

City of Calgary Corporate Employee Survey

City-wide Results

October 20, 2014

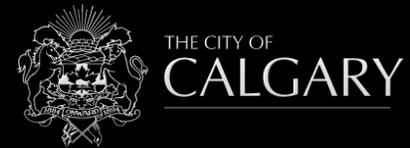


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Background

The City of Calgary strives to create and support a strong and successful workplace. The continual goal is for all staff to have positive working relationships and a healthy work environment.

The annual employee survey is completed for three reasons:

- To get a sense of progress towards providing a healthy, productive, safe and engaging workplace
- To indicate areas where improvements have been successful and ought to be continued
- To highlight areas where more work is required.

The results of the survey are used to create and implement action plans to make positive changes for employees. The City renews its focus on improving and strengthening the work environment each year. Employee feedback is a vital tool for measuring and maintaining continual progress in this area.

The Administrative Leadership Team (ALT) has approved a standardized version of the employee survey to be used each year. The standard set of survey questions was derived from research on wellness and management practices and tested within The City of Calgary. Supplemental questions are then chosen each year at the business unit level to measure specific areas of interest.

The survey is distributed in September and the results are available in November to coincide with the creation of the yearly business planning initiative. Results are summarized at City-wide, department, business unit, and division levels to ensure managers have specific information for use in action planning.

For 2014, surveys were sent to 11,275 permanent City staff, 2,656 temporary staff, and 1,144 seasonal staff. To enable trending and continuity from previous years, temporary and seasonal staff will have separate reports.

To ensure confidentiality, The Praxis Group™, an external contractor, receives, analyzes, and reports the results to The City. The City has no access to individual results. As a further assurance of anonymity, results are only summarized for groups where there are 10 or more respondents.

Methodology

On September 2nd 2014, surveys were provided to employees using two delivery methods. Employees with a City of Calgary email address were sent an invitation by The Praxis Group™ prefaced with a statement from the City Manager and a personalized, one-time submission link to the appropriate survey for their business unit. Employees without a City of Calgary email address received a mail survey package composed of a letter from the City Manager, survey, and postage paid return envelope. Paper surveys were to be post-marked by September 20th and online surveys were to be submitted by September 20th.

The permanent employee response rate is 46% (5,159 completed surveys), the response rate for temporary employees is 28% (732 surveys) and seasonal employees is 25% (286 surveys). The overall margin of error is 1% based on the population of City of Calgary employees.¹ There were a total of 7,132 online surveys invitations sent out and 4,143 paper surveys sent out to employees.² There were 4,089 online surveys completed of the 7,132 sent out (57% response rate) and 1,070 of the 4,143 paper surveys completed (26% response rate).³

Research Note:

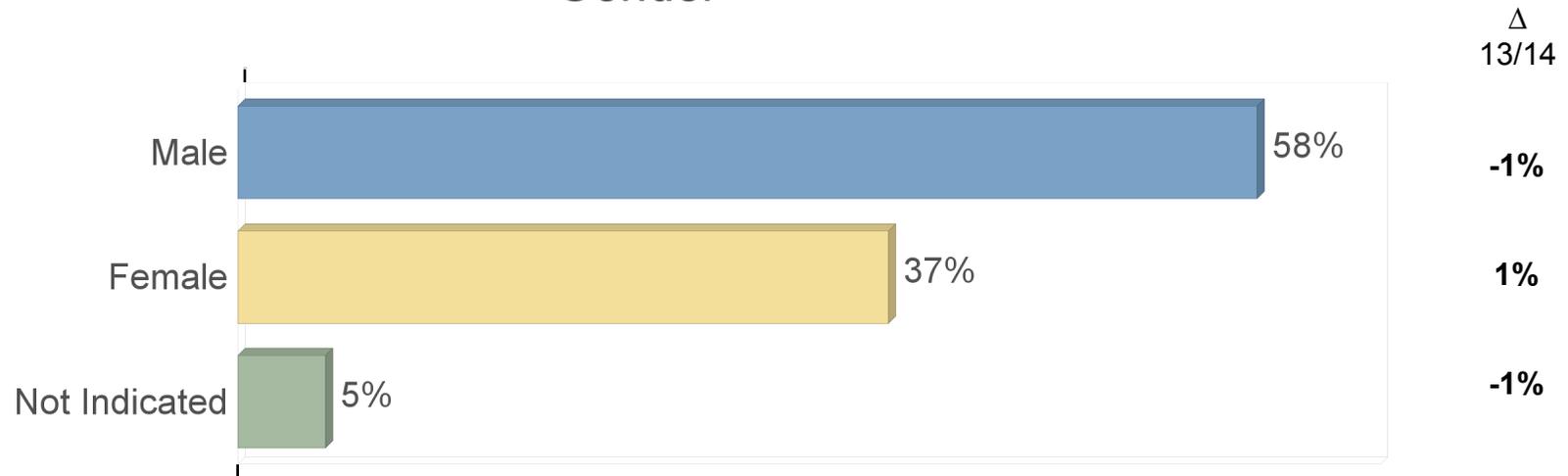
1 Calculation based on permanent employees. While the overall margin of error for the City-wide results is $\pm 1\%$, 19 times out of 20, the margin of error will differ within departments, business units, divisions and for other sub-groupings of the employee population. Data are statistically weighted to ensure the sample's composition reflects that of the actual City of Calgary employee population according to the most recent Human Resource figures.

2 Refers to permanent employees only.

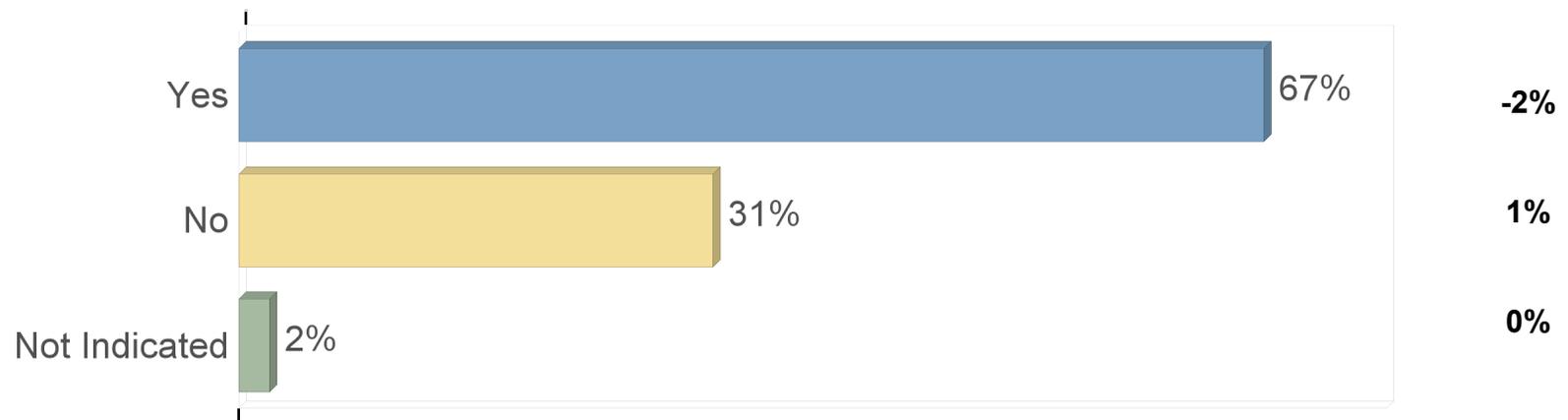
3 Calculation based on permanent employees only.

Respondent Profile

Gender

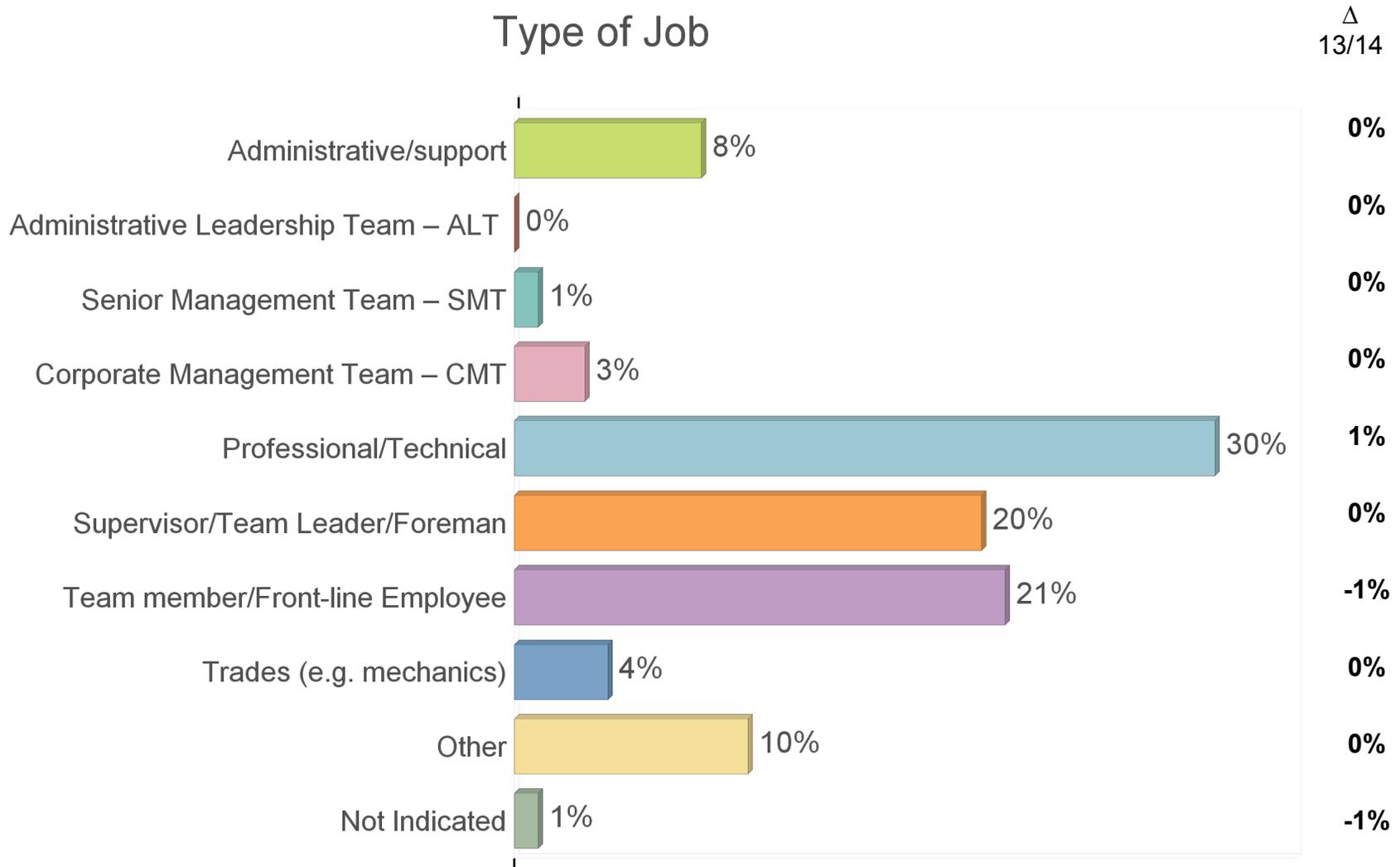


Union Membership



Base: All respondents (n=5159)

Respondent Profile

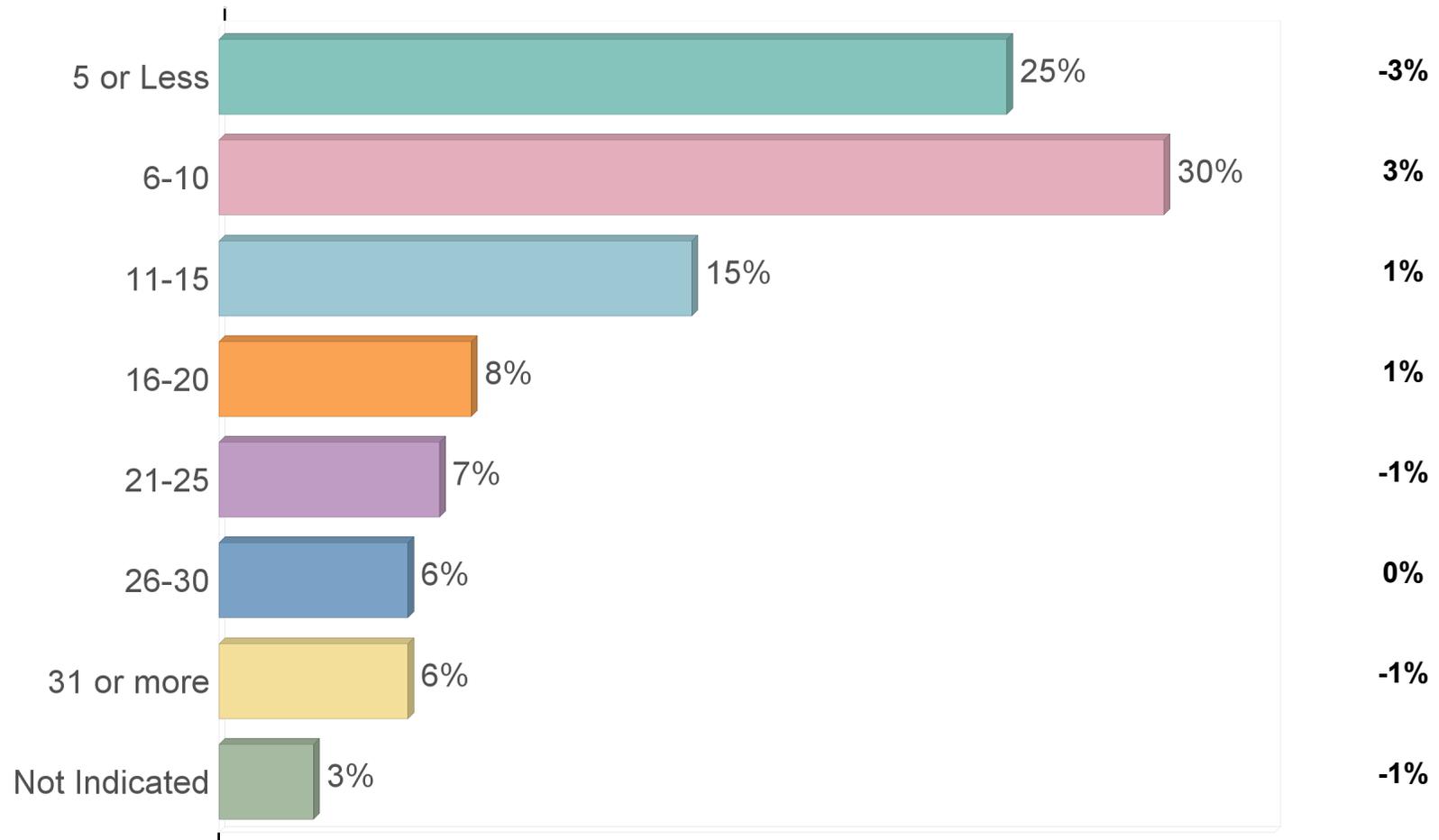


Base: All respondents (n=5159)

Respondent Profile

Years of Service

△
13/14

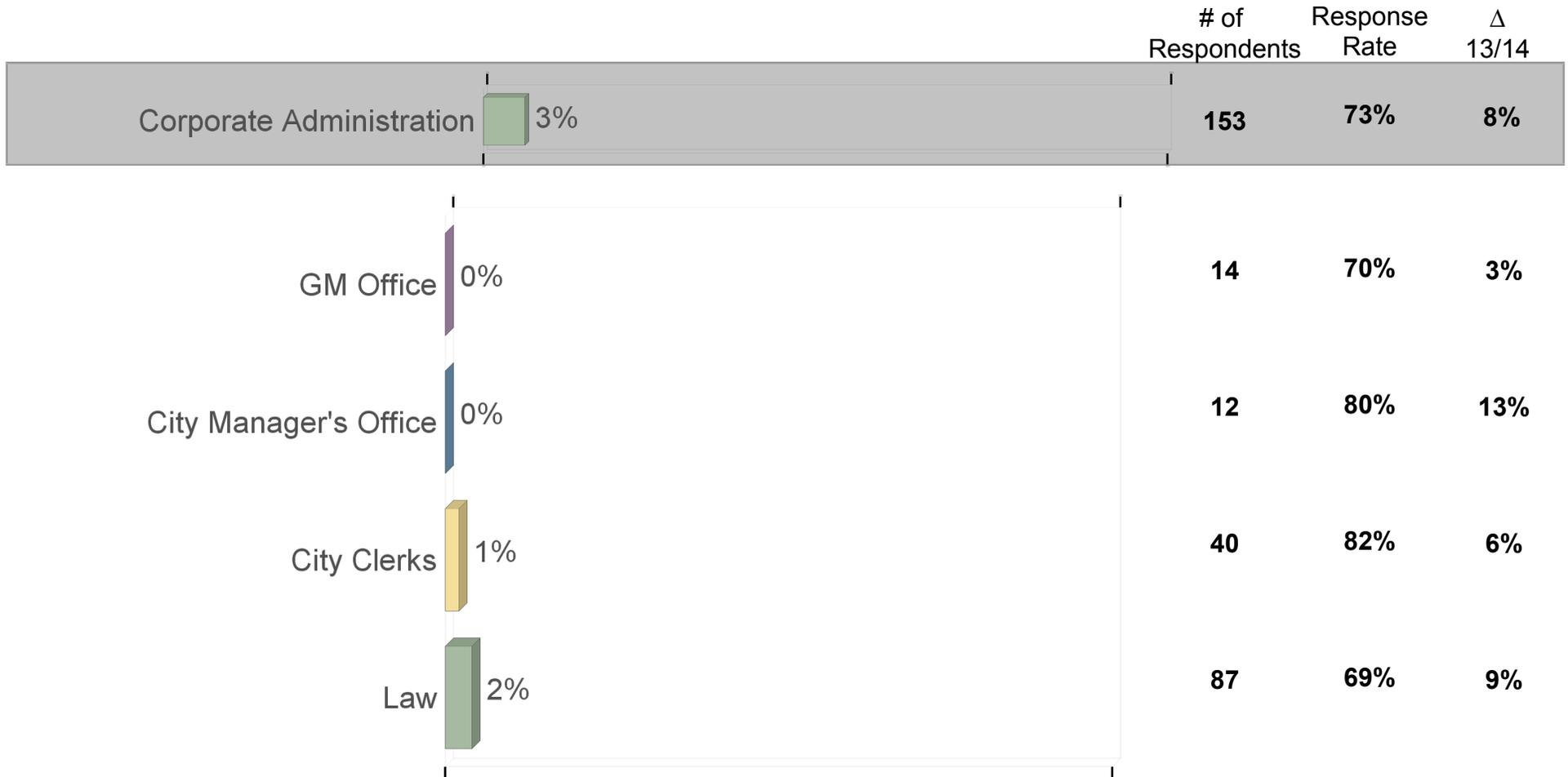


Base: All respondents (n=5159)

Respondent Profile

Department & Business Units

Percent of City-wide Total



Base: All respondents (n=5159)

Respondent Profile

Department & Business Units

Percent of City-wide Total

of Respondents Response Rate Δ 13/14

Planning Develop - Assessment 9%

441 66% 5%

GM Office 0%

2 67% 0%

Inspections & Permits 3%

171 60% 1%

Assessment 2%

109 76% 10%

City Wide Policy & Integration 2%

108 70% 2%

Local Area Planning & Implementation 1%

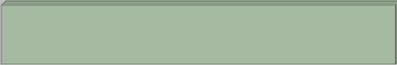
51 64% 0%

Base: All respondents (n=5159)

Respondent Profile

Department & Business Units

Percent of City-wide Total

| | | # of Respondents | Response Rate | Δ 13/14 |
|-------------------------------|---|------------------|---------------|---------|
| Transportation |  | 1017 | 26% | -1% |
| GM Office | | 11 | 55% | -13% |
| Calgary Transit |  | 657 | 22% | 0% |
| Roads |  | 265 | 34% | -3% |
| Transportation Infrastructure | | 23 | 70% | -7% |
| Transportation Planning |  | 61 | 76% | -2% |

Base: All respondents (n=5159)

Respondent Profile

Department & Business Units

Percent of City-wide Total

| | | # of Respondents | Response Rate | Δ 13/14 |
|-------------------------------|---|------------------|---------------|---------|
| Utilities-Environ Protection |  | 1007 | 61% | -5% |
| GM Office |  | 2 | 100% | 50% |
| Waste & Recycling Srv |  | 284 | 56% | -11% |
| Water Resources |  | 253 | 72% | -7% |
| Water Services |  | 414 | 57% | 0% |
| Environmental and Safety Mgmt |  | 54 | 82% | -9% |

Base: All respondents (n=5159)

Respondent Profile

Department & Business Units

Percent of City-wide Total

| | | # of Respondents | Response Rate | Δ 13/14 |
|--------------------------------|---|------------------|---------------|---------|
| Community Srv - Protective Srv |  | 1086 | 39% | -3% |
| GM Office |  | 1 | 33% | -17% |
| Comm Neighbrhd Srv |  | 129 | 65% | 2% |
| Recreation |  | 199 | 56% | 3% |
| Parks |  | 159 | 59% | 1% |
| Calgary Zoo |  | 16 | 23% | -16% |
| Fire |  | 347 | 24% | -7% |
| Animal-ByLaw Srv |  | 120 | 72% | 21% |
| Public Safety Communications |  | 115 | 42% | -12% |

Base: All respondents (n=5159)

Respondent Profile

Department & Business Units

Percent of City-wide Total

| | | # of Respondents | Response Rate | Δ 13/14 |
|--------------------------------|--|------------------|---------------|---------|
| Corporate Services | | 1084 | 68% | -5% |
| OLSH - Calgary Housing | | 82 | 58% | -21% |
| Corporate Properties and Bldg | | 148 | 72% | 19% |
| Fleet Services | | 115 | 56% | 3% |
| OLSH | | 39 | 87% | 8% |
| Infrastructure-Information Srv | | 176 | 71% | -12% |
| GM Office | | 1 | 33% | -67% |
| Information Technology | | 267 | 70% | -3% |
| Human Resources | | 170 | 80% | 0% |
| Customer Serv - Comm | | 86 | 55% | -16% |

Base: All respondents (n=5159)

Respondent Profile

Department & Business Units

Percent of City-wide Total

| | | # of Respondents | Response Rate | Δ 13/14 |
|------------------------|--|------------------|---------------|---------|
| Chief Financial Office |  7% | 360 | 79% | 1% |
| City Auditors Office |  0% | 11 | 100% | 9% |

Base: All respondents (n=5159)

Employee Satisfaction Index

The City of Calgary's Employee Satisfaction Index is a composite measure of Employee Satisfaction that is tracked over time to monitor The City's performance in creating a satisfied workforce.

When the index was originally created, Penalty-Reward analysis was used to determine which parts of an employee's job contribute the most to their overall job satisfaction. "Overall I am satisfied with the quality of my work life in..." was used as the dependent variable and eight questions (selected from the 13 shared Employee Satisfaction questions) 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 tradeoffs.

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 questions. 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.

Using the Index

Improving on any of these eight measures will improve the overall index score. However, focusing energy in some areas will have a greater or lesser impact on employee satisfaction than others.

The following areas are relatively more important in contributing to employee satisfaction. These are the areas where The City will receive the greatest return on investment:

- Having manageable stress levels
- Feeling appreciated
- Being satisfied with the fairness and respect employees receive from their manager

In contrast, the following areas contribute relatively less to employee satisfaction. Energy here will have a lower return on investment than the top three items:

- Being sufficiently rewarded
- Having the resources to do their job
- Knowing and understanding the objectives of their business unit

Appendix A - Key Findings

Unless stated otherwise, the ratings referred to in this section are “top box” scores and reflect the proportion of employees who “agree” or “strongly agree” with the survey question. Results for survey questions 1 to 18 are presented.

Overall, City-wide employee satisfaction with the overall quality of their work life (Q13) increased this year compared to last year (64% vs. 62%).

The three areas of Employee Satisfaction receiving the **highest** levels of agreement are:

- I know what is expected of me in providing excellent customer service as an employee at The City (**82%**)
- Corporate Reputation: I am proud to work for The City of Calgary (**75%**)
- My working conditions are safe (**75%**)

The three areas of Employee Satisfaction receiving the **lowest** levels of agreement are:

- I am sufficiently rewarded (excluding pay) for the effort that I put into my job (**40%**)
- I am meaningfully involved in decisions that affect my job and me (**41%**)
- I am truly appreciated for the contribution I make to my business unit (**48%**)

Employee Satisfaction Index:

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
|-----------|------|------|-------|-------|-------|-------|-------|-------|-------|-------|
| City-wide | 100 | 99.5 | 101.5 | 108.5 | 113.6 | 118.4 | 119.5 | 118.2 | 118.4 | 122.5 |

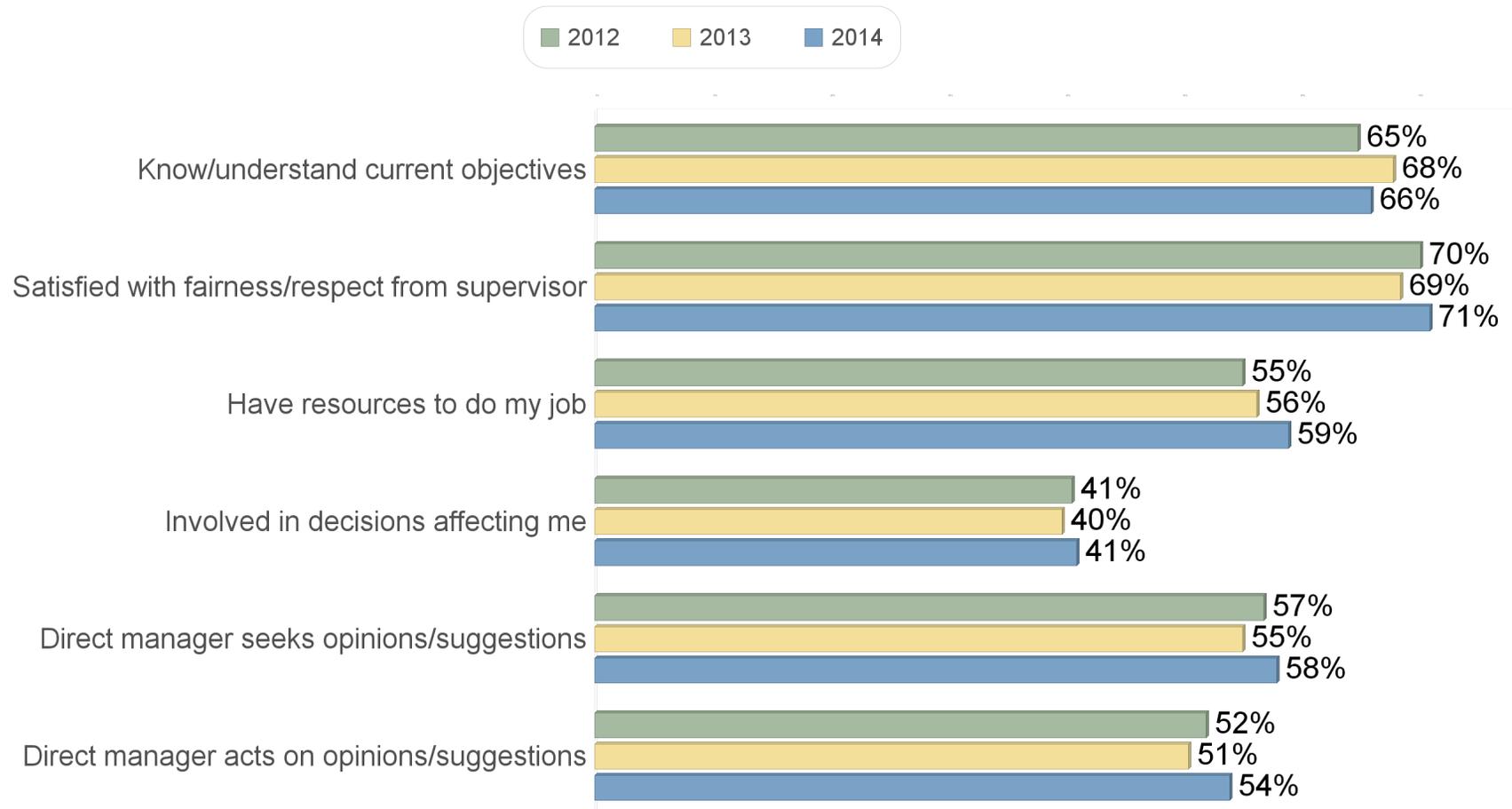
Research Note:

Top box percentages are calculated including the N/A and non-responses
Any discrepancies between the numbers shown in graphs or tables are due to rounding of the numbers.

Appendix A - Key Findings

Top Box Summary

% Strongly Agree/Agree

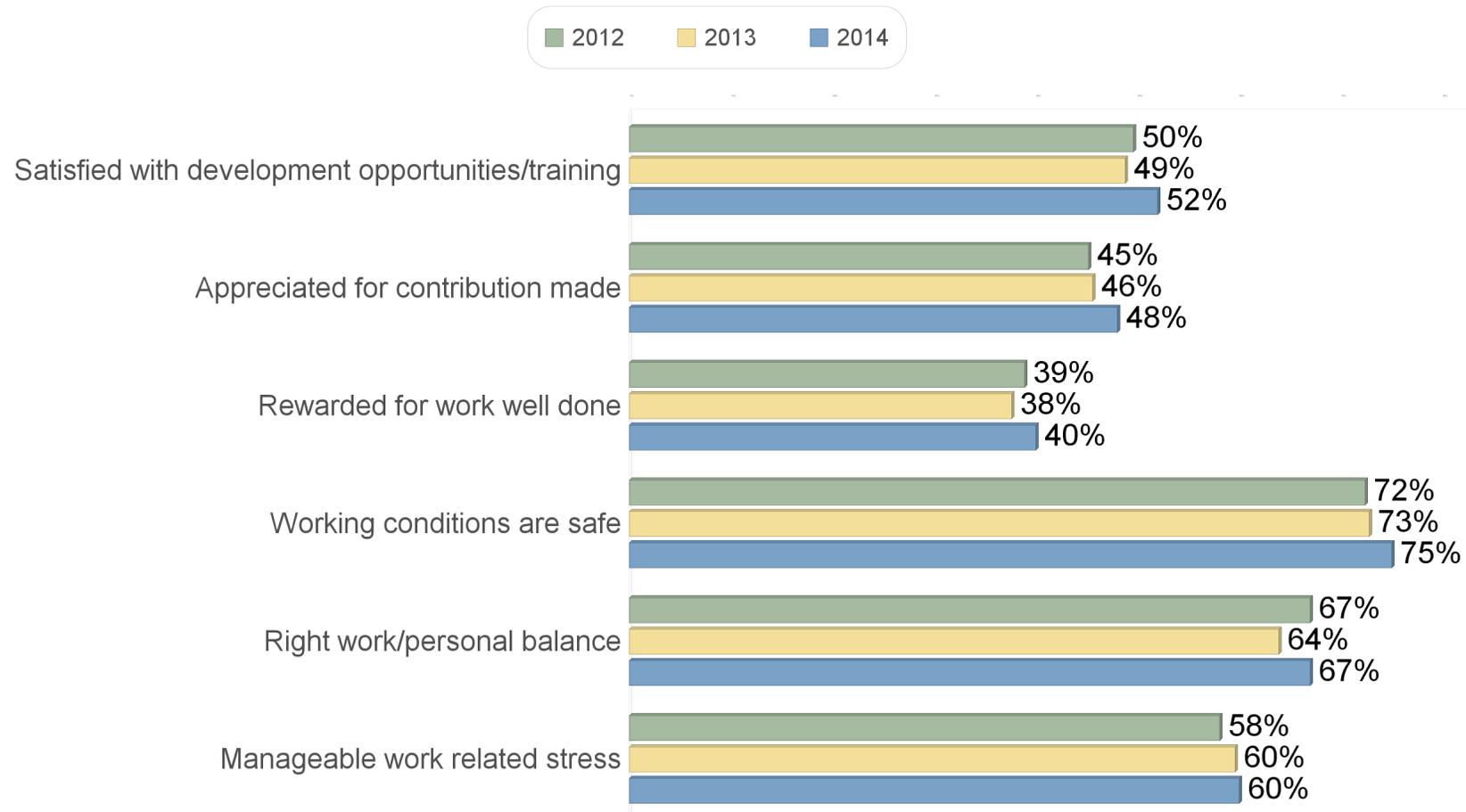


Base: All respondents (n=5159)

Appendix A - Key Findings

Top Box Summary

% Strongly Agree/Agree

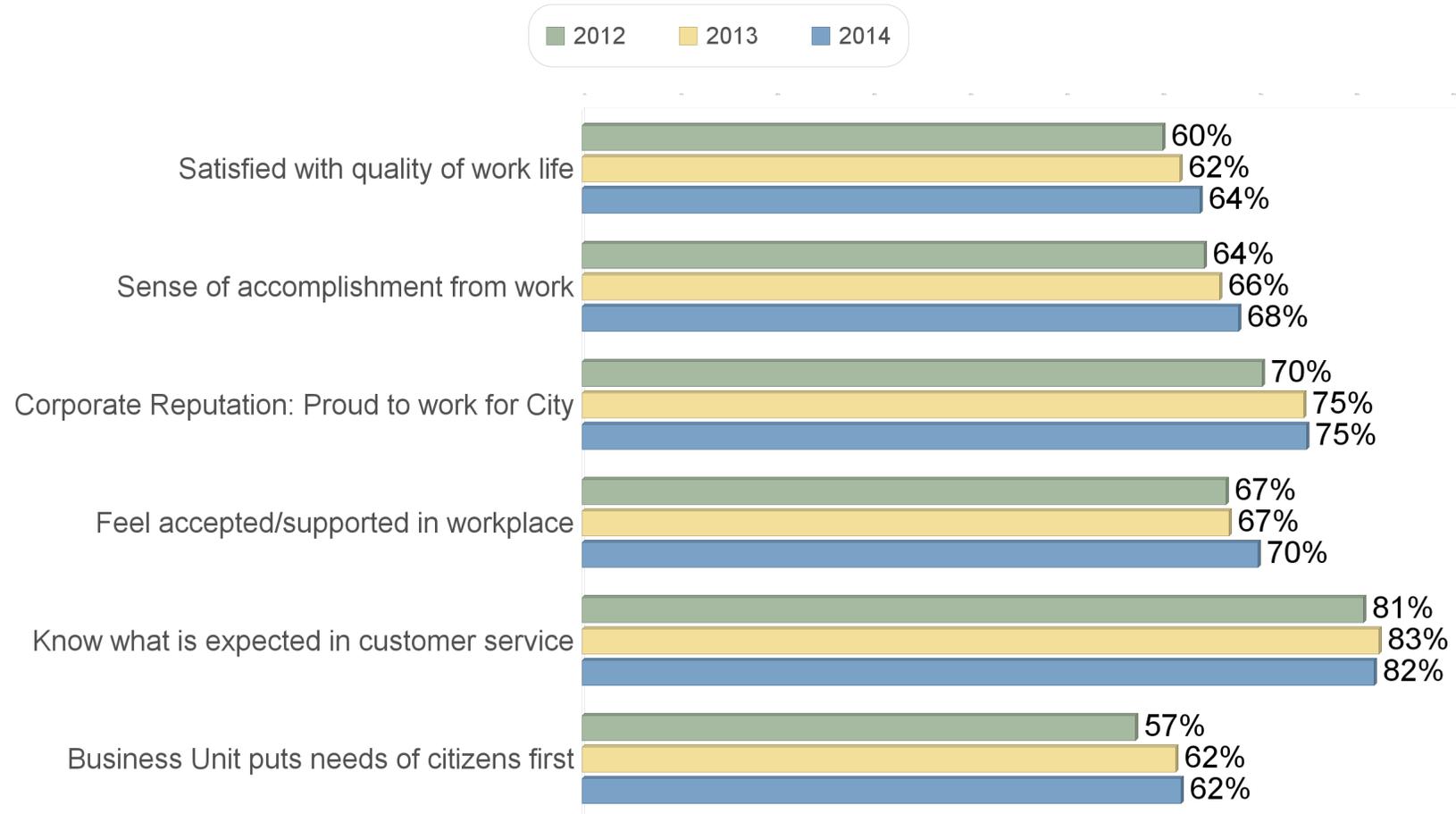


Base: All respondents (n=5159)

Appendix A - Key Findings

Top Box Summary

% Strongly Agree/Agree

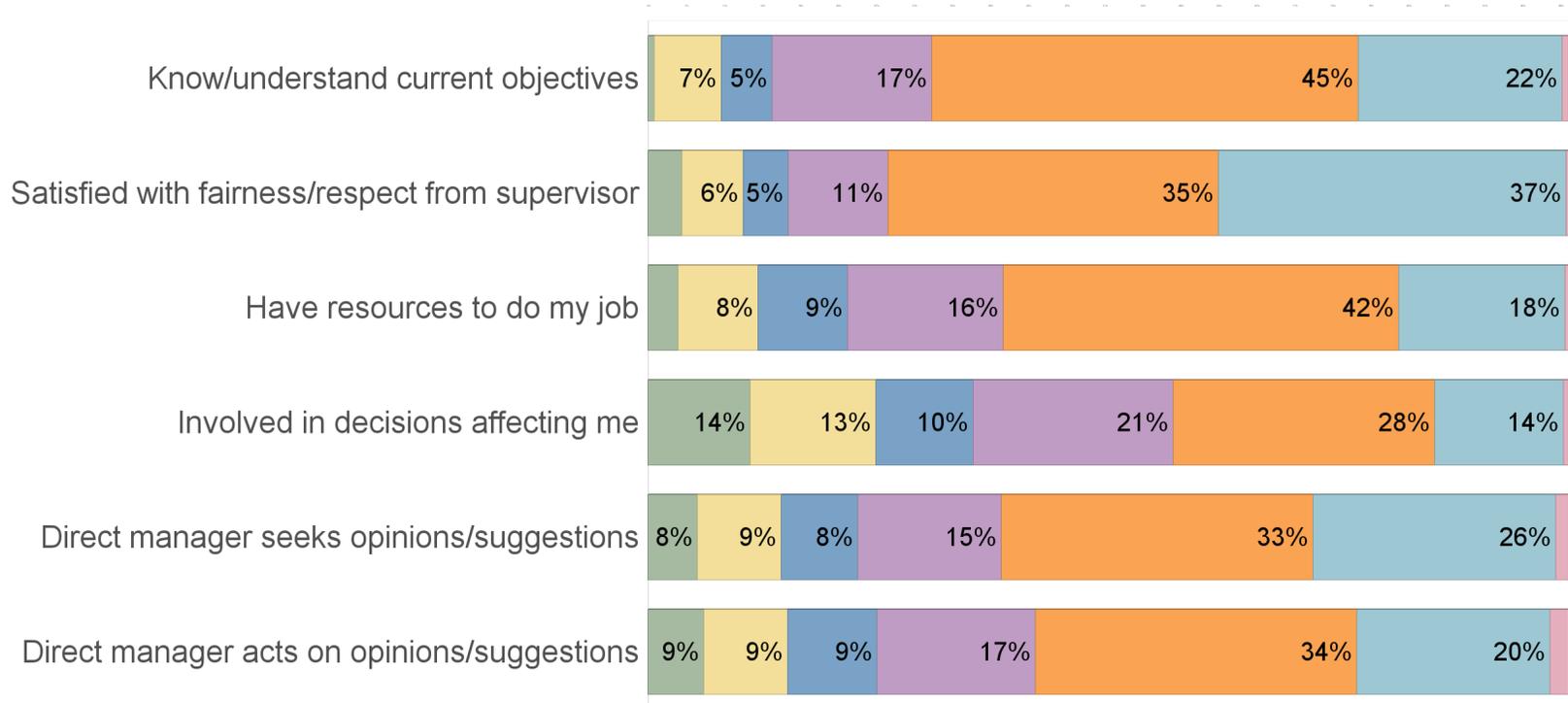


Base: All respondents (n=5159)

Appendix A - Key Findings

All responses

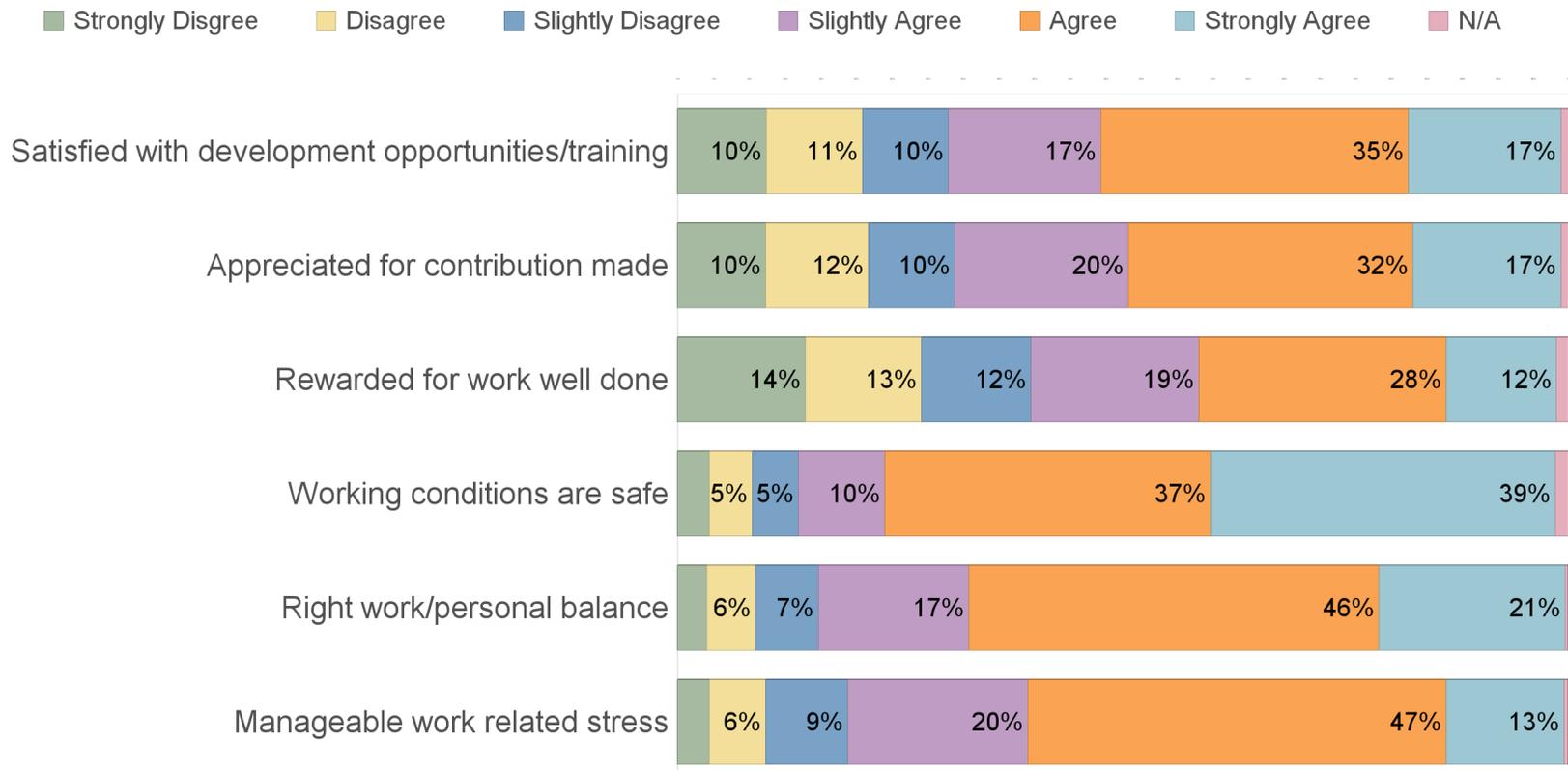
■ Strongly Disagree
 ■ Disagree
 ■ Slightly Disagree
 ■ Slightly Agree
 ■ Agree
 ■ Strongly Agree
 ■ N/A



Base: All respondents (n=5159)

Appendix A - Key Findings

All responses

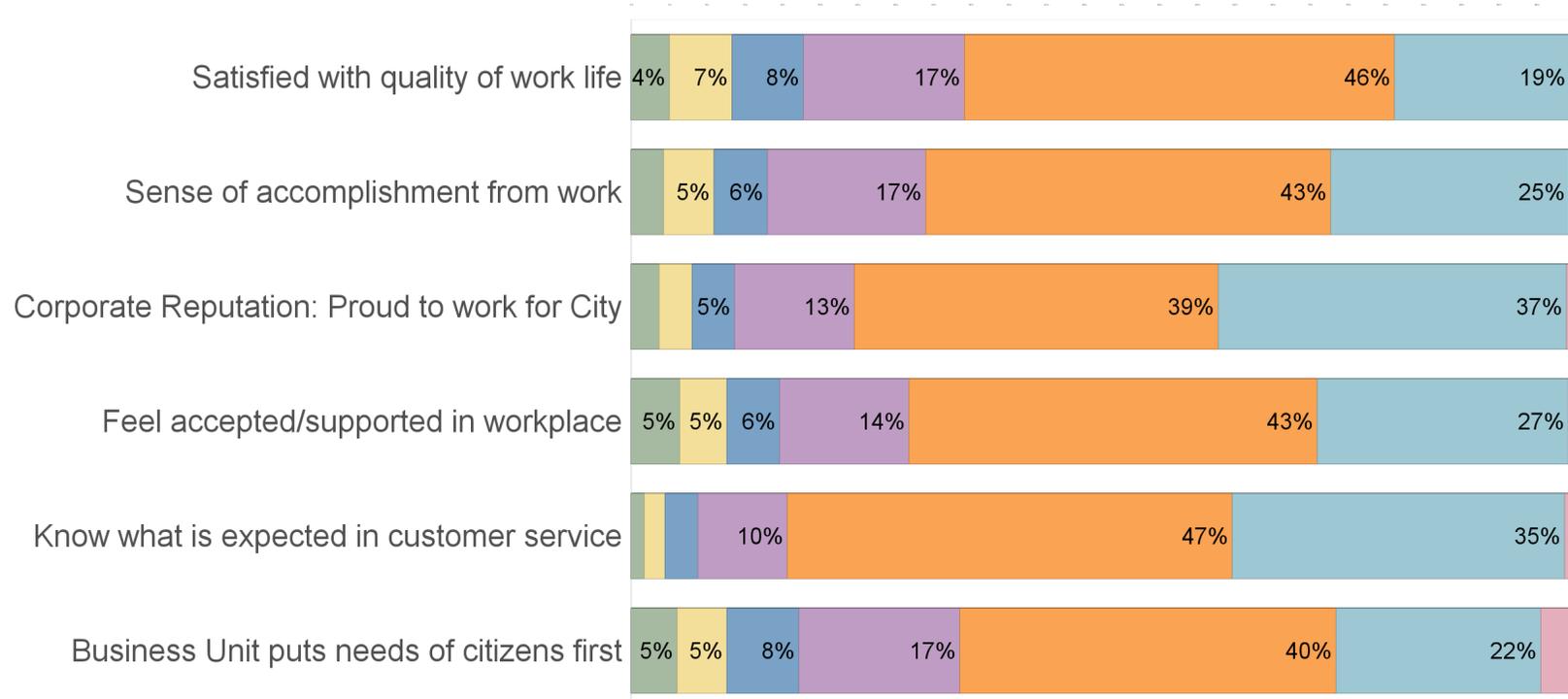


Base: All respondents (n=5159)

Appendix A - Key Findings

All responses

Strongly Disagree Disagree Slightly Disagree Slightly Agree Agree Strongly Agree N/A



Base: All respondents (n=5159)

Appendix B - Scorecard

| <i>Grey shading indicates a statistically significant change</i> | City-wide | △ 13/14 |
|--|-----------|---------|
| <i>Base: All respondents</i> | 5159 | |
| Know/understand current objectives | 66% | -2% |
| Satisfied with fairness/respect from supervisor | 71% | 2% |
| Have resources to do my job | 59% | 3% |
| Involved in decisions affecting me | 41% | 1% |
| Supervisor seeks opinions/suggestions | 58% | 3% |
| Supervisor acts on opinions/suggestions | 54% | 3% |
| Satisfied with development opportunities/training | 52% | 3% |
| Appreciated for contribution made | 48% | 2% |
| Rewarded for work well done | 40% | 2% |
| Working conditions are safe | 75% | 2% |
| Right work/personal balance | 67% | 3% |
| Manageable work related stress | 60% | 0% |
| Satisfied with quality of work life | 64% | 2% |
| Sense of accomplishment from work | 68% | 2% |
| Corporate Reputation: Proud to work for City | 75% | 0% |
| Feel accepted/supported in workplace | 70% | 3% |
| Know what is expected in customer service | 82% | -1% |
| Business Unit puts needs of citizens first | 62% | 0% |

Research Note:

The difference is said to be statistically significant if it is greater than what would be expected to happen by chance (i.e. probability of less than 5% that the change occurred by chance). The margin of error differs across Department & Business Units. Some numbers may not be shown as significant due to rounding.

Appendix C - Survey Question Labels

| Survey Question Number | Full Survey Question | Abbreviated Question Label for Reporting |
|------------------------|--|---|
| 1 | I know and understand the current objectives of my business unit | Know/understand current objectives |
| 2 | I am satisfied with the fairness and respect I receive on the job from the person I report to directly | Satisfied with fairness/respect from supervisor |
| 3 | I have the resources (information, tools, supplies, equipment, people, etc.) to do my job | Have resources to do my job |
| 4 | I am meaningfully involved in decisions that affect my job and me | Involved in decisions affecting me |
| 5 | The person I report to directly does a good job of seeking the opinions and suggestions of their employees | Supervisor seeks opinions/suggestions |
| 6 | The person I report to directly does a good job of acting on the opinions and suggestions of their employees | Supervisor acts on opinions/suggestions |
| 7 | Overall, I am satisfied with development opportunities and/or training | Satisfied with development opportunities/training |
| 8 | I am truly appreciated for the contribution I make to my business unit | Appreciated for contribution made |
| 9 | I am sufficiently rewarded (excluding pay) for the effort that I put into my job | Rewarded for work well done |
| 10 | My working conditions are safe | Working conditions are safe |
| 11 | The balance between my work and personal commitments is right for me | Right work/personal balance |
| 12 | My work related stress is manageable | Manageable work related stress |
| 13 | Overall, I am satisfied with the quality of work life in my business unit | Satisfied with quality of work life |
| 14 | I get a sense of accomplishment from my work | Sense of accomplishment from work |
| 15 | Corporate Reputation: I am proud to work for The City of Calgary | Corporate Reputation: Proud to work for City |
| 16 | I feel accepted and supported in my workplace regardless of my individuality, abilities, background, or perspectives | Feel accepted/supported in workplace |
| 17 | I know what is expected of me in providing excellent customer service as an employee at The City | Know what is expected in customer service |
| 18 | My business unit puts the needs of citizens first in all actions, plans, and decisions | Business Unit puts needs of citizens first |

Next Steps

1. Communicate Survey Results

The results are reported City-wide, by department, by business unit, and by division where there are 10 or more respondents. The Administrative Leadership Team (ALT) will communicate City-wide and department results to the directors by the end of November 2014. In turn, directors will provide results to their managers by the end of December 2014 and managers will provide results to their staff by the end of January 2015. The City-wide results will be available at <http://CES> by January 2015.

2. Evidence-based Action

The survey results provide an indication of employees' perceptions at a given point in time and set out general areas or workplace issues where actions could be taken. Understanding what is meaningful to employees and responding to employees' needs is one tangible way leaders can impact the retention of valued employees.

Business units are encouraged to explore issues behind their survey responses and involve staff in developing solutions that link to the 2013-2015 Action Plan goals and objectives. Creating a positive work environment is a shared responsibility. A good place to start is a shared conversation where employees are encouraged to identify their needs and suggest possible solutions. It also requires managers to enable action to take place. Performance Management tools can be used to monitor implementation.