

# Councillor Request Inquiry

## # 2-2018

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2018

I am pleased to provide you with the further information requested by Mayor Frank on January 30, 2018.

The request was as follows: **Employee Engagement Survey Results**

“Please provide information on statistical accuracy of the employee engagement survey as well as a copy of the full report on the survey results.”

Attached please find the full report on the survey results, provided to Strathcona County in June 2017 by the survey provider, McLean & Company.

We have confirmed with McLean & Company regarding the statistical accuracy of the survey results. They indicate that the margin of error for this survey is 1.79% at the 95% confidence level, or 2.36% at the 99% confidence level. This is based on our population size (2008 – the number of Strathcona County employees as of March 09, 2017) and our sample size (1201 or 60% - number of completed responses). I have attached their email where this is explained.

It is our understanding that these scores indicate a high level of statistical validity of the 2017 Employee Engagement Survey.

Please let me know if you need any other information.

*Debra*

### Debra Smith

Director, Human Resources

Strathcona County

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# Councillor Request Inquiry

## # 2-2018

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2018

**From:** Nadia Bifulchi [<mailto:nbifulchi@mcleanco.com>]  
**Sent:** January-31-18 12:08 PM  
**To:** Jessica Brown  
**Cc:** Leigh Caiger; Ruchi Chawla; Jane Hutchinson  
**Subject:** RE: Strathcona County Sufficient Survey Sample Size

Hi Jessica,

Typically confidence levels are set prior to doing any work, you pick an acceptable value you are comfortable with and continue from there. A 95% confidence level is very typical in statistics/research.

What I can report to you is your specific margin of error given a 95% or 99% confidence level. Given your response rate of 1201 out of 2008 your margin of error would be 1.79% at the 95% confidence level and 2.36% at the 99% confidence level.

Cheers,

Nadia

### Nadia Bifulchi

[McLean & Company](#) | Statistical Analyst  
602 Queens Avenue | London, ON N6B 1Y8  
✉ [nbifulchi@mcleanco.com](mailto:nbifulchi@mcleanco.com) | ☎ (1-877-281-0480 x 2891) |  
Be sure to follow McLean & Co. to get the latest updates!



**From:** Jessica Brown [<mailto:Jessica.Brown@strathcona.ca>]  
**Sent:** January-31-18 1:44 PM  
**To:** Nadia Bifulchi <[nbifulchi@mcleanco.com](mailto:nbifulchi@mcleanco.com)>  
**Cc:** Leigh Caiger <[lcaiger@mcleanco.com](mailto:lcaiger@mcleanco.com)>; Ruchi Chawla <[rchawla@mcleanco.com](mailto:rchawla@mcleanco.com)>; Jane Hutchinson <[Jane.Hutchinson@strathcona.ca](mailto:Jane.Hutchinson@strathcona.ca)>  
**Subject:** RE: Strathcona County Sufficient Survey Sample Size

Good afternoon Nadia,

Thank for getting back to us so quickly today. We understand that the sample size was sufficient enough to ensure that our survey was statistically accurate. Can you give us a more accurate percentage of the overall survey response? The z-score for 95% is too low and for 99% is too high. Do you have access for anything in between?

Thank you,  
Jessica

# Councillor Request Inquiry

## # 2-2018

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2018

**From:** Nadia Bifulchi [<mailto:nbifulchi@mcleanco.com>]  
**Sent:** January 31, 2018 7:21 AM  
**To:** Jessica Brown; Jane Hutchinson  
**Cc:** Leigh Caiger; Ruchi Chawla  
**Subject:** Strathcona County Sufficient Survey Sample Size

Good morning Jessica and Jane,

The question Jessica posed to us yesterday on sufficient sample size is not so easily answered, as it is very broad in context. Determining the minimum sample size required for an analysis/survey is dependent on a given set of criteria: the population size, characteristics of the population/sample, a given error threshold (margin of error/confidence level), the actual metrics involved and statistical analysis conducted.

While we cannot make a blanket statement that the every analysis/ comparison made has a statistically significant sample size, we can state that given a set of conditions your survey sample size is statistically significant.

As an example:

If looking at a proportion (which the top-box values are) with a population size (company size) of 2008, margin of error set to +/-2% (so your estimate is accurate to within 2% of the true value), 95% confidence level (the degree of how certain we want to be of our estimate); the minimum sample size would be 1094. Your sample size of 1201 is thus sufficient and the top-box estimate produced would meet the conditions aforementioned.

Cheers,

Nadia

**Nadia Bifulchi**

**McLean & Company** | Statistical Analyst  
602 Queens Avenue | London, ON N6B 1Y8  
✉ [nbifulchi@mcleanco.com](mailto:nbifulchi@mcleanco.com) | ☎ ( 1-877-281-0480 x 2891 ) |  
Be sure to follow McLean & Co. to get the latest updates!

# 2017 Employee Engagement Survey

Prepared For:



## Strathcona County Corporate Report

June 2017

McLEAN &  
COMPANY



# Employee Engagement Goes Beyond Satisfaction

## SATISFIED

## ENGAGED

Satisfied employees feel comfortable and are generally happy that their needs are being met.

Engaged employees feel energized, passionate, and dedicated. They are highly involved with their work and the organization.



### Average Performance

### Optimal Performance

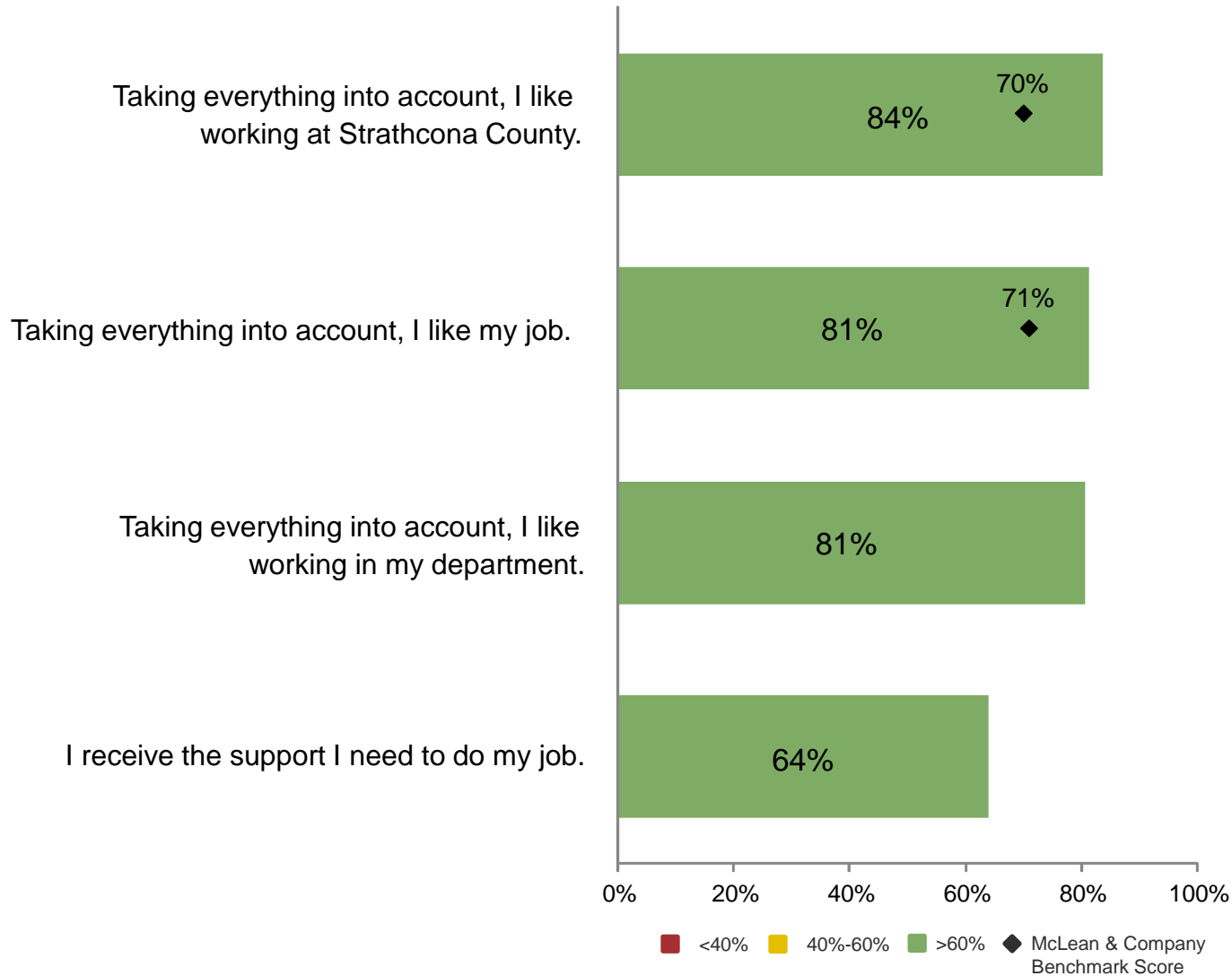


## Strathcona County Corporate Respondent Breakdown by Department

Department	Response Rate	Department	Response Rate
<b>Overall Strathcona County</b>	<b>59.8%</b>	Legislative and Legal Services	100.0%
Assessment and Tax	100.0%	Planning and Development Services	87.5%
Communications	81.8%	Procurement Services	80.0%
Corporate Planning and Intergovernmental Affairs	90.9%	RCMP and Enforcement Services	69.8%
Economic Development and Tourism	100.0%	Recreation, Parks and Culture-Administration	68.6%
Executive Team	94.6%	Recreation, Parks and Culture-Indoor Services	33.3%
Facility Services	78.9%	Recreation, Parks and Culture-Outdoor Services	43.9%
Family and Community Services	71.6%	Strathcona County Emergency Services	49.8%
Financial Services	92.7%	Strathcona County Transit	51.8%
Fleet Services	86.5%	Transportation and Agriculture Services	65.8%
Human Resources	95.3%	Transportation Planning Engineering	88.2%
Information and Technology Services	93.1%	Utilities	73.4%

# 2017 Strathcona County Corporate Satisfaction Results

*Employee Satisfaction: The extent to which employees are happy or content with their jobs and work environment.*



## **Strathcona County Results: Corporate Employee Engagement**

*Employee Engagement: The emotional commitment the employee has to the organization and its goals. Engaged employees are highly involved with their work and the organization.*



# Interpreting the Results

## Engagement Calculation

Engagement is calculated by averaging the responses to the engagement measure questions, for each employee. Average scores correlate to our four levels of engagement.

Average scores between 5.01 – 6.00 = **Engaged**

Average scores between 4.51 – 5.00 = **Almost engaged**

Average scores between 4.01 – 4.50 = **Neutral**

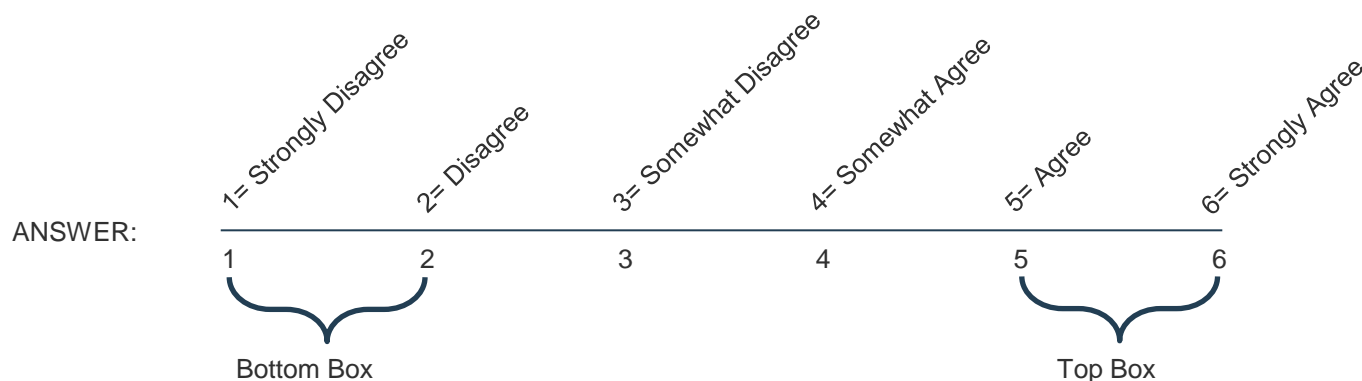
Average scores less than 4.01 = **Disengaged**

**Total Engagement** is calculated by summing the Engaged and Almost Engaged engagement level percentages. Thus Total Engagement is the percentage of employees with an average engagement measure questions score greater than or equal to 4.51.

## Theme and Question Score Calculation

McLean & Company uses a standardized 6-point scale for data collection. Respondents are asked to indicate the extent to which they agree with each statement by choosing a number between 1 and 6 on the scale.

We display the results as a **Top Box score**, or the percentage of respondents who chose 5 or 6 (agree or strongly agree).

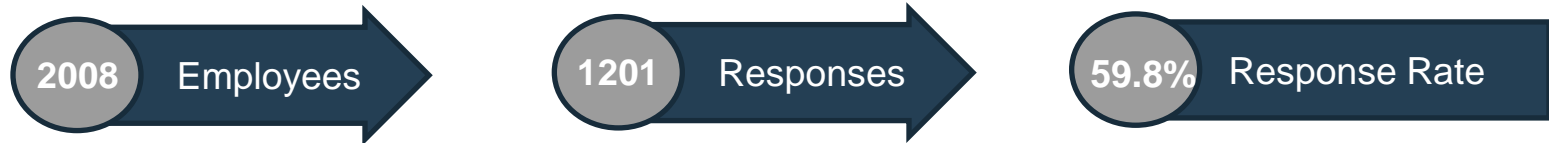


## Benchmarks

McLean & Company offers clients a general benchmark to ensure the data has enough breadth and depth to maintain its integrity. The following industries are included in McLean & Company's engagement survey benchmark: Business Services, Financial Services, Not-for-profit, Manufacturing, Construction, Retail/Wholesale, Consumer Products, Energy, Health Care, Government, Education.

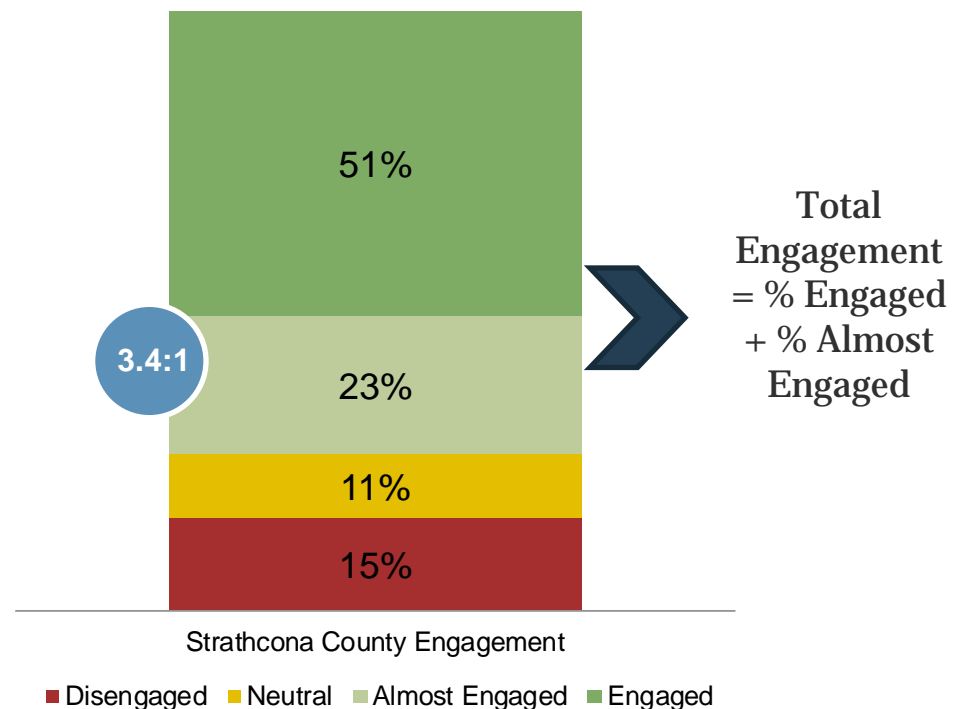
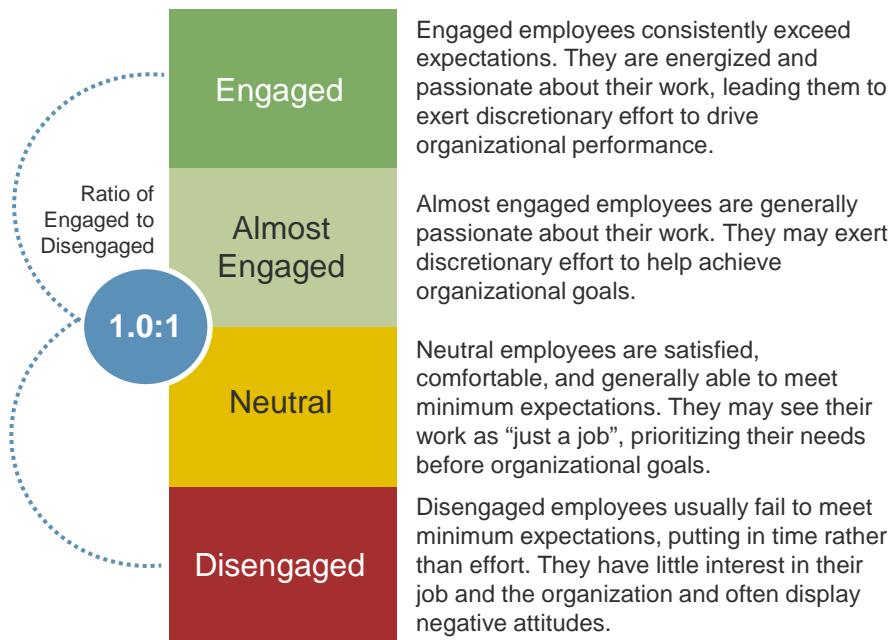
Ultimately the state of engagement at every organization is shaped by its people, culture, history, and other factors. Consequently, all decisions related to engagement initiatives must be based on your organization's results and unique needs. External comparisons – including benchmarks – should be used to provide context around your results rather than to make decisions.

# Total Engagement for Strathcona County Employees is 74%

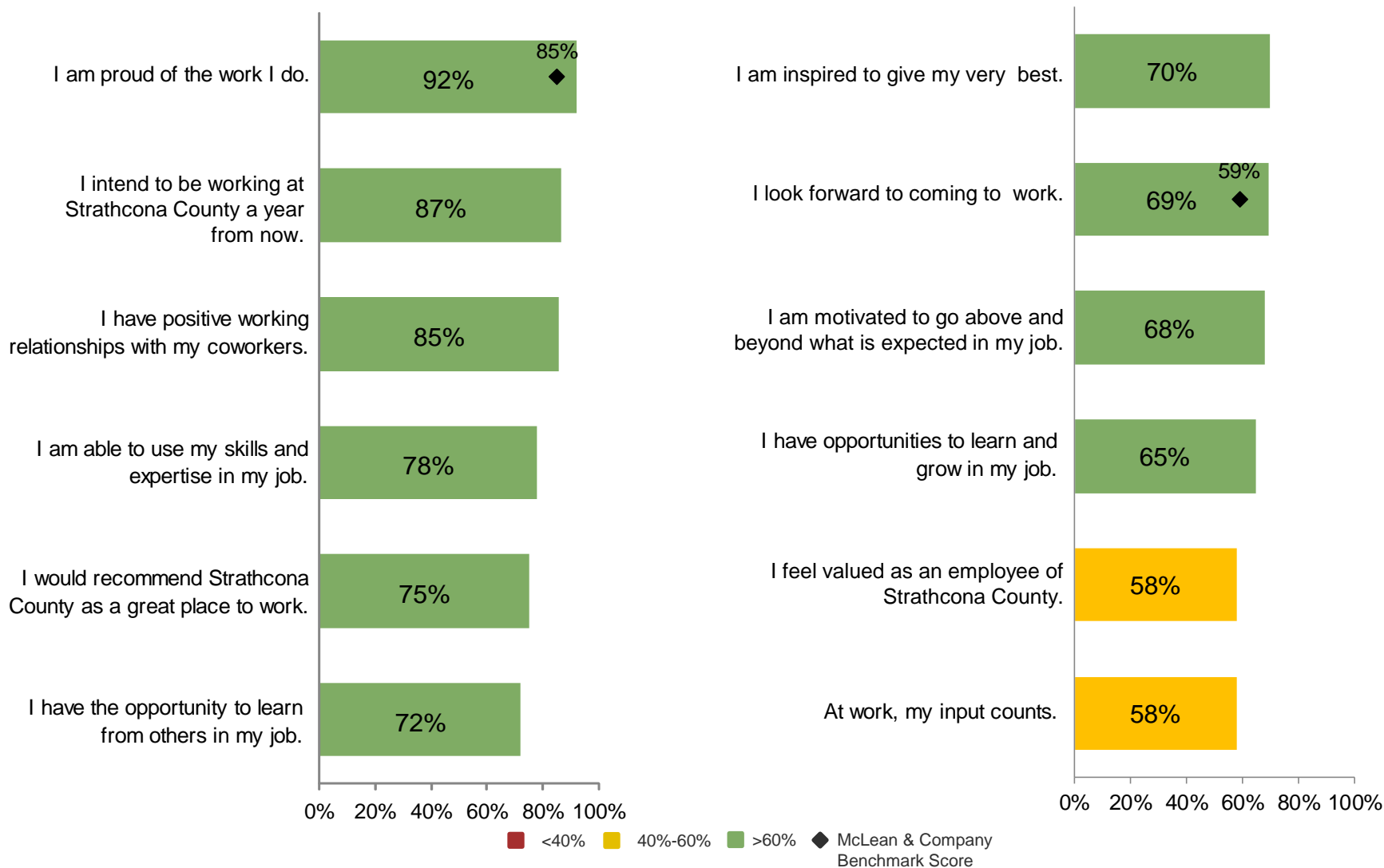


Below is our definition of each of our four engagement levels. See the “Interpreting the Results” in this report for more information.

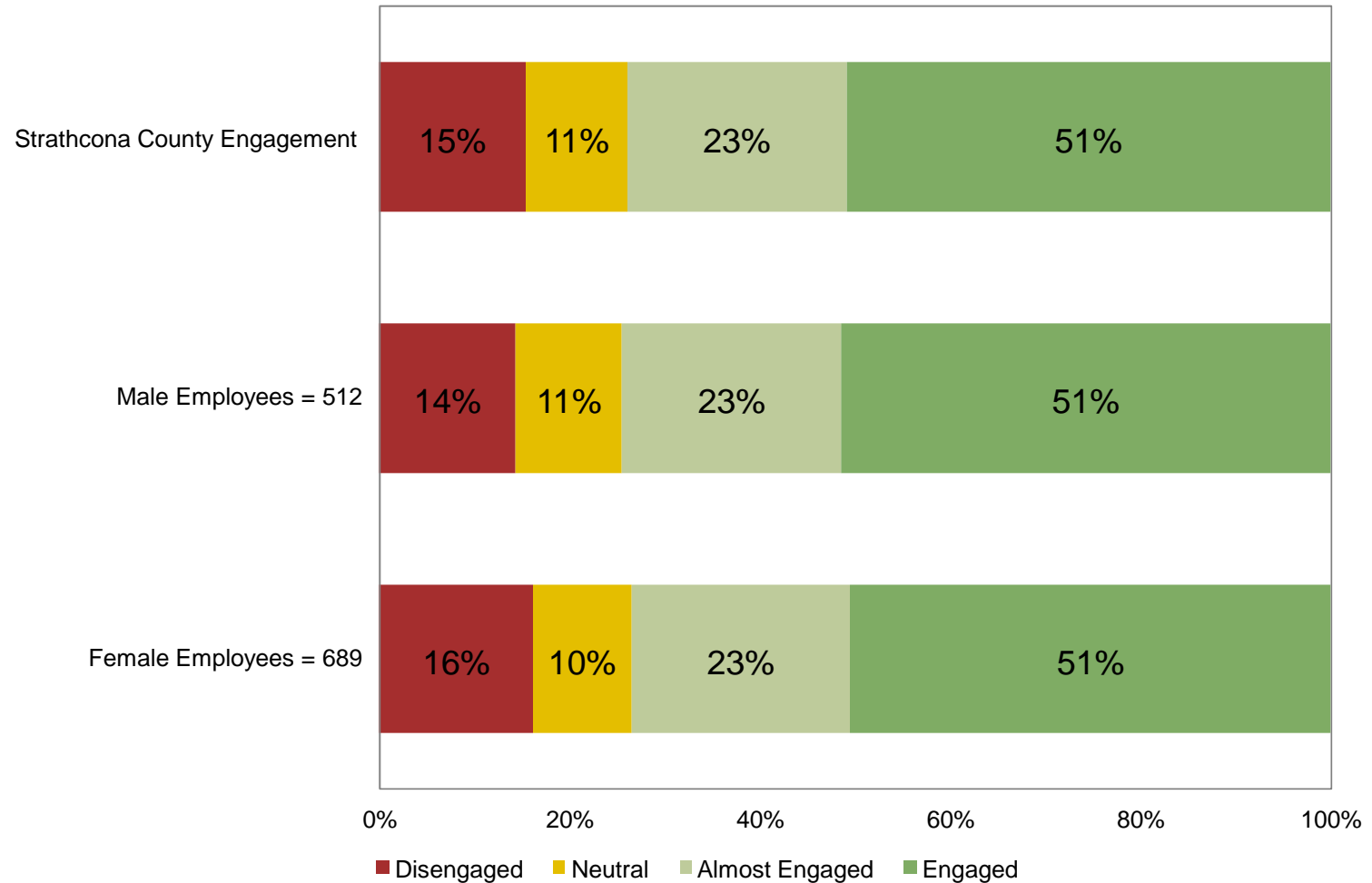
This is the breakdown of Strathcona County's overall engagement results.



# 2017 Strathcona County Corporate Engagement Questions Top Box Scores

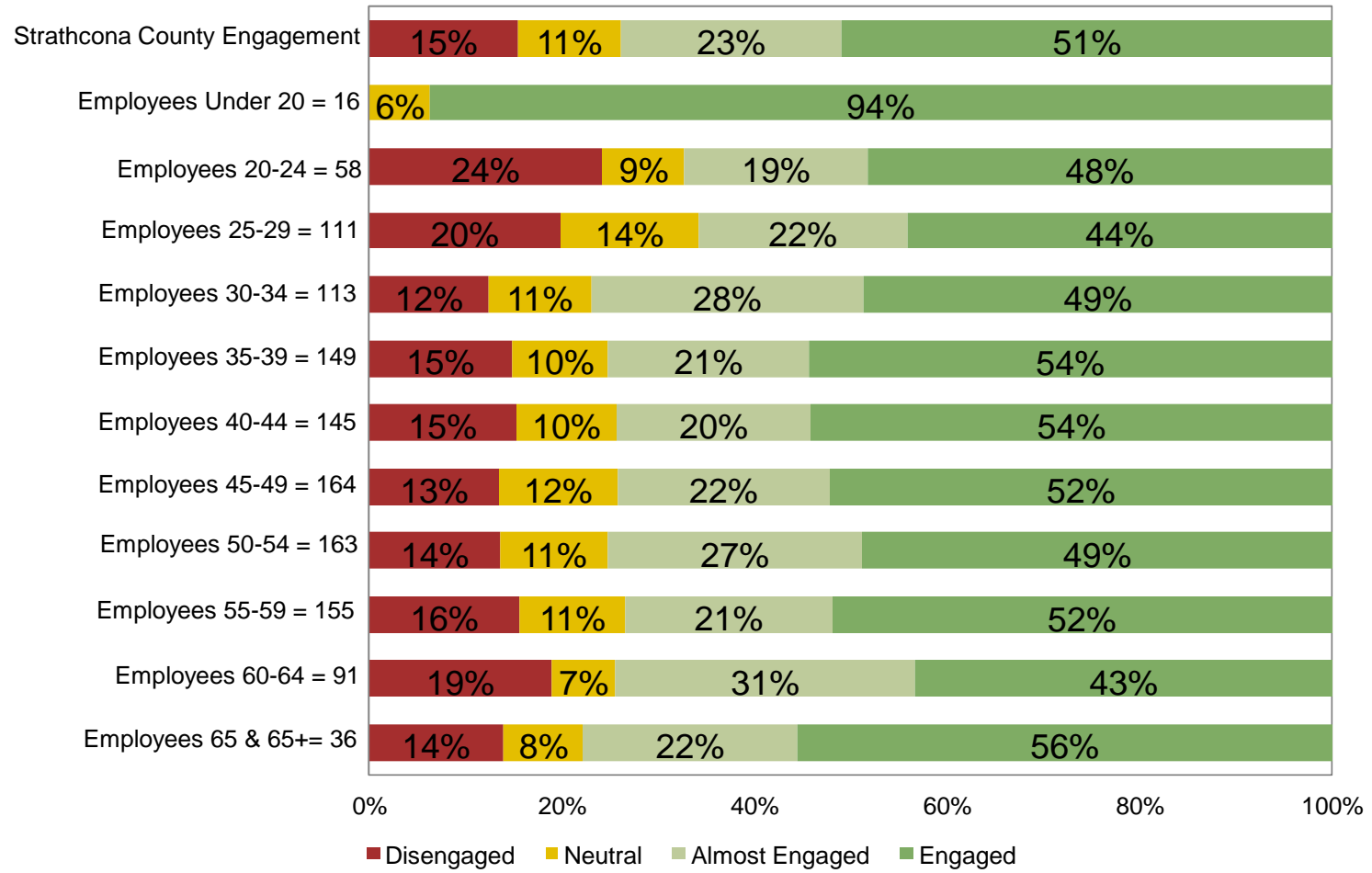


# 2017 Strathcona County Corporate Engagement Results by Gender



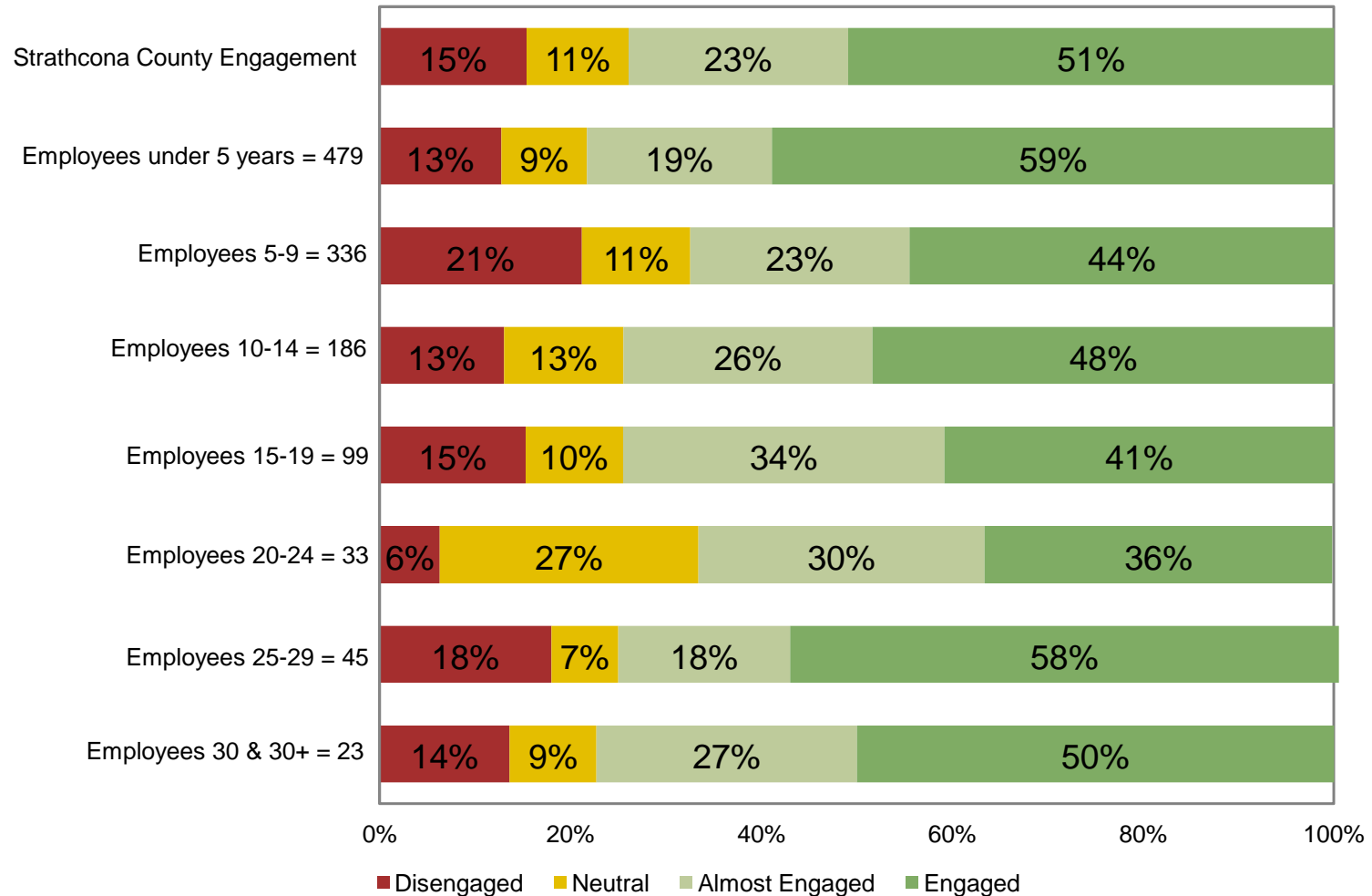
\* Note: Numbers may not add due to rounding.

# 2017 Strathcona County Corporate Engagement Results by Age



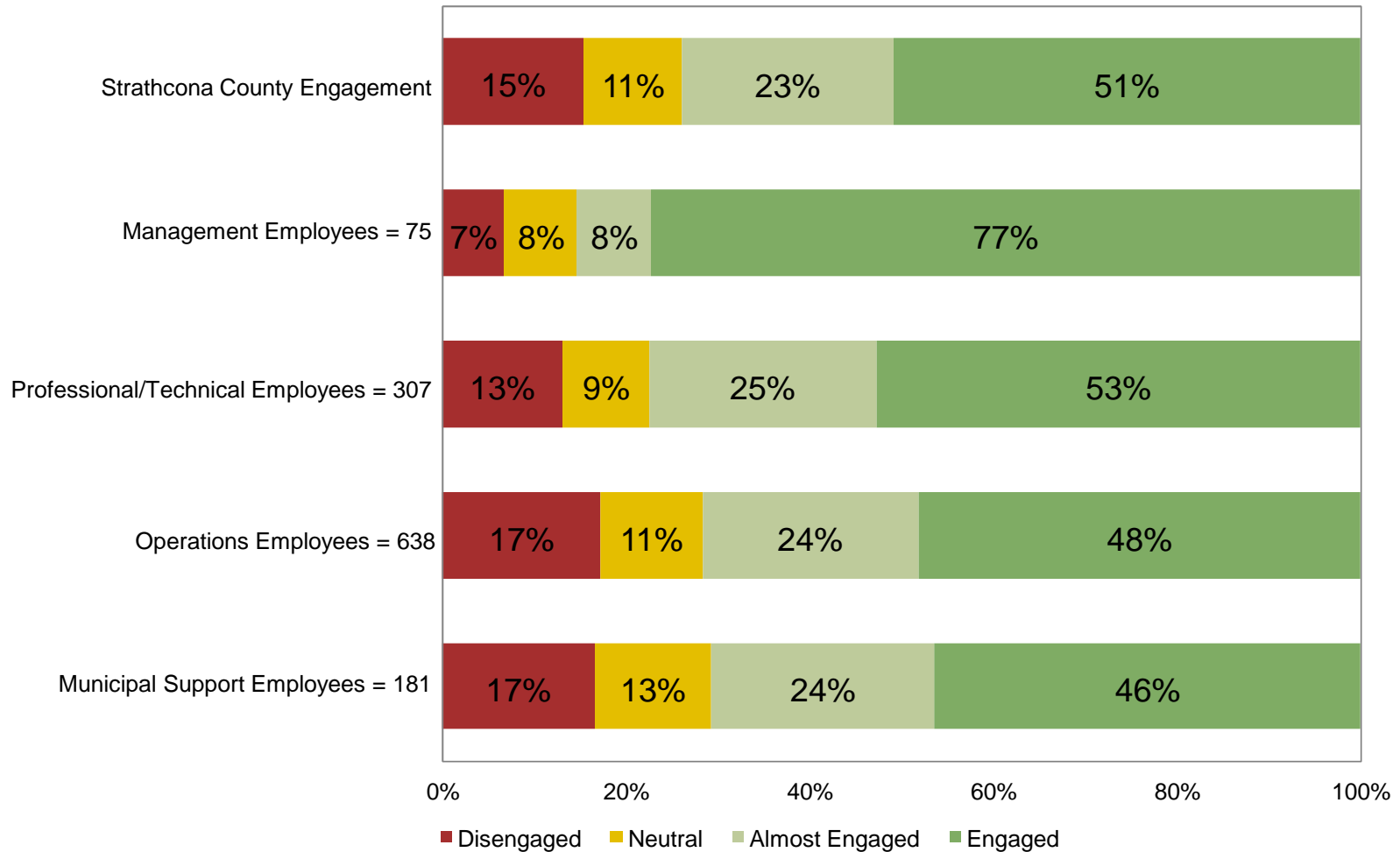
\* Note: Numbers may not add due to rounding.

# 2017 Strathcona County Corporate Engagement Results by Length of Service



\* Note: Numbers may not add due to rounding.

# 2017 Strathcona County Corporate Engagement Results by Job Family



\* Note: Numbers may not add due to rounding.

# 2017 Strathcona County Corporate Engagement Results by Employment Status



\* Note: Numbers may not add due to rounding.



## **2017 Strathcona County Corporate Employee Engagement Themes**

*Executive Leadership: The relationship of management employees with Executive Team members.*

*Leadership: The relationship of employees with team leads, supervisors, managers, directors and Executive Team members.*

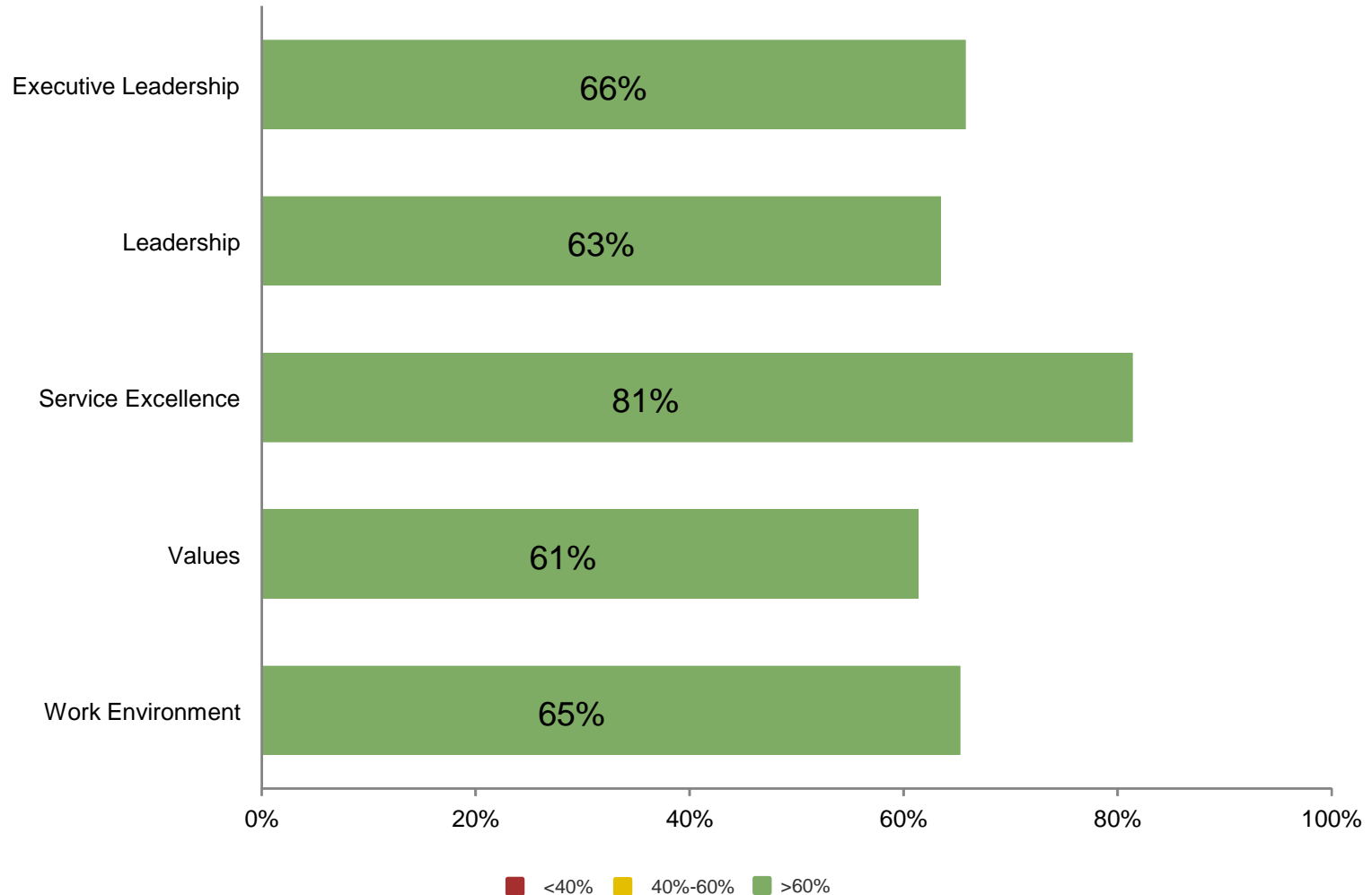
*Service Excellence: The ability and willingness to provide customer satisfaction through timely, proactive and knowledgeable actions that go the “extra mile”, while effectively managing customer expectations in context of the County’s priorities, policies and service delivery standards.*

*Values: The fundamental, guiding principles of our organization that dictate how we should behave with our colleagues, clients, guests, and community.*

*Work Environment: The conditions that exist to support an employee’s ability to perform job duties.*

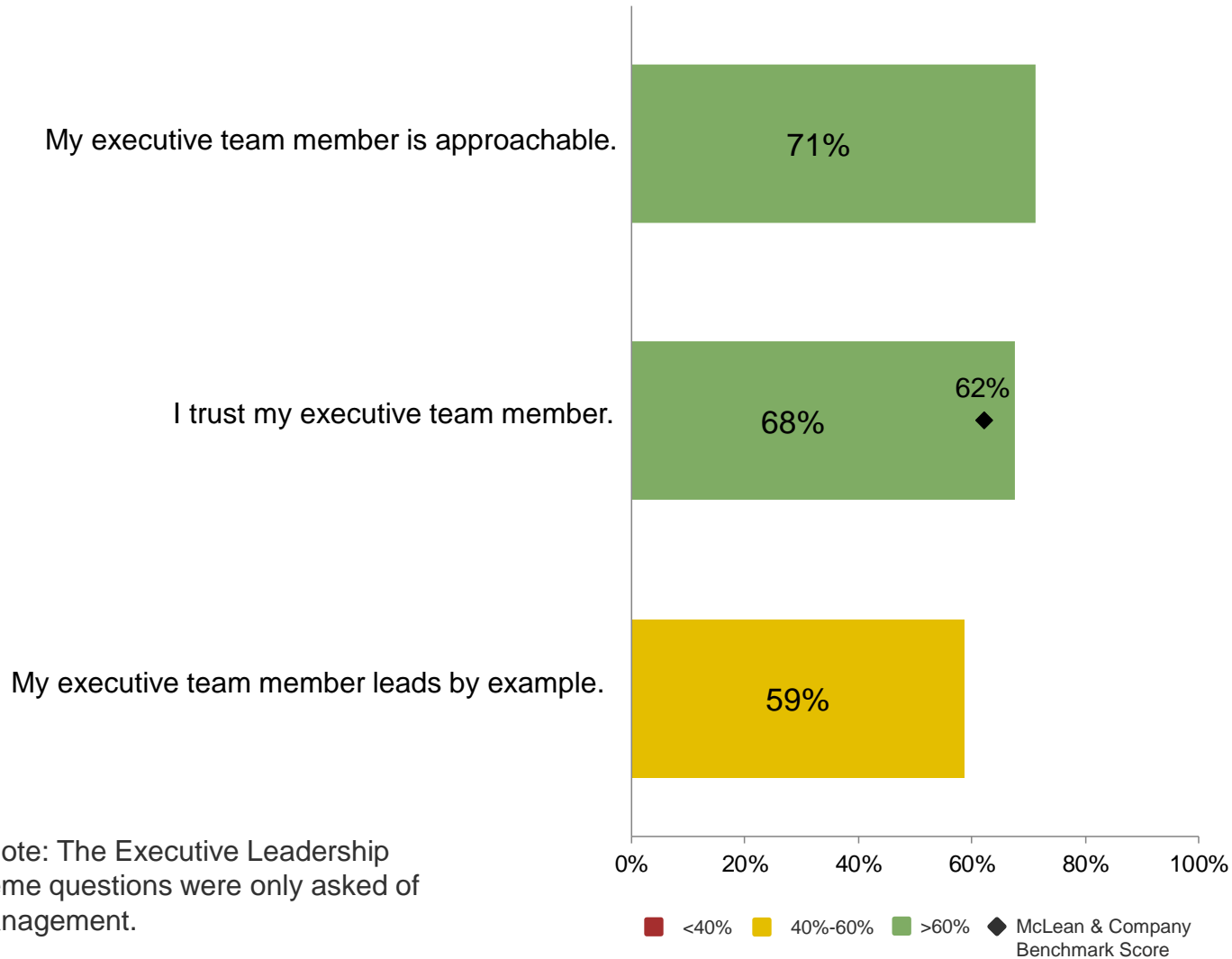
# 2017 Strathcona County Corporate High Level Theme Results

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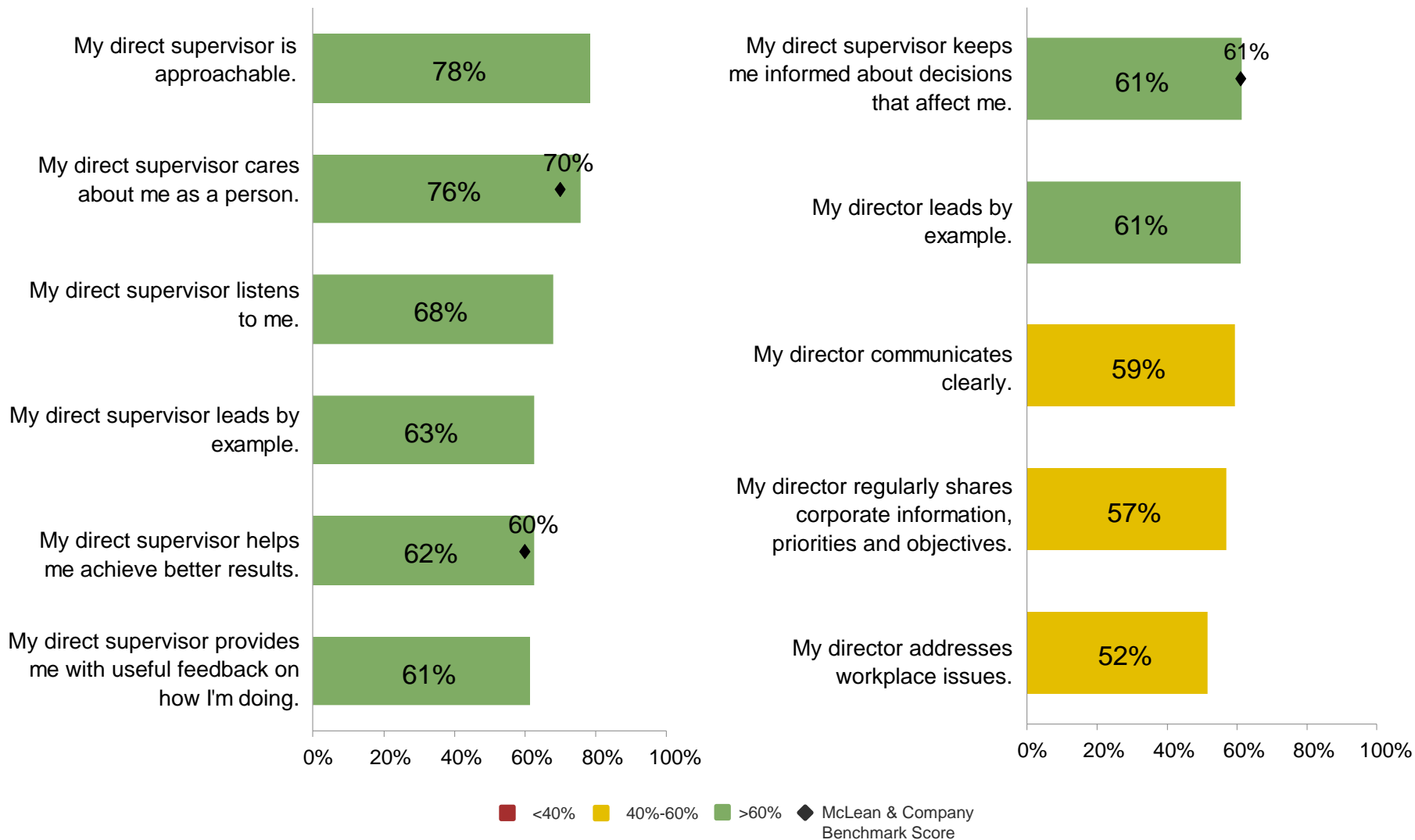
# 2017 Strathcona County Corporate Executive Leadership Results

*Executive Leadership: The relationship of management employees with Executive Team members.*



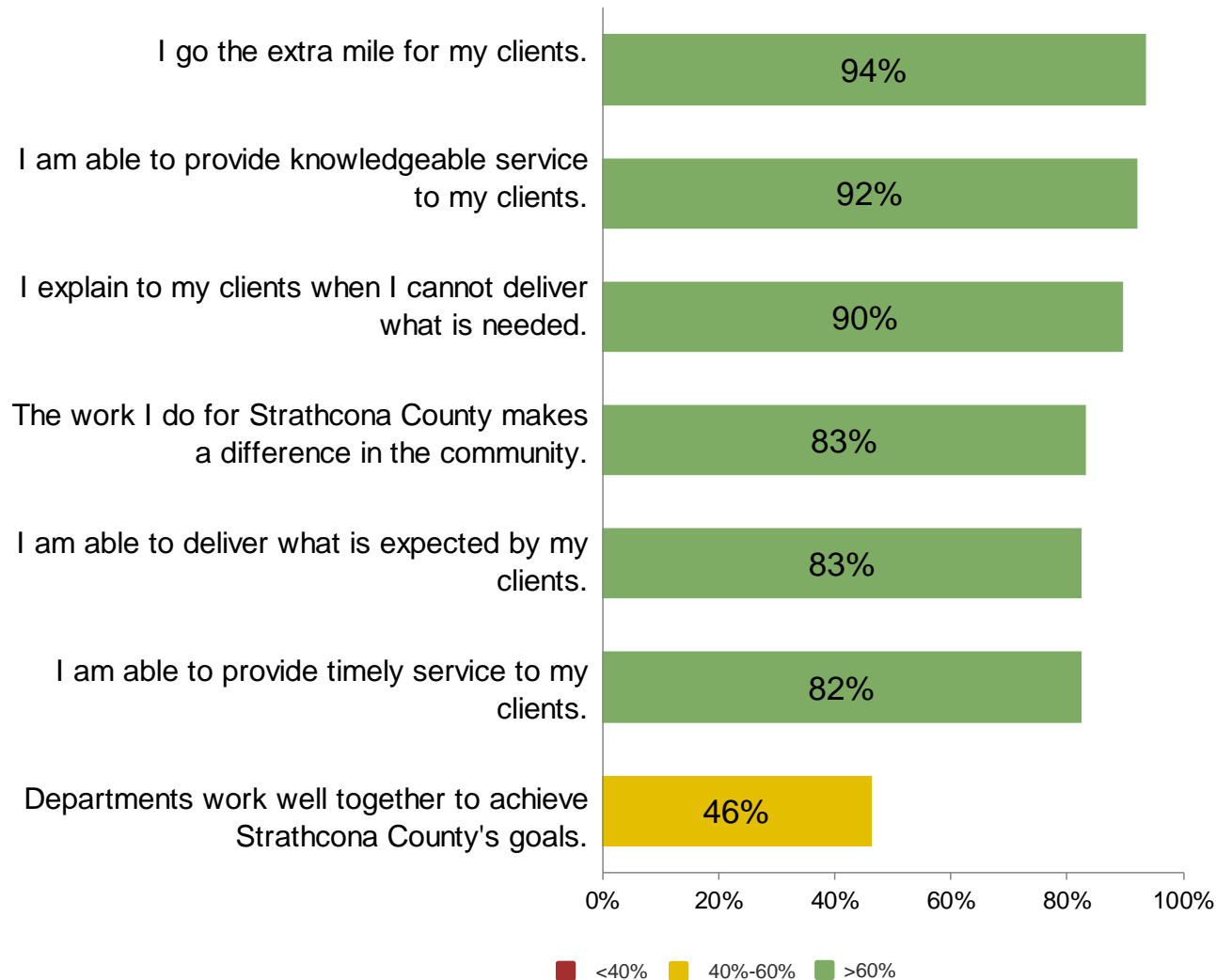
# 2017 Strathcona County Corporate Leadership Results

*Leadership: The relationship of employees with team leads, supervisors, managers, directors and Executive Team members.*



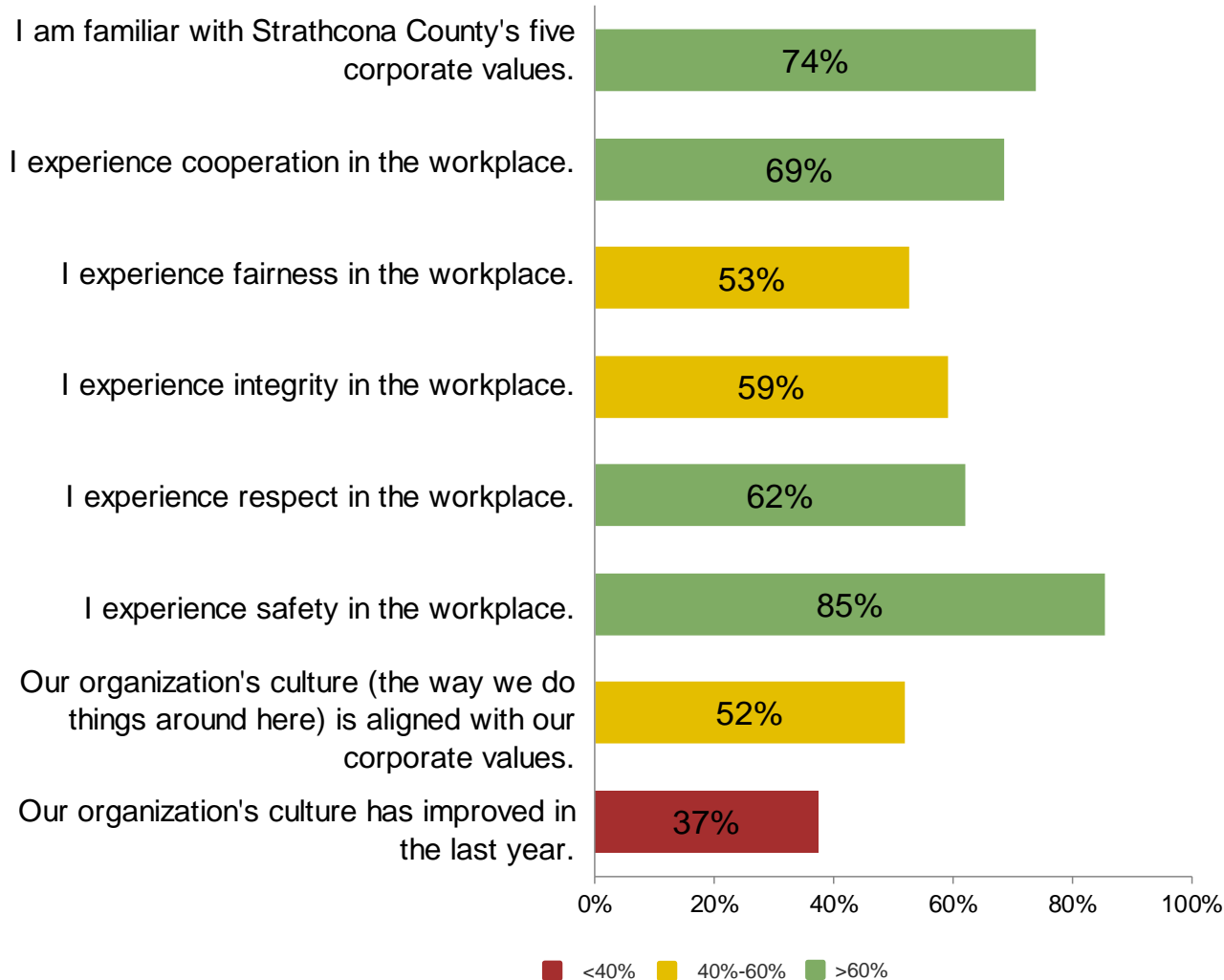
# 2017 Strathcona County Corporate Service Excellence Results

*Service Excellence: The ability and willingness to provide customer satisfaction through timely, proactive and knowledgeable actions that go the “extra mile”, while effectively managing customer expectations in context of the County’s priorities, policies and service delivery standards.*



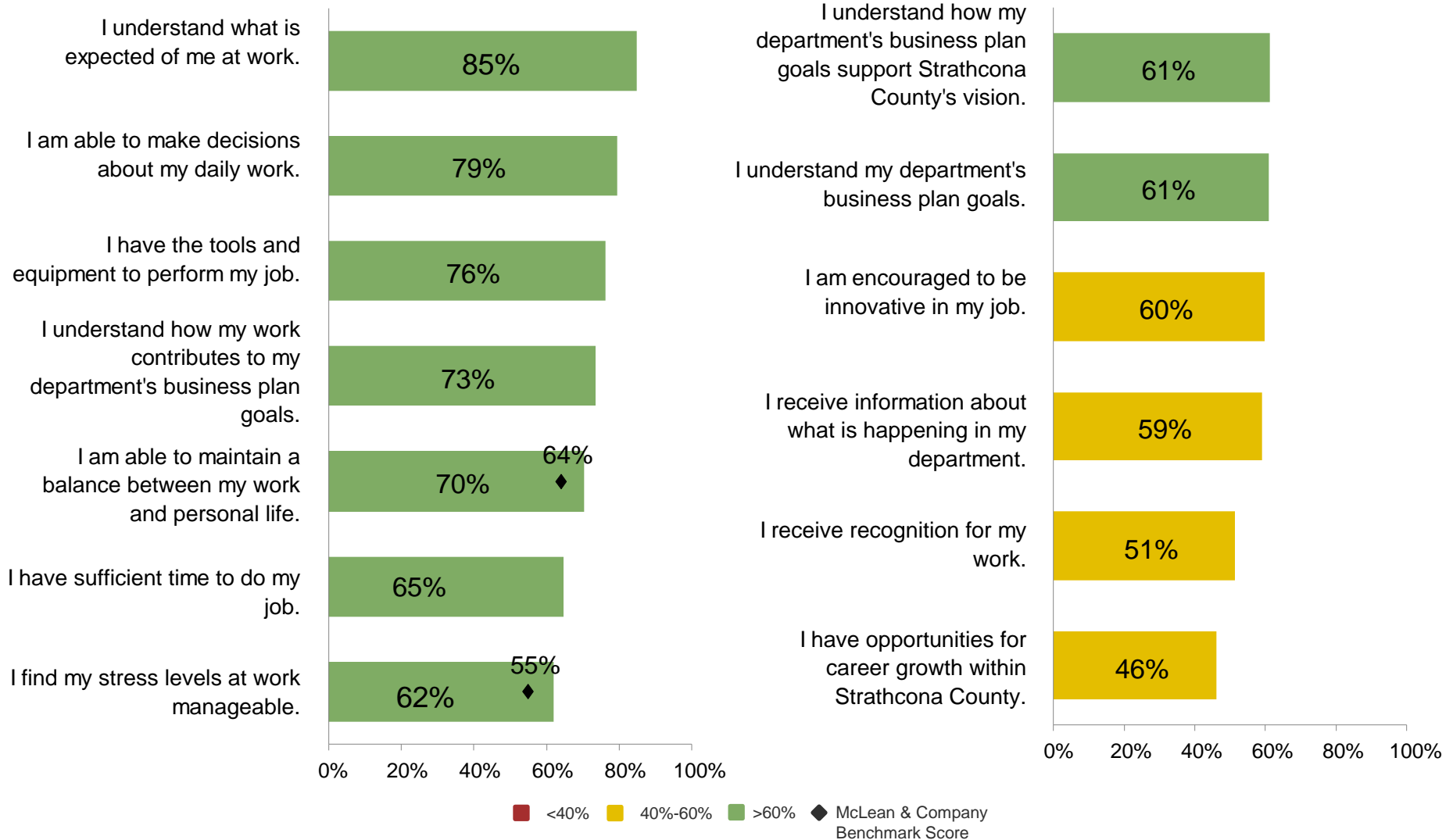
# 2017 Strathcona County Corporate Values Results

*Values: The fundamental, guiding principles of our organization that dictate how we should behave with our colleagues, clients, guests, and community.*



# 2017 Strathcona County Corporate Work Environment Results

*Work Environment: The conditions that exist to support an employee's ability to perform job duties.*



## 2017 Strathcona County Corporate Open-Ended Question Themes

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1. How would you describe Strathcona County's organizational culture?
  - a) Service to the community is the main objective. Employees are happy to be working at Strathcona County, where employees are supportive and helpful.
  - b) Inconsistent demonstration of Strathcona County's values. Many comments indicate that employees are personally aware of the values but don't feel leaders consistently model them.
  - c) Culture varies greatly between departments and divisions. Many comments indicate the culture is siloed and that there is no consistent culture prevalent across the organization.
  - d) Hierarchical culture. The communication style is described as being predominately top-down. There is little interaction between front line employees and the executive team.



## 2017 Strathcona County Corporate Open-Ended Question Themes

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2. What one suggestion would you offer to your department's management team?
- a) Improve communication. Provide more timely communication and ensure information is shared with all employees. Provide increased positive and direct feedback.
  - b) Increase involvement in decision making. Provide employees with more involvement in decision making and the opportunity to be heard.
  - c) Increase interaction. Provide more opportunities to interact formally and informally with leaders at all levels. As well, offer more opportunities to collaborate and interact with colleagues informally, such as through social events outside of work.
  - d) Respect employees. Provide equal opportunities for all employees of Strathcona County, and minimize favouritism. Ensure employees are recognized and appreciated.

## 2017 Strathcona County Corporate Open-Ended Question Themes

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3. If you could change one thing to make Strathcona County a better place to work, what would it be and how would you do it?

- a) Cross-department collaboration. Share information about what other departments are working on. Increase opportunities for cross-departmental interaction, collaboration; cross-training.
- b) Informal and formal interaction with colleagues. Provide more opportunities to network and build relationships with people from other departments through social events.
- c) Live the Strathcona County Values. Hold senior leaders accountable for modelling the values for all staff.
- d) Increase compensation and benefits.
- e) Improve communication. Increase transparency in communication. Provide more feedback to employees.
- f) Training and development. Ensure employees know about available opportunities for training and development. Share how they can advance their career within Strathcona County.

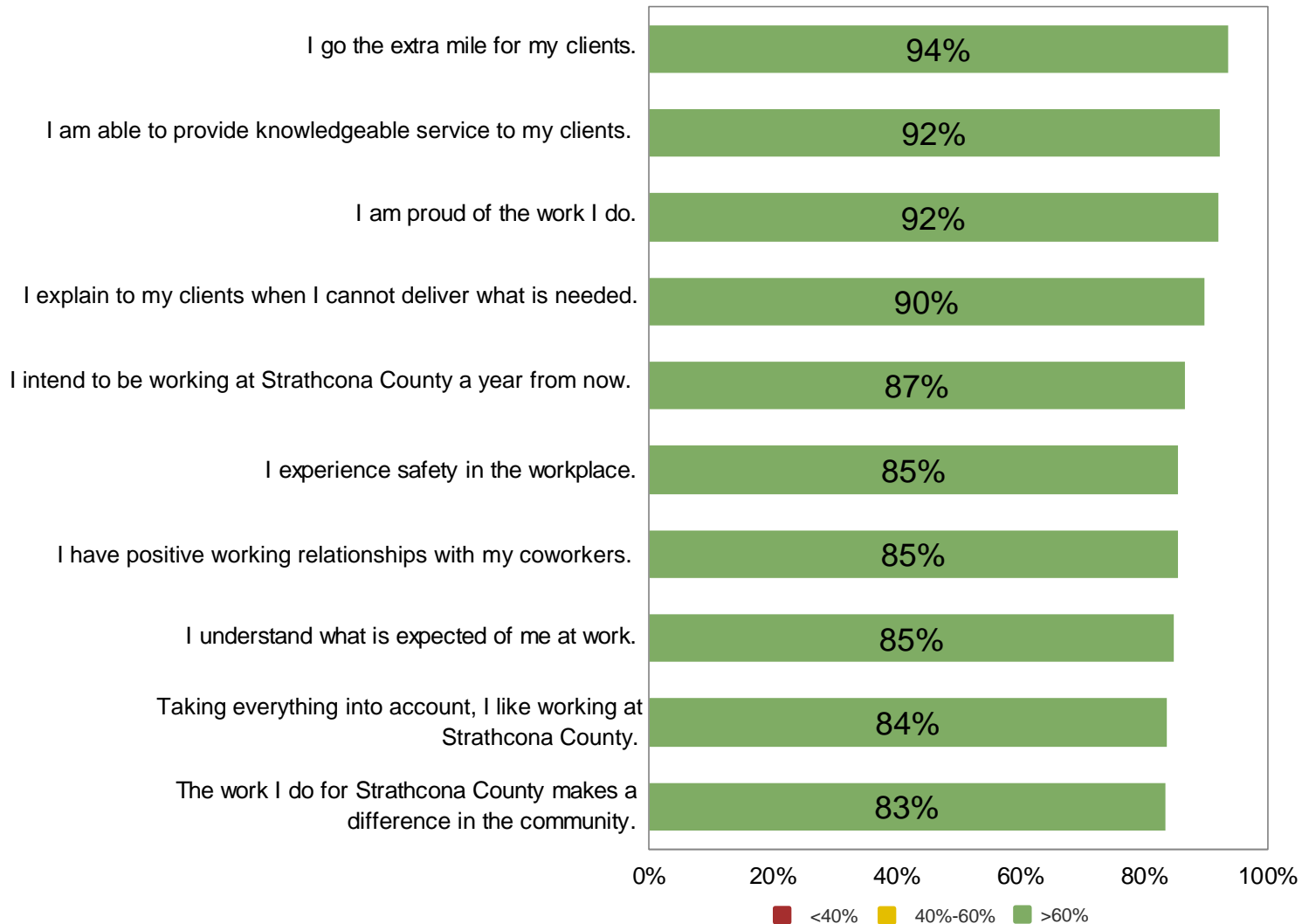
## 2017 Strathcona County Corporate Open-Ended Question Themes

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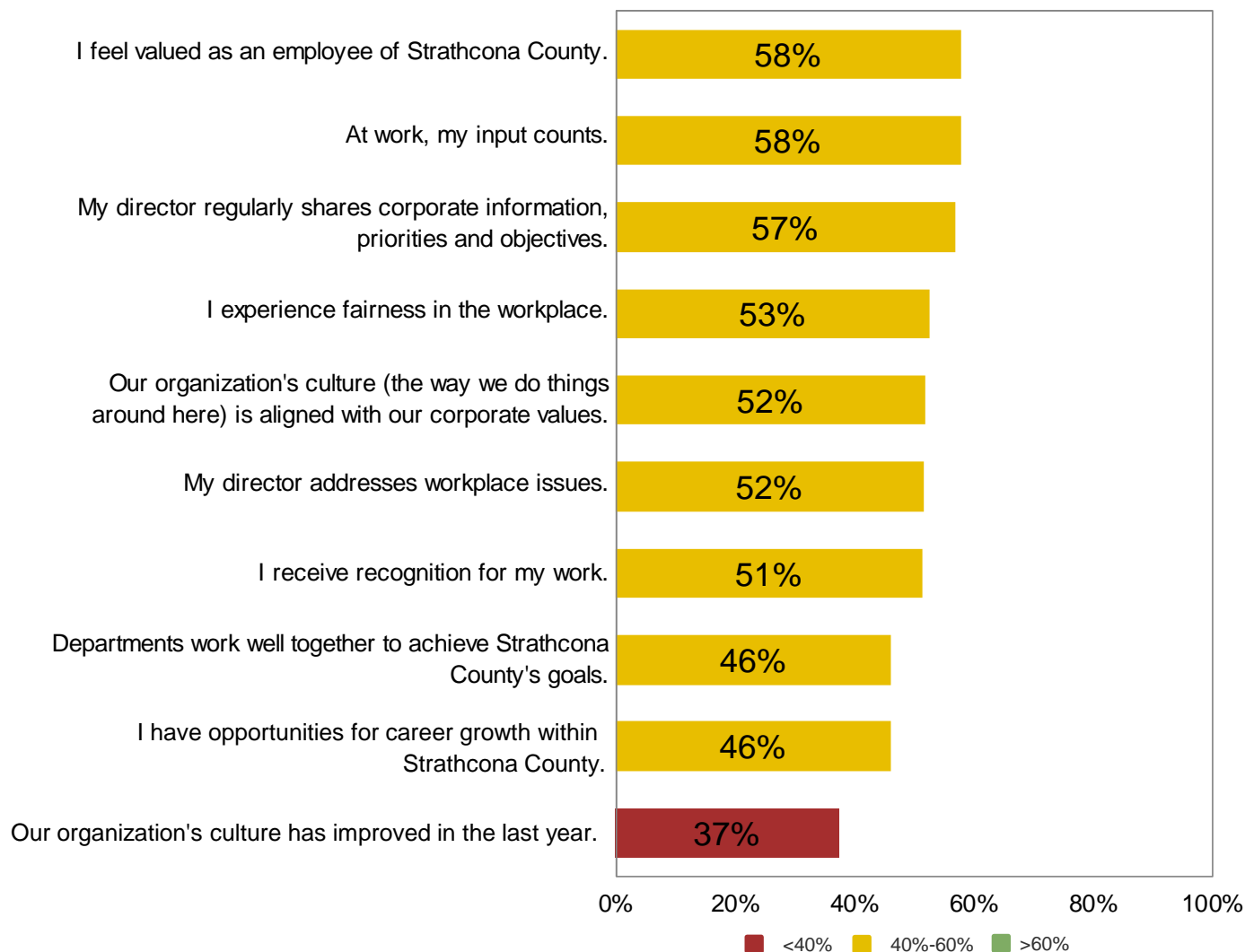
4. What is done well in your department?

- a) Excellent teamwork. Employees really like their team members, feel supported by one another, and indicate there is a friendly and positive work environment.
- b) Excellent service to residents and clients. Employees are dedicated and committed, they have excellent relationships with stakeholders and provide the highest level of customer service.
- c) Strong in-person communication. Employees cite staff meetings and regular one-on-one meetings as good communication vehicles.
- d) Good training and development opportunities.

## 2017 Strathcona County Corporate: 10 Highest Overall Scores



## 2017 Strathcona County Corporate: 10 Lowest Overall Scores



## Engagement Themes Relationships

Engagement Theme	Correlation with Engagement
Executive Leadership *	0.49
Leadership	0.76
Service Excellence	0.53
Values	0.77
Work Environment	0.79

\* Note: The Executive Leadership theme questions were only asked of management.

- Spearman's rank-order correlations ( $r_s$ ) are presented in the table to the left. These correlations express both the strength of association and direction of association between engagement and the given theme. A  $r_s$  value of zero indicates no association between the variables, while a value of 1 equates to a perfect positive association.
- Of the Engagement Themes, Work Environment had the strongest association to Engagement,  $r_s$  value of 0.79.
- Questions within each of the Engagement Themes showed a high degree of internal consistency.

## Internal Theme Consistency

	Standardized Cronbach's Alpha	Average Inter-item Correlation
Engagement	0.91	0.5
Executive Leadership	0.95	0.86
Leadership	0.94	0.61
Satisfaction	0.89	0.68
Service Excellence	0.79	0.39
Values	0.89	0.51
Work Environment	0.9	0.41

- Standardized Cronbach's Alpha is a measure of internal consistency. This statistic determines the extent to which all questions, within a particular theme, measure the same concept.
- Cronbach's alpha scores:
  - $1 > \alpha \geq 0.9$  = Excellent
    - Potentially some redundancy within the questions when  $\alpha \geq 0.90$ .
  - $0.9 > \alpha \geq 0.8$  = Good
  - $0.8 > \alpha \geq 0.7$  = Acceptable
- Average Inter-item correlation is the average of the correlations between the individual questions within a theme

\* Note: The Executive Leadership theme questions were only asked of management.