



City of Edmonton

2014 Employee Engagement and Diversity Survey

Snapshot Report

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

Branch: Financial Services

Department: Financial Services and Utilities

Survey Start Date: September 9, 2014

Survey Close Date: September 30, 2014

HOW TO READ YOUR REPORT

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

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

The box to the right displays how each percentage was calculated. A % Favourable score of 100% means that all employees indicated they "Strongly Agreed" or "Agreed". While a % Neutral score is technically the middle value on the scale, the score can represent a response that is more unfavourable than it is favourable.

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

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

This report displays the survey items by dimension.

Branch 2014: refers to your 2014 branch's % Favourable score.

Group 2012: refers to your comparable 2012 group's % Favourable score.

Group 2010: refers to your comparable 2010 group's % Favourable score.

Dept 2014: refers to your department's 2014 overall % Favourable score.

CoE 2014: refers to the 2014 overall score for the City of Edmonton.

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

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

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

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

Invited: 217

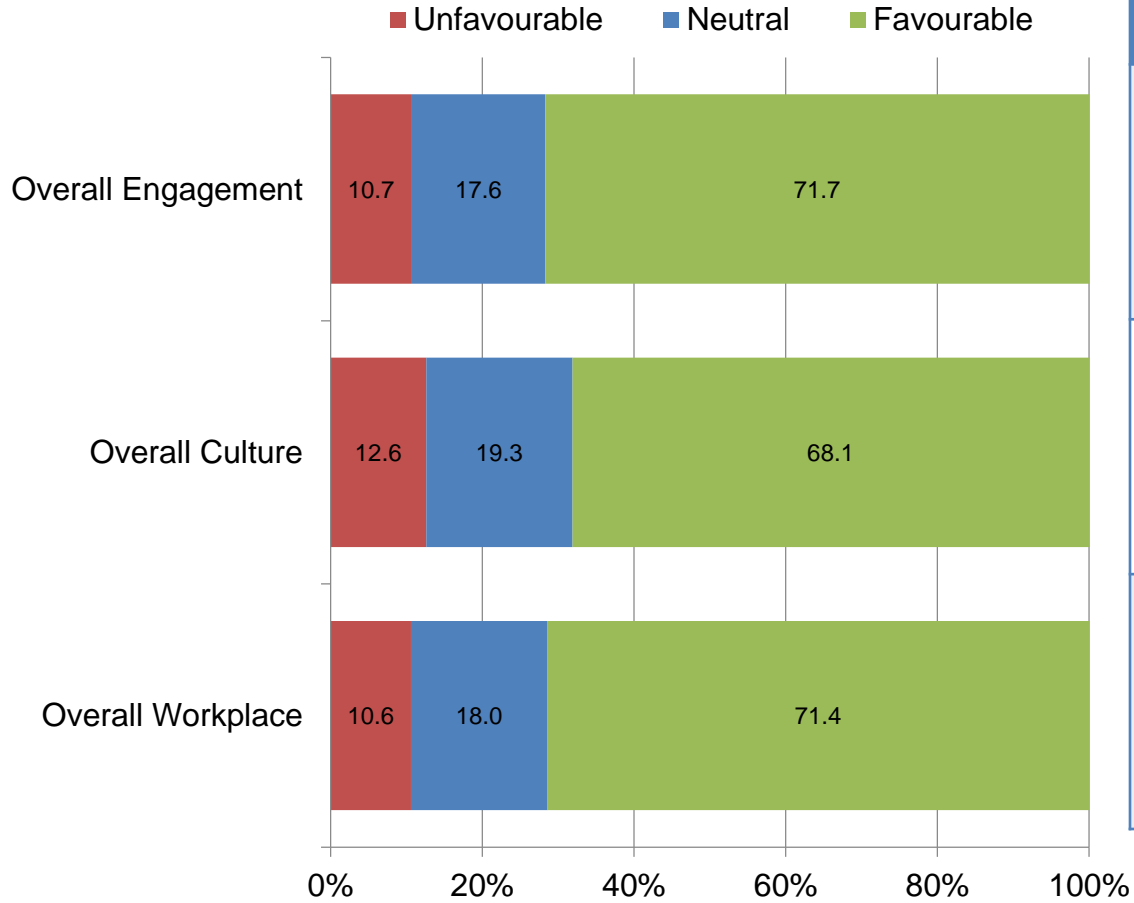
Responded: 187

Participation Rate 2014: 86%

Participation Rate 2012: 100%

Participation Rate 2010: 64%

Key Dimension Overview

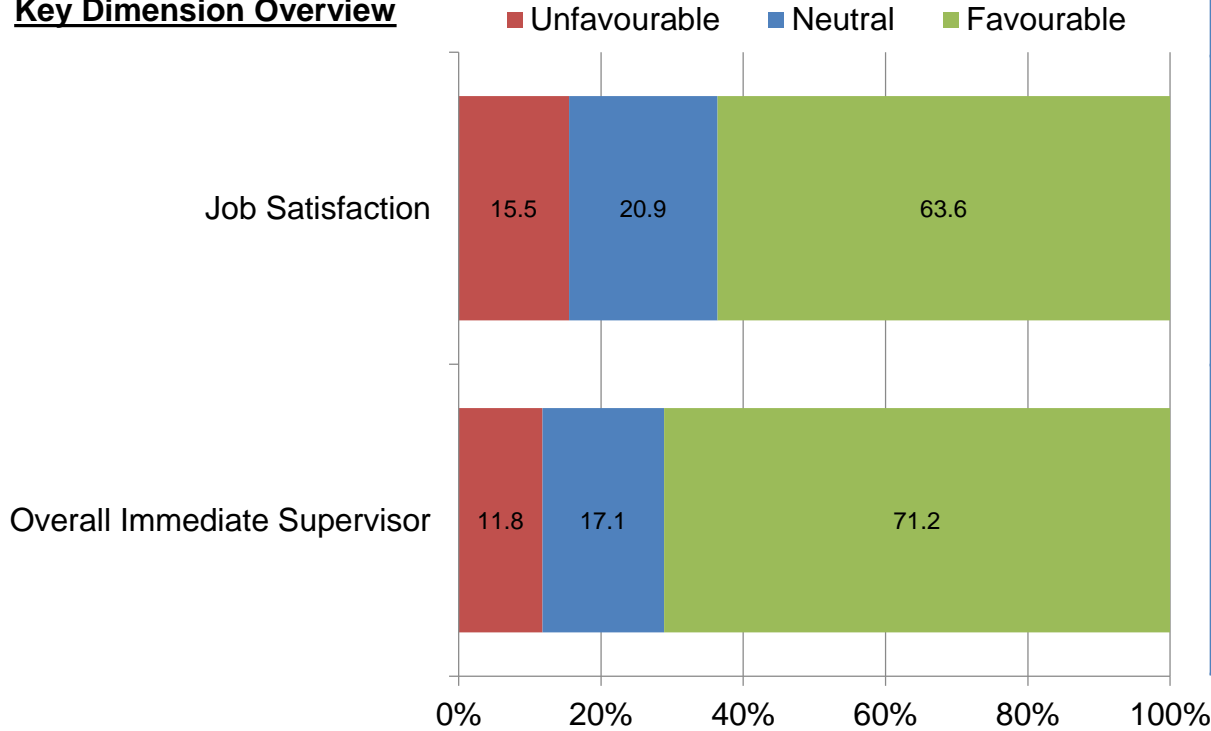


| Branch 2014 | Group 2012 | Group 2010 | Dept 2014 | CoE 2014 |
|-------------|------------|------------|-----------|----------|
| 71.7 | 76.4 | 71.3 | 68.9 | 70.5 |
| 68.1 | 81.5 | 73.6 | 67.6 | 69.2 |
| 71.4 | 78.9 | 67.8 | 67.9 | 69.3 |

Snapshot Report

Financial Services

Key Dimension Overview



| Branch 2014 | Group 2012 | Group 2010 | Dept 2014 | CoE 2014 |
|-------------|------------|------------|-----------|----------|
| 63.6 | 75.0 | 77.2 | 66.7 | 69.0 |
| 71.2 | 79.2 | 79.9 | 71.1 | 71.5 |

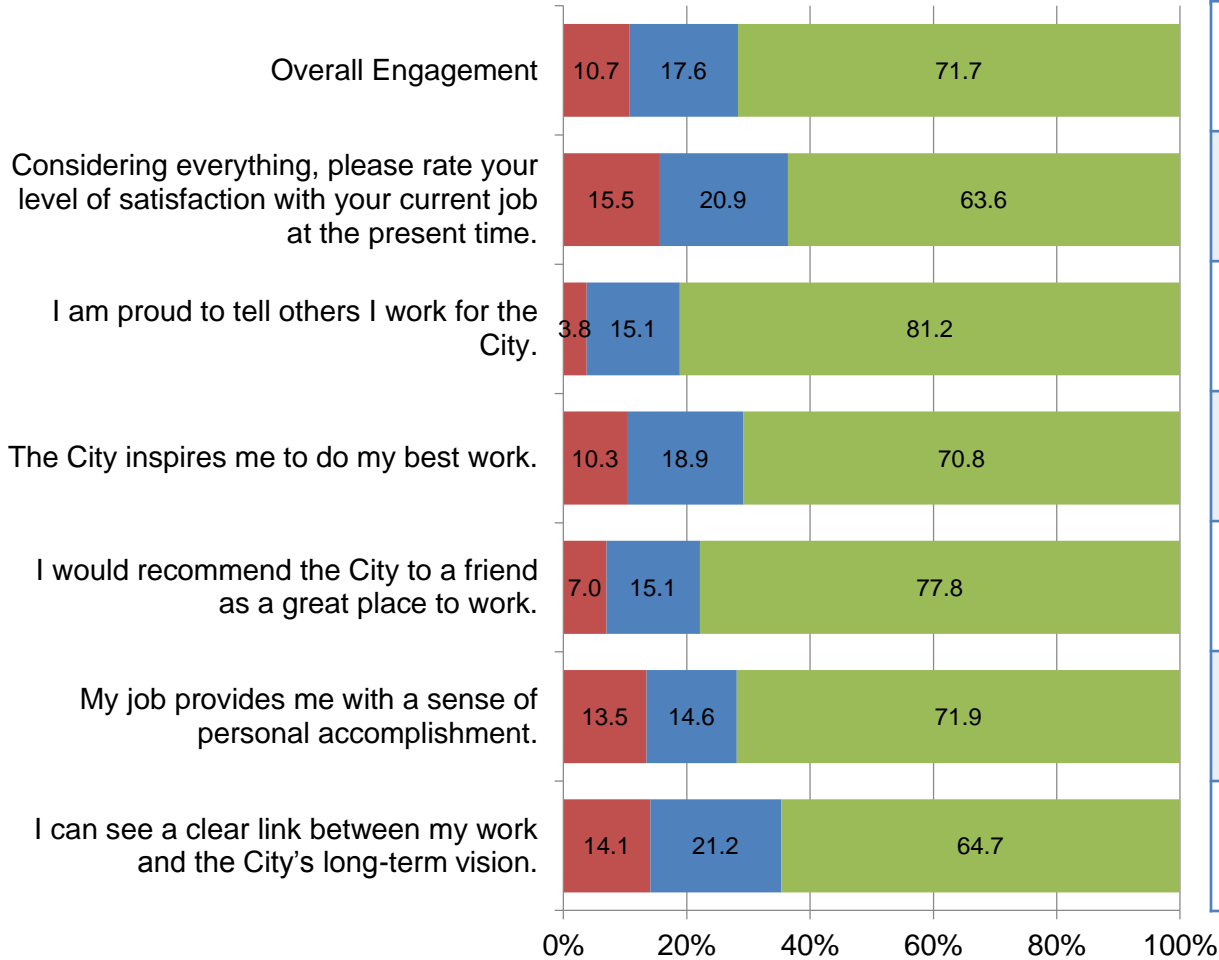
TalentMap has recommended the creation of an index, or summary score, for the Immediate Supervisor questions beginning with the 2014 survey results. The index is an easy-to-understand single score representing the average percentage of favourable responses among those questions that measure employees' opinions of their relationship with their immediate, or direct supervisor. TalentMap's previous research with many other clients consistently shows that how employees feel about their relationship with their immediate supervisor is a very important driver of how engaged they are with the organization. Therefore, the index will serve as a useful score in order to develop and implement specific actions to improve the effectiveness of immediate supervisors, and to monitor progress as future surveys are implemented. The individual questions that make up the Immediate Supervisor key dimension also appear in the Culture and Workplace dimensions.

Snapshot Report

Financial Services

Engagement

■ Unfavourable ■ Neutral ■ Favourable



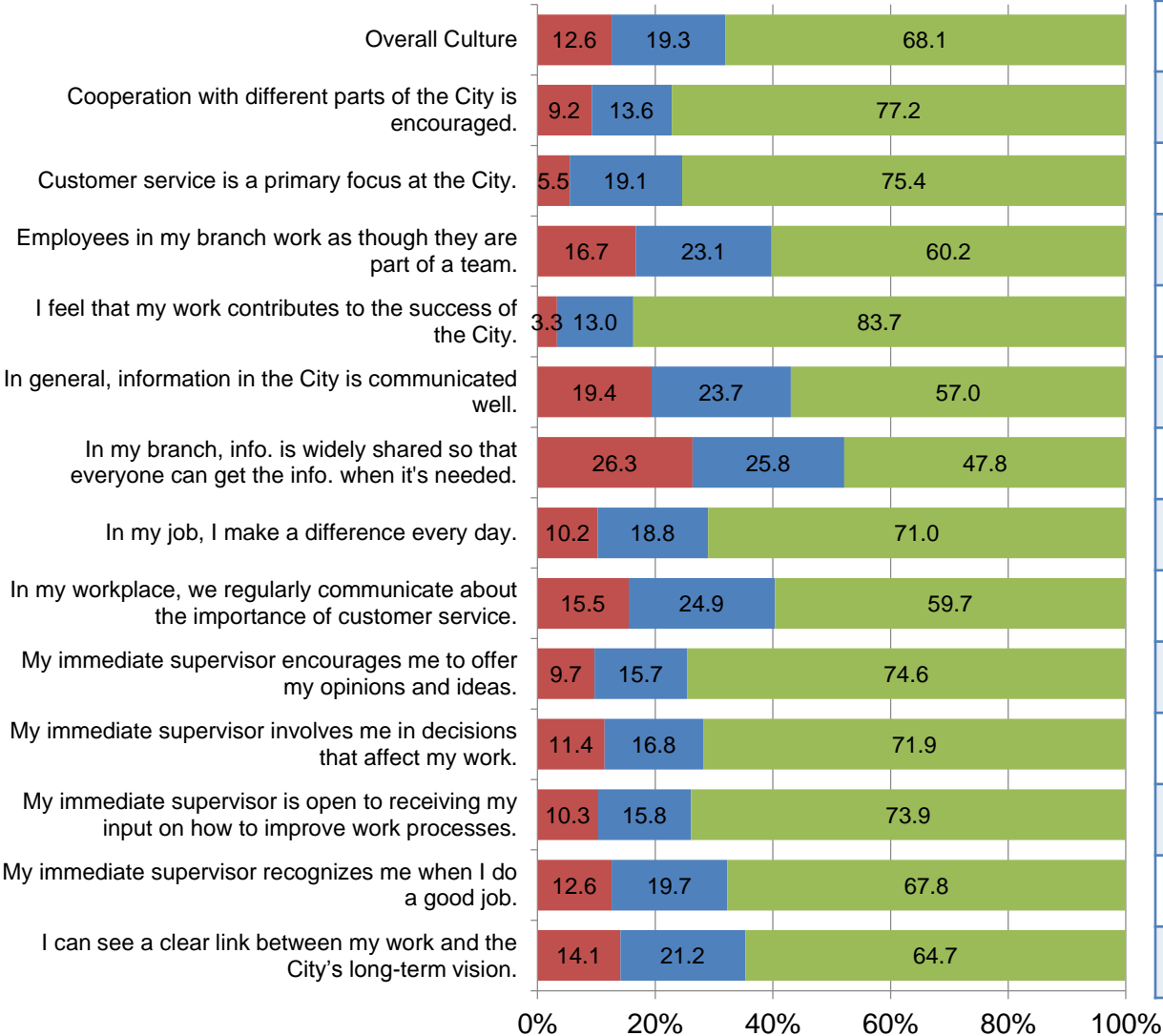
| Branch 2014 | Group 2012 | Group 2010 | Dept 2014 | CoE 2014 |
|-------------|------------|------------|-----------|----------|
| 71.7 | 76.4 | 71.3 | 68.9 | 70.5 |
| 63.6 | 75.0 | 77.2 | 66.7 | 69.0 |
| 81.2 | 91.7 | 82.0 | 78.7 | 79.9 |
| 70.8 | 66.7 | 66.1 | 61.7 | 62.5 |
| 77.8 | 75.0 | 76.0 | 75.3 | 77.5 |
| 71.9 | 75.0 | 71.3 | 69.2 | 72.9 |
| 64.7 | 75.0 | 55.1 | 61.9 | 60.9 |

Snapshot Report

Financial Services

Culture

■ Unfavourable ■ Neutral ■ Favourable



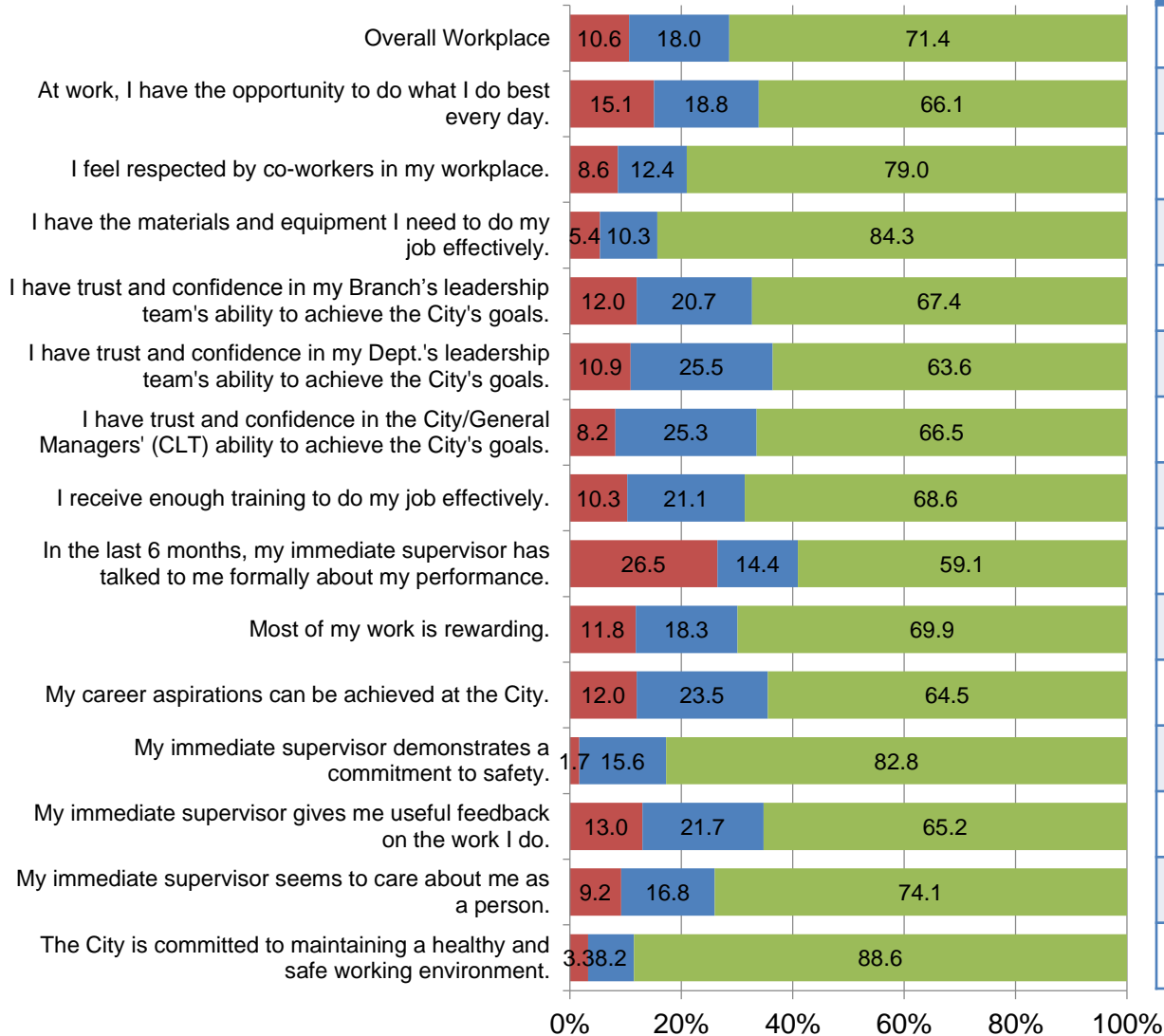
| Branch 2014 | Group 2012 | Group 2010 | Dept 2014 | CoE 2014 |
|-------------|------------|------------|-----------|----------|
| 68.1 | 81.5 | 73.6 | 67.6 | 69.2 |
| 77.2 | 100.0 | 64.2 | 66.3 | 69.5 |
| 75.4 | 81.8 | 82.5 | 77.9 | 77.5 |
| 60.2 | 83.3 | 62.5 | 58.9 | 64.1 |
| 83.7 | 83.3 | n/a | 83.9 | 85.3 |
| 57.0 | 83.3 | 56.3 | 56.4 | 58.4 |
| 47.8 | 91.7 | n/a | 50.9 | 56.6 |
| 71.0 | 66.7 | n/a | 68.9 | 72.9 |
| 59.7 | 70.0 | n/a | 63.3 | 65.8 |
| 74.6 | 75.0 | 86.9 | 75.7 | 75.6 |
| 71.9 | 91.7 | 83.6 | 71.4 | 69.6 |
| 73.9 | 83.3 | n/a | 73.1 | 72.2 |
| 67.8 | 75.0 | 77.5 | 69.8 | 71.1 |
| 64.7 | 75.0 | 55.1 | 61.9 | 60.9 |

Snapshot Report

Financial Services

Workplace

■ Unfavourable ■ Neutral ■ Favourable



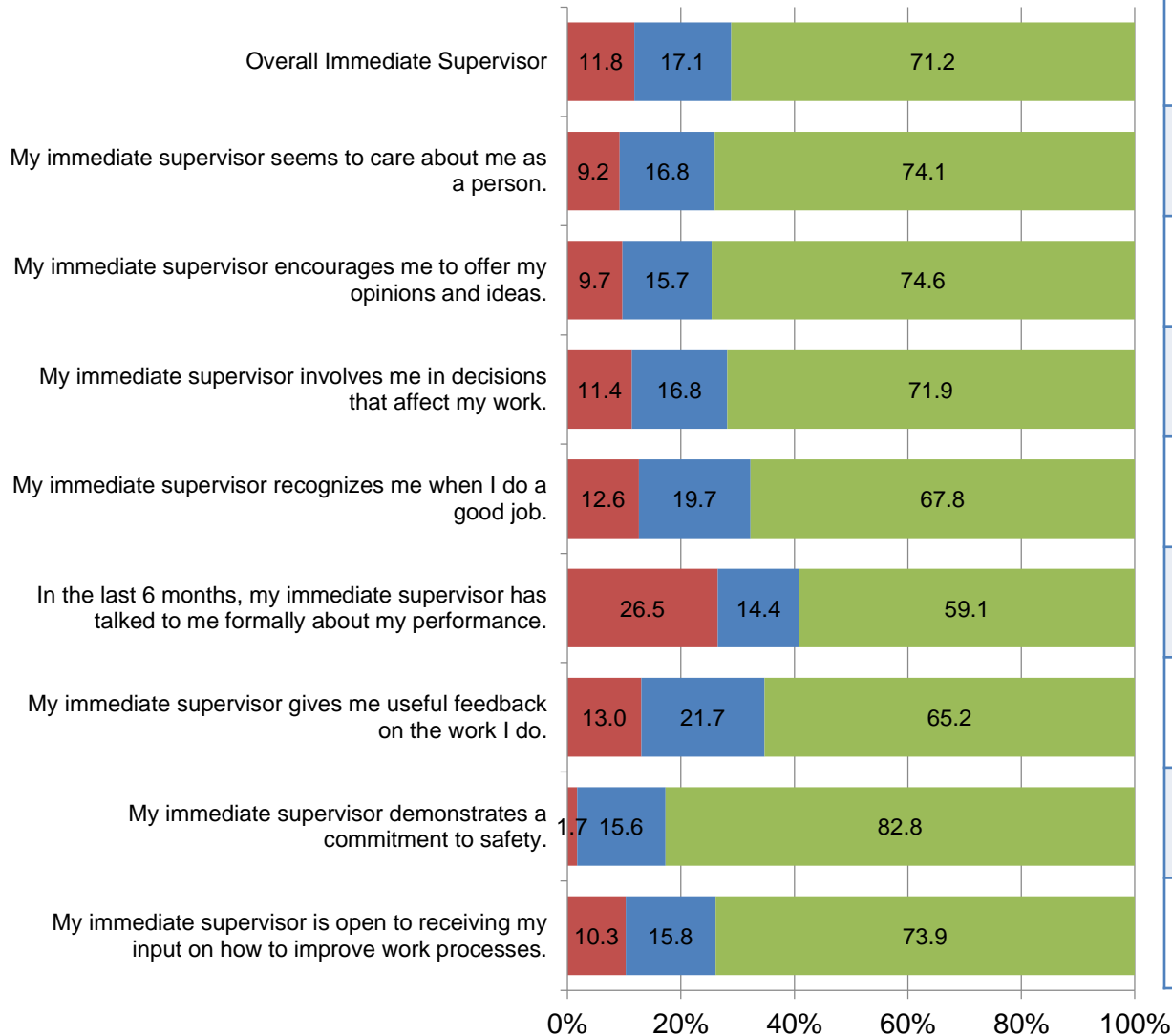
| Branch 2014 | Group 2012 | Group 2010 | Dept 2014 | CoE 2014 |
|-------------|------------|------------|-----------|----------|
| 71.4 | 78.9 | 67.8 | 67.9 | 69.3 |
| 66.1 | 75.0 | 62.7 | 64.1 | 68.0 |
| 79.0 | 83.3 | n/a | 76.6 | 78.3 |
| 84.3 | 75.0 | 84.2 | 75.4 | 74.3 |
| 67.4 | 90.9 | n/a | 60.0 | 61.6 |
| 63.6 | 75.0 | n/a | 58.7 | 62.4 |
| 66.5 | 83.3 | 55.9 | 62.4 | 61.9 |
| 68.6 | 83.3 | 75.0 | 69.5 | 69.4 |
| 59.1 | 58.3 | 67.8 | 57.9 | 60.2 |
| 69.9 | 66.7 | 66.7 | 61.8 | 68.1 |
| 64.5 | 72.7 | 63.0 | 59.5 | 60.5 |
| 82.8 | 100.0 | n/a | 80.9 | 80.1 |
| 65.2 | 75.0 | n/a | 63.0 | 64.7 |
| 74.1 | 75.0 | 83.6 | 76.6 | 78.2 |
| 88.6 | 91.7 | n/a | 83.9 | 82.6 |

Snapshot Report

Financial Services

Immediate Supervisor

■ Unfavourable ■ Neutral ■ Favourable

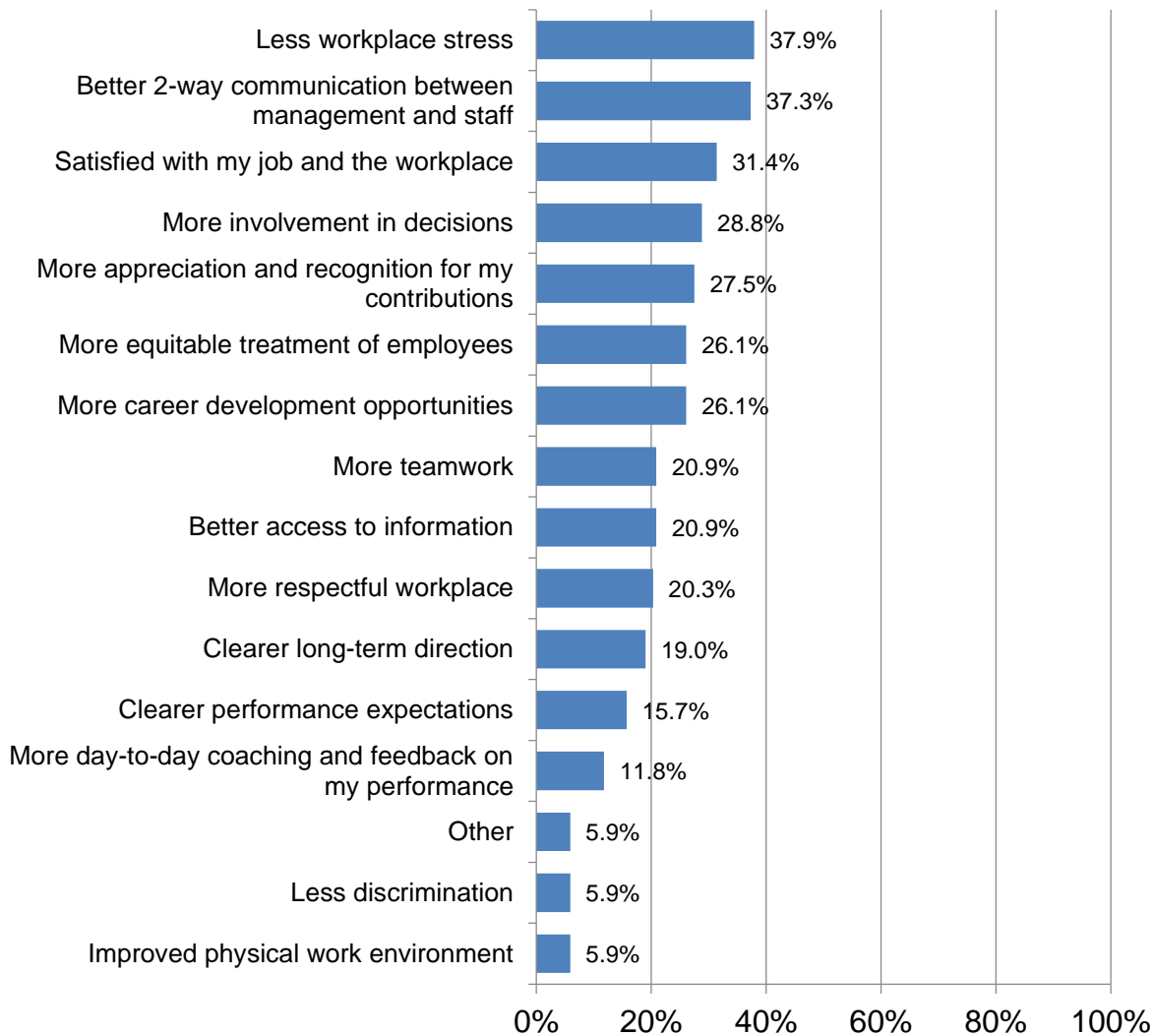


| Branch 2014 | Group 2012 | Group 2010 | Dept 2014 | CoE 2014 |
|-------------|------------|------------|-----------|----------|
| 71.2 | 79.2 | 79.9 | 71.1 | 71.5 |
| 74.1 | 75.0 | 83.6 | 76.6 | 78.2 |
| 74.6 | 75.0 | 86.9 | 75.7 | 75.6 |
| 71.9 | 91.7 | 83.6 | 71.4 | 69.6 |
| 67.8 | 75.0 | 77.5 | 69.8 | 71.1 |
| 59.1 | 58.3 | 67.8 | 57.9 | 60.2 |
| 65.2 | 75.0 | n/a | 63.0 | 64.7 |
| 82.8 | 100.0 | n/a | 80.9 | 80.1 |
| 73.9 | 83.3 | n/a | 73.1 | 72.2 |

Snapshot Report

Financial Services

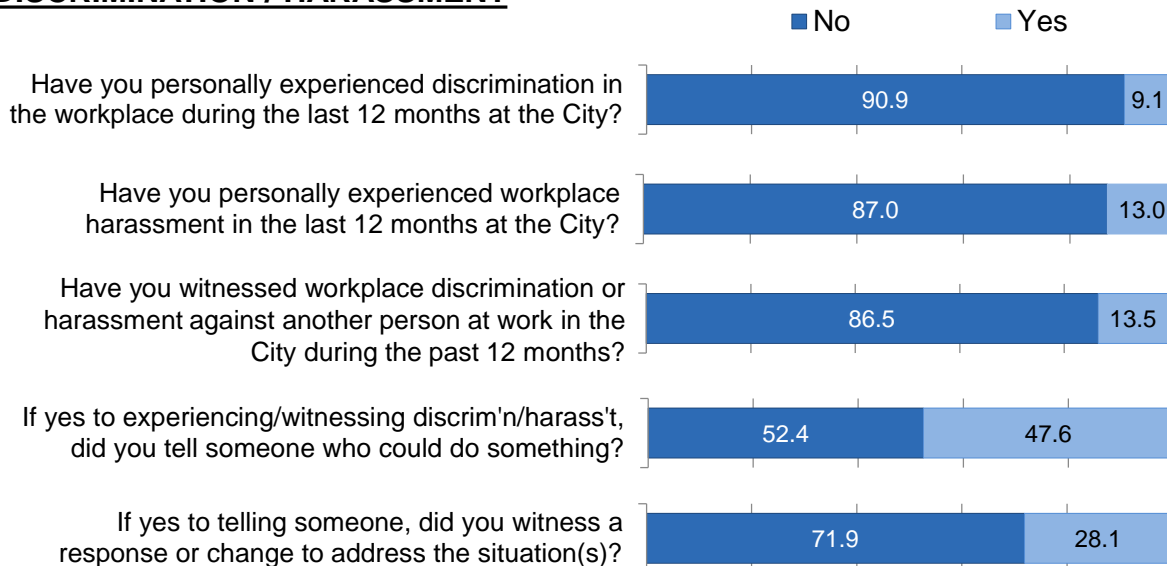
If your management team could make only one or two improvements to your job or the workplace, what would they be?



| Branch 2014 | Dept 2014 | CoE 2014 |
|-------------|-----------|----------|
| 37.9 | 31.4 | 31.3 |
| 37.3 | 35.7 | 34.3 |
| 31.4 | 36.2 | 36.8 |
| 28.8 | 23.4 | 22.1 |
| 27.5 | 29.8 | 27.4 |
| 26.1 | 27.9 | 25.1 |
| 26.1 | 27.6 | 26.6 |
| 20.9 | 28.4 | 26.1 |
| 20.9 | 20.4 | 20.2 |
| 20.3 | 23.7 | 22.9 |
| 19.0 | 20.8 | 21.6 |
| 15.7 | 18.4 | 18.1 |
| 11.8 | 10.9 | 10.7 |
| 5.9 | 9.7 | 11.0 |
| 5.9 | 11.3 | 9.7 |
| 5.9 | 11.9 | 12.2 |

All table numbers represent % Yes.

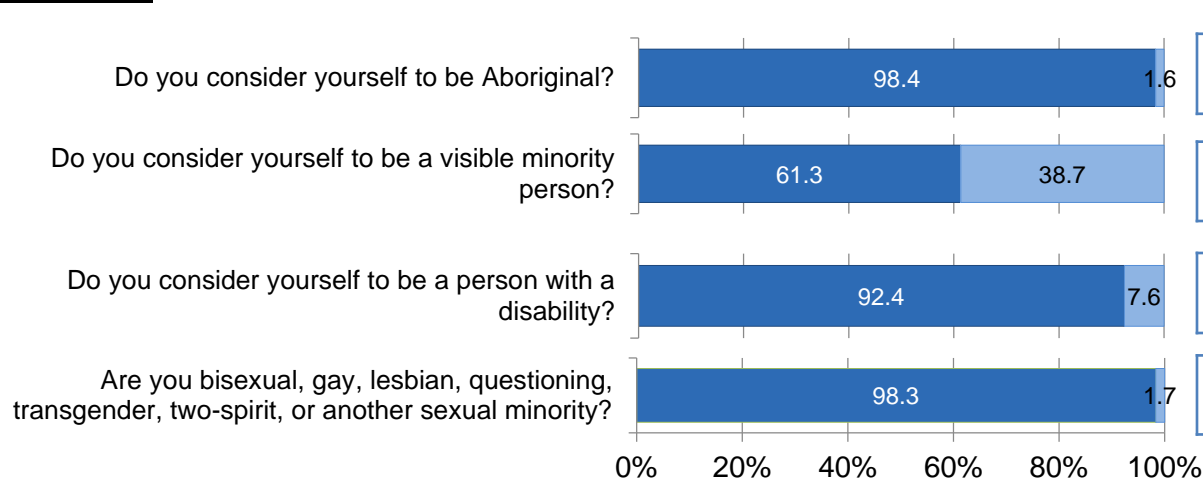
DISCRIMINATION / HARASSMENT



| Branch 2014 | Group 2012 | Group 2010 | Dept 2014 | CoE 2014 |
|-------------|------------|------------|-----------|----------|
| 9.1 | 8.3 | 10.0 | 17.2 | 16.2 |
| 13.0 | 16.7 | 5.8 | 16.5 | 17.6 |
| 13.5 | 8.3 | 17.5 | 24.9 | 23.4 |
| 47.6 | n/a | n/a | 42.4 | 43.9 |
| 28.1 | n/a | n/a | 23.7 | 27.3 |

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

DIVERSITY



All table numbers represent % Yes.

| Branch 2014 | Group 2012 | Group 2010 | Dept 2014 | CoE 2014 |
|-------------|------------|------------|-----------|----------|
| 1.6 | 0.0 | 0.8 | 3.8 | 4.3 |
| 38.7 | 18.2 | 36.7 | 27.7 | 19.2 |
| 7.6 | 8.3 | 5.0 | 8.5 | 8.7 |
| 1.7 | 0.0 | 1.7 | 3.1 | 4.2 |