2016 Corporate Employee Survey
City Wide Report

Prepared for The City of Calgary by:

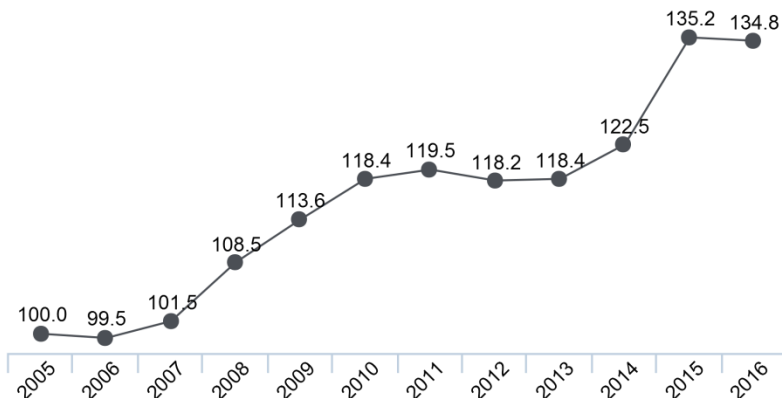**enrg** RESEARCH GROUP

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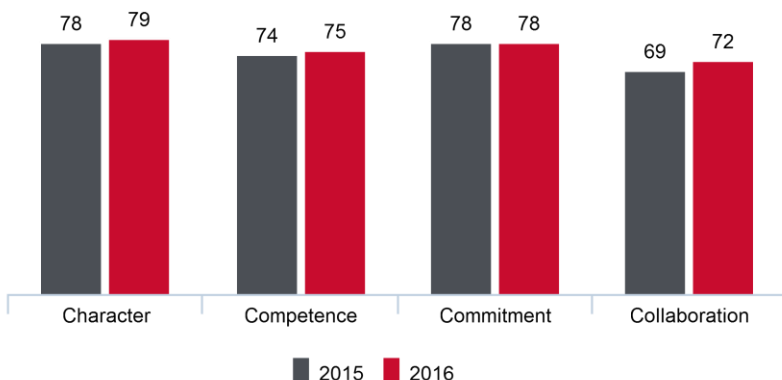
Note: Indices are calculated out of 100 and do not represent percentage of employees. The Satisfaction Index was given a baseline score of 100 in 2005, year-over-year differences are based on this baseline score.

Executive Summary

Overview of Key Findings

The Employee Satisfaction Index continues to be strong and is currently sitting at 134.8.

The Employee Engagement score remained the same as in 2015 at 75 points out of 100.

Similar to last year, employees relate most strongly to Character and Commitment from the 4 Cs.

New in 2016, The City's Inclusion Index scored 70 (on a scale of 0-100) and Mental Health Index scored 73.

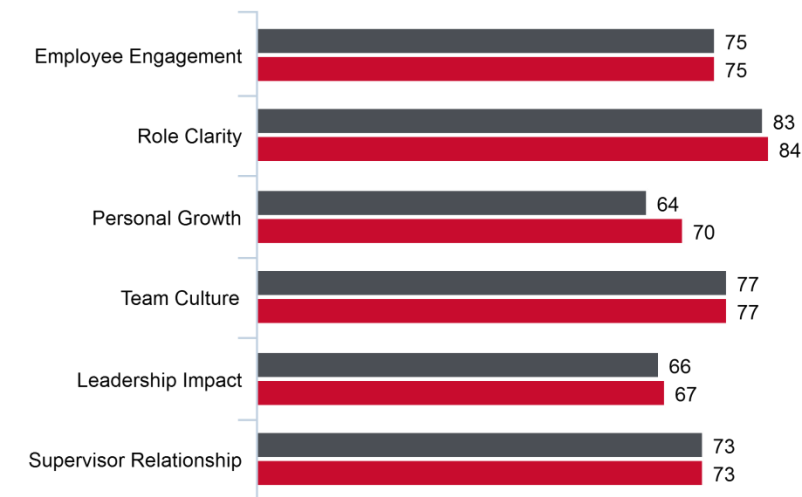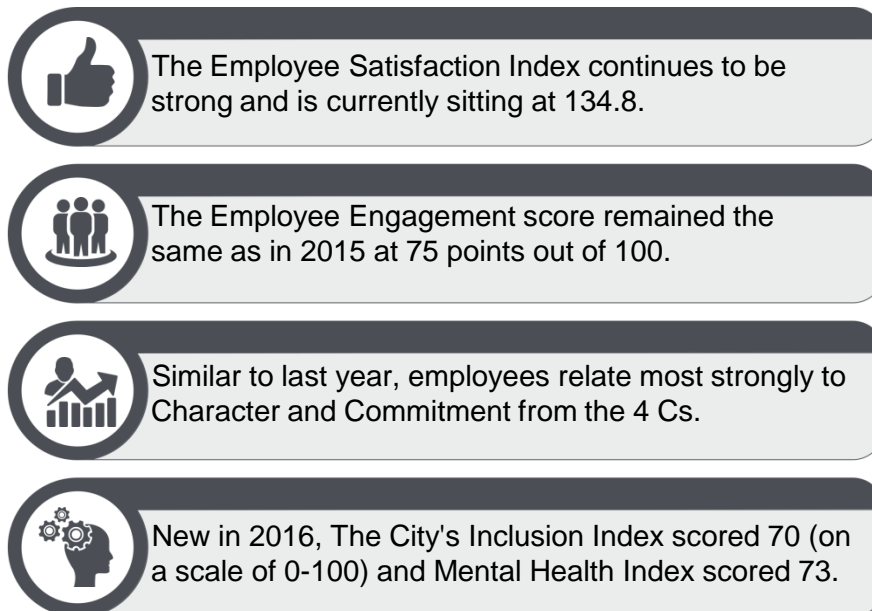In 2016, The City continues to collect feedback on measures that enable the new corporate culture. To reflect the latest industry standards, new measures were added in 2016. These new measures include a Mental Health Index and an Inclusion Index which will be key in creating an accessible, safe and inclusive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

Response Rates
In total, 8,582 City employees completed the survey out of a total of 15,640 employees, yielding an overall completion rate of **55%.** This is an increase of 9% from last year.

Response rates among:
- permanent employees increased 14% to 62%
- temporary employees decreased 24% to 36%
- seasonal employees increased 7% to 23%

- online surveys decreased by 5% to 61%
- paper-based surveys increased 21% to 43%

Executive Summary

Overview of Employee Engagement and Key Drivers

Employee Engagement

Results show a positive level of Employee Engagement (75 out of 100), with strong performance in Role Clarity and Team Culture. Personal Growth experienced the highest year-over-year increase (+6 points) to 70.

The Employee Engagement Index remained stable from last year.
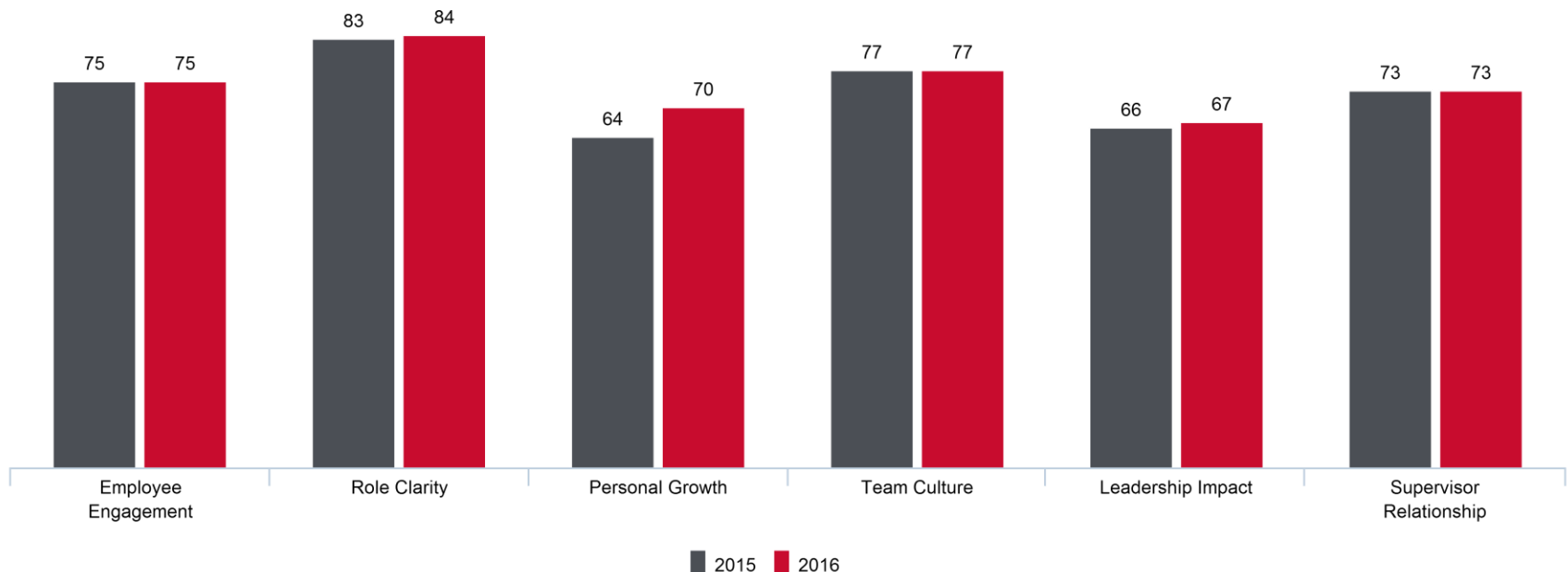
Executive Summary

Overview of Key Drivers by Department

	2016					
	Employee Engagement	Role Clarity	Personal Growth	Team Culture	Leadership Impact	Supervisor Relationship
The City of Calgary	75 (+0)	84 (+1)	70 (+6)	77 (+0)	67 (+1)	73 (+0)
Chief Financial Office	76 (+0)	85 (+1)	73 (+6)	81 (+1)	67 (-1)	77 (+1)
Community Services	78 (+0)	86 (+1)	70 (+6)	78 (+1)	68 (+2)	75 (+0)
Corporate Administration	77 (+0)	85 (+0)	77 (+7)	78 (-3)	74 (-2)	77 (-2)
Deputy City Manager	74 (-1)	83 (+0)	72 (+3)	78 (-3)	66 (-1)	74 (-2)
Planning and Development	74 (+1)	82 (+2)	72 (+7)	77 (+0)	65 (+1)	75 (0)
Transportation	74 (+3)	84 (+1)	66 (+8)	74 (+2)	65 (+4)	69 (+3)
Utilities & Environmental Protection	73 (0)	82 (+1)	69 (+5)	76 (+1)	65 (0)	71 (+1)

Note: Data in brackets show the difference in score from previous year. Year-over-year results may differ due to rounding.

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 2016 results on the 4 Cs demonstrate that employees rate Character as the strongest (79 out of 100) and then Commitment (78 out of 100) as the second strongest quality. While Collaboration is the lowest rated quality of the City, this factor increased the most (+3 points to 72) when compared to last year's results.

Executive Summary

Overview of 4 Cs Framework by Department

	2016			
	Character	Competence	Commitment	Collaboration
The City of Calgary	79 (+0)	75 (+1)	78 (+0)	72 (+3)
Chief Financial Office	81 (+1)	77 (+1)	78 (0)	77 (+4)
Community Services	80 (+0)	77 (+2)	80 (+0)	74 (+4)
Corporate Administration	81 (-2)	79 (+0)	80 (-1)	78 (+2)
Deputy City Manager	78 (-2)	75 (0)	77 (-1)	75 (+2)
Planning and Development	80 (0)	75 (+2)	77 (+1)	75 (+4)
Transportation	77 (+3)	73 (+4)	78 (+2)	66 (+4)
Utilities & Environmental Protection	76 (+1)	74 (+1)	77 (0)	70 (+4)

Note: Data in brackets show the difference in score from previous year. Year-over-year results may differ due to rounding.
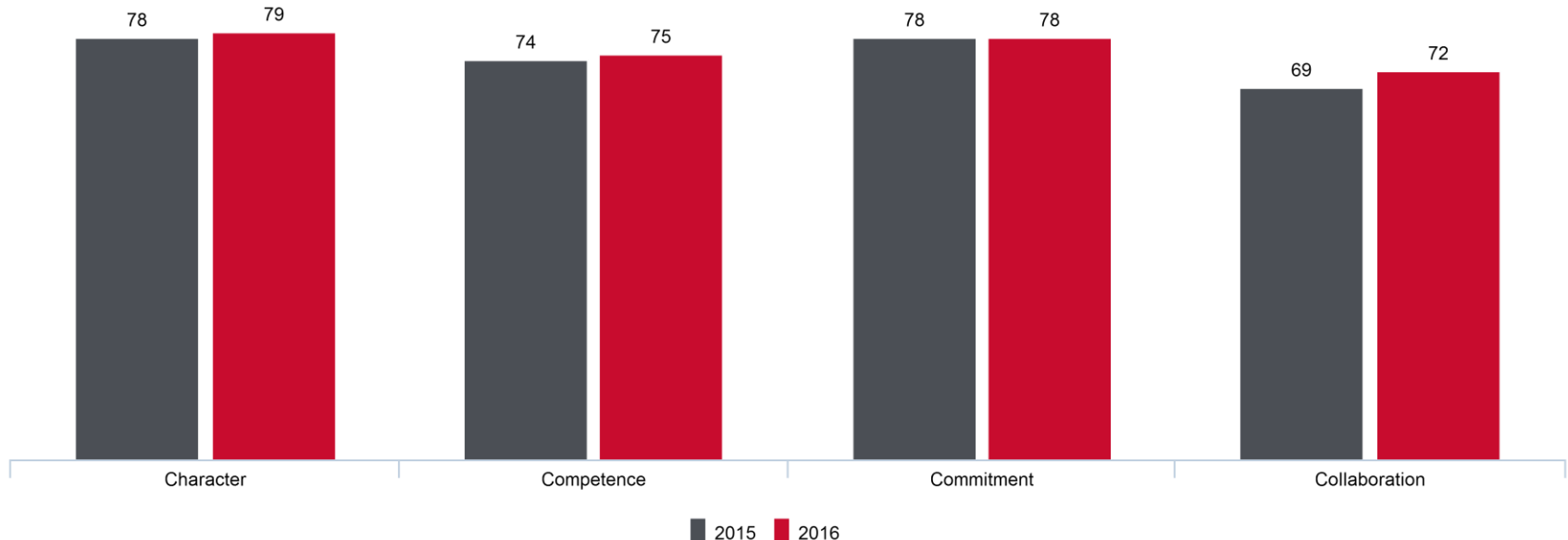
Executive Summary

Overview of Safety Climate, Inclusion & Mental Health Indices

Safety Climate Index
The Safety Climate tracks safe and responsible workplace practices.

Both the Inclusion Index and the Mental Health Index are new to the 2016 survey.

Inclusion Index
The Inclusion Index measures how inclusive employees perceive The City's workplace to be. This information will help guide ongoing diversity and inclusion initiatives at The City.

In 2016, the Inclusion Index was rated at 70 points out of 100.

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 Engagement.

Elements of the Mental Health Index that The City could improve upon include Recognition & Reward and Involvement & Influence.

Indices and sub-indices are rated out of 100 points. For the full list of Mental Health Index questions, please see the Corporate Employee Survey web page on the myCity website.

	2015	2016
Safety Climate	79	80
Inclusion		70
Mental Health		73

Protection of Physical Safety	80
Psychological Engagement	78
Psychological Support	77
Civility & Respect	77
Balance	76
Psychological Competencies & Requirements	75
Workload Management	75
Organizational Culture	74
Psychological Protection	73
Clear Leadership & Expectations	71
Growth & Development	69
Involvement & Influence	68
Recognition & Reward	63
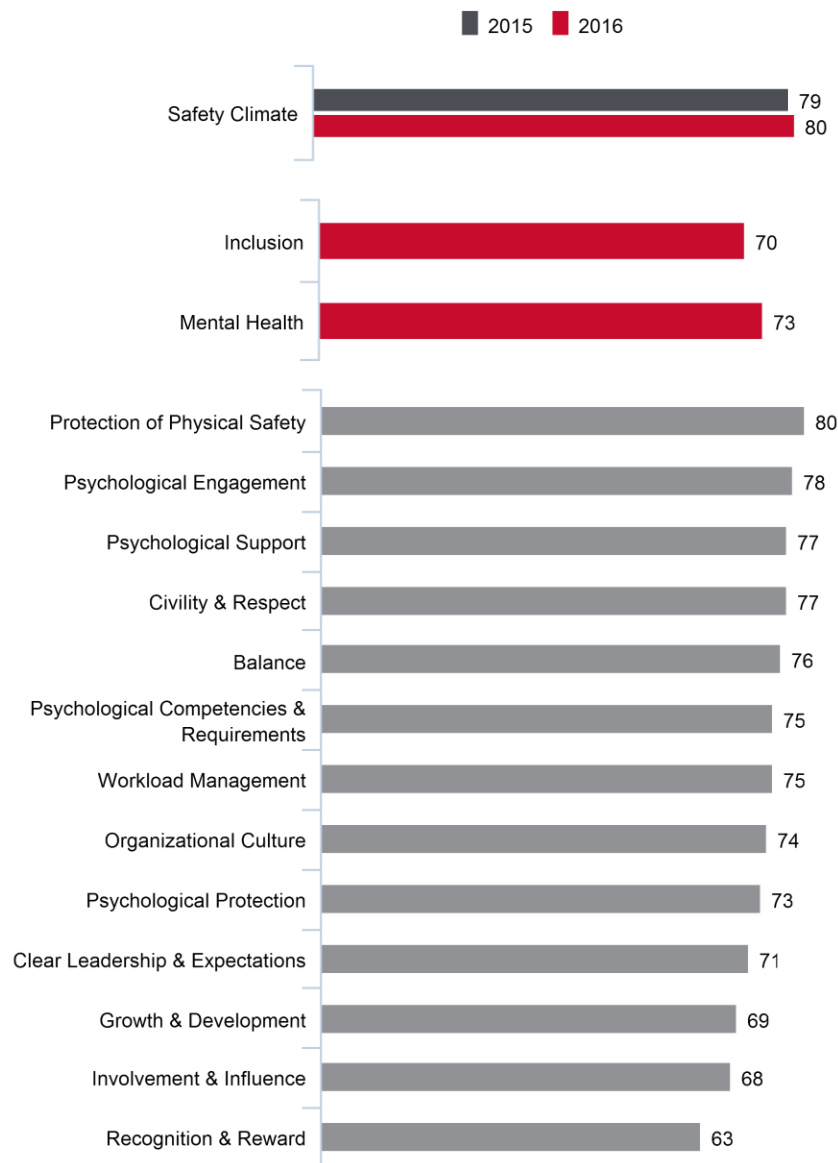
Executive Summary

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

	The City of Calgary	Chief Financial Office	Community Services	Corporate Administration	Deputy City Manager	Planning and Development	Transportation	Utilities & Environmental Protection
Mental Health	73	76	75	77	74	74	71	72
Psychological Support	77	81	79	81	78	80	74	75
Organizational Culture	74	77	76	77	74	74	72	72
Clear Leadership & Expectations	71	73	73	76	71	70	70	70
Civility & Respect	77	79	78	79	77	77	75	75
Psychological Competencies & Requirements	75	79	78	78	76	77	71	73
Growth & Development	69	74	70	76	71	71	65	68
Recognition & Reward	63	67	66	67	63	63	61	60
Involvement & Influence	68	72	69	74	70	68	63	68
Workload Management	75	80	75	78	77	76	71	75
Psychological Engagement	78	79	80	79	77	76	77	76
Balance	76	81	76	76	78	76	71	76
Psychological Protection	73	77	75	76	75	74	70	72
Protection of Physical Safety	80	84	81	81	82	85	75	81

Executive Summary

Overview of Employee Satisfaction Index

Employee Satisfaction

While dropping 0.4 points from 2015 results, the Corporate Employee Satisfaction Index remains strong when compared with 2014 scores. In 2015, the index increased over 12 points from the previous year.
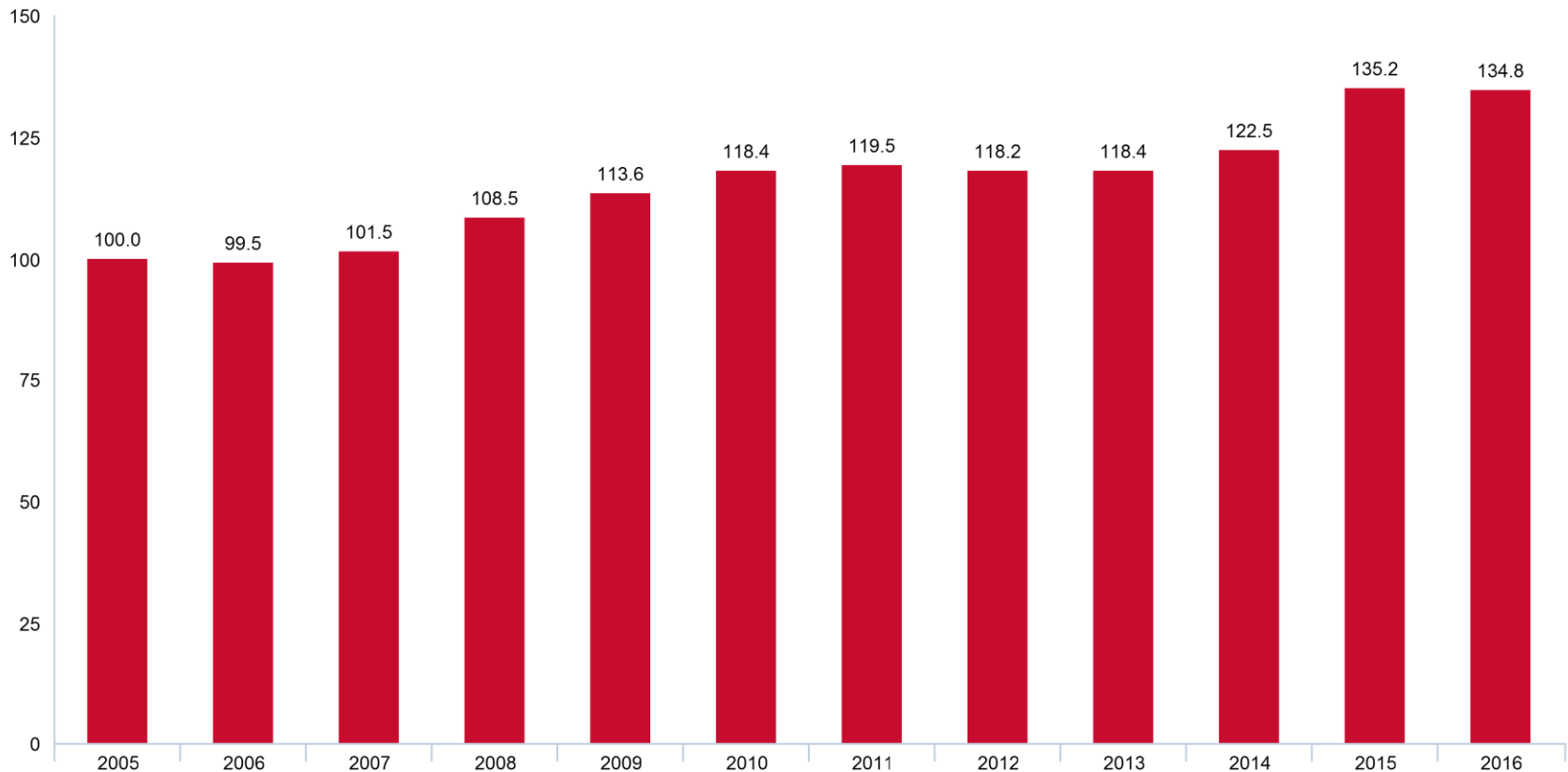
Background & Methodology

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 2016 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, 2016. 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 and 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 2016. Plans should be developed to share the results with employees in the first quarter of 2017. 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 and Business Unit – All Employees

		2015	Change
Overall City of Calgary	55%	46%	9%
Chief Financial Office	75%	77%	-2%
Assessment	64%	61%	3%
Corporate Initiatives	91%	85%	6%
Customer Service & Communications	75%	74%	1%
Finance	81%	78%	3%
Human Resources	83%	81%	2%
Information Technology	70%	76%	-6%
Community Services	41%	39%	2%
Calgary Community Standards	63%	N/A	N/A
CEMA	85%	72%	13%
Calgary Fire Department	42%	47%	-5%
Calgary Housing	85%	85%	0%
Calgary Neighbourhoods	49%	45%	4%
Calgary Parks	44%	33%	11%
Calgary Recreation	24%	22%	2%
Calgary Zoo	27%	48%	-21%
Corporate Administration	75%	74%	1%
City Auditors Office	93%	100%	-7%
City Clerks	76%	64%	12%
Law Department	74%	76%	-2%

		2015	Change
Deputy City Manager	75%	73%	2%
Corporate Analytics & Innovation	82%	79%	3%
Facility Management	69%	N/A	N/A
Fleet Services	63%	63%	0%
GM Office	65%	67%	-2%
Real Estate & Development Services	77%	79%	-2%
Supply	84%	N/A	N/A
Planning and Development	76%	64%	12%
Calgary Approvals	84%	N/A	N/A
Calgary Building Services	74%	N/A	N/A
Calgary Growth Strategies	79%	N/A	N/A
Community Planning	77%	N/A	N/A
Transportation	53%	28%	25%
Calgary Transit	57%	21%	36%
Roads	38%	44%	-6%
Transportation Infrastructure	80%	73%	7%
Transportation Planning	70%	70%	0%
Utilities & Environmental Protection	58%	60%	-2%
Environmental and Safety Mgmt	84%	83%	1%
Waste & Recycling Services	47%	52%	-5%
Water Resources	77%	80%	-3%
Water Services	55%	56%	-1%

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.

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
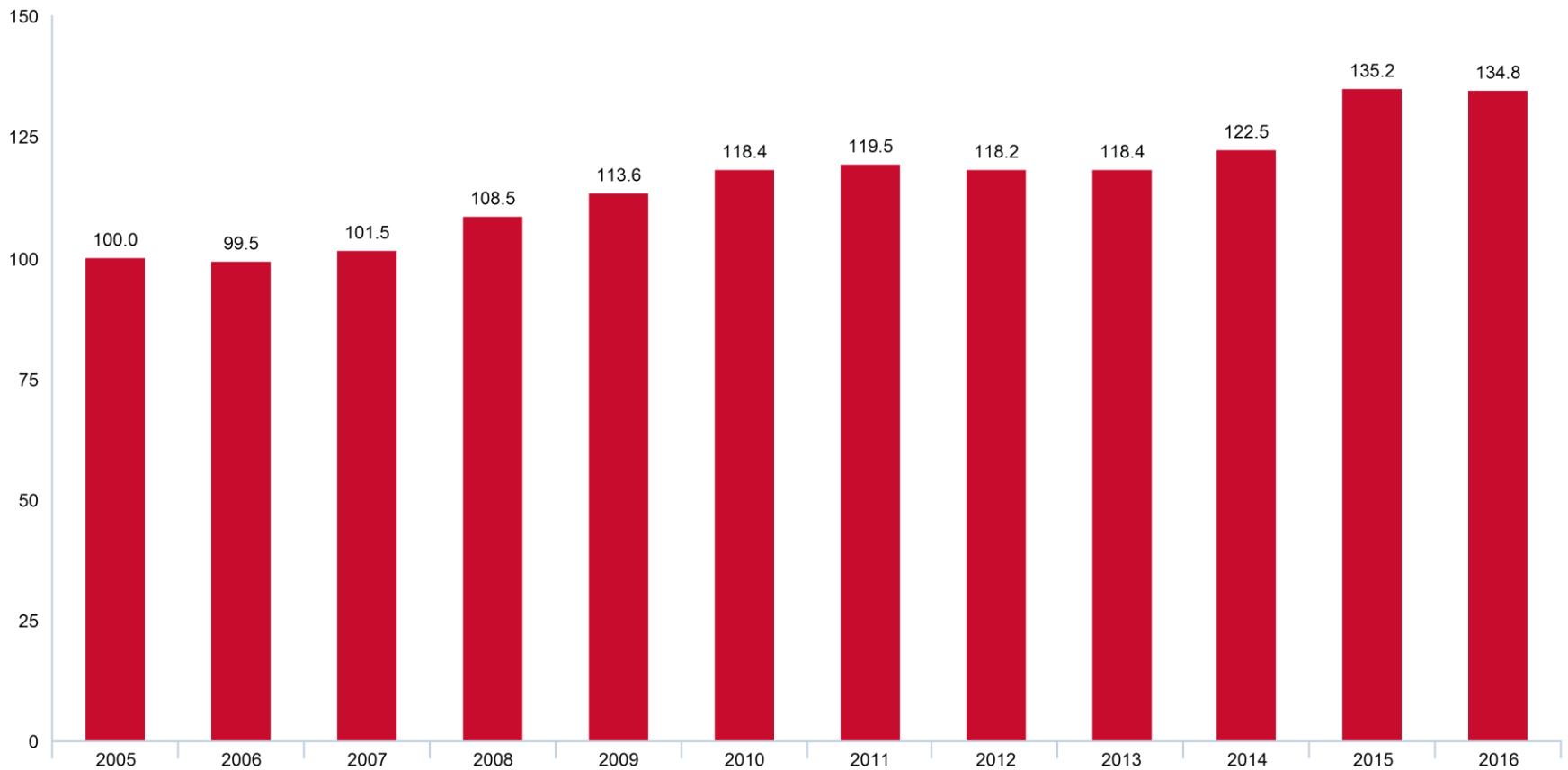
Key Drivers of Employee Satisfaction

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.

Impact on Employee Satisfaction

TEAM CULTURE — **31%**

LEADERSHIP IMPACT — **25%**

SUPERVISOR RELATIONSHIP — **25%**

ROLE CLARITY — **10%**

PERSONAL GROWTH — **9%**

Employee Satisfaction Index

This model accounts for **56%** of the variation in employee satisfaction.
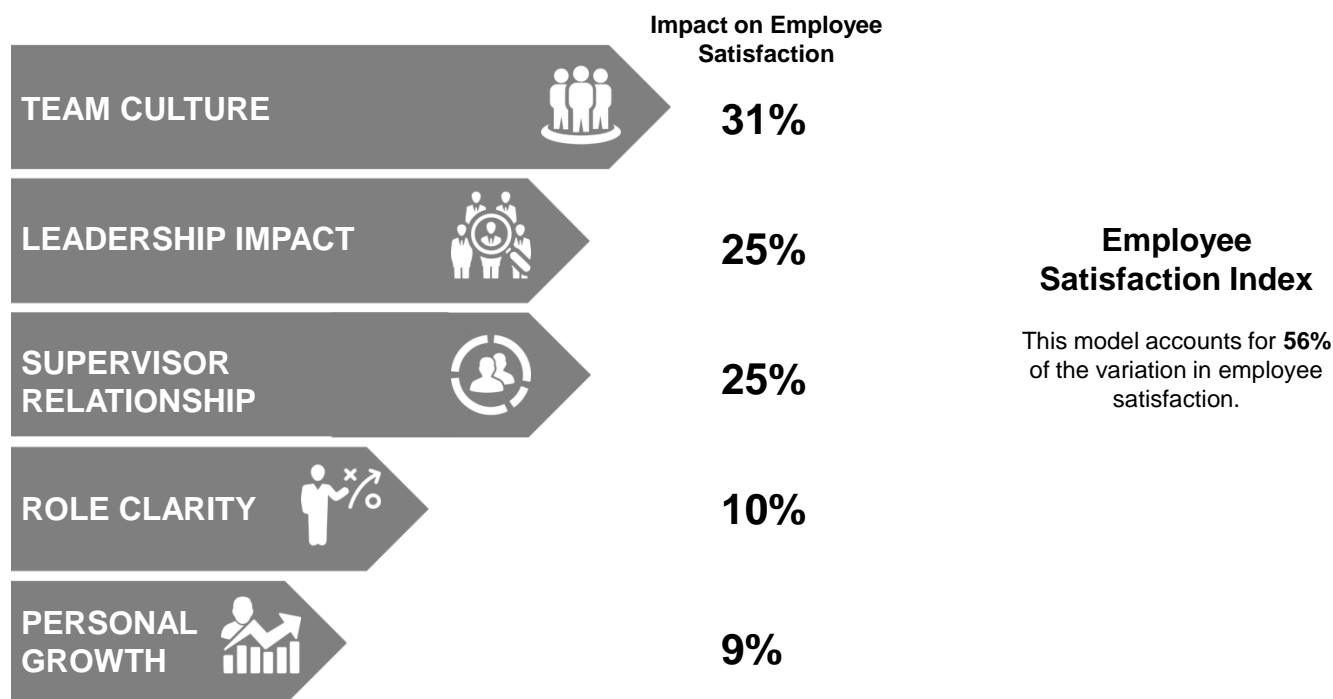
4 Cs Framework

	City of Calgary
2015	74
2016	75

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. 2015)

Question	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree	Top 2 Box
Q40. I feel competent in my job. (n=8,394)	47%	45%	6%				92% (+1)
Q45. I know what behaviors are expected of me. (n=8,404)	41%	52%	5%				93% (+9)
Q39. I feel productive in my job. (n=8,403)	34%	48%	12%				82% (0)
Q16. I am encouraged to use my skills and knowledge. (n=8,444)	29%	44%	13%	5%	5%		72% (-2)
Q58. I am satisfied with the career options available to me at The City of Calgary. (n=8,269)	26%	41%	17%	7%	5%		67% (+8)
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job. (n=8,535)	21%	45%	17%	8%	6%		66% (+1)
Q62. Over the past year I had opportunities at work for growth and development. (n=8,015)	19%	35%	19%	10%	8%	7%	55% (+0)
Q53. My business unit has created a work environment that drives high performance. (n=8,337)	17%	36%	22%	10%	8%	7%	53% (0)

Legend: ■ Strongly Agree ■ Agree ■ Slightly Agree ■ Slightly Disagree ■ Disagree ■ Strongly Disagree

Note: Totals may not sum due to rounding.

	City of Calgary
2015	69
2016	72

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. 2015)

Question	Top 2 Box
Q25. My direct supervisor encourages me to collaborate with my work group. (n=8,115)	71% (+2)
Q42. In my role, I have the opportunity to work with other City departments. (n=8,010)	65% (+22)
Q46. The people I work with cooperate to get the job done. (n=8,366)	76% (-2)
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. (n=8,403)	62% (0)
Q47. There is cooperation between the different work groups within my business unit. (n=8,198)	54% (+2)

Legend: Strongly Agree, Agree, Slightly Agree, Slightly Disagree, Disagree, Strongly Disagree

Note: In 2015, Q42 asked, "In my role, I have the opportunity to work on other City projects." 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:

Role Clarity		Connect job responsibilities and individual contribution to prioritized organizational outcomes
Personal Growth		Provide structured learning and on-the-job experiences that contribute to professional development
Team Culture		Build team interaction and organizational systems that encourage contribution
Leadership Impact		Promote individual and team accountability for results, supported by leadership involvement and clear communication
Supervisor Relationship		Enable workplace productivity using effective, trusting employee-manager relationships, communication, and involvement

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.
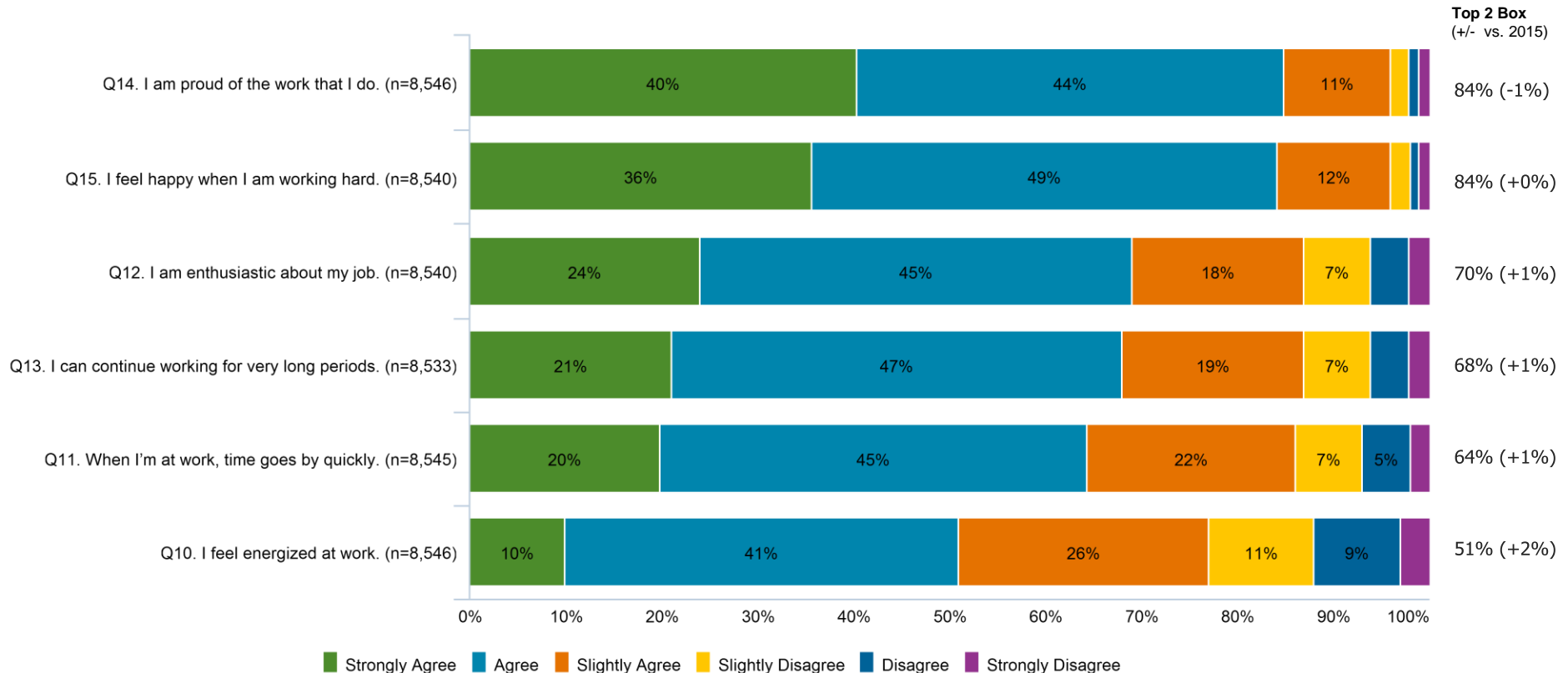
Engagement Index Performance

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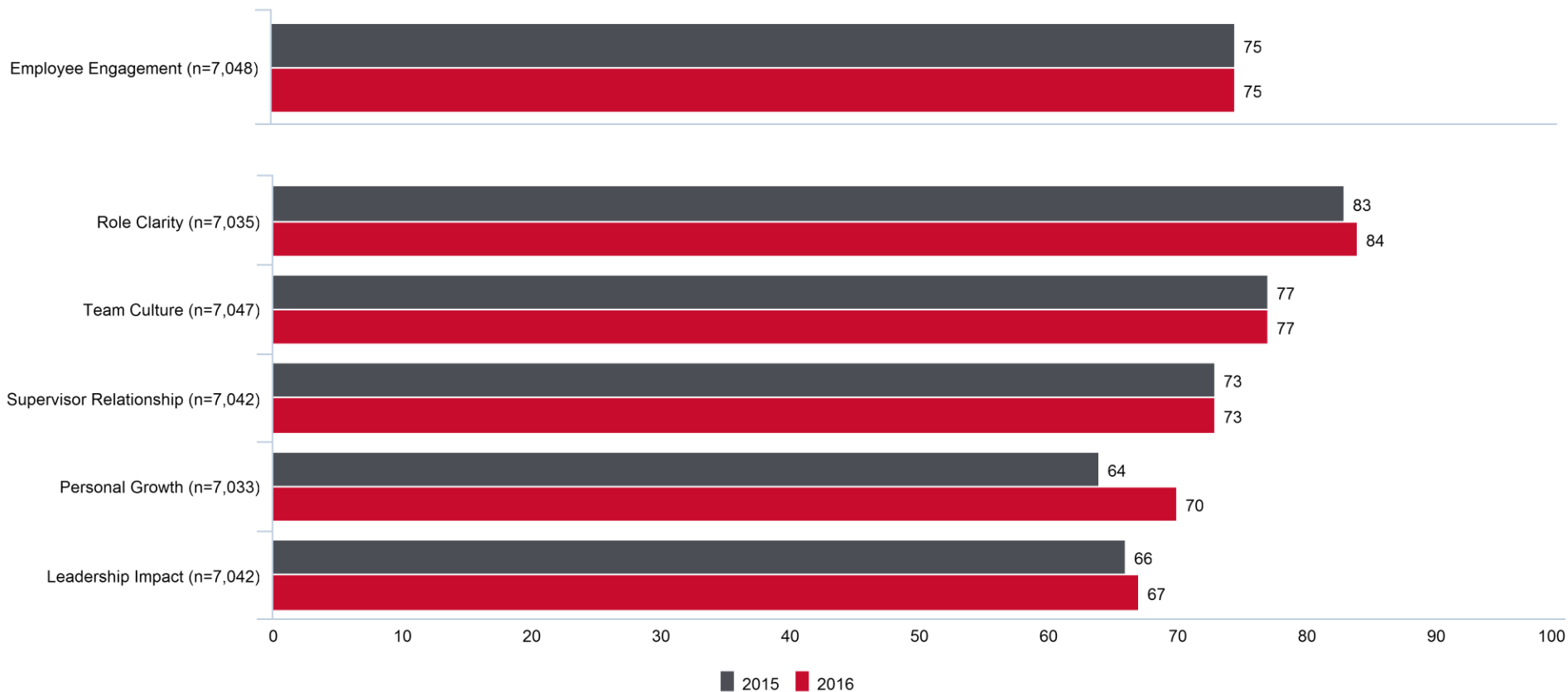
Note: The index scores represent average responses scaled up to a score out of 100. They are not percentages of employees. The legend to the right provides guidance on interpreting these scores.

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.

Impact on Employee Engagement

Driver	Impact
ROLE CLARITY	**52%**
PERSONAL GROWTH	**19%**
TEAM CULTURE	**14%**
LEADERSHIP IMPACT	**8%**
SUPERVISOR RELATIONSHIP	**7%**

Employee Engagement Index

This model accounts for **56%** of the variation in employee engagement.
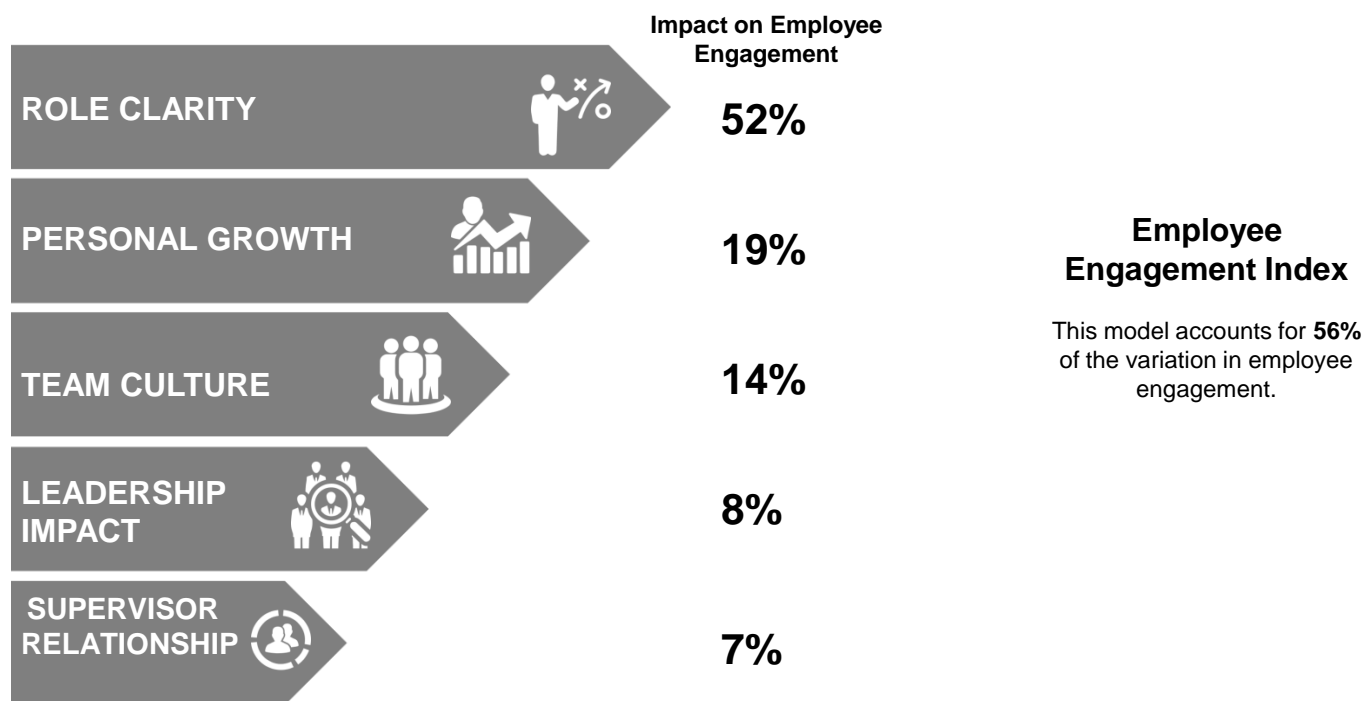
Relationship Between Key Drivers

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.

Employee Engagement

.58 — PERSONAL GROWTH — .69 — ROLE CLARITY — .60 — TEAM CULTURE

.71 — .68 — .69 — .71

.61 — LEADERSHIP IMPACT — SUPERVISOR RELATIONSHIP — .58
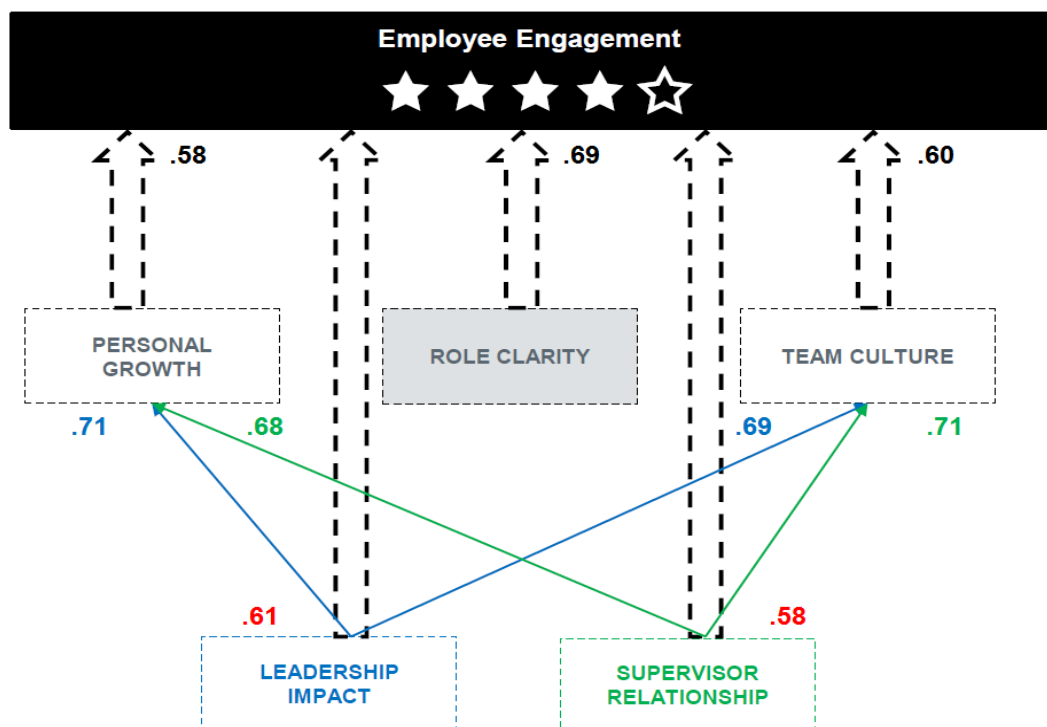
	City of Calgary
2015	83
2016	84

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. 2015)

Question	Strongly Agree	Agree	Slightly Agree	Top 2 Box
Q40. I feel competent in my job. (n=8,394)	47%	45%	6%	92% (+1)
Q41. The work that I do is meaningful. (n=8,387)	43%	44%	9%	87% (+1)
Q48. I know what is expected of me in providing excellent customer service as an employee at The City. (n=8,357)	43%	47%	7%	90% (+2)
Q45. I know what behaviors are expected of me. (n=8,404)	41%	52%	5%	93% (+9)
Q51. I am held responsible for the work that I do. (n=8,391)	38%	51%	7%	89% (0)
Q39. I feel productive in my job. (n=8,403)	34%	48%	12%	82% (0)
Q38. I see a connection between the work I do and the service my business unit provides. (n=8,395)	34%	49%	11%	83% (-3)

Legend: ■ Strongly Agree ■ Agree ■ Slightly Agree ■ Slightly Disagree ■ Disagree ■ Strongly Disagree

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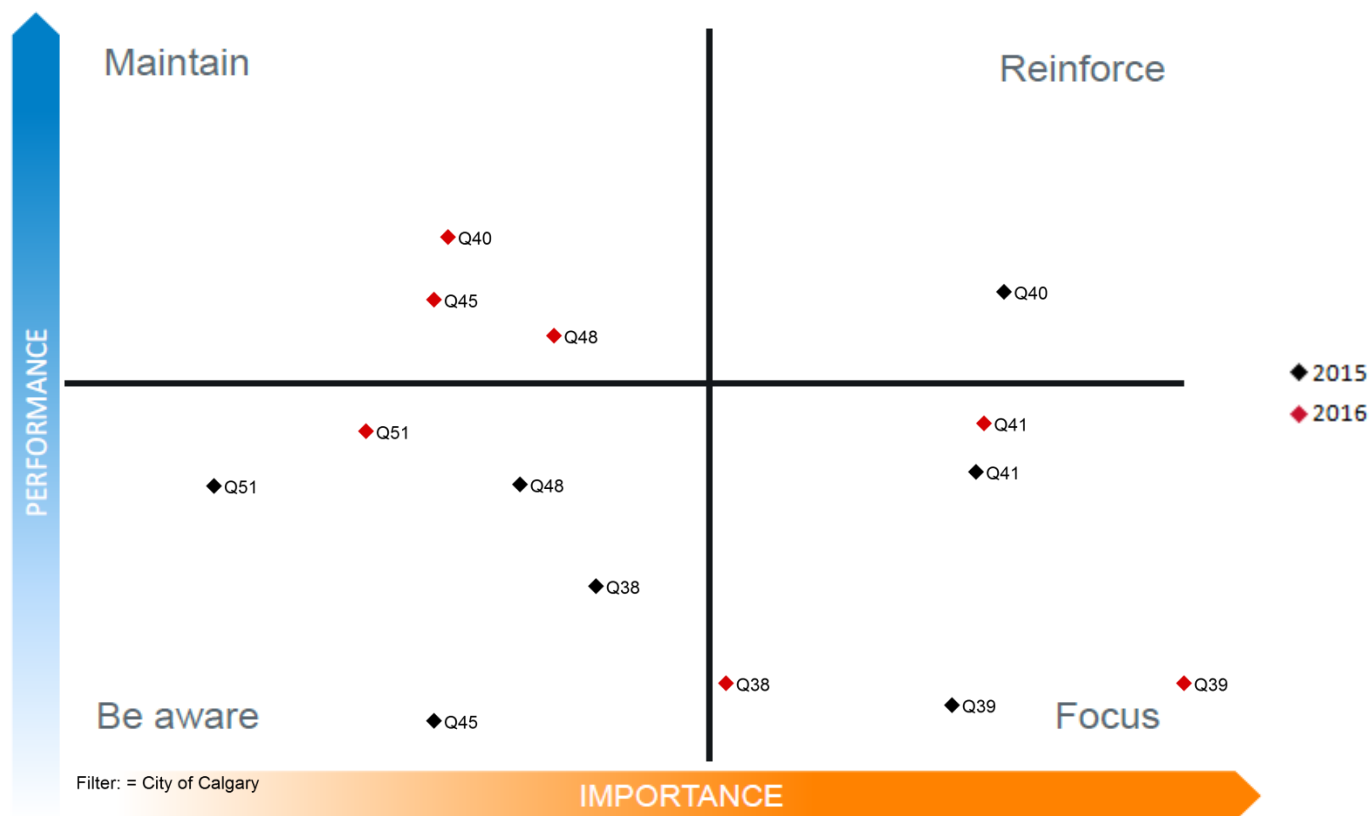
Note: If the red diamond shifts up on the chart compared to its associated black diamond, then performance has improved from last year. A shift to the right indicates a higher degree of importance on employee engagement compared to last year. It is most impactful to target questions in the lower right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

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

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

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

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. 2015)

Question	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree	Top 2 Box
Q42. In my role, I have the opportunity to work with other City departments. (n=8,010)	29%	36%	16%	7%	8%	5%	65% (+22)
Q58. I am satisfied with the career options available to me at The City of Calgary. (n=8,269)	26%	41%	17%	7%	5%		67% (+8)
Q20. My direct supervisor provides me with useful feedback. (n=8,411)	24%	37%	17%	9%	8%	5%	61%
Q61. Overall, I am satisfied with the on-the-job training I have received. (n=8,220)	19%	42%	19%	9%	6%	5%	61% (+2)
Q62. Over the past year I had opportunities at work for growth and development. (n=8,015)	19%	35%	19%	10%	8%	7%	55% (+0)
Q34. My direct supervisor asks how I like to be recognized for a job well done. (n=7,968)	13%	24%	20%	16%	16%	12%	36%

Legend: ■ Strongly Agree ■ Agree ■ Slightly Agree ■ Slightly Disagree ■ Disagree ■ Strongly Disagree

Note: In 2015, Q42 asked, "In my role, I have the opportunity to work on other City projects." Q20 and Q34 were new questions in 2016. 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.
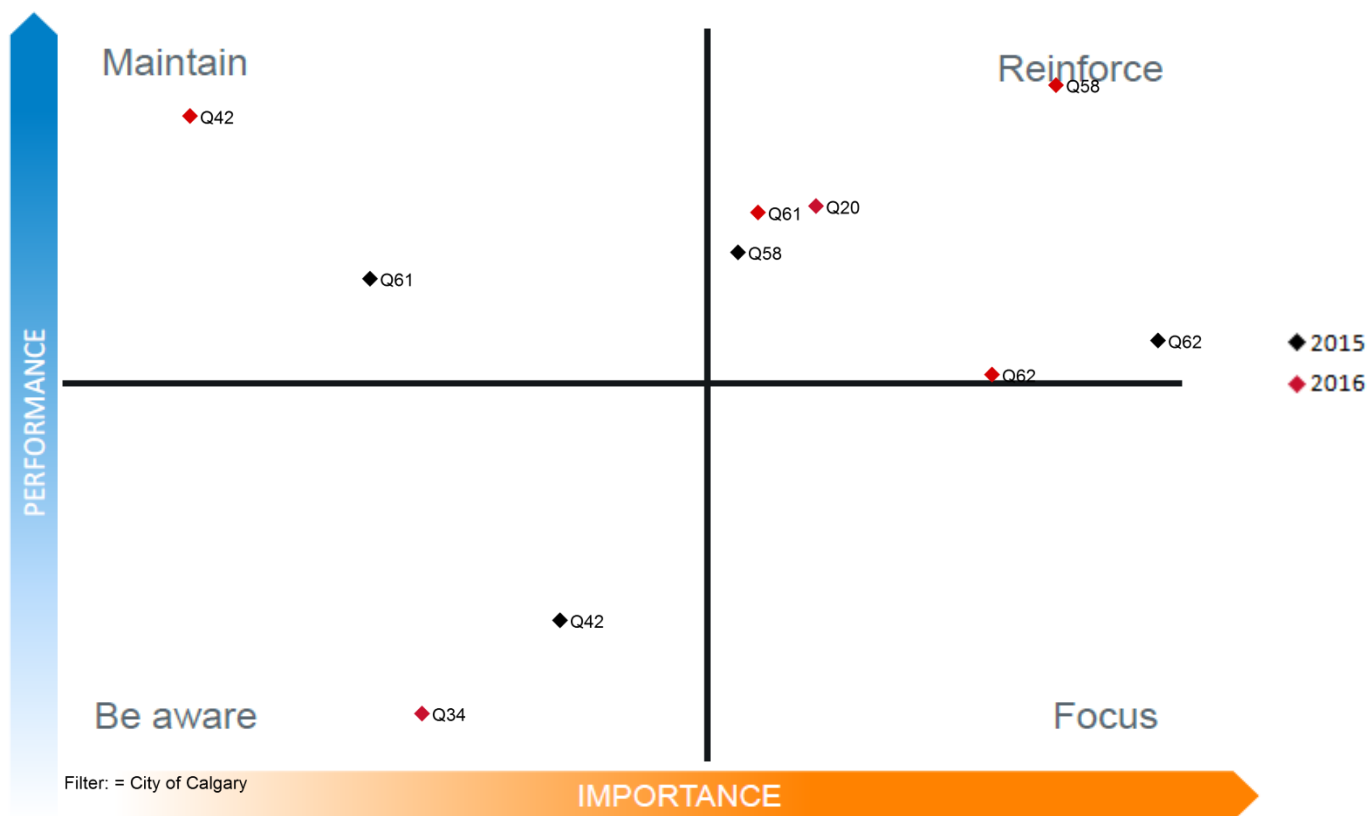
Filter: = City of Calgary

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. Q20 and Q34 were new questions in 2016.

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.

Top 2 Box
(+/- vs. 2015)

Question	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Top 2 Box (+/- vs. 2015)
Q44. My coworkers treat me with respect. (n=8,408)	31%	50%	11%		81% (-3)
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives. (n=8,337)	31%	47%	11%		78% (+1)
Q59. My work arrangements are flexible enough to meet my needs. (n=8,333)	29%	42%	14%	6%	72% (+2)
Q46. The people I work with cooperate to get the job done. (n=8,366)	29%	47%	15%	5%	76% (-2)
Q30. My efforts to live a healthy lifestyle are supported. (n=8,217)	29%	43%	15%	5%	72% (0)
Q60. Overall, I am satisfied with my work-life balance. (n=8,347)	28%	45%	14%	6%	74% (+1)
Q37. I trust the people I work with. (n=8,399)	21%	46%	19%	7% / 5%	67%

Legend: ■ Strongly Agree ■ Agree ■ Slightly Agree ■ Slightly Disagree ■ Disagree ■ Strongly Disagree

Note: Q37 was a new question in 2016. 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.
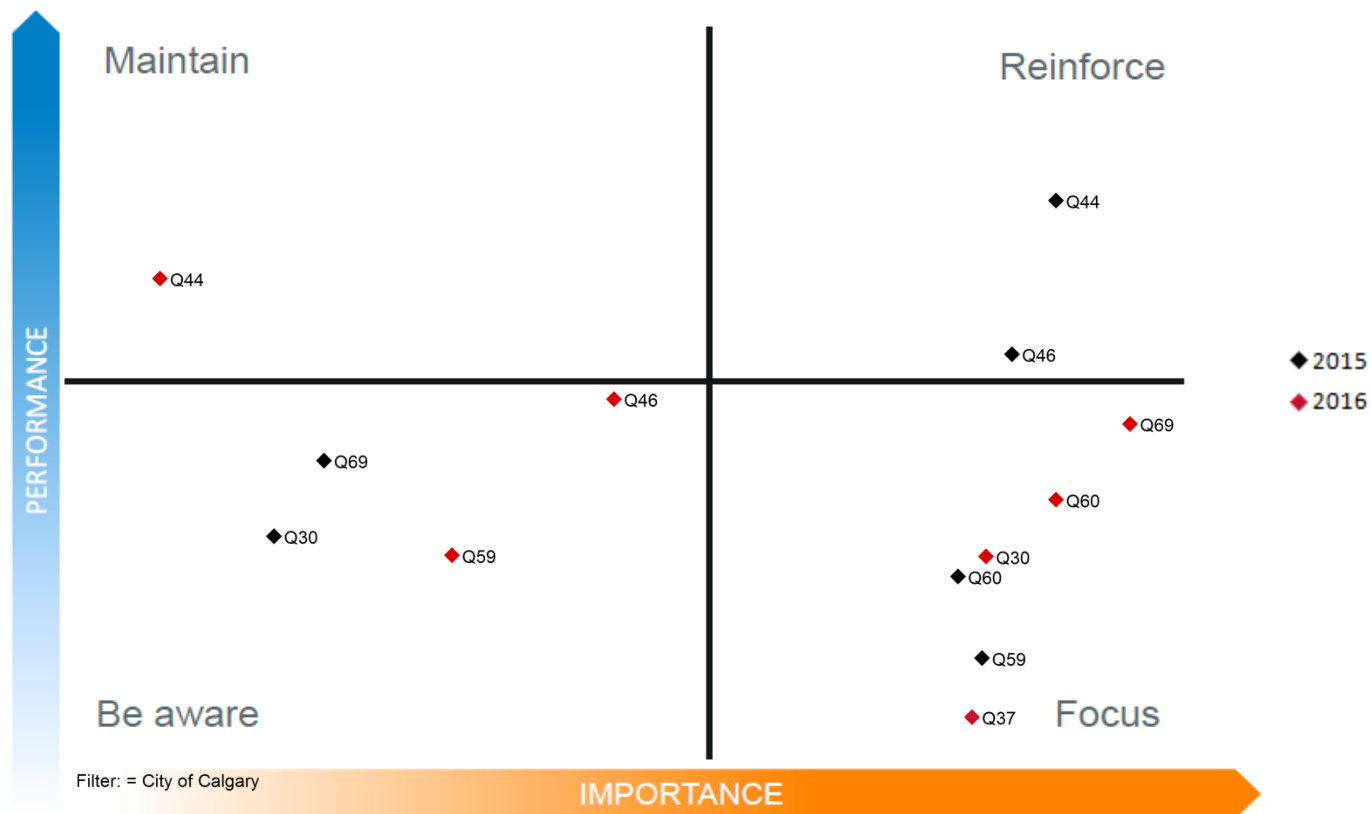
Note: If the red diamond shifts up on the chart compared to its associated black diamond, then performance has improved from last year. A shift to the right indicates a higher degree of importance on employee engagement compared to last year. It is most impactful to target questions in the lower right (Focus) quadrant. Q37 was a new question in 2016.

Calgary

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

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

Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents.

Opportunities

Q50. My business unit communicates well with employees concerning issues that affect their job.

Q75. My business unit will act on the results of this 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. 2015)

Question	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree	Top 2 Box
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents. (n=8,275)	32%	38%	14%	6%	5%	5%	69%
Q52. There is a strong culture of accountability in my work group. (n=8,289)	26%	42%	16%	7%	5%		68% (+1)
Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions. (n=8,221)	26%	43%	17%	7%	5%		68% (+2)
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity. (n=8,349)	21%	43%	19%	8%	6%		64% (-2)
Q53. My business unit has created a work environment that drives high performance. (n=8,337)	17%	36%	22%	10%	8%	7%	53% (0)
Q54. Senior management clearly communicates the City's goals and objectives. (n=8,335)	16%	37%	21%	10%	8%	8%	53% (+2)
Q50. My business unit communicates well with employees concerning issues that affect their job. (n=8,373)	15%	37%	22%	11%	9%	7%	51% (-1)
Q75. My business unit will act on the results of this survey. (n=8,083)	14%	30%	22%	11%	10%	12%	45% (+5)
Q47. There is cooperation between the different work groups within my business unit. (n=8,198)	14%	40%	23%	10%	7%	5%	54% (+2)
Q76. I've noticed some positive changes in my work environment since the last survey. (n=7,323)	11%	25%	24%	15%	14%	11%	36%

Legend: ■ Strongly Agree ■ Agree ■ Slightly Agree ■ Slightly Disagree ■ Disagree ■ Strongly Disagree

Note: Q36 and Q76 were new questions in 2016. 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.
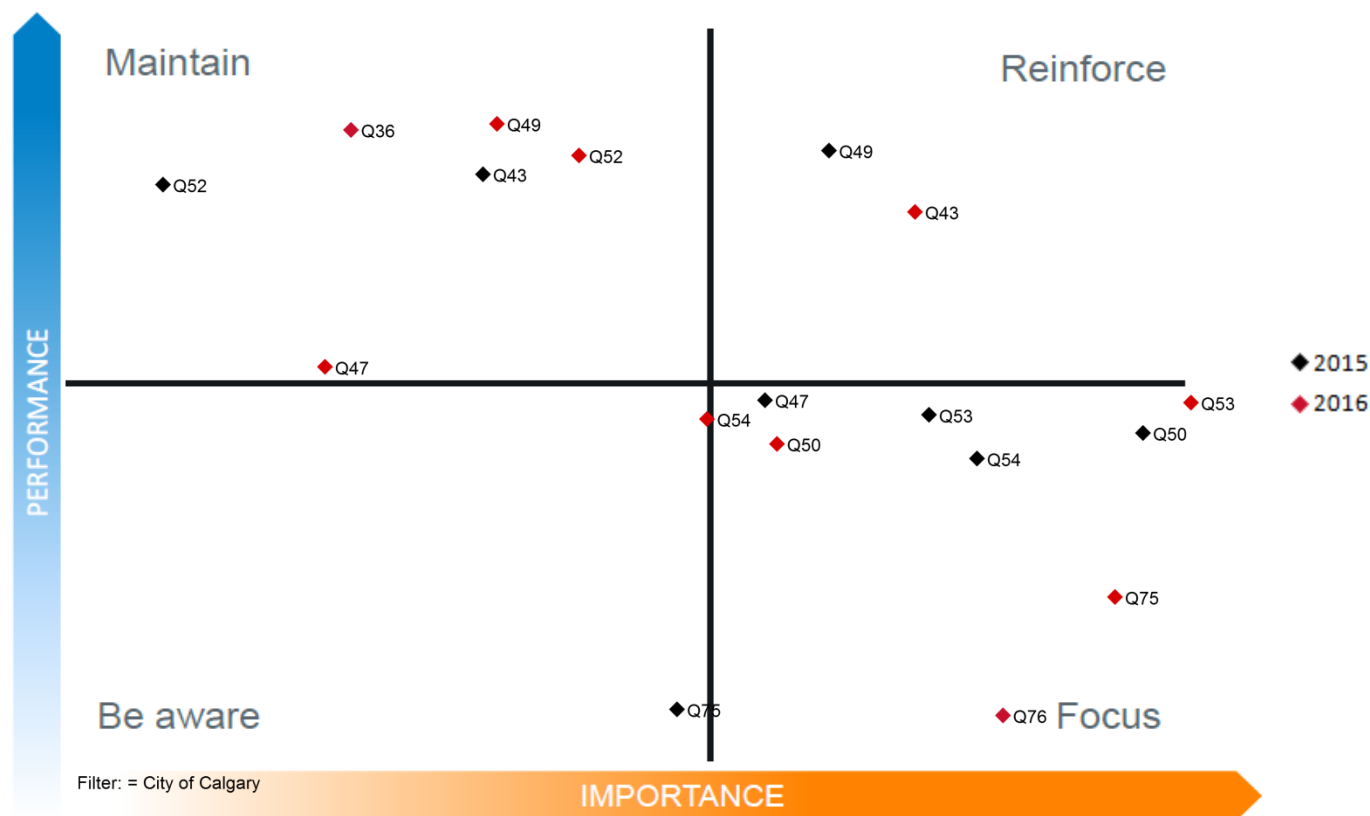
Note: If the red diamond shifts up on the chart compared to its associated black diamond, then performance has improved from last year. A shift to the right indicates a higher degree of importance on employee engagement compared to last year. It is most impactful to target questions in the lower right (Focus) quadrant. Q36 and Q76 were new questions in 2016.

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.

Top 2 Box
(+/- vs. 2015)

Question	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree	Top 2 Box
Q28. I feel that my supervisor trusts me to act in The City's best interests. (n=8,419)	41%	41%	9%				82% (+0)
Q21. I have a good working relationship with my direct supervisor. (n=8,441)	40%	39%	11%				79% (+0)
Q29. I trust my direct supervisor. (n=8,425)	38%	36%	11%				74% (+1)
Q24. I am able to decide how to do my job, as long as the work gets done. (n=8,397)	33%	40%	13%	6%			73% (0)
Q25. My direct supervisor encourages me to collaborate with my work group. (n=8,115)	30%	41%	14%	6%			71% (+2)
Q26. My direct supervisor shows appreciation when I do a good job. (n=8,413)	29%	38%	16%	7%			67% (+1)
Q16. I am encouraged to use my skills and knowledge. (n=8,444)	29%	44%	13%				72% (-2)
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. (n=8,403)	27%	35%	17%	8%	7%	6%	62% (0)
Q27. My direct supervisor shares information I need to do my job. (n=8,390)	27%	41%	16%	7%			68% (+0)
Q23. My direct supervisor clearly communicates the expectations for my job. (n=8,425)	26%	41%	16%	7%	6%		66% (+1)
Q19. I have been given feedback about my job performance within the last 6 months. (n=8,259)	24%	37%	13%	8%	11%	8%	61% (+0)
Q17. I am supported in my career development. (n=8,281)	21%	36%	19%	9%	8%	6%	57% (-2)
Q18. My opinions are valued. (n=8,396)	21%	36%	20%	9%	8%	6%	57% (-3)

Legend: ■ Strongly Agree ■ Agree ■ Slightly Agree ■ Slightly Disagree ■ Disagree ■ Strongly Disagree

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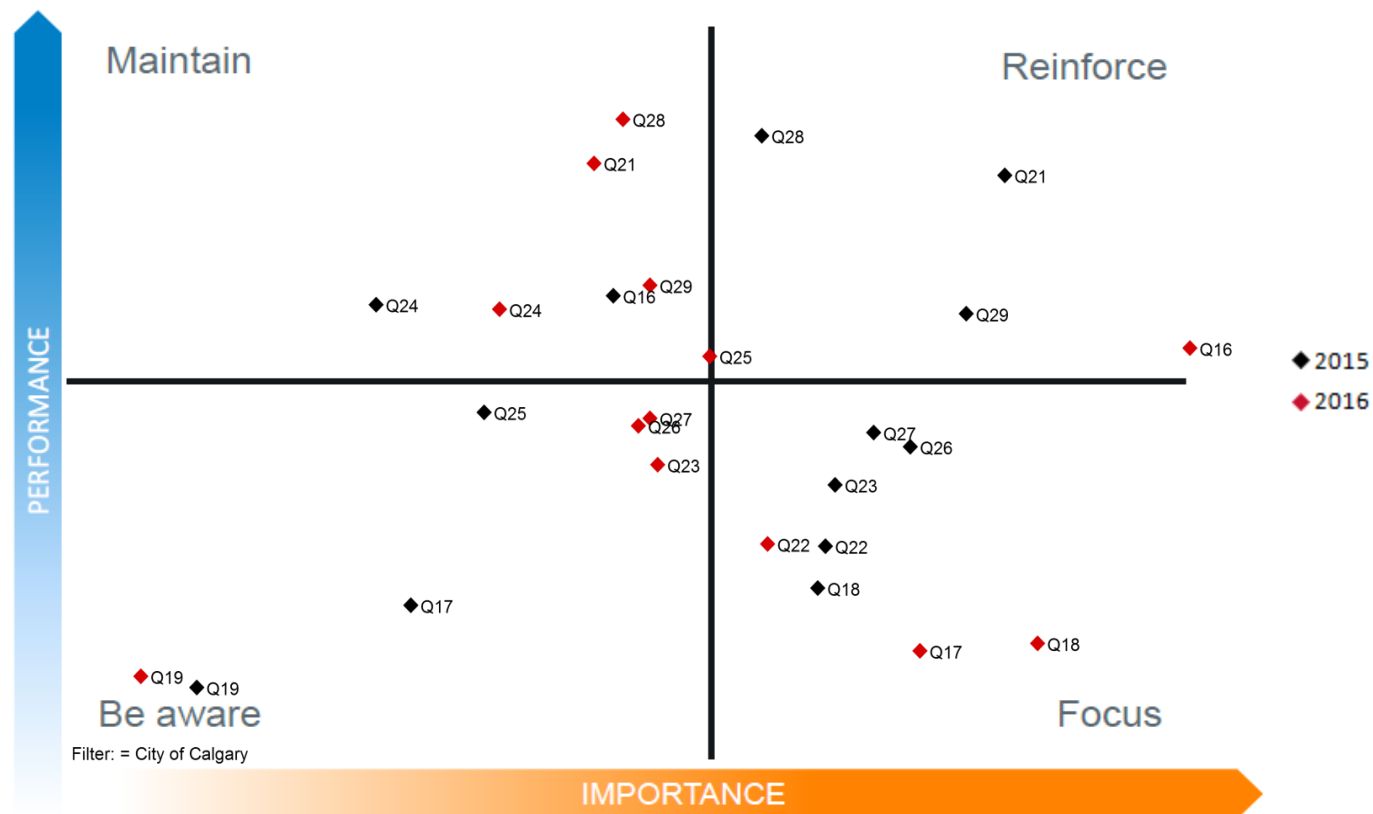
Note: If the red diamond shifts up on the chart compared to its associated black diamond, then performance has improved from last year. A shift to the right indicates a higher degree of importance on employee engagement compared to last year. It is most impactful to target questions in the lower right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

For the full list of Mental Health Index questions, please see the Corporate Employee Survey web page on the myCity website.

Factor	Score
Protection of Physical Safety (n=8,473)	80
Psychological Engagement (n=8,568)	78
Psychological Support (n=8,506)	77
Civility & Respect (n=8,568)	77
Balance (n=8,498)	76
Psychological Competencies & Requirements (n=8,509)	75
Workload Management (n=8,569)	75
Organizational Culture (n=8,567)	74
Psychological Protection (n=8,568)	73
Clear Leadership & Expectations (n=8,570)	71
Growth & Development (n=8,568)	69
Involvement & Influence (n=8,569)	68
Recognition & Reward (n=8,565)	63
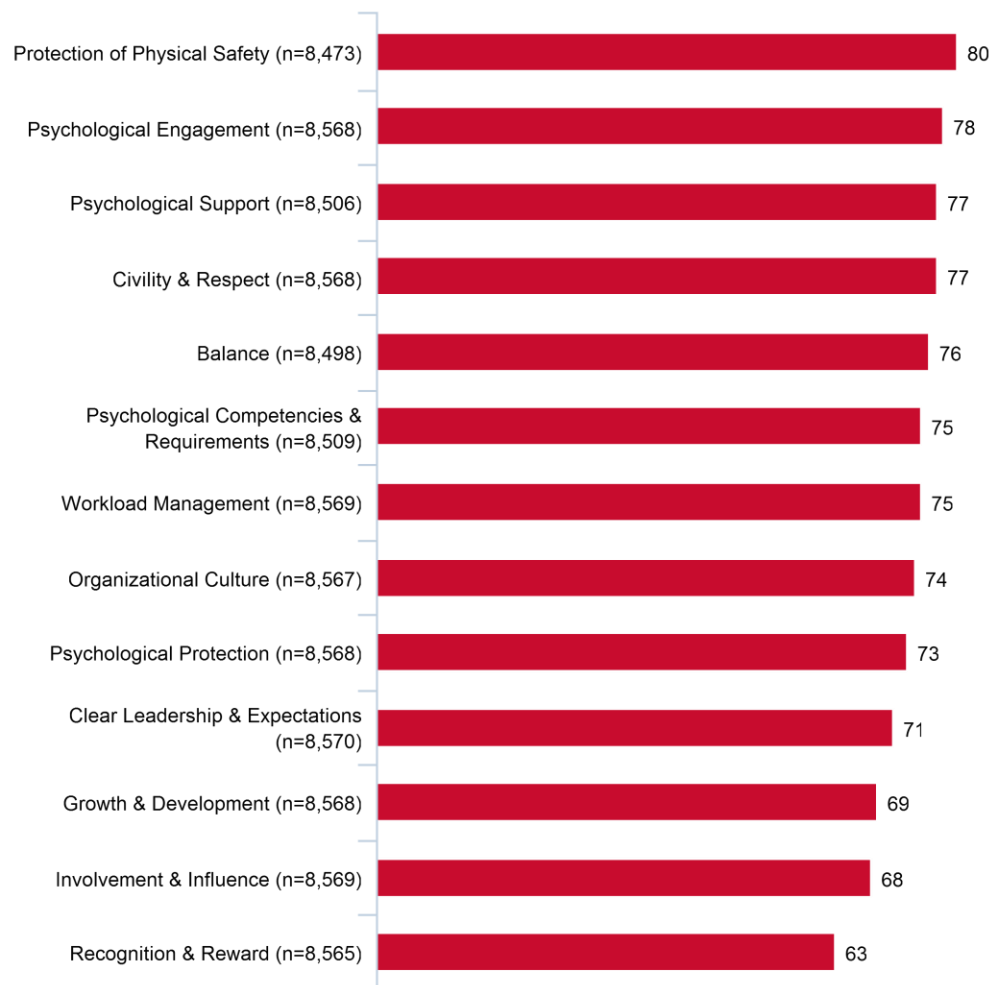
Safety Climate

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. 2015)

Question	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree	Top 2 Box
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work. (n=8,258)	45%	48%					93% (+1)
Q31. When I've had a personal or health issue, my direct supervisor has supported me. (n=7,400)	43%	37%	10%				79% (+0)
Q70. I would report unethical behavior in my workplace if it occurs. (n=8,275)	36%	45%	10%				81% (-)
Q32. My direct supervisor regularly reinforces safe work practices. (n=8,107)	36%	45%	11%				81% (0)
Q56. The City offers programs and services to support my health and well-being. (n=8,313)	36%	45%	12%				81% (-)
Q64. I have the training to do my job safely. (n=8,163)	35%	52%	9%				86% (+1)
Q33. My direct supervisor addresses unsafe working conditions. (n=7,774)	34%	44%	12%				78% (-1)
Q67. I am supported to speak up about unsafe conditions. (n=8,170)	34%	47%	10%				81% (0)
Q65. I have the resources to do my job safely. (n=8,185)	31%	51%	11%				82% (+1)
Q63. I receive information about the safety hazards of my job. (n=8,141)	28%	50%	13%				78% (+2)
Q66. Safety incidents are regularly discussed to reinforce learning. (n=7,937)	26%	43%	16%	8%			68% (+0)
Q35. My direct supervisor effectively addresses inappropriate behaviour. (n=7,753)	23%	41%	16%	9%	7%	6%	64% (-)
Q71. Ethics and the Code of Conduct are discussed in my workplace. (n=8,237)	21%	42%	19%	8%	6%		63% (-)

Legend: ■ Strongly Agree ■ Agree ■ Slightly Agree ■ Slightly Disagree ■ Disagree ■ Strongly Disagree

Note: Q35, Q56, Q70, and Q71 were new questions in 2016. Totals may not sum due to rounding.

Inclusion Index

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. Address barriers that affect individual employee perceptions of safety. Model shared values and ethical behaviours.

Top 2 Box
(+/- vs. 2015)

Question	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree	Top 2 Box (+/- vs. 2015)
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents. (n=8,275)	32%	38%	14%	6%	5%	5%	69% (-)
Q44. My coworkers treat me with respect. (n=8,408)	31%	50%	11%				81% (-3)
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives. (n=8,337)	31%	47%	11%				78% (+1)
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. (n=8,403)	27%	35%	17%	8%	7%	6%	62% (0)
Q74. The City creates an environment that values diverse perspectives, talents and experiences. (n=8,245)	24%	47%	16%	6%			71% (-)
Q73. Human rights are discussed in my workplace. (n=8,081)	14%	33%	22%	14%	11%	6%	47% (-)
Q34. My direct supervisor asks how I like to be recognized for a job well done. (n=7,968)	13%	24%	20%	16%	16%	12%	36% (-)

Legend: ■ Strongly Agree ■ Agree ■ Slightly Agree ■ Slightly Disagree ■ Disagree ■ Strongly Disagree

Note: Q34, Q36, Q73, and Q74 were new questions in 2016. Totals may not sum due to rounding.

Appendix A - Demographics

Demographics

GENDER

37%   62%   Base 8,141

LGBT COMMUNITY

No   97%
Yes 3%

Base 7,983

AGE

15-24 2%
25-34 19%
35-44 29%
45-54 29%
55 or more 21%

Base 8,053

EMPLOYMENT STATUS

Temporary 12%
Seasonal 2%
Permanent 85%

Base 8,574

UNION STATUS

Exempt 26%
Unionized 74%

Base 8,402

FLEXIBLE WORK OPTIONS

None of the above 37%
Compressed Work Week (CWW) 30%
RAWW schedule (default for most employees) 29%
Alternate Start/Stop times 9%
Telework (formal or informal) 8%
Job Share 1%

Base 8,045

JOB TYPE

Professional/Technical 32%
Team Member/Production/Service/Front-line Employee) 28%
Supervisor/Team Leader/Foreman/Coordinator 21%
Administrative/Support 10%
Trades 7%
Business Unit Manager 2%
Business Unit Director 0%
City Manager, General Manager 0%

Base 7,095

YEARS OF SERVICE

1 or less 9%
1-5 27%
6-10 27%
11-15 14%
16-20 9%
More than 20 14%

Base 7,890

Demographics

ETHNIC/CULTURAL GROUPS

Origin	%
British Isles origins	36%
European origins	35%
North-American origins	23%
East and South-East Asian origins	10%
South Asian origins	10%
French origins	6%
African origins	3%
Latin, Central and South American origins	2%
Arab origins	1%
Caribbean origins	1%
West Asian origins	1%
Oceania origins	1%

Base   7,777

ABORIGINAL STATUS

Status	%
No	97%
Yes, Métis	2%
Yes, First Nations (North American Indian)	1%
Yes, Inuk (Inuit)	0%

Base   8,018

BORN IN CANADA

Base   8,080

No 29%

Yes 71%

YEARS IN CANADA

Period	%
Less than 1 year	0%
1-5 years	5%
6-10 years	17%
11-15 years	17%
16-20 years	13%
More than 20 years	48%

Base   2,383

WORKING WITH A DISABILITY

Base   8,100

Yes 5%

No 95%

TYPE OF DISABILITY

Type	%
Pain	44%
Non-visible physical impairment	24%
Mobility impairment	22%
Other disability/impairment	21%
Flexibility limitations	20%
Mental/psychological condition	16%
Deaf/hard of hearing	16%
Learning disability	14%
Visual impairment	7%
Co-ordination/dexterity impairment	5%
Memory impairment	5%
Developmental disability	3%

Base   382

Appendix B - Response Rates

By Department, Business Unit and Employee Type

	Overall	Permanent	Temporary	Seasonal
City of Calgary	**55%**	**62%**	**36%**	**23%**
Chief Financial Office	**75%**	**78%**	**62%**	**-**
Assessment	64%	73%	42%	-
Corporate Initiatives	91%	91%	-	-
Customer Service & Communications	75%	77%	71%	-
Finance	81%	82%	74%	-
Human Resources	83%	86%	70%	-
Information Technology	70%	74%	57%	-
Community Services	**41%**	**58%**	**21%**	**15%**
Calgary Community Standards	63%	68%	37%	-
CEMA	85%	96%	N/A	-
Calgary Fire Department	42%	42%	N/A	-
Calgary Housing	85%	89%	67%	-
Calgary Neighbourhoods	49%	81%	24%	-
Calgary Parks	44%	75%	67%	16%
Calgary Recreation	24%	63%	14%	N/A
Calgary Zoo	27%	27%	N/A	-
Corporate Administration	**75%**	**78%**	**68%**	**-**
City Auditors Office	93%	92%	N/A	-
City Clerks	76%	85%	52%	-
Law Department	74%	75%	71%	-

	Overall	Permanent	Temporary	Seasonal
Deputy City Manager	**75%**	**76%**	**67%**	**-**
Corporate Analytics & Innovation	82%	83%	73%	-
Facility Management	69%	73%	50%	-
Fleet Services	63%	62%	N/A	-
GM Office	65%	73%	N/A	-
Real Estate & Development Services	77%	76%	N/A	-
Supply	84%	84%	77%	-
Planning and Development	**76%**	**75%**	**78%**	**-**
Calgary Approvals	84%	83%	N/A	-
Calgary Building Services	74%	73%	78%	-
Calgary Growth Strategies	79%	81%	N/A	-
Community Planning	77%	76%	85%	-
Transportation	**53%**	**55%**	**40%**	**12%**
Calgary Transit	57%	58%	31%	-
Roads	38%	40%	58%	12%
Transportation Infrastructure	80%	91%	N/A	-
Transportation Planning	70%	80%	45%	-
Utilities & Environmental Protection	**58%**	**59%**	**58%**	**50%**
Environmental and Safety Mgmt	84%	88%	68%	-
Waste & Recycling Services	47%	47%	57%	44%
Water Resources	77%	80%	58%	-
Water Services	55%	55%	53%	57%

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	Union Status		Gender		Job Type								Years with The City					
		Exempt	Unionized	Male	Female	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:	8,582	1,853	6,549	5,061	2,991	678	12	23	172	2,301	1,462	1,971	476	734	2,112	2,128	1,130	702	1,084
Employee Engagement	**75**	**78**	**74**	**75**	**76**	**74**	**81**	**92**	**85**	**75**	**79**	**74**	**70**	**80**	**77**	**75**	**75**	**73**	**74**
Q10. I feel energized at work.	51%	58%	49%	53%	50%	45%	50%	91%	74%	51%	58%	50%	43%	64%	54%	51%	48%	45%	51%
Q11. When I'm at work, time goes by quickly.	65%	74%	61%	64%	66%	61%	84%	96%	90%	66%	76%	58%	52%	69%	64%	66%	63%	60%	66%
Q12. I am enthusiastic about my job.	69%	73%	68%	70%	70%	63%	75%	87%	85%	70%	76%	68%	58%	77%	73%	69%	67%	66%	67%
Q13. I can continue working for very long periods.	68%	73%	67%	69%	68%	66%	91%	95%	86%	67%	75%	67%	63%	75%	71%	68%	64%	64%	65%
Q14. I am proud of the work that I do.	84%	86%	84%	84%	86%	82%	100%	100%	93%	83%	89%	83%	81%	88%	83%	84%	85%	83%	87%
Q15. I feel happy when I am working hard.	85%	91%	83%	83%	88%	86%	83%	96%	96%	85%	89%	82%	77%	91%	87%	84%	83%	81%	83%
Supervisor Relationship	**73**	**79**	**72**	**73**	**75**	**73**	**79**	**93**	**84**	**76**	**77**	**72**	**64**	**81**	**75**	**72**	**72**	**71**	**72**
Q16. I am encouraged to use my skills & knowledge.	73%	80%	71%	71%	76%	71%	84%	100%	90%	78%	79%	69%	62%	81%	76%	71%	70%	71%	73%
Q17. I am supported in my career development.	57%	69%	54%	57%	61%	56%	67%	96%	80%	62%	67%	52%	39%	70%	60%	55%	56%	55%	56%
Q18. My opinions are valued.	57%	73%	53%	55%	63%	59%	83%	100%	85%	68%	67%	53%	42%	74%	61%	56%	55%	54%	56%
Q19. I have been given feedback about my job performance within the last 6 months.	61%	69%	59%	60%	64%	59%	75%	87%	78%	64%	63%	58%	37%	77%	66%	58%	57%	55%	57%
Q21. I have a good working relationship with my direct supervisor.	79%	84%	78%	79%	80%	78%	92%	100%	88%	81%	81%	77%	67%	88%	82%	77%	76%	77%	79%
Q22. I am encouraged to share my knowledge, ideas, opinions & new ways of doing things.	62%	77%	58%	60%	68%	63%	83%	100%	87%	72%	72%	57%	47%	75%	64%	61%	61%	58%	61%
Q23. My direct supervisor clearly communicates the expectations for my job.	67%	66%	66%	67%	65%	64%	75%	100%	76%	66%	67%	67%	53%	74%	68%	67%	64%	64%	64%
Q24. I am able to decide how to do my job, as long as the work gets done.	73%	81%	71%	73%	75%	73%	67%	96%	85%	77%	81%	67%	71%	76%	75%	71%	72%	72%	76%
Q25. My direct supervisor encourages me to collaborate with my work group.	71%	83%	68%	70%	75%	70%	91%	100%	93%	79%	80%	69%	54%	82%	73%	71%	68%	67%	70%
Q26. My direct supervisor shows appreciation when I do a good job.	67%	73%	65%	68%	68%	66%	84%	100%	78%	71%	69%	65%	54%	78%	70%	66%	66%	64%	65%
Q27. My direct supervisor shares information I need to do my job.	68%	73%	67%	68%	69%	67%	92%	100%	85%	72%	71%	68%	53%	78%	70%	68%	67%	66%	67%
Q28. I feel that my supervisor trusts me to act in The City's best interests.	82%	86%	81%	82%	83%	81%	83%	96%	89%	85%	86%	80%	73%	91%	84%	80%	80%	81%	81%
Q29. I trust my direct supervisor.	74%	78%	73%	75%	75%	72%	92%	100%	85%	76%	77%	71%	60%	86%	78%	72%	72%	73%	72%
Leadership Impact	**67**	**69**	**66**	**67**	**68**	**68**	**79**	**90**	**79**	**67**	**69**	**65**	**56**	**74**	**68**	**66**	**65**	**65**	**67**
Q43. In my BU, employees are encouraged to take action when they see a problem/opportunity.	64%	69%	62%	66%	63%	62%	67%	100%	86%	65%	73%	62%	52%	70%	66%	62%	64%	59%	68%
Q47. There is cooperation between the different work groups within my business unit.	54%	56%	54%	54%	57%	60%	100%	87%	69%	56%	54%	52%	41%	65%	56%	52%	50%	52%	54%
Q49. My business unit puts the needs of citizens first in all actions, plans, & decisions.	69%	68%	69%	68%	71%	72%	75%	92%	84%	67%	72%	68%	56%	76%	72%	66%	66%	67%	69%
Q50. My business unit communicates well with employees concerning issues that affect their job.	52%	52%	51%	53%	51%	55%	75%	74%	67%	52%	54%	51%	40%	64%	55%	50%	46%	47%	51%
Q52. There is a strong culture of accountability in my work group.	68%	73%	66%	67%	70%	69%	84%	91%	79%	71%	70%	63%	48%	76%	69%	66%	67%	67%	69%
Q53. My business unit has created a work environment that drives high performance.	53%	56%	52%	52%	57%	58%	75%	83%	70%	54%	54%	51%	33%	65%	57%	53%	50%	47%	50%
Q54. Senior management clearly communicates the City's goals & objectives.	53%	59%	52%	51%	58%	59%	75%	91%	69%	55%	57%	48%	36%	66%	56%	53%	49%	51%	52%
Q75. My business unit will act on the results of this survey.	44%	53%	42%	44%	47%	45%	66%	96%	78%	45%	50%	39%	31%	60%	46%	43%	40%	41%	47%
Role Clarity	**84**	**85**	**84**	**84**	**85**	**85**	**89**	**96**	**91**	**84**	**86**	**84**	**79**	**85**	**84**	**84**	**84**	**83**	**85**
Q38. I see a connection between the work I do & the service my business unit provides.	83%	87%	82%	82%	84%	82%	100%	100%	98%	83%	88%	81%	71%	86%	83%	82%	82%	82%	84%
Q39. I feel productive in my job.	82%	82%	82%	82%	83%	82%	91%	91%	90%	81%	85%	82%	75%	83%	83%	81%	82%	79%	84%
Q40. I feel competent in my job.	92%	93%	92%	92%	92%	92%	92%	100%	98%	92%	93%	92%	87%	93%	92%	93%	92%	89%	93%
Q41. The work that I do is meaningful.	87%	87%	87%	87%	87%	86%	92%	100%	94%	85%	91%	86%	82%	87%	88%	86%	88%	86%	90%
Q45. I know what behaviors are expected of me.	93%	92%	93%	93%	94%	94%	100%	100%	94%	93%	93%	93%	88%	94%	93%	93%	94%	92%	94%
Q48. I know what is expected of me in providing excellent customer service.	90%	90%	90%	89%	93%	93%	92%	100%	94%	88%	92%	90%	80%	91%	90%	90%	90%	90%	92%
Q51. I am held responsible for the work that I do.	89%	91%	89%	89%	91%	92%	91%	95%	94%	90%	91%	89%	73%	91%	89%	89%	89%	91%	91%
Personal Growth	**70**	**77**	**68**	**69**	**71**	**69**	**79**	**95**	**83**	**72**	**75**	**66**	**58**	**75**	**71**	**69**	**69**	**67**	**71**
Q42. In my role, I have the opportunity to work with other City departments.	65%	86%	60%	64%	70%	65%	84%	100%	93%	78%	79%	56%	45%	68%	65%	65%	70%	60%	70%
Q58. I am satisfied with the career options available to me at The City of Calgary.	67%	72%	65%	68%	68%	66%	84%	100%	82%	67%	72%	64%	58%	74%	69%	67%	65%	66%	70%
Q61. Overall, I am satisfied with the on-the-job training I have received.	61%	64%	60%	61%	62%	59%	63%	96%	76%	57%	64%	58%	43%	65%	63%	59%	57%	60%	64%
Q62. Over the past year I had opportunities at work for growth & development.	54%	68%	51%	54%	58%	52%	75%	100%	79%	58%	65%	50%	36%	65%	59%	53%	52%	52%	53%
Team Culture	**77**	**81**	**76**	**77**	**78**	**77**	**81**	**87**	**84**	**79**	**79**	**76**	**71**	**82**	**78**	**77**	**76**	**76**	**77**
Q30. My efforts to live a healthy lifestyle are supported.	72%	79%	70%	71%	77%	77%	75%	73%	85%	79%	77%	67%	59%	81%	75%	72%	73%	70%	71%
Q44. My coworkers treat me with respect.	81%	86%	80%	83%	80%	78%	100%	100%	94%	85%	85%	79%	71%	87%	83%	80%	81%	81%	83%
Q46. The people I work with cooperate to get the job done.	76%	78%	76%	78%	75%	74%	91%	86%	86%	77%	81%	77%	70%	82%	77%	75%	76%	73%	80%
Q59. My work arrangements are flexible enough to meet my needs.	71%	81%	70%	71%	74%	74%	66%	91%	85%	78%	74%	68%	63%	74%	73%	72%	71%	72%	74%
Q60. Overall, I am satisfied with my work-life balance.	73%	77%	73%	74%	75%	76%	75%	54%	76%	79%	74%	72%	70%	79%	76%	73%	70%	74%	75%
Q69. I feel accepted & supported regardless of individuality/abilities/background/perspectives.	78%	83%	77%	79%	79%	76%	91%	96%	92%	80%	83%	75%	68%	88%	82%	77%	75%	77%	77%

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.

	Union Status		Gender		Job Type								Years with The City					
Total	Exempt	Unionized	Male	Female	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: 8,582	1,853	6,549	5,061	2,991	678	12	23	172	2,301	1,462	1,971	476	734	2,112	2,128	1,130	702	1,084
Safety Climate 80	85	79	79	82	81	88	94	89	83	83	79	73	83	81	80	80	78	80
Q31. When I've had a personal or health issue, my direct supervisor has supported me. 80%	88%	78%	78%	82%	78%	-	100%	92%	85%	84%	77%	67%	90%	83%	78%	79%	76%	77%
Q32. My direct supervisor regularly reinforces safe work practices. 81%	86%	79%	79%	84%	82%	-	96%	90%	85%	87%	82%	72%	87%	82%	80%	81%	79%	79%
Q33. My direct supervisor addresses unsafe working conditions. 78%	87%	76%	77%	82%	79%	-	100%	94%	84%	85%	79%	65%	85%	80%	78%	79%	76%	76%
Q63. I receive information about the safety hazards of my job. 78%	84%	76%	77%	80%	79%	100%	96%	92%	84%	83%	77%	67%	78%	81%	78%	77%	74%	78%
Q64. I have the training to do my job safely. 87%	92%	85%	85%	89%	89%	100%	100%	95%	89%	88%	83%	71%	88%	87%	86%	85%	85%	89%
Q65. I have the resources to do my job safely. 82%	91%	80%	80%	87%	89%	100%	100%	94%	87%	85%	77%	68%	88%	84%	81%	79%	79%	83%
Q66. Safety incidents are regularly discussed to reinforce learning. 69%	75%	66%	68%	69%	69%	-	96%	92%	73%	78%	67%	57%	69%	70%	67%	67%	64%	71%
Q67. I am supported to speak up about unsafe conditions. 81%	90%	79%	79%	87%	88%	90%	100%	98%	88%	88%	80%	67%	87%	84%	80%	79%	81%	83%
Q68. I understand that it is my responsibility to make sure my colleagues & I stay safe at work. 93%	96%	93%	93%	94%	93%	100%	100%	98%	95%	96%	92%	92%	96%	95%	92%	92%	92%	93%
Employee Satisfaction Elements																		
Q1. I know & understand the current objectives of my business unit. 72%	73%	72%	74%	71%	70%	92%	100%	91%	68%	76%	71%	65%	75%	74%	73%	72%	72%	70%
Q2. I am satisfied with the fairness & respect I receive on the job from the person I report to directly. 78%	80%	77%	79%	78%	77%	83%	100%	86%	80%	81%	76%	66%	89%	81%	76%	74%	78%	78%
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job. 66%	66%	66%	66%	67%	71%	75%	87%	75%	66%	62%	66%	51%	75%	68%	65%	62%	64%	66%
Q4. I am meaningfully involved in decisions that affect my job & me. 48%	59%	45%	49%	49%	49%	75%	96%	79%	51%	60%	41%	39%	59%	49%	47%	47%	45%	49%
Q5. Overall, I am satisfied with development opportunities &/or training. 55%	61%	54%	56%	55%	51%	67%	100%	79%	53%	64%	50%	41%	66%	54%	52%	54%	55%	58%
Q6. I am truly appreciated for the contribution I make to my business unit. 57%	63%	56%	59%	57%	56%	75%	100%	79%	57%	60%	55%	46%	71%	61%	56%	52%	54%	55%
Q7. I am sufficiently rewarded for the effort that I put into my job. 47%	55%	45%	48%	49%	47%	58%	95%	71%	51%	51%	43%	32%	63%	51%	46%	44%	42%	45%
Q8. My work related stress is manageable. 63%	63%	62%	63%	63%	65%	67%	52%	64%	65%	59%	63%	61%	79%	66%	59%	56%	60%	61%
Employee Engagement Outcomes																		
Q9. Overall, I am satisfied with the quality of my work life in my business unit. 69%	69%	69%	70%	68%	68%	67%	92%	83%	70%	70%	69%	65%	80%	72%	66%	67%	68%	71%
Q55. I am proud to work at The City of Calgary. 87%	89%	87%	86%	90%	93%	92%	100%	94%	88%	88%	85%	76%	92%	89%	87%	86%	84%	86%
Q57. I would recommend the City of Calgary as an employer to a family member or friend. 86%	87%	85%	84%	88%	90%	100%	100%	94%	86%	86%	84%	78%	91%	90%	87%	84%	83%	81%
Inclusion Index 70	75	69	70	71	70	77	91	82	72	74	69	60	77	72	69	69	68	70
Q22. I am encouraged to share my knowledge, ideas, opinions & new ways of doing things. 62%	77%	58%	60%	68%	63%	83%	100%	87%	72%	72%	57%	47%	75%	64%	61%	61%	58%	61%
Q34. My direct supervisor asks how I like to be recognized for a job well done. 37%	40%	35%	38%	37%	35%	42%	62%	45%	37%	37%	35%	21%	42%	40%	37%	34%	32%	34%
Q36. Supervisor sets example in respecting employee's abilities/backgrounds/expertise/talents. 70%	76%	68%	69%	71%	70%	66%	100%	81%	73%	73%	66%	51%	81%	71%	67%	66%	68%	68%
Q44. My coworkers treat me with respect. 81%	86%	80%	83%	80%	78%	100%	100%	94%	85%	85%	79%	71%	87%	83%	80%	81%	81%	83%
Q69. I feel accepted & supported regardless of individuality/abilities/background/perspectives. 78%	83%	77%	79%	79%	76%	91%	96%	92%	80%	83%	75%	68%	88%	84%	77%	75%	77%	77%
Q73. Human rights are discussed in my workplace. 47%	52%	46%	47%	47%	46%	59%	82%	73%	44%	58%	46%	31%	51%	46%	45%	48%	46%	51%
Q74. The City creates an environment that values diverse perspectives, talents & experiences. 71%	79%	69%	70%	74%	74%	83%	95%	89%	74%	77%	68%	48%	82%	73%	70%	69%	68%	71%
4 Cs Framework																		
Character 79	82	78	79	80	78	83	94	87	80	81	77	70	84	80	78	78	78	79
Competence 75	78	75	75	77	76	83	93	84	76	78	74	68	80	77	75	74	74	76
Commitment 78	80	78	78	79	78	84	94	88	78	81	78	72	81	79	78	78	77	79
Collaboration 72	79	70	71	74	72	84	93	85	76	77	70	62	78	73	71	72	69	72

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

	Aboriginal		Disability		Ethnicity											
	No	Yes	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:	7,765	253	394	7,706	211	103	2,780	100	811	2,731	504	172	1,767	45	761	62
Employee Engagement	**76**	**73**	**70**	**76**	**77**	**75**	**74**	**77**	**77**	**75**	**75**	**77**	**74**	**67**	**81**	**77**
Q10. I feel energized at work.	52%	48%	38%	53%	60%	55%	47%	53%	60%	47%	48%	61%	48%	31%	68%	52%
Q11. When I'm at work, time goes by quickly.	65%	55%	52%	65%	67%	49%	61%	69%	73%	63%	63%	70%	60%	42%	77%	63%
Q12. I am enthusiastic about my job.	70%	63%	61%	70%	69%	72%	67%	75%	74%	68%	67%	76%	67%	60%	82%	76%
Q13. I can continue working for very long periods.	69%	66%	57%	69%	71%	68%	66%	69%	70%	67%	69%	70%	68%	58%	75%	74%
Q14. I am proud of the work that I do.	85%	81%	76%	85%	82%	79%	84%	87%	85%	83%	86%	87%	83%	69%	89%	82%
Q15. I feel happy when I am working hard.	84%	83%	77%	86%	83%	78%	84%	82%	86%	84%	85%	85%	84%	75%	92%	84%
Supervisor Relationship	**74**	**70**	**65**	**74**	**71**	**72**	**73**	**75**	**77**	**74**	**74**	**72**	**72**	**64**	**76**	**69**
Q16. I am encouraged to use my skills & knowledge.	73%	68%	58%	74%	73%	68%	73%	72%	77%	74%	75%	70%	70%	57%	75%	71%
Q17. I am supported in my career development.	58%	44%	44%	58%	55%	53%	58%	61%	64%	58%	59%	53%	57%	50%	59%	50%
Q18. My opinions are valued.	59%	48%	44%	59%	48%	54%	59%	60%	66%	59%	58%	61%	55%	46%	58%	49%
Q19. I have been given feedback about my job performance within the last 6 months.	62%	53%	53%	61%	62%	58%	59%	65%	67%	62%	60%	60%	58%	38%	70%	53%
Q21. I have a good working relationship with my direct supervisor.	79%	78%	67%	80%	75%	76%	80%	77%	80%	80%	81%	78%	78%	69%	84%	73%
Q22. I am encouraged to share my knowledge, ideas, opinions & new ways of doing things.	63%	58%	47%	63%	54%	60%	63%	62%	70%	63%	62%	62%	62%	45%	62%	55%
Q23. My direct supervisor clearly communicates the expectations for my job.	67%	68%	55%	67%	65%	69%	65%	73%	73%	66%	70%	69%	64%	50%	78%	64%
Q24. I am able to decide how to do my job, as long as the work gets done.	74%	73%	64%	74%	68%	74%	71%	80%	80%	73%	72%	77%	71%	69%	75%	70%
Q25. My direct supervisor encourages me to collaborate with my work group.	71%	65%	60%	72%	65%	70%	72%	69%	76%	73%	74%	74%	70%	61%	71%	65%
Q26. My direct supervisor shows appreciation when I do a good job.	68%	62%	57%	68%	70%	64%	67%	70%	74%	67%	68%	68%	64%	50%	73%	65%
Q27. My direct supervisor shares information I need to do my job.	69%	64%	57%	69%	70%	70%	68%	79%	73%	69%	69%	71%	66%	60%	74%	58%
Q28. I feel that my supervisor trusts me to act in The City's best interests.	83%	81%	71%	83%	78%	75%	84%	84%	83%	83%	85%	82%	82%	69%	83%	75%
Q29. I trust my direct supervisor.	75%	70%	60%	76%	72%	71%	74%	75%	78%	74%	73%	76%	72%	60%	84%	67%
Leadership Impact	**67**	**63**	**60**	**67**	**69**	**68**	**65**	**67**	**72**	**65**	**67**	**68**	**65**	**58**	**74**	**67**
Q43. In my BU, employees are encouraged to take action when they see a problem/opportunity.	65%	60%	52%	65%	64%	63%	63%	64%	71%	63%	66%	63%	63%	49%	70%	62%
Q47. There is cooperation between the different work groups within my business unit.	55%	52%	50%	55%	58%	58%	51%	53%	66%	52%	55%	56%	49%	42%	67%	54%
Q49. My business unit puts the needs of citizens first in all actions, plans, & decisions.	69%	63%	62%	69%	79%	68%	65%	69%	77%	65%	68%	76%	65%	57%	82%	72%
Q50. My business unit communicates well with employees concerning issues that affect their job.	52%	45%	38%	52%	59%	64%	48%	62%	61%	48%	51%	63%	47%	45%	68%	53%
Q52. There is a strong culture of accountability in my work group.	68%	62%	57%	69%	72%	69%	65%	63%	74%	66%	66%	68%	64%	50%	82%	71%
Q53. My business unit has created a work environment that drives high performance.	54%	49%	46%	54%	64%	60%	50%	53%	62%	50%	55%	57%	48%	35%	71%	53%
Q54. Senior management clearly communicates the City's goals & objectives.	54%	46%	42%	54%	64%	61%	49%	61%	62%	49%	55%	57%	50%	40%	67%	53%
Q75. My business unit will act on the results of this survey.	46%	31%	35%	46%	49%	53%	42%	48%	56%	41%	43%	50%	39%	40%	60%	47%
Role Clarity	**84**	**83**	**81**	**85**	**86**	**84**	**84**	**85**	**85**	**84**	**85**	**86**	**83**	**79**	**87**	**84**
Q38. I see a connection between the work I do & the service my business unit provides.	83%	85%	75%	83%	84%	80%	83%	80%	87%	82%	85%	82%	81%	66%	86%	76%
Q39. I feel productive in my job.	83%	78%	75%	83%	83%	84%	80%	84%	87%	81%	84%	87%	80%	68%	89%	80%
Q40. I feel competent in my job.	92%	90%	89%	92%	92%	90%	92%	94%	92%	93%	94%	92%	91%	84%	92%	87%
Q41. The work that I do is meaningful.	88%	82%	82%	88%	87%	85%	86%	85%	90%	86%	88%	89%	84%	73%	93%	86%
Q45. I know what behaviors are expected of me.	93%	94%	91%	94%	95%	93%	93%	90%	94%	93%	93%	94%	93%	90%	94%	90%
Q48. I know what is expected of me in providing excellent customer service.	91%	87%	87%	91%	91%	86%	90%	92%	91%	90%	91%	92%	89%	82%	95%	90%
Q51. I am held responsible for the work that I do.	90%	85%	90%	90%	92%	93%	88%	93%	91%	88%	90%	92%	87%	84%	94%	88%
Personal Growth	**70**	**64**	**60**	**70**	**70**	**69**	**69**	**72**	**74**	**70**	**69**	**71**	**69**	**64**	**73**	**69**
Q42. In my role, I have the opportunity to work with other City departments.	66%	58%	51%	67%	64%	65%	65%	69%	73%	67%	66%	71%	64%	56%	67%	66%
Q58. I am satisfied with the career options available to me at The City of Calgary.	68%	58%	49%	69%	70%	64%	65%	73%	72%	66%	66%	66%	67%	56%	75%	66%
Q61. Overall, I am satisfied with the on-the-job training I have received.	62%	54%	51%	62%	63%	63%	59%	62%	66%	58%	58%	66%	58%	47%	71%	52%
Q62. Over the past year I had opportunities at work for growth & development.	56%	43%	39%	56%	54%	49%	54%	58%	61%	55%	54%	60%	53%	60%	59%	48%
Team Culture	**78**	**75**	**69**	**78**	**76**	**76**	**77**	**77**	**80**	**77**	**78**	**77**	**76**	**72**	**79**	**74**
Q30. My efforts to live a healthy lifestyle are supported.	73%	63%	58%	73%	72%	69%	73%	77%	78%	72%	74%	75%	72%	68%	77%	65%
Q44. My coworkers treat me with respect.	82%	77%	70%	82%	77%	79%	82%	76%	85%	82%	81%	78%	80%	69%	84%	75%
Q46. The people I work with cooperate to get the job done.	77%	73%	66%	77%	77%	81%	76%	67%	82%	75%	78%	74%	74%	71%	81%	74%
Q59. My work arrangements are flexible enough to meet my needs.	73%	68%	60%	72%	71%	71%	72%	77%	76%	72%	75%	80%	70%	60%	71%	65%
Q60. Overall, I am satisfied with my work-life balance.	75%	72%	59%	75%	76%	76%	73%	80%	81%	73%	77%	80%	73%	66%	76%	69%
Q69. I feel accepted & supported regardless of individuality/abilities/background/perspectives.	79%	75%	64%	80%	73%	70%	79%	75%	84%	78%	79%	77%	77%	57%	81%	76%

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	Aboriginal		Disability		Ethnicity											
	No	Yes	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:	7,765	253	394	7,706	211	103	2,780	100	811	2,731	504	172	1,767	45	761	62
Safety Climate	**80**	**77**	**73**	**81**	**78**	**81**	**80**	**82**	**81**	**80**	**81**	**80**	**80**	**77**	**80**	**78**
Q31. When I've had a personal or health issue, my direct supervisor has supported me.	80%	75%	68%	80%	74%	76%	82%	88%	82%	81%	82%	80%	79%	77%	77%	70%
Q32. My direct supervisor regularly reinforces safe work practices.	81%	79%	72%	81%	74%	81%	82%	79%	82%	82%	83%	84%	82%	77%	77%	85%
Q33. My direct supervisor addresses unsafe working conditions.	79%	71%	67%	79%	73%	76%	80%	80%	79%	79%	82%	78%	80%	81%	76%	81%
Q63. I receive information about the safety hazards of my job.	78%	73%	67%	79%	78%	80%	76%	85%	84%	77%	81%	79%	76%	64%	81%	71%
Q64. I have the training to do my job safely.	87%	81%	82%	87%	83%	82%	86%	86%	88%	86%	88%	79%	85%	68%	88%	71%
Q65. I have the resources to do my job safely.	83%	75%	72%	83%	81%	80%	82%	91%	88%	82%	85%	81%	81%	73%	85%	74%
Q66. Safety incidents are regularly discussed to reinforce learning.	69%	60%	55%	69%	67%	76%	65%	73%	76%	66%	66%	70%	67%	64%	71%	63%
Q67. I am supported to speak up about unsafe conditions.	82%	72%	67%	83%	73%	87%	81%	89%	86%	83%	85%	82%	82%	82%	79%	82%
Q68. I understand that it is my responsibility to make sure my colleagues & I stay safe at work.	94%	92%	88%	94%	91%	93%	94%	94%	93%	94%	94%	94%	94%	86%	94%	94%
Employee Satisfaction Elements																
Q1. I know & understand the current objectives of my business unit.	72%	70%	64%	72%	75%	72%	69%	72%	77%	69%	71%	73%	71%	64%	83%	76%
Q2. I am satisfied with the fairness & respect I receive on the job from the person I report to directly.	78%	77%	64%	79%	74%	71%	79%	76%	80%	80%	81%	74%	77%	57%	80%	70%
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job.	67%	58%	56%	67%	66%	69%	65%	74%	73%	64%	67%	62%	63%	57%	77%	64%
Q4. I am meaningfully involved in decisions that affect my job & me.	49%	42%	39%	49%	50%	54%	44%	49%	59%	46%	45%	57%	43%	34%	60%	35%
Q5. Overall, I am satisfied with development opportunities &/or training.	56%	48%	47%	56%	57%	52%	54%	55%	60%	53%	54%	55%	53%	45%	64%	48%
Q6. I am truly appreciated for the contribution I make to my business unit.	58%	51%	45%	58%	63%	61%	53%	66%	69%	55%	56%	62%	54%	50%	70%	55%
Q7. I am sufficiently rewarded for the effort that I put into my job.	48%	38%	34%	48%	48%	47%	48%	52%	54%	48%	48%	46%	44%	37%	53%	40%
Q8. My work related stress is manageable.	63%	60%	47%	63%	66%	55%	62%	67%	68%	62%	67%	67%	62%	68%	65%	52%
Employee Engagement Outcomes																
Q9. Overall, I am satisfied with the quality of my work life in my business unit.	69%	68%	59%	71%	69%	66%	69%	74%	75%	69%	72%	74%	67%	48%	74%	62%
Q55. I am proud to work at The City of Calgary.	88%	84%	79%	88%	91%	86%	86%	92%	91%	87%	89%	89%	85%	72%	94%	88%
Q57. I would recommend the City of Calgary as an employer to a family member or friend.	86%	81%	75%	87%	87%	84%	85%	91%	91%	85%	85%	87%	84%	78%	93%	92%
Inclusion	**71**	**67**	**62**	**71**	**68**	**69**	**70**	**69**	**74**	**70**	**71**	**68**	**69**	**64**	**73**	**69**
Q22. I am encouraged to share my knowledge, ideas, opinions & new ways of doing things.	63%	58%	47%	63%	54%	60%	63%	62%	70%	63%	62%	62%	62%	45%	62%	55%
Q34. My direct supervisor asks how I like to be recognized for a job well done.	37%	31%	28%	37%	45%	45%	32%	35%	47%	32%	32%	35%	32%	40%	52%	41%
Q36. Supervisor sets example in respecting employee's abilities/backgrounds/expertise/talents.	70%	68%	59%	70%	68%	67%	71%	71%	71%	70%	71%	72%	68%	60%	73%	64%
Q44. My coworkers treat me with respect.	82%	77%	70%	82%	77%	79%	82%	76%	85%	82%	81%	78%	80%	69%	84%	75%
Q69. I feel accepted & supported regardless of individuality/abilities/background/perspectives.	79%	75%	64%	80%	73%	70%	79%	75%	84%	78%	79%	77%	77%	57%	81%	76%
Q73. Human rights are discussed in my workplace.	47%	42%	38%	48%	39%	46%	46%	49%	51%	46%	51%	44%	46%	45%	50%	56%
Q74. The City creates an environment that values diverse perspectives, talents & experiences.	71%	63%	55%	72%	72%	65%	70%	70%	76%	70%	73%	63%	70%	57%	77%	66%
4 Cs Framework																
Character	79	76	72	79	77	77	79	79	80	79	80	78	78	71	82	76
Competence	76	72	69	76	77	75	75	77	78	75	76	76	74	70	79	74
Commitment	79	76	74	79	80	78	78	79	81	78	78	80	77	71	83	79
Collaboration	72	69	64	73	69	72	72	71	76	72	73	72	71	65	73	71

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