

# 2021 Engagement Survey Results

Prepared for Strathcona County  
WorkTango Inc.

June 1, 2021

# Introduction

## Survey Methodology and Objectives

Strathcona County has sourced WorkTango to facilitate its 2021 Engagement Survey in order to:

- i) understand employee sentiment across the various areas (divisions, departments and branches) at Strathcona,
- ii) assess employee engagement levels across various themes (satisfaction, leadership, values, work environment, service excellence) for the year, and
- iii) help leaders to see and act on engagement themes / trends



### Response Rates

70%

1137 out of 1617 employees responded (up from 67% in 2019)

3

week survey duration (Apr 7 to April 30 2021 – 1 week longer than past years)



### Methodology (Appendix I for Questions)

57

Rating-based questions (scored from 1-6)

4

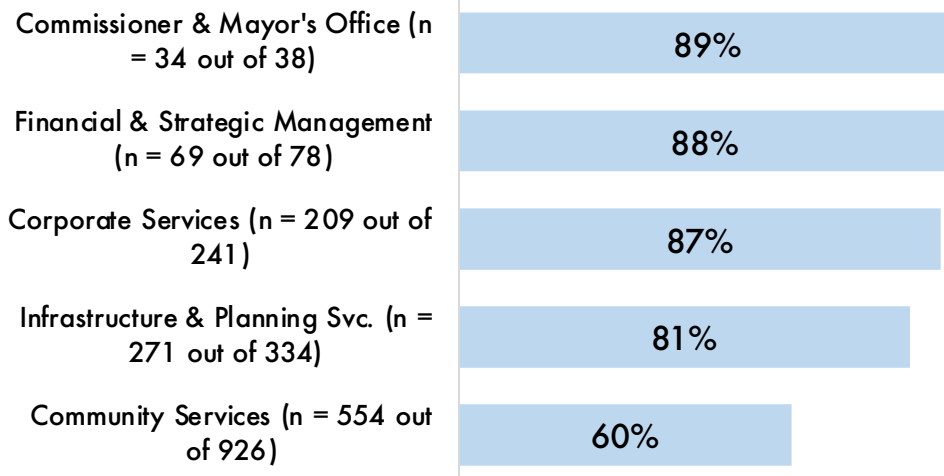
Open-ended questions



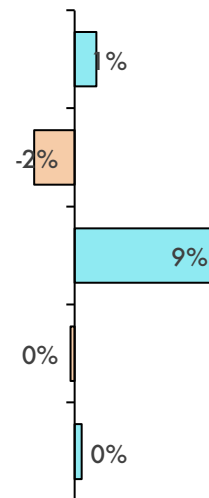
### Engagement Factors (consistent with 2019/2017 methodology)

8

Engagement Factors



Δ vs. 2019

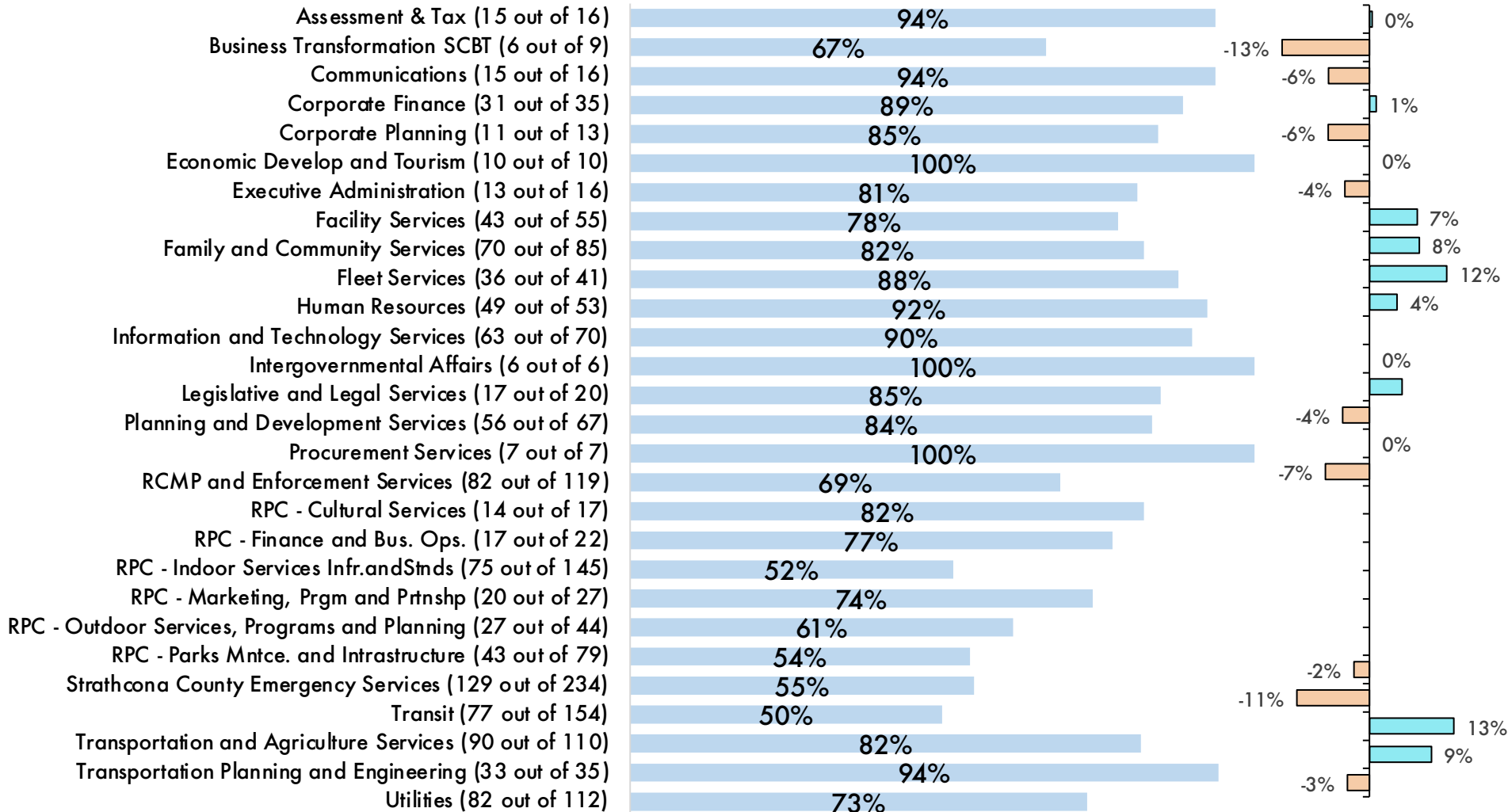


Engagement	9 Questions
Chief Commissioner	1 Question
Diversity & Inclusion	4 Questions
Leadership	2 Questions
Satisfaction	3 Questions
Service Excellence	6 Questions
Values	7 Questions
Work Environment	9 Questions
Open-Ended Questions	4 Questions
Department-Specific Questions (not included in this report)	35 Questions Total

# Introduction

## Response Rates by Department

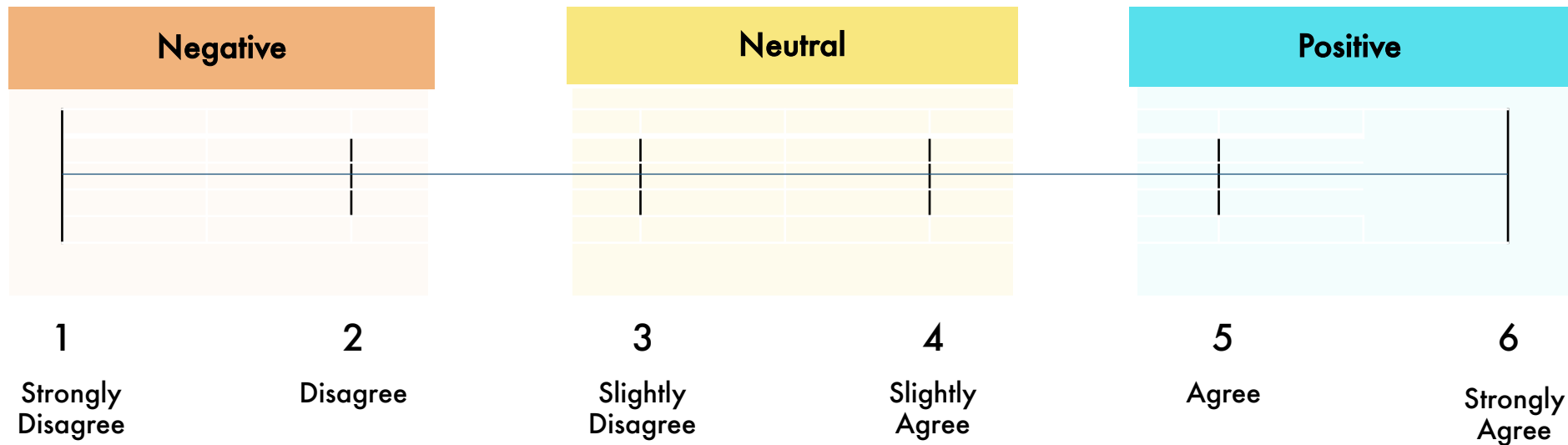
Δ vs. 2019



# Introduction

## Interpreting the Data

Rating questions from 1-6 have been shown using a proportion of negative and positive responses (as a percentage of total results) below. This is known as the “top-box” or “distribution” method in the engagement industry; for slides comparing demographic results, percentages shown reflect results in terms of % positive



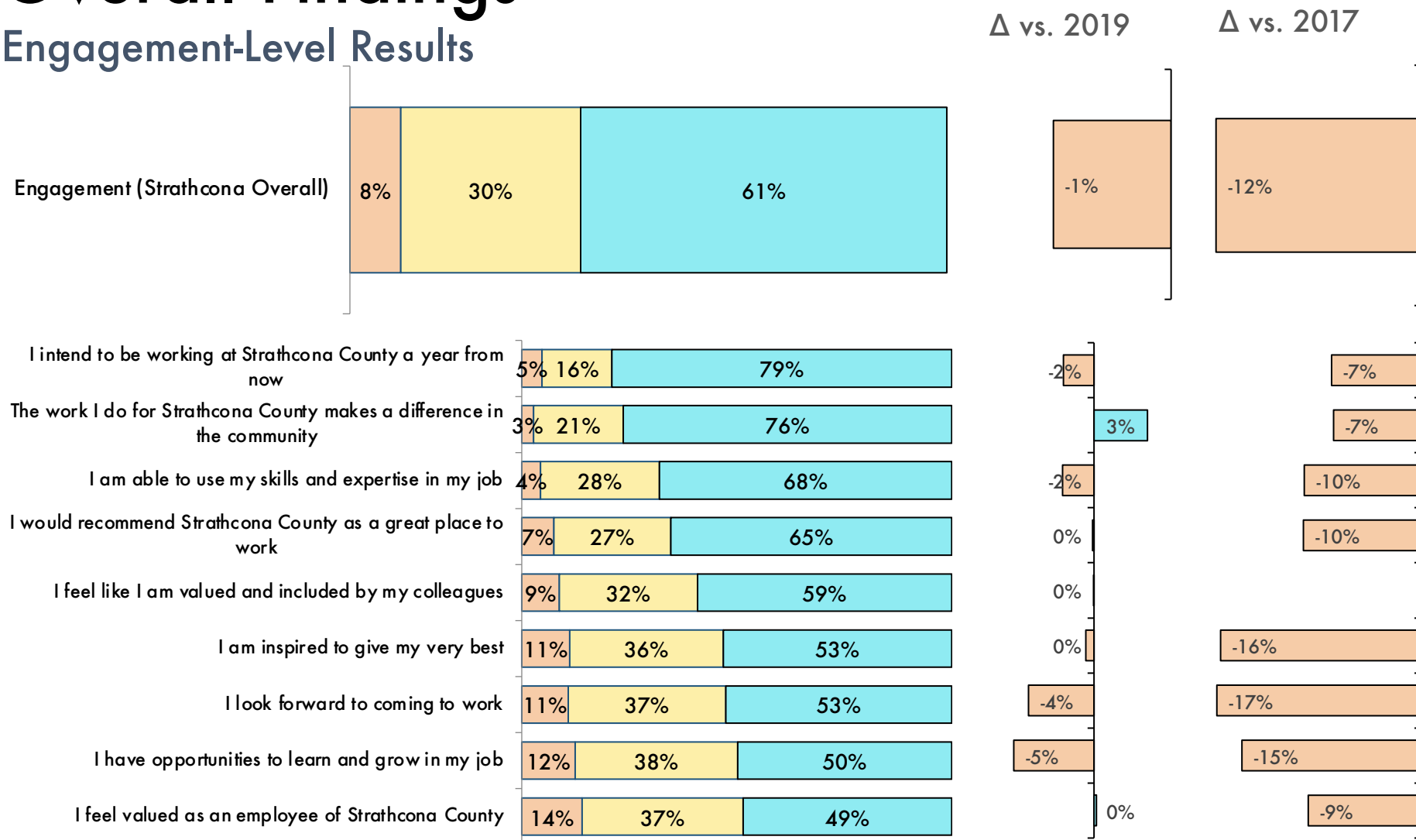
### Key Considerations for using the “top-box” method

- Allows for differentiation between “agree” and “disagree” responses (i.e., user can clearly understand the proportion of positive and negative sentiments)
- Visually presents both groupings of data (versus the average method of calculation which only displays one number and is subject to skews)
- Allows categories and questions to be stack ranked (i.e., ranked from most positive to least positive)

# Overall Findings

## Engagement-Level Results

Below scores are highlighted for the engagement index; engagement reflects an employee's feelings of motivation, loyalty, inspiration and likelihood to promote working at their organization; engaged employees are typically more committed to their work and align to the success of an organization



Note: Values may not add up to 100% due to rounding

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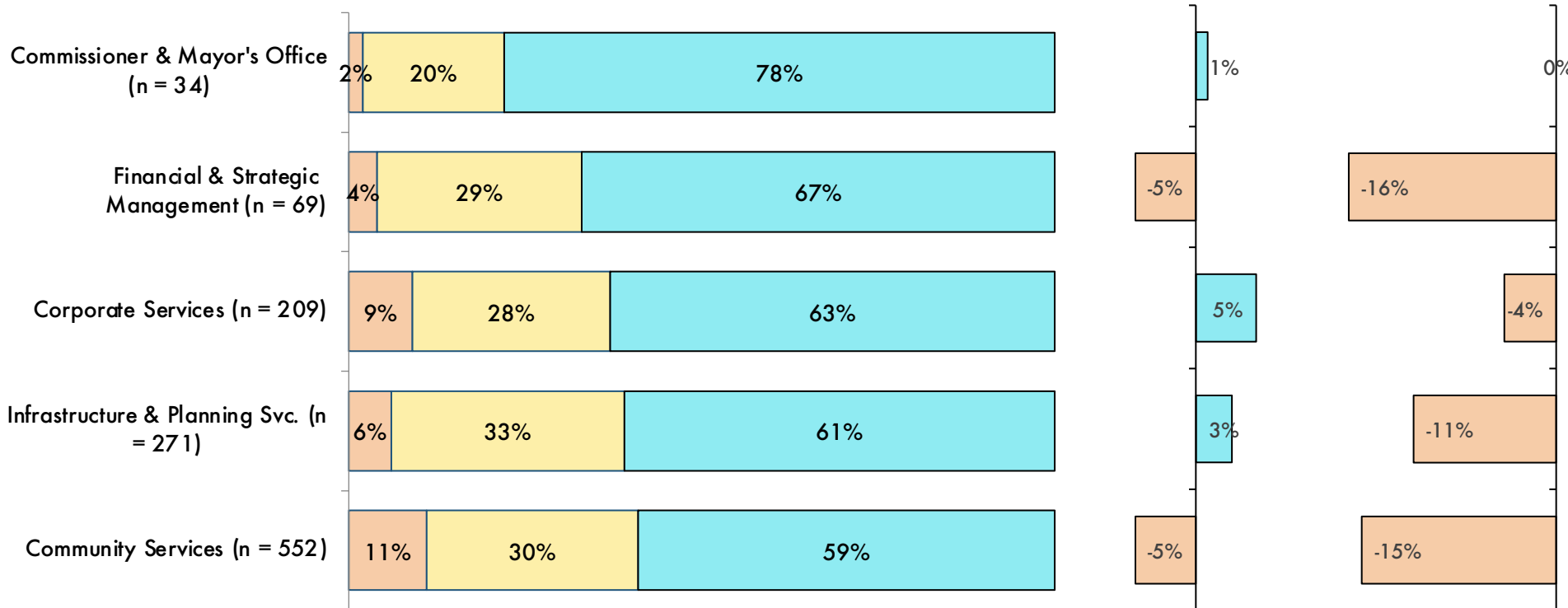
Negative
  Neutral
  Positive

# Segmented Engagement Results

## Division

Δ vs. 2019

Δ vs. 2017

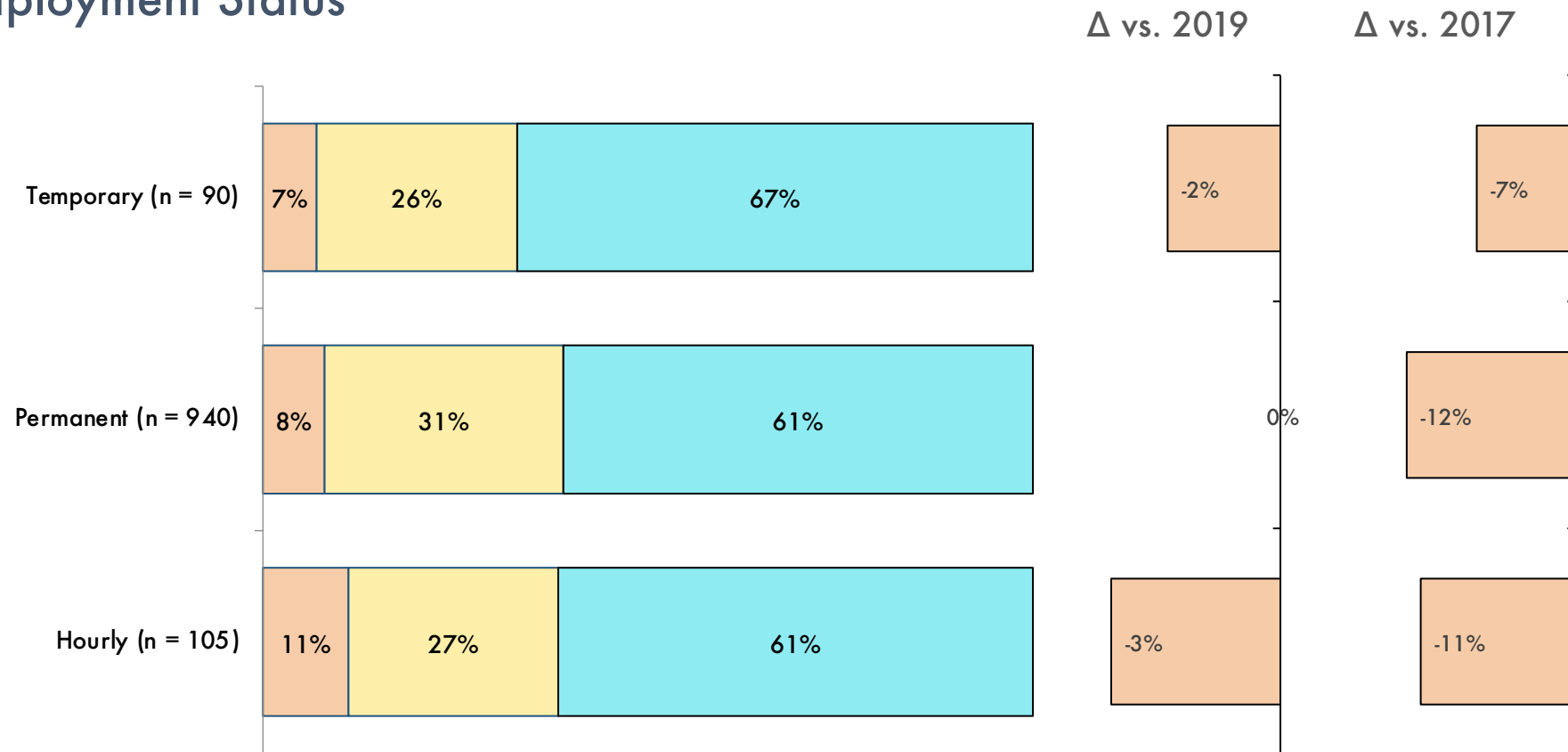


Note: Results only include data for elements with responses above WorkTango's anonymity threshold of 5 respondents; values may not add up to 100% due to rounding

■ Negative
 ■ Neutral
 ■ Positive

# Segmented Engagement Results

## Employment Status

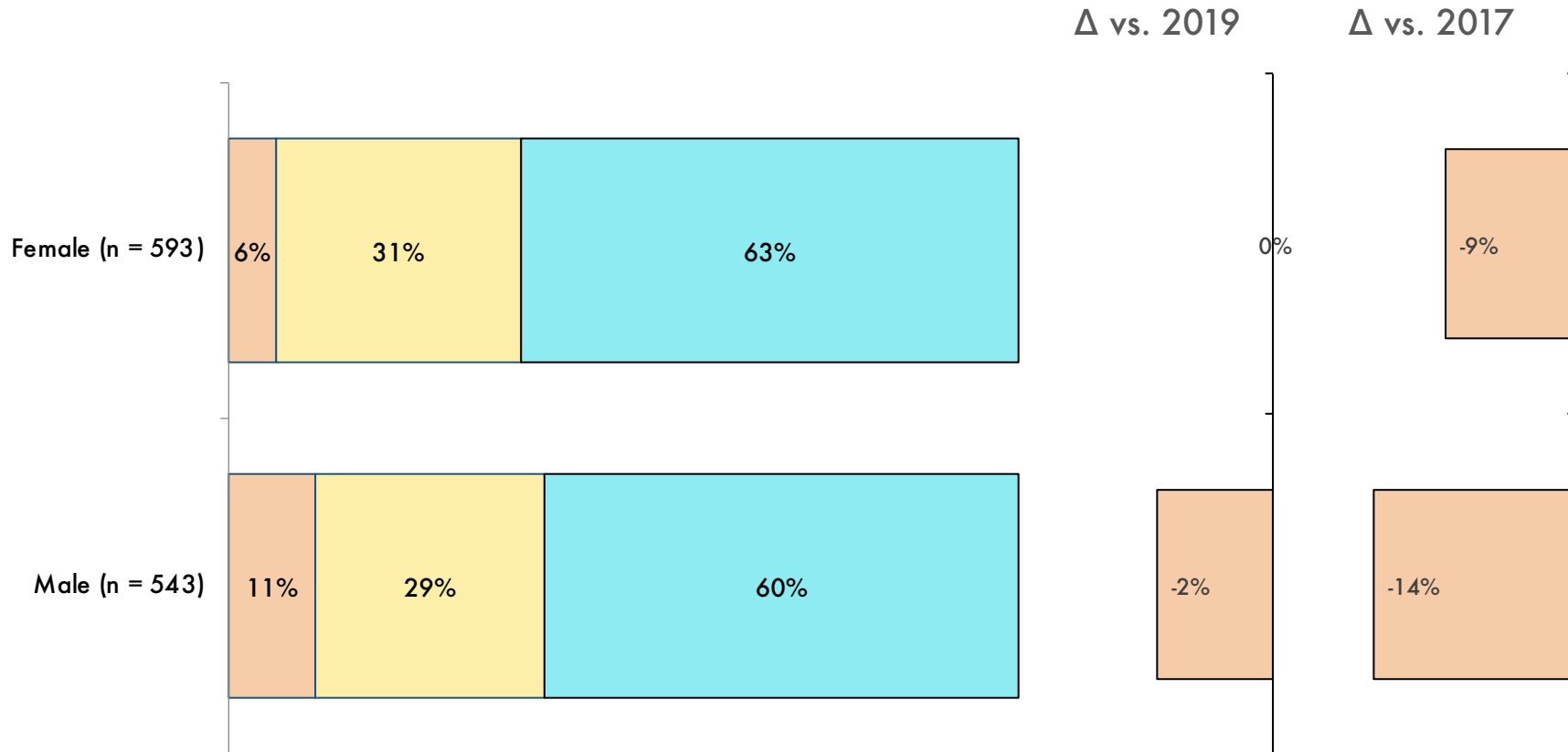


Note: Results only include data for elements with responses above WorkTango's anonymity threshold of 5 respondents; values may not add up to 100% due to rounding

Negative      Neutral      Positive

# Segmented Engagement Results

## Gender



Note: Results only include data for elements with responses above WorkTango's anonymity threshold of 5 respondents; values may not add up to 100% due to rounding

■ Negative    ■ Neutral    ■ Positive

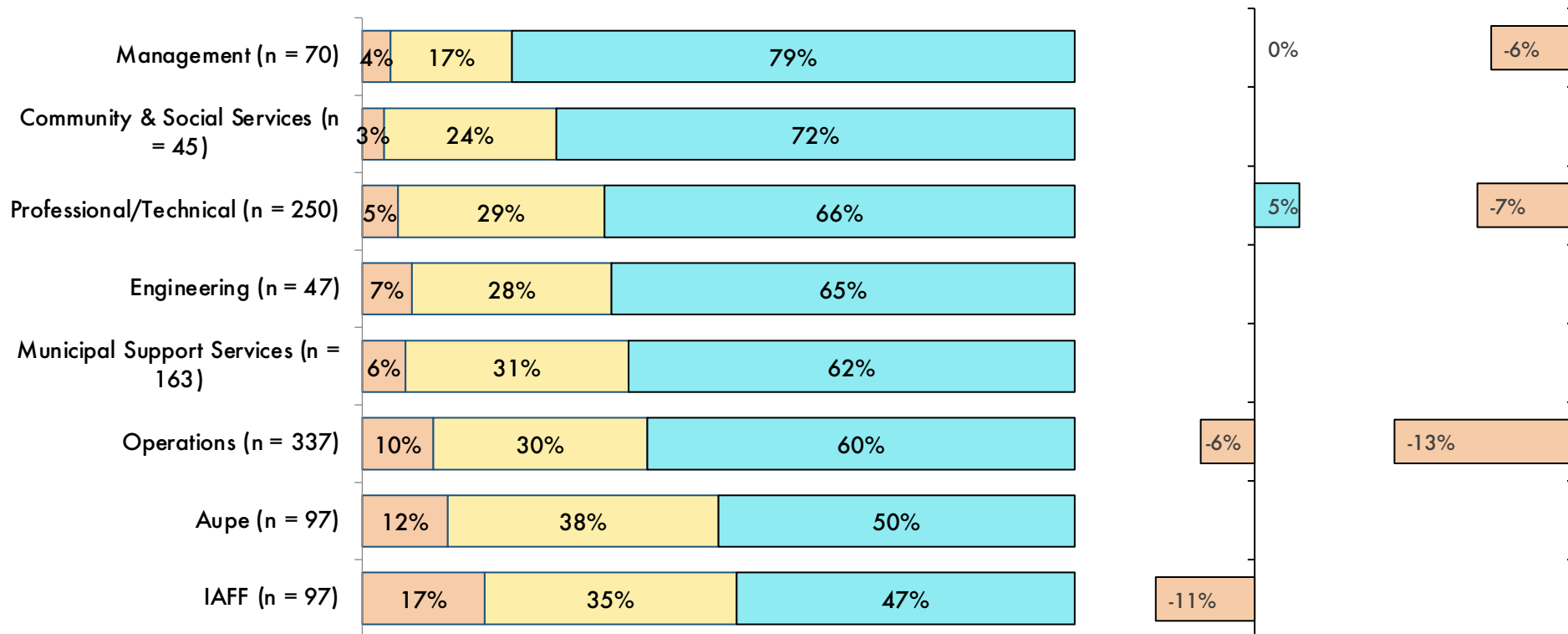


# Segmented Engagement Results

## Job Family

Δ vs. 2019

Δ vs. 2017

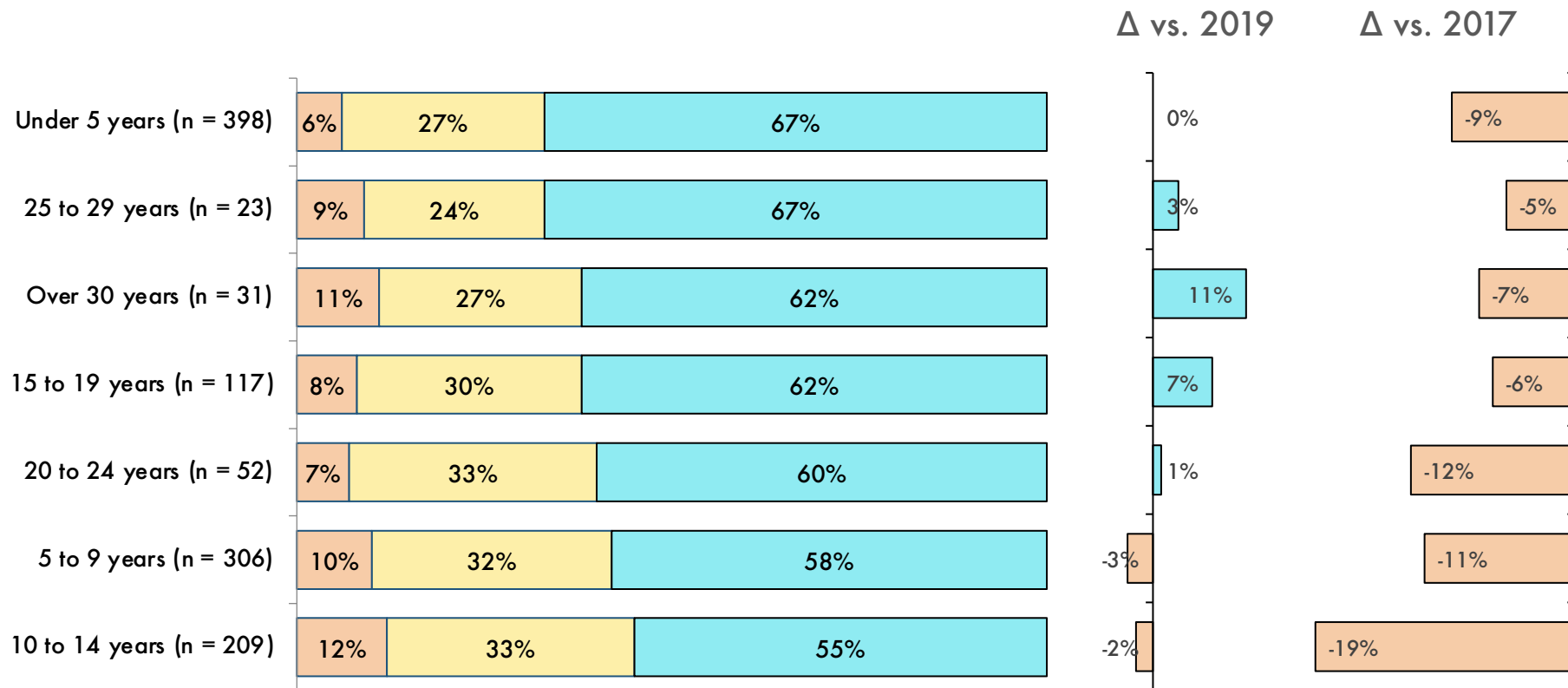


Note: Results only include data for elements with responses above WorkTango's anonymity threshold of 5 respondents; values may not add up to 100% due to rounding

Negative Neutral Positive

# Segmented Engagement Results

## Tenure Range



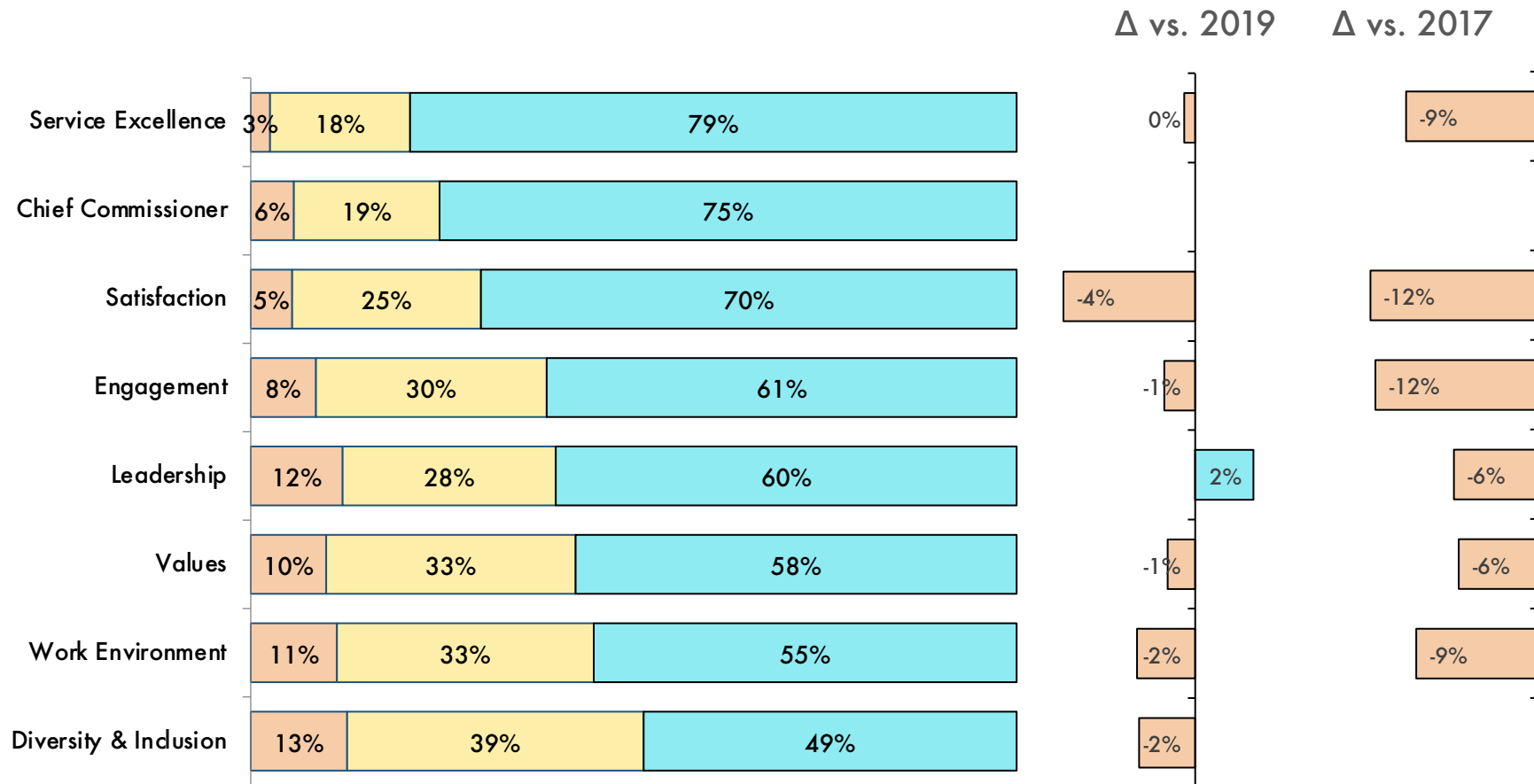
Note: Results only include data for elements with responses above WorkTango's anonymity threshold of 5 respondents; values may not add up to 100% due to rounding

■ Negative
 ■ Neutral
 ■ Positive

# Overall Findings

## Factor-Level Results

Other questions were grouped into engagement “factors” for comparison purposes; for detailed results by question, please refer to Appendix II for details



Note: Values may not add up to 100% due to rounding

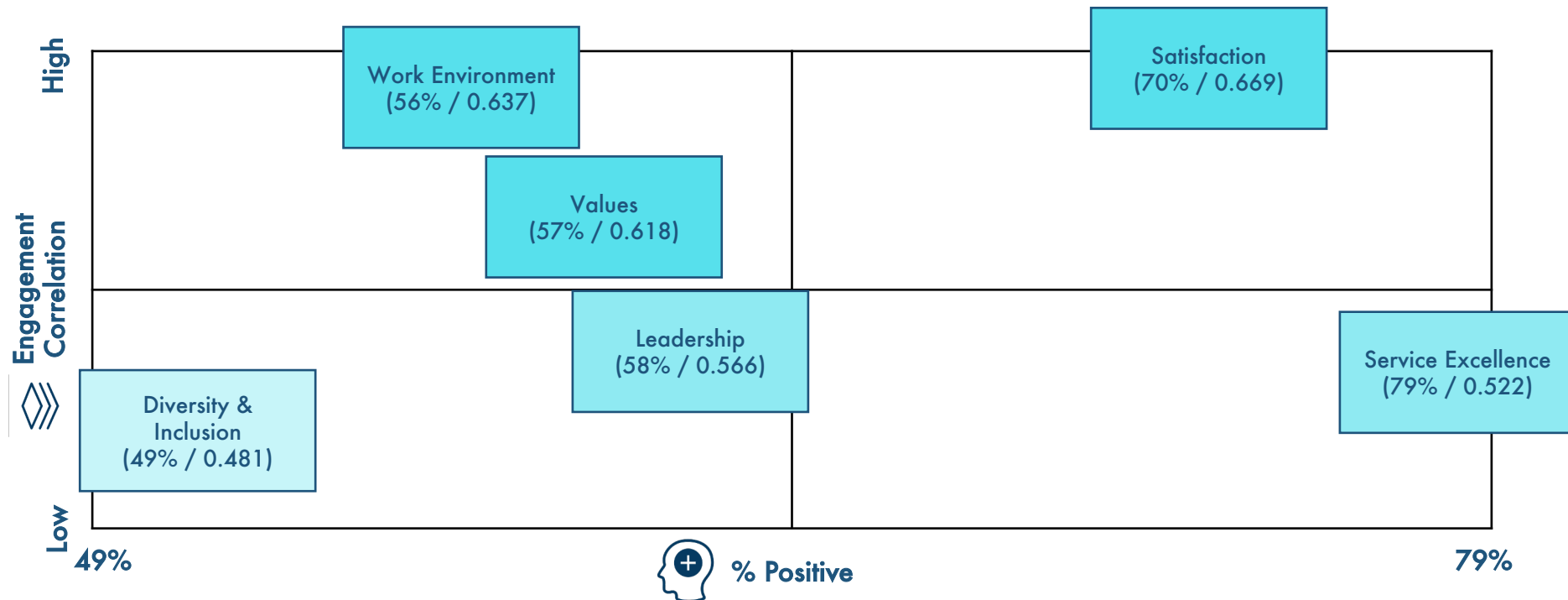
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Negative
  Neutral
  Positive

# Overall Findings

## Regression Analysis - Factors vs. Engagement

To assess the factors which are most important to driving engagement, the analysis below shows the strength of the relationship of each factor relative to engagement questions, based on the way employees responded to the 2021 Engagement Survey; efforts towards improving higher impact factors (higher r-value) will help to drive engagement more



All measures have an r-squared value of 0.45 or higher, with the exception of the "Chief Commissioner" question - this means that nearly all of these categories have a significant effect on overall employee engagement; the most significant categories on engagement include "Satisfaction" and "Work Environment" (consistent with previous years), with r-squared values of 0.669 and 0.637 respectively

## Qualitative Comments

**People**



- [illegible]

## Qualitative Comments



## 14

## Qualitative Comments



## Key Themes

- [illegible]

## Qualitative Comments



WorkTango 16



# Appendix

I - Survey Question Listing

II – Results by Category

# Appendix I

## Survey Question Listing

### Engagement

I am able to use my skills and expertise in my job  
I feel like I am valued and included by my colleagues  
I have opportunities to learn and grow in my job  
I feel valued as an employee of Strathcona County  
I am inspired to give my very best  
I intend to be working at Strathcona County a year from now  
I would recommend Strathcona County as a great place to work  
I look forward to coming to work

### Chief Commissioner

The work I do for Strathcona County makes a difference in the community  
I am satisfied with the communication I receive from the Chief Commissioner through his weekly email messages

### Diversity & Inclusion

Our organization values the differences of individuals  
Our organization understands that diversity is critical to our future success  
Our organization includes a diverse group of talent  
People who look, feel, and think differently have equal opportunities to thrive in our organization

### Leadership

Executive Team members lead by example  
My direct supervisor cares about me as a person  
My direct supervisor is approachable  
My direct supervisor helps me achieve better results  
My direct supervisor provides me with useful feedback on how I'm doing  
My direct supervisor leads by example  
My direct supervisor listens to me  
My direct supervisor keeps me informed about decisions that affect me  
My direct supervisor communicates clearly  
My direct supervisor addresses workplace issues  
My direct supervisor regularly shares corporate information, priorities and objectives  
My department director leads by example  
My department manager leads by example

# Appendix I

## Survey Question Listing

### Satisfaction

Taking everything into account, I like my job  
Taking everything into account, I like working in my department  
Taking everything into account, I like working at Strathcona County  
I am proud to work for Strathcona County

### Service Excellence

I am able to provide timely service to my clients  
I am able to provide knowledgeable service to my clients  
I go the extra mile for my clients  
I am able to deliver what is expected by my clients  
I explain to my clients when I cannot deliver what is needed  
Our organization's culture (the way we do things around here) is aligned with our corporate values and People Plan

### Values

My (workplace) values are aligned with Strathcona County,Äôs  
I experience cooperation in the workplace  
I experience fairness in the workplace  
I experience integrity in the workplace  
I experience respect in the workplace  
I experience safety in the workplace  
Departments work well together to achieve Strathcona County's goals  
I find my stress levels at work manageable  
I have opportunities for career growth within Strathcona County  
I am able to maintain a balance between my work and personal life  
I receive information about what is happening in my department  
I understand what is expected of me at work

### Work Environment

I understand my department's business plan  
I have the tools and equipment to perform my job  
I have sufficient time to do my job  
I am able to make decisions about my daily work  
I understand how my work contributes to my department's business plan  
I receive recognition for my work  
I am encouraged to be innovative in my job  
I understand how my department's business plan supports Strathcona County's vision

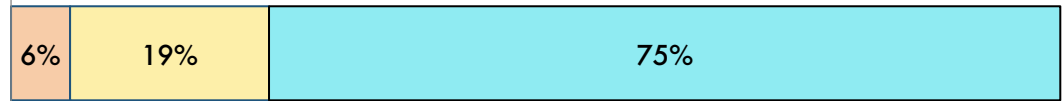
# Appendix II

## Results by Factor – Chief Commissioner

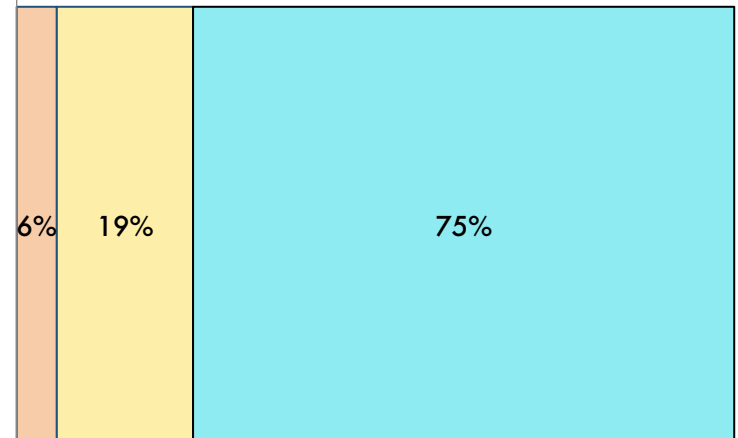
Chief Commissioner (Strathcona Overall)



Chief Commissioner (ALL)



I am satisfied with the communication I receive from the Chief Commissioner through his weekly email messages

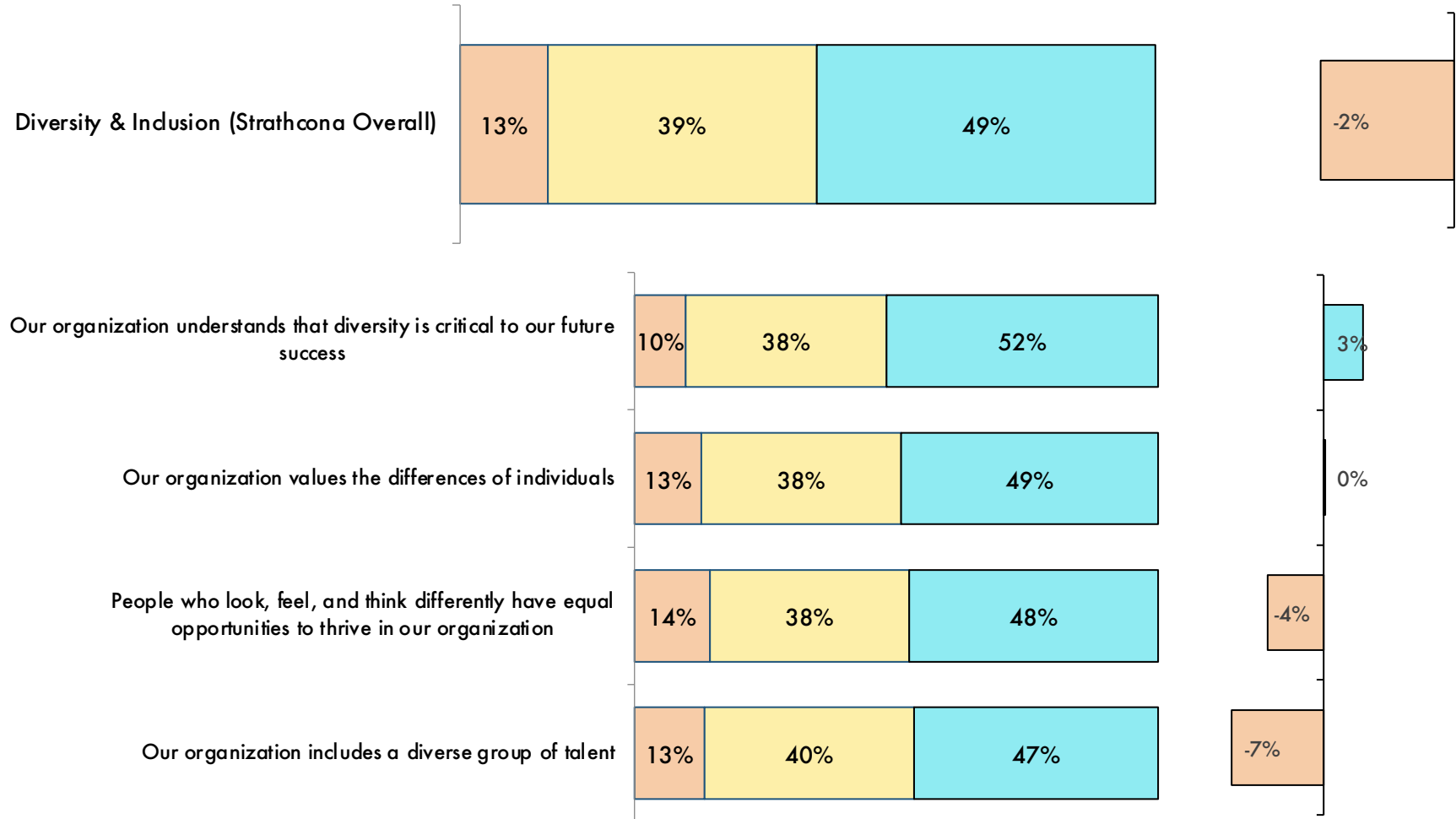


Note: Values may not add up to 100% due to rounding; the Chief Commissioner question was not asked in 2019 or 2017  
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# Appendix II

## Results by Factor – Diversity & Inclusion

Δ vs. 2019



Note: Values may not add up to 100% due to rounding; no Diversity & Inclusion questions were asked in 2017

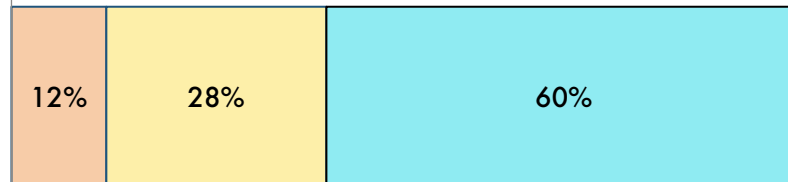
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 Negative  Neutral  Positive

# Appendix II

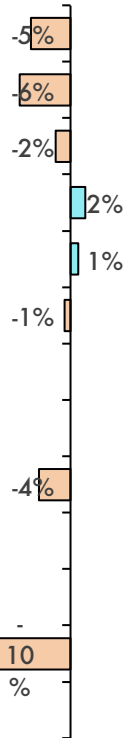
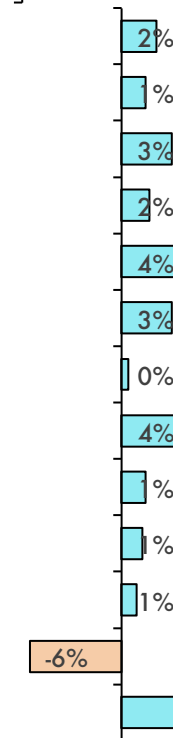
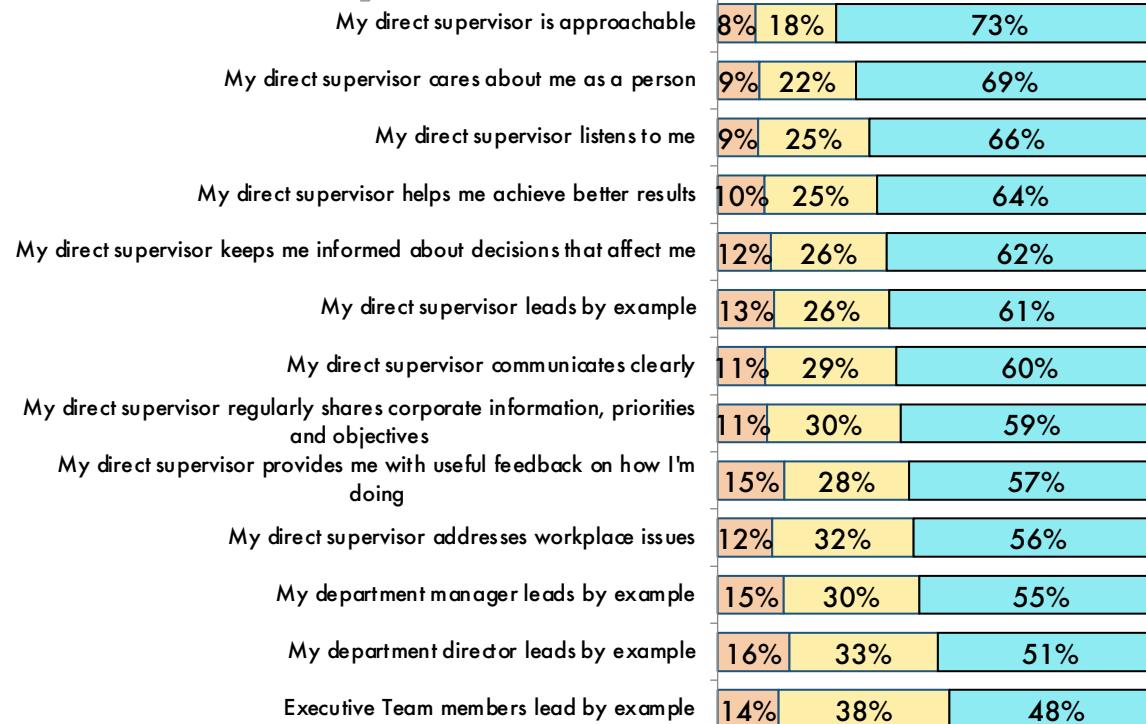
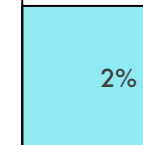
## Results by Factor – Leadership

Leadership (Strathcona Overall)



Δ vs. 2019

Δ vs. 2017



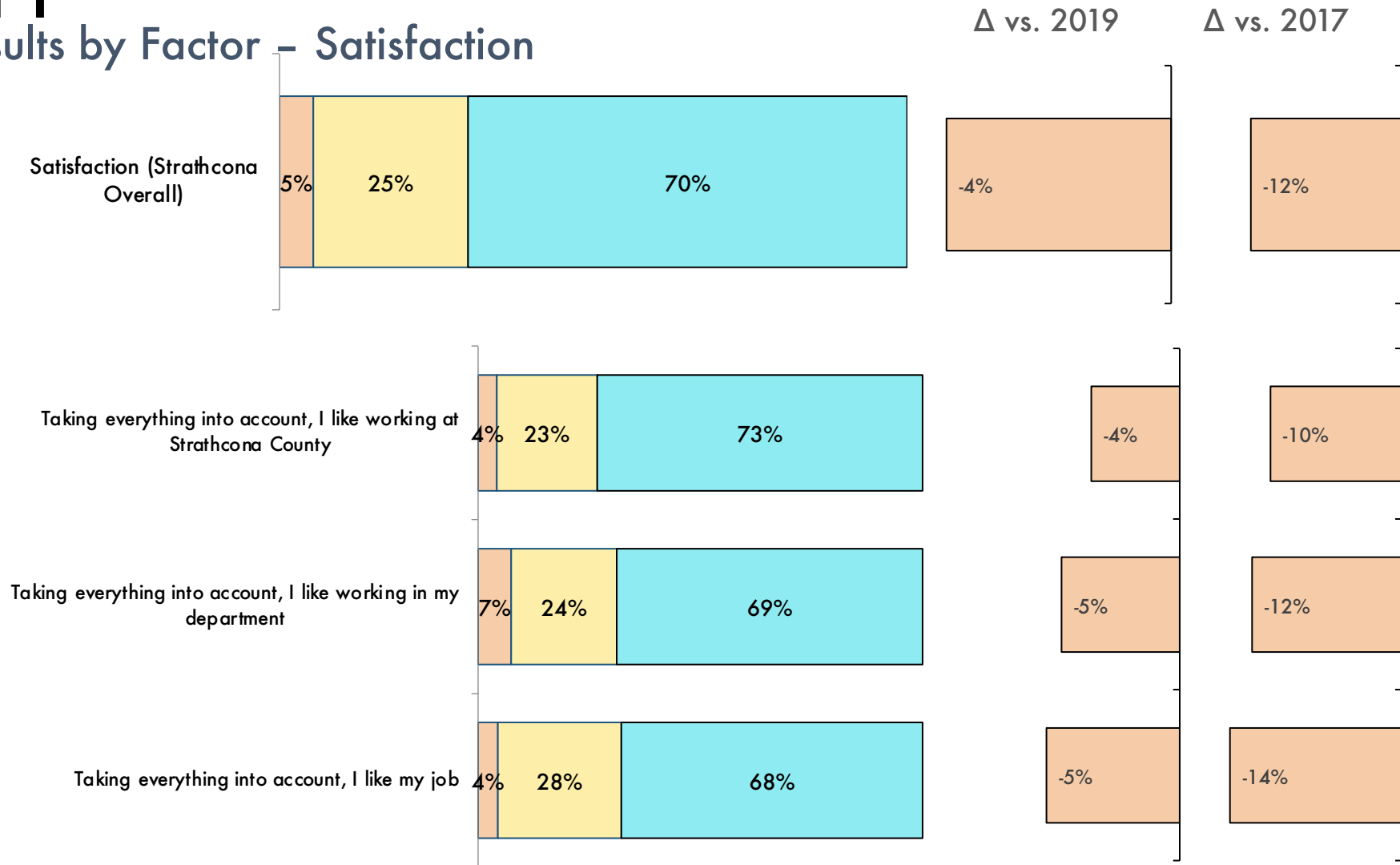
Note: Values may not add up to 100% due to rounding

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Negative Neutral Positive

# Appendix II

## Results by Factor – Satisfaction



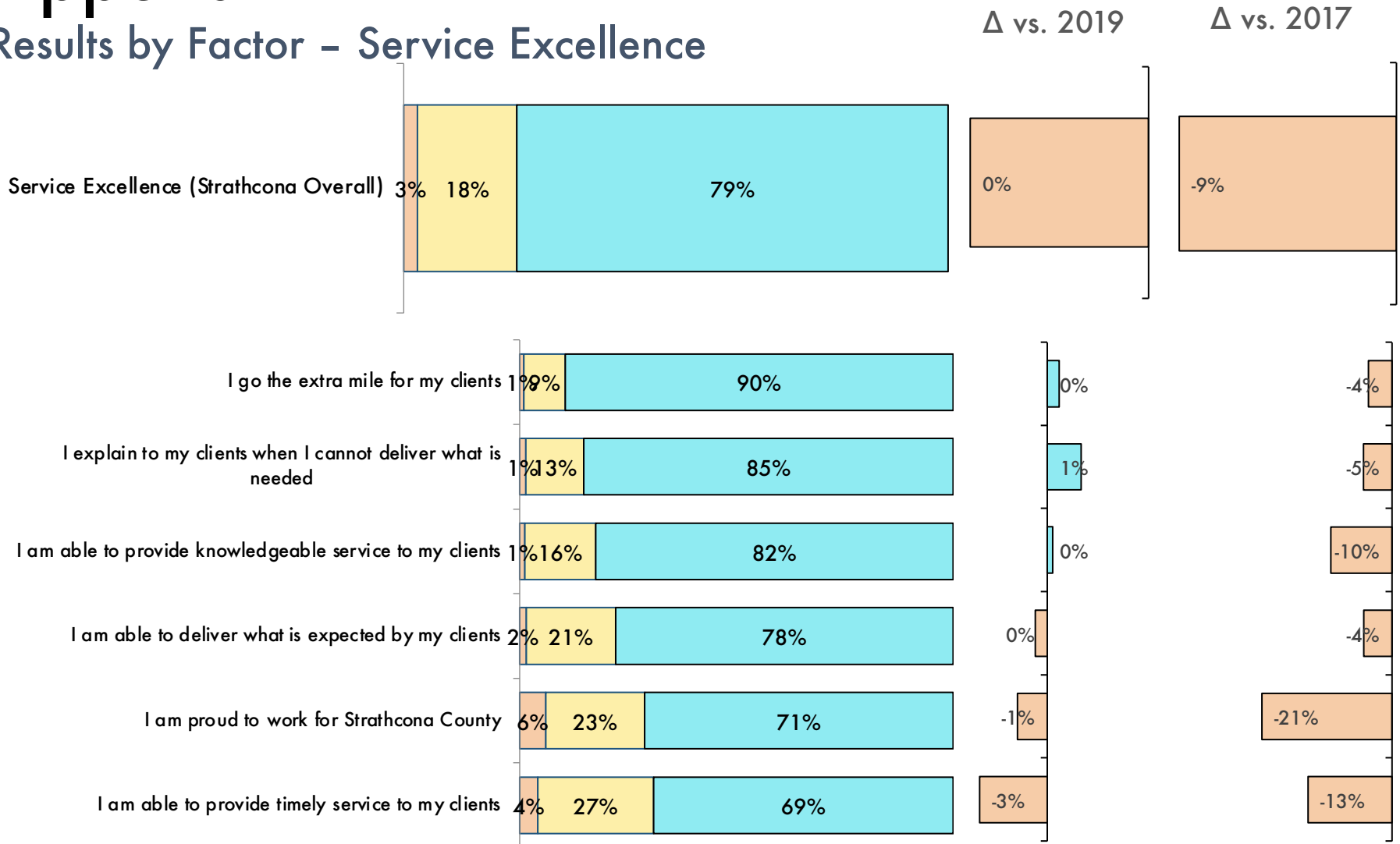
Note: Values may not add up to 100% due to rounding

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Negative Neutral Positive

# Appendix II

## Results by Factor – Service Excellence



Note: Values may not add up to 100% due to rounding

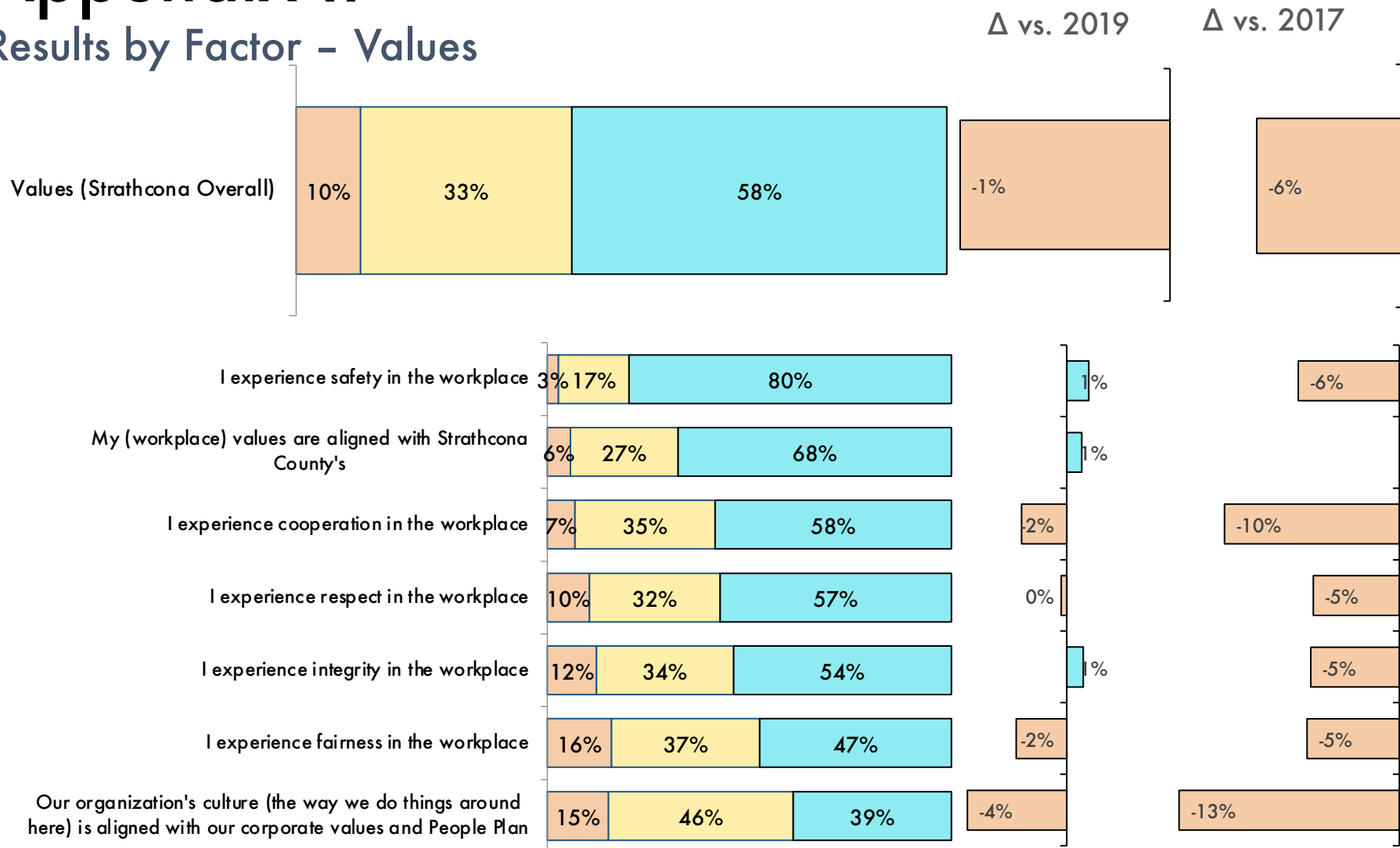
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Negative
  Neutral
  Positive



# Appendix II

## Results by Factor – Values



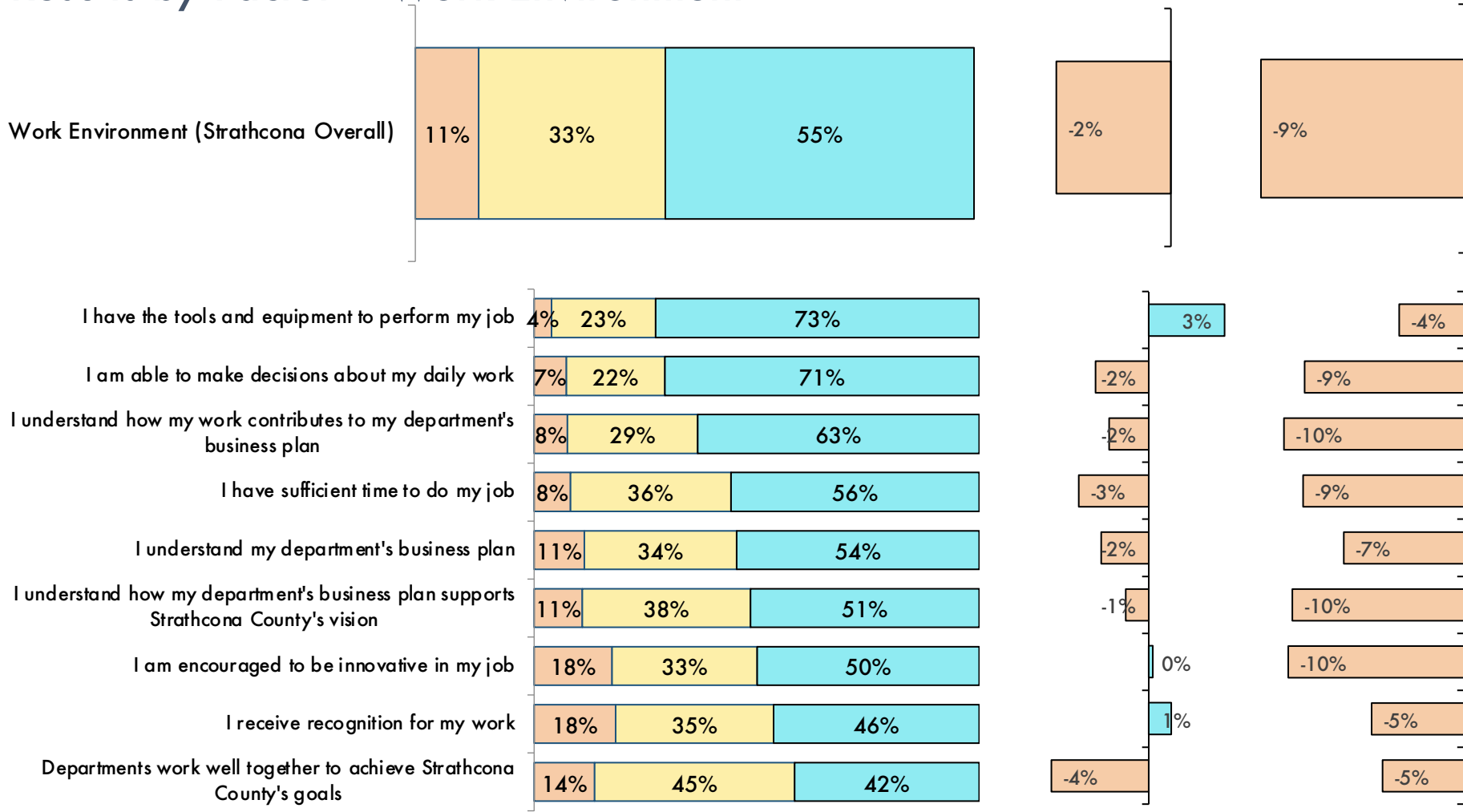
Note: Values may not add up to 100% due to rounding

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Negative
  Neutral
  Positive

# Appendix II

## Results by Factor – Work Environment



Note: Values may not add up to 100% due to rounding