City of Edmonton

2014 Employee Engagement and Diversity Survey

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Office of the City Clerk

Department: Corporate Services

Survey Start Date: September 9, 2014

Survey Close Date: September 30, 2014
HOW TO READ YOUR REPORT
This report is designed to summarize the opinions made by individuals regarding the job and work environment at the City of Edmonton. The information below describes how to read the results.

Your agreement percentages are graphically depicted as bar charts in % Favourable, % Neutral, and % Unfavourable formats. The box to the right displays how each percentage was calculated. A % Favourable score of 100% means that all employees indicated they “Strongly Agreed” or “Agreed.” While a % Neutral score is technically the middle value on the scale, the score can represent a response that is more unfavourable than it is favourable.

Each organization is different and your survey results should be used as a guide for further investigation. Generally, a % Favourable of 70 or above is considered good, a % Favourable in the 60s is acceptable, and a % Favourable lower than 60 would indicate the need to investigate further.

This Interpreting “Neutral” scores: It is a common temptation to view the neutral scores as “mildly positive” or “on the fence” and to combine neutral with positive scores. TalentMap’s experience, corroborated with academic and industry research, indicates that neutral scores should be interpreted as “mildly negative” given the positive bias of the survey instrument. Respondents who select “neither agree nor disagree” to a particular question are not in agreement and are therefore sending a mildly negative message.

This report displays the survey items by dimension.

**Branch 2014:** refers to your 2014 branch’s % Favourable score.
**Group 2012:** refers to your comparable 2012 group’s % Favourable score.
**Group 2010:** refers to your comparable 2010 group’s % Favourable score.
**Dept 2014:** refers to your department’s 2014 overall % Favourable score.
**CoE 2014:** refers to the 2014 overall score for the City of Edmonton.

**% Unfavourable:** represents the respondents who chose “Very Dissatisfied/Dissatisfied” or “Strongly Disagree/Disagree”.

**% Neutral:** represents the respondents who chose “Neither Agree nor Disagree” or “Neutral”.

**% Favourable:** represents the respondents who chose “Very Satisfied/Satisfied” or “Strongly Agree/Agree”.

TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.

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**Invited:** 61  
**Responded:** 58  
**Participation Rate 2014:** 95%  
**Participation Rate 2012:** 78%  
**Participation Rate 2010:** 67%
Key Dimension Overview

- **Overall Engagement**
  - Unfavourable: 11.5
  - Neutral: 13.8
  - Favourable: 74.7

- **Overall Culture**
  - Unfavourable: 9.2
  - Neutral: 14.0
  - Favourable: 76.8

- **Overall Workplace**
  - Unfavourable: 8.8
  - Neutral: 13.8
  - Favourable: 77.4

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<tr>
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<tbody>
<tr>
<td>74.7</td>
<td>82.1</td>
<td>75.7</td>
<td>66.7</td>
<td>70.5</td>
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<td>76.8</td>
<td>79.4</td>
<td>76.8</td>
<td>67.9</td>
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<tr>
<td>77.4</td>
<td>78.9</td>
<td>72.6</td>
<td>66.8</td>
<td>69.3</td>
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</tbody>
</table>
TalentMap has recommended the creation of an index, or summary score, for the Immediate Supervisor questions beginning with the 2014 survey results. The index is an easy-to-understand single score representing the average percentage of favourable responses among those questions that measure employees’ opinions of their relationship with their immediate, or direct supervisor. TalentMap’s previous research with many other clients consistently shows that how employees feel about their relationship with their immediate supervisor is a very important driver of how engaged they are with the organization. Therefore, the index will serve as a useful score in order to develop and implement specific actions to improve the effectiveness of immediate supervisors, and to monitor progress as future surveys are implemented. The individual questions that make up the Immediate Supervisor key dimension also appear in the Culture and Workplace dimensions.
**Engagement**

<table>
<thead>
<tr>
<th>Overall Engagement</th>
<th>Unfavourable</th>
<th>Neutral</th>
<th>Favourable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Considering everything, please rate your level of satisfaction with your current job at the present time.</td>
<td>11.5</td>
<td>13.8</td>
<td>74.7</td>
</tr>
<tr>
<td>I am proud to tell others I work for the City.</td>
<td>3.4</td>
<td>12.1</td>
<td>84.5</td>
</tr>
<tr>
<td>The City inspires me to do my best work.</td>
<td>13.8</td>
<td>19.0</td>
<td>67.2</td>
</tr>
<tr>
<td>I would recommend the City to a friend as a great place to work.</td>
<td>6.9</td>
<td>12.1</td>
<td>81.0</td>
</tr>
<tr>
<td>My job provides me with a sense of personal accomplishment.</td>
<td>15.5</td>
<td>12.1</td>
<td>72.4</td>
</tr>
<tr>
<td>I can see a clear link between my work and the City’s long-term vision.</td>
<td>13.8</td>
<td>17.2</td>
<td>69.0</td>
</tr>
</tbody>
</table>

**Branch 2014** | **Group 2012** | **Group 2010** | **Dept 2014** | **CoE 2014**
---|---|---|---|---|
74.7 | 82.1 | 75.7 | 66.7 | 70.5 |
74.1 | 76.0 | 67.4 | 64.9 | 69.0 |
84.5 | 91.8 | 91.1 | 75.2 | 79.9 |
67.2 | 81.6 | 76.1 | 62.2 | 62.5 |
81.0 | 85.4 | 78.3 | 72.3 | 77.5 |
72.4 | 82.0 | 77.8 | 68.2 | 72.9 |
69.0 | 76.0 | 63.6 | 57.3 | 60.9 |
# Snapshot Report

**Office of the City Clerk**

## Culture

<table>
<thead>
<tr>
<th>Statement</th>
<th>Unfavourable</th>
<th>Neutral</th>
<th>Favourable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Culture</td>
<td>9.2</td>
<td>14.0</td>
<td>76.8</td>
</tr>
<tr>
<td>Cooperation with different parts of the City is encouraged.</td>
<td>6.9</td>
<td>6.9</td>
<td>86.2</td>
</tr>
<tr>
<td>Customer service is a primary focus at the City.</td>
<td>5.3</td>
<td>12.3</td>
<td>82.5</td>
</tr>
<tr>
<td>Employees in my branch work as though they are part of a team.</td>
<td>12.1</td>
<td>24.1</td>
<td>63.8</td>
</tr>
<tr>
<td>I feel that my work contributes to the success of the City.</td>
<td>6.9</td>
<td>10.3</td>
<td>82.8</td>
</tr>
<tr>
<td>In general, information in the City is communicated well.</td>
<td>12.3</td>
<td>21.1</td>
<td>66.7</td>
</tr>
<tr>
<td>In my branch, info. is widely shared so that everyone can get the info. when it's needed.</td>
<td>8.6</td>
<td>22.4</td>
<td>69.0</td>
</tr>
<tr>
<td>In my job, I make a difference every day.</td>
<td>8.8</td>
<td>14.0</td>
<td>77.2</td>
</tr>
<tr>
<td>In my workplace, we regularly communicate about the importance of customer service.</td>
<td>6.9</td>
<td>13.8</td>
<td>79.3</td>
</tr>
<tr>
<td>My immediate supervisor encourages me to offer my opinions and ideas.</td>
<td>10.3</td>
<td>5.2</td>
<td>84.5</td>
</tr>
<tr>
<td>My immediate supervisor involves me in decisions that affect my work.</td>
<td>12.1</td>
<td>12.1</td>
<td>75.9</td>
</tr>
<tr>
<td>My immediate supervisor is open to receiving my input on how to improve work processes.</td>
<td>6.9</td>
<td>8.6</td>
<td>84.5</td>
</tr>
<tr>
<td>My immediate supervisor recognizes me when I do a good job.</td>
<td>8.6</td>
<td>13.8</td>
<td>77.6</td>
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<td>I can see a clear link between my work and the City's long-term vision.</td>
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### Ratings

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<td>76.8</td>
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<td>82.5</td>
<td>85.7</td>
<td>89.1</td>
<td>73.1</td>
<td>77.5</td>
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<tr>
<td>63.8</td>
<td>76.0</td>
<td>71.1</td>
<td>58.5</td>
<td>64.1</td>
</tr>
<tr>
<td>82.8</td>
<td>86.0</td>
<td>n/a</td>
<td>84.3</td>
<td>85.3</td>
</tr>
<tr>
<td>66.7</td>
<td>67.4</td>
<td>73.3</td>
<td>58.1</td>
<td>58.4</td>
</tr>
<tr>
<td>69.0</td>
<td>71.4</td>
<td>n/a</td>
<td>55.4</td>
<td>56.6</td>
</tr>
<tr>
<td>77.2</td>
<td>72.0</td>
<td>n/a</td>
<td>70.5</td>
<td>72.9</td>
</tr>
<tr>
<td>79.3</td>
<td>73.5</td>
<td>n/a</td>
<td>64.0</td>
<td>65.8</td>
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<tr>
<td>84.5</td>
<td>92.0</td>
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<td>84.5</td>
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<td>80.0</td>
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<td>76.0</td>
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<td>57.3</td>
<td>60.9</td>
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</table>
### Snapshot Report
**Office of the City Clerk**

#### Workplace

| Statement                                                                 | Overall Workplace | At work, I have the opportunity to do what I do best every day. | I feel respected by co-workers in my workplace. | I have the materials and equipment I need to do my job effectively. | I have trust and confidence in my Branch’s leadership team's ability to achieve the City's goals. | I have trust and confidence in my Dept.'s leadership team's ability to achieve the City's goals. | I have trust and confidence in the City/General Managers' (CLT) ability to achieve the City's goals. | I receive enough training to do my job effectively. | In the last 6 months, my immediate supervisor has talked to me formally about my performance. | Most of my work is rewarding. | My career aspirations can be achieved at the City. | My immediate supervisor demonstrates a commitment to safety. | My immediate supervisor gives me useful feedback on the work I do. | My immediate supervisor seems to care about me as a person. | The City is committed to maintaining a healthy and safe working environment. |
|---------------------------------------------------------------------------|-------------------|---------------------------------------------------------------|-------------------------------------------------|-----------------------------------------------------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| Unfavourable                                                                 | 8.8               | 13.8                                                         | 5.2                                             | 8.6                                                             | 8.6                                                                         | 7.0                                                                         | 17.2                                                                  | 22.8                                                                         | 6.9                                                                         | 14.0                                                                         | 15.5                                                                         | 14.3                                                                         | 5.4                                                                         | 6.9                                                                         | 7.0                                                                         | 8.6                                                                         |
| Neutral                                                                   | 13.8              | 13.8                                                         | 19.0                                            | 12.1                                                            | 17.2                                                                       | 22.8                                                                       | 20.7                                                                  | 28.8                                                                         | 14.0                                                                        | 3.5                                                                         | 13.8                                                                         | 21.4                                                                         | 5.2                                                                         | 12.1                                                                        | 12.3                                                                        | 5.2                                                                         |
| Favourable                                                                 | 77.4              | 72.4                                                         | 75.9                                            | 79.3                                                            | 74.1                                                                       | 70.2                                                                       | 72.4                                                                  | 70.2                                                                         | 72.4                                                                        | 78.9                                                                         | 78.7                                                                         | 66.8                                                                         | 94.6                                                                        | 81.0                                                                        | 80.7                                                                        | 86.2                                                                        |

#### Scores Comparison

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Overall Workplace</td>
<td>77.4</td>
<td>78.9</td>
<td>72.6</td>
<td>66.8</td>
<td>69.3</td>
</tr>
<tr>
<td>At work</td>
<td>72.4</td>
<td>76.0</td>
<td>64.4</td>
<td>65.5</td>
<td>68.0</td>
</tr>
<tr>
<td>Respected</td>
<td>75.9</td>
<td>76.0</td>
<td>n/a</td>
<td>75.5</td>
<td>78.3</td>
</tr>
<tr>
<td>Materials</td>
<td>79.3</td>
<td>89.8</td>
<td>84.4</td>
<td>70.4</td>
<td>74.3</td>
</tr>
<tr>
<td>Trust in Branch</td>
<td>74.1</td>
<td>76.0</td>
<td>n/a</td>
<td>58.4</td>
<td>61.6</td>
</tr>
<tr>
<td>Trust in Dept.</td>
<td>70.2</td>
<td>77.6</td>
<td>n/a</td>
<td>60.5</td>
<td>62.4</td>
</tr>
<tr>
<td>Trust in City/CLT</td>
<td>72.4</td>
<td>78.7</td>
<td>68.9</td>
<td>60.3</td>
<td>61.9</td>
</tr>
<tr>
<td>Training</td>
<td>78.9</td>
<td>72.0</td>
<td>70.5</td>
<td>61.1</td>
<td>69.4</td>
</tr>
<tr>
<td>Formal Feedback</td>
<td>82.5</td>
<td>65.3</td>
<td>78.6</td>
<td>58.3</td>
<td>60.2</td>
</tr>
<tr>
<td>Rewarding</td>
<td>70.7</td>
<td>80.0</td>
<td>71.1</td>
<td>63.6</td>
<td>68.1</td>
</tr>
<tr>
<td>Career Aspiration</td>
<td>64.3</td>
<td>72.0</td>
<td>62.2</td>
<td>57.8</td>
<td>60.5</td>
</tr>
<tr>
<td>Safety Commitment</td>
<td>94.6</td>
<td>86.0</td>
<td>n/a</td>
<td>79.2</td>
<td>80.1</td>
</tr>
<tr>
<td>Feedback</td>
<td>81.0</td>
<td>74.0</td>
<td>n/a</td>
<td>64.3</td>
<td>64.7</td>
</tr>
<tr>
<td>Care About Person</td>
<td>80.7</td>
<td>92.0</td>
<td>78.3</td>
<td>78.3</td>
<td>78.2</td>
</tr>
<tr>
<td>Working Environment</td>
<td>86.2</td>
<td>89.8</td>
<td>n/a</td>
<td>81.7</td>
<td>82.6</td>
</tr>
</tbody>
</table>
### Immediate Supervisor

#### Overall Immediate Supervisor
- **Unfavourable:** 8.2
- **Neutral:** 9.1
- **Favourable:** 82.7

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<tbody>
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<td>79.2</td>
<td>80.1</td>
</tr>
<tr>
<td>84.5</td>
<td>89.8</td>
<td>n/a</td>
<td>72.6</td>
<td>72.2</td>
</tr>
</tbody>
</table>

#### Specific Questions

- **My immediate supervisor seems to care about me as a person.**
  - **Unfavourable:** 7.0
  - **Neutral:** 12.3
  - **Favourable:** 80.7

- **My immediate supervisor encourages me to offer my opinions and ideas.**
  - **Unfavourable:** 10.3
  - **Neutral:** 5.2
  - **Favourable:** 84.5

- **My immediate supervisor involves me in decisions that affect my work.**
  - **Unfavourable:** 12.1
  - **Neutral:** 12.1
  - **Favourable:** 75.9

- **My immediate supervisor recognizes me when I do a good job.**
  - **Unfavourable:** 8.6
  - **Neutral:** 13.8
  - **Favourable:** 77.6

- **In the last 6 months, my immediate supervisor has talked to me formally about my performance.**
  - **Unfavourable:** 14.0
  - **Neutral:** 3.5
  - **Favourable:** 82.5

- **My immediate supervisor gives me useful feedback on the work I do.**
  - **Unfavourable:** 6.9
  - **Neutral:** 12.1
  - **Favourable:** 81.0

- **My immediate supervisor demonstrates a commitment to safety.**
  - **Unfavourable:** 5.4
  - **Neutral:** 94.6

- **My immediate supervisor is open to receiving my input on how to improve work processes.**
  - **Unfavourable:** 6.9
  - **Neutral:** 8.6
  - **Favourable:** 84.5

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**Snapshot Report**

**Office of the City Clerk**
If your management team could make only one or two improvements to your job or the workplace, what would they be?

- Satisfied with my job and the workplace: 39.5%
- Less workplace stress: 25.6%
- Better 2-way communication between management and staff: 25.6%
- More career development opportunities: 23.3%
- More teamwork: 18.6%
- More appreciation and recognition for my contributions: 18.6%
- Improved physical work environment: 16.3%
- Other: 14.0%
- More respectful workplace: 14.0%
- More equitable treatment of employees: 14.0%
- Clearer performance expectations: 11.6%
- Clearer long-term direction: 9.3%
- More involvement in decisions: 4.7%
- More day-to-day coaching and feedback on my performance: 4.7%
- Less discrimination: 4.7%
- Better access to information: 4.7%
### DISCRIMINATION / HARASSMENT

- **Have you personally experienced discrimination in the workplace during the last 12 months at the City?**
  - No: 96.6%
  - Yes: 3.4%
  - Branch 2014: 3.4%
  - Group 2012: 12.0%
  - Group 2010: 20.0%
  - Dept 2014: 16.2%
  - CoE 2014: 16.2%

- **Have you personally experienced workplace harassment in the last 12 months at the City?**
  - No: 87.7%
  - Yes: 12.3%
  - Branch 2014: 12.3%
  - Group 2012: 8.0%
  - Group 2010: 20.0%
  - Dept 2014: 19.2%
  - CoE 2014: 17.6%

- **Have you witnessed workplace discrimination or harassment against another person at work in the City during the past 12 months?**
  - No: 75.9%
  - Yes: 24.1%
  - Branch 2014: 24.1%
  - Group 2012: 22.0%
  - Group 2010: 24.4%
  - Dept 2014: 24.2%
  - CoE 2014: 23.4%

- **If yes to experiencing/witnessing discrim’n/harass’t, did you tell someone who could do something?**
  - No: 23.5%
  - Yes: 76.5%
  - Branch 2014: 76.5%
  - Group 2012: n/a
  - Group 2010: n/a
  - Dept 2014: 42.1%
  - CoE 2014: 43.9%

- **If yes to telling someone, did you witness a response or change to address the situation(s)?**
  - No: 50.0%
  - Yes: 50.0%
  - Branch 2014: 50.0%
  - Group 2012: n/a
  - Group 2010: n/a
  - Dept 2014: 27.0%
  - CoE 2014: 27.3%

*For the Discrimination / Harassment section, % No represents a favourable score.*

### DIVERSITY

- **Do you consider yourself to be Aboriginal?**
  - No: 93.0%
  - Yes: 7.0%
  - Branch 2014: 7.0%
  - Group 2012: 0.0%
  - Group 2010: 2.4%
  - Dept 2014: 4.0%
  - CoE 2014: 4.3%

- **Do you consider yourself to be a visible minority person?**
  - No: 84.2%
  - Yes: 15.8%
  - Branch 2014: 15.8%
  - Group 2012: 12.2%
  - Group 2010: 23.3%
  - Dept 2014: 22.5%
  - CoE 2014: 19.2%

- **Do you consider yourself to be a person with a disability?**
  - No: 89.7%
  - Yes: 10.3%
  - Branch 2014: 10.3%
  - Group 2012: 8.0%
  - Group 2010: 2.3%
  - Dept 2014: 10.2%
  - CoE 2014: 8.7%

- **Are you bisexual, gay, lesbian, questioning, transgender, two-spirit, or another sexual minority?**
  - No: 83.9%
  - Yes: 16.1%
  - Branch 2014: 16.1%
  - Group 2012: 8.5%
  - Group 2010: 4.7%
  - Dept 2014: 5.4%
  - CoE 2014: 4.2%

*All table numbers represent % Yes.*