



Calgary



2017 Corporate Employee Survey

City Wide Report

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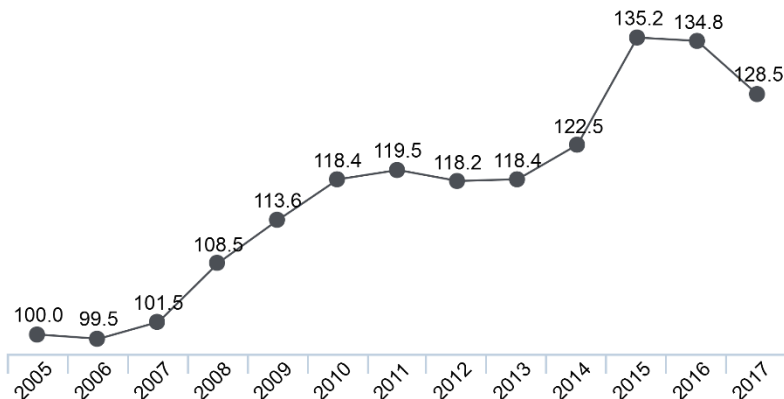


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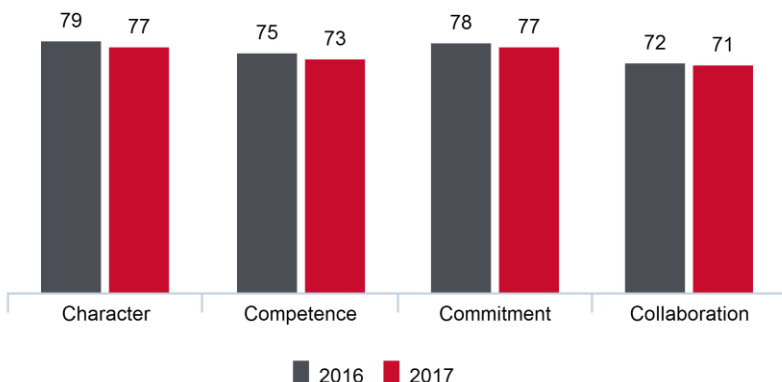
Satisfaction

Corporate Employee Satisfaction Index



4 Cs Framework

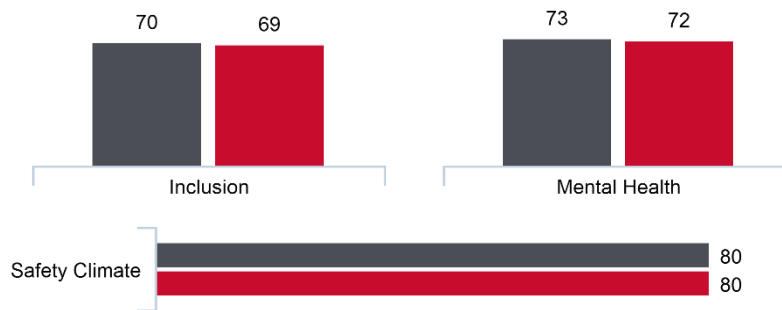
The essential qualities of The City



Note: Indices are calculated out of 100 and do not represent percentage of employees. The Satisfaction Index was given a baseline score of 100 in 2005, year-to-year differences are based on this baseline score.

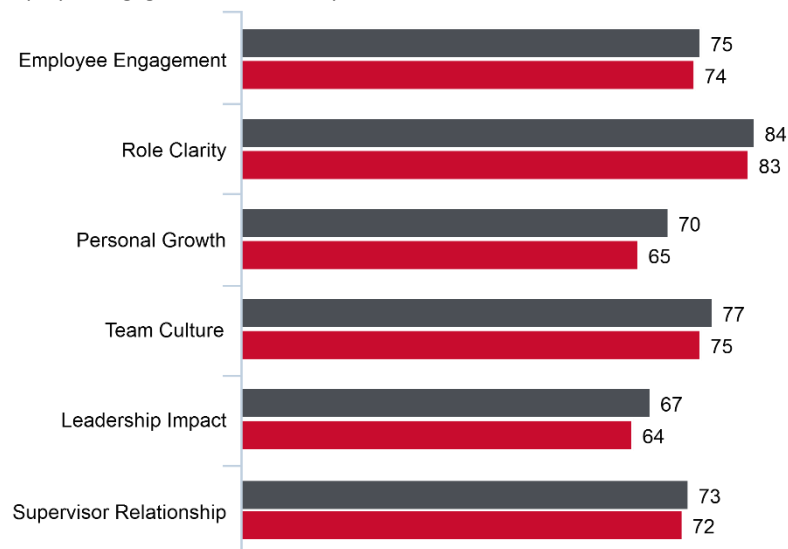
Inclusion & Mental Health

An inclusive and psychologically safe workplace



Engagement

Employee Engagement Index & Key Drivers



Executive Summary

Overview of Key Findings



In 2017, The City continues to collect feedback on measures that enable the new corporate culture. To reflect the latest industry standards, new measures were added in 2016. These new measures include a Mental Health Index and an Inclusion Index which will be key in creating an accessible, safe and inclusive workplace. These new measures supplement the Employee Engagement Index, the 4 Cs Framework and the Employee Satisfaction Index.

Response Rates

In total, 8,002 City employees completed the survey out of a total of 14,972 employees, yielding an overall completion rate of **53%**. This is a small decrease of 2% from last year.

Response rates among:

- permanent employees decreased 4 percentage points to 58%
- temporary employees increased 2 percentage points to 34%
- seasonal employees increased 4 percentage points to 27%
- online surveys decreased by 4 percentage points to 70%
- paper-based surveys increased 6 percentage points to 32%

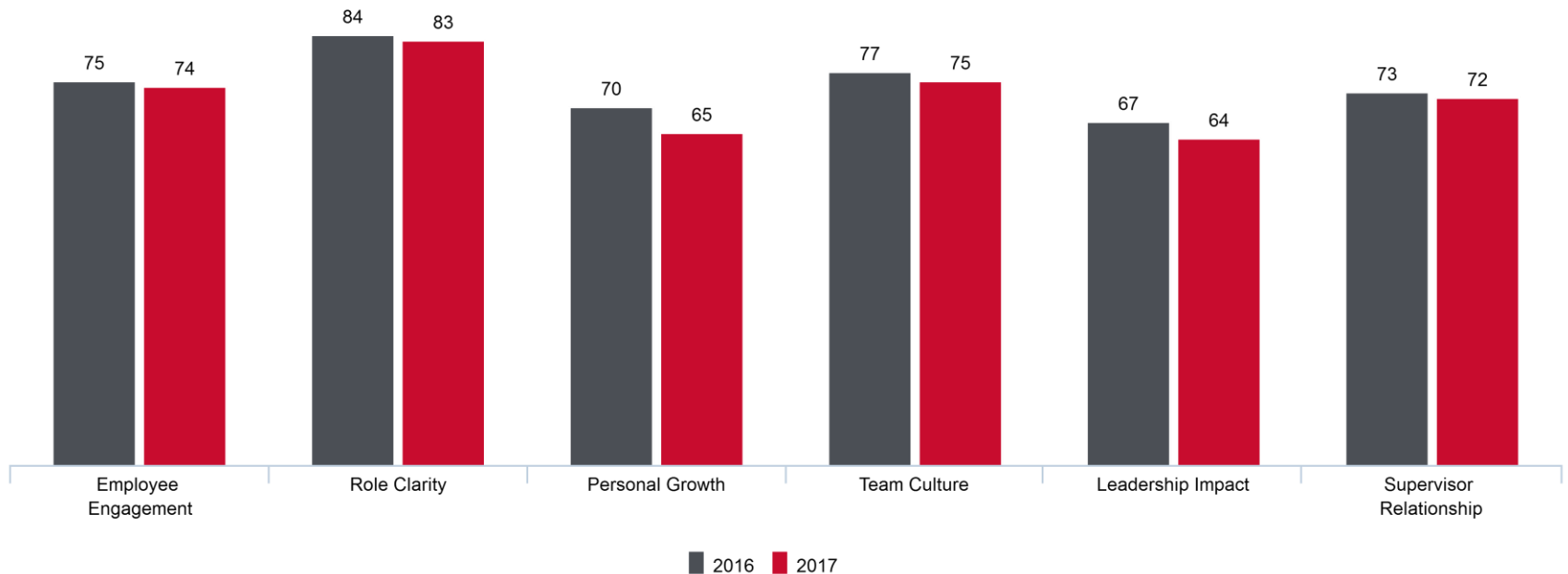
Executive Summary

Overview of Employee Engagement and Key Drivers

Employee Engagement

Results show a positive level of Employee Engagement (74 out of 100), with strong performance in Role Clarity and Team Culture. Personal Growth and Leadership Impact experienced the highest year-to-year decrease by 5 and 3 points respectively.

The Employee Engagement Index remained relatively stable, only decreasing by 1 point.



Executive Summary

Overview of Key Drivers by Department

| | 2017 | | | | | |
|--|---------------------|--------------|-----------------|--------------|-------------------|-------------------------|
| | Employee Engagement | Role Clarity | Personal Growth | Team Culture | Leadership Impact | Supervisor Relationship |
| The City of Calgary | 74 (-2) | 83 (-1) | 65 (-4) | 75 (-2) | 64 (-3) | 72 (-1) |
| Chief Financial Office | 75 (-1) | 84 (-1) | 70 (-4) | 80 (-2) | 67 (-1) | 77 (+0) |
| Community Services | 75 (-3) | 84 (-2) | 65 (-4) | 75 (-3) | 63 (-5) | 73 (-2) |
| Corporate Administration | 78 (+1) | 91 (+6) | 80 (+3) | 81 (+3) | 83 (+9) | 82 (+5) |
| Deputy City Manager | 74 (0) | 82 (0) | 68 (-4) | 77 (-2) | 67 (+0) | 74 (0) |
| Planning and Development | 70 (-4) | 82 (0) | 66 (-6) | 77 (-1) | 61 (-5) | 74 (-1) |
| Transportation | 73 (-1) | 83 (-1) | 62 (-4) | 72 (-1) | 62 (-3) | 68 (-1) |
| Utilities and Environmental Protection | 71 (-2) | 81 (-1) | 62 (-6) | 74 (-3) | 62 (-3) | 69 (-2) |
| Law and Legislative Services | 78 | 86 | 71 | 79 | 75 | 77 |

Note: Data in brackets show the difference in score from previous year. Year-to-year results may differ due to rounding.
The Law and Legislative Services department is new in 2017 and thus does not contain difference scores.

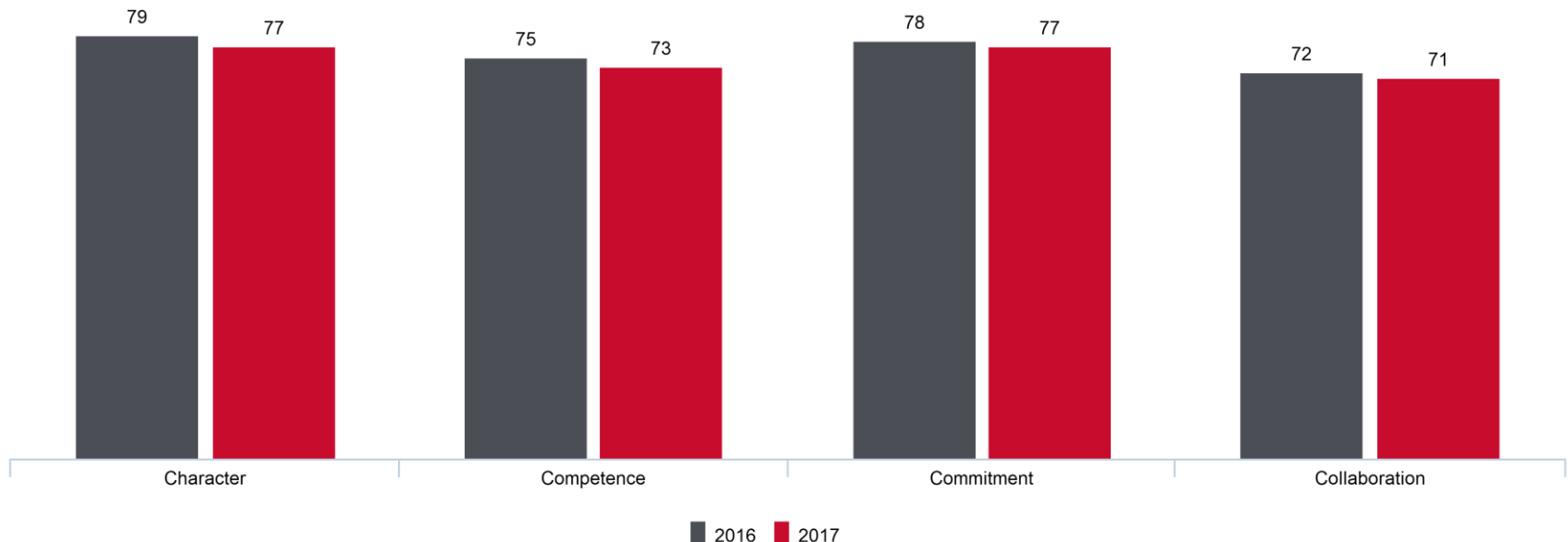
Executive Summary

Overview of 4 Cs Framework

4 Cs Framework

The 4 Cs are the essential qualities of The City. Questions on employee's connection to each C were added in 2015.

The 2017 results on the 4 Cs demonstrate that employees rate Character and Commitment as the strongest qualities (both 77 out of 100) . While Collaboration is the lowest rated quality of the City (71 out of 100). All of the 4 Cs saw a slight decrease this year, with Character and Competence dropping the most, each by 2 points.



Executive Summary

Overview of 4 Cs Framework by Department

| | 2017 | | | |
|--|-----------|------------|------------|---------------|
| | Character | Competence | Commitment | Collaboration |
| The City of Calgary | 77 (-1) | 73 (-2) | 77 (-2) | 71 (-1) |
| Chief Financial Office | 81 (-1) | 75 (-2) | 77 (-1) | 77 (0) |
| Community Services | 78 (-2) | 74 (-3) | 78 (-3) | 72 (-2) |
| Corporate Administration | 85 (+4) | 84 (+4) | 87 (+7) | 87 (+9) |
| Deputy City Manager | 78 (0) | 74 (-1) | 77 (0) | 75 (0) |
| Planning and Development | 79 (-1) | 73 (-3) | 74 (-3) | 74 (-1) |
| Transportation | 76 (-1) | 72 (-2) | 76 (-2) | 66 (0) |
| Utilities and Environmental Protection | 74 (-2) | 71 (-3) | 75 (-2) | 69 (-1) |
| Law and Legislative Services | 81 | 78 | 82 | 78 |

Note: Data in brackets show the difference in score from previous year. Year-over-year results may differ due to rounding.
The Law and Legislative Services department is new in 2017 and thus does not contain difference scores.

Executive Summary

Overview of Mental Health Index

Mental Health Index

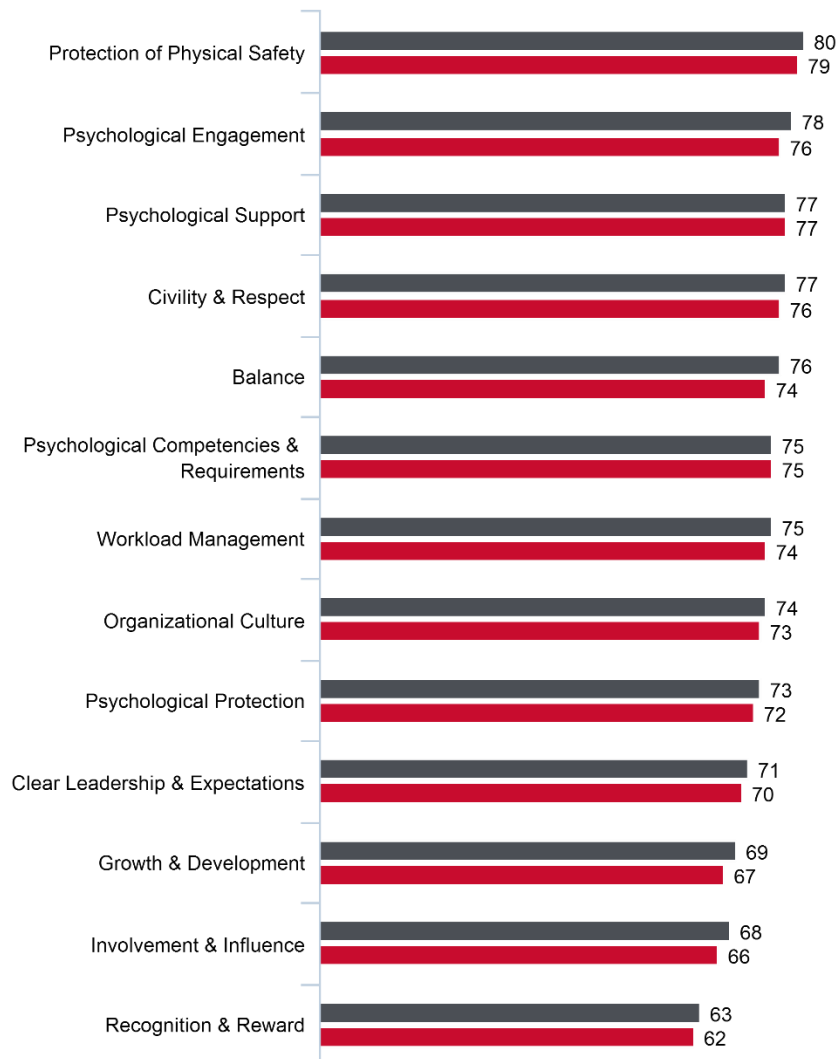
This index identifies 13 factors that can prevent harm to employee psychological health and promote psychological well-being.

The City scores highest on Protection of Physical Safety and Psychological Support. Elements of the Mental Health Index that The City could improve upon include Recognition & Reward and Involvement & Influence.

The Mental Health Index was added to the Corporate Employee Survey in 2016 and saw a 1 point decrease in that year.



■ 2016 ■ 2017



■ 2016 ■ 2017

Executive Summary

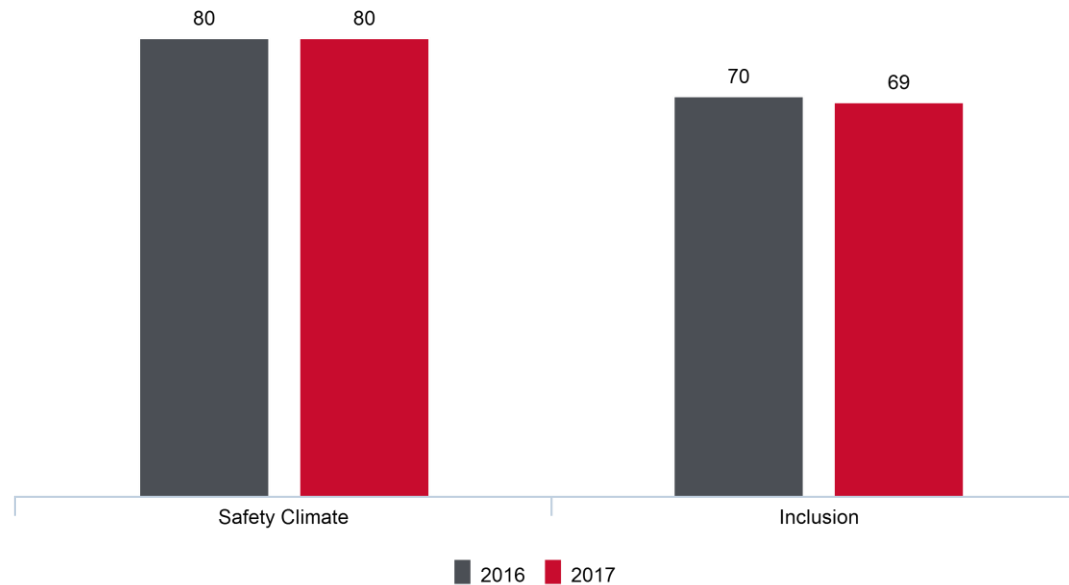
Overview of Safety Climate and Inclusion Index

Safety Climate

The Safety Climate tracks safe and responsible workplace practice. It has remained stable at a score of 80 from 2016 to 2017.

Inclusion Index

The Inclusion Index measures how inclusive employees perceive The City's workplace to be. The Inclusion Index was added to the Corporate Employee Survey in 2016 and since then has dropped one point to 69.



Executive Summary

Overview of Mental Health Index -Psychological Health & Safety in the Workplace

| | 2017 | | | | | | | | |
|---|---------------------|------------------------|--------------------|--------------------------|---------------------|--------------------------|----------------|--|------------------------------|
| | The City of Calgary | Chief Financial Office | Community Services | Corporate Administration | Deputy City Manager | Planning and Development | Transportation | Utilities and Environmental Protection | Law and Legislative Services |
| Mental Health | 72 (-1) | 75 (-1) | 73 (-2) | 83 (+6) | 74 (0) | 72 (-2) | 70 (-1) | 70 (-2) | 77 |
| Psychological Support | 77 (-1) | 81 (0) | 77 (-2) | 84 (+4) | 78 (+0) | 78 (-2) | 73 (-1) | 73 (-2) | 81 |
| Organizational Culture | 73 (-1) | 76 (-1) | 73 (-3) | 84 (+7) | 74 (0) | 72 (-2) | 70 (-1) | 70 (-2) | 78 |
| Clear Leadership & Expectations | 70 (-1) | 73 (0) | 71 (-2) | 86 (+9) | 70 (0) | 68 (-2) | 68 (-2) | 67 (-3) | 76 |
| Civility & Respect | 76 (-1) | 79 (-1) | 76 (-2) | 85 (+6) | 77 (0) | 77 (0) | 74 (-1) | 73 (-2) | 79 |
| Psychological Competencies & Requirements | 75 (-1) | 79 (0) | 76 (-2) | 84 (+5) | 76 (-1) | 76 (-1) | 71 (0) | 71 (-2) | 79 |
| Growth & Development | 67 (-2) | 72 (-2) | 68 (-2) | 79 (+3) | 70 (-1) | 68 (-3) | 63 (-2) | 65 (-3) | 74 |
| Recognition & Reward | 62 (-1) | 67 (+0) | 64 (-2) | 78 (+11) | 63 (+1) | 59 (-4) | 60 (-2) | 59 (-1) | 68 |
| Involvement & Influence | 66 (-2) | 70 (-1) | 66 (-3) | 80 (+6) | 70 (0) | 65 (-4) | 62 (-1) | 65 (-3) | 74 |
| Workload Management | 74 (-1) | 79 (-1) | 73 (-3) | 81 (+2) | 77 (0) | 74 (-1) | 71 (-1) | 73 (-2) | 78 |
| Psychological Engagement | 76 (-2) | 77 (-1) | 77 (-3) | 81 (+2) | 76 (0) | 73 (-3) | 76 (-1) | 74 (-2) | 80 |
| Balance | 74 (-1) | 80 (-1) | 73 (-3) | 76 (0) | 77 (-1) | 75 (-1) | 70 (-1) | 74 (-2) | 79 |
| Psychological Protection | 72 (-1) | 76 (-1) | 73 (-2) | 81 (+4) | 74 (0) | 73 (-2) | 69 (-1) | 70 (-2) | 76 |
| Protection of Physical Safety | 79 (0) | 83 (-1) | 79 (-2) | 88 (+8) | 82 (+0) | 85 (0) | 75 (+0) | 79 (-1) | 81 |

Note: Data in brackets show the difference in score from previous year. Year-to-year results may differ due to rounding. The Law and Legislative Services department is new in 2017 and thus does not contain difference scores.

Executive Summary

Overview of Employee Satisfaction Index

Employee Satisfaction

The Employee Satisfaction Index decreased by 6.3 points since 2016. Although the score remains strong, employee satisfaction has been on a downward trend for the last two years.



Background & Methodology

BACKGROUND

The City of Calgary has conducted annual employee surveys - including an overall satisfaction index - since 2005 to measure corporate goals, business planning cycles, performance management processes and wellness initiatives.

In 2015, the survey was expanded from fewer than 20 questions to more than 60 questions to align with The City's Leadership Strategic Plan. These new questions provided a baseline for measuring organizational culture. The survey now includes questions and areas of measurement on employee engagement, mental health, inclusion, perceptions of safety, customer service, collaboration and communication.

Report formats and statistical analyses, similar to last year, were created to provide easy-to-understand results and business unit level actionable recommendations for all departments. More than just a point-in-time view of perceptions and attitudes, this annual survey gives leaders and all employees an important, evidence-based guide toward their common purpose: *making life better every day*.

METHODOLOGY

The 2017 City of Calgary Corporate Employee Survey followed a similar methodology used in previous years. NRG Research Group, an external contractor, administered the survey to full-time, part-time and seasonal City employees eligible to participate. An online survey was hosted by NRG for all those with an internet connection. Employees with @calgary.ca email addresses were provided with a unique link to access the survey.

The City was responsible for distributing hard copy surveys to employees without internet access. Employees who received a hard copy survey were provided return envelopes. They were also provided with a unique access code and the option to complete the survey online. NRG Research Group was responsible for receiving and processing hard copy surveys.

The survey was open for City employees from September 1-23, 2017. Reminders were sent to those with network email addresses: three reminders were sent to employees who had not yet completed the survey. Given the response rates from 2015, the City of Calgary Transit Operator employees were provided access to the survey in June to help encourage response rates. To ensure confidentiality, NRG Research Group received, analyzed and reported the results to The City. The City had no access to individual results. As further assurance of anonymity, results were only summarized for groups with more than 10 respondents.

Reading this Report

EMPLOYEE ENGAGEMENT

Your greatest return from this report is to focus on employee engagement. Engagement has the potential to impact all aspects of culture, operational performance and customer service. A focus on building engagement at The City level and within your areas will yield the greatest returns.

Key Drivers

Look carefully at the impact scores for the key drivers of employee engagement. The drivers are Role Clarity, Team Culture, Supervisor Relationship, Leadership Impact and Personal Growth. Drivers with higher *impact scores* have more influence on engagement scores. Just as employee engagement is represented by an overall index, each driver has its own index. Remember these indices are not displayed as percentages - they are on a 100-point scale where:

| | |
|--------|---------------------|
| 80-100 | Very Positive |
| 60-79 | Moderately Positive |
| 40-59 | Moderately Negative |
| 0-39 | Very Negative |

FOCUS MAPS

The focus maps provide actionable steps on how to improve engagement scores. Leaders will want to spend greatest time and effort looking at questions in the lower right quadrant for indices that have the highest impact scores. This does not mean you should exclude taking action in other quadrants.

SATISFACTION INDEX

Similar to the Engagement Index, the same key drivers were used to assess their impact on satisfaction. Drivers with higher *impact scores* have more influence on employee satisfaction. For example, if Team Culture has the highest *impact score* and a low *index score* then improving Team Culture during the year will have the greatest impact on employee satisfaction next year.

Responses are on a 6-point scale of agreement. In the appendix, the scale was condensed to Strongly Agree and Agree (6 or 5). For example, a satisfaction result of 70% indicates that 70% of employees gave a response of 5 or 6 rating on that particular question. As a general guidance for leaders, "top 2 box" scores are ones to maintain and further improve. Any scores outside of that range might have great potential for improvement and should prompt further analysis and conversation with employees.

Please note, due to rounding, some top 2 box totals may not correspond with the sum of Strongly Agree + Agree on adjacent figures.

Using the Results

ACTION PLANNING

While there is no set schedule, it is expected that leaders will receive, review and interpret their results by the end of 2017. Plans should be developed to share the results with employees in the first quarter of 2018. HR Business Partners and communicators are available to help leaders through this process.

Leaders are encouraged to explore issues from the survey and involve staff in developing solutions that link to the 2015-2018 Action Plan, the Leadership Strategic Plan and our desired culture.

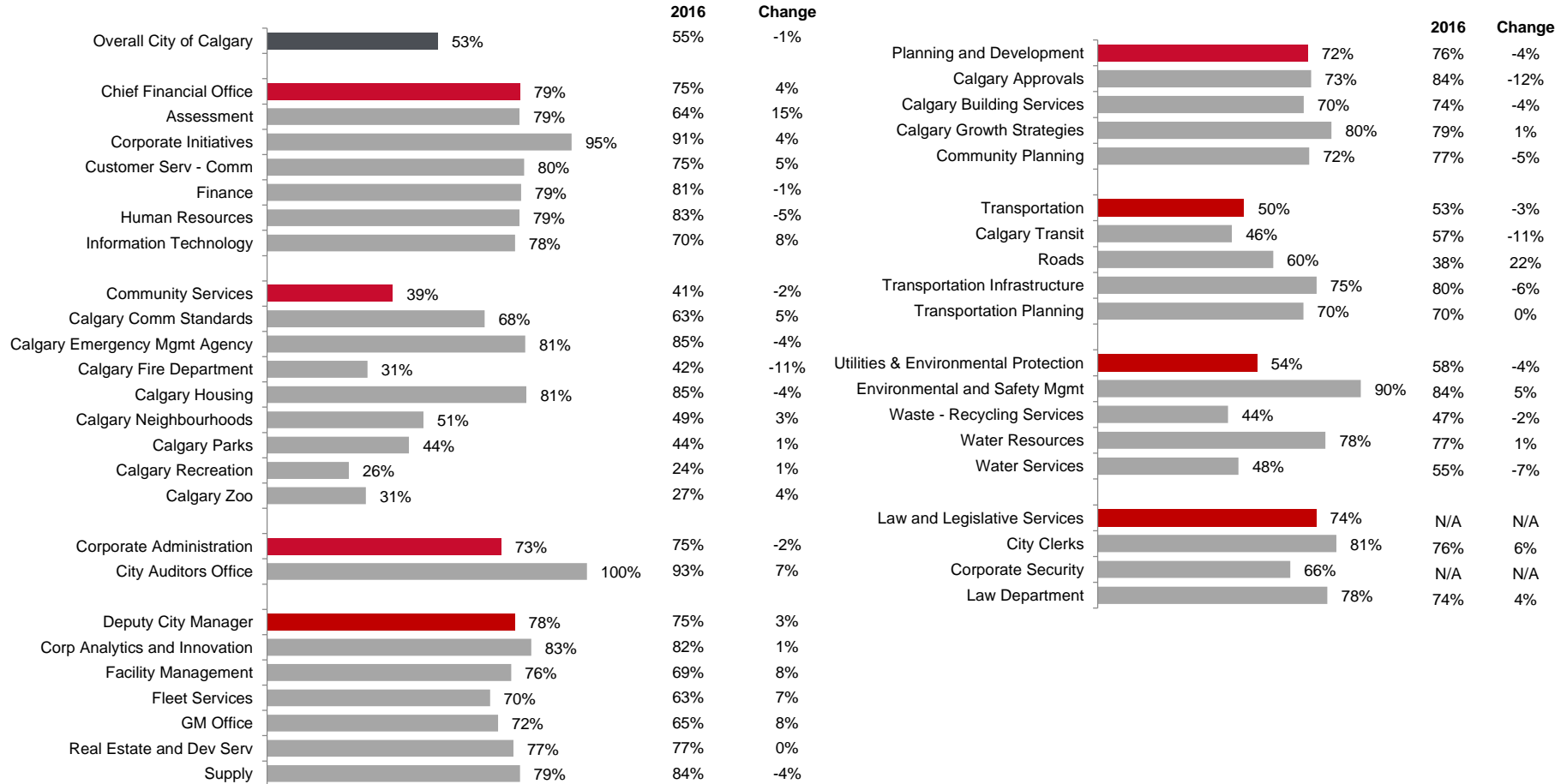
Part of the process may include:

1. Set-up an action planning session with employees and let employees know the purpose of this meeting.
2. Allow for open and honest communication of the results. We recommend you partner with your HR Business Partner and communicator to develop effective ways to discuss this with your staff.
3. Brainstorm areas for improvement based on the survey results.
4. Consider high-impact issues on employee engagement and ensure that the group has control over these issues.
5. Select a few key items to work on over the next year. It is important to keep this list short.
6. Implement the action plan.
7. At a scheduled time in the future check-in on the changes. If changes are complete, move on to other issues. If changes are not yet complete, discuss your current state and make appropriate adjustments to your approach.

While the survey results are important, the key for employees is that they know something is being done with the results. If action is not taken based on this feedback, it could have a negative impact on employee engagement, satisfaction and response rates moving forward.

Response Rates

By Department & Business Unit - All Employees



Note: Response rates for groups with fewer than 10 respondents are not reported. N/A indicates that no comparable data was available from previous years. Percentage change accounts for rounding.

Corporate Employee Satisfaction Index



Corporate Employee Satisfaction Index

The City has used a composite measure to track performance related to creating a satisfied workforce since 2005.

When the index was originally created, analysis was done to determine which parts of an employee's job contributed the most to their overall job satisfaction. The question "*Overall I am satisfied with the quality of my work life in...*" was used as the dependent variable and the eight statements below were used as independent variables.

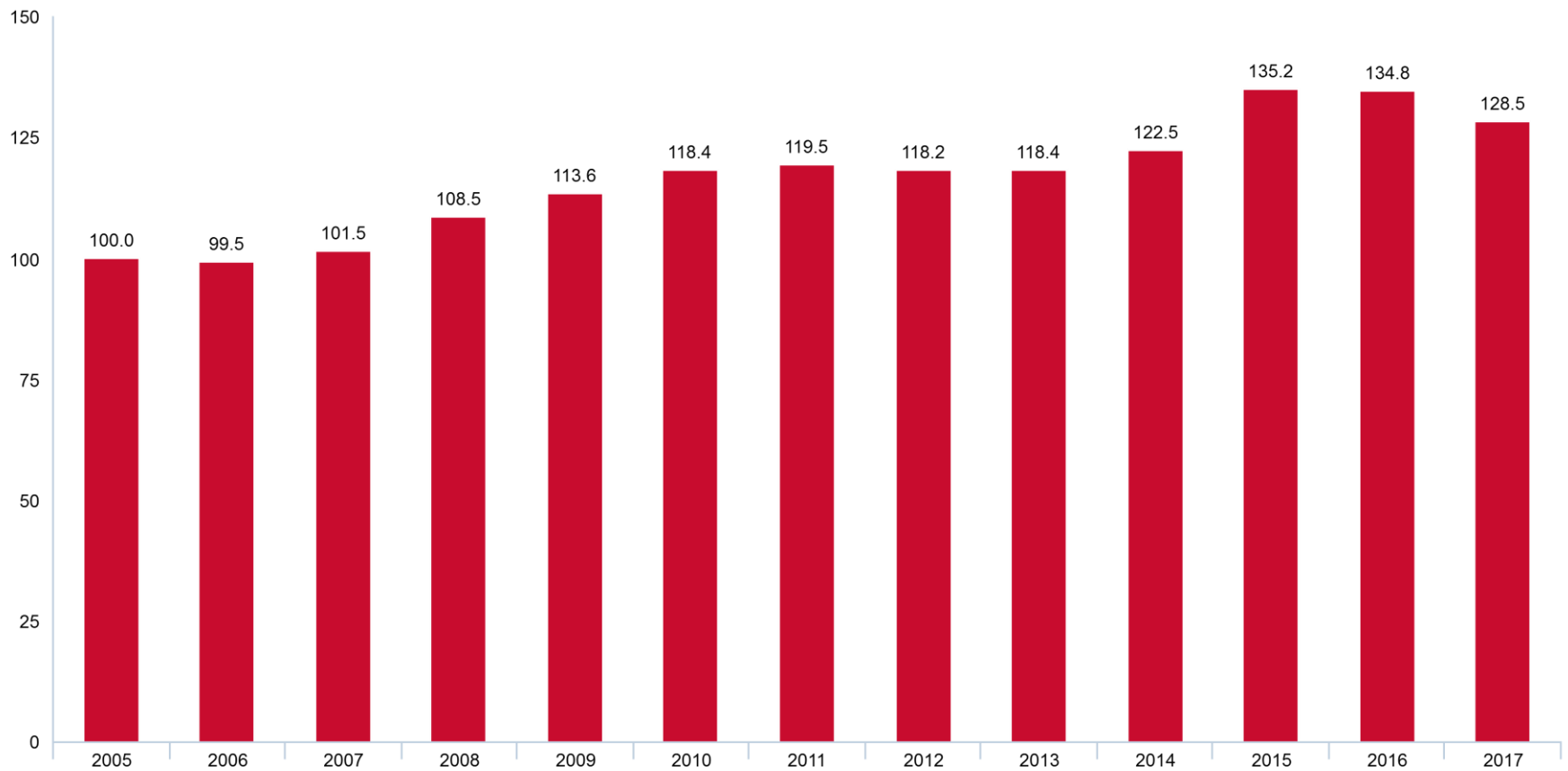
This revealed the different weights of each of the eight independent variables in driving "employee satisfaction" for The City overall.

1. My work related stress is manageable (17.04%)
2. I am truly appreciated for the contribution I make to my business unit (14.55%)
3. I am satisfied with the fairness and respect I receive on the job from the person I report to directly (13.33%)
4. I am meaningfully involved in decisions that affect my job and me (13.05%)
5. Overall, I am satisfied with development opportunities and/or training (12.54%)
6. I am sufficiently rewarded for the effort that I put into my job (10.96%)
7. I have the resources to do my job (10.64%)
8. I know and understand the current objectives of my business unit (7.89%)

Based on the weights, "My work related stress is manageable" accounts for 17.04% of an employee's overall job satisfaction while "I know and understand the current objectives of my business unit" accounts for 7.89%. Knowing how each aspect of an employee's job contributes to their overall satisfaction allows The City to target resources where they will have the greatest impact and to effectively manage trade-offs.

In 2005, the weights above were used to create a combined measure of employee satisfaction. The combined measure is a weighted average of the top box percentages (combined percentage of agree and strongly agree responses) for these eight statements. At that time, this percentage was deemed the baseline and given a score of 100 similar to a consumer satisfaction index. The 2005 Employee Satisfaction Index weights have been used as the basis for weighting the top box percentages each year since.

Corporate Employee Satisfaction Index



Key Drivers of Employee Satisfaction

A key drivers analysis was conducted to determine how the five drivers: Role Clarity, Personal Growth, Team Culture, Leadership Impact and Supervisor Relationship impact employee satisfaction (specifically, "Overall, I am satisfied with the quality of my work life in my business unit").

The predictive model that follows explains 56% of the variation in employee satisfaction. The most important factor driving satisfaction is Team Culture, described as "building team interactions and organizational systems that encourage contribution." This driver alone explains 31% of variation within satisfaction. Other important drivers include Leadership Impact and Supervisor Relationship, each explaining 25% variation in satisfaction ratings.



4 Cs Framework



| | |
|------|----|
| 2016 | 79 |
| 2017 | 77 |

Character

Behaving the right way

Strengths:

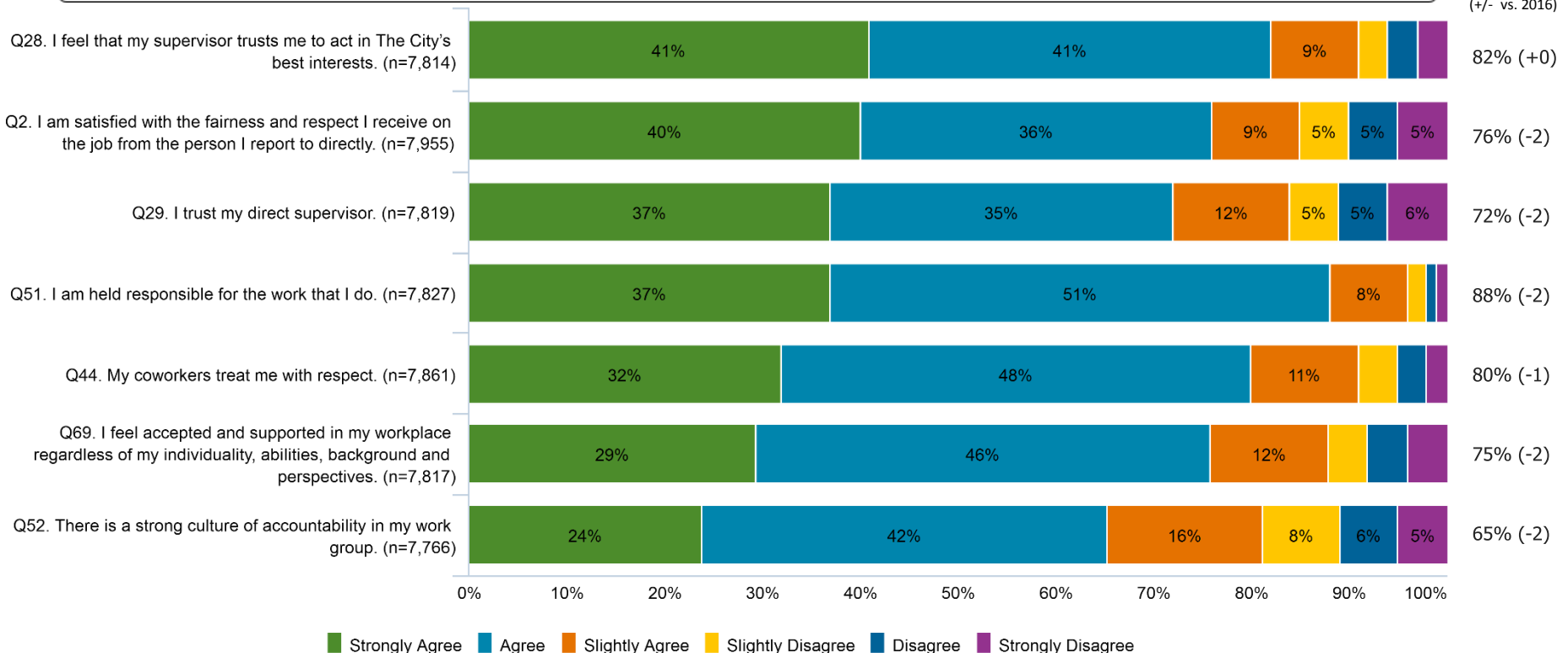
- Q51. I am held responsible for the work that I do.
- Q28. I feel that my supervisor trusts me to act in The City's best interests.

Opportunities:

- Q29. I trust my direct supervisor.
- Q52. There is a strong culture of accountability in my work group.

Action Items: Scheduling time with leaders to discuss feedback on employee scores and business unit performance will reinforce individual responsibility and collective accountability.

Top 2 Box
(+/- vs. 2016)



Note: Totals may not sum due to rounding.

| | |
|------|----|
| 2016 | 75 |
| 2017 | 73 |

Competence

Doing the right things the right way

Strengths:

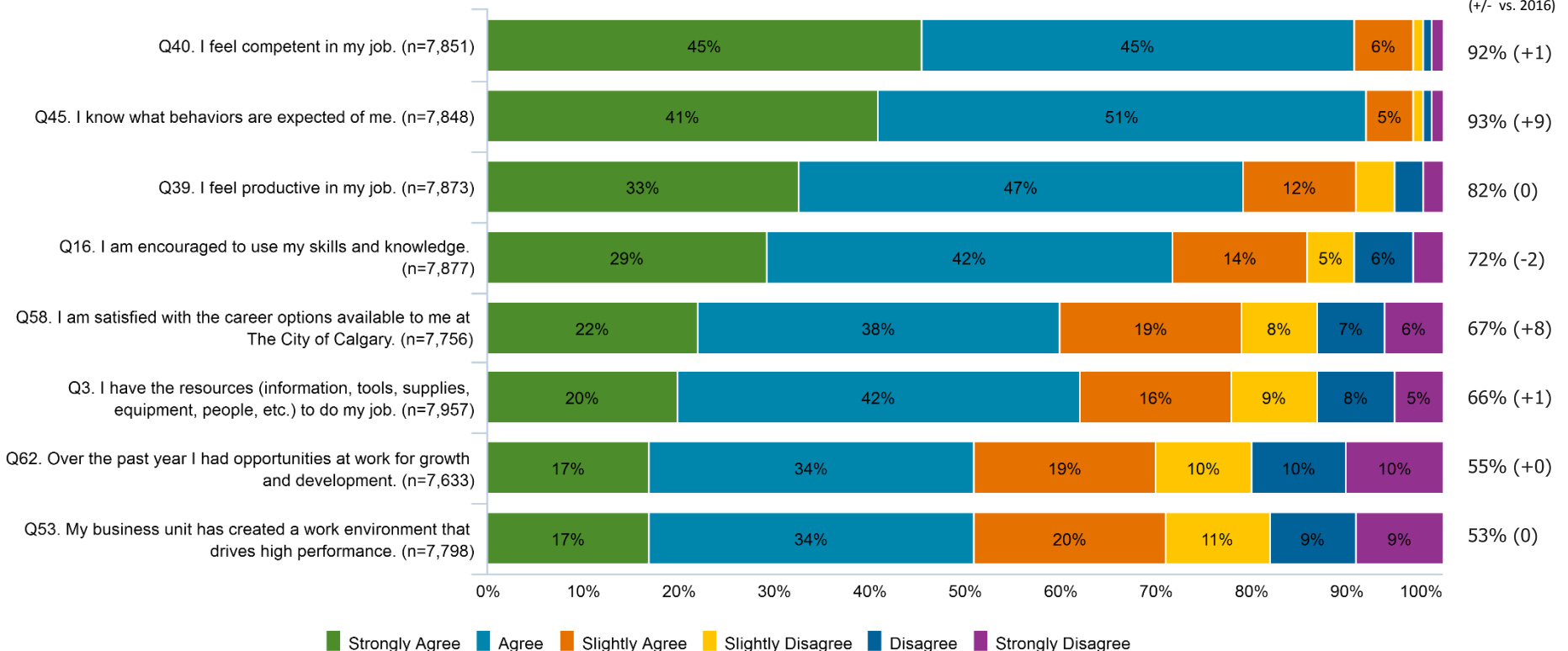
- Q40. I feel competent in my job.
- Q45. I know what behaviors are expected of me.

Opportunities:

- Q62. Over the past year I had opportunities at work for growth and development.
- Q53. My business unit has created a work environment that drives high performance.

Action Items: In high performance workplaces, employees are continually encouraged to volunteer new ideas and make suggestions to improve work processes. Providing these opportunities gives employees a sense of control of their work and related process.

Top 2 Box
(+/- vs. 2016)



Note: Totals may not sum due to rounding.

| | |
|------|----|
| 2016 | 78 |
| 2017 | 77 |

Commitment

Dedication to the greater public good

Strengths:

Q48. I know what is expected of me in providing excellent customer service as an employee at The City.

Q41. The work that I do is meaningful.

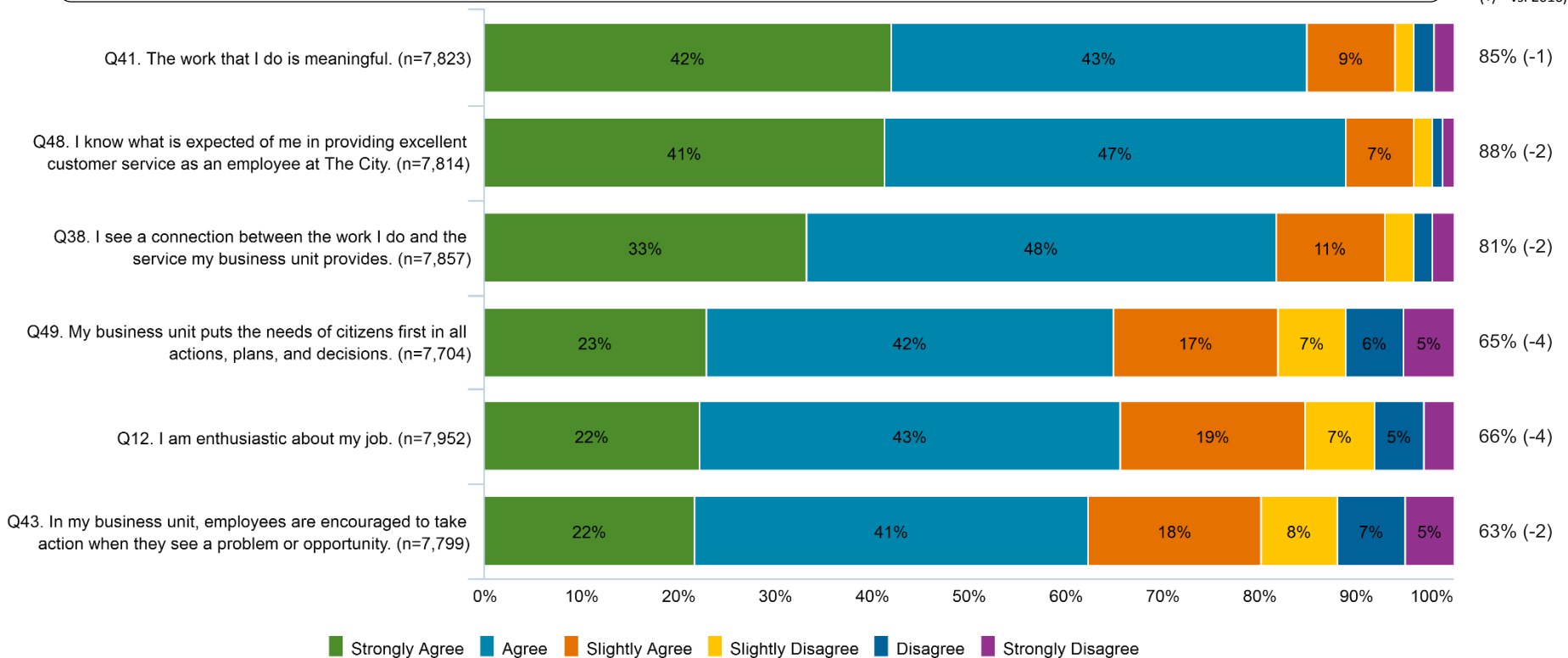
Opportunities:

Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions.

Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity.

Action Items: Demonstrating a commitment to solve issues in the organization involves a dedication to strategic priorities, providing leaders with guidelines and coaching to make decisions, and clear communication to all.

Top 2 Box
(+/- vs. 2016)



Note: Totals may not sum due to rounding.

| | |
|------|----|
| 2016 | 72 |
| 2017 | 71 |

Collaboration

Working together for a common purpose

Strengths:

Q46. The people I work with cooperate to get the job done.

Q25. My direct supervisor encourages me to collaborate with my work group.

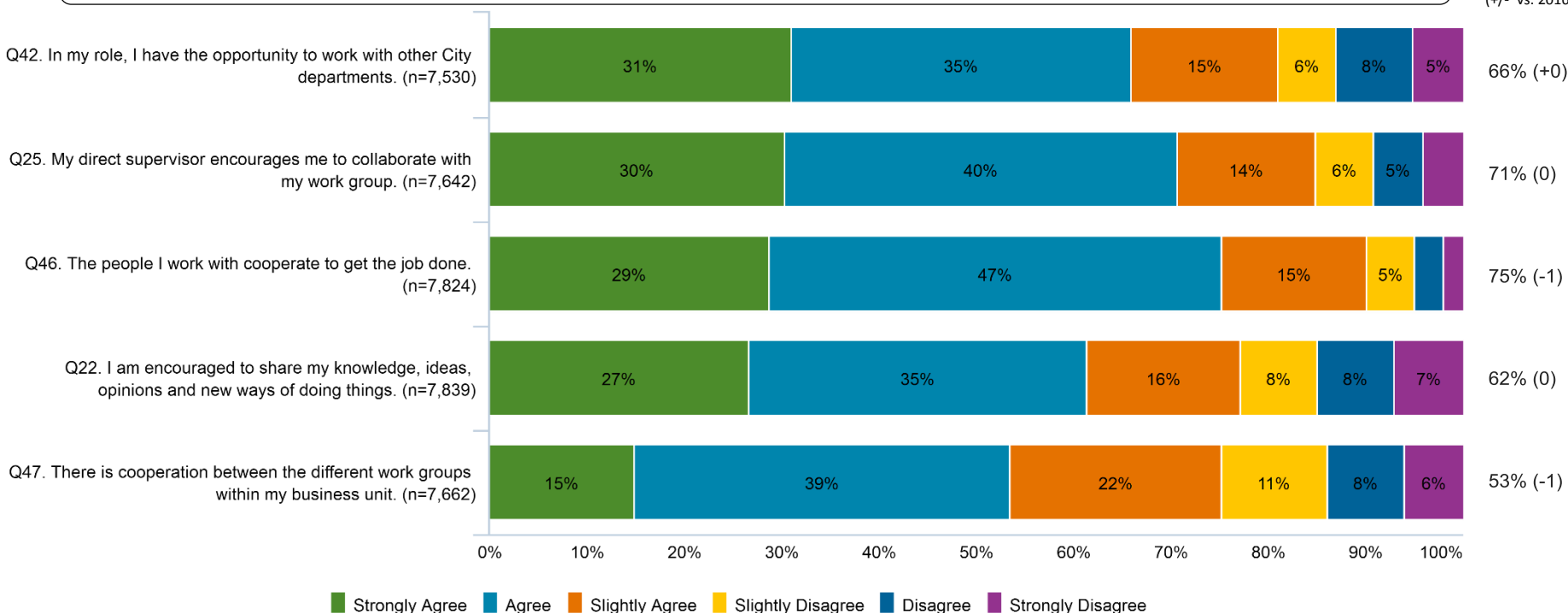
Opportunities:

Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.

Q47. There is cooperation between the different work groups within my business unit.

Action Items: Encourage collaboration by supporting relationships across work groups. These relationships will broaden employees' perspective, encourage productivity and ultimately benefit citizens.

Top 2 Box
(+/- vs. 2016)



Note: Totals may not sum due to rounding.

Employee Engagement Index



Employee Engagement Index

Feeling responsible for and committed to superior job performance.

Why Measure Employee Engagement?

Employee engagement is a measure used in most employee surveys world-wide. It has been shown to link strongly to business objectives such as increased productivity and performance, increased customer service, lower employee turnover, increased well-being (both mental and physical), lower sickness and absence rates, and increased creativity and innovation. It fuels voluntary behaviours and an overall concern for quality. Engaged employees identify with the success of their organizations, recommend them to others as good places to work, and follow through to make sure problems get identified and resolved. They are employees who typically ask, “What can I do to help my organization succeed?”

In 2015, an employee engagement model was created using a statistical method called factor analysis to identify groups of questions that have common themes. Using this method, several themes were identified which have potential to impact employee engagement:

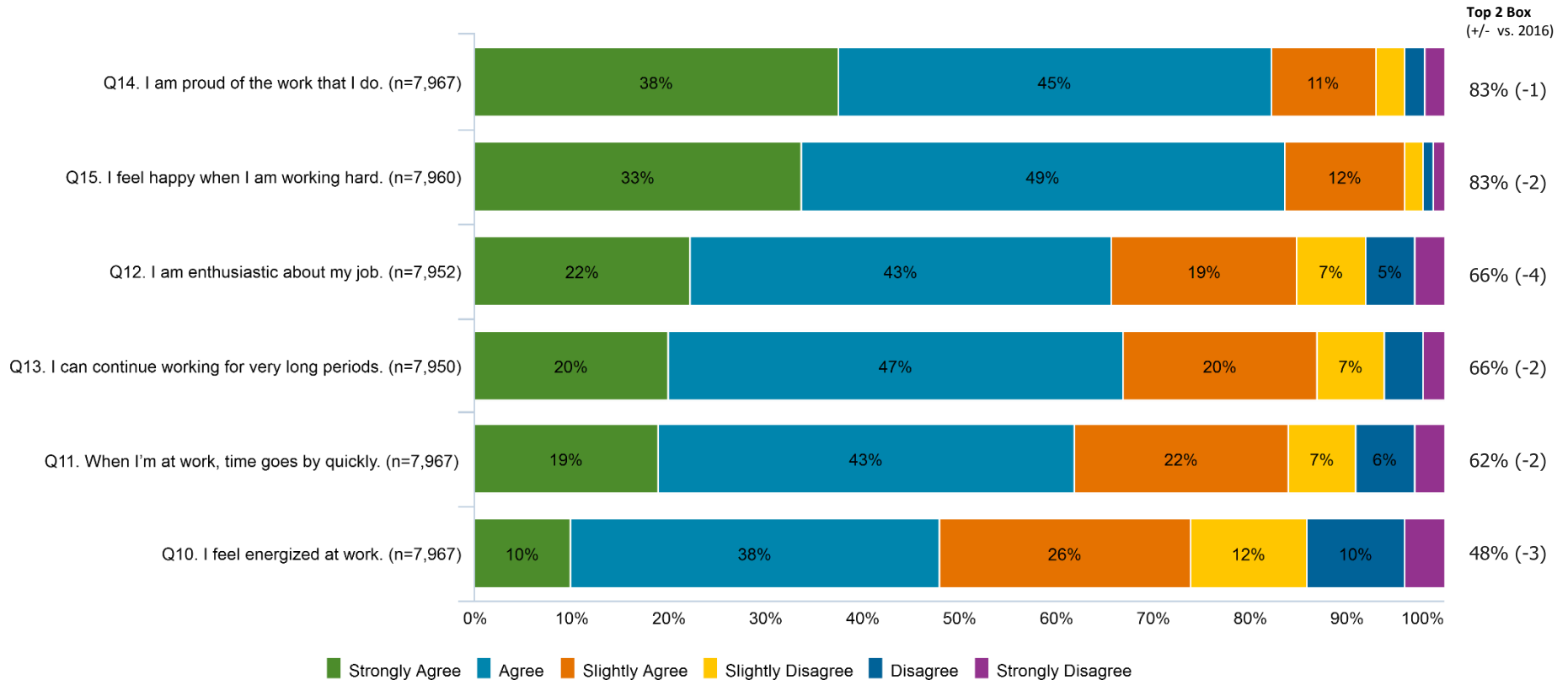


Further analysis was conducted to quantify the impact each theme has on employee engagement. Each index score was calculated by taking a simple average of scores for the related questions. Each index score was then standardized within a range of 0 to 100 (the index scores are not percentages). The identified six key themes (indices) present a relationship between our work environment and employee engagement which allows us to focus our efforts and actions in areas that contribute to an engaged workforce.

| | |
|------|----|
| 2016 | 75 |
| 2017 | 74 |

Employee Engagement

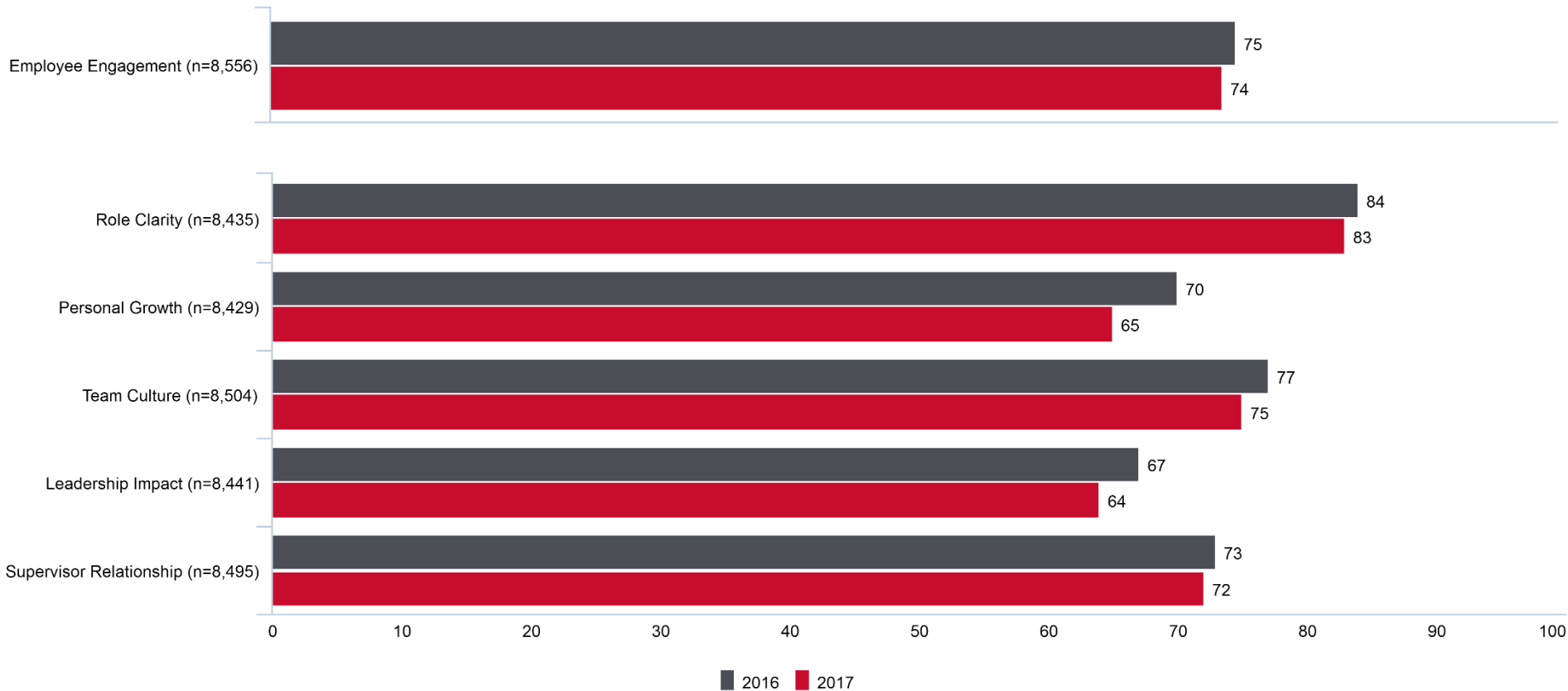
Feeling responsible for and committed to superior job performance.



Note: Totals may not sum due to rounding.

Engagement Index Performance

Feeling responsible for and committed to superior performance.



Note: The index scores represent average responses scaled up to a score out of 100. They are not percentages of employees. The legend to the right provides guidance on interpreting these scores.

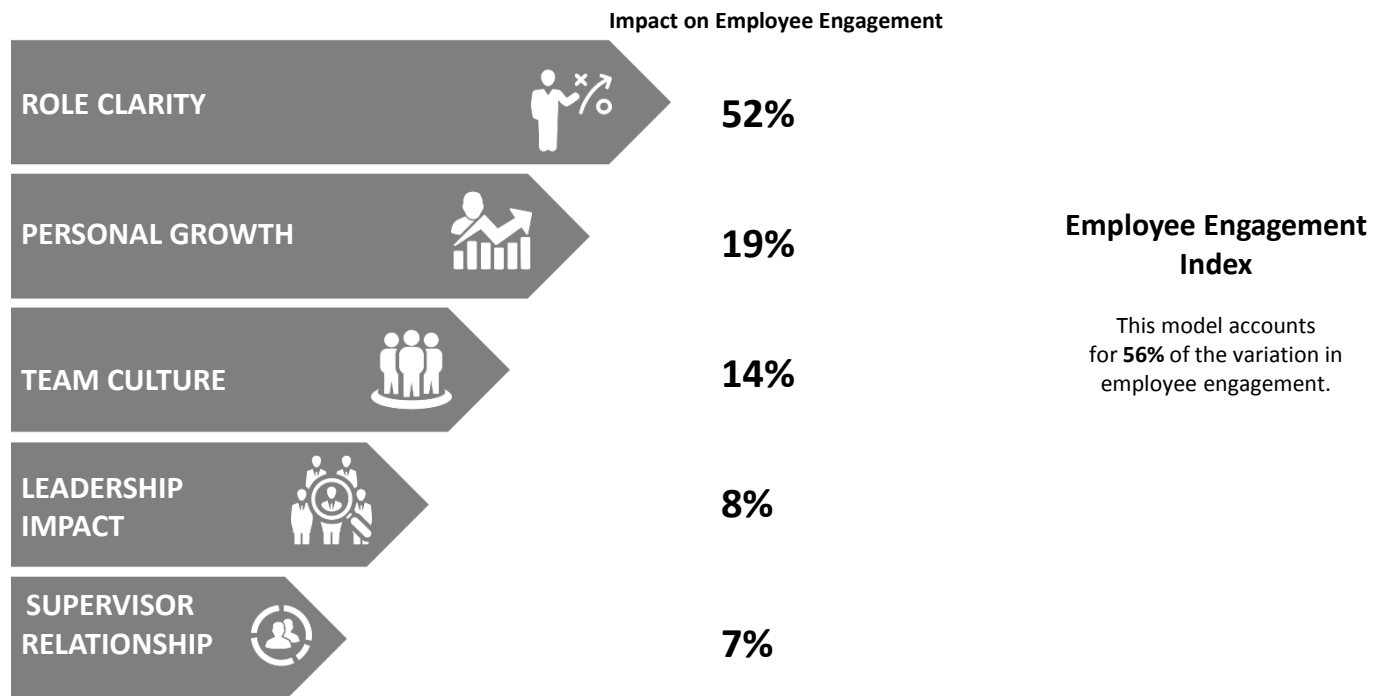
80-100 Very Positive
 60-80 Moderately Positive
 40-60 Moderately Negative
 0-40 Very Negative

Key Drivers of Employee Engagement

Most questions from the survey have been grouped into one of five drivers. The drivers (Role Clarity, Personal Growth, Team Culture, Leadership Impact, and Supervisor Relationship) were created to better align survey results with The City's employee experience objectives. A sixth index was created to measure the overall level of employee engagement.

These drivers were used to create a number of predictive models aimed at prioritizing efforts to achieve the employee experience objectives. For ease of understanding the scores are shown on a scale from 0 to 100.

The models are presented as focus maps, showing priority areas for improvement.



Relationship Between Key Drivers

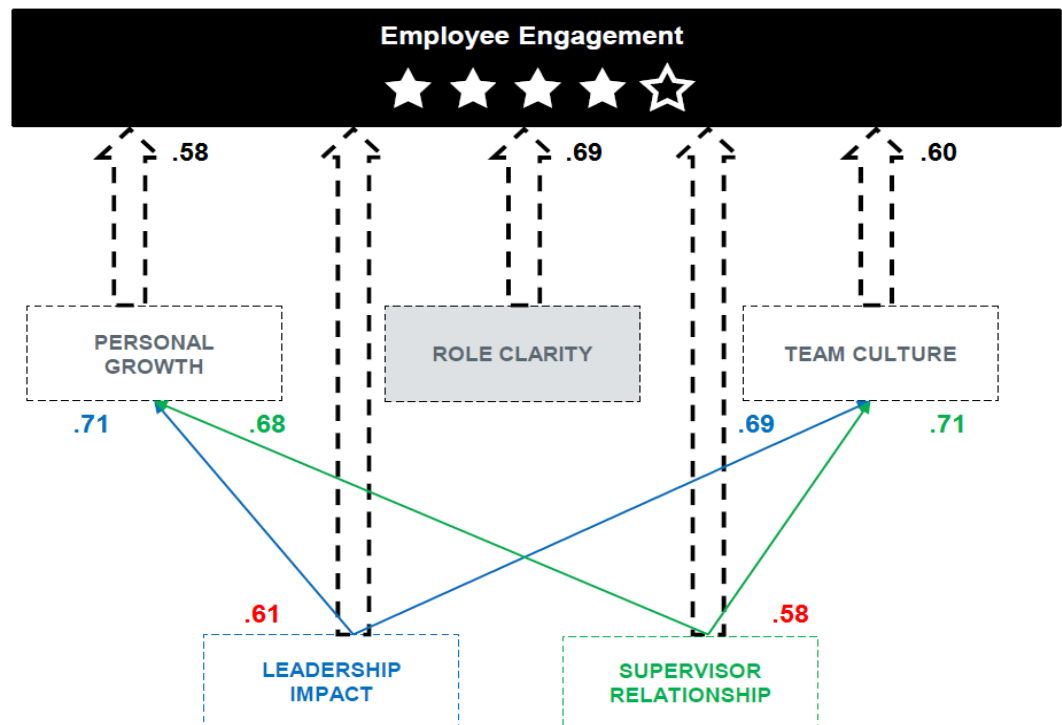
Every work environment is unique in its nature and there are many aspects of an employee's experience that affect their level of engagement on the job. Some aspects of the work culture act as *direct influencers*, determining the level of engagement among its employees, while some act as *enablers* for these direct influencers.

City employees view Role Clarity, Personal Growth and Team Culture as direct influencers affecting their level of engagement, whereas Supervisor Relationship and Leadership Impact are seen as enabling drivers of engagement. The correlation analysis below helps to gain deeper insights on how these influencers and enablers work together to create an engaged workforce at The City.

A key feature of the enabler variables is that their relationship with direct influencers is stronger as compared to their relationship with employee engagement. The strength of this relationship is measured by the correlation coefficient, which ranges from -1 to +1. Values that are closer to +1 indicate a stronger, positive relationship between two variables.

The analysis reveals that Supervisor Relationship is crucial to promote Team Culture (.71) and Personal Growth (.68) drivers. Similarly, Leadership Impact is crucial for promoting Personal Growth (.71) and Team Culture (.69).

Both Supervisor Relationship and Leadership Impact have relatively weaker relationships with Role Clarity but the strength of these relationships are still higher than their direct relationship with Employee Engagement.



| | |
|------|----|
| 2016 | 84 |
| 2017 | 83 |

Role Clarity

Connect job responsibilities and individual contribution to prioritized organizational outcomes.

Role Clarity has been identified as the leading driver of engagement among City employees. This driver contains measures of individual competency and responsibility and their perception of the importance of employee effort and service that is provided to the citizens.

Strengths

Q40. I feel competent in my job.

Q45. I know what behaviors are expected of me.

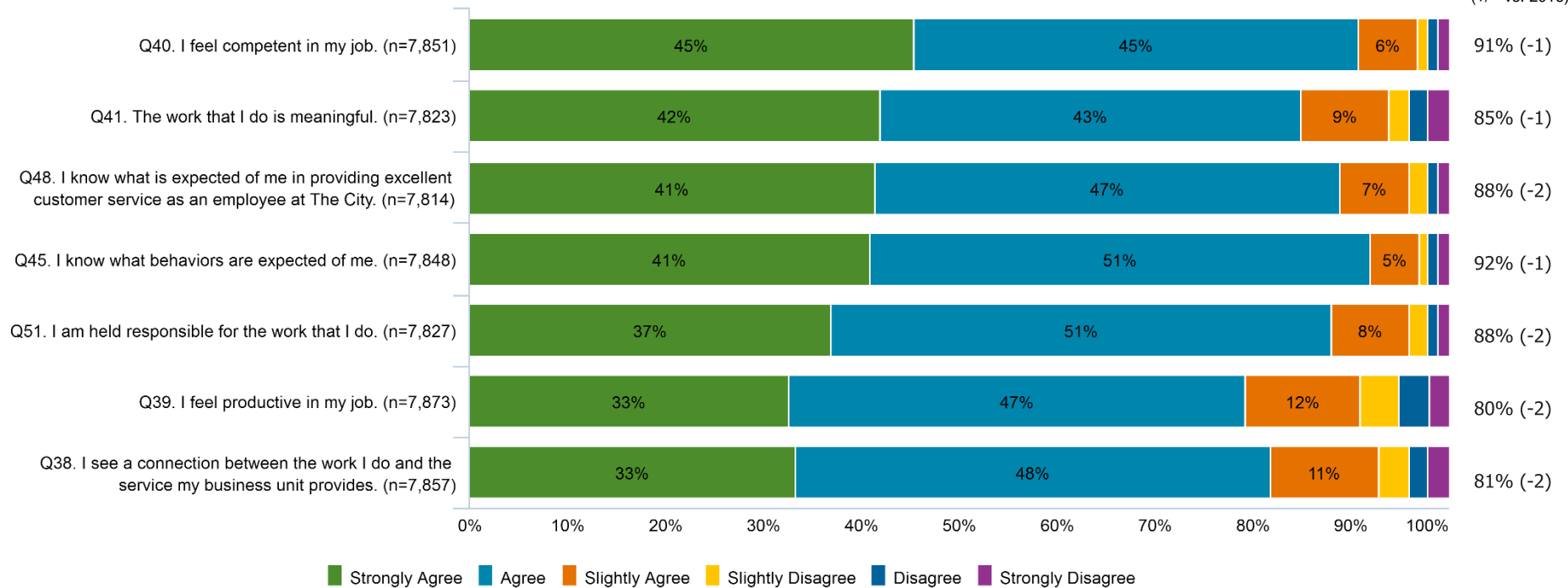
Opportunities

Q39. I feel productive in my job.

Q38. I see a connection between the work I do and the service my business unit provides.

Action Items: Hold discussions with employees to clarify how their work contributes to the overall performance and service provided by the business unit. When appropriate, provide employees with examples of how they could increase productivity.

Top 2 Box
(+/- vs. 2016)

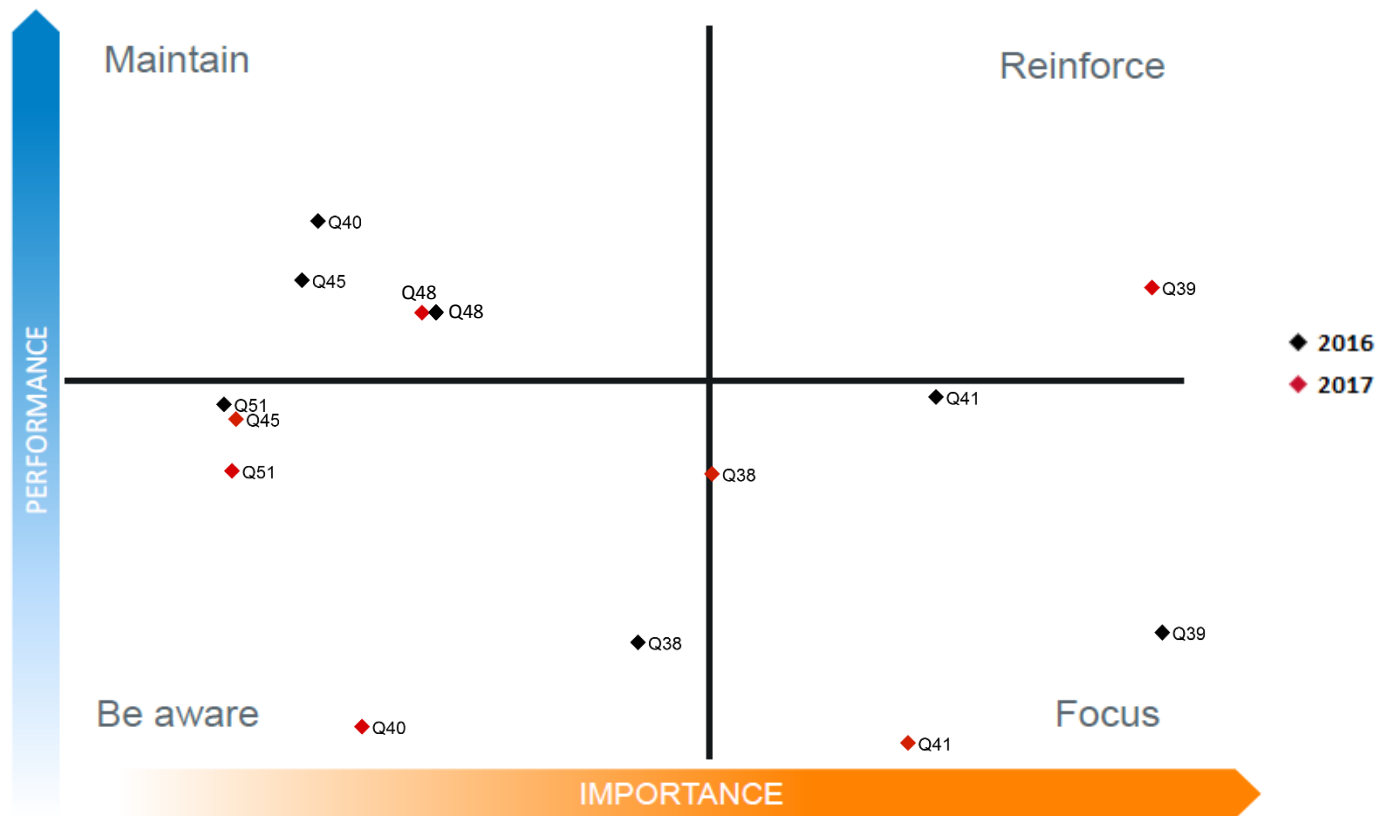


Note: Totals may not sum due to rounding.

Role Clarity Focus Map

Connect job responsibilities and individual contribution to prioritized organizational outcomes.

The Role Clarity driver is the most influential to employee engagement at The City, so improvement to any item within this driver will have the greatest impact. Continuing to focus on high performing items will support maintaining performance of this factor as well as overall engagement.



Note: If the red diamond shifts up on the chart compared to its associated black diamond, then performance has improved from last year. A shift to the right indicates a higher degree of importance on employee engagement compared to last year. It is most impactful to target questions in the lower right (Focus) quadrant.

| | |
|------|----|
| 2016 | 70 |
| 2017 | 65 |

Personal Growth

Provide structured learning and on-the-job experiences that contribute to professional development.

Personal Growth and professional development are, along with Role Clarity, two of the main drivers of employee engagement. Improving the perception of employee opportunities for personal growth and development can have a significant effect on engagement.

Strengths

Q42. In my role, I have the opportunity to work with other City departments.

Q58. I am satisfied with the career options available to me at The City of Calgary.

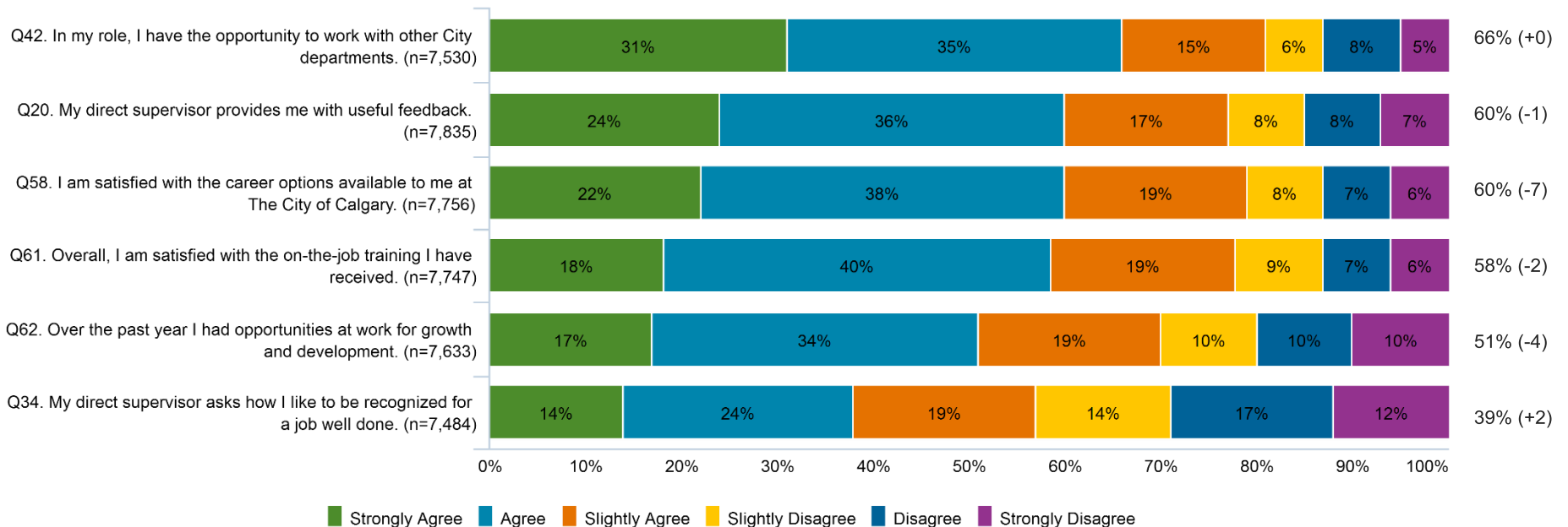
Opportunities

Q62. Over the past year I had opportunities at work for growth and development.

Q34. My direct supervisor asks how I like to be recognized for a job well done.

Action Items: Get to know how each employee would like to be recognized for a job well done. For example, not all employees want to be recognized in front of a large group.

Top 2 Box
(+/- vs. 2016)

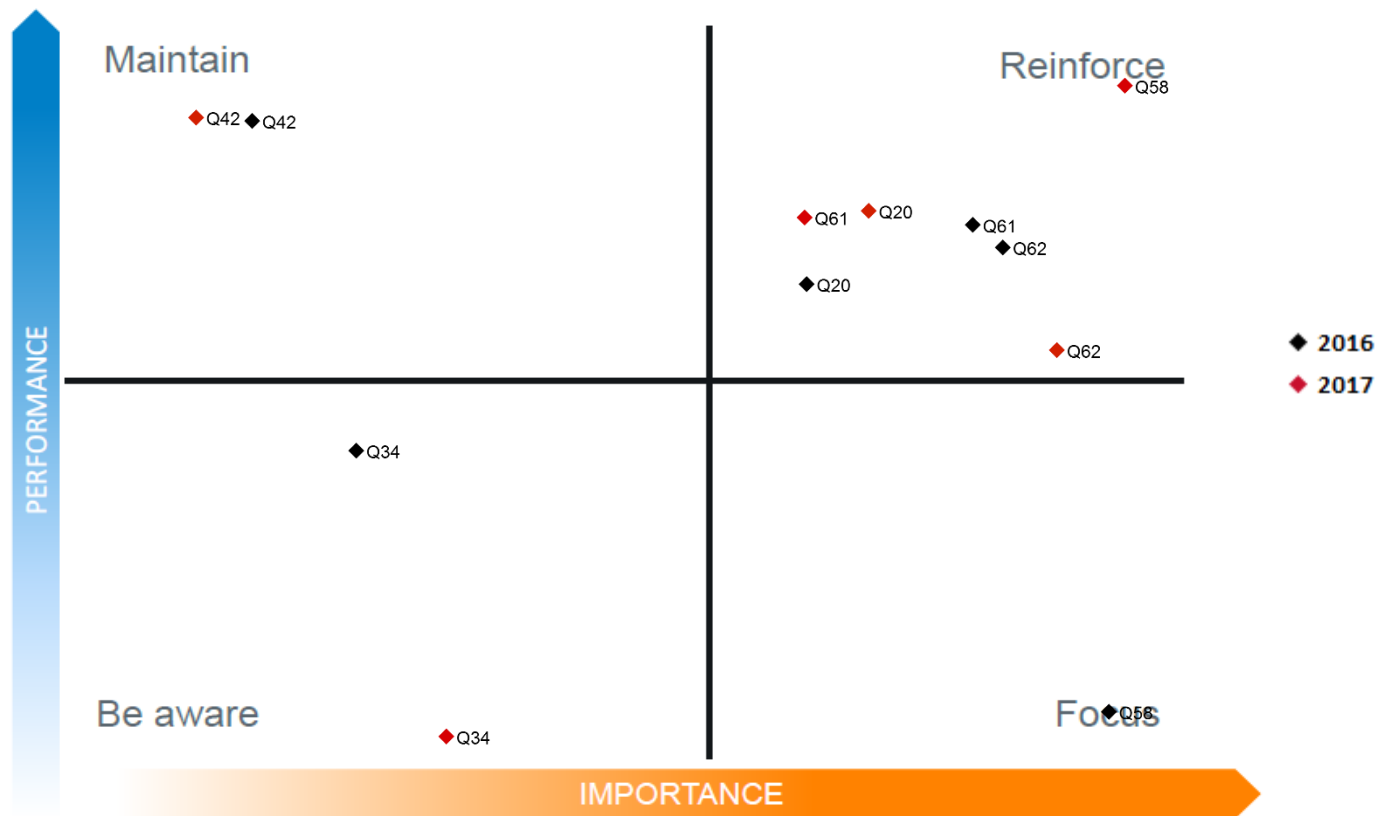


Note: Totals may not sum due to rounding.

Personal Growth Focus Map

Provide structured learning and on-the-job experiences that contribute to professional development.

The Personal Growth driver is the second strongest performing driver of employee engagement. Personal Growth is about mastering new skills, successfully taking on challenges and striving to be better in both a professional and personal setting.



Note: If the red diamond shifts up on the chart compared to its associated black diamond, then performance has improved from last year. A shift to the right indicates a higher degree of importance on employee engagement compared to last year. It is most impactful to target questions in the lower right (Focus) quadrant.

| | |
|------|----|
| 2016 | 77 |
| 2017 | 75 |

Team Culture

Build team interaction and organizational systems that encourage contribution.

Team Culture involves cooperation and respect among coworkers, as well as their perception of The City's flexible work options and work-life balance. A good work environment is essential to employee satisfaction and improves productivity.

Strengths

Q44. My coworkers treat me with respect.

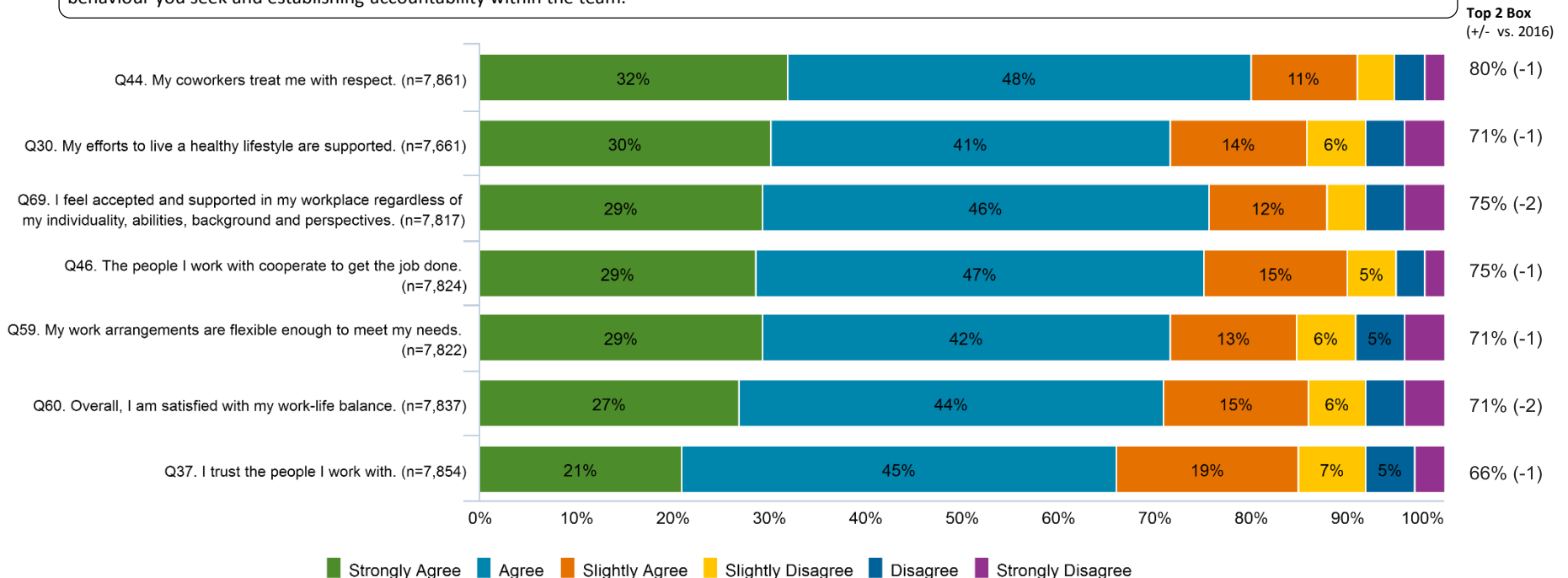
Q46. The people I work with cooperate to get the job done.

Opportunities

Q30. My efforts to live a healthy lifestyle are supported.

Q37. I trust the people I work with.

Action Items: Trust is challenging to build and easy to break. Increase trust among employees by following through with what you say, being consistent in modeling the behaviour you seek and establishing accountability within the team.

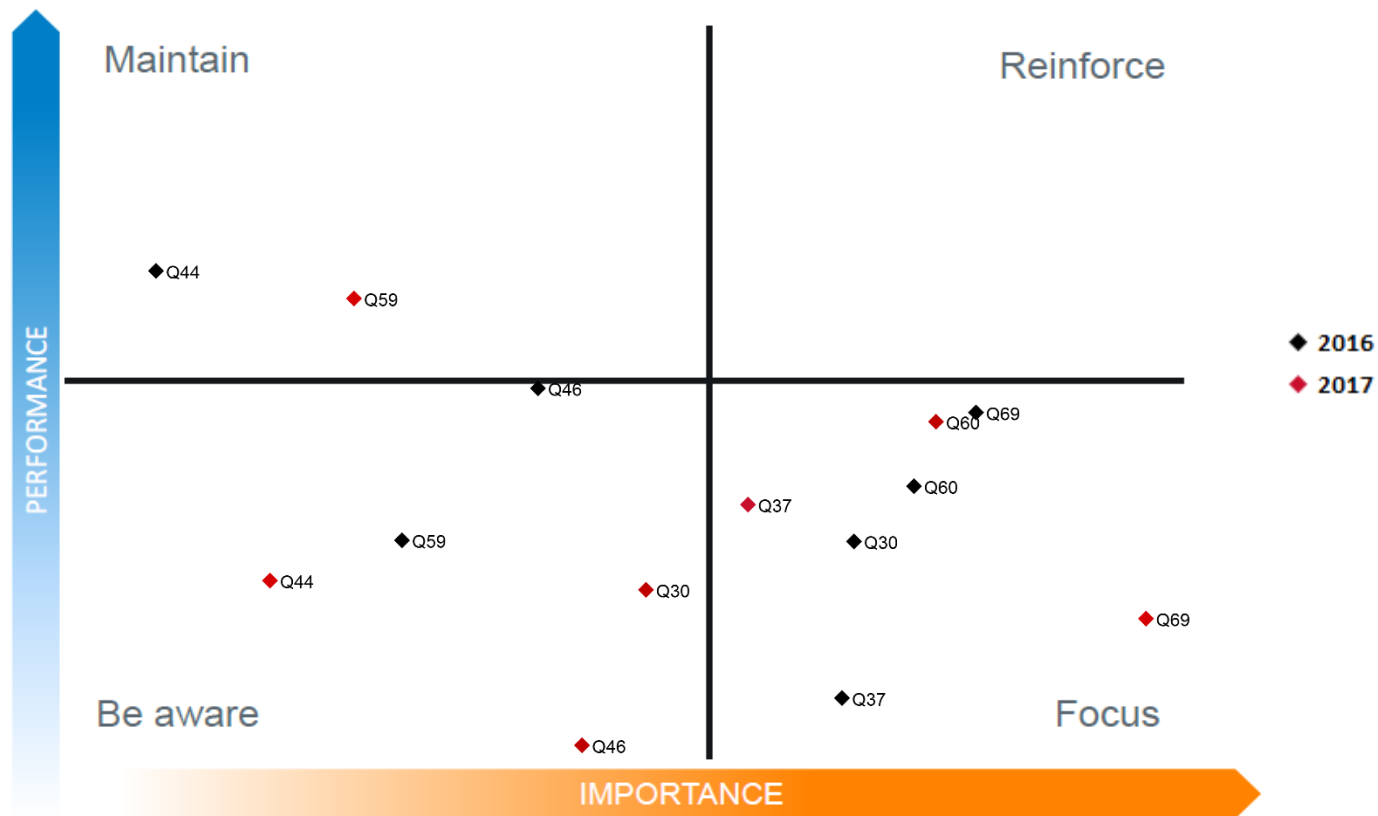


Note: Totals may not sum due to rounding.

Team Culture Focus Map

Build team interaction and organizational systems that encourage contribution.

Team Culture involves cooperation and respect among coworkers, as well as their perception of The City's flexible work options and work-life balance. A good work environment is essential to employee engagement and productivity.



Note: If the red diamond shifts up on the chart compared to its associated black diamond, then performance has improved from last year. A shift to the right indicates a higher degree of importance on employee engagement compared to last year. It is most impactful to target questions in the lower right (Focus) quadrant.

| | |
|------|----|
| 2016 | 67 |
| 2017 | 64 |

Leadership Impact

Promote individual and team accountability for results, supported by leadership involvement and clear communication.

Leadership Impact involves different aspects of the employee's business unit, including the culture of accountability, work ethic, communication and cooperation. Communication is the most important aspect of this index.

Strengths

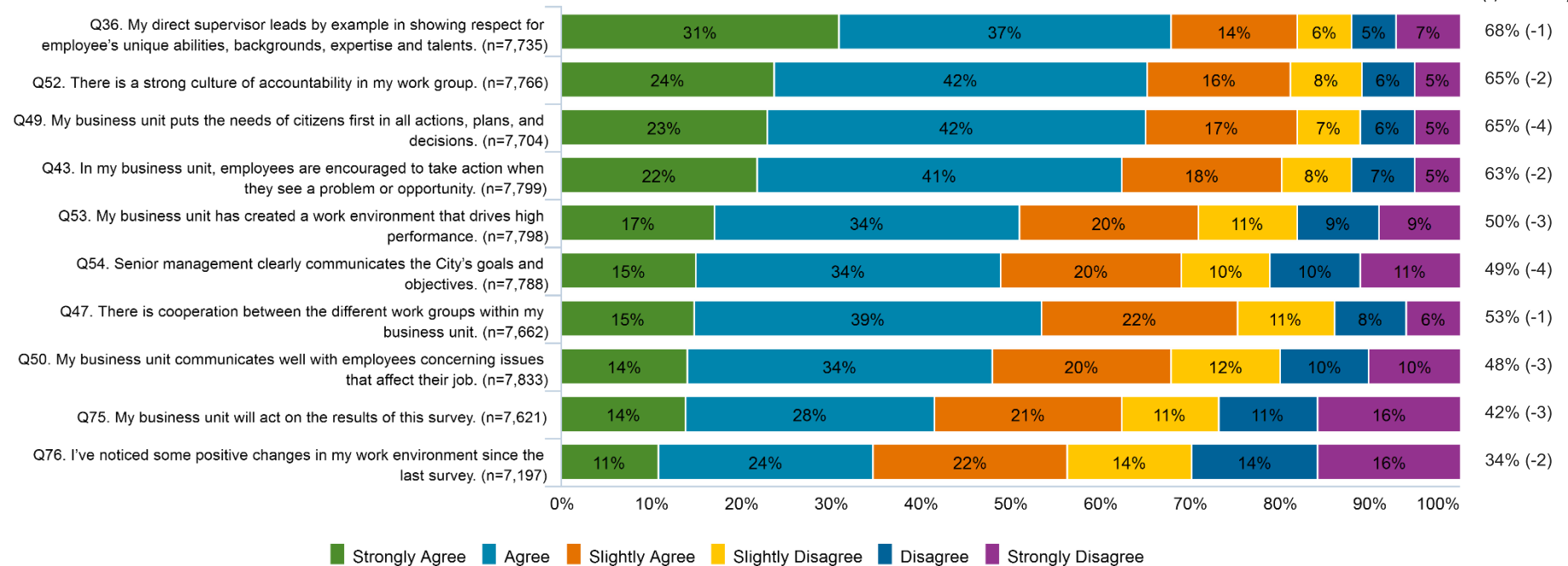
- Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents.
- Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions.

Opportunities

- Q75. My business unit will act on the results of this survey.
- Q76. I've noticed some positive changes in my work environment since the last survey.

Action Items: Engage employees and leaders to identify a few specific issues that can be addressed based on the survey results and commit to following through with these changes.

Top 2 Box
(+/- vs. 2016)

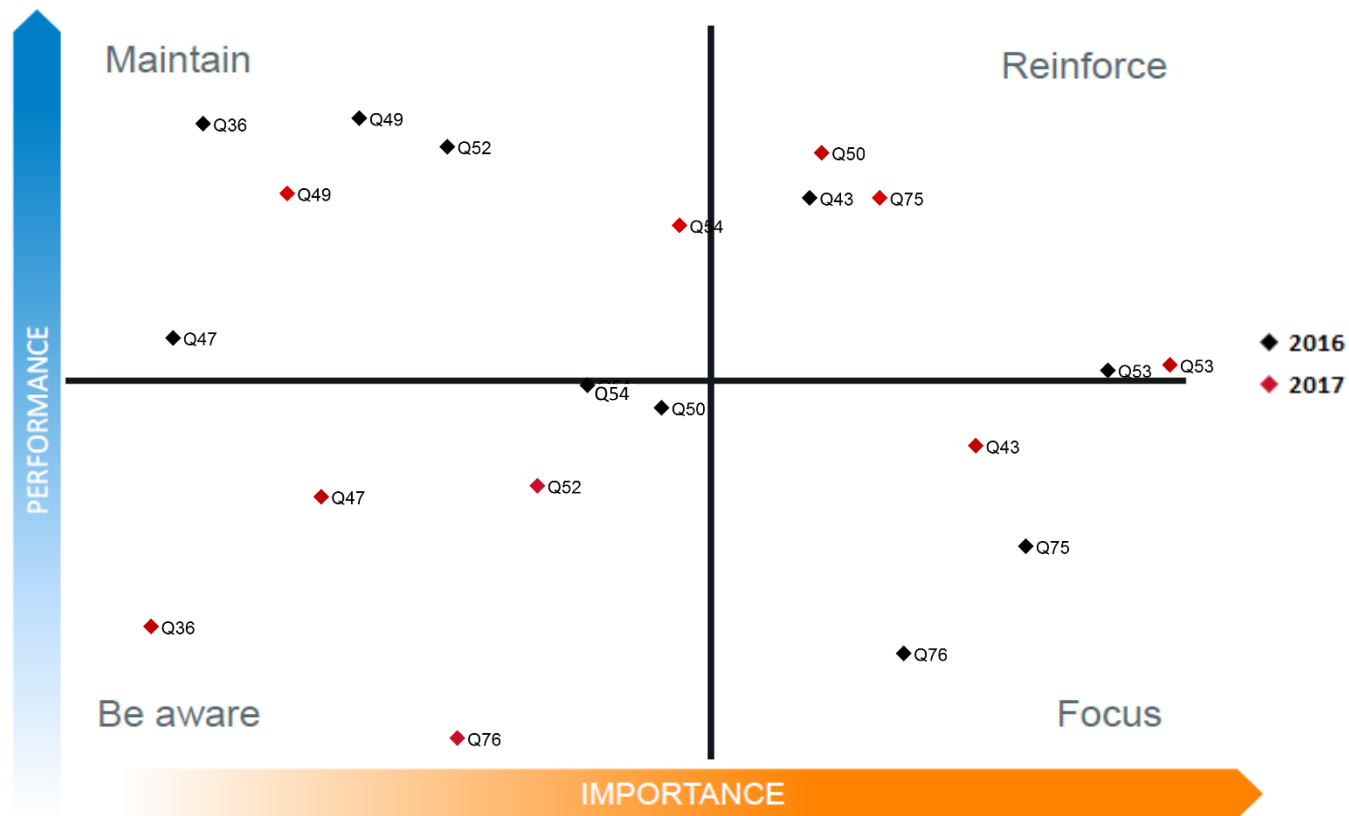


Note: Totals may not sum due to rounding.

Leadership Impact Focus Map

Promote individual and team accountability for results, supported by leadership involvement and clear communication.

Leadership Impact involves developing a culture of accountability, a strong work ethic, clear communication and cooperation among employees. Communication practices at The City are an important aspect of Leadership Impact. It is important for leaders to discuss these survey findings with employees and provide updates on the actions being taken.



Note: If the red diamond shifts up on the chart compared to its associated black diamond, then performance has improved from last year. A shift to the right indicates a higher degree of importance on employee engagement compared to last year. It is most impactful to target questions in the lower right (Focus) quadrant.

| | |
|------|----|
| 2016 | 73 |
| 2017 | 72 |

Supervisor Relationships

Enable workplace productivity using effective, trusting employee-manager relationships, communication and involvement.

Supervisor Relationships includes different aspects of the employee's relationship with their direct supervisor including trust, encouragement, recognition, communication, support and feedback. Having a good working relationship and trust are the most important questions of this driver.

Strengths

Q28. I feel that my supervisor trusts me to act in The City's best interests.

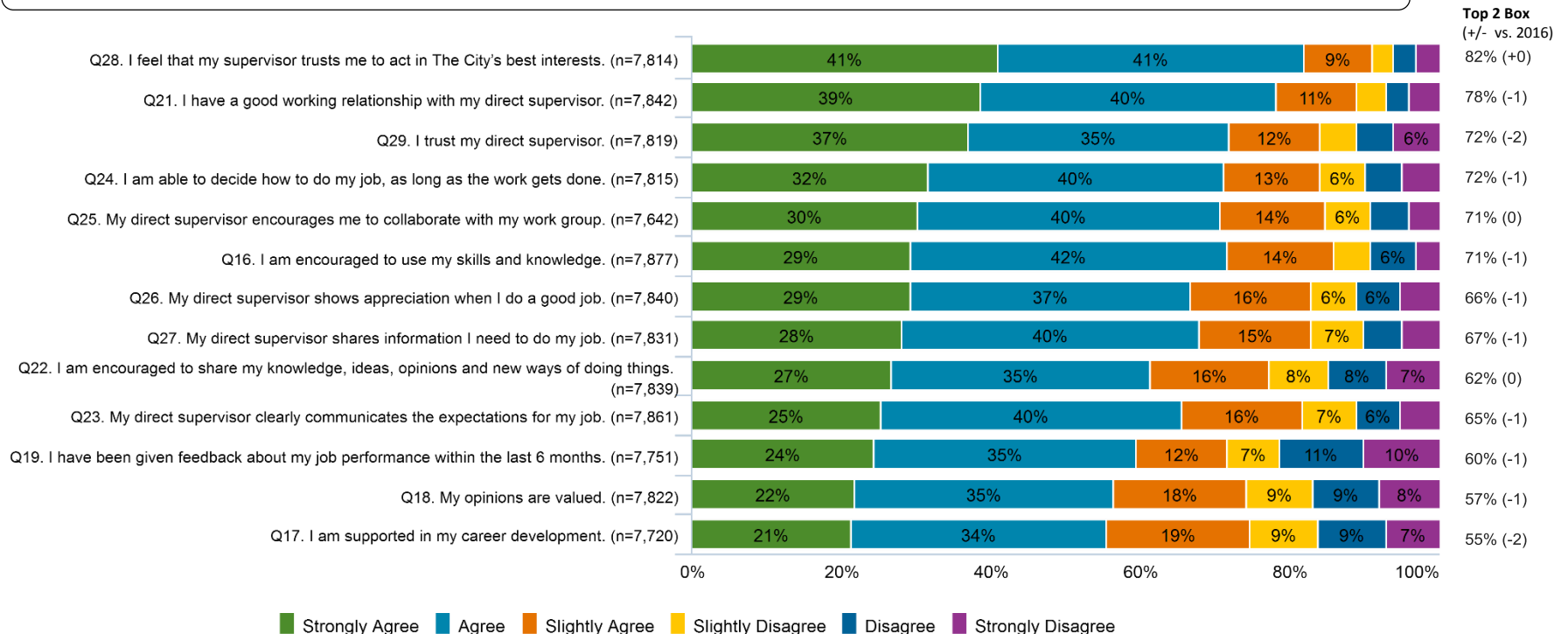
Q21. I have a good working relationship with my direct supervisor.

Opportunities

Q17. I am supported in my career development.

Q19. I have been given feedback about my job performance within the last 6 months.

Action Items: Provide employees with an opportunity to discuss their opinions in a constructive and positive way. While not all opinions can be implemented, it is important that employees feel like they are being heard and that leaders are truly listening.

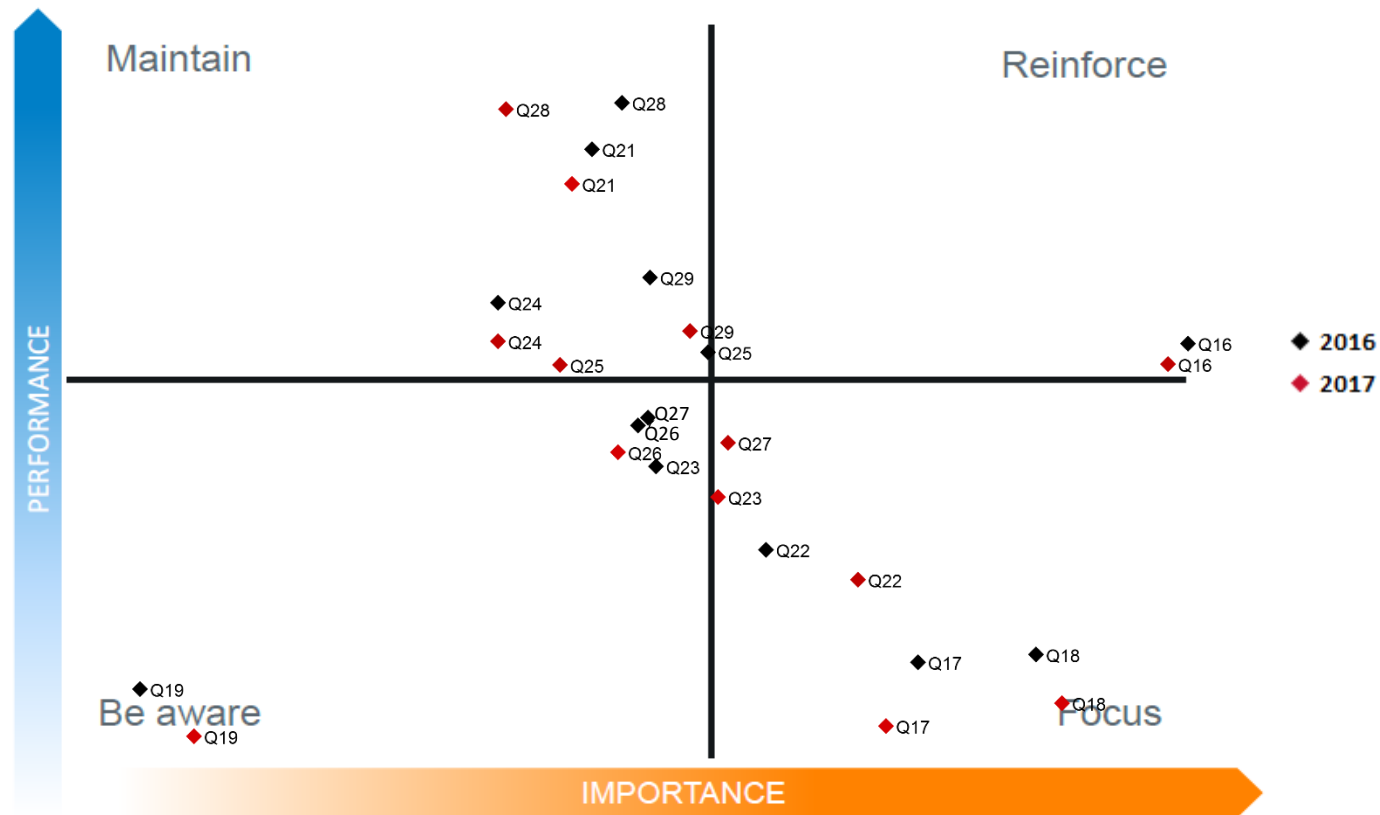


Note: Totals may not sum due to rounding.

Supervisor Relationships Focus Map

Enable workplace productivity using effective, trusting employee-manager relationships, communication and involvement.

Supervisor Relationship includes different aspects of the employee's relationship with their direct supervisor including trust, encouragement, recognition, communication, support and feedback. Developing positive relationships with employees and encouraging them to use their skills and knowledge are important elements related to employee engagement.



Note: If the red diamond shifts up on the chart compared to its associated black diamond, then performance has improved from last year. A shift to the right indicates a higher degree of importance on employee engagement compared to last year. It is most impactful to target questions in the lower right (Focus) quadrant.

Mental Health Index



Mental Health Index

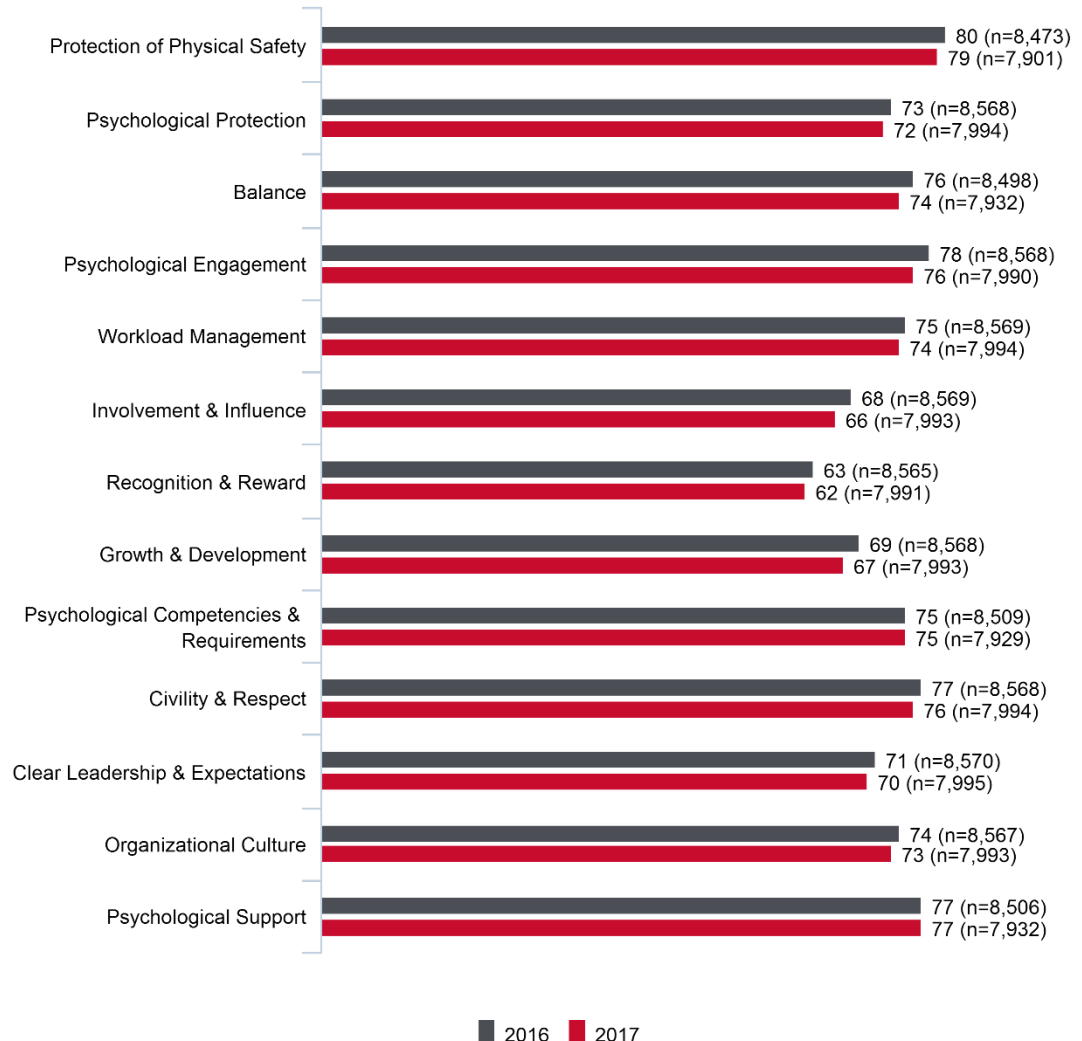
Promoting psychological well-being.

The Mental Health Index identifies 13 factors that can prevent harm to employee psychological health and promote psychological well-being.

When organizations identify and properly respond to the psychological health and safety of their workforce, they can increase employee engagement, performance and creativity. Increased employee engagement and performance can reduce workplace conflict, grievances, turnover and absenteeism, while ensuring employees are better able to deliver high quality public services. The Corporate Employee Survey statements were captured under each of these factors to create a Mental Health Index, which can be used to identify areas where we're doing well and areas for improvement, as they relate to the Corporation's overall health and well-being.

Overall Mental Health Score:

| | |
|------|----|
| 2016 | 73 |
| 2017 | 72 |



Safety Climate



| | |
|------|----|
| 2016 | 80 |
| 2017 | 80 |

Safety Climate

Promoting safe and responsible workplace practices.

Strengths

Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work.

Q64. I have the training to do my job safely.

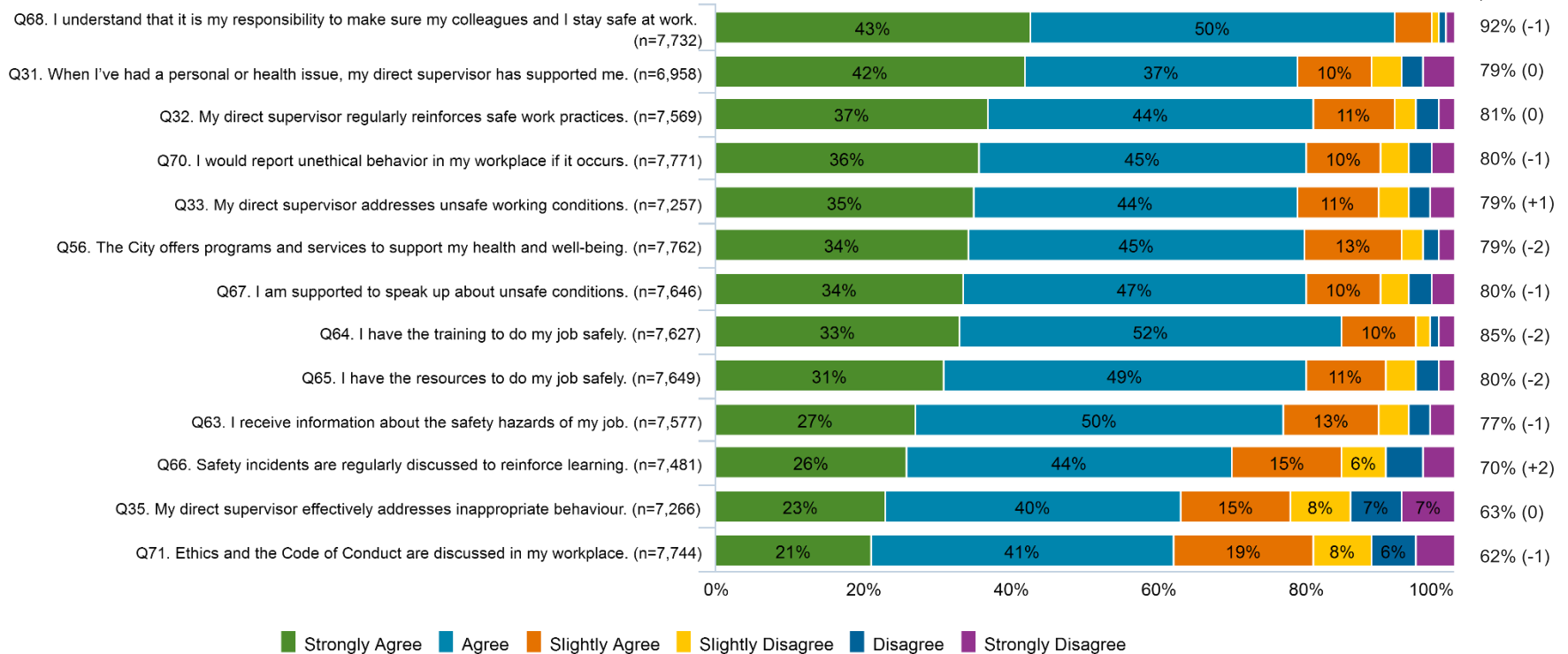
Opportunities

Q71. Ethics and the Code of Conduct are discussed in my workplace

Q35. My direct supervisor effectively addresses inappropriate behaviour.

Action Items: Leaders can build a safety climate by encouraging open communication about their work environment and employee well-being. Create a safe environment where employees can share information and speak-up on ethical and safety issues.

Top 2 Box
(+/- vs. 2016)



Note: Totals may not sum due to rounding.

Inclusion Index



| | |
|------|----|
| 2016 | 70 |
| 2017 | 69 |

Inclusion Index

The Inclusion Index is a measurement for how inclusive employees perceive their workplace.

The collection of this information will help guide ongoing diversity and inclusion initiatives in our organization. Business units and leaders can use it to identify areas where we are doing well and opportunities for improvement to create an accessible, safe and inclusive workplace.

Strengths

Q44. My coworkers treat me with respect.

Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.

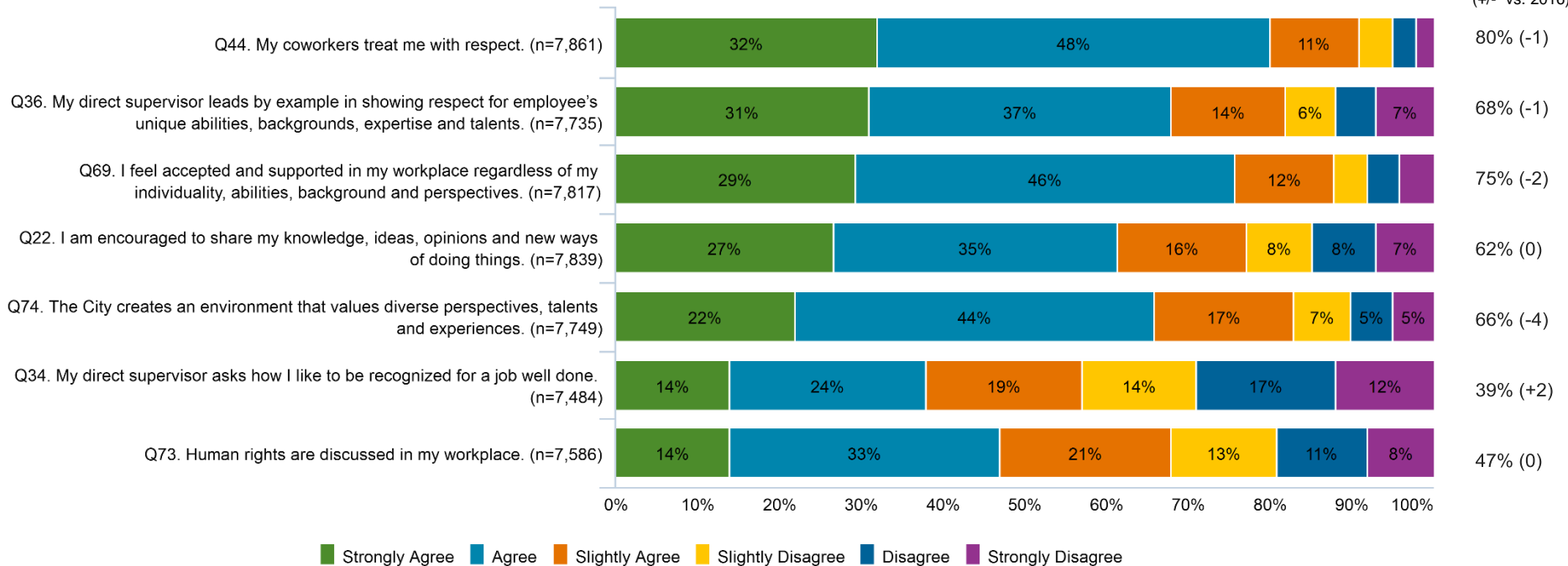
Opportunities

Q73. Human rights are discussed in my workplace.

Q34. My direct supervisor asks how I like to be recognized for a job well done.

Action Items: Recognize others in a way that matters to them for their exceptional public service. Recognize individual and team efforts, and celebrate successes in a meaningful way. Model shared values and ethical behaviours. Address barriers that affect individual employee perceptions of safety.

Top 2 Box
(+/- vs. 2016)



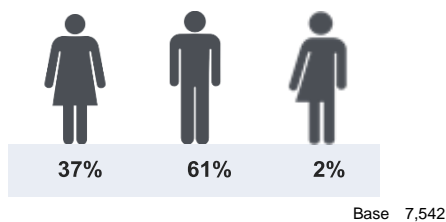
Note: Totals may not sum due to rounding.

Appendices



Appendix A - Demographics

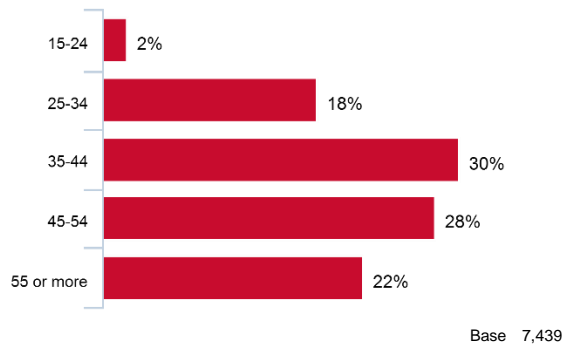
GENDER



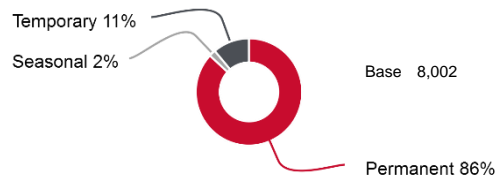
LGBT COMMUNITY



AGE



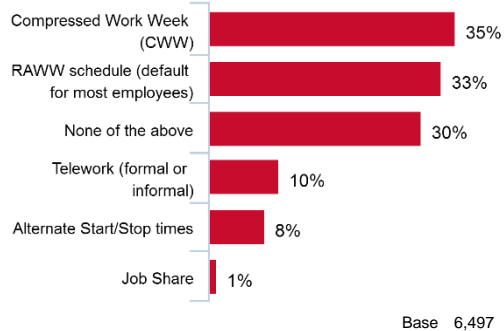
EMPLOYMENT STATUS



UNION STATUS



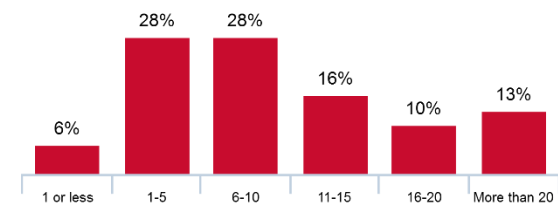
FLEXIBLE WORK OPTIONS



JOB TYPE

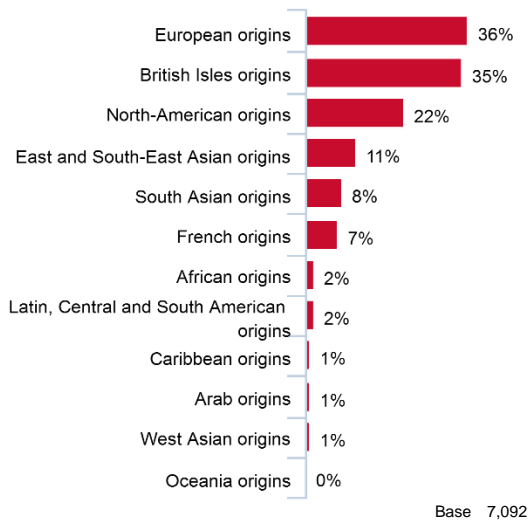


YEARS OF SERVICE

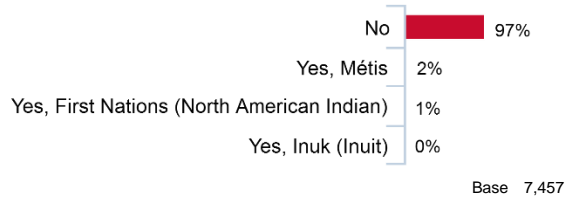


Appendix A - Demographics

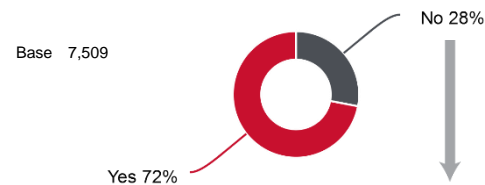
ETHNIC/CULTURAL GROUPS



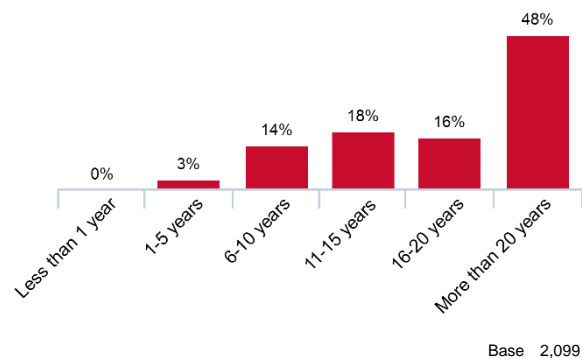
INDIGENOUS STATUS



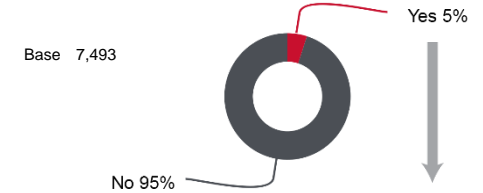
BORN IN CANADA



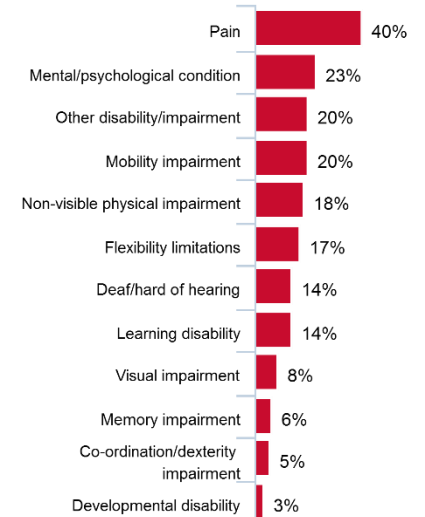
YEARS IN CANADA



WORKING WITH A DISABILITY



TYPE OF DISABILITY



Base 405

Appendix B - Response Rates

By Department, Business Unit and Employee Type

| | Overall | Permanent | Temporary | Seasonal |
|-------------------------------------|------------|------------|------------|------------|
| City of Calgary | 53% | 58% | 34% | 27% |
| Chief Financial Office | 79% | 80% | 66% | - |
| Assessment | 79% | 81% | 58% | - |
| Corporate Initiatives | 95% | 94% | N/A | - |
| Customer Service & Communications | 80% | 79% | 75% | - |
| Finance | 79% | 81% | 59% | - |
| Human Resources | 79% | 79% | 65% | - |
| Information Technology | 78% | 79% | 62% | - |
| Community Services | 39% | 52% | 21% | 25% |
| Calgary Community Standards | 68% | 70% | 42% | - |
| CEMA | 81% | 86% | N/A | - |
| Calgary Fire Department | 31% | 31% | N/A | - |
| Calgary Housing | 81% | 82% | N/A | - |
| Calgary Neighbourhoods | 51% | 79% | 25% | - |
| Calgary Parks | 44% | 60% | 53% | 27% |
| Calgary Recreation | 26% | 62% | 15% | N/A |
| Calgary Zoo | 31% | 29% | N/A | - |
| Corporate Administration | 73% | 76% | N/A | - |
| City Auditors Office | 100% | 92% | N/A | - |
| Law and Legislative Services | 74% | 74% | 68% | - |
| City Clerks | 81% | 87% | 63% | - |
| Corporate Security | 66% | 59% | 68% | - |
| Law Department | 78% | 71% | 71% | - |

| | Overall | Permanent | Temporary | Seasonal |
|---|------------|------------|------------|------------|
| Deputy City Manager | 78% | 77% | 66% | - |
| Corporate Analytics & Innovation | 83% | 84% | 70% | - |
| Facility Management | 76% | 78% | 63% | - |
| Fleet Services | 70% | 68% | N/A | - |
| GM Office | 72% | 76% | - | - |
| Real Estate & Development Services | 77% | 74% | N/A | - |
| Supply | 79% | 79% | N/A | - |
| Planning and Development | 72% | 71% | 60% | - |
| Calgary Approvals | 73% | 70% | N/A | - |
| Calgary Building Services | 70% | 70% | 64% | - |
| Calgary Growth Strategies | 80% | 80% | N/A | - |
| Community Planning | 72% | 72% | N/A | - |
| Transportation | 50% | 51% | 47% | 22% |
| Calgary Transit | 46% | 46% | 41% | - |
| Roads | 60% | 65% | 52% | 22% |
| Transportation Infrastructure | 75% | 71% | 91% | - |
| Transportation Planning | 70% | 73% | 55% | - |
| Utilities & Environmental Protection | 54% | 55% | 48% | 39% |
| Environmental and Safety Mgmt | 90% | 88% | N/A | - |
| Waste & Recycling Services | 44% | 45% | N/A | 37% |
| Water Resources | 78% | 80% | 42% | - |
| Water Services | 48% | 48% | 48% | 41% |

Note: Response rates for groups with fewer than 10 respondents are reported as N/A. Dashes indicate that there are no employees in the category.

Appendix C – Detailed Demographic Results

| | Total | Gender | | | Age Groups | | | | |
|--|-------------|-------------|-------------|------------|------------|-------------|-------------|-------------|-------------|
| | | Male | Female | Other | 15-24 | 25-34 | 35-44 | 45-54 | 55+ |
| Base Size: | 8002 | 4585 | 2828 | 129 | 122 | 1333 | 2221 | 2092 | 1671 |
| Employee Engagement | 74 | 74 | 74 | 60 | 74 | 73 | 74 | 75 | 74 |
| Q10. I feel energized at work. | 48% | 49% | 49% | 22% | 55% | 44% | 49% | 50% | 49% |
| Q11. When I'm at work, time goes by quickly. | 62% | 62% | 65% | 37% | 52% | 55% | 63% | 66% | 65% |
| Q12. I am enthusiastic about my job. | 66% | 67% | 67% | 41% | 73% | 63% | 66% | 67% | 68% |
| Q13. I can continue working for very long periods. | 66% | 68% | 66% | 50% | 57% | 65% | 69% | 68% | 64% |
| Q14. I am proud of the work that I do. | 83% | 84% | 83% | 66% | 83% | 77% | 82% | 86% | 87% |
| Q15. I feel happy when I am working hard. | 83% | 82% | 86% | 65% | 85% | 83% | 84% | 84% | 80% |
| Supervisor Relationship | 72 | 72 | 74 | 56 | 76 | 74 | 73 | 73 | 71 |
| Q16. I am encouraged to use my skills and knowledge. | 71% | 71% | 74% | 50% | 79% | 73% | 72% | 72% | 70% |
| Q17. I am supported in my career development. | 55% | 55% | 59% | 31% | 66% | 58% | 57% | 55% | 54% |
| Q18. My opinions are valued. | 57% | 55% | 62% | 29% | 61% | 60% | 59% | 57% | 53% |
| Q19. I have been given feedback about my job performance within the last 6 months. | 60% | 58% | 64% | 42% | 73% | 62% | 61% | 61% | 56% |
| Q21. I have a good working relationship with my direct supervisor. | 78% | 79% | 79% | 55% | 81% | 82% | 78% | 79% | 78% |
| Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. | 62% | 61% | 67% | 39% | 63% | 66% | 64% | 63% | 58% |
| Q23. My direct supervisor clearly communicates the expectations for my job. | 65% | 67% | 66% | 40% | 77% | 66% | 65% | 67% | 66% |
| Q24. I am able to decide how to do my job, as long as the work gets done. | 72% | 72% | 75% | 51% | 67% | 71% | 72% | 74% | 73% |
| Q25. My direct supervisor encourages me to collaborate with my work group. | 71% | 69% | 75% | 52% | 75% | 74% | 73% | 71% | 67% |
| Q26. My direct supervisor shows appreciation when I do a good job. | 66% | 67% | 68% | 39% | 69% | 68% | 67% | 68% | 65% |
| Q27. My direct supervisor shares information I need to do my job. | 67% | 68% | 69% | 43% | 77% | 69% | 68% | 69% | 66% |
| Q28. I feel that my supervisor trusts me to act in The City's best interests. | 82% | 82% | 84% | 60% | 88% | 85% | 82% | 82% | 82% |
| Q29. I trust my direct supervisor. | 72% | 74% | 73% | 47% | 82% | 76% | 72% | 74% | 72% |
| Leadership Impact | 64 | 64 | 65 | 47 | 71 | 63 | 64 | 65 | 64 |
| Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents. | 68% | 68% | 71% | 45% | 75% | 70% | 68% | 70% | 68% |
| Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity. | 63% | 65% | 62% | 36% | 75% | 63% | 64% | 63% | 63% |
| Q47. There is cooperation between the different work groups within my business unit. | 53% | 53% | 55% | 35% | 67% | 50% | 55% | 54% | 54% |
| Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions. | 65% | 65% | 67% | 43% | 75% | 62% | 65% | 66% | 65% |
| Q50. My business unit communicates well with employees concerning issues that affect their job. | 48% | 50% | 47% | 25% | 62% | 44% | 49% | 50% | 49% |
| Q52. There is a strong culture of accountability in my work group. | 65% | 65% | 68% | 46% | 71% | 63% | 65% | 67% | 67% |
| Q53. My business unit has created a work environment that drives high performance. | 50% | 50% | 53% | 28% | 63% | 48% | 51% | 53% | 51% |
| Q54. Senior management clearly communicates the City's goals and objectives. | 49% | 48% | 53% | 25% | 60% | 45% | 49% | 51% | 51% |
| Q75. My business unit will act on the results of this survey. | 42% | 42% | 45% | 19% | 53% | 39% | 42% | 44% | 45% |
| Q76. I've noticed some positive changes in my work environment since the last survey. | 34% | 35% | 36% | 10% | 39% | 30% | 35% | 37% | 36% |
| Role Clarity | 83 | 83 | 84 | 75 | 85 | 82 | 83 | 84 | 84 |
| Q38. I see a connection between the work I do and the service my business unit provides. | 81% | 81% | 82% | 65% | 91% | 79% | 81% | 82% | 81% |
| Q39. I feel productive in my job. | 80% | 81% | 81% | 63% | 78% | 77% | 80% | 82% | 83% |
| Q40. I feel competent in my job. | 91% | 92% | 90% | 86% | 90% | 90% | 90% | 91% | 93% |
| Q41. The work that I do is meaningful. | 85% | 86% | 85% | 69% | 84% | 81% | 85% | 87% | 88% |
| Q45. I know what behaviors are expected of me. | 92% | 92% | 93% | 80% | 96% | 91% | 91% | 93% | 94% |
| Q48. I know what is expected of me in providing excellent customer service as an employee at The City. | 88% | 87% | 90% | 72% | 92% | 85% | 87% | 90% | 90% |
| Q51. I am held responsible for the work that I do. | 88% | 87% | 90% | 77% | 85% | 85% | 87% | 90% | 90% |
| Personal Growth | 65 | 66 | 67 | 49 | 68 | 66 | 66 | 66 | 65 |
| Q20. My direct supervisor provides me with useful feedback. | 60% | 61% | 61% | 37% | 60% | 62% | 61% | 61% | 61% |
| Q34. My direct supervisor asks how I like to be recognized for a job well done. | 39% | 39% | 41% | 27% | 34% | 41% | 41% | 40% | 36% |
| Q42. In my role, I have the opportunity to work with other City departments. | 66% | 65% | 69% | 48% | 49% | 64% | 68% | 68% | 64% |
| Q58. I am satisfied with the career options available to me at The City of Calgary. | 60% | 62% | 60% | 34% | 72% | 59% | 60% | 61% | 63% |
| Q61. Overall, I am satisfied with the on-the-job training I have received. | 58% | 60% | 59% | 39% | 70% | 55% | 57% | 60% | 64% |
| Q62. Over the past year I had opportunities at work for growth and development. | 51% | 51% | 54% | 28% | 61% | 54% | 52% | 52% | 48% |
| Team Culture | 75 | 76 | 76 | 60 | 79 | 76 | 76 | 76 | 75 |
| Q30. My efforts to live a healthy lifestyle are supported. | 71% | 70% | 76% | 43% | 80% | 72% | 73% | 70% | 71% |
| Q37. I trust the people I work with. | 66% | 67% | 66% | 37% | 70% | 68% | 67% | 66% | 64% |
| Q44. My coworkers treat me with respect. | 80% | 82% | 80% | 63% | 82% | 83% | 81% | 80% | 80% |
| Q46. The people I work with cooperate to get the job done. | 75% | 77% | 75% | 55% | 78% | 73% | 75% | 76% | 78% |
| Q59. My work arrangements are flexible enough to meet my needs. | 71% | 71% | 73% | 43% | 78% | 68% | 68% | 74% | 74% |
| Q60. Overall, I am satisfied with my work-life balance. | 71% | 73% | 72% | 45% | 77% | 69% | 69% | 73% | 75% |
| Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives. | 75% | 77% | 76% | 43% | 80% | 78% | 77% | 76% | 75% |

Note: The grey highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.

Appendix C – Detailed Demographic Results

| | Total | Gender | | | Age Groups | | | | |
|--|-------------|-------------|-------------|------------|------------|-------------|-------------|-------------|-------------|
| | | Male | Female | Other | 15-24 | 25-34 | 35-44 | 45-54 | 55+ |
| Base Size: | 8002 | 4585 | 2828 | 129 | 122 | 1333 | 2221 | 2092 | 1671 |
| Safety Climate | 80 | 79 | 81 | 67 | 82 | 80 | 80 | 80 | 79 |
| Q31. When I've had a personal or health issue, my direct supervisor has supported me. | 79% | 79% | 82% | 55% | 79% | 81% | 80% | 79% | 79% |
| Q32. My direct supervisor regularly reinforces safe work practices. | 81% | 80% | 84% | 59% | 84% | 83% | 81% | 81% | 79% |
| Q33. My direct supervisor addresses unsafe working conditions. | 79% | 78% | 83% | 59% | 78% | 82% | 80% | 80% | 77% |
| Q35. My direct supervisor effectively addresses inappropriate behaviour. | 63% | 67% | 61% | 47% | 61% | 63% | 64% | 65% | 65% |
| Q56. The City offers programs and services to support my health and well-being. | 79% | 79% | 82% | 56% | 77% | 75% | 79% | 82% | 83% |
| Q63. I receive information about the safety hazards of my job. | 77% | 77% | 79% | 57% | 82% | 77% | 77% | 79% | 78% |
| Q64. I have the training to do my job safely. | 85% | 85% | 86% | 67% | 85% | 84% | 84% | 86% | 86% |
| Q65. I have the resources to do my job safely. | 80% | 79% | 85% | 60% | 83% | 80% | 80% | 82% | 81% |
| Q66. Safety incidents are regularly discussed to reinforce learning. | 70% | 70% | 71% | 50% | 66% | 69% | 71% | 70% | 70% |
| Q67. I am supported to speak up about unsafe conditions. | 80% | 79% | 85% | 57% | 83% | 82% | 80% | 81% | 79% |
| Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work. | 92% | 92% | 93% | 83% | 97% | 91% | 93% | 93% | 92% |
| Q70. I would report unethical behavior in my workplace if it occurs. | 80% | 81% | 81% | 59% | 83% | 82% | 80% | 82% | 80% |
| Q71. Ethics and the Code of Conduct are discussed in my workplace. | 62% | 63% | 63% | 40% | 63% | 61% | 63% | 64% | 62% |
| Employee Satisfaction Elements | | | | | | | | | |
| Q1. I know and understand the current objectives of my business unit. | 70% | 72% | 69% | 50% | 73% | 69% | 71% | 74% | 69% |
| Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly. | 76% | 78% | 76% | 49% | 83% | 78% | 76% | 77% | 76% |
| Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job. | 62% | 63% | 64% | 42% | 70% | 60% | 61% | 64% | 65% |
| Q4. I am meaningfully involved in decisions that affect my job and me. | 46% | 47% | 46% | 19% | 52% | 43% | 47% | 49% | 45% |
| Q5. Overall, I am satisfied with development opportunities and/or training. | 51% | 53% | 51% | 24% | 60% | 47% | 50% | 53% | 57% |
| Q6. I am truly appreciated for the contribution I make to my business unit. | 54% | 56% | 54% | 30% | 65% | 54% | 55% | 56% | 55% |
| Q7. I am sufficiently rewarded for the effort that I put into my job. | 46% | 47% | 48% | 18% | 60% | 46% | 47% | 48% | 46% |
| Q8. My work related stress is manageable. | 58% | 60% | 59% | 33% | 75% | 60% | 57% | 59% | 60% |
| Employee Engagement Outcomes | | | | | | | | | |
| Q9. Overall, I am satisfied with the quality of my work life in my business unit. | 65% | 67% | 63% | 38% | 72% | 62% | 64% | 67% | 67% |
| Q55. I am proud to work at The City of Calgary. | 85% | 84% | 87% | 63% | 92% | 82% | 85% | 86% | 87% |
| Q57. I would recommend the City of Calgary as an employer to a family member or friend. | 80% | 81% | 82% | 59% | 90% | 82% | 81% | 81% | 80% |
| Inclusion | 69 | 69 | 71 | 53 | 72 | 71 | 70 | 70 | 68 |
| Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. | 62% | 61% | 67% | 39% | 63% | 66% | 64% | 63% | 58% |
| Q34. My direct supervisor asks how I like to be recognized for a job well done. | 39% | 39% | 41% | 27% | 34% | 41% | 41% | 40% | 36% |
| Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents. | 68% | 68% | 71% | 45% | 75% | 70% | 68% | 70% | 68% |
| Q44. My coworkers treat me with respect. | 80% | 82% | 80% | 63% | 82% | 83% | 81% | 80% | 80% |
| Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives. | 75% | 77% | 76% | 43% | 80% | 78% | 77% | 76% | 75% |
| Q73. Human rights are discussed in my workplace. | 47% | 48% | 48% | 23% | 53% | 46% | 47% | 49% | 48% |
| Q74. The City creates an environment that values diverse perspectives, talents and experiences. | 66% | 66% | 70% | 37% | 77% | 69% | 68% | 67% | 65% |
| 4 C s Framework | | | | | | | | | |
| Character | 77 | 78 | 79 | 62 | 81 | 79 | 78 | 78 | 77 |
| Competence | 73 | 74 | 75 | 60 | 79 | 73 | 73 | 74 | 74 |
| Commitment | 77 | 77 | 77 | 65 | 81 | 76 | 77 | 78 | 77 |
| Collaboration | 71 | 71 | 73 | 57 | 73 | 72 | 72 | 72 | 70 |

Note: The grey highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.

Appendix C – Detailed Demographic Results

| | Total | Gender | | | Age Groups | | | | |
|--|-------------|-------------|-------------|------------|------------|-------------|-------------|-------------|-------------|
| | | Male | Female | Other | 15-24 | 25-34 | 35-44 | 45-54 | 55+ |
| Base Size: | 8002 | 4585 | 2828 | 129 | 122 | 1333 | 2221 | 2092 | 1671 |
| Psychological Support | 77 | 77 | 78 | 60 | 79 | 78 | 77 | 77 | 76 |
| Q21. I have a good working relationship with my direct supervisor. | 78% | 79% | 79% | 55% | 81% | 82% | 78% | 79% | 78% |
| Q31. When I've had a personal or health issue, my direct supervisor has supported me. | 79% | 79% | 82% | 55% | 79% | 81% | 80% | 79% | 79% |
| Q72. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation. | 67% | 68% | 69% | 43% | 71% | 67% | 67% | 70% | 69% |
| Organizational Culture | 73 | 73 | 74 | 57 | 77 | 73 | 73 | 73 | 72 |
| Q9. Overall, I am satisfied with the quality of my work life in my business unit. | 65% | 67% | 63% | 38% | 72% | 62% | 64% | 67% | 67% |
| Q25. My direct supervisor encourages me to collaborate with my work group. | 71% | 69% | 75% | 52% | 75% | 74% | 73% | 71% | 67% |
| Q28. I feel that my supervisor trusts me to act in The City's best interests. | 82% | 82% | 84% | 60% | 88% | 85% | 82% | 82% | 82% |
| Q29. I trust my direct supervisor. | 72% | 74% | 73% | 47% | 82% | 76% | 72% | 74% | 72% |
| Q35. My direct supervisor effectively addresses inappropriate behaviour. | 63% | 67% | 61% | 47% | 61% | 63% | 64% | 65% | 65% |
| Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents. | 68% | 68% | 71% | 45% | 75% | 70% | 68% | 70% | 68% |
| Q37. I trust the people I work with. | 66% | 67% | 66% | 37% | 70% | 68% | 67% | 66% | 64% |
| Q45. I know what behaviors are expected of me. | 92% | 92% | 93% | 80% | 96% | 91% | 91% | 93% | 94% |
| Q46. The people I work with cooperate to get the job done. | 75% | 77% | 75% | 55% | 78% | 73% | 75% | 76% | 78% |
| Q47. There is cooperation between the different work groups within my business unit. | 53% | 53% | 55% | 35% | 67% | 50% | 55% | 54% | 54% |
| Q52. There is a strong culture of accountability in my work group. | 65% | 65% | 68% | 46% | 71% | 63% | 65% | 67% | 67% |
| Q70. I would report unethical behavior in my workplace if it occurs. | 80% | 81% | 81% | 59% | 83% | 82% | 80% | 82% | 80% |
| Q74. The City creates an environment that values diverse perspectives, talents and experiences. | 66% | 66% | 70% | 37% | 77% | 69% | 68% | 67% | 65% |
| Q76. I've noticed some positive changes in my work environment since the last survey. | 34% | 35% | 36% | 10% | 39% | 30% | 35% | 37% | 36% |
| Clear Leadership & Expectations | 70 | 70 | 71 | 55 | 76 | 70 | 70 | 71 | 70 |
| Q1. I know and understand the current objectives of my business unit. | 70% | 72% | 69% | 50% | 73% | 69% | 71% | 74% | 69% |
| Q19. I have been given feedback about my job performance within the last 6 months. | 60% | 58% | 64% | 42% | 73% | 62% | 61% | 61% | 56% |
| Q20. My direct supervisor provides me with useful feedback. | 60% | 61% | 61% | 37% | 60% | 62% | 61% | 61% | 61% |
| Q23. My direct supervisor clearly communicates the expectations for my job. | 65% | 67% | 66% | 40% | 77% | 66% | 65% | 67% | 66% |
| Q27. My direct supervisor shares information I need to do my job. | 67% | 68% | 69% | 43% | 77% | 69% | 68% | 69% | 66% |
| Q45. I know what behaviors are expected of me. | 92% | 92% | 93% | 80% | 96% | 91% | 91% | 93% | 94% |
| Q48. I know what is expected of me in providing excellent customer service as an employee at The City. | 88% | 87% | 90% | 72% | 92% | 85% | 87% | 90% | 90% |
| Q50. My business unit communicates well with employees concerning issues that affect their job. | 48% | 50% | 47% | 25% | 62% | 44% | 49% | 50% | 49% |
| Q54. Senior management clearly communicates the City's goals and objectives. | 49% | 48% | 53% | 25% | 60% | 45% | 49% | 51% | 51% |
| Q71. Ethics and the Code of Conduct are discussed in my workplace. | 62% | 63% | 63% | 40% | 63% | 61% | 63% | 64% | 62% |
| Q73. Human rights are discussed in my workplace. | 47% | 48% | 48% | 23% | 53% | 46% | 47% | 49% | 48% |
| Civility & Respect | 76 | 77 | 77 | 61 | 79 | 77 | 76 | 76 | 76 |
| Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly. | 76% | 78% | 76% | 49% | 83% | 78% | 76% | 77% | 76% |
| Q35. My direct supervisor effectively addresses inappropriate behaviour. | 63% | 67% | 61% | 47% | 61% | 63% | 64% | 65% | 65% |
| Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents. | 68% | 68% | 71% | 45% | 75% | 70% | 68% | 70% | 68% |
| Q44. My coworkers treat me with respect. | 80% | 82% | 80% | 63% | 82% | 83% | 81% | 80% | 80% |
| Q46. The people I work with cooperate to get the job done. | 75% | 77% | 75% | 55% | 78% | 73% | 75% | 76% | 78% |
| Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives. | 75% | 77% | 76% | 43% | 80% | 78% | 77% | 76% | 75% |
| Q70. I would report unethical behavior in my workplace if it occurs. | 80% | 81% | 81% | 59% | 83% | 82% | 80% | 82% | 80% |
| Psychological Competencies & Requirements | 75 | 75 | 76 | 60 | 78 | 76 | 75 | 75 | 74 |
| Q16. I am encouraged to use my skills and knowledge. | 71% | 71% | 74% | 50% | 79% | 73% | 72% | 72% | 70% |
| Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. | 62% | 61% | 67% | 39% | 63% | 66% | 64% | 63% | 58% |
| Q29. I trust my direct supervisor. | 72% | 74% | 73% | 47% | 82% | 76% | 72% | 74% | 72% |
| Q37. I trust the people I work with. | 66% | 67% | 66% | 37% | 70% | 68% | 67% | 66% | 64% |
| Q44. My coworkers treat me with respect. | 80% | 82% | 80% | 63% | 82% | 83% | 81% | 80% | 80% |
| Q46. The people I work with cooperate to get the job done. | 75% | 77% | 75% | 55% | 78% | 73% | 75% | 76% | 78% |
| Growth & Development | 67 | 67 | 69 | 51 | 72 | 68 | 68 | 68 | 67 |
| Q5. Overall, I am satisfied with development opportunities and/or training. | 51% | 53% | 51% | 24% | 60% | 47% | 50% | 53% | 57% |
| Q17. I am supported in my career development. | 55% | 55% | 59% | 31% | 66% | 58% | 57% | 55% | 54% |
| Q19. I have been given feedback about my job performance within the last 6 months. | 60% | 58% | 64% | 42% | 73% | 62% | 61% | 61% | 56% |
| Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. | 62% | 61% | 67% | 39% | 63% | 66% | 64% | 63% | 58% |
| Q42. In my role, I have the opportunity to work with other City departments. | 66% | 65% | 69% | 48% | 49% | 64% | 68% | 68% | 64% |
| Q58. I am satisfied with the career options available to me at The City of Calgary. | 60% | 62% | 60% | 34% | 72% | 59% | 60% | 61% | 63% |
| Q60. Overall, I am satisfied with my work-life balance. | 71% | 73% | 72% | 45% | 77% | 69% | 69% | 73% | 75% |
| Q62. Over the past year I had opportunities at work for growth and development. | 51% | 51% | 54% | 28% | 61% | 54% | 52% | 52% | 48% |
| Recognition & Reward | 62 | 63 | 64 | 44 | 68 | 64 | 63 | 64 | 62 |
| Q6. I am truly appreciated for the contribution I make to my business unit. | 54% | 56% | 54% | 30% | 65% | 54% | 55% | 56% | 55% |
| Q7. I am sufficiently rewarded for the effort that I put into my job. | 46% | 47% | 48% | 18% | 60% | 46% | 47% | 48% | 46% |
| Q26. My direct supervisor shows appreciation when I do a good job. | 66% | 67% | 68% | 39% | 69% | 68% | 67% | 68% | 65% |
| Q34. My direct supervisor asks how I like to be recognized for a job well done. | 39% | 39% | 41% | 27% | 34% | 41% | 41% | 40% | 36% |

Note: The grey highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.

Appendix C – Detailed Demographic Results

| | Total | Gender | | | Age Groups | | | | |
|--|-------------|-------------|-------------|------------|------------|-------------|-------------|-------------|-------------|
| | | Male | Female | Other | 15-24 | 25-34 | 35-44 | 45-54 | 55+ |
| Base Size: | 8002 | 4585 | 2828 | 129 | 122 | 1333 | 2221 | 2092 | 1671 |
| Involvement & Influence | 66 | 67 | 68 | 50 | 70 | 67 | 67 | 68 | 66 |
| Q4. I am meaningfully involved in decisions that affect my job and me. | 46% | 47% | 46% | 19% | 52% | 43% | 47% | 49% | 45% |
| Q18. My opinions are valued. | 57% | 55% | 62% | 29% | 61% | 60% | 59% | 57% | 53% |
| Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. | 62% | 61% | 67% | 39% | 63% | 66% | 64% | 63% | 58% |
| Q24. I am able to decide how to do my job, as long as the work gets done. | 72% | 72% | 75% | 51% | 67% | 71% | 72% | 74% | 73% |
| Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity. | 63% | 65% | 62% | 36% | 75% | 63% | 64% | 63% | 63% |
| Q50. My business unit communicates well with employees concerning issues that affect their job. | 48% | 50% | 47% | 25% | 62% | 44% | 49% | 50% | 49% |
| Workload Management | 74 | 74 | 75 | 60 | 74 | 73 | 74 | 75 | 75 |
| Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job. | 62% | 63% | 64% | 42% | 70% | 60% | 61% | 64% | 65% |
| Q24. I am able to decide how to do my job, as long as the work gets done. | 72% | 72% | 75% | 51% | 67% | 71% | 72% | 74% | 73% |
| Q39. I feel productive in my job. | 80% | 81% | 81% | 63% | 78% | 77% | 80% | 82% | 83% |
| Q42. In my role, I have the opportunity to work with other City departments. | 66% | 65% | 69% | 48% | 49% | 64% | 68% | 68% | 64% |
| Q59. My work arrangements are flexible enough to meet my needs. | 71% | 71% | 73% | 43% | 78% | 68% | 68% | 74% | 74% |
| Q60. Overall, I am satisfied with my work-life balance. | 71% | 73% | 72% | 45% | 77% | 69% | 69% | 73% | 75% |
| Psychological Engagement | 76 | 77 | 77 | 64 | 77 | 75 | 76 | 77 | 77 |
| Q10. I feel energized at work. | 48% | 49% | 49% | 22% | 55% | 44% | 49% | 50% | 49% |
| Q11. When I'm at work, time goes by quickly. | 62% | 62% | 65% | 37% | 52% | 55% | 63% | 66% | 65% |
| Q12. I am enthusiastic about my job. | 66% | 67% | 67% | 41% | 73% | 63% | 66% | 67% | 68% |
| Q13. I can continue working for very long periods. | 66% | 68% | 66% | 50% | 57% | 65% | 69% | 68% | 64% |
| Q14. I am proud of the work that I do. | 83% | 84% | 83% | 66% | 83% | 77% | 82% | 86% | 87% |
| Q15. I feel happy when I am working hard. | 83% | 82% | 86% | 65% | 85% | 83% | 84% | 84% | 80% |
| Q41. The work that I do is meaningful. | 85% | 86% | 85% | 69% | 84% | 81% | 85% | 87% | 88% |
| Q55. I am proud to work at The City of Calgary. | 85% | 84% | 87% | 63% | 92% | 82% | 85% | 86% | 87% |
| Balance | 74 | 74 | 76 | 57 | 79 | 74 | 74 | 75 | 75 |
| Q30. My efforts to live a healthy lifestyle are supported. | 71% | 70% | 76% | 43% | 80% | 72% | 73% | 70% | 71% |
| Q59. My work arrangements are flexible enough to meet my needs. | 71% | 71% | 73% | 43% | 78% | 68% | 68% | 74% | 74% |
| Q60. Overall, I am satisfied with my work-life balance. | 71% | 73% | 72% | 45% | 77% | 69% | 69% | 73% | 75% |
| Psychological Protection | 72 | 73 | 73 | 57 | 76 | 74 | 73 | 73 | 72 |
| Q8. My work related stress is manageable. | 58% | 60% | 59% | 33% | 75% | 60% | 57% | 59% | 60% |
| Q18. My opinions are valued. | 57% | 55% | 62% | 29% | 61% | 60% | 59% | 57% | 53% |
| Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. | 62% | 61% | 67% | 39% | 63% | 66% | 64% | 63% | 58% |
| Q35. My direct supervisor effectively addresses inappropriate behaviour. | 63% | 67% | 61% | 47% | 61% | 63% | 64% | 65% | 65% |
| Q44. My coworkers treat me with respect. | 80% | 82% | 80% | 63% | 82% | 83% | 81% | 80% | 80% |
| Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives. | 75% | 77% | 76% | 43% | 80% | 78% | 77% | 76% | 75% |
| Q70. I would report unethical behavior in my workplace if it occurs. | 80% | 81% | 81% | 59% | 83% | 82% | 80% | 82% | 80% |
| Protection of Physical Safety | 79 | 79 | 81 | 68 | 82 | 80 | 80 | 80 | 79 |
| Q32. My direct supervisor regularly reinforces safe work practices. | 81% | 80% | 84% | 59% | 84% | 83% | 81% | 81% | 79% |
| Q33. My direct supervisor addresses unsafe working conditions. | 79% | 78% | 83% | 59% | 78% | 82% | 80% | 80% | 77% |
| Q63. I receive information about the safety hazards of my job. | 77% | 77% | 79% | 57% | 82% | 77% | 77% | 79% | 78% |
| Q64. I have the training to do my job safely. | 85% | 85% | 86% | 67% | 85% | 84% | 84% | 86% | 86% |
| Q65. I have the resources to do my job safely. | 80% | 79% | 85% | 60% | 83% | 80% | 80% | 82% | 81% |
| Q66. Safety incidents are regularly discussed to reinforce learning. | 70% | 70% | 71% | 50% | 66% | 69% | 71% | 70% | 70% |
| Q67. I am supported to speak up about unsafe conditions. | 80% | 79% | 85% | 57% | 83% | 82% | 80% | 81% | 79% |
| Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work. | 92% | 92% | 93% | 83% | 97% | 91% | 93% | 93% | 92% |

Note: The grey highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.

Appendix C – Detailed Demographic Results

| | Total | Union Status | | Job Type | | | | | | | | Years with The City | | | | | |
|--|-------------|--------------|-------------|-------------------------|-------------------------------|------------------------|-----------------------|-------------------------|--|--|------------|---------------------|-------------|-------------|-------------|------------|--------------|
| | | Exempt | Unionized | Administrative/ Support | City Manager, General Manager | Business Unit Director | Business Unit Manager | Professional/ Technical | Supervisor/ Team Leader/Foreman/ Coordinator | Team Member/ Production/ Service/ Front-line | Trades | 1 or less | 1-5 | 6-10 | 11-15 | 16-20 | More than 20 |
| Base Size: | 8002 | 2096 | 5516 | 586 | - | 25 | 155 | 2188 | 1295 | 1994 | 289 | 436 | 2063 | 2009 | 1159 | 723 | 913 |
| Employee Engagement | 74 | 78 | 73 | 72 | - | 90 | 84 | 74 | 77 | 71 | 72 | 79 | 76 | 74 | 71 | 72 | 73 |
| Q10. I feel energized at work. | 48% | 54% | 46% | 47% | - | 88% | 66% | 49% | 50% | 43% | 45% | 64% | 52% | 48% | 43% | 44% | 46% |
| Q11. When I'm at work, time goes by quickly. | 62% | 74% | 59% | 61% | - | 100% | 89% | 67% | 72% | 55% | 57% | 70% | 64% | 63% | 59% | 62% | 65% |
| Q12. I am enthusiastic about my job. | 66% | 72% | 64% | 60% | - | 92% | 83% | 67% | 71% | 61% | 61% | 78% | 70% | 66% | 61% | 65% | 64% |
| Q13. I can continue working for very long periods. | 66% | 71% | 65% | 66% | - | 92% | 82% | 67% | 73% | 63% | 70% | 74% | 69% | 67% | 63% | 65% | 64% |
| Q14. I am proud of the work that I do. | 83% | 86% | 82% | 82% | - | 96% | 96% | 82% | 88% | 80% | 86% | 86% | 84% | 82% | 81% | 84% | 86% |
| Q15. I feel happy when I am working hard. | 83% | 89% | 81% | 85% | - | 96% | 95% | 84% | 88% | 80% | 78% | 91% | 86% | 82% | 81% | 81% | 80% |
| Supervisor Relationship | 72 | 79 | 70 | 71 | - | 92 | 86 | 76 | 77 | 69 | 68 | 82 | 75 | 72 | 70 | 71 | 71 |
| Q16. I am encouraged to use my skills and knowledge. | 71% | 82% | 68% | 68% | - | 96% | 92% | 78% | 79% | 65% | 71% | 83% | 74% | 71% | 69% | 71% | 71% |
| Q17. I am supported in my career development. | 55% | 68% | 52% | 54% | - | 100% | 79% | 61% | 65% | 49% | 46% | 72% | 59% | 55% | 52% | 54% | 55% |
| Q18. My opinions are valued. | 57% | 75% | 51% | 58% | - | 92% | 89% | 67% | 68% | 47% | 46% | 73% | 61% | 58% | 54% | 54% | 57% |
| Q19. I have been given feedback about my job performance within the last 6 months. | 80% | 73% | 56% | 55% | - | 88% | 77% | 66% | 65% | 55% | 42% | 79% | 65% | 60% | 55% | 56% | 55% |
| Q20. I have a good working relationship with my direct supervisor. | 78% | 84% | 77% | 77% | - | 96% | 91% | 81% | 83% | 75% | 72% | 90% | 82% | 78% | 74% | 78% | 77% |
| Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. | 62% | 77% | 57% | 62% | - | 96% | 90% | 72% | 74% | 54% | 57% | 76% | 66% | 62% | 59% | 60% | 61% |
| Q23. My direct supervisor clearly communicates the expectations for my job. | 65% | 68% | 65% | 63% | - | 96% | 77% | 66% | 68% | 64% | 55% | 81% | 68% | 66% | 63% | 62% | 65% |
| Q24. I am able to decide how to do my job, as long as the work gets done. | 72% | 81% | 68% | 75% | - | 96% | 90% | 79% | 77% | 65% | 72% | 81% | 74% | 72% | 70% | 70% | 74% |
| Q25. My direct supervisor encourages me to collaborate with my work group. | 71% | 84% | 67% | 70% | - | 96% | 93% | 78% | 81% | 65% | 61% | 86% | 74% | 70% | 69% | 67% | 71% |
| Q26. My direct supervisor shows appreciation when I do a good job. | 66% | 75% | 64% | 65% | - | 92% | 81% | 72% | 72% | 60% | 57% | 83% | 69% | 66% | 64% | 64% | 65% |
| Q27. My direct supervisor shares information I need to do my job. | 67% | 75% | 65% | 65% | - | 100% | 85% | 71% | 72% | 65% | 54% | 84% | 71% | 67% | 65% | 64% | 67% |
| Q28. I feel that my supervisor trusts me to act in The City's best interests. | 82% | 88% | 80% | 81% | - | 92% | 92% | 85% | 87% | 79% | 80% | 91% | 86% | 82% | 80% | 80% | 80% |
| Q29. I trust my direct supervisor. | 72% | 79% | 71% | 71% | - | 96% | 88% | 75% | 77% | 68% | 60% | 89% | 76% | 72% | 69% | 71% | 71% |
| Leadership Impact | 64 | 70 | 62 | 65 | - | 89 | 81 | 66 | 66 | 61 | 58 | 75 | 66 | 63 | 61 | 63 | 64 |
| Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents. | 68% | 77% | 66% | 67% | - | 100% | 86% | 74% | 74% | 62% | 55% | 83% | 71% | 68% | 65% | 67% | 67% |
| Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity. | 63% | 71% | 60% | 58% | - | 92% | 88% | 66% | 72% | 58% | 57% | 78% | 65% | 61% | 60% | 62% | 64% |
| Q47. There is cooperation between the different work groups within my business unit. | 53% | 59% | 52% | 58% | - | 84% | 75% | 57% | 53% | 49% | 51% | 69% | 56% | 52% | 49% | 51% | 54% |
| Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions. | 65% | 68% | 64% | 75% | - | 84% | 82% | 66% | 65% | 63% | 57% | 80% | 66% | 65% | 60% | 64% | 63% |
| Q50. My business unit communicates well with employees concerning issues that affect their job. | 48% | 55% | 46% | 49% | - | 92% | 74% | 51% | 48% | 44% | 41% | 66% | 51% | 47% | 44% | 45% | 47% |
| Q52. There is a strong culture of accountability in my work group. | 65% | 73% | 64% | 67% | - | 96% | 82% | 68% | 68% | 63% | 47% | 78% | 67% | 65% | 63% | 65% | 67% |
| Q53. My business unit has created a work environment that drives high performance. | 50% | 56% | 50% | 58% | - | 92% | 69% | 53% | 48% | 48% | 42% | 66% | 53% | 51% | 47% | 48% | 50% |
| Q54. Senior management clearly communicates the City's goals and objectives. | 49% | 58% | 47% | 55% | - | 83% | 78% | 53% | 51% | 44% | 36% | 68% | 51% | 49% | 44% | 47% | 51% |
| Q75. My business unit will act on the results of this survey. | 42% | 54% | 38% | 43% | - | 100% | 81% | 44% | 45% | 36% | 31% | 63% | 46% | 41% | 37% | 39% | 44% |
| Q76. I've noticed some positive changes in my work environment since the last survey. | 34% | 45% | 31% | 37% | - | 92% | 71% | 34% | 39% | 28% | 27% | 53% | 37% | 35% | 31% | 33% | 34% |
| Role Clarity | 83 | 85 | 83 | 83 | - | 93 | 91 | 83 | 85 | 81 | 80 | 86 | 84 | 83 | 82 | 82 | 84 |
| Q38. I see a connection between the work I do and the service my business unit provides. | 81% | 87% | 79% | 80% | - | 100% | 97% | 83% | 86% | 77% | 74% | 90% | 82% | 83% | 77% | 82% | 80% |
| Q39. I feel productive in my job. | 80% | 83% | 80% | 79% | - | 100% | 94% | 81% | 84% | 77% | 77% | 86% | 81% | 82% | 76% | 79% | 82% |
| Q40. I feel competent in my job. | 91% | 93% | 90% | 88% | - | 100% | 96% | 92% | 93% | 89% | 92% | 91% | 92% | 91% | 89% | 90% | 92% |
| Q41. The work that I do is meaningful. | 85% | 88% | 85% | 81% | - | 96% | 97% | 86% | 90% | 82% | 80% | 88% | 85% | 86% | 84% | 85% | 88% |
| Q45. I know what behaviors are expected of me. | 92% | 93% | 92% | 92% | - | 100% | 97% | 92% | 94% | 91% | 91% | 94% | 92% | 92% | 91% | 92% | 95% |
| Q48. I know what is expected of me in providing excellent customer service as an employee at The City. | 88% | 89% | 88% | 91% | - | 100% | 95% | 87% | 91% | 87% | 82% | 91% | 87% | 89% | 86% | 89% | 91% |
| Q51. I am held responsible for the work that I do. | 88% | 92% | 87% | 90% | - | 100% | 98% | 89% | 90% | 86% | 79% | 92% | 88% | 87% | 87% | 88% | 90% |
| Personal Growth | 65 | 72 | 63 | 64 | - | 87 | 79 | 68 | 70 | 62 | 59 | 74 | 67 | 65 | 64 | 65 | 66 |
| Q20. My direct supervisor provides me with useful feedback. | 80% | 68% | 58% | 61% | - | 80% | 75% | 64% | 65% | 55% | 47% | 78% | 63% | 60% | 57% | 57% | 60% |
| Q34. My direct supervisor asks how I like to be recognized for a job well done. | 39% | 46% | 37% | 39% | - | 57% | 46% | 44% | 42% | 34% | 27% | 47% | 42% | 40% | 37% | 35% | 36% |
| Q42. In my role, I have the opportunity to work with other City departments. | 66% | 87% | 60% | 65% | - | 100% | 97% | 78% | 79% | 55% | 52% | 72% | 66% | 65% | 66% | 67% | 70% |
| Q58. I am satisfied with the career options available to me at The City of Calgary. | 60% | 65% | 59% | 60% | - | 96% | 79% | 59% | 66% | 56% | 58% | 69% | 62% | 60% | 56% | 62% | 64% |
| Q61. Overall, I am satisfied with the on-the-job training I have received. | 58% | 63% | 58% | 56% | - | 88% | 75% | 56% | 64% | 55% | 49% | 71% | 60% | 57% | 55% | 60% | 62% |
| Q62. Over the past year I had opportunities at work for growth and development. | 51% | 64% | 47% | 47% | - | 92% | 73% | 55% | 62% | 45% | 42% | 70% | 55% | 50% | 49% | 50% | 50% |
| Team Culture | 75 | 80 | 74 | 74 | - | 88 | 85 | 78 | 78 | 73 | 73 | 83 | 77 | 75 | 74 | 75 | 75 |
| Q30. My efforts to live a healthy lifestyle are supported. | 71% | 81% | 68% | 73% | - | 88% | 82% | 79% | 75% | 66% | 63% | 86% | 74% | 72% | 69% | 71% | 69% |
| Q37. I trust the people I work with. | 66% | 75% | 63% | 61% | - | 92% | 85% | 72% | 70% | 60% | 60% | 80% | 70% | 64% | 62% | 65% | 65% |
| Q44. My coworkers treat me with respect. | 80% | 87% | 78% | 75% | - | 96% | 93% | 84% | 86% | 77% | 75% | 90% | 83% | 79% | 78% | 80% | 81% |
| Q46. The people I work with cooperate to get the job done. | 75% | 80% | 74% | 74% | - | 100% | 88% | 77% | 81% | 73% | 73% | 85% | 75% | 73% | 75% | 77% | 79% |
| Q59. My work arrangements are flexible enough to meet my needs. | 71% | 82% | 67% | 73% | - | 92% | 88% | 77% | 74% | 66% | 66% | 81% | 71% | 70% | 69% | 70% | 74% |
| Q60. Overall, I am satisfied with my work-life balance. | 71% | 76% | 70% | 71% | - | 68% | 74% | 76% | 72% | 68% | 73% | 84% | 73% | 71% | 69% | 70% | 72% |
| Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives. | 75% | 82% | 74% | 73% | - | 92% | 89% | 79% | 81% | 72% | 73% | 87% | 80% | 74% | 72% | 75% | 75% |

Note: The grey highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.

Appendix C – Detailed Demographic Results

| | Total | Union Status | | Job Type | | | | | | | | Years with The City | | | | | |
|--|-------------|--------------|-------------|----------------------------|----------------------------------|---------------------------|--------------------------|----------------------------|--|--|------------|---------------------|-------------|-------------|-------------|------------|--------------|
| | | Exempt | Unionized | Administrative/ Support | City Manager, General Manager | Business Unit Director | Business Unit Manager | Professional/ Technical | Supervisor/ Team Leader/Foreman/ Coordinator | Team Member/ Production/ Service/ Front-line | Trades | 1 or less | 1-5 | 6-10 | 11-15 | 16-20 | More than 20 |
| Base Size: | 8002 | 2096 | 5516 | 586 | - | 25 | 155 | 2188 | 1295 | 1994 | 289 | 436 | 2063 | 2009 | 1159 | 723 | 913 |
| Safety Climate | 80 | 85 | 78 | 80 | - | 91 | 90 | 83 | 83 | 77 | 77 | 84 | 81 | 79 | 79 | 79 | 79 |
| Q31. When I've had a personal or health issue, my direct supervisor has supported me. | 79% | 90% | 76% | 79% | - | 100% | 94% | 86% | 86% | 74% | 71% | 87% | 83% | 78% | 77% | 78% | 79% |
| Q32. My direct supervisor regularly reinforces safe work practices. | 81% | 89% | 78% | 84% | - | 88% | 94% | 86% | 87% | 77% | 75% | 88% | 82% | 81% | 81% | 79% | 81% |
| Q33. My direct supervisor addresses unsafe working conditions. | 79% | 89% | 76% | 83% | - | 100% | 96% | 86% | 86% | 74% | 74% | 87% | 82% | 80% | 79% | 77% | 77% |
| Q35. My direct supervisor effectively addresses inappropriate behaviour. | 63% | 71% | 62% | 60% | - | 100% | 78% | 66% | 70% | 58% | 58% | 77% | 64% | 64% | 62% | 62% | 64% |
| Q56. The City offers programs and services to support my health and well-being. | 79% | 86% | 77% | 85% | - | 96% | 89% | 83% | 82% | 73% | 80% | 87% | 79% | 79% | 78% | 82% | 81% |
| Q63. I receive information about the safety hazards of my job. | 77% | 84% | 75% | 80% | - | 88% | 90% | 82% | 84% | 73% | 69% | 83% | 78% | 77% | 77% | 78% | 78% |
| Q64. I have the training to do my job safely. | 85% | 91% | 83% | 85% | - | 100% | 95% | 88% | 89% | 80% | 80% | 90% | 86% | 83% | 85% | 84% | 86% |
| Q65. I have the resources to do my job safely. | 80% | 90% | 77% | 86% | - | 100% | 94% | 87% | 84% | 74% | 76% | 92% | 83% | 80% | 78% | 76% | 81% |
| Q66. Safety incidents are regularly discussed to reinforce learning. | 70% | 79% | 67% | 72% | - | 92% | 93% | 76% | 79% | 64% | 64% | 75% | 70% | 70% | 68% | 70% | 73% |
| Q67. I am supported to speak up about unsafe conditions. | 80% | 91% | 77% | 83% | - | 100% | 99% | 88% | 89% | 75% | 76% | 90% | 82% | 80% | 78% | 79% | 80% |
| Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work. | 92% | 95% | 91% | 94% | - | 96% | 98% | 93% | 97% | 90% | 93% | 96% | 93% | 93% | 91% | 92% | 92% |
| Q70. I would report unethical behavior in my workplace if it occurs. | 80% | 86% | 79% | 81% | - | 96% | 93% | 81% | 88% | 75% | 78% | 90% | 83% | 80% | 78% | 79% | 81% |
| Q71. Ethics and the Code of Conduct are discussed in my workplace. | 62% | 70% | 60% | 61% | - | 88% | 87% | 63% | 74% | 58% | 55% | 72% | 61% | 62% | 60% | 65% | 66% |
| Employee Satisfaction Elements | | | | | - | | | | | | | | | | | | |
| Q1. I know and understand the current objectives of my business unit. | 70% | 76% | 69% | 68% | - | 100% | 93% | 68% | 74% | 67% | 64% | 80% | 73% | 70% | 67% | 69% | 69% |
| Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly. | 76% | 82% | 74% | 72% | - | 100% | 89% | 79% | 80% | 72% | 70% | 88% | 80% | 76% | 71% | 76% | 76% |
| Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job. | 62% | 64% | 62% | 68% | - | 92% | 70% | 64% | 57% | 61% | 56% | 76% | 66% | 64% | 56% | 57% | 63% |
| Q4. I am meaningfully involved in decisions that affect my job and me. | 46% | 60% | 41% | 45% | - | 96% | 85% | 50% | 55% | 37% | 45% | 60% | 48% | 45% | 43% | 44% | 49% |
| Q5. Overall, I am satisfied with development opportunities and/or training. | 51% | 61% | 49% | 50% | - | 100% | 81% | 50% | 61% | 45% | 44% | 66% | 52% | 50% | 47% | 51% | 58% |
| Q6. I am truly appreciated for the contribution I make to my business unit. | 54% | 61% | 52% | 54% | - | 92% | 75% | 56% | 55% | 50% | 49% | 76% | 58% | 54% | 49% | 52% | 52% |
| Q7. I am sufficiently rewarded for the effort that I put into my job. | 46% | 56% | 43% | 47% | - | 84% | 71% | 50% | 51% | 42% | 38% | 68% | 49% | 45% | 43% | 44% | 45% |
| Q8. My work related stress is manageable. | 58% | 60% | 58% | 62% | - | 64% | 63% | 60% | 55% | 57% | 59% | 80% | 63% | 58% | 52% | 54% | 58% |
| Employee Engagement Outcomes | | | | | - | | | | | | | | | | | | |
| Q9. Overall, I am satisfied with the quality of my work life in my business unit. | 85% | 69% | 63% | 63% | - | 100% | 80% | 66% | 67% | 61% | 64% | 81% | 66% | 65% | 61% | 62% | 66% |
| Q55. I am proud to work at The City of Calgary. | 85% | 88% | 84% | 90% | - | 100% | 92% | 85% | 87% | 81% | 83% | 90% | 87% | 86% | 82% | 83% | 85% |
| Q57. I would recommend the City of Calgary as an employer to a family member or friend. | 80% | 83% | 80% | 85% | - | 96% | 89% | 81% | 81% | 77% | 78% | 88% | 83% | 82% | 78% | 77% | 77% |
| Inclusion | 69 | 75 | 67 | 68 | - | 87 | 82 | 72 | 74 | 66 | 64 | 78 | 72 | 69 | 67 | 68 | 69 |
| Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. | 62% | 77% | 57% | 62% | - | 96% | 90% | 72% | 74% | 54% | 57% | 76% | 66% | 62% | 59% | 60% | 61% |
| Q34. My direct supervisor asks how I like to be recognized for a job well done. | 39% | 46% | 37% | 39% | - | 57% | 46% | 44% | 42% | 34% | 27% | 47% | 42% | 40% | 37% | 35% | 36% |
| Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents. | 68% | 77% | 66% | 67% | - | 100% | 86% | 74% | 74% | 62% | 55% | 83% | 71% | 68% | 65% | 67% | 67% |
| Q44. My coworkers treat me with respect. | 80% | 87% | 78% | 75% | - | 96% | 93% | 84% | 86% | 77% | 75% | 90% | 83% | 79% | 78% | 80% | 81% |
| Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives. | 75% | 82% | 74% | 73% | - | 92% | 89% | 79% | 81% | 72% | 73% | 87% | 80% | 74% | 72% | 75% | 75% |
| Q73. Human rights are discussed in my workplace. | 47% | 53% | 45% | 42% | - | 80% | 74% | 46% | 57% | 46% | 41% | 54% | 47% | 46% | 45% | 50% | 52% |
| Q74. The City creates an environment that values diverse perspectives, talents and experiences. | 66% | 76% | 64% | 69% | - | 92% | 86% | 71% | 73% | 62% | 57% | 84% | 70% | 66% | 62% | 65% | 67% |
| 4 C s Framework | | | | | | | | | | | | | | | | | |
| Character | 77 | 82 | 76 | 76 | - | 92 | 88 | 80 | 80 | 75 | 73 | 85 | 80 | 77 | 76 | 77 | 77 |
| Competence | 73 | 77 | 72 | 74 | - | 91 | 84 | 75 | 76 | 71 | 71 | 81 | 75 | 73 | 71 | 72 | 74 |
| Commitment | 77 | 80 | 76 | 76 | - | 91 | 88 | 77 | 80 | 74 | 73 | 82 | 78 | 77 | 75 | 76 | 77 |
| Collaboration | 71 | 79 | 69 | 71 | - | 91 | 87 | 76 | 77 | 68 | 68 | 79 | 73 | 71 | 70 | 71 | 71 |

Note: The grey highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.

Appendix C – Detailed Demographic Results

| | | Union Status | | Job Type | | | | | | | | | Years with The City | | | | | | |
|--|--|--------------|-----------|----------------------------|----------------------------------|---------------------------|--------------------------|----------------------------|--|--|--------|-----------|---------------------|------|-------|-------|--------------|-----|--|
| Total | | Exempt | Unionized | Administrative/ Support | City Manager, General Manager | Business Unit Director | Business Unit Manager | Professional/ Technical | Supervisor/ Team Leader/Foreman/ Coordinator | Team Member/ Production/ Service/ Front-line | Trades | 1 or less | 1-5 | 6-10 | 11-15 | 16-20 | More than 20 | | |
| Base Size: | | 8002 | 2096 | 5516 | 586 | - | 25 | 155 | 2188 | 1295 | 1994 | 289 | 436 | 2063 | 2009 | 1159 | 723 | 913 | |
| Psychological Support | | 77 | 82 | 75 | 76 | - | 94 | 89 | 79 | 80 | 74 | 73 | 84 | 79 | 76 | 75 | 76 | 76 | |
| Q21. I have a good working relationship with my direct supervisor. | | 78% | 84% | 77% | 77% | - | 96% | 91% | 81% | 83% | 75% | 72% | 90% | 82% | 78% | 74% | 78% | 77% | |
| Q31. When I've had a personal or health issue, my direct supervisor has supported me. | | 79% | 90% | 76% | 79% | - | 100% | 94% | 86% | 86% | 74% | 71% | 87% | 83% | 78% | 77% | 78% | 79% | |
| Q72. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation. | | 67% | 76% | 66% | 66% | - | 92% | 94% | 69% | 75% | 65% | 61% | 79% | 69% | 67% | 65% | 68% | 70% | |
| Organizational Culture | | 73 | 78 | 71 | 72 | - | 90 | 85 | 75 | 76 | 70 | 68 | 82 | 75 | 72 | 71 | 72 | 72 | |
| Q9. Overall, I am satisfied with the quality of my work life in my business unit. | | 65% | 69% | 63% | 63% | - | 100% | 80% | 66% | 67% | 61% | 64% | 81% | 66% | 65% | 61% | 62% | 66% | |
| Q25. My direct supervisor encourages me to collaborate with my work group. | | 71% | 84% | 67% | 70% | - | 96% | 93% | 78% | 81% | 65% | 61% | 86% | 74% | 70% | 69% | 67% | 71% | |
| Q28. I feel that my supervisor trusts me to act in The City's best interests. | | 82% | 88% | 80% | 81% | - | 92% | 92% | 85% | 87% | 79% | 80% | 91% | 86% | 82% | 80% | 80% | 80% | |
| Q29. I trust my direct supervisor. | | 72% | 79% | 71% | 71% | - | 96% | 88% | 75% | 77% | 68% | 60% | 89% | 76% | 72% | 69% | 71% | 71% | |
| Q35. My direct supervisor effectively addresses inappropriate behaviour. | | 63% | 71% | 62% | 60% | - | 100% | 78% | 66% | 70% | 58% | 58% | 77% | 64% | 64% | 62% | 62% | 64% | |
| Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents. | | 68% | 77% | 66% | 67% | - | 100% | 86% | 74% | 74% | 62% | 55% | 83% | 71% | 68% | 65% | 67% | 67% | |
| Q37. I trust the people I work with. | | 66% | 75% | 63% | 61% | - | 92% | 85% | 72% | 70% | 60% | 60% | 80% | 70% | 64% | 62% | 65% | 65% | |
| Q45. I know what behaviors are expected of me. | | 92% | 93% | 92% | 92% | - | 100% | 97% | 92% | 94% | 91% | 91% | 94% | 92% | 92% | 91% | 92% | 95% | |
| Q46. The people I work with cooperate to get the job done. | | 75% | 80% | 74% | 74% | - | 100% | 88% | 77% | 81% | 73% | 73% | 85% | 75% | 73% | 75% | 77% | 79% | |
| Q47. There is cooperation between the different work groups within my business unit. | | 53% | 59% | 52% | 58% | - | 84% | 75% | 57% | 53% | 49% | 51% | 69% | 56% | 52% | 49% | 51% | 54% | |
| Q52. There is a strong culture of accountability in my work group. | | 65% | 73% | 64% | 67% | - | 96% | 82% | 68% | 68% | 63% | 47% | 78% | 67% | 65% | 63% | 65% | 67% | |
| Q70. I would report unethical behavior in my workplace if it occurs. | | 80% | 86% | 79% | 81% | - | 96% | 93% | 81% | 88% | 75% | 78% | 90% | 83% | 80% | 78% | 79% | 81% | |
| Q74. The City creates an environment that values diverse perspectives, talents and experiences. | | 66% | 76% | 64% | 69% | - | 92% | 86% | 71% | 73% | 62% | 57% | 84% | 70% | 66% | 62% | 65% | 67% | |
| Q76. I've noticed some positive changes in my work environment since the last survey. | | 34% | 45% | 31% | 37% | - | 92% | 71% | 34% | 39% | 28% | 27% | 53% | 37% | 35% | 31% | 33% | 34% | |
| Clear Leadership & Expectations | | 70 | 75 | 69 | 69 | - | 89 | 84 | 71 | 73 | 68 | 65 | 79 | 72 | 70 | 68 | 69 | 70 | |
| Q1. I know and understand the current objectives of my business unit. | | 70% | 76% | 69% | 68% | - | 100% | 93% | 68% | 74% | 67% | 64% | 80% | 73% | 70% | 67% | 69% | 69% | |
| Q19. I have been given feedback about my job performance within the last 6 months. | | 60% | 73% | 56% | 55% | - | 88% | 77% | 66% | 65% | 55% | 42% | 79% | 65% | 60% | 55% | 56% | 55% | |
| Q20. My direct supervisor provides me with useful feedback. | | 60% | 68% | 58% | 61% | - | 80% | 75% | 64% | 65% | 55% | 47% | 78% | 63% | 60% | 57% | 57% | 60% | |
| Q23. My direct supervisor clearly communicates the expectations for my job. | | 65% | 68% | 65% | 63% | - | 96% | 77% | 66% | 68% | 64% | 55% | 81% | 68% | 66% | 63% | 62% | 65% | |
| Q27. My direct supervisor shares information I need to do my job. | | 67% | 75% | 65% | 65% | - | 100% | 85% | 71% | 72% | 65% | 54% | 84% | 71% | 67% | 65% | 64% | 67% | |
| Q45. I know what behaviors are expected of me. | | 92% | 93% | 92% | 92% | - | 100% | 97% | 92% | 94% | 91% | 91% | 94% | 92% | 92% | 91% | 92% | 95% | |
| Q48. I know what is expected of me in providing excellent customer service as an employee at The City. | | 88% | 89% | 88% | 91% | - | 100% | 95% | 87% | 91% | 87% | 82% | 91% | 87% | 89% | 86% | 89% | 91% | |
| Q50. My business unit communicates well with employees concerning issues that affect their job. | | 48% | 55% | 46% | 49% | - | 92% | 74% | 51% | 48% | 44% | 41% | 66% | 51% | 47% | 44% | 45% | 47% | |
| Q54. Senior management clearly communicates the City's goals and objectives. | | 49% | 58% | 47% | 55% | - | 83% | 78% | 53% | 51% | 44% | 36% | 68% | 51% | 49% | 44% | 47% | 51% | |
| Q71. Ethics and the Code of Conduct are discussed in my workplace. | | 62% | 70% | 60% | 61% | - | 88% | 87% | 63% | 74% | 58% | 55% | 72% | 61% | 62% | 60% | 65% | 66% | |
| Q73. Human rights are discussed in my workplace. | | 47% | 53% | 45% | 42% | - | 80% | 74% | 46% | 57% | 46% | 41% | 54% | 47% | 46% | 45% | 50% | 52% | |
| Civility & Respect | | 76 | 81 | 75 | 74 | - | 92 | 87 | 78 | 80 | 73 | 72 | 84 | 78 | 75 | 74 | 75 | 76 | |
| Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly. | | 76% | 82% | 74% | 72% | - | 100% | 89% | 79% | 80% | 72% | 70% | 88% | 80% | 76% | 71% | 76% | 76% | |
| Q35. My direct supervisor effectively addresses inappropriate behaviour. | | 63% | 71% | 62% | 60% | - | 100% | 78% | 66% | 70% | 58% | 58% | 77% | 64% | 64% | 62% | 62% | 64% | |
| Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents. | | 68% | 77% | 66% | 67% | - | 100% | 86% | 74% | 74% | 62% | 55% | 83% | 71% | 68% | 65% | 67% | 67% | |
| Q40. My coworkers treat me with respect. | | 80% | 87% | 78% | 75% | - | 96% | 93% | 84% | 86% | 77% | 75% | 90% | 83% | 79% | 78% | 80% | 81% | |
| Q46. The people I work with cooperate to get the job done. | | 75% | 80% | 74% | 74% | - | 100% | 88% | 77% | 81% | 73% | 73% | 85% | 75% | 73% | 75% | 77% | 79% | |
| Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives. | | 75% | 82% | 74% | 73% | - | 92% | 89% | 79% | 81% | 72% | 73% | 87% | 80% | 74% | 72% | 75% | 75% | |
| Q70. I would report unethical behavior in my workplace if it occurs. | | 80% | 86% | 79% | 81% | - | 96% | 93% | 81% | 88% | 75% | 78% | 90% | 83% | 80% | 78% | 79% | 81% | |
| Psychological Competencies & Requirements | | 75 | 80 | 73 | 73 | - | 91 | 88 | 78 | 79 | 71 | 71 | 83 | 77 | 74 | 73 | 74 | 74 | |
| Q16. I am encouraged to use my skills and knowledge. | | 71% | 82% | 68% | 68% | - | 96% | 92% | 78% | 79% | 65% | 71% | 83% | 74% | 71% | 69% | 71% | 71% | |
| Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. | | 62% | 77% | 57% | 62% | - | 96% | 90% | 72% | 74% | 54% | 57% | 76% | 66% | 62% | 59% | 60% | 61% | |
| Q29. I trust my direct supervisor. | | 72% | 79% | 71% | 71% | - | 96% | 88% | 75% | 77% | 68% | 60% | 89% | 76% | 72% | 69% | 71% | 71% | |
| Q37. I trust the people I work with. | | 66% | 75% | 63% | 61% | - | 92% | 85% | 72% | 70% | 60% | 60% | 80% | 70% | 64% | 62% | 65% | 65% | |
| Q44. My coworkers treat me with respect. | | 80% | 87% | 78% | 75% | - | 96% | 93% | 84% | 86% | 77% | 75% | 90% | 83% | 79% | 78% | 80% | 81% | |
| Q46. The people I work with cooperate to get the job done. | | 75% | 80% | 74% | 74% | - | 100% | 88% | 77% | 81% | 73% | 73% | 85% | 75% | 73% | 75% | 77% | 79% | |
| Growth & Development | | 67 | 75 | 65 | 66 | - | 90 | 83 | 71 | 73 | 63 | 63 | 77 | 69 | 67 | 65 | 67 | 67 | |
| Q5. Overall, I am satisfied with development opportunities and/or training. | | 51% | 61% | 49% | 50% | - | 100% | 81% | 50% | 61% | 45% | 44% | 66% | 52% | 50% | 47% | 51% | 58% | |
| Q17. I am supported in my career development. | | 55% | 68% | 52% | 54% | - | 100% | 79% | 61% | 65% | 49% | 46% | 72% | 59% | 55% | 52% | 54% | 55% | |
| Q19. I have been given feedback about my job performance within the last 6 months. | | 60% | 73% | 56% | 55% | - | 88% | 77% | 66% | 65% | 55% | 42% | 79% | 65% | 60% | 55% | 56% | 55% | |
| Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. | | 62% | 77% | 57% | 62% | - | 96% | 90% | 72% | 74% | 54% | 57% | 76% | 66% | 62% | 59% | 60% | 61% | |
| Q42. In my role, I have the opportunity to work with other City departments. | | 66% | 87% | 60% | 65% | - | 100% | 97% | 78% | 79% | 55% | 52% | 72% | 66% | 65% | 66% | 67% | 70% | |
| Q58. I am satisfied with the career options available to me at The City of Calgary. | | 60% | 65% | 59% | 60% | - | 96% | 79% | 59% | 66% | 56% | 58% | 69% | 62% | 60% | 56% | 62% | 64% | |
| Q60. Overall, I am satisfied with my work-life balance. | | 71% | 76% | 70% | 71% | - | 68% | 74% | 76% | 72% | 68% | 73% | 84% | 73% | 71% | 69% | 70% | 72% | |
| Q62. Over the past year I had opportunities at work for growth and development. | | 51% | 64% | 47% | 47% | - | 92% | 73% | 55% | 62% | 45% | 42% | 70% | 55% | 50% | 49% | 50% | 50% | |
| Recognition & Reward | | 62 | 69 | 61 | 62 | - | 84 | 76 | 65 | 66 | 59 | 58 | 74 | 66 | 62 | 60 | 61 | 61 | |
| Q6. I am truly appreciated for the contribution I make to my business unit. | | 54% | 61% | 52% | 54% | - | 92% | 75% | 56% | 55% | 50% | 49% | 76% | 58% | 54% | 49% | 52% | 52% | |
| Q7. I am sufficiently rewarded for the effort that I put into my job. | | 46% | 56% | 43% | 47% | - | 84% | 71% | 50% | 51% | 42% | 38% | 68% | 49% | 45% | 43% | 44% | 45% | |
| Q26. My direct supervisor shows appreciation when I do a good job. | | 66% | 75% | 64% | 65% | - | 92% | 81% | 72% | 72% | 60% | 57% | 83% | 69% | 66% | 64% | 64% | 65% | |
| Q34. My direct supervisor asks how I like to be recognized for a job well done. | | 39% | 46% | 37% | 39% | - | 57% | 46% | 44% | 42% | 34% | 27% | 47% | 42% | 40% | 37% | 35% | 36% | |

Note: The grey highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.


Appendix C – Detailed Demographic Results

| | Total | Union Status | | Job Type | | | | | | | | Years with The City | | | | | |
|--|-------------|--------------|-------------|----------------------------|----------------------------------|---------------------------|--------------------------|----------------------------|--|--|------------|---------------------|-------------|-------------|-------------|------------|--------------|
| | | Exempt | Unionized | Administrative/ Support | City Manager, General Manager | Business Unit Director | Business Unit Manager | Professional/ Technical | Supervisor/ Team Leader/Foreman/ Coordinator | Team Member/ Production/ Service/ Front-line | Trades | 1 or less | 1-5 | 6-10 | 11-15 | 16-20 | More than 20 |
| Base Size: | 8002 | 2096 | 5516 | 586 | - | 25 | 155 | 2188 | 1295 | 1994 | 289 | 436 | 2063 | 2009 | 1159 | 723 | 913 |
| Involvement & Influence | 66 | 74 | 64 | 66 | - | 91 | 86 | 70 | 72 | 62 | 64 | 76 | 69 | 66 | 64 | 65 | 67 |
| Q4. I am meaningfully involved in decisions that affect my job and me. | 46% | 60% | 41% | 45% | - | 96% | 85% | 50% | 55% | 37% | 45% | 60% | 48% | 45% | 43% | 44% | 49% |
| Q18. My opinions are valued. | 57% | 75% | 51% | 58% | - | 92% | 89% | 67% | 68% | 47% | 46% | 73% | 61% | 56% | 54% | 54% | 57% |
| Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. | 62% | 77% | 57% | 62% | - | 96% | 90% | 72% | 74% | 54% | 57% | 78% | 66% | 62% | 59% | 60% | 61% |
| Q24. I am able to decide how to do my job, as long as the work gets done. | 72% | 81% | 68% | 75% | - | 96% | 90% | 79% | 77% | 65% | 72% | 81% | 74% | 72% | 70% | 70% | 74% |
| Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity. | 63% | 71% | 60% | 58% | - | 92% | 88% | 66% | 72% | 58% | 57% | 78% | 65% | 61% | 60% | 62% | 64% |
| Q50. My business unit communicates well with employees concerning issues that affect their job. | 48% | 55% | 46% | 49% | - | 92% | 74% | 51% | 48% | 44% | 41% | 66% | 51% | 47% | 44% | 45% | 47% |
| Workload Management | 74 | 80 | 72 | 75 | - | 90 | 85 | 78 | 77 | 70 | 71 | 80 | 75 | 74 | 72 | 73 | 75 |
| Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job. | 62% | 64% | 62% | 68% | - | 92% | 70% | 64% | 57% | 61% | 56% | 76% | 66% | 64% | 56% | 57% | 63% |
| Q24. I am able to decide how to do my job, as long as the work gets done. | 72% | 81% | 68% | 75% | - | 96% | 90% | 79% | 77% | 65% | 72% | 81% | 74% | 72% | 70% | 70% | 74% |
| Q39. I feel productive in my job. | 80% | 83% | 80% | 79% | - | 100% | 94% | 81% | 84% | 77% | 77% | 86% | 81% | 82% | 76% | 79% | 82% |
| Q42. In my role, I have the opportunity to work with other City departments. | 66% | 87% | 60% | 65% | - | 100% | 97% | 78% | 79% | 55% | 52% | 72% | 66% | 65% | 66% | 67% | 70% |
| Q59. My work arrangements are flexible enough to meet my needs. | 71% | 82% | 67% | 73% | - | 92% | 88% | 77% | 74% | 66% | 66% | 81% | 71% | 70% | 69% | 70% | 74% |
| Q60. Overall, I am satisfied with my work-life balance. | 71% | 76% | 70% | 71% | - | 68% | 74% | 76% | 72% | 68% | 73% | 84% | 73% | 71% | 69% | 70% | 72% |
| Psychological Engagement | 76 | 80 | 75 | 75 | - | 91 | 86 | 77 | 79 | 74 | 75 | 81 | 78 | 76 | 74 | 75 | 76 |
| Q10. I feel energized at work. | 48% | 54% | 46% | 47% | - | 88% | 66% | 49% | 50% | 43% | 45% | 64% | 52% | 48% | 43% | 44% | 46% |
| Q11. When I'm at work, time goes by quickly. | 62% | 74% | 59% | 61% | - | 100% | 89% | 67% | 72% | 55% | 57% | 70% | 64% | 63% | 59% | 62% | 65% |
| Q12. I am enthusiastic about my job. | 66% | 72% | 64% | 60% | - | 92% | 83% | 67% | 71% | 61% | 61% | 78% | 70% | 66% | 61% | 65% | 64% |
| Q13. I can continue working for very long periods. | 66% | 71% | 65% | 66% | - | 92% | 82% | 67% | 73% | 63% | 70% | 74% | 69% | 67% | 63% | 65% | 64% |
| Q14. I am proud of the work that I do. | 83% | 86% | 82% | 82% | - | 96% | 96% | 82% | 88% | 80% | 86% | 86% | 84% | 82% | 81% | 84% | 86% |
| Q15. I feel happy when I am working hard. | 83% | 89% | 81% | 85% | - | 96% | 95% | 84% | 88% | 80% | 78% | 91% | 86% | 82% | 81% | 81% | 80% |
| Q41. The work that I do is meaningful. | 85% | 88% | 85% | 81% | - | 96% | 97% | 86% | 90% | 82% | 80% | 88% | 85% | 86% | 84% | 85% | 88% |
| Q55. I am proud to work at The City of Calgary. | 85% | 88% | 84% | 90% | - | 100% | 92% | 85% | 87% | 81% | 83% | 90% | 87% | 86% | 82% | 83% | 85% |
| Balance | 74 | 80 | 72 | 75 | - | 85 | 82 | 79 | 76 | 71 | 73 | 82 | 76 | 74 | 73 | 73 | 74 |
| Q30. My efforts to live a healthy lifestyle are supported. | 71% | 81% | 68% | 73% | - | 88% | 82% | 79% | 75% | 66% | 63% | 86% | 74% | 72% | 69% | 71% | 69% |
| Q59. My work arrangements are flexible enough to meet my needs. | 71% | 82% | 67% | 73% | - | 92% | 88% | 77% | 74% | 66% | 66% | 81% | 71% | 70% | 69% | 70% | 74% |
| Q60. Overall, I am satisfied with my work-life balance. | 71% | 76% | 70% | 71% | - | 68% | 74% | 76% | 72% | 68% | 73% | 84% | 73% | 71% | 69% | 70% | 72% |
| Psychological Protection | 72 | 78 | 70 | 71 | - | 89 | 85 | 75 | 76 | 69 | 69 | 81 | 75 | 72 | 70 | 71 | 72 |
| Q8. My work related stress is manageable. | 58% | 60% | 58% | 62% | - | 64% | 63% | 60% | 55% | 57% | 59% | 80% | 63% | 58% | 52% | 54% | 58% |
| Q18. My opinions are valued. | 57% | 75% | 51% | 58% | - | 92% | 89% | 67% | 68% | 47% | 46% | 73% | 61% | 56% | 54% | 54% | 57% |
| Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. | 62% | 77% | 57% | 62% | - | 96% | 90% | 72% | 74% | 54% | 57% | 76% | 66% | 62% | 59% | 60% | 61% |
| Q35. My direct supervisor effectively addresses inappropriate behaviour. | 63% | 71% | 62% | 60% | - | 100% | 78% | 66% | 70% | 58% | 58% | 77% | 64% | 64% | 62% | 62% | 64% |
| Q44. My coworkers treat me with respect. | 80% | 87% | 78% | 75% | - | 96% | 93% | 84% | 86% | 77% | 75% | 90% | 83% | 79% | 78% | 80% | 81% |
| Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives. | 75% | 82% | 74% | 73% | - | 92% | 89% | 79% | 81% | 72% | 73% | 87% | 80% | 74% | 72% | 75% | 75% |
| Q70. I would report unethical behavior in my workplace if it occurs. | 80% | 86% | 79% | 81% | - | 96% | 93% | 81% | 88% | 75% | 78% | 90% | 83% | 80% | 78% | 79% | 81% |
| Protection of Physical Safety | 79 | 85 | 78 | 81 | - | 91 | 90 | 82 | 83 | 77 | 77 | 84 | 81 | 79 | 79 | 79 | 79 |
| Q32. My direct supervisor regularly reinforces safe work practices. | 81% | 89% | 78% | 84% | - | 88% | 94% | 86% | 87% | 77% | 75% | 88% | 82% | 81% | 81% | 79% | 81% |
| Q33. My direct supervisor addresses unsafe working conditions. | 79% | 89% | 76% | 83% | - | 100% | 96% | 86% | 86% | 74% | 74% | 87% | 82% | 80% | 79% | 77% | 77% |
| Q63. I receive information about the safety hazards of my job. | 77% | 84% | 75% | 80% | - | 88% | 90% | 82% | 84% | 73% | 69% | 83% | 78% | 77% | 77% | 78% | 78% |
| Q64. I have the training to do my job safely. | 85% | 91% | 83% | 85% | - | 100% | 95% | 88% | 89% | 80% | 80% | 90% | 86% | 83% | 85% | 84% | 86% |
| Q85. I have the resources to do my job safely. | 80% | 90% | 77% | 86% | - | 100% | 94% | 87% | 84% | 74% | 76% | 92% | 83% | 80% | 78% | 76% | 81% |
| Q66. Safety incidents are regularly discussed to reinforce learning. | 70% | 79% | 67% | 72% | - | 92% | 93% | 76% | 79% | 64% | 64% | 75% | 70% | 70% | 68% | 70% | 73% |
| Q87. I am supported to speak up about unsafe conditions. | 80% | 91% | 77% | 83% | - | 100% | 99% | 88% | 89% | 75% | 76% | 90% | 82% | 80% | 78% | 79% | 80% |
| Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work. | 92% | 95% | 91% | 94% | - | 96% | 98% | 93% | 97% | 90% | 93% | 96% | 93% | 93% | 91% | 92% | 92% |

Note: The grey highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.

Appendix C – Detailed Demographic Results

Calgary



| | LGBT Community | | Indigenous | | Disability | | Ethnicity | | | | | | | | | | | |
|--|----------------|------|------------|------|------------|------|-----------|------|---------------|-----------|-------------------------|----------|--------|---------------------------------|----------------|---------|-------------|------------|
| | Yes | No | Yes | No | Yes | No | African | Arab | British Isles | Caribbean | East & South-East Asian | European | French | Latin, Central & South American | North-American | Oceania | South Asian | West Asian |
| Base Size: | 252 | 7082 | 232 | 7225 | 410 | 7083 | 168 | 87 | 2501 | 105 | 766 | 2537 | 461 | 140 | 1586 | 34 | 601 | 67 |
| Employee Engagement | 69 | 74 | 71 | 74 | 67 | 74 | 78 | 75 | 73 | 75 | 77 | 73 | 73 | 78 | 72 | 71 | 80 | 78 |
| Q10. I feel energized at work. | 38% | 49% | 39% | 49% | 32% | 49% | 66% | 54% | 44% | 51% | 60% | 45% | 40% | 61% | 43% | 38% | 68% | 70% |
| Q11. When I'm at work, time goes by quickly. | 50% | 63% | 57% | 63% | 50% | 64% | 67% | 59% | 60% | 53% | 73% | 63% | 58% | 71% | 58% | 50% | 76% | 67% |
| Q12. I am enthusiastic about my job. | 57% | 67% | 59% | 66% | 53% | 67% | 78% | 70% | 65% | 64% | 71% | 65% | 62% | 77% | 62% | 59% | 81% | 74% |
| Q13. I can continue working for very long periods. | 56% | 67% | 68% | 67% | 54% | 67% | 74% | 71% | 66% | 73% | 68% | 67% | 68% | 74% | 66% | 62% | 74% | 71% |
| Q14. I am proud of the work that I do. | 75% | 84% | 81% | 83% | 77% | 84% | 84% | 90% | 83% | 84% | 83% | 82% | 82% | 88% | 83% | 76% | 90% | 91% |
| Q15. I feel happy when I am working hard. | 76% | 83% | 76% | 83% | 72% | 84% | 91% | 87% | 83% | 87% | 83% | 83% | 82% | 87% | 80% | 79% | 91% | 86% |
| Supervisor Relationship | 67 | 73 | 67 | 73 | 62 | 73 | 74 | 70 | 73 | 74 | 77 | 73 | 72 | 75 | 72 | 68 | 76 | 74 |
| Q16. I am encouraged to use my skills and knowledge. | 64% | 72% | 61% | 72% | 56% | 73% | 71% | 65% | 73% | 70% | 78% | 72% | 71% | 79% | 71% | 68% | 77% | 75% |
| Q17. I am supported in my career development. | 46% | 56% | 44% | 56% | 42% | 57% | 58% | 58% | 57% | 55% | 65% | 56% | 58% | 58% | 54% | 52% | 63% | 58% |
| Q18. My opinions are valued. | 46% | 58% | 47% | 58% | 37% | 59% | 54% | 50% | 58% | 54% | 68% | 59% | 56% | 61% | 55% | 59% | 63% | 56% |
| Q19. I have been given feedback about my job performance within the last 6 months. | 58% | 60% | 51% | 61% | 49% | 61% | 66% | 57% | 61% | 68% | 68% | 60% | 56% | 61% | 57% | 59% | 70% | 74% |
| Q21. I have a good working relationship with my direct supervisor. | 72% | 79% | 70% | 79% | 65% | 79% | 83% | 76% | 78% | 81% | 83% | 79% | 78% | 83% | 77% | 71% | 86% | 88% |
| Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. | 56% | 63% | 54% | 63% | 42% | 64% | 60% | 58% | 63% | 62% | 72% | 63% | 61% | 67% | 60% | 59% | 66% | 55% |
| Q23. My direct supervisor clearly communicates the expectations for my job. | 55% | 67% | 62% | 66% | 51% | 67% | 72% | 65% | 64% | 72% | 73% | 65% | 63% | 72% | 63% | 56% | 79% | 67% |
| Q24. I am able to decide how to do my job, as long as the work gets done. | 63% | 73% | 69% | 73% | 59% | 73% | 72% | 69% | 72% | 75% | 79% | 73% | 70% | 73% | 70% | 68% | 79% | 72% |
| Q25. My direct supervisor encourages me to collaborate with my work group. | 61% | 72% | 62% | 72% | 53% | 72% | 73% | 73% | 73% | 77% | 78% | 72% | 72% | 74% | 68% | 62% | 75% | 69% |
| Q26. My direct supervisor shows appreciation when I do a good job. | 59% | 67% | 54% | 67% | 51% | 68% | 73% | 61% | 67% | 71% | 75% | 68% | 64% | 66% | 63% | 71% | 74% | 64% |
| Q27. My direct supervisor shares information I need to do my job. | 59% | 69% | 62% | 68% | 53% | 69% | 72% | 65% | 67% | 79% | 76% | 69% | 68% | 72% | 65% | 53% | 77% | 67% |
| Q28. I feel that my supervisor trusts me to act in The City's best interests. | 74% | 83% | 76% | 83% | 70% | 83% | 81% | 76% | 84% | 85% | 82% | 84% | 82% | 83% | 83% | 76% | 87% | 80% |
| Q29. I trust my direct supervisor. | 62% | 74% | 64% | 73% | 56% | 74% | 78% | 70% | 73% | 72% | 77% | 74% | 72% | 74% | 70% | 64% | 83% | 75% |
| Leadership Impact | 57 | 65 | 58 | 65 | 54 | 65 | 70 | 64 | 63 | 65 | 71 | 64 | 62 | 69 | 62 | 58 | 72 | 66 |
| Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents. | 61% | 69% | 59% | 69% | 55% | 69% | 73% | 63% | 69% | 74% | 74% | 70% | 67% | 74% | 67% | 67% | 76% | 69% |
| Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity. | 55% | 63% | 57% | 63% | 50% | 64% | 66% | 66% | 63% | 61% | 68% | 64% | 66% | 65% | 60% | 59% | 71% | 65% |
| Q47. There is cooperation between the different work groups within my business unit. | 46% | 54% | 48% | 54% | 40% | 54% | 58% | 48% | 51% | 53% | 67% | 53% | 50% | 60% | 49% | 48% | 66% | 58% |
| Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions. | 56% | 65% | 61% | 65% | 54% | 66% | 76% | 65% | 61% | 74% | 74% | 63% | 57% | 77% | 60% | 63% | 79% | 74% |
| Q50. My business unit communicates well with employees concerning issues that affect their job. | 38% | 49% | 38% | 49% | 35% | 49% | 62% | 53% | 44% | 53% | 59% | 46% | 43% | 58% | 43% | 39% | 64% | 54% |
| Q52. There is a strong culture of accountability in my work group. | 58% | 66% | 58% | 66% | 53% | 67% | 75% | 73% | 63% | 62% | 75% | 64% | 64% | 76% | 59% | 45% | 78% | 68% |
| Q53. My business unit has created a work environment that drives high performance. | 42% | 51% | 49% | 51% | 38% | 52% | 65% | 48% | 48% | 51% | 62% | 49% | 47% | 63% | 45% | 36% | 70% | 49% |
| Q54. Senior management clearly communicates the City's goals and objectives. | 38% | 50% | 44% | 50% | 37% | 50% | 61% | 51% | 46% | 50% | 63% | 47% | 46% | 55% | 46% | 42% | 64% | 52% |
| Q75. My business unit will act on the results of this survey. | 36% | 43% | 34% | 43% | 27% | 44% | 53% | 45% | 40% | 45% | 56% | 41% | 40% | 57% | 36% | 38% | 59% | 48% |
| Q76. I've noticed some positive changes in my work environment since the last survey. | 30% | 35% | 27% | 35% | 22% | 36% | 48% | 42% | 31% | 36% | 49% | 33% | 28% | 45% | 29% | 29% | 51% | 40% |
| Role Clarity | 80 | 83 | 80 | 83 | 80 | 84 | 87 | 83 | 83 | 84 | 84 | 83 | 83 | 86 | 83 | 78 | 87 | 84 |
| Q38. I see a connection between the work I do and the service my business unit provides. | 73% | 82% | 74% | 82% | 72% | 82% | 87% | 78% | 82% | 86% | 84% | 81% | 81% | 82% | 79% | 74% | 87% | 79% |
| Q39. I feel productive in my job. | 72% | 81% | 76% | 81% | 69% | 81% | 87% | 80% | 79% | 78% | 83% | 80% | 78% | 85% | 78% | 71% | 88% | 77% |
| Q40. I feel competent in my job. | 89% | 91% | 87% | 91% | 86% | 91% | 92% | 88% | 91% | 86% | 90% | 92% | 91% | 95% | 91% | 91% | 92% | 91% |
| Q41. The work that I do is meaningful. | 79% | 86% | 77% | 86% | 79% | 86% | 89% | 85% | 84% | 88% | 88% | 85% | 84% | 93% | 84% | 84% | 92% | 89% |
| Q45. I know what behaviors are expected of me. | 87% | 92% | 90% | 92% | 86% | 92% | 94% | 92% | 92% | 93% | 91% | 92% | 92% | 96% | 92% | 91% | 95% | 89% |
| Q48. I know what is expected of me in providing excellent customer service as an employee at The City. | 80% | 89% | 84% | 88% | 82% | 88% | 93% | 90% | 88% | 91% | 89% | 88% | 87% | 91% | 88% | 71% | 91% | 88% |
| Q51. I am held responsible for the work that I do. | 80% | 88% | 88% | 88% | 85% | 88% | 89% | 91% | 87% | 89% | 91% | 87% | 89% | 96% | 86% | 76% | 94% | 91% |
| Personal Growth | 61 | 66 | 59 | 66 | 54 | 66 | 68 | 65 | 65 | 67 | 71 | 66 | 64 | 68 | 63 | 60 | 72 | 68 |
| Q20. My direct supervisor provides me with useful feedback. | 53% | 61% | 52% | 61% | 48% | 61% | 65% | 58% | 59% | 67% | 69% | 61% | 59% | 68% | 57% | 59% | 72% | 69% |
| Q34. My direct supervisor asks how I like to be recognized for a job well done. | 40% | 39% | 32% | 39% | 22% | 40% | 46% | 41% | 36% | 41% | 53% | 37% | 34% | 41% | 34% | 30% | 52% | 39% |
| Q42. In my role, I have the opportunity to work with other City departments. | 56% | 66% | 61% | 66% | 47% | 67% | 65% | 68% | 66% | 66% | 73% | 67% | 65% | 76% | 61% | 59% | 70% | 71% |
| Q58. I am satisfied with the career options available to me at The City of Calgary. | 53% | 61% | 49% | 61% | 44% | 62% | 69% | 64% | 60% | 61% | 67% | 60% | 57% | 66% | 57% | 52% | 70% | 59% |
| Q61. Overall, I am satisfied with the on-the-job training I have received. | 50% | 59% | 51% | 59% | 46% | 60% | 69% | 61% | 58% | 59% | 62% | 57% | 59% | 62% | 55% | 50% | 73% | 61% |
| Q62. Over the past year I had opportunities at work for growth and development. | 44% | 52% | 39% | 52% | 33% | 53% | 52% | 54% | 52% | 53% | 57% | 52% | 49% | 54% | 47% | 47% | 61% | 49% |
| Team Culture | 70 | 76 | 71 | 76 | 65 | 76 | 76 | 74 | 76 | 75 | 79 | 76 | 75 | 79 | 75 | 71 | 79 | 75 |
| Q30. My efforts to live a healthy lifestyle are supported. | 63% | 72% | 62% | 72% | 53% | 73% | 77% | 66% | 72% | 76% | 78% | 72% | 69% | 76% | 69% | 61% | 74% | 70% |
| Q37. I trust the people I work with. | 57% | 67% | 58% | 67% | 48% | 67% | 63% | 64% | 67% | 57% | 72% | 66% | 64% | 68% | 63% | 53% | 79% | 59% |
| Q44. My coworkers treat me with respect. | 69% | 81% | 73% | 81% | 65% | 82% | 79% | 80% | 81% | 73% | 82% | 82% | 78% | 82% | 78% | 68% | 86% | 80% |
| Q46. The people I work with cooperate to get the job done. | 68% | 76% | 72% | 76% | 63% | 76% | 75% | 76% | 75% | 68% | 79% | 75% | 73% | 83% | 73% | 65% | 84% | 73% |
| Q59. My work arrangements are flexible enough to meet my needs. | 63% | 72% | 66% | 71% | 58% | 72% | 76% | 71% | 71% | 78% | 76% | 71% | 71% | 75% | 69% | 62% | 74% | 65% |
| Q60. Overall, I am satisfied with my work-life balance. | 65% | 72% | 66% | 72% | 58% | 72% | 79% | 68% | 70% | 78% | 80% | 71% | 73% | 80% | 70% | 65% | 75% | 65% |
| Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives. | 64% | 77% | 70% | 76% | 58% | 77% | 72% | 72% | 77% | 70% | 80% | 77% | 72% | 76% | 75% | 65% | 82% | 73% |

Note: The grey highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.

Appendix C – Detailed Demographic Results

| | LGBT Community | | Indigenous | | Disability | | Ethnicity | | | | | | | | | | | |
|--|----------------|------|------------|------|------------|------|-----------|------|---------------|-----------|-------------------------|----------|--------|---------------------------------|----------------|---------|-------------|------------|
| | Yes | No | Yes | No | Yes | No | African | Arab | British Isles | Caribbean | East & South-East Asian | European | French | Latin, Central & South American | North-American | Oceania | South Asian | West Asian |
| Base Size: | 252 | 7082 | 232 | 7225 | 410 | 7083 | 168 | 87 | 2501 | 105 | 766 | 2537 | 461 | 140 | 1586 | 34 | 601 | 67 |
| Safety Climate | 75 | 80 | 75 | 80 | 73 | 80 | 81 | 78 | 80 | 79 | 82 | 80 | 80 | 83 | 79 | 78 | 81 | 83 |
| Q31. When I've had a personal or health issue, my direct supervisor has supported me. | 74% | 80% | 75% | 80% | 63% | 81% | 76% | 73% | 81% | 80% | 81% | 81% | 80% | 79% | 79% | 66% | 80% | 87% |
| Q32. My direct supervisor regularly reinforces safe work practices. | 73% | 81% | 73% | 81% | 67% | 82% | 81% | 75% | 82% | 87% | 83% | 82% | 82% | 86% | 80% | 81% | 81% | 85% |
| Q33. My direct supervisor addresses unsafe working conditions. | 73% | 80% | 71% | 80% | 64% | 80% | 75% | 77% | 80% | 83% | 82% | 81% | 79% | 84% | 78% | 87% | 82% | 82% |
| Q35. My direct supervisor effectively addresses inappropriate behaviour. | 54% | 64% | 54% | 64% | 49% | 64% | 71% | 64% | 62% | 60% | 69% | 63% | 59% | 69% | 61% | 70% | 74% | 74% |
| Q56. The City offers programs and services to support my health and well-being. | 67% | 80% | 66% | 80% | 67% | 80% | 80% | 76% | 79% | 82% | 83% | 79% | 75% | 82% | 77% | 71% | 84% | 75% |
| Q63. I receive information about the safety hazards of my job. | 68% | 78% | 69% | 78% | 67% | 78% | 79% | 68% | 76% | 79% | 81% | 78% | 79% | 82% | 76% | 71% | 82% | 79% |
| Q64. I have the training to do my job safely. | 79% | 85% | 77% | 85% | 77% | 86% | 85% | 81% | 85% | 83% | 85% | 86% | 85% | 87% | 84% | 79% | 90% | 83% |
| Q65. I have the resources to do my job safely. | 73% | 81% | 70% | 81% | 68% | 82% | 84% | 73% | 80% | 79% | 85% | 81% | 79% | 84% | 78% | 76% | 85% | 87% |
| Q66. Safety incidents are regularly discussed to reinforce learning. | 63% | 70% | 62% | 70% | 57% | 71% | 76% | 67% | 68% | 66% | 78% | 71% | 67% | 76% | 66% | 61% | 75% | 76% |
| Q67. I am supported to speak up about unsafe conditions. | 71% | 81% | 70% | 81% | 66% | 82% | 81% | 80% | 81% | 78% | 86% | 82% | 81% | 85% | 78% | 70% | 79% | 77% |
| Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work. | 86% | 93% | 86% | 93% | 87% | 93% | 94% | 93% | 92% | 93% | 93% | 93% | 93% | 95% | 92% | 82% | 93% | 95% |
| Q70. I would report unethical behavior in my workplace if it occurs. | 71% | 81% | 73% | 81% | 74% | 81% | 79% | 82% | 80% | 78% | 84% | 80% | 78% | 86% | 80% | 79% | 89% | 83% |
| Q71. Ethics and the Code of Conduct are discussed in my workplace. | 50% | 63% | 58% | 63% | 46% | 64% | 63% | 67% | 60% | 60% | 69% | 62% | 60% | 67% | 58% | 53% | 74% | 74% |
| Employee Satisfaction Elements | | | | | | | | | | | | | | | | | | |
| Q1. I know and understand the current objectives of my business unit. | 64% | 71% | 67% | 71% | 58% | 71% | 77% | 74% | 68% | 72% | 78% | 68% | 67% | 71% | 69% | 59% | 84% | 70% |
| Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly. | 65% | 77% | 70% | 77% | 61% | 77% | 75% | 79% | 76% | 77% | 80% | 78% | 78% | 79% | 75% | 65% | 82% | 76% |
| Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job. | 55% | 63% | 56% | 63% | 51% | 63% | 68% | 68% | 60% | 64% | 71% | 62% | 57% | 69% | 58% | 62% | 75% | 69% |
| Q4. I am meaningfully involved in decisions that affect my job and me. | 35% | 47% | 35% | 47% | 33% | 47% | 49% | 48% | 44% | 48% | 57% | 45% | 43% | 54% | 42% | 35% | 60% | 45% |
| Q5. Overall, I am satisfied with development opportunities and/or training. | 40% | 52% | 38% | 52% | 39% | 52% | 55% | 54% | 52% | 53% | 58% | 51% | 49% | 53% | 47% | 56% | 63% | 56% |
| Q6. I am truly appreciated for the contribution I make to my business unit. | 47% | 55% | 45% | 55% | 41% | 56% | 61% | 54% | 52% | 58% | 66% | 53% | 49% | 58% | 51% | 48% | 70% | 54% |
| Q7. I am sufficiently rewarded for the effort that I put into my job. | 40% | 47% | 36% | 47% | 32% | 47% | 50% | 47% | 47% | 46% | 55% | 48% | 46% | 47% | 42% | 38% | 54% | 45% |
| Q8. My work related stress is manageable. | 50% | 60% | 51% | 59% | 48% | 60% | 70% | 59% | 58% | 72% | 66% | 58% | 60% | 66% | 56% | 65% | 67% | 67% |
| Employee Engagement Outcomes | | | | | | | | | | | | | | | | | | |
| Q9. Overall, I am satisfied with the quality of my work life in my business unit. | 53% | 66% | 54% | 65% | 49% | 66% | 71% | 68% | 63% | 69% | 72% | 64% | 63% | 74% | 62% | 53% | 73% | 65% |
| Q55. I am proud to work at The City of Calgary. | 76% | 85% | 77% | 85% | 74% | 86% | 91% | 83% | 83% | 87% | 90% | 84% | 82% | 93% | 82% | 79% | 93% | 95% |
| Q57. I would recommend the City of Calgary as an employer to a family member or friend. | 73% | 81% | 73% | 81% | 70% | 81% | 90% | 87% | 80% | 85% | 87% | 80% | 81% | 90% | 78% | 76% | 87% | 80% |
| Inclusion | 64 | 70 | 64 | 70 | 57 | 70 | 69 | 67 | 70 | 68 | 74 | 70 | 68 | 71 | 68 | 66 | 73 | 71 |
| Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. | 56% | 63% | 54% | 63% | 42% | 64% | 60% | 58% | 63% | 62% | 72% | 63% | 61% | 67% | 60% | 59% | 66% | 55% |
| Q34. My direct supervisor asks how I like to be recognized for a job well done. | 40% | 39% | 32% | 39% | 22% | 40% | 46% | 41% | 36% | 41% | 53% | 37% | 34% | 41% | 34% | 30% | 52% | 39% |
| Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents. | 61% | 69% | 59% | 69% | 55% | 69% | 73% | 63% | 69% | 74% | 74% | 70% | 67% | 74% | 67% | 67% | 76% | 69% |
| Q44. My coworkers treat me with respect. | 69% | 81% | 73% | 81% | 65% | 82% | 79% | 80% | 81% | 73% | 82% | 82% | 78% | 82% | 78% | 68% | 86% | 80% |
| Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives. | 64% | 77% | 70% | 76% | 58% | 77% | 72% | 72% | 77% | 70% | 80% | 77% | 72% | 76% | 75% | 65% | 82% | 73% |
| Q73. Human rights are discussed in my workplace. | 40% | 48% | 44% | 47% | 36% | 48% | 37% | 46% | 47% | 49% | 50% | 48% | 45% | 49% | 45% | 45% | 53% | 50% |
| Q74. The City creates an environment that values diverse perspectives, talents and experiences. | 55% | 68% | 56% | 67% | 51% | 68% | 67% | 59% | 68% | 58% | 72% | 67% | 68% | 67% | 65% | 56% | 72% | 63% |
| 4 Cs Framework | | | | | | | | | | | | | | | | | | |
| Character | 72 | 78 | 73 | 78 | 69 | 78 | 79 | 76 | 78 | 77 | 80 | 78 | 77 | 80 | 77 | 72 | 82 | 79 |
| Competence | 69 | 74 | 69 | 74 | 66 | 74 | 78 | 73 | 73 | 75 | 77 | 74 | 72 | 77 | 72 | 70 | 79 | 74 |
| Commitment | 73 | 77 | 73 | 77 | 71 | 77 | 82 | 76 | 77 | 78 | 79 | 76 | 76 | 81 | 76 | 73 | 82 | 79 |
| Collaboration | 65 | 72 | 67 | 72 | 60 | 72 | 72 | 71 | 72 | 71 | 76 | 72 | 71 | 75 | 70 | 67 | 74 | 73 |

Note: The grey highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.

Appendix C – Detailed Demographic Results

| | LGBT Community | | Indigenous | | Disability | | Ethnicity | | | | | | | | | | | |
|--|----------------|------|------------|------|------------|------|-----------|------|---------------|-----------|-------------------------|----------|--------|--------------------------------|----------------|---------|-------------|------------|
| | | | | | | | | | | | | | | | | | | |
| | Yes | No | Yes | No | Yes | No | African | Arab | British Isles | Caribbean | East & South-East Asian | European | French | Latin Central & South American | North American | Oceania | South Asian | West Asian |
| Base Size: | 252 | 7082 | 232 | 7225 | 410 | 7083 | 168 | 87 | 2501 | 105 | 766 | 2537 | 461 | 140 | 1586 | 34 | 601 | 67 |
| | 71 | 77 | 72 | 77 | 67 | 78 | 78 | 72 | 77 | 77 | 79 | 77 | 77 | 78 | 76 | 72 | 80 | 79 |
| Psychological Support | | | | | | | | | | | | | | | | | | |
| Q21. I have a good working relationship with my direct supervisor. | 72% | 79% | 70% | 79% | 65% | 79% | 83% | 76% | 78% | 81% | 83% | 79% | 78% | 83% | 77% | 71% | 86% | 88% |
| Q31. When I've had a personal or health issue, my direct supervisor has supported me. | 74% | 80% | 75% | 80% | 63% | 81% | 76% | 73% | 81% | 80% | 81% | 81% | 80% | 79% | 79% | 66% | 80% | 87% |
| Q72. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation. | 55% | 69% | 64% | 68% | 53% | 69% | 72% | 66% | 67% | 74% | 73% | 68% | 70% | 70% | 66% | 66% | 76% | 70% |
| Organizational Culture | 67 | 73 | 67 | 73 | 64 | 73 | 75 | 71 | 73 | 72 | 76 | 73 | 72 | 76 | 72 | 69 | 78 | 74 |
| Q9. Overall, I am satisfied with the quality of my work life in my business unit. | 53% | 66% | 54% | 65% | 49% | 66% | 71% | 68% | 63% | 69% | 72% | 64% | 63% | 74% | 62% | 53% | 73% | 65% |
| Q25. My direct supervisor encourages me to collaborate with my work group. | 61% | 72% | 62% | 72% | 53% | 72% | 73% | 73% | 77% | 78% | 72% | 72% | 74% | 68% | 62% | 75% | 69% | |
| Q28. I feel that my supervisor trusts me to act in The City's best interests. | 74% | 83% | 76% | 83% | 70% | 83% | 81% | 76% | 84% | 85% | 82% | 84% | 82% | 83% | 83% | 76% | 87% | 80% |
| Q29. I trust my direct supervisor. | 62% | 74% | 64% | 73% | 56% | 74% | 78% | 70% | 73% | 72% | 77% | 74% | 72% | 74% | 70% | 64% | 83% | 75% |
| Q35. My direct supervisor effectively addresses inappropriate behaviour. | 54% | 64% | 54% | 64% | 49% | 64% | 71% | 64% | 62% | 60% | 69% | 63% | 59% | 69% | 61% | 70% | 74% | 74% |
| Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents. | 61% | 69% | 59% | 69% | 55% | 69% | 73% | 63% | 69% | 74% | 74% | 70% | 67% | 74% | 67% | 67% | 76% | 69% |
| Q37. I trust the people I work with. | 57% | 67% | 58% | 67% | 48% | 67% | 63% | 64% | 67% | 57% | 72% | 66% | 64% | 68% | 63% | 53% | 79% | 59% |
| Q45. I know what behaviors are expected of me. | 87% | 92% | 90% | 92% | 86% | 92% | 94% | 92% | 92% | 93% | 91% | 92% | 92% | 92% | 96% | 92% | 91% | 95% |
| Q46. The people I work with cooperate to get the job done. | 68% | 76% | 72% | 76% | 63% | 76% | 75% | 76% | 75% | 68% | 79% | 75% | 73% | 83% | 73% | 65% | 84% | 73% |
| Q47. There is cooperation between the different work groups within my business unit. | 46% | 54% | 48% | 54% | 40% | 54% | 58% | 48% | 51% | 53% | 67% | 53% | 50% | 60% | 49% | 48% | 66% | 58% |
| Q52. There is a strong culture of accountability in my work group. | 58% | 66% | 58% | 66% | 53% | 67% | 75% | 73% | 63% | 62% | 75% | 64% | 64% | 76% | 59% | 45% | 78% | 68% |
| Q70. I would report unethical behavior in my workplace if it occurs. | 71% | 81% | 73% | 81% | 74% | 81% | 79% | 82% | 80% | 78% | 84% | 80% | 78% | 86% | 80% | 79% | 89% | 83% |
| Q74. The City creates an environment that values diverse perspectives, talents and experiences. | 55% | 68% | 56% | 67% | 51% | 68% | 67% | 59% | 68% | 58% | 72% | 67% | 68% | 67% | 65% | 56% | 72% | 63% |
| Q76. I've noticed some positive changes in my work environment since the last survey. | 30% | 35% | 27% | 35% | 22% | 36% | 48% | 42% | 31% | 36% | 49% | 33% | 28% | 45% | 29% | 29% | 51% | 40% |
| Clear Leadership & Expectations | 64 | 71 | 66 | 71 | 62 | 71 | 73 | 69 | 70 | 72 | 75 | 70 | 68 | 73 | 69 | 65 | 76 | 73 |
| Q19. I know and understand the current objectives of my business unit. | 64% | 71% | 67% | 71% | 58% | 71% | 77% | 74% | 68% | 72% | 78% | 68% | 67% | 71% | 69% | 59% | 84% | 70% |
| Q19. I have been given feedback about my job performance within the last 6 months. | 58% | 60% | 51% | 61% | 49% | 61% | 66% | 57% | 61% | 68% | 68% | 60% | 56% | 61% | 57% | 59% | 70% | 74% |
| Q20. My direct supervisor provides me with useful feedback. | 53% | 61% | 52% | 61% | 48% | 61% | 65% | 58% | 59% | 67% | 69% | 61% | 59% | 68% | 57% | 59% | 72% | 69% |
| Q23. My direct supervisor clearly communicates the expectations for my job. | 55% | 67% | 62% | 66% | 51% | 67% | 72% | 65% | 64% | 72% | 73% | 65% | 63% | 72% | 63% | 56% | 79% | 67% |
| Q27. My direct supervisor shares information I need to do my job. | 59% | 69% | 62% | 68% | 53% | 69% | 72% | 65% | 67% | 79% | 76% | 69% | 68% | 72% | 65% | 53% | 77% | 67% |
| Q45. I know what behaviors are expected of me. | 87% | 92% | 90% | 92% | 86% | 92% | 94% | 92% | 92% | 93% | 91% | 92% | 92% | 96% | 92% | 91% | 95% | 89% |
| Q48. I know what is expected of me in providing excellent customer service as an employee at The City. | 80% | 89% | 84% | 88% | 82% | 88% | 93% | 90% | 88% | 91% | 89% | 88% | 87% | 91% | 88% | 71% | 91% | 88% |
| Q50. My business unit communicates well with employees concerning issues that affect their job. | 38% | 49% | 38% | 49% | 35% | 49% | 62% | 53% | 44% | 53% | 59% | 46% | 43% | 58% | 43% | 39% | 64% | 54% |
| Q54. Senior management clearly communicates the City's goals and objectives. | 38% | 50% | 44% | 50% | 37% | 50% | 61% | 51% | 46% | 50% | 63% | 47% | 46% | 55% | 46% | 42% | 64% | 52% |
| Q71. Ethics and the Code of Conduct are discussed in my workplace. | 50% | 63% | 58% | 63% | 46% | 64% | 63% | 67% | 60% | 60% | 69% | 62% | 60% | 67% | 58% | 53% | 74% | 74% |
| Q73. Human rights are discussed in my workplace. | 40% | 48% | 44% | 47% | 36% | 48% | 37% | 46% | 47% | 49% | 50% | 48% | 45% | 49% | 45% | 45% | 53% | 50% |
| Civility & Respect | 71 | 77 | 71 | 77 | 67 | 77 | 77 | 75 | 77 | 75 | 78 | 77 | 75 | 79 | 75 | 74 | 80 | 78 |
| Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly. | 65% | 77% | 70% | 77% | 61% | 77% | 75% | 79% | 76% | 77% | 80% | 78% | 78% | 79% | 75% | 65% | 82% | 76% |
| Q35. My direct supervisor effectively addresses inappropriate behaviour. | 54% | 64% | 54% | 64% | 49% | 64% | 71% | 64% | 62% | 60% | 69% | 63% | 59% | 69% | 61% | 70% | 74% | 74% |
| Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents. | 61% | 69% | 59% | 69% | 55% | 69% | 73% | 63% | 69% | 74% | 74% | 70% | 67% | 74% | 67% | 67% | 76% | 69% |
| Q44. My coworkers treat me with respect. | 69% | 81% | 73% | 81% | 65% | 82% | 79% | 80% | 81% | 73% | 82% | 82% | 78% | 82% | 78% | 68% | 86% | 80% |
| Q46. The people I work with cooperate to get the job done. | 68% | 76% | 72% | 76% | 63% | 76% | 75% | 76% | 75% | 68% | 79% | 75% | 73% | 83% | 73% | 65% | 84% | 73% |
| Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives. | 64% | 77% | 70% | 76% | 58% | 77% | 72% | 72% | 77% | 70% | 80% | 77% | 72% | 76% | 75% | 65% | 82% | 73% |
| Q70. I would report unethical behavior in my workplace if it occurs. | 71% | 81% | 73% | 81% | 74% | 81% | 79% | 82% | 80% | 78% | 84% | 80% | 78% | 86% | 80% | 79% | 89% | 83% |
| Psychological Competencies & Requirements | 69 | 75 | 69 | 75 | 64 | 76 | 75 | 73 | 75 | 73 | 78 | 75 | 74 | 77 | 74 | 71 | 79 | 75 |
| Q16. I am encouraged to use my skills and knowledge. | 64% | 72% | 61% | 72% | 56% | 73% | 71% | 65% | 73% | 70% | 78% | 72% | 71% | 79% | 71% | 68% | 77% | 75% |
| Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. | 56% | 63% | 54% | 63% | 42% | 64% | 60% | 58% | 63% | 62% | 72% | 63% | 61% | 67% | 60% | 59% | 66% | 55% |
| Q29. I trust my direct supervisor. | 62% | 74% | 64% | 73% | 56% | 74% | 78% | 70% | 73% | 72% | 77% | 74% | 72% | 74% | 70% | 64% | 83% | 75% |
| Q37. I trust the people I work with. | 57% | 67% | 58% | 67% | 48% | 67% | 63% | 64% | 67% | 57% | 72% | 66% | 64% | 68% | 63% | 53% | 79% | 59% |
| Q44. My coworkers treat me with respect. | 69% | 81% | 73% | 81% | 65% | 82% | 79% | 80% | 81% | 73% | 82% | 82% | 78% | 82% | 78% | 68% | 86% | 80% |
| Q46. The people I work with cooperate to get the job done. | 68% | 76% | 72% | 76% | 63% | 76% | 75% | 76% | 75% | 68% | 79% | 75% | 73% | 83% | 73% | 65% | 84% | 73% |
| Growth & Development | 62 | 68 | 61 | 68 | 56 | 68 | 70 | 66 | 68 | 68 | 73 | 68 | 67 | 70 | 66 | 64 | 72 | 69 |
| Q5. Overall, I am satisfied with development opportunities and/or training. | 40% | 52% | 38% | 52% | 39% | 52% | 55% | 54% | 52% | 53% | 58% | 51% | 49% | 53% | 47% | 56% | 63% | 56% |
| Q17. I am supported in my career development. | 46% | 56% | 44% | 56% | 42% | 57% | 58% | 58% | 57% | 55% | 65% | 56% | 56% | 58% | 54% | 52% | 63% | 58% |
| Q19. I have been given feedback about my job performance within the last 6 months. | 58% | 60% | 51% | 61% | 49% | 61% | 66% | 57% | 61% | 68% | 68% | 60% | 56% | 61% | 57% | 59% | 70% | 74% |
| Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. | 56% | 63% | 54% | 63% | 42% | 64% | 60% | 58% | 63% | 62% | 72% | 63% | 61% | 67% | 60% | 59% | 66% | 55% |
| Q42. In my role, I have the opportunity to work with other City departments. | 56% | 66% | 61% | 66% | 47% | 67% | 65% | 68% | 66% | 66% | 73% | 67% | 65% | 76% | 61% | 59% | 70% | 71% |
| Q58. I am satisfied with the career options available to me at The City of Calgary. | 53% | 61% | 49% | 61% | 44% | 62% | 69% | 64% | 60% | 61% | 67% | 60% | 57% | 66% | 57% | 52% | 70% | 59% |
| Q60. Overall, I am satisfied with my work-life balance. | 65% | 72% | 66% | 72% | 58% | 72% | 79% | 68% | 70% | 78% | 80% | 71% | 73% | 80% | 70% | 65% | 75% | 65% |
| Q62. Over the past year I had opportunities at work for growth and development. | 44% | 52% | 39% | 52% | 33% | 53% | 52% | 54% | 52% | 53% | 57% | 52% | 49% | 54% | 47% | 47% | 61% | 49% |
| Recognition & Reward | 58 | 63 | 57 | 63 | 50 | 64 | 67 | 60 | 63 | 65 | 70 | 63 | 61 | 63 | 61 | 59 | 69 | 65 |
| Q6. I am truly appreciated for the contribution I make to my business unit. | 47% | 55% | 45% | 55% | 41% | 56% | 61% | 54% | 52% | 58% | 66% | 53% | 49% | 58% | 51% | 48% | 70% | 54% |
| Q7. I am sufficiently rewarded for the effort that I put into my job. | 40% | 47% | 36% | 47% | 32% | 47% | 50% | 47% | 47% | 46% | 55% | 48% | 46% | 47% | 42% | 38% | 54% | 45% |
| Q26. My direct supervisor shows appreciation when I do a good job. | 59% | 67% | 54% | 67% | 51% | 68% | 73% | 61% | 67% | 71% | 75% | 68% | 64% | 66% | 63% | 71% | 74% | 64% |
| Q34. My direct supervisor asks how I like to be recognized for a job well done. | 40% | 39% | 32% | 39% | 22% | 40% | 46% | 41% | 36% | 41% | 53% | 37% | 34% | 41% | 34% | 30% | 52% | 39% |

Note: The grey highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.

Appendix C – Detailed Demographic Results

| | LGBT Community | | Indigenous | | Disability | | Ethnicity | | | | | | | | | | | | | |
|--|----------------|------|------------|------|------------|------|-----------|------|---------------|-----------|-------------------------|----------|--------|---------------------------------|----------------|---------|-------------|------------|--|--|
| | Yes | No | Yes | No | Yes | No | African | Arab | British Isles | Caribbean | East & South-East Asian | European | French | Latin, Central & South American | North-American | Oceania | South Asian | West Asian | | |
| Base Size: | 252 | 7082 | 232 | 7225 | 410 | 7083 | 168 | 87 | 2501 | 105 | 766 | 2537 | 461 | 140 | 1586 | 34 | 601 | 67 | | |
| Involvement & Influence | 60 | 67 | 61 | 67 | 55 | 67 | 68 | 65 | 67 | 67 | 72 | 67 | 65 | 70 | 65 | 63 | 71 | 68 | | |
| Q4. I am meaningfully involved in decisions that affect my job and me. | 35% | 47% | 35% | 47% | 33% | 47% | 49% | 48% | 44% | 48% | 57% | 45% | 43% | 54% | 42% | 35% | 60% | 45% | | |
| Q18. My opinions are valued. | 46% | 58% | 47% | 58% | 37% | 59% | 54% | 50% | 58% | 54% | 68% | 59% | 56% | 61% | 55% | 59% | 63% | 56% | | |
| Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. | 56% | 63% | 54% | 63% | 42% | 64% | 60% | 58% | 63% | 62% | 72% | 63% | 61% | 67% | 60% | 59% | 66% | 55% | | |
| Q24. I am able to decide how to do my job, as long as the work gets done. | 63% | 73% | 69% | 73% | 59% | 73% | 72% | 69% | 72% | 75% | 79% | 73% | 70% | 73% | 70% | 68% | 79% | 72% | | |
| Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity. | 55% | 63% | 57% | 63% | 50% | 64% | 66% | 66% | 63% | 61% | 68% | 64% | 66% | 65% | 60% | 59% | 71% | 65% | | |
| Q50. My business unit communicates well with employees concerning issues that affect their job. | 38% | 49% | 38% | 49% | 35% | 49% | 62% | 53% | 44% | 53% | 59% | 46% | 43% | 58% | 43% | 39% | 64% | 54% | | |
| Workload Management | 68 | 75 | 70 | 74 | 65 | 75 | 77 | 74 | 74 | 77 | 78 | 74 | 73 | 79 | 73 | 71 | 78 | 75 | | |
| Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job. | 55% | 63% | 56% | 63% | 51% | 63% | 68% | 68% | 60% | 64% | 71% | 62% | 57% | 69% | 58% | 62% | 75% | 69% | | |
| Q24. I am able to decide how to do my job, as long as the work gets done. | 63% | 73% | 69% | 73% | 59% | 73% | 72% | 69% | 72% | 75% | 79% | 73% | 70% | 73% | 70% | 68% | 79% | 72% | | |
| Q39. I feel productive in my job. | 72% | 81% | 76% | 81% | 69% | 81% | 87% | 80% | 79% | 78% | 83% | 80% | 78% | 85% | 78% | 71% | 88% | 77% | | |
| Q42. In my role, I have the opportunity to work with other City departments. | 56% | 66% | 61% | 66% | 47% | 67% | 65% | 68% | 66% | 66% | 73% | 67% | 65% | 76% | 61% | 59% | 70% | 71% | | |
| Q59. My work arrangements are flexible enough to meet my needs. | 63% | 72% | 66% | 71% | 58% | 72% | 76% | 71% | 71% | 78% | 76% | 71% | 71% | 75% | 69% | 62% | 74% | 65% | | |
| Q60. Overall, I am satisfied with my work-life balance. | 65% | 72% | 66% | 72% | 58% | 72% | 79% | 68% | 70% | 78% | 80% | 71% | 73% | 80% | 70% | 65% | 75% | 65% | | |
| Psychological Engagement | 72 | 77 | 72 | 77 | 70 | 77 | 81 | 77 | 76 | 77 | 79 | 76 | 75 | 81 | 75 | 74 | 83 | 81 | | |
| Q10. I feel energized at work. | 38% | 49% | 39% | 49% | 32% | 49% | 66% | 54% | 44% | 51% | 60% | 45% | 40% | 61% | 43% | 38% | 68% | 70% | | |
| Q11. When I'm at work, time goes by quickly. | 50% | 63% | 57% | 63% | 50% | 64% | 67% | 59% | 60% | 53% | 73% | 63% | 58% | 71% | 58% | 50% | 76% | 67% | | |
| Q12. I am enthusiastic about my job. | 57% | 67% | 59% | 66% | 53% | 67% | 78% | 70% | 65% | 64% | 71% | 65% | 62% | 77% | 62% | 59% | 81% | 74% | | |
| Q13. I can continue working for very long periods. | 56% | 67% | 68% | 67% | 54% | 67% | 74% | 71% | 66% | 73% | 68% | 67% | 68% | 74% | 66% | 62% | 74% | 71% | | |
| Q14. I am proud of the work that I do. | 75% | 84% | 81% | 83% | 77% | 84% | 84% | 90% | 83% | 84% | 83% | 82% | 82% | 88% | 83% | 76% | 90% | 91% | | |
| Q15. I feel happy when I am working hard. | 76% | 83% | 76% | 83% | 72% | 84% | 91% | 87% | 83% | 87% | 83% | 83% | 82% | 87% | 80% | 79% | 91% | 86% | | |
| Q41. The work that I do is meaningful. | 79% | 86% | 77% | 86% | 79% | 86% | 89% | 85% | 84% | 88% | 88% | 85% | 84% | 93% | 84% | 84% | 92% | 89% | | |
| Q55. I am proud to work at The City of Calgary. | 76% | 85% | 77% | 85% | 74% | 86% | 91% | 83% | 83% | 87% | 90% | 84% | 82% | 93% | 82% | 79% | 93% | 95% | | |
| Balance | 69 | 75 | 69 | 75 | 64 | 75 | 78 | 72 | 75 | 78 | 79 | 74 | 75 | 79 | 73 | 71 | 77 | 74 | | |
| Q30. My efforts to live a healthy lifestyle are supported. | 63% | 72% | 62% | 72% | 53% | 73% | 77% | 66% | 72% | 76% | 78% | 72% | 69% | 76% | 69% | 61% | 74% | 70% | | |
| Q59. My work arrangements are flexible enough to meet my needs. | 63% | 72% | 66% | 71% | 58% | 72% | 76% | 71% | 71% | 78% | 76% | 71% | 71% | 75% | 69% | 62% | 74% | 65% | | |
| Q60. Overall, I am satisfied with my work-life balance. | 65% | 72% | 66% | 72% | 58% | 72% | 79% | 68% | 70% | 78% | 80% | 71% | 73% | 80% | 70% | 65% | 75% | 65% | | |
| Psychological Protection | 67 | 73 | 67 | 73 | 62 | 73 | 73 | 70 | 73 | 72 | 76 | 73 | 72 | 76 | 72 | 72 | 76 | 74 | | |
| Q8. My work related stress is manageable. | 50% | 60% | 51% | 59% | 48% | 60% | 70% | 59% | 58% | 72% | 66% | 58% | 60% | 66% | 56% | 65% | 67% | 67% | | |
| Q18. My opinions are valued. | 46% | 58% | 47% | 58% | 37% | 59% | 54% | 50% | 58% | 54% | 68% | 59% | 56% | 61% | 55% | 59% | 63% | 56% | | |
| Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. | 56% | 63% | 54% | 63% | 42% | 64% | 60% | 58% | 63% | 62% | 72% | 63% | 61% | 67% | 60% | 59% | 66% | 55% | | |
| Q35. My direct supervisor effectively addresses inappropriate behaviour. | 54% | 64% | 54% | 64% | 49% | 64% | 71% | 64% | 62% | 60% | 69% | 63% | 59% | 69% | 61% | 70% | 74% | 74% | | |
| Q44. My coworkers treat me with respect. | 69% | 81% | 73% | 81% | 65% | 82% | 79% | 80% | 81% | 73% | 82% | 82% | 78% | 82% | 78% | 68% | 86% | 80% | | |
| Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives. | 64% | 77% | 70% | 76% | 58% | 77% | 72% | 72% | 77% | 70% | 80% | 77% | 72% | 76% | 75% | 65% | 82% | 73% | | |
| Q70. I would report unethical behavior in my workplace if it occurs. | 71% | 81% | 73% | 81% | 74% | 81% | 79% | 82% | 80% | 78% | 84% | 80% | 78% | 86% | 80% | 79% | 89% | 83% | | |
| Protection of Physical Safety | 75 | 80 | 75 | 80 | 73 | 80 | 82 | 79 | 80 | 79 | 81 | 80 | 79 | 83 | 79 | 78 | 82 | 83 | | |
| Q32. My direct supervisor regularly reinforces safe work practices. | 73% | 81% | 73% | 81% | 67% | 82% | 81% | 75% | 82% | 87% | 83% | 82% | 82% | 86% | 80% | 81% | 81% | 85% | | |
| Q33. My direct supervisor addresses unsafe working conditions. | 73% | 80% | 71% | 80% | 64% | 80% | 75% | 77% | 80% | 83% | 82% | 81% | 79% | 84% | 78% | 87% | 82% | 82% | | |
| Q63. I receive information about the safety hazards of my job. | 68% | 78% | 69% | 78% | 67% | 78% | 79% | 68% | 76% | 79% | 81% | 78% | 79% | 82% | 76% | 71% | 82% | 79% | | |
| Q64. I have the training to do my job safely. | 79% | 85% | 77% | 85% | 77% | 86% | 85% | 81% | 85% | 83% | 85% | 86% | 85% | 87% | 84% | 79% | 90% | 83% | | |
| Q65. I have the resources to do my job safely. | 73% | 81% | 70% | 81% | 68% | 82% | 84% | 73% | 80% | 79% | 85% | 81% | 79% | 84% | 78% | 76% | 85% | 87% | | |
| Q66. Safety incidents are regularly discussed to reinforce learning. | 63% | 70% | 62% | 70% | 57% | 71% | 76% | 67% | 68% | 66% | 78% | 71% | 67% | 76% | 66% | 61% | 75% | 76% | | |
| Q67. I am supported to speak up about unsafe conditions. | 71% | 81% | 70% | 81% | 66% | 82% | 81% | 80% | 81% | 78% | 86% | 82% | 81% | 85% | 78% | 70% | 79% | 77% | | |
| Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work. | 86% | 93% | 86% | 93% | 87% | 93% | 94% | 93% | 92% | 93% | 93% | 93% | 93% | 95% | 92% | 82% | 93% | 95% | | |

Note: The grey highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.