City of Edmonton

2012 Employee Engagement and Diversity Survey

Snapshot Report

Section / Sub-Section: n/a

Branch: Waste Management Services

Department: Financial Services and Utilities

Survey Start Date: September 10, 2012
Survey Close Date: September 28, 2012
HOW TO READ YOUR REPORT

This report is designed to summarize the opinions made by individuals regarding the job and work environment at your organization. The information below describes how to read the results.

Your satisfaction/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 were “Very Satisfied” or “Satisfied”. 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.

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 in the order they appear in the questionnaire. Throughout the report, you will notice a letter indicating that the item was used in one of the Key Dimension calculations presented on slide 3. This letter will appear beside the questionnaire item in the report. An (E) indicates that the item is part of the Engagement dimension; a (C) indicates that the item is part of the Culture dimension; and a (W) indicates that the item is part of the Workplace dimension.

Branch 2012: refers to your 2012 branch’s % Favourable score.
Group 2010: refers to your 2010 group’s % Favourable score.
Dept 2012: refers to your department’s 2012 overall % Favourable score.
CoE 2012: refers to the 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".

Invited: 465   Responded: 276   Response Rate 2012: 59%   Response Rate 2010: 35%
Key Dimension Overview

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Unfavourable</th>
<th>Neutral</th>
<th>Favourable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Engagement</td>
<td>12.4</td>
<td>14.9</td>
<td>72.7</td>
</tr>
<tr>
<td>Overall Culture</td>
<td>15.8</td>
<td>15.7</td>
<td>68.6</td>
</tr>
<tr>
<td>Overall Workplace</td>
<td>14.1</td>
<td>17.2</td>
<td>68.7</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>13.9</td>
<td>15.0</td>
<td>71.2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>72.7</td>
<td>70.1</td>
<td>68.8</td>
<td>68.4</td>
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<td>68.6</td>
<td>69.2</td>
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<td>67.3</td>
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<tr>
<td>68.7</td>
<td>62.7</td>
<td>67.1</td>
<td>67.7</td>
</tr>
<tr>
<td>71.2</td>
<td>69.0</td>
<td>65.9</td>
<td>67.5</td>
</tr>
</tbody>
</table>
**Engagement**

- **Overall Engagement**
  - Unfavourable: 12.4%
  - Neutral: 14.9%
  - Favourable: 72.7%

- (E) Considering everything, please rate your level of satisfaction with your current job at the present time.
  - Unfavourable: 13.9%
  - Neutral: 15.0%
  - Favourable: 71.2%

- (E) I am proud to tell others I work for the City.
  - Unfavourable: 5.8%
  - Neutral: 10.2%
  - Favourable: 83.9%

- (E) The City inspires me to do my best work.
  - Unfavourable: 15.4%
  - Neutral: 24.0%
  - Favourable: 60.7%

- (E) I would recommend the City to a friend as a great place to work.
  - Unfavourable: 9.2%
  - Neutral: 9.6%
  - Favourable: 81.2%

- (E) My job provides me with a sense of personal accomplishment.
  - Unfavourable: 12.4%
  - Neutral: 17.6%
  - Favourable: 70.0%

- (E) (C) I can see a clear link between my work and the City's long-term vision.
  - Unfavourable: 17.9%
  - Neutral: 12.7%
  - Favourable: 69.4%

- (C) Customer service is a primary focus at the City.
  - Unfavourable: 4.4%
  - Neutral: 9.6%
  - Favourable: 85.9%
**Understanding of the City**

- **(C) I feel that my work contributes to the success of the City.**
  - Unfavourable: 5.9
  - Neutral: 8.5
  - Favourable: 85.7

- **(C) Cooperation with different parts of the City is encouraged.**
  - Unfavourable: 21.4
  - Neutral: 19.6
  - Favourable: 59.0

- **(W) The City is committed to maintaining a healthy and safe working environment.**
  - Unfavourable: 9.6
  - Neutral: 13.2
  - Favourable: 77.2

- **(W) I have trust and confidence in the City Manager and General Managers’ (CLT) ability to achieve the City's goals.**
  - Unfavourable: 13.2
  - Neutral: 26.4
  - Favourable: 60.4

- **(W) My career aspirations can be achieved at the City.**
  - Unfavourable: 16.9
  - Neutral: 23.6
  - Favourable: 59.6

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**Snapshot Report**

**Waste Management Services**

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>85.7</td>
<td>n/a</td>
<td>85.0</td>
<td>85.0</td>
</tr>
<tr>
<td>59.0</td>
<td>63.4</td>
<td>66.1</td>
<td>67.6</td>
</tr>
<tr>
<td>77.2</td>
<td>n/a</td>
<td>80.3</td>
<td>81.9</td>
</tr>
<tr>
<td>60.4</td>
<td>60.4</td>
<td>62.2</td>
<td>58.8</td>
</tr>
<tr>
<td>59.6</td>
<td>53.2</td>
<td>61.7</td>
<td>59.5</td>
</tr>
</tbody>
</table>
**Immediate Supervisor**

(W) My immediate supervisor seems to care about me as a person.

(C) My immediate supervisor encourages me to offer my opinions and ideas.

(C) My immediate supervisor involves me in decisions that affect my work.

(C) My immediate supervisor recognizes me when I do a good job.

(W) In the last 6 months, my immediate supervisor has talked to me formally about my performance.

(W) My immediate supervisor gives me useful feedback on the work I do.

(W) My immediate supervisor demonstrates a commitment to safety.

(C) My immediate supervisor is open to receiving my input on how to improve work processes.

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**Snapshot Report**

**Waste Management Services**

**Branch** 2012 | **Group** 2010 | **Dept** 2012 | **CoE** 2012
---|---|---|---
81.9 | 74.6 | 78.7 | 78.0
74.4 | 75.4 | 73.5 | 75.1
66.0 | 68.3 | 68.9 | 68.4
69.8 | 68.8 | 67.5 | 70.6
53.7 | 56.8 | 49.9 | 55.2
60.9 | n/a | 60.4 | 63.3
82.8 | n/a | 77.6 | 78.2
71.4 | n/a | 72.0 | 71.6
**Workplace and Branch**

(C) Employees in my branch work as though they are part of a team.

(W) I have trust and confidence in my Department’s leadership team’s ability to achieve the City’s goals.

(W) I have trust and confidence in my Branch’s leadership team’s ability to achieve the City’s goals.

(W) I have the materials and equipment I need to do my job effectively.

(W) I receive enough training to do my job effectively.

(C) In my workplace, we regularly communicate about the importance of customer service.

(W) Most of my work is rewarding.

(W) At work, I have the opportunity to do what I do best every day.

(C) In my job, I make a difference every day.

(W) I feel respected by co-workers in my workplace.

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**Unfavourable** | **Neutral** | **Favourable**
---|---|---
19.9 | 17.3 | 62.9
13.8 | 23.5 | 62.7
15.8 | 19.9 | 64.3
12.9 | 13.2 | 73.9
8.9 | 11.8 | 79.3
10.1 | 16.4 | 73.5
16.5 | 18.4 | 65.0
17.9 | 20.1 | 61.9
12.6 | 19.3 | 68.1
7.4 | 14.4 | 78.2

**Branch 2012** | **Group 2010** | **Dept 2012** | **CoE 2012**
---|---|---|---
62.9 | 60.3 | 60.7 | 62.3
62.7 | n/a | 59.5 | 59.4
64.3 | n/a | 59.3 | 60.5
73.9 | 74.6 | 76.1 | 74.0
79.3 | 73.8 | 71.2 | 69.3
73.5 | n/a | 62.2 | 62.6
65.0 | 62.4 | 62.9 | 66.9
61.9 | 58.9 | 63.2 | 66.1
68.1 | n/a | 65.1 | 69.0
78.2 | n/a | 76.3 | 76.5
**Communication**

(C) In general, information in the City is communicated well.

![Bar chart showing communication satisfaction levels: 26.4% Unfavourable, 22.6% Neutral, 50.9% Favourable.

(C) In my branch, information is widely shared so that everyone can get the required information when it's needed.

![Bar chart showing communication satisfaction levels: 26.4% Unfavourable, 19.4% Neutral, 54.2% Favourable.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td></td>
<td>50.9</td>
<td>52.5</td>
<td>53.5</td>
<td>54.2</td>
</tr>
<tr>
<td></td>
<td>54.2</td>
<td>n/a</td>
<td>50.6</td>
<td>53.8</td>
</tr>
</tbody>
</table>
### DISCRIMINATION / HARASSMENT

<table>
<thead>
<tr>
<th>Question</th>
<th>% No</th>
<th>% Yes</th>
<th>Branch 2012</th>
<th>Group 2010</th>
<th>Dept 2012</th>
<th>CoE 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have you personally experienced discrimination in the workplace</td>
<td>83.8</td>
<td>16.2</td>
<td>16.2</td>
<td>19.0</td>
<td>16.0</td>
<td>14.7</td>
</tr>
<tr>
<td>Have you personally experienced workplace harassment in the workplace</td>
<td>83.5</td>
<td>16.5</td>
<td>16.5</td>
<td>15.0</td>
<td>16.0</td>
<td>17.2</td>
</tr>
<tr>
<td>Have you witnessed workplace discrimination or harassment against</td>
<td>72.1</td>
<td>27.9</td>
<td>27.9</td>
<td>27.0</td>
<td>24.9</td>
<td>25.6</td>
</tr>
<tr>
<td>another person at work in the City during the past 12 months?</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

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

### DIVERSITY

<table>
<thead>
<tr>
<th>Question</th>
<th>% Yes</th>
<th>Branch 2012</th>
<th>Group 2010</th>
<th>Dept 2012</th>
<th>CoE 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you consider yourself to be aboriginal?</td>
<td>4.8</td>
<td>4.8</td>
<td>7.7</td>
<td>3.3</td>
<td>3.6</td>
</tr>
<tr>
<td>Do you consider yourself to be a visible minority person?</td>
<td>15.1</td>
<td>15.1</td>
<td>21.4</td>
<td>26.2</td>
<td>17.5</td>
</tr>
<tr>
<td>Do you consider yourself to be a person with a disability?</td>
<td>8.1</td>
<td>8.1</td>
<td>8.5</td>
<td>7.6</td>
<td>7.8</td>
</tr>
<tr>
<td>Are you bisexual, gay, lesbian, questioning, transgender, two-spirit, or</td>
<td>4.5</td>
<td>4.5</td>
<td>8.8</td>
<td>2.9</td>
<td>3.7</td>
</tr>
<tr>
<td>another sexual minority?</td>
<td></td>
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</tbody>
</table>

*All table numbers represent % Yes.*