

City of Edmonton: 2018 Employee Engagement & Diversity Survey Results



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Introduction

Background:

- The survey is conducted every two years during September with initial results being available in January of the following year.
- The confidential survey allows the organization to hear directly from employees on their perceptions and to assess organizational progress in many areas.
- The 2018 survey results are presented based on the organizational structure in place at that time; therefore, any organizational units created since 2018 will not have survey results.
- The survey is conducted by a third party, TalentMap a member of the Council of American Survey Research Organizations (CASRO) and the Marketing Research and Intelligence Association (MIRA). TalentMap subscribes to CASRO'S Code of Standards and MRIA's Good Practice.
- Importance of Employee Confidentiality: The issue of employee confidentiality is critical and of paramount interest to the City.

Corporate Findings:

- The survey had a participation rate of 70% in 2018.
- Engagement, Culture, and Workplace measures have shown a statistically significant decline of between 2.8% (Culture) and 6% (Engagement).
- The workforce is more diverse and similar to the National Household Survey Labour Force Data for Edmonton.
- Staff perceptions of harassment and discrimination require greater attention and action

Survey Protocol: Confidentiality Conditions

Employee Confidentiality is protected by:

- Utilizing an external, Canadian third party company that specializes in employee surveys.
- Following the confidentiality protocols established with that company and shared with participants including the way information is reported back.
- Reporting of overall results is restricted based on the the number of survey respondents within a group.

Confidentiality Conditions for Reporting

The survey protocol and privacy impact assessment place minimum group size restriction for the purpose of reporting on results. These thresholds are based on protecting the confidentiality of respondents and take into the account the sensitivity of the information to encourage participation. This has been a long established standard, included in the Privacy Impact Assessment and communicated to employees who in turn have completed surveys with this understanding.

The following response thresholds have been applied to protect the confidentiality of employees:

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

In this report, Corporate results are available through the Corporate Executive Report, and Branch results are available through Branch Snapshot Reports. Branches at the City fall into one of the following categories (and will be shared in this order):

- 1. **All Results Shared:** Full Employee Engagement, Diversity, Discrimination and Harassment Survey Results will be shared for the following branches (50 or more responses):
 - Marketing
 - Economic & Environmental Sustainability
 - Office of the City Clerk
 - Communication Services
 - Financial Strategies
 - Real Estate

- Infrastructure Delivery
- Law
- Financial Services
- Talent Management & Support Services
- Social Development
- Corporate Procurement & Supply Services
- Infrastructure Planning & Design
- Assessment & Taxation
- o Business Planning & Supports
- Engagement
- City Planning
- Development Services
- Community Standards & Neighbourhoods
- Open City & Technology
- Waste Management
- Fleet and Facility
- Fire Rescue Services
- Parks and Roads
- Community & Recreation Facilities
- Edmonton Transit
- 2. **Engagement Results Shared:** Diversity, Discrimination and Harassment Survey Results will be not be shared for the following branches (less than 50 responses but equal to or greater than 25 responses):
 - Workforce Safety & Employee Health
 - LRT Delivery
 - Organizational Development
 - Employee Relations
 - Strategic Development
 - Building Great Neighbourhoods
 - Corporate Strategy
- 3. **No Results Shared:** Engagement, Diversity, Discrimination and Harassment Survey Results will be not be shared for the following branches (less than 25 responses):
 - Business Performance Customer Experience



CITY OF EDMONTON EXECUTIVE REPORT

January 2019



EXECUTIVE SUMMARY



Executive Summary

This report summarizes the results from 2018 City of Edmonton Employee Engagement and Diversity Survey. The first administration was in 2010, followed by bi-annual surveys in years following: 2012, 2014, 2016 and now 2018.

Survey Participation

The overall participation rate in 2018 was 70%, a slight (2%) decrease from the 72% response obtained in the 2016 survey. Of the 8,732 respondents, 7,086 submitted an online response (of which 829 used the mobile version), while 1,646 submitted a paper copy of the survey questionnaire. We note that after successive years of substantial increases, participation has plateaued at a level which is slightly higher than our municipal benchmark (65%). As with the previous survey, this rise can be largely attributed to widespread efforts on the part of management at all levels within the organization to promote and encourage participation in the survey initiative.

As stated, during the survey period 8,732 employees responded to the survey. This provides a strong representation of the organization and allows for strong statistical validity in interpreting the results. Overall results are accurate to within +/- 0.58%, at the 95% confidence level. With this level of participation, the results can be clearly deemed as representative of all City employees, therefore these are a reflection of employees' thoughts and feeling with regard to their employment at the City.

Most demographic data was "pre-loaded" and is an accurate reflection of what was provided by the City. The only self-reported demographics were in the Diversity area (race, religion, bisexual, gay, lesbian, transgender, two-spirit or questioning). Employees completed surveys with unique PINs to ensure confidentiality.

Questionnaire

The 2018 survey consisted of 31 questions related to Engagement, Workplace and Culture, 9 self-report questions related to Discrimination and Harassment, 7 self-report questions related to Diversity, and a comments section related to recommendations for workplace improvement.





Executive Summary

Engagement, Culture, Workplace, Immediate Supervisor

Engagement, Culture, and Workplace measures have shown a statistically significant decline of between 2.8% [Culture, Workplace] and 6% [Engagement]. The Overall Immediate Supervisor score has remained the same, with a directional (not statistically significant] increase of 0.3%. In addition, attitudes towards one's immediate supervisor remain significantly more favourable (73.4% favourable), compared to Engagement, Culture or Workplace measures, where scores ranged from 67.8% (Workplace) to 66.6% (Engagement).

The results) show there have been significant declines on 21 attitudes, 10 attitudes have shown no significant change, and only two items have shown a significant increase, both in regards to one's immediate supervisor. The greatest improvement in attitude (+3%) is with regards to speaking to an immediate supervisor formally about performance.

The most significant declines (shown on the next two slides), and also the lowest absolute favourable scores, relate to trust and confidence in the City Manager and Deputy City Managers' ability to achieve the City's goals (-10%), seeing a clear link between one's work and the City's long-term vision (-8%), the commitment to maintaining a healthy and safe work environment (-7%), and whether information in the City is communicated well (-7%). These declines have been experienced fairly evenly across almost all of the departments.

In almost all departments, those attitudes which have the greatest impact on employee engagement (the drivers of engagement) tend to be whether one feels career aspirations can be met in the City, feeling one makes a contribution to the success of the City, trust and confidence in leadership (ELT, department, and branch) to achieve the City's goals, and attitudes towards one's immediate supervisor. The more favourable one's attitudes primarily towards these attributes, the more engaged employees will be.





Most and Least Favourable Attitudes

Most Favourable Attitudes	% Favourable 2018	% Favourable 2016
I feel that my work contributes to the success of the City.	82.9%	85.5%
My immediate supervisor demonstrates a commitment to safety.	81.7%	81.6%
My immediate supervisor seems to care about me as a person.	79.2%	78.9%
I feel respected by co-workers in my workplace.	78.5%	78.9%
My immediate supervisor encourages me to offer my opinions and ideas.	75.6%	76.0%

Least Favourable Attitudes	% Favourable 2018	% Favourable 2016
My career aspirations can be achieved at the City.	57.8%	61.8%
In my branch, information is widely shared so that everyone can get the required information when it's needed.	57.0%	58.8%
I can see a clear link between my work and the City's long-term vision.	54.6%	62.3%
In general, information in the City is communicated well.	52.3%	58.9%
I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	49.7%	59.3%





Most Significant Declines since 2016

Most significant declines in favourabilit	y since 2016
I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	-9.6%
I can see a clear link between my work and the City's long-term vision.	-7.7%
The City is committed to maintaining a healthy and safe working environment.	-7.0%
In general, information in the City is communicated well.	-6.6%
I would recommend the City to a friend as a great place to work.	-6.1%





Executive Summary (cont'd)

Perception of Discrimination and Harassment

With regard to discrimination and harassment, the percentage of employees claiming they have experienced discrimination has risen from 11.4% in 2016 to 14.0% in 2018. Those claiming to have experienced harassment has also risen from 19.0% to 23.8%, and those claiming to have witnessed either harassment or discrimination has also increased from 20.2% to 25.6%. It is worth noting that all internal sources of harassment have decreased (i.e. Supervisor, Coworker etc.) from 2016, the exception being harassment coming from members of the public.

Perception of harassment and discrimination tends to be relatively higher among those claiming to belong to a minority group (with the exception of visible minorities), with the highest proportions among those declaring a disability, where almost half (47.9%) of those individuals claimed to have experienced harassment, and 33% claimed to have experienced discrimination. Perceptions of discrimination and harassment are also significantly higher among certain union groups, including ATU 569, Civic Service Union 52 and CUPE Local 30.

We must also note that relatively more employees who claimed to have witnessed harassment or discrimination claim to have told someone who could do something about the situation (43.4% compared to 36.2% in 2016). Also, more than half (52.1%) of employees say they feel they can make a report on harassment/discrimination without fear of retaliation. Given these results, we may infer that some of the increase in perception may be attributable to increased comfort in disclosing this behaviour.

As one would expect, employees having claimed to experience either discrimination or harassment are significantly less engaged than those who have not. Engagement among those claiming to have experienced harassment is 46.2%, compared to 73.1% among others, and engagement among those claiming to have experienced discrimination is 44.3%, compared to 70.4%.





INTRODUCTION



Survey Design/Report Overview

Survey Framework

Engagement, Workplace, Culture and Immediate Supervisor were assessed using 33 key questions that form the core of the survey. Diversity and Inclusion were measured using 2016 census questions to present an overall view of the current makeup of the City. The experience of respectful workplace behaviour was also assessed using very specific questions related to harassment and discrimination experiences. Finally, all employees were provided the opportunity to provide comments on ways the organization can improve. A summary of the themes of these recommendations are included in this report and the actual comments will be provided in each of the departmental reports to provide further clarification.

Benchmark Data

Where possible, the City's responses have been compared to normative data to provide an indication of how the City compares to external organizations. All external comparisons have been compared to TalentMap's normative data (benchmark), which is based on large organizations which TalentMap has surveyed over the last 5 years. The TalentMap large organization benchmark consists of 36 different large organizations (having more than 1,000 employees). The benchmark includes responses from 91,703 employees in these organizations. Organizations are from across Canada, but concentrated more highly in Alberta and Ontario, and are from a range of sectors, including the public sector. Example organizations include Great West Life Assurance Company, Stantec Inc., Edmonton Police Service, MD Financial Services, EPCOR, Canon Canada, The City of Red Deer, SaskPower, Saskatchewan Polytechnic, and others.

For the Diversity portion of the survey, the benchmark data was based on population statistics adapted from the 2016 National Household Survey Labour Force Data for the City of Edmonton.

In terms of benchmark data for the questions regarding harassment and discrimination, TalentMap is currently working on finalizing a benchmark for these questions, which will likely be available within six months to a year. Prior to publishing a benchmark, TalentMap requires a minimum of six similar organizations (large/public sector) asking the same questions to consider a benchmark comparator has sufficient validity. An increasing number of organizations are now asking similar questions. The City of Edmonton has been a pioneer in this area, and was one of the first to begin asking these questions.

The City of Edmonton survey responses for the current period are not included in the benchmark numbers.





Survey Design/Report Overview

Notwithstanding the fact that benchmark data is useful for providing context as to how the City of Edmonton compares with like organizations, it is our view that once an organization has conducted an engagement survey before, then the best and most useful comparator should be one's own previous engagement scores. In the spirit of continuous improvement, the true goal should be to continuously increase one's own level of engagement; therefore, how other organizations perform should be of little, and decreasing, relevance. This is indeed the case here, as the most noteworthy conclusion arising from analysis of the 2016 survey results is the consistent improvement in favourability on all four "engagement" indices (i.e. engagement, culture, workplace and immediate management).





How to Read this Report

Confidentiality

It is important to remember that all information collected in this survey is strictly confidential. To ensure confidentiality, TalentMap does not divulge individual survey responses to anyone and only aggregate reports have been provided where there are a minimum of 10 respondents in a group. TalentMap is a member of the Council of American Survey Research Organizations (CASRO) and the Marketing Research and Intelligence Association (MRIA). TalentMap subscribes to CASRO's Code of Standards and MRIA's Good Practice. In order to understand the diversity in the organization, there were some self-report demographic questions included in the survey. In instances where an organizational division or group has fewer than 50 respondents, the results will not be provided, but will be aggregated to a higher level that meets the minimum number of respondents.

How to Read this Report

All results are presented in charts or table format. As a guideline, it is recommended to focus in on the positive results first as it is easy to get distracted by the less favourable ones and overlook some key strengths in the process. It is also important to remember that sometimes the issues identified can be symptoms of more fundamental "root cause" issues so clarification of the results by reading comments and having further discussions with employees is critical to creating action plans that address root causes and ensure effective use of resources.

Similar to reports delivered in 2016, 2014 and 2012, this report rounds data points to one decimal place. This was done in order to add an extra level of precision to the statistics. With larger groups, the decimal places become more important in terms of interpretation.





How to Read this Report

To assist in identifying data patterns of interest, we have circled the corresponding previous period data (this is more easily visible than circling the number in the chart). **Green** boxes represent a notable positive change (at least 2% change), and **red** boxes indicate a notable, but less desirable, change. Alternatively, we have used **green** or **red** circles to indicate the same in heatmaps and other graphs. The only difference between circles and boxes is the aesthetics: sometimes we felt that circles are more pleasing to the eye, other times boxes. In cases where the change is greater than +/- 2% and it is not circled, it is either because all groups are exhibiting the same trend, or more likely that the smaller group size means the change is not statistically significant. Finally, city-wide results do not adjust for differences in participation rates, thus areas with higher participation rates will have a slightly higher impact on final results, per employee, than they would otherwise have. Due to restructuring in the City of Edmonton over the last two years, there are multiple departments that do not have a previous period comparison.

Finally, the reader will note that the interpretation focuses on changes since the previous period, as opposed to items which are rated more favourably than others. Over time, the strategic objective of any organization should be the overall improvement of employee engagement, through the improvement of its key engagement drivers. Attitudes rated very favourably over time are likely to improve at a similar rate to attitudes rated less favourably. To use a metaphor: improving engagement is similar to the tide raising all the boats. We are more concerned with the overall trend than focusing specific items which score lower.



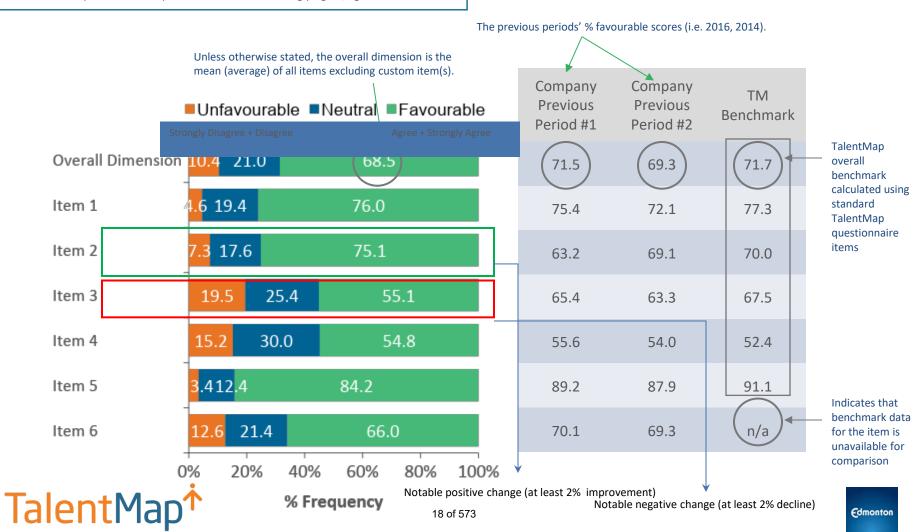


How to Read this Report

% Unfavourable: represents the respondents who chose "Strongly Disagree/Disagree".

% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

% Favourable: represents the respondents who chose "Strongly Agree/Agree".



Participation Rates

DEPARTMENT	2018	2016	2014
Citizen Services	61%	66%	59%
City Operations	64%	65%	n/a
Communications and Engagement	90%	95%	n/a
Employee Services	88%	97%	97%
Financial & Corporate Services	88%	n/a	n/a
Integrated Infrastructure Services	91%	84%	n/a
Office of the City Manager	90%	91%	n/a
Urban Form & Corporate Strategic Development	87%	n/a	n/a
Overall City of Edmonton	70%	72%	62%

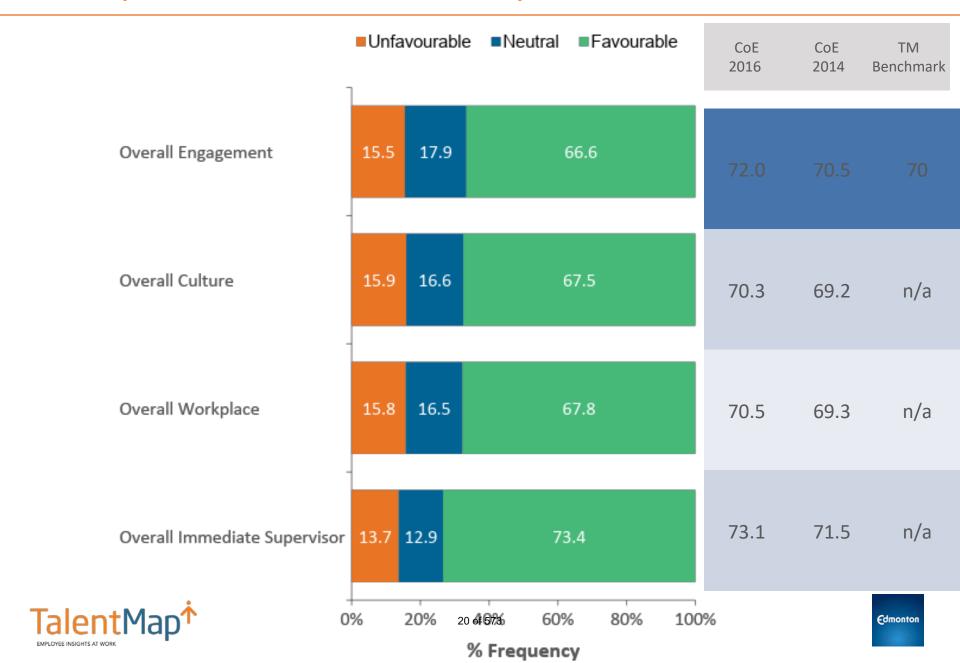


Surveys Completed by paper: 1,646 (19%) Surveys Completed (Desktop): 6,257 (72%)

Surveys Completed (Mobile): 829 (9%) Total Surveys completed: 8,732 (100%)



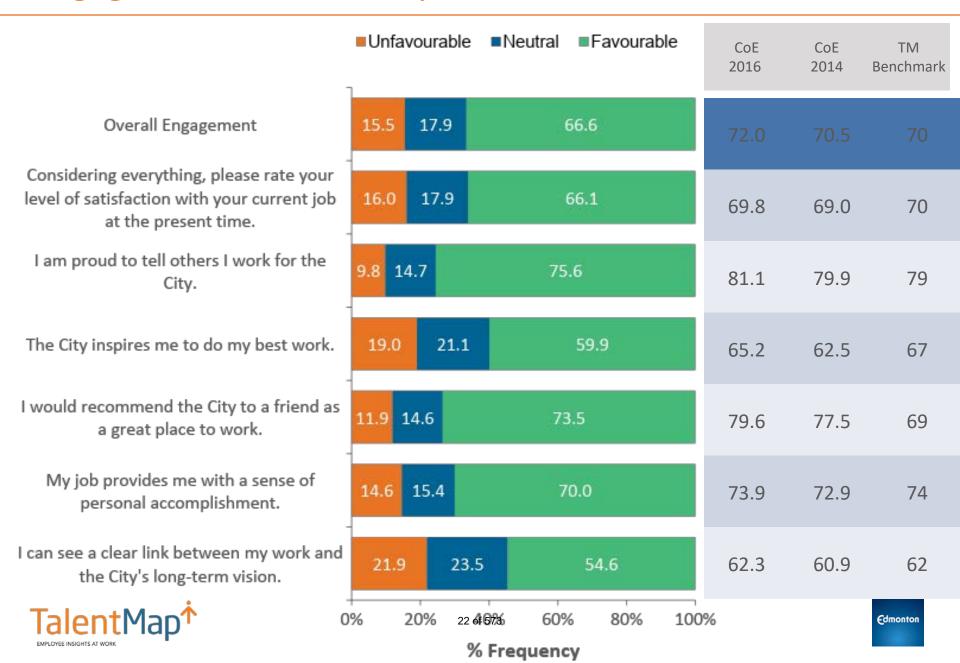
Survey Dimensions – Overall City of Edmonton



Engagement

Logical connection employees have to their work, emotional connection and their willingness to put in discretionary effort

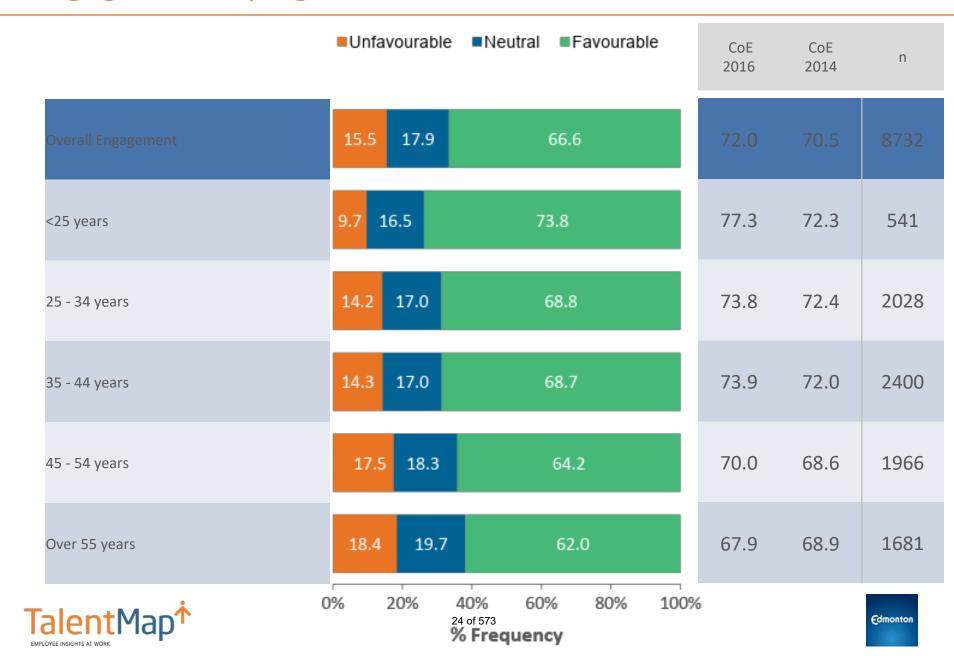
Engagement – Overall City of Edmonton



Engagement by Department

	■Unfavourable ■	Neutral ■Favourable	CoE 2016	CoE 2014	n
Overall Engagement	15.5 17.9	66.6	72.0	70.5	8732
Citizen Services	10.6 14.7	74.7	79.4	75.4	2344
City Operations	17.5 19.6	63.0	66.2	n/a	3617
Communications and Engagement	16.4 17.4	66.2	72.0	n/a	343
Employee Services	10.9 16.0	73.1	82.1	84.8	212
Financial & Corporate Services	16.7 19.5	63.8	n/a	n/a	968
Integrated Infrastructure Services	22.9 18.1	59.1	71.7	n/a	469
Office of the City Manager	15.6 11.2	73.2	84.7	n/a	69
Urban Form & Corporate Strategic Development	17.0 18.4	64.7	n/a	n/a	576
alentMap [†]	0% 20% 40% 23 of 573 % Fi		0%		Edmonton

Engagement by Age

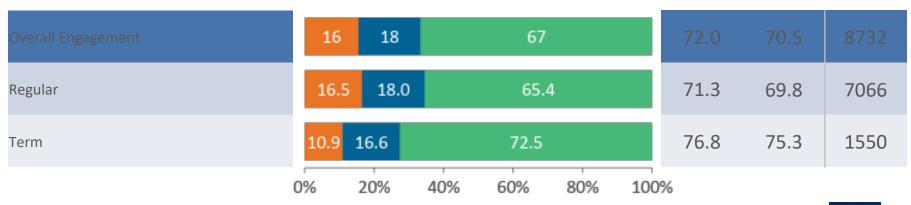


Engagement by Length of Service



Engagement by Status

	■Unfavourable	■Neutral ■Favourable	CoE 2016	CoE 2014	n
Overall Engagement	16 18	67	72.0	70.5	8732
Full Time	16.0 18.0	66.0	71.7	70.4	7713
Part Time	11.3 16.1	72.5	75.1	71.1	903
		40% 60% 80% 100 % Frequency	%		

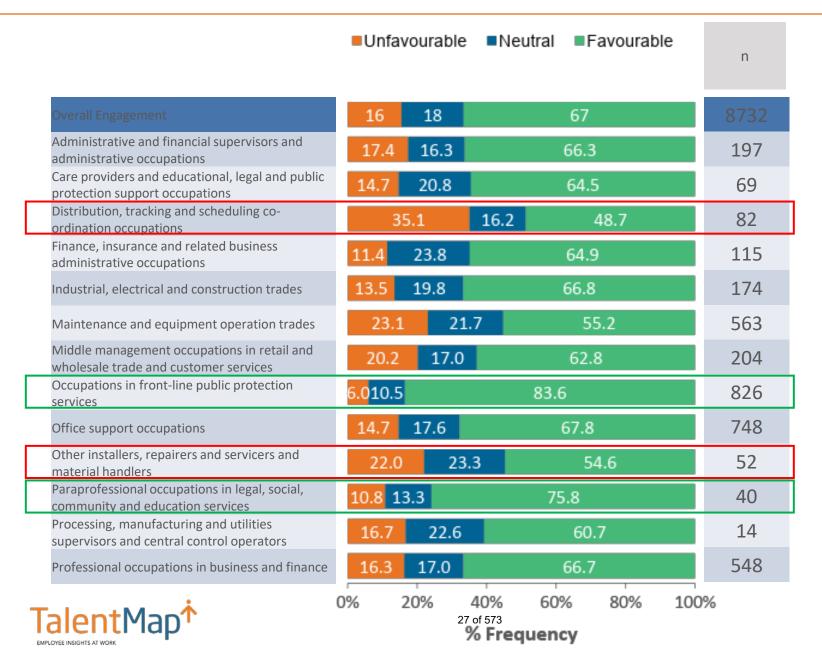


% Frequency 26 of 573



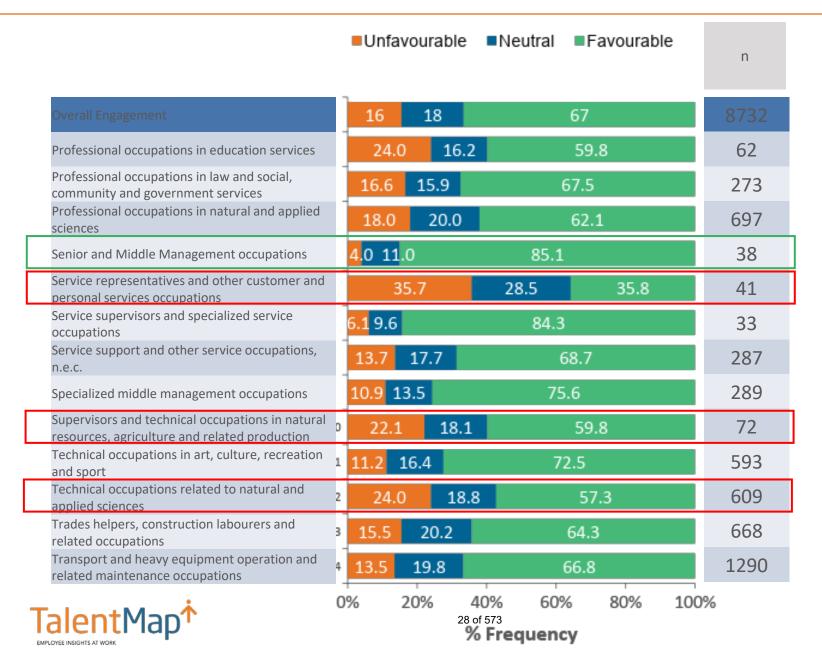


Engagement by Job Family (Page 1)





Engagement by Job Family (Page 2)





Engagement by Diversity Group

	■Unfavourable ■N	eutral ■Favourable	CoE 2016	CoE 2014	n
Overall Engagement	16 18	67	72.0	70.5	8732
Religious Affiliation	14.8 16.3	68.9	73.7	72.0	1582
Visible Minority	12.8 15.7	71.5	76.3	75.4	2038
Indigenous	19.4 18.3	62.4	71.2	71.7	469
Disability	27.0 23.3	49.7	57.3	57.6	710
Bisexual, gay, lesbian, transgender, two- spirit or questioning	19.7 18.8	61.6	69.3	67.3	490
Male	15.7 17.6	66.7	72.1	69.5	5440
Female	15.3 18.1	66.6	71.9	72.2	3176
alentMap [†]	0% 20% 40% 29 of 573 % Fre	60% 80% 10 quency	0%		Edmonton

Engagement by Union Affiliation

	■Unfavourable	■Neutral ■Favourable	CoE 2016	CoE 2014	n
Overall Engagement	16 18	67	72.0	70.5	8732
ATU 569	16.8 20.7	62.4	65.9	61.2	1443
Civic Service Union 52	18.3 18.6	63.1	70.5	69.1	2841
CUPE Local 30	16.3 19.2	64.5	68.1	65.4	2019
Edmonton Fire Fighters' Union	<mark>4.</mark> 4 9.5	86.1	86.2	84.2	821
IBEW Local 1007	16.6 19.2	64.2	67.3	52.1	76
Management	15.2 16.5	68.3	78.8	80.1	1156
Out of Scope - General	7.6 12.9	79.5	76.2	74.5	260
TalentMap*	30 o	10% 60% 80% 100 of 573 of Frequency	0%		Edmonton

Engagement Heatmap 2018 Difference Between Department and City of Edmonton Overall

Lower Same Better	COE Overall 2018	Citizen Services	City Operations	Communic ations and Engageme nt	Employee Services	Financial & Corporate Services	Integrated Infrastruct ure Services	Office of the City Manager	Urban Form & Corporate Strategic Developme nt
Participation Count	8732	2344	3617	343	212	968	469	69	576
Considering everything, please rate your level of satisfaction with your current job at the present time.		75.5	63.9	60.6	71.2	59.9	55.9	72.5	61.3
I am proud to tell others I work for the City.	75.6	84.6	72.6	77.4	80.1	71.7	65.6	81.2	68.5
The City inspires me to do my best work.	59.9	67.4	55.7	63.3	68.6	58.5	52.7	69.1	58.0
I would recommend the City to a friend as a great place to work.	73.5	83.1	71.6	67.9	75.7	67.6	60.2	76.8	69.1
My job provides me with a sense of personal accomplishment.	70.0	78.9	65.9	67.3	77.8	66.9	63.3	70.6	69.7
I can see a clear link between my work and the City's long-term vision.	54.6	58.7	48.4	60.7	64.9	58.0	56.7	69.1	61.6
Overall Engagement	66.6	74.7	63.0	66.2	73.1	63.8	59.1	73.2	64.7

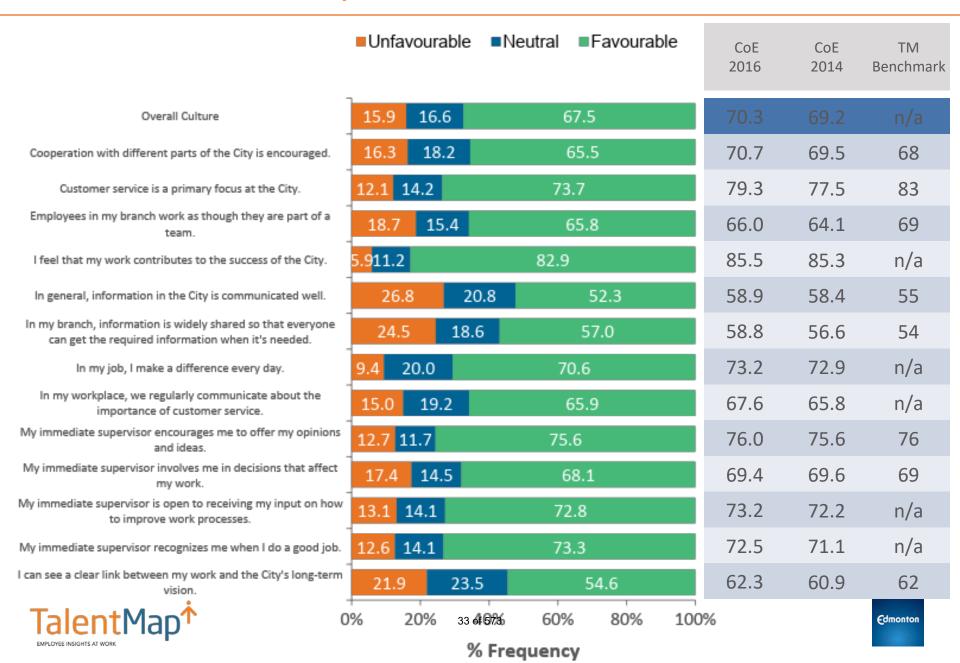




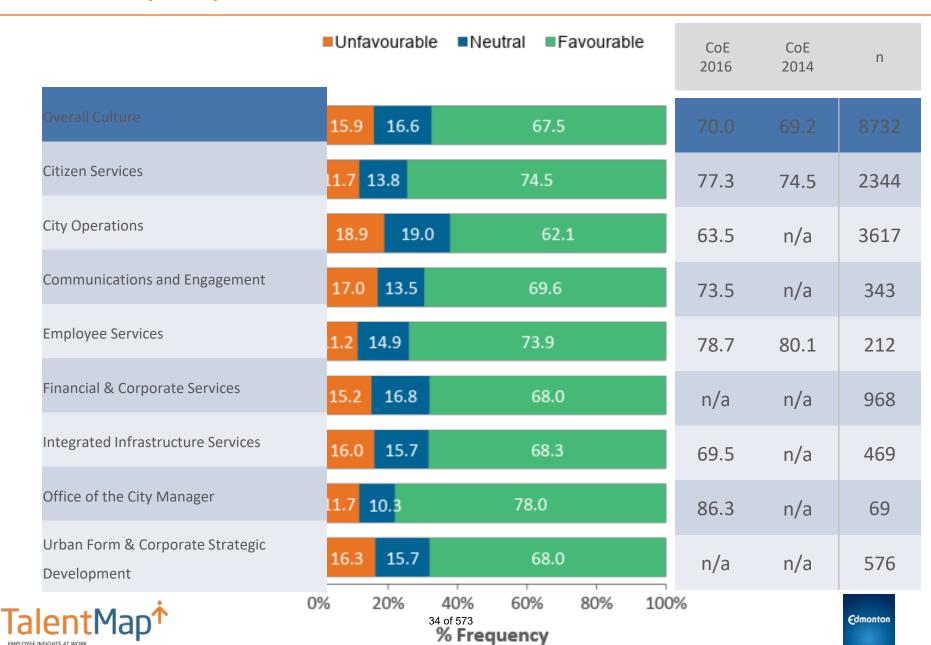
Culture

The culture of the corporation reflects how we choose to work together and how we interact with council, our citizens and other stakeholders. It is our behaviour, attitude and approach. Culture creates an image of what it is like to work and live in Edmonton.

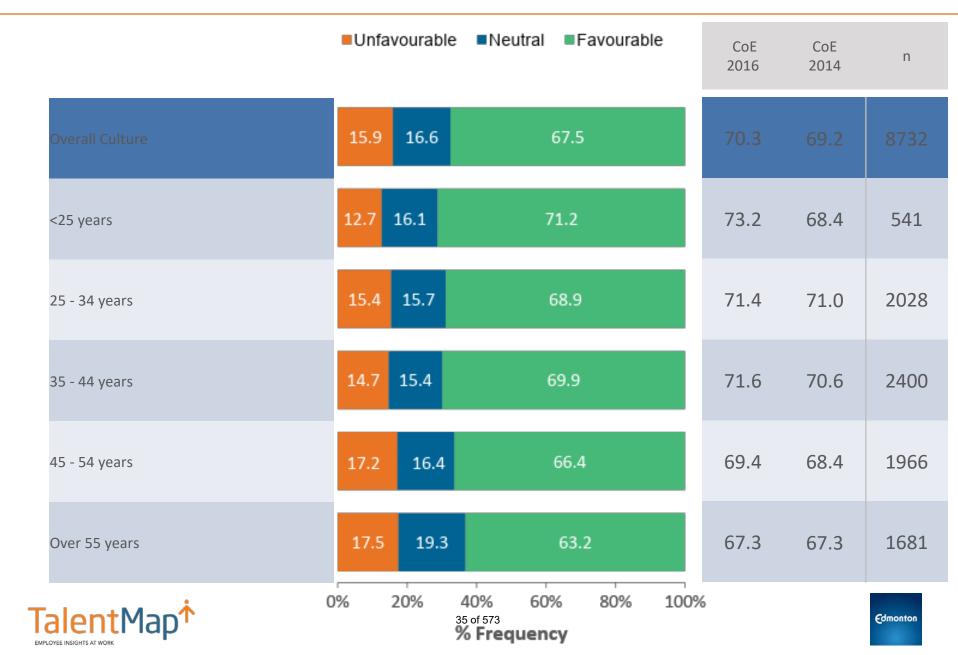
Culture – Overall City of Edmonton



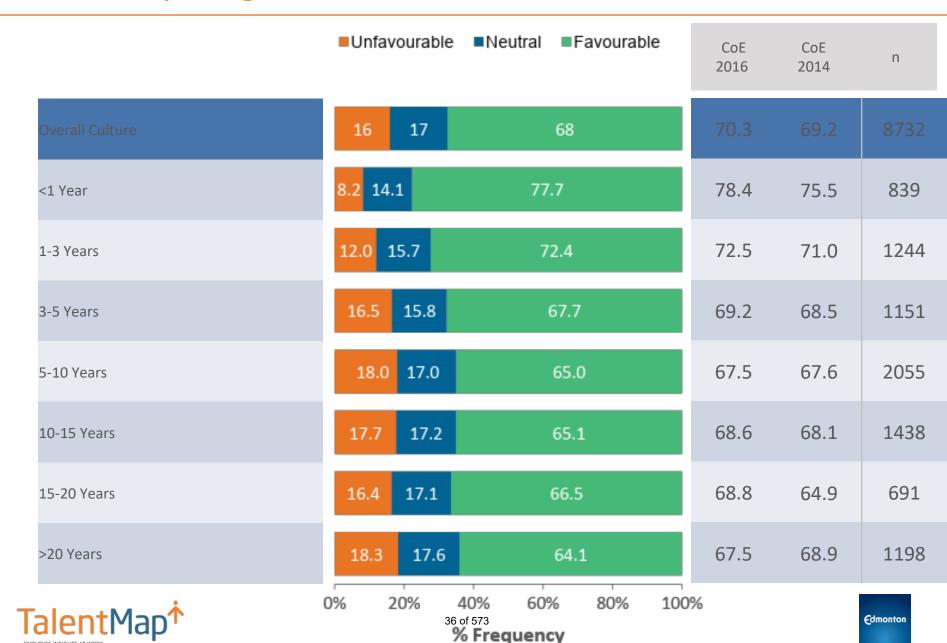
Culture by Department



Culture by Age

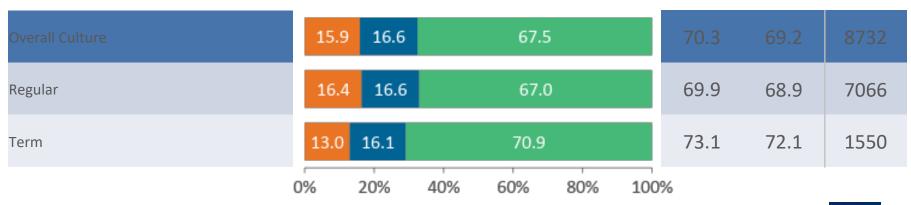


Culture by Length of Service



Culture by Status

	■Unfavourable	e ■Neutral ■Favourable	CoE 2016	CoE 2014	n
Overall Culture	15.9 16.6	67.5	70.3		8732
Full Time	16.1 16.7	67.2	70.0	69.1	7713
Part Time	13.2 15.0	71.8	72.8	70.8	903
	0% 20%	40% 60% 80% 100 % Frequency	0%		



% Frequency 37 of 573



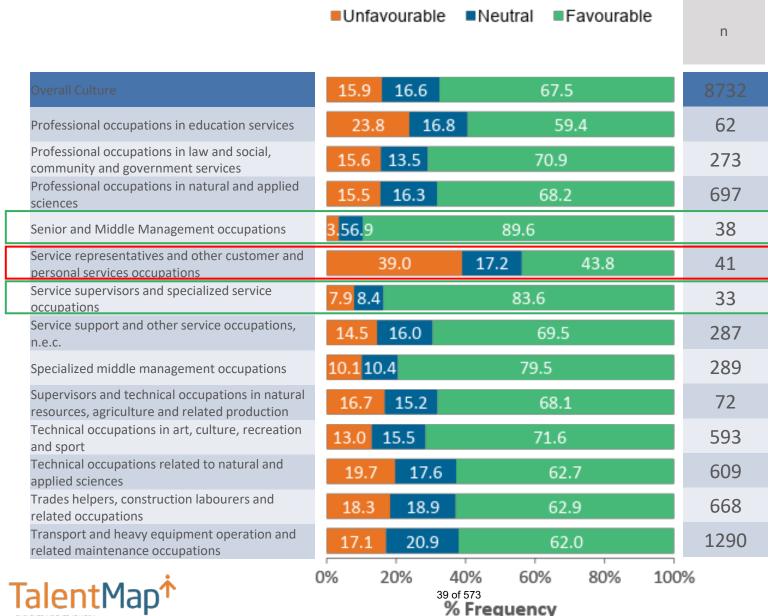


Culture by Job Family

	■Unfavourable ■N	leutral ■Favourable	n
Overall Culture	15.9 16.6	67.5	8732
Administrative and financial supervisors and administrative occupations	14.8 16.1	69.1	197
Care providers and educational, legal and public protection support occupations	18.8 16.8	64.3	69
Distribution, tracking and scheduling co- ordination occupations	30.9 16.4	52.7	82
Finance, insurance and related business administrative occupations	8.8 17.4	73.8	115
Industrial, electrical and construction trades	16.5 21.7	61.9	174
Maintenance and equipment operation trades	24.2 20.2	55.5	563
Middle management occupations in retail and wholesale trade and customer services	16.6 12.6	70.8	204
Occupations in front-line public protection services	7.1 11.1	81.7	826
Office support occupations	14.6 15.6	69.9	748
Other installers, repairers and servicers and material handlers	22.5 20.4	57.1	52
Paraprofessional occupations in legal, social, community and education services	13.6 12.8	73.6	40
Processing, manufacturing and utilities supervisors and central control operators	14.8 19.2	65.9	14
Professional occupations in business and finance	15.8 15.0	69.2	548
TalentMap*	0% 20% 40% 38 of 573 % Fre	60% 80% 10	00%



Culture by Job Family







Culture by Diversity Group

	■Unfavourable ■N	leutral ■Favourable	CoE 2016	CoE 2014	n
Overall Culture	15.9 16.6	67.5	70.3	69.2	8732
Religious Affiliation	15.2 15.3	69.5	71.8	70.6	1582
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Male	15.9 16.8	67.3	70.2	68.8	5440
Female	15.8 16.0	68.2	70.5	70.0	3176
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Culture by Union Affiliation

	■Unfavourable	■Neutral ■Favourable	CoE 2016	CoE 2014	n
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ATU 569	20.1 21.1	58.8	60.8	58.1	1443
Civic Service Union 52	16.9 16.5	66.6	70.4	68.7	2841
CUPE Local 30	18.4 18.0	63.6	65.3	63.6	2019
Edmonton Fire Fighters' Union	5.610.3	84.1	84.7	84.0	821
IBEW Local 1007	15.3 22.9	61.8	60.9	48.2	76
Management	12.6 12.9	74.5	78.3	78.1	1156
Out of Scope - General	8.5 14.1	77.4	73.4	74.9	260
TalentMap*	0% 20% 40 41 of 5 % I		0%		Edmonton

Culture Heatmap – 2018 Difference Between Department and City of Edmonton Overall

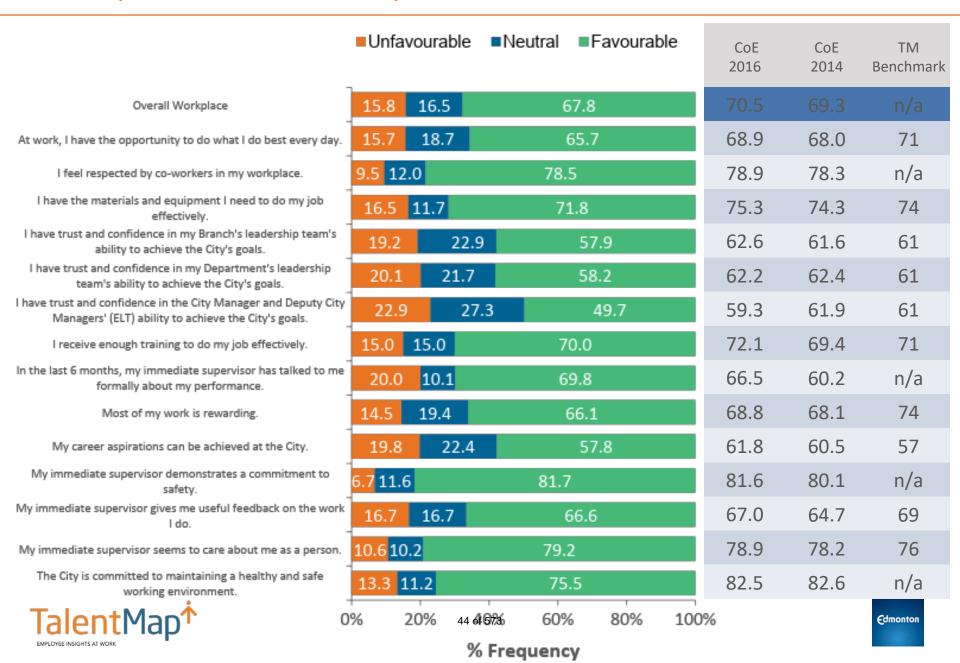
Lower Same Better	COE Overall 2018	Citizen Services	City Operations	Communic ations and Engageme nt	Employee Services	Financial & Corporate Services	Integrated Infrastruct ure Services	Office of the City Manager	Urban Form & Corporate Strategic Developme nt
Participation Count	8732	2344	3617	343	212	968	469	69	576
Cooperation with different parts of]the City is encouraged.	65.5	70.2	58.8	71.6	77.4	68.0	70.6	79.1	70.6
Customer service is a primary focus at the City.	73.7	81.4	71.8	66.2	74.4	70.0	65.9	80.9	68.9
Employees in my branch work as though they are part of a team.	65.8	76.7	61.0	62.6	72.8	58.3	64.8	80.9	62.4
I feel that my work contributes to the success of the City.	82.9	84.5	81.5	86.0	86.3	82.0	82.7	88.1	83.6
In general, information in the City is communicated well.	52.3	61.6	47.4	48.2	55.7	55.9	48.5	57.4	43.9
In my branch, information is widely shared so that everyone can get the required information when it's needed.		65.9	51.6	57.2	65.1	55.8	57.1	80.3	50.8
In my job, I make a difference every day.	70.6	75.2	69.9	67.1	75.4	67.0	66.7	80.6	64.3
In my workplace, we regularly communicate about the importance of customer service.	65.9	77.3	60.3	68.8	72.2	61.8	58.6	72.1	62.1
My immediate supervisor encourages me to offer my opinions and ideas.	75.6	82.4	67.0	82.7	78.9	80.6	82.9	82.6	83.1
My immediate supervisor involves me in decisions that affect my work.	68.1	76.0	58.1	74.7	76.1	73.7	76.2	79.7	76.5
My immediate supervisor is open to receiving my input on how to improve work processes.		78.6	64.6	81.0	79.4	77.9	78.7	80.9	79.5
My immediate supervisor recognizes me when I do a good job.		79.7	66.7	77.5	81.8	75.2	78.0	82.6	76.2
I can see a clear link between my work and the City's long- term vision.	54.6	58.7	48.4	60.7	64.9	58.0	56.7	69.1	61.6
Overall Culture	67.5	74.5	62.1	69.6	73.9	68.0	68.3	78.0	68.0



Workplace

These are the shared "experiences" of what it is like to work at the City – including confidence in leadership (Branch and ELT); career aspirations and supervisors' feedback – formal and useful

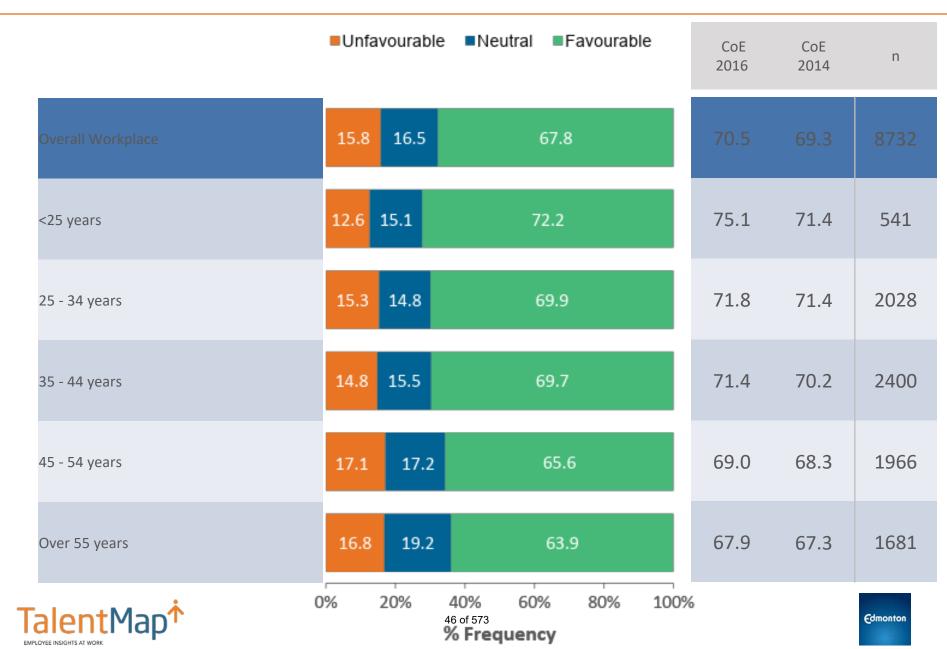
Workplace – Overall City of Edmonton



Workplace by Department

	■Unfavourable	■Neutral ■Favourable	CoE 2016	CoE 2014	n
Overall Workplace	15.8 16.5	67.8	70.5	69.3	8732
Citizen Services	11.6 12.7	75.7	78.5	75.3	2344
City Operations	18.7 19.2	62.1	63.5	n/a	3617
Communications and Engagement	16.3 15.9	67.8	71.1	n/a	343
Employee Services	10.5 15.9	73.6	78.9	79.7	212
Financial & Corporate Services	14.7 17.1	68.2	n/a	n/a	968
Integrated Infrastructure Services	17.7 14.9	67.5	69.3	n/a	469
Office of the City Manager	14.8 7.7	77.6	85.6	n/a	69
Urban Form & Corporate Strategic Development	16.3 16.3	67.4	n/a	n/a	576
TalentMap [↑]	45 o	0% 60% 80% 10 f 573 Frequency	0%		Edmonton

Workplace by Age

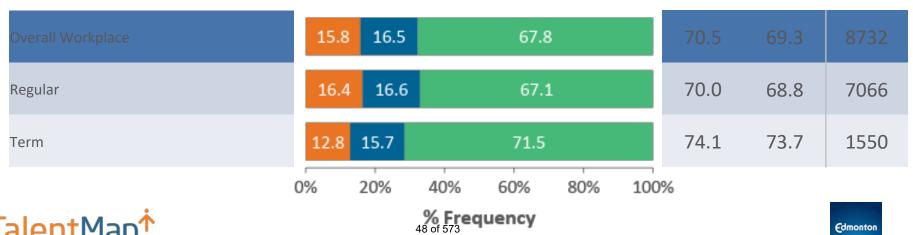


Workplace by Length of Service

	■Unfavourable ■Neutral ■Favourable	CoE 2016	CoE 2014	n
Overall Workplace	15.8 16.5 67.8	70.5	69.3	8732
<1 Year	8.2 12.4 79.4	79.0	77.1	839
1-3 Years	11.8 14.8 73.4	73.0	71.8	1244
3-5 Years	16.4 16.3 67.4	69.6	68.6	1151
5-10 Years	17.9 17.3 64.8	67.3	67.6	2055
10-15 Years	17.5 17.1 65.5	68.7	67.3	1438
15-20 Years	16.1 17.9 66.0	68.8	62.5	691
>20 Years	18.3 17.8 63.8	67.8	69.0	1198
FalentMap [†]	0% 20% 40% 60% 80% 10 47 of 573 % Frequency	00%		Edmonton

Workplace by Status

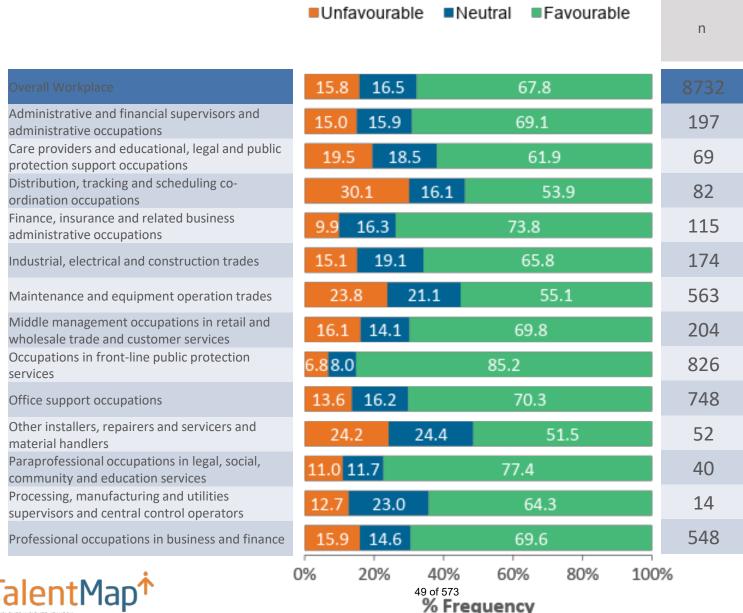
	■Unfavou	ırable	■Neu	tral ■F	avourabl	е	CoE 2016	CoE 2014	n
Overall Workplace	15.8 1	6.5		67.8			70.5	69.3	8732
Full Time	16.1 1	.6.5		67.4			70.2	69.2	7713
Part Time	12.7 15.	.3		72.0			73.2	71.3	903
	0% 20%		40% 6 Freq ı	60% iency	80%	1009	%		







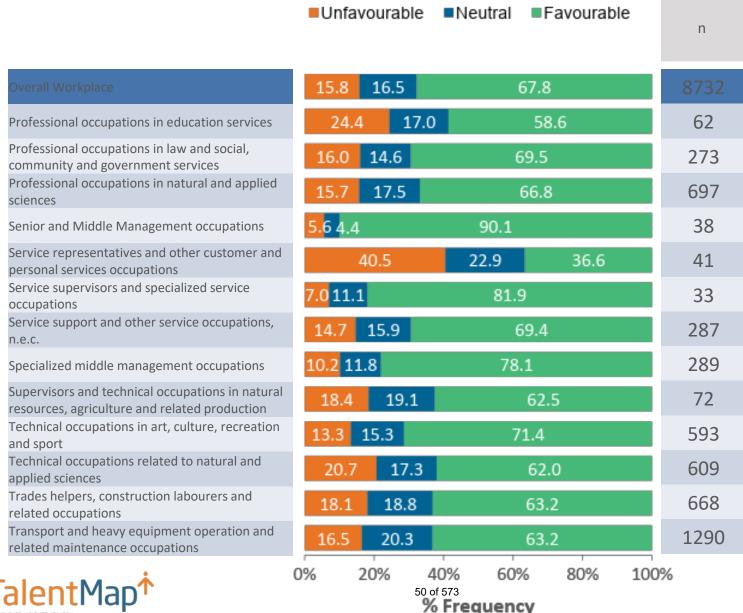
Workplace by Job Family







Workplace by Job Family







Workplace by Diversity Group

	■Unfavourable ■N	leutral ■Favourable	CoE 2016	CoE 2014	n
Overall Workplace	15.8 16.5	67.8	70.5	69.3	8732
Religious Affiliation	16.0 16.0	68.0	70.7	69.5	1582
Visible Minority	14.4 16.2	69.4	72.5	71.4	2038
Indigenous	19.0 17.6	63.5	69.6	68.1	469
Disability	26.9 19.8	53.3	58.4	57.0	710
Bisexual, gay, lesbian, transgender, two- spirit or questioning	20.2 16.9	63.0	67.7	65.0	490
Male	15.7 16.5	67.8	70.4	68.9	5440
Female	15.8 16.3	67.9	70.6	70.1	3176
alentMap [†]	0% 20% 40% 51 of 573 % Fr e	60% 80% 100 equency	0%		Edmonton

Workplace by Union Affiliation

	■Unfavourable	■Neutral ■Favourable	CoE 2016	CoE 2014	n
Overall Workplace	15.8 16.5	67.8	70.5	69.3	8732
ATU 569	19.8 20.8	59.5	61.5	58.8	1443
Civic Service Union 52	16.9 16.7	66.4	70.3	68.2	2841
CUPE Local 30	18.1 18.2	63.7	66.0	64.1	2019
Edmonton Fire Fighters' Union	5.17 .3	87.6	86.6	86.2	821
IBEW Local 1007	13.3 22.0	64.7	62.0	51.1	76
Management	13.0 14.1	72.9	76.9	77.2	1156
Out of Scope - General	8.4 14.0	77.7	74.0	73.6	260
TalentMap [†]	0% 20% 40 52 of 5 % I		0%		Edmonton

Workplace Heatmap – 2016 Difference Between Department and City of Edmonton Overall

Lower Same Better	COE Overall 2018	Citizen Services	City Operations	Communica tions and Engagemen t	Employee Services	Financial & Corporate Services	Integrated Infrastructu re Services	Office of the City Manager	Urban Form & Corporate Strategic Developme nt
Participation Count		2344	3617	343	212	968	469	69	576
At work, I have the opportunity to do what I do best every day.	65.7	73.5	62.9	60.9	68.9	62.4	59.8	72.1	60.8
I feel respected by co-workers in my workplace.	78.5	84.6	74.7	73.0	82.0	76.5	80.3	81.2	82.0
I have the materials and equipment I need to do my job effectively.	1 /1 × 1	80.2	66.2	65.3	74.9	73.0	71.1	82.6	73.9
I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	57.9	69.7	49.7	62.1	74.9	57.5	53.6	80.9	55.6
I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	58.2	69.7	51.6	61.4	69.0	57.1	53.0	71.6	52.7
I have trust and confidence in the City Manager and General Managers' (ELT) ability to achieve the City's goals.	1 /IU / I	59.4	42.9	56.7	57.6	54.2	45.1	67.7	40.2
I receive enough training to do my job effectively.	70.0	77.6	69.2	62.2	70.0	61.4	65.2	81.2	64.6
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	I AUX I	74.2	60.8	75.4	74.7	84.2	78.9	82.3	72.6
Most of my work is rewarding.	66.1	77.6	59.4	62.7	73.4	62.5	64.6	73.9	66.9
My career aspirations can be achieved at the City.	57.8	63.7	55.1	53.6	57.2	57.8	52.1	66.2	57.7
My immediate supervisor demonstrates a commitment to safety.	1 21 / 1	87.8	76.5	81.2	83.0	83.8	85.1	86.8	82.9
My immediate supervisor gives me useful feedback on the work	1 66 6 1	74.5	57.2	77.7	76.6	69.8	73.5	79.1	71.9
My immediate supervisor seems to care about me as a person.	79.2	85.3	73.3	85.7	86.5	78.4	83.7	84.1	83.9
The City is committed to maintaining a healthy and safe working environment.	1 /5 5 1	81.9	70.5	71.3	82.0	76.8	78.4	76.5	77.4
Overall Workplace	67.8	75.7	62.1	67.8	73.6	68.2	67.5	77.6	67.4





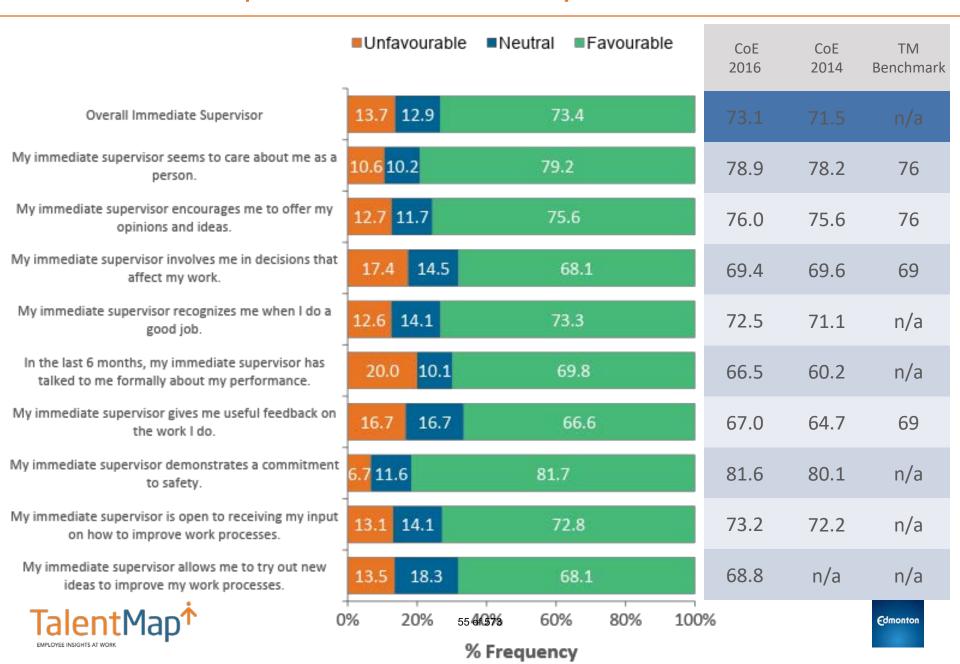
Immediate Supervisor

The experience of a supervisor is key in a work environment. The survey asks employees to answer the questions thinking about the person you directly report to or, if you report to more than one person, the primary supervisor.

The immediate supervisor questions are pulled from Culture and Workplace questions to provide one score



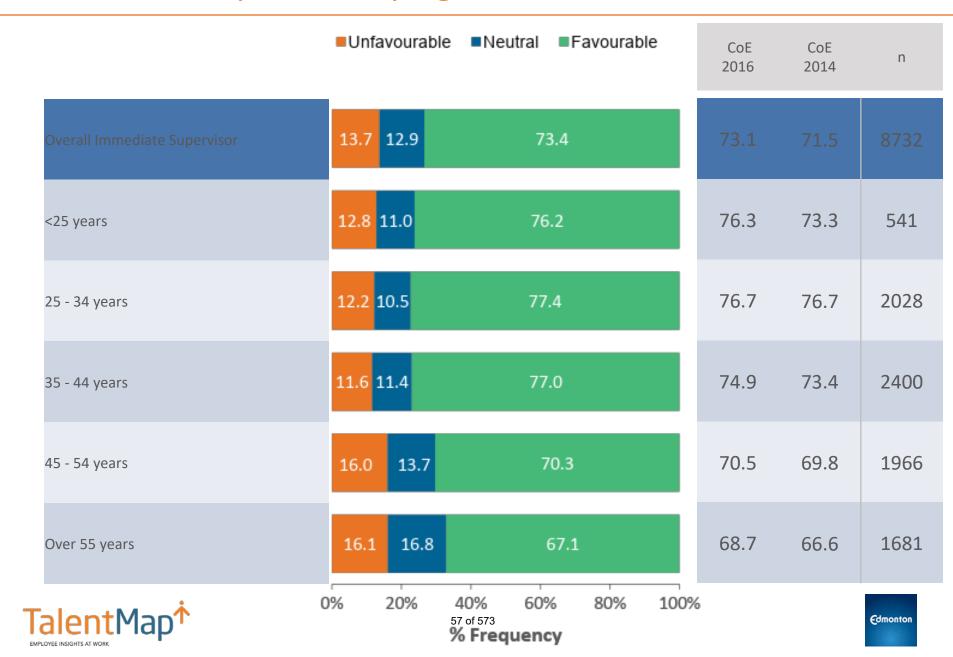
Immediate Supervisor – Overall City of Edmonton



Immediate Supervisor by Department

	■Unfavourable	■Neutral ■Favourable	CoE 2016	CoE 2014	n
Overall Immediate Supervisor	13.7 12.9	73.4	73.1	71.5	8732
Citizen Services	11.0 <mark>9.2</mark>	79.8	78.3	77.0	2344
City Operations	17.9 16.7	65.5	65.0	n/a	3617
Communications and Engagement	10.1 10.4	79.5	77.6	n/a	343
Employee Services	9.6 10.8	79.6	83.0	79.6	212
Financial & Corporate Services	10.9 11.2	78.0	n/a	n/a	968
Integrated Infrastructure Services	9.7 10.7	79.6	75.3	n/a	469
Office of the City Manager	10.4 7.4	82.3	90.2	n/a	69
Urban Form & Corporate Strategic Development	11.2 <mark>10.5</mark>	78.3	n/a	n/a	576
TalentMap*	0% 20% 40' 56 of % i		00%		Edmonton

Immediate Supervisor by Age



Immediate Supervisor by Length of Service

	■Unfavourable	■Neutral ■Favourab	ole	CoE 2016	CoE 2014	n
Overall Immediate Supervisor	13.7 12.9	73.4		73.1	71.5	8732
<1 Year	7.3 11 .2	81.5		80.6	78.6	839
1-3 Years	10.5 11.7	77.8		75.2	73.9	1244
3-5 Years	15.2 12.2	72.6		72.8	71.8	1151
5-10 Years	15.4 12.6	72.1		70.9	70.3	2055
10-15 Years	14.5 13.4	72.2		71.8	70.7	1438
15-20 Years	14.1 13.0	72.9		71.0	62.9	691
>20 Years	15.8 14.9	69.3		69.9	70.7	1198
alentMap [†]	0% 20% 40 58 of 5 % l		100%			Edmonton

Immediate Supervisor by Status

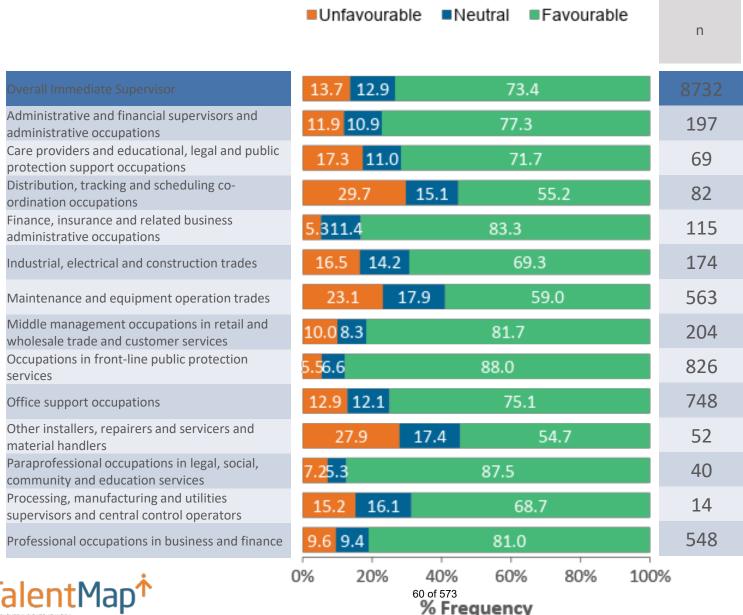
	■Unfavourable	■Neutral ■Favourable	CoE 2016	CoE 2014	n
Overall Immediate Supervisor	13.7 12.9	73.4	73.1	71.5	8732
Full Time	13.6 12.9	73.5	73.3	71.4	7713
Part Time	14.4 11.6	74.1	72.4	73.6	903
		40% 60% 80% 100 % Frequency	9%		

Overall Immediate Supervisor	13.7 12.9	73.4	73.1	71.5	8732
Regular	13.8 12.9	73.3	73.1	71.2	7066
Term	12.9 12.2	74.9	74.0	75.0	1550
	0% 20% 40%	60% 80% 100)%		





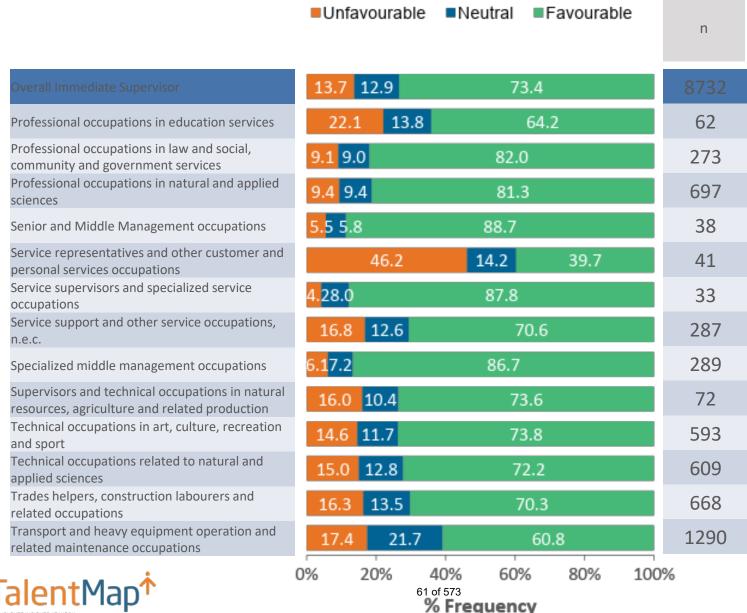
Immediate Supervisor by Job Family







Immediate Supervisor by Job Family







Immediate Supervisor by Diversity Group

	■Unfavourable	■Neutral ■Favourable	CoE 2016	CoE 2014	n
Overall Immediate Supervisor	13.7 12.9	73.4	73.1	71.5	8732
Religious Affiliation	14.0 13.6	72.5	73.5	71.1	1582
Visible Minority	13.4 13.2	73.5	74.5	72.3	2038
Indigenous	16.4 16.1	67.5	70.4	66.6	469
Disability	23.3 15.9	60.9	63.3	59.9	710
Bisexual, gay, lesbian, transgender, two- spirit or questioning	15.1 12.2	72.7	71.5	68.6	490
Male	13.7 13.3	73.0	73.2	71.1	5440
Female	13.6 11.9	74.6	73.2	72.5	3176
alentMap [†]	62 of 5	0% 60% 80% 100 573 Frequency	0%		Edmonton

Immediate Supervisor by Union Affiliation

	■Unfavourable	■Neutral ■Favourable	CoE 2016	CoE 2014	n
Overall Immediate Supervisor	13.7 12.9	73.4	73.1	71.5	8732
ATU 569	20.4 21.0	58.6	60.1	56.0	1443
Civic Service Union 52	12.9 11.3	75.8	75.7	72.7	2841
CUPE Local 30	17.9 14.5	67.6	67.7	65.4	2019
Edmonton Fire Fighters' Union	<mark>4.8.9</mark>	89.2	85.5	86.4	821
IBEW Local 1007	9.2 13.0	77.8	63.1	58.0	76
Management	7.6 <mark>8.2</mark>	84.2	81.9	79.8	1156
Out of Scope - General	9.1 12.7	78.2	72.3	75.3	260
TalentMap*	63 0	40% 60% 80% 100 of 573 6 Frequency	0%		€ dmonton

Immediate Supervisor Heatmap – 2018 Difference Between Department and City of Edmonton Overall

Lower Same Better	COE Overall 2018	Citizen Services	City Operations	Communicati ons and Engagement	Employee Services	Financial & Corporate Services	Integrated Infrastructure Services	Office of the City Manager	Urban Form & Corporate Strategic Development
Participation Count	8732	2344	3617	343	212	968	469	69	576
My immediate supervisor seems to care about me as a person.	1 /9./	85.3	73.3	85.7	86.5	78.4	83.7	84.1	83.9
My immediate supervisor encourages me to offer my opinions and ideas.	75.6	82.4	67.0	82.7	78.9	80.6	82.9	82.6	83.1
My immediate supervisor involves me in decisions that affect my work.	68.1	76.0	58.1	74.7	76.1	73.7	76.2	79.7	76.5
My immediate supervisor recognizes me when I do a good job.	73.3	79.7	66.7	77.5	81.8	75.2	78.0	82.6	76.2
In the last 6 months, my immediate supervisor has talked to me formally about my performance.		74.2	60.8	75.4	74.7	84.2	78.9	82.3	72.6
My immediate supervisor gives me useful feedback on the work I do.	66.6	74.5	57.2	77.7	76.6	69.8	73.5	79.1	71.9
My immediate supervisor demonstrates a commitment to safety.	81.7	87.8	76.5	81.2	83.0	83.8	85.1	86.8	82.9
My immediate supervisor is open to receiving my input on how to improve work processes.	72.8	78.6	64.6	81.0	79.4	77.9	78.7	80.9	79.5
My immediate supervisor allows me to try out new ideas to improve my work processes.	I hx I	76.8	56.3	75.6	75.5	76.6	75.7	83.8	77.6
Overall Immediate Supervisor	73.4	79.8	65.5	79.5	79.6	78.0	79.6	82.3	78.3





Drivers of Employee Engagement



How to Interpret Drivers of Engagement

In the effort to improve employee engagement, best practice shows that focusing strategic effort and resources on those attitudes which have the greatest impact on employee engagement has greater effect than the more common practice of attempting to improve the attitudes deemed least favourable by employees. In this section, we provide the results of multiple regression analyses. Each number provided (Beta score) represents the coefficient in a formula where employee engagement equals the sum of each attitude multiplied by its coefficient. More simply put, the higher the Beta coefficient, the greater the impact of that attitude, positive or negative, on employee engagement. Those attitudes which have the highest beta coefficients are called "the drivers of engagement" and are indicated in shades of red. Bold red for the most important drivers, and red for secondary drivers.

In the first example (next slide), the two most important attitudes in the culture dimension which influence engagement are: "My career aspirations can be achieved at the City" and "Customer service is a primary focus at the City". This means that those who score very favourably on these two attitudes are also likely to have a higher score on engagement, and vice-versa. Most importantly, improving employees' favourability on these two attitudes will have considerably more impact on the overall engagement than any of the rest.

Please also note that a higher "Beta" score doesn't mean that employees are more positive or negative on that attitude, only that is more closely linked to the perception of Culture, Workplace or Immediate Supervisor.





Drivers of Engagement

Dimension	Questionnaire Item	Beta Score
	Customer service is a primary focus at the City.	0.121
Culture	I feel that my work contributes to the success of the City.	0.095
	Cooperation with different parts of the City is encouraged.	0.038
	In my job, I make a difference every day.	0.034
	Employees in my branch work as though they are part of a team.	0.032
	In general, information in the City is communicated well.	0.024
Cultule	My immediate supervisor involves me in decisions that affect my work.	0.016
	My immediate supervisor encourages me to offer my opinions and ideas.	0.011
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.01
	My immediate supervisor recognizes me when I do a good job.	0.006
	In my workplace, we regularly communicate about the importance of customer service.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	My career aspirations can be achieved at the City.	0.214
	Most of my work is rewarding.	0.112
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.106
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.104
	At work, I have the opportunity to do what I do best every day.	0.103
	The City is committed to maintaining a healthy and safe working environment.	0.091
Workplace	My immediate supervisor seems to care about me as a person.	0.061
Workplace	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.038
	I receive enough training to do my job effectively.	0.027
	I have the materials and equipment I need to do my job effectively.	0.020
	My immediate supervisor gives me useful feedback on the work I do.	0.011
	I feel respected by co-workers in my workplace.	0.009
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor seems to care about me as a person.	0.061
	My immediate supervisor involves me in decisions that affect my work.	0.016
	My immediate supervisor gives me useful feedback on the work I do.	0.011
Immediate	My immediate supervisor encourages me to offer my opinions and ideas.	0.011
	My immediate supervisor recognizes me when I do a good job.	0.006
Supervisor	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.000





Drivers of Engagement: Citizen Services

Dimension	Questionnaire Item	Beta Score
	I feel that my work contributes to the success of the City.	0.111
	Customer service is a primary focus at the City.	0.110
	In general, information in the City is communicated well.	0.043
	Cooperation with different parts of the City is encouraged.	0.041
	My immediate supervisor involves me in decisions that affect my work.	0.040
Culture	Employees in my branch work as though they are part of a team.	0.030
Culture	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.012
	In my job, I make a difference every day.	0.010
	My immediate supervisor encourages me to offer my opinions and ideas.	0.009
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.000
	In my workplace, we regularly communicate about the importance of customer service.	0.000
	My career aspirations can be achieved at the City.	0.201
	Most of my work is rewarding.	0.137
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.099
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.091
	The City is committed to maintaining a healthy and safe working environment.	0.091
	At work, I have the opportunity to do what I do best every day.	0.078
Workplace	My immediate supervisor seems to care about me as a person.	0.044
vv oi kpiace	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.043
	I have the materials and equipment I need to do my job effectively.	0.032
	I receive enough training to do my job effectively.	0.018
	My immediate supervisor gives me useful feedback on the work I do.	0.017
	I feel respected by co-workers in my workplace.	0.005
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor seems to care about me as a person.	0.044
	My immediate supervisor involves me in decisions that affect my work.	0.040
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.024
Immediate	My immediate supervisor gives me useful feedback on the work I do.	0.017
	My immediate supervisor encourages me to offer my opinions and ideas.	0.009
Supervisor	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000





Drivers of Engagement: City Operations

Dimension	Questionnaire Item	Beta Score
	Customer service is a primary focus at the City.	0.134
Culture	I feel that my work contributes to the success of the City.	0.078
	In my job, I make a difference every day.	0.064
	Employees in my branch work as though they are part of a team.	0.044
	Cooperation with different parts of the City is encouraged.	0.042
	In general, information in the City is communicated well.	0.024
Culture	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.006
	My immediate supervisor encourages me to offer my opinions and ideas.	0.002
	My immediate supervisor involves me in decisions that affect my work.	0.002
	My immediate supervisor recognizes me when I do a good job.	0.001
	In my workplace, we regularly communicate about the importance of customer service.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	My career aspirations can be achieved at the City.	0.207
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.123
	The City is committed to maintaining a healthy and safe working environment.	0.114
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.108
	At work, I have the opportunity to do what I do best every day.	0.102
	Most of my work is rewarding.	0.088
Workplace	My immediate supervisor seems to care about me as a person.	0.082
Workplace	I receive enough training to do my job effectively.	0.031
	I have the materials and equipment I need to do my job effectively.	0.019
	My immediate supervisor gives me useful feedback on the work I do.	0.016
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.005
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.001
	My immediate supervisor demonstrates a commitment to safety.	0.000
	I feel respected by co-workers in my workplace.	0.000
	My immediate supervisor seems to care about me as a person.	0.082
	My immediate supervisor gives me useful feedback on the work I do.	0.016
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.005
Immediate	My immediate supervisor encourages me to offer my opinions and ideas.	0.002
	My immediate supervisor involves me in decisions that affect my work.	0.002
Supervisor	My immediate supervisor recognizes me when I do a good job.	0.001
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.000





Drivers of Engagement: Communications and Engagement

Dimension	Questionnaire Item	Beta Score
	I feel that my work contributes to the success of the City.	0.180
Culture	My immediate supervisor encourages me to offer my opinions and ideas.	0.124
	In my job, I make a difference every day.	0.095
	Employees in my branch work as though they are part of a team.	0.087
	Customer service is a primary focus at the City.	0.080
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.056
	In general, information in the City is communicated well.	0.028
	My immediate supervisor recognizes me when I do a good job.	0.012
	My immediate supervisor involves me in decisions that affect my work.	0.000
	Cooperation with different parts of the City is encouraged.	0.000
	In my workplace, we regularly communicate about the importance of customer service.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	My career aspirations can be achieved at the City.	0.271
	At work, I have the opportunity to do what I do best every day.	0.099
	My immediate supervisor seems to care about me as a person.	0.084
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.084
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.078
	The City is committed to maintaining a healthy and safe working environment.	0.048
Workplace	I receive enough training to do my job effectively.	0.043
workplace	Most of my work is rewarding.	0.037
	I feel respected by co-workers in my workplace.	0.035
	I have the materials and equipment I need to do my job effectively.	0.017
	My immediate supervisor demonstrates a commitment to safety.	0.014
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.005
	My immediate supervisor gives me useful feedback on the work I do.	0.001
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor encourages me to offer my opinions and ideas.	0.124
	My immediate supervisor seems to care about me as a person.	0.084
	My immediate supervisor demonstrates a commitment to safety.	0.014
Immediate	My immediate supervisor recognizes me when I do a good job.	0.012
	My immediate supervisor gives me useful feedback on the work I do.	0.001
Supervisor	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor involves me in decisions that affect my work.	0.000
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000





Drivers of Engagement: Employee Services

Dimension	Questionnaire Item	Beta Score
	I feel that my work contributes to the success of the City.	0.158
	In general, information in the City is communicated well.	0.133
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.088
	Customer service is a primary focus at the City.	0.071
	Employees in my branch work as though they are part of a team.	0.064
Culture	Cooperation with different parts of the City is encouraged.	0.062
Culture	In my workplace, we regularly communicate about the importance of customer service.	0.051
	My immediate supervisor recognizes me when I do a good job.	0.000
	My immediate supervisor encourages me to offer my opinions and ideas.	0.000
	In my job, I make a difference every day.	0.000
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.000
	My immediate supervisor involves me in decisions that affect my work.	0.000
	My immediate supervisor seems to care about me as a person.	0.309
	Most of my work is rewarding.	0.245
	The City is committed to maintaining a healthy and safe working environment.	0.169
	At work, I have the opportunity to do what I do best every day.	0.147
	My career aspirations can be achieved at the City.	0.112
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.084
Workplace	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.059
Workplace	I have the materials and equipment I need to do my job effectively.	0.045
	I feel respected by co-workers in my workplace.	0.042
	I receive enough training to do my job effectively.	0.039
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.025
	My immediate supervisor gives me useful feedback on the work I do.	0.000
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor seems to care about me as a person.	0.309
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.102
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.088
Immediate	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.059
	My immediate supervisor gives me useful feedback on the work I do.	0.000
Supervisor	My immediate supervisor recognizes me when I do a good job.	0.000
	My immediate supervisor encourages me to offer my opinions and ideas.	0.000
	My immediate supervisor involves me in decisions that affect my work.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000





Drivers of Engagement: Financial & Corporate Services

Dimension	Questionnaire Item	Beta Score
	Customer service is a primary focus at the City.	0.126
Culture	I feel that my work contributes to the success of the City.	0.119
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.059
	My immediate supervisor involves me in decisions that affect my work.	0.050
	Cooperation with different parts of the City is encouraged.	0.039
	In my job, I make a difference every day.	0.010
Culture	My immediate supervisor encourages me to offer my opinions and ideas.	0.009
	My immediate supervisor recognizes me when I do a good job.	0.007
	In general, information in the City is communicated well.	0.000
	Employees in my branch work as though they are part of a team.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	In my workplace, we regularly communicate about the importance of customer service.	0.000
	My career aspirations can be achieved at the City.	0.240
	Most of my work is rewarding.	0.158
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.119
	At work, I have the opportunity to do what I do best every day.	0.088
	I have the materials and equipment I need to do my job effectively.	0.064
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.062
Mouleplace	The City is committed to maintaining a healthy and safe working environment.	0.042
Workplace	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.042
	I feel respected by co-workers in my workplace.	0.010
	My immediate supervisor gives me useful feedback on the work I do.	0.003
	I receive enough training to do my job effectively.	0.000
	My immediate supervisor seems to care about me as a person.	0.000
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.077
	My immediate supervisor involves me in decisions that affect my work.	0.050
	My immediate supervisor encourages me to offer my opinions and ideas.	0.009
Immediate	My immediate supervisor recognizes me when I do a good job.	0.007
	My immediate supervisor gives me useful feedback on the work I do.	0.003
Supervisor	My immediate supervisor seems to care about me as a person.	0.000
Supervisor	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000





Drivers of Engagement: Integrated Infrastructure Services

Dimension	Questionnaire Item	Beta Score
	Customer service is a primary focus at the City.	0.085
	My immediate supervisor encourages me to offer my opinions and ideas.	0.064
	I feel that my work contributes to the success of the City.	0.054
	My immediate supervisor involves me in decisions that affect my work.	0.045
	Cooperation with different parts of the City is encouraged.	0.042
Culture	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.033
Culture	In general, information in the City is communicated well.	0.001
	In my job, I make a difference every day.	0.000
	Employees in my branch work as though they are part of a team.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	In my workplace, we regularly communicate about the importance of customer service.	0.000
	My career aspirations can be achieved at the City.	0.260
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.221
	Most of my work is rewarding.	0.140
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.121
	The City is committed to maintaining a healthy and safe working environment.	0.099
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.095
Workplace	I feel respected by co-workers in my workplace.	0.056
TT OT REPIGEE	My immediate supervisor seems to care about me as a person.	0.045
	I receive enough training to do my job effectively.	0.035
	At work, I have the opportunity to do what I do best every day.	0.025
	My immediate supervisor demonstrates a commitment to safety.	0.000
	I have the materials and equipment I need to do my job effectively.	0.000
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor gives me useful feedback on the work I do.	0.000
	My immediate supervisor encourages me to offer my opinions and ideas.	0.064
	My immediate supervisor seems to care about me as a person.	0.045
	My immediate supervisor involves me in decisions that affect my work.	0.045
Immediate	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.023
	My immediate supervisor demonstrates a commitment to safety.	0.000
Supervisor	My immediate supervisor recognizes me when I do a good job.	0.000
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor gives me useful feedback on the work I do.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000





Drivers of Engagement: Office of the City Manager

Dimension	Questionnaire Item	Beta Score
	My immediate supervisor encourages me to offer my opinions and ideas.	0.543
	Customer service is a primary focus at the City.	0.278
	Employees in my branch work as though they are part of a team.	0.212
	In general, information in the City is communicated well.	0.094
	In my job, I make a difference every day.	0.011
Culture	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.000
Cultuic	Cooperation with different parts of the City is encouraged.	0.000
	I feel that my work contributes to the success of the City.	0.000
	In my workplace, we regularly communicate about the importance of customer service.	0.000
	My immediate supervisor involves me in decisions that affect my work.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	My immediate supervisor gives me useful feedback on the work I do.	0.278
	My career aspirations can be achieved at the City.	0.249
	Most of my work is rewarding.	0.208
	The City is committed to maintaining a healthy and safe working environment.	0.192
	My immediate supervisor demonstrates a commitment to safety.	0.183
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.145
Workplace	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.119
Workplace	I receive enough training to do my job effectively.	0.062
	At work, I have the opportunity to do what I do best every day.	0.036
	I have the materials and equipment I need to do my job effectively.	0.000
	I feel respected by co-workers in my workplace.	0.000
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.000
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.000
	My immediate supervisor seems to care about me as a person.	0.000
	My immediate supervisor encourages me to offer my opinions and ideas.	0.543
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.313
	My immediate supervisor gives me useful feedback on the work I do.	0.278
Immediate	My immediate supervisor demonstrates a commitment to safety.	0.183
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.119
Supervisor	My immediate supervisor involves me in decisions that affect my work.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.000
	My immediate supervisor seems to care about me as a person.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000





Drivers of Engagement: Urban Form & Corporate Strategic Development

Dimension	Questionnaire Item	Beta Score
	I feel that my work contributes to the success of the City.	0.150
	My immediate supervisor recognizes me when I do a good job.	0.148
	My immediate supervisor encourages me to offer my opinions and ideas.	0.133
	Customer service is a primary focus at the City.	0.113
	Employees in my branch work as though they are part of a team.	0.070
Culture	Cooperation with different parts of the City is encouraged.	0.068
Culture	In my job, I make a difference every day.	0.018
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.000
	In general, information in the City is communicated well.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	My immediate supervisor involves me in decisions that affect my work.	0.000
	In my workplace, we regularly communicate about the importance of customer service.	0.000
	My career aspirations can be achieved at the City.	0.188
	At work, I have the opportunity to do what I do best every day.	0.172
	The City is committed to maintaining a healthy and safe working environment.	0.105
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.103
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.099
	Most of my work is rewarding.	0.090
Workplace	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.072
workplace	I feel respected by co-workers in my workplace.	0.002
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor gives me useful feedback on the work I do.	0.000
	I have the materials and equipment I need to do my job effectively.	0.000
	I receive enough training to do my job effectively.	0.000
	My immediate supervisor seems to care about me as a person.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.148
	My immediate supervisor encourages me to offer my opinions and ideas.	0.133
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.009
Immediate	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor gives me useful feedback on the work I do.	0.000
Supervisor	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	My immediate supervisor seems to care about me as a person.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor involves me in decisions that affect my work.	0.000





Workforce Diversity

One of the four goals of the City's Diversity and Inclusion Framework is to have a workforce broadly reflective of the community.

For the Diversity portion of the survey, the benchmark data was based on population statistics adapted from the 2016 National Household Survey Labour Force Data for the City of Edmonton.

Workforce Diversity - Gender

		# Responses CoE	% CoE 2018	% CoE 2016	% CoE 2014	% Benchmark (Labour Force City Population)
Male	5440	63.1%	62.7%	63.1%	53.4%	
Gender	Female	3176	36.9%	37.3%	36.9%	46.6%





Workforce Diversity - Indigenous

		# Responses CoE	% CoE 2018	% CoE 2016	% CoE 2014	% Benchmark (Labour Force City Population)
	No	8170	94.6%	95.2%	95.7%	95.4%
	Yes	469	5.4%	4.8%	4.3%	4.6%
	Yes, First Nations (Status)	89	1.0%	1.1%	0.7%	1.00/
Indigenous	Yes, First Nations (Non-Status)	63	0.7%	0.6%	0.4%	1.9%
	Yes, Inuit	5	0.1%	0.1%	0.1%	0.1%
	Yes, Métis	252	2.9%	2.4%	2.5%	2.6%
	Yes, Other	60	0.7%	0.7%	0.6%	0.1%





Workforce Diversity – Visible Minority

		# Responses CoE	% CoE 2018	% CoE 2016	% CoE 2014	% Benchmark (Labour Force City Population)
Visible Minority	No	6602	76.4%	78.9%	80.8%	73.2%
VISIBLE MINORITY	Yes	2038	23.6%	21.1%	19.2%	26.8%
	Arab	67	0.8%	0.8%	0.7%	1.5%
	Black	271	3.1%	2.5%	2.0%	3.9%
	Chinese	390	4.5%	4.7%	4.5%	4.4%
	Filipino	219	2.5%	2.6%	2.3%	5.1%
	Japanese	14	0.2%	0.1%	0.1%	0.2%
Visible Minority	Korean	31	0.4%	0.3%	0.3%	0.5%
groups	Latin American	99	1.1%	1.4%	1.2%	1.6%
	Multiple Visible Minorities	107	1.2%	1.6%	1.2%	0.7%
	South Asian origins	610	7.0%	5.4%	5.0%	6.8%
	Southeast Asian origins	83	1.0%	0.9%	0.8%	1.3%
	West Asian origins	33	0.4%	0.2%	0.2%	0.5%
	Other	203	2.3%	1.7%	1.6%	n/a





Workforce Diversity – Persons with Disabilities

		# Responses CoE	% CoE 2018	% CoE 2016	% CoE 2014	% Benchmark (Labour Force City Population)
Person with	No	7972	91.8%	93.5%	91.3%	95.1%
disability	Yes	710	8.2%	6.5%	8.7%	4.9%
	Hearing	86	1.0%	0.9%	1.6%	
	Mobility	154	1.8%	1.4%	1.8%	
	Chronic illness	161	1.8%	1.8%	2.4%	
	Developmental	18	0.2%	0.2%	0.1%	
	Seeing	38	0.4%	0.5%	0.6%	
	Agility	62	0.7%	0.8%	1.0%	
Nature of	Learning	65	0.7%	0.8%	0.8%	n/a
disability	Psychological (Mental Health such as Anxiety, Depression etc.)	296	3.4%	2.4%	1.4%	
	Speech	23	0.3%	0.2%	0.3%	
	Pain	204	2.3%	2.3%	2.8%	
	Memory	61	0.7%	0.5%	0.7%	
	Don't feel comfortable sharing	91	1.0%	n/a	n/a	
	Other	84	1.0%	0.8%	1.2%	





Workforce Diversity – Religious or Spiritual Affiliation

		# Responses CoE	% CoE 2018	% CoE 2016	% CoE 2014	% Benchmark (Labour Force City Population)
	I do not have a religious or spiritual affiliation	3259	37.3%	34.6%	32.5%	
	Buddhist	195	2.2%	2.8%	2.5%	
	Catholic	1818	20.8%	23.5%	23.7%	
	Christian Orthodox	355	4.1%	4.3%	4.2%	
Religious or	Other Christian denominations	1195	13.7%	14.9%	14.4%	
Spiritual Affiliation	Eastern Religions	35	0.4%	0.3%	0.4%	n/a
	Hindu	178	2.0%	2.0%	1.4%	
	Jewish	38	0.4%	0.6%	0.5%	
	Muslim	312	3.6%	3.2%	2.6%	
	Protestant	663	7.6%	9.1%	9.9%	
	Sikh	323	3.7%	2.8%	1.8%	
	Wiccan	58	0.7%	0.8%	0.6%	
	Other	550	6.3%	6.4%	5.6%	





Workforce Diversity — Bisexual, gay, lesbian, transgender, two-spirit or questioning

		# Responses CoE	% CoE 2018	% CoE 2016	% CoE 2014	% Benchmark (Labour Force City Population)
Bisexual, gay, lesbian, transgender, two-	No	8089	94.3%	95.4%	95.8%	
spirit or questioning	Yes	490	5.7%	4.6%	4.2%	n/a





Perceptions of Harassment and Discrimination

Harassment is any improper conduct by an individual, that is directed at and offensive to another person or persons in the workplace, and that the individual knew or ought reasonably to have known it would cause offence or harm. It comprises any objectionable be act, comment or display that bullies, demeans, belittles or causes personal humiliation or embarrassment, and any act of intimidation or threat.

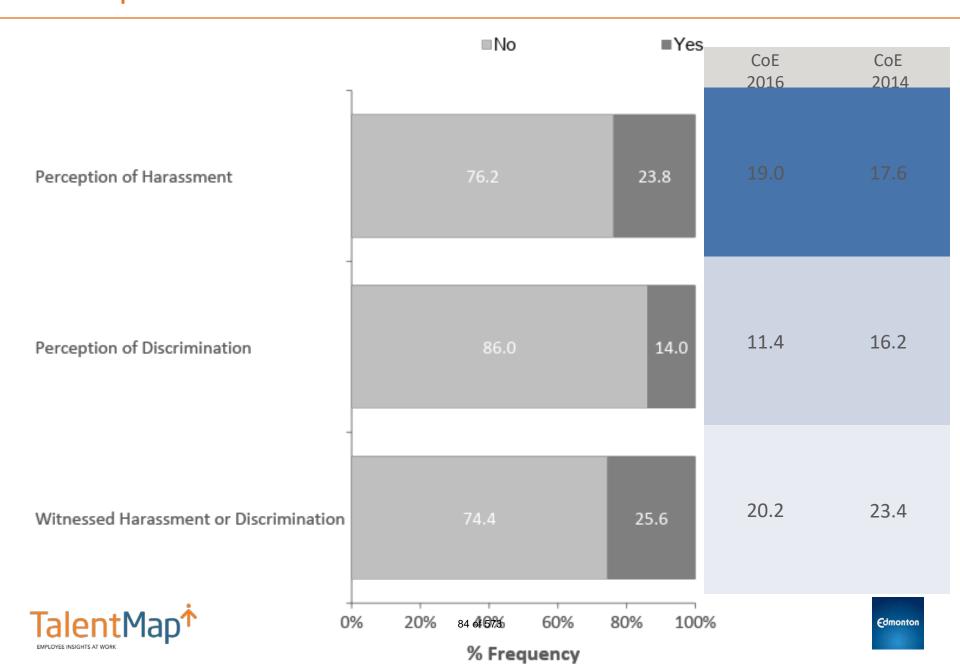
Discrimination means treating people negatively, adversely or not fairly based on the categories in Alberta Human Rights protected grounds. This treatment can be public or done quietly through actions, works, pictures or written material.

The City of Edmonton has been a pioneer as one of the first to begin asking questions on harassment and discrimination. TalentMap is experiencing an increasing number of organizations are now asking similar questions.

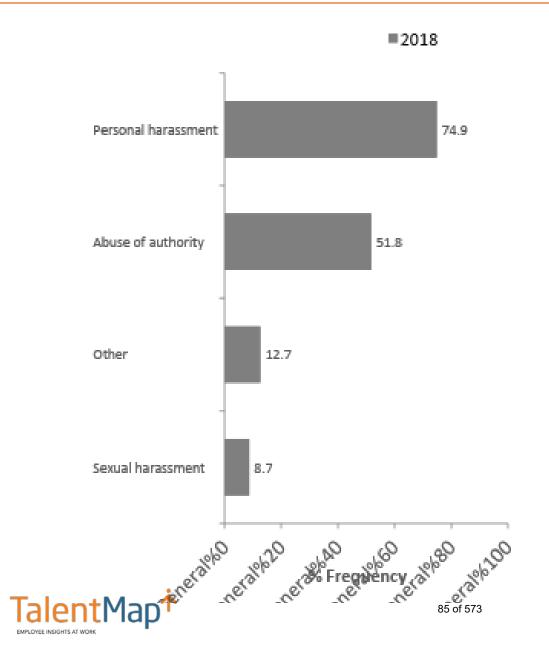
In terms of benchmark data for the questions regarding harassment and discrimination, TalentMap is currently working on finalizing a benchmark for these questions, which will likely be available within six months to a year.



Perception of Harassment and Discrimination



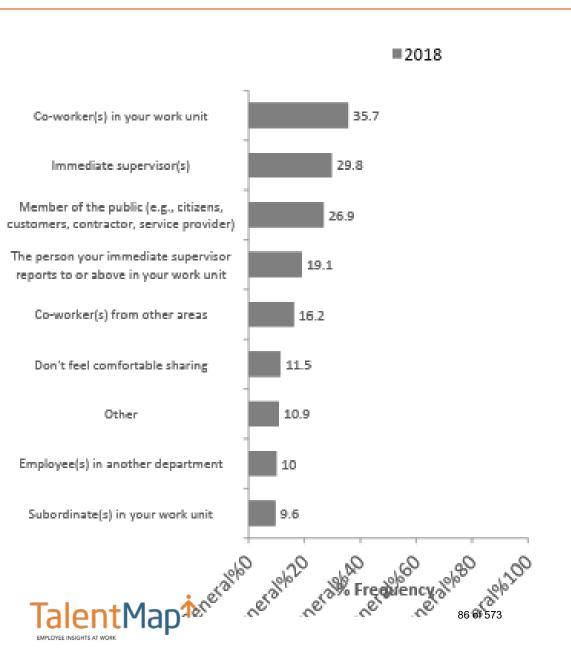
Perceived Types of Harassment Identified



CoE 2016	CoE 2014
	68.3
52.4	53.3
11.3	7.2
8.7	8.2



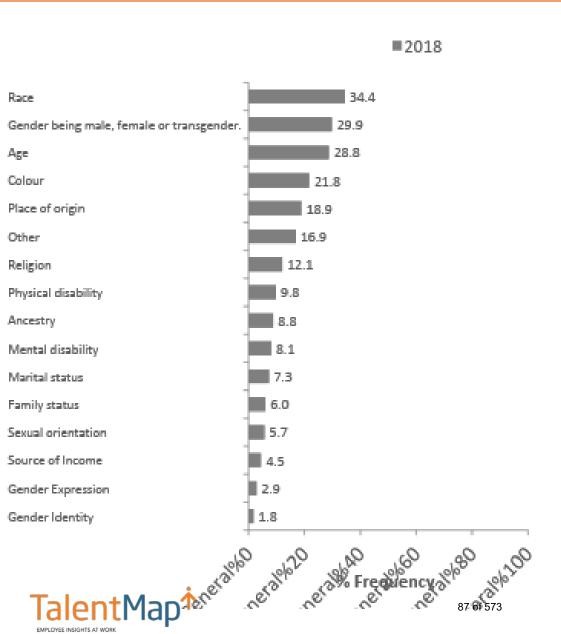
Perceived Sources of Harassment



CoE 2016	CoE 2014
33.7	34.2
22.7	20.2
19.9	20.8
17.5	15.9
n/a	n/a
10.3	5.0
10.8	9.1
9.8	8.0



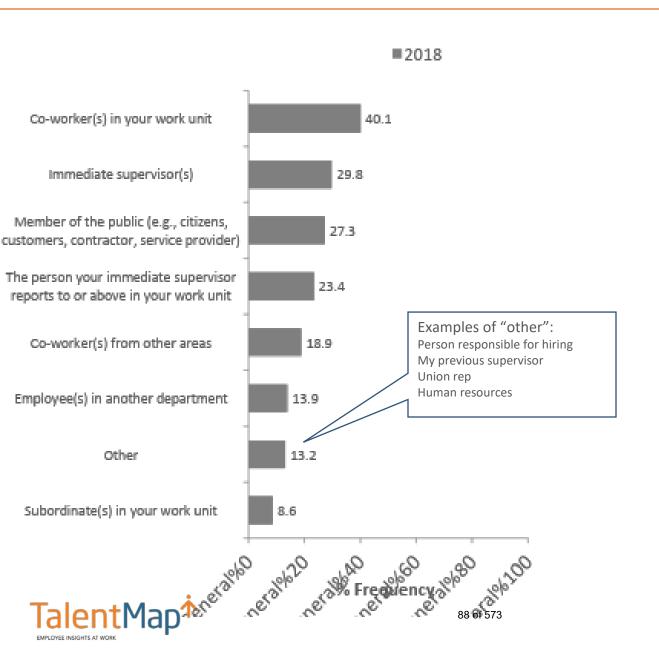
Perceived Types of Discrimination Identified



CoE 2016	CoE 2014
32.5	25.1
32.3	26.4
32.5	30.0
21.4	16.3
16.7	12.9
14.9	35.6
12.6	8.4
9.8	8.0
8.3	6.9
6.8	5.9
7.6	5.2
8.0	5.8
6.0	6.2
3.2	6.8
5.7	n/a
3.3	n/a



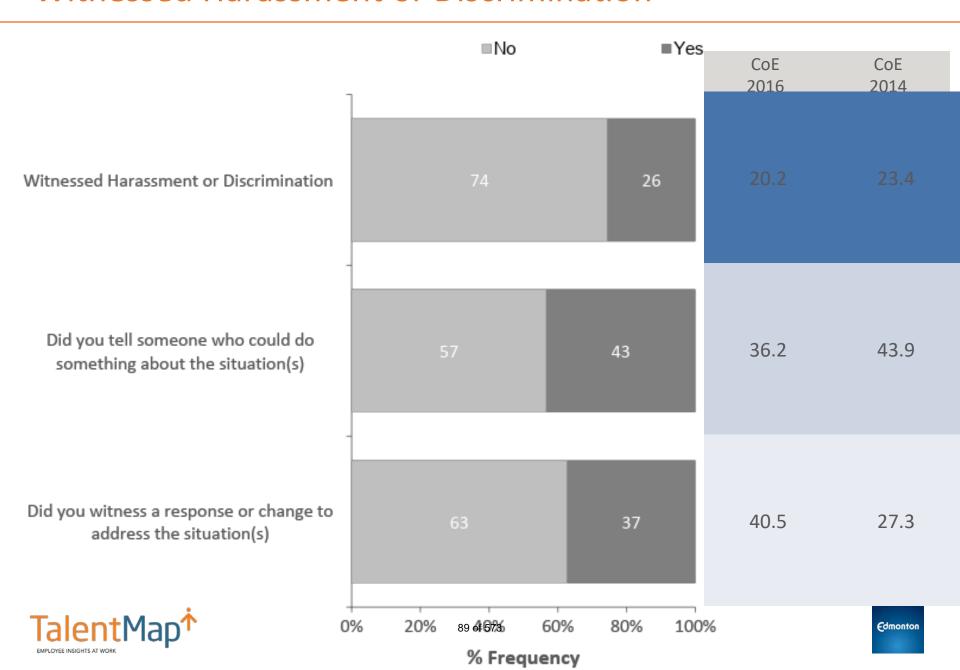
Perceived Sources of Discrimination



CoE 2016	CoE 2014
31.3	31.7
23.7	26.7
21.5	21.9
19.1	20.8
14.1	12.6
9.0	7.2
8.2	9.8



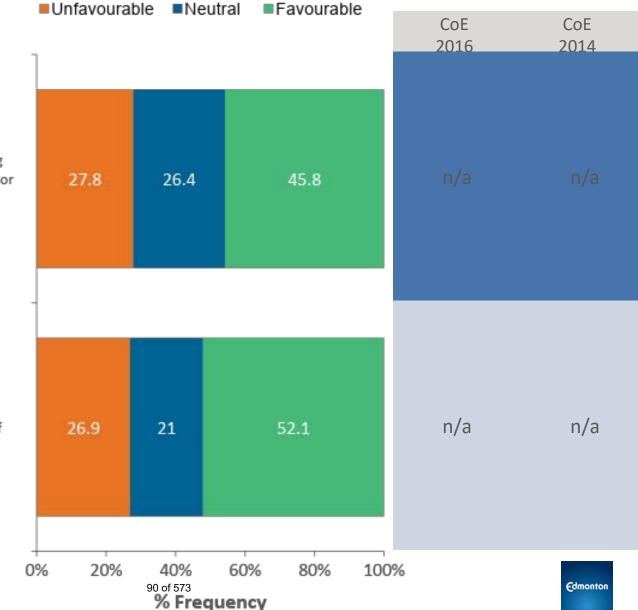
Witnessed Harassment or Discrimination



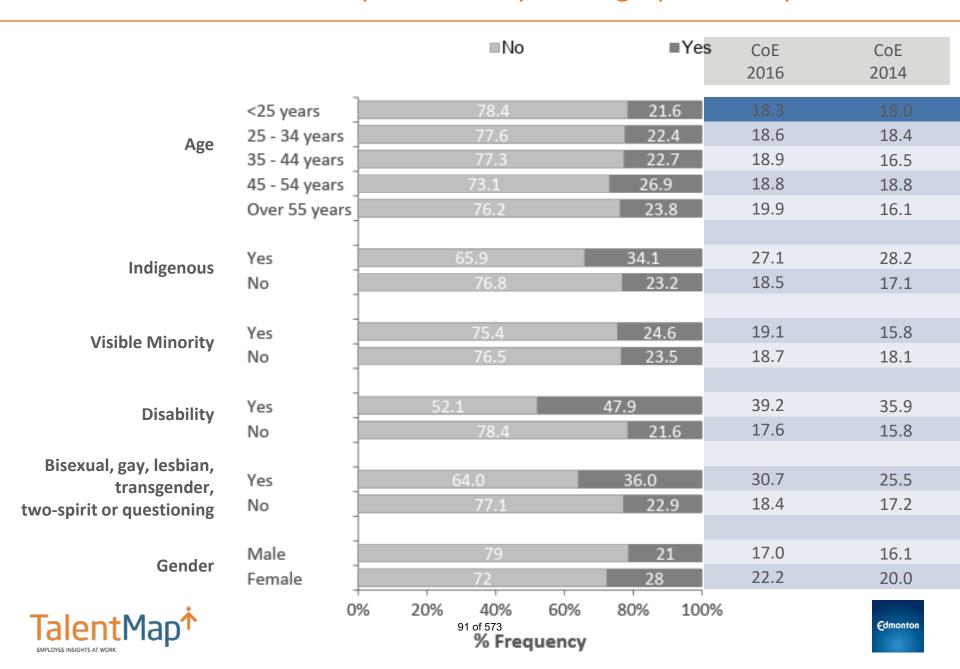
Witnessed Harassment or Discrimination

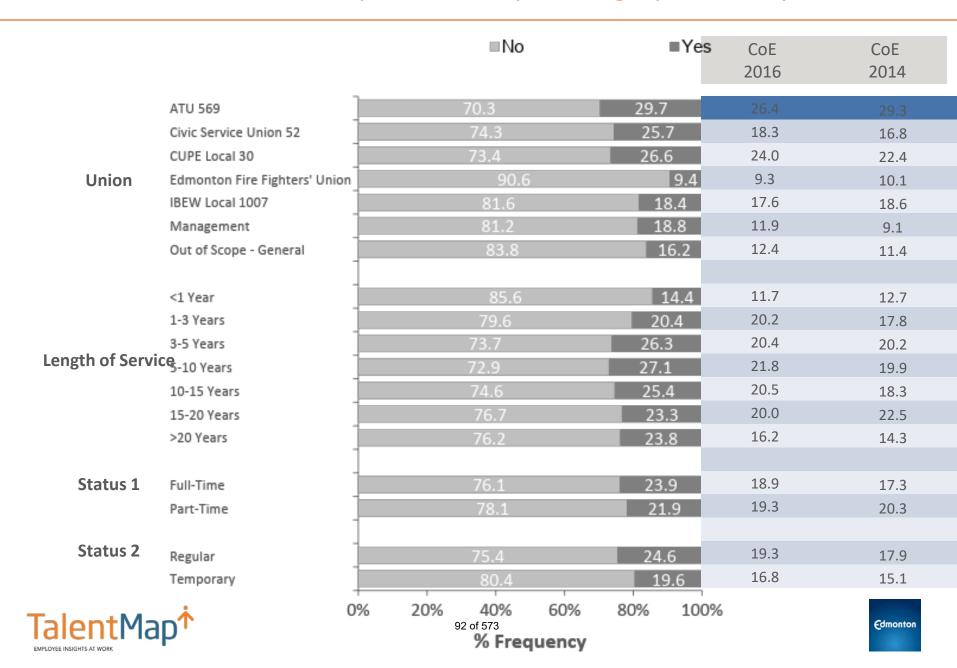
The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

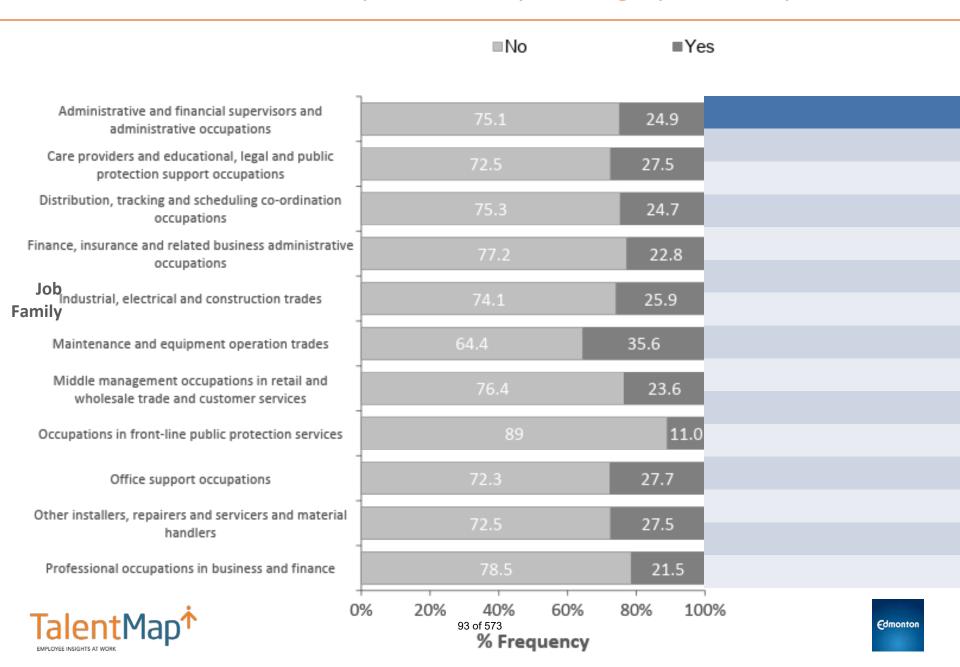
I feel I can make a report on harassment/discrimination without fear of retaliation.

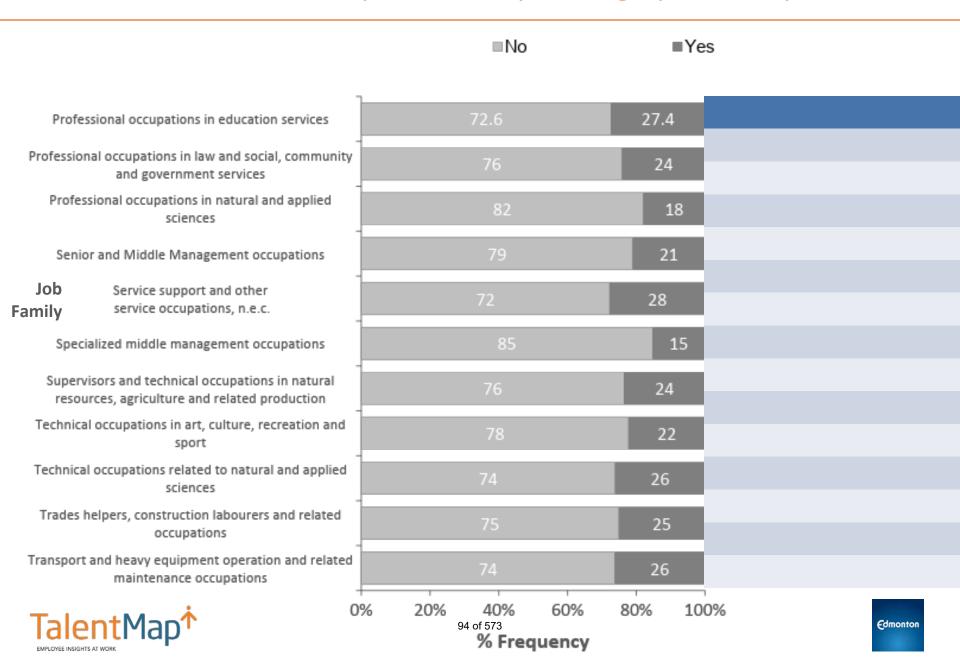


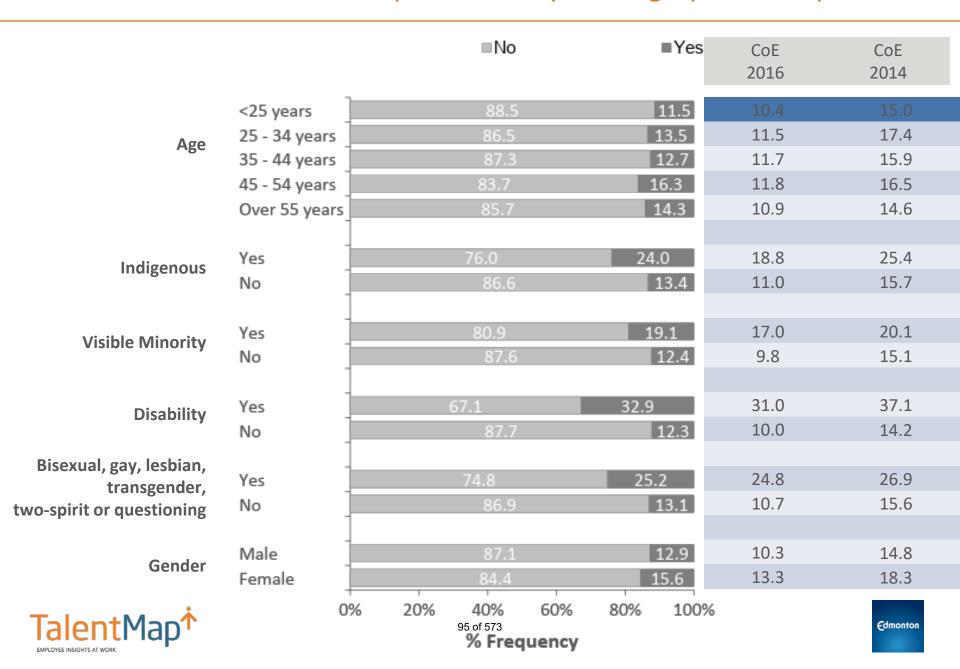


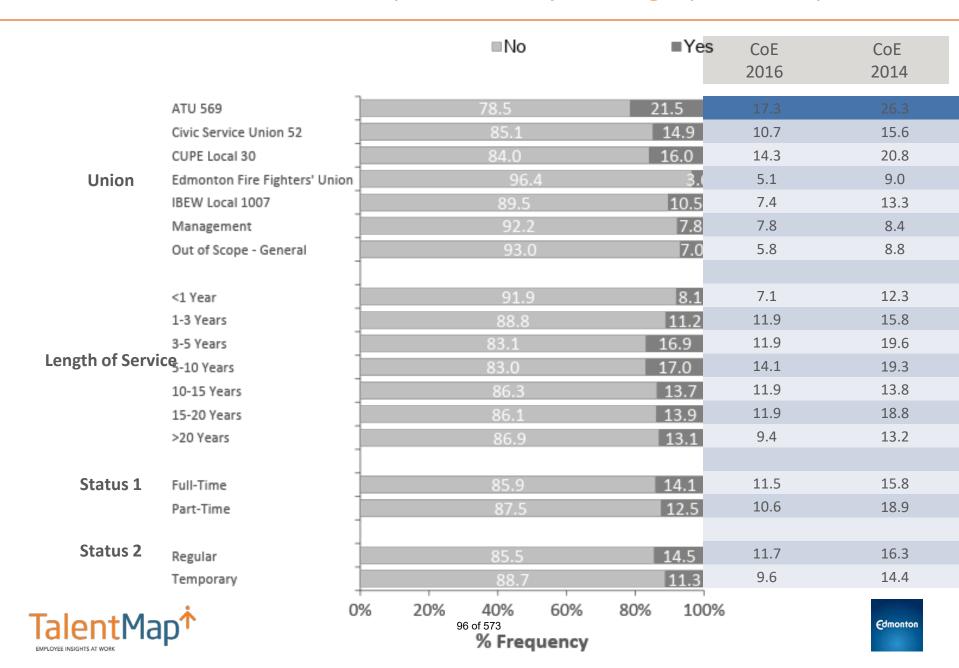


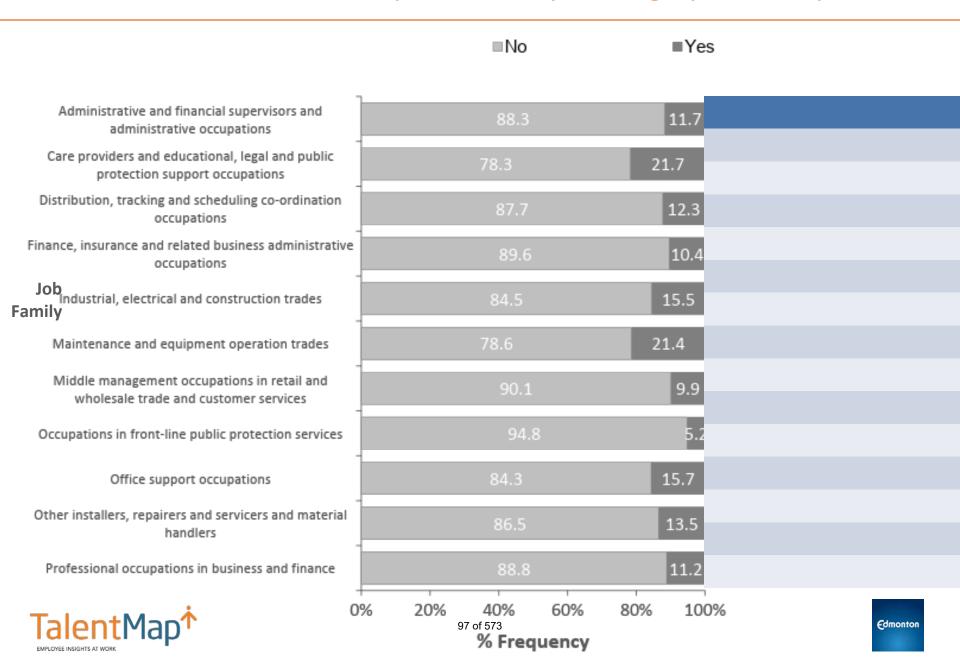


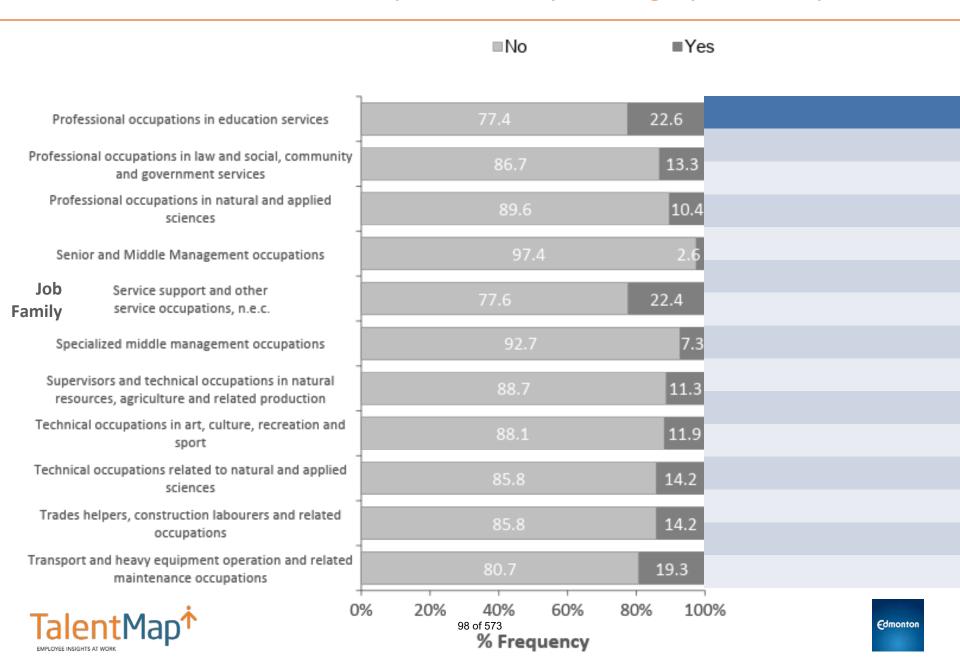




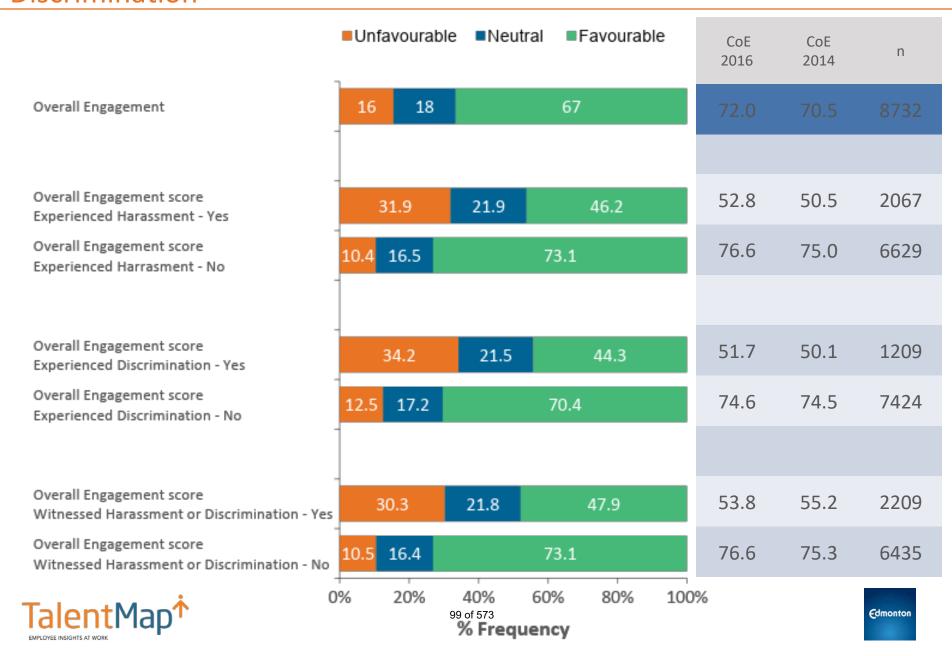




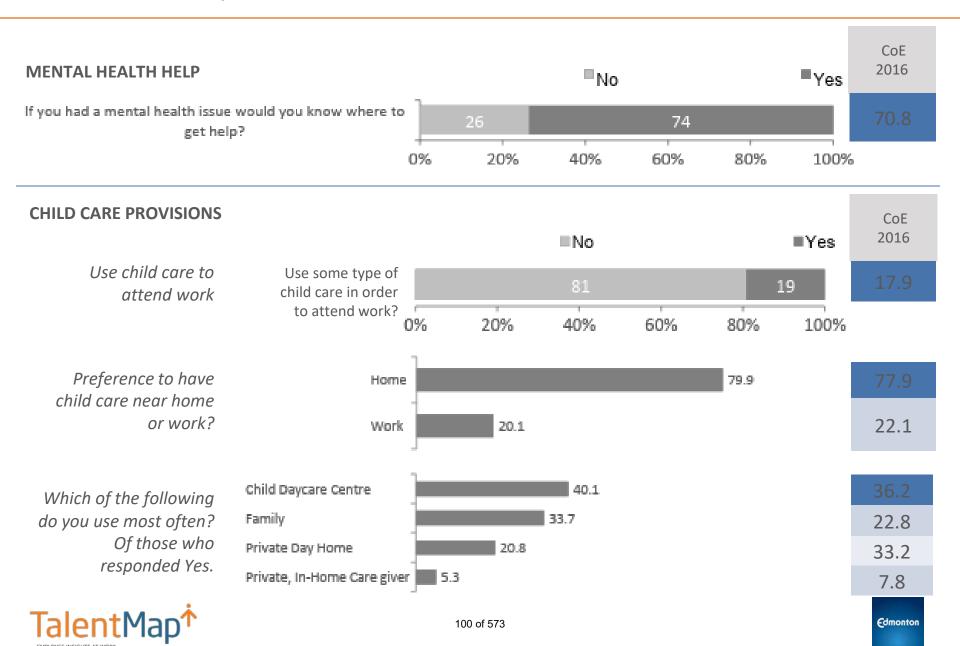




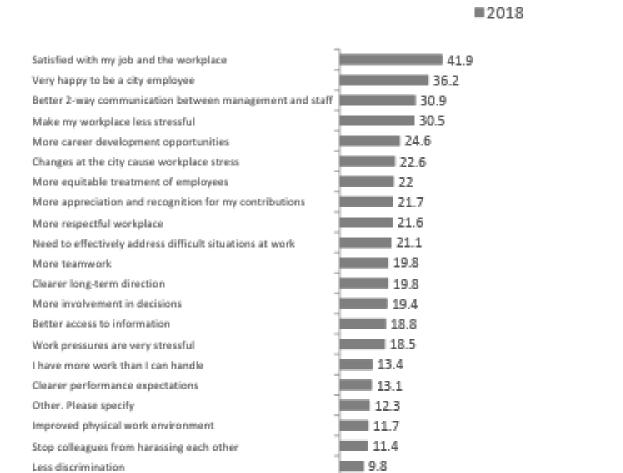
Engagement Scores by Perceived Experience with Harassment and Discrimination



Additional Questions



Recommendations to Management Team



CoE	CoE
2016	2014
47.3	36.8
40.6	n/a
31.8	34.3
26.5	31.3
24.5	26.6
17.8	n/a
20.4	25.1
21.7	27.3
17.9	22.9
17.4	n/a
21.9	26.1
17.3	21.6
19.5	22.1
18.6	20.2
15.3	n/a
12.0	n/a
13.2	18.1
10.5	11.0
11.7	12.2
8.9	n/a
7.4	9.7
8.4	10.7



More day-to-day coaching and feedback on my performance



7.5





CITY OF EDMONTON 2016 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Marketing

Department: Communications and Engagement

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Marketing

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.

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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.

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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.

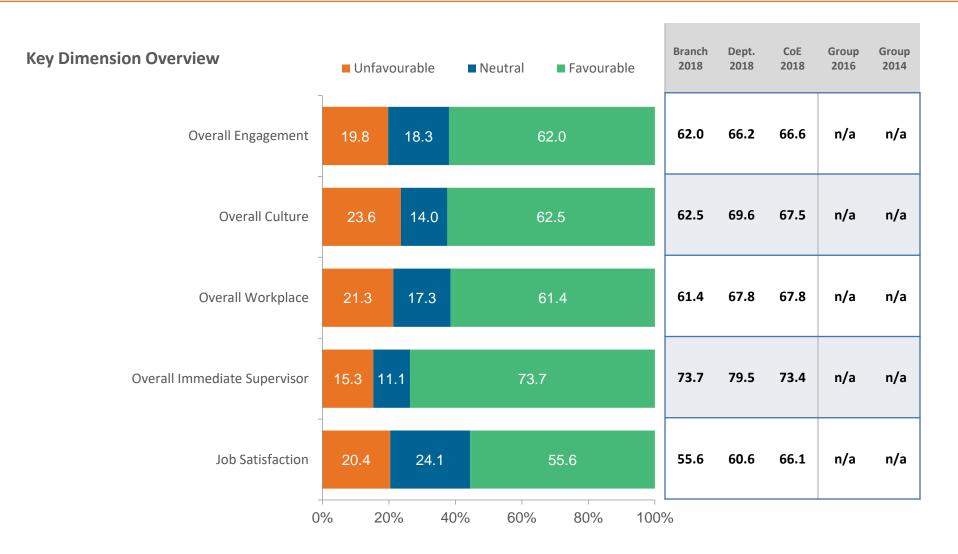
You can dig deeper into responses by gender, union, job family, tenure and age. Visier also presents your area(s) survey results with other variables such as loss time, sick time, turnover so that you can see your results in context.



Invited: 56 Responded: 54 Participation Rate 2018: 96% Participation Rate 2016: n/a Participation Rate 2014: n/a



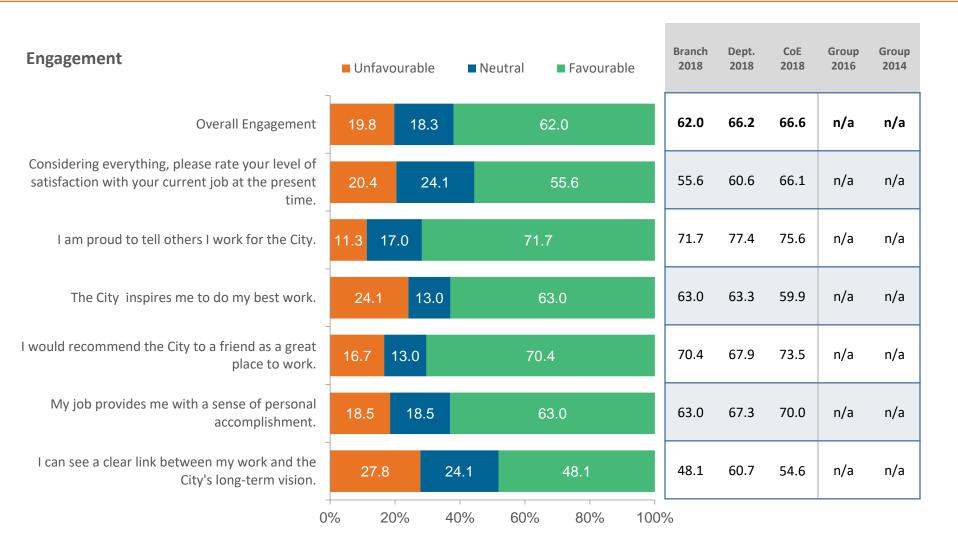
























Marketing



TalentMap[↑]















Marketing

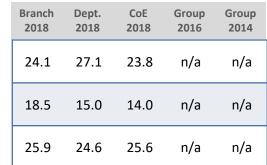
Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?

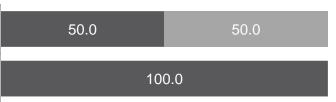




For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?

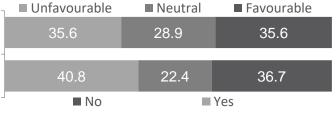


50.0	56.9	43.4	n/a	n/a
0.0	40.3	37.3	n/a	n/a

For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.



35.6	44.0	45.8	n/a	n/a
36.7	47.9	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

98.1	1.
75.9	24.1
92.6	7.4
85.2	14.8

1.9	2.9	5.4	n/a	n/a
24.1	31.0	23.6	n/a	n/a
7.4	12.5	8.2	n/a	n/a
14.8	7.9	5.7	n/a	n/a

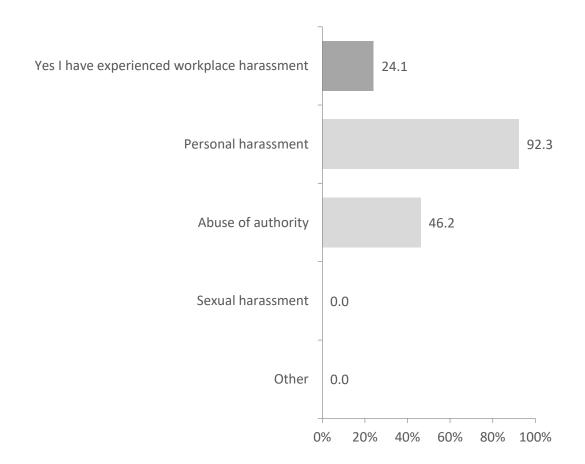






Marketing

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

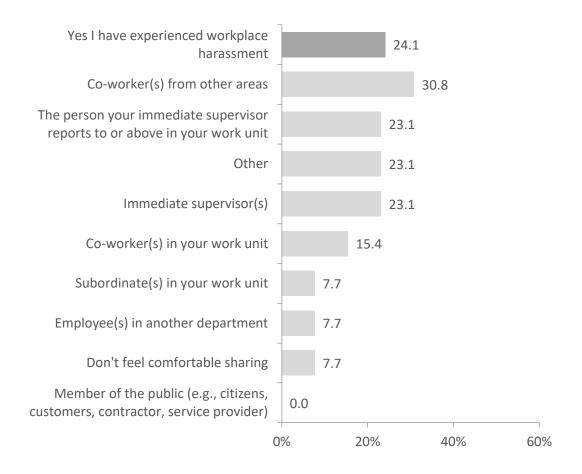






Marketing

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

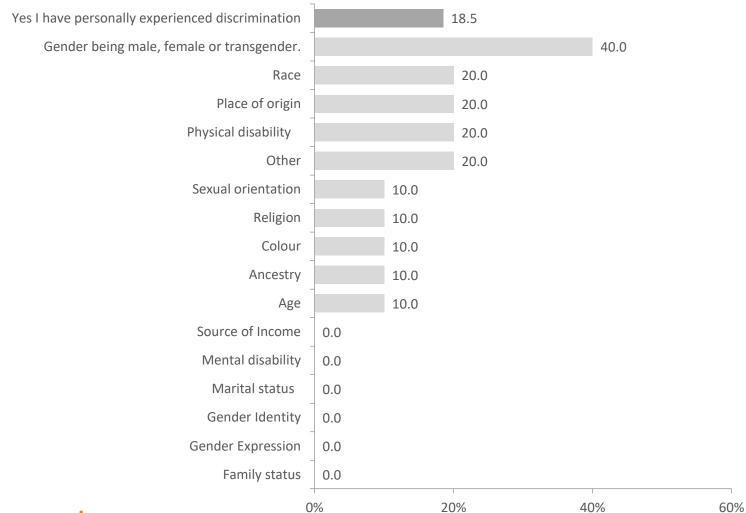






Marketing

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



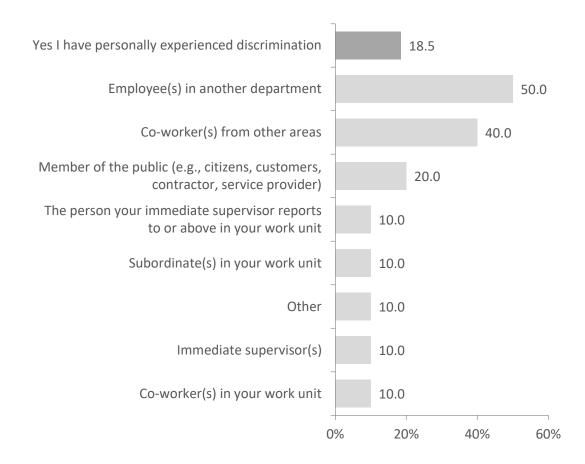






Marketing

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

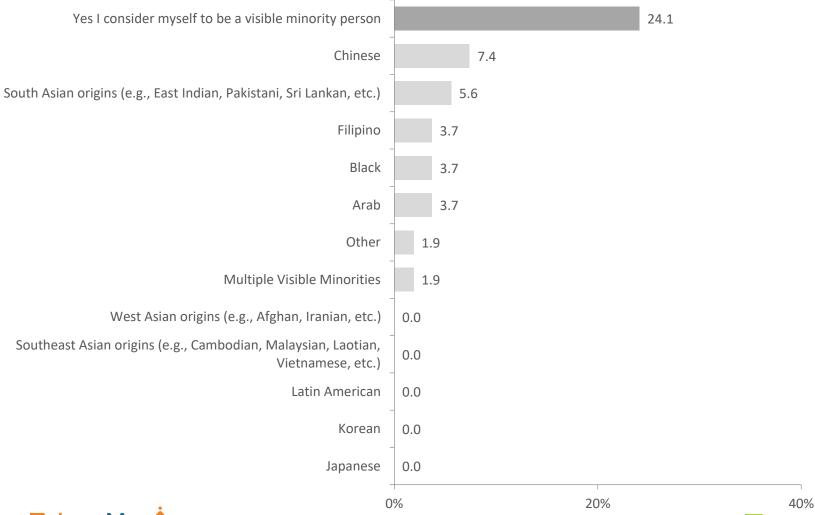






Marketing

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



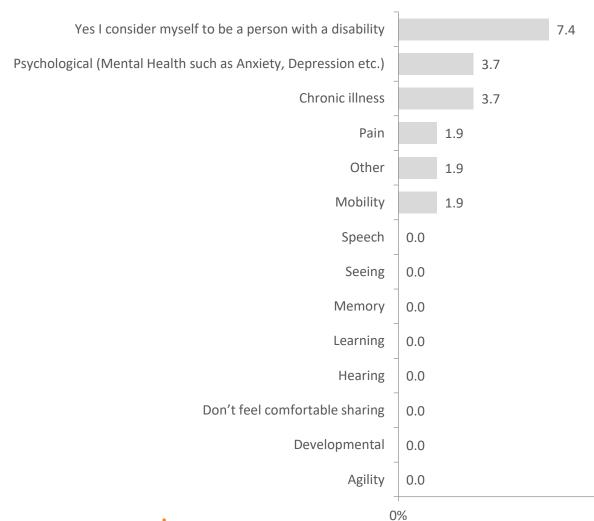






Marketing

Do you consider yourself to be a person with a disability? What is the nature of your disability.



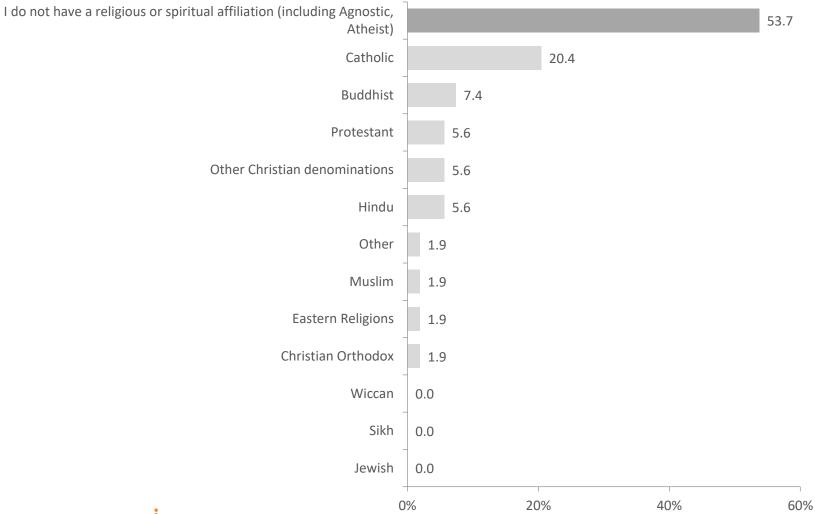




€dmonton

Marketing

Please indicate your religious or spiritual affiliation.











CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Economic and Environmental Sustainability

Department: Urban Form & Corporate Strategic Development

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Economic and Environmental Sustainability

HOW TO READ YOUR REPORT

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Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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".

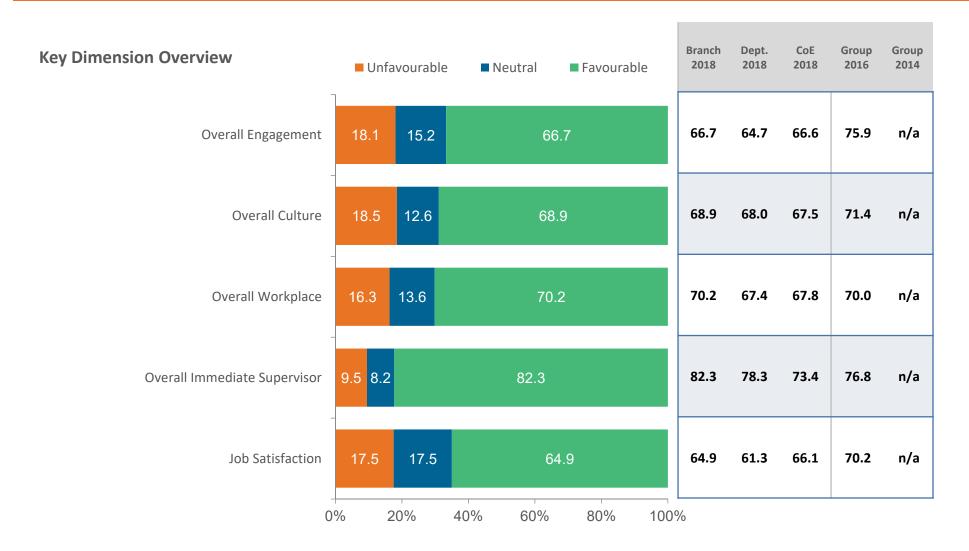
TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.



Invited: 64 Responded: 57 Participation Rate 2018: 89% Participation Rate 2016: 92% Participation Rate 2014: n/a







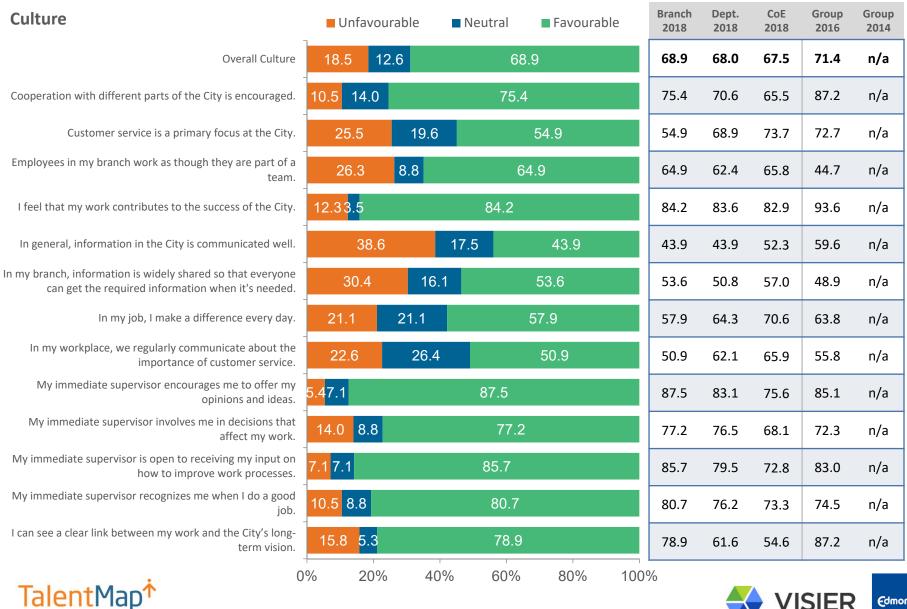




Engagement	■ Unfa	vourable	■ Neutral	■ Favoura	ble	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	18.1	15.2		66.7		66.7	64.7	66.6	75.9	n/a
Considering everything, please rate your level of satisfaction with your current job at the present time.	17.5	17.5		64.9		64.9	61.3	66.1	70.2	n/a
I am proud to tell others I work for the City.	17.5	17.5		64.9		64.9	68.5	75.6	83.0	n/a
The City inspires me to do my best work.	26.3	3 1	9.3	54.4		54.4	58.0	59.9	59.6	n/a
I would recommend the City to a friend as a great place to work.	14.0	19.3		66.7		66.7	69.1	73.5	74.5	n/a
My job provides me with a sense of personal accomplishment.	17.5	12.3		70.2		70.2	69.7	70.0	80.9	n/a
I can see a clear link between my work and the City's long-term vision.	15.8	5.3	78			78.9	61.6	54.6	87.2	n/a
0'	% 2	20%	40% 60	% 80%	100	%				

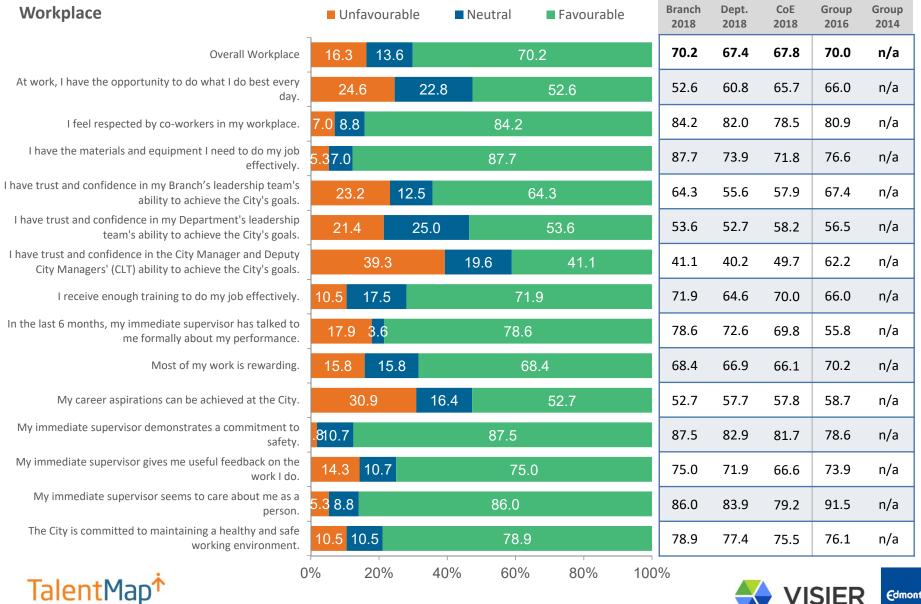
















Economic and Environmental Sustainability





Note: "My immediate supervisor allows me to try out new ideas to improve my work processes" - new question added in 2016. Overall Immediate Supervisor is the average of all items below excluding the new question. The Overall Immediate Supervisor score including the new question is: 82.2%





Economic and Environmental Sustainability

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?

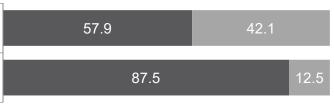


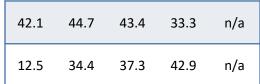
Branch Dept. CoE Group Group 2018 2018 2018 2016 2014 19.3 20.1 23.8 23.4 n/a 14.0 13.5 14.0 17.4 n/a 23.2 21.9 25.6 23.4 n/a

For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?





For the questions above, % **Yes** represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.

_	■ Unfavourable	■ Neutral	■ Favourable
	34.1	36.4	29.5
-[
	38.5	26.9	34.6
	■ No	■ Y	es

29.5	38.6	45.8	n/a	n/a
34.6	45.5	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

98.2	1.
85.7	14.3
98.2	1.
90.7	9.3

1.8	2.3	5.4	0.0	n/a
14.3	28.1	23.6	28.3	n/a
1.8	5.0	8.2	4.3	n/a
9.3	4.9	5.7	4.3	n/a

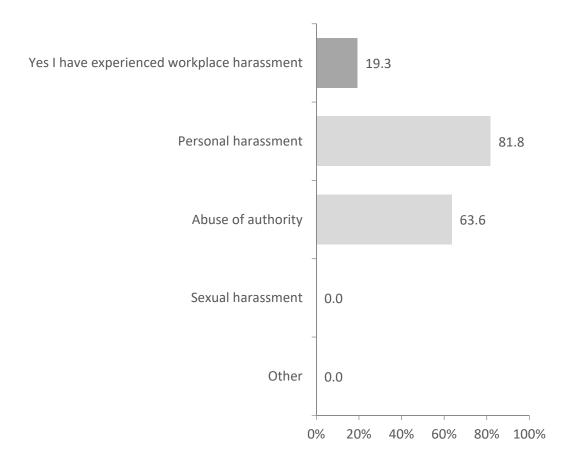






Economic and Environmental Sustainability

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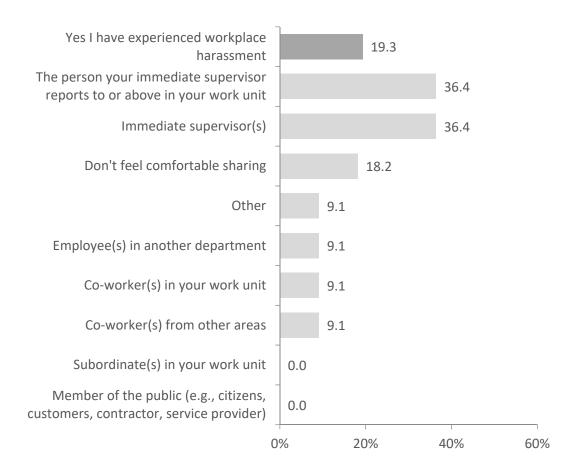






Economic and Environmental Sustainability

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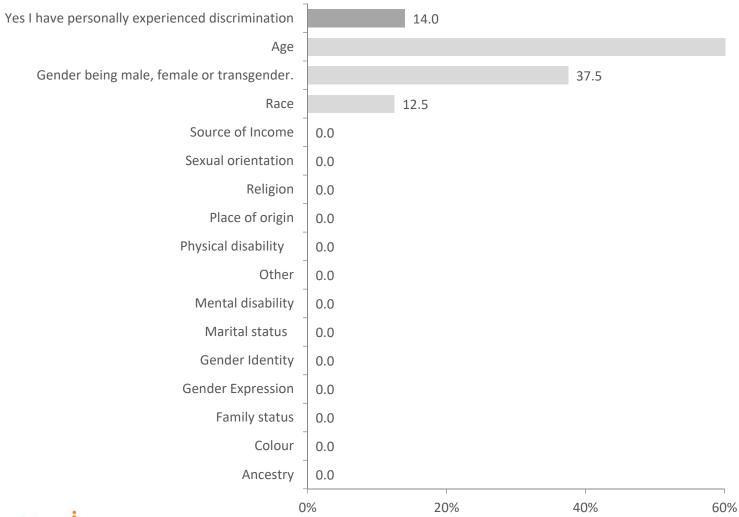






Economic and Environmental Sustainability

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



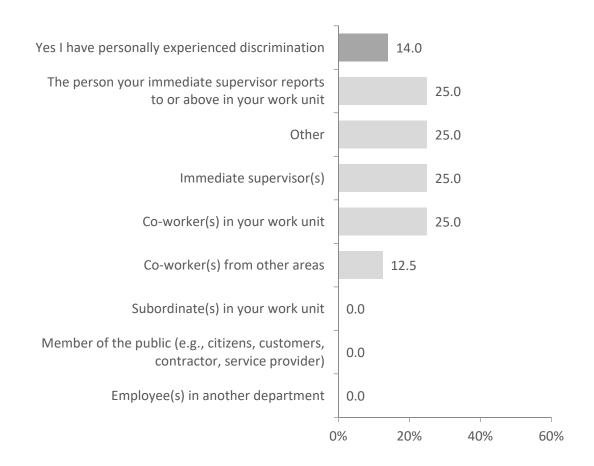






Economic and Environmental Sustainability

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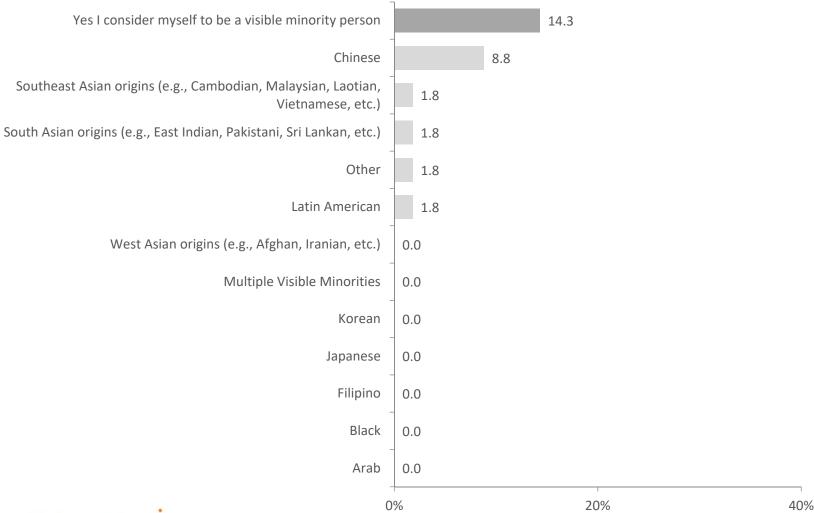






Economic and Environmental Sustainability

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



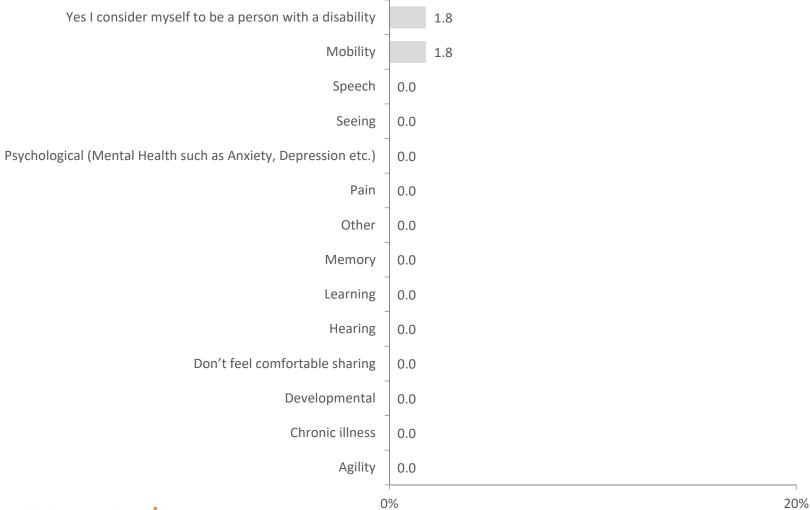






Economic and Environmental Sustainability

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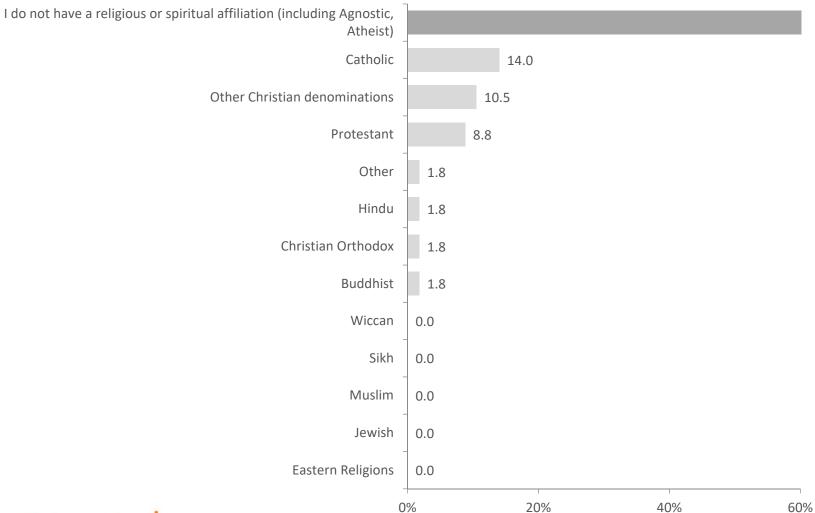






Economic and Environmental Sustainability

Please indicate your religious or spiritual affiliation.



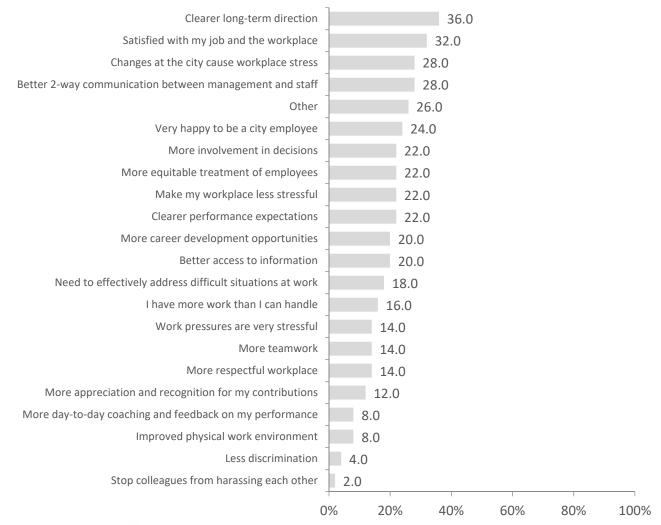






Economic and Environmental Sustainability

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



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
36.0	25.6	19.8	15.2	n/a
32.0	33.6	41.9	34.8	n/a
28.0	35.5	22.6	19.6	n/a
28.0	32.9	30.9	37.0	n/a
26.0	18.1	12.3	19.6	n/a
24.0	28.0	36.2	30.4	n/a
22.0	19.4	19.4	26.1	n/a
22.0	21.8	22.0	21.7	n/a
22.0	33.5	30.5	10.9	n/a
22.0	18.1	13.1	28.3	n/a
20.0	26.0	24.6	28.3	n/a
20.0	22.9	18.8	13.0	n/a
18.0	18.1	21.1	13.0	n/a
16.0	20.8	13.4	6.5	n/a
14.0	25.4	18.5	8.7	n/a
14.0	16.8	19.8	15.2	n/a
14.0	17.0	21.6	15.2	n/a
12.0	19.0	21.7	23.9	n/a
8.0	8.4	7.5	10.9	n/a
8.0	9.3	11.7	4.3	n/a
4.0	8.2	9.8	6.5	n/a
2.0	7.9	11.4	8.7	n/a









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Office of the City Clerk

Department: Office of the City Manager

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Office of the City Clerk

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Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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".

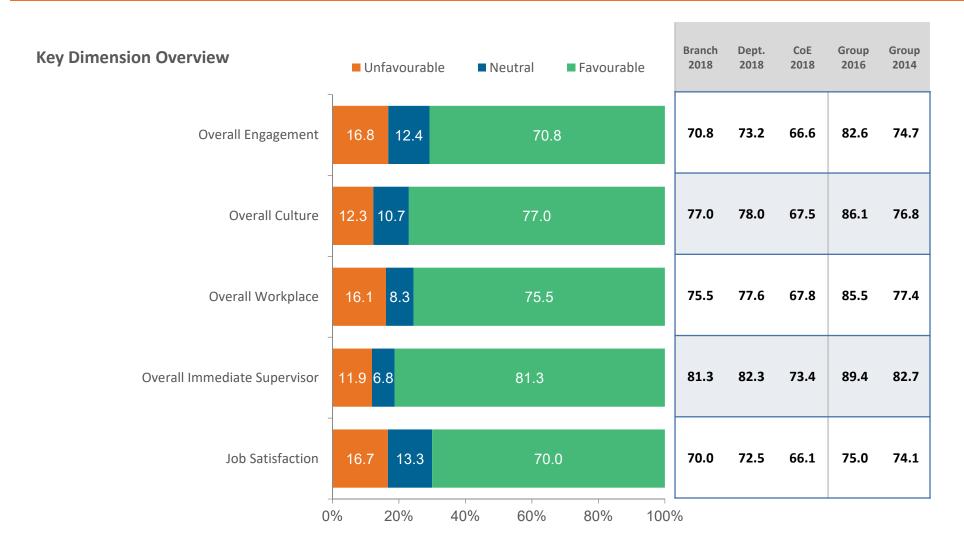
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Invited: 67 Responded: 60 Participation Rate 2018: 90% Participation Rate 2016: 92% Participation Rate 2014: 95%













Engagement	■ Unfavourable		■ Neutral ■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	16.8	12.4	70.8	70.8	73.2	66.6	82.6	74.7
Considering everything, please rate your level of satisfaction with your current job at the present time.	16.7	13.3	70.0	70.0	72.5	66.1	75.0	74.1
I am proud to tell others I work for the City.	16.7	3.3	80.0	80.0	81.2	75.6	90.9	84.5
The City inspires me to do my best work.	18.6	15.3	66.1	66.1	69.1	59.9	80.4	67.2
I would recommend the City to a friend as a great place to work.	16.7	10.0	73.3	73.3	76.8	73.5	92.9	81.0
My job provides me with a sense of personal accomplishment.	16.9	15.3	67.8	67.8	70.6	70.0	78.6	72.4
I can see a clear link between my work and the City's long-term vision.	15.3	16.9	67.8	67.8	69.1	54.6	77.8	69.0
0	% 2	20%	40% 60% 80% 100	%				





Culture	■ Unfavourable	■ Neutral ■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014		
Overall Culture	12.3 10.7	77.0	77.0	78.0	67.5	86.1	76.8		
Cooperation with different parts of the City is encouraged.	12.1 10.3	77.6	77.6	79.1	65.5	85.2	86.2		
Customer service is a primary focus at the City.	10.2 10.2	79.7	79.7	80.9	73.7	92.6	82.5		
Employees in my branch work as though they are part of a team.	15.3 <mark>5.1</mark>	79.7	79.7	80.9	65.8	83.3	63.8		
I feel that my work contributes to the success of the City.	3 <mark>.4</mark> 8.6	87.9	87.9	88.1	82.9	90.7	82.8		
In general, information in the City is communicated well.	22.0 22.0	55.9	55.9	57.4	52.3	81.5	66.7		
In my branch, information is widely shared so that everyone can get the required information when it's needed.	15.5 <mark>5.2</mark>	79.3	79.3	80.3	57.0	81.8	69.0		
In my job, I make a difference every day.	8.6 12.1	79.3	79.3	80.6	70.6	87.0	77.2		
In my workplace, we regularly communicate about the importance of customer service.	10.2 18.6	71.2	71.2	72.1	65.9	79.6	79.3		
My immediate supervisor encourages me to offer my opinions and ideas.	10.0 6.7	83.3	83.3	82.6	75.6	92.7	84.5		
My immediate supervisor involves me in decisions that affect my work.	15.0 6.7	78.3	78.3	79.7	68.1	90.9	75.9		
My immediate supervisor is open to receiving my input on how to improve work processes.	10.2 10.2	79.7	79.7	80.9	72.8	89.3	84.5		
My immediate supervisor recognizes me when I do a good job.	11.7 6.7	81.7	81.7	82.6	73.3	87.5	77.6		
I can see a clear link between my work and the City's long- term vision.	15.3 16.9	67.8	67.8	69.1	54.6	77.8	69.0		
TalentMap [†] 0% 20% 40% 60% 80% 100% VISIER Outsmart, Outperform.									





Workplace	Unfavourable	■ Neutral ■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Workplace	16.1 8.3	75.5	75.5	77.6	67.8	85.5	77.4
At work, I have the opportunity to do what I do best every day.	16.9 13.6	69.5	69.5	72.1	65.7	83.6	72.4
I feel respected by co-workers in my workplace.	15.0 6.7	78.3	78.3	81.2	78.5	87.5	75.9
I have the materials and equipment I need to do my job effectively.	13.3 5.0	81.7	81.7	82.6	71.8	91.1	79.3
I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	15.3 <mark>5.1</mark>	79.7	79.7	80.9	57.9	89.1	74.1
I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	19.0 12.1	69.0	69.0	71.6	58.2	85.2	70.2
I have trust and confidence in the City Manager and Deputy City Managers' (CLT) ability to achieve the City's goals.	23.2 12.5	64.3	64.3	67.7	49.7	75.9	72.4
I receive enough training to do my job effectively.	15.0 6.7	78.3	78.3	81.2	70.0	87.3	78.9
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	14.5 <mark>5.5</mark>	80.0	80.0	82.3	69.8	92.9	82.5
Most of my work is rewarding.	16.7 11.7	71.7	71.7	73.9	66.1	76.4	70.7
My career aspirations can be achieved at the City.	22.8 14.0	63.2	63.2	66.2	57.8	72.7	64.3
My immediate supervisor demonstrates a commitment to safety.	6.8 6.8	86.4	86.4	86.8	81.7	85.2	94.6
My immediate supervisor gives me useful feedback on the work I do.	15.5 6.9	77.6	77.6	79.1	66.6	85.7	81.0
My immediate supervisor seems to care about me as a person.	11.7 5.0	83.3	83.3	84.1	79.2	91.1	80.7
The City is committed to maintaining a healthy and safe working environment.	20.3 5.1	74.6	74.6	76.5	75.5	92.6	86.2
TalentMap*	% 20% 4	10% 60% 80% 100)%		VI	SIER	Edmont





Office of the City Clerk

Immediate Supervisor	■ Unfavourable	■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Immediate Supervisor	11.9 6.8	81.3		81.3	82.3	73.4	89.4	82.7
My immediate supervisor seems to care about me as a person.	11.7 5.0	83.3		83.3	84.1	79.2	91.1	80.7
My immediate supervisor encourages me to offer my opinions and ideas.	10.0 6.7	83.3		83.3	82.6	75.6	92.7	84.5
My immediate supervisor involves me in decisions that affect my work.	15.0 6.7	78.3		78.3	79.7	68.1	90.9	75.9
My immediate supervisor recognizes me when I do a good job.	11.7 6.7	81.7		81.7	82.6	73.3	87.5	77.6
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	14.5 5.5	80.0		80.0	82.3	69.8	92.9	82.5
My immediate supervisor gives me useful feedback on the work I do.	15.5 6.9	77.6		77.6	79.1	66.6	85.7	81.0
My immediate supervisor demonstrates a commitment to safety.	6.8 6.8	86.4		86.4	86.8	81.7	85.2	94.6
My immediate supervisor is open to receiving my input on how to improve work processes.	10.2 10.2	79.7		79.7	80.9	72.8	89.3	84.5
My immediate supervisor allows me to try out new ideas to improve my work processes.	10.2 6.8	83.1		83.1	83.8	68.1	91.1	n/a
• 0	% 20% 4	10% 60%	80% 100	%				



Note: "My immediate supervisor allows me to try out new ideas to improve my work processes" - new question added in 2016. Overall Immediate Supervisor is the average of all items below excluding the new question. The Overall Immediate Supervisor score including the new question is: 81.5%





Office of the City Clerk

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?



Branch Dept. CoE Group Group 2018 2018 2018 2016 2014 28.3 26.1 23.8 19.6 12.3 11.9 10.3 14.0 5.4 3.4 25.0 24.6 25.6 8.9 24.1

For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?



 41.7
 42.3
 43.4
 72.7
 76.5

 40.0
 36.4
 37.3
 66.7
 50.0

For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.

■ Unfavoura	nble ■ Neu	tral	■ Favourable		
32.1	32.1		35.7		
-					
26.3	28.1		45.6		
■ N	lo	■ Ye	S		

35.7	40.0	45.8	n/a	n/a
45.6	51.5	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

93.2	6.8
80.0	20.0
88.3	11.7
85.0	15.0

6.8	5.9	5.4	7.4	7.0
20.0	17.4	23.6	12.7	15.8
11.7	11.6	8.2	12.5	10.3
15.0	14.5	5.7	10.9	16.1

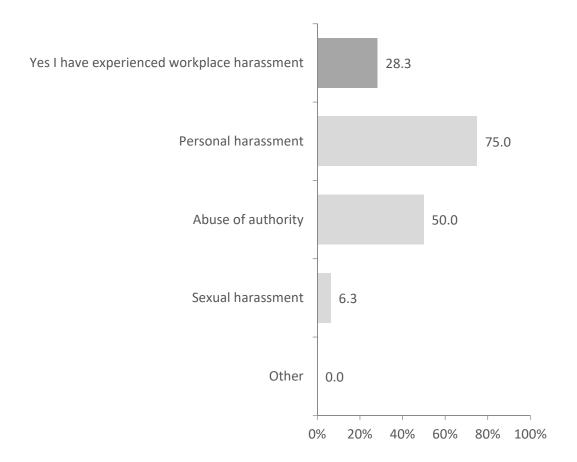






Office of the City Clerk

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

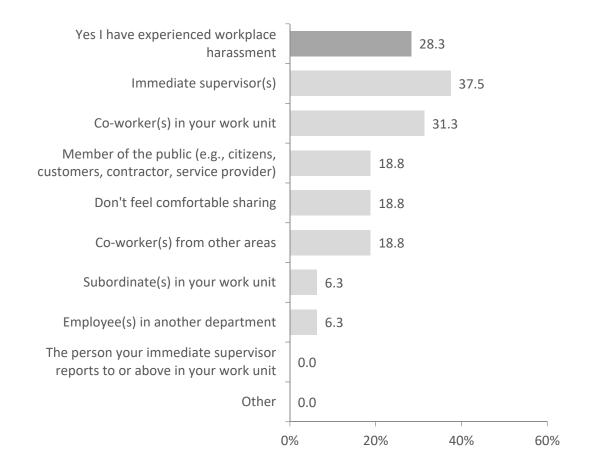






Office of the City Clerk

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

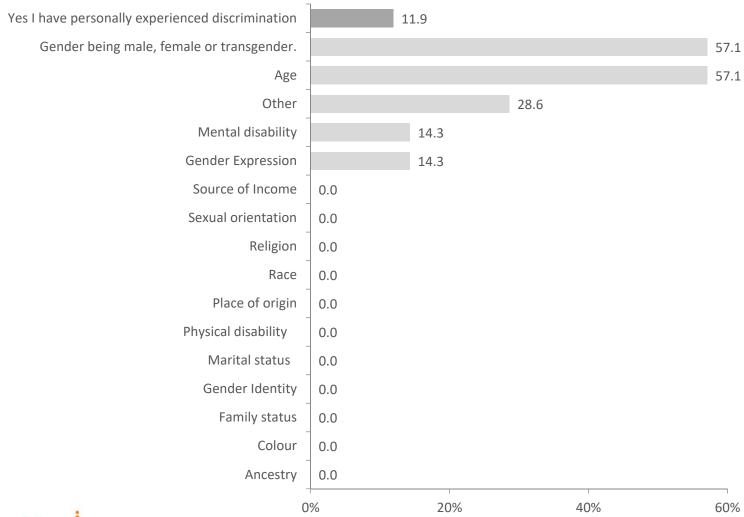






Office of the City Clerk

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



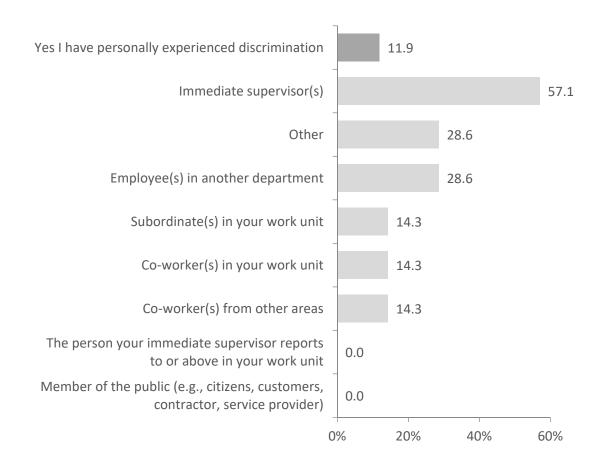






Office of the City Clerk

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

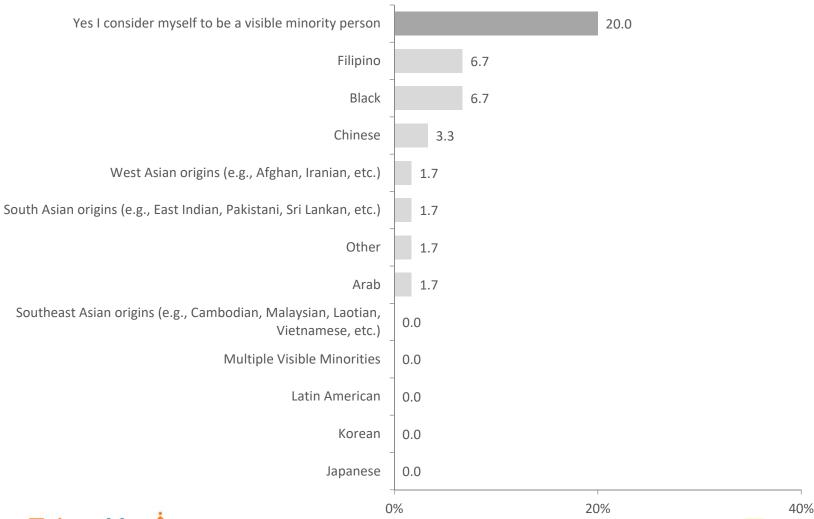






Office of the City Clerk

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



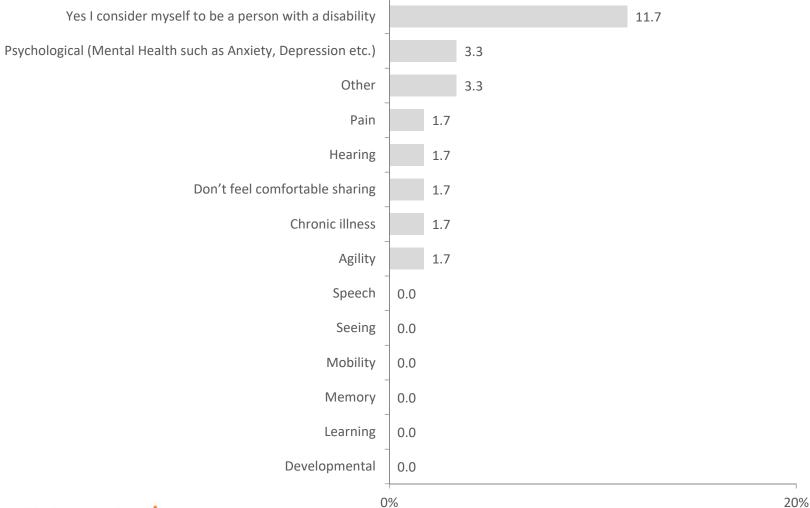






Office of the City Clerk

Do you consider yourself to be a person with a disability? What is the nature of your disability.



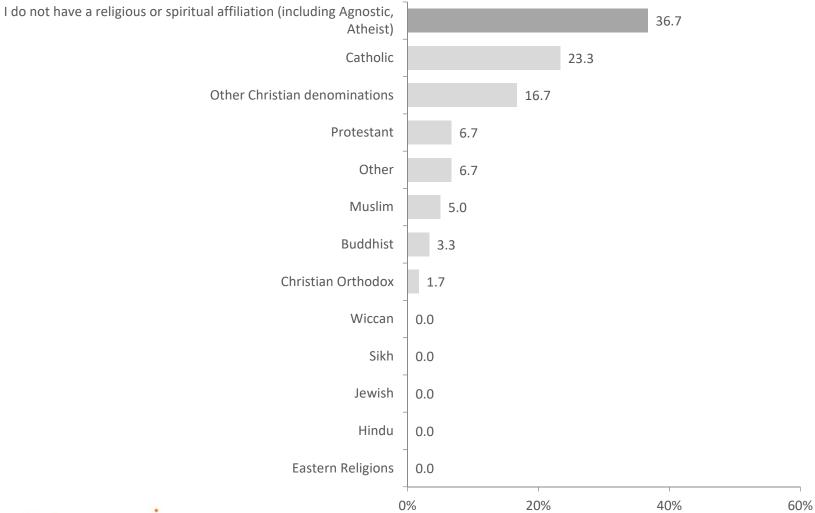






Office of the City Clerk

Please indicate your religious or spiritual affiliation.



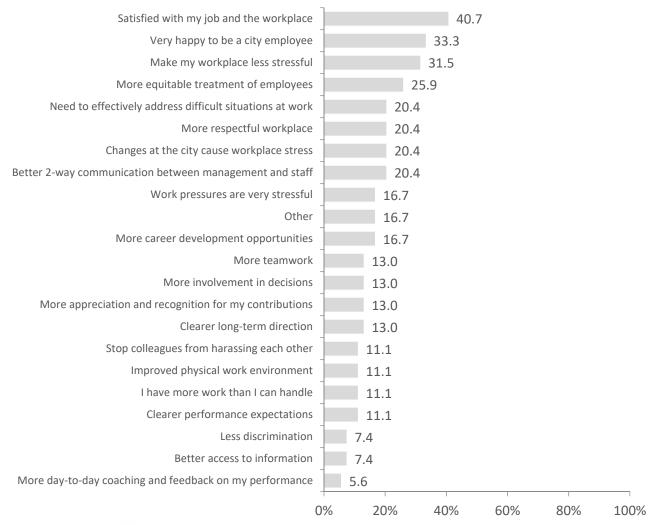






Office of the City Clerk

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



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
40.7	43.5	41.9	58.1	39.5
33.3	37.1	36.2	39.5	n/a
31.5	27.4	30.5	16.3	25.6
25.9	22.6	22.0	9.3	14.0
20.4	19.4	21.1	4.7	n/a
20.4	19.4	21.6	4.7	14.0
20.4	17.7	22.6	11.6	n/a
20.4	17.7	30.9	14.0	25.6
16.7	14.5	18.5	2.3	n/a
16.7	17.7	12.3	16.3	14.0
16.7	14.5	24.6	23.3	23.3
13.0	11.3	19.8	7.0	18.6
13.0	11.3	19.4	14.0	4.7
13.0	11.3	21.7	11.6	18.6
13.0	11.3	19.8	7.0	9.3
11.1	11.3	11.4	0.0	n/a
11.1	9.7	11.7	16.3	16.3
11.1	9.7	13.4	4.7	n/a
11.1	11.3	13.1	2.3	11.6
7.4	6.5	9.8	0.0	4.7
7.4	8.1	18.8	2.3	4.7
5.6	4.8	7.5	4.7	4.7









CITY OF EDMONTON 2016 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Communications Services

Department: Communications and Engagement

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Communications Services

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. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

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 2018: refers to your 2018 branch's % Favourable score.

<u>Dept. 2018:</u> refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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.

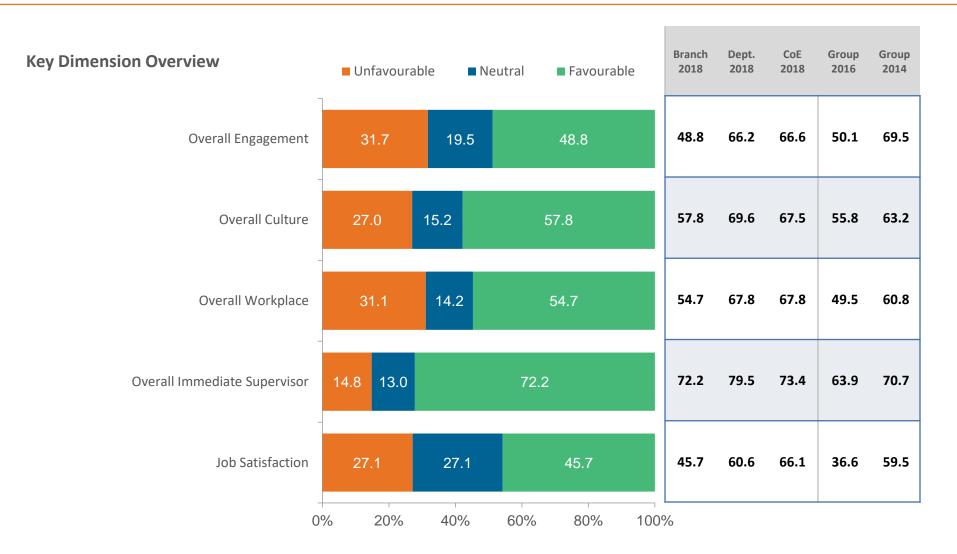
You can dig deeper into responses by gender, union, job family, tenure and age. Visier also presents your area(s) survey results with other variables such as loss time, sick time, turnover so that you can see your results in context.



Invited: 77 Responded: 70 Participation Rate 2018: 91% Participation Rate 2016: 93% Participation Rate 2014: 90%

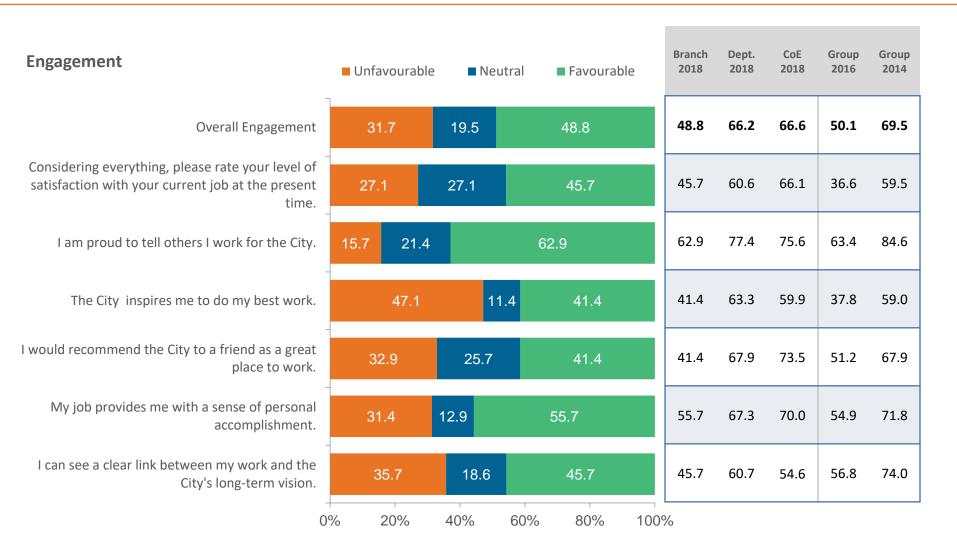














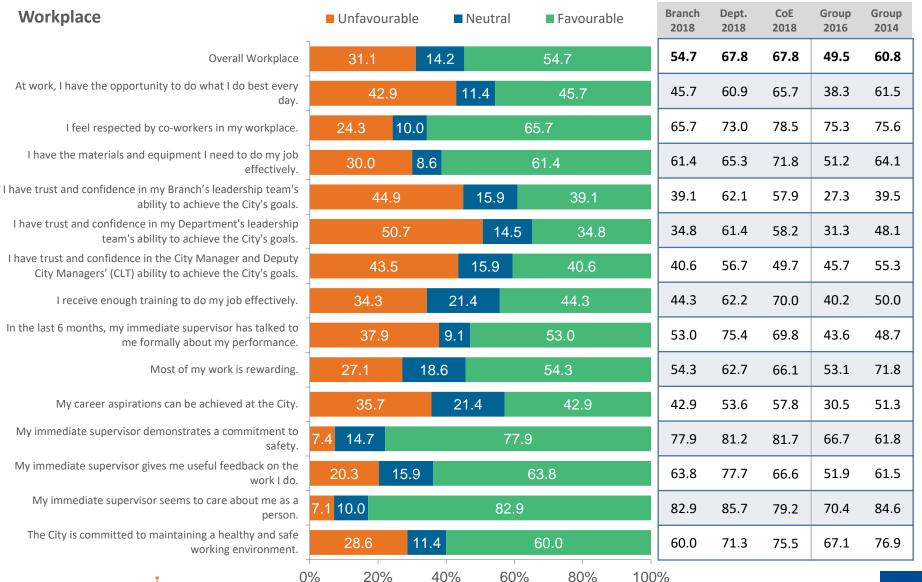


























Communications Services

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?

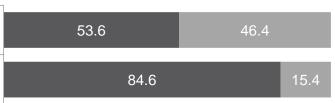




For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?



46.4	56.9	43.4	50.0	69.0
15.4	40.3	37.3	31.3	28.6

For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.

■ Unfavourable	■ Neu	tral	Favourable
51.6		31.3	17.2
52.3		21.5	26.2
■ No		■ Yes	

17.2	44.0	45.8	n/a	n/a
26.2	47.9	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

98.6	1.
82.9	17.1
91.4	8.6
94.3	5.7

1.4	2.9	5.4	1.2	1.3
17.1	31.0	23.6	13.4	13.0
8.6	12.5	8.2	4.9	3.8
5.7	7.9	5.7	4.9	5.1

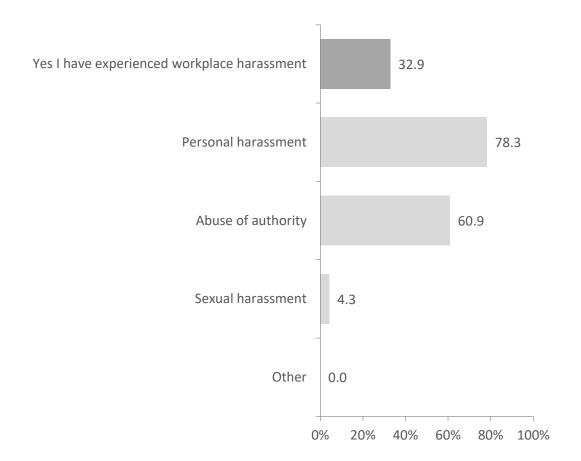






Communications Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

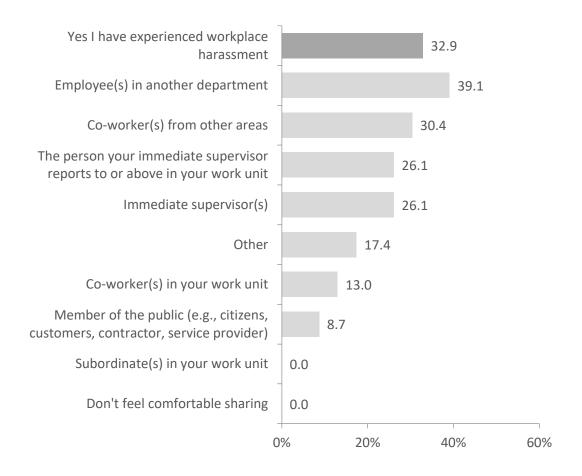






Communications Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

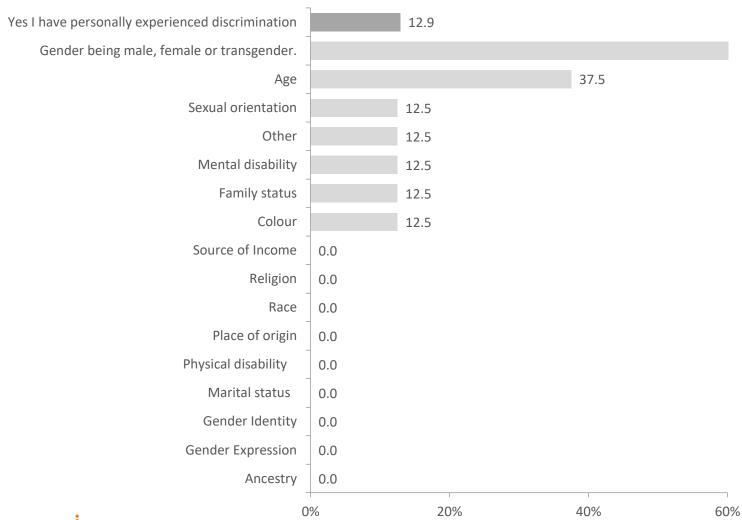






Communications Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



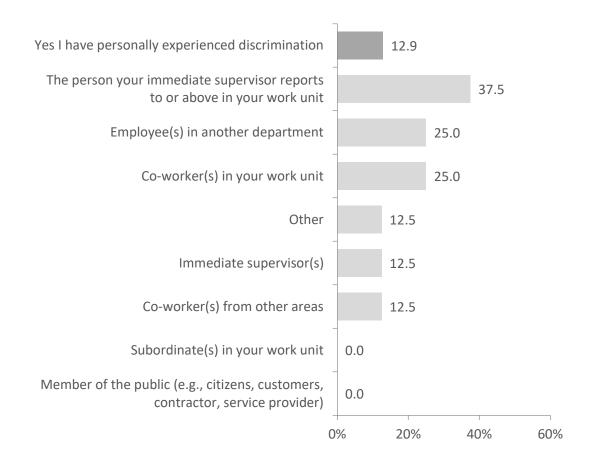






Communications Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

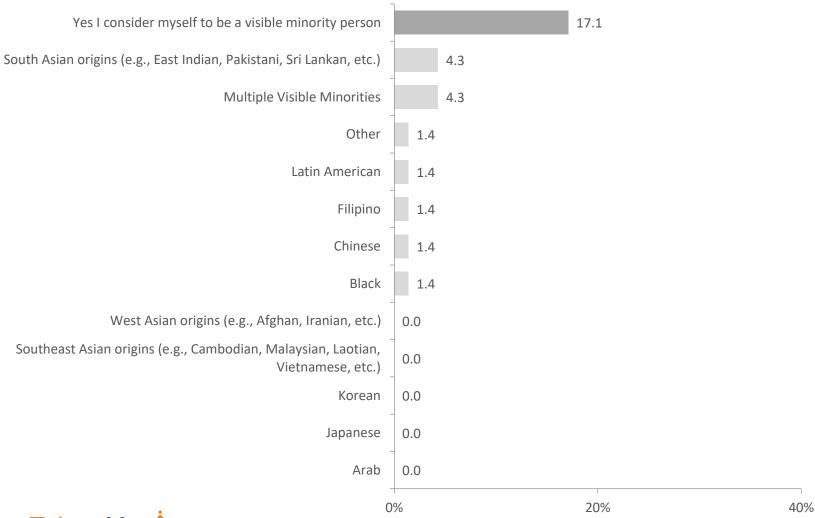






Communications Services

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



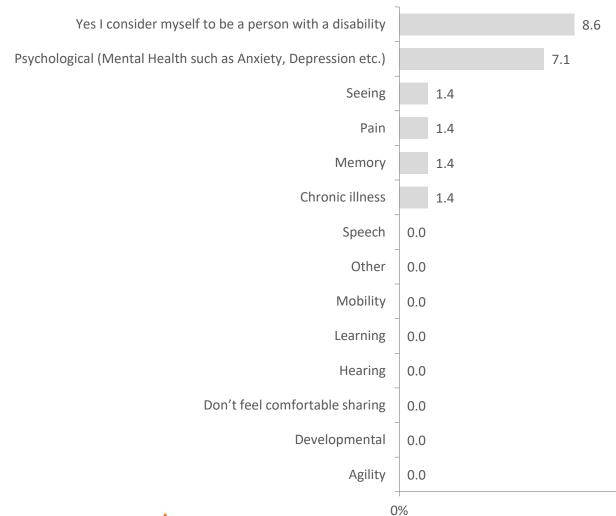






Communications Services

Do you consider yourself to be a person with a disability? What is the nature of your disability.



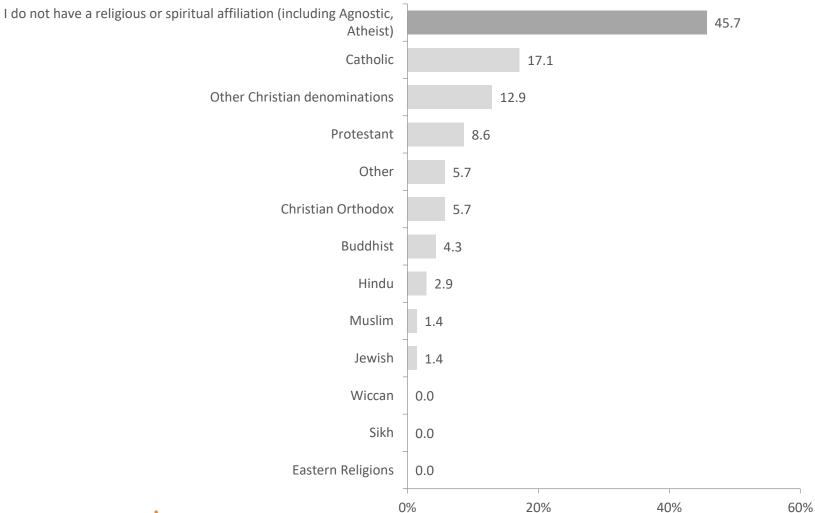




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Communications Services

Please indicate your religious or spiritual affiliation.



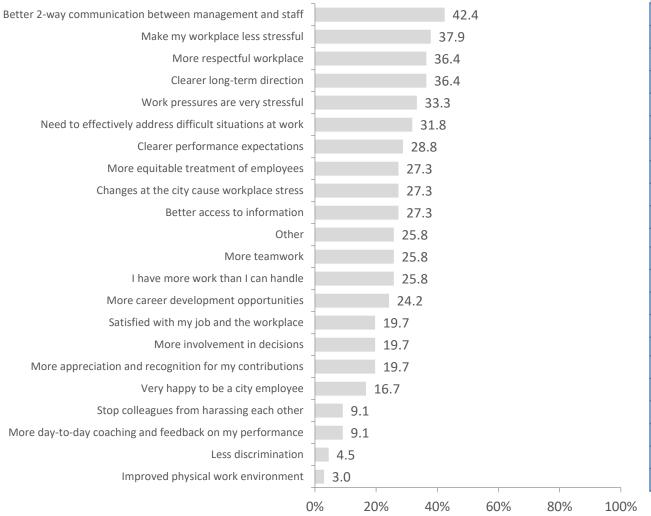






Communications Services

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



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
42.4	30.7	30.9	48.8	51.5
37.9	42.0	30.5	33.8	31.8
36.4	25.8	21.6	27.5	30.3
36.4	23.9	19.8	41.3	47.0
33.3	27.9	18.5	28.8	n/a
31.8	31.3	21.1	22.5	n/a
28.8	18.7	13.1	33.8	28.8
27.3	24.5	22.0	27.5	18.2
27.3	24.2	22.6	27.5	n/a
27.3	26.7	18.8	26.3	36.4
25.8	14.1	12.3	17.5	13.6
25.8	20.6	19.8	28.8	30.3
25.8	12.3	13.4	41.3	n/a
24.2	26.1	24.6	40.0	28.8
19.7	32.5	41.9	18.8	12.1
19.7	19.6	19.4	26.3	25.8
19.7	20.6	21.7	22.5	27.3
16.7	31.9	36.2	17.5	n/a
9.1	12.0	11.4	8.8	n/a
9.1	8.6	7.5	12.5	16.7
4.5	10.1	9.8	7.5	6.1
3.0	12.6	11.7	8.8	7.6









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Financial Strategies and Budget

Department: Financial & Corporate Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Financial Strategies and Budget

HOW TO READ YOUR REPORT

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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. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

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.

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<u>Dept. 2018:</u> refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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.

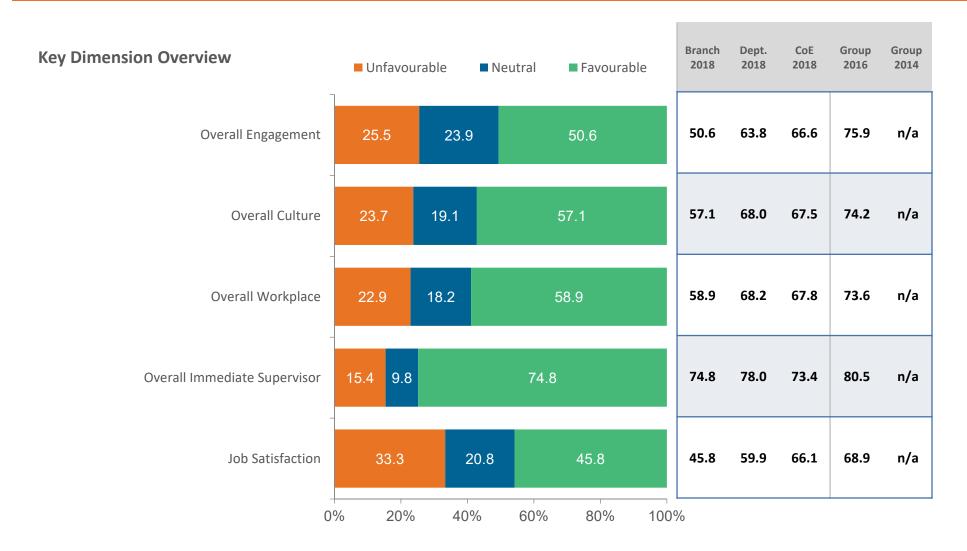


Invited: 80 Responded: 72

Participation Rate 2018: 90% Participation Rate 2016: 94% Participation Rate 2014: n/a









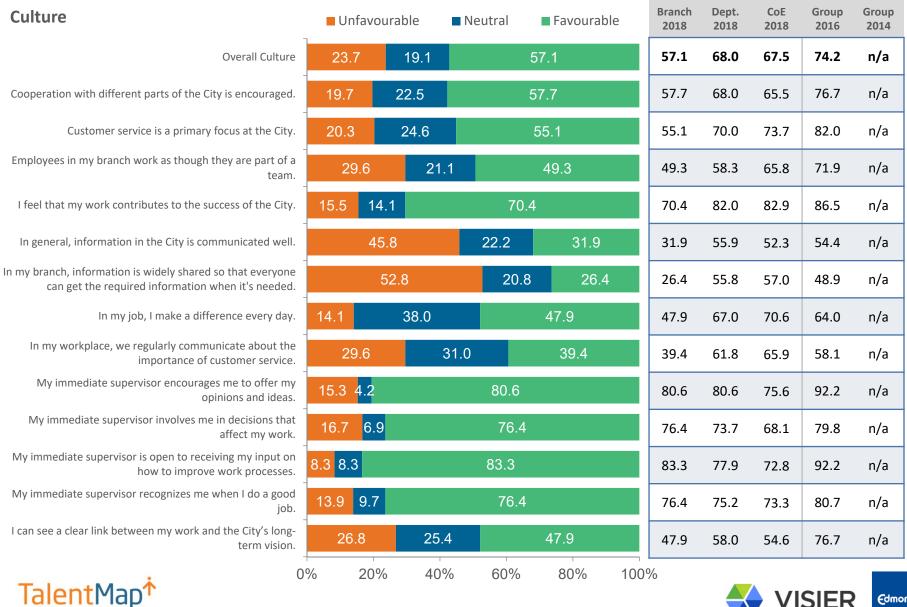




Engagement	■ Unfavo	urable ■ N	Neutral	■ Favourab	le	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	25.5	23.9		50.6		50.6	63.8	66.6	75.9	n/a
Considering everything, please rate your level of satisfaction with your current job at the present time.	33.3	20.8		45.8		45.8	59.9	66.1	68.9	n/a
I am proud to tell others I work for the City.	15.5	6.9	67	.6		67.6	71.7	75.6	82.0	n/a
The City inspires me to do my best work.	29.6	23.9		46.5		46.5	58.5	59.9	68.5	n/a
I would recommend the City to a friend as a great place to work.	25.4	25.4		49.3		49.3	67.6	73.5	83.0	n/a
My job provides me with a sense of personal accomplishment.	22.5	31.0		46.5		46.5	66.9	70.0	76.4	n/a
I can see a clear link between my work and the City's long-term vision.	26.8	25.4		47.9		47.9	58.0	54.6	76.7	n/a
0'	% 20	% 40%	60%	80%	100	%				

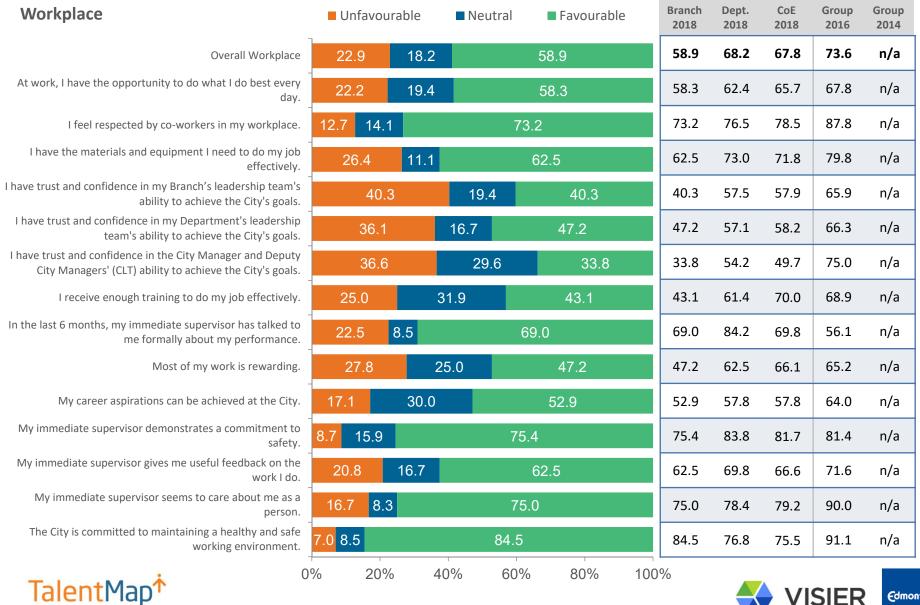










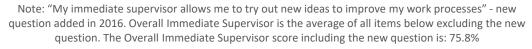
















Financial Strategies and Budget

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?

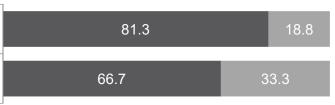


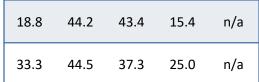
Branch Dept. CoE Group Group 2018 2018 2018 2016 2014 8.3 21.7 23.8 5.6 n/a 8.3 10.6 14.0 7.8 n/a 16.9 25.8 25.6 5.6 n/a

For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?





For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.



40.6	42.1	45.8	n/a	n/a
43.9	43.7	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

100.0					
50.0	50.0				
99	3.1 6.9				
93	3.1 6.9				

0.0	3.0	5.4	0.0	n/a
50.0	33.2	23.6	48.3	n/a
6.9	6.0	8.2	1.1	n/a
6.9	4.7	5.7	3.3	n/a

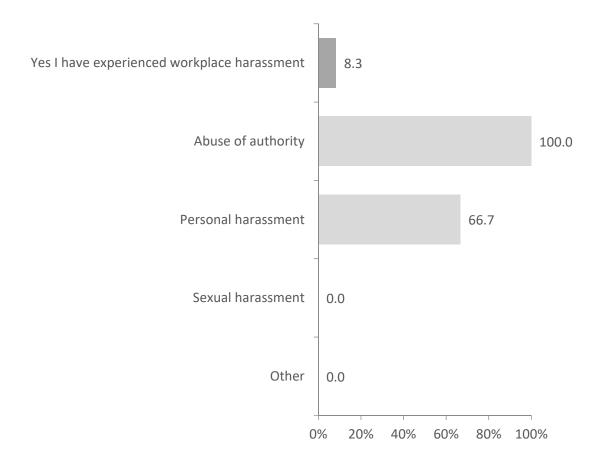






Financial Strategies and Budget

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

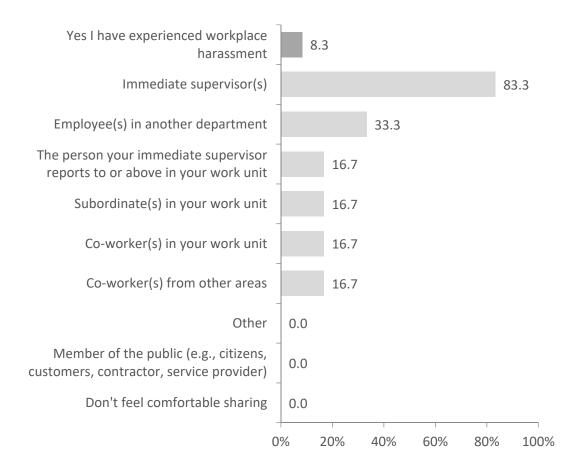






Financial Strategies and Budget

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

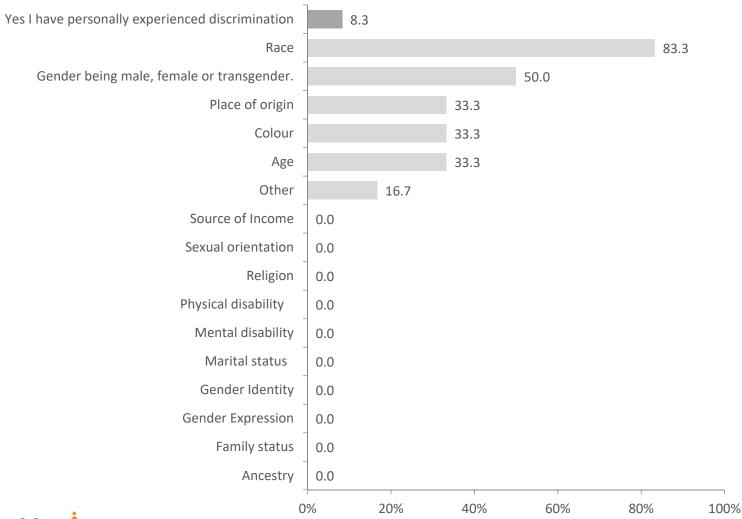






Financial Strategies and Budget

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



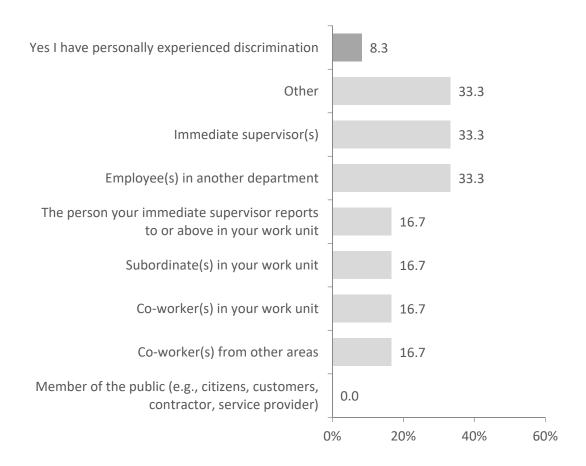






Financial Strategies and Budget

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

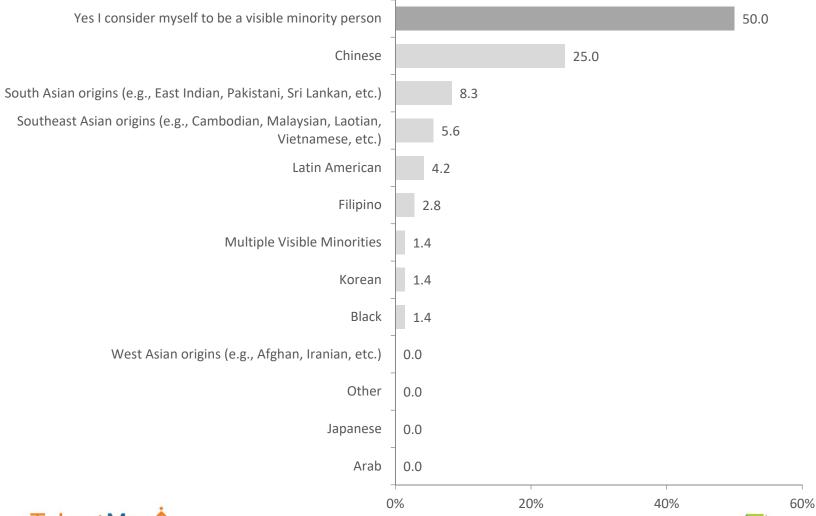






Financial Strategies and Budget

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



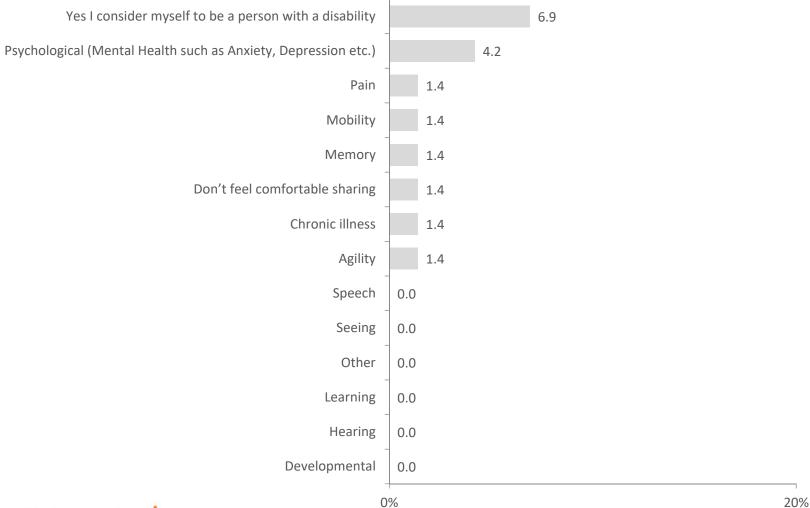






Financial Strategies and Budget

Do you consider yourself to be a person with a disability? What is the nature of your disability.



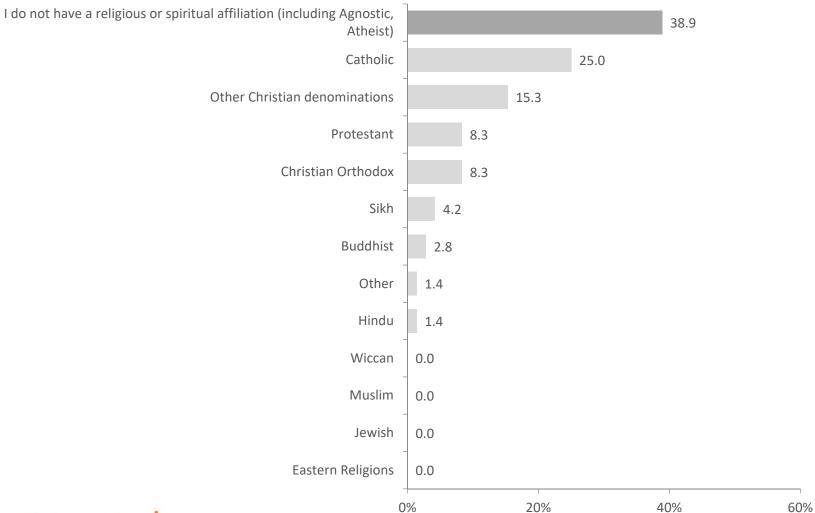






Financial Strategies and Budget

Please indicate your religious or spiritual affiliation.



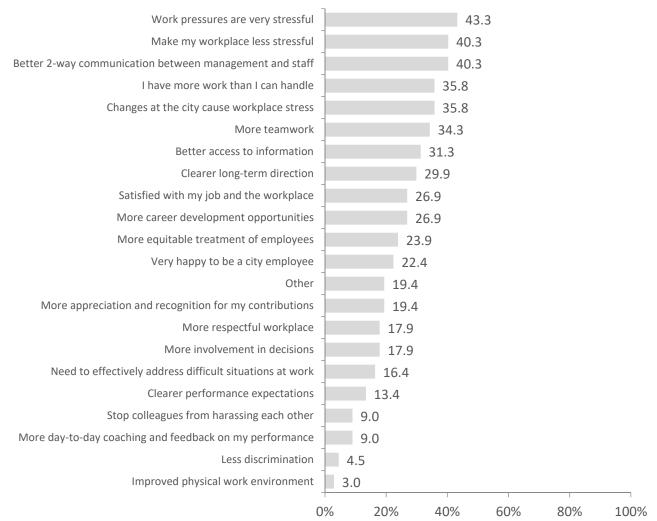






Financial Strategies and Budget

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



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
43.3	20.2	18.5	26.3	n/a
40.3	30.4	30.5	20.0	n/a
40.3	28.0	30.9	26.3	n/a
35.8	19.6	13.4	22.5	n/a
35.8	25.8	22.6	28.8	n/a
34.3	19.8	19.8	18.8	n/a
31.3	17.6	18.8	28.8	n/a
29.9	21.8	19.8	17.5	n/a
26.9	35.3	41.9	51.3	n/a
26.9	24.8	24.6	26.3	n/a
23.9	26.4	22.0	8.8	n/a
22.4	30.4	36.2	33.8	n/a
19.4	13.2	12.3	7.5	n/a
19.4	21.3	21.7	20.0	n/a
17.9	23.4	21.6	6.3	n/a
17.9	19.2	19.4	13.8	n/a
16.4	20.2	21.1	15.0	n/a
13.4	13.0	13.1	22.5	n/a
9.0	11.4	11.4	2.5	n/a
9.0	6.7	7.5	7.5	n/a
4.5	9.4	9.8	2.5	n/a
3.0	9.0	11.7	7.5	n/a









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Real Estate

Department: Financial & Corporate Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Real Estate

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. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

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 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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".

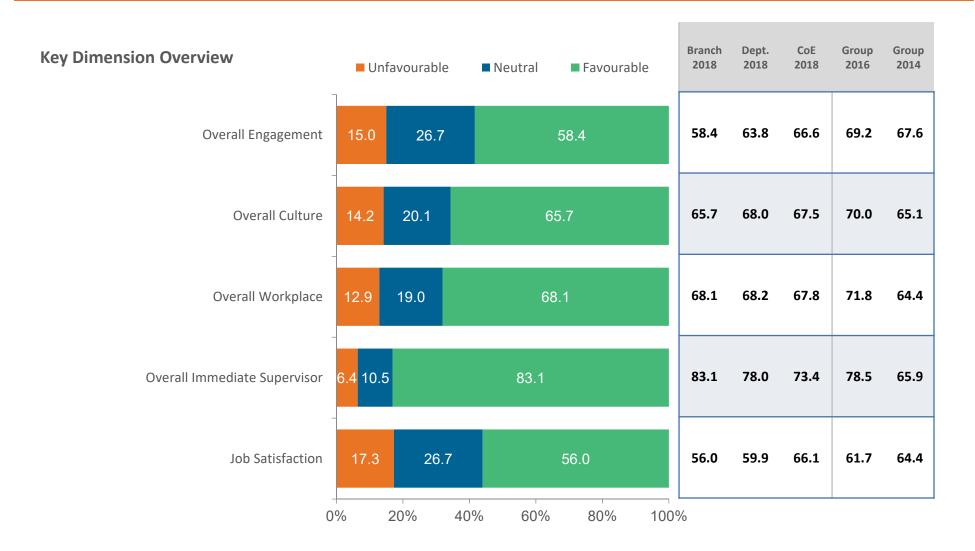
TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.



Invited: 89 Responded: 75 Participation Rate 2018: 84% Participation Rate 2016: 88% Participation Rate 2014: 90%











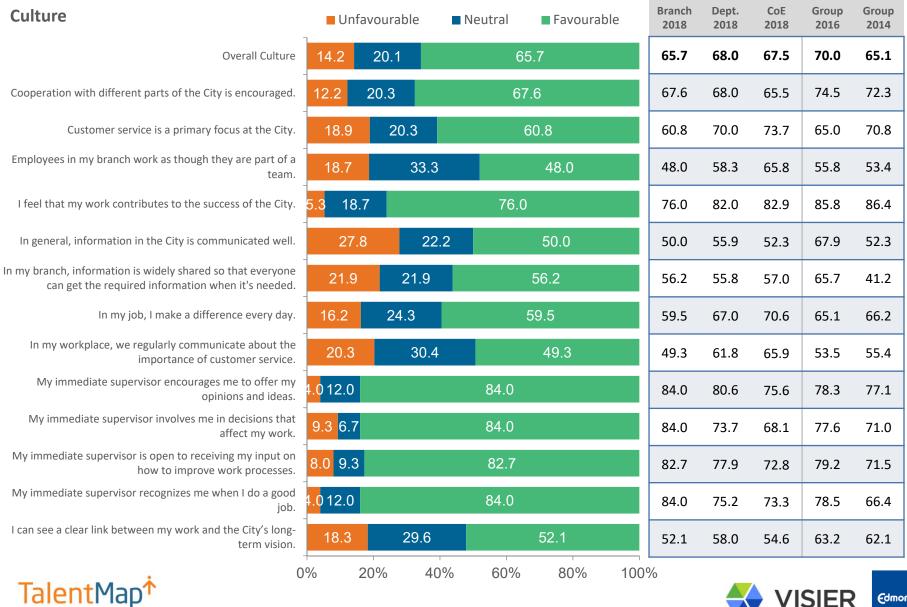


Engagement	■ Unfa	vourable	■ Neutral	■ Favourabl	е	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	15.0	26.7		58.4		58.4	63.8	66.6	69.2	67.6
Considering everything, please rate your level of satisfaction with your current job at the present time.	17.3	26.7		56.0		56.0	59.9	66.1	61.7	64.4
I am proud to tell others I work for the City.	10.7	28.0		61.3		61.3	71.7	75.6	78.5	78.6
The City inspires me to do my best work.	14.9	35.1		50.0		50.0	58.5	59.9	61.3	56.8
I would recommend the City to a friend as a great place to work.	13.5	25.7		60.8		60.8	67.6	73.5	77.4	77.9
My job provides me with a sense of personal accomplishment.	15.1	15.1	6	69.9		69.9	66.9	70.0	72.9	65.9
I can see a clear link between my work and the City's long-term vision.	18.3	29.6		52.1		52.1	58.0	54.6	63.2	62.1
0	% 2	20% 40	0% 60%	% 80%	100	%				



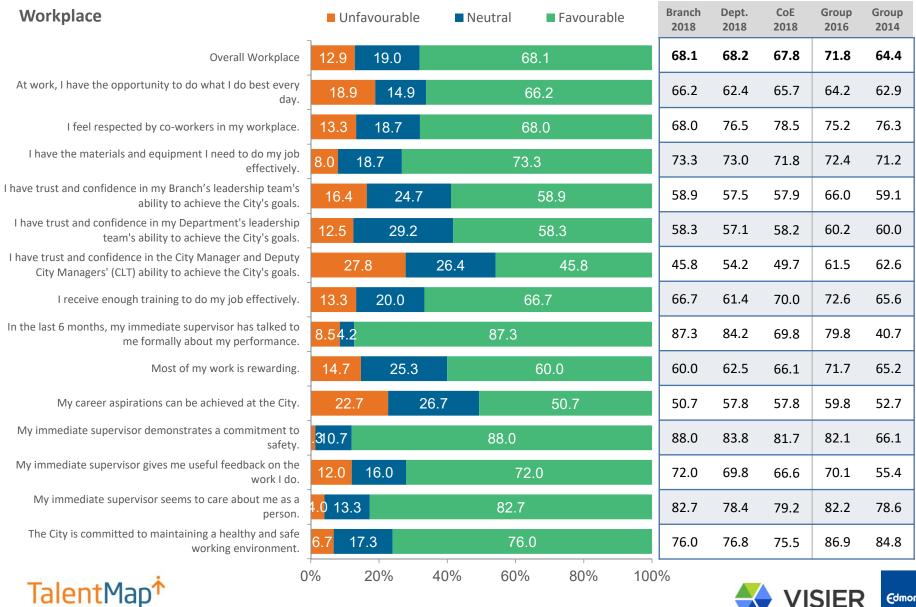
















Real Estate

Immediate Supervisor	■ Unfavourable	e ■ Neutral ■ Favo	ourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Immediate Supervisor	6.4 10.5	83.1		83.1	78.0	73.4	78.5	65.9
My immediate supervisor seems to care about me as a person.	4.0 13.3	82.7		82.7	78.4	79.2	82.2	78.6
My immediate supervisor encourages me to offer my opinions and ideas.	1.0 12.0	84.0		84.0	80.6	75.6	78.3	77.1
My immediate supervisor involves me in decisions that affect my work.	9.3 6.7	84.0		84.0	73.7	68.1	77.6	71.0
My immediate supervisor recognizes me when I do a good job.	4.0 12.0	84.0		84.0	75.2	73.3	78.5	66.4
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	8.54.2	87.3		87.3	84.2	69.8	79.8	40.7
My immediate supervisor gives me useful feedback on the work I do.	12.0 16.0	72.0		72.0	69.8	66.6	70.1	55.4
My immediate supervisor demonstrates a commitment to safety.	.310.7	88.0		88.0	83.8	81.7	82.1	66.1
My immediate supervisor is open to receiving my input on how to improve work processes.	8.0 9.3	82.7		82.7	77.9	72.8	79.2	71.5
My immediate supervisor allows me to try out new ideas to improve my work processes.	6.7 9.3	84.0		84.0	76.6	68.1	78.3	n/a
	0% 20%	40% 60% 80%	% 100°	%				



Note: "My immediate supervisor allows me to try out new ideas to improve my work processes" - new question added in 2016. Overall Immediate Supervisor is the average of all items below excluding the new question. The Overall Immediate Supervisor score including the new question is: 83.2%





Real Estate

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?



Branch Dept. CoE Group Group 2018 2018 2018 2016 2014 28.0 21.7 23.8 29.9 19.5 14.9 10.6 14.0 17.0 13.2 41.9 25.8 25.6 36.4 22.2

For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?



52.6	44.2	43.4	62.7	57.5
52.4	44.5	37.3	37.1	28.6

For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.

Unfavoura	ble	ole ■ Neutral		■ Favourable		
26.5		44.1	29.4			
32.4		22.5		45.1		
■ N	lo		■ Yes			

29.4	42.1	45.8	n/a	n/a
45.1	43.7	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

98.7	1.
79.7	20.3
89.3	10.7
94.5	5.5

1.3	3.0	5.4	2.8	1.6
20.3	33.2	23.6	15.1	16.0
10.7	6.0	8.2	6.5	4.8
5.5	4.7	5.7	5.6	2.4

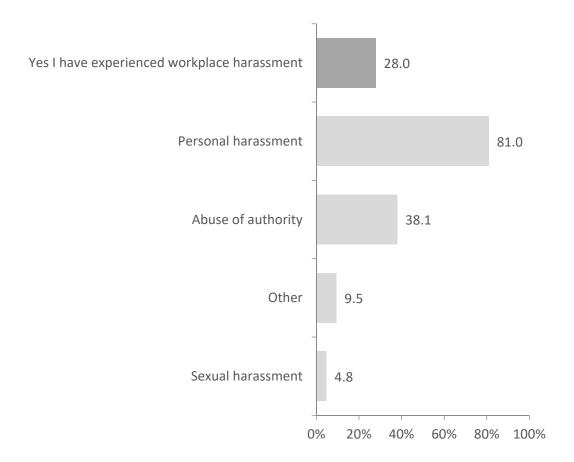






Real Estate

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

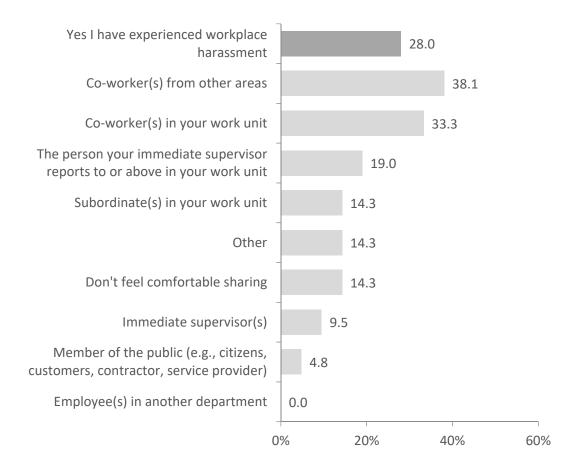






Real Estate

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

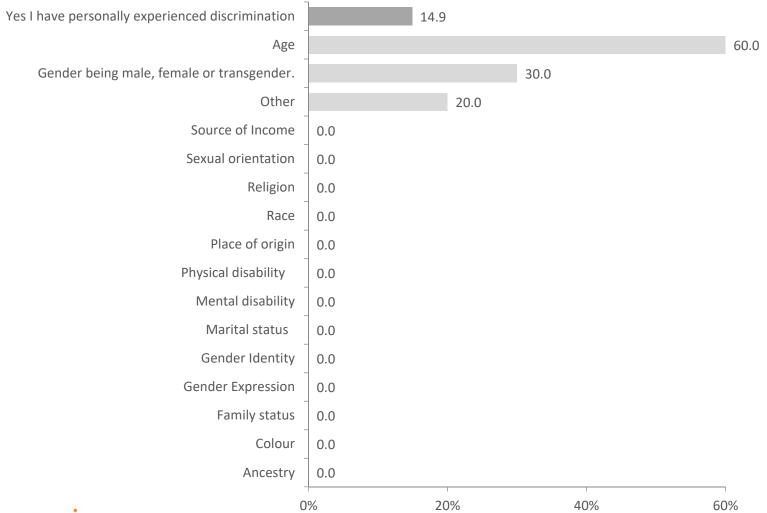






Real Estate

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



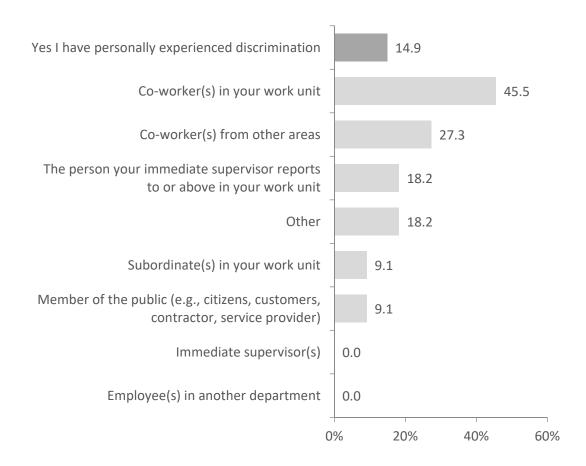






Real Estate

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

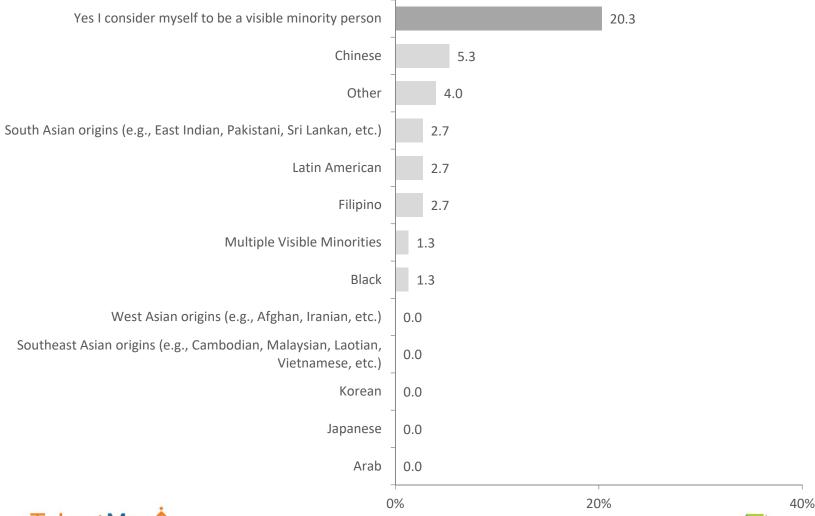






Real Estate

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



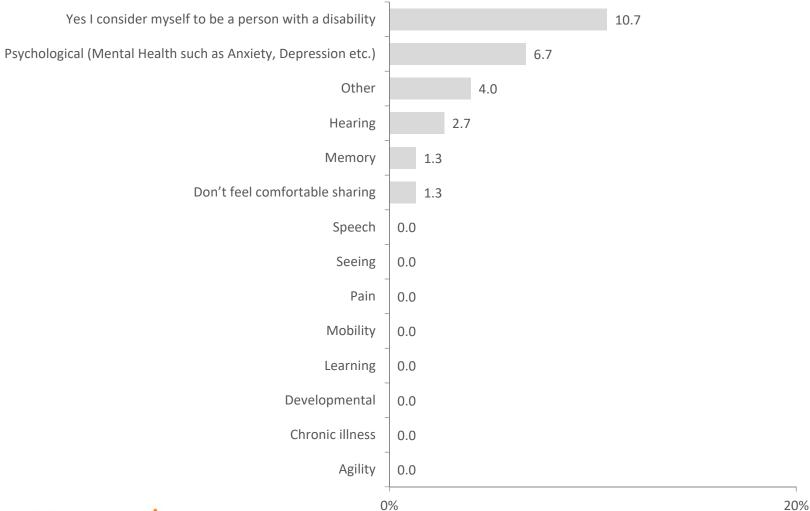






Real Estate

Do you consider yourself to be a person with a disability? What is the nature of your disability.



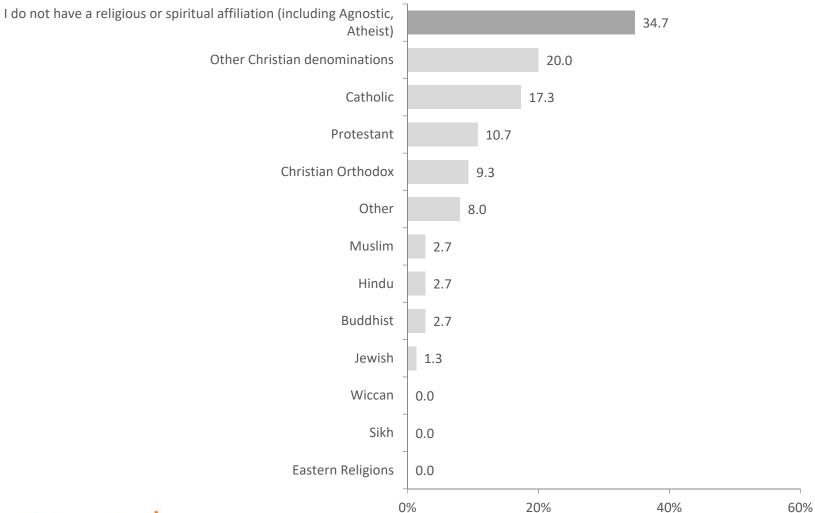






Real Estate

Please indicate your religious or spiritual affiliation.



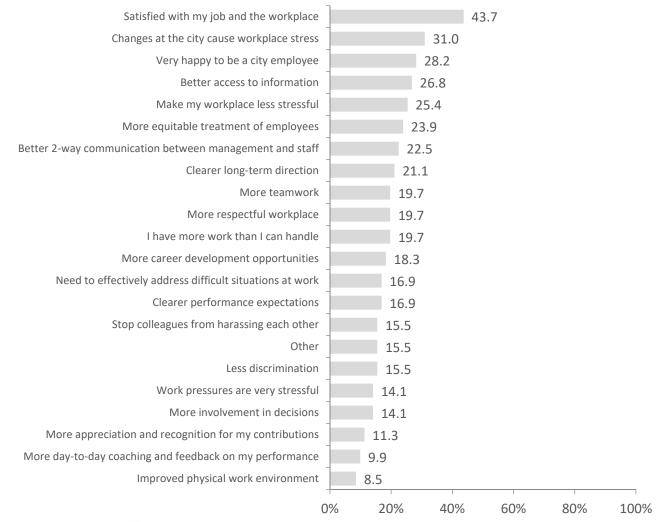






Real Estate

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



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
43.7	35.3	41.9	42.2	37.6
31.0	25.8	22.6	28.4	n/a
28.2	30.4	36.2	36.3	n/a
26.8	17.6	18.8	20.6	26.5
25.4	30.4	30.5	31.4	34.2
23.9	26.4	22.0	29.4	22.2
22.5	28.0	30.9	32.4	38.5
21.1	21.8	19.8	18.6	29.1
19.7	19.8	19.8	23.5	38.5
19.7	23.4	21.6	26.5	27.4
19.7	19.6	13.4	20.6	n/a
18.3	24.8	24.6	21.6	30.8
16.9	20.2	21.1	30.4	n/a
16.9	13.0	13.1	16.7	23.1
15.5	11.4	11.4	11.8	n/a
15.5	13.2	12.3	18.6	9.4
15.5	9.4	9.8	11.8	9.4
14.1	20.2	18.5	19.6	n/a
14.1	19.2	19.4	16.7	29.1
11.3	21.3	21.7	18.6	25.6
9.9	6.7	7.5	7.8	10.3
8.5	9.0	11.7	5.9	6.8









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Infrastructure Delivery

Department: Integrated Infrastructure Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Infrastructure Delivery

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.

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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 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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".

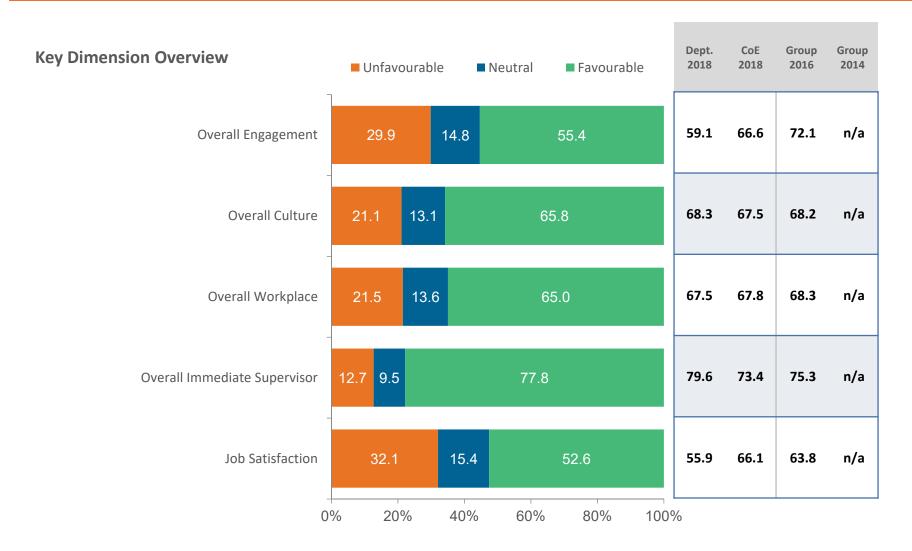
TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.



Invited: 86 Responded: 78 Participation Rate 2018: 91% Participation Rate 2016: 81% Participation Rate 2014: n/a









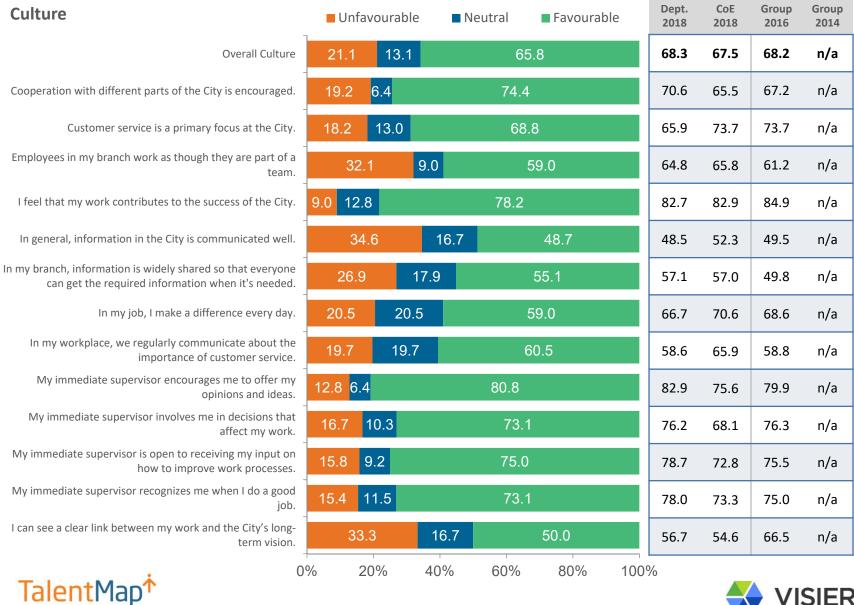




Engagement	■ Unfavoura	able ■ Neu	utral Favourable	Dep 201		Group 2016	Group 2014
Overall Engagement	29.9	14.8	55.4	59.	1 66.6	72.1	n/a
Considering everything, please rate your level of satisfaction with your current job at the present time.	32.1	15.4	52.6	55.	9 66.1	63.8	n/a
I am proud to tell others I work for the City.	28.2	9.0	62.8	65.	6 75.6	81.8	n/a
The City inspires me to do my best work.	29.5	17.9	52.6	52.	7 59.9	67.5	n/a
I would recommend the City to a friend as a great place to work.	30.8	15.4	53.8	60.	2 73.5	77.7	n/a
My job provides me with a sense of personal accomplishment.	25.6	14.1	60.3	63.	3 70.0	75.5	n/a
I can see a clear link between my work and the City's long-term vision.	33.3	16.7	50.0	56.	7 54.6	66.5	n/a
0	% 20%	40%	60% 80%	100%			

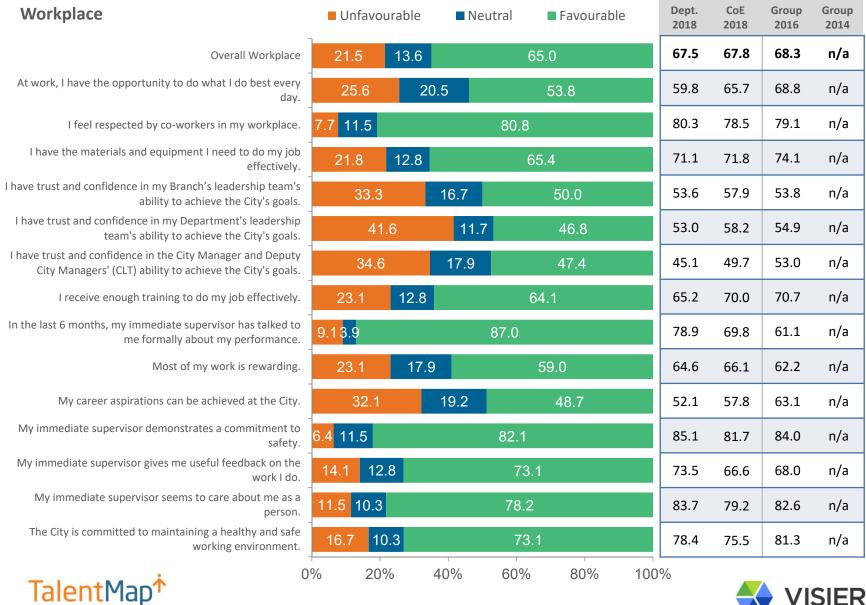










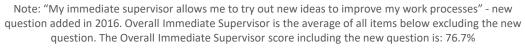






Immediate Supervisor	■ Unfavourable	■ Neutral ■ Favoural	Dept 2018		Group 2016	Group 2014
Overall Immediate Supervisor	12.7 9.5	77.8	79.6	73.4	75.3	n/a
My immediate supervisor seems to care about me as a person.	11.5 10.3	78.2	83.7	79.2	82.6	n/a
My immediate supervisor encourages me to offer my opinions and ideas.	12.8 6.4	80.8	82.9	75.6	79.9	n/a
My immediate supervisor involves me in decisions that affect my work.	16.7 10.3	73.1	76.2	68.1	76.3	n/a
My immediate supervisor recognizes me when I do a good job.	15.4 11.5	73.1	78.0	73.3	75.0	n/a
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	9.13.9	87.0	78.9	69.8	61.1	n/a
My immediate supervisor gives me useful feedback on the work I do.	14.1 12.8	73.1	73.5	66.6	68.0	n/a
My immediate supervisor demonstrates a commitment to safety.	6.4 11.5	82.1	85.1	. 81.7	84.0	n/a
My immediate supervisor is open to receiving my input on how to improve work processes.	15.8 9.2	75.0	78.7	72.8	75.5	n/a
My immediate supervisor allows me to try out new ideas to improve my work processes.	18.2 14.3	67.5	75.7	' 68.1	72.3	n/a
T-1	% 20% 4	0% 60% 80%	100%		7 A	









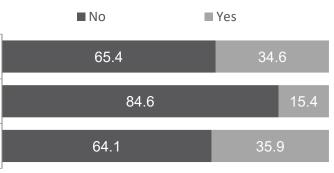
Infrastructure Delivery

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?

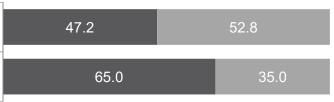


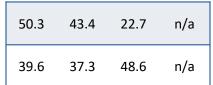
Dept. CoE Group Group 2018 2018 2016 2014 23.8 23.8 15.0 n/a 9.9 14.0 11.0 n/a 27.8 25.6 16.0 n/a

For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?





For the questions above, % **Yes** represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.

_	■ Unfavourable	■ Neutra	I	■ Favourable
ı	35.1	31.1		33.8
-[
ı	40.3	18.2		41.6
	■ No		■ Ye	es

41.2	45.8	n/a	n/a
48.7	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

94.8	5.2
79.2	20.8
97.4	2.0
96.1	3.9

4.1	5.4	5.6	n/a
27.7	23.6	30.3	n/a
4.9	8.2	5.8	n/a
4.3	5.7	0.9	n/a

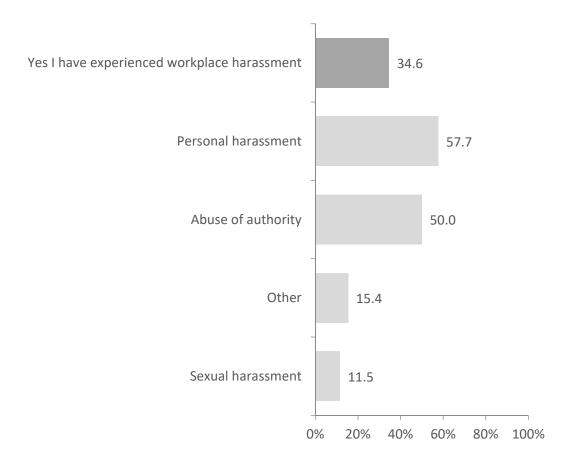






Infrastructure Delivery

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

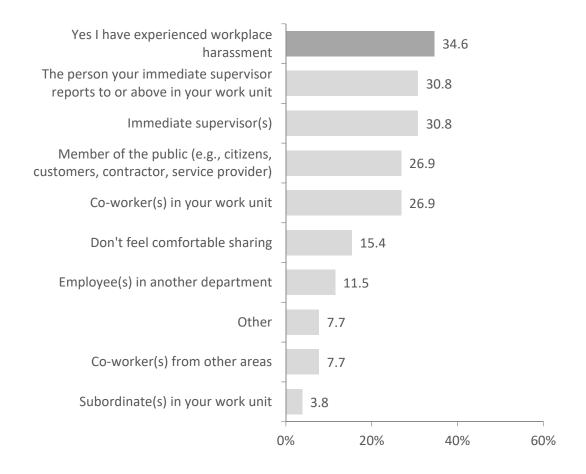






Infrastructure Delivery

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

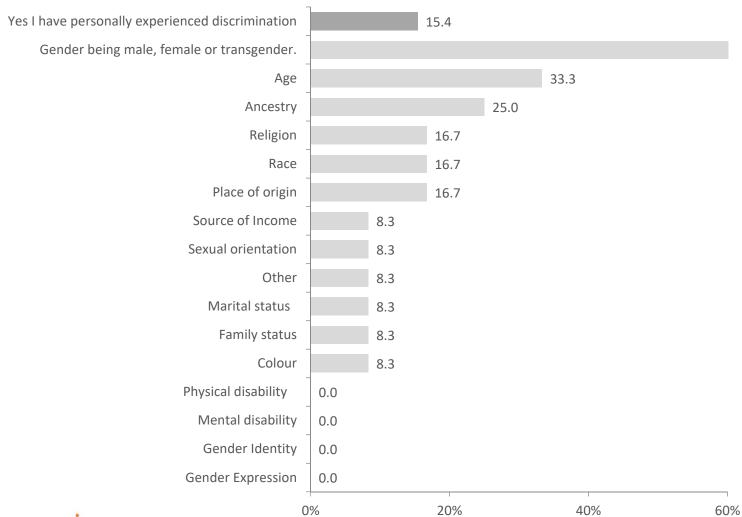






Infrastructure Delivery

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



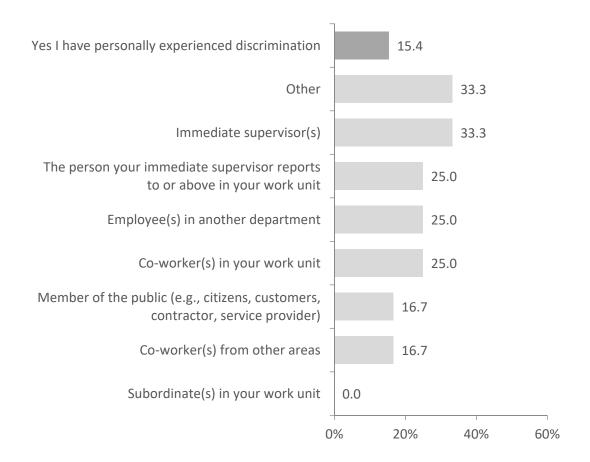






Infrastructure Delivery

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

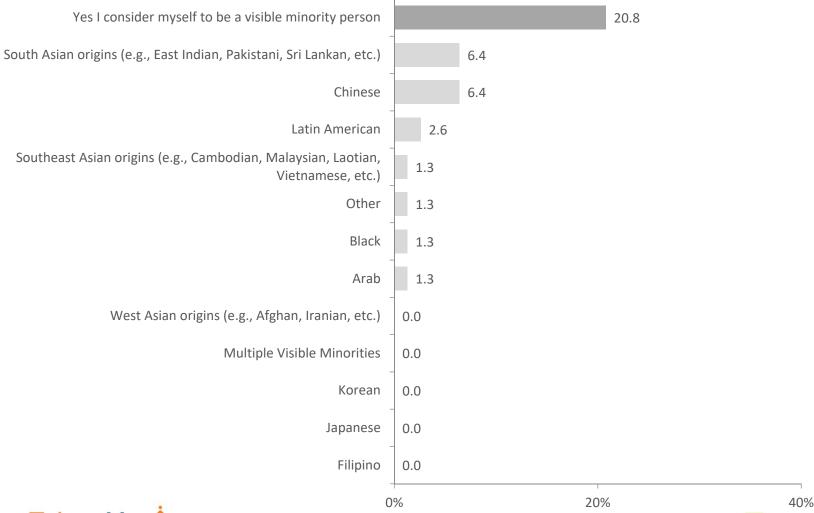






Infrastructure Delivery

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



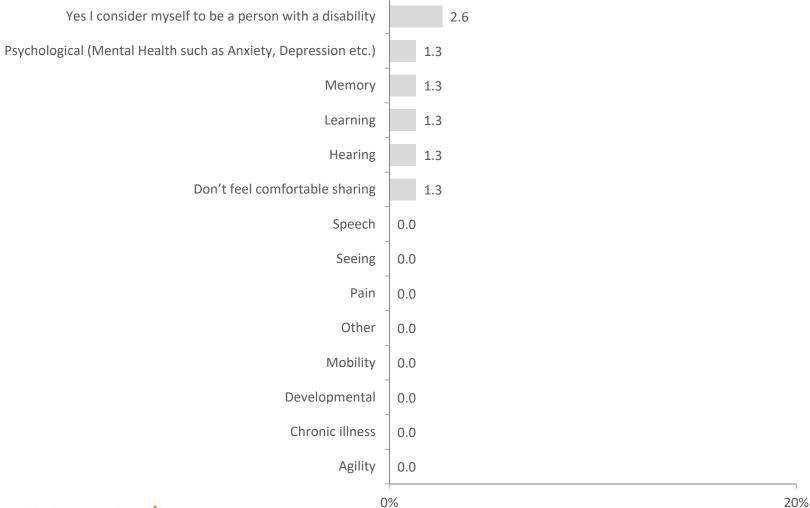






Infrastructure Delivery

Do you consider yourself to be a person with a disability? What is the nature of your disability.

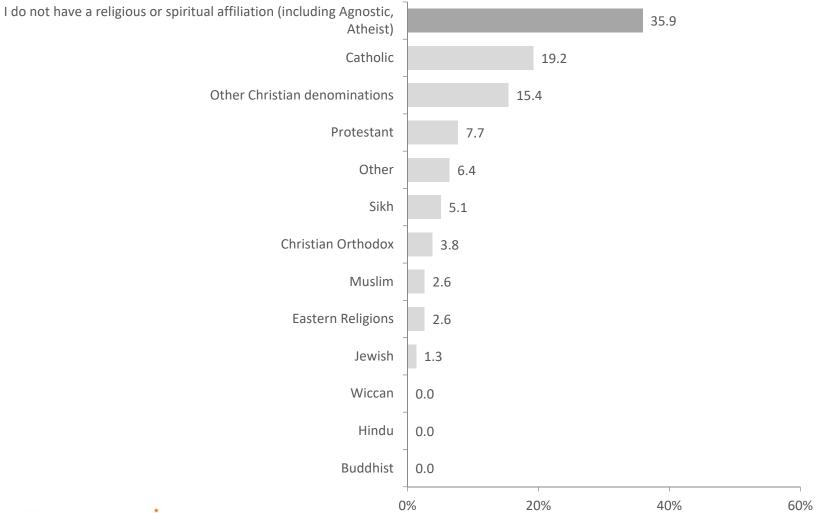






Infrastructure Delivery

Please indicate your religious or spiritual affiliation.



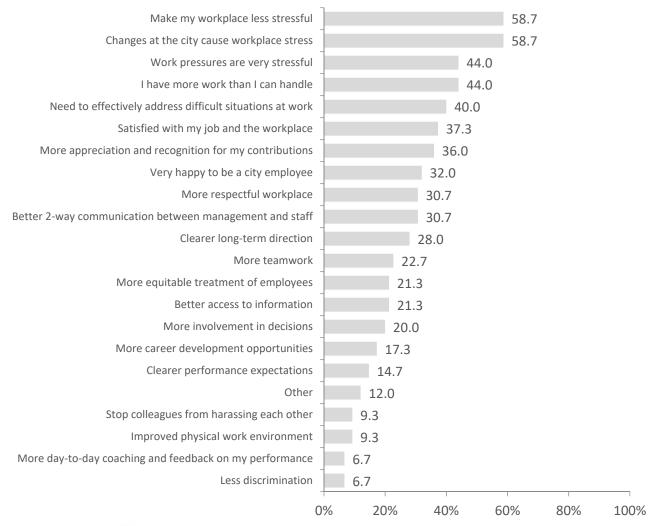






Infrastructure Delivery

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



Dept. 2018	CoE 2018	Group 2016	Group 2014
34.7	30.5	32.2	n/a
42.2	22.6	23.4	n/a
26.5	18.5	18.8	n/a
25.4	13.4	14.1	n/a
22.4	21.1	18.8	n/a
34.0	41.9	49.3	n/a
26.3	21.7	24.7	n/a
28.6	36.2	42.4	n/a
19.7	21.6	18.1	n/a
30.6	30.9	36.5	n/a
29.9	19.8	23.4	n/a
16.1	19.8	28.6	n/a
24.9	22.0	22.0	n/a
17.9	18.8	22.0	n/a
21.5	19.4	21.7	n/a
25.2	24.6	28.9	n/a
17.5	13.1	16.1	n/a
14.3	12.3	8.6	n/a
9.3	11.4	7.9	n/a
9.1	11.7	14.1	n/a
7.5	7.5	8.9	n/a
7.5	9.8	9.5	n/a









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Law

Department: Financial & Corporate Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Law

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. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

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 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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.

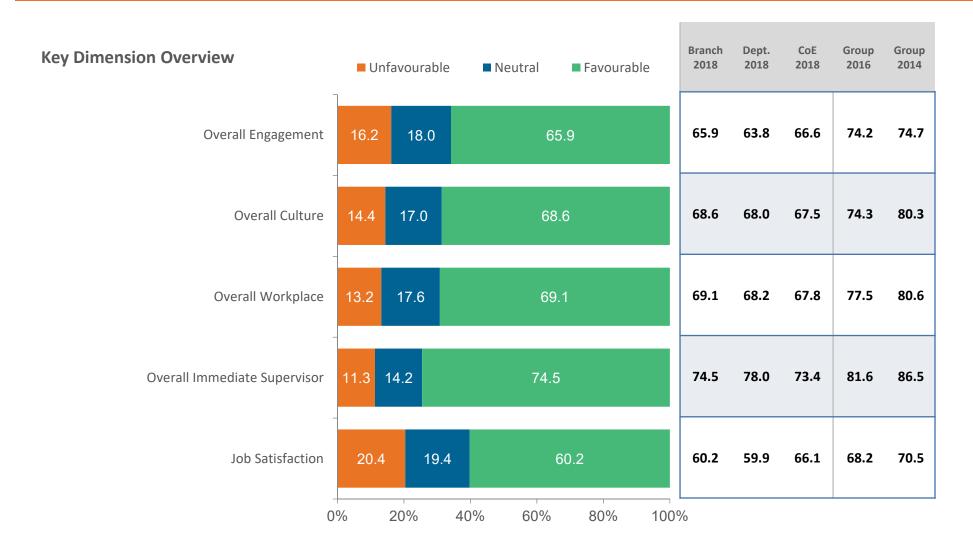


Invited: 106 Responded: 98 Participation Rate 2018: 92% Participation Rate 2016: 90% Participation Rate 2014: 89%





Law









Law

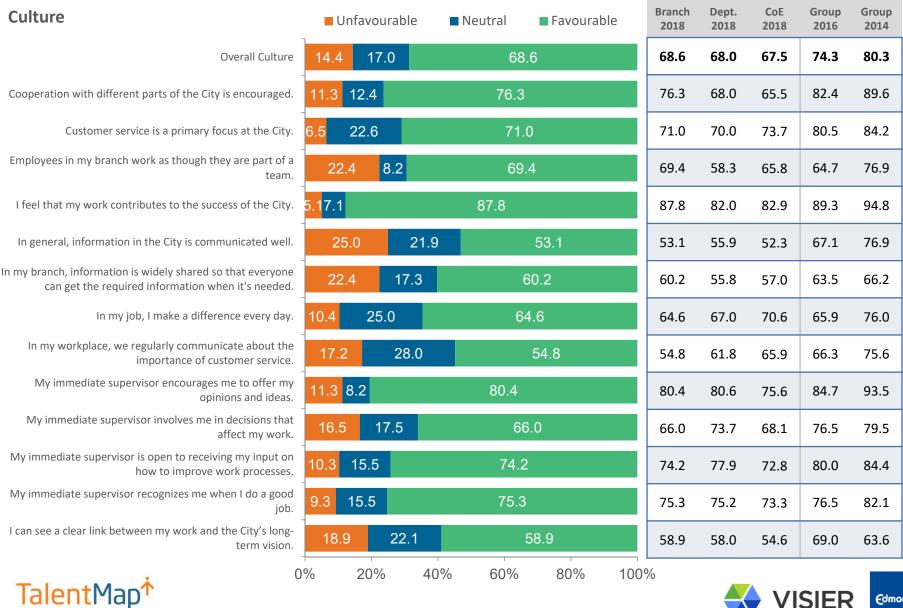
Engagement	■ Unfavourable		■ Neutral ■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	16.2	18.0	65.9	65.9	63.8	66.6	74.2	74.7
Considering everything, please rate your level of satisfaction with your current job at the present time.	20.4	19.4	60.2	60.2	59.9	66.1	68.2	70.5
I am proud to tell others I work for the City.	11.5 1	4.6	74.0	74.0	71.7	75.6	81.0	83.3
The City inspires me to do my best work.	18.6	18.6	62.9	62.9	58.5	59.9	70.6	73.1
I would recommend the City to a friend as a great place to work.	13.4	20.6	66.0	66.0	67.6	73.5	77.6	82.1
My job provides me with a sense of personal accomplishment.	14.4	12.4	73.2	73.2	66.9	70.0	78.6	75.6
I can see a clear link between my work and the City's long-term vision.	18.9	22.1	58.9	58.9	58.0	54.6	69.0	63.6
0% 20% 40% 60% 80% 100%								







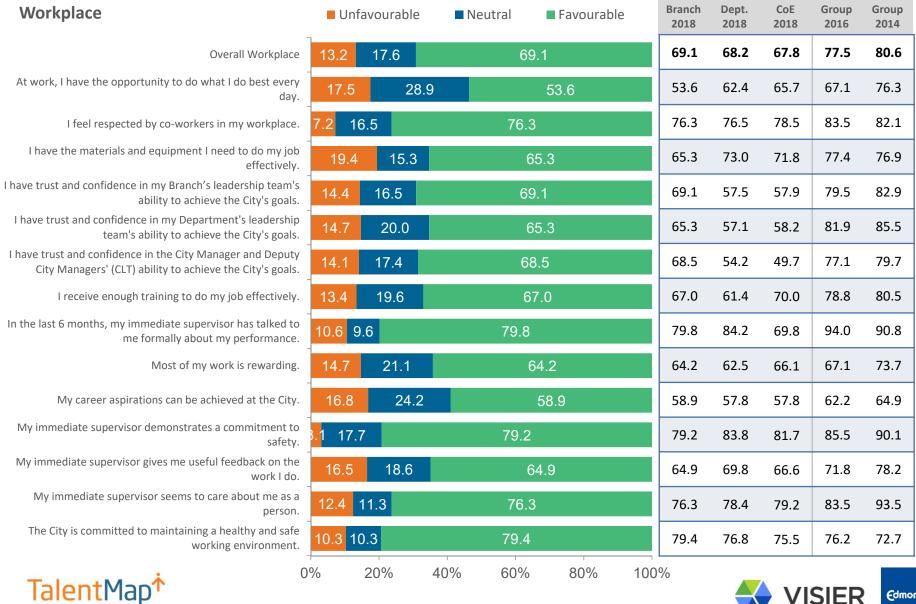
Law







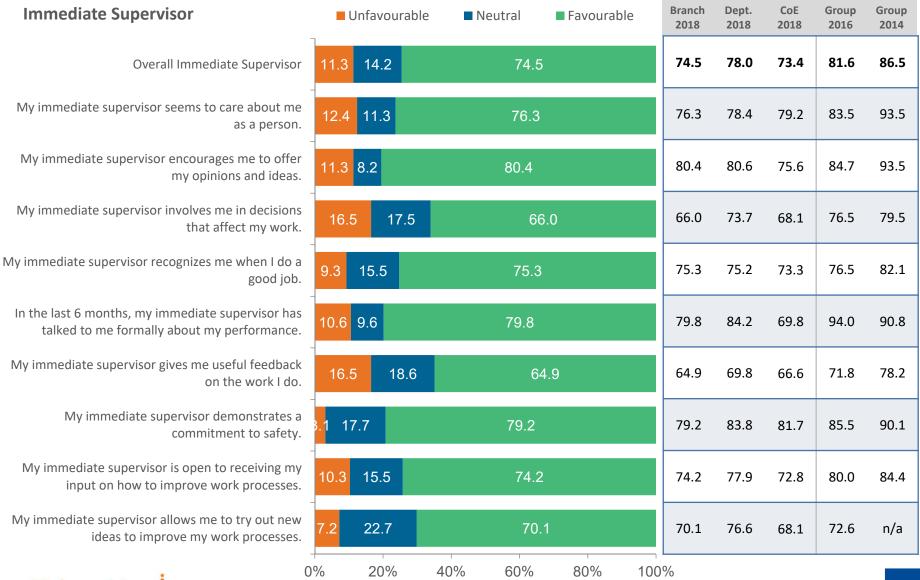
Law







Law





Note: "My immediate supervisor allows me to try out new ideas to improve my work processes" - new question added in 2016. Overall Immediate Supervisor is the average of all items below excluding the new question. The Overall Immediate Supervisor score including the new question is: 74.0%





Law

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?

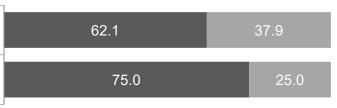


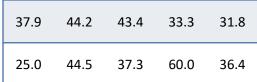
Branch Dept. CoE Group Group 2018 2018 2018 2016 2014 23.5 21.7 23.8 16.5 14.3 4.1 10.6 14.0 7.1 11.5 23.5 25.8 25.6 14.5 19.2

For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?





For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.



43.5	42.1	45.8	n/a	n/a
54.7	43.7	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

95.8	4.2
79.4	20.6
94.8	5.2
95.7	4.3

4.2	3.0	5.4	6.0	2.6
20.6	33.2	23.6	12.2	9.0
5.2	6.0	8.2	3.6	5.1
4.3	4.7	5.7	4.8	4.0

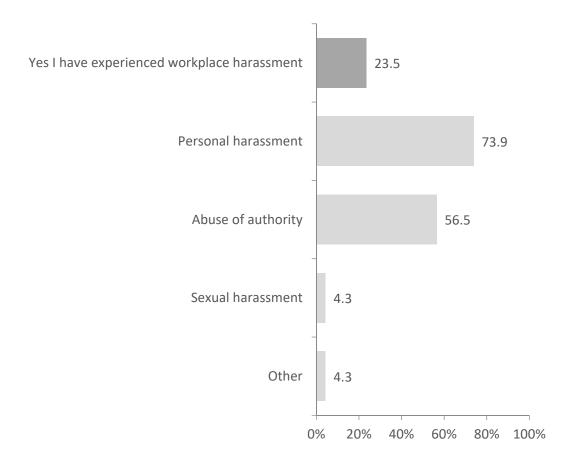






Law

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

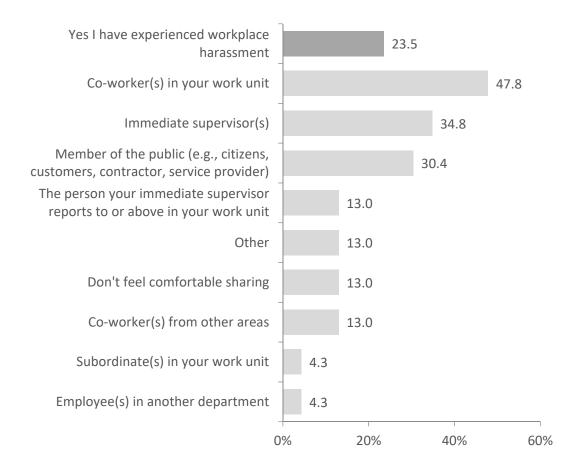






Law

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

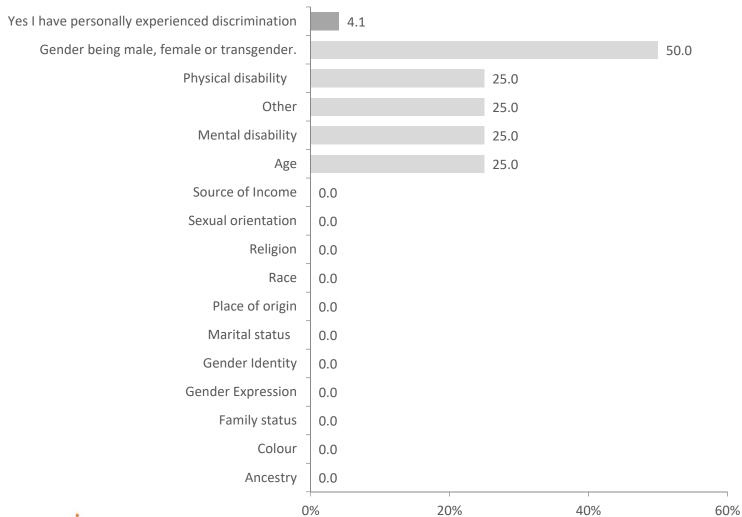






Law

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



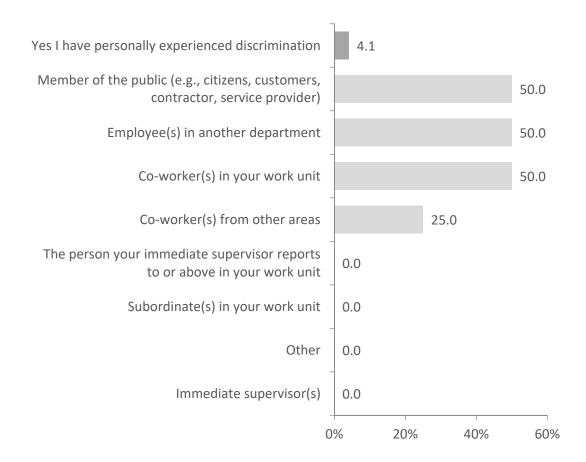






Law

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

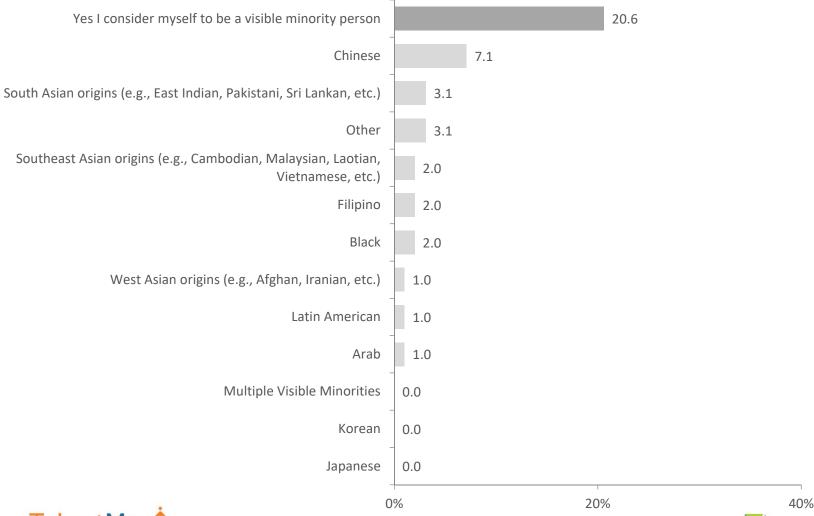






Law

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



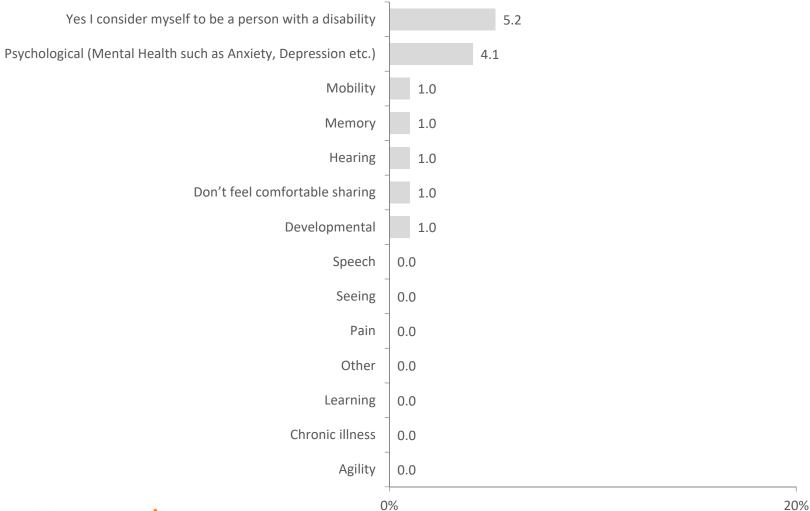






Law

Do you consider yourself to be a person with a disability? What is the nature of your disability.



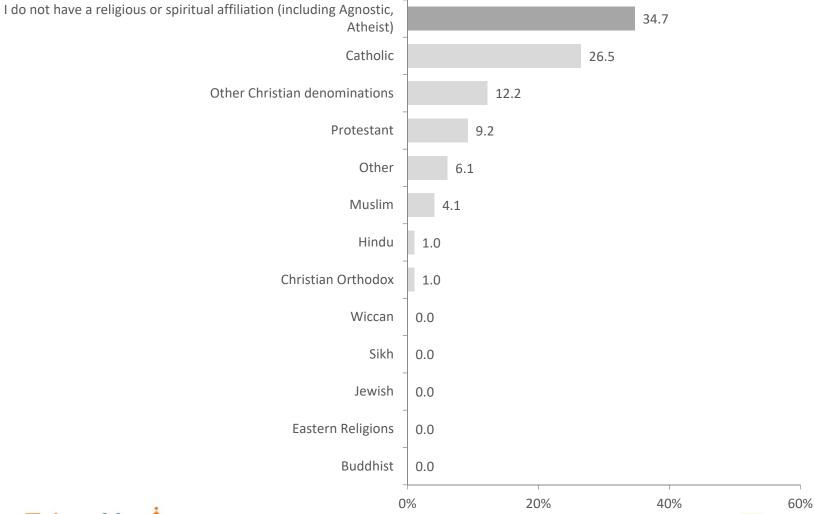






Law

Please indicate your religious or spiritual affiliation.









Law

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	36.8
I have more work than I can handle	29.9
Very happy to be a city employee	26.4
More equitable treatment of employees	26.4
Make my workplace less stressful	26.4
Work pressures are very stressful	25.3
Better 2-way communication between management and staff	25.3
More career development opportunities	23.0
More appreciation and recognition for my contributions	20.7
Changes at the city cause workplace stress	20.7
Need to effectively address difficult situations at work	18.4
More respectful workplace	16.1
More teamwork	14.9
Clearer performance expectations	14.9
Better access to information	14.9
Other	13.8
Improved physical work environment	13.8
- Clearer long-term direction	13.8
More involvement in decisions	12.6
Stop colleagues from harassing each other	10.3
- More day-to-day coaching and feedback on my performance	8.0
Less discrimination	2.3
-	
0	% 20% 40% 60% 80% 100%

Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
36.8	35.3	41.9	44.3	24.5
29.9	19.6	13.4	27.8	n/a
26.4	30.4	36.2	43.0	n/a
26.4	26.4	22.0	20.3	24.5
26.4	30.4	30.5	25.3	26.4
25.3	20.2	18.5	22.8	n/a
25.3	28.0	30.9	25.3	28.3
23.0	24.8	24.6	11.4	15.1
20.7	21.3	21.7	16.5	11.3
20.7	25.8	22.6	26.6	n/a
18.4	20.2	21.1	16.5	n/a
16.1	23.4	21.6	17.7	11.3
14.9	19.8	19.8	11.4	15.1
14.9	13.0	13.1	5.1	5.7
14.9	17.6	18.8	13.9	11.3
13.8	13.2	12.3	6.3	18.9
13.8	9.0	11.7	6.3	17.0
13.8	21.8	19.8	10.1	5.7
12.6	19.2	19.4	13.9	11.3
10.3	11.4	11.4	3.8	n/a
8.0	6.7	7.5	3.8	1.9
2.3	9.4	9.8	3.8	5.7









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Financial Services

Department: Financial & Corporate Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Financial Services

HOW TO READ YOUR REPORT

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<u>Dept. 2018:</u> refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

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% 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".

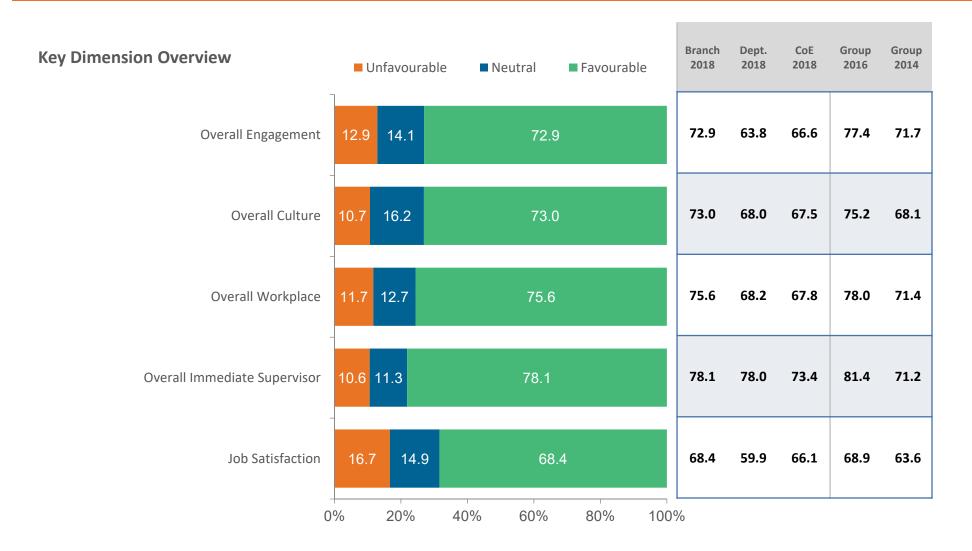
TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.



Invited: 129 Responded: 114 Participation Rate 2018: 88% Participation Rate 2016: 90% Participation Rate 2014: 86%











Engagement	■ Unf	favourable	■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	12.9	14.1	72.9		72.9	63.8	66.6	77.4	71.7
Considering everything, please rate your level of satisfaction with your current job at the present time.	16.7	14.9	68.4	1	68.4	59.9	66.1	68.9	63.6
I am proud to tell others I work for the City.	9.6 8	.8	81.6		81.6	71.7	75.6	92.3	81.2
The City inspires me to do my best work.	12.4	18.6	69.0)	69.0	58.5	59.9	76.2	70.8
I would recommend the City to a friend as a great place to work.	9.7	0.7	80.5		80.5	67.6	73.5	86.0	77.8
My job provides me with a sense of personal accomplishment.	15.9	10.6	73.5		73.5	66.9	70.0	76.3	71.9
I can see a clear link between my work and the City's long-term vision.	13.3	22.1	64.	.6	64.6	58.0	54.6	64.8	64.7
0	%	20%	40% 60%	80% 10	0%				







Culture	■ Unfavourable	■ Neutral ■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Culture	10.7 16.2	73.0	73.0	68.0	67.5	75.2	68.1
Cooperation with different parts of the City is encouraged.	11.6 10.7	77.7	77.7	68.0	65.5	83.1	77.2
Customer service is a primary focus at the City.	7.4 14.8	77.8	77.8	70.0	73.7	80.0	75.4
Employees in my branch work as though they are part of a team.	13.4 13.4	73.2	73.2	58.3	65.8	73.6	60.2
I feel that my work contributes to the success of the City.	3 <mark>.</mark> 59.7	86.7	86.7	82.0	82.9	86.4	83.7
In general, information in the City is communicated well.	18.6 21.2	60.2	60.2	55.9	52.3	65.4	57.0
In my branch, information is widely shared so that everyone can get the required information when it's needed.	17.7 24.8	57.5	57.5	55.8	57.0	60.0	47.8
In my job, I make a difference every day.	6.3 18.8	75.0	75.0	67.0	70.6	74.0	71.0
In my workplace, we regularly communicate about the importance of customer service.	6.8 23.3	69.9	69.9	61.8	65.9	64.7	59.7
My immediate supervisor encourages me to offer my opinions and ideas.	8.0 12.4	79.6	79.6	80.6	75.6	84.4	74.6
My immediate supervisor involves me in decisions that affect my work.	12.4 14.2	73.5	73.5	73.7	68.1	79.4	71.9
My immediate supervisor is open to receiving my input on how to improve work processes.	9.8 10.7	79.5	79.5	77.9	72.8	81.4	73.9
My immediate supervisor recognizes me when I do a good job.	10.6 15.0	74.3	74.3	75.2	73.3	80.6	67.8
I can see a clear link between my work and the City's long- term vision.	13.3 22.1	64.6	64.6	58.0	54.6	64.8	64.7
TalentMap*	% 20% 40	0% 60% 80% 100	%		VI	SIER	Edmont





Workplace	Unfavourabl	e ■ Neutral ■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Workplace	11.7 12.7	75.6	75.6	68.2	67.8	78.0	71.4
At work, I have the opportunity to do what I do best every day.	14.9 15.8	69.3	69.3	62.4	65.7	74.4	66.1
I feel respected by co-workers in my workplace.	8.0 12.4	79.6	79.6	76.5	78.5	77.7	79.0
I have the materials and equipment I need to do my job effectively.	6.1 <mark>3.5</mark>	90.4	90.4	73.0	71.8	85.6	84.3
I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	13.4 16.1	70.5	70.5	57.5	57.9	73.4	67.4
I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	17.9 13.4	68.8	68.8	57.1	58.2	72.2	63.6
I have trust and confidence in the City Manager and Deputy City Managers' (CLT) ability to achieve the City's goals.	17.0 22.	3 60.7	60.7	54.2	49.7	72.6	66.5
I receive enough training to do my job effectively.	8.0 8.8	83.2	83.2	61.4	70.0	80.8	68.6
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	15.6 8.3	76.1	76.1	84.2	69.8	80.3	59.1
Most of my work is rewarding.	12.5 21.4	66.1	66.1	62.5	66.1	70.8	69.9
My career aspirations can be achieved at the City.	13.4 17.0	69.6	69.6	57.8	57.8	65.6	64.5
My immediate supervisor demonstrates a commitment to safety.	6.36.3	87.4	87.4	83.8	81.7	84.3	82.8
My immediate supervisor gives me useful feedback on the work I do.	15.2 12.5	72.3	72.3	69.8	66.6	74.2	65.2
My immediate supervisor seems to care about me as a person.	7.1 10.7	82.1	82.1	78.4	79.2	86.2	74.1
The City is committed to maintaining a healthy and safe working environment.	8.8 8.8	82.3	82.3	76.8	75.5	93.9	88.6
TalentMap*	% 20%	40% 60% 80% 100)%		VI.	SIER	Edmon





Financial Services

Immediate Supervisor	■ Unfavourable	■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Immediate Supervisor	10.6 11.3	78.1		78.1	78.0	73.4	81.4	71.2
My immediate supervisor seems to care about me as a person.	7.1 10.7	82.1		82.1	78.4	79.2	86.2	74.1
My immediate supervisor encourages me to offer my opinions and ideas.	8.0 12.4	79.6		79.6	80.6	75.6	84.4	74.6
My immediate supervisor involves me in decisions that affect my work.	12.4 14.2	73.5		73.5	73.7	68.1	79.4	71.9
My immediate supervisor recognizes me when I do a good job.	10.6 15.0	74.3		74.3	75.2	73.3	80.6	67.8
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	15.6 8.3	76.1		76.1	84.2	69.8	80.3	59.1
My immediate supervisor gives me useful feedback on the work I do.	15.2 12.5	72.3		72.3	69.8	66.6	74.2	65.2
My immediate supervisor demonstrates a commitment to safety.	6.36.3	87.4		87.4	83.8	81.7	84.3	82.8
My immediate supervisor is open to receiving my input on how to improve work processes.	9.8 10.7	79.5		79.5	77.9	72.8	81.4	73.9
My immediate supervisor allows me to try out new ideas to improve my work processes.	9.7 14.2	76.1		76.1	76.6	68.1	82.3	n/a
	% 20% 4	0% 60%	80% 100	%				



Note: "My immediate supervisor allows me to try out new ideas to improve my work processes" - new question added in 2016. Overall Immediate Supervisor is the average of all items below excluding the new question. The Overall Immediate Supervisor score including the new question is: 77.9%





Financial Services

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?

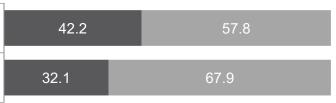


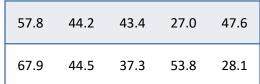


For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?

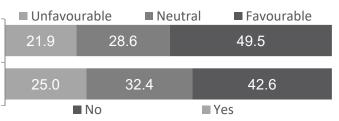




For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.



49.5	42.1	45.8	n/a	n/a
42.6	43.7	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

94.7	5.3
61.9	38.1
93.0	7.0
95.5	4.5

5.3	3.0	5.4	5.4	1.6
38.1	33.2	23.6	38.2	38.7
7.0	6.0	8.2	5.3	7.6
4.5	4.7	5.7	3.8	1.7

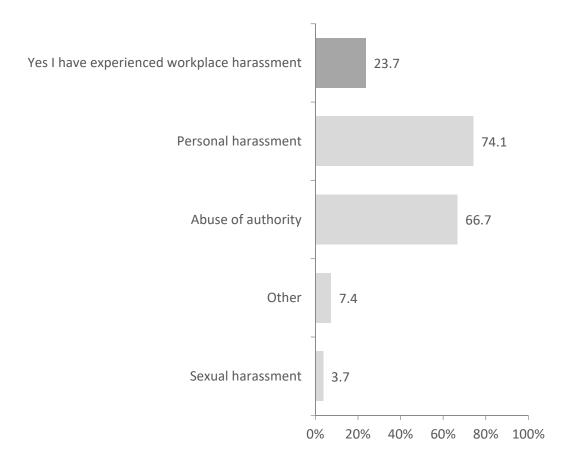






Financial Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

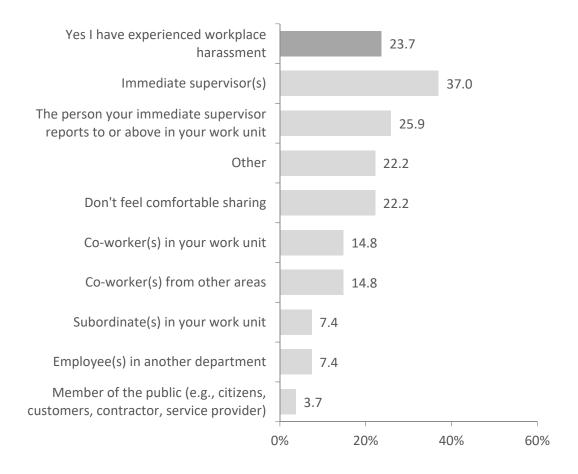






Financial Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

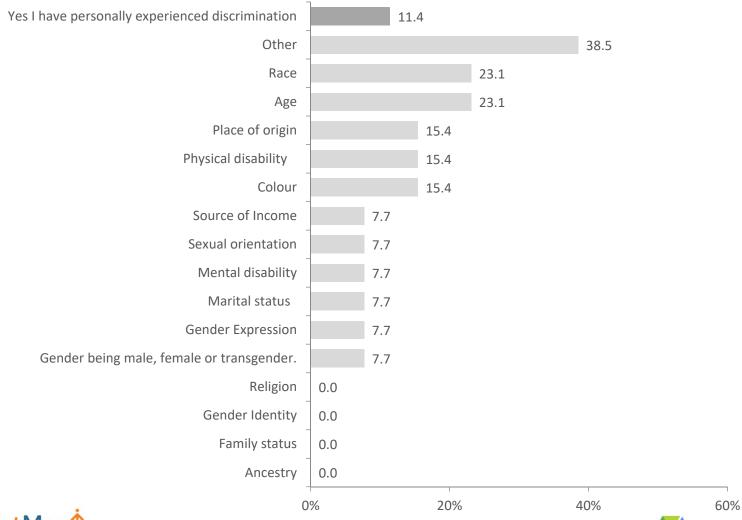






Financial Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



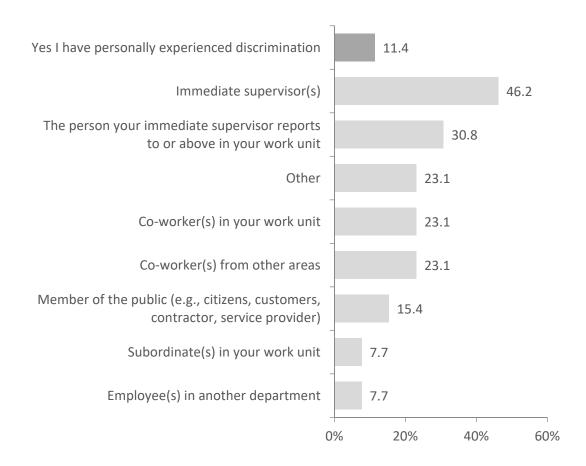






Financial Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

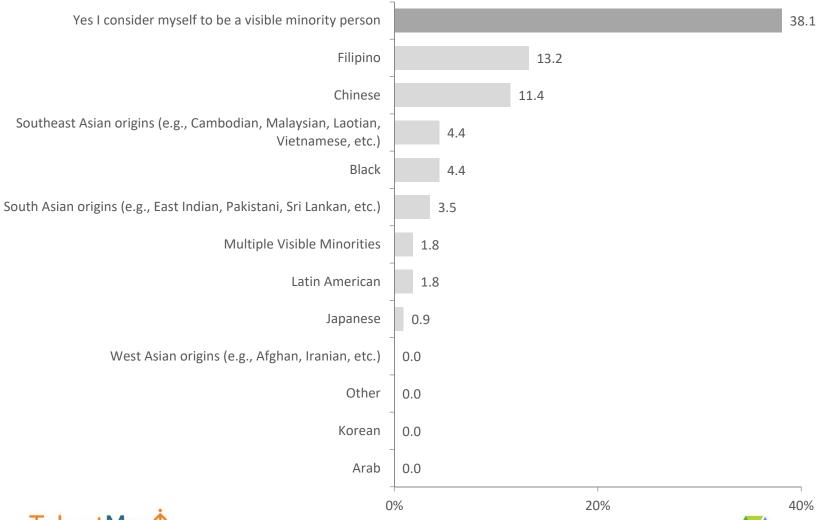






Financial Services

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



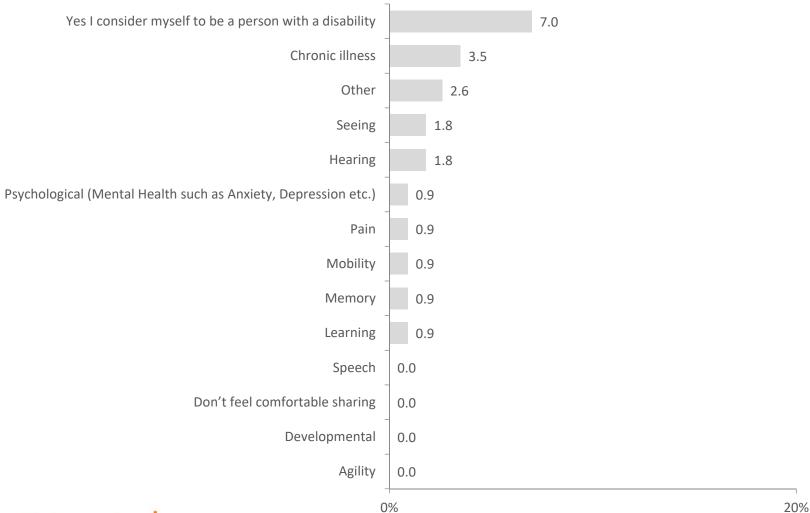






Financial Services

Do you consider yourself to be a person with a disability? What is the nature of your disability.



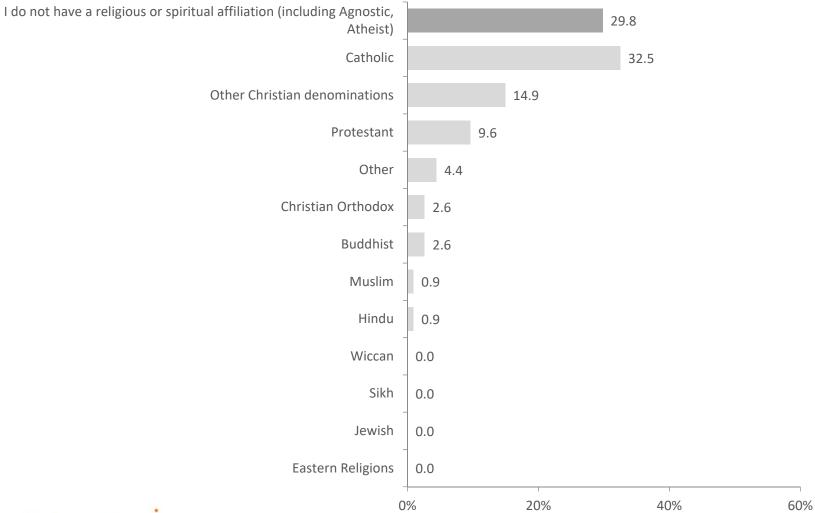






Financial Services

Please indicate your religious or spiritual affiliation.









Financial Services

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



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
44.7	35.3	41.9	44.9	31.4
42.7	30.4	36.2	40.7	n/a
30.1	26.4	22.0	24.6	26.1
27.2	21.3	21.7	28.8	27.5
26.2	28.0	30.9	27.1	37.3
25.2	23.4	21.6	15.3	20.3
25.2	30.4	30.5	21.2	37.9
21.4	24.8	24.6	26.3	26.1
20.4	25.8	22.6	23.7	n/a
17.5	20.2	21.1	9.3	n/a
15.5	19.6	13.4	16.1	n/a
14.6	20.2	18.5	11.0	n/a
14.6	13.0	13.1	13.6	15.7
12.6	19.8	19.8	20.3	20.9
12.6	17.6	18.8	16.9	20.9
11.7	13.2	12.3	9.3	5.9
9.7	19.2	19.4	16.9	28.8
8.7	9.0	11.7	8.5	5.9
7.8	21.8	19.8	17.8	19.0
5.8	9.4	9.8	4.2	5.9
4.9	11.4	11.4	5.1	n/a
4.9	6.7	7.5	8.5	11.8









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Talent Management and Support Services

Department: Employee Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Talent Management and Support Services

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. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

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 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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".

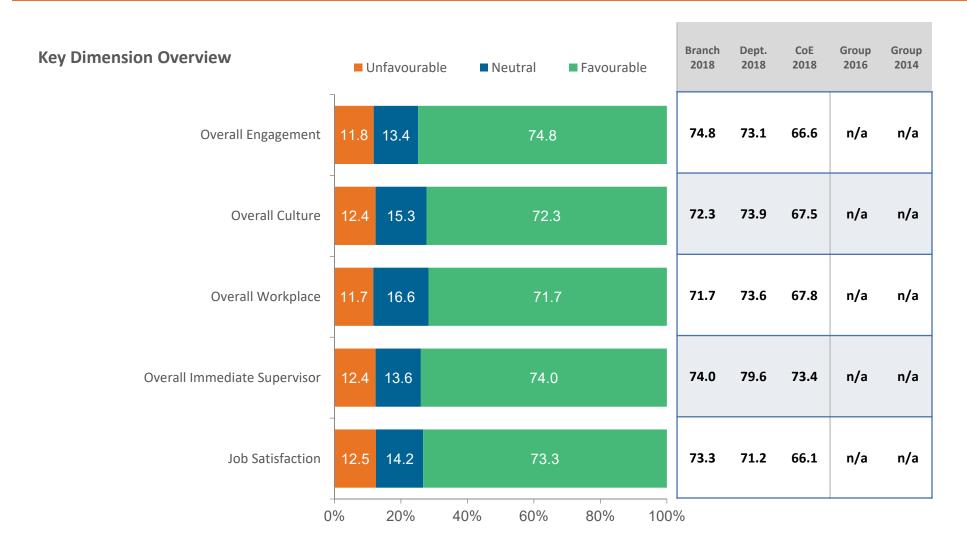
TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.



Invited: 145 Responded: 120 Participation Rate 2018: 83% Participation Rate 2016: n/a Participation Rate 2014: n/a







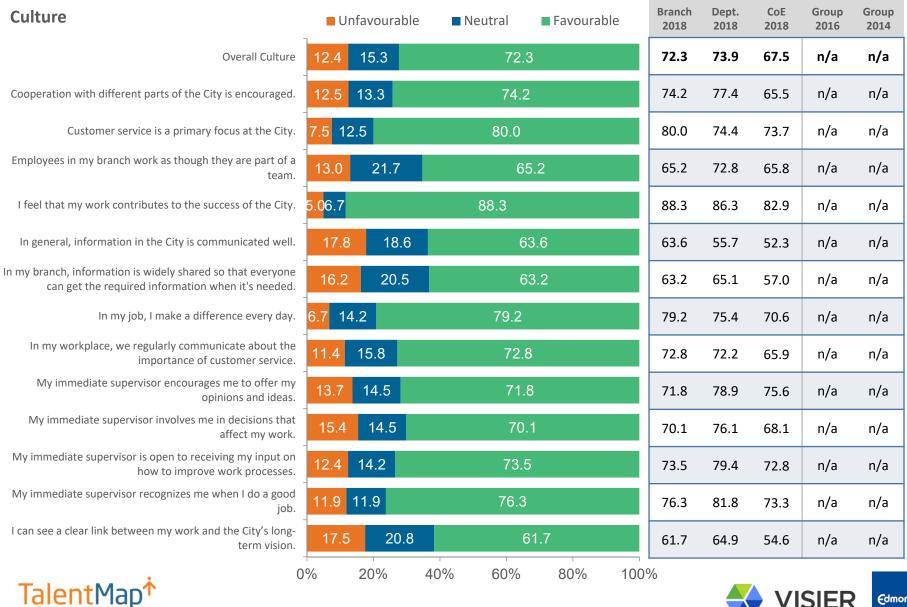




Engagement	■ Unfavour	able ■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	11.8 13.4	74.8	3	74.8	73.1	66.6	n/a	n/a
Considering everything, please rate your level of satisfaction with your current job at the present time.	12.5 14.2	73.:	3	73.3	71.2	66.1	n/a	n/a
I am proud to tell others I work for the City.	5.8 9.2	85.0		85.0	80.1	75.6	n/a	n/a
The City inspires me to do my best work.	15.0 11.7	73.:	3	73.3	68.6	59.9	n/a	n/a
I would recommend the City to a friend as a great place to work.	7.5 11.7	80.8		80.8	75.7	73.5	n/a	n/a
My job provides me with a sense of personal accomplishment.	12.6 12.6	74.8	3	74.8	77.8	70.0	n/a	n/a
I can see a clear link between my work and the City's long-term vision.	17.5	20.8	61.7	61.7	64.9	54.6	n/a	n/a
0	% 20%	40% 60%	80% 1009	%				

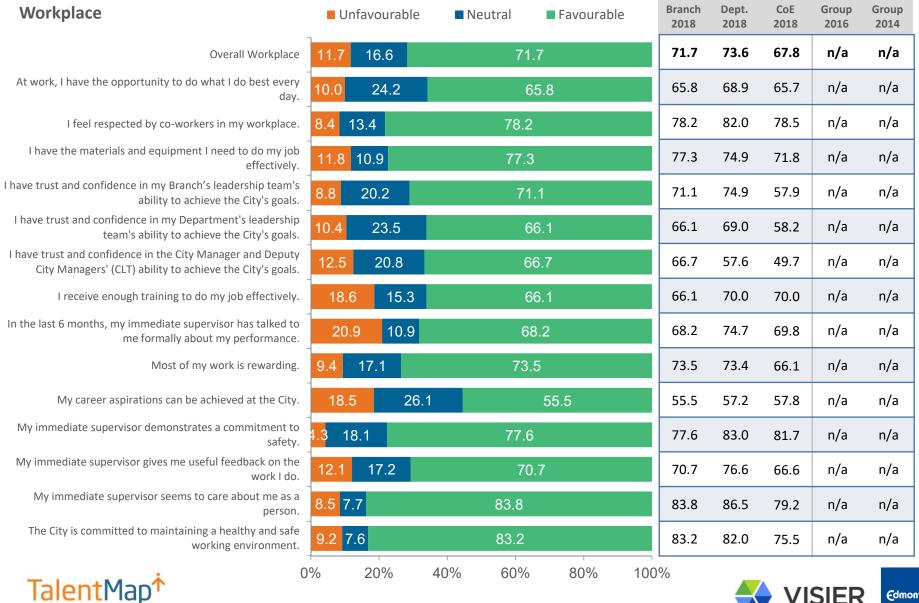






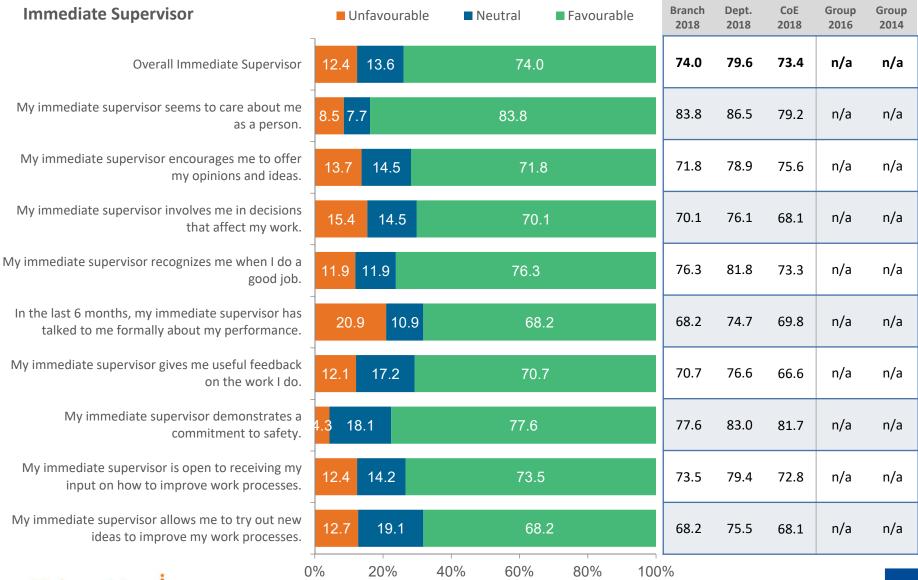




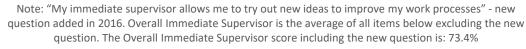
















Talent Management and Support Services

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?



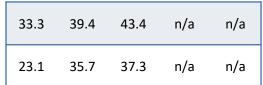


For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?





For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.



56.0	52.2	45.8	n/a	n/a
57.3	56.6	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

97.5	2.:
65.8	34.2
93.3	6.7
95.8	4.2

2.5	3.8	5.4	n/a	n/a
34.2	28.3	23.6	n/a	n/a
6.7	8.0	8.2	n/a	n/a
4.2	5.7	5.7	n/a	n/a

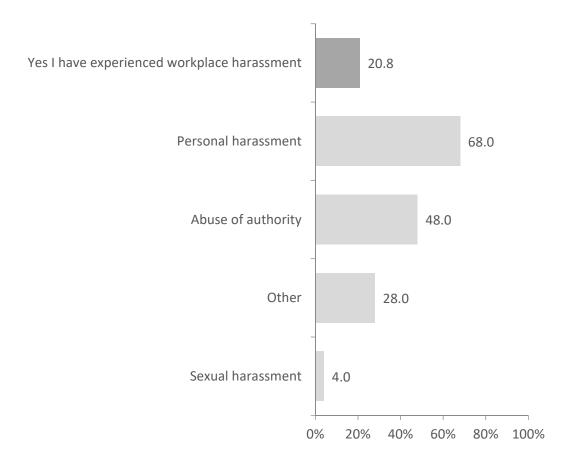






Talent Management and Support Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

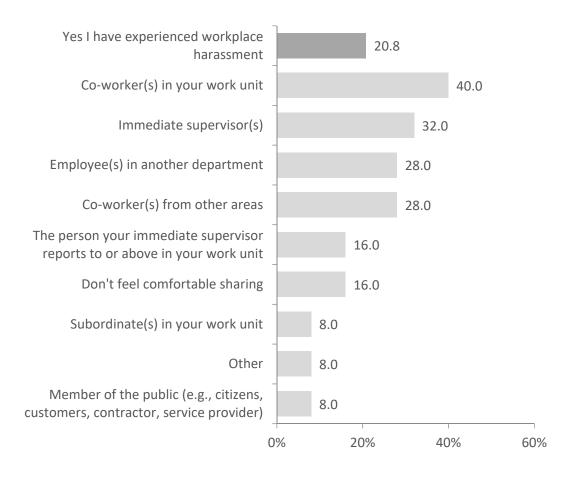






Talent Management and Support Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

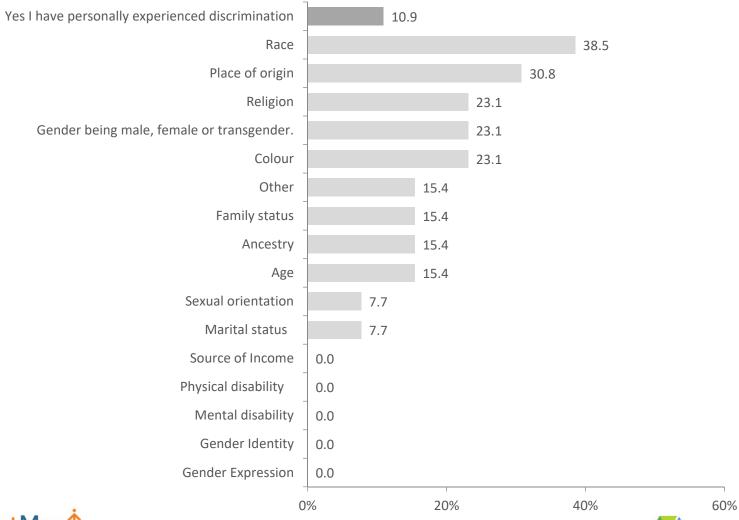






Talent Management and Support Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



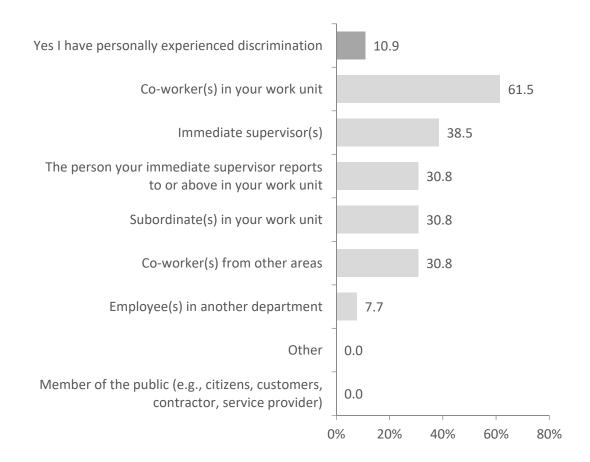






Talent Management and Support Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

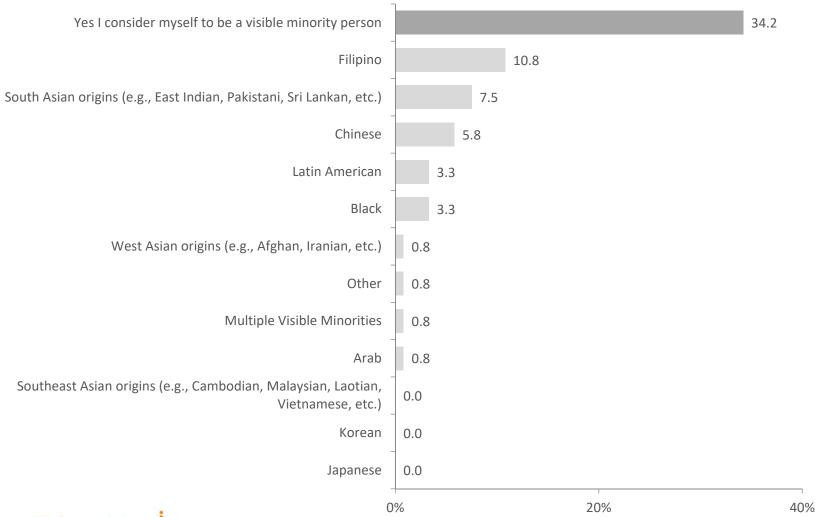






Talent Management and Support Services

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



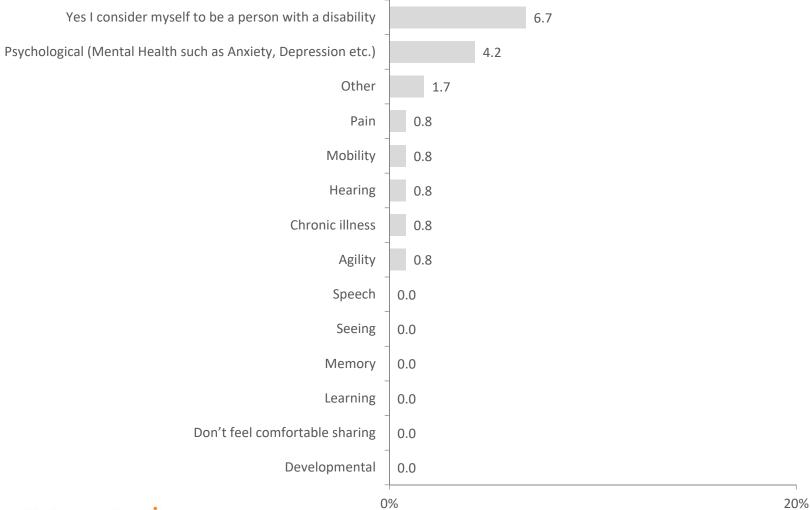






Talent Management and Support Services

Do you consider yourself to be a person with a disability? What is the nature of your disability.



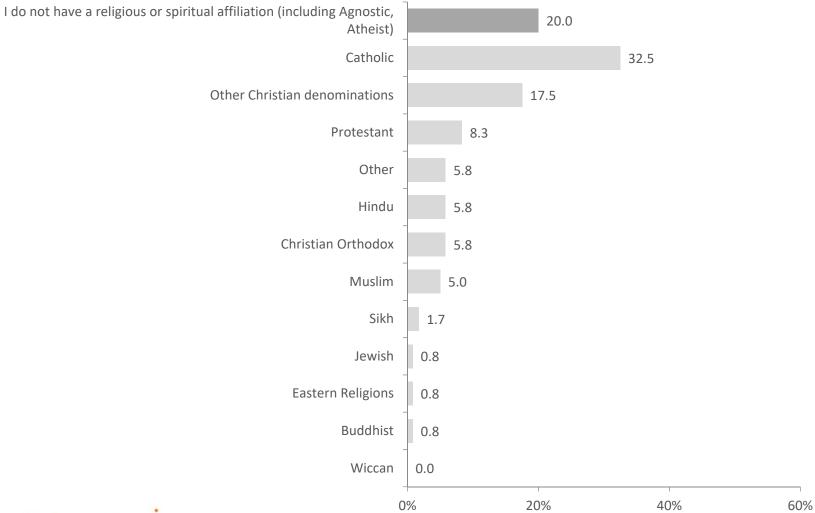






Talent Management and Support Services

Please indicate your religious or spiritual affiliation.









Talent Management and Support Services

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



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
48.2	43.5	41.9	n/a	n/a
41.1	33.0	36.2	n/a	n/a
32.1	27.2	24.6	n/a	n/a
29.5	25.1	22.0	n/a	n/a
26.8	26.7	30.5	n/a	n/a
25.9	21.5	30.9	n/a	n/a
24.1	19.4	21.7	n/a	n/a
22.3	24.1	13.4	n/a	n/a
21.4	23.6	18.5	n/a	n/a
19.6	20.9	21.6	n/a	n/a
19.6	23.6	19.8	n/a	n/a
18.8	16.2	19.8	n/a	n/a
17.9	15.2	19.4	n/a	n/a
16.1	17.8	21.1	n/a	n/a
16.1	16.2	18.8	n/a	n/a
11.6	8.9	9.8	n/a	n/a
11.6	20.4	22.6	n/a	n/a
10.7	8.9	11.4	n/a	n/a
8.9	10.5	11.7	n/a	n/a
8.0	9.4	12.3	n/a	n/a
5.4	9.4	13.1	n/a	n/a
4.5	5.8	7.5	n/a	n/a









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Social Development

Department: Citizen Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Social Development

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.

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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 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

<u>CoE 2018:</u> refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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.



Invited: 144 Responded: 130 Participation Rate 2018: 90% Participation Rate 2016: 96% Participation Rate 2014: 91%





Key Dimension Overview	■ Unfavourable	■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	6.7 11.0	82.3		82.3	74.7	66.6	85.6	86.2
Overall Culture	8.4 12.1	79.5		79.5	74.5	67.5	80.7	80.3
Overall Workplace	8.2 11.0	80.8		80.8	75.7	67.8	82.2	81.8
Overall Immediate Supervisor	6.37.1	86.7		86.7	79.8	73.4	84.1	83.3
Job Satisfaction	9.2 13.1	77.7		77.7	75.5	66.1	86.2	79.8
0	% 20% 4	0% 60%	80% 1009	%				







Engagement	■ Unfavourable	■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	6.7 11.0	82.3		82.3	74.7	66.6	85.6	86.2
Considering everything, please rate your level of satisfaction with your current job at the present time.	9.2 13.1	77.7		77.7	75.5	66.1	86.2	79.8
I am proud to tell others I work for the City.	310.1	87.6		87.6	84.6	75.6	91.7	93.5
The City inspires me to do my best work.	8.5 12.4	79.1		79.1	67.4	59.9	80.6	84.1
I would recommend the City to a friend as a great place to work.	4.76.3	89.1		89.1	83.1	73.5	87.2	89.8
My job provides me with a sense of personal accomplishment.	6.2 12.4	81.4		81.4	78.9	70.0	86.2	86.1
I can see a clear link between my work and the City's long-term vision.	9.3 11.6	79.1		79.1	58.7	54.6	81.5	84.1
C	20% 4	10% 60%	80% 1009	%				





Culture	■ Unfavourable	■ Neutral ■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Culture	8.4 12.1	79.5	79.5	74.5	67.5	80.7	80.3
Cooperation with different parts of the City is encouraged.	5. <mark>5</mark> 11.7	82.8	82.8	70.2	65.5	89.7	88.9
Customer service is a primary focus at the City.	8.6 16.4	75.0	75.0	81.4	73.7	77.9	82.4
Employees in my branch work as though they are part of a team.	13.1 15.4	71.5	71.5	76.7	65.8	75.9	71.0
I feel that my work contributes to the success of the City.	8 <mark>.</mark> 6.2	90.8	90.8	84.5	82.9	91.7	92.6
In general, information in the City is communicated well.	16.2 20.0	63.8	63.8	61.6	52.3	70.1	69.8
In my branch, information is widely shared so that everyone can get the required information when it's needed.	11.6 12.4	76.0	76.0	65.9	57.0	70.6	68.5
In my job, I make a difference every day.	7.8 16.3	76.0	76.0	75.2	70.6	83.3	80.4
In my workplace, we regularly communicate about the importance of customer service.	12.0 18.4	69.6	69.6	77.3	65.9	70.5	66.4
My immediate supervisor encourages me to offer my opinions and ideas.	3 <mark>.3</mark> .9	93.0	93.0	82.4	75.6	86.2	88.0
My immediate supervisor involves me in decisions that affect my work.	8.5 7.7	83.8	83.8	76.0	68.1	82.6	79.6
My immediate supervisor is open to receiving my input on how to improve work processes.	3. <mark>88.5</mark>	87.7	87.7	78.6	72.8	86.2	86.1
My immediate supervisor recognizes me when I do a good job.	7.0 8.5	84.5	84.5	79.7	73.3	83.5	86.1
I can see a clear link between my work and the City's long- term vision.	9.3 11.6	79.1	79.1	58.7	54.6	81.5	84.1
TalentMap*	% 20% 4	0% 60% 80% 100	%		VI	SIER	Edmont





Workplace	Unfavourable	■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Workplace	8.2 11.0	80.8		80.8	75.7	67.8	82.2	81.8
At work, I have the opportunity to do what I do best every day.	8.5 12.4	79.1		79.1	73.5	65.7	85.2	78.7
I feel respected by co-workers in my workplace.	5. <mark>4</mark> 9.3	85.3		85.3	84.6	78.5	82.6	84.3
I have the materials and equipment I need to do my job effectively.	11.5 6.9	81.5		81.5	80.2	71.8	73.4	86.1
I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	7.0 10.9	82.2		82.2	69.7	57.9	86.8	82.2
I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	4.7 20.9	74.4		74.4	69.7	58.2	82.1	82.1
I have trust and confidence in the City Manager and Deputy City Managers' (CLT) ability to achieve the City's goals.	10.3 17.5	72.2	2	72.2	59.4	49.7	84.9	84.0
I receive enough training to do my job effectively.	14.7 11.6	73.6	5	73.6	77.6	70.0	68.5	69.8
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	14.0 10.1	76.0		76.0	74.2	69.8	80.2	68.6
Most of my work is rewarding.	4 <mark>.7</mark> 6.3	89.1		89.1	77.6	66.1	85.3	86.1
My career aspirations can be achieved at the City.	13.5 19.8	66	5.7	66.7	63.7	57.8	75.5	73.6
My immediate supervisor demonstrates a commitment to safety.	3 51	95.4		95.4	87.8	81.7	87.2	84.8
My immediate supervisor gives me useful feedback on the work I do.	8.5 10.1	81.4		81.4	74.5	66.6	80.6	82.4
My immediate supervisor seems to care about me as a person.	3.94.7	91.5		91.5	85.3	79.2	86.2	90.7
The City is committed to maintaining a healthy and safe working environment.	7.0 10.9	82.2		82.2	81.9	75.5	91.7	91.7
TalentMap*	% 20% 4	10% 60%	80% 100	%		VIS	SIER rt. Outperform	Edmont





Social Development

Immediate Supervisor	Uniavourable Neutral Favourable		Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014	
Overall Immediate Supervisor	6.3 <mark>7.1</mark>	86.7		86.7	79.8	73.4	84.1	83.3
My immediate supervisor seems to care about me as a person.	91.5			91.5	85.3	79.2	86.2	90.7
My immediate supervisor encourages me to offer my opinions and ideas.	93.0				82.4	75.6	86.2	88.0
My immediate supervisor involves me in decisions that affect my work.	8.5 7.7 83.8				76.0	68.1	82.6	79.6
My immediate supervisor recognizes me when I do a good job.	7.0 8.5	84.5		84.5	79.7	73.3	83.5	86.1
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	14.0 10.1	76.0		76.0	74.2	69.8	80.2	68.6
My immediate supervisor gives me useful feedback on the work I do.	8.5 10.1	81.4		81.4	74.5	66.6	80.6	82.4
My immediate supervisor demonstrates a commitment to safety.	35 1	95.4		95.4	87.8	81.7	87.2	84.8
My immediate supervisor is open to receiving my input on how to improve work processes.	3.88.5	87.7		87.7	78.6	72.8	86.2	86.1
My immediate supervisor allows me to try out new ideas to improve my work processes.	3.18.5	88.4		88.4	76.8	68.1	82.6	n/a
T. I	0% 20%	40% 60%	80% 100	1%				



Note: "My immediate supervisor allows me to try out new ideas to improve my work processes" - new question added in 2016. Overall Immediate Supervisor is the average of all items below excluding the new question. The Overall Immediate Supervisor score including the new question is: 86.9%





Social Development

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?

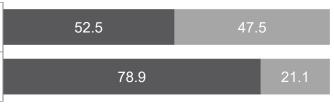


Branch Dept. CoE Group Group 2018 2018 2018 2016 2014 18.5 20.2 23.8 13.8 12.3 14.0 11.5 14.0 13.9 14.0 22.7 24.0 25.6 14.7 13.1

For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?



 47.5
 48.5
 43.4
 34.3
 40.9

 21.1
 42.6
 37.3
 22.2
 35.7

For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.



41.3	53.2	45.8	n/a	n/a
56.3	59.3	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

95.3	4.7
75.4	24.6
93.8	6.2
89.8	10.2

4.7	7.1	5.4	11.9	4.7
24.6	12.6	23.6	21.1	16.2
6.2	6.9	8.2	11.0	7.5
10.2	7.4	5.7	4.7	9.4

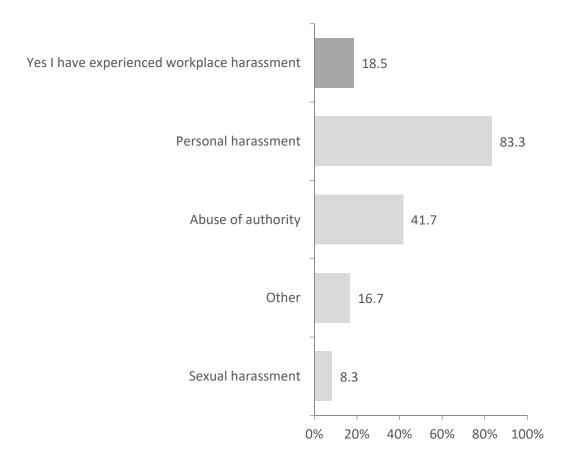






Social Development

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

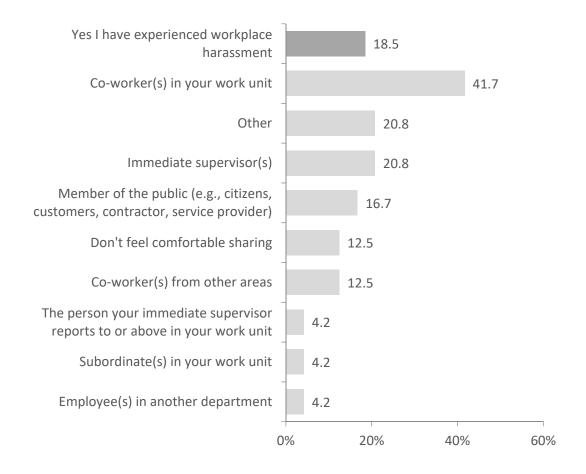






Social Development

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

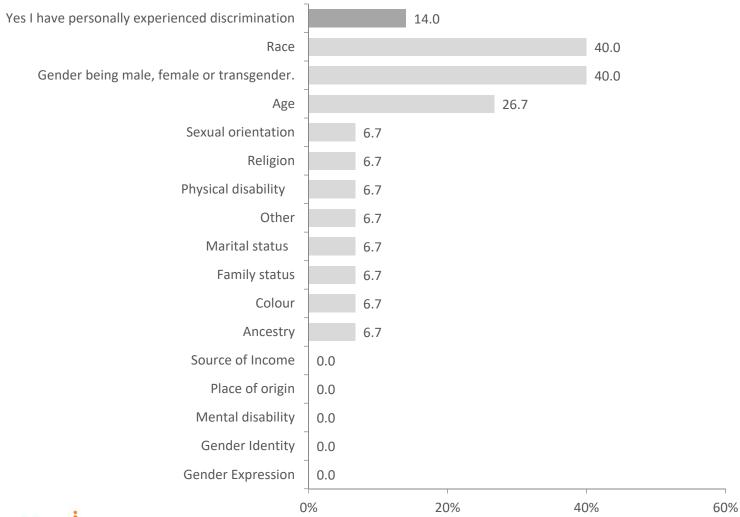






Social Development

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



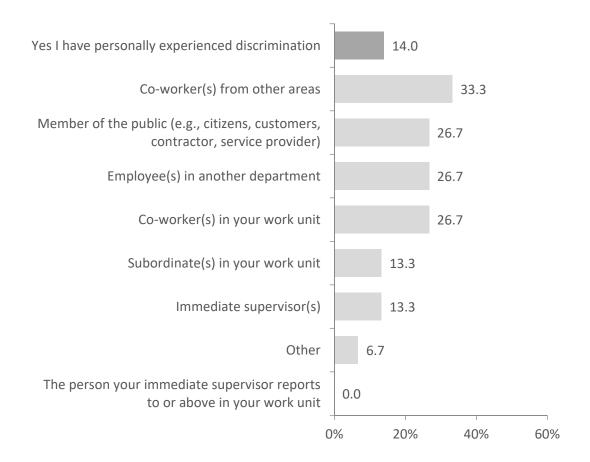






Social Development

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

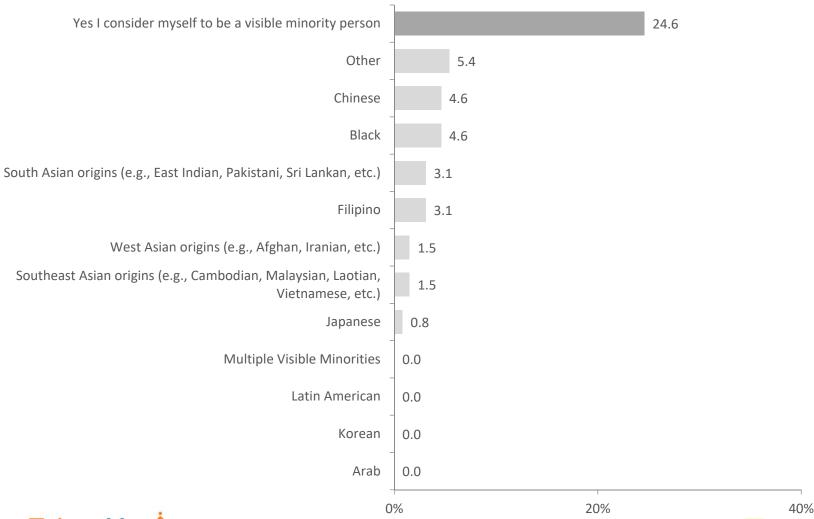






Social Development

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



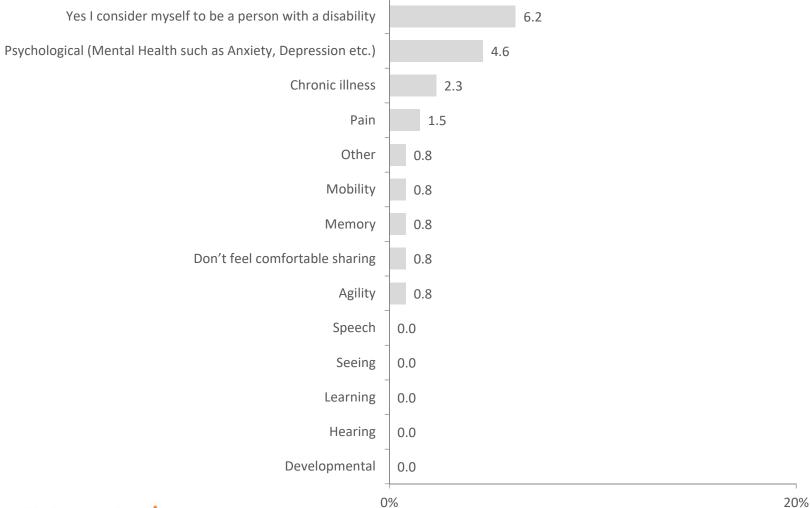






Social Development

Do you consider yourself to be a person with a disability? What is the nature of your disability.



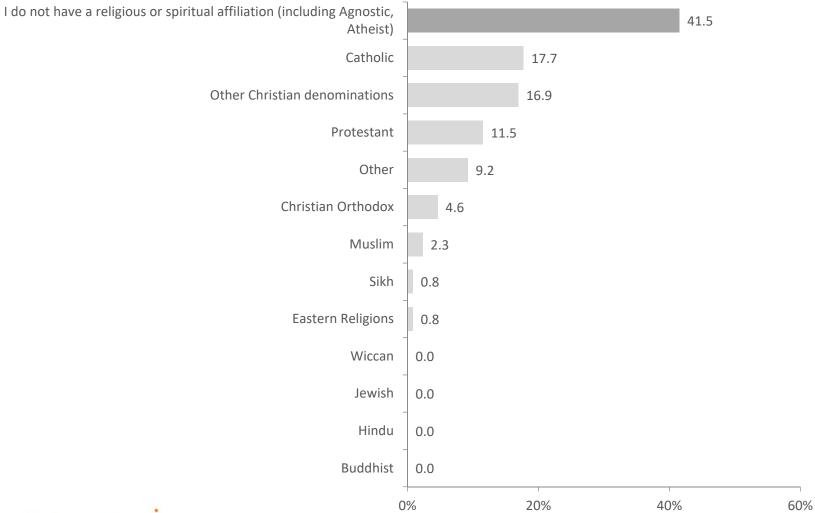






Social Development

Please indicate your religious or spiritual affiliation.



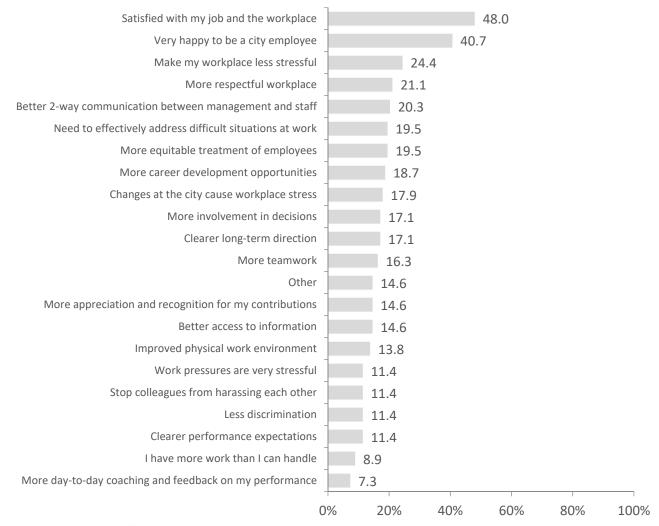






Social Development

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



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
48.0	48.4	41.9	46.0	41.8
40.7	39.3	36.2	45.0	n/a
24.4	21.5	30.5	18.0	27.5
21.1	16.7	21.6	20.0	20.9
20.3	26.0	30.9	29.0	30.8
19.5	18.5	21.1	17.0	n/a
19.5	17.5	22.0	25.0	24.2
18.7	18.5	24.6	24.0	22.0
17.9	12.7	22.6	17.0	n/a
17.1	15.6	19.4	18.0	19.8
17.1	12.0	19.8	13.0	19.8
16.3	15.7	19.8	20.0	28.6
14.6	12.8	12.3	18.0	16.5
14.6	15.9	21.7	17.0	18.7
14.6	15.1	18.8	18.0	25.3
13.8	11.7	11.7	6.0	15.4
11.4	12.0	18.5	13.0	n/a
11.4	9.6	11.4	7.0	n/a
11.4	7.6	9.8	12.0	6.6
11.4	9.7	13.1	13.0	22.0
8.9	8.7	13.4	11.0	n/a
7.3	5.8	7.5	14.0	9.9









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Corporate Procurement & Supply Services

Department: Financial & Corporate Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Corporate Procurement & Supply Services

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. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

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 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

<u>CoE 2018:</u> refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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".

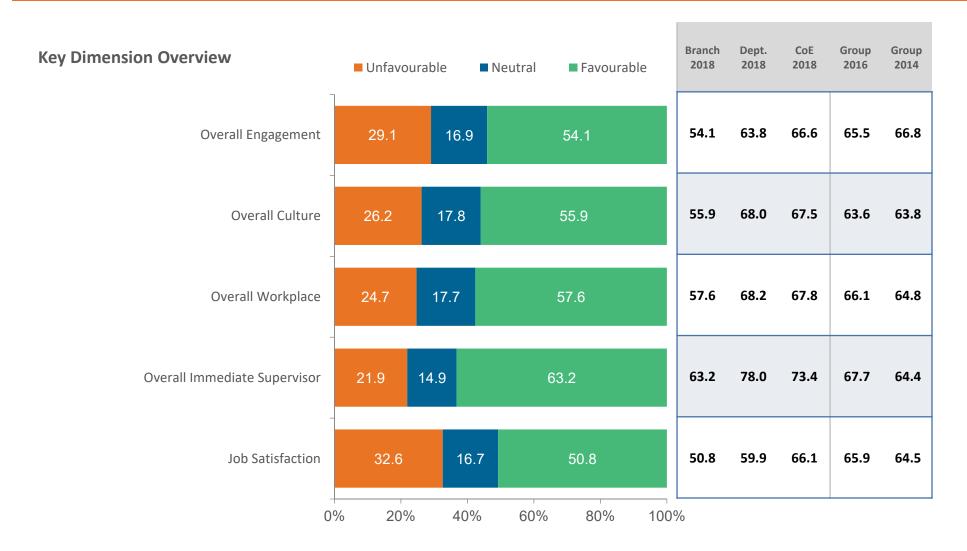
TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.



Invited: 160 Responded: 132 Participation Rate 2018: 83% Participation Rate 2016: 86% Participation Rate 2014: 83%









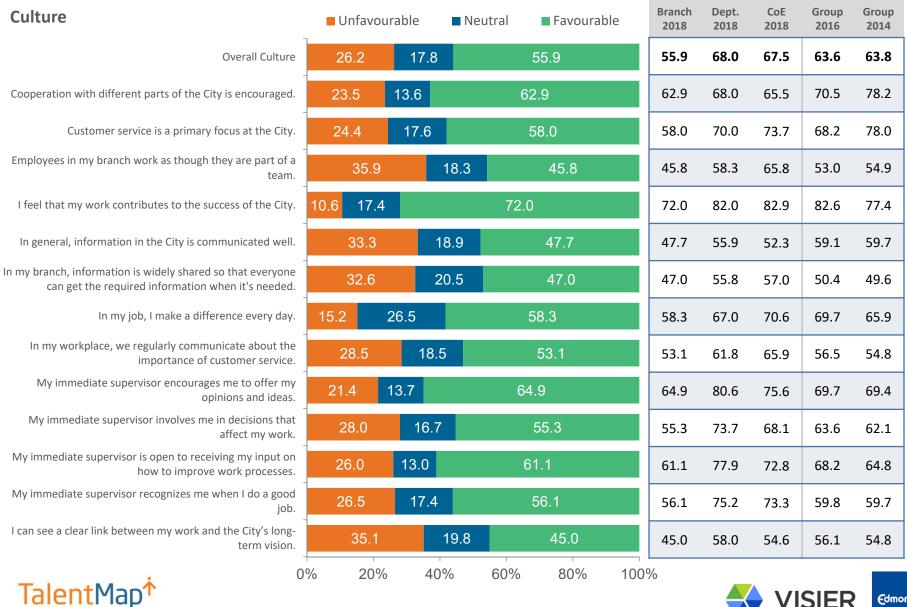


Engagement	■ Unfavourab	le ■ Neutr	al ■ Favourable	Branc 2018		CoE 2018	Group 2016	Group 2014
Overall Engagement	29.1	16.9	54.1	54.2	63.8	66.6	65.5	66.8
Considering everything, please rate your level of satisfaction with your current job at the present time.	32.6	16.7	50.8	50.8	3 59.9	66.1	65.9	64.5
I am proud to tell others I work for the City.	19.1 16.	8	64.1	64.2	71.7	75.6	75.0	80.6
The City inspires me to do my best work.	30.3	18.2	51.5	51.5	5 58.5	59.9	58.0	60.5
I would recommend the City to a friend as a great place to work.	28.0	14.4	57.6	57.6	6 67.6	73.5	73.5	73.4
My job provides me with a sense of personal accomplishment.	29.5	15.2	55.3	55.3	66.9	70.0	64.4	66.9
I can see a clear link between my work and the City's long-term vision.	35.1	19.8	45.0	45.0	58.0	54.6	56.1	54.8
0'	% 20%	40%	80% 80% 1	00%				



















Corporate Procurement & Supply Services





Note: "My immediate supervisor allows me to try out new ideas to improve my work processes" - new question added in 2016. Overall Immediate Supervisor is the average of all items below excluding the new question. The Overall Immediate Supervisor score including the new question is: 62.4%





Corporate Procurement & Supply Services

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?

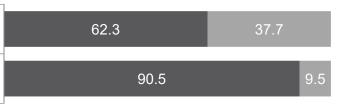


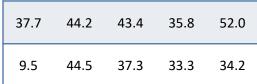
Branch Dept. CoE Group Group 2018 2018 2018 2016 2014 27.5 21.7 23.8 20.5 22.0 13.6 10.6 14.0 11.5 16.9 29.8 25.8 25.6 22.0 25.6

For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?

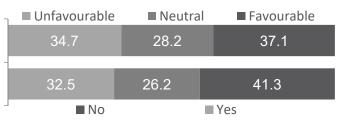




For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.



37.1	42.1	45.8	n/a	n/a
41.3	43.7	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

93.9	6.1
76.5	23.5
95.5	4.5
93.9	6.1

6.1	3.0	5.4	6.8	7.3
23.5	33.2	23.6	16.8	14.9
4.5	6.0	8.2	4.5	5.8
6.1	4.7	5.7	5.3	5.0

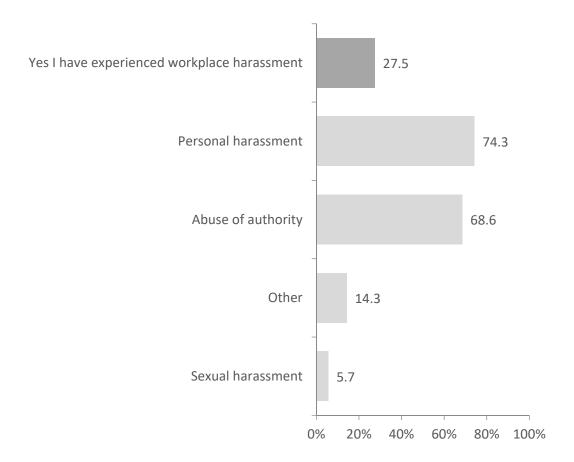






Corporate Procurement & Supply Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

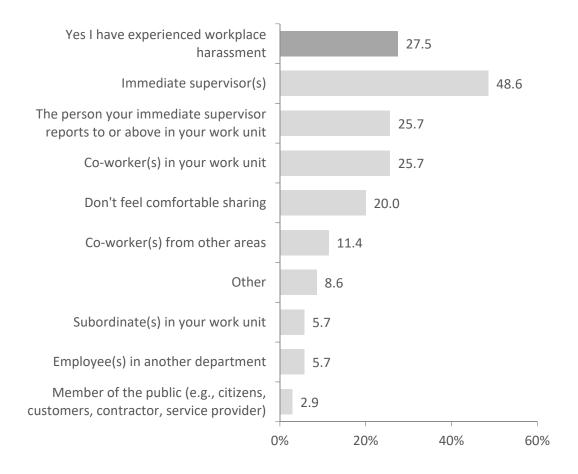






Corporate Procurement & Supply Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

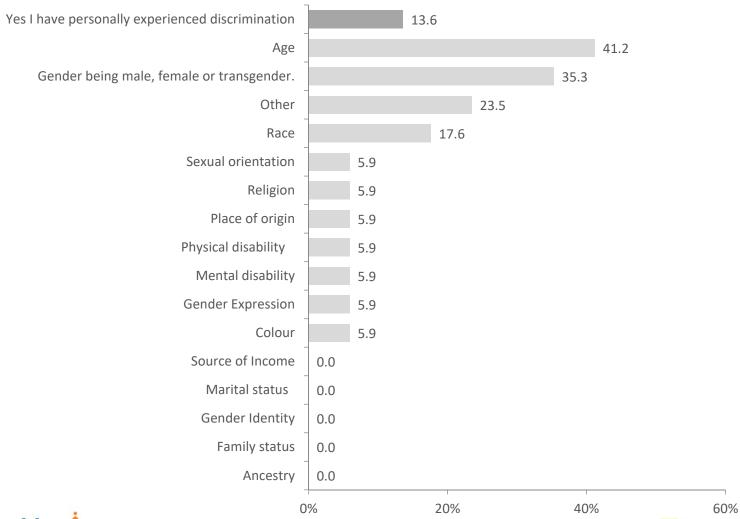






Corporate Procurement & Supply Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.









Corporate Procurement & Supply Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

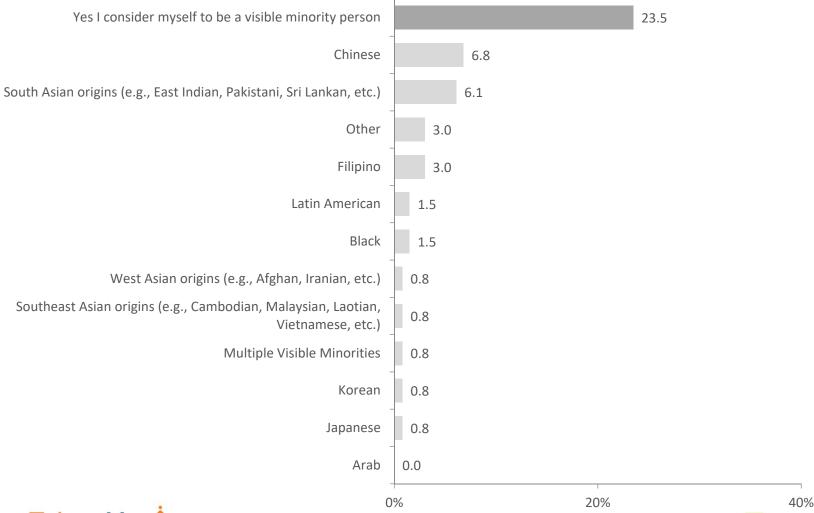






Corporate Procurement & Supply Services

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



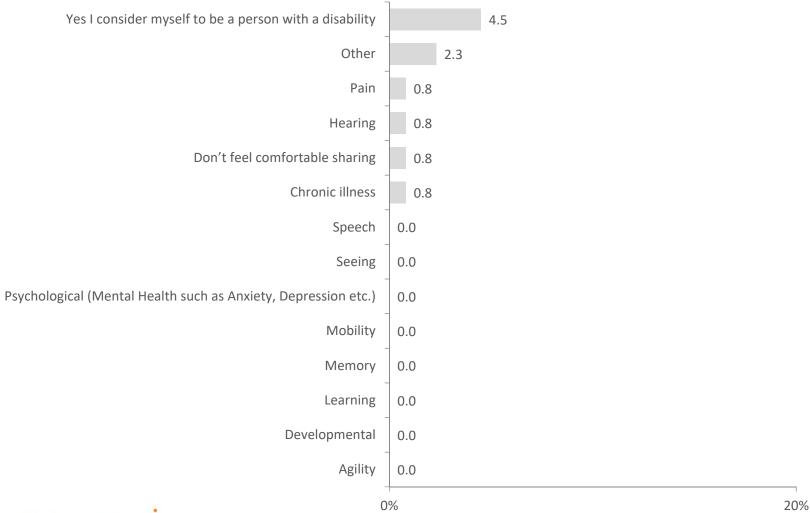






Corporate Procurement & Supply Services

Do you consider yourself to be a person with a disability? What is the nature of your disability.



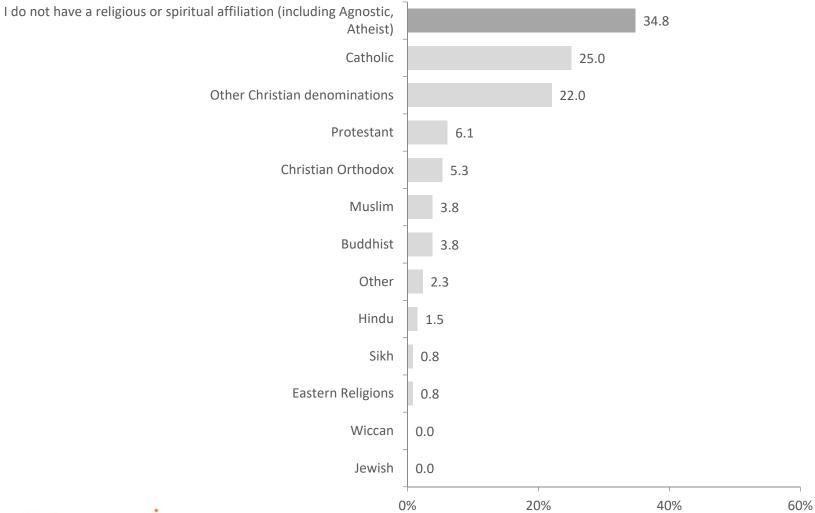






Corporate Procurement & Supply Services

Please indicate your religious or spiritual affiliation.









Corporate Procurement & Supply Services

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

Better 2-way communication between management and staff			40.0			
Make my workplace less stressful	-		38.4			
Changes at the city cause workplace stress	-		37.6			
Clearer long-term direction	-		34.4			
More involvement in decisions	-		33.6			
Need to effectively address difficult situations at work	-	3	1.2			
More respectful workplace	-	3	1.2			
More career development opportunities	-	3	1.2			
Work pressures are very stressful	-	30	0.4			
Very happy to be a city employee	-	30.4				
Satisfied with my job and the workplace		29	.6			
More equitable treatment of employees		29	.6			
More teamwork		28.	0			
I have more work than I can handle		24.8				
More appreciation and recognition for my contributions		23.2				
Better access to information		23.2				
Clearer performance expectations	1	6.8				
Other	16	5.0				
Less discrimination	15	.2				
Stop colleagues from harassing each other	12.8	8				
More day-to-day coaching and feedback on my performance	12.0)				
Improved physical work environment	9.6					
0)% 20%	6	40%	60%	80%	100%

Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
40.0	28.0	30.9	36.6	42.9
38.4	30.4	30.5	30.1	28.6
37.6	25.8	22.6	17.1	n/a
34.4	21.8	19.8	16.3	25.3
33.6	19.2	19.4	22.8	37.4
31.2	20.2	21.1	20.3	n/a
31.2	23.4	21.6	22.8	30.8
31.2	24.8	24.6	25.2	31.9
30.4	20.2	18.5	13.8	n/a
30.4	30.4	36.2	44.7	n/a
29.6	35.3	41.9	45.5	42.9
29.6	26.4	22.0	26.0	26.4
28.0	19.8	19.8	26.0	26.4
24.8	19.6	13.4	21.1	n/a
23.2	21.3	21.7	24.4	36.3
23.2	17.6	18.8	17.9	24.2
16.8	13.0	13.1	17.1	18.7
16.0	13.2	12.3	8.1	5.5
15.2	9.4	9.8	7.3	9.9
12.8	11.4	11.4	10.6	n/a
12.0	6.7	7.5	8.1	17.6
9.6	9.0	11.7	11.4	13.2









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Infrastructure Planning & Design

Department: Integrated Infrastructure Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Infrastructure Planning & Design

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. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

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 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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".

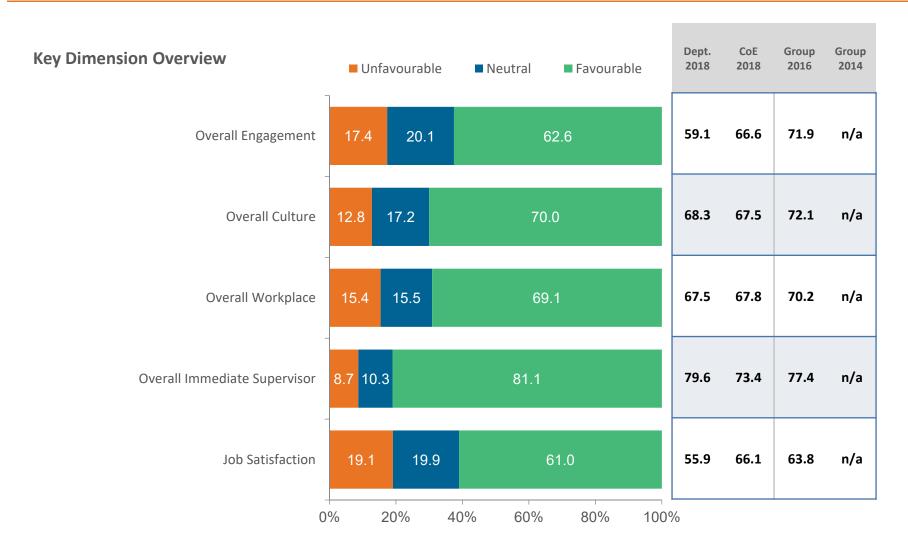
TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.



Invited: 144 Responded: 141 Participation Rate 2018: 98% Participation Rate 2016: 83% Participation Rate 2014: n/a









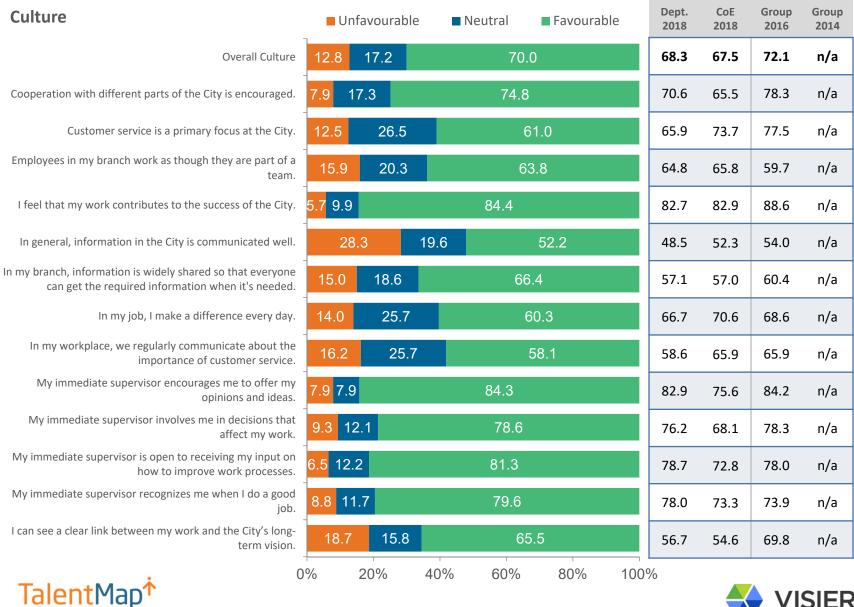




Engagement	■ Unfa	vourable	■ Neutral	■ Favourable	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	17.4	20.1		62.6	59.1	66.6	71.9	n/a
Considering everything, please rate your level of satisfaction with your current job at the present time.	19.1	19.9		61.0	55.9	66.1	63.8	n/a
I am proud to tell others I work for the City.	15.0	19.3		65.7	65.6	75.6	81.3	n/a
The City inspires me to do my best work.	21.4	25.0		53.6	52.7	59.9	63.3	n/a
I would recommend the City to a friend as a great place to work.	16.4	21.4		62.1	60.2	73.5	77.0	n/a
My job provides me with a sense of personal accomplishment.	13.5	19.1	6	57.4	63.3	70.0	76.4	n/a
I can see a clear link between my work and the City's long-term vision.	18.7	15.8		65.5	56.7	54.6	69.8	n/a
0	% 2	20% 4	0% 60%	80% 100	%			

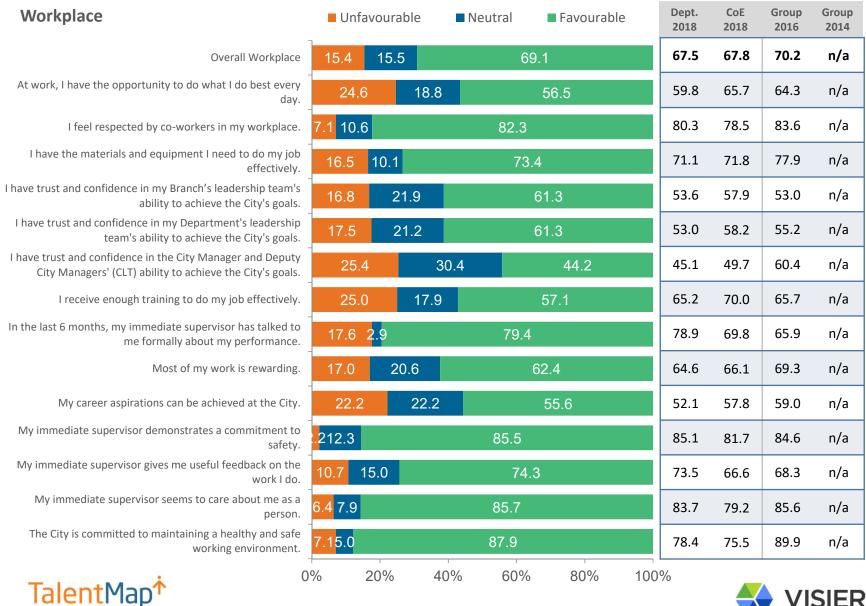








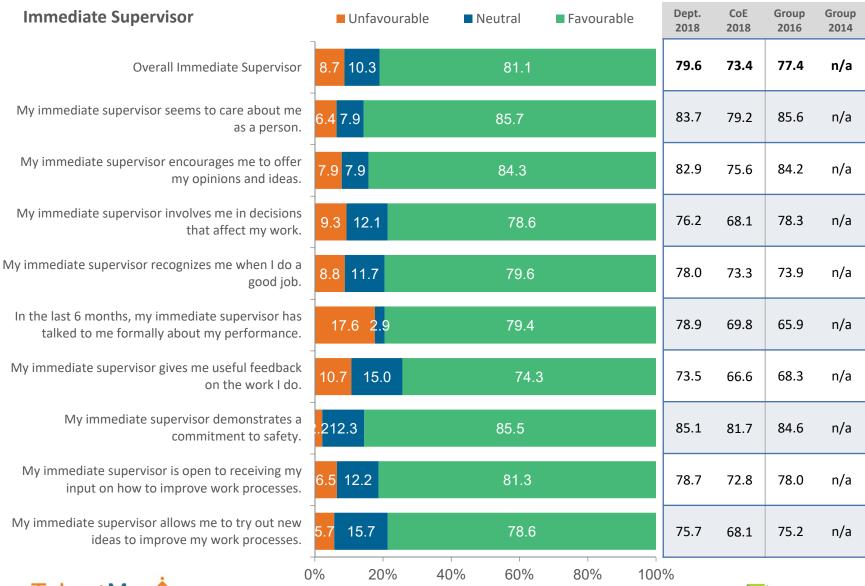








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Note: "My immediate supervisor allows me to try out new ideas to improve my work processes" - new question added in 2016. Overall Immediate Supervisor is the average of all items below excluding the new question. The Overall Immediate Supervisor score including the new question is: 80.8%





Infrastructure Planning & Design

Harassment / Discrimination Dept. CoE Group Group ■ No Yes 2018 2018 2016 2014 Have you personally experienced workplace harassment in the 82.9 23.8 23.8 15.6 n/a last 12 months at the City? Have you personally experienced discrimination in the 9.9 14.0 7.1 n/a 94.2 workplace during the last 12 months at the City? Have you witnessed workplace harassment or discrimination 27.8 25.6 12.8 n/a 81.6 18.4 against another person at work in the City during the last 12 months? For the questions above, % No represents a favourable score If yes to either experiencing harassment or discrimination, or 44.4 55.6 witnessing harassment or discrimination, did you tell 50.3 43.4 19.5 n/a someone who could do something about the situation(s)? If yes to telling someone, did you witness a response or 39.6 37.3 41.7 n/a 52.0 48.0 change to address the situation(s)? For the questions above, % Yes represents a favourable score ■ Unfavourable ■ Neutral ■ Favourable The City has an effective way of addressing inappropriate 24.4 37.0 38.6 41.2 45.8 n/a n/a behaviour of staff, customers or clients. I feel I can make a report on harassment/discrimination n/a 48.7 52.1 n/a 22.8 29.4 47.8 without fear of retaliation. ■ No Yes **Diversity** Do you consider yourself to be Indigenous? 97.9 4.1 5.4 3.6 n/a Do you consider yourself to be a visible minority person? 72.9 27.7 23.6 27.7 n/a 94.3 Do you consider yourself to be a person with a disability? 8.2 4.9 2.1 n/a Are you bisexual, gay, lesbian, transgender, two-spirit, or 97.8 4.3 5.7 5.8 n/a questioning?

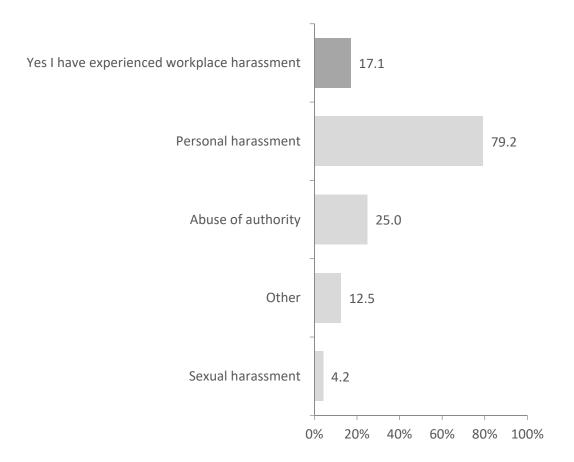






Infrastructure Planning & Design

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

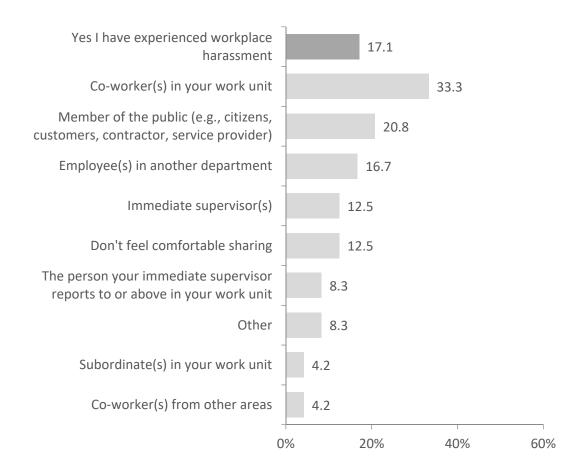






Infrastructure Planning & Design

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

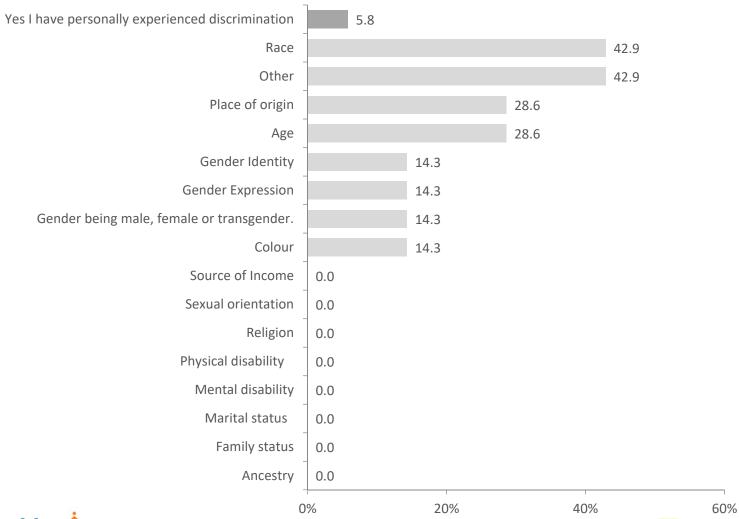






Infrastructure Planning & Design

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



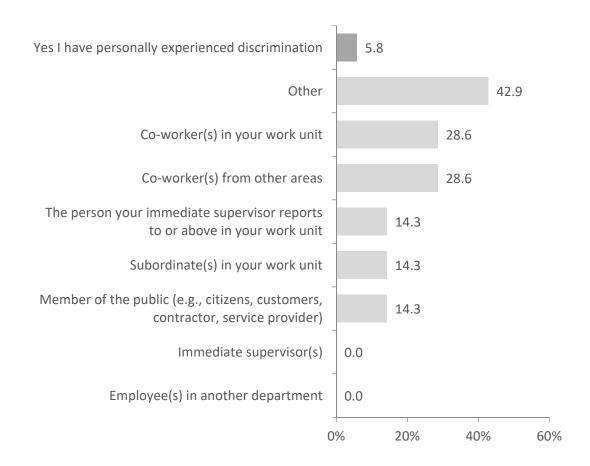






Infrastructure Planning & Design

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

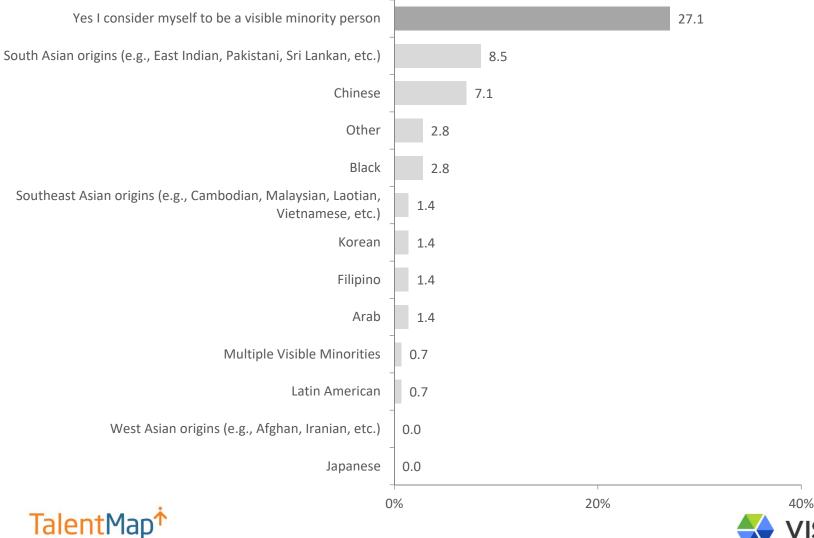






Infrastructure Planning & Design

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.

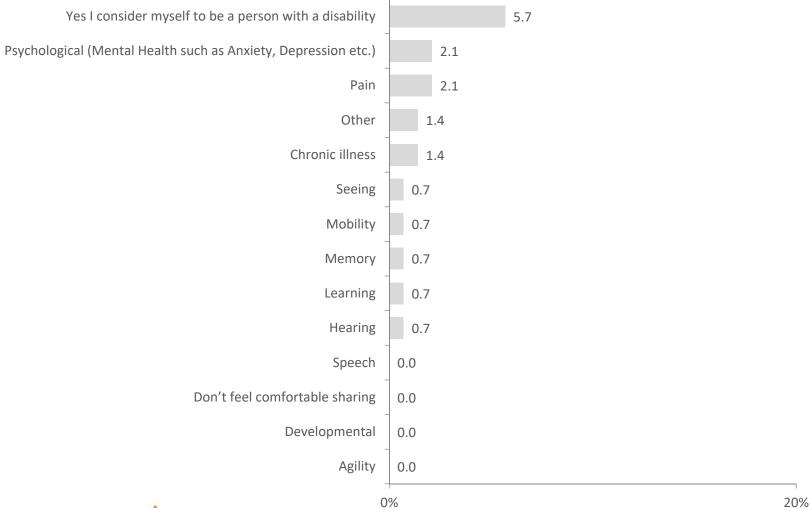






Infrastructure Planning & Design

Do you consider yourself to be a person with a disability? What is the nature of your disability.



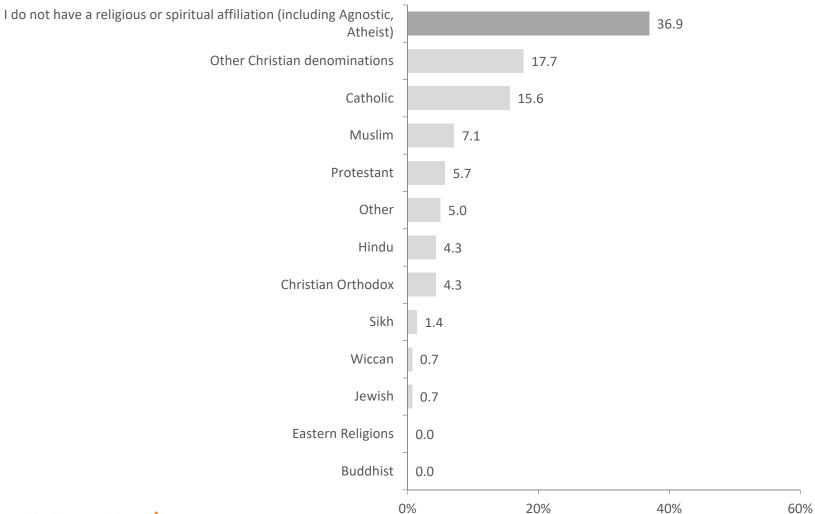






Infrastructure Planning & Design

Please indicate your religious or spiritual affiliation.









Infrastructure Planning & Design

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	38.5
Changes at the city cause workplace stress	36.9
More career development opportunities	29.2
Clearer long-term direction	29.2
Very happy to be a city employee	28.5
Make my workplace less stressful	28.5
Better 2-way communication between management and staff	28.5
More equitable treatment of employees	26.9
More teamwork	22.3
More involvement in decisions	22.3
Better access to information	22.3
More appreciation and recognition for my contributions	20.8
Clearer performance expectations	20.8
Work pressures are very stressful	18.5
I have more work than I can handle	18.5
Other	17.7
More respectful workplace	16.9
Need to effectively address difficult situations at work	13.1
Improved physical work environment	13.1
More day-to-day coaching and feedback on my performance	12.3
Stop colleagues from harassing each other	9.2
Less discrimination	8.5
0	0% 20% 40% 60% 80% 100%

Dept. 2018	CoE 2018	Group 2016	Group 2014
34.0	41.9	39.6	n/a
42.2	22.6	41.8	n/a
25.2	24.6	27.6	n/a
29.9	19.8	28.4	n/a
28.6	36.2	36.6	n/a
34.7	30.5	26.9	n/a
30.6	30.9	35.1	n/a
24.9	22.0	15.7	n/a
16.1	19.8	29.1	n/a
21.5	19.4	25.4	n/a
17.9	18.8	18.7	n/a
26.3	21.7	24.6	n/a
17.5	13.1	20.9	n/a
26.5	18.5	15.7	n/a
25.4	13.4	14.9	n/a
14.3	12.3	17.2	n/a
19.7	21.6	13.4	n/a
22.4	21.1	17.2	n/a
9.1	11.7	9.7	n/a
7.5	7.5	9.7	n/a
9.3	11.4	3.7	n/a
7.5	9.8	6.7	n/a









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Assessment & Taxation

Department: Financial & Corporate Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Assessment & Taxation

HOW TO READ YOUR REPORT

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% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

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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.



Invited: 175 Responded: 157 Participation Rate 2018: 90% Participation Rate 2016: 97% Participation Rate 2014: 95%





Key Dimension Overview	■ Unfavourable ■ Ne		e ■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	11.9	21.0	67	.2	67.2	63.8	66.6	67.9	67.6
Overall Culture	9.6	15.4	75.0		75.0	68.0	67.5	72.9	75.4
Overall Workplace	10.7	16.3	73.0)	73.0	68.2	67.8	70.9	73.5
Overall Immediate Supervisor	6.7 10).7	82.7		82.7	78.0	73.4	78.5	82.9
Job Satisfaction	11.5	20.4	68	.2	68.2	59.9	66.1	65.1	71.8
0	%	20%	40% 60%	80% 1009	%				







Engagement	■ Un	favourabl	e ■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	11.9	21.0	67	.2	67.2	63.8	66.6	67.9	67.6
Considering everything, please rate your level of satisfaction with your current job at the present time.	11.5	20.4	68	.2	68.2	59.9	66.1	65.1	71.8
I am proud to tell others I work for the City.	9.1	18.2	72.	7	72.7	71.7	75.6	71.2	71.3
The City inspires me to do my best work.	16.8	25	.8	57.4	57.4	58.5	59.9	57.1	57.6
I would recommend the City to a friend as a great place to work.	11.5	17.8	70.	7	70.7	67.6	73.5	76.0	71.3
My job provides me with a sense of personal accomplishment.	12.2	16.7	71.	2	71.2	66.9	70.0	74.9	70.9
I can see a clear link between my work and the City's long-term vision.	10.3	26.9	6	2.8	62.8	58.0	54.6	62.9	62.6
0	%	20%	40% 60%	80% 100	%				







Culture	■ Unfavourable	■ Neutral ■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Culture	9.6 15.4	75.0	75.0	68.0	67.5	72.9	75.4
Cooperation with different parts of the City is encouraged.	15.4 19.2	65.4	65.4	68.0	65.5	72.5	69.6
Customer service is a primary focus at the City.	9.0 7.7	83.2	83.2	70.0	73.7	86.0	84.2
Employees in my branch work as though they are part of a team.	15.9 20.4	63.7	63.7	58.3	65.8	60.2	66.5
I feel that my work contributes to the success of the City.	.69.0	88.5	88.5	82.0	82.9	84.7	87.2
In general, information in the City is communicated well.	10.8 20.4	68.8	68.8	55.9	52.3	68.4	69.4
In my branch, information is widely shared so that everyone can get the required information when it's needed.	14.0 19.7	66.2	66.2	55.8	57.0	59.1	61.4
In my job, I make a difference every day.	5.8 16.1	78.1	78.1	67.0	70.6	71.8	72.2
In my workplace, we regularly communicate about the importance of customer service.	7.7 14.8	77.4	77.4	61.8	65.9	75.3	72.8
My immediate supervisor encourages me to offer my opinions and ideas.	7.6 9.6	82.8	82.8	80.6	75.6	76.5	87.2
My immediate supervisor involves me in decisions that affect my work.	9.6 8.9	81.5	81.5	73.7	68.1	75.3	83.0
My immediate supervisor is open to receiving my input on how to improve work processes.	8.4 12.3	79.4	79.4	77.9	72.8	78.8	83.7
My immediate supervisor recognizes me when I do a good job.	7.6 15.3	77.1	77.1	75.2	73.3	75.9	80.7
I can see a clear link between my work and the City's long- term vision.	10.3 26.9	62.8	62.8	58.0	54.6	62.9	62.6
0% 20% 40% 60% 80% 100% TalentMap VISIER Outsmart, Outsperform. Commonto							





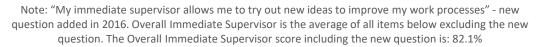
Workplace	■ Unf	avourable	■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Workplace	10.7	16.3	73	.0	73.0	68.2	67.8	70.9	73.5
At work, I have the opportunity to do what I do best every day.	11.5	22.9	(55.6	65.6	62.4	65.7	61.2	66.5
I feel respected by co-workers in my workplace.	9.6 1	4.1	76.	3	76.3	76.5	78.5	75.7	78.8
I have the materials and equipment I need to do my job effectively.	9.6 12	2.7	77.7	,	77.7	73.0	71.8	78.9	75.1
I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	15.4	21.8		62.8	62.8	57.5	57.9	59.9	63.3
I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	16.0	19.9		64.1	64.1	57.1	58.2	55.7	65.5
I have trust and confidence in the City Manager and Deputy City Managers' (CLT) ability to achieve the City's goals.	14.5	33.6		52.0	52.0	54.2	49.7	62.0	65.3
I receive enough training to do my job effectively.	12.2	15.4	72	.4	72.4	61.4	70.0	70.6	70.8
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	. <mark>4</mark> .7		92.6		92.6	84.2	69.8	88.4	81.0
Most of my work is rewarding.	10.3	19.2	7().5	70.5	62.5	66.1	68.0	68.4
My career aspirations can be achieved at the City.	19.2	19.2		61.5	61.5	57.8	57.8	55.8	60.6
My immediate supervisor demonstrates a commitment to safety.	.99.0		89.0		89.0	83.8	81.7	81.7	87.5
My immediate supervisor gives me useful feedback on the work I do.	7.8 16	6.2	76.)	76.0	69.8	66.6	74.0	76.0
My immediate supervisor seems to care about me as a person.	7.6 9.6		82.8		82.8	78.4	79.2	77.1	84.2
The City is committed to maintaining a healthy and safe working environment.	11.5	0.6	79.0		79.0	76.8	75.5	82.9	85.4
TalentMap [†] 0% 20% 40% 60% 80% 100% VISIER Outsmart, Outberform.									





Immediate Supervisor	■ Unfavourable	■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Immediate Supervisor	6.7 10.7	82.7		82.7	78.0	73.4	78.5	82.9
My immediate supervisor seems to care about me as a person.	7.6 9.6	82.8		82.8	78.4	79.2	77.1	84.2
My immediate supervisor encourages me to offer my opinions and ideas.	7.6 9.6	82.8		82.8	80.6	75.6	76.5	87.2
My immediate supervisor involves me in decisions that affect my work.	9.6 8.9	81.5		81.5	73.7	68.1	75.3	83.0
My immediate supervisor recognizes me when I do a good job.	7.6 15.3	77.1		77.1	75.2	73.3	75.9	80.7
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	2.4.7	92.6		92.6	84.2	69.8	88.4	81.0
My immediate supervisor gives me useful feedback on the work I do.	7.8 16.2	76.0		76.0	69.8	66.6	74.0	76.0
My immediate supervisor demonstrates a commitment to safety.	.99.0	89.0		89.0	83.8	81.7	81.7	87.5
My immediate supervisor is open to receiving my input on how to improve work processes.	8.4 12.3	79.4		79.4	77.9	72.8	78.8	83.7
My immediate supervisor allows me to try out new ideas to improve my work processes.	8.9 13.4	77.7		77.7	76.6	68.1	75.4	n/a
	0% 20%	40% 60%	80% 100	%				









Assessment & Taxation

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?



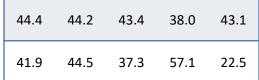
Branch Dept. CoE Group Group 2018 2018 2018 2016 2014 23.1 21.7 23.8 22.1 14.6 13.4 10.6 14.0 10.5 18.5 27.4 25.8 25.6 24.0 20.8

For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?





For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.

■ Unfavourab	le ■ Neutr	al ■ Favourable
28.9	29.5	41.6
-		
32.0	24.2	43.8
■ No)	■Yes

41.6	42.1	45.8	n/a	n/a
43.8	43.7	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

96.2	3.8
66.0	34.0
93.6	6.4
96.1	3.9

3.8	3.0	5.4	1.8	1.7
34.0	33.2	23.6	28.1	25.1
6.4	6.0	8.2	4.1	9.8
3.9	4.7	5.7	3.5	4.7

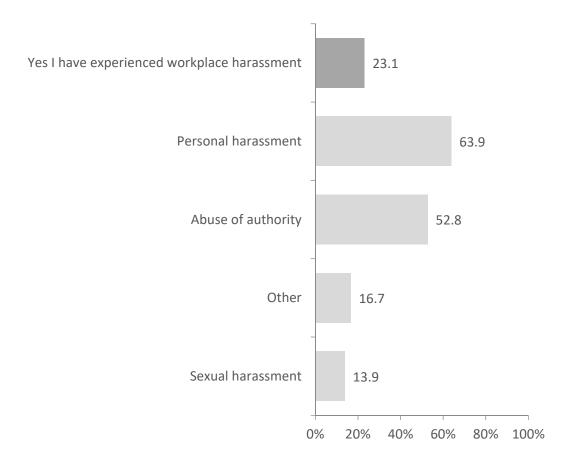






Assessment & Taxation

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

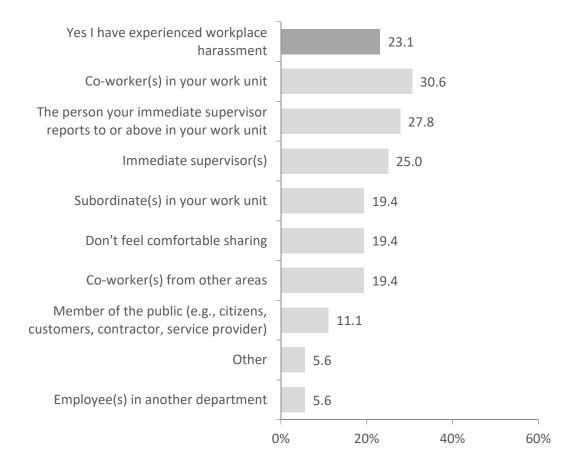






Assessment & Taxation

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

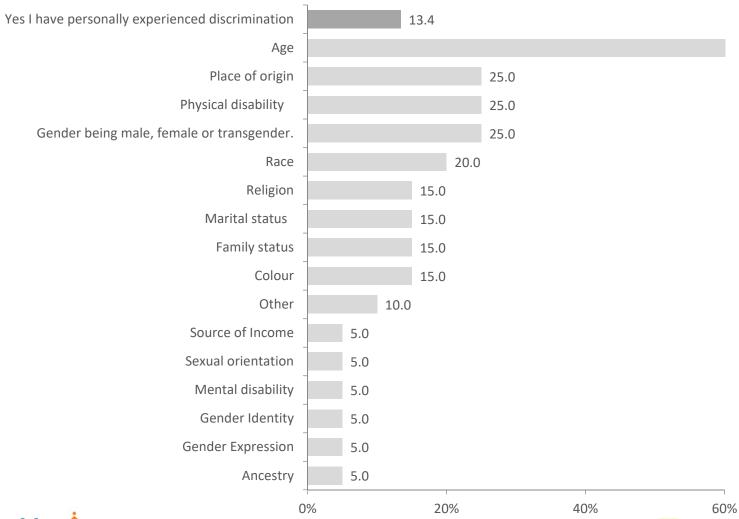






Assessment & Taxation

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



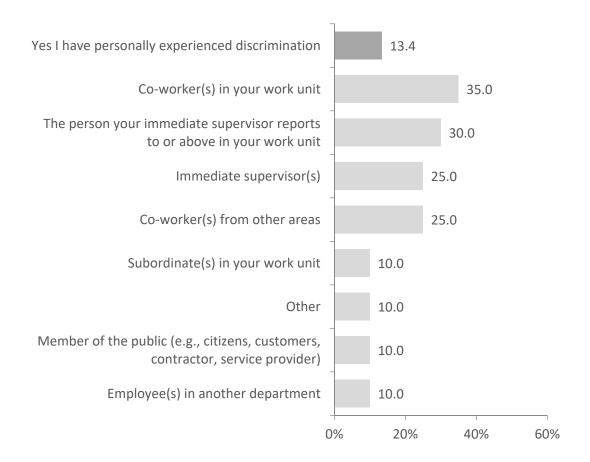






Assessment & Taxation

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

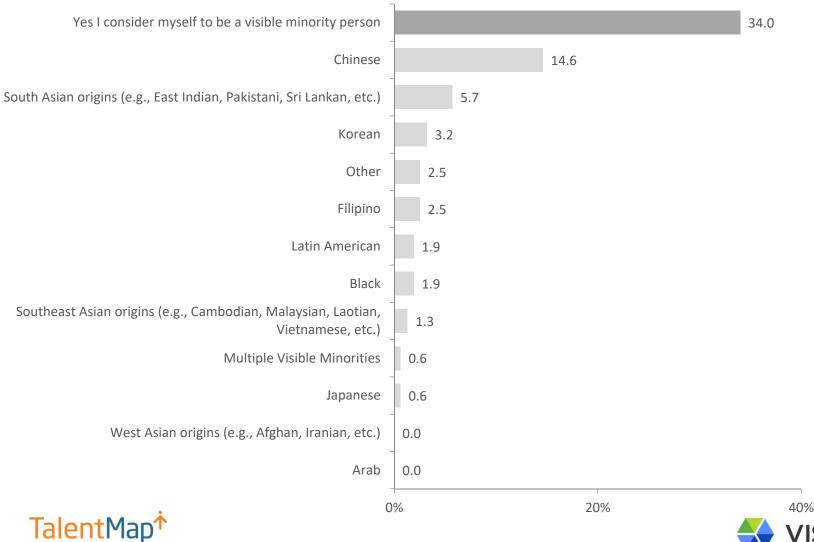






Assessment & Taxation

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.

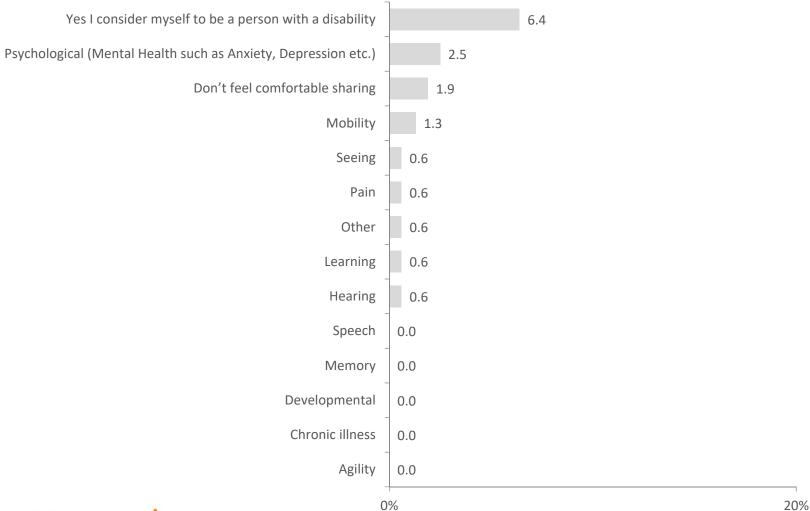






Assessment & Taxation

Do you consider yourself to be a person with a disability? What is the nature of your disability.



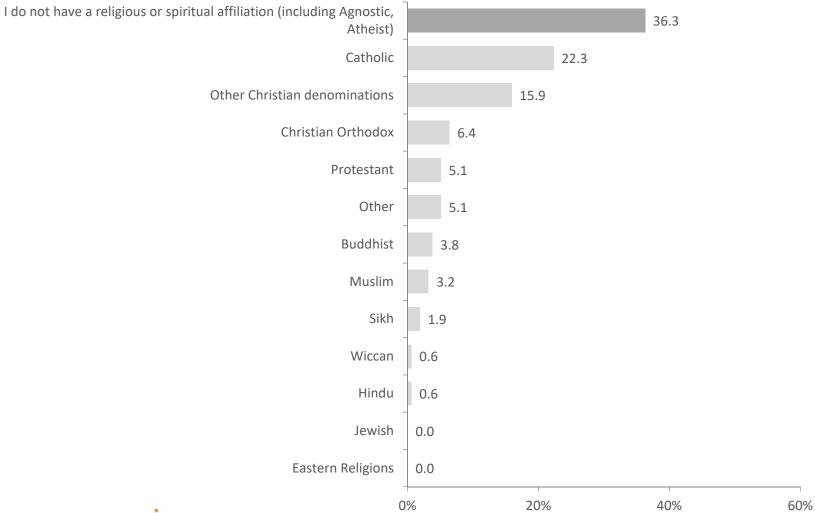






Assessment & Taxation

Please indicate your religious or spiritual affiliation.



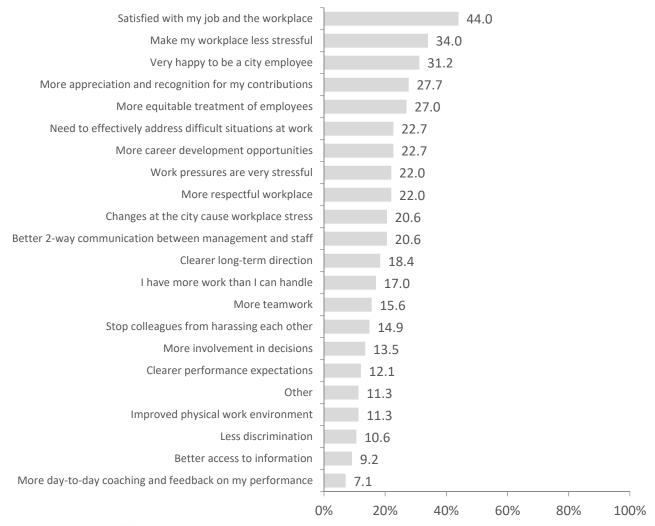






Assessment & Taxation

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



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
44.0	35.3	41.9	37.3	40.4
34.0	30.4	30.5	32.3	31.5
31.2	30.4	36.2	38.6	n/a
27.7	21.3	21.7	23.4	29.5
27.0	26.4	22.0	27.2	32.2
22.7	20.2	21.1	19.0	n/a
22.7	24.8	24.6	25.9	17.1
22.0	20.2	18.5	20.9	n/a
22.0	23.4	21.6	24.1	24.0
20.6	25.8	22.6	19.6	n/a
20.6	28.0	30.9	27.2	27.4
18.4	21.8	19.8	15.2	15.8
17.0	19.6	13.4	15.8	n/a
15.6	19.8	19.8	15.8	26.0
14.9	11.4	11.4	8.9	n/a
13.5	19.2	19.4	15.8	19.9
12.1	13.0	13.1	9.5	15.1
11.3	13.2	12.3	8.2	7.5
11.3	9.0	11.7	13.3	12.3
10.6	9.4	9.8	8.2	12.3
9.2	17.6	18.8	11.4	15.8
7.1	6.7	7.5	8.2	8.2









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Business Planning and Supports

Department: Integrated Infrastructure Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Business Planning and Supports

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. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

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 2018: refers to your 2018 branch's % Favourable score.

<u>Dept. 2018:</u> refers to your department's 2018 overall % Favourable score.

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Group 2016: refers to your comparable 2016 group's % Favourable score.

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% 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".

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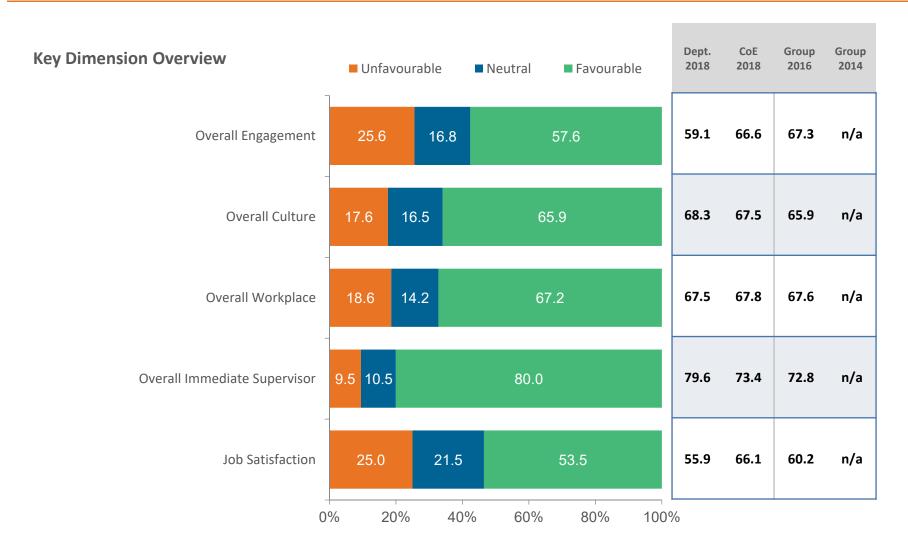
TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.



Invited: 203 Responded: 172 Participation Rate 2018: 85% Participation Rate 2016: 88% Participation Rate 2014: n/a









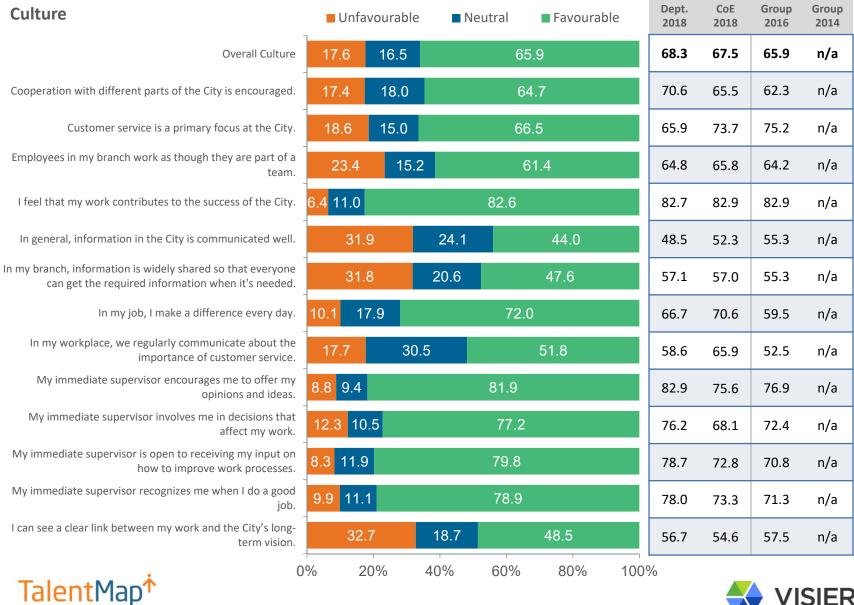




Engagement	■ Unfavour	rable ■ Ne	utral ■ Favourable	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	25.6	16.8	57.6	59.1	66.6	67.3	n/a
Considering everything, please rate your level of satisfaction with your current job at the present time.	25.0	21.5	53.5	55.9	66.1	60.2	n/a
I am proud to tell others I work for the City.	17.4 12	2.8	69.8	65.6	75.6	79.7	n/a
The City inspires me to do my best work.	32.5	16.0	51.5	52.7	59.9	57.7	n/a
I would recommend the City to a friend as a great place to work.	26.9	11.7	61.4	60.2	73.5	78.9	n/a
My job provides me with a sense of personal accomplishment.	19.2	19.8	61.0	63.3	70.0	69.7	n/a
I can see a clear link between my work and the City's long-term vision.	32.7	18.7	48.5	56.7	54.6	57.5	n/a
0	% 20%	40%	60% 80% 100	1%			

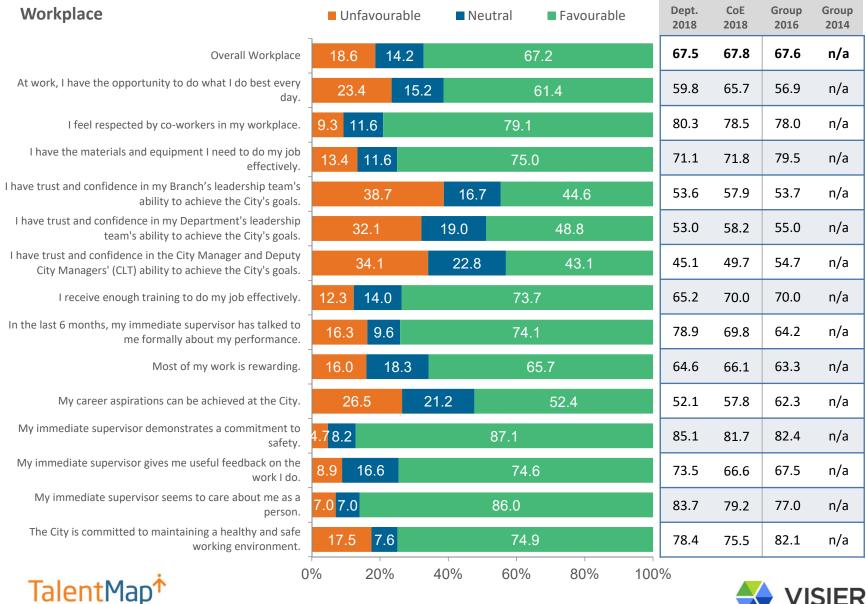






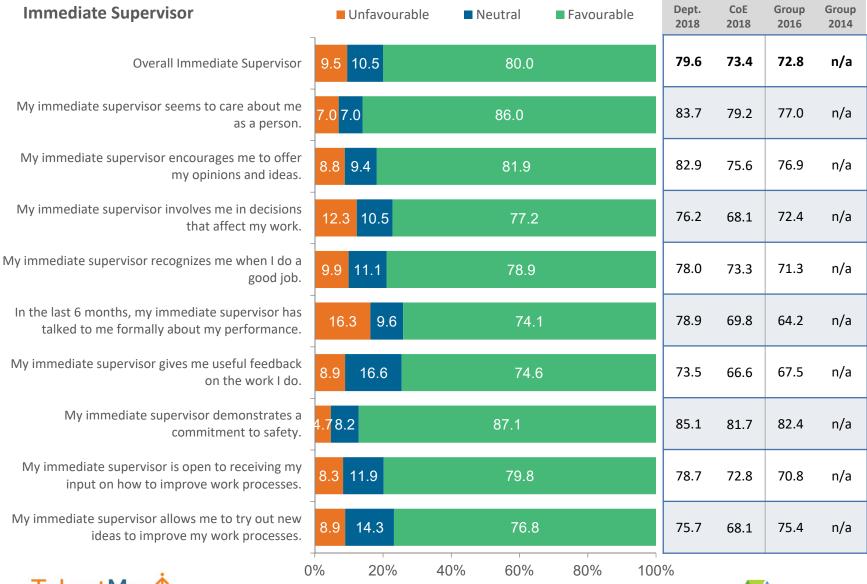




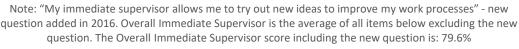
















Business Planning and Supports

Harassment / Discrimination Dept. CoE Group Group ■ No Yes 2018 2018 2016 2014 Have you personally experienced workplace harassment in the 27.5 72.5 23.8 23.8 24.4 n/a last 12 months at the City? Have you personally experienced discrimination in the 13.5 9.9 14.0 14.9 n/a 86.5 workplace during the last 12 months at the City? Have you witnessed workplace harassment or discrimination 29.3 27.8 25.6 n/a 63.2 against another person at work in the City during the last 12 36.8 months? For the questions above, % No represents a favourable score If yes to either experiencing harassment or discrimination, or 53.0 47.0 witnessing harassment or discrimination, did you tell 50.3 43.4 45.1 n/a someone who could do something about the situation(s)? If yes to telling someone, did you witness a response or 39.6 37.3 28.6 n/a 62.5 37.5 change to address the situation(s)? For the questions above, % Yes represents a favourable score ■ Unfavourable ■ Neutral ■ Favourable The City has an effective way of addressing inappropriate 30.6 22.3 47.1 41.2 45.8 n/a n/a behaviour of staff, customers or clients. I feel I can make a report on harassment/discrimination 48.7 n/a 52.1 n/a 32.5 16.6 50.9 without fear of retaliation. ■ No Yes **Diversity** Do you consider yourself to be Indigenous? 93.6 4.1 5.4 5.8 n/a Do you consider yourself to be a visible minority person? 69.0 31.0 27.7 23.6 20.5 n/a 94.2 Do you consider yourself to be a person with a disability? 8.2 4.9 6.5 n/a Are you bisexual, gay, lesbian, transgender, two-spirit, or 94.1 4.3 5.7 5.0 n/a questioning?

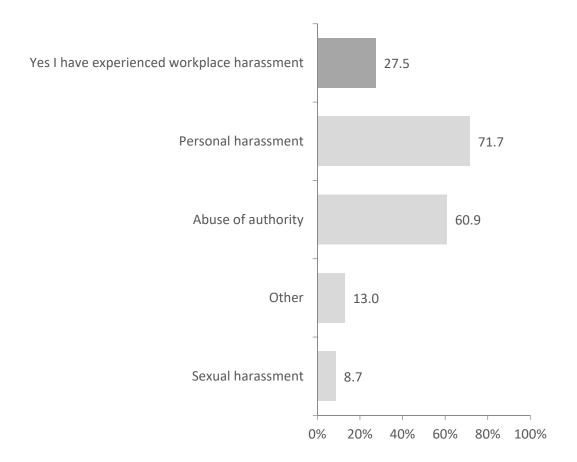






Business Planning and Supports

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

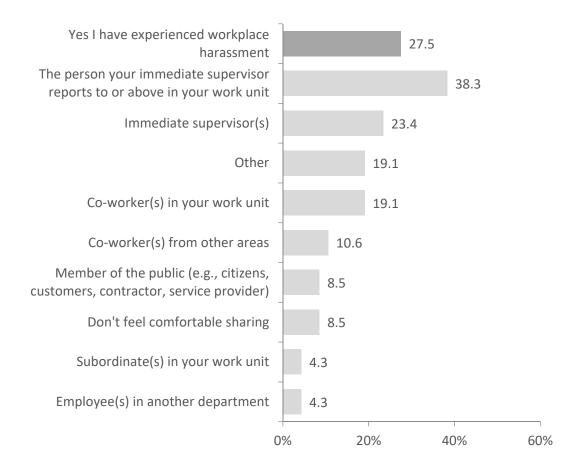






Business Planning and Supports

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

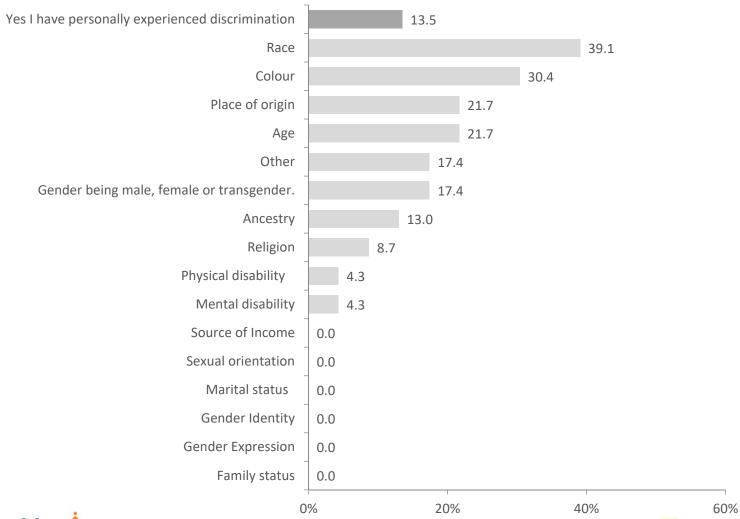






Business Planning and Supports

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



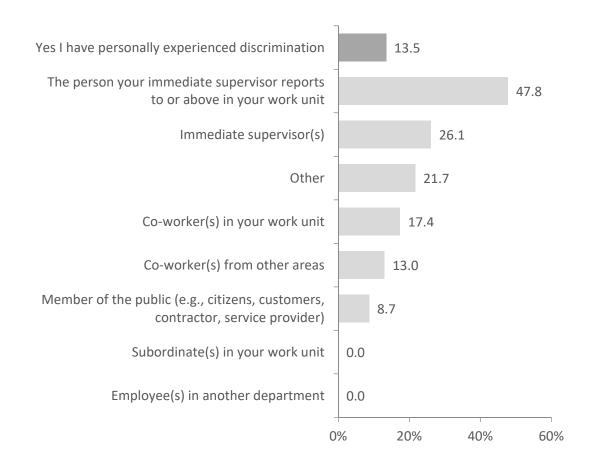






Business Planning and Supports

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

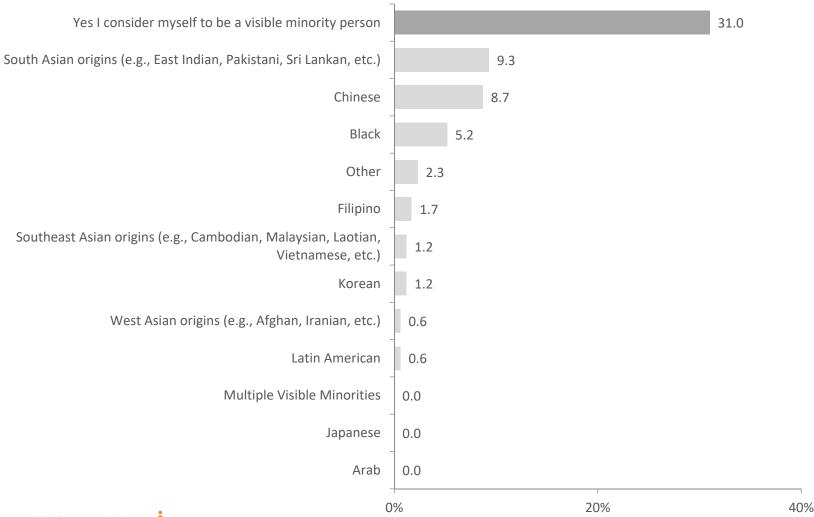






Business Planning and Supports

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



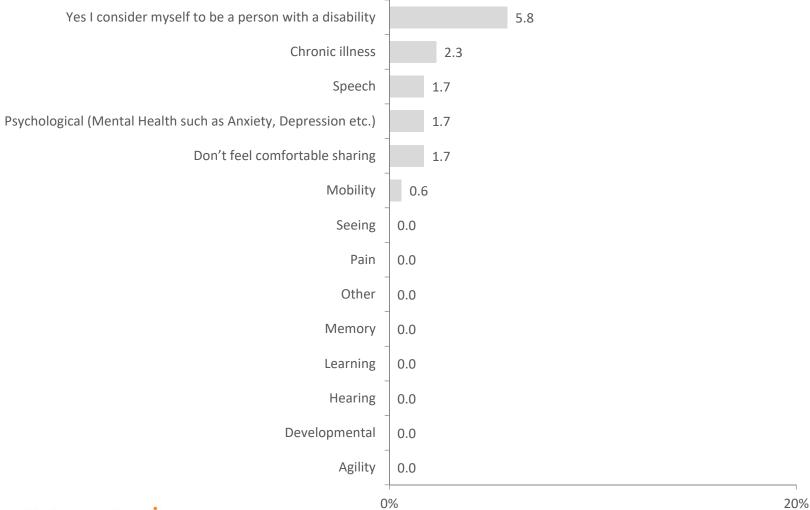






Business Planning and Supports

Do you consider yourself to be a person with a disability? What is the nature of your disability.



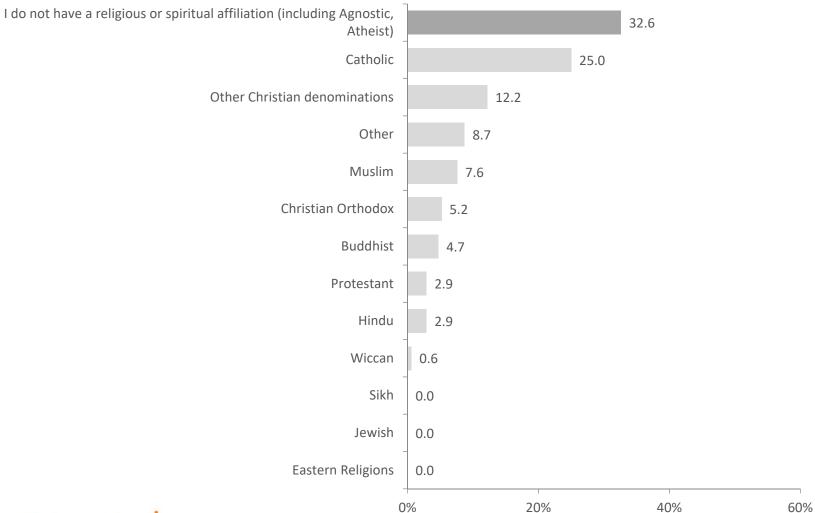






Business Planning and Supports

Please indicate your religious or spiritual affiliation.









Business Planning and Supports

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

Changes at the city cause workplace stress	38.9
Very happy to be a city employee	32.7
Satisfied with my job and the workplace	31.5
Better 2-way communication between management and staff	31.5
Make my workplace less stressful	29.6
Clearer long-term direction	29.6
More equitable treatment of employees	25.3
More career development opportunities	25.3
More appreciation and recognition for my contributions	24.1
More involvement in decisions	21.0
More respectful workplace	19.8
Need to effectively address difficult situations at work	18.5
Work pressures are very stressful	16.7
Other	15.4
I have more work than I can handle	14.2
Better access to information	13.6
Clearer performance expectations	12.3
More teamwork	10.5
Stop colleagues from harassing each other	8.6
Less discrimination	8.6
Improved physical work environment	6.2
More day-to-day coaching and feedback on my performance	3.1
0	% 20% 40% 60% 80% 100%

Dept. 2018	CoE 2018	Group 2016	Group 2014
42.2	22.6	26.5	n/a
28.6	36.2	34.2	n/a
34.0	41.9	41.0	n/a
30.6	30.9	25.6	n/a
34.7	30.5	25.6	n/a
29.9	19.8	20.5	n/a
24.9	22.0	26.5	n/a
25.2	24.6	28.2	n/a
26.3	21.7	21.4	n/a
21.5	19.4	19.7	n/a
19.7	21.6	23.1	n/a
22.4	21.1	23.1	n/a
26.5	18.5	18.8	n/a
14.3	12.3	8.5	n/a
25.4	13.4	13.7	n/a
17.9	18.8	13.7	n/a
17.5	13.1	14.5	n/a
16.1	19.8	21.4	n/a
9.3	11.4	12.8	n/a
7.5	9.8	13.7	n/a
9.1	11.7	5.1	n/a
7.5	7.5	11.1	n/a









CITY OF EDMONTON 2016 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Engagement

Department: Communications and Engagement

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Engagement

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.

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This report displays the survey items by dimension.

Branch 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

<u>Group 2016:</u> refers to your comparable 2016 group's % Favourable score. **Group 2014:** refers to your comparable 2014 group's % Favourable score. **% 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.

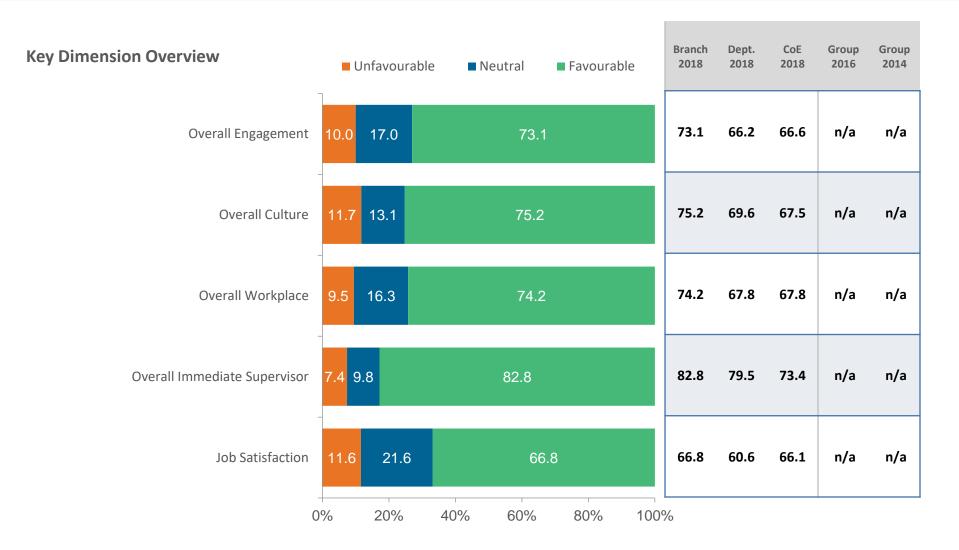
You can dig deeper into responses by gender, union, job family, tenure and age. Visier also presents your area(s) survey results with other variables such as loss time, sick time, turnover so that you can see your results in context.



Invited: 228 Responded: 199 Participation Rate 2018: 87% Participation Rate 2016: n/a Participation Rate 2014: n/a



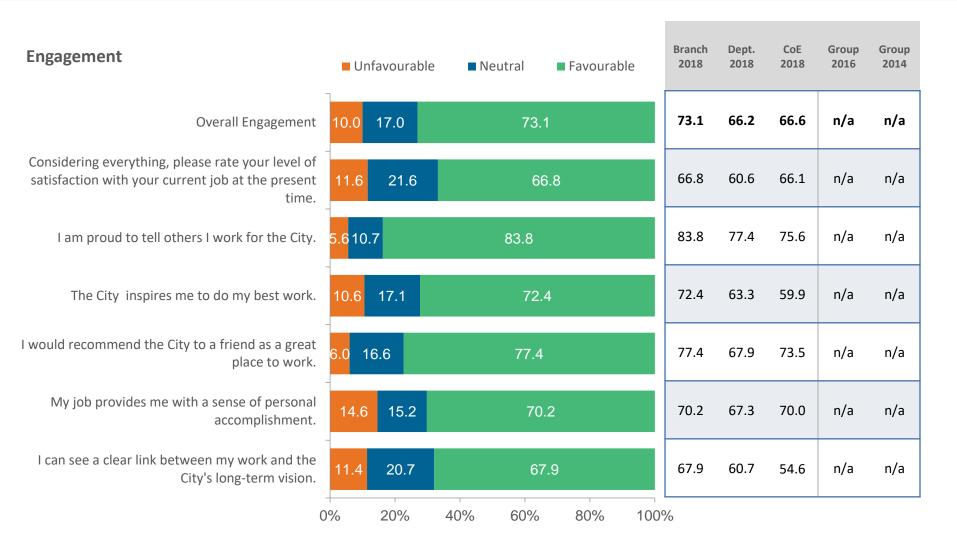














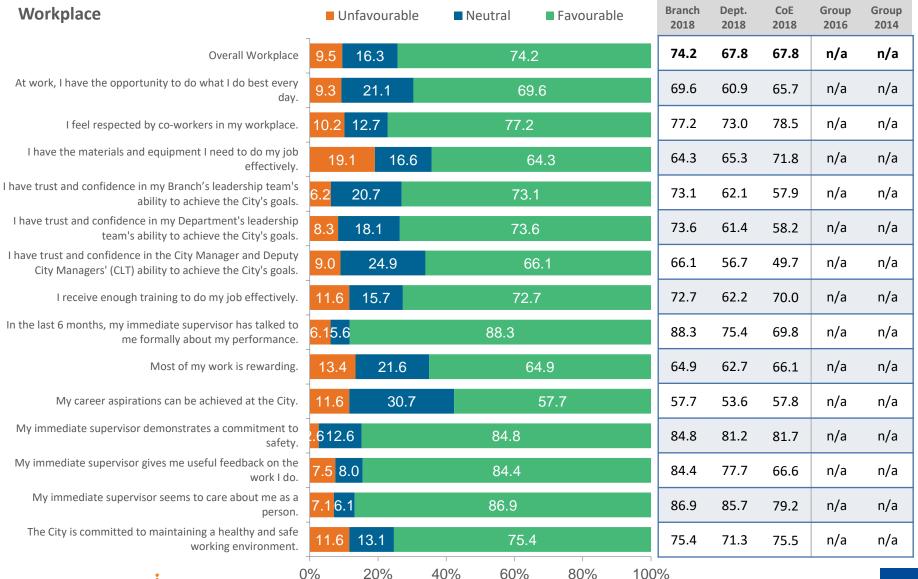








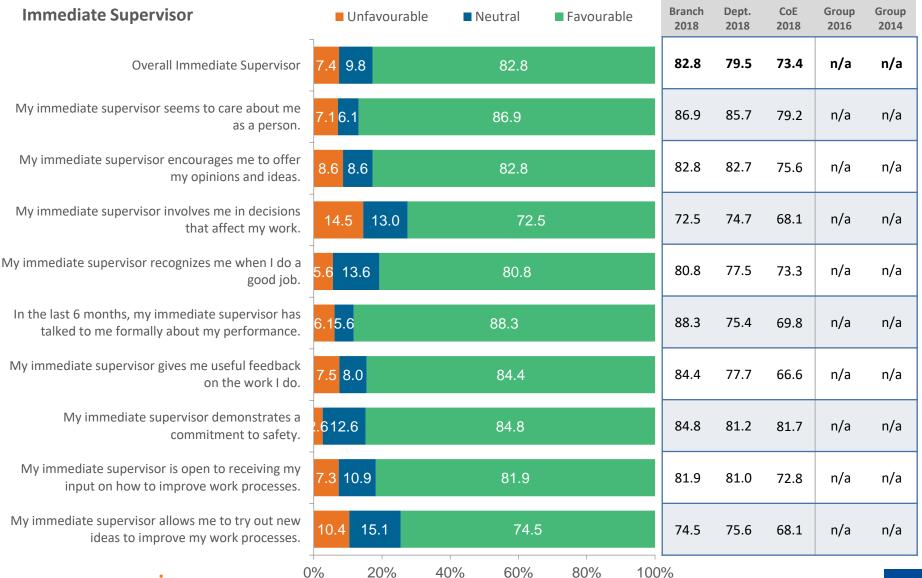


















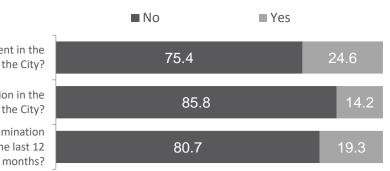
Engagement

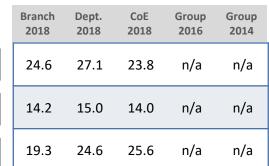


Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12



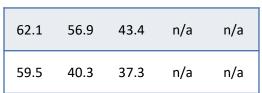


For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?





For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.



57.1	44.0	45.8	n/a	n/a
60.1	47.9	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

96.0	4.0
62.1	37.9
83.9	16.1
92.4	7.6

4.0	2.9	5.4	n/a	n/a				
37.9	31.0	23.6	n/a	n/a				
16.1	12.5	8.2	n/a	n/a				
7.6	7.9	5.7	n/a	n/a				

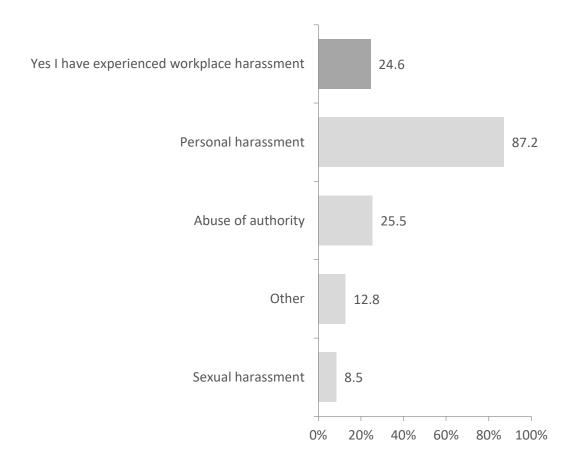






Engagement

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

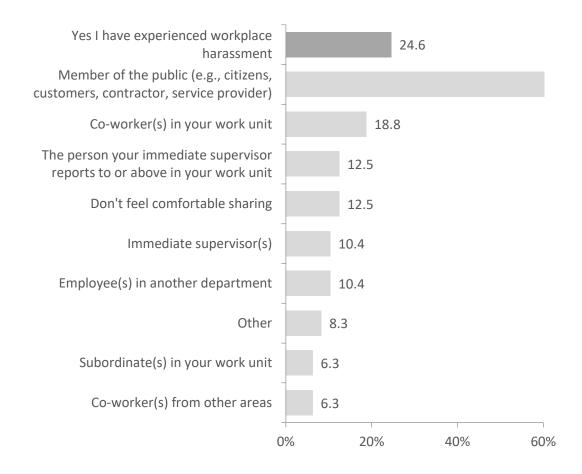






Engagement

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

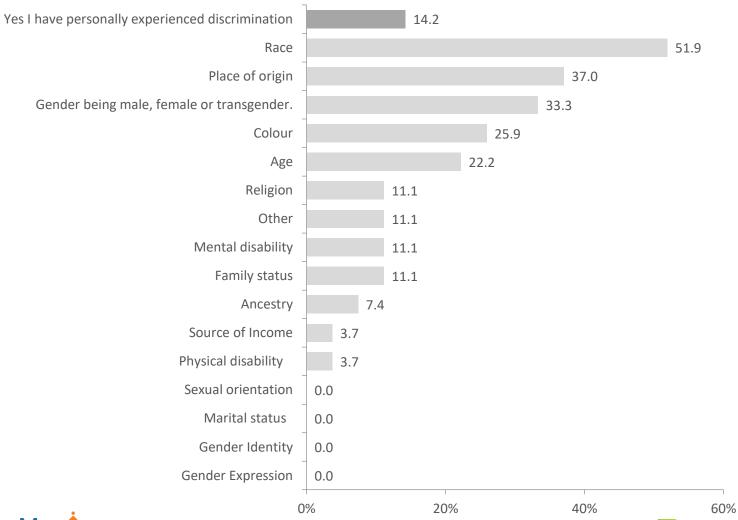






Engagement

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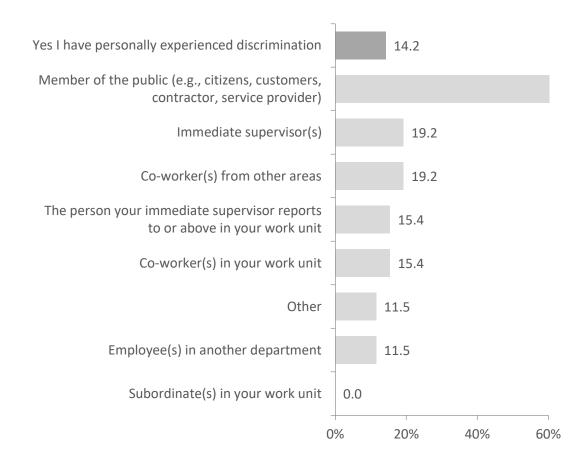






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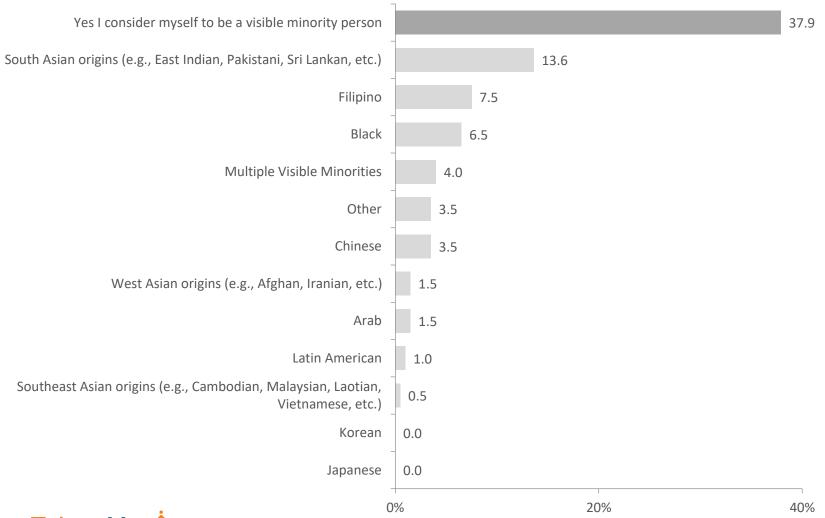






Engagement

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



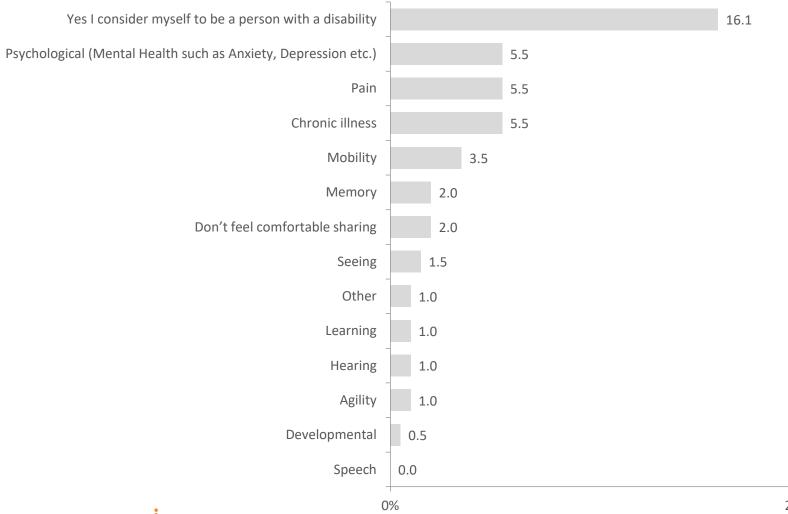






Engagement

Do you consider yourself to be a person with a disability? What is the nature of your disability.



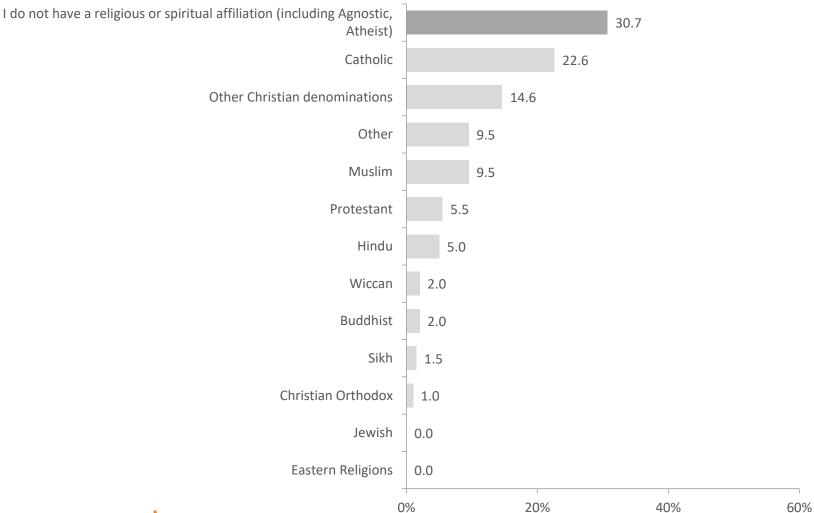






Engagement

Please indicate your religious or spiritual affiliation.









Engagement

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



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
48.4	42.0	30.5	n/a	n/a
40.6	31.9	36.2	n/a	n/a
40.1	32.5	41.9	n/a	n/a
31.3	31.3	21.1	n/a	n/a
28.6	27.9	18.5	n/a	n/a
27.6	26.7	18.8	n/a	n/a
25.5	26.1	24.6	n/a	n/a
25.0	30.7	30.9	n/a	n/a
22.4	20.6	21.7	n/a	n/a
21.4	20.6	19.8	n/a	n/a
21.4	24.5	22.0	n/a	n/a
20.3	19.6	19.4	n/a	n/a
19.8	25.8	21.6	n/a	n/a
19.3	24.2	22.6	n/a	n/a
16.7	12.6	11.7	n/a	n/a
16.1	23.9	19.8	n/a	n/a
12.0	18.7	13.1	n/a	n/a
11.5	10.1	9.8	n/a	n/a
10.4	12.0	11.4	n/a	n/a
8.3	14.1	12.3	n/a	n/a
7.8	8.6	7.5	n/a	n/a
7.8	12.3	13.4	n/a	n/a









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: City Planning

Department: Urban Form & Corporate Strategic Development

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018







City Planning

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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.

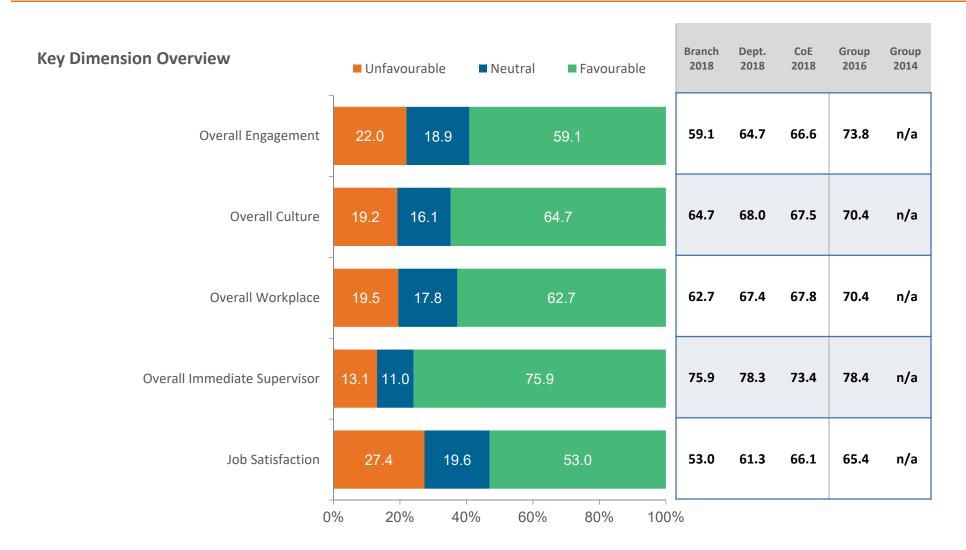


Invited: 262 Responded: 230 Participation Rate 2018: 88% Participation Rate 2016: 85% Participation Rate 2014: n/a





City Planning









City Planning

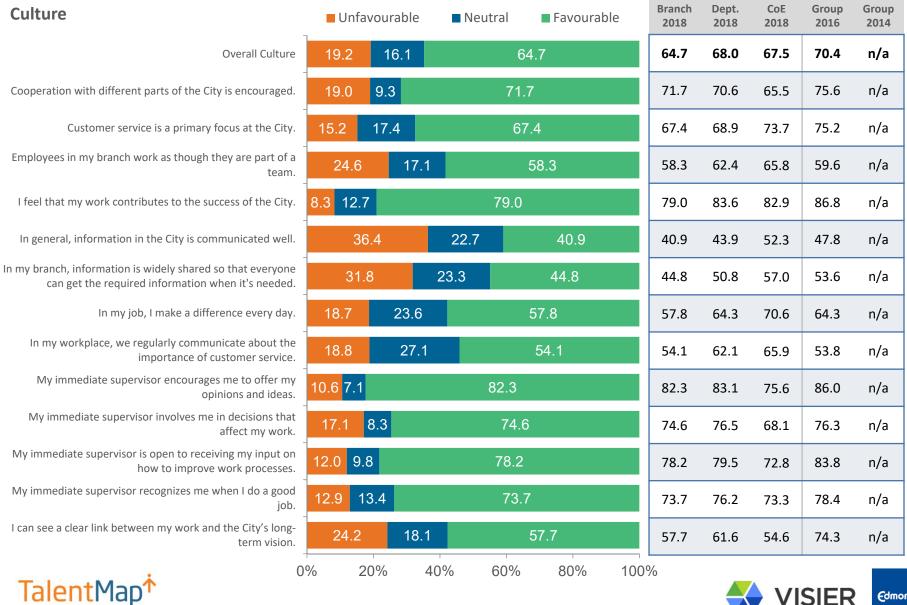
Engagement	■ Unfavourable		■ Neutral	■ Favourable		Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	22.0	18.9		59.1		59.1	64.7	66.6	73.8	n/a
Considering everything, please rate your level of satisfaction with your current job at the present time.	27.4 19.6		6	53.0		53.0	61.3	66.1	65.4	n/a
I am proud to tell others I work for the City.	13.9 21.3			64.8		64.8	68.5	75.6	78.1	n/a
The City inspires me to do my best work.	28.9 19.		.3	51.8		51.8	58.0	59.9	67.3	n/a
I would recommend the City to a friend as a great place to work.	18.3	19.1		62.6		62.6	69.1	73.5	79.9	n/a
My job provides me with a sense of personal accomplishment.	19.2	16.2		64.6		64.6	69.7	70.0	77.6	n/a
I can see a clear link between my work and the City's long-term vision.	24.2	18.1		57.7		57.7	61.6	54.6	74.3	n/a
0% 20% 40% 60% 80% 100%						6				







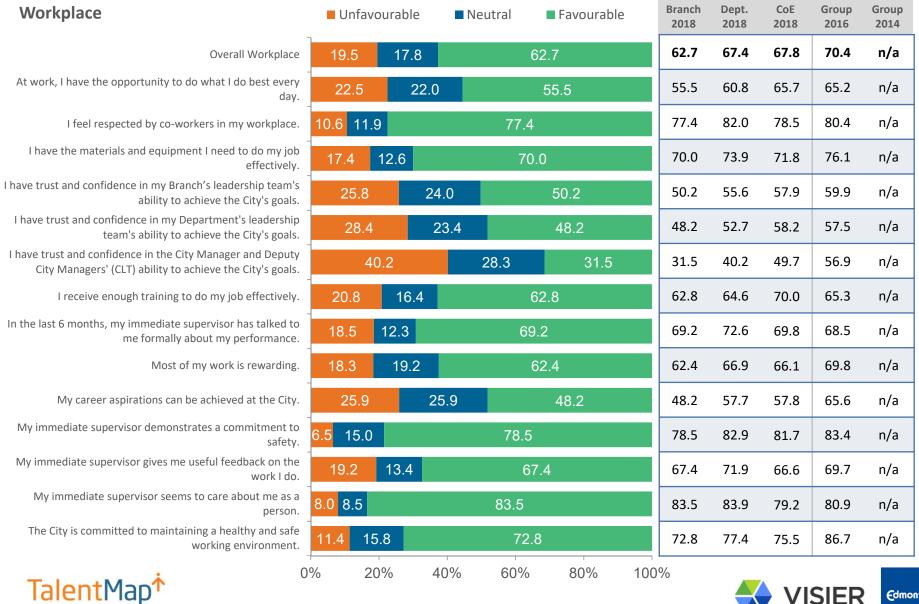
City Planning







City Planning



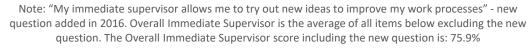




City Planning











City Planning

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?



Branch Dept. CoE Group Group 2018 2018 2018 2016 2014 21.7 20.1 23.8 14.1 n/a 14.4 13.5 14.0 9.3 n/a 19.3 21.9 25.6 12.7 n/a

For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?



45.9	44.7	43.4	28.0	n/a
51.4	34.4	37.3	56.0	n/a

For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.

■ Unfavoural	ole ■ Neutr	al I	■ Favourable			
28.6	37.4	34.0				
20.2	20.1		40.7			
28.2	29.1		42.7			
■ No	0	Yes				

34.0	38.6 45.8		n/a	n/a
42.7	45.5	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

98.7	1.
65.4	34.6
95.7	4.3
96.9	3.1

1.3	2.3	5.4	0.7	n/a
34.6	28.1	23.6	32.4	n/a
4.3	5.0	8.2	4.6	n/a
3.1	4.9	5.7	6.9	n/a

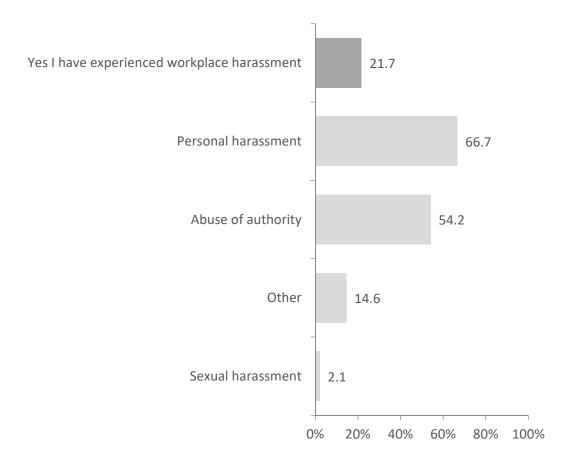






City Planning

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

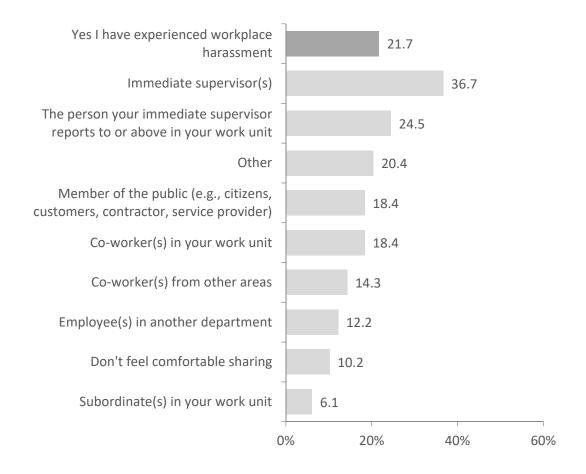






City Planning

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

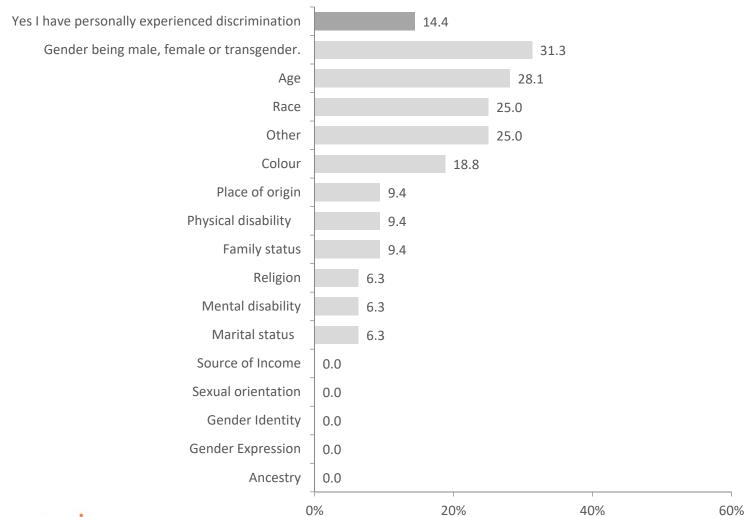






City Planning

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



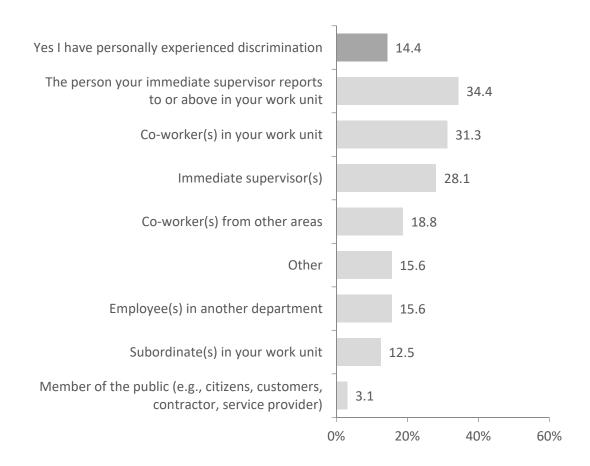






City Planning

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

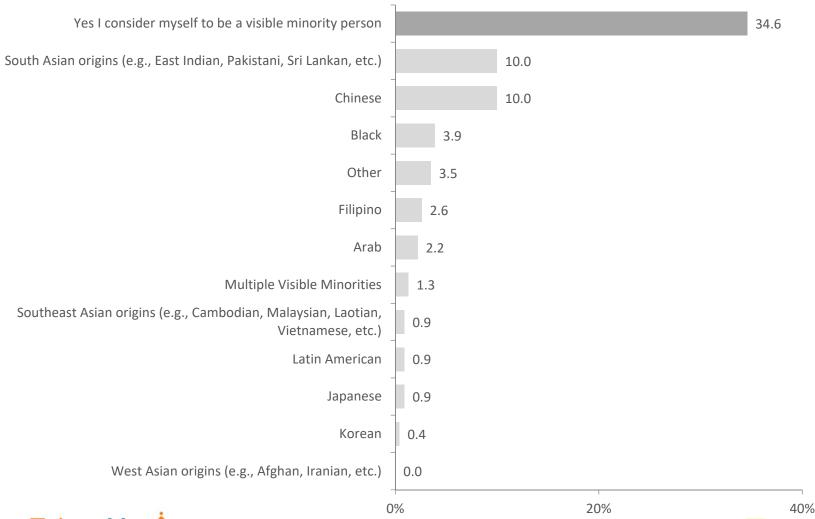






City Planning

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



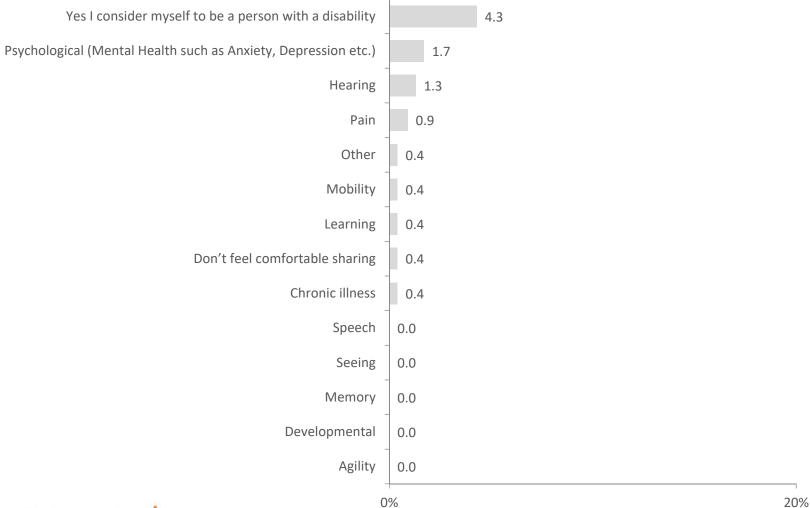






City Planning

Do you consider yourself to be a person with a disability? What is the nature of your disability.



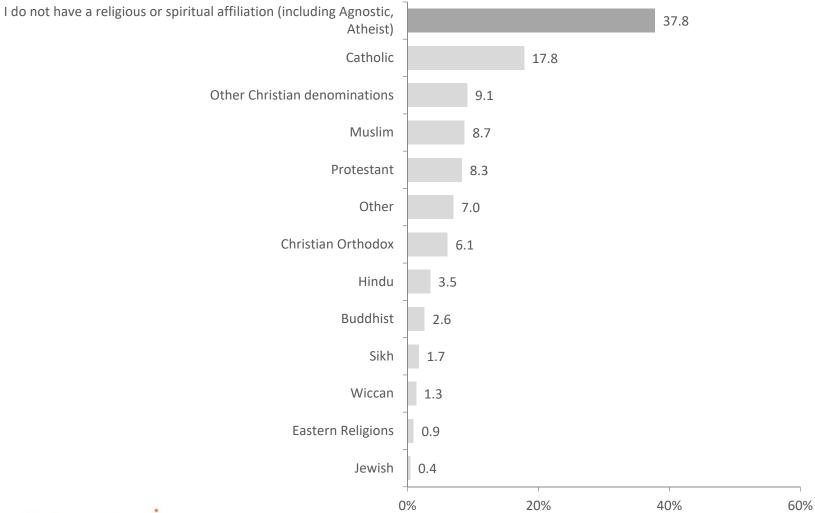






City Planning

Please indicate your religious or spiritual affiliation.









City Planning

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

41.8	Changes at the city cause workplace stress
38.2	Better 2-way communication between management and staff
33.8	Make my workplace less stressful
32.9	Satisfied with my job and the workplace
32.9	More career development opportunities
28.9	Clearer long-term direction
27.1	Very happy to be a city employee
24.4	More involvement in decisions
24.4	Better access to information
24.0	More equitable treatment of employees
23.6	More appreciation and recognition for my contributions
22.7	Work pressures are very stressful
20.4	I have more work than I can handle
20.4	Clearer performance expectations
20.0	Other
19.1	More respectful workplace
17.8	More teamwork
16.9	Need to effectively address difficult situations at work
11.1	Stop colleagues from harassing each other
10.2	Less discrimination
7.6	More day-to-day coaching and feedback on my performance
7.1	Improved physical work environment
% 20% 40% 60% 80% 100%	C

Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
41.8	35.5	22.6	29.5	n/a
38.2	32.9	30.9	37.3	n/a
33.8	33.5	30.5	22.4	n/a
32.9	33.6	41.9	44.0	n/a
32.9	26.0	24.6	23.1	n/a
28.9	25.6	19.8	20.9	n/a
27.1	28.0	36.2	35.4	n/a
24.4	19.4	19.4	28.4	n/a
24.4	22.9	18.8	25.0	n/a
24.0	21.8	22.0	18.3	n/a
23.6	19.0	21.7	17.9	n/a
22.7	25.4	18.5	15.7	n/a
20.4	20.8	13.4	16.0	n/a
20.4	18.1	13.1	13.8	n/a
20.0	18.1	12.3	10.8	n/a
19.1	17.0	21.6	15.3	n/a
17.8	16.8	19.8	22.0	n/a
16.9	18.1	21.1	14.9	n/a
11.1	7.9	11.4	6.7	n/a
10.2	8.2	9.8	4.1	n/a
7.6	8.4	7.5	10.8	n/a
7.1	9.3	11.7	9.7	n/a









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Development Services

Department: Urban Form & Corporate Strategic Development

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Development Services

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. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

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 2018: refers to your 2018 branch's % Favourable score.

<u>Dept. 2018:</u> refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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.



Invited: 286 Responded: 242 Participation Rate 2018: 85% Participation Rate 2016: 91% Participation Rate 2014: 86%





Key Dimension Overview	■ Ur	nfavourab	le ■ Neutral ■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	12.2	18.6	69.3	69.3	64.7	66.6	71.2	70.5
Overall Culture	13.4	16.5	70.0	70.0	68.0	67.5	72.1	69.1
Overall Workplace	14.2	15.9	69.9	69.9	67.4	67.8	71.8	68.0
Overall Immediate Supervisor	10.9 10.8		78.4	78.4	78.3	73.4	77.3	72.8
Job Satisfaction	13.2	19.8	66.9	66.9	61.3	66.1	66.5	68.3
0	%	20%	40% 60% 80% 100	%				





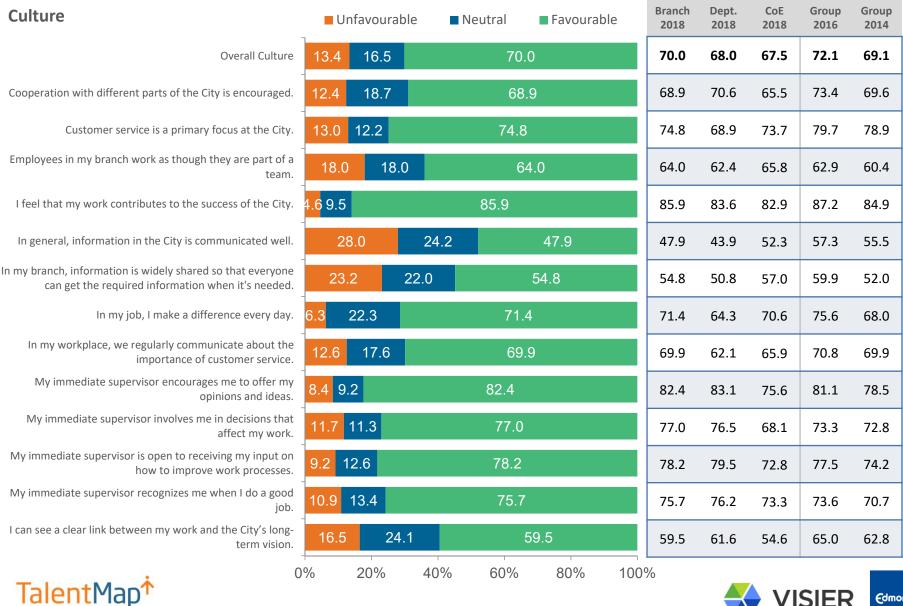


Engagement	■ Un	favourable	■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	12.2	18.6	69.	3	69.3	64.7	66.6	71.2	70.5
Considering everything, please rate your level of satisfaction with your current job at the present time.	13.2	19.8	66	.9	66.9	61.3	66.1	66.5	68.3
I am proud to tell others I work for the City.	9.1	17.4	73.4		73.4	68.5	75.6	80.4	80.3
The City inspires me to do my best work.	12.4	22.7	64	1.9	64.9	58.0	59.9	65.5	62.8
I would recommend the City to a friend as a great place to work.	10.7	11.6	77.7		77.7	69.1	73.5	77.9	78.6
My job provides me with a sense of personal accomplishment.	11.2	15.7	73.1		73.1	69.7	70.0	71.8	70.2
I can see a clear link between my work and the City's long-term vision.	16.5	24.1	Ę	59.5	59.5	61.6	54.6	65.0	62.8
0	%	20%	40% 60%	80% 10	0%				













Workplace	■ Unfa	avourable	■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Workplace	14.2	15.9	69	9.9	69.9	67.4	67.8	71.8	68.0
At work, I have the opportunity to do what I do best every day.	12.7	21.6	(65.7	65.7	60.8	65.7	68.2	61.1
I feel respected by co-workers in my workplace.	4. <mark>6</mark> 10.9		84.5		84.5	82.0	78.5	84.2	79.9
I have the materials and equipment I need to do my job effectively.	18.3	10.0	71	.8	71.8	73.9	71.8	76.7	70.2
I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	18.2	25.8		55.9	55.9	55.6	57.9	63.5	62.8
I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	19.5	24.6		55.9	55.9	52.7	58.2	63.2	65.1
I have trust and confidence in the City Manager and Deputy City Managers' (CLT) ability to achieve the City's goals.	22.2	28	3.7	49.1	49.1	40.2	49.7	57.3	59.6
I receive enough training to do my job effectively.	22.1	14.6		63.3	63.3	64.6	70.0	64.1	58.0
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	19.9	9.1	71	1.0	71.0	72.6	69.8	72.3	60.2
Most of my work is rewarding.	12.2	18.5	6	9.3	69.3	66.9	66.1	65.7	66.4
My career aspirations can be achieved at the City.	13.6	17.0	6	9.4	69.4	57.7	57.8	65.8	62.1
My immediate supervisor demonstrates a commitment to safety.	4. <mark>6</mark> 10.4		85.1		85.1	82.9	81.7	84.3	80.0
My immediate supervisor gives me useful feedback on the work I do.	15.1	10.5	74.	4	74.4	71.9	66.6	73.1	67.8
My immediate supervisor seems to care about me as a person.	7.0 9.9		83.1		83.1	83.9	79.2	82.8	78.2
The City is committed to maintaining a healthy and safe working environment.	9.1 10.	3	80.6		80.6	77.4	75.5	84.2	81.2
TalentMap*	%	20%	40% 60%	80% 100	%		VI	SIER rt. Outperform	Edmont





Development Services

Immediate Supervisor	■ Unfavourable	■ Neutral ■ Favour	able	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Immediate Supervisor	10.9 10.8	78.4		78.4	78.3	73.4	77.3	72.8
My immediate supervisor seems to care about me as a person.	7.0 9.9	83.1		83.1	83.9	79.2	82.8	78.2
My immediate supervisor encourages me to offer my opinions and ideas.	8.4 9.2	82.4		82.4	83.1	75.6	81.1	78.5
My immediate supervisor involves me in decisions that affect my work.	11.7 11.3	77.0		77.0	76.5	68.1	73.3	72.8
My immediate supervisor recognizes me when I do a good job.	10.9 13.4	75.7		75.7	76.2	73.3	73.6	70.7
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	19.9 9.1	71.0		71.0	72.6	69.8	72.3	60.2
My immediate supervisor gives me useful feedback on the work I do.	15.1 10.5	74.4		74.4	71.9	66.6	73.1	67.8
My immediate supervisor demonstrates a commitment to safety.	4.610.4	85.1		85.1	82.9	81.7	84.3	80.0
My immediate supervisor is open to receiving my input on how to improve work processes.	9.2 12.6	78.2		78.2	79.5	72.8	77.5	74.2
My immediate supervisor allows me to try out new ideas to improve my work processes.	8.9 14.0	77.0		77.0	77.6	68.1	76.2	n/a
	20%	10% 60% 80%	100	%				



Note: "My immediate supervisor allows me to try out new ideas to improve my work processes" - new question added in 2016. Overall Immediate Supervisor is the average of all items below excluding the new question. The Overall Immediate Supervisor score including the new question is: 78.2%





Development Services

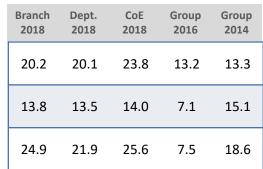
Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?



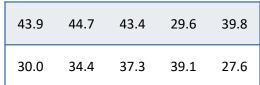


For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?

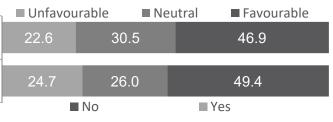




For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.



46.9	38.6	45.8	n/a	n/a
49.4	45.5	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

96.3	3.7
74.3	25.7
93.0	7.0
94.2	5.8

3.7	2.3	5.4	5.0	3.2
25.7	28.1	23.6	21.1	19.5
7.0	5.0	8.2	3.9	9.6
5.8	4.9	5.7	5.8	5.6

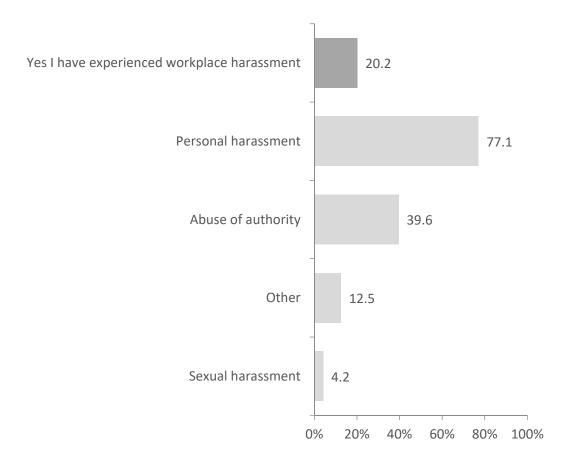






Development Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

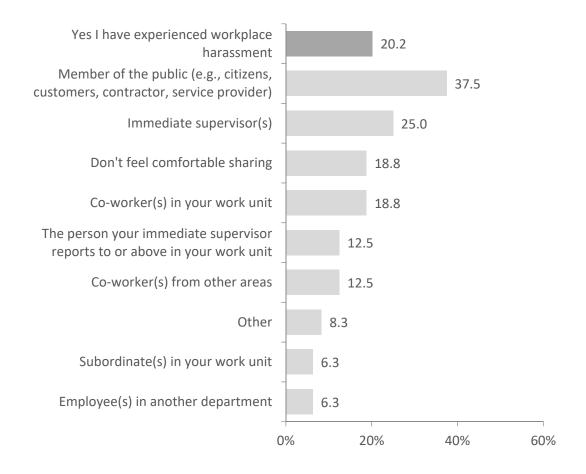






Development Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

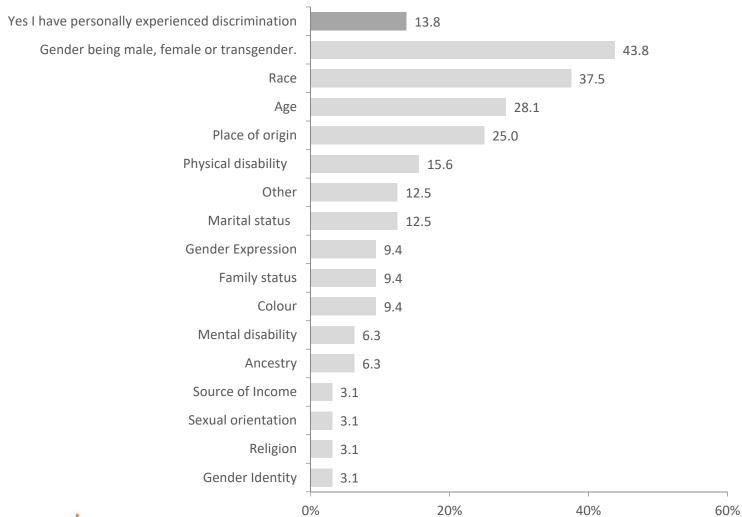






Development Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



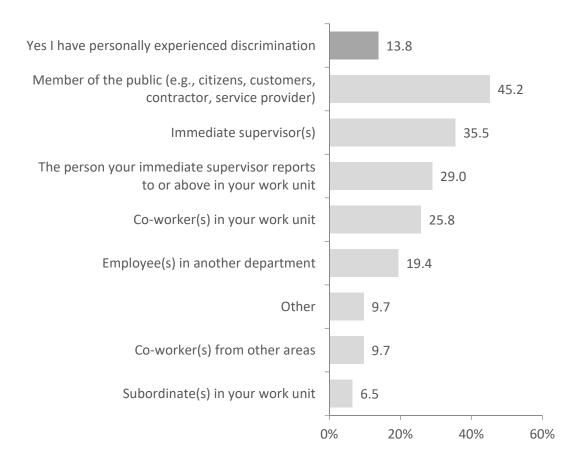






Development Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

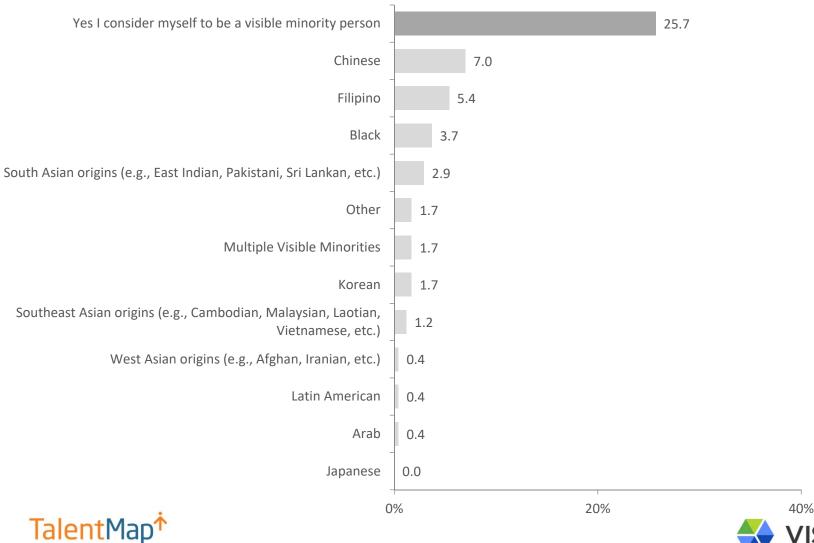






Development Services

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



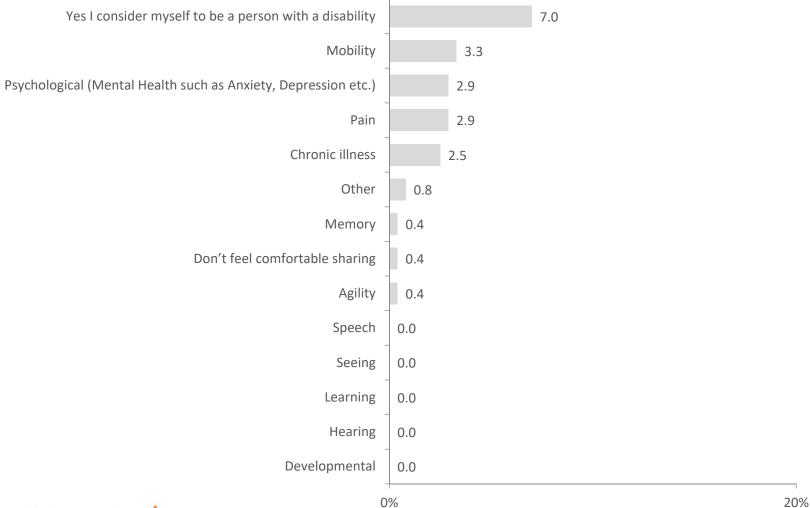






Development Services

Do you consider yourself to be a person with a disability? What is the nature of your disability.



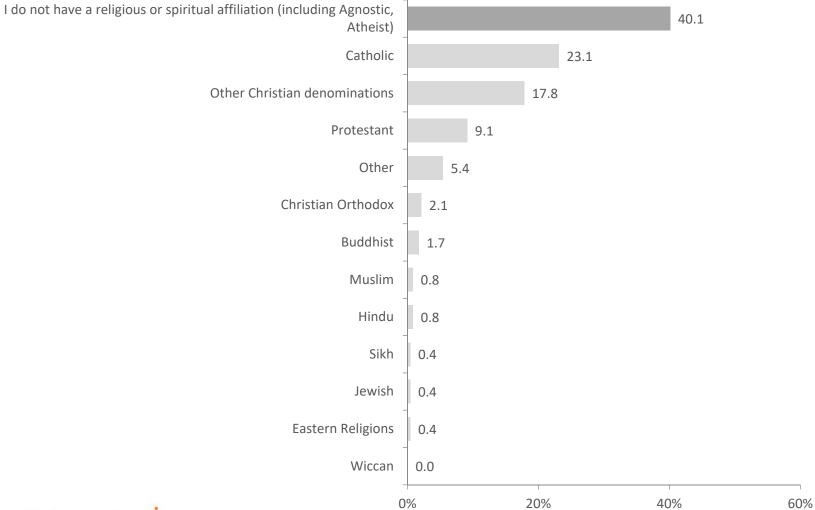






Development Services

Please indicate your religious or spiritual affiliation.









Development Services

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

_	
Make my workplace less stressful	39.5
Satisfied with my job and the workplace	37.7
Changes at the city cause workplace stress	33.8
Very happy to be a city employee	32.0
Work pressures are very stressful	31.1
Better 2-way communication between management and staff	28.9
I have more work than I can handle	23.7
More career development opportunities	22.4
Better access to information	20.6
More equitable treatment of employees	20.2
Clearer long-term direction	19.7
More appreciation and recognition for my contributions	19.3
More teamwork	18.4
Need to effectively address difficult situations at work	18.0
More respectful workplace	15.8
More involvement in decisions	15.8
Clearer performance expectations	14.9
Other	14.0
Improved physical work environment	11.4
More day-to-day coaching and feedback on my performance	9.2
Less discrimination	7.9
Stop colleagues from harassing each other	7.0
	% 20% 40% 60% 80% 100%
U	70 2070 4070 0070 0070 10070

Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
39.5	33.5	30.5	28.8	37.4
37.7	33.6	41.9	42.8	32.9
33.8	35.5	22.6	13.6	n/a
32.0	28.0	36.2	35.2	n/a
31.1	25.4	18.5	21.6	n/a
28.9	32.9	30.9	31.1	37.4
23.7	20.8	13.4	24.2	n/a
22.4	26.0	24.6	28.0	27.6
20.6	22.9	18.8	19.7	22.8
20.2	21.8	22.0	18.6	26.4
19.7	25.6	19.8	16.7	20.3
19.3	19.0	21.7	17.8	24.4
18.4	16.8	19.8	24.2	28.0
18.0	18.1	21.1	17.8	n/a
15.8	17.0	21.6	12.5	22.0
15.8	19.4	19.4	16.7	26.0
14.9	18.1	13.1	15.5	21.1
14.0	18.1	12.3	13.3	8.9
11.4	9.3	11.7	13.3	11.8
9.2	8.4	7.5	9.1	18.3
7.9	8.2	9.8	3.8	6.1
7.0	7.9	11.4	3.4	n/a









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Community Standards and Neighbourhoods

Department: Citizen Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Community Standards and Neighbourhoods

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. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

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 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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.

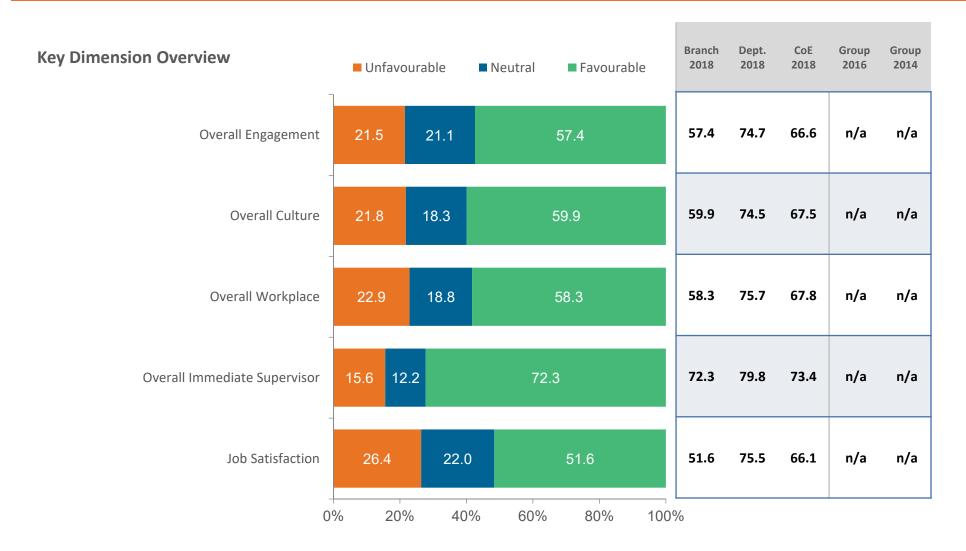


Invited: 318 Responded: 277

Participation Rate 2018: 87% Participation Rate 2016: n/a Participation Rate 2014: n/a









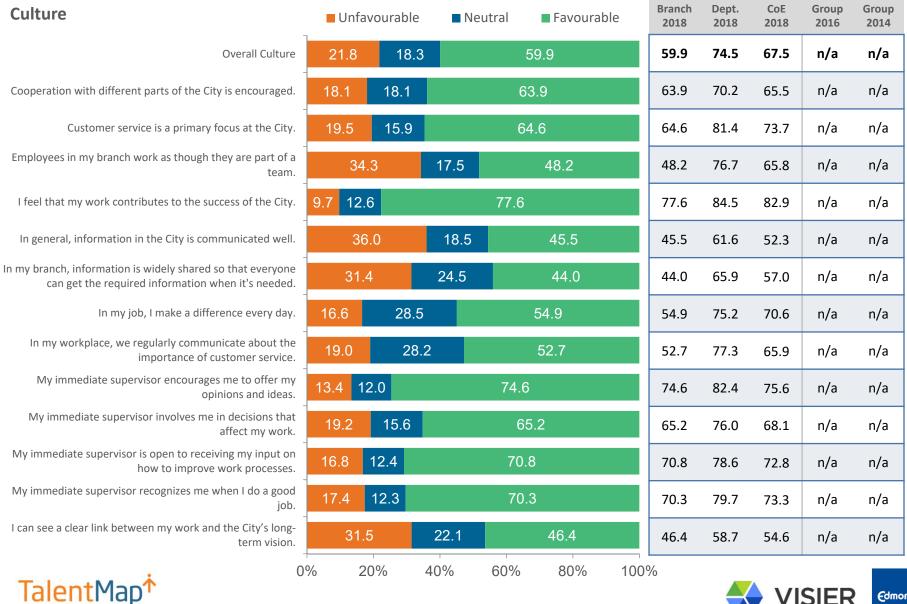




Engagement	■ Unfavou	ırable	■ Neutral	■ Favourab	е	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	21.5	21.1		57.4		57.4	74.7	66.6	n/a	n/a
Considering everything, please rate your level of satisfaction with your current job at the present time.	26.4	22.0		51.6		51.6	75.5	66.1	n/a	n/a
I am proud to tell others I work for the City.	11.2 17.	7	7	1.1		71.1	84.6	75.6	n/a	n/a
The City inspires me to do my best work.	26.4	24.5	5	49.1		49.1	67.4	59.9	n/a	n/a
I would recommend the City to a friend as a great place to work.	13.0	9.9		67.0		67.0	83.1	73.5	n/a	n/a
My job provides me with a sense of personal accomplishment.	20.2	20.6		59.2		59.2	78.9	70.0	n/a	n/a
I can see a clear link between my work and the City's long-term vision.	31.5	2:	2.1	46.4		46.4	58.7	54.6	n/a	n/a
0	% 20%	% 40°	% 60%	6 80%	100	%				

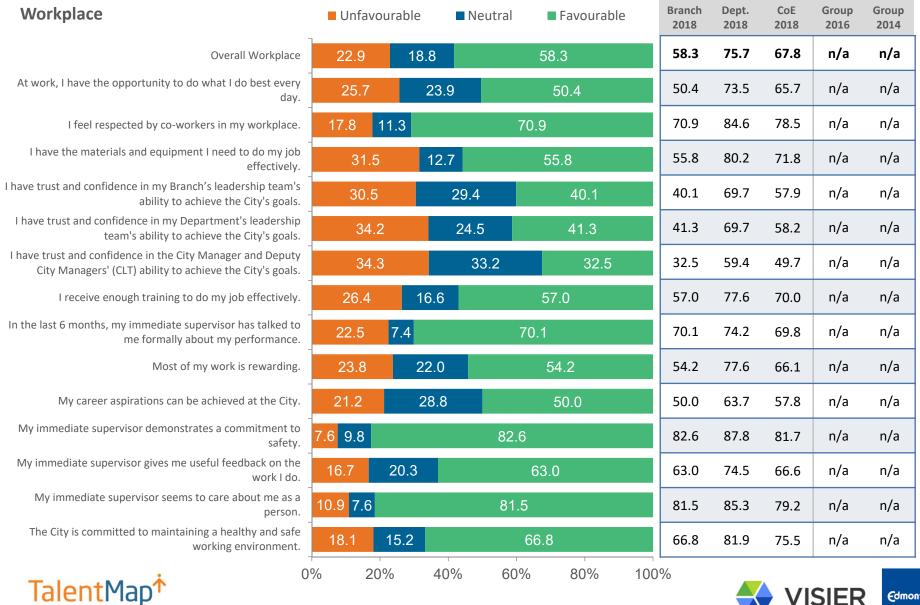








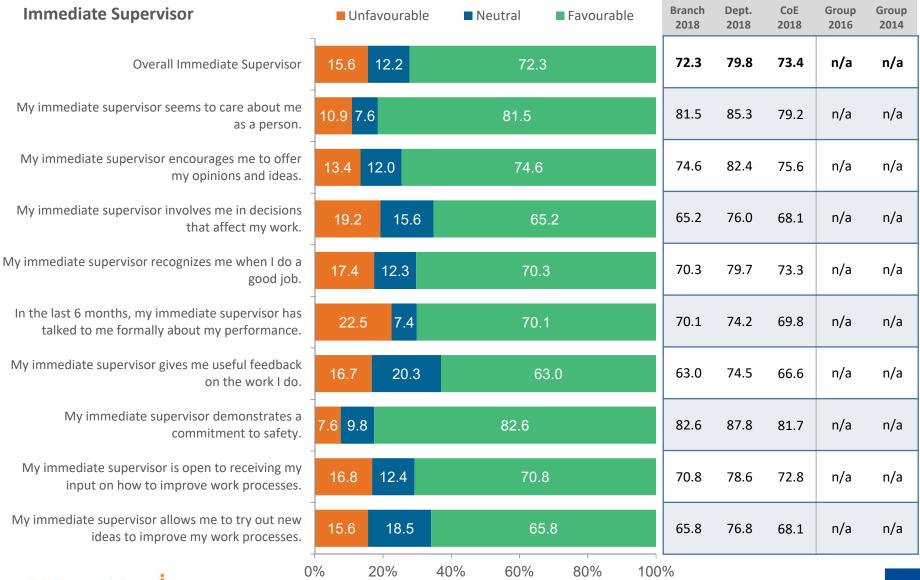








Community Standards and Neighbourhoods





Note: "My immediate supervisor allows me to try out new ideas to improve my work processes" - new question added in 2016. Overall Immediate Supervisor is the average of all items below excluding the new question. The Overall Immediate Supervisor score including the new question is: 71.5%





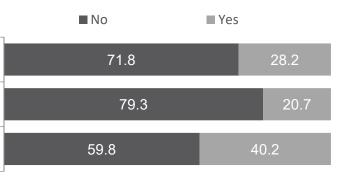
Community Standards and Neighbourhoods

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?



Branch Dept. CoE Group Group 2018 2018 2018 2016 2014 28.2 20.2 23.8 n/a n/a 20.7 11.5 14.0 n/a n/a 40.2 24.0 25.6 n/a n/a

For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?



57.7	48.5	43.4	n/a	n/a
33.8	42.6	37.3	n/a	n/a

For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.

■ Unfavourable	■ Neutra	ıl	■ Favourable	
42.3	25.8		31.8	
38.7	19.6	41.7		
■ No		■ Ye	S	

31.8	53.2	45.8	n/a	n/a
41.7	59.3	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

95.7	4.3
87.7	12.3
88.8	11.2
94.6	5.4

4.3	7.1	5.4	n/a	n/a
12.3	12.6	23.6	n/a	n/a
11.2	6.9	8.2	n/a	n/a
5.4	7.4	5.7	n/a	n/a

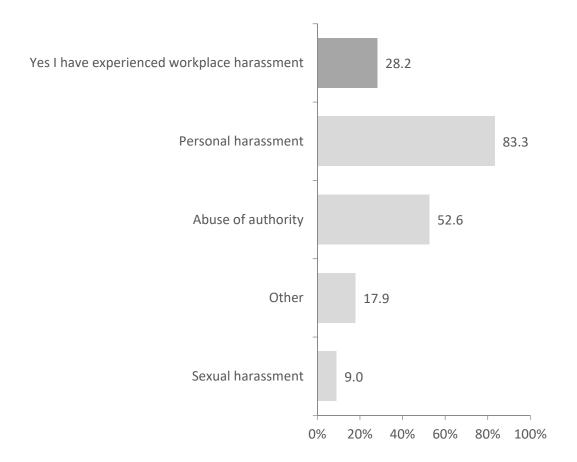






Community Standards and Neighbourhoods

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

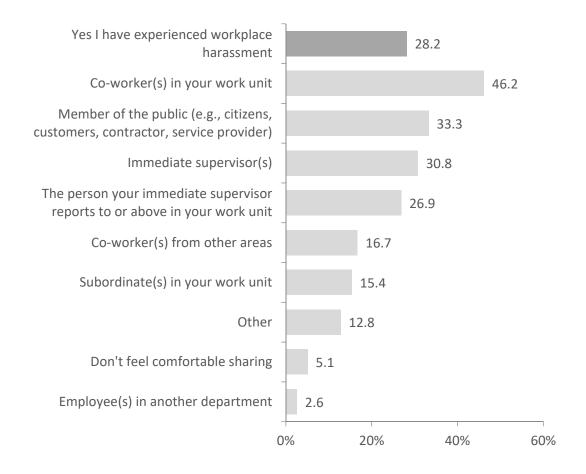






Community Standards and Neighbourhoods

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

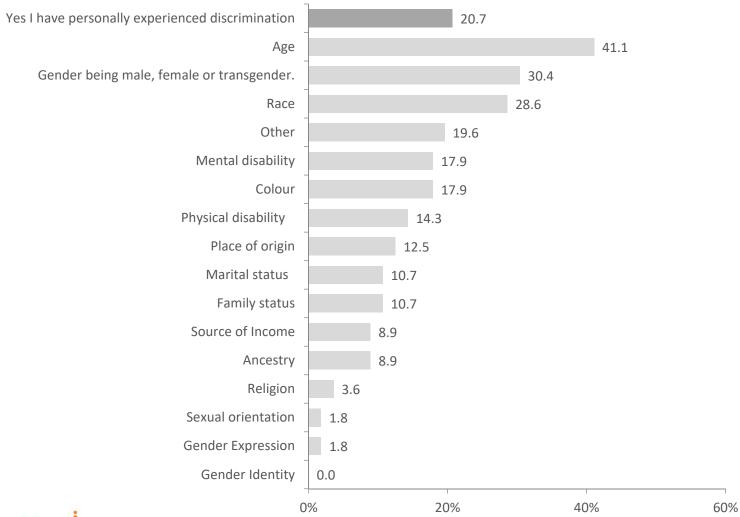






Community Standards and Neighbourhoods

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



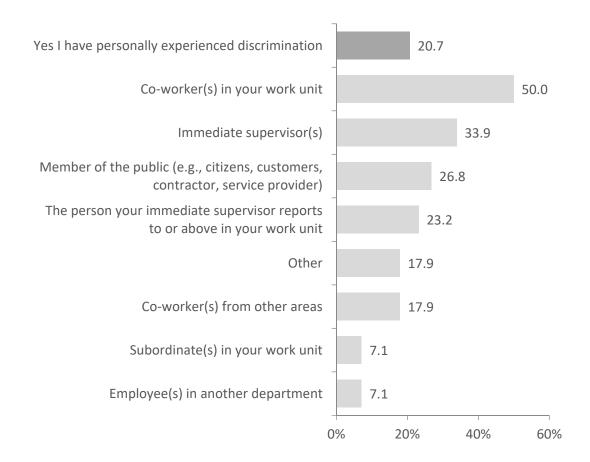






Community Standards and Neighbourhoods

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

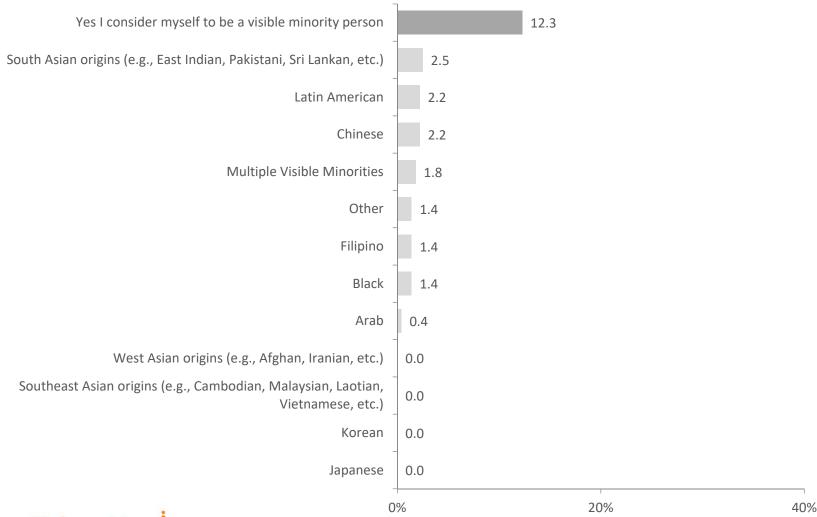






Community Standards and Neighbourhoods

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



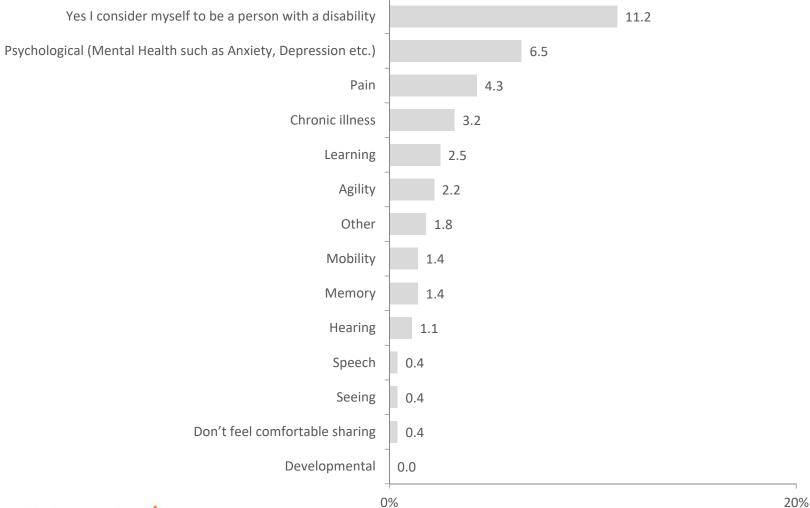






Community Standards and Neighbourhoods

Do you consider yourself to be a person with a disability? What is the nature of your disability.



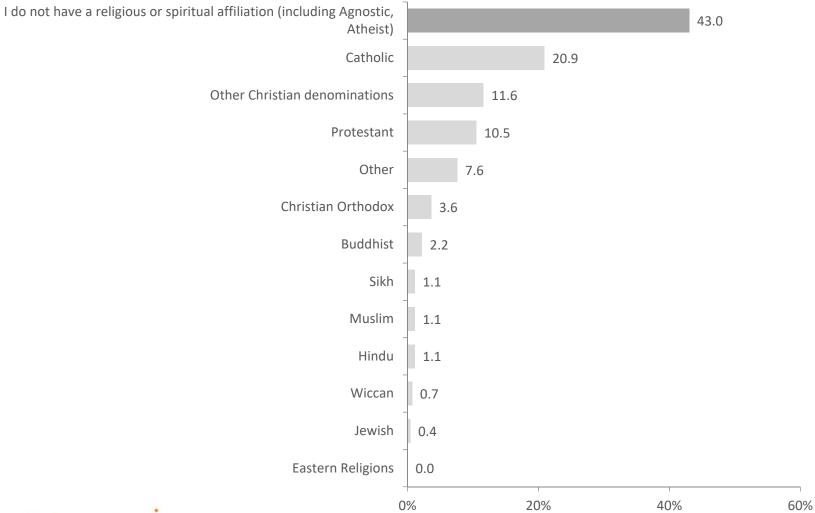






Community Standards and Neighbourhoods

Please indicate your religious or spiritual affiliation.









Community Standards and Neighbourhoods

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

Make my workplace less stressful		3	6.0		
Better 2-way communication between management and staff		3.	5.7		
More involvement in decisions		30.5			
More career development opportunities		30.5			
Need to effectively address difficult situations at work		30.1			
More equitable treatment of employees		29.8			
More respectful workplace		27.9			
Clearer long-term direction		26.5			
Work pressures are very stressful		26.1			
More appreciation and recognition for my contributions		26.1			
Changes at the city cause workplace stress		24.3			
I have more work than I can handle		23.9			
Satisfied with my job and the workplace		23.2			
Very happy to be a city employee		21.7			
More teamwork		21.3			
Other		21.0			
Better access to information	1	6.5			
Stop colleagues from harassing each other	1!	5.8			
Clearer performance expectations	15	5.1			
Improved physical work environment	14	1.7			
Less discrimination	10.7	,			
More day-to-day coaching and feedback on my performance	5.5				
0)% 209	% 40	% 60%	80%	100%

Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
36.0	21.5	30.5	n/a	n/a
35.7	26.0	30.9	n/a	n/a
30.5	15.6	19.4	n/a	n/a
30.5	18.5	24.6	n/a	n/a
30.1	18.5	21.1	n/a	n/a
29.8	17.5	22.0	n/a	n/a
27.9	16.7	21.6	n/a	n/a
26.5	12.0	19.8	n/a	n/a
26.1	12.0	18.5	n/a	n/a
26.1	15.9	21.7	n/a	n/a
24.3	12.7	22.6	n/a	n/a
23.9	8.7	13.4	n/a	n/a
23.2	48.4	41.9	n/a	n/a
21.7	39.3	36.2	n/a	n/a
21.3	15.7	19.8	n/a	n/a
21.0	12.8	12.3	n/a	n/a
16.5	15.1	18.8	n/a	n/a
15.8	9.6	11.4	n/a	n/a
15.1	9.7	13.1	n/a	n/a
14.7	11.7	11.7	n/a	n/a
10.7	7.6	9.8	n/a	n/a
5.5	5.8	7.5	n/a	n/a









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Open City and Technology

Department: Financial & Corporate Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Open City and Technology

HOW TO READ YOUR REPORT

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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.

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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.



Invited: 353 Responded: 313 Participation Rate 2018: 89% Participation Rate 2016: 88% Participation Rate 2014: 90%





Key Dimension Overview		favourable	■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	13.9 20.1		66.1		66.1	63.8	66.6	71.4	60.8
Overall Culture	13.5	16.0	70	.5	70.5	68.0	67.5	74.7	65.7
Overall Workplace	12.6	18.0	69	0.5	69.5	68.2	67.8	73.1	60.6
Overall Immediate Supervisor	8.5 9.4		82.1		82.1	78.0	73.4	83.2	69.0
Job Satisfaction	16.3	23.6		60.1	60.1	59.9	66.1	68.5	61.1
0	%	20%	40% 60%	80% 100	%				

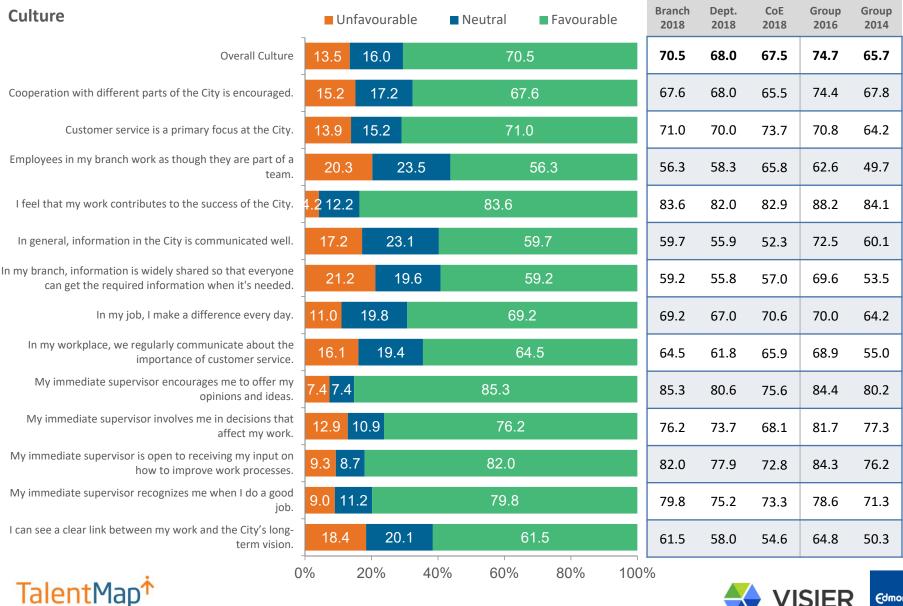




Engagement	■ Unfavourable		■ Neutral ■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	13.9	20.1	66.1	66.1	63.8	66.6	71.4	60.8
Considering everything, please rate your level of satisfaction with your current job at the present time.	16.3	23.6	60.1	60.1	59.9	66.1	68.5	61.1
I am proud to tell others I work for the City.	8.7	18.3	73.1	73.1	71.7	75.6	78.6	66.1
The City inspires me to do my best work.	15.1	24.0	60.9	60.9	58.5	59.9	68.5	56.8
I would recommend the City to a friend as a great place to work.	12.9	15.8	71.4	71.4	67.6	73.5	77.1	63.7
My job provides me with a sense of personal accomplishment.	11.8	18.8	69.3	69.3	66.9	70.0	70.7	66.7
I can see a clear link between my work and the City's long-term vision.	18.4	20.1	61.5	61.5	58.0	54.6	64.8	50.3
0	%	20% 4	-0% 60% 80% 10	00%				

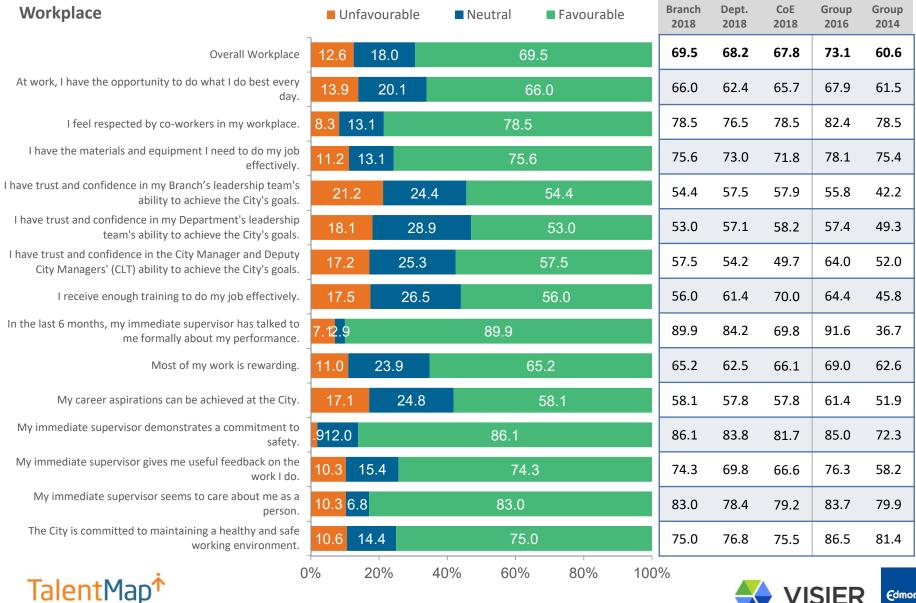
















Open City and Technology

Immediate Supervisor	■ Unfavourable	■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Immediate Supervisor	8.5 9.4	82.1		82.1	78.0	73.4	83.2	69.0
My immediate supervisor seems to care about me as a person.	10.3 6.8	83.0		83.0	78.4	79.2	83.7	79.9
My immediate supervisor encourages me to offer my opinions and ideas.	7.4 7.4	85.3		85.3	80.6	75.6	84.4	80.2
My immediate supervisor involves me in decisions that affect my work.	12.9 10.9	76.2		76.2	73.7	68.1	81.7	77.3
My immediate supervisor recognizes me when I do a good job.	9.0 11.2	79.8		79.8	75.2	73.3	78.6	71.3
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	7.12.9	89.9		89.9	84.2	69.8	91.6	36.7
My immediate supervisor gives me useful feedback on the work I do.	10.3 15.4	74.3		74.3	69.8	66.6	76.3	58.2
My immediate supervisor demonstrates a commitment to safety.	.912.0	86.1		86.1	83.8	81.7	85.0	72.3
My immediate supervisor is open to receiving my input on how to improve work processes.	9.3 8.7	82.0		82.0	77.9	72.8	84.3	76.2
My immediate supervisor allows me to try out new ideas to improve my work processes.	7.4 9.7	82.9		82.9	76.6	68.1	83.4	n/a
. 0	% 20% 4	-0% 60%	80% 100	%				



Note: "My immediate supervisor allows me to try out new ideas to improve my work processes" - new question added in 2016. Overall Immediate Supervisor is the average of all items below excluding the new question. The Overall Immediate Supervisor score including the new question is: 82.2%





Open City and Technology

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?



Branch Dept. CoE Group Group 2018 2018 2018 2016 2014 18.6 21.7 23.8 13.3 11.7 9.1 10.6 14.0 5.4 7.7 22.9 25.8 25.6 11.1 14.7

For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?



43.8	44.2	43.4	25.7	29.5
51.1	44.5	37.3	46.2	14.3

For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.



44.0	42.1	45.8	n/a	n/a
41.6	43.7	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

98.7	1.
61.3	38.7
94.9	5.1
95.8	4.2

1.3	3.0	5.4	1.0	1.4
38.7	33.2	23.6	38.9	35.2
5.1	6.0	8.2	4.5	6.0
4.2	4.7	5.7	3.9	6.2

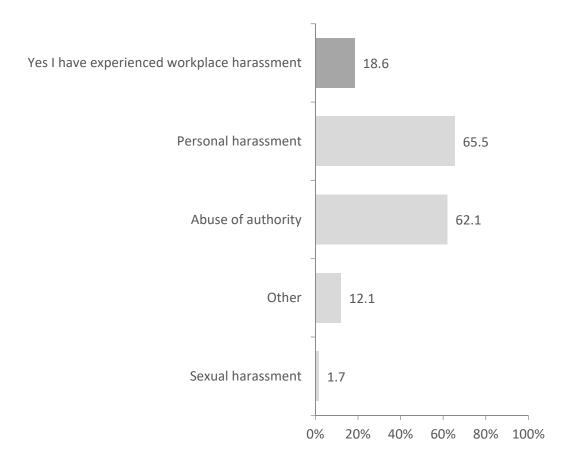






Open City and Technology

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

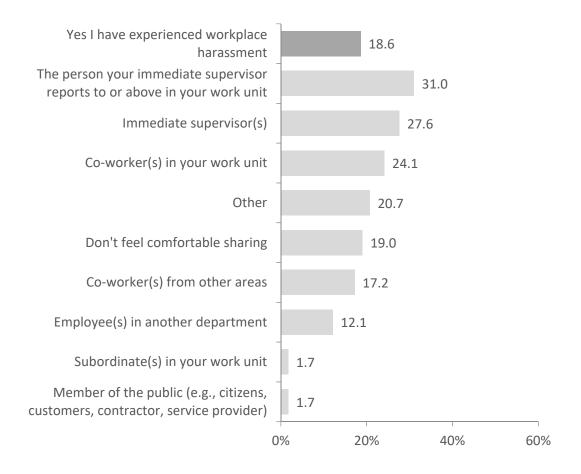






Open City and Technology

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

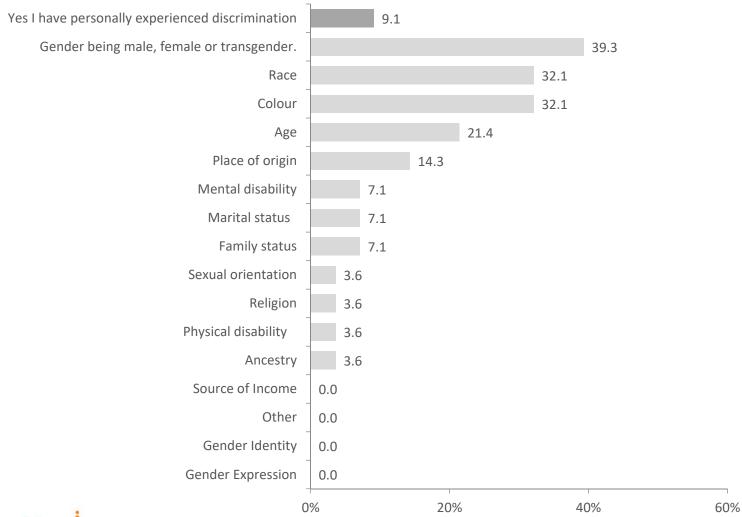






Open City and Technology

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



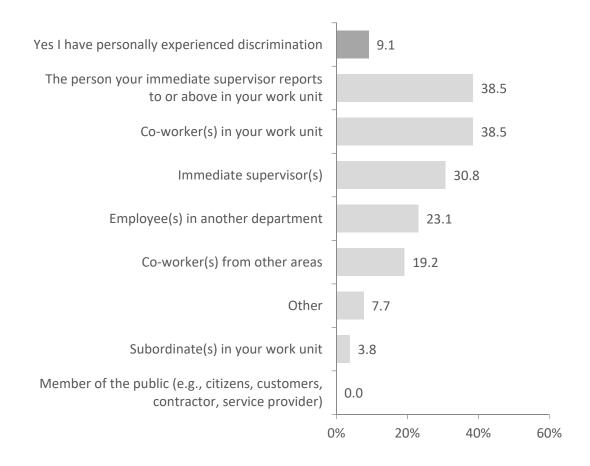






Open City and Technology

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

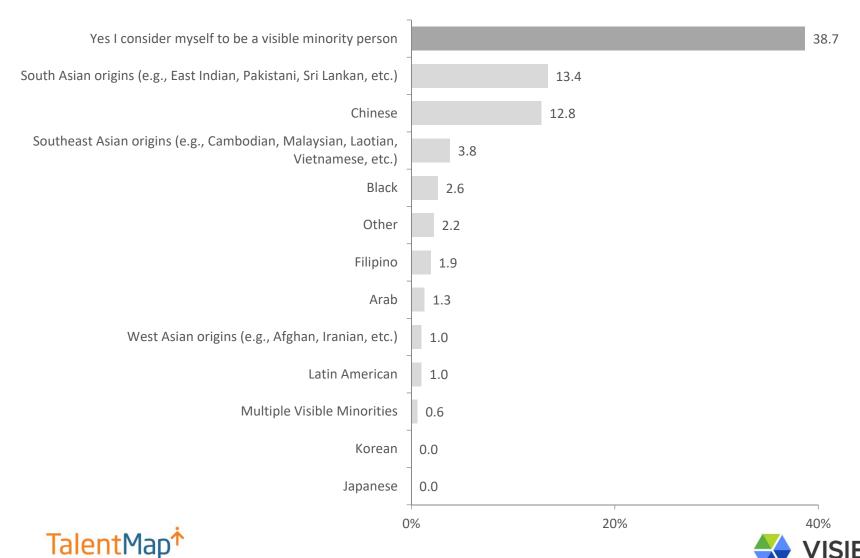






Open City and Technology

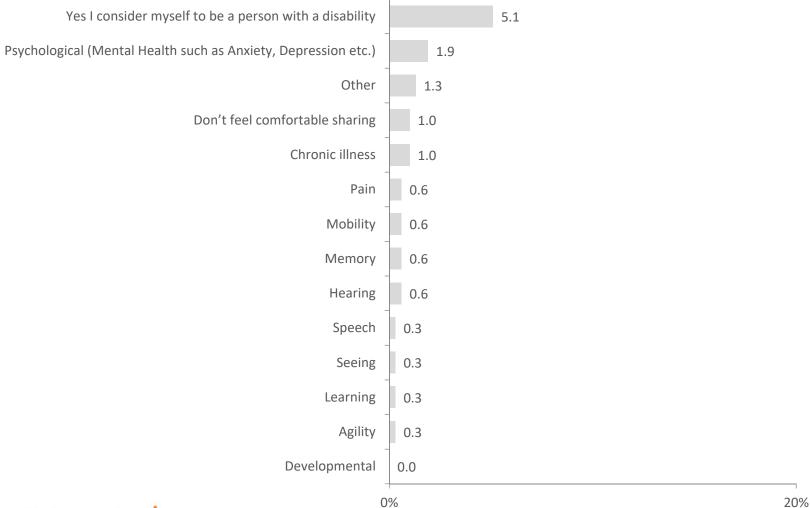
Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



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Open City and Technology

Do you consider yourself to be a person with a disability? What is the nature of your disability.



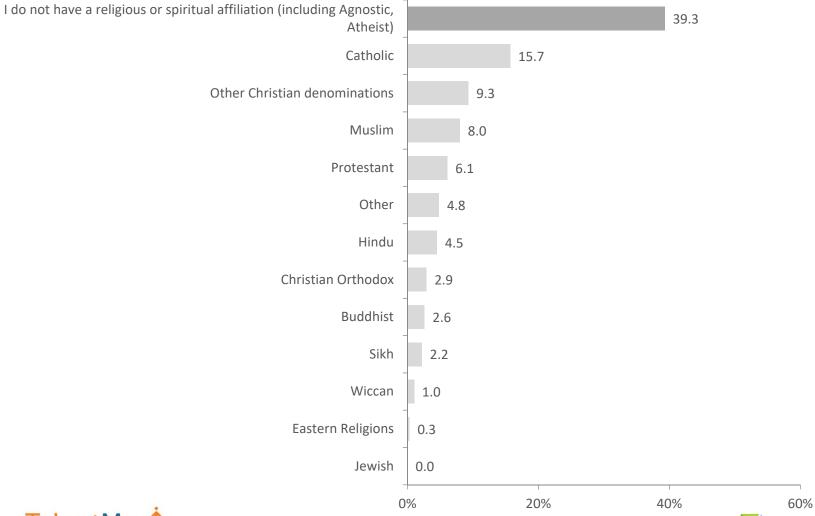






Open City and Technology

Please indicate your religious or spiritual affiliation.









Open City and Technology

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

_	
Very happy to be a city employee	29.6
Satisfied with my job and the workplace	29.6
Make my workplace less stressful	27.9
More career development opportunities	26.1
Better 2-way communication between management and staff	26.1
More respectful workplace	25.1
More equitable treatment of employees	25.1
Clearer long-term direction	23.3
Changes at the city cause workplace stress	23.3
More involvement in decisions	22.6
More teamwork	19.2
More appreciation and recognition for my contributions	18.5
Need to effectively address difficult situations at work	17.8
Better access to information	16.0
I have more work than I can handle	13.6
Work pressures are very stressful	11.5
Stop colleagues from harassing each other	11.5
Other	10.8
Clearer performance expectations	9.4
Less discrimination	9.1
Improved physical work environment	8.0
More day-to-day coaching and feedback on my performance	3.1
0	% 20% 40% 60% 80% 100%

Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
29.6	30.4	36.2	37.9	n/a
29.6	35.3	41.9	44.8	34.8
27.9	30.4	30.5	27.6	36.4
26.1	24.8	24.6	24.1	35.2
26.1	28.0	30.9	22.1	38.8
25.1	23.4	21.6	18.3	21.6
25.1	26.4	22.0	19.7	30.0
23.3	21.8	19.8	17.2	34.8
23.3	25.8	22.6	13.8	n/a
22.6	19.2	19.4	17.9	30.0
19.2	19.8	19.8	19.7	24.8
18.5	21.3	21.7	16.9	26.8
17.8	20.2	21.1	13.1	n/a
16.0	17.6	18.8	14.1	21.2
13.6	19.6	13.4	12.4	n/a
11.5	20.2	18.5	13.4	n/a
11.5	11.4	11.4	5.5	n/a
10.8	13.2	12.3	14.8	10.8
9.4	13.0	13.1	7.6	23.6
9.1	9.4	9.8	3.8	4.0
8.0	9.0	11.7	9.0	13.6
3.1	6.7	7.5	4.1	9.6









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Waste Management Services

Department: City Operations

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Waste Management Services

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. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

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 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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".

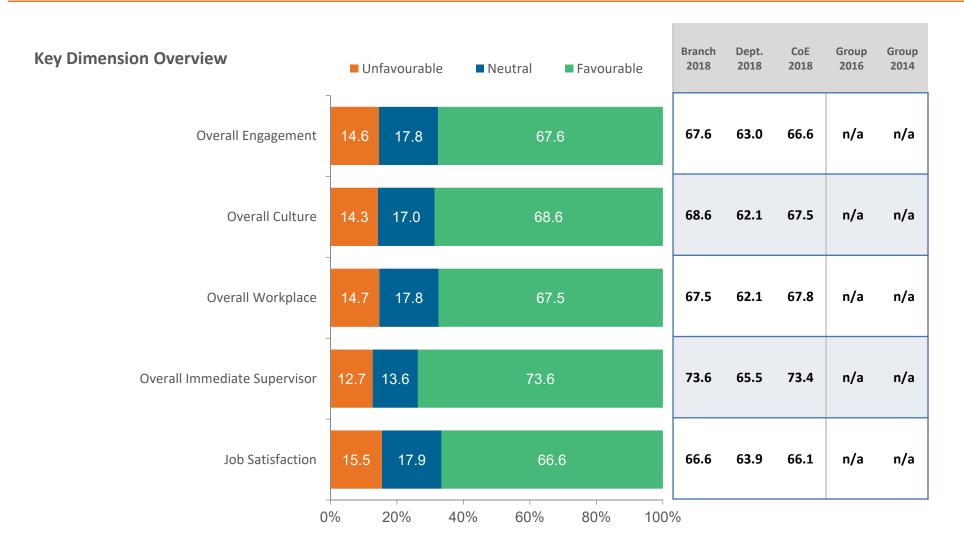
TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.



Invited: 584 Responded: 413 Participation Rate 2018: 71% Participation Rate 2016: n/a Participation Rate 2014: n/a









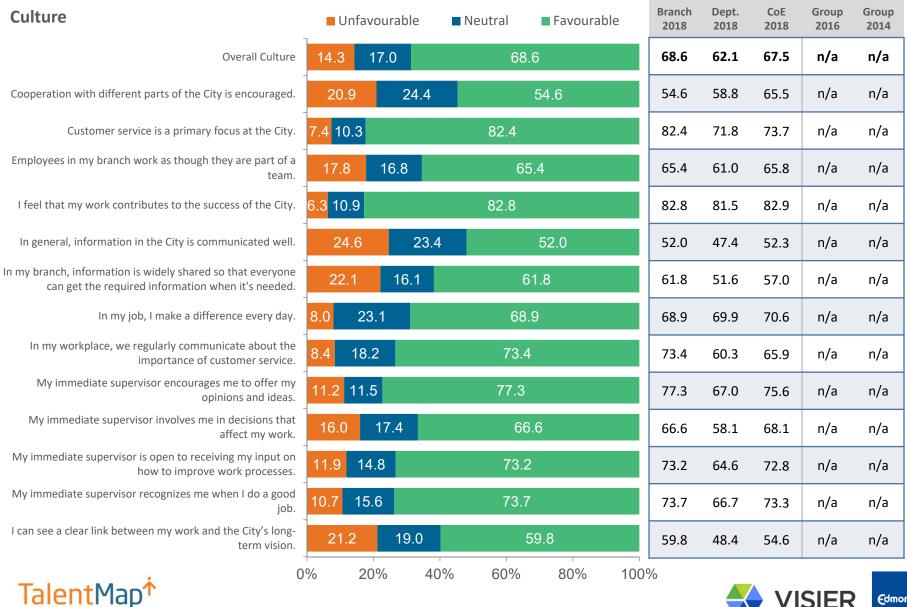


Engagement	Unfavourable		■ Neutral ■ Fav	ourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	14.6	17.8	67.6		67.6	63.0	66.6	n/a	n/a
Considering everything, please rate your level of satisfaction with your current job at the present time.	15.5	17.9	66.6		66.6	63.9	66.1	n/a	n/a
I am proud to tell others I work for the City.	9.2 13	3.9	76.9		76.9	72.6	75.6	n/a	n/a
The City inspires me to do my best work.	17.4	21.3	61.4		61.4	55.7	59.9	n/a	n/a
I would recommend the City to a friend as a great place to work.	11.2	15.9	72.9		72.9	71.6	73.5	n/a	n/a
My job provides me with a sense of personal accomplishment.	12.9	19.0	68.0		68.0	65.9	70.0	n/a	n/a
I can see a clear link between my work and the City's long-term vision.	21.2	19.0	59.8		59.8	48.4	54.6	n/a	n/a
0	%	20% 4	0% 60% 80	0% 1009	%				



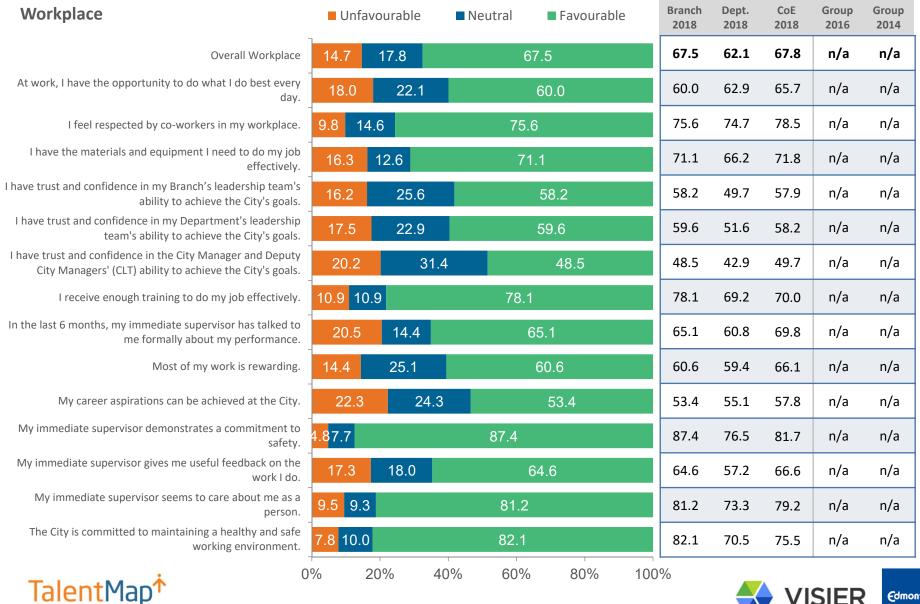






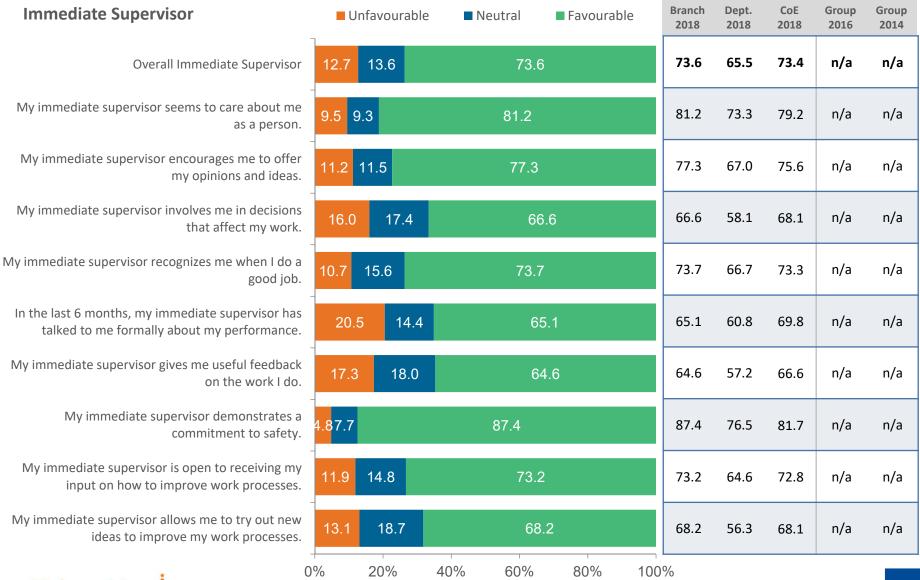




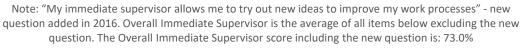
















Waste Management Services

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?

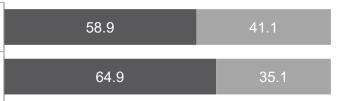


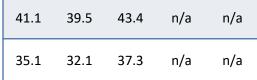
Branch Dept. CoE Group Group 2018 2018 2018 2016 2014 21.8 27.2 23.8 n/a n/a 12.7 17.2 14.0 n/a n/a 23.1 27.5 25.6 n/a n/a

For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?





For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.

■ Unfavourable ■		■ Neutral	■ Favourable
27.1	22.2		50.6
-			
25.3	17.2		57.6
■No			Yes

50.6	43.3	45.8	n/a	n/a
57.6	51.0	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

94.3	5.7
80.2	19.8
93.6	6.4
95.1	4.9

5.7	5.9	5.4	n/a	n/a
19.8	25.9	23.6	n/a	n/a
6.4	9.8	8.2	n/a	n/a
4.9	4.9	5.7	n/a	n/a

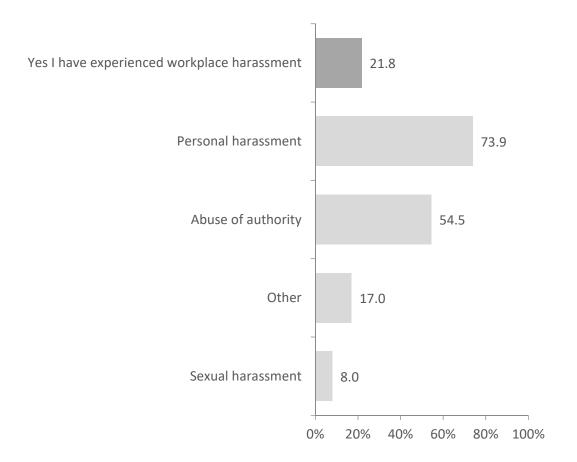






Waste Management Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

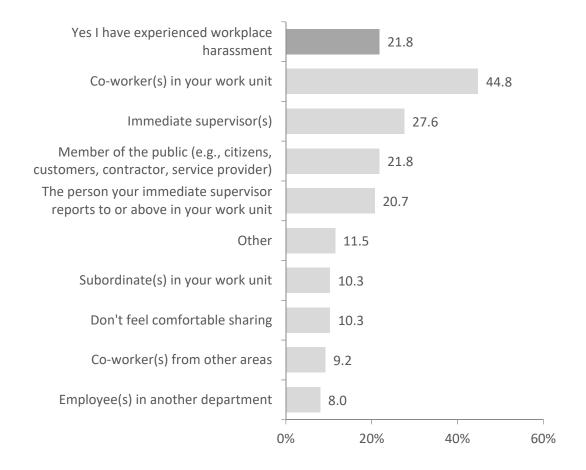






Waste Management Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

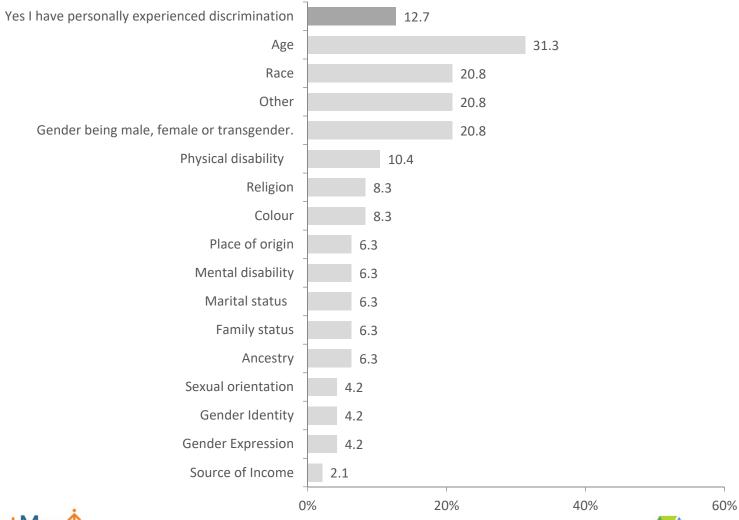






Waste Management Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



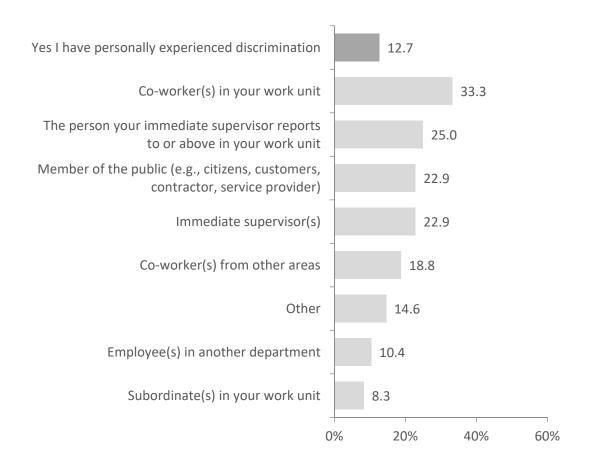






Waste Management Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

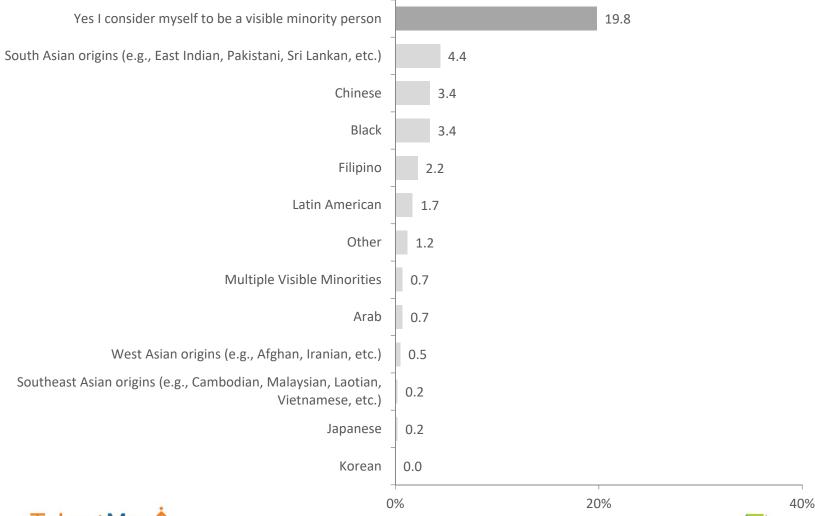






Waste Management Services

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



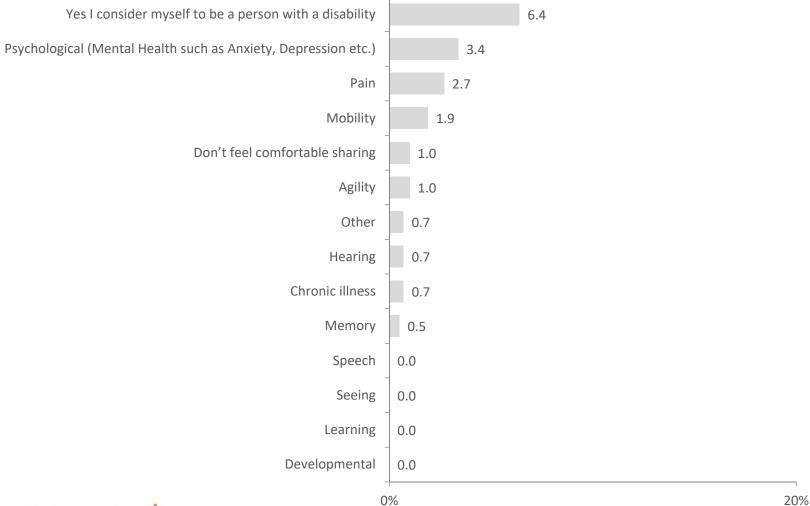






Waste Management Services

Do you consider yourself to be a person with a disability? What is the nature of your disability.



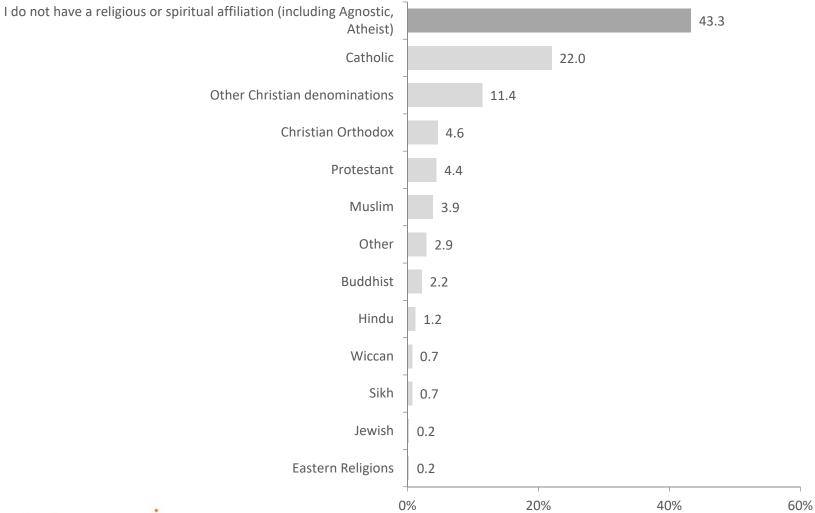






Waste Management Services

Please indicate your religious or spiritual affiliation.



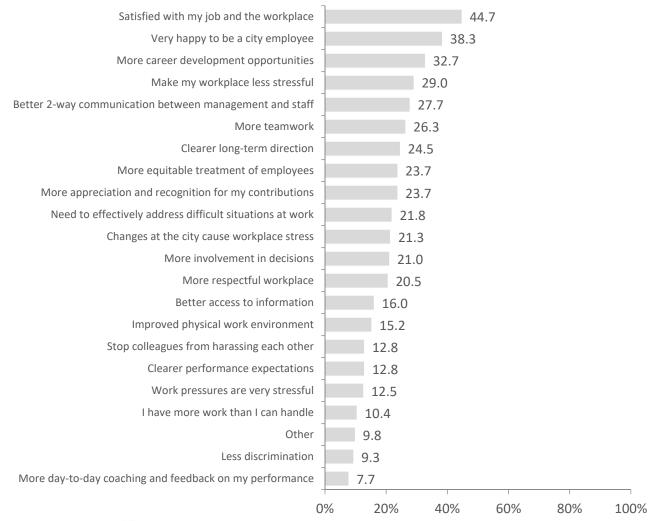






Waste Management Services

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



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
44.7	42.4	41.9	n/a	n/a
38.3	38.4	36.2	n/a	n/a
32.7	28.2	24.6	n/a	n/a
29.0	34.6	30.5	n/a	n/a
27.7	35.4	30.9	n/a	n/a
26.3	23.5	19.8	n/a	n/a
24.5	21.7	19.8	n/a	n/a
23.7	23.0	22.0	n/a	n/a
23.7	25.6	21.7	n/a	n/a
21.8	22.6	21.1	n/a	n/a
21.3	23.5	22.6	n/a	n/a
21.0	22.1	19.4	n/a	n/a
20.5	24.9	21.6	n/a	n/a
16.0	20.6	18.8	n/a	n/a
15.2	13.2	11.7	n/a	n/a
12.8	13.6	11.4	n/a	n/a
12.8	13.9	13.1	n/a	n/a
12.5	18.9	18.5	n/a	n/a
10.4	11.9	13.4	n/a	n/a
9.8	10.7	12.3	n/a	n/a
9.3	12.0	9.8	n/a	n/a
7.7	8.7	7.5	n/a	n/a









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Fleet and Facility Services

Department: City Operations

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Fleet and Facility Services

HOW TO READ YOUR REPORT

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Your agreement percentages are graphically depicted as bar charts in % Favourable,% Neutral, and % Unfavourable formats.

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CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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".

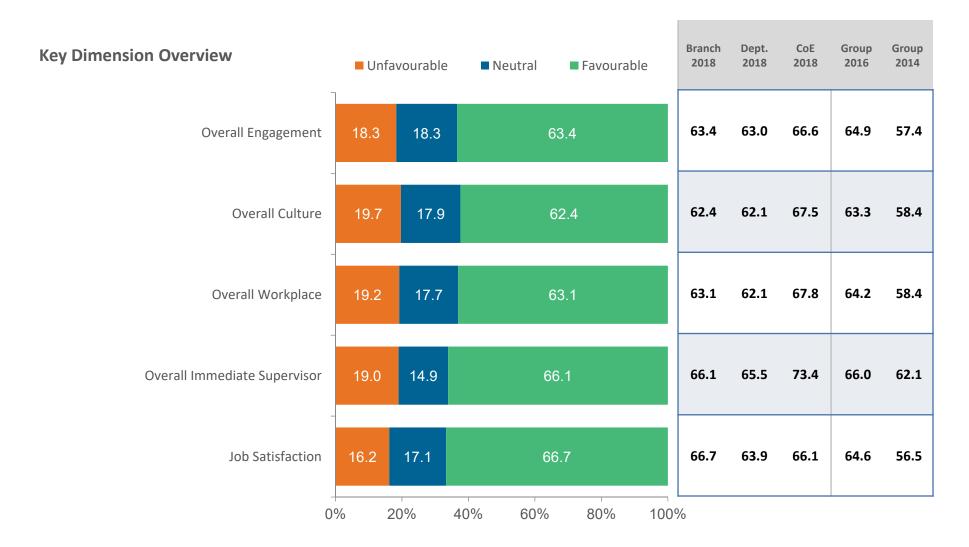
TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.



Invited: 1132 Responded: 859 Participation Rate 2018: 76% Participation Rate 2016: 76% Participation Rate 2014: 65%









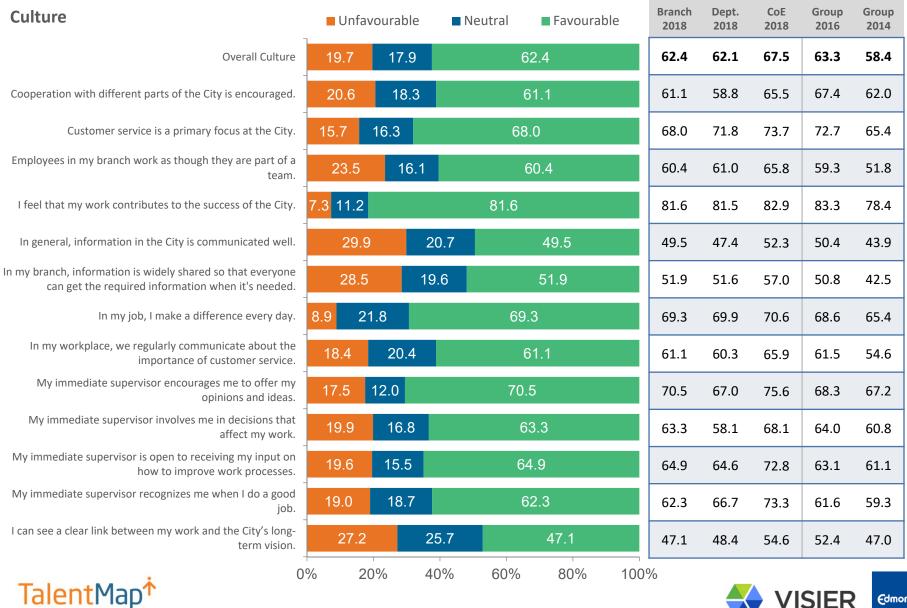




Engagement	■ Unfavourable		■ Neutral	■ Favourab	le	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	18.3	18.3		63.4		63.4	63.0	66.6	64.9	57.4
Considering everything, please rate your level of satisfaction with your current job at the present time.	16.2	16.2 17.1		66.7		66.7	63.9	66.1	64.6	56.5
I am proud to tell others I work for the City.	13.7	14.5	71.8			71.8	72.6	75.6	74.2	65.1
The City inspires me to do my best work.	22.3 20.1		57.6			57.6	55.7	59.9	57.9	51.4
I would recommend the City to a friend as a great place to work.	13.1	15.1	7	1.7		71.7	71.6	73.5	73.5	62.1
My job provides me with a sense of personal accomplishment.	17.0 17.5			65.5		65.5	65.9	70.0	66.9	62.0
I can see a clear link between my work and the City's long-term vision.	27.	27.2 25.		47.1		47.1	48.4	54.6	52.4	47.0
0	%	20% 4	10% 60%	6 80%	100	%				

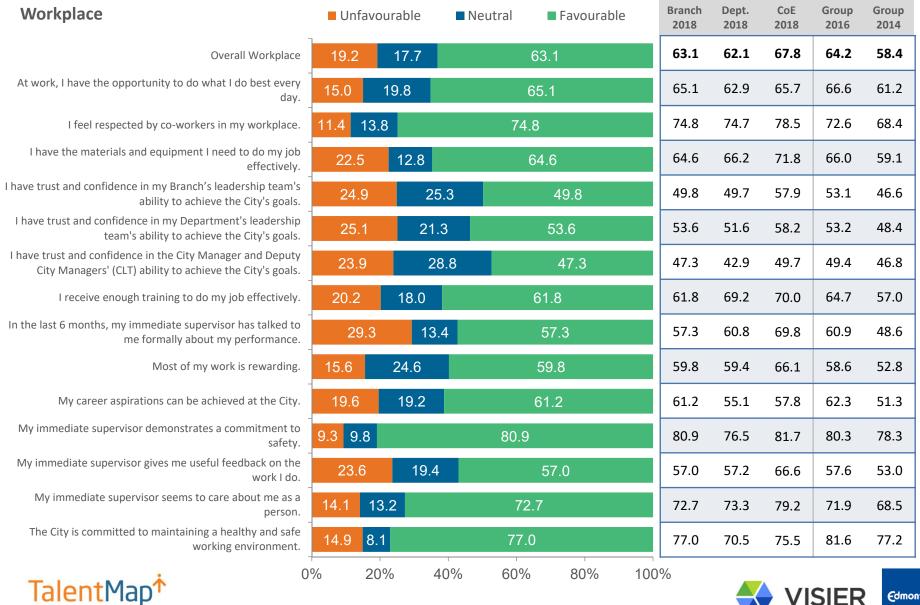
















Fleet and Facility Services





Note: "My immediate supervisor allows me to try out new ideas to improve my work processes" - new question added in 2016. Overall Immediate Supervisor is the average of all items below excluding the new question. The Overall Immediate Supervisor score including the new question is: 65.9%





Fleet and Facility Services

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?

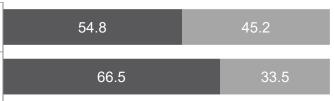


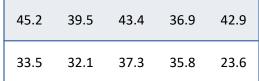
Branch Dept. CoE Group Group 2018 2018 2018 2016 2014 29.5 27.2 23.8 28.3 28.3 19.8 17.2 14.0 17.1 26.7 35.6 27.5 25.6 32.9 36.6

For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?





For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.

ı	■ Unfavourable	■ Neutra	al ■ Favourable
ı	31.6	27.5	40.8
-			
ı	31.3	22.3	46.5
	■ No		■Yes

40.8	43.3	45.8	n/a	n/a
46.5	51.0	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

94.7	5.3
77.2	22.8
88.7	11.3
96.1	3.9

5.3	5.9	5.4	4.4	4.6
22.8	25.9	23.6	18.3	13.2
11.3	9.8	8.2	9.2	12.5
3.9	4.9	5.7	2.7	3.5

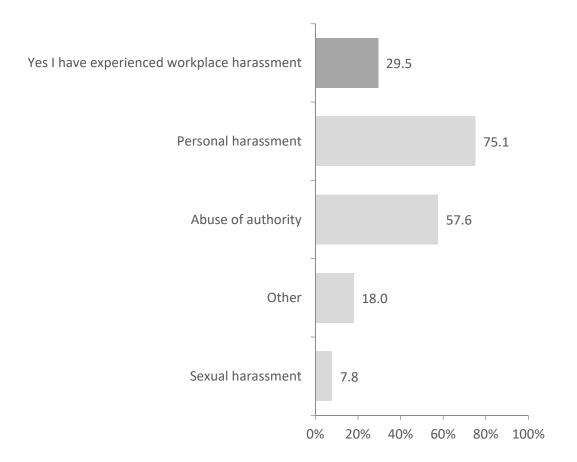






Fleet and Facility Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

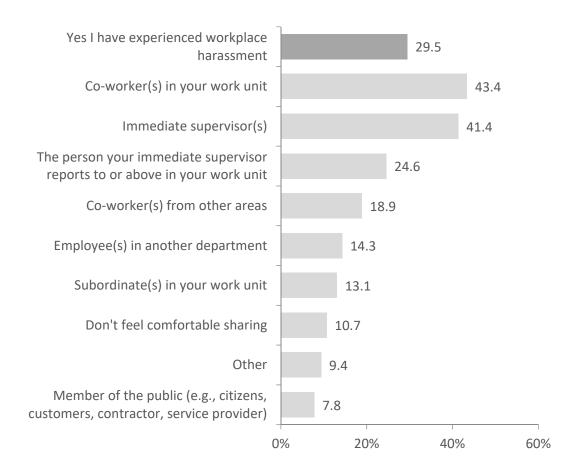






Fleet and Facility Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

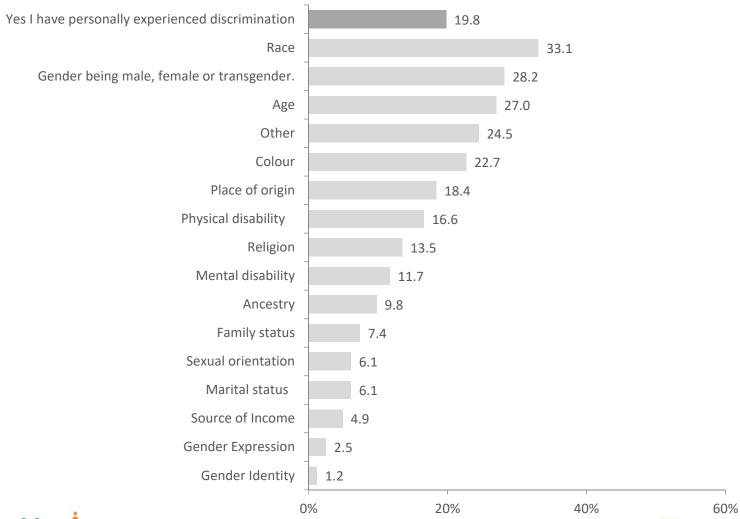






Fleet and Facility Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



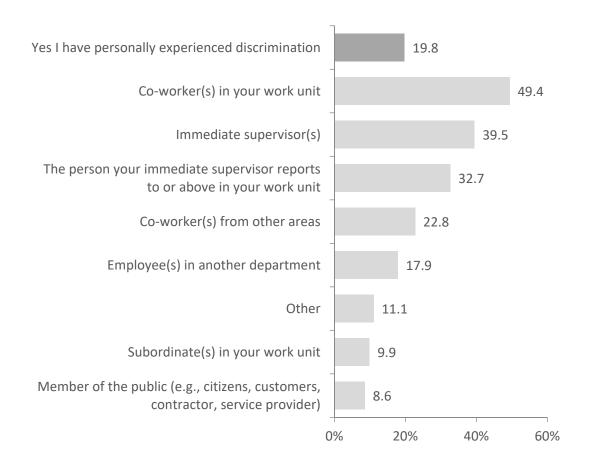






Fleet and Facility Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

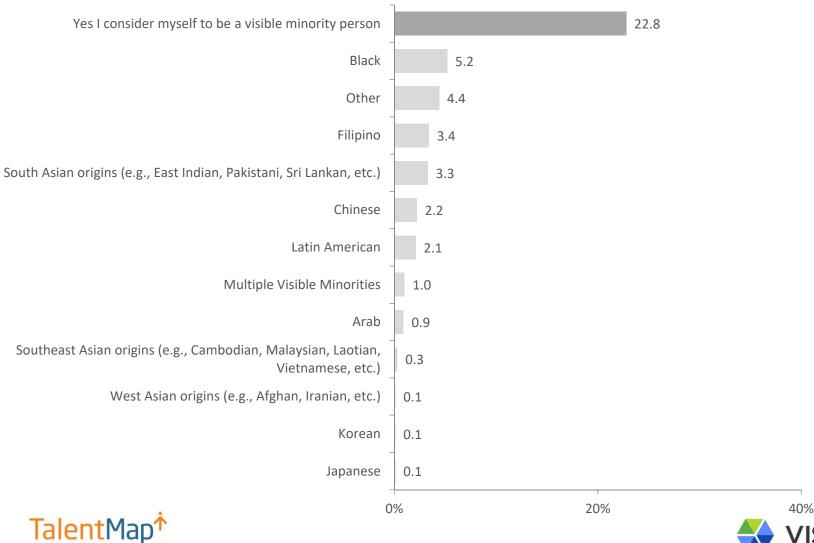






Fleet and Facility Services

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.

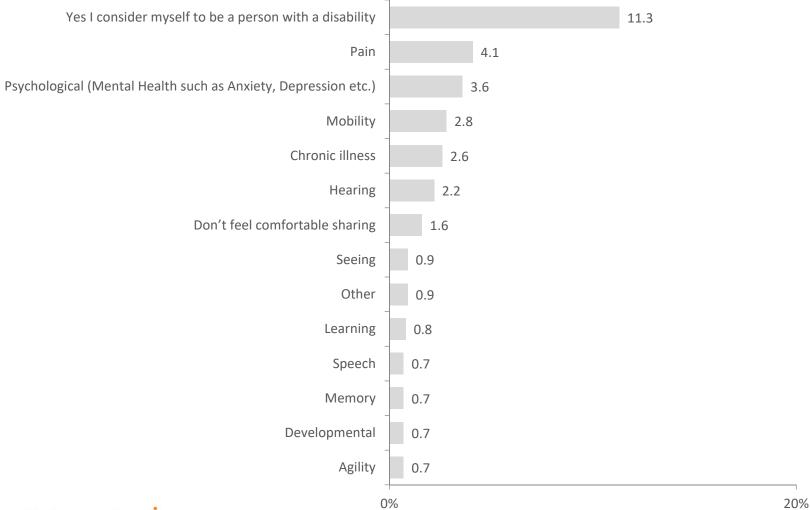






Fleet and Facility Services

Do you consider yourself to be a person with a disability? What is the nature of your disability.



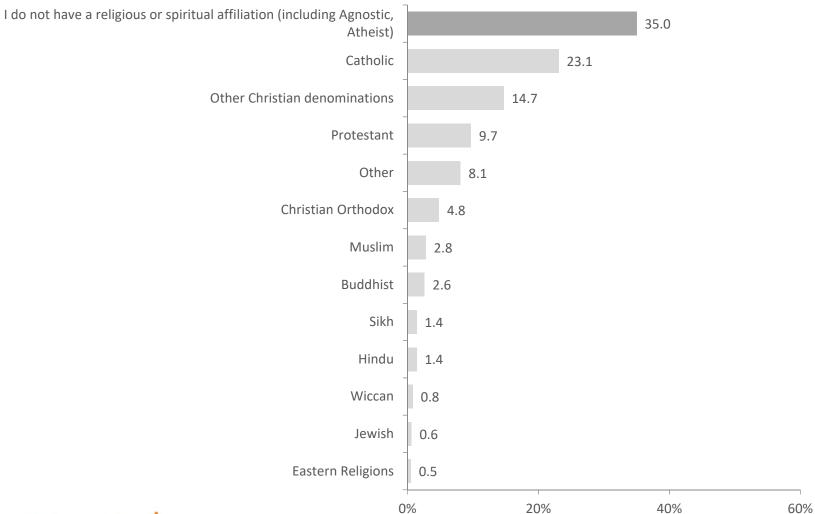






Fleet and Facility Services

Please indicate your religious or spiritual affiliation.









Fleet and Facility Services

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	43.6
Very happy to be a city employee	36.9
Make my workplace less stressful	33.6
Better 2-way communication between management and staff	33.6
More appreciation and recognition for my contributions	27.0
More equitable treatment of employees	26.6
More respectful workplace	26.2
More career development opportunities	24.9
More teamwork	24.5
Need to effectively address difficult situations at work	23.4
Changes at the city cause workplace stress	22.8
More involvement in decisions	22.3
Clearer long-term direction	19.9
Better access to information	19.4
Work pressures are very stressful	17.2
I have more work than I can handle	15.4
Stop colleagues from harassing each other	15.3
Clearer performance expectations	14.3
Less discrimination	13.2
Other	12.7
Improved physical work environment	12.3
More day-to-day coaching and feedback on my performance	9.4
0	% 20% 40% 60% 80% 100%

Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
43.6	42.4	41.9	45.5	31.2
36.9	38.4	36.2	42.0	n/a
33.6	34.6	30.5	31.6	36.3
33.6	35.4	30.9	37.9	43.7
27.0	25.6	21.7	28.8	35.3
26.6	23.0	22.0	28.6	36.6
26.2	24.9	21.6	24.6	31.2
24.9	28.2	24.6	27.9	30.9
24.5	23.5	19.8	27.0	36.6
23.4	22.6	21.1	19.9	n/a
22.8	23.5	22.6	17.1	n/a
22.3	22.1	19.4	23.1	24.0
19.9	21.7	19.8	18.4	23.5
19.4	20.6	18.8	23.8	27.6
17.2	18.9	18.5	15.0	n/a
15.4	11.9	13.4	11.5	n/a
15.3	13.6	11.4	12.8	n/a
14.3	13.9	13.1	15.5	21.7
13.2	12.0	9.8	11.5	17.1
12.7	10.7	12.3	8.6	11.0
12.3	13.2	11.7	14.4	13.0
9.4	8.7	7.5	8.4	13.0









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Fire Rescue Services

Department: Citizen Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Fire Rescue Services

HOW TO READ YOUR REPORT

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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.



Invited: 1250 Responded: 861 Participation Rate 2018: 69% Participation Rate 2016: 74% Participation Rate 2014: 60%





Fire Rescue Services

Key Dimension Overview	■ Unfavourable	■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	4.6 9.7	85.7		85.7	74.7	66.6	86.7	84.6
Overall Culture	5.6 10.5	84.0		84.0	74.5	67.5	85.2	83.8
Overall Workplace	5.17.5	87.4		87.4	75.7	67.8	86.9	86.1
Overall Immediate Supervisor	4.96.2	88.9		88.9	79.8	73.4	85.7	86.0
Job Satisfaction	5.64.3	90.1		90.1	75.5	66.1	89.5	88.5
0	20% 4	10% 60%	80% 1009	%				

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Engagement	■ Unfavourable	■ Neutral ■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	4.6 9.7	85.7	85.7	74.7	66.6	86.7	84.6
Considering everything, please rate your level of satisfaction with your current job at the present time.	5.64.3	90.1	90.1	75.5	66.1	89.5	88.5
I am proud to tell others I work for the City.	2. 3 .9	91.8	91.8	84.6	75.6	92.4	91.0
The City inspires me to do my best work.	6.9 15.5	77.5	77.5	67.4	59.9	79.2	74.9
I would recommend the City to a friend as a great place to work.	6.1	91.9	91.9	83.1	73.5	93.1	90.7
My job provides me with a sense of personal accomplishment.	3. 5 .0	92.5	92.5	78.9	70.0	91.8	91.0
I can see a clear link between my work and the City's long-term vision.	7.3 22.2	70.5	70.5	58.7	54.6	74.2	71.6
C	0% 20% 4	10% 60% 80% 10	00%				







Culture	■ Unfavourable	■ Neutral ■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Culture	5.6 <mark>10.5</mark>	84.0	84.0	74.5	67.5	85.2	83.8
Cooperation with different parts of the City is encouraged.	5.1 14.3	80.7	80.7	70.2	65.5	85.4	84.3
Customer service is a primary focus at the City.	3.411.0	85.5	85.5	81.4	73.7	88.8	89.2
Employees in my branch work as though they are part of a team.	2 <mark>27.</mark> 9	94.4	94.4	76.7	65.8	93.7	92.0
I feel that my work contributes to the success of the City.	. <mark>9</mark> .3	92.9	92.9	84.5	82.9	93.4	93.5
In general, information in the City is communicated well.	10.0 18.4	71.6	71.6	61.6	52.3	74.8	73.9
In my branch, information is widely shared so that everyone can get the required information when it's needed.	12.1 13.8	74.1	74.1	65.9	57.0	77.1	75.2
In my job, I make a difference every day.	4. <mark>2</mark> 10.9	84.9	84.9	75.2	70.6	86.5	86.3
In my workplace, we regularly communicate about the importance of customer service.	5.8 <mark>8.9</mark>	85.4	85.4	77.3	65.9	85.8	84.4
My immediate supervisor encourages me to offer my opinions and ideas.	5.0 <mark>6.1</mark>	88.9	88.9	82.4	75.6	89.1	85.7
My immediate supervisor involves me in decisions that affect my work.	6.1 <mark>7.1</mark>	86.8	86.8	76.0	68.1	84.6	82.6
My immediate supervisor is open to receiving my input on how to improve work processes.	5.8 9.2	85.1	85.1	78.6	72.8	85.6	83.6
My immediate supervisor recognizes me when I do a good job.	2 <mark>.</mark> 5 .9	91.2	91.2	79.7	73.3	88.8	87.0
I can see a clear link between my work and the City's long- term vision.	7.3 22.2	70.5	70.5	58.7	54.6	74.2	71.6
TalentMap*	% 20% 4	0% 60% 80% 10	00%		VI	SIER	Edmon





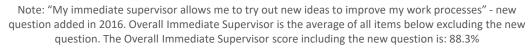
Workplace	■ Unfavourable	■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014	
Overall Workplace	5.1 <mark>7.5</mark>	87.4		87.4	75.7	67.8	86.9	86.1	
At work, I have the opportunity to do what I do best every day.	5.2 <mark>7.4</mark>	87.5		87.5	73.5	65.7	88.2	87.9	
I feel respected by co-workers in my workplace.	5.5	91.8		91.8	84.6	78.5	92.2	89.2	
I have the materials and equipment I need to do my job effectively.	4.3 .7	91.9		91.9	80.2	71.8	92.8	87.9	
I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	4. <mark>9</mark> 10.2	84.9		84.9	69.7	57.9	87.7	84.5	
I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	5.7 <mark>8.3</mark>	86.0		86.0	69.7	58.2	88.0	87.0	
I have trust and confidence in the City Manager and Deputy City Managers' (CLT) ability to achieve the City's goals.	8.2 20.2	71	.6	71.6	59.4	49.7	74.7	72.6	
I receive enough training to do my job effectively.	7.3 7.4	85.4		85.4	77.6	70.0	86.3	81.8	
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	7.9 6.4	85.7		85.7	74.2	69.8	71.3	83.2	
Most of my work is rewarding.	2. 5 .6	91.6		91.6	77.6	66.1	92.1	91.4	
My career aspirations can be achieved at the City.	<mark>5.5</mark> 9.6	84.9		84.9	63.7	57.8	83.4	81.6	
My immediate supervisor demonstrates a commitment to safety.	3 .6	94.4		94.4	87.8	81.7	92.2	92.4	
My immediate supervisor gives me useful feedback on the work I do.	5.6 <mark>7.4</mark>	87.0		87.0	74.5	66.6	84.8	83.5	
My immediate supervisor seems to care about me as a person.	3 <mark>.\$</mark> .2	92.3		92.3	85.3	79.2	89.4	89.8	
The City is committed to maintaining a healthy and safe working environment.	<mark>5.4</mark> 6.1	88.5		88.5	81.9	75.5	93.9	92.5	
TalentMap [†] 0% 20% 40% 60% 80% 100% VISIER Outsmart. Outperform.									





Immediate Supervisor	■ Unfavourable	■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Immediate Supervisor	4.96.2	88.9		88.9	79.8	73.4	85.7	86.0
My immediate supervisor seems to care about me as a person.	3.5.2	92.3		92.3	85.3	79.2	89.4	89.8
My immediate supervisor encourages me to offer my opinions and ideas.	5.06.1	88.9		88.9	82.4	75.6	89.1	85.7
My immediate supervisor involves me in decisions that affect my work.	6.1 7.1	86.8		86.8	76.0	68.1	84.6	82.6
My immediate supervisor recognizes me when I do a good job.	2. 5 .9	91.2		91.2	79.7	73.3	88.8	87.0
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	7.9 6.4	85.7		85.7	74.2	69.8	71.3	83.2
My immediate supervisor gives me useful feedback on the work I do.	5.67.4	87.0		87.0	74.5	66.6	84.8	83.5
My immediate supervisor demonstrates a commitment to safety.	. .3 .6	94.4		94.4	87.8	81.7	92.2	92.4
My immediate supervisor is open to receiving my input on how to improve work processes.	5.8 9.2	85.1		85.1	78.6	72.8	85.6	83.6
My immediate supervisor allows me to try out new ideas to improve my work processes.	5.6 11.0	83.4		83.4	76.8	68.1	80.8	n/a
	0% 20% 4	0% 60%	80% 100	%				









Fire Rescue Services

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?



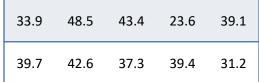
Branch Dept. CoE Group Group 2018 2018 2018 2016 2014 9.7 20.2 23.8 8.8 9.9 4.1 11.5 14.0 5.1 8.8 12.4 24.0 25.6 11.1 18.2

For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?

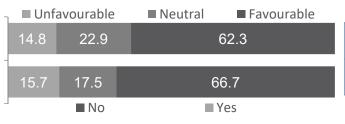




For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.



62.3	53.2	45.8	n/a	n/a
66.7	59.3	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

91.0	9.0
93.4	6.6
96.0	4.0
95.9	4.1

9.0	7.1	5.4	7.5	7.2
6.6	12.6	23.6	5.3	4.3
4.0	6.9	8.2	2.1	4.7
4.1	7.4	5.7	2.8	3.2

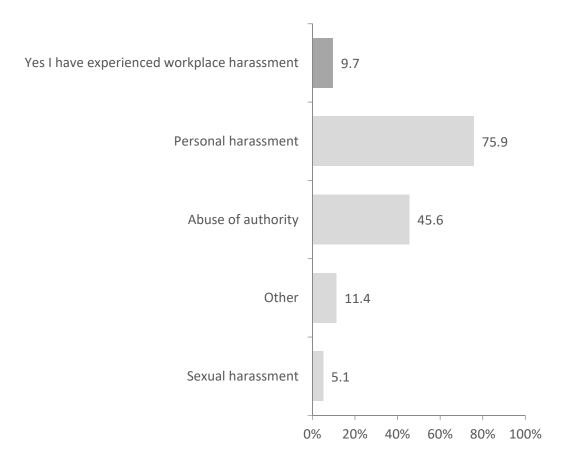






Fire Rescue Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

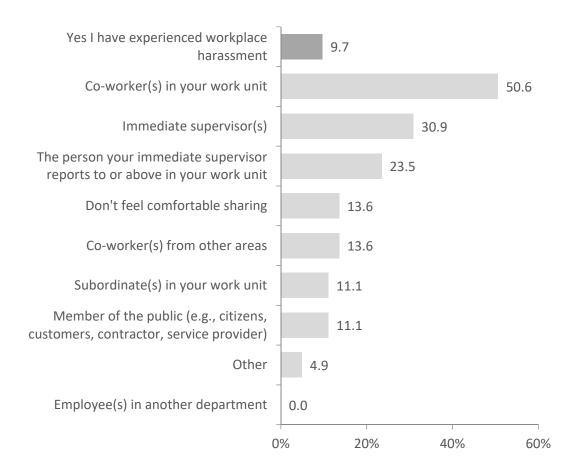






Fire Rescue Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

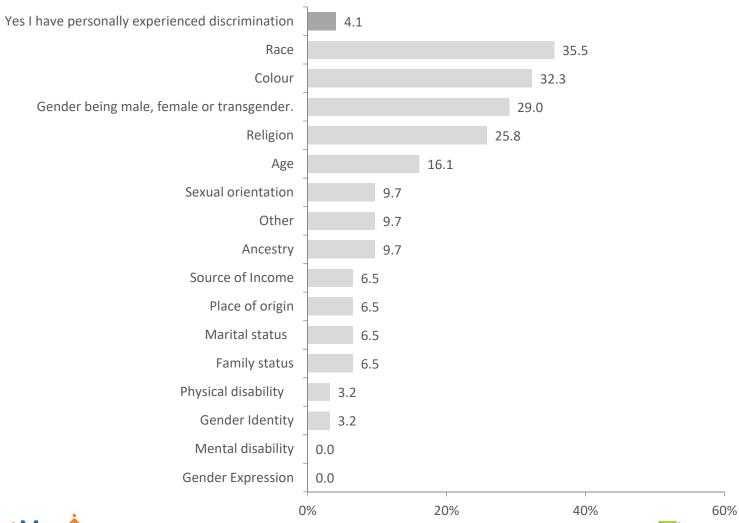






Fire Rescue Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



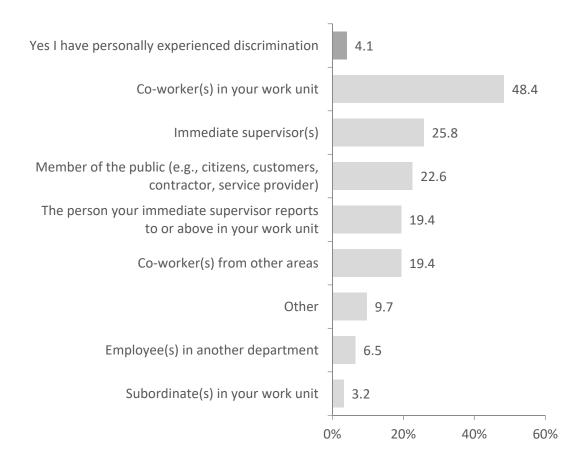






Fire Rescue Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

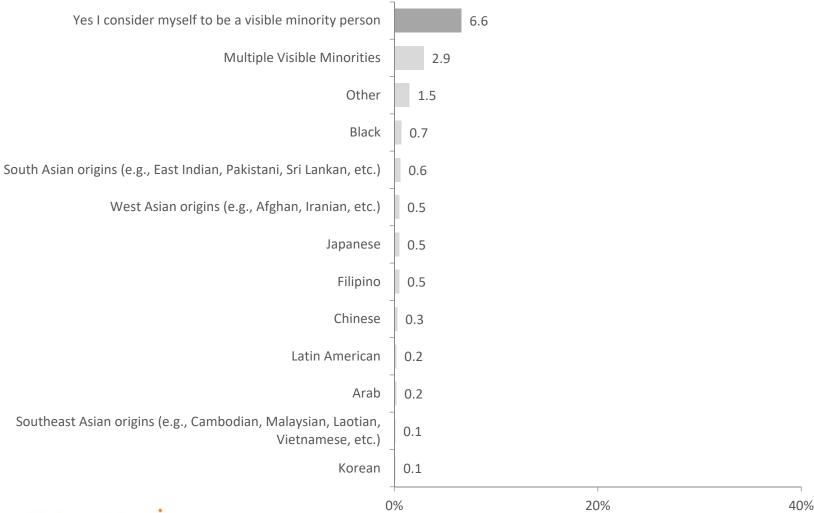






Fire Rescue Services

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.



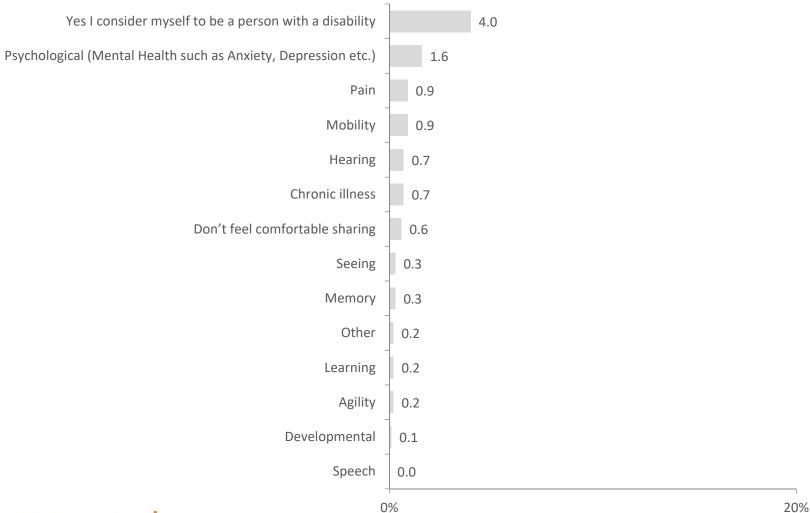






Fire Rescue Services

Do you consider yourself to be a person with a disability? What is the nature of your disability.



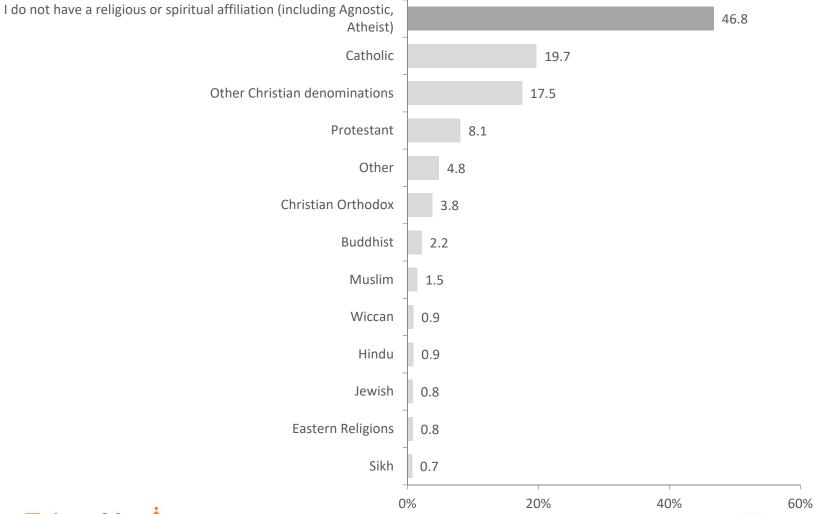






Fire Rescue Services

Please indicate your religious or spiritual affiliation.



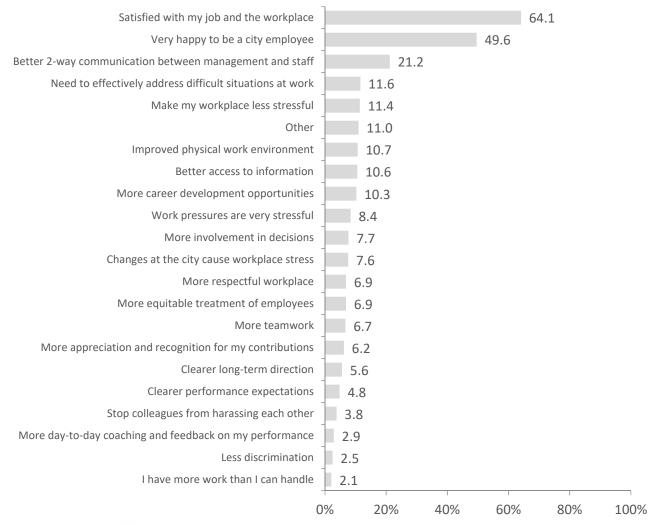






Fire Rescue Services

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



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
64.1	48.4	41.9	70.6	54.4
49.6	39.3	36.2	55.8	n/a
21.2	26.0	30.9	16.3	22.8
11.6	18.5	21.1	7.3	n/a
11.4	21.5	30.5	8.5	13.3
11.0	12.8	12.3	8.1	11.7
10.7	11.7	11.7	9.9	7.5
10.6	15.1	18.8	9.9	12.9
10.3	18.5	24.6	10.4	11.9
8.4	12.0	18.5	6.9	n/a
7.7	15.6	19.4	6.8	12.9
7.6	12.7	22.6	3.9	n/a
6.9	16.7	21.6	5.6	10.3
6.9	17.5	22.0	5.7	8.3
6.7	15.7	19.8	5.9	8.1
6.2	15.9	21.7	7.4	12.5
5.6	12.0	19.8	6.2	10.3
4.8	9.7	13.1	6.2	7.3
3.8	9.6	11.4	4.8	n/a
2.9	5.8	7.5	2.5	3.0
2.5	7.6	9.8	2.2	4.4
2.1	8.7	13.4	4.4	n/a









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Parks and Roads Services

Department: City Operations

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Parks and Roads Services

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. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

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 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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".

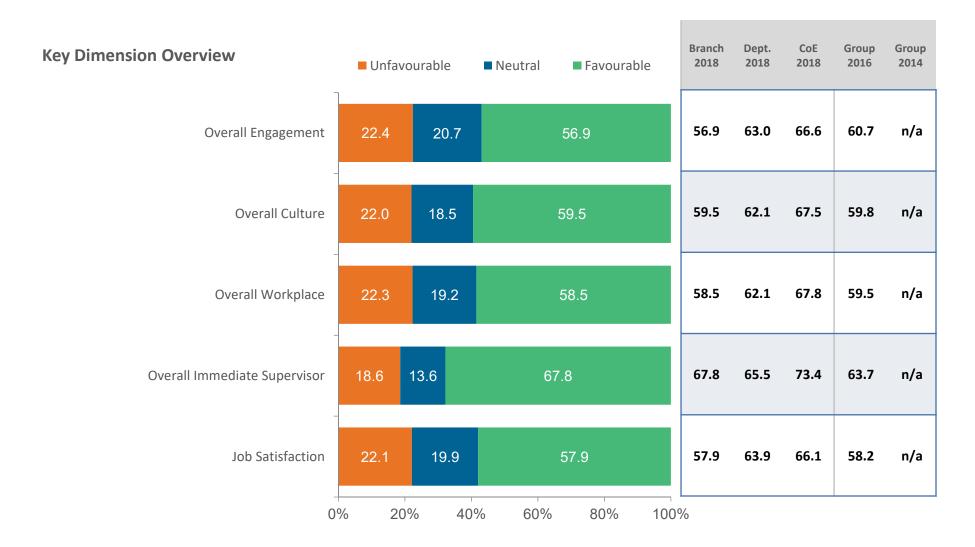
TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.



Invited: 1775 Responded: 903 Participation Rate 2018: 51% Participation Rate 2016: 68% Participation Rate 2014: n/a







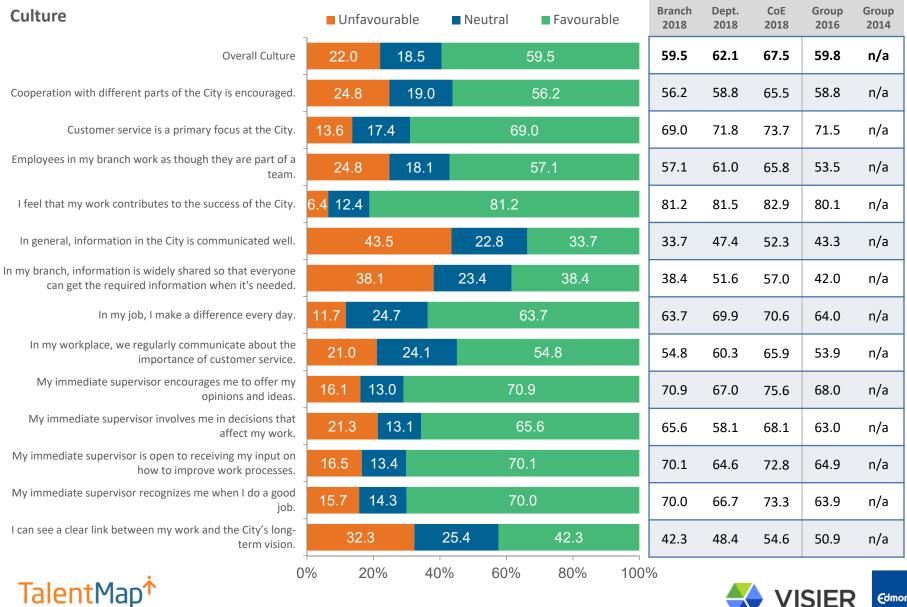




Engagement	■ Unfavo	ourable	■ Neutral	■ Favourab	le	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	22.4	20.7		56.9		56.9	63.0	66.6	60.7	n/a
Considering everything, please rate your level of satisfaction with your current job at the present time.	22.1	19.9		57.9		57.9	63.9	66.1	58.2	n/a
I am proud to tell others I work for the City.	16.1	20.8		63.2		63.2	72.6	75.6	66.3	n/a
The City inspires me to do my best work.	26.3	25	5.0	48.7		48.7	55.7	59.9	54.5	n/a
I would recommend the City to a friend as a great place to work.	17.3	16.2		66.6		66.6	71.6	73.5	68.8	n/a
My job provides me with a sense of personal accomplishment.	20.5	16.7		62.8		62.8	65.9	70.0	65.2	n/a
I can see a clear link between my work and the City's long-term vision.	32.3	3	25.4	42.3		42.3	48.4	54.6	50.9	n/a
0.	% 20)% 4	0% 60	% 80%	100	%				

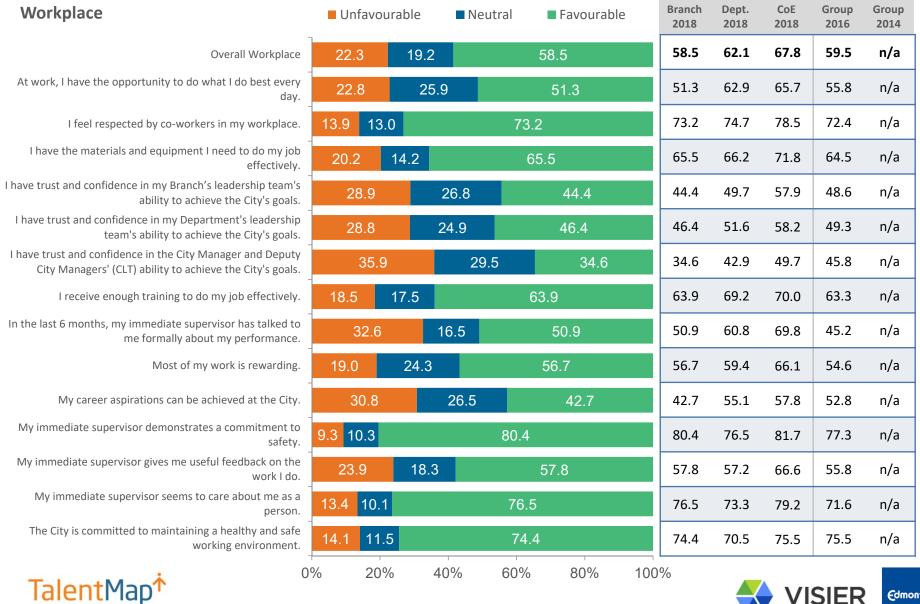














Parks and Roads Services





Note: "My immediate supervisor allows me to try out new ideas to improve my work processes" - new question added in 2016. Overall Immediate Supervisor is the average of all items below excluding the new question. The Overall Immediate Supervisor score including the new question is: 67.7%





Parks and Roads Services

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?



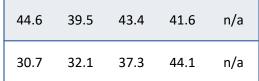
Branch Dept. CoE Group Group 2018 2018 2018 2016 2014 26.2 27.2 23.8 22.4 n/a 14.6 17.2 14.0 11.0 n/a 29.3 27.5 25.6 26.8 n/a

For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?





For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate
behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.

ı	■ Unfavourable	e ■ Neutr	al ■ Favourable
ı	31.4	27.7	40.9
-			
ı	32.8	20.6	46.7
	■ No		■ Yes

40.9	43.3	45.8	n/a	n/a
46.7	51.0	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

91.5	8.5
84.9	15.1
87.8	12.2
92.7	7.3

8.5	5.9	5.4	7.3	n/a
15.1	25.9	23.6	16.4	n/a
12.2	9.8	8.2	8.4	n/a
7.3	4.9	5.7	2.8	n/a

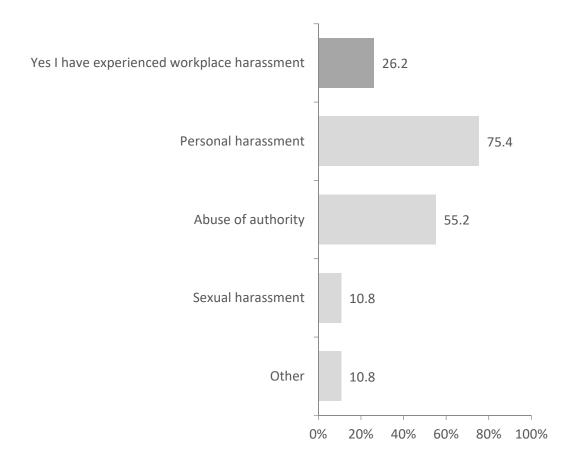






Parks and Roads Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

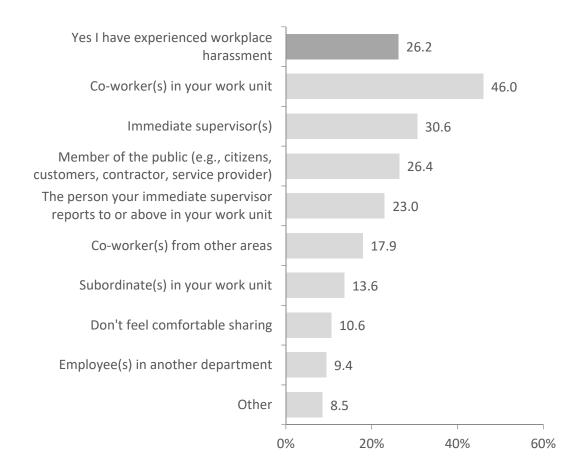






Parks and Roads Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

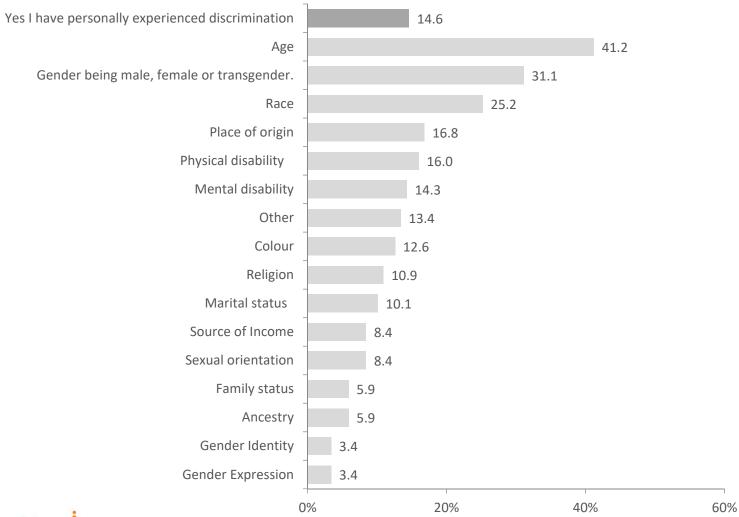






Parks and Roads Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



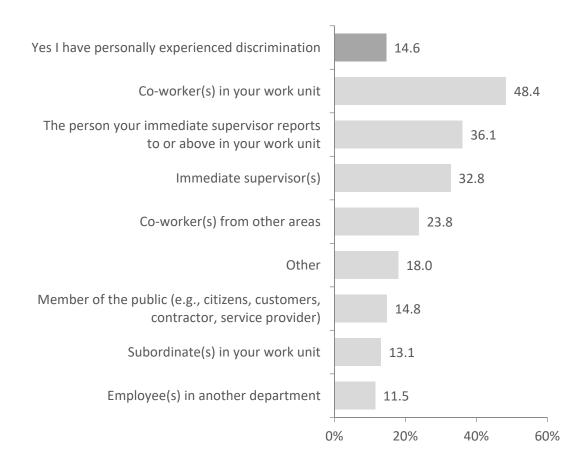






Parks and Roads Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

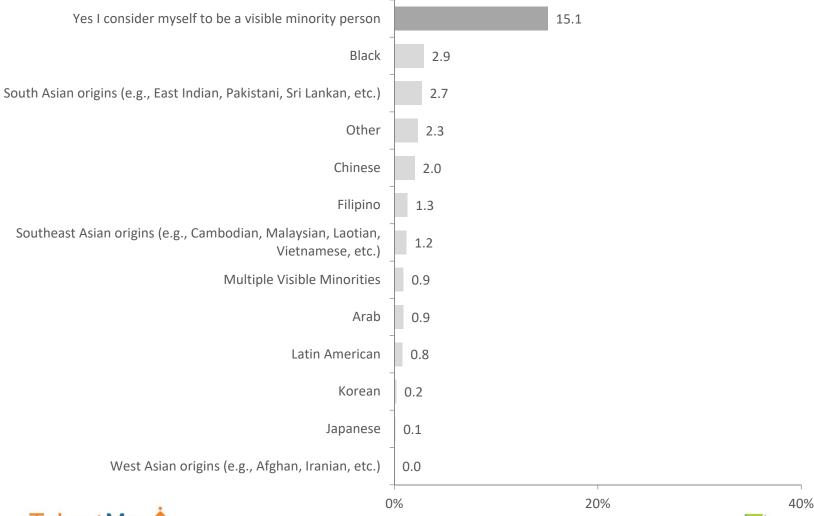






Parks and Roads Services

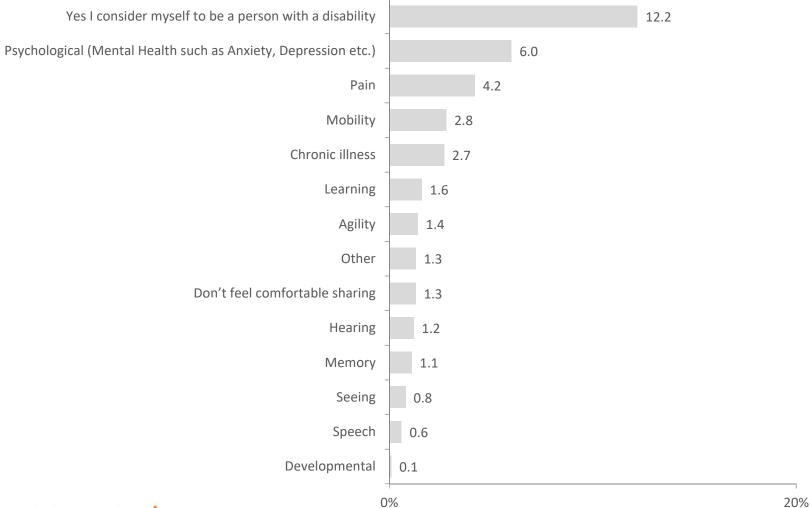
Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.





Parks and Roads Services

Do you consider yourself to be a person with a disability? What is the nature of your disability.



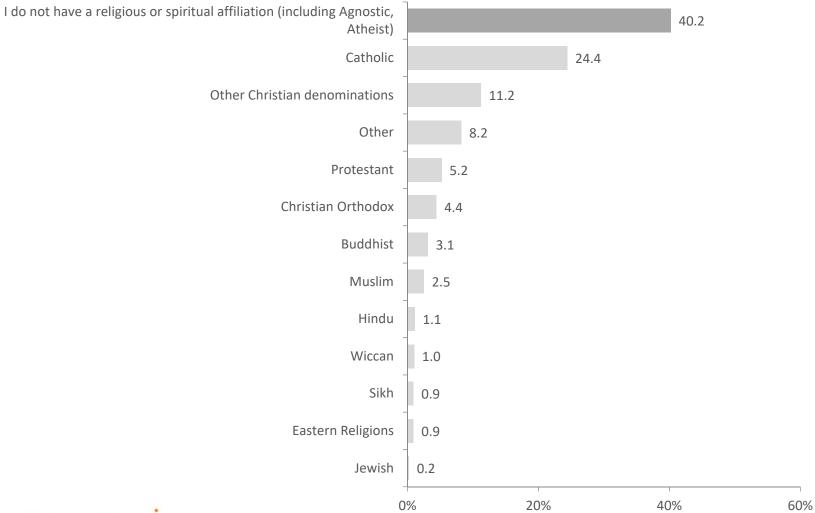






Parks and Roads Services

Please indicate your religious or spiritual affiliation.









Parks and Roads Services

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

Better 2-way communication between management and staff	41.9
Satisfied with my job and the workplace	38.3
Make my workplace less stressful	34.6
Very happy to be a city employee	32.8
More career development opportunities	32.6
Changes at the city cause workplace stress	32.3
Clearer long-term direction	29.4
Better access to information	24.5
More teamwork	24.4
More equitable treatment of employees	23.2
More appreciation and recognition for my contributions	22.7
More involvement in decisions	22.5
More respectful workplace	20.3
Need to effectively address difficult situations at work	19.3
Work pressures are very stressful	18.8
Clearer performance expectations	18.5
I have more work than I can handle	16.1
Stop colleagues from harassing each other	15.3
Other	13.1
Improved physical work environment	11.4
More day-to-day coaching and feedback on my performance	9.6
Less discrimination	9.5
- -	
0	% 20% 40% 60% 80% 100%

Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
41.9	35.4	30.9	40.2	n/a
38.3	42.4	41.9	38.9	n/a
34.6	34.6	30.5	33.7	n/a
32.8	38.4	36.2	29.7	n/a
32.6	28.2	24.6	25.2	n/a
32.3	23.5	22.6	24.4	n/a
29.4	21.7	19.8	22.8	n/a
24.5	20.6	18.8	20.2	n/a
24.4	23.5	19.8	27.6	n/a
23.2	23.0	22.0	23.3	n/a
22.7	25.6	21.7	25.7	n/a
22.5	22.1	19.4	23.3	n/a
20.3	24.9	21.6	20.4	n/a
19.3	22.6	21.1	20.2	n/a
18.8	18.9	18.5	16.2	n/a
18.5	13.9	13.1	18.1	n/a
16.1	11.9	13.4	15.7	n/a
15.3	13.6	11.4	10.9	n/a
13.1	10.7	12.3	11.1	n/a
11.4	13.2	11.7	8.3	n/a
9.6	8.7	7.5	13.1	n/a
9.5	12.0	9.8	7.8	n/a









CITY OF EDMONTON

2016 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Community & Recreation Facilities

Department: Citizen Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Community & Recreation Facilities

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. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

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 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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".

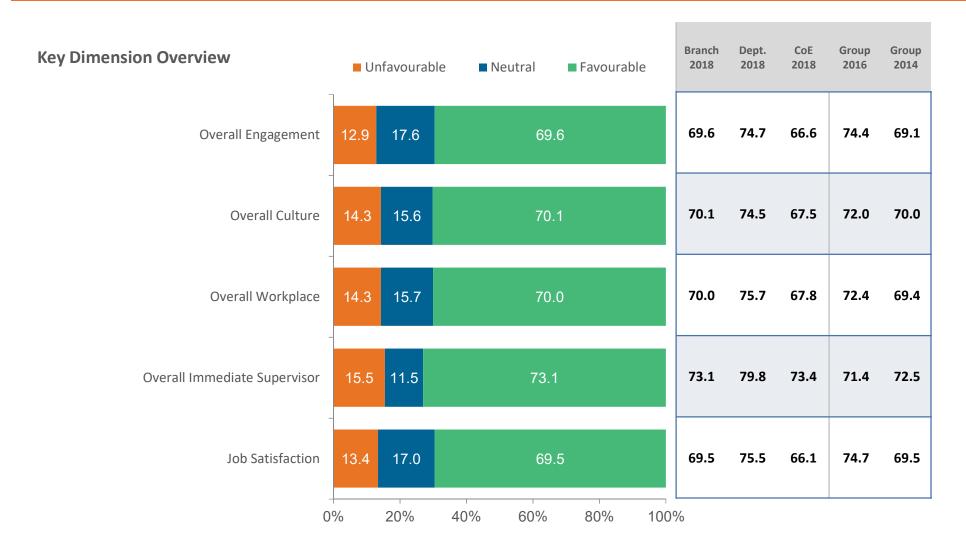
TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.



Invited: 2056 Responded: 1027 Participation Rate 2018: 50% Participation Rate 2016: 56% Participation Rate 2014: 43%











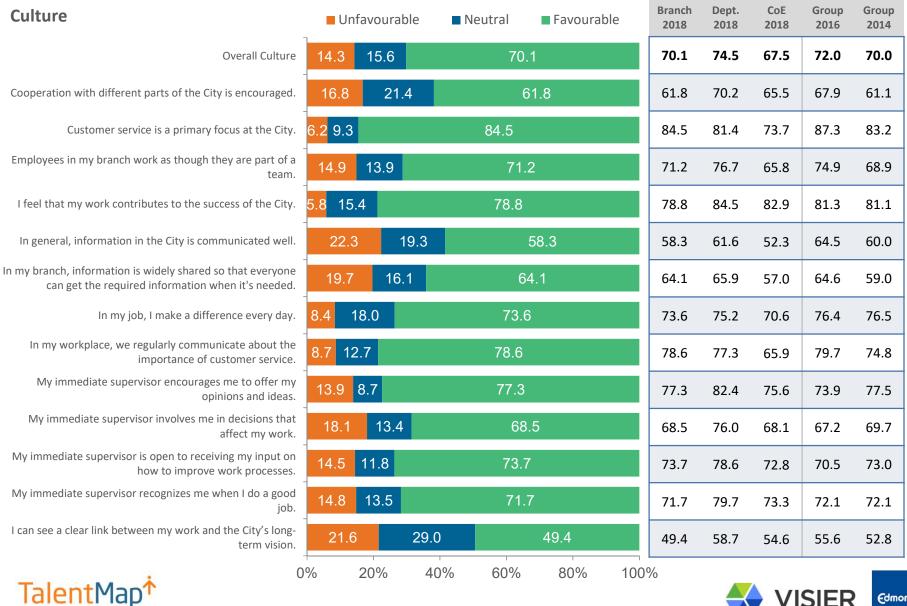


Engagement	■ Unfav	ourable	■ Neutral	■ Favourable		Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	12.9	17.6	69	0.6		69.6	74.7	66.6	74.4	69.1
Considering everything, please rate your level of satisfaction with your current job at the present time.	13.4	17.0	69).5		69.5	75.5	66.1	74.7	69.5
I am proud to tell others I work for the City.	6.2 11.4		82.4			82.4	84.6	75.6	88.3	79.7
The City inspires me to do my best work.	15.8	21.2	(33.0		63.0	67.4	59.9	66.6	59.6
I would recommend the City to a friend as a great place to work.	7.5 12.5		80.0			80.0	83.1	73.5	85.9	77.6
My job provides me with a sense of personal accomplishment.	12.6	4.3	73.	1		73.1	78.9	70.0	75.0	75.3
I can see a clear link between my work and the City's long-term vision.	21.6	29	.0	49.4		49.4	58.7	54.6	55.6	52.8
0	% 2	0% 4	10% 60%	80% 1	00%					



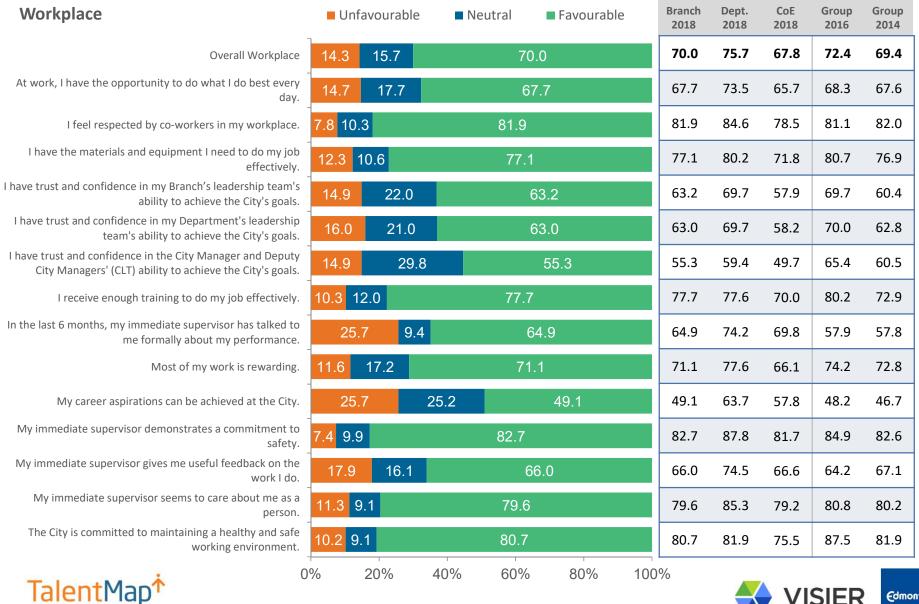








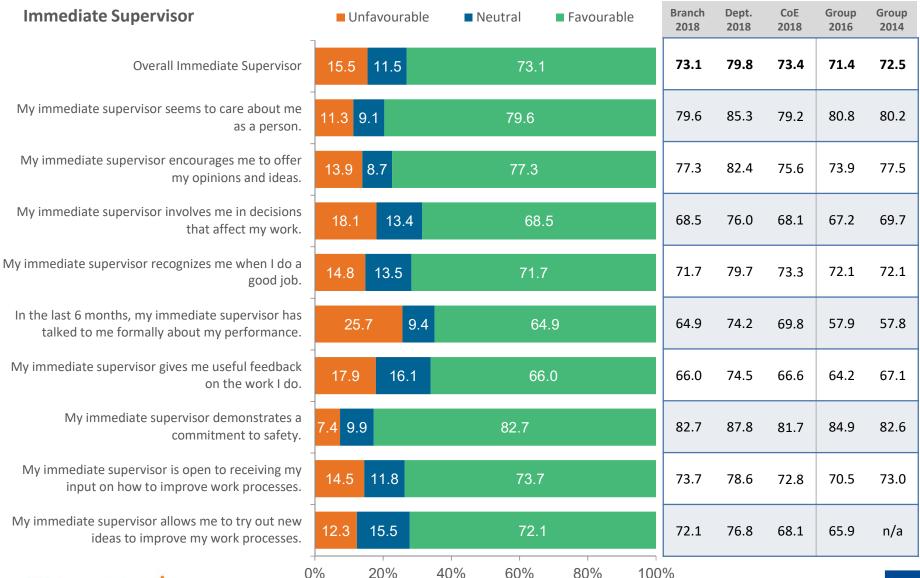








Community & Recreation Facilities





Note: "My immediate supervisor allows me to try out new ideas to improve my work processes" - new question added in 2016. Overall Immediate Supervisor is the average of all items below excluding the new question. The Overall Immediate Supervisor score including the new question is: 72.9%





Community & Recreation Facilities

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?



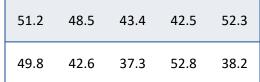
Branch Dept. CoE Group Group 2018 2018 2018 2016 2014 26.9 20.2 23.8 19.4 20.2 14.5 11.5 14.0 12.8 18.1 28.6 24.0 25.6 21.4 24.8

For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?

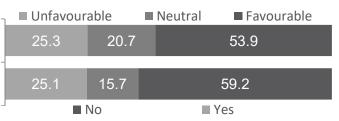




For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.



53.9	53.2	45.8	n/a	n/a
59.2	59.3	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

93.0	7.0
84.1	15.9
91.8	8.2
89.5	10.5

7.0	7.1	5.4	5.0	3.7
15.9	12.6	23.6	14.6	11.2
8.2	6.9	8.2	7.0	9.3
10.5	7.4	5.7	9.3	6.1

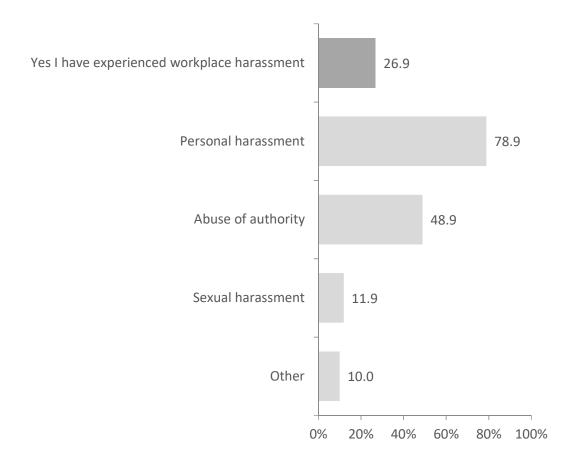






Community & Recreation Facilities

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

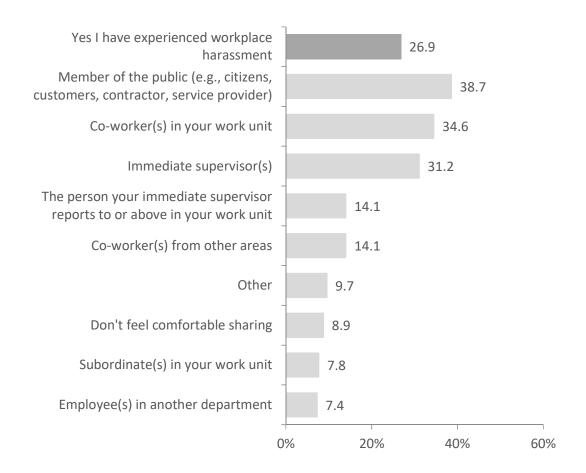






Community & Recreation Facilities

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

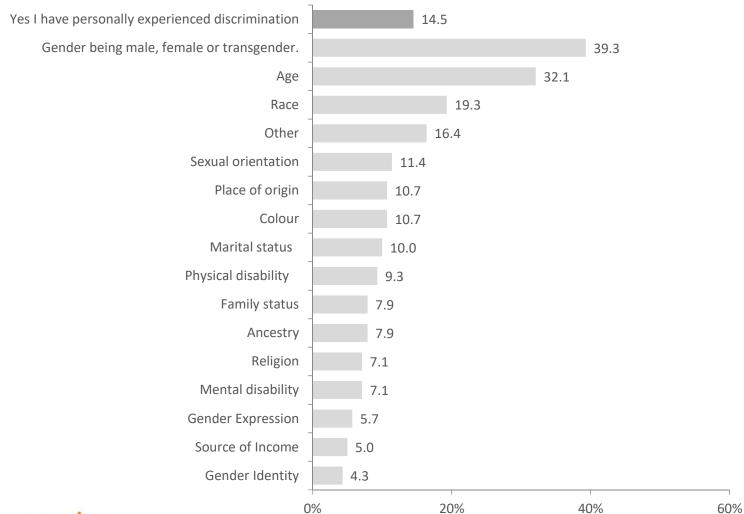






Community & Recreation Facilities

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



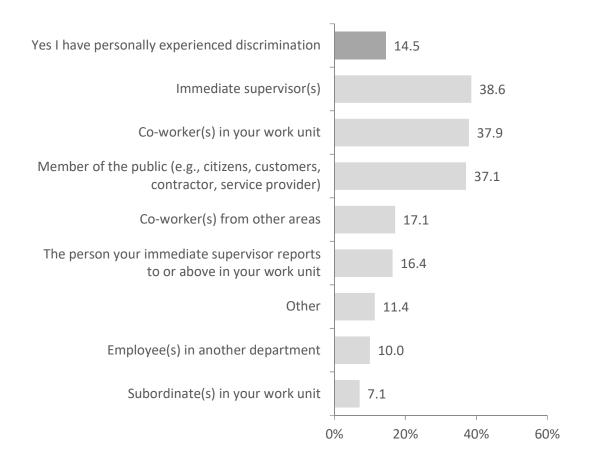






Community & Recreation Facilities

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

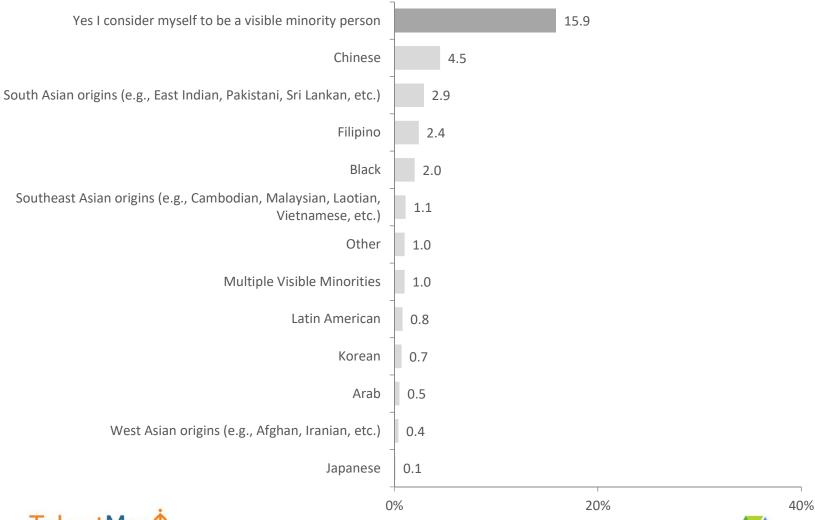






Community & Recreation Facilities

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.

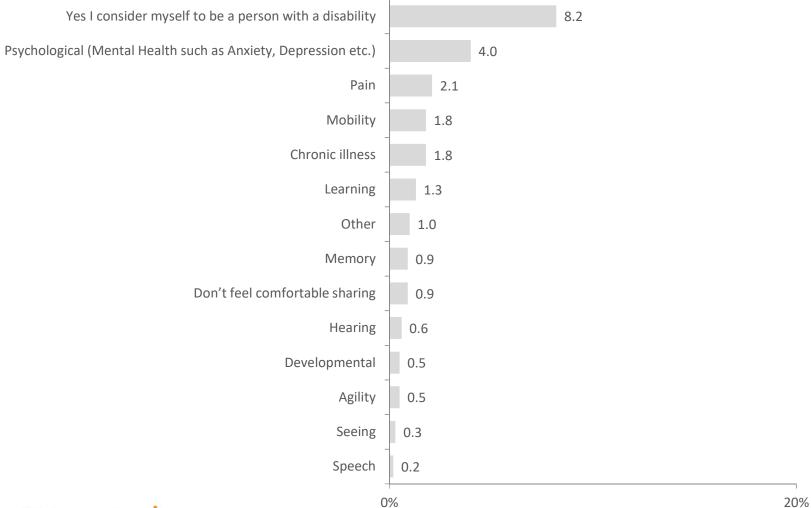






Community & Recreation Facilities

Do you consider yourself to be a person with a disability? What is the nature of your disability.



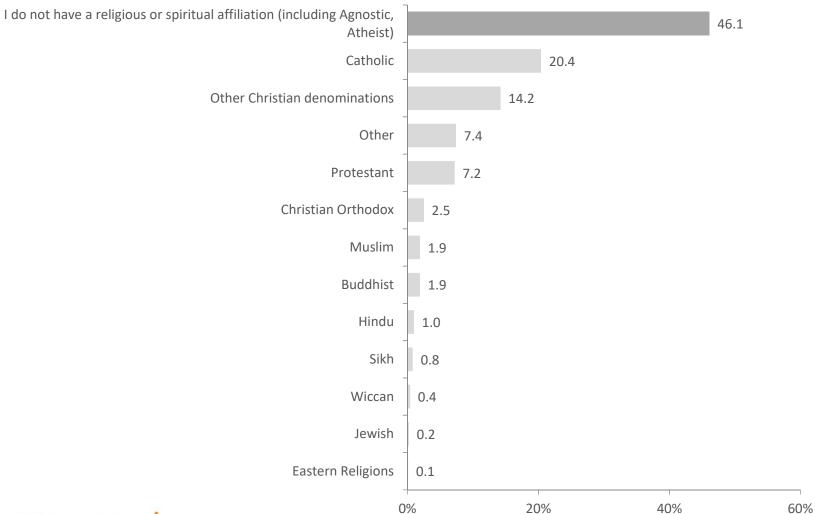






Community & Recreation Facilities

Please indicate your religious or spiritual affiliation.



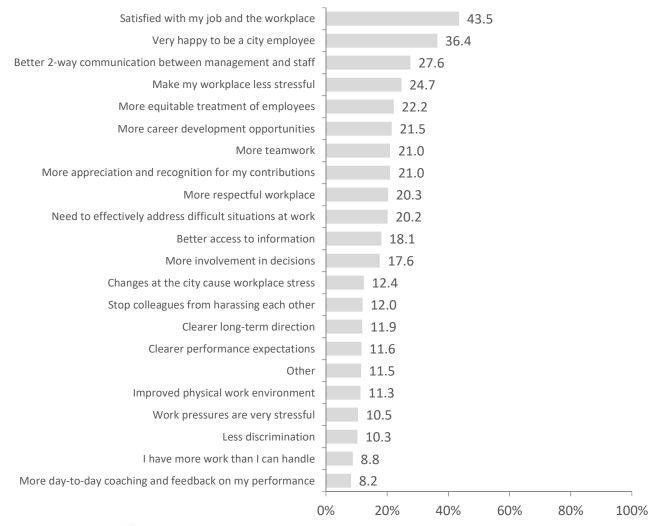






Community & Recreation Facilities

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



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014	
43.5	48.4	41.9	48.0	35.2	
36.4	39.3	36.2	40.5	n/a	
27.6	26.0	30.9	31.4	34.6	
24.7	21.5	30.5	22.9	30.4	
22.2	17.5	22.0	18.2	23.9	
21.5	18.5	24.6	21.7	26.0	
21.0	15.7	19.8	21.7	27.8	
21.0	15.9	21.7	22.6	28.6	
20.3	16.7	21.6	15.3	24.3	
20.2	18.5	21.1	16.7	n/a	
18.1	15.1	18.8	18.9	19.5	
17.6	15.6	19.4	18.3	22.7	
12.4	12.7	22.6	9.7	n/a	
12.0	9.6	11.4	8.3	n/a	
11.9	12.0	19.8	11.7	17.9	
11.6	9.7	13.1	11.3	19.3	
11.5	12.8	12.3	10.4	12.7	
11.3	11.7	11.7	13.4	12.9	
10.5	12.0	18.5	8.7	n/a	
10.3	7.6	9.8	6.8	9.3	
8.8	8.7	13.4	6.8	n/a	
8.2	5.8	7.5	9.7	14.3	









CITY OF EDMONTON 2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Edmonton Transit Service

Department: City Operations

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Edmonton Transit Services

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.

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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 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

<u>CoE 2018:</u> refers to the 2018 overall score for the City of Edmonton.

<u>Group 2016:</u> refers to your comparable 2016 group's % Favourable score. Group 2014: refers to your comparable 2014 group's % Favourable score. **% 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.

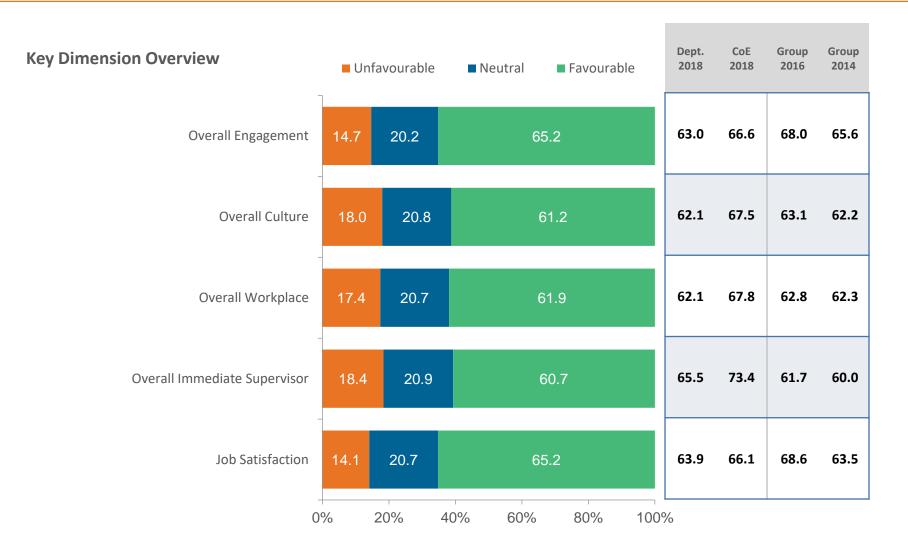


Invited: 2163 Responded: 1407 Participation Rate 2018: 65% Participation Rate 2016: 56% Participation Rate 2014: 40%





Edmonton Transit Services









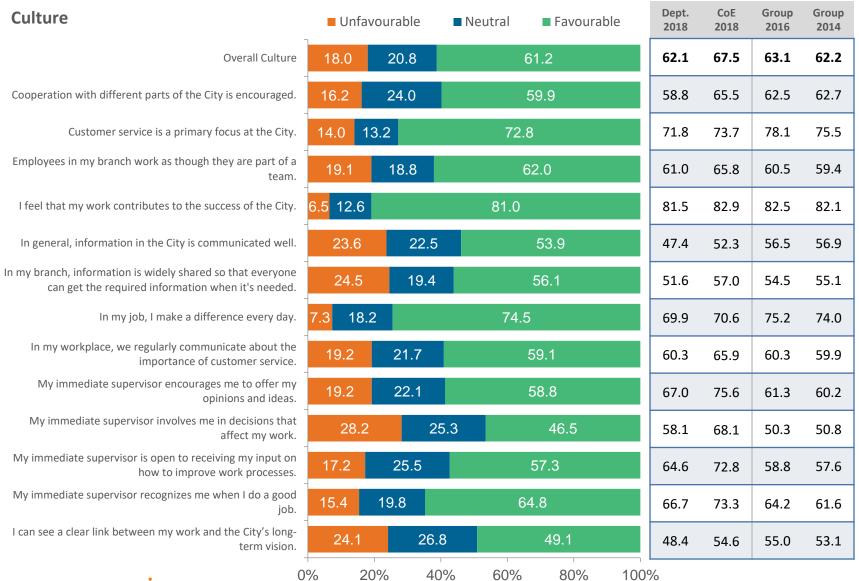
Edmonton Transit Services

Engagement		avourable	■ Neutral	■ Favourable	De 20	•	CoE 2018	Group 2016	Group 2014
Overall Engagement	14.7	20.2	(65.2	63	.0	66.6	68.0	65.6
Considering everything, please rate your level of satisfaction with your current job at the present time.	14.1	20.7	(65.2		.9	66.1	68.6	63.5
I am proud to tell others I work for the City.	6.7 15.6		77.8		72	.6	75.6	78.9	79.4
The City inspires me to do my best work.	18.8 24.0		57.3		55	.7	59.9	60.4	55.7
I would recommend the City to a friend as a great place to work.	9.5 16.3		74.2		71	6	73.5	76.3	74.9
My job provides me with a sense of personal accomplishment.	14.7	17.9	6	37.4	65	.9	70.0	68.9	66.8
I can see a clear link between my work and the City's long-term vision.	24.	1 2	6.8	49.1	48	.4	54.6	55.0	53.1
0	%	20%	40% 60%	80%	100%				





Edmonton Transit Services

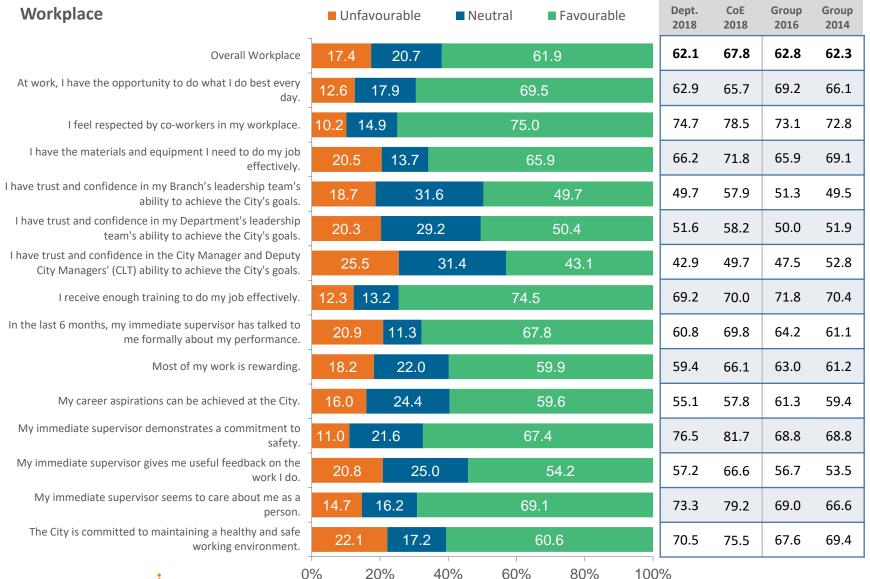








Edmonton Transit Services



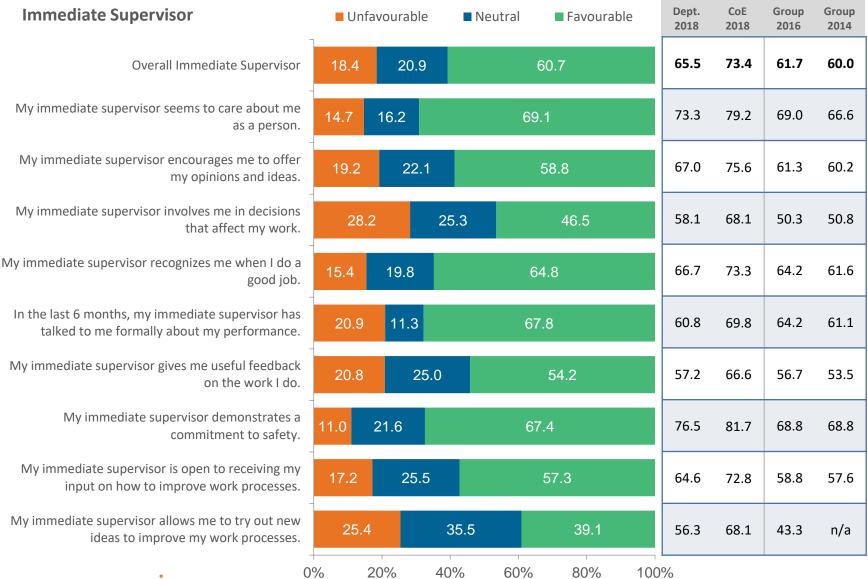
507 of 573

TalentMap[↑]





Edmonton Transit Services









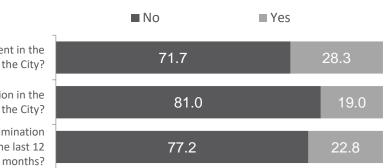
Edmonton Transit Services

Harassment / Discrimination

Have you personally experienced workplace harassment in the last 12 months at the City?

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12



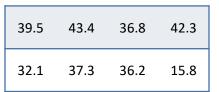


For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

If yes to telling someone, did you witness a response or change to address the situation(s)?





For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

I feel I can make a report on harassment/discrimination without fear of retaliation.

L	Unfavour	able I	■ Neutral ■ Favoura		
ı	29.6	26.	.0	44.4	
Ł					
ı	24.1	21.6		54.3	
		No		■Yes	

43.3	45.8	n/a	n/a
51.0	52.1	n/a	n/a

Diversity

Do you consider yourself to be Indigenous?

Do you consider yourself to be a visible minority person?

Do you consider yourself to be a person with a disability?

Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

95.1	4.9
63.4	36.6
91.6	8.4
96.2	3.8

5.9	5.4	4.6	3.9
25.9	23.6	27.6	25.9
9.8	8.2	6.4	8.7
4.9	5.7	3.9	4.5

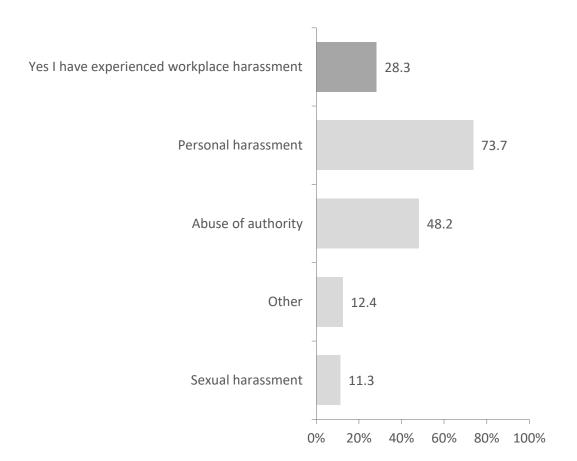






Edmonton Transit Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate the type of harassment you experienced as a City Employee.

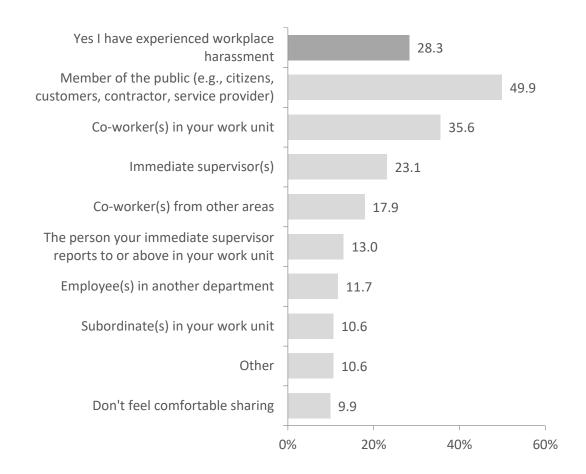






Edmonton Transit Services

Have you personally experienced workplace harassment in the last 12 months at the City? Please indicate who was harassing you.

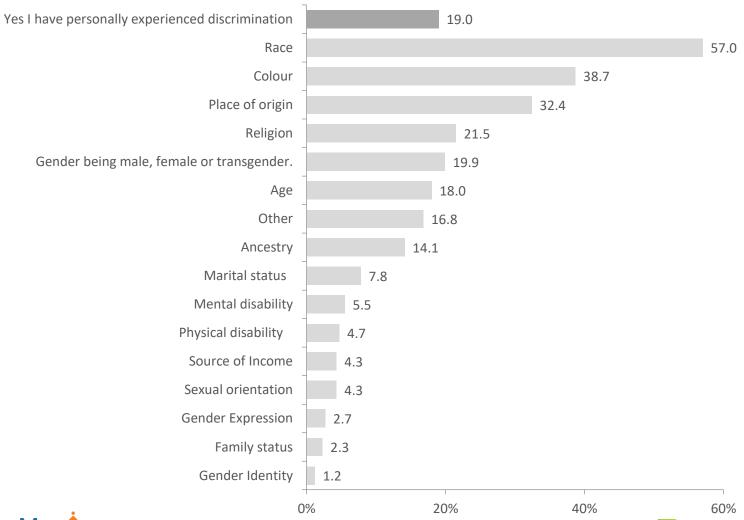






Edmonton Transit Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate the type of discrimination you experienced as a City employee.



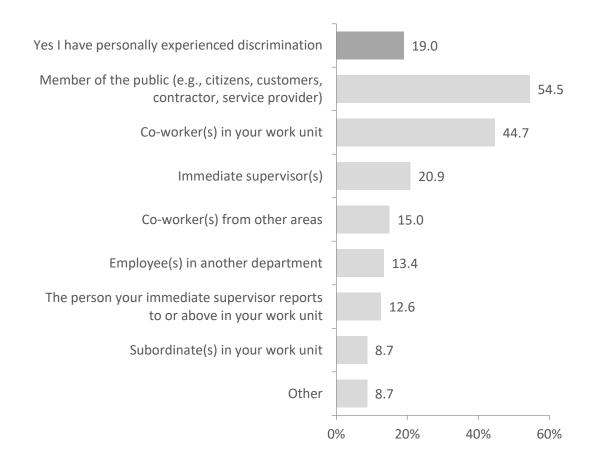






Edmonton Transit Services

Have you personally experienced discrimination in the last 12 months at the City? Please indicate who discriminated against you.

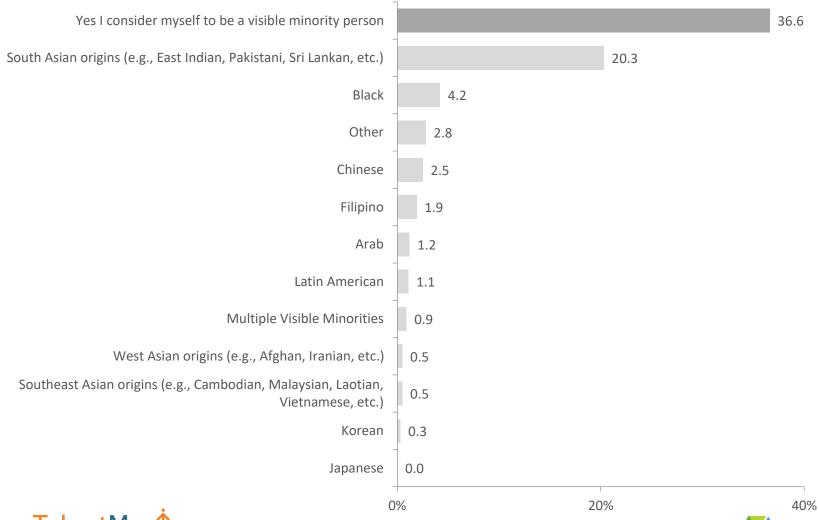






Edmonton Transit Services

Do you consider yourself to be a visible minority person? Please indicate your group(s) according to the following Statistics Canada categories.

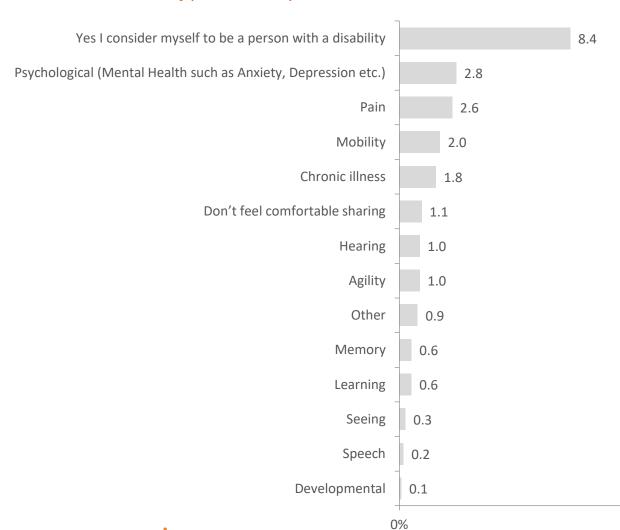






Edmonton Transit Services

Do you consider yourself to be a person with a disability? What is the nature of your disability.



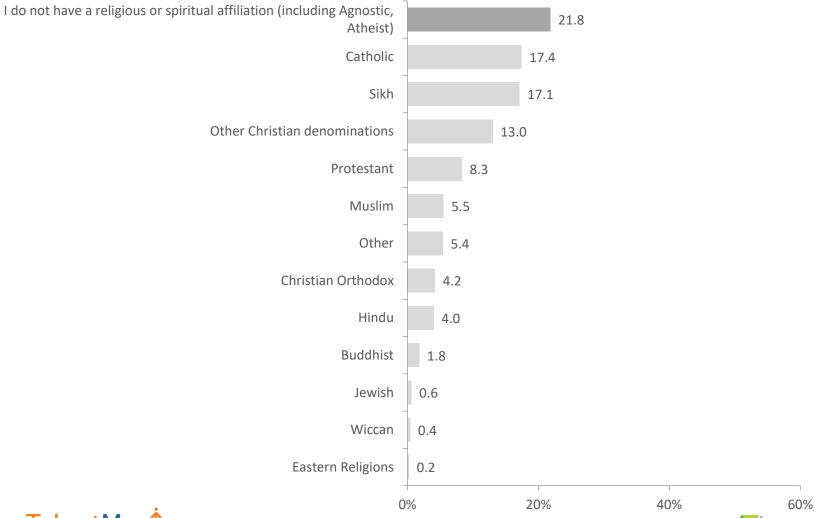




Edmonton

Edmonton Transit Services

Please indicate your religious or spiritual affiliation.

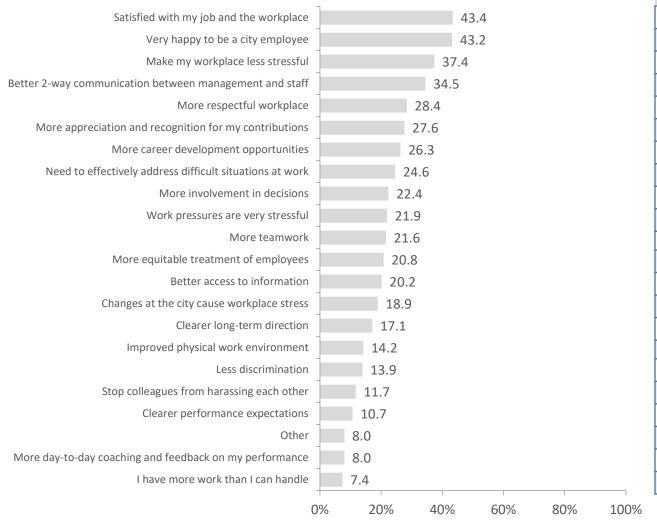






Edmonton Transit Services

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



Dept. 2018	CoE 2018	Group 2016	Group 2014
42.4	41.9	46.2	32.4
38.4	36.2	42.7	n/a
34.6	30.5	33.7	39.3
35.4	30.9	35.8	32.4
24.9	21.6	23.4	27.9
25.6	21.7	25.0	31.1
28.2	24.6	27.2	27.8
22.6	21.1	21.3	n/a
22.1	19.4	23.4	21.9
18.9	18.5	20.8	n/a
23.5	19.8	24.3	25.1
23.0	22.0	21.3	30.3
20.6	18.8	19.9	17.4
23.5	22.6	18.3	n/a
21.7	19.8	17.3	19.7
13.2	11.7	14.2	15.5
12.0	9.8	9.7	14.2
13.6	11.4	12.1	n/a
13.9	13.1	11.3	16.2
10.7	12.3	10.0	11.2
8.7	7.5	8.7	8.4
11.9	13.4	9.0	n/a









CITY OF EDMONTON 2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Workforce Safety and Employee Health

Department: Employee Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Workforce Safety and Employee Health

HOW TO READ YOUR REPORT

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This report displays the survey items by dimension.

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Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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".

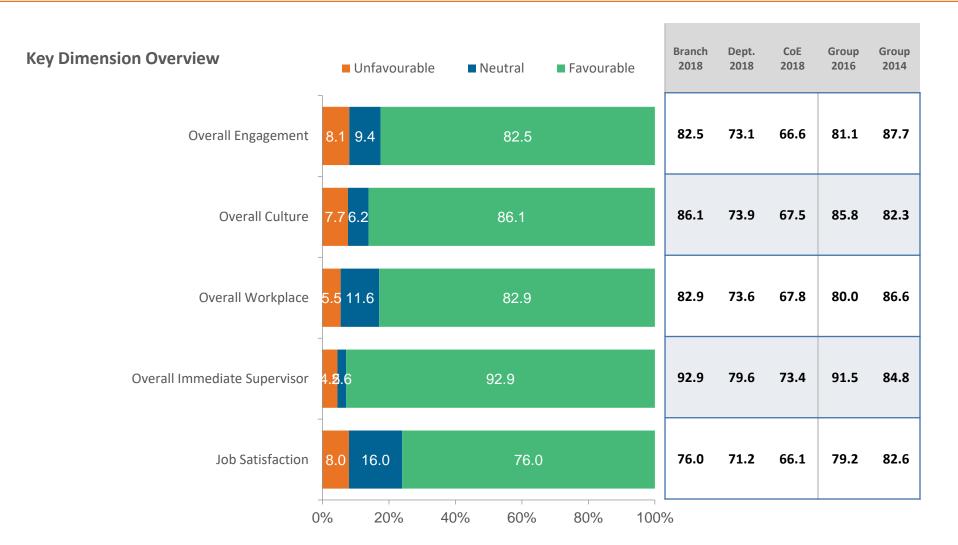
TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.



Invited: 26 Responded: 25 Participation Rate 2018: 96%
Barticipation Rate 2016: 100%
Participation Rate 2014: 100%

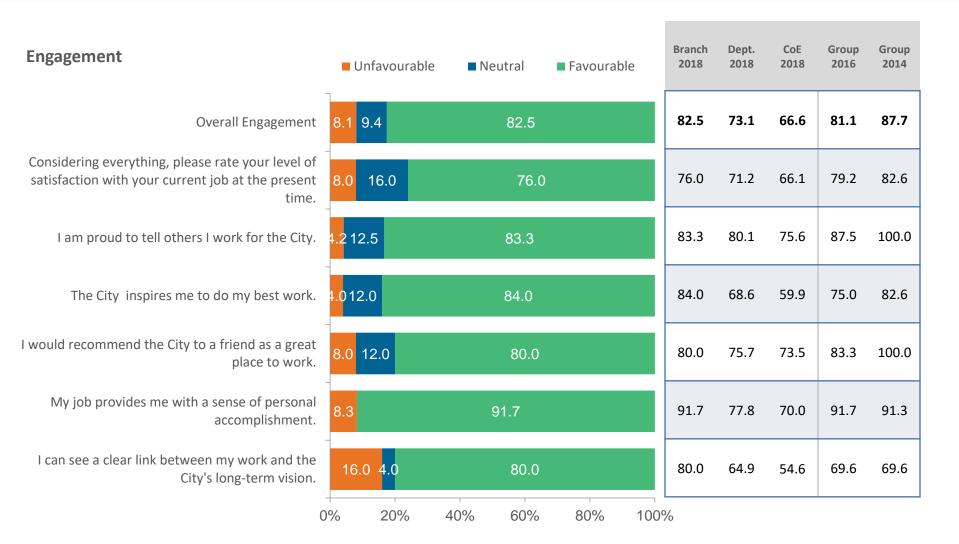






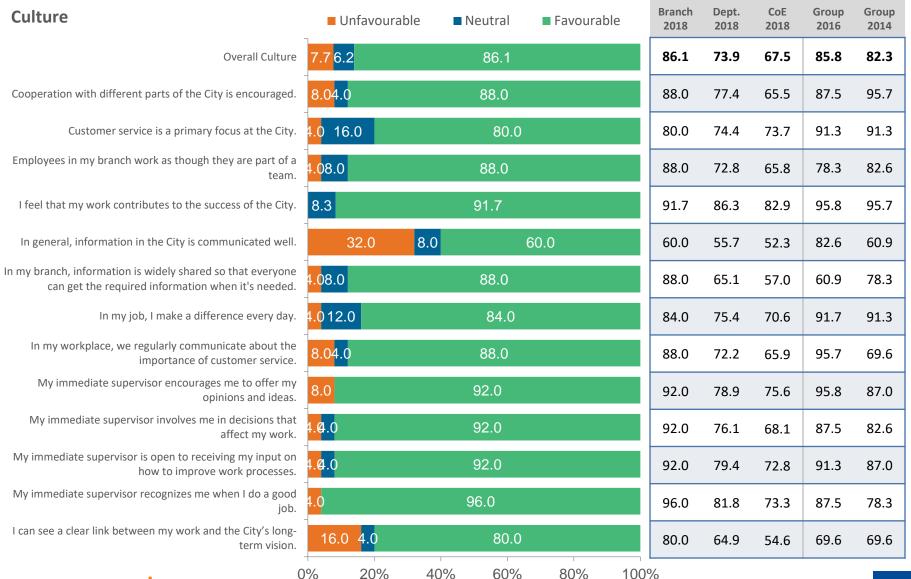


















Workforce Safety and Employee Health

Workplace	■ Unfavoura	ble ■ Ne	utral I	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Workplace	5.5 11.6		82.9		82.9	73.6	67.8	80.0	86.6
At work, I have the opportunity to do what I do best every day.	1.0 12.0		84.0		84.0	68.9	65.7	83.3	78.3
I feel respected by co-workers in my workplace.	12.0 4.0		84.0		84.0	82.0	78.5	87.5	95.7
I have the materials and equipment I need to do my job effectively.	4. <mark>0</mark> 8.0		88.0		88.0	74.9	71.8	70.8	82.6
I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	12.0		88.0		88.0	74.9	57.9	56.5	87.0
I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	20.0		80.0		80.0	69.0	58.2	52.2	87.0
I have trust and confidence in the City Manager and Deputy City Managers' (CLT) ability to achieve the City's goals.	12.5	37.5		50.0	50.0	57.6	49.7	82.6	90.9
I receive enough training to do my job effectively.	1.0 16.0		80.0		80.0	70.0	70.0	87.0	86.4
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	8.3	(91.7		91.7	74.7	69.8	90.9	78.3
Most of my work is rewarding.	12.0 4.0		84.0		84.0	73.4	66.1	87.5	87.0
My career aspirations can be achieved at the City.	8.3 25.0		66.7	7	66.7	57.2	57.8	69.6	87.0
My immediate supervisor demonstrates a commitment to safety.	4.0	9	6.0		96.0	83.0	81.7	95.8	90.9
My immediate supervisor gives me useful feedback on the work I do.	4. 2 .2	(91.7		91.7	76.6	66.6	87.0	78.3
My immediate supervisor seems to care about me as a person.	8.0	(92.0		92.0	86.5	79.2	95.8	95.7
The City is committed to maintaining a healthy and safe working environment.	4.0 12.0		84.0		84.0	82.0	75.5	73.9	87.0
Talasat Nasa 🏠	% 20%	40%	60%	80% 100)%				

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Workforce Safety and Employee Health

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



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
56.5	24.1	13.4	34.8	n/a
43.5	23.6	18.5	39.1	n/a
43.5	43.5	41.9	39.1	33.3
30.4	17.8	21.1	21.7	n/a
26.1	33.0	36.2	34.8	n/a
26.1	26.7	30.5	39.1	27.8
26.1	20.4	22.6	17.4	n/a
21.7	27.2	24.6	8.7	5.6
21.7	23.6	19.8	43.5	27.8
17.4	20.9	21.6	30.4	11.1
17.4	25.1	22.0	21.7	11.1
17.4	19.4	21.7	30.4	27.8
17.4	9.4	13.1	13.0	11.1
13.0	5.8	7.5	0.0	11.1
13.0	10.5	11.7	8.7	11.1
13.0	16.2	18.8	8.7	0.0
8.7	16.2	19.8	8.7	22.2
8.7	8.9	9.8	13.0	0.0
4.3	8.9	11.4	8.7	n/a
4.3	9.4	12.3	8.7	22.2
4.3	15.2	19.4	17.4	22.2
4.3	21.5	30.9	34.8	33.3









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: LRT Delivery

Department: Integrated Infrastructure Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





LRT Delivery

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. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

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 2018: refers to your 2018 branch's % Favourable score.

<u>Dept. 2018:</u> refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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.



Invited: 26 Responded: 26

Participation Rate 2018: 100% Participation Rate 2016: 87% Participation Rate 2014: n/a





Key Dimension Overview	■ Unfavourable	■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	5.8 18.6	75.7		75.7	59.1	66.6	74.3	n/a
Overall Culture	4.711.0	84.3		84.3	68.3	67.5	84.0	n/a
Overall Workplace	5.2 13.9	80.9		80.9	67.5	67.8	78.4	n/a
Overall Immediate Supervisor	3.97.3	88.8		88.8	79.6	73.4	80.8	n/a
Job Satisfaction	3.8 23.1	73.1		73.1	55.9	66.1	84.6	n/a
0	% 20%	40% 60%	80% 1009	%				







Engagement	■ Unfavourable	■ Neutral ■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	5.8 18.6	75.7	75.7	59.1	66.6	74.3	n/a
Considering everything, please rate your level of satisfaction with your current job at the present time.	3.8 23.1	73.1	73.1	55.9	66.1	84.6	n/a
I am proud to tell others I work for the City.	11.5 23.1	65.4	65.4	65.6	75.6	61.5	n/a
The City inspires me to do my best work.	7.7 23.1	69.2	69.2	52.7	59.9	61.5	n/a
I would recommend the City to a friend as a great place to work.	7.7 15.4	76.9	76.9	60.2	73.5	69.2	n/a
My job provides me with a sense of personal accomplishment.	3.8 15.4	80.8	80.8	63.3	70.0	84.6	n/a
I can see a clear link between my work and the City's long-term vision.	11.5	88.5	88.5	56.7	54.6	84.6	n/a
(0% 20% 4	40% 60% 80% 100	%				





Culture	■ Unfavourable	■ Neutral ■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Culture	<mark>4.7</mark> 11.0	84.3	84.3	68.3	67.5	84.0	n/a
Cooperation with different parts of the City is encouraged.	7.7 11.5	80.8	80.8	70.6	65.5	76.9	n/a
Customer service is a primary focus at the City.	7.7 23.1	69.2	69.2	65.9	73.7	84.6	n/a
Employees in my branch work as though they are part of a team.	4.0	96.0	96.0	64.8	65.8	92.3	n/a
I feel that my work contributes to the success of the City.	8.0	92.0	92.0	82.7	82.9	84.6	n/a
In general, information in the City is communicated well.	15.4 11.5	73.1	73.1	48.5	52.3	84.6	n/a
In my branch, information is widely shared so that everyone can get the required information when it's needed.	8.0	92.0	92.0	57.1	57.0	92.3	n/a
In my job, I make a difference every day.	3.8 15.4	80.8	80.8	66.7	70.6	76.9	n/a
In my workplace, we regularly communicate about the importance of customer service.	7.7 19.2	73.1	73.1	58.6	65.9	76.9	n/a
My immediate supervisor encourages me to offer my opinions and ideas.	11.5	88.5	88.5	82.9	75.6	92.3	n/a
My immediate supervisor involves me in decisions that affect my work.	<mark>7.73.8</mark>	88.5	88.5	76.2	68.1	76.9	n/a
My immediate supervisor is open to receiving my input on how to improve work processes.	7.7 11.5	80.8	80.8	78.7	72.8	84.6	n/a
My immediate supervisor recognizes me when I do a good job.	3. <mark>8</mark> .8	92.3	92.3	78.0	73.3	84.6	n/a
I can see a clear link between my work and the City's long- term vision.	11.5	88.5	88.5	56.7	54.6	84.6	n/a
TalentMap*	% 20% 4	0% 60% 80% 100	%		VI	SIER	Edmon

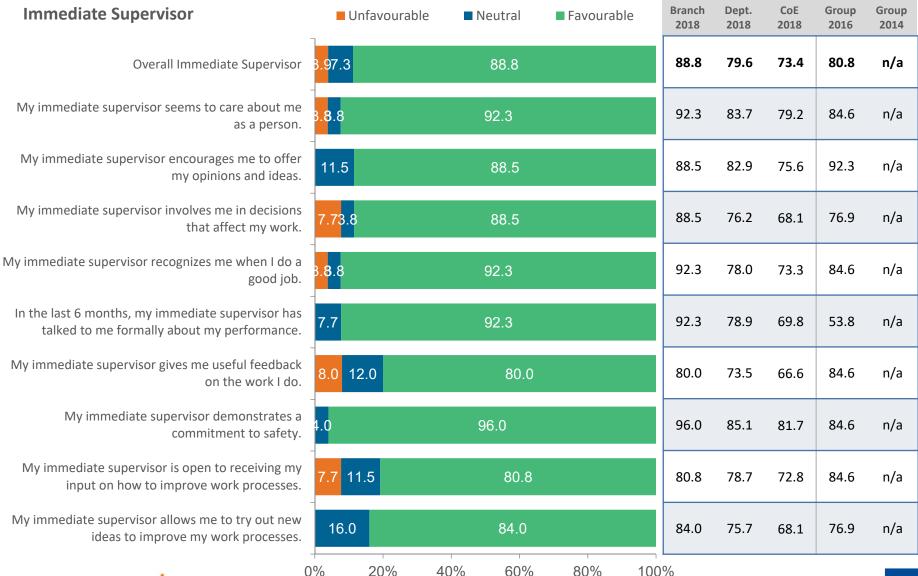




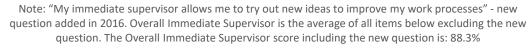
Workplace	Unfavourable	■ Neutral ■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Workplace	5.2 13.9	80.9	80.9	67.5	67.8	78.4	n/a
At work, I have the opportunity to do what I do best every day.	11.5 11.5	76.9	76.9	59.8	65.7	69.2	n/a
I feel respected by co-workers in my workplace.	16.0	84.0	84.0	80.3	78.5	92.3	n/a
I have the materials and equipment I need to do my job effectively.	11.53.8	84.6	84.6	71.1	71.8	76.9	n/a
I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	12.0	88.0	88.0	53.6	57.9	84.6	n/a
I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	7.7 23.1	69.2	69.2	53.0	58.2	66.7	n/a
I have trust and confidence in the City Manager and Deputy City Managers' (CLT) ability to achieve the City's goals.	7.7 30.8	61.5	61.5	45.1	49.7	69.2	n/a
I receive enough training to do my job effectively.	7.7 11.5	80.8	80.8	65.2	70.0	92.3	n/a
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	7.7	92.3	92.3	78.9	69.8	53.8	n/a
Most of my work is rewarding.	7.7 15.4	76.9	76.9	64.6	66.1	76.9	n/a
My career aspirations can be achieved at the City.	34.6	61.5	61.5	52.1	57.8	69.2	n/a
My immediate supervisor demonstrates a commitment to safety.	4.0	96.0	96.0	85.1	81.7	84.6	n/a
My immediate supervisor gives me useful feedback on the work I do.	8.0 12.0	80.0	80.0	73.5	66.6	84.6	n/a
My immediate supervisor seems to care about me as a person.	3. 8 .8	92.3	92.3	83.7	79.2	84.6	n/a
The City is committed to maintaining a healthy and safe working environment.	3.87.7	88.5	88.5	78.4	75.5	92.3	n/a
TalentMap*	% 20% 4	10% 60% 80% 100)%		VI	SIER	Edmon









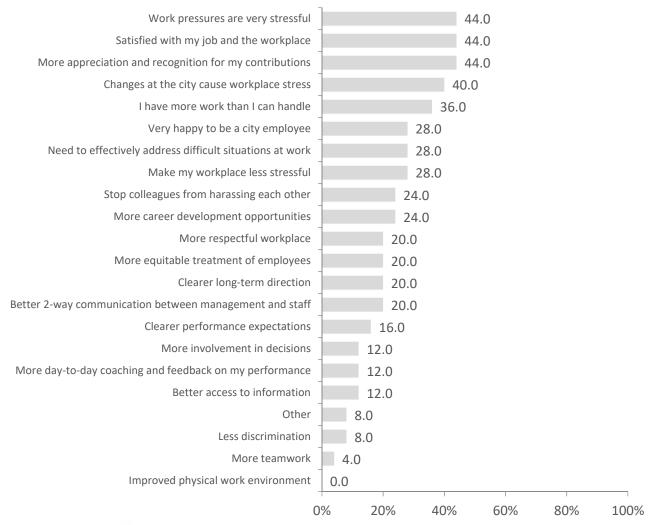






LRT Delivery

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



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
44.0	26.5	18.5	25.0	n/a
44.0	34.0	41.9	75.0	n/a
44.0	26.3	21.7	25.0	n/a
40.0	42.2	22.6	25.0	n/a
36.0	25.4	13.4	16.7	n/a
28.0	28.6	36.2	75.0	n/a
28.0	22.4	21.1	8.3	n/a
28.0	34.7	30.5	16.7	n/a
24.0	9.3	11.4	0.0	n/a
24.0	25.2	24.6	8.3	n/a
20.0	19.7	21.6	16.7	n/a
20.0	24.9	22.0	8.3	n/a
20.0	29.9	19.8	16.7	n/a
20.0	30.6	30.9	8.3	n/a
16.0	17.5	13.1	0.0	n/a
12.0	21.5	19.4	8.3	n/a
12.0	7.5	7.5	0.0	n/a
12.0	17.9	18.8	8.3	n/a
8.0	14.3	12.3	0.0	n/a
8.0	7.5	9.8	0.0	n/a
4.0	16.1	19.8	8.3	n/a
0.0	9.1	11.7	0.0	n/a









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Organizational Development

Department: Employee Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Organizational Development

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. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

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 2018: refers to your 2018 branch's % Favourable score.

<u>Dept. 2018:</u> refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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".

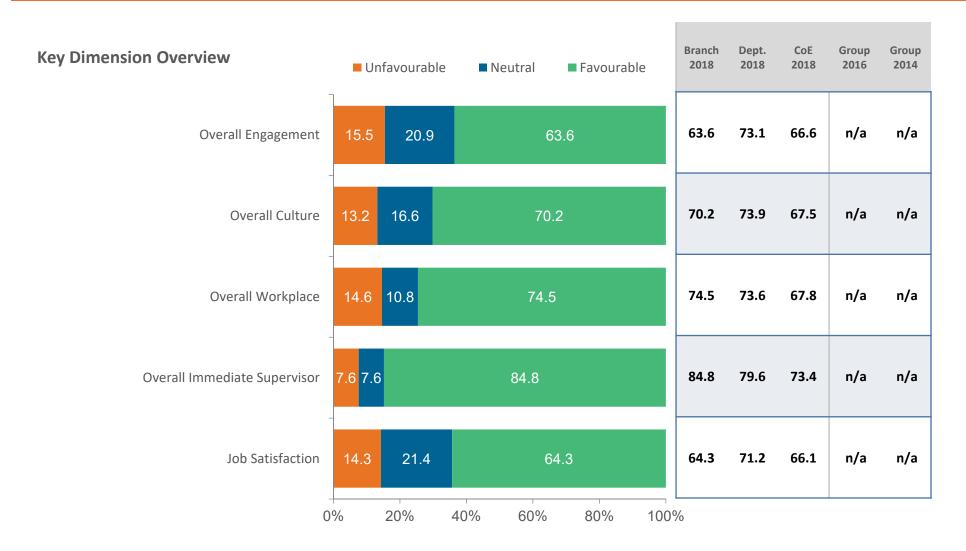
TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.



Invited: 29 Responded: 28 Participation Rate 2018: 97% Participation Rate 2016: n/a Participation Rate 2014: n/a







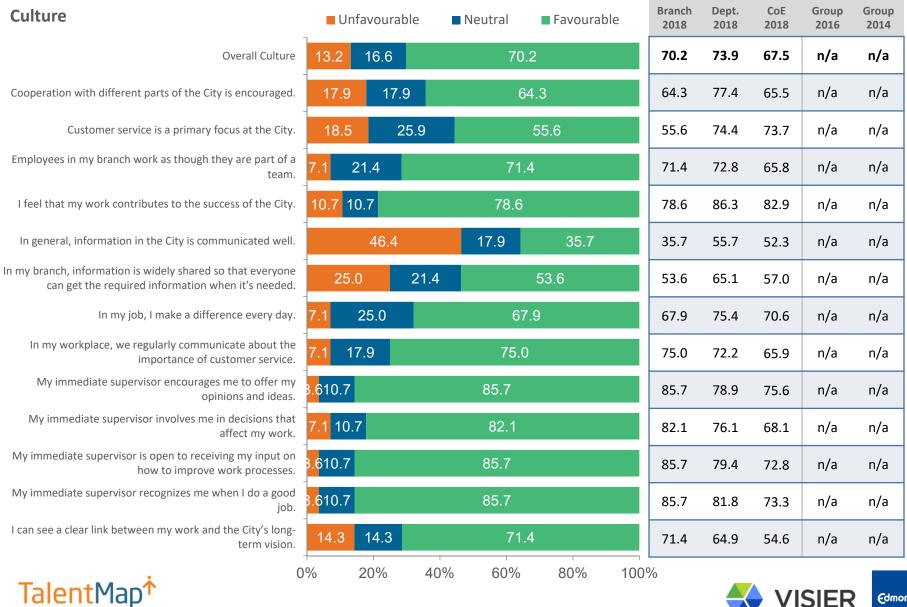




Engagement	■ Unfav	ourable/	■ Neutra	■ Favourable	9	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	15.5	20.9		63.6		63.6	73.1	66.6	n/a	n/a
Considering everything, please rate your level of satisfaction with your current job at the present time.	14.3	21.4		64.3		64.3	71.2	66.1	n/a	n/a
I am proud to tell others I work for the City.	17.9	17.9		64.3		64.3	80.1	75.6	n/a	n/a
The City inspires me to do my best work.	21.4	3	35.7	42.9		42.9	68.6	59.9	n/a	n/a
I would recommend the City to a friend as a great place to work.	21.4	21.4		57.1		57.1	75.7	73.5	n/a	n/a
My job provides me with a sense of personal accomplishment.	8.7 14.8 81.5			81.5	77.8	70.0	n/a	n/a		
I can see a clear link between my work and the City's long-term vision.	14.3	3 14.3 71.4			71.4	64.9	54.6	n/a	n/a	
0% 20% 40% 60% 80% 100%										

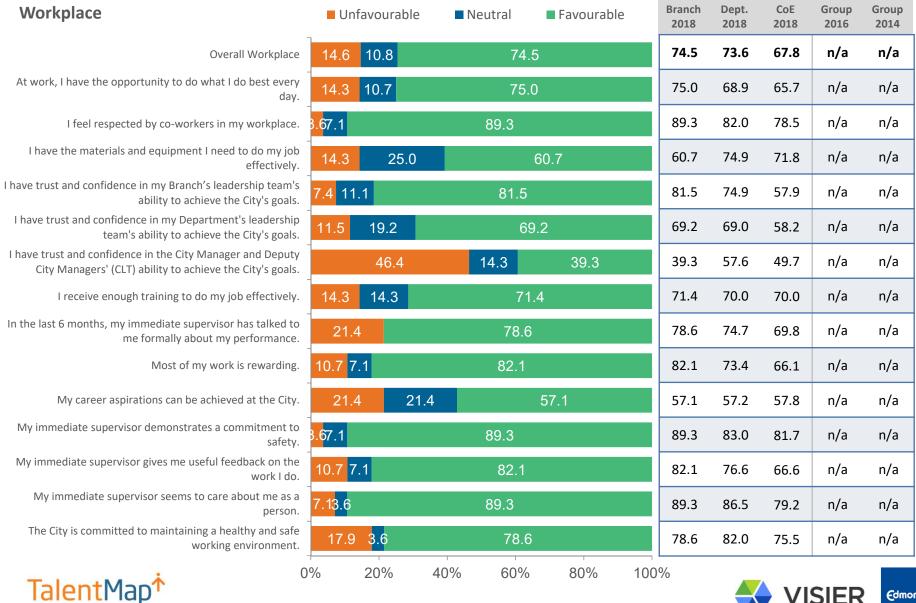
















Organizational Development





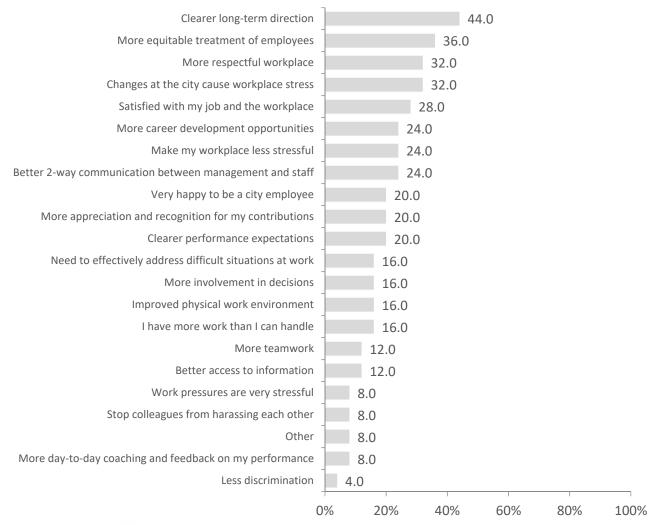
Note: "My immediate supervisor allows me to try out new ideas to improve my work processes" - new question added in 2016. Overall Immediate Supervisor is the average of all items below excluding the new question. The Overall Immediate Supervisor score including the new question is: 84.5%





Organizational Development

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



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
44.0	23.6	19.8	n/a	n/a
36.0	25.1	22.0	n/a	n/a
32.0	20.9	21.6	n/a	n/a
32.0	20.4	22.6	n/a	n/a
28.0	43.5	41.9	n/a	n/a
24.0	27.2	24.6	n/a	n/a
24.0	26.7	30.5	n/a	n/a
24.0	21.5	30.9	n/a	n/a
20.0	33.0	36.2	n/a	n/a
20.0	19.4	21.7	n/a	n/a
20.0	9.4	13.1	n/a	n/a
16.0	17.8	21.1	n/a	n/a
16.0	15.2	19.4	n/a	n/a
16.0	10.5	11.7	n/a	n/a
16.0	24.1	13.4	n/a	n/a
12.0	16.2	19.8	n/a	n/a
12.0	16.2	18.8	n/a	n/a
8.0	23.6	18.5	n/a	n/a
8.0	8.9	11.4	n/a	n/a
8.0	9.4	12.3	n/a	n/a
8.0	5.8	7.5	n/a	n/a
4.0	8.9	9.8	n/a	n/a









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Employee Relations

Department: Employee Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Employee Relations

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.

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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. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

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 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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.



Invited: 33 Responded: 31 Participation Rate 2018: 94% Participation Rate 2016: n/a Participation Rate 2014: n/a





Key Dimension Overview	_	U nfavoura	able ■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	3.3	25.2	71	.6	71.6	73.1	66.6	n/a	n/a
Overall Culture	7.5	20.0	72	.5	72.5	73.9	67.5	n/a	n/a
Overall Workplace	5.1	21.5	73	.4	73.4	73.6	67.8	n/a	n/a
Overall Immediate Supervisor	5.6	12.2	82.3		82.3	79.6	73.4	n/a	n/a
Job Satisfaction	9.7	22.6	6	7.7	67.7	71.2	66.1	n/a	n/a
0	%	20%	40% 60%	80% 10	0%				



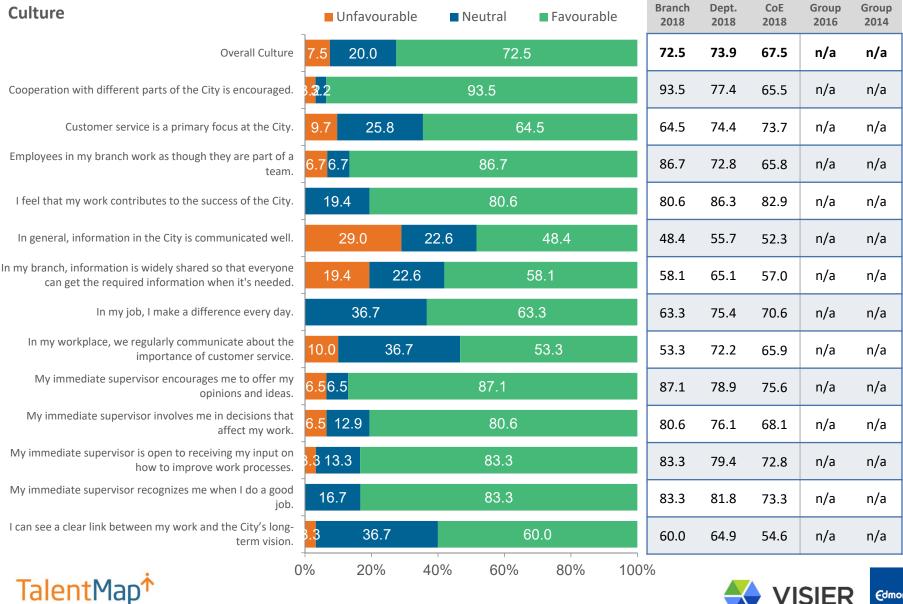


Engagement	■ Unfavourable	■ Neutral ■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	3.3 25.2	71.6	71.6	73.1	66.6	n/a	n/a
Considering everything, please rate your level of satisfaction with your current job at the present time.	9.7 22.6	67.7	67.7	71.2	66.1	n/a	n/a
I am proud to tell others I work for the City.	3.2 19.4	77.4	77.4	80.1	75.6	n/a	n/a
The City inspires me to do my best work.	34.5	65.5	65.5	68.6	59.9	n/a	n/a
I would recommend the City to a friend as a great place to work.	3.4 20.7	75.9	75.9	75.7	73.5	n/a	n/a
My job provides me with a sense of personal accomplishment.	17.2	82.8	82.8	77.8	70.0	n/a	n/a
I can see a clear link between my work and the City's long-term vision.	36.7	60.0	60.0	64.9	54.6	n/a	n/a
C	20%	10% 60% 80% 100	%				



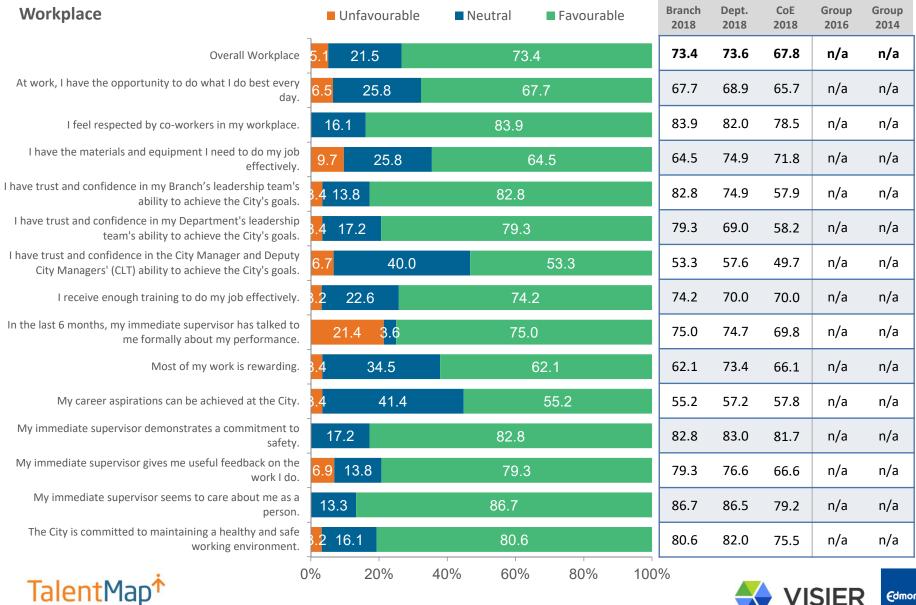
















Employee Relations





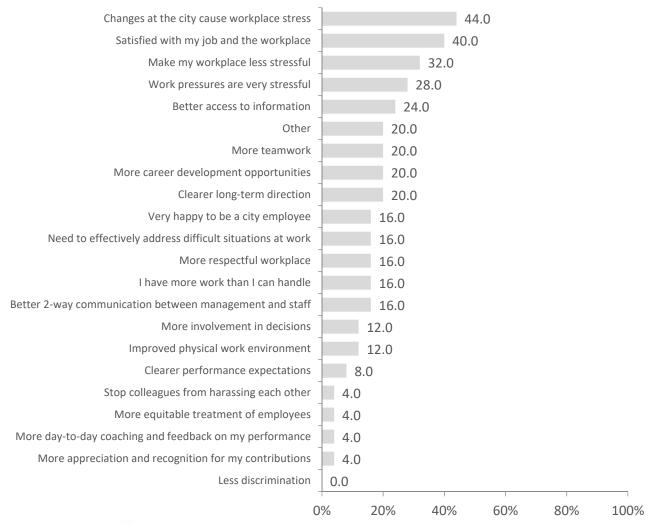
Note: "My immediate supervisor allows me to try out new ideas to improve my work processes" - new question added in 2016. Overall Immediate Supervisor is the average of all items below excluding the new question. The Overall Immediate Supervisor score including the new question is: 82.7%





Employee Relations

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



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
44.0	20.4	22.6	n/a	n/a
40.0	43.5	41.9	n/a	n/a
32.0	26.7	30.5	n/a	n/a
28.0	23.6	18.5	n/a	n/a
24.0	16.2	18.8	n/a	n/a
20.0	9.4	12.3	n/a	n/a
20.0	16.2	19.8	n/a	n/a
20.0	27.2	24.6	n/a	n/a
20.0	23.6	19.8	n/a	n/a
16.0	33.0	36.2	n/a	n/a
16.0	17.8	21.1	n/a	n/a
16.0	20.9	21.6	n/a	n/a
16.0	24.1	13.4	n/a	n/a
16.0	21.5	30.9	n/a	n/a
12.0	15.2	19.4	n/a	n/a
12.0	10.5	11.7	n/a	n/a
8.0	9.4	13.1	n/a	n/a
4.0	8.9	11.4	n/a	n/a
4.0	25.1	22.0	n/a	n/a
4.0	5.8	7.5	n/a	n/a
4.0	19.4	21.7	n/a	n/a
0.0	8.9	9.8	n/a	n/a









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Strategic Development

Department: Citizen Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Strategic Development

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. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

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 2018: refers to your 2018 branch's % Favourable score.

<u>Dept. 2018:</u> refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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.



Invited: 39 Responded: 39

Participation Rate 2018: 100% Participation Rate 2016: 93% Participation Rate 2014: n/a





Key Dimension Overview	■ Un1	favourat	ole ■ Neutral ■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	15.5	15.0	69.5	69.5	74.7	66.6	84.2	n/a
Overall Culture	18.8	14.5	66.7	66.7	74.5	67.5	76.2	n/a
Overall Workplace	13.5	13.7	72.8	72.8	75.7	67.8	82.0	n/a
Overall Immediate Supervisor	9.13.2		87.7	87.7	79.8	73.4	85.8	n/a
Job Satisfaction	10.3 1	5.4	74.4	74.4	75.5	66.1	85.0	n/a
0	%	20%	40% 60% 80% 100	%				



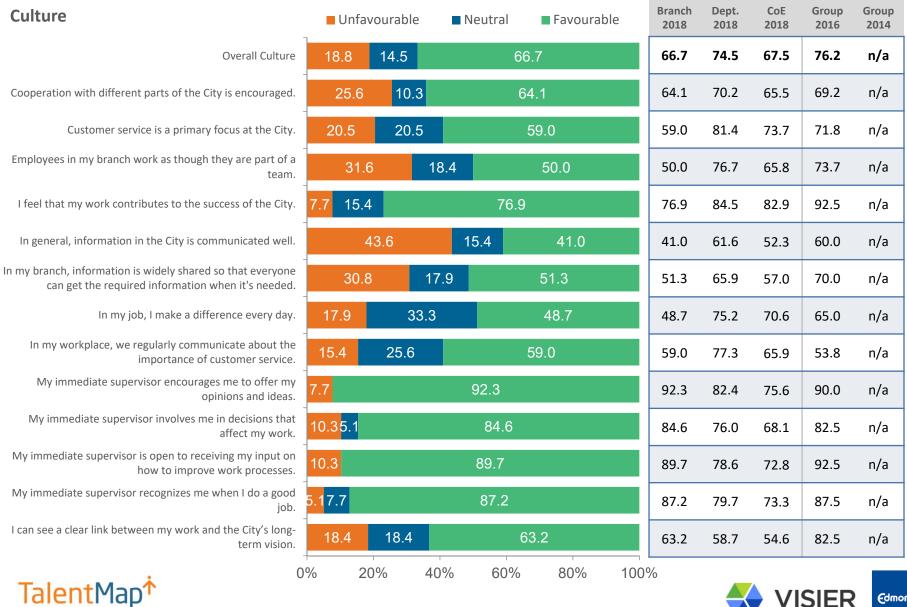


Engagement	■ Unfavourable	■ Neutral ■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	15.5 15.0	69.5	69.5	74.7	66.6	84.2	n/a
Considering everything, please rate your level of satisfaction with your current job at the present time.	10.3 15.4	74.4	74.4	75.5	66.1	85.0	n/a
I am proud to tell others I work for the City.	5.1 17.9	76.9	76.9	84.6	75.6	90.0	n/a
The City inspires me to do my best work.	25.6 15.4	59.0	59.0	67.4	59.9	75.0	n/a
I would recommend the City to a friend as a great place to work.	15.4 10.3	74.4	74.4	83.1	73.5	90.0	n/a
My job provides me with a sense of personal accomplishment.	17.9 12.8	69.2	69.2	78.9	70.0	82.5	n/a
I can see a clear link between my work and the City's long-term vision.	18.4 18.4	63.2	63.2	58.7	54.6	82.5	n/a
0	% 20%	40% 60% 80% 1009	%				



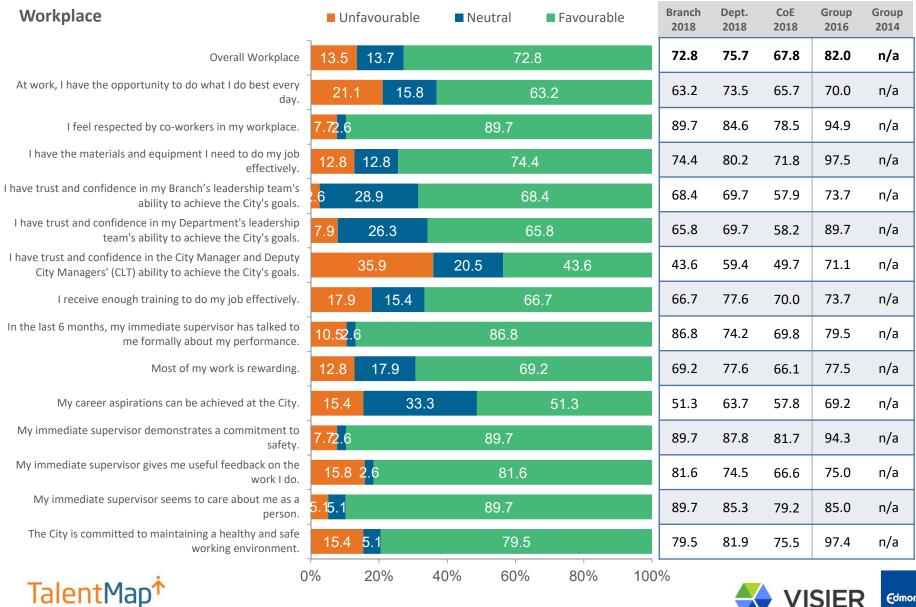










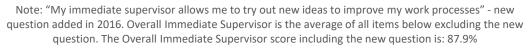






Immediate Supervisor	■ Unfavourable	■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Immediate Supervisor	9.13.2	87.7		87.7	79.8	73.4	85.8	n/a
My immediate supervisor seems to care about me as a person.	5.1 <mark>5.1</mark>	89.7		89.7	85.3	79.2	85.0	n/a
My immediate supervisor encourages me to offer my opinions and ideas.	7.7	92.3		92.3	82.4	75.6	90.0	n/a
My immediate supervisor involves me in decisions that affect my work.	10.3 5.1	84.6		84.6	76.0	68.1	82.5	n/a
My immediate supervisor recognizes me when I do a good job.	5.17.7	87.2		87.2	79.7	73.3	87.5	n/a
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	10.52.6	86.8		86.8	74.2	69.8	79.5	n/a
My immediate supervisor gives me useful feedback on the work I do.	15.8 2.6	81.6		81.6	74.5	66.6	75.0	n/a
My immediate supervisor demonstrates a commitment to safety.	7.72.6	89.7		89.7	87.8	81.7	94.3	n/a
My immediate supervisor is open to receiving my input on how to improve work processes.	10.3	89.7		89.7	78.6	72.8	92.5	n/a
My immediate supervisor allows me to try out new ideas to improve my work processes.	7.72.6	89.7		89.7	76.8	68.1	84.6	n/a
	0% 20% 4	-0% 60%	80% 100	%				









Strategic Development

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				38.9			
Need to effectively address difficult situations at work			30.6				
More respectful workplace			30.6				
More teamwork			27.8				
Better access to information			27.8				
Better 2-way communication between management and staff			27.8				
Very happy to be a city employee			25.0				
More equitable treatment of employees			25.0				
Make my workplace less stressful			25.0				
Clearer long-term direction			25.0				
More career development opportunities		2	2.2				
Changes at the city cause workplace stress		19	.4				
Stop colleagues from harassing each other		16.7	7				
Other		16.7	7				
More involvement in decisions		16.7	7				
I have more work than I can handle		16.7	7				
Work pressures are very stressful		13.9					
More appreciation and recognition for my contributions		13.9					
Improved physical work environment		13.9					
Less discrimination		11.1					
Clearer performance expectations		11.1					
More day-to-day coaching and feedback on my performance	0.0						
0)%	20%	409	% 609	%	80%	100%

Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
38.9	48.4	41.9	44.4	n/a
30.6	18.5	21.1	16.7	n/a
30.6	16.7	21.6	2.8	n/a
27.8	15.7	19.8	22.2	n/a
27.8	15.1	18.8	25.0	n/a
27.8	26.0	30.9	13.9	n/a
25.0	39.3	36.2	36.1	n/a
25.0	17.5	22.0	11.1	n/a
25.0	21.5	30.5	8.3	n/a
25.0	12.0	19.8	22.2	n/a
22.2	18.5	24.6	16.7	n/a
19.4	12.7	22.6	11.1	n/a
16.7	9.6	11.4	2.8	n/a
16.7	12.8	12.3	22.2	n/a
16.7	15.6	19.4	13.9	n/a
16.7	8.7	13.4	8.3	n/a
13.9	12.0	18.5	2.8	n/a
13.9	15.9	21.7	8.3	n/a
13.9	11.7	11.7	8.3	n/a
11.1	7.6	9.8	0.0	n/a
11.1	9.7	13.1	22.2	n/a
0.0	5.8	7.5	5.6	n/a









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Building Great Neighbourhoods

Department: Integrated Infrastructure Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Building Great Neighbourhoods

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.

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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 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% 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".

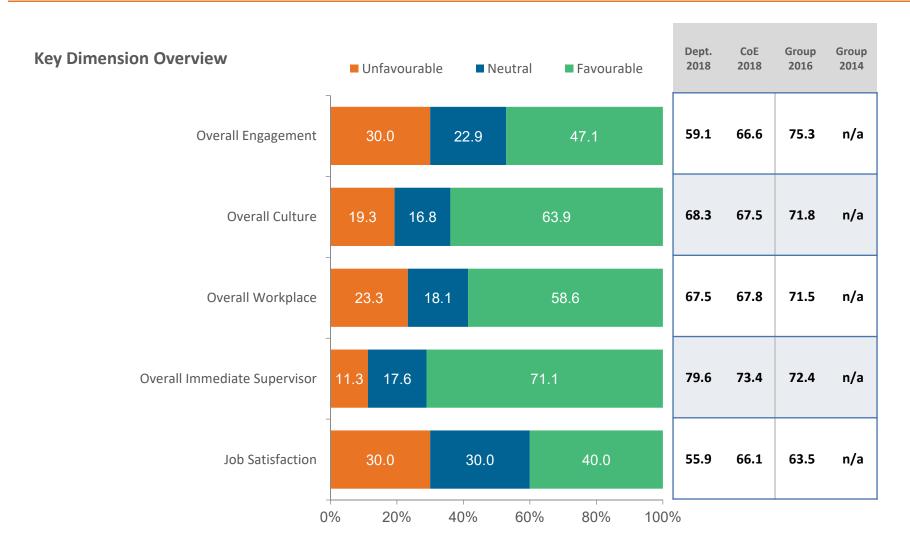
TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.



Invited: 42 Responded: 40 Participation Rate 2018: 95% Participation Rate 2016: 91% Participation Rate 2014: n/a









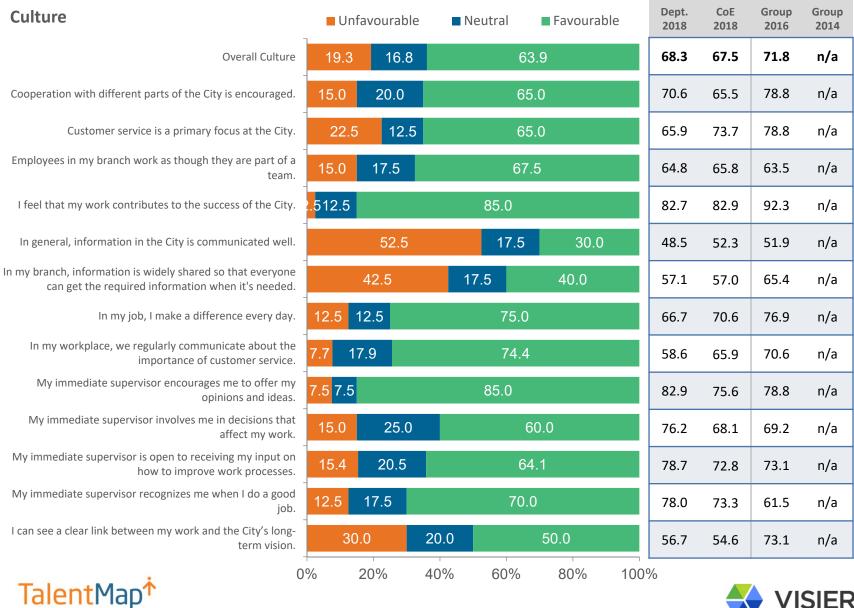




Engagement	■ Unfavourabl	e ■Neu	utral =	I Favourable	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	30.0	22.9		47.1	59.1	66.6	75.3	n/a
Considering everything, please rate your level of satisfaction with your current job at the present time.	30.0	30.0		40.0	55.9	66.1	63.5	n/a
I am proud to tell others I work for the City.	25.0	25.0	5	50.0	65.6	75.6	82.7	n/a
The City inspires me to do my best work.	35.0	20.0		45.0	52.7	59.9	69.2	n/a
I would recommend the City to a friend as a great place to work.	35.0	20.0		45.0	60.2	73.5	80.8	n/a
My job provides me with a sense of personal accomplishment.	25.0	22.5	5	2.5	63.3	70.0	82.7	n/a
I can see a clear link between my work and the City's long-term vision.	30.0	20.0	5	50.0	56.7	54.6	73.1	n/a
0	% 20%	40%	60%	80% 100%	%			

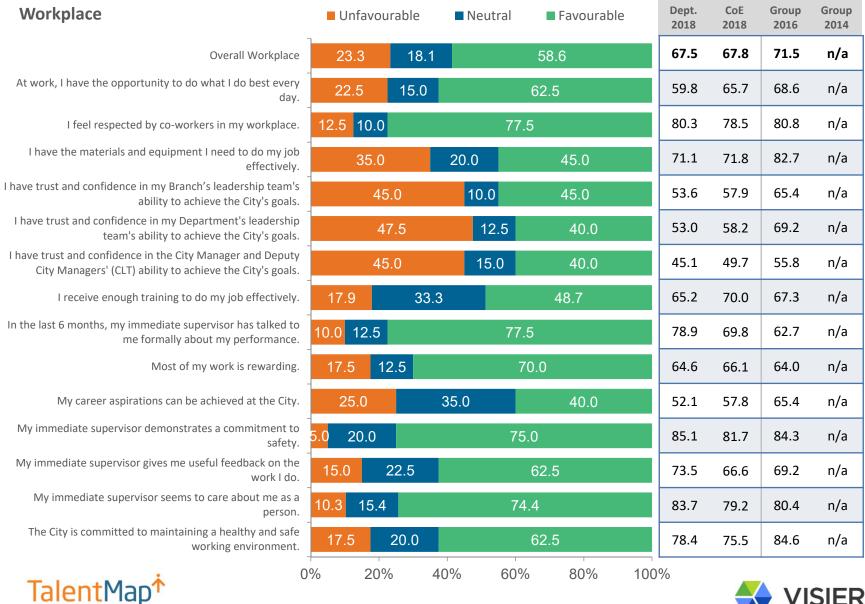






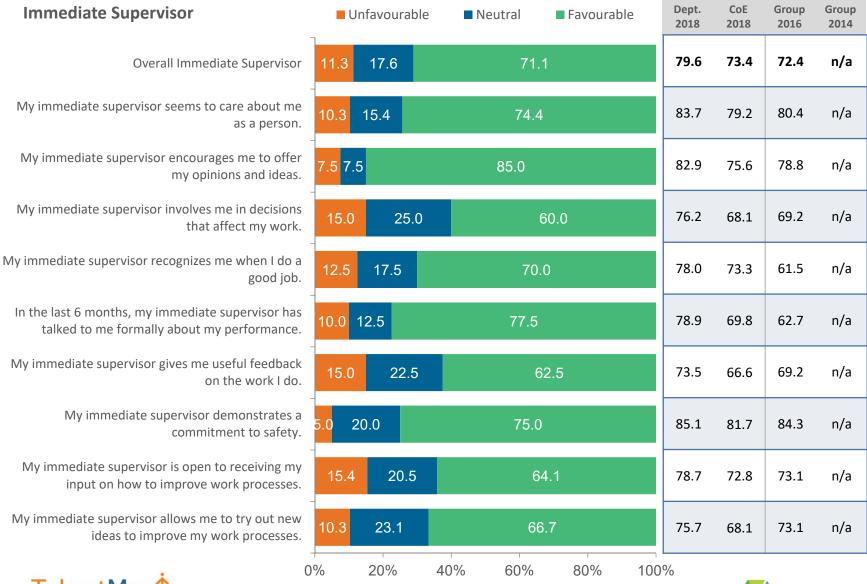




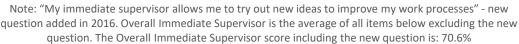










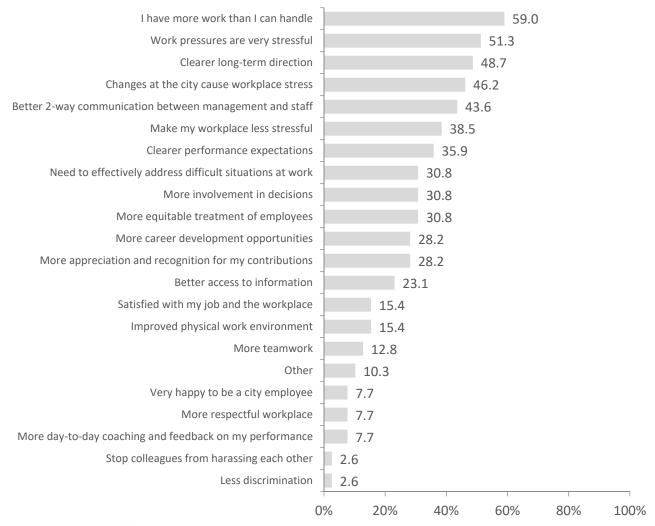






Building Great Neighbourhoods

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



Dept. 2018	CoE (Group Group 2016 2014	
25.4	13.4	22.4	n/a
26.5	18.5	20.4	n/a
29.9	19.8	38.8	n/a
42.2	22.6	34.7	n/a
30.6	30.9	30.6	n/a
34.7	30.5	32.7	n/a
17.5	13.1	26.5	n/a
22.4	21.1	24.5	n/a
21.5	19.4	18.4	n/a
24.9	22.0	24.5	n/a
25.2	24.6	46.9	n/a
26.3	21.7	34.7	n/a
17.9	18.8	18.4	n/a
34.0	41.9	46.9	n/a
9.1	11.7	14.3	n/a
16.1	19.8	22.4	n/a
14.3	12.3	12.2	n/a
28.6	36.2	32.7	n/a
19.7	21.6	20.4	n/a
7.5	7.5	10.2	n/a
9.3	11.4	6.1	n/a
7.5	9.8	6.1	n/a









CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

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

Branch: Corporate Strategy

Department: Urban Form & Corporate Strategic Development

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:





Corporate Strategy

HOW TO READ YOUR REPORT

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Dept. 2018: refers to your department's 2018 overall % Favourable score.

<u>CoE 2018:</u> refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

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% 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".

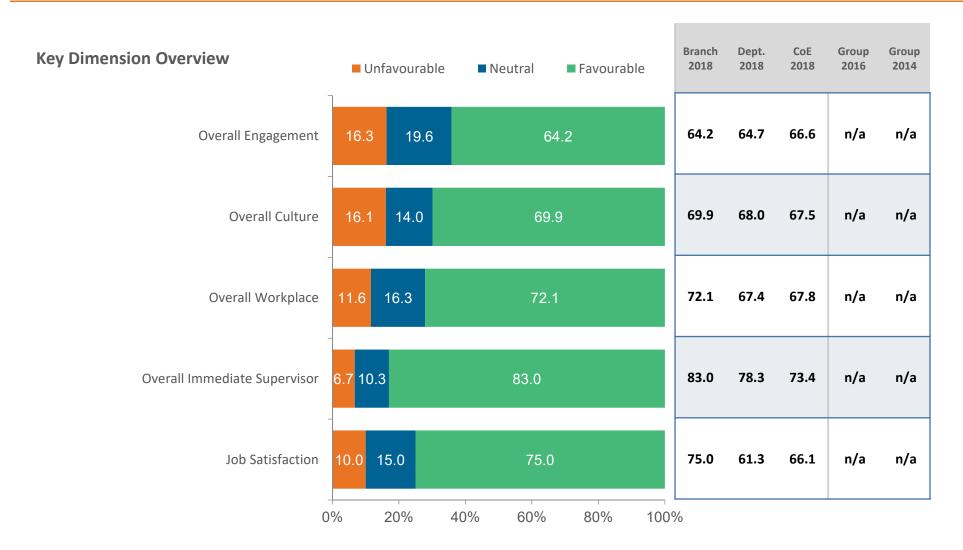
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Invited: 40 Responded: 40 Participation Rate 2018: 100% Participation Rate 2016: n/a Participation Rate 2014: n/a









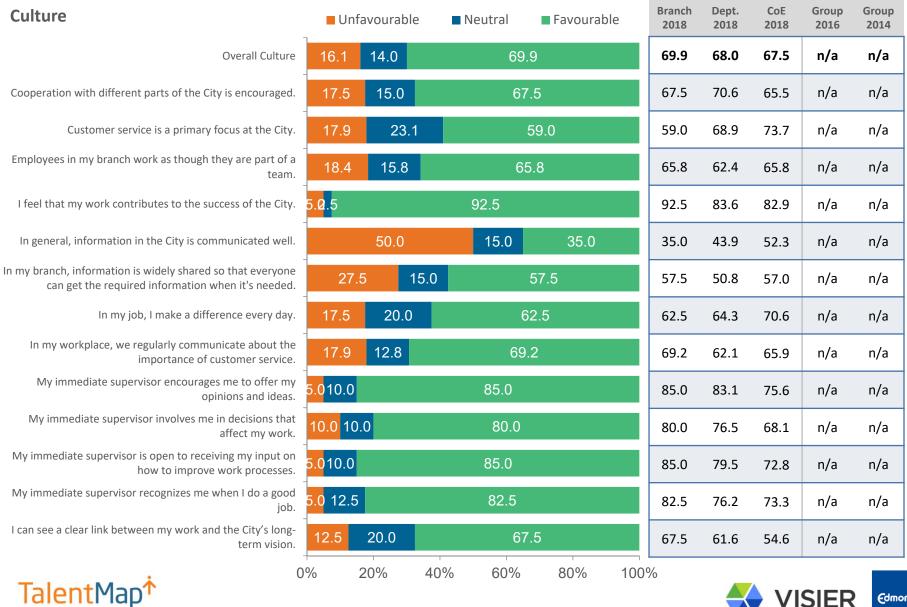


Engagement	■ Unf	avourab	ole •	I Neutral	■ Favourab	le	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Engagement	16.3	19.	6		64.2		64.2	64.7	66.6	n/a	n/a
Considering everything, please rate your level of satisfaction with your current job at the present time.	10.0	15.0		75.	0		75.0	61.3	66.1	n/a	n/a
I am proud to tell others I work for the City.	20.0	17	7.5		62.5		62.5	68.5	75.6	n/a	n/a
The City inspires me to do my best work.	22.5	5	22.5		55.0		55.0	58.0	59.9	n/a	n/a
I would recommend the City to a friend as a great place to work.	20.0		27.5		52.5		52.5	69.1	73.5	n/a	n/a
My job provides me with a sense of personal accomplishment.	12.5	15.0		72	.5		72.5	69.7	70.0	n/a	n/a
I can see a clear link between my work and the City's long-term vision.	12.5	20.0		6	7.5		67.5	61.6	54.6	n/a	n/a
0	%	20%	40%	60%	80%	1009	%				



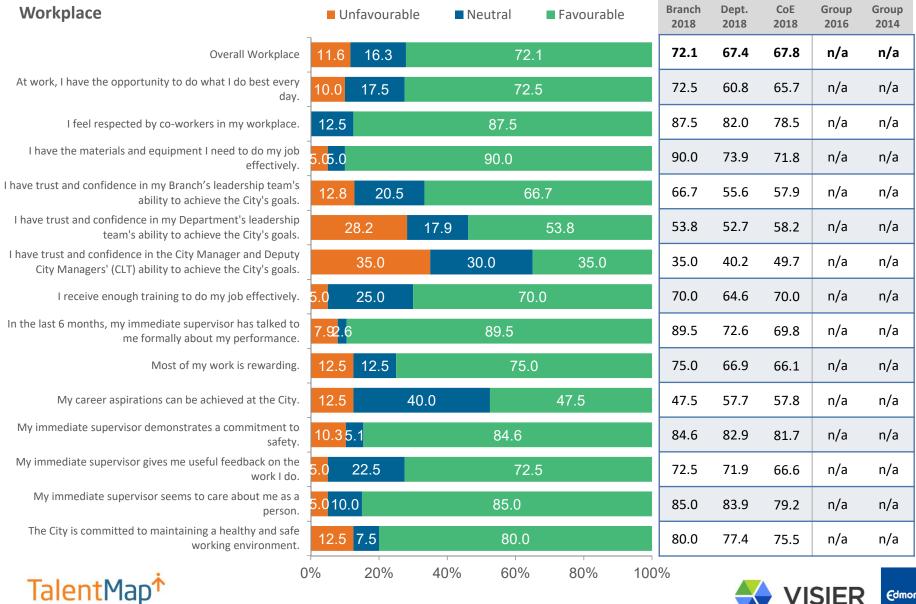
















Corporate Strategy

Immediate Supervisor	■ Unfavourable	■ Neutral	■ Favourable	Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
Overall Immediate Supervisor	6.7 10.3	83.0		83.0	78.3	73.4	n/a	n/a
My immediate supervisor seems to care about me as a person.	5.0 10.0	85.0		85.0	83.9	79.2	n/a	n/a
My immediate supervisor encourages me to offer my opinions and ideas.	5.0 10.0	85.0		85.0	83.1	75.6	n/a	n/a
My immediate supervisor involves me in decisions that affect my work.	10.0 10.0	80.0		80.0	76.5	68.1	n/a	n/a
My immediate supervisor recognizes me when I do a good job.	5.0 12.5	82.5		82.5	76.2	73.3	n/a	n/a
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	7.92.6	89.5		89.5	72.6	69.8	n/a	n/a
My immediate supervisor gives me useful feedback on the work I do.	5.0 22.5	72.5		72.5	71.9	66.6	n/a	n/a
My immediate supervisor demonstrates a commitment to safety.	10.3 <mark>5.1</mark>	84.6		84.6	82.9	81.7	n/a	n/a
My immediate supervisor is open to receiving my input on how to improve work processes.	5.010.0	85.0		85.0	79.5	72.8	n/a	n/a
My immediate supervisor allows me to try out new ideas to improve my work processes.	5.1 10.3	84.6		84.6	77.6	68.1	n/a	n/a
	0% 20%	40% 60%	80% 100	%				



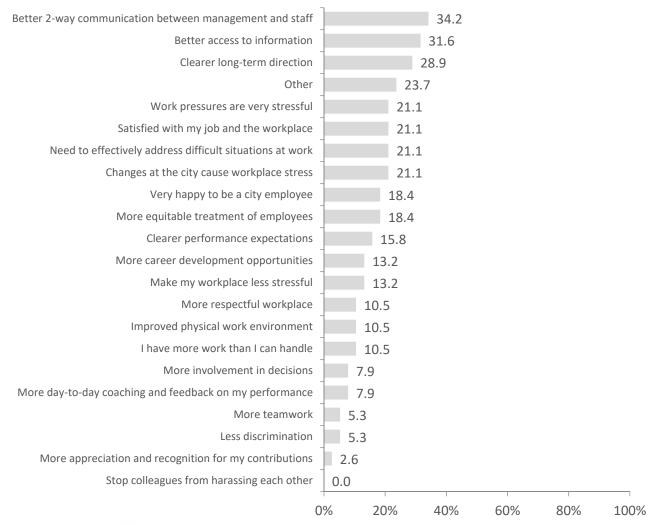
Note: "My immediate supervisor allows me to try out new ideas to improve my work processes" - new question added in 2016. Overall Immediate Supervisor is the average of all items below excluding the new question. The Overall Immediate Supervisor score including the new question is: 83.2%





Corporate Strategy

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



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
34.2	32.9	30.9	n/a	n/a
31.6	22.9	18.8	n/a	n/a
28.9	25.6	19.8	n/a	n/a
23.7	18.1	12.3	n/a	n/a
21.1	25.4	18.5	n/a	n/a
21.1	33.6	41.9	n/a	n/a
21.1	18.1	21.1	n/a	n/a
21.1	35.5	22.6	n/a	n/a
18.4	28.0	36.2	n/a	n/a
18.4	21.8	22.0	n/a	n/a
15.8	18.1	13.1	n/a	n/a
13.2	26.0	24.6	n/a	n/a
13.2	33.5	30.5	n/a	n/a
10.5	17.0	21.6	n/a	n/a
10.5	9.3	11.7	n/a	n/a
10.5	20.8	13.4	n/a	n/a
7.9	19.4	19.4	n/a	n/a
7.9	8.4	7.5	n/a	n/a
5.3	16.8	19.8	n/a	n/a
5.3	8.2	9.8	n/a	n/a
2.6	19.0	21.7	n/a	n/a
0.0	7.9	11.4	n/a	n/a





