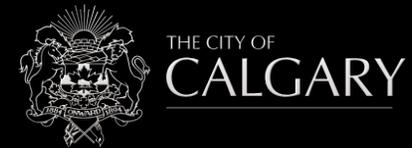


# City of Calgary Corporate Employee Survey

*City-wide Results*

**October 31, 2013**



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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 2013, surveys were sent to 10,988 permanent City staff, 2,723 temporary staff, and 1,057 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 3rd 2013, 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 23rd and online surveys were to be submitted by September 23rd.

The permanent employee response rate is 48% (5,276 completed surveys), the response rate for temporary employees is 28% (750 surveys) and seasonal employees is 28% (301 surveys). The overall margin of error is 0.96% based on the population of City of Calgary employees.<sup>1</sup> There were a total of 6,849 online surveys invitations sent out and 4,139 paper surveys sent out to employees.<sup>2</sup> There were 4,137 online surveys completed of the 6,849 sent out (60% response rate) and 1,139 of the 4,139 paper surveys completed (28% response rate).<sup>3</sup>

**Research Note:**

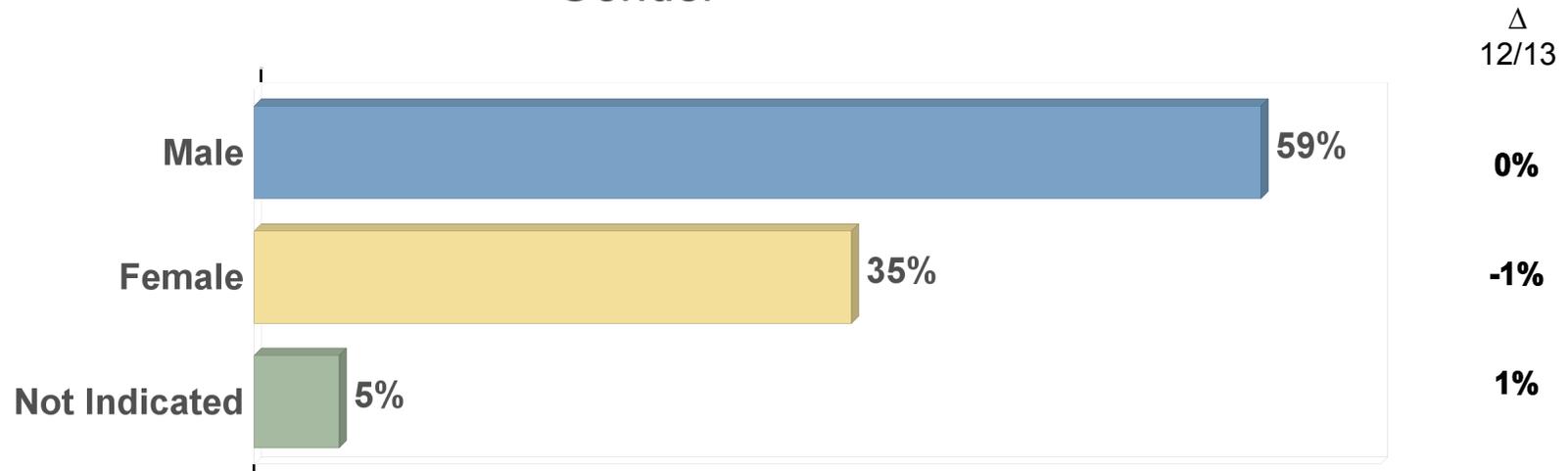
*1 Calculation based on permanent employees. While the overall margin of error for the City-wide results is  $\pm 0.96\%$ , 19 times out of 20, the margin of error will differ within departments, business units, divisions and for other sub-groupings of the employee population. Data are statistically 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.*

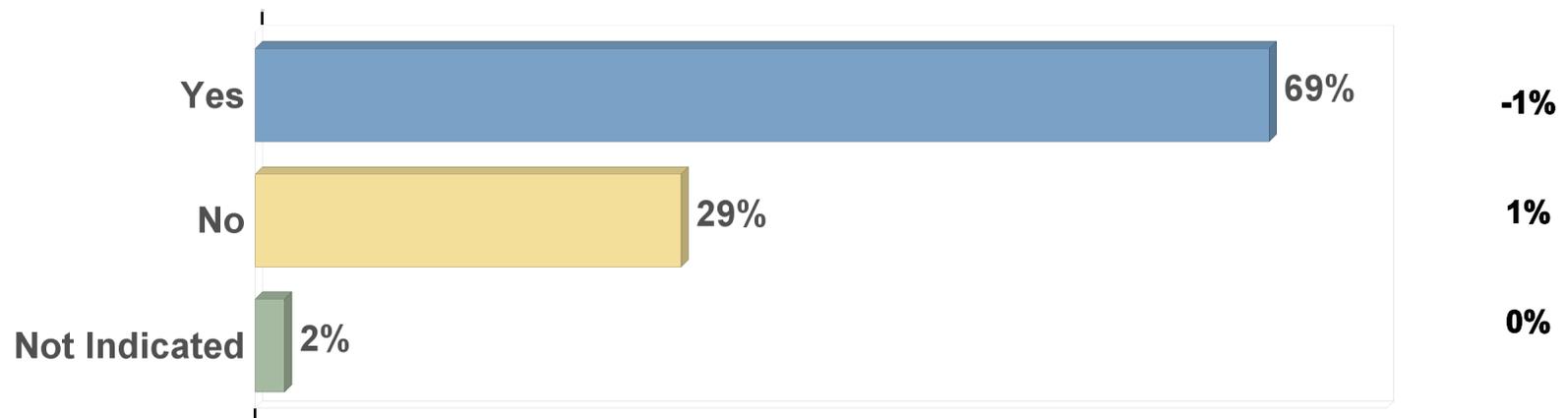
*3 Calculation based on permanent employees only.*

# Respondent Profile

## Gender

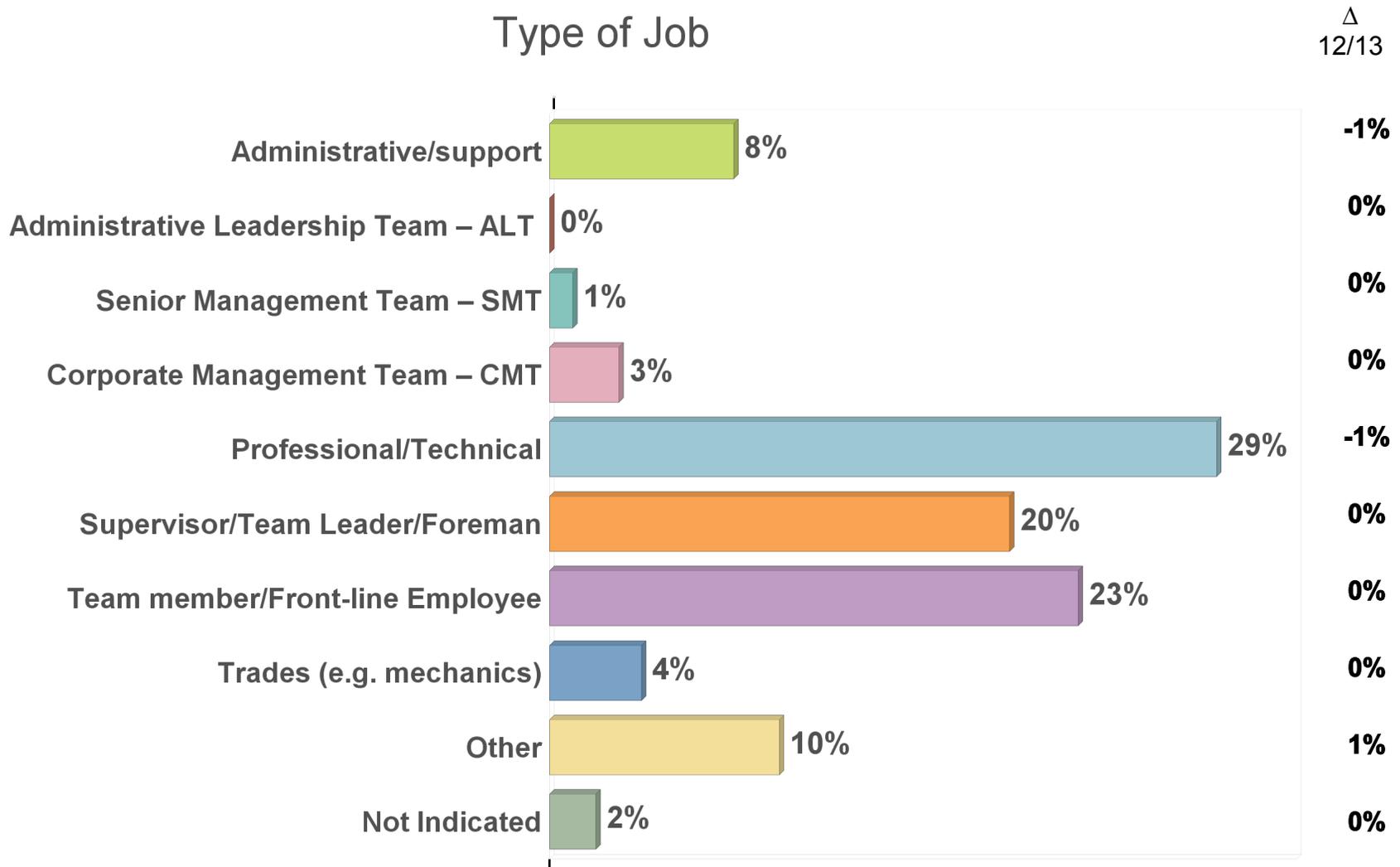


## Union Membership



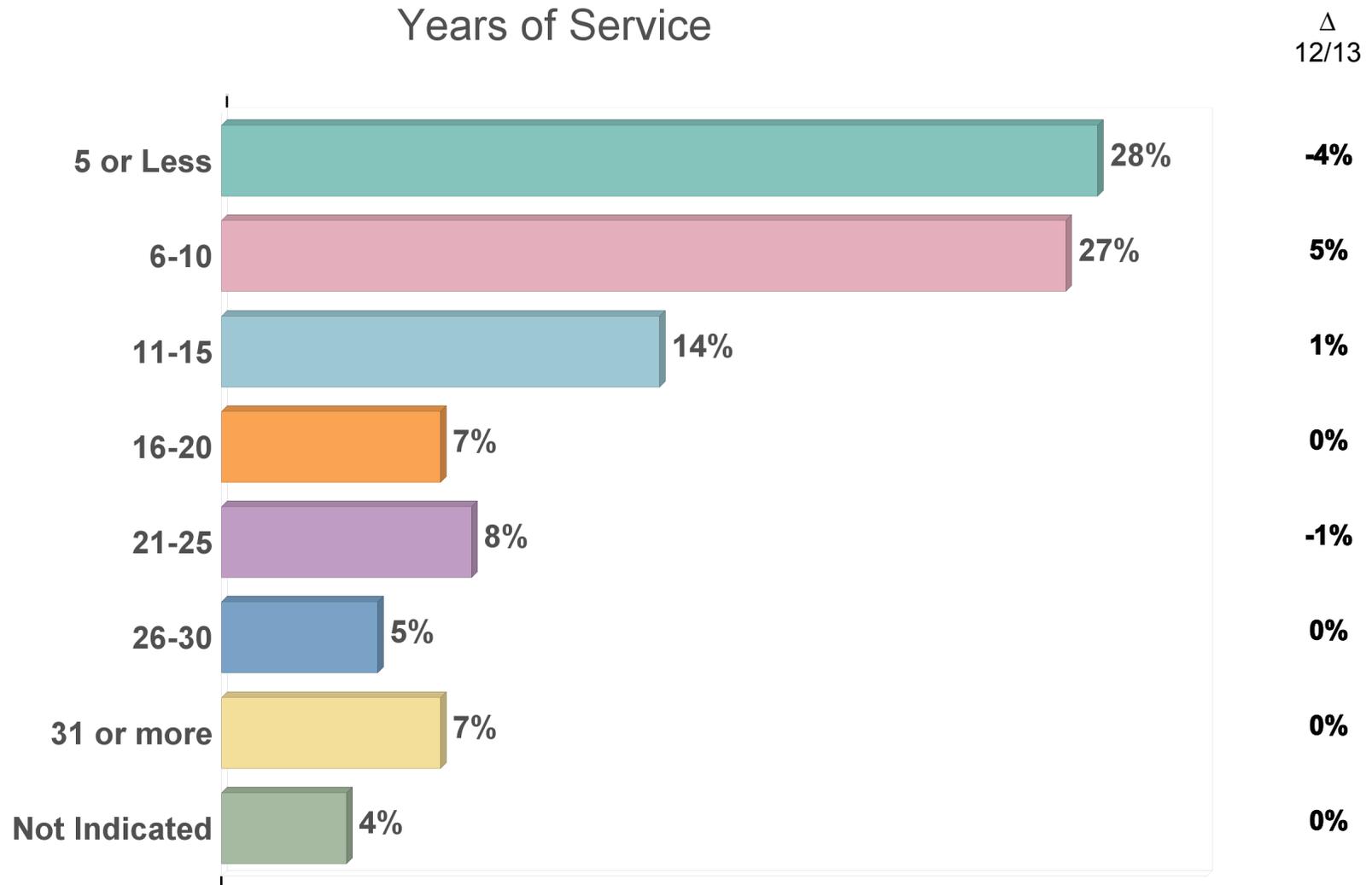
Base: All respondents (n=5276)

# Respondent Profile



Base: All respondents (n=5276)

# Respondent Profile

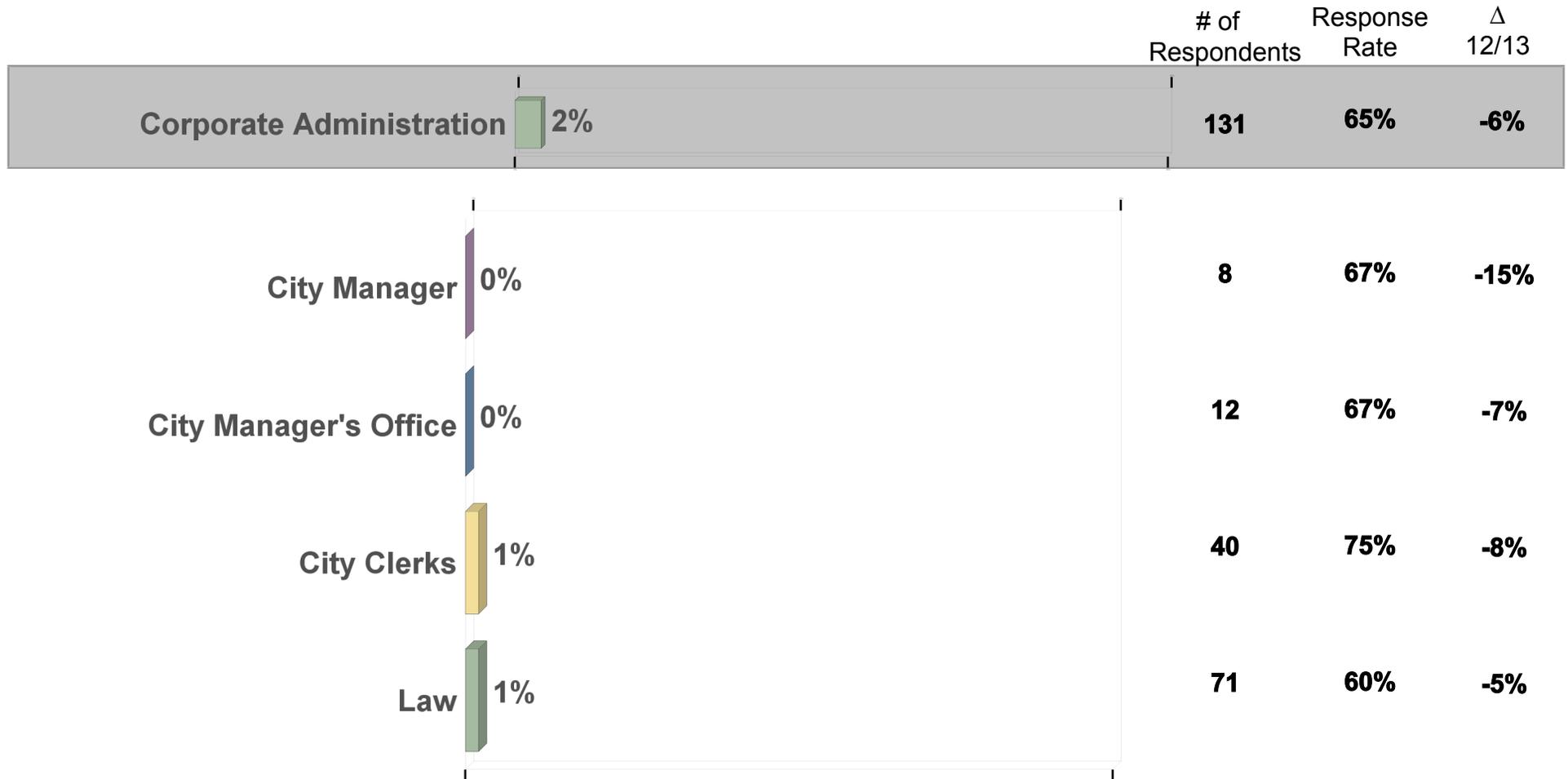


Base: All respondents (n=5276)

# Respondent Profile

## Department & Business Units

Percent of City-wide Total



Base: All respondents (n=5276)

# Respondent Profile

## Department & Business Units

Percent of City-wide Total

# of Respondents    Response Rate    Δ 12/13

Planning Develop - Assessment 8%

423    62%    -6%

PDA GM Office 0%

10    67%    -8%

Development & Building Approvals 5%

258    59%    -8%

Assessment 2%

87    66%    -4%

Land Use Planning & Policy 1%

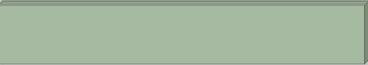
68    68%    2%

Base: All respondents (n=5276)

# Respondent Profile

## Department & Business Units

Percent of City-wide Total

		# of Respondents	Response Rate	Δ 12/13
Transportation		1023	27%	-1%
Transportation GM Office		13	68%	-17%
Calgary Transit		640	22%	-1%
Roads		290	38%	0%
Transportation Infrastructure		27	77%	-10%
Transportation Planning		53	78%	-6%

Base: All respondents (n=5276)

# Respondent Profile

## Department & Business Units

Percent of City-wide Total

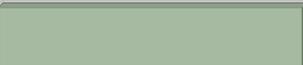
		# of Respondents	Response Rate	Δ 12/13
Utilities-Environ Protection		1046	66%	7%
UEP GM Office		1	50%	0%
Waste & Recycling Services		344	67%	14%
Water Resources		252	79%	1%
Water Services		400	57%	5%
Environmental & Safety Management		49	91%	14%

Base: All respondents (n=5276)

# Respondent Profile

## Department & Business Units

Percent of City-wide Total

		# of Respondents	Response Rate	Δ 12/13
Community Srv-Protective Srv		1140	42%	-7%
CSPS GM Office		1	50%	-30%
Community & Neighbourhood Services		129	64%	-5%
Recreation		187	53%	-4%
Parks		163	58%	-3%
Zoo		26	39%	4%
Fire		430	31%	-8%
Animal & Bylaw Services		72	51%	0%
Public Safety Communications		132	54%	-11%

Base: All respondents (n=5276)

# Respondent Profile

## Department & Business Units

Percent of City-wide Total

		# of Respondents	Response Rate	Δ 12/13
Corporate Services	 22%	1150	73%	3%
OLSH - Calgary Housing	 2%	86	64%	-1%
Corporate Properties & Building	 3%	156	76%	5%
Fleet Services	 2%	106	54%	15%
Office of Land Servicing & Housing	 1%	36	78%	-12%
Infrastructure & Information	 4%	196	83%	8%
Corporate Services GM Office	 0%	2	100%	50%
Information Technology	 5%	280	73%	-2%
Human Resources	 4%	185	80%	-2%
Customer Service & Communications	 2%	103	72%	-4%

Base: All respondents (n=5276)

# Respondent Profile

## Department & Business Units

Percent of City-wide Total

		# of Respondents	Response Rate	Δ 12/13
Chief Financial Office	 7%	353	79%	-1%
City Auditors Office	 0%	10	91%	-1%

Base: All respondents (n=5276)

# 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 (62% vs. 60%).**

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 **(83%)**
- Corporate Reputation: I am proud to work for The City of Calgary **(75%)**
- My working conditions are safe **(73%)**

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 **(38%)**
- I am meaningfully involved in decisions that affect my job and me **(40%)**
- I am truly appreciated for the contribution I make to my business unit **(46%)**

## Employee Satisfaction Index:

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

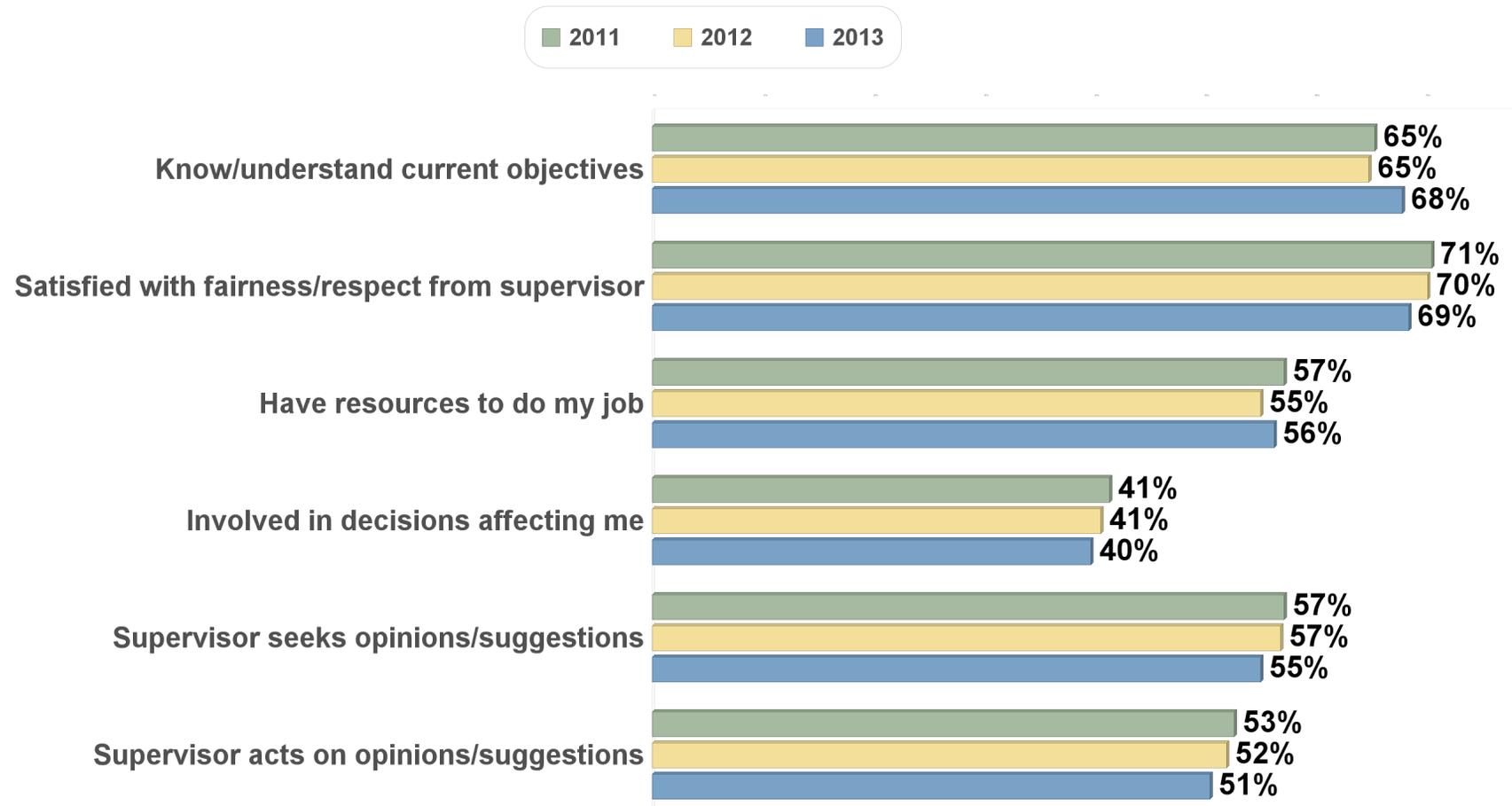
**Research Note:**

*Top box percentages are calculated including the N/A and non-responses*

# Appendix A - Key Findings

## Top Box Summary

### % Strongly Agree/Agree

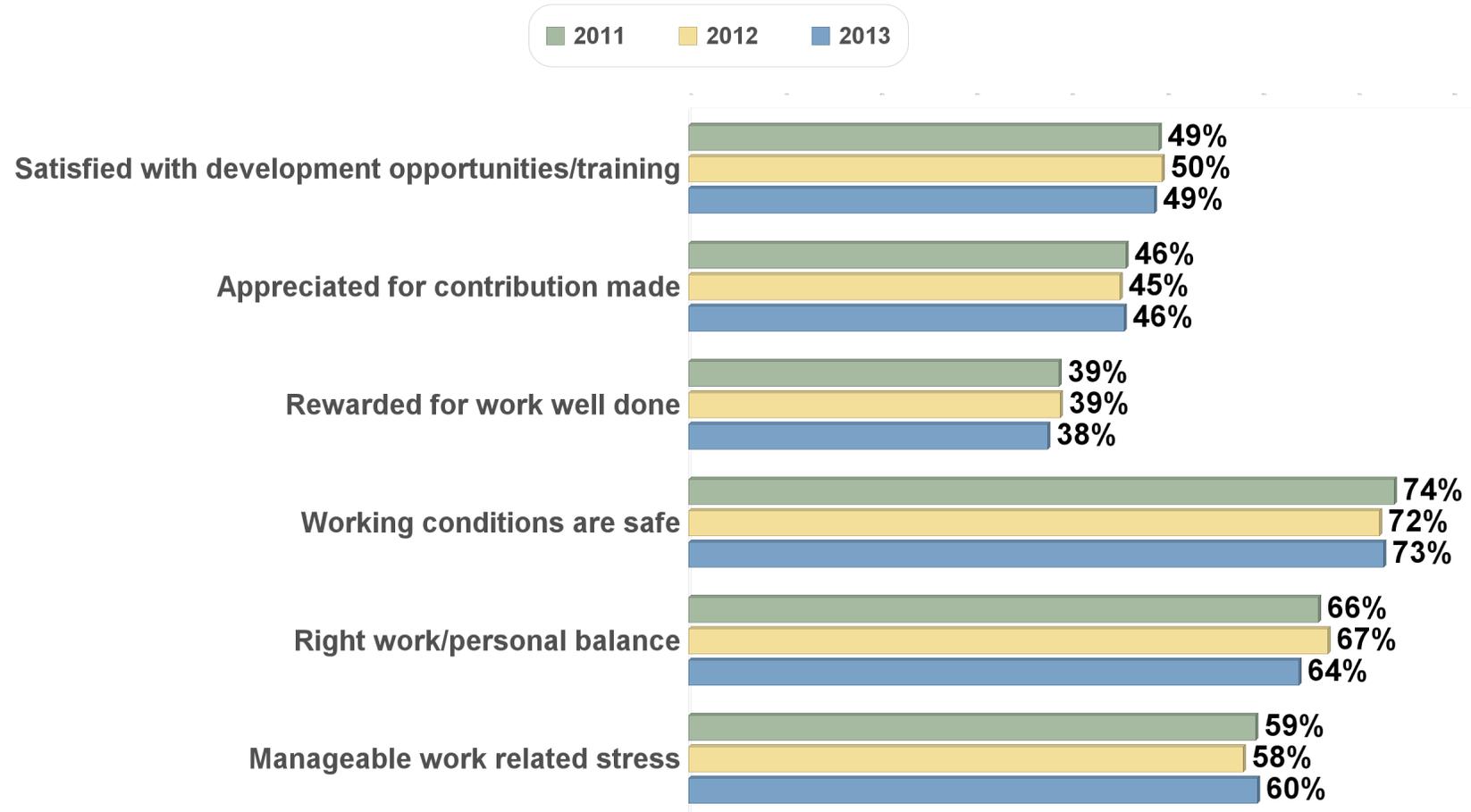


Base: All respondents (n=5276)

# Appendix A - Key Findings

## Top Box Summary

### % Strongly Agree/Agree

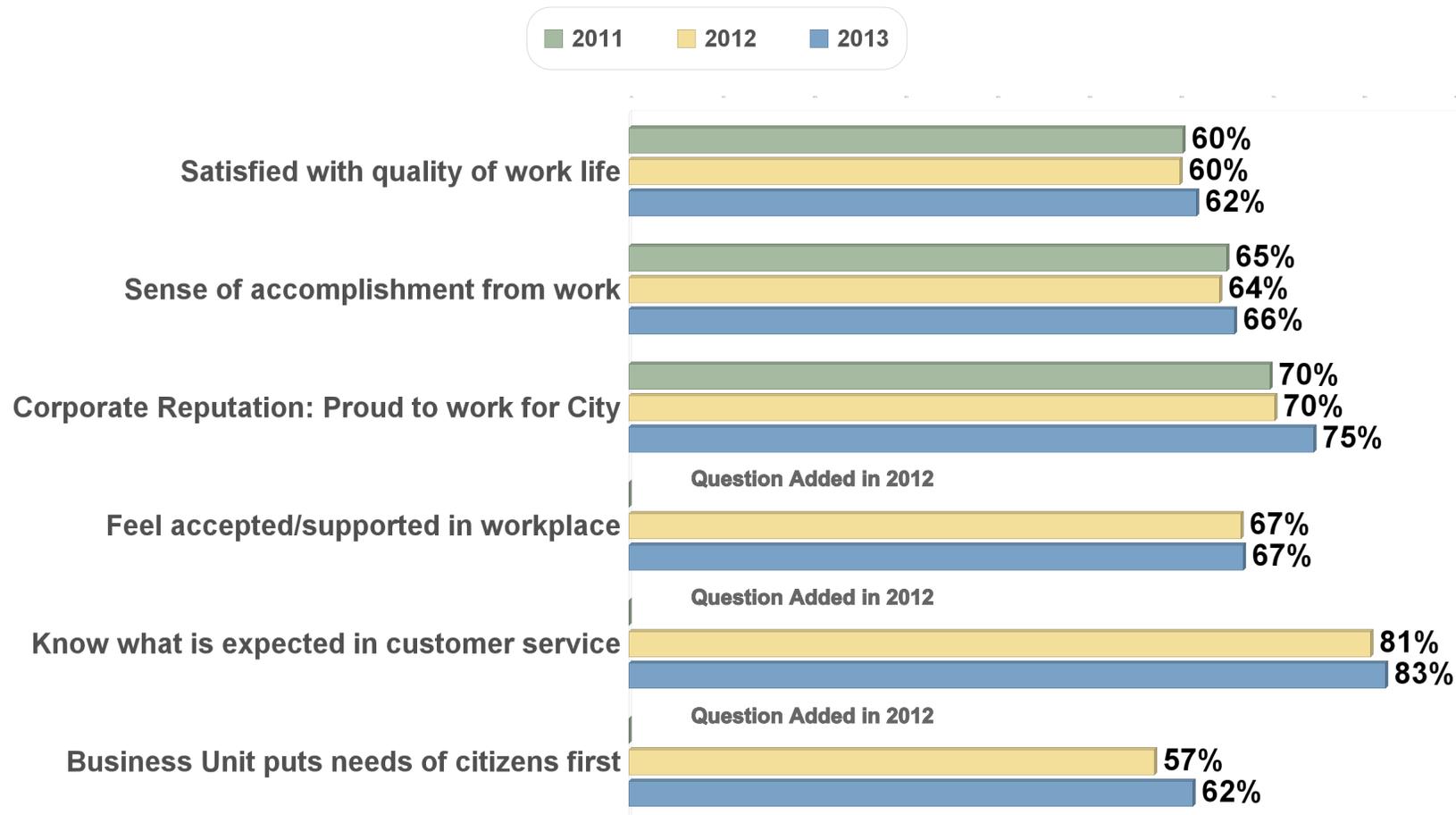


Base: All respondents (n=5276)

# Appendix A - Key Findings

## Top Box Summary

### % Strongly Agree/Agree

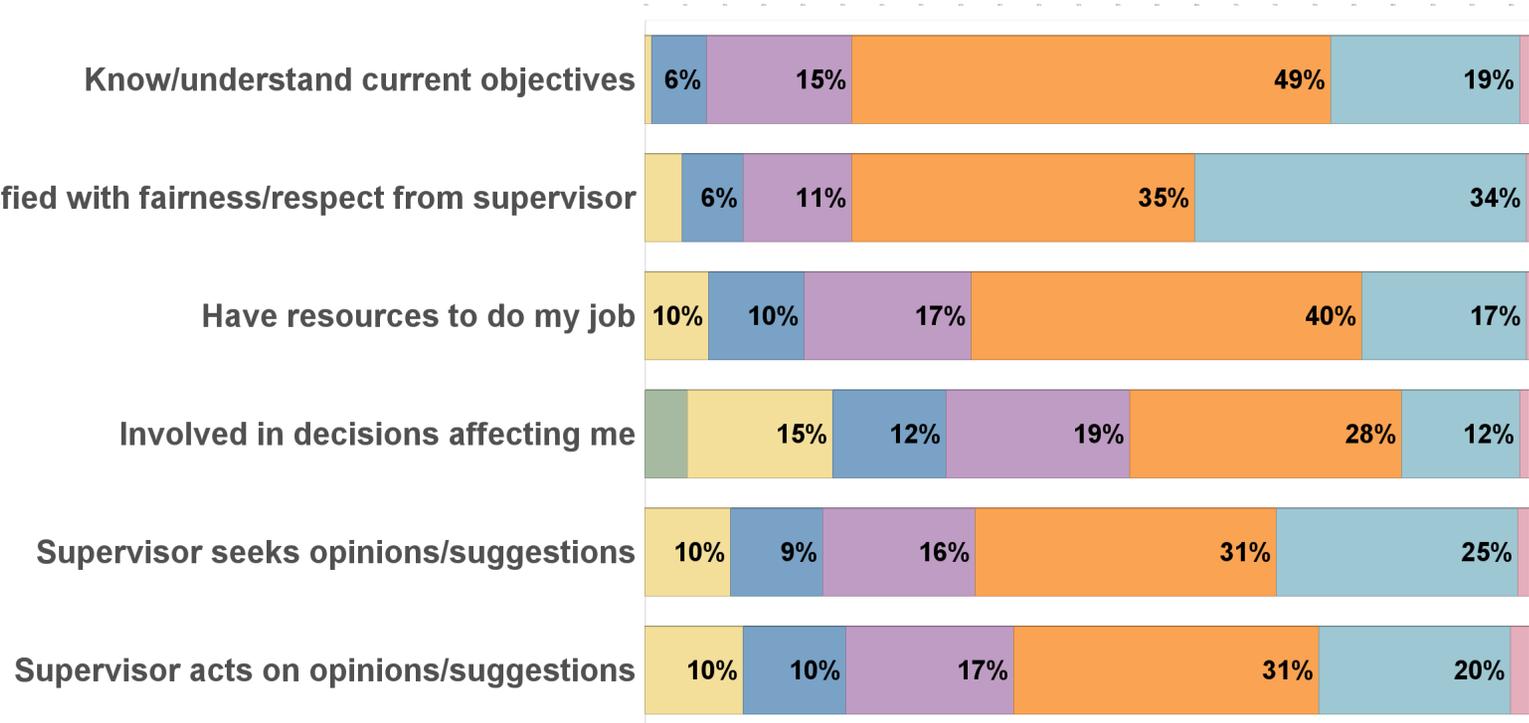


Base: All respondents (n=5276)

# Appendix A - Key Findings

All responses

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

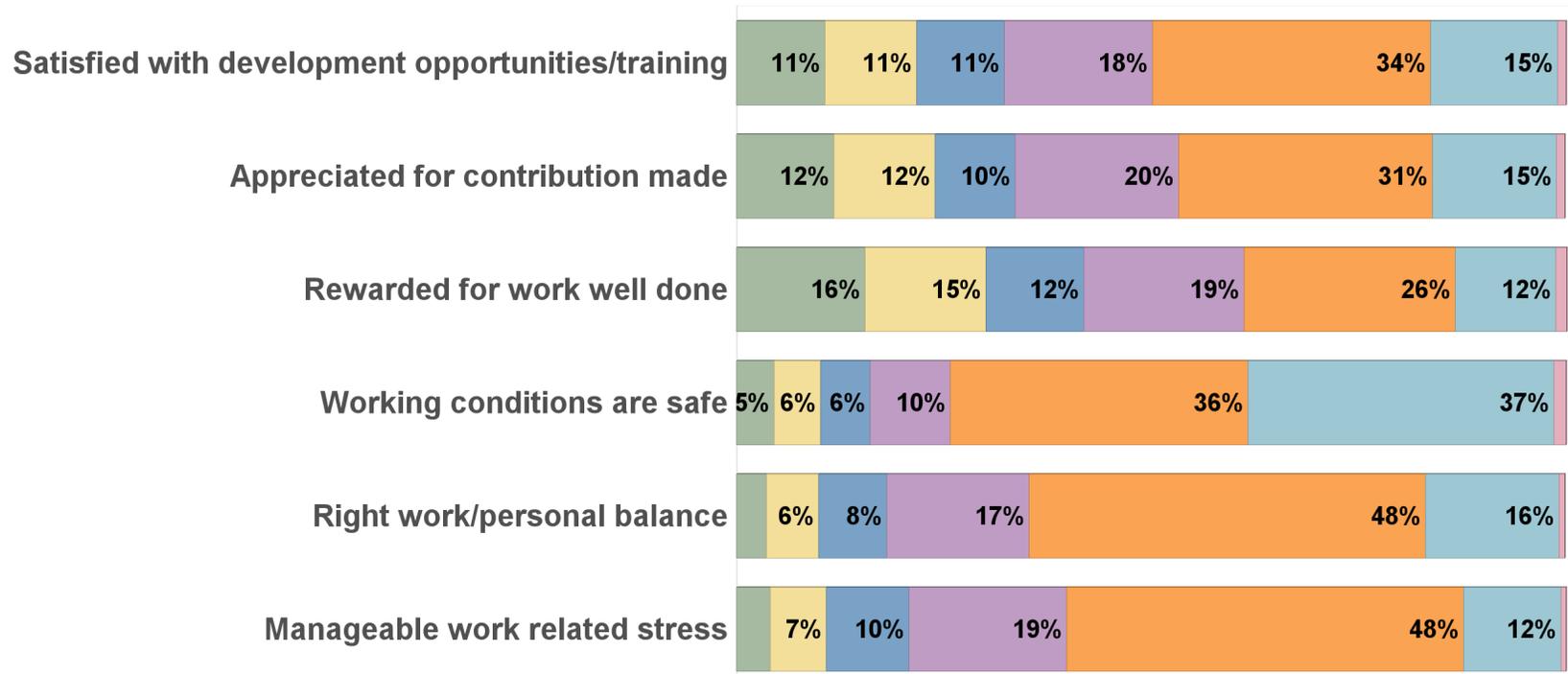


Base: All respondents (n=5276)

# Appendix A - Key Findings

All responses

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

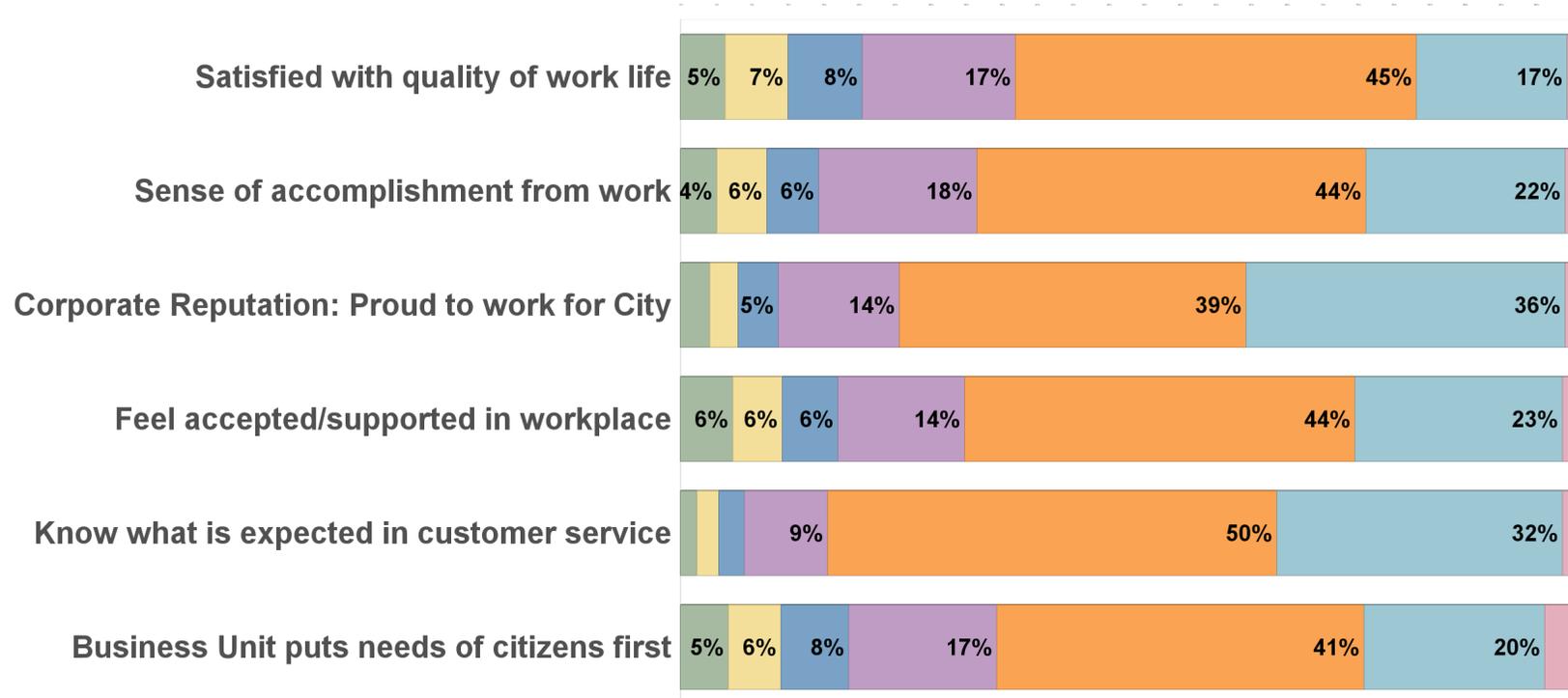


Base: All respondents (n=5276)

# Appendix A - Key Findings

All responses

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



Base: All respondents (n=5276)

# Appendix B - Scorecard

*Grey shading indicates a statistically significant change*

	City-wide	△ 12/13
<i>Base: All respondents</i>	5276	
Know/understand current objectives	68%	3%
Satisfied with fairness/respect from supervisor	69%	-1%
Have resources to do my job	56%	1%
Involved in decisions affecting me	40%	-1%
Supervisor seeks opinions/suggestions	55%	-2%
Supervisor acts on opinions/suggestions	51%	-1%
Satisfied with development opportunities/training	49%	-1%
Appreciated for contribution made	46%	1%
Rewarded for work well done	38%	-1%
Working conditions are safe	73%	1%
Right work/personal balance	64%	-3%
Manageable work related stress	60%	2%
Satisfied with quality of work life	62%	2%
Sense of accomplishment from work	66%	2%
Corporate Reputation: Proud to work for City	75%	5%
Feel accepted/supported in workplace	67%	0%
Know what is expected in customer service	83%	2%
Business Unit puts needs of citizens first	62%	5%

**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 2013. In turn, directors will provide results to their managers by the end of December 2013 and managers will provide results to their staff by the end of January 2014. The City-wide results will be available at <http://CES> by January 2014.

## 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 2012-2014 (BPBC3) business unit 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.