2015 Corporate Employee Survey

City Wide Report

Prepared for The City of Calgary by:

Harris/Decima
1800 -160 Elgin Street
Ottawa, Ontario
K2P 2P7

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Calgary

The Employee Satisfaction Index is at all time high (135.2) with more than a 10% increase.

Overall, City employees score highest on Character and Commitment (each receiving a score of 78 on a scale of 0 to 100).

City of Calgary employees display a high level of engagement with a score of 75 (on a scale of 0 to 100).

Employee engagement is primarily driven by Role Clarity and Personal Growth while employee satisfaction depends heavily on Team Culture, Leadership Impact and Relationship with Supervisor.

The employee survey in 2015 represented an important evolution in this measurement tool. The scope of the survey was expanded to reflect the latest industry standards. More importantly, new measurements were created to enable our new corporate culture.

Among the new measurements supportive of a focus on culture are employee engagement and the 4 Cs (Character, Competence, Commitment, Collaboration). These new measures supplement the Employee Satisfaction Index, which has been a key benchmark over the past ten years.

In total, 7,065 City employees completed the survey out of a total of 15,379 employees, yielding an overall completion rate of 46%. Response rate among permanent employees increased 2% to 48% (6,237 responses), temporary employees increased from 28% to 60% (661 responses) and seasonal employees dropped from 25% to 16% (167 responses). The online and paper survey response rate increased from 57% to 66% and decreased from 26% to 22% respectively.

Employee engagement is strongly related to role clarity

This year The City added a new index related to employee engagement. This is a best practice in most employee surveys worldwide. The results show a positive level of employee engagement (75 out of 100), with good performance in all indices including Role Clarity, Personal Growth, Team Culture, Leadership Impact and Supervisor Relationship. Department level results on each of these indices are displayed in the table below:

Department Name	Engagement	Role Clarity	Personal Growth	Team Culture	Leadership impact	Supervisor Relationship
The City of Calgary	75	83	64	77	66	73
Chief Financial Office	76	84	67	80	68	76
Community Services & Protective Services	77	84	63	77	66	75
Corporate Administration	77	85	70	81	76	79
Deputy City Manager's Office	76	83	68	81	68	76
Planning, Development & Assessment	73	81	66	78	65	77
Transportation	71	83	58	72	61	66
Utilities & Environmental Protection	73	82	63	75	65	70

Employee engagement is most related to Role Clarity, followed by Personal Growth and Team Culture. It is recommended that most effort be placed in improving performance in these three areas. For managers, all indices deserve consideration during action planning for 2016. When reviewing the results for each index, look closely at the related survey questions and where they fall on the focus maps.

The City scores strongest on Character and Commitment

The 4 Cs are the core – and defining – qualities of work life at The City: Character, Competence, Commitment and Collaboration. The 2015 results for The City on the 4 Cs exhibit strong performance with highest scores (77 out of 100) on the qualities of character and commitment. Department level results on each of these indices are displayed in the table below:

Department Name	Character	Competence	Commitment	Collaboration
The City of Calgary	78	74	78	69
Chief Financial Office	80	76	78	73
Community Services & Protective Services	80	75	80	69
Corporate Administration	83	79	82	75
Deputy City Manager's Office	80	75	78	73
Planning, Development & Assessment	80	74	77	72
Transportation	74	70	76	62
Utilities & Environmental Protection	75	73	77	66

Employee Satisfaction index at highest level in ten years

The Corporate Employee Satisfaction index registered more than a 10% increase from the previous year – the highest level since the index was created in 2005.

The most important factor related to employee satisfaction is a "respectful and cooperative Team Culture." Other important factors include the roles of senior leadership and direct supervisors.

Background and 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.

This year the survey expanded from less than twenty questions to more than sixty to align with The City's Leadership Strategic Plan. It also provides a baseline for measuring the focus on culture.

The new survey includes new questions and areas of measurement, including employee engagement, perceptions of safety, customer service, collaboration, communication and wellness amongst others.

New report formats and statistical analyses 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, in its new format, gives managers and all employees an important, evidence-based guide toward a common purpose: *making life better every day.*

METHODOLOGY

The 2015 City of Calgary Corporate Employee Survey followed a similar methodology used in previous years.

Harris/Decima, an external contractor, administered the survey to all full-time, part-time and seasonal City employees eligible to participate. An online survey was hosted for all those with an internet connection. Employees with City network emails (emails with an @calgary.ca domain) were provided with a unique one-time-use link to access the survey.

The City was responsible for distributing hard copies of the survey to City of Calgary employees without internet access. Employees who received a hard copy were also provided return envelopes. Harris/Decima was responsible for receiving and processing hard copy surveys.

The survey was launched September 1st, 2015 and ended September 20th, 2015. Reminders were sent to those with network email addresses: two reminders were sent across all departments to those who had not yet completed the survey.

To ensure confidentiality, Harris/Decima, an external contractor, 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 where there were 10 or more respondents.

Reading this Report

Starting with the 2015 survey, the format for this report, and all related reports, has fundamentally changed. Where the satisfaction index once served as the primary index, the expanded survey allows for measurement of engagement which is the global standard for employee surveys.

This survey also supports a focus on culture by providing measurement of the core qualities being embraced at The City – the 4 Cs of Character, Competence, Commitment and Collaboration.

How to read the findings on engagement

Your greatest return from this report will be on employee engagement. It has the potential to impact all aspects of culture, operational performance and customer service.

Look carefully at the key drivers (indices) of employee engagement, since specific questions in the survey were used to quantify the relevance of each driver. Just as engagement is represented by an overall index, each driver has its own sub-index. Remember these aren't displayed as percentages, they are on a 100-point scale.

How to read and use the focus maps

As a new feature in the annual survey, focus maps are provided as a shortcut to improving engagement results. The lower-right quadrant is where leaders will want to spend greatest time and effort. That doesn't mean you should exclude taking action in any other quadrant. To see how the survey questions were analyzed in detail for the focus maps, refer to the appendix.

How to read the findings on the Corporate Employee Satisfaction index

Managers will be most familiar with the Corporate Employee Satisfaction index as it has been tracked since 2005. In the last ten years, this index has improved by over 35%, with improvement of more than 10% in the recent year. As with the engagement index in this report, key drivers are identified and scored.

Responses are on a 6-point scale of agreement. The scale was condensed to Strongly Agree (6 or 5) and Strongly Disagree (2 or 1), with a mid-range at 4 and 3. For example, a satisfaction result of 70% "Strongly Agree" means that 70% of employees gave a response of 6 or 5 on that particular question. As general guidance for managers, "top 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 conversations with employees.

This City-wide report is available to all managers and employees. Specific reports to leaders in each department, business unit and division will be available following the City-wide report (as long as there are 10 or more respondents in each area).

While there isn't a set schedule, it is expected managers receive, review and interpret their results by the end of 2015 and develop plans to share these results with employees in the first quarter of 2016. Human Resource Advisors and Communicators will assist in this process.

Managers 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.

RESPONSE RATE BY DEPARTMENTS & BUSINESS UNITS

Department / Business Unit	Response Rate	2014	Change
Overall City of Calgary	48%	46%	+2%
Chief Financial Office	**78%**	79%	**-1%**
Corporate Initiatives	85%	N/A**	N/A**
Customer Service & Communications	74%	55%	+19%
Finance and Supply	78%	N/A**	N/A**
Human Resources	81%	80%	+1%
Information Technology	78%	70%	+8%
Community Services & Protective Services	**41%**	39%	**+2%**
Animal & ByLaw Services	75%	72%	+3%
Calgary Emergency Mgmt Agency	91%	N/A**	N/A**
Calgary Housing	84%	82%	+2%
Community & Neighbourhood Services	41%	65%	**-24%**
Fire	46%	24%	**+22%**
Parks	60%	59%	+1%
Public Safety Communications	44%	42%	+2%
Recreation	22%	56%	**-34%**
Calgary Zoo	48%	23%	**+25%**
Corporate Administration	**74%**	73%	**+1%**
City Clerks	63%	82%	**-19%**
Law Department	76%	69%	+7%
City Auditors Office	100%	80%	**+20%**
Deputy City Manager's Office	**74%**	68%	**+6%**
Corporate Properties and Buildings	79%	72%	+5%
Fleet Services	62%	56%	+6%
GM Office	67%	33%	**+34%**
Infrastructure & Information Services	79%	71%	+8%
Office of Land Servicing and Housing	80%	87%	-7%
Planning, Development & Assessment	**66%**	66%	**--**
Assessment	72%	76%	-4%
City-Wide Policy and Integration	81%	70%	**+11%**
Inspections and Permits	55%	60%	-5%
Local Area Planning and Implementation	68%	64%	+4%
Transportation	**28%**	26%	**+2%**
Calgary Transit	21%	22%	-1%
GM Office	73%	55%	**+18%**
Roads	46%	34%	**+12%**
Transportation Infrastructure	73%	70%	+3%
Transportation Planning	86%	76%	**+10%**
Utilities & Environmental Protection	**67%**	61%	**+6%**
Environmental and Safety Management	84%	82%	+2%
Waste & Recycling Services	60%	56%	+4%
Water Resources	83%	72%	**+11%**
Water Services	63%	57%	+6%

Note: Response rates for groups with fewer than 10 responses are not reported.
*Response rate among permanent employees only. **N/A: Data not available for either 2014 or 2015.

Corporate Employee Satisfaction Index

Corporate Employee Survey 2015

Corporate Employee Satisfaction Index

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

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 following eight statements 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%)

Therefore, "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…" 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
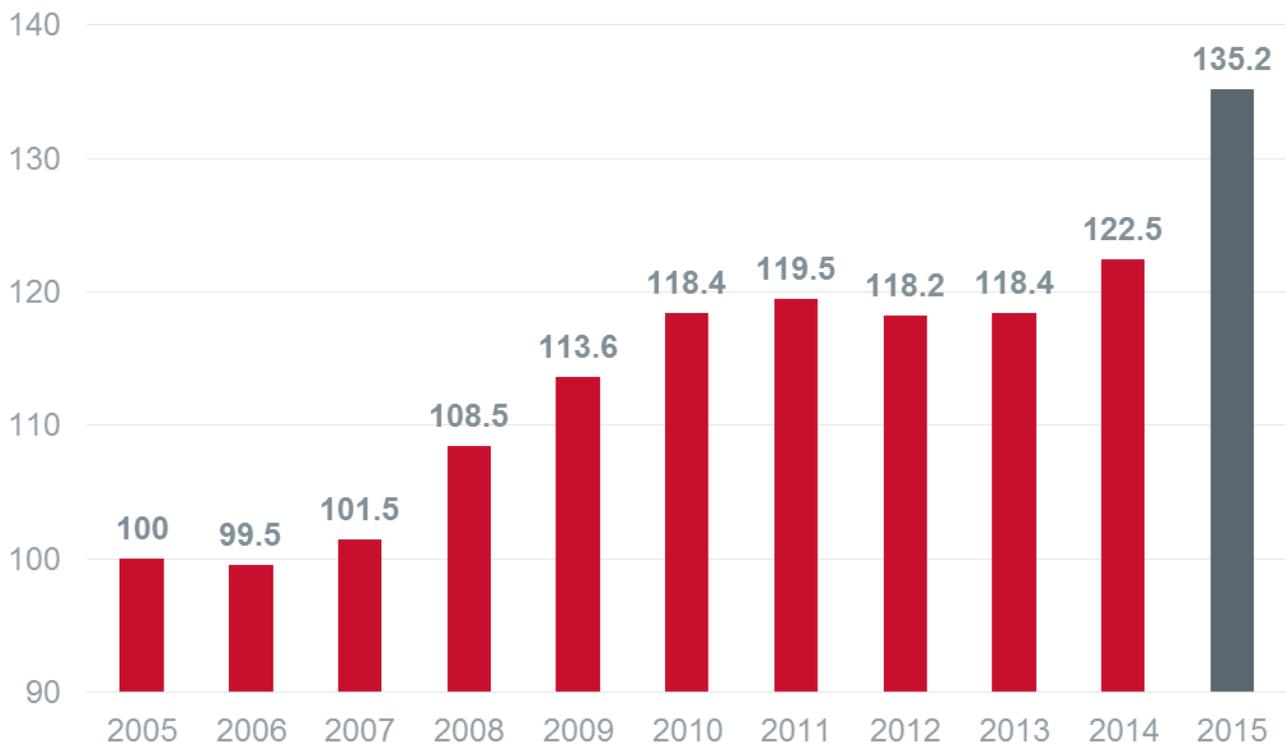
Key Drivers of Corporate Employee Satisfaction Index

Appreciating the difference between employee engagement and employee satisfaction, a key drivers analysis was conducted by using the five drivers: Role Clarity, Personal Growth, Team Culture, Leadership Impact, and Supervisor Relationship as input variables and "Overall, I am satisfied with the quality of my work life in <my business unit>" as a dependent variable.

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

Impact on Employee Satisfaction Index

Driver	Impact
TEAM CULTURE	31%
LEADERSHIP IMPACT	25%
SUPERVISOR RELATIONSHIP	25%
ROLE CLARITY	10%
PERSONAL GROWTH	9%

Employee Satisfaction Index

★★★★☆

The model accounts for **56%** variation in employee satisfaction
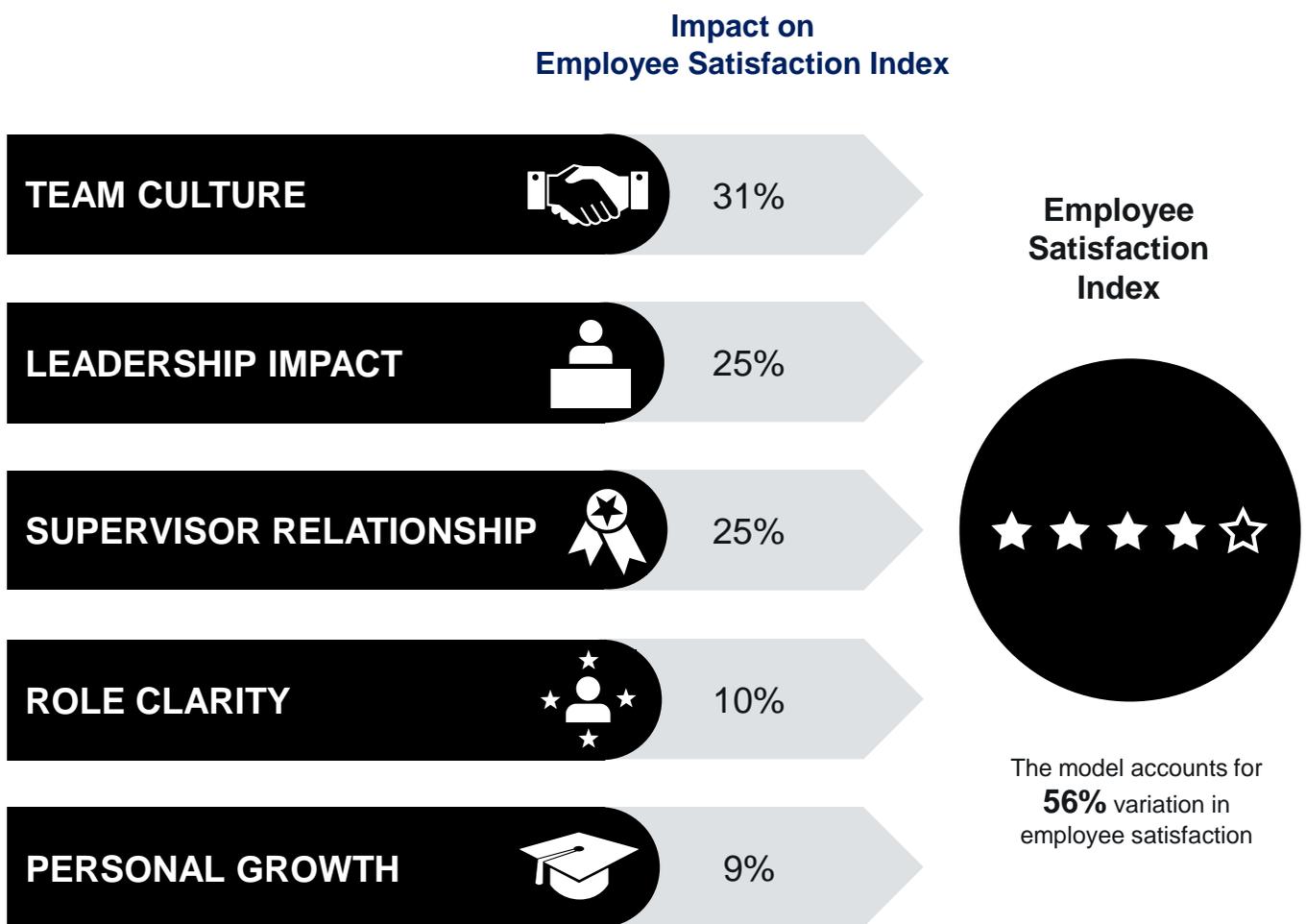
4 Cs FRAMEWORK

1.   Character
2.   Competence
3.   Commitment
4.   Collaboration

Character

Character: Behaving the right way

City of Calgary employees show solid results on 'Character' which is defined as "Behaving the right way." It is a part of the 4 Cs framework that captures essential qualities that The City looks for in new hires and recognizes and develops in existing employees.

Strengths:
The overall City result is very positive, particularly on:
•Satisfaction with the fairness and respect I receive on the job from the person I report to directly (76%); and
•I feel that my supervisor trusts me to act in The City's best interests (82%).

Opportunities:
The overall City scores are high on most statements. There is room for movement from slight agreement to strong agreement, particularly on:
• There is a strong culture of accountability in my work group (67%).

Action Items:
A focus on performance and setting clear expectations can help align employee work objectives toward the strategic goals for their business unit. Following up with leader-led feedback on employee performance will reinforce individual accountability for results.

■ Strongly Agree ■ Agree ■ Slightly Agree ■ Slightly Disagree ■ Disagree ■ Strongly Disagree

Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly — 42% | 34% | 9%

Q28. I feel that my supervisor trusts me to act in The City's best interests — 41% | 41% | 9%

Q29. I trust my direct supervisor — 39% | 34% | 11%

Q40. My coworkers treat me with respect — 36% | 48% | 9%
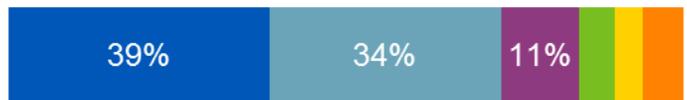
Q46. I am held responsible for the work that I do — 35% | 54% | 7%

Q65. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives — 32% | 45% | 10%

Q47. There is a strong culture of accountability in my work group — 24% | 43% | 16%

Base: All valid responses

Competence

Competence: Doing the right things the right way

Similar to Character, The City's employees show solid results (74) on 'Competence,' which is defined as "doing the right things the right way." It ranks third among the 4 Cs after Character and Commitment.

Strengths:
Overall, The City result is very positive with City employees feeling competent and productive in their jobs, specifically:
•I feel competent in my job (91%); and
•I feel productive in my job (82%).

Opportunities:
While most City employees responded positively on many statements, there is room for improvement in lower performing areas, mainly:
• My business unit has created a work environment that drives high performance (53%); and,
• Over the past year, I had opportunities at work for growth and development (54%).

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

■ Strongly Agree ■ Agree ■ Slightly Agree ■ Slightly Disagree ■ Disagree ■ Strongly Disagree

Question	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
Q37. I feel competent in my job	45%	46%	6%			
Q36. I feel productive in my job	34%	48%	11%			
Q16. I am encouraged to use my skills and knowledge	32%	43%	13%			
Q34. I know what is expected of me at work	30%	54%	10%			
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job	21%	44%	17%	8%	6%	
Q53. I am satisfied with the career options available to me at The City of Calgary	19%	40%	19%	10%	7%	5%
Q57. Over the past year I had opportunities at work for growth and development	18%	36%	19%	10%	9%	8%
Q48. My business unit has created a work environment that drives high performance	17%	36%	20%	11%	8%	8%

Base: All valid responses

Commitment

Commitment: Dedication to the greater public good

The City of Calgary employees show equally solid results (78) on 'Commitment' which is defined as "dedication to the greater public good." It is tied with Character on performance among the 4 Cs.

Strengths:
The overall City result is positive, particularly on:
•The work that I do is meaningful (86%); and
•I know what is expected of me in providing excellent customer service as an employee at The City (88%).

Opportunities:
There is a noticeable drop in proportion of City employees who "Strongly Agree" with:
• My BU puts the needs of citizens first in all actions, plans, and decisions (67%);
• I am enthusiastic about my job (69%); and,
• In my BU, employees are encouraged to take action when they see a problem or opportunity (66%).

Action Items:
Demonstrating a commitment to solve problems at all organizational levels involves regularly communicating, reinforcing and recognizing organization level strategy, providing leaders with decision-making guidelines and coaching. Consider creating processes to share lessons learned when results are achieved and celebrate accomplishments.

■ Strongly Agree ■ Agree ■ Slightly Agree ■ Slightly Disagree ■ Disagree ■ Strongly Disagree

Q38. The work that I do is meaningful
| 42% | 44% | 9% |

Q43. I know what is expected of me in providing excellent customer service as an employee at The City
| 38% | 50% | 8% |

Q35. I see a connection between the work I do and the service my business unit provides
| 36% | 49% | 9% |

Q39. In my business unit employees are encouraged to take action when they see a problem or opportunity
| 24% | 42% | 18% | 7% | 5% |
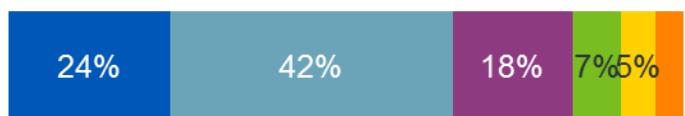
Q12. I am enthusiastic about my job
| 24% | 45% | 18% | 6% | 4% |

Q44. My business unit puts the needs of citizens first in all actions, plans, and decisions
| 24% | 43% | 18% | 7% | 4% |

Base: All valid responses

Collaboration

Collaboration: Working together for a common purpose

The City of Calgary's score on 'collaboration' is modest (69). Collaboration is defined as Working together for a common purpose. It has the lowest results among the 4 Cs framework.

Strengths:
The overall City result is modest but responses are particularly positive on:
- The people I work with cooperate to get the job done (78%); and
- My direct supervisor encourages me to collaborate with my work group (69%).

Opportunities:
Specific areas for improvement:
- There is cooperation between the different work groups within my business unit (52%); and,
- In my role, I have the opportunity to work on other City projects (43%).

Action Items:
To support collaboration, employees at all levels are encouraged to building relationships across workplace boundaries to gain diverse points of view, both internally and externally.

■ Strongly Agree ■ Agree ■ Slightly Agree ■ Slightly Disagree ■ Disagree ■ Strongly Disagree

Q41. The people I work with cooperate to get the job done
Strongly Agree	Agree	Slightly Agree	Slightly Disagree
31%	47%	13%	4%

Q25. My direct supervisor encourages me to collaborate with my work group
Strongly Agree	Agree	Slightly Agree	Slightly Disagree
29%	40%	14%	6%

Q21. I am encouraged to share new ideas and new ways of doing things
Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
28%	34%	16%	8%	7%	7%

Q24. In my role, I have the opportunity to work on other City projects
Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
16%	27%	18%	11%	17%	11%

Q42. There is cooperation between the different work groups within my business unit
Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
14%	38%	24%	11%	7%	6%
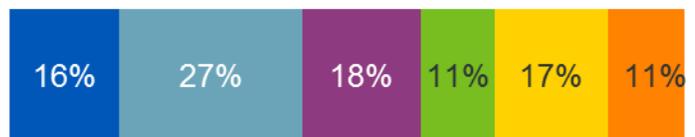
Base: All valid responses

Employee Engagement Index

The Employee Engagement Index

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?"

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
- Personal Growth
- Team Culture
- Leadership Impact
- Supervisor Relationship

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

EMPLOYEE ENGAGEMENT INDICES

	Index	Description
	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
	Employee Engagement	Provide each employee with a single score that measures their level of engagement

Employee Engagement

Provides a single score that measures employee engagement

■ Strongly Agree ■ Agree ■ Slightly Agree ■ Slightly Disagree ■ Disagree ■ Strongly Disagree

Question	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree
Q14. I am proud of the work that I do	40%	45%	10%		
Q15. I feel happy when I am working hard	35%	49%	12%		
Q12. I am enthusiastic about my job	24%	45%	18%	6%	4%
Q13. I can continue working for very long periods	20%	48%	19%	7%	4%
Q11. When I'm at work, time goes by quickly	20%	44%	22%	8%	5%
Q10. I feel energized at work	10%	41%	26%	11%	9%
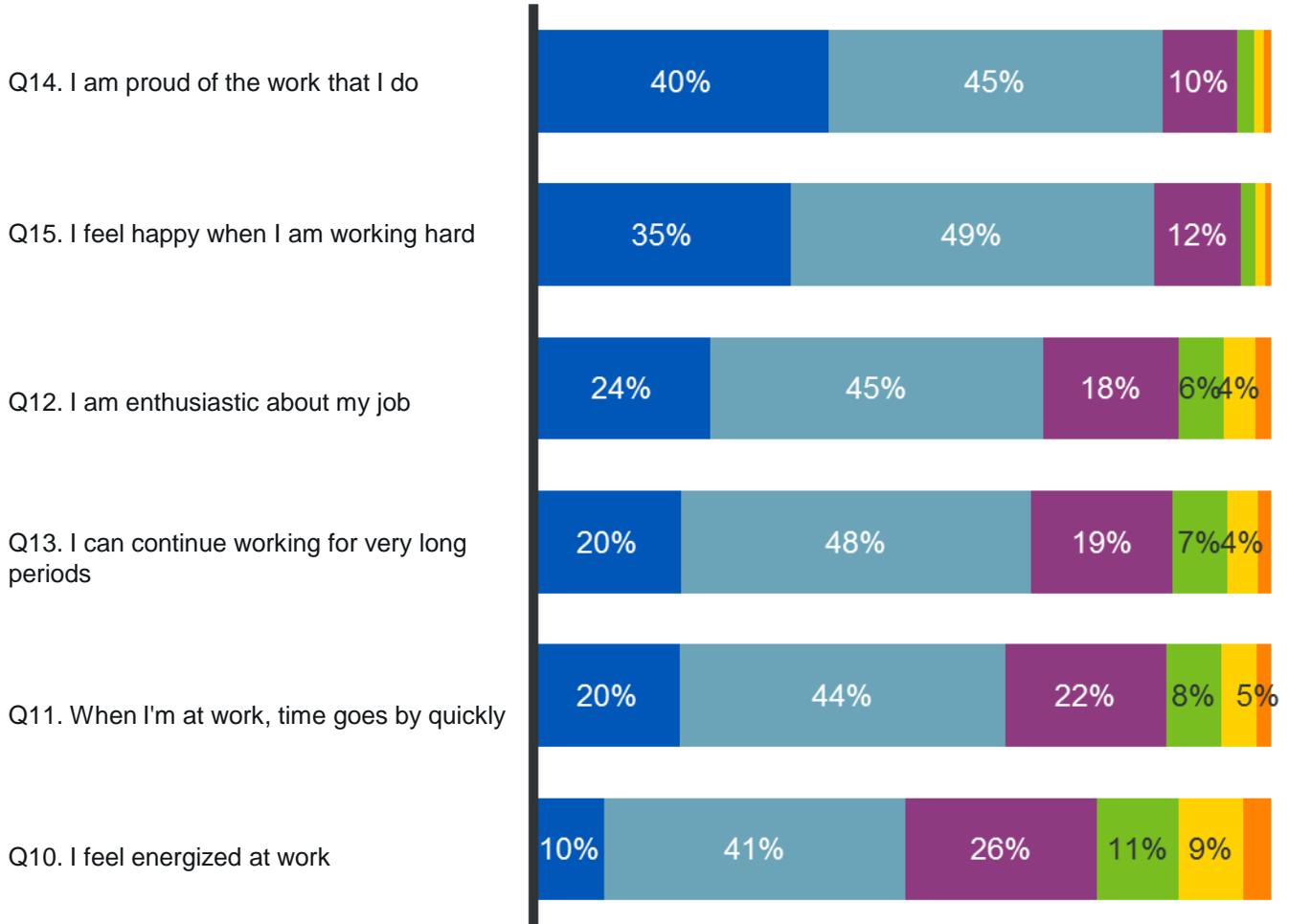
Base: All valid responses

Index Performance

> **Strengths:**
> The City scores fairly well on employee engagement as is reflected by the mean score of 75. The leading elements include:
> •Role Clarity (83);
> •Team Culture (77); and
> •Supervisor Relationship (73).

> **Opportunities:**
> Although still high, the City scores relatively lower on the following elements:
> •   Leadership impact (66); and,
> •   Personal Growth (64).

> **Action Items:**
> The highly influential Role Clarity driver is performing very positively, nearly 20 points higher than the Personal Growth driver. Effort to improve lower scoring items and maintaining performance on well performing ones will preserve the Employee Engagement Index score and demonstrate commitment to action following the survey process.

CITY PERFORMANCE – INDEX SCORES

Index	Score
Employee Engagement (n= 7,048)	75
Role Clarity (n= 7,035)	83
Team Culture (n= 7,033)	77
Supervisor Relationship (n= 7,047)	73
Leadership Impact (n= 7,042)	66
Personal Growth (n= 7,042)	64
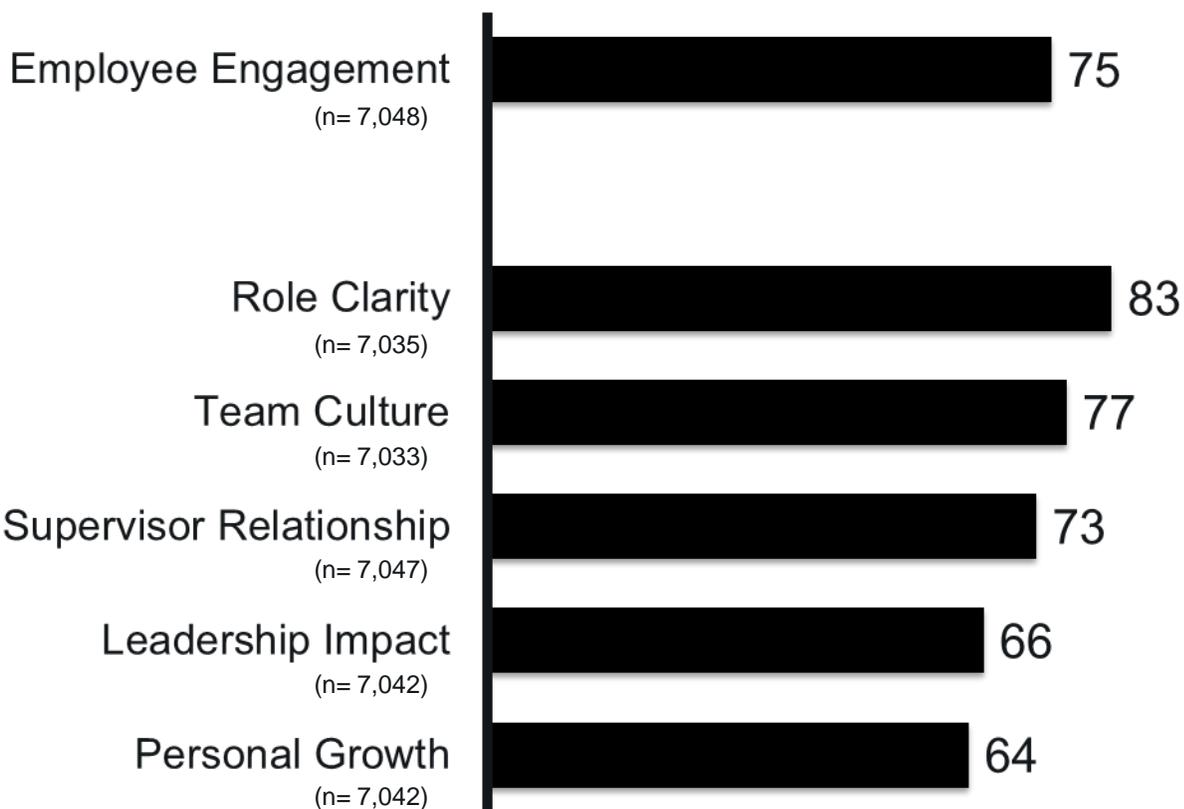
The Index scores represent average responses scaled up to a score out of 100. They are not percentages of employees. The legend below provides some guidance on how these scores can be interpreted.

80-100	Very positive
60-79	Moderately positive
40-59	Moderately negative
0-39	Very negative

Base: All valid responses

Key Drivers of Employee Engagement

Most questions from the survey have been grouped into one of five drivers. These drivers (Role Clarity, Personal Growth, Team Culture, Leadership Impact, and Supervisor Relationship) were created to better align survey results with the City of Calgary'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

★★★★☆

The model accounts for **56%** variation in employee engagement
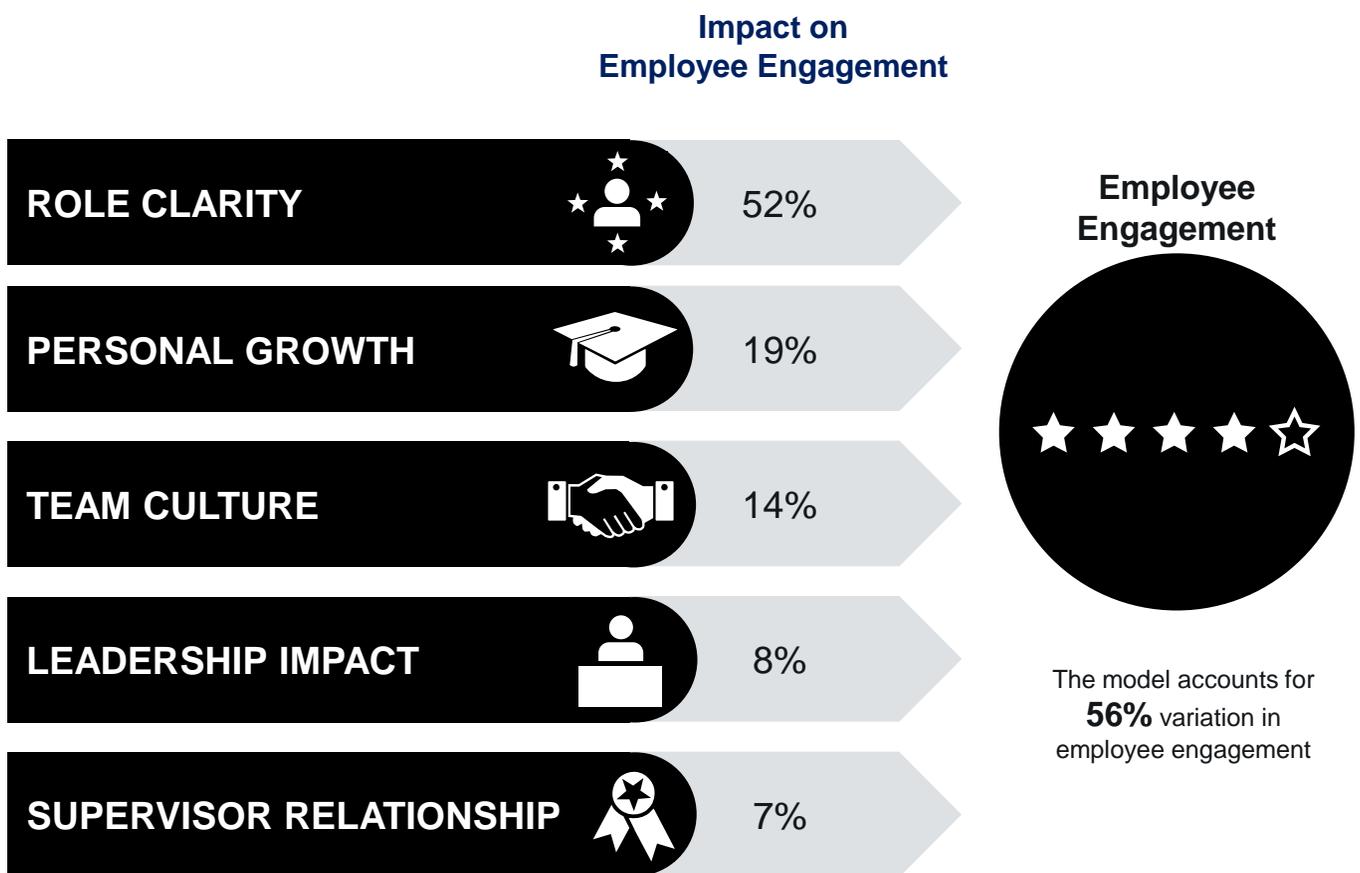
The results for each of the five drivers of employee engagement are presented in the following sections. In each case, key statements are highlighted and discussed in depth. Full results and comparisons for statements not discussed in this report can be found in the data tables provided by Harris/Decima. Drivers are presented in order of influence on engagement.

How Key Drivers Influence or Enable Engagement

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

City of Calgary employees view Role Clarity, Personal Growth and Team Culture as direct influencers affecting their level of engagement in their job while Supervisor Relationship and Leadership Impact are seen as enabling drivers of engagement

The figure below represents the results of an analysis conducted between the key drivers and employee engagement to gain deeper insights on how these influencers and enablers work together to create an engaged workforce at The City.

Analysis reveals relationship between key drivers

A key feature of the enabler variables is that their relationship with direct influencers is stronger than their relationship with employee engagement. For example, three of the key drivers, Personal Growth, Team Culture, and Role Clarity have a much stronger direct impact on employee engagement than Supervisory Relationship and Leadership Impact, but as the analysis shows, Supervisory Relationship and Leadership Impact have a foundational role in supporting Personal Growth and Team Culture. The closer the value is to +1, the stronger the positive relationship between the variables.

Therefore the analysis below confirms that Supervisor Relationship is crucial in supporting the Team Culture (0.73) and Personal Growth (0.72) drivers. Similarly, Leadership Impact is important in support of Personal Growth (0.72) and Team Culture (0.71). Both Supervisor Relationship and Leadership Impact have relatively weaker effect on Role Clarity.
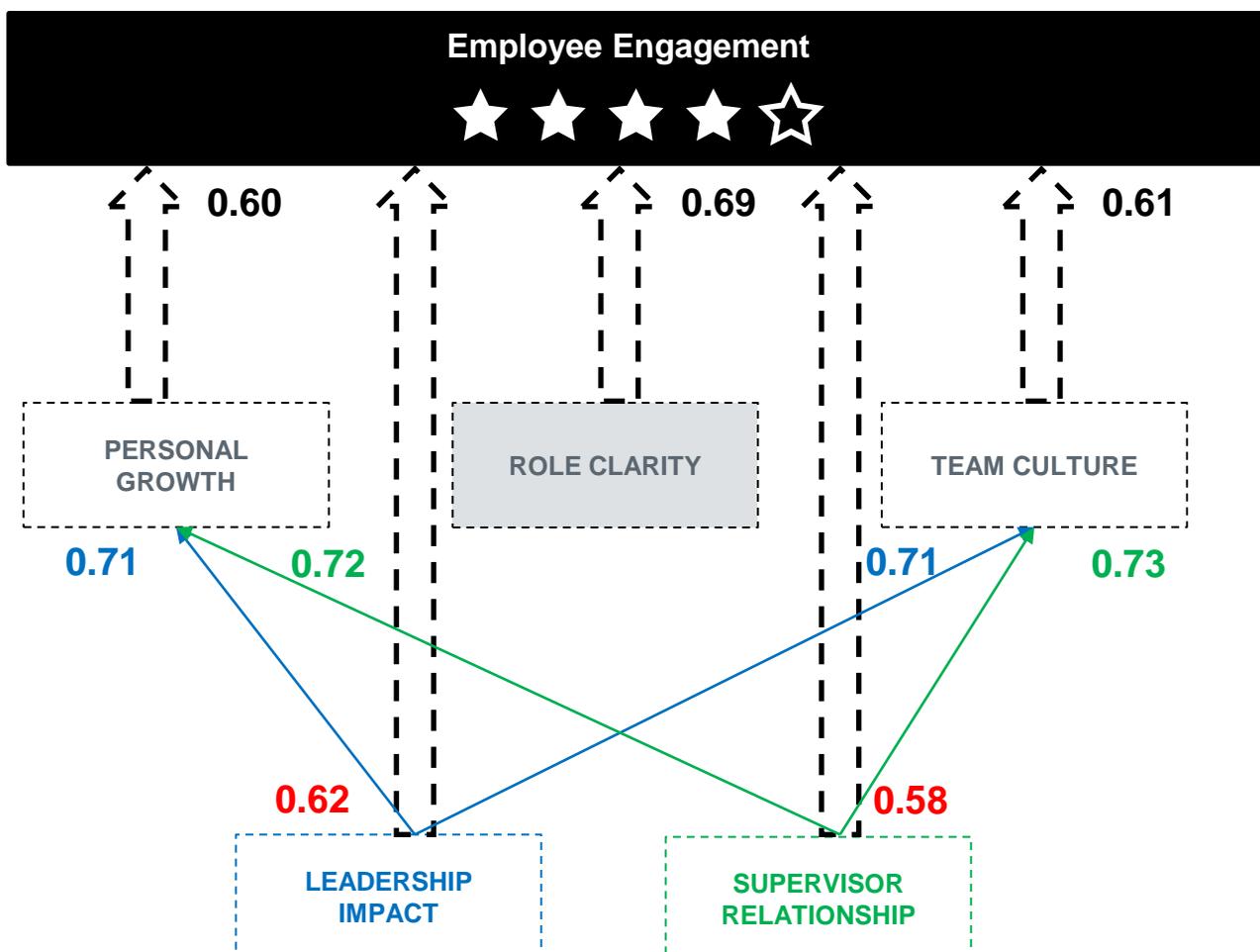
Employee Engagement

★ ★ ★ ★ ☆

0.60   0.69   0.61

PERSONAL GROWTH   ROLE CLARITY   TEAM CULTURE

0.71   0.72   0.71   0.73

0.62   0.58

LEADERSHIP IMPACT   SUPERVISOR RELATIONSHIP

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 perception of importance of employee effort and service that is provided to the citizens.

Strengths:
The overall City result is very positive. Responses are particularly positive on:
•Feeling competent in my job (91%); and
•Meaningfulness of the work performed (86%).

Opportunities:
As with the engagement score, less positive responses are not a major concern, however, there is room to move from slight agreement to strong agreement:
   • Knowing what is expected of the employee scored the lowest from all Role Clarity questions, with only three in ten employees strongly agreeing.

Action Items:
Employees having a clear understanding of their expected work outcomes provides opportunity to improve this index. Clear awareness of the expected level of performance, and being held accountable to achieve that level of performance, increases the likelihood of successfully meeting those outcomes.

■ Strongly Agree ■ Agree ■ Slightly Agree ■ Slightly Disagree ■ Disagree ■ Strongly Disagree

Question	Strongly Agree	Agree	Slightly Agree
Q37. I feel competent in my job	45%	46%	6%
Q38. The work that I do is meaningful	42%	44%	9%
Q43. I know what is expected of me in providing excellent customer service as an employee at The City	38%	50%	8%
Q35. I see a connection between the work I do and the service my business unit provides	36%	49%	9%
Q46. I am held responsible for the work that I do	35%	54%	7%
Q36. I feel productive in my job	34%	48%	11%
Q34. I know what is expected of me at work	30%	54%	10%

Base: All valid responses

Role Clarity Focus Map

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

The key item that provides most opportunity for improvement relates to an employee's perception of their own productivity. The City can increase awareness of work group contribution to overall City performance with scorecards supported by consistent communication guidelines that can be shared by supervisors.

Linking the organizational scorecard to citizen expectations of The City will also support a second statement that is very important to the performance of the Role Clarity driver - *the work I do is meaningful*.
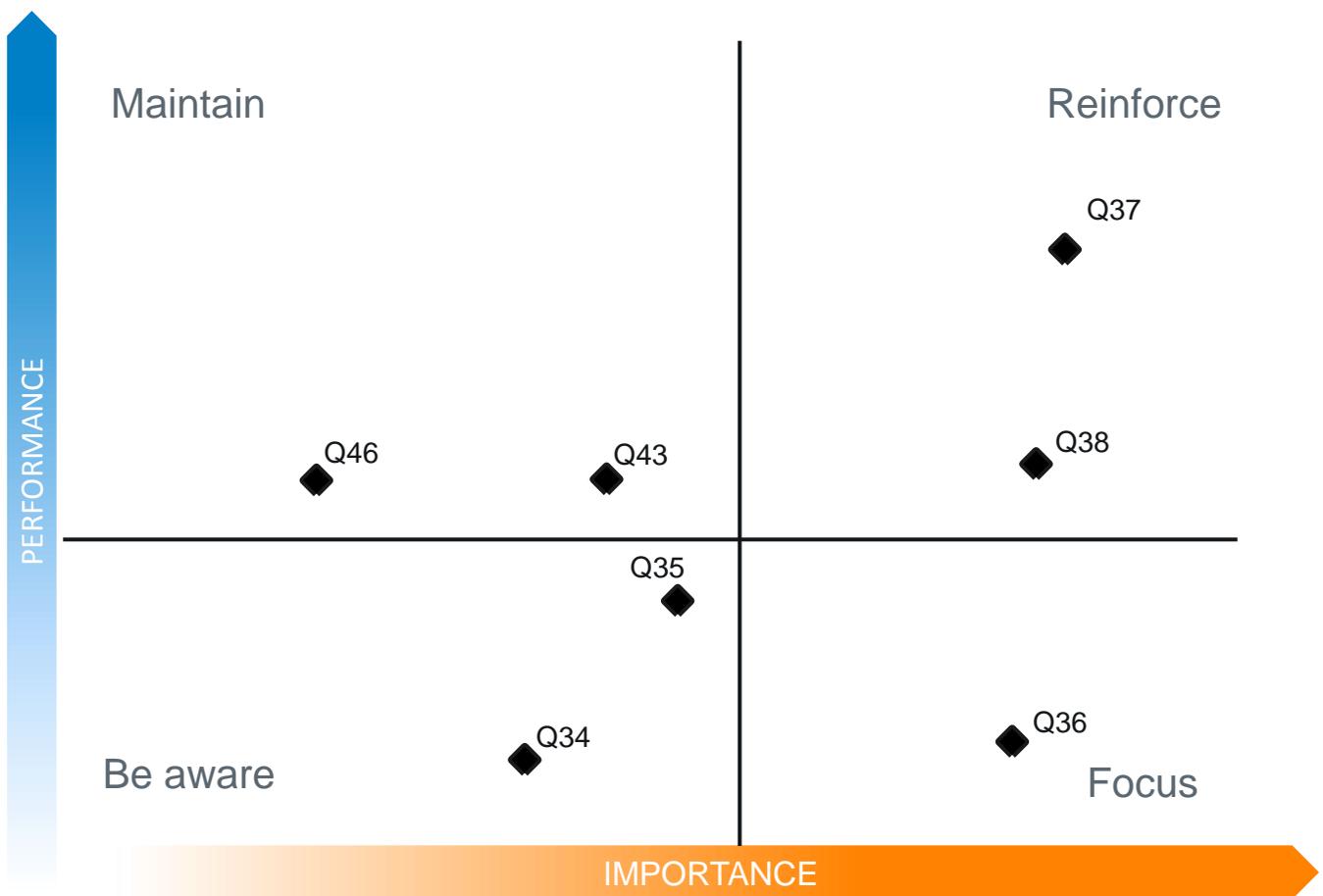
Base: All valid responses
Note: Highest impact will be gained by focusing on questions in the lower right quadrant (focus).

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:
In general, approximately half of the employees perceive they have opportunity to develop in The City or are satisfied with their opportunities.
•Nearly six in ten (59%) are satisfied with the career options available and a similar percentage (58%) are happy with the on-the-job training received.

Opportunities:
Although agreement is high, at least one quarter of employees disagree with each statement, meaning there is room for improvement.
• 27% of the employees say they have not had opportunities for growth and development at work.

Action Items:
Although disagreement with question 24 is higher, offering opportunities for growth and development and increasing satisfaction with on-the-job development are actions that are within The City's control. Identifying gaps in an employee's development and growth is a first step for action, followed by re-emphasizing the leader role in promoting development.

■ Strongly Agree ■ Agree ■ Slightly Agree ■ Slightly Disagree ■ Disagree ■ Strongly Disagree

Question	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
Q53. I am satisfied with the career options available to me at The City of Calgary	19%	40%	19%	10%	7%	5%
Q57. Over the past year I had opportunities at work for growth and development	18%	36%	19%	10%	9%	8%
Q56. Overall, I am satisfied with the on-the-job training I have received	16%	42%	19%	10%	7%	6%
Q24. In my role, I have the opportunity to work on other City projects	16%	27%	18%	11%	17%	11%
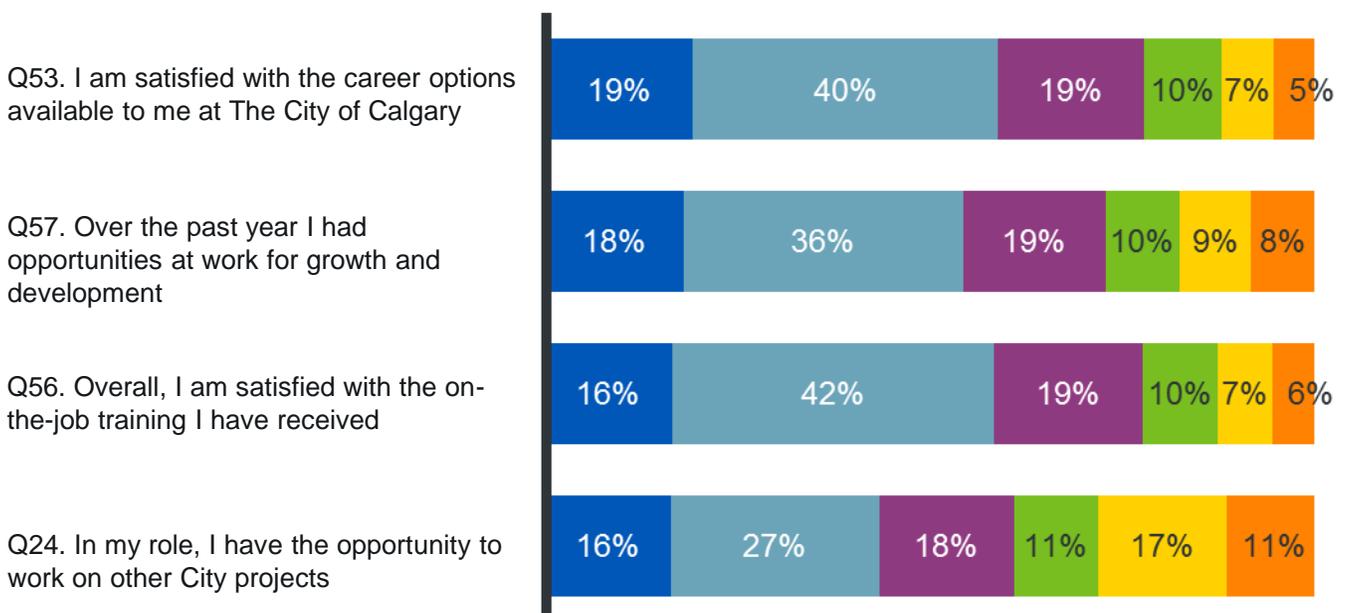
Base: All valid responses

Personal Growth Focus Map

The Personal Growth driver is the second strongest performing driver of employee engagement. All statements that make up this driver are performing quite well, however emphasis can be placed on two suggestions.

First, opportunities provided to City employees for development is the most influential statement within this driver, and importance of efforts supporting development should be maintained. Learning and development programs are effective means of meeting many employee skill growth requirements.

Second, leaders and supervisors are encouraged to promote employee involvement in cross-department initiatives for personal growth and learning. Embedding debriefs on these types of initiatives, discussing what worked and what did not, and how the learning can be applied to future opportunities encourages development and improved business outcomes. This approach can influence the lower performing item in this driver of being able to work on other City projects.
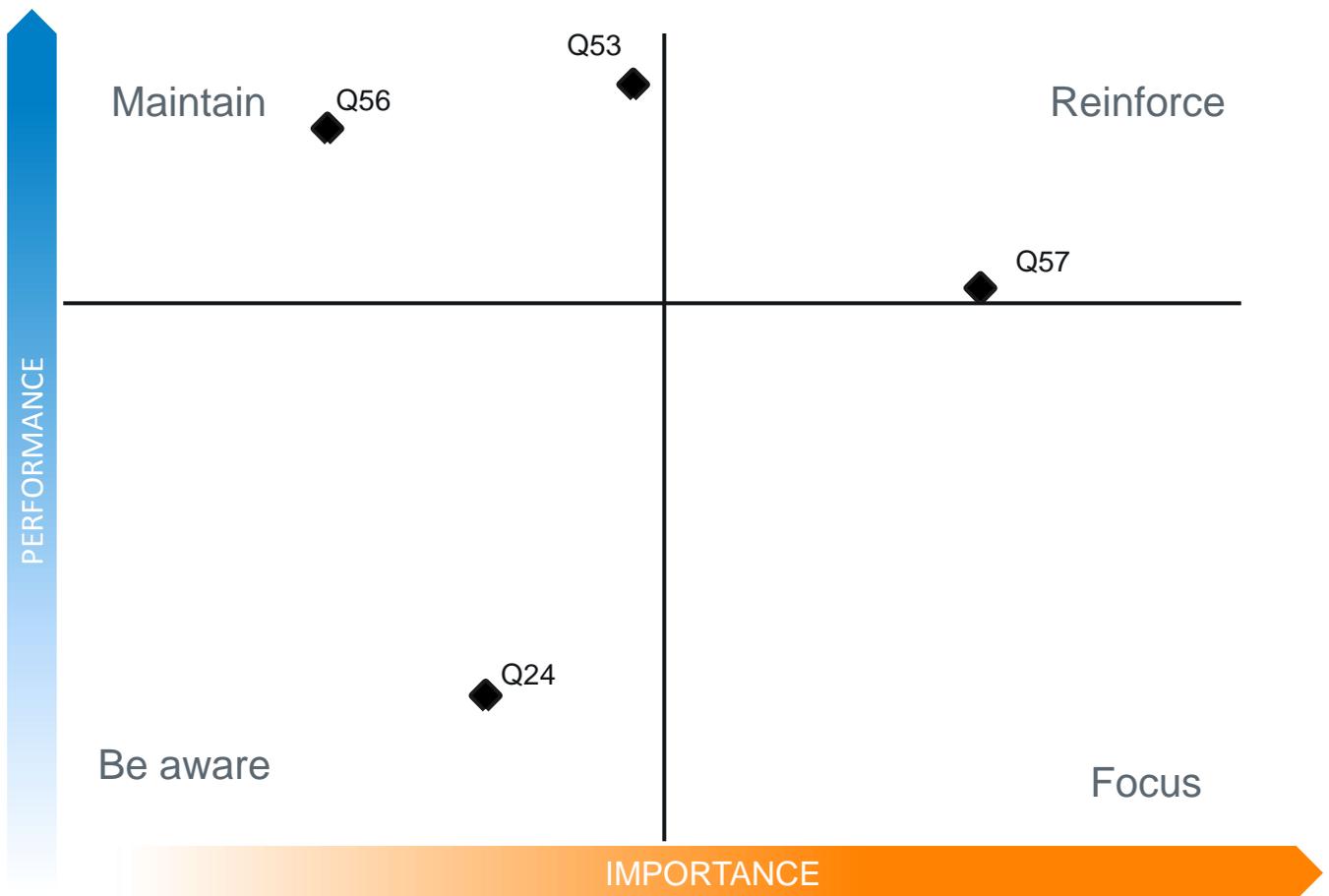
Base: All valid responses
Note: Highest impact will be gained by focusing on questions in the lower right quadrant (focus).

Team Culture

Build team interaction and organizational systems that encourage contribution

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

Strengths:
The City has overall positive scores on all component statements of Team Culture. Coworker respect (84%) and acceptance (77%) have particularly high scores, indicating that The City provides a positive work environment and supports diversity.

Opportunities:
A good work-life balance and flexible work arrangements are key aspects of Team Culture with the most room for improvement.
- 16% disagree that work arrangements are flexible enough to meet their needs; and
- 13% disagree they are satisfied with their work-life balance.

Action Items:
Workload management is an important factor in the engagement of employees, and also plays a significant aspect in the attraction of people to an organization. The City can demonstrate commitment to work-life balance by communicating its philosophy and the extent to which work-life balance practices offered by The City are used.

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

Q40. My coworkers treat me with respect — 36%, 48%, 9%, 4%
Q65. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives — 32%, 45%, 10%, 4%, 3%
Q41. The people I work with cooperate to get the job done — 31%, 47%, 13%, 4%, 3%
Q30. My efforts to live a healthy lifestyle are supported — 30%, 43%, 14%, 5%, 4%
Q54. My work arrangements are flexible enough to meet my needs — 27%, 43%, 14%, 7%, 5%
Q55. Overall, I am satisfied with my work-life balance — 25%, 47%, 15%, 6%, 4%

Base: All valid responses
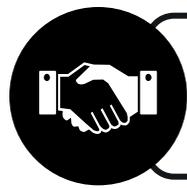
Team Culture Focus Map

Within the Team Culture driver, employees highly value opportunities that bring flexibility in work arrangements and feeling some control over their work-life balance.

While different roles provide varied ability to be flexible, supervisors should be aware of flexible work practices available at The City, and use informal feedback opportunities to 'check-in' with employees on their work-life balance. This demonstrates caring for work-life integration, and also can provide work activity prioritization support.

Organizations that support employees to manage workload are perceived as giving priority to work-life balance. City leaders can identify and promote internal best practices and model behaviours that demonstrate work life balance. Promoting available learning opportunities to develop time management skills can also provide support to employees.
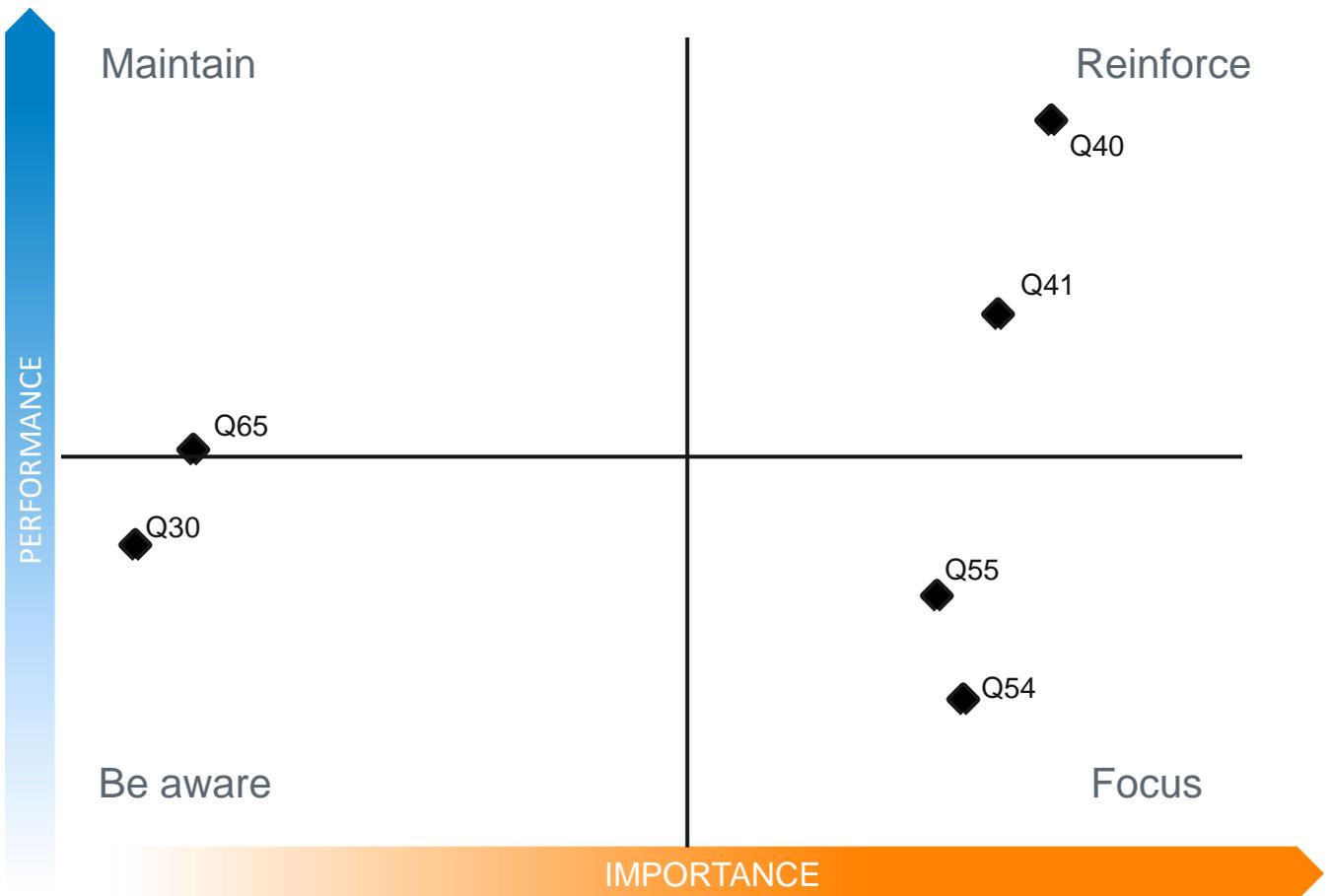
	Maintain	Reinforce
PERFORMANCE	Q65 • Q30	Q40 • Q41 •
	Be aware	Q55 • Q54 • Focus
		IMPORTANCE

Base: All valid responses
Note: Highest impact will be gained by focusing on questions in the lower right quadrant (focus).

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:
Most employees agree that their business unit puts the needs of citizens first and that employees are accountable and take action when they see a problem.
- Two thirds of employees say there is a strong culture of accountability in their work group.

Opportunities:
There is a lack of confidence among employees that their business unit will act upon the results of this survey.
- Nearly four in ten (38%) employees slightly disagree, disagree or strongly disagree that their business unit will act upon the results.

Action Items:
Acting on this survey's results is essential to promote trust between employees and leaders. If employees believe they are being heard, they are more likely to be more engaged in any change process that follows. It is important to be clear and transparent about survey results and why action items were chosen. Engaging employees in the process will be beneficial.

■ Strongly Agree ■ Agree ■ Slightly Agree ■ Slightly Disagree ■ Disagree ■ Strongly Disagree

Q47. There is a strong culture of accountability in my work group
| 24% | 43% | 16% | 7% | 5% | 5% |
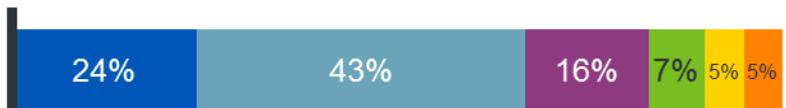
Q39. In my business unit employees are encouraged to take action when they see a problem or opportunity
| 24% | 42% | 18% | 7% | 5% | 4% |

Q44. My business unit puts the needs of citizens first in all actions, plans, and decisions
| 24% | 43% | 18% | 7% | 4% | 4% |

Q48. My business unit has created a work environment that drives high performance
| 17% | 36% | 20% | 11% | 8% | 8% |

Q49. Senior management clearly communicates the City's goals and objectives
| 15% | 37% | 21% | 11% | 9% | 8% |

Q45. My business unit communicates well with employees concerning issues that affect their job
| 14% | 38% | 22% | 11% | 8% | 7% |

Q42. There is cooperation between the different work groups within my business unit
| 14% | 38% | 24% | 11% | 7% | 6% |

Q58. My business unit will act on the results of this survey
| 11% | 28% | 23% | 12% | 12% | 14% |

Base: All valid responses

Leadership Impact Focus Map

The Leadership Impact driver is heavily influenced by communication practices of the organization. As such, it will be important for leaders to talk to employees about findings and provide updates on actions taken because of it.

A starting point would be to assess current City communication practices. Open and dynamic communications by leadership ensures that all employees are well informed about the organization. Regularly communicating values-based messages through diverse channels and providing targeted information increases alignment between leaders and employees. Emphasis should be on meaningful conversations and incorporating real-time feedback.

Executing on an action plan requires two key organizational components - communication and accountability. Leaders should prioritize informing critical stakeholders of important milestones, target timeframes, and identify accountability for tasks in the action plan to ensure owners follow through on organizational objectives.
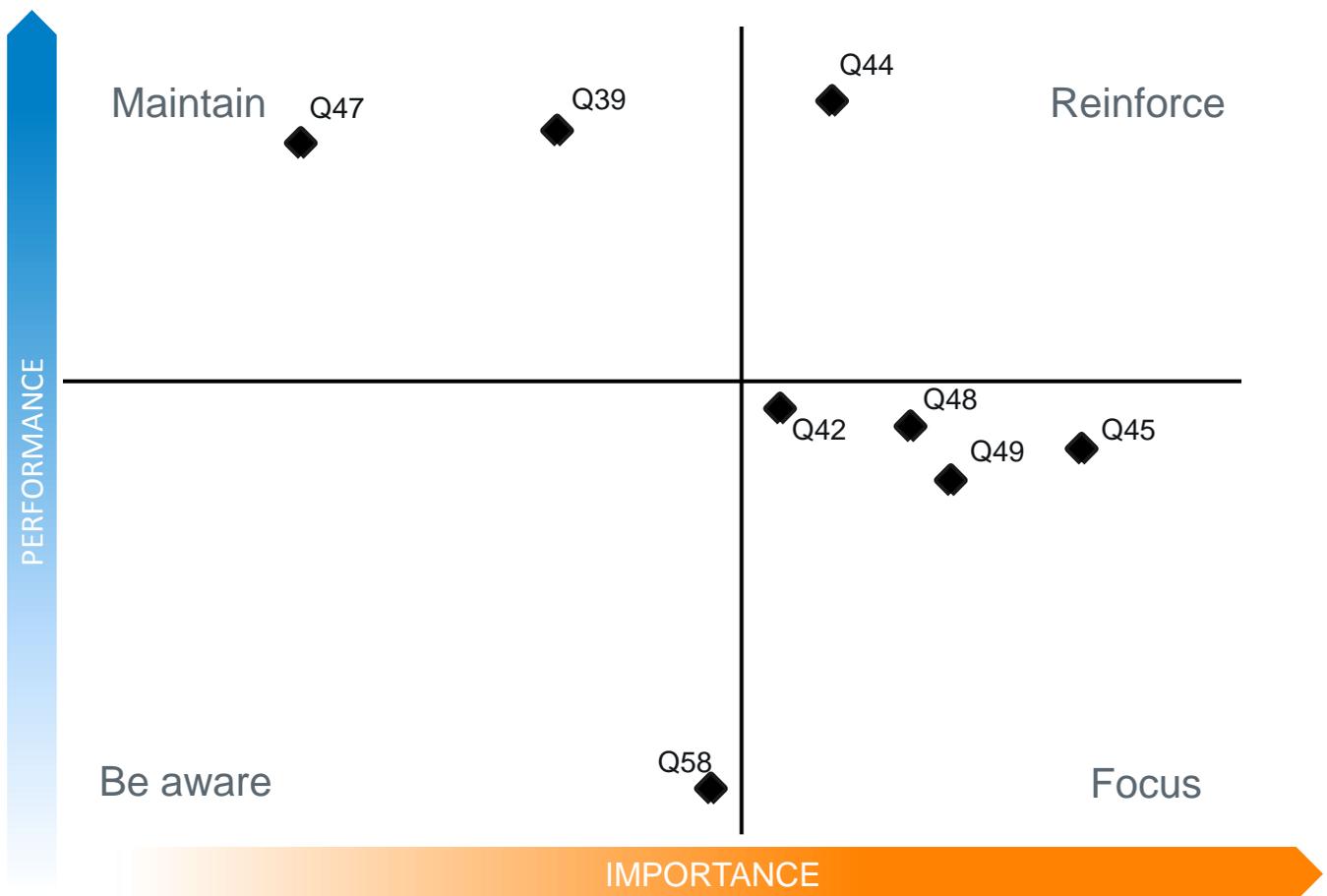
Base: All valid responses
Note: Highest impact will be gained by focusing on questions in the lower right quadrant (focus).

Supervisor Relationship

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. Having a good working relationship and trust are the most important questions of this driver.

Strengths:
The City scores fairly well in all aspects of this driver. The City performs best in the most important statements – *trust and having a good relationship with the direct supervisor* – which speaks to The City's leadership efforts.

Opportunities:
One quarter of the respondents (26%) strongly disagree, disagree, or slightly disagree that they have been given feedback on their performance in the past six months and two in ten (22%) disagree that they are supported in their career development.

Action Items:
Growth in one's career is an important aspect of retaining good employees. The City performs well on this statement, but there is room for improvement. Improvement can be achieved with a focus on increasing both the formal and informal feedback opportunities between employees and leaders.

■ Strongly Agree ■ Agree ■ Slightly Agree ■ Slightly Disagree ■ Disagree ■ Strongly Disagree

Question	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
Q28. I feel that my supervisor trusts me to act in The City's best interests	41%	41%	9%	3%		3%
Q20. I have a good working relationship with my direct supervisor	40%	38%	11%	4%	3%	3%
Q29. I trust my direct supervisor	39%	34%	11%	5%	4%	6%
Q23. I am able to decide how to do my job, as long as the work gets done	32%	41%	14%	5%	4%	4%
Q16. I am encouraged to use my skills and knowledge	32%	43%	13%	5%	5%	3%
Q26. My direct supervisor shows appreciation when I do a good job	30%	36%	16%	6%	6%	5%
Q25. My direct supervisor encourages me to collaborate with my work group	29%	40%	14%	6%	6%	5%
Q21. I am encouraged to share new ideas and new ways of doing things	28%	34%	16%	8%	7%	7%
Q27. My direct supervisor shares information I need to do my job	28%	40%	15%	7%	5%	5%
Q22. My direct supervisor clearly communicates the expectations for my job	26%	40%	16%	7%	6%	5%
Q19. I have been given feedback about my job performance within the last 6 months	24%	37%	13%	7%	11%	8%
Q18. My opinions are valued	24%	37%	18%	8%	7%	6%
Q17. I am supported in my career development	23%	37%	18%	9%	7%	6%

Base: All valid responses

Supervisor Relationship Focus Map

Demonstration of effective supervisor-employee trust and communication is driving the performance of the Supervisor Relationship driver.

The constructive quality and frequency of feedback should be a continued area of focus for City leaders. Employees often perceive feedback to be only when performance management process activities take place. Efforts to create informal feedback opportunities, separated distinctly from the performance management process, will positively improve the impact of the informal discussions on work goals and performance (as well as provide opportunity for work-life balance 'check ins').

Increasing an employee's perception of their own value can be improved by increasing involvement in their own job. When employees are involved in decisions about their job and work they do, they are more satisfied with their career at The City and you are more likely to retain them.
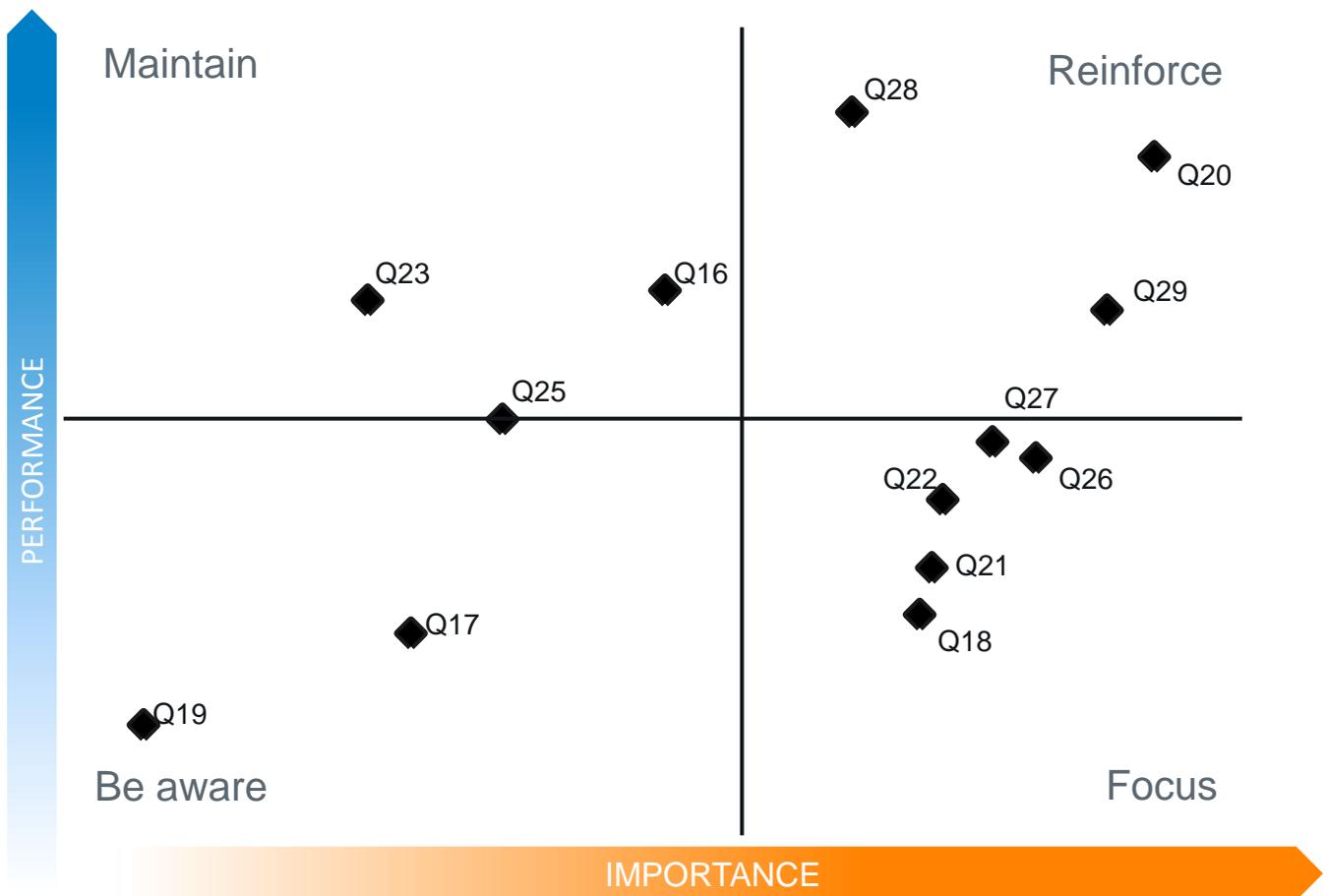
Base: All valid responses
Note: Highest impact will be gained by focusing on questions in the lower right quadrant (focus).

Safety at Work

Safety at Work

Overall, The City does a good job at promoting responsible behaviour among employees and supporting them when needed.

Strengths:
The City scores fairly well in all aspects of safety with most employees agreeing (strongly agree or agree) with most safety aspects. Specifically:
- I understand that it is my responsibility to make sure my colleagues and I stay safe at work (92%);
- When I've had a health issue, my direct supervisor has supported me (79%).

Opportunities:
Safety aspects that have noticeable need for improvement include:
- Safety incidents are regularly discussed to re-inforce learning (68%);
- I receive information about the safety hazards of my job (76%).

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

■ Strongly Agree ■ Agree ■ Slightly Agree ■ Slightly Disagree ■ Disagree ■ Strongly Disagree

Question	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
Q64. I understand that it is my responsibility to make sure my colleagues and I stay safe at work	43%	49%	5%			
Q31. When I've had a health issue, my direct supervisor has supported me	41%	38%	10%	4%	3%	
Q32. My direct supervisor regularly reinforces safe work practices	37%	44%	11%	3%		
Q33. My direct supervisor addresses unsafe working conditions	35%	45%	11%	4%		
Q63. I am supported to speak up about unsafe conditions	34%	47%	10%	3%		
Q60. I have the training to do my job safely	31%	54%	9%	3%		
Q61. I have the resources to do my job safely	29%	52%	11%	4%		
Q59. I receive information about the safety hazards of my job	25%	51%	13%	5%	3%	
Q62. Safety incidents are regularly discussed to reinforce learning	24%	44%	15%	7%	5%	

Base: All valid responses

Appendix A – Demographics

Corporate Employee Survey 2015

GENDER

<1%

39%

61%

■ Male ■ Female ■ Other
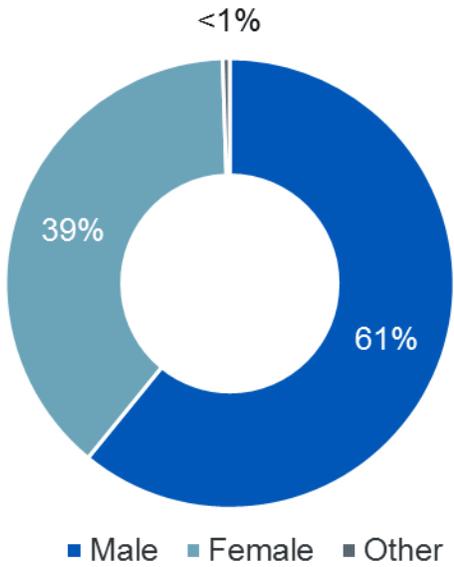
Q: What is your gender identity?
Base: All valid responses (n=6,632)

AGE

15 to 24 years	2%
25 to 34 years	20%
35 to 44 years	29%
45 to 54 years	29%
55 years or more	20%
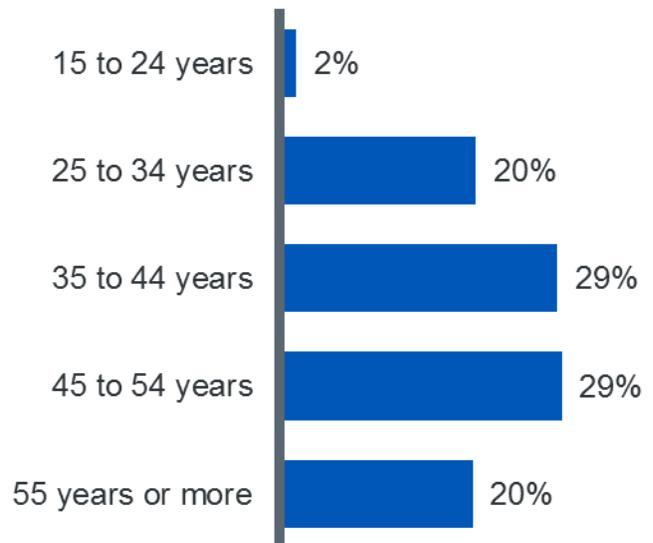
Q: To which age group do you belong?
Base: All valid responses (n=6,611)

EMPLOYMENT STATUS

3%

12%

85%

■ Permanent ■ Temporary ■ Seasonal
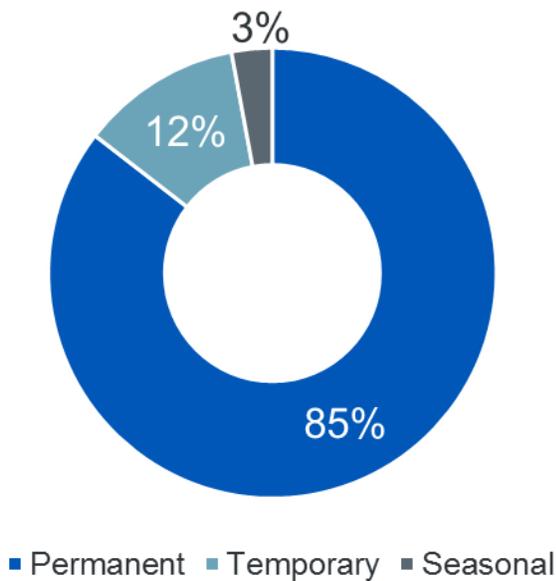
Sample Variable: Employment Status
Base: All valid responses (n=5,692)

UNION MEMBERSHIP

25%

75%

■ Union ■ Exempt
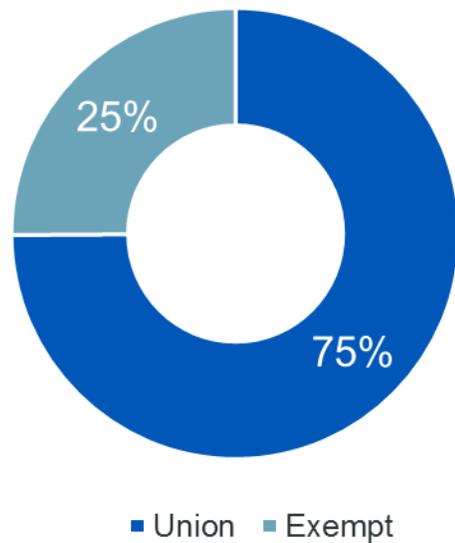
Sample Variable: Union Status
Base: (n=6,985)

FLEXIBLE WORK OPTIONS

Compressed Work Week (CWW)	33%
Alternate Start/Stop times	10%
Telework (formal or informal)	10%
Job Share	<1%
None of the above	47%
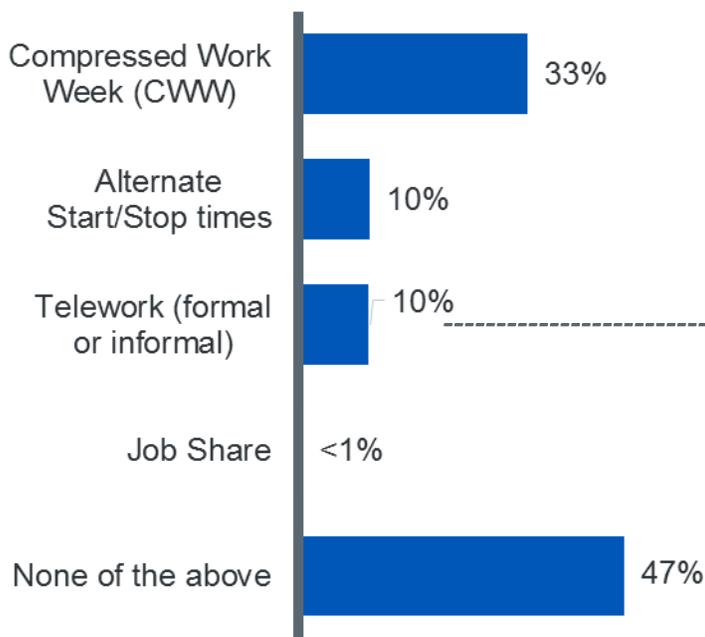
Q: Do you participate in any of the following flexible work options?
Base: All valid responses (n=6,954)

Less than 1 day/week	51%
1 day a week	27%
2 days a week	11%
More than 2 days a week	11%
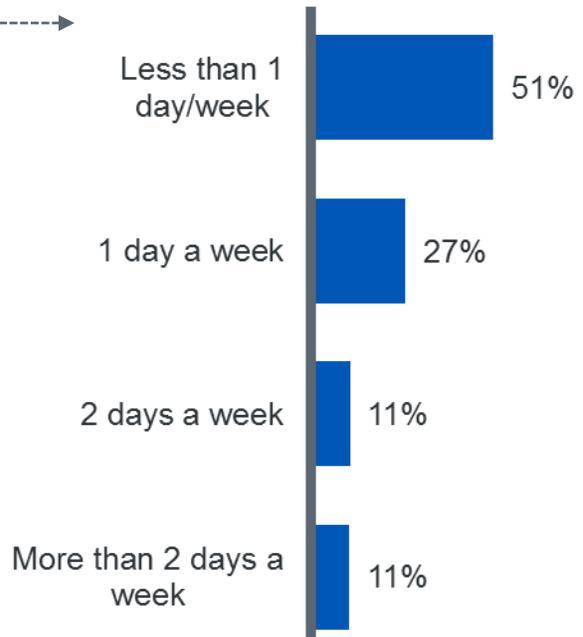
Q: How often do you telework?
Base: Those who telework (n=722)

TYPE OF JOB

Job Type	Percentage
Professional/ Technical	31%
Team member/ Production/ Service/ Front-line Employee	27%
Supervisor/ Team Leader/ Foreman/ Coordinator	20%
Administrative/ Support	9%
Trades	5%
Business Unit Manager	2%
Business Unit Director	<1%
City Manager, General Manager	<1%
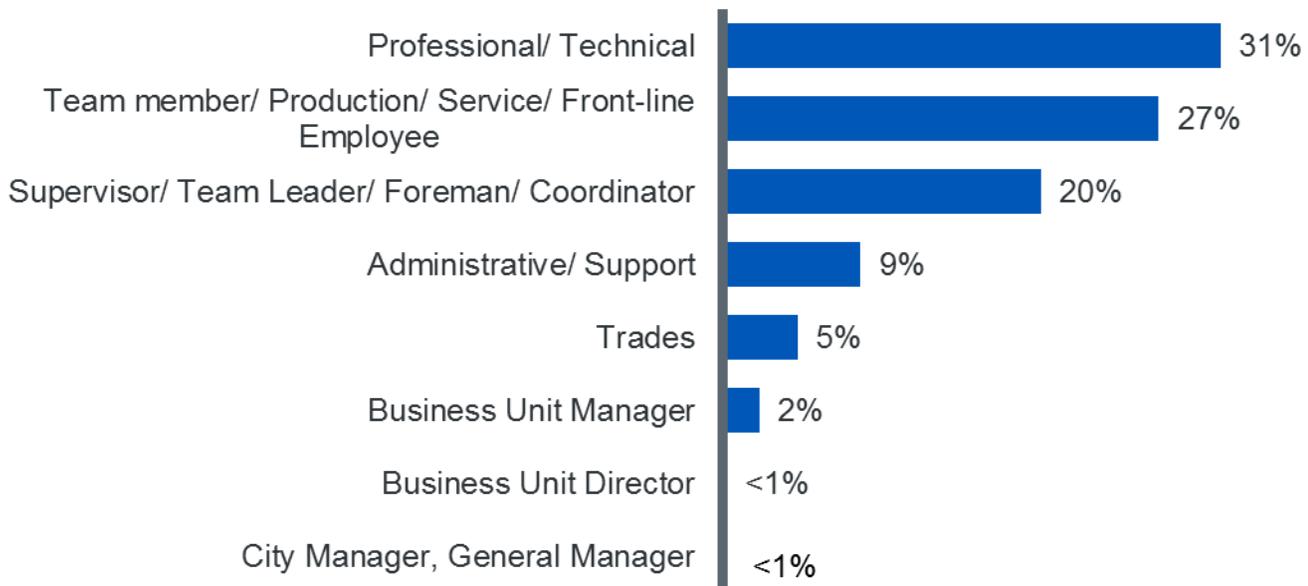
Q: Please indicate your type of job.
Base: All valid responses (n=6,793)

NUMBER OF YEARS OF SERVICE

Years of Service	Percentage
Less than 1 year	6%
1 to 5 years	29%
6 to 10 years	28%
11 to 15 years	14%
16 to 20 years	8%
21 years or more	16%
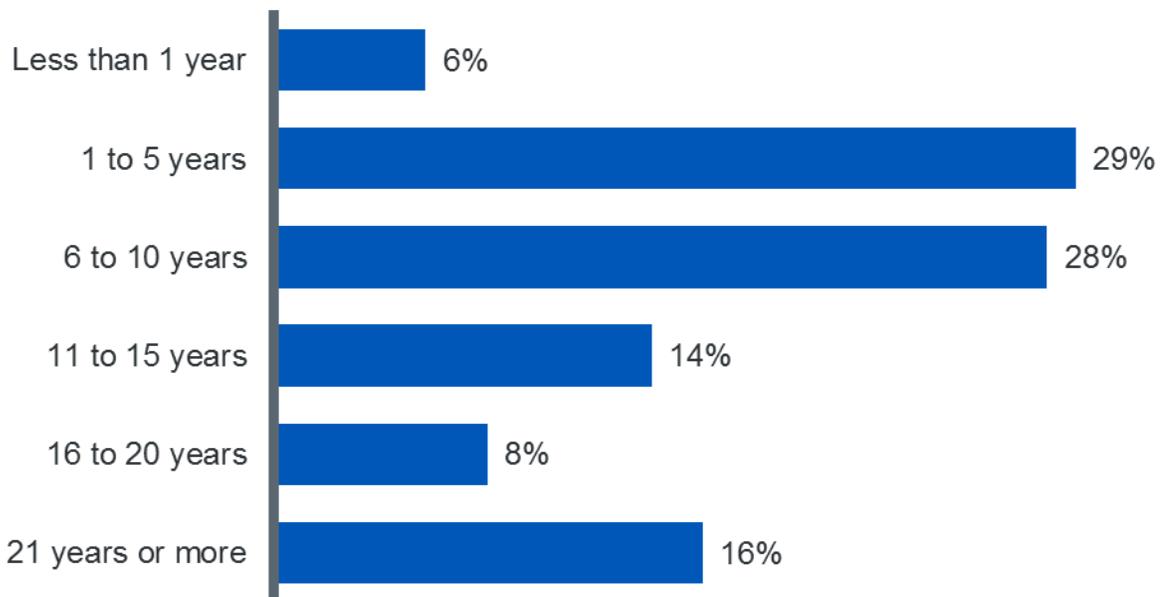
Q: How long have you been with The City?
Base: All valid responses (n=6,746)

BORN IN CANADA

Yes 76% No 24%
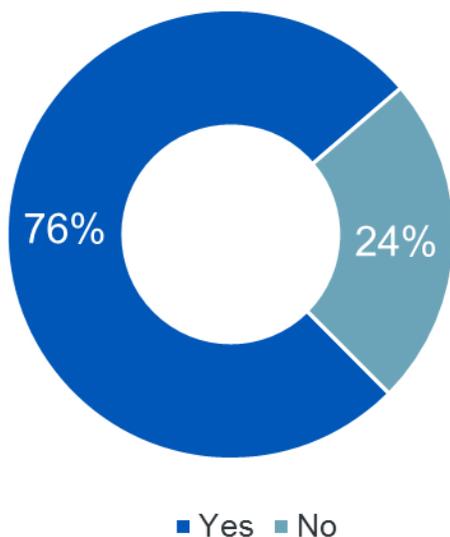
Q: Were you born in Canada?
Base: All valid responses (n=6,708)

NUMBER OF YEARS IN CANADA

Years in Canada	Percentage
1 -5 years.	6%
6 -10 years.	15%
11 -15 years.	19%
16 -20 years.	11%
More than 20 years.	49%
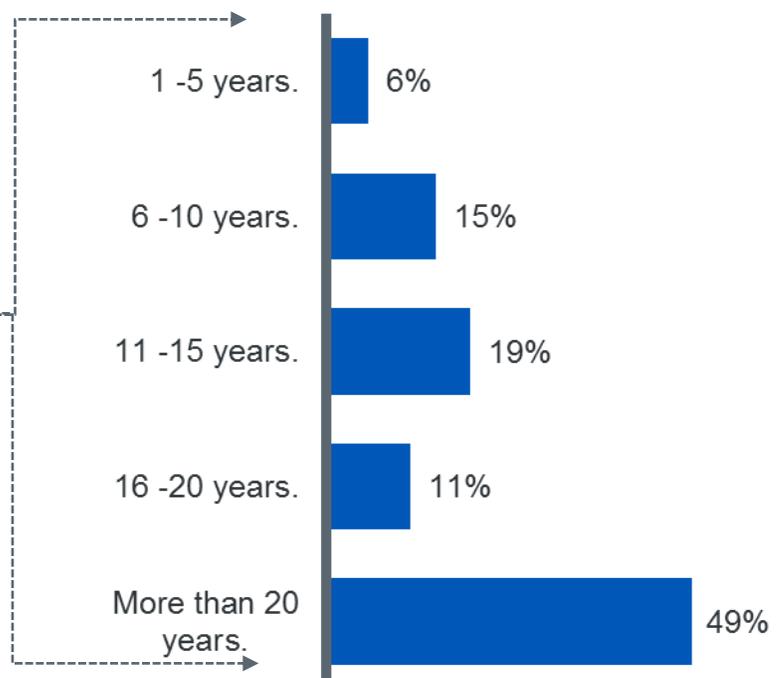
Q: If you were not born in Canada, how long have you lived in Canada?
Base: All valid responses (n=1,608)

ETHNIC/CULTURAL GROUPS

Group	%
British Isles	38%
European origins	37%
North-American origins	25%
East and South-East Asian origins	9%
French origins	6%
South Asian origins	5%
Latin, Central and South American origins	2%
African origins	2%
Arab origins	1%
Caribbean origins	1%
West Asian origins	<1%
Oceania origins	<1%
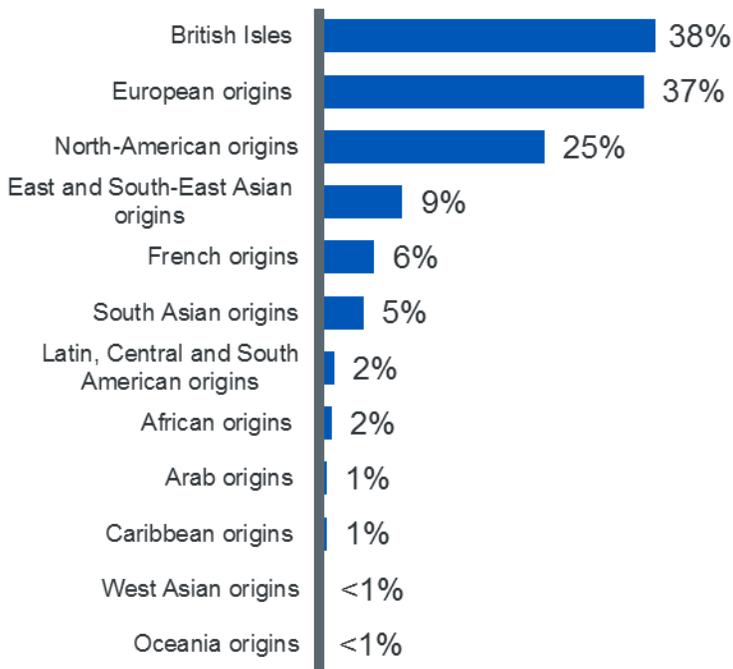
Q: Please indicate the category or categories that best describe the ethnic/cultural group(s) of your ancestors.
Base: All valid responses (n=6,292)

ABORIGINAL STATUS

Status	%
No	97%
Yes, First Nations (North American Indian)	1%
Yes, Inuk (Inuit)	<1%
Yes, Métis	2%
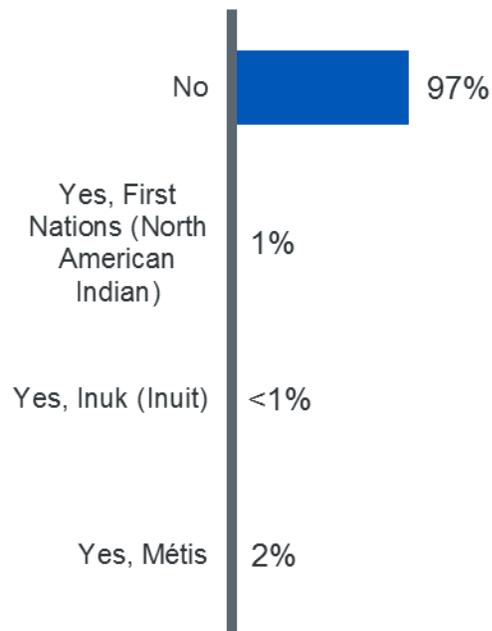
Q: Do you consider yourself to be Aboriginal?
Base: All valid responses (n=6,549)

DISABILITY

96% No
4% Yes

- Yes
- No
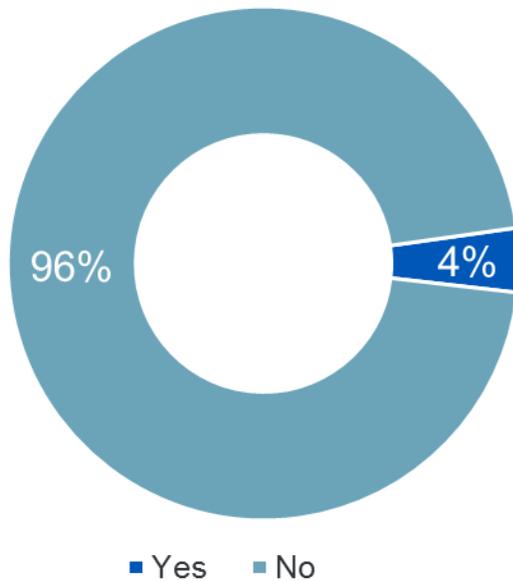
Q: Do you identify yourself as a person working with a disability?
Base: All valid responses (n=6,699)

TYPE OF DISABILITY

Type	%
Pain	46%
Non-visible physical impairment	23%
Mobility impairment	23%
Flexibility limitations	20%
Mental/psychological condition	17%
Deaf/hard of hearing	16%
Learning disability	12%
Visual impairment	11%
Memory impairment	8%
Co-ordination/dexterity impairment	4%
Developmental disability	4%
Other disability/impairment	25%
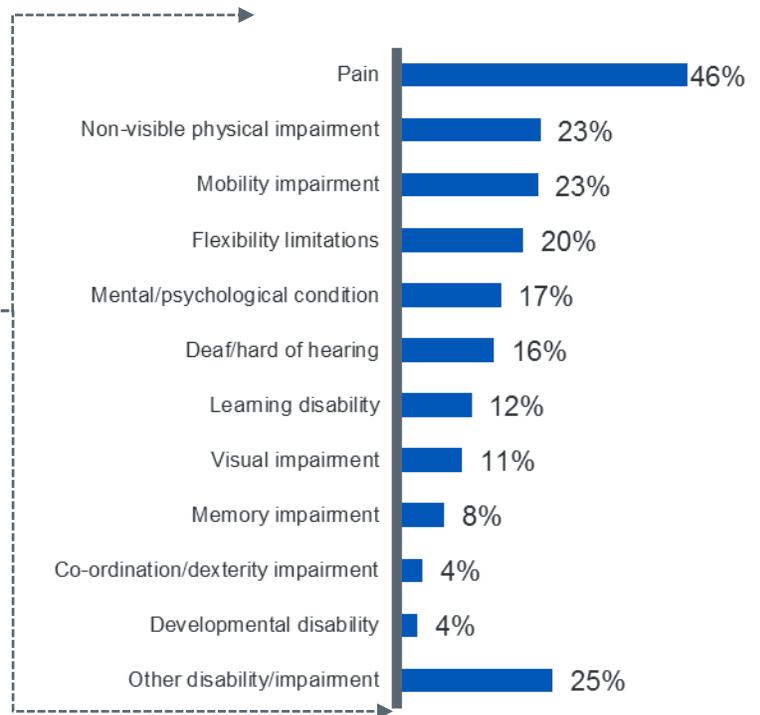
Q: Please select all [disabilities] that apply to you.
Base: Those with disabilities (n=256)

	Total	Union Status		Gender		Job Type								Number of years with The City of Calgary						
		Union	Non-Union /Exempt	Male	Female	Administrative /support	Senior Management	Corporate Management	Professional/ Technical	Supervisor/ Team Leader/ Foreman/ Coordinator	Team member/ Production/ Service/ Front-line Employee	Trades	Other	5 years or less	6 to 10 years	11 to 15 years	16 to 20 years	21 to 25 years	26 to 30 years	31 years or more
Base Size:	7,065	5,232	1,753	4,059	2,573	589	34	164	2,104	1,346	1,843	323	390	2,342	1,896	928	527	334	367	352
ENGAGEMENT INDEX (MEAN SCORE)	**75**	**73**	**79**	**75**	**76**	**72**	**94**	**85**	**75**	**79**	**73**	**69**	**75**	**77**	**75**	**74**	**73**	**73**	**75**	**75**
Feel energized at work	50%	47%	60%	52%	51%	46%	91%	78%	48%	58%	47%	38%	50%	55%	50%	47%	45%	46%	51%	55%
Time goes by quickly at work	64%	60%	76%	64%	66%	57%	100%	89%	66%	76%	55%	53%	64%	65%	64%	63%	63%	66%	65%	66%
Enthusiastic about my job	69%	67%	77%	69%	71%	63%	94%	87%	70%	76%	65%	57%	68%	75%	68%	65%	65%	65%	71%	68%
Can work for very long periods	67%	66%	72%	69%	67%	62%	97%	86%	66%	73%	66%	62%	67%	71%	67%	65%	65%	65%	66%	67%
Proud of my work	85%	84%	90%	86%	86%	81%	100%	96%	84%	91%	83%	83%	82%	85%	86%	85%	85%	85%	90%	88%
Feel happy when working hard	84%	82%	90%	83%	88%	85%	100%	94%	85%	88%	81%	78%	83%	89%	84%	82%	80%	80%	82%	79%
SUPERVISOR RELATIONSHIP (MEAN SCORE)	**73**	**71**	**81**	**73**	**75**	**73**	**91**	**86**	**77**	**78**	**68**	**63**	**70**	**77**	**72**	**72**	**70**	**73**	**72**	**72**
Good relationship with supervisor	79%	77%	85%	80%	79%	79%	97%	91%	81%	83%	74%	70%	75%	82%	78%	78%	76%	78%	79%	77%
Trust my supervisor	73%	71%	81%	75%	73%	71%	97%	86%	75%	78%	68%	59%	75%	79%	72%	71%	68%	72%	71%	70%
Supervisor shows appreciation	66%	63%	75%	67%	67%	65%	91%	81%	71%	71%	59%	53%	62%	72%	64%	65%	63%	65%	64%	63%
Supervisor shares information I need	68%	66%	76%	69%	69%	67%	94%	85%	71%	74%	62%	54%	68%	73%	67%	67%	62%	69%	68%	66%
Supervisor clearly communicates expectations	65%	64%	70%	67%	66%	63%	91%	75%	67%	69%	63%	54%	65%	70%	65%	65%	60%	65%	64%	61%
Encouraged to share new ideas	62%	57%	78%	61%	67%	63%	94%	90%	71%	71%	48%	45%	58%	69%	60%	62%	58%	64%	57%	60%
Opinions are valued	60%	56%	76%	60%	65%	61%	97%	85%	69%	70%	47%	43%	54%	68%	58%	59%	55%	62%	57%	58%
Supervisor trusts me to act in City's best interest	82%	80%	87%	82%	83%	83%	100%	91%	84%	86%	77%	71%	79%	85%	81%	81%	77%	83%	83%	83%
Encouraged to use my skills and knowledge	75%	71%	85%	75%	77%	72%	94%	91%	79%	82%	65%	68%	72%	80%	73%	74%	69%	76%	74%	75%
Supervisor encourages to collaborate with work group	69%	65%	84%	69%	73%	68%	97%	97%	78%	79%	55%	54%	61%	75%	69%	66%	63%	69%	66%	69%
Supported in career development	60%	56%	72%	60%	61%	59%	94%	83%	63%	70%	51%	44%	53%	65%	56%	58%	57%	64%	59%	63%
Able to decide how to do my job, as long as the work is done	73%	70%	83%	73%	75%	77%	91%	88%	78%	80%	61%	70%	68%	75%	70%	72%	72%	77%	77%	78%
Have been given feedback within last 6 months	60%	56%	72%	60%	63%	57%	88%	76%	66%	64%	54%	41%	59%	67%	58%	55%	58%	58%	57%	58%
LEADERSHIP IMPACT (MEAN SCORE)	**66**	**64**	**71**	**66**	**67**	**68**	**86**	**81**	**67**	**69**	**62**	**54**	**65**	**70**	**64**	**62**	**62**	**66**	**66**	**66**
Business Unit communicates well	52%	50%	59%	54%	52%	57%	88%	72%	55%	53%	45%	41%	51%	61%	50%	45%	44%	52%	49%	50%
Senior Management communicates City's goals and objectives clearly	51%	48%	61%	50%	56%	60%	88%	76%	56%	53%	43%	33%	48%	58%	49%	46%	44%	53%	52%	51%
Business unit created work environment that drives high performance	53%	51%	59%	53%	56%	60%	76%	77%	54%	55%	49%	35%	58%	60%	51%	50%	47%	53%	53%	51%
Business unit puts the needs of citizens first	67%	66%	71%	67%	69%	75%	91%	81%	67%	71%	63%	54%	66%	72%	65%	62%	66%	67%	70%	65%
Cooperation between the different work groups within my business unit	52%	51%	56%	52%	54%	58%	79%	67%	54%	54%	47%	39%	53%	59%	50%	47%	48%	53%	51%	53%
Business unit will act on the results of this survey	39%	35%	52%	39%	43%	46%	94%	77%	41%	44%	31%	23%	36%	44%	38%	34%	36%	43%	38%	42%
Employees are encouraged to take action when they see a problem or opportunity	66%	64%	72%	68%	65%	65%	91%	94%	65%	74%	61%	57%	66%	71%	63%	63%	63%	65%	68%	70%
Strong culture of accountability in my workgroup	67%	64%	75%	67%	69%	68%	76%	86%	69%	71%	62%	49%	66%	72%	65%	63%	59%	72%	70%	67%
ROLE CLARITY (MEAN SCORE)	**83**	**82**	**85**	**83**	**84**	**83**	**94**	**90**	**83**	**85**	**82**	**77**	**82**	**84**	**83**	**82**	**82**	**82**	**85**	**85**
I feel competent in my job	91%	90%	93%	92%	91%	89%	100%	94%	91%	94%	90%	90%	89%	91%	91%	89%	90%	92%	95%	94%
The work that I do is meaningful	86%	85%	89%	87%	86%	82%	94%	96%	85%	92%	84%	79%	81%	87%	85%	86%	83%	87%	91%	88%
I feel productive in my job	82%	81%	85%	82%	84%	82%	97%	93%	82%	87%	79%	77%	81%	83%	82%	80%	81%	81%	88%	85%
I see a connection between my work and my business unit's services	86%	84%	90%	86%	87%	85%	94%	100%	86%	91%	83%	79%	82%	89%	84%	85%	83%	84%	90%	88%
I know what is expected of me in providing excellent customer service	87%	87%	88%	86%	90%	88%	100%	92%	86%	90%	87%	74%	86%	88%	86%	86%	86%	90%	93%	89%
I know what is expected of me at work.	84%	84%	84%	85%	85%	84%	97%	91%	83%	85%	86%	78%	84%	86%	84%	82%	81%	83%	90%	86%
I am held responsible for the work that I do.	92%	91%	94%	91%	94%	94%	100%	95%	92%	94%	91%	81%	96%	95%	89%	90%	88%	97%	93%	93%
PERSONAL GROWTH (MEAN SCORE)	**64**	**61**	**73**	**64**	**65**	**61**	**88**	**80**	**66**	**70**	**59**	**51**	**60**	**67**	**63**	**62**	**61**	**66**	**63**	**66**
Had opportunities for growth and development in last year	54%	49%	70%	54%	56%	48%	97%	84%	56%	67%	45%	33%	50%	59%	52%	50%	50%	57%	50%	57%
Satisfied with career options available to me	64%	62%	69%	65%	65%	63%	85%	76%	61%	67%	66%	49%	65%	71%	62%	61%	57%	65%	64%	67%
Have the opportunity to work on other City projects	40%	32%	64%	40%	40%	29%	97%	78%	52%	51%	22%	22%	30%	41%	39%	37%	40%	48%	37%	44%
Satisfied with the on-the-job training I received	57%	55%	64%	59%	57%	55%	88%	73%	54%	65%	57%	46%	52%	59%	56%	54%	55%	62%	61%	66%
Team Culture (MEAN SCORE)	**77**	**75**	**82**	**77**	**78**	**77**	**86**	**84**	**79**	**79**	**74**	**71**	**75**	**80**	**76**	**75**	**75**	**77**	**76**	**78**
Coworkers treat me with respect	84%	83%	90%	85%	85%	83%	97%	91%	87%	89%	81%	77%	80%	86%	84%	84%	84%	87%	83%	86%
People cooperate to get the job done	78%	77%	81%	79%	77%	77%	91%	89%	78%	83%	74%	75%	77%	79%	77%	78%	77%	83%	78%	79%
Feel accepted and supported in my workplace	77%	75%	84%	79%	78%	76%	94%	92%	80%	83%	72%	70%	72%	83%	77%	74%	74%	77%	75%	75%
Work arrangements are flexible	70%	66%	81%	70%	71%	69%	76%	90%	75%	71%	64%	60%	70%	73%	68%	68%	67%	69%	67%	76%
Satisfied with work-life balance	74%	73%	79%	76%	75%	74%	76%	75%	79%	75%	71%	68%	69%	80%	73%	70%	72%	74%	73%	77%
Efforts to healthy lifestyle are supported	70%	67%	80%	70%	73%	69%	88%	84%	75%	75%	63%	55%	69%	75%	69%	68%	68%	70%	68%	69%

Note: The grey highlighted cell is significantly higher than other sub-groups in the table. In case of multiple significant differences, the group with the highest value is highlighted.

	Total	Union Status		Gender		Job Type								Number of years with The City of Calgary						
		Union	Non-Union /Exempt	Male	Female	Administrative /support	Senior Management	Corporate Management	Professional/ Technical	Supervisor/ Team Leader/ Foreman/ Coordinator	Team member/ Production/ Service/ Front-line Employee	Trades	Other	5 years or less	6 to 10 years	11 to 15 years	16 to 20 years	21 to 25 years	26 to 30 years	31 years or more
Base Size:	7,065	5,232	1,753	4,059	2,573	589	34	164	2,104	1,346	1,843	323	390	2,342	1,896	928	527	334	367	352
SAFETY AT WORK																				
SAFETY AT WORK (MEAN SCORE)	**79**	**78**	**84**	**79**	**81**	**80**	**90**	**89**	**82**	**83**	**75**	**72**	**77**	**82**	**79**	**78**	**77**	**79**	**79**	**81**
Have training to do my job safely	85%	83%	91%	85%	87%	85%	100%	96%	89%	89%	81%	74%	82%	88%	84%	83%	83%	84%	88%	91%
Have resources to do my job safely	81%	78%	90%	80%	85%	85%	97%	96%	88%	85%	72%	69%	76%	85%	80%	79%	77%	80%	83%	84%
Receive information about safety hazards of my job	76%	75%	80%	76%	77%	77%	97%	91%	80%	82%	69%	65%	74%	79%	75%	73%	73%	77%	76%	82%
Safety incidents are regularly discussed to reinforce learning	68%	66%	72%	68%	68%	68%	91%	85%	72%	76%	58%	55%	66%	70%	66%	65%	64%	71%	71%	75%
Supported to speak up about unsafe conditions	81%	79%	90%	80%	84%	84%	94%	96%	88%	88%	71%	64%	77%	86%	80%	79%	79%	82%	78%	82%
Understand my responsibility to make sure my colleagues and I stay safe at work	93%	92%	96%	93%	93%	91%	94%	99%	94%	97%	88%	92%	90%	94%	92%	93%	92%	91%	92%	93%
Supervisor addresses unsafe working conditions	80%	77%	88%	80%	81%	80%	92%	93%	85%	86%	71%	69%	80%	83%	79%	79%	76%	80%	77%	83%
Supervisor regularly reinforces safe work practices	81%	79%	87%	82%	82%	81%	91%	94%	85%	86%	74%	70%	80%	84%	80%	79%	78%	81%	77%	84%
Supervisor supported me when I had a health issue	79%	76%	90%	79%	81%	79%	96%	96%	86%	85%	70%	66%	78%	84%	79%	79%	77%	79%	78%	76%
EMPLOYEE SATISFACTION ELEMENTS																				
Know and understand the current objectives of my business unit	73%	72%	79%	75%	73%	73%	91%	94%	73%	76%	74%	64%	70%	78%	73%	70%	71%	67%	72%	72%
Satisfied with the fairness & respect I receive from supervisor	77%	75%	83%	78%	77%	74%	94%	90%	80%	83%	71%	65%	74%	82%	75%	76%	73%	77%	76%	75%
Have resources to do my job	65%	63%	71%	65%	67%	72%	91%	80%	66%	68%	63%	51%	60%	70%	63%	62%	62%	70%	70%	67%
Meaningfully involved in decisions that affect my job and me	49%	44%	65%	51%	50%	50%	97%	85%	52%	62%	37%	38%	44%	54%	46%	47%	45%	54%	51%	54%
Satisfied with development opportunities and/or training	56%	51%	69%	57%	56%	54%	91%	85%	55%	68%	49%	43%	53%	58%	53%	53%	54%	64%	60%	67%
Truly appreciated for the contribution I make to my business unit	55%	52%	65%	57%	56%	55%	91%	78%	57%	60%	52%	41%	52%	64%	55%	50%	49%	53%	54%	53%
Sufficiently rewarded for the effort that I put into my job	47%	43%	60%	48%	50%	47%	88%	70%	51%	53%	40%	32%	43%	53%	45%	46%	44%	48%	47%	46%
Work related stress is manageable	63%	62%	66%	64%	64%	65%	68%	66%	66%	59%	62%	60%	63%	72%	61%	55%	58%	60%	59%	64%
EMPLOYEE ENGAGEMENT OUTCOMES																				
Overall Satisfaction with quality of work life in my business unit	69%	67%	75%	71%	69%	69%	85%	85%	70%	73%	66%	59%	66%	76%	67%	65%	64%	69%	70%	70%
Proud to work at The City of Calgary	87%	86%	92%	87%	91%	90%	91%	93%	89%	89%	85%	80%	85%	91%	88%	86%	82%	82%	88%	85%
Recommend The City of Calgary as an employer	84%	82%	89%	83%	88%	88%	91%	95%	86%	84%	81%	74%	79%	90%	85%	82%	76%	77%	81%	81%
Thinking about leaving The City of Calgary for another job	14%	13%	13%	13%	12%	10%	21%	15%	12%	12%	14%	18%	22%	13%	14%	12%	14%	13%	12%	17%
4 Cs FRAMEWORK																				
Character: Behaving the right way (MEAN SCORE)	78	77	83	79	80	78	92	88	80	82	75	70	77	81	77	77	75	79	78	78
Competence: Doing the things the right way (MEAN SCORE)	74	72	79	74	75	74	90	85	75	77	72	65	73	77	73	72	71	74	75	75
Commitment: Dedication to the greater public good (MEAN SCORE)	78	77	81	78	79	78	93	88	78	82	76	71	77	80	77	77	76	77	80	79
Collaboration: Working together for a common purpose (MEAN SCORE)	69	66	77	69	71	68	90	84	73	74	62	58	66	72	68	67	66	70	68	69

Note: The grey highlighted cell is significantly higher than other sub-groups in the table. In case of multiple significant differences, the group with the highest value is highlighted.

	Total	Born in Canada		Aboriginal Status		Disability		Ethnicity											
		Yes	No	Yes	No	Yes	No	African origins	Arab origins	British Isles origins	Caribbean origins	East and South-East Asian origins	European origins	French origins	Latin, Central and South American origins	North-American origins	Oceania origins	South Asian origins	West Asian origins
Base Size:	7,065	5,113	1,595	191	6,358	270	6,429	101	66	2,375	62	597	2,298	402	118	1,596	29	325	32
ENGAGEMENT INDEX (MEAN SCORE)	75	74	79	74	75	69	76	81	76	75	73	78	75	75	78	74	74	80	79
Feel energized at work	50%	47%	62%	49%	51%	37%	52%	69%	59%	49%	40%	62%	50%	48%	57%	46%	52%	66%	59%
Time goes by quickly at work	64%	61%	75%	59%	65%	50%	65%	80%	65%	62%	61%	73%	64%	60%	74%	60%	62%	76%	69%
Enthusiastic about my job	69%	67%	79%	70%	70%	58%	70%	81%	62%	69%	66%	75%	70%	65%	77%	67%	55%	82%	87%
Can work for very long periods	67%	67%	69%	74%	68%	55%	68%	75%	65%	69%	63%	67%	68%	70%	68%	66%	66%	73%	66%
Proud of my work	85%	85%	89%	84%	85%	81%	86%	90%	83%	86%	84%	86%	85%	87%	92%	84%	86%	90%	91%
Feel happy when working hard	84%	84%	87%	83%	85%	77%	85%	88%	79%	85%	89%	86%	84%	84%	86%	84%	79%	91%	94%
SUPERVISOR RELATIONSHIP (MEAN SCORE)	73	73	76	68	74	64	74	78	72	74	73	78	74	73	76	73	74	76	82
Good relationship with supervisor	79%	78%	82%	76%	79%	66%	80%	86%	71%	80%	81%	83%	80%	76%	82%	77%	76%	84%	88%
Trust my supervisor	73%	73%	77%	69%	74%	55%	74%	78%	71%	75%	73%	80%	75%	72%	84%	73%	69%	80%	81%
Supervisor shows appreciation	66%	66%	71%	59%	67%	55%	67%	75%	65%	68%	66%	76%	68%	67%	67%	65%	66%	69%	81%
Supervisor shares information I need	68%	67%	74%	64%	69%	56%	69%	77%	62%	69%	70%	78%	70%	68%	75%	66%	71%	73%	81%
Supervisor clearly communicates expectations	65%	64%	73%	59%	66%	54%	67%	75%	66%	66%	68%	75%	66%	66%	76%	63%	68%	73%	84%
Encouraged to share new ideas	62%	61%	68%	53%	64%	45%	64%	69%	63%	64%	58%	73%	63%	61%	72%	62%	57%	67%	74%
Opinions are valued	60%	60%	65%	47%	62%	40%	62%	62%	59%	65%	66%	70%	61%	58%	61%	60%	71%	67%	84%
Supervisor trusts me to act in City's best interest	82%	83%	81%	79%	82%	72%	83%	84%	78%	84%	79%	85%	84%	84%	83%	82%	76%	80%	84%
Encouraged to use my skills and knowledge	75%	75%	77%	66%	76%	62%	76%	84%	68%	76%	74%	82%	77%	74%	74%	75%	69%	76%	94%
Supervisor encourages to collaborate with work group	69%	69%	73%	60%	70%	52%	71%	77%	69%	72%	70%	77%	71%	70%	70%	68%	70%	75%	81%
Supported in career development	60%	59%	64%	48%	61%	43%	61%	75%	56%	62%	56%	69%	61%	57%	62%	59%	66%	62%	70%
Able to decide how to do my job, as long as the work is done	73%	73%	76%	67%	74%	64%	74%	70%	76%	72%	69%	78%	74%	74%	81%	73%	66%	77%	77%
Have been given feedback within last 6 months	60%	59%	68%	52%	61%	45%	61%	71%	63%	60%	62%	75%	61%	57%	59%	57%	63%	69%	72%
LEADERSHIP IMPACT (MEAN SCORE)	66	65	71	63	66	56	67	75	69	66	66	73	66	66	72	64	66	71	76
Business Unit communicates well	52%	49%	63%	51%	53%	34%	54%	74%	62%	51%	55%	63%	50%	52%	68%	50%	52%	65%	69%
Senior Management communicates City's goals and objectives clearly	51%	48%	63%	46%	52%	40%	52%	65%	58%	50%	47%	69%	49%	50%	65%	48%	61%	59%	81%
Business unit created work environment that drives high performance	53%	51%	62%	51%	54%	41%	55%	71%	61%	52%	63%	65%	53%	56%	64%	51%	59%	64%	59%
Business unit puts the needs of citizens first	67%	64%	77%	64%	68%	52%	68%	84%	75%	64%	62%	77%	66%	66%	83%	66%	69%	76%	84%
Cooperation between the different work groups within my business unit	52%	50%	62%	43%	53%	42%	53%	67%	55%	51%	55%	67%	52%	50%	58%	48%	57%	62%	63%
Business unit will act on the results of this survey	39%	36%	53%	31%	40%	30%	40%	62%	51%	39%	37%	53%	39%	37%	48%	35%	45%	50%	63%
Employees are encouraged to take action when they see a problem or opportunity	66%	65%	71%	60%	67%	53%	67%	70%	67%	67%	64%	72%	67%	66%	74%	65%	55%	70%	78%
Strong culture of accountability in my workgroup	67%	65%	74%	62%	67%	55%	68%	79%	72%	66%	68%	77%	67%	65%	69%	63%	64%	78%	72%
ROLE CLARITY (MEAN SCORE)	83	83	85	82	83	80	83	87	84	83	84	85	83	83	86	82	82	86	87
I feel competent in my job	91%	91%	92%	93%	91%	86%	91%	90%	86%	91%	92%	90%	92%	92%	92%	91%	83%	93%	94%
The work that I do is meaningful	86%	85%	91%	85%	86%	79%	87%	89%	89%	86%	85%	90%	86%	84%	95%	85%	79%	93%	94%
I feel productive in my job	82%	81%	88%	80%	83%	75%	83%	89%	80%	83%	85%	88%	82%	82%	91%	80%	72%	87%	91%
I see a connection between my work and my business unit's services	85%	85%	88%	85%	86%	80%	86%	90%	86%	86%	85%	89%	86%	87%	90%	84%	79%	90%	94%
I know what is expected of me in providing excellent customer service	88%	87%	91%	89%	88%	84%	88%	94%	92%	88%	87%	91%	88%	90%	97%	87%	86%	91%	90%
I know what is expected of me at work.	84%	83%	89%	81%	84%	77%	85%	87%	86%	84%	90%	93%	84%	83%	91%	83%	69%	90%	91%
I am held responsible for the work that I do.	89%	88%	94%	86%	90%	89%	90%	98%	92%	89%	92%	94%	89%	89%	97%	87%	89%	94%	91%
PERSONAL GROWTH (MEAN SCORE)	64	63	67	59	65	54	65	70	68	65	62	70	65	63	70	63	61	67	69
Had opportunities for growth and development in last year	54%	54%	58%	46%	55%	44%	55%	57%	57%	56%	51%	62%	55%	53%	63%	54%	59%	56%	53%
Satisfied with career options available to me	59%	58%	63%	57%	60%	46%	60%	67%	61%	60%	62%	64%	58%	58%	74%	59%	44%	61%	66%
Have the opportunity to work on other City projects	43%	42%	49%	32%	44%	29%	44%	49%	50%	44%	40%	51%	45%	40%	47%	41%	44%	52%	29%
Satisfied with the on-the-job training I received	58%	57%	65%	51%	59%	47%	59%	71%	62%	58%	63%	66%	58%	58%	72%	55%	59%	66%	65%
Team Culture (MEAN SCORE)	77	77	79	74	77	68	78	83	77	78	76	81	77	77	80	77	71	79	81
Coworkers treat me with respect	84%	84%	85%	80%	84%	68%	85%	83%	79%	86%	77%	89%	85%	84%	84%	82%	66%	87%	91%
People cooperate to get the job done	78%	78%	79%	77%	78%	71%	79%	81%	82%	79%	73%	84%	78%	81%	77%	76%	66%	81%	84%
Feel accepted and supported in my workplace	77%	77%	80%	69%	78%	58%	79%	80%	81%	78%	75%	85%	79%	78%	74%	78%	62%	79%	84%
Work arrangements are flexible	70%	69%	74%	68%	71%	54%	71%	81%	64%	70%	74%	77%	70%	68%	79%	70%	50%	74%	72%
Satisfied with work-life balance	72%	72%	77%	70%	73%	55%	74%	83%	72%	73%	74%	80%	72%	71%	85%	73%	46%	76%	75%
Efforts to healthy lifestyle are supported	73%	73%	76%	66%	74%	59%	74%	86%	72%	74%	81%	80%	74%	70%	74%	73%	74%	76%	84%

Note: The grey highlighted cell is significantly higher than other sub-groups in the table. In case of multiple significant differences, the group with the highest value is highlighted.

	Total	Born in Canada		Aboriginal Status		Disability		Ethnicity											
		Yes	No	Yes	No	Yes	No	African origins	Arab origins	British Isles origins	Caribbean origins	East and South-East Asian origins	European origins	French origins	Latin, Central and South American origins	North-American origins	Oceania origins	South Asian origins	West Asian origins
Base Size:	7,065	5,113	1,595	191	6,358	270	6,429	101	66	2,375	62	597	2,298	402	118	1,596	29	325	32
SAFETY AT WORK																			
SAFETY AT WORK (MEAN SCORE)	**79**	**79**	**81**	**80**	**78**	**80**	**90**	**83**	**79**	**80**	**79**	**82**	**80**	**80**	**84**	**79**	**77**	**79**	**84**
Have training to do my job safely	85%	85%	86%	85%	86%	78%	86%	91%	88%	86%	90%	89%	87%	88%	92%	85%	79%	82%	84%
Have resources to do my job safely	81%	81%	84%	80%	82%	68%	82%	85%	80%	81%	90%	88%	82%	83%	86%	80%	64%	81%	81%
Receive information about safety hazards of my job	76%	75%	80%	72%	77%	66%	77%	80%	75%	77%	73%	85%	77%	76%	80%	74%	74%	76%	87%
Safety incidents are regularly discussed to reinforce learning	68%	66%	73%	67%	68%	54%	69%	82%	67%	68%	69%	76%	68%	67%	78%	65%	52%	69%	74%
Supported to speak up about unsafe conditions	81%	81%	83%	73%	82%	65%	83%	88%	81%	82%	80%	88%	82%	81%	89%	81%	68%	80%	90%
Understand my responsibility to make sure my colleagues and I stay safe at work	93%	93%	93%	90%	93%	86%	93%	95%	88%	94%	83%	93%	93%	93%	95%	93%	86%	93%	97%
Supervisor addresses unsafe working conditions	80%	80%	81%	71%	80%	68%	81%	83%	77%	81%	81%	84%	82%	78%	86%	80%	78%	78%	88%
Supervisor regularly reinforces safe work practices	81%	81%	82%	79%	81%	72%	82%	86%	81%	82%	76%	86%	82%	80%	86%	81%	79%	78%	88%
Supervisor supported me when I had a health issue	79%	80%	80%	77%	80%	59%	81%	78%	70%	81%	83%	85%	81%	79%	84%	80%	67%	80%	83%
EMPLOYEE SATISFACTION ELEMENTS																			
Know and understand the current objectives of my business unit	73%	71%	82%	74%	74%	64%	74%	84%	79%	73%	76%	81%	73%	72%	78%	71%	72%	80%	90%
Satisfied with the fairness & respect I receive from supervisor	77%	77%	79%	72%	78%	61%	78%	82%	77%	80%	76%	81%	79%	76%	83%	77%	79%	76%	88%
Have resources to do my job	65%	64%	73%	61%	66%	52%	67%	74%	64%	65%	69%	76%	66%	65%	72%	63%	52%	76%	81%
Meaningfully involved in decisions that affect my job and me	49%	48%	58%	43%	50%	35%	51%	54%	59%	49%	52%	64%	48%	46%	53%	47%	55%	57%	59%
Satisfied with development opportunities and/or training	56%	55%	61%	44%	57%	43%	57%	68%	53%	57%	51%	65%	56%	53%	68%	53%	55%	54%	75%
Truly appreciated for the contribution I make to my business unit	55%	54%	64%	52%	56%	47%	57%	64%	63%	57%	55%	67%	55%	50%	63%	53%	55%	65%	73%
Sufficiently rewarded for the effort that I put into my job	47%	47%	52%	40%	48%	34%	49%	50%	49%	50%	46%	55%	48%	44%	53%	46%	48%	49%	42%
Work related stress is manageable	63%	63%	67%	59%	64%	45%	65%	70%	62%	63%	63%	72%	64%	66%	77%	64%	41%	64%	65%
EMPLOYEE ENGAGEMENT OUTCOMES																			
Overall Satisfaction with quality of work life in my business unit	69%	69%	74%	65%	70%	52%	71%	78%	74%	71%	73%	78%	71%	67%	77%	69%	59%	71%	81%
Proud to work at The City of Calgary	87%	87%	92%	86%	88%	77%	88%	94%	83%	89%	95%	91%	88%	88%	95%	86%	79%	95%	94%
Recommend The City of Calgary as an employer	84%	83%	89%	79%	85%	73%	85%	93%	82%	85%	93%	91%	85%	84%	93%	82%	86%	90%	91%
Thinking about leaving The City of Calgary for another job	14%	14%	12%	19%	13%	22%	13%	8%	12%	13%	8%	11%	12%	12%	8%	14%	11%	14%	13%
4 Cs FRAMEWORK																			
Character: Behaving the right way (MEAN SCORE)	78	78	80	75	79	71	79	83	79	79	77	82	79	79	81	78	77	81	84
Competence: Doing the things the right way (MEAN SCORE)	74	73	77	71	74	67	75	80	75	74	74	78	74	74	78	73	72	77	81
Commitment: Dedication to the greater public good (MEAN SCORE)	78	78	81	77	79	72	79	84	79	78	77	81	78	78	82	78	77	82	85
Collaboration: Working together for a common purpose (MEAN SCORE)	69	68	72	64	69	60	70	74	71	69	67	75	70	68	71	68	67	72	73

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	Overall	Permanent	Temporary	Seasonal
City of Calgary	**46%**	**48%**	**60%**	**16%**
Chief Financial Office	**77%**	**78%**	**74%**	**N/A**
CFO and Corp Admin Dept Team	86%	75%	100%	N/A
Corporate Initiatives	85%	85%	N/A	N/A
Customer Service & Communications	74%	74%	72%	N/A
Finance and Supply	78%	78%	79%	N/A
GM Office	100%	100%	N/A	N/A
Human Resources	81%	81%	82%	N/A
Information Technology	76%	78%	70%	N/A
Community Services and Protective Services	**39%**	**41%**	**53%**	**15%**
Animal & ByLaw Services	75%	75%	77%	0%
Calgary Emergency Mgmt Agency	72%	91%	14%	N/A
Calgary Housing	85%	84%	94%	N/A
Community & Neighbourhood Services	45%	41%	77%	N/A
Fire	47%	46%	59%	N/A
GM Office	100%	100%	N/A	N/A
Parks	33%	60%	58%	15%
Public Safety Communications	44%	44%	52%	N/A
Recreation	22%	22%	34%	13%
Calgary Zoo	48%	48%	N/A	50%
Corporate Administration	**74%**	**74%**	**73%**	**N/A**
City Clerks	64%	63%	65%	N/A
City Managers Office	89%	89%	N/A	N/A
GM Office	0%	0%	N/A	N/A
Law Department	76%	76%	74%	N/A
City Auditors Office	100%	100%	100%	N/A
Deputy City Manager	**73%**	**74%**	**65%**	**N/A**
Corporate Properties and Buildings	76%	79%	55%	N/A
Fleet Services	63%	62%	71%	N/A
GM Office	67%	67%	N/A	N/A
Infrastructure & Information Services	79%	79%	73%	N/A
Office of Land Servicing and Housing	79%	80%	67%	N/A
Planning, Development & Assessment	**64%**	**66%**	**56%**	**N/A**
Assessment	61%	72%	27%	N/A
City-Wide Policy and Integration	77%	81%	63%	N/A
GM Office	25%	25%	N/A	N/A
Inspections and Permits	56%	55%	63%	N/A
Local Area Planning and Implementation	72%	68%	89%	N/A
Transportation	**28%**	**28%**	**50%**	**17%**
Calgary Transit	21%	21%	39%	N/A
GM Office	70%	73%	57%	N/A
Roads	44%	46%	73%	17%
Transportation Infrastructure	73%	73%	N/A	N/A
Transportation Planning	70%	86%	25%	N/A
Utilities and Environmental Protection	**60%**	**67%**	**57%**	**19%**
Environmental and Safety Management	83%	84%	73%	N/A
GM Office	100%	100%	N/A	N/A
Waste & Recycling Services	52%	60%	52%	21%
Water Resources	80%	83%	57%	N/A
Water Services	56%	63%	57%	16%