.7%	46.7%	20.8%	33.3%	16.7%	6.7%
Strategic Development*	***	***	***	***	***	***	***	***
Communications and Engagement	27.1%	16.8%	16.3%	34.0%	16.3%	31.9%	33.7%	27.7%
Communication Services	32.9%	20.7%	30.4%	37.5%	26.1%	43.8%	8.7%	18.8%
Engagement	24.6%	-	18.8%	-	10.4%	-	60.4%	-
Marketing	24.1%	-	30.8%	-	23.1%	-	0%	-

*Denotes results that are below the minimum threshold for sharing

	% Harassed		Coworker		Supervisor		Public	
	2018	2016	2018	2016	2018	2016	2018	2016
Employee Services	18.9%	-	33.3%	-	25.6%	-	5.1%	-
Talent Management & Support Svcs	20.8%	-	40.0%	-	32.0%	-	8.0%	-
Employee Relations*	***	-	***	-	***	-	***	-
Organizational Development*	***	-	***	-	***	-	***	-
Workforce Safety & Employee Health*	***	-	***	-	***	-	***	-
Financial and Corporate Services	21.7%	14.8%	27.9%	35.7%	32.7%	28.0%	7.2%	8.3%
Assessment & Taxation	23.1%	22.1%	30.6%	32.4%	25.0%	35.1%	11.1%	13.5%
Corp. Procurement & Supply Svcs	27.5%	20.5%	25.7%	29.6%	48.6%	29.6%	2.9%	3.7%
Financial Services	23.7%	10.6%	14.8%	21.4%	37.0%	35.7%	3.7%	14.3%
Financial Strategies	8.3%	5.6%	16.7%	20%	83.3%	40.0%	0%	0%
Law	23.5%	16.5%	47.8%	61.5%	34.8%	15.4%	30.4%	15.4%
Open City & Technology	18.6%	13.3%	24.1%	48.7%	27.6%	23.1%	1.7%	2.6%
Real Estate	28.0%	29.9%	38.1%	35.5%	9.5%	32.3%	4.8%	6.5%

	% Harassed		Coworker		Supervisor		Public	
	2018	2016	2018	2016	2018	2016	2018	2016
Integrated Infrastructure Services¹⁰	23.8%	16.3%	24.5%	28.1%	20.9%	40.6%	17.3%	14.6%
Building Great Neighbourhoods*	***	***	***	***	***	***	***	***
Business Planning & Supports	27.5%	24.4%	19.1%	-	23.4%	-	8.5%	-
Infrastructure Delivery	34.6%	15.0%	26.9%	-	30.8%	-	26.9%	-
Infrastructure Planning & Design	17.1%	15.6%	33.3%	-	12.5%	-	20.8%	-
LRT Delivery*	***	***	***	***	***	***	***	***
Urban Form and Corporate Strategic Development	20.1%	-	18.4%	-	33.3%	-	23.7%	-
City Planning	21.7%	14.1%	18.4%	28.2%	36.7%	41.0%	18.4%	20.5%
Corporate Strategy*	***	-	***	-	***	-	***	-
Development Services	20.2%	13.2%	18.8%	32.4%	25.0%	37.8%	37.5%	18.9%
Economic & Environmental Sustainability	19.3%	-	9.1%	-	36.4%	-	0%	-
Office of the City Manager	26.1%	17.9%	29.4%	33.3%	35.3%	20.0%	17.6%	13.3%
Office of the City Clerk	28.3%	19.6%	31.3%	18.2%	37.5%	18.2%	18.8%	18.2%

¹⁰ 2016 harassment source data not available for IIS due to modified reports to align with re-organization

Appendix 3: Discrimination by Department and Branch including Source

	% Harassed		Coworker		Supervisor		Public	
	2018	2016	2018	2016	2018	2016	2018	2016
City Operations	17.2%	14.4%	45.7%	48.3%	28.8%	34.8%	30.8%	26.1%
Business Prfm & Customer Exp*	***	-	***	-	***	-	***	-
Edmonton Transit	19.0%	14.1%	44.7%	46.6%	20.9%	25.8%	54.5%	43.3%
Fleet and Facility	19.8%	17.1%	49.4%	17.0%	39.5%	44.4%	8.6%	11.1%
Parks and Roads	14.6%	11.0%	48.4%	55.2%	32.8%	38.8%	14.8%	20.9%
Waste Management	12.7%	-	33.3%	-	22.9%	-	22.9%	-
Citizen Services	11.5%	9.6%	39.8%	44.6%	35.5%	25.7%	31.1%	31.2%
Community & Recreation Facility	14.5%	12.8%	37.9%	46.7%	38.6%	26.7%	37.1%	40.8%
Community Standards & Neighbourhoods	20.7%	-	50.0%	-	33.9%	-	26.8%	-
Fire Rescue Services	4.1%	5.1%	48.4%	42.9%	25.8%	19.0%	22.6%	19.0%
Social Development	14.0%	13.9%	33.3%	64.3%	13.3%	21.4%	26.7%	21.4%
Strategic Development*	***	***	***	***	***	***	***	***
Communications and Engagement	15.0%	12.9%	20.8%	34.3%	18.8%	22.9%	45.8%	31.4%
Communication Services	12.9%	15.9%	25.0%	30.8%	12.5%	23.1%	0%	15.4%
Engagement	14.2%	-	19.2%	-	19.2%	-	73.1%	-
Marketing	18.5%	-	40.0%	-	10.0%	-	20.0%	-

*Denotes results that are below the minimum threshold for sharing

	% Discriminated		Coworker		Supervisor		Public	
	2018	2016	2018	2016	2018	2016	2018	2016
Employee Services	11.4%	7.5%	43.5%	-	30.4%	-	0%	-
Talent Management & Support Svcs	10.9%	-	61.5%	-	38.5%	-	0%	-
Employee Relations*	***	-	***	-	***	-	***	-
Organizational Development*	***	-	***	-	***	-	***	-
Workforce Safety & Employee Health*	***	-	***	-	***	-	***	-
Financial and Corporate Services	10.6%	-	35.7%	39.2%	26.5%	34.2%	7.1%	5.1%
Assessment & Taxation	13.4%	10.5%	35.0%	29.4%	25.0%	29.4%	10.0%	5.9%
Corp. Procurement & Supply Srvcs ¹¹	13.6%	11.5%	35.3%	40.0%	29.4%	33.3%	0%	0%
Financial Services	11.4%	5.4%	23.1%	42.9%	46.2%	14.3%	15.4%	0%
Financial Strategies	8.3%	7.8%	16.7%	57.1%	33.3%	42.9%	0%	14.3%
Law	4.1%	7.1%	50.0%	50.0%	0%	33.3%	50.0%	0%
Open City & Technology	9.1%	5.4%	38.5%	35.3%	30.8%	35.3%	0%	5.9%
Real Estate	14.9%	17.0%	45.5%	47.1%	0%	47.1%	9.1%	11.8%

¹¹ The highest source of discrimination in this areas was "The person your immediate supervisor reports to or above in your work unit" at 52.9%

	% Discriminated		Coworker		Supervisor		Public	
	2018	2016	2018	2016	2018	2016	2018	2016
Integrated Infrastructure Services¹²	9.9%	10.9%	20.0%	33.8%	24.4%	30.9%	11.1%	13.2%
Building Great Neighbourhoods*	***	***	***	***	***	***	***	***
Business Planning & Supports ¹³	13.5%	14.9%	17.4%	-	26.1%	-	8.7%	-
Infrastructure Delivery	15.4%	11.0%	25.0%	-	33.3%	-	16.7%	-
Infrastructure Planning & Design	5.8%	7.1%	28.6%	-	0%	-	14.3%	-
LRT Delivery*	***	***	***	***	***	***	***	***
Urban Form and Corporate Strategic Development	13.5%	-	28.4%	-	32.4%	-	20.3%	-
City Planning	14.4%	9.3%	31.3%	26.9%	28.1%	26.9%	3.1%	26.9%
Corporate Strategy*	***	-	***	-	***	-	***	-
Development Services	13.8%	7.1%	25.8%	52.6%	35.5%	21.1%	45.2%	15.8%
Economic & Environmental Sustainability	14.0%	-	25.0%	-	25.0%	-	0%	-
Office of the City Manager	10.3%	6.0%	14.3%	50.0%	57.1%	50.0%	0%	0%
Office of the City Clerk	11.9%	5.4%	14.3%	33.3%	57.1%	33.3%	0%	0%

[**Appendix 4: City of Edmonton Organization Structure**](#) - see next two pages

¹² 2016 discrimination source data not available for IIS due to modified reports to align with re-organization

¹³ The highest source of discrimination in this areas was "The person your immediate supervisor reports to or above in your work unit" at 47.8%

FINANCIAL AND CORPORATE SERVICES

Deputy City Manager and Chief Financial Officer
Todd Burge

City Assessor, Assessment and Taxation
Rod Risling

Branch Manager, Corporate Procurement and Supply Services
Roxanne Kits

Branch Manager, Financial Services
Stacey Padbury

Branch Manager, Financial Strategies and Budget
Barry McNabb

City Solicitor, Law
Anne Jarman

Branch Manager, Open City and Technology
Wendy Gnenz

Branch Manager, Real Estate
Chris Hodgson

EMPLOYEE SERVICES

Deputy City Manager
Kim Armstrong

Branch Manager, Employee Relations
Dina Traynor (Acting)

Branch Manager, Organizational Development
Jennifer Kluthe

Branch Manager, Talent Management and Support Services
Susan Rizzuto (Acting)

Branch Manager, Workforce Safety and Employee Health
Dr. Mircea Fagarasanu

INTEGRATED INFRASTRUCTURE SERVICES

Deputy City Manager
Adam Laughlin

Branch Manager, Building Great Neighbourhoods and Open Spaces
Craig Walbaum

Branch Manager, Business Planning and Support
D. Philip Alex

Branch Manager, Infrastructure Delivery
Brian Latte

Branch Manager, Infrastructure Planning and Design
Jason Meliefste

Branch Manager, LRT Expansion and Renewal
Bruce Ferguson

Manager, Blatchford Development
Tom Lumsden

Manager, Transit Oriented Development
Guy Boston

COMMUNICATIONS AND ENGAGEMENT

Deputy City Manager
Catrin Owen

Branch Manager, Communications
Mary Sturgeon

Branch Manager, Engagement
Rob Klatchuk

Branch Manager, External and Intergovernmental Relations
Salima Ebrahim (Acting)

Branch Manager, Marketing
Ryan Barkway

CITY OPERATIONS

Deputy City Manager
Gord Cebryk

Branch Manager, Business Performance and Customer Experience
Troy Shewchuk

Branch Manager, Edmonton Transit Service
Eddie Robar

Branch Manager, Fleet and Facility Services
Steve Rapanos

Branch Manager, Parks and Roads Services
Anna Dechamplain (Acting)

Branch Manager, Waste Services
Michael Labrecque

URBAN FORM AND CORPORATE STRATEGIC DEVELOPMENT

Deputy City Manager
Paul Ross (Acting)

Branch Manager, City Planning
Peter Ohm

Branch Manager, Corporate Strategy
Stephanie McCabe

Branch Manager, Development Services
David Hales

Branch Manager, Economic and Environmental Sustainability
Jeff Chase (Acting)

Manager, Edmonton Exhibition Lands Transformation
Lyall Brenneis

CITIZEN SERVICES

Deputy City Manager
Rob Smyth

Fire Chief, Fire Rescue Services
Ken Block

Branch Manager, Social Development
Jackie Foord

Branch Manager, Community and Recreation Facilities
Roger Jevne

Branch Manager, Community Standards and Neighbourhoods
David Aitken

Branch Manager, Integrated Strategic Development
Niki Anderson

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OFFICE OF THE CITY MANAGER

OFFICE OF THE CHIEF OF STAFF

Director, Strategic Projects
Emily Dietrich

OFFICE OF THE CITY CLERK

Deputy City Clerk, Governance and Legislative Services
Denis Beaufréy

Director, Corporate Information Governance
Kristan Cook

Director, Elections and Census
Iain MacLean

Director, Tribunals
Segun Kaffo

COMMUNICATIONS AND ENGAGEMENT

COMMUNICATIONS

Director, Communications
Glenn Kubish

Director, Integration and Relationships
Janice Schroeder

ENGAGEMENT

Director, Public Engagement
Rob Klatchuk (Acting)

Director, 311
Maria Schrijvers

INTERNAL AND INTERGOVERNMENTAL RELATIONS

Chief Policy Advisor

Yetunde Oke

Director, External Relations
Salima Ibrahim

MARKETING

Director, Creative and Digital
Sarah Classen

Director, Corporate Positioning
Connie Boyce

EMPLOYEE SERVICES

CORPORATE CULTURE OFFICE

Corporate Transformation Program Manager
Judith Rohovik

Corporate Culture Strategist
John Wilson

EMPLOYEE RELATIONS

Director, Labour Relations
Dina Traynor

ORGANIZATIONAL DEVELOPMENT

Director, Organizational Design and Transformation
Helen Ngan-Pare

Director, Enterprise Learning
Perri Skelton

RESPECT IN THE WORKPLACE

Director, Respect in the Workplace
Dr. Gabrielle Betts (starts January 23, 2019)

TALENT MANAGEMENT AND SUPPORT SERVICES

Director, Business Solutions
Susan Ritzuto

Director, Employee Service Centre
Dana Daniel

Director, Recruitment
Asha Wrightsell (Acting)

WORKFORCE SAFETY AND EMPLOYEE HEALTH

Director, Corporate Safety and Health Services
Christie Pelletier

Director, Disability Management and Mental Health
Tyson Joyce

CITY OPERATIONS

BUSINESS PERFORMANCE AND CUSTOMER EXPERIENCE

Director, Business Performance Management
Cory Moser

Director, Contract Management
Maria Vallance

Director, Strategy, Customer Experience and Service Design
Tania Way

EDMONTON TRANSIT SERVICE

Director, Business Integration and Workforce Development
Carrie Hutton-MacDonald

Director, Engineering and Maintenance
Craig McKeeon

Director, Transit Operations
Philip Herritt

Director, Planning and Scheduling
Sarah Feldman

DIRECTOR, SPECIAL PROJECTS

Director, Technical Services
Lukasz Wilk

FLEET AND FACILITY SERVICES

Director, Business Integration
Roger Lockwood

Director, Client and Vendor Services
Nicole Wolfe

Director, Facility Maintenance Services
Shona Luzzi

Director, Maintenance Planning and Engineering
Colin Smigelski

Director, Municipal Fleet Maintenance
Ryan Enright (Acting)

Director, Transit Fleet Maintenance
Norman Hendry

PARKS AND ROADS SERVICES

Director, Business Integration
Pete Millar

Director, Infrastructure Maintenance
Eduardo Sosa

Director, Infrastructure Operations
Janet Teekleborg

Director, Network Operations
Olia Messinis

Director, Parking Services
Daria Hampshire (Acting)

Director, Traffic Safety
Gerry Shimko

WASTE SERVICES

Director, Business Integration
Cameron Grayson

Director, Sustainable Waste Processing
Doug Spark (Acting)

Director, Technical Services
Ellen Tian

Director, Waste Collection Services
Doug Spark (Acting)

CITIZEN SERVICES

DEPUTY CITY MANAGER'S OFFICE

Director, Special Projects
Susan Coward

SOCIAL DEVELOPMENT

Director, Citizen Access and Inclusion
Shelley Kwong (Acting)

Director, Community Initiatives and Coordination
Kate Gunn

Director, Community Resources
Judy Smith

Director, Family and Community Supports
Jenny Kahn

Director, Housing and Homelessness
Christel Kjerner

Director, Indigenous Relations Office
Jaimey Miller (Acting)

Director, Multicultural Relations
Mike Chow

COMMUNITY AND RECREATION FACILITIES

Director, Civic Events and Festivals
Nicole Poirier

Director, Commonwealth Community Recreation Centre, Commonwealth Stadium and Arenas
Heather Seutter

Director, Customer Relationship Management
Nathan Walters

Director, Edmonton Valley Zoo and Specialty Facilities
Teresa Miller-Grayston (Acting)

Director, Leisure Centres
Shauna Graham (Acting)

Director, Partnerships and Event Strategy
Ronna Bremer

Director, Programs and Events, and Kinsmen Sports Centre
Brad Badger

Director, River Valley and Horticulture
Rhonda Norman

Director, Terwillegar, Clareview, The Meadows Recreation Centres
Gary Dewar

COMMUNITY STANDARDS AND NEIGHBOURHOODS

Director, Animal Care and Pest Management
Ron Gabrak

Director, Community Standards Peace Officers
John Simmons

Director, Complaints and Investigations
Keith Scott (Acting)

Director, Neighbourhood Services
Chantelle Shannon

FIRE RESCUE SERVICES

Deputy Fire Chief, Fire Rescue Operations
Scott Macdonald

Deputy Fire Chief, Office of Emergency Management and Planning
Rob Squire

Deputy Fire Chief, Public Safety
Russell Croome

Deputy Fire Chief, Technical Services
Bryan Singleton

Deputy Fire Chief, Training and Logistics
Bradley Hoeksma

INTEGRATED STRATEGIC DEVELOPMENT

Director, Business Performance
Brett Latchford (Acting)

Director, Partnerships and Organizational Development
Kate McIntosh

Director, Strategic Design
Ian Howatt

FINANCIAL AND CORPORATE SERVICES

DEPUTY CITY MANAGER'S OFFICE

Director, Business Strategy
Jodi Goebel

ASSESSMENT AND TAXATION

Director, Assessment Operation
Deanne Bannerman

Director, Integrated Business and Customer Solutions
Reuben Danakody

Director, Taxation
Diana Sargent

CORPORATE PROCUREMENT AND SUPPLY SERVICES

Director, Continuous Improvement
Lili Chevrier

Director, Contract Management
Gaetan Demers

Director, Procurement
Jean Loitz

Director, Supply Chain Management
Thiago Braga

FINANCIAL SERVICES

Director, Corporate Accounting - Capital
Raymond Reimer

Director, Corporate Accounting - Operations
Harmanbir Rat

Director, Treasury Management and Financial Services
Douglas Aird

FINANCIAL STRATEGIES AND BUDGET

Director, Budget Planning and Development
Mike Dowler

Operational Controller, Citizen Services
Cheryl Hagen

Operational Controller, City Operations
Roland Gehrk

Operational Controller, Communications and Engagement, Financial and Corporate Services, Office of the City Manager
Glen Gosselin

Operational Controller, Urban Form and Corporate Strategic Development
Oliver Zakoc

Operational Controller, Waste Utility
Keith Knoblauch

OPEN CITY AND TECHNOLOGY

Senior Leader, Technology Transformation
Daryl Groff

Director, Branch and Culture Transformation
Ed Landry

Director, Business Solutions
Cathy Pasula-Jones

Director, Corporate Data and Analytics
Stephane Contre

Director, Corporate Information and Cyber Security
Hani Mans

Director, Digital Enablement
Soumya Ghosh

Director, Infrastructure Facilities
Mike Fryer

Director, Technology Planning
Troy Murray

LAW

Director, Corporate Security
Dean Sydowski

Director, Litigation
Kim Falls-Howell

Director, Risk Management
Manjeh Khoe

Director, Solicitors
Ingrid Johnson

REAL ESTATE

Director, Building and Land Management
Chris Hodgson (Acting)

Director, Civic Property Services
Tim McCargar

Director, Enterprise Land Development
Rebecca Anderson

Director, Property Sales and Acquisitions
Barbara Jarocki

INTEGRATED INFRASTRUCTURE SERVICES

BUILDING GREAT NEIGHBOURHOODS AND OPEN SPACES

Director, Building Great Neighbourhoods Infrastructure Delivery
Marlis Foth

Director, Open Space Planning and Design
Ryan Olson (Acting)

Director, Open Space Infrastructure Delivery
Aaron Lewicki (Acting)

BUSINESS PLANNING AND SUPPORT

Director, Business and Budget Planning
Rhiannon Stromberg

Director, Engineering Services
Anjum Mullick

Director, Project Management Centre of Excellence
Clement Yong

Director, Workplace Systems
Dave Florax

INFRASTRUCTURE DELIVERY

Director, Facility Infrastructure Delivery
Jesse Banford

Director, Renewable Energy Systems
Christian Felcke

Director, Transportation Infrastructure Delivery
Sam El Mohar

INFRASTRUCTURE PLANNING AND DESIGN

Director, Facility Planning and Design
Pascale Ladouceur

Director, Lifecycle Management
Bradley Leeman

Director, Transportation Planning and Design
Natalie Lazurko

Director, Yellowhead Portfolio
Kris Lima

LRT EXPANSION AND RENEWAL

Director, LRT Infrastructure Delivery
Brad Smid (Acting)

Director, Valley Line
Chris Gentile (Acting)

PROGRAM MANAGEMENT

Program Manager, Urban Form Business Transformation
Lana Phillips

ECONOMIC AND ENVIRONMENTAL SUSTAINABILITY

Director, City Environmental Strategy
Mark Brstrom

Director, Economic Investment and Development
Ken Manczisz

Director, Local and Emerging Economy
Lisa Larson (Acting)

Director, Regional Development
Lindsey Butterfield

Director, Urban Renewal
Mary Ann Debrinski

Regional Economic Development Strategist
Matthew Wisinski

Regional Services Manager
Barry Belcourt

URBAN FORM AND CORPORATE STRATEGIC DEVELOPMENT

CITY PLANNING

Director, City Plan (MDP | TMP)
Kalen Anderson

Director, Development Coordination
Clarence Wong

Director, Open Space and Land Management
Todd Wyman

Director, Planning Coordination
Livia Balone

Director, Policy Development
Rhonda Toohey

Director, Urban Analysis
Grant Pearseill

DEVELOPMENT SERVICES

Director, Development and Zoning Services
Lydia Peter

Director, Integrated Service Centre
Maria Stopaing

Director, Safety Code Permits and Inspection
Juan Monterrosa

CORPORATE STRATEGY

Director, Business Improvement
Lana Phillips (Acting)

Director, Service Improvement
Mike Chong

Director, Strategic Design
Catherine Sparks

Program Manager, Urban Form Business Transformation
Lana Phillips

ECONOMIC AND ENVIRONMENTAL SUSTAINABILITY

Director, City Environmental Strategy
Mark Brstrom

Director, Economic Investment and Development
Ken Manczisz

Director, Local and Emerging Economy
Lisa Larson (Acting)

Director, Regional Development
Lindsey Butterfield

Director, Urban Renewal
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