

**REVISED PART E**  
**SPECIFICATIONS**

## **PART E - SPECIFICATIONS**

### **GENERAL**

#### **E1. GENERAL**

E1.1 These Specifications shall apply to the Work.

#### **E2. SCOPE OF WORK**

E2.1 The Work to be done shall consist of the development, administration and preliminary analysis of a comprehensive Employee Cultural Research Project that will provide insight on employee values, beliefs, perceptions and attitudes.

(a) The Contractor shall develop and recommend methodology; and

(b) The Contractor shall work with the Project Working Committee to explain and obtain approval for the proposed methodology, specific questions to be asked, and sequencing of research activities.

E2.2 The Contractor shall design, direct and participate in the approved research activities All Work involving employee interaction should be held during working hours to the extent possible, and should accommodate the needs of specific employee groups (e.g. shift workers or individuals who must or prefer to participate during off-duty hours).

E2.3 All Focus Groups and/or interviews must take place at times and venues suitable to the participants.

(a) The Contractor must have access to fully equipped focus group meeting rooms; and

(b) The Contractor will be responsible for contacting participants (at least 5 working days notice is required) and confirming times/location.

E2.4 No financial incentive for participation shall be provided, although refreshments appropriate to the time of day shall be provided.

E2.5 The Contractor shall conduct employee survey work in accordance with the requirements hereinafter specified.

E2.6 The Contractor shall undertake an employee census but will generate reminders sufficient to generate a confidence interval of 95% (+/-5) within each bargaining unit.

E2.7 The Contractor shall adjust for non-response. Note: A recent in-house mail-out census (exclusive of follow-up reminders) of the population derived a response rate of 22%.

E2.8 The Contractor shall distribute the Survey instrument, using the introductory letter provided by the contract administrator, and shall be responsible for all associated distribution and printing/mailing costs. The Contractor shall receive completed questionnaires.

E2.9 The Contractor shall develop the codebook and provide data input services, including coding, keypunch and verification of all paper survey responses.

E2.10 The Contractor shall provide the cleaned dataset of questionnaire responses to the contract administrator in electronic SPSS format.

E2.11 The Contractor shall provide an electronic summary of the answers to open-ended survey questions provided in Microsoft Word 2000.

E2.12 The Contractor shall provide reports specific to each component of the research activity.

### **E3. BACKGROUND**

E3.1 The City of Winnipeg employs approximately 8500, has 8 unions and 15 civic departments. Consistent with key success factors outlined in the Human Resource Strategic Plan, (attached Appendix A) the City of Winnipeg needs to retain focus on proactive human resource planning. This involves researching *demographics ....., internal and external best practices and workforce trends* as well as ensuring that there is *open communication* across all levels of the organization. This project emphasizes the commitment to collaborative partnerships with unions. Comprehensive employee research provides a framework for identifying best practices in the organization and developing an action plan to ensure that they are shared across organizational units. Good information about employee values, beliefs and perceptions has both short and long term benefits.

#### **E3.2 Project Objectives**

- (a) Communicating with employees. The framework provides a mechanism for hearing from individuals in the organization who might not ordinarily have an opportunity to be heard and their input helps decision makers to “keep their fingers on the pulse” of the organization.
- (b) Providing the organization with information that will allow decisions designed to increase (or at least not erode) job satisfaction. Cultural impediments to job satisfaction, organizational loyalty and productivity can be identified and action plans to address issues can then be developed.
- (c) Gathering information about what workplace elements impact significantly on job satisfaction levels as a first step towards building job satisfaction and, ultimately, customer satisfaction. (There are well-researched links between job satisfaction and customer satisfaction.)
- (d) Positioning the City of Winnipeg as an employer of choice. Labour market trends point to a workforce shortage within the next decade and, given the demographic profile of the civic workforce, it is important that succession planning be seen as a priority. The City of Winnipeg must ensure that it is an “employer of choice” so that, as the aging workforce reaches retirement age, recruitment efforts can be successful and recruitment strategies effective. A key aspect of retention is that of employee job satisfaction.
- (e) Providing information about the relative effectiveness of the myriad of internal communication systems/processes within the organization.

#### **E3.3 Research Objectives**

- (a) Existing Workplace Culture and Employee Wellness – to identify and compare cultures across work units/work types/unions, with a focus on intrinsic motivators that include:
  - (i) Achievement - the sense of accomplishment individuals derive from their jobs/roles;
  - (ii) Recognition – perceptions of credit given for good work;
  - (iii) Advancement - opportunities for promotions or improving the environment;
  - (iv) Potential for growth – how individuals see their chances to do interesting, varied and challenging work; and
  - (v) Interpersonal relationships – encompassing how individuals feel about co-workers, subordinates and leaders, levels of trust and perceptions around respect.
- (b) Leadership – to identify and transfer “best practices” in leadership across the organization (emphasis on intrinsic motivators)

**E4. DURATION OF WORK**

- E4.1 The Work shall be performed during a period not exceeding eight (8) months, commencing upon award of the Contract
- E4.2 The Contractor shall complete the Work and deliver the results within one (1) month of completing final data collection.

**E5. CURRENT WORK FORCE**

E5.1	Bargaining Unit	Number of Employees
	Amalgamated Transit Union (ATU)	1175
	Canadian Union of Public Employees Local 500 (CUPE)	4827
	Professional Paramedics Association of Winnipeg (PPAW)	186
	United Fire Fighters of Winnipeg, Local 867 of IAFF (UFFW)	878
	Winnipeg Association of Public Service Officers (WAPSO)	594
	Winnipeg Fire Paramedic Senior Officers' Association (WFPSOA)	25
	Winnipeg Police Association (WPA)	1553
	Winnipeg Police Senior Officers' Association (WPSOA)	23
E5.2	Other Employee Groups	
	Exempt (includes CUPE, WAPSO, WPSOA)	199
	Senior Management	19
E5.3	TOTAL:	9479