# Engagement Survey Results Corporate Results

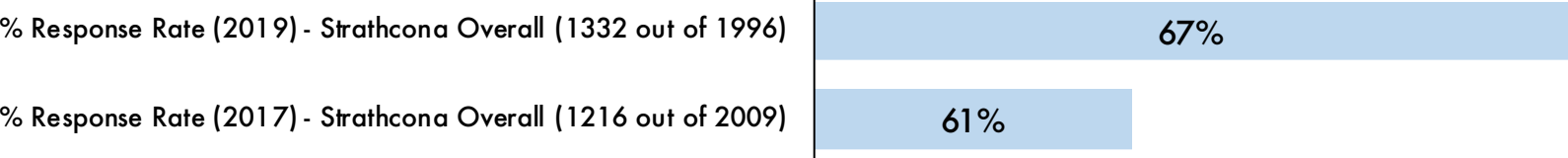Prepared for Strathcona County

WorkTango Inc.

June 3, 2019

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# Introduction

- Strathcona County conducted its 2019 Engagement Survey for its 1,996 employees via the WorkTango platform between April 3rd and April 18th
  - Strathcona County aims to develop <u>satisfied</u> and <u>engaged</u> employees; employees who seek for their needs to be met, are content completing their required duties and know that their work is making a difference so that they commit to achieving the organization's vision on a daily basis

- The employee survey will support our overall efforts to improve engagement of employees, and our collective efforts on the initiative. The survey aims to:

| IT IS | IT IS NOT |
|---|---|
| - A tool to understand employees' views | - An evaluative tool to assess leadership |
| - A tool for leaders to understand employee engagement themes / trends | - The only element in determining engagement initiatives |
| - A tool designed to identify opportunities | |
| - A snapshot of a % of employee data at a point in time | |

- Response rate for the survey is 67% overall; this represents a 6% increase over the last survey conducted in 2017 and continues the upward trend in participation since 2009
  - For organizations of Strathcona's size (in # of employees) and complexity, this response level is aligned around the 50th percentile; WorkTango considers a response rate of 70% or greater to be considered a strong level of response from employees

| | |
|---|---|
| % Response Rate (2019) - Strathcona Overall (1332 out of 1996) | 67% |
| % Response Rate (2017) - Strathcona Overall (1216 out of 2009) | 61% |

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# Background on Engagement

## What is Engagement?

- Employee engagement is a strong feeling of connection that employees have for their jobs, organization, managers or co-workers that leads them to strive to do their best work and ensure the organization succeeds.

# Response Rates by Division

Commissioner & Mayor's Office (30 out of 33) — 90.9%

Community Services (779 out of 1311) — 59.4%

Corporate Services (188 out of 231) — 81.4%

Financial & Strategic Management (67 out of 76) — 88.2%

Infrastructure & Planning Svc. (268 out of 345) — 77.7%
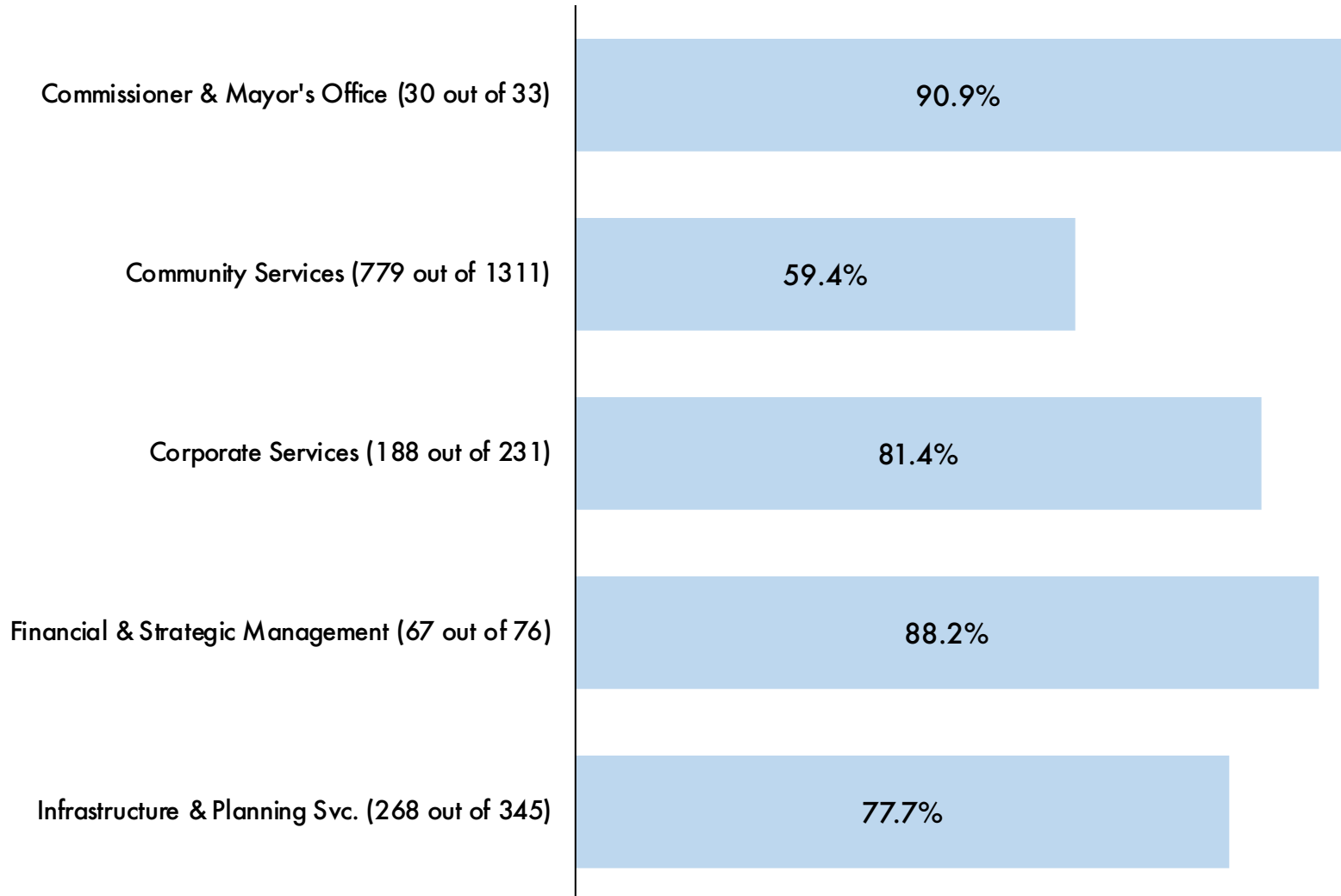
# Response Rates by Department

| Department | Response Rate |
|---|---|
| Assessment & Tax (14 out of 15) | 93.3% |
| Communications (13 out of 13) | 100.0% |
| Corporate Finance (35 out of 40) | 87.5% |
| Corporate Planning (10 out of 11) | 90.9% |
| Economic Development and Tourism (9 out of 9) | 100.0% |
| ERP Replacement Project (8 out of 10) | 80.0% |
| Executive Administration (17 out of 20) | 85.0% |
| Facility Services (39 out of 55) | 70.9% |
| Family and Community Services (80 out of 107) | 74.8% |
| Fleet Services (38 out of 50) | 76.0% |
| Human Resources (45 out of 51) | 88.2% |
| Information and Technology Services (54 out of 60) | 90.0% |
| Legislative and Legal Services (12 out of 15) | 80.0% |
| Planning and Development Services (64 out of 73) | 87.7% |
| RCMP and Enforcement Services (90 out of 119) | 75.6% |
| Recreation, Parks and Culture (365 out of 671) | 54.4% |
| Strathcona County Emergency Services (142 out of 247) | 57.5% |
| Transit (102 out of 167) | 61.1% |
| Transportation and Agriculture Services (82 out of 119) | 68.9% |
| Transportation Planning and Engineering (28 out of 33) | 84.8% |
| Utilities (85 out of 111) | 76.6% |

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# Next Steps

## Who is seeing the results?

| Who? | What? |
|------|-------|
| Chief Commissioner | All - including open-ended 'as-is' comments |
| Executive Team | Their division results and their division's open-ended 'as-is' comments |
| Directors | Their department results and their department's open-ended 'as-is' comments |
| Managers* | Their branch results and their department's open-ended 'as-is' comments |
| Employees | Their department and corporate summary results |

*Open-end 'as-is' comments will be shared by directors with managers
Note: Anonymity threshold of 5 for each attribute/category filter must exist

## Timeline of Action Planning

Work Tango Leader Training
June 10 - 11

Employee Corporate Results Sessions
June & July 2019

Department Results Shared
July & August 2019

Action Plan Creation
Fall 2019

▪ For further information, please consult the survey support team

# How to Interpret Engagement Results

- The 56 rating-based questions (i.e., scored on a 1 to 6 scale, from 'strongly disagree' to 'strongly agree') for the 2019 Engagement Survey has been grouped into the following six categories:
  - Engagement
  - Satisfaction
  - Work Environment
  - Leadership
  - Values
  - Service Excellence

- Scores for the survey for the purposes of reporting are divided into "negative", "neutral" and "positive" levels, and all results in this report will follow this graphical representation of results:

| Negative | | Neutral | | Positive | |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
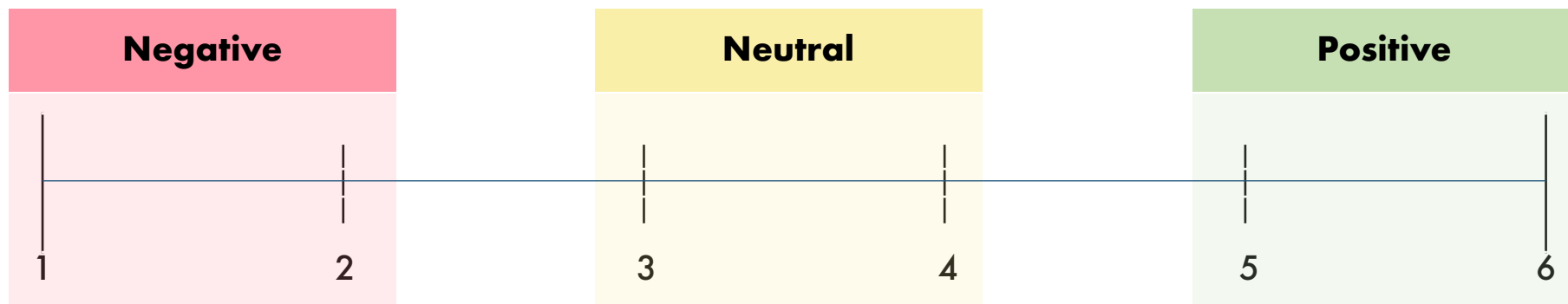
- Proportions of each grouping reflect the proportion of total responses which fall under each category; note that values may not add up to 100% due to rounding

- Data shown is adherent to WorkTango's "anonymity threshold" and Employee Promise; please contact your survey support team or WorkTango support for further details
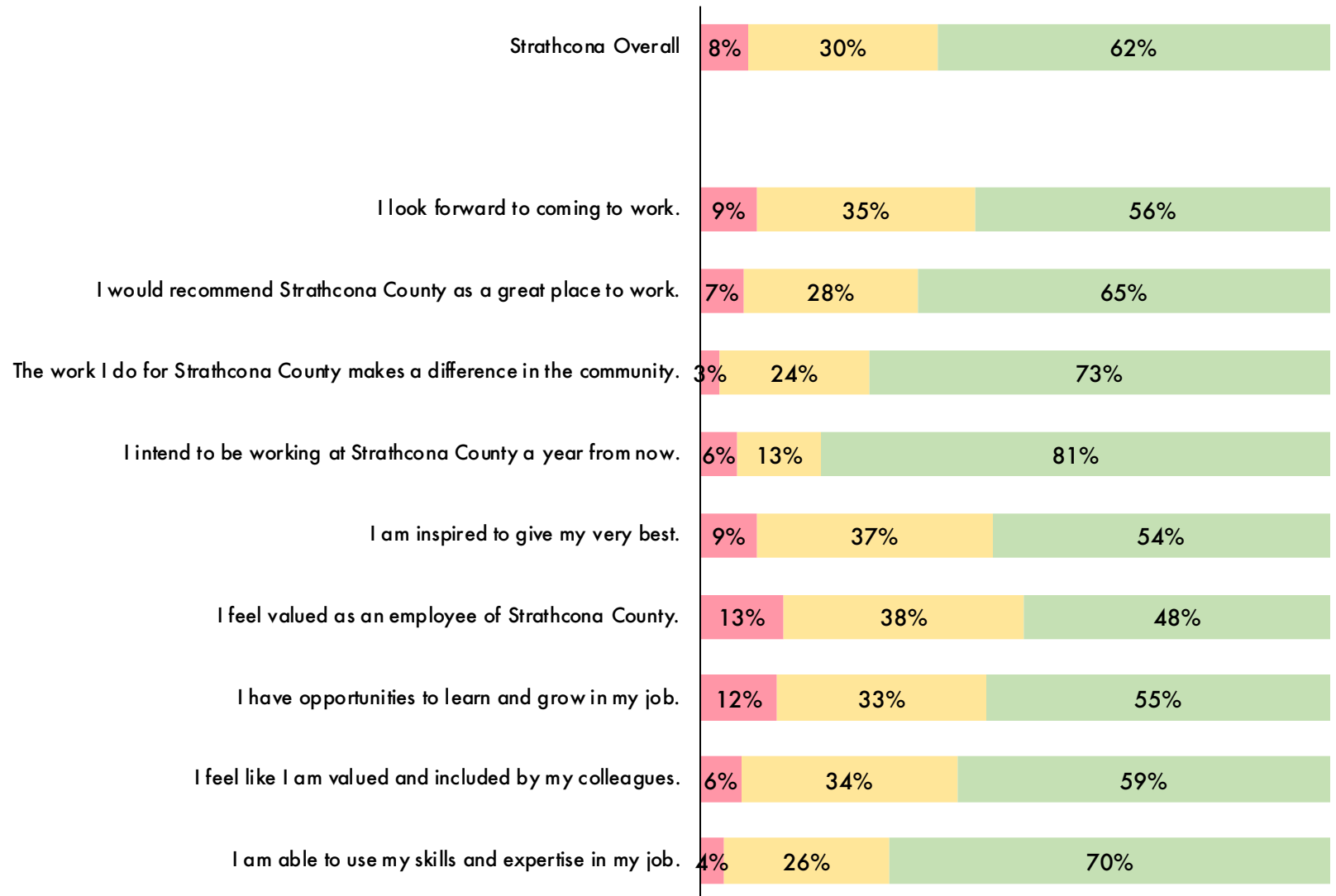
# Engagement Results
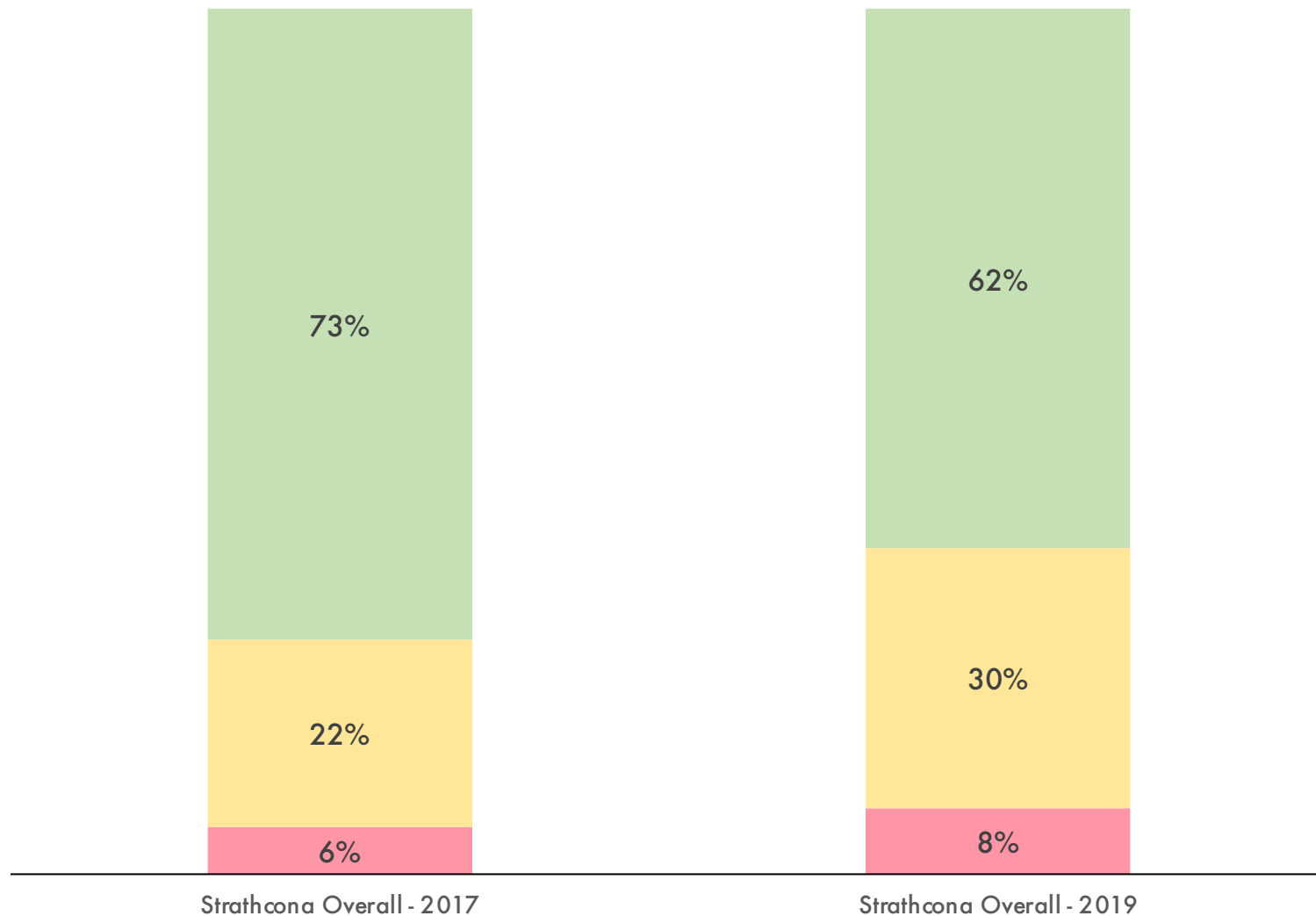
# Engagement Results
## *Results by Engagement Question*

| Question | Negative | Neutral | Positive |
|---|---|---|---|
| Strathcona Overall | 8% | 30% | 62% |
| I look forward to coming to work. | 9% | 35% | 56% |
| I would recommend Strathcona County as a great place to work. | 7% | 28% | 65% |
| The work I do for Strathcona County makes a difference in the community. | 3% | 24% | 73% |
| I intend to be working at Strathcona County a year from now. | 6% | 13% | 81% |
| I am inspired to give my very best. | 9% | 37% | 54% |
| I feel valued as an employee of Strathcona County. | 13% | 38% | 48% |
| I have opportunities to learn and grow in my job. | 12% | 33% | 55% |
| I feel like I am valued and included by my colleagues. | 6% | 34% | 59% |
| I am able to use my skills and expertise in my job. | 4% | 26% | 70% |

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

# Engagement Results
*2017 vs. 2019*



73%

22%

6%

Strathcona Overall - 2017

62%

30%

8%

Strathcona Overall - 2019

**Note: Values may not add to 100% due to rounding.**

# Engagement Results
*by Employee Type*
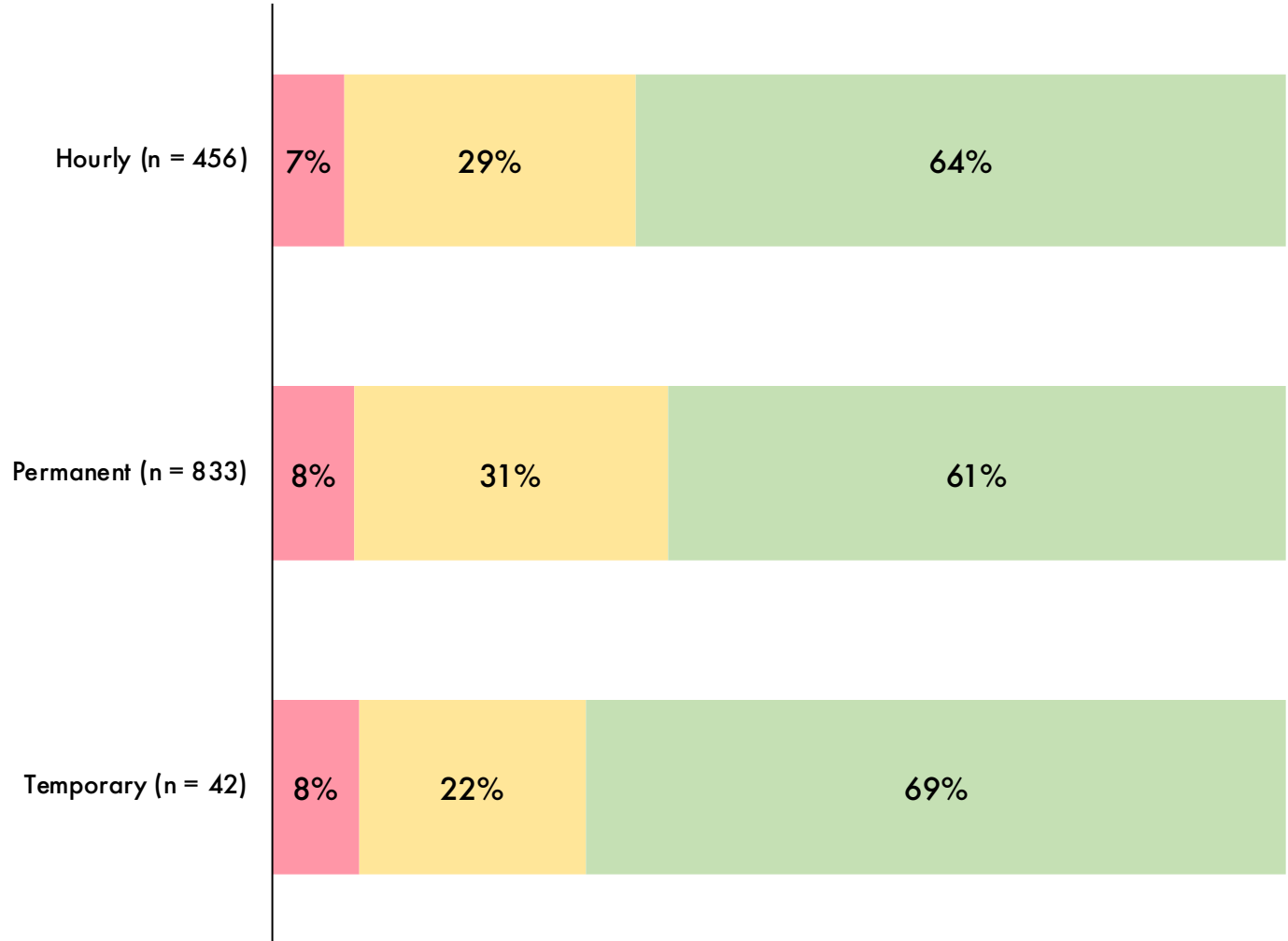
# Engagement Results
*by Gender*
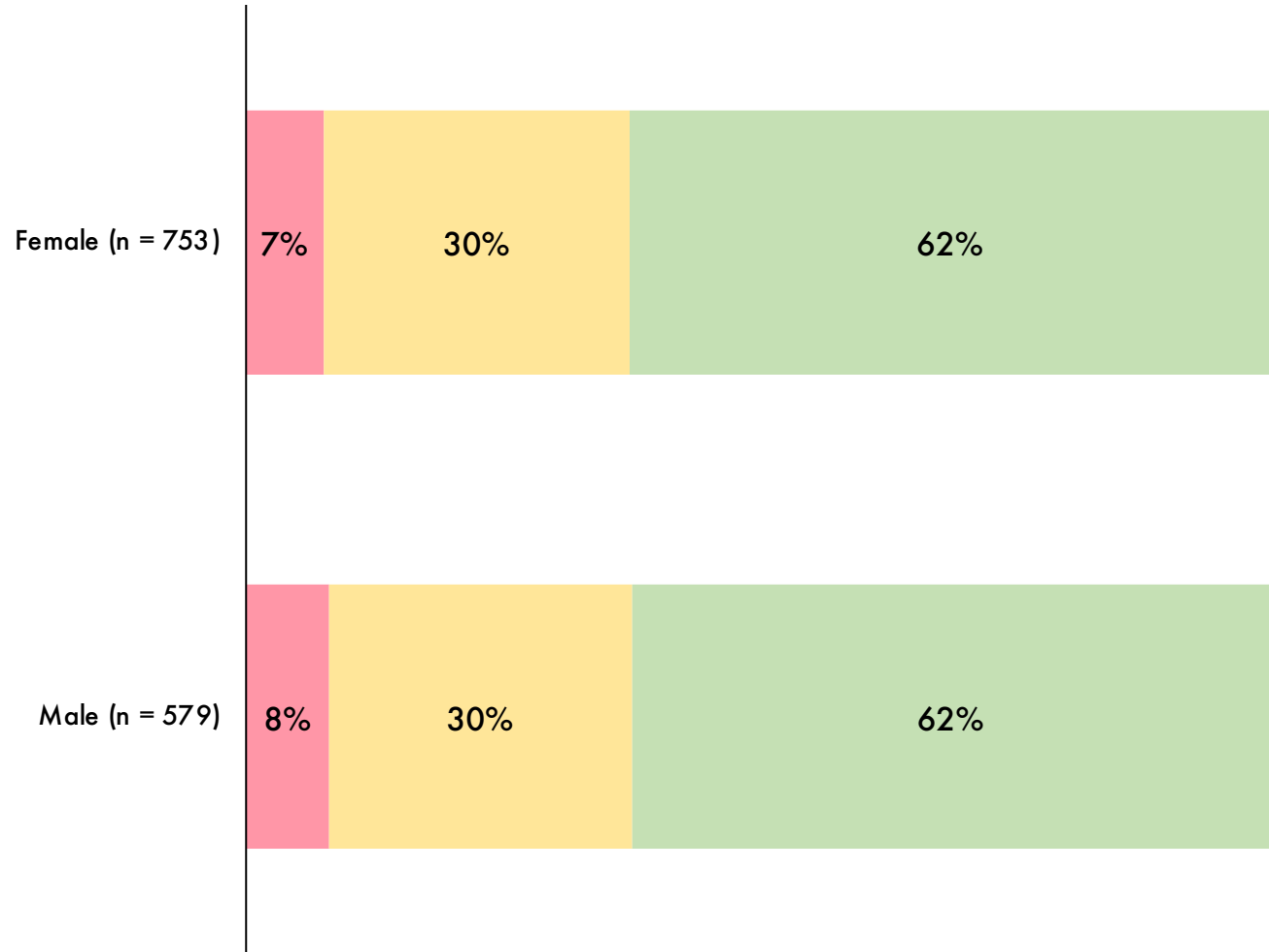


Female (n = 753)  7%  30%  62%

Male (n = 579)  8%  30%  62%

# Engagement Results
*by Generational Cohort*
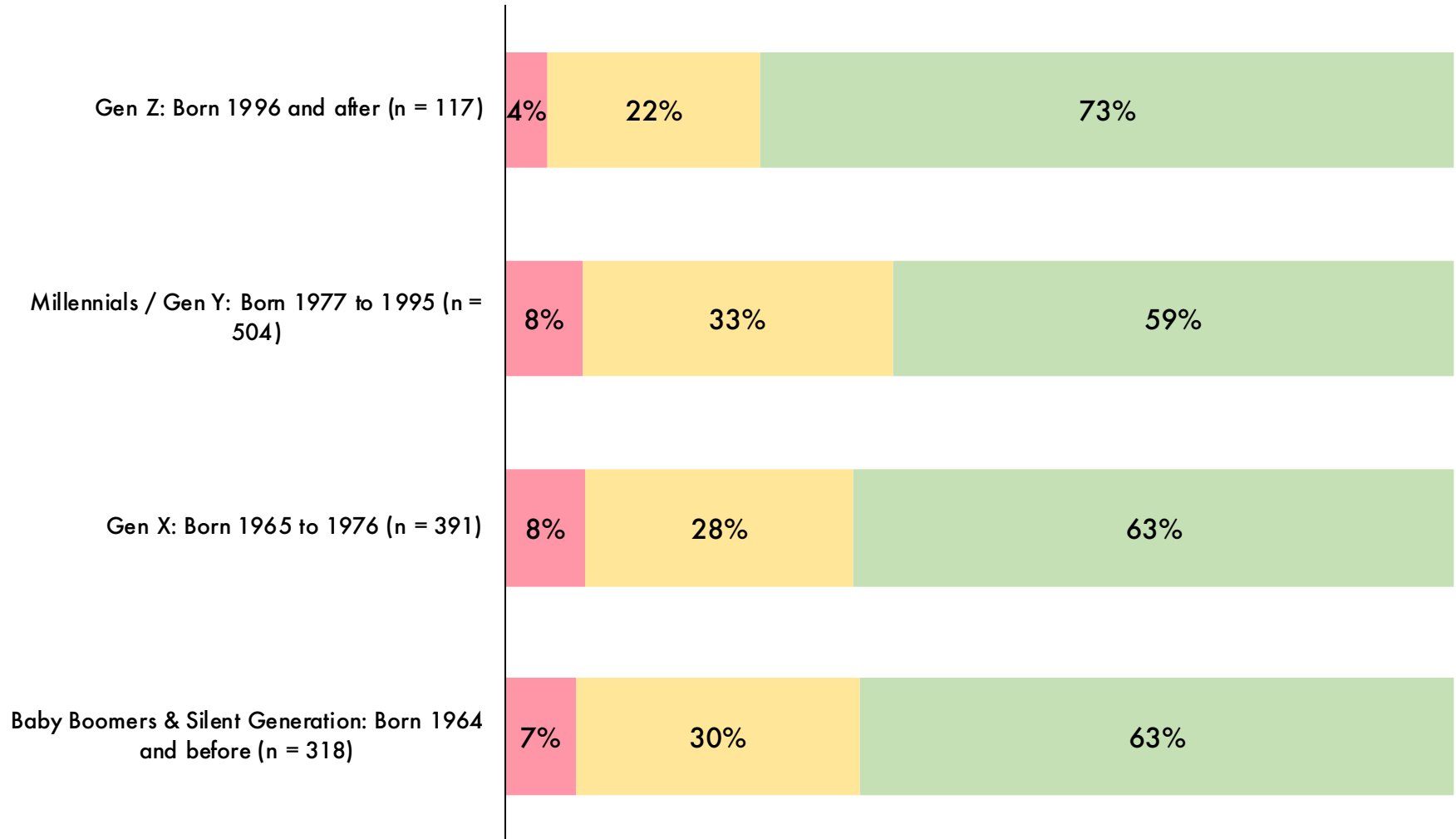


Gen Z: Born 1996 and after (n = 117): 4% | 22% | 73%

Millennials / Gen Y: Born 1977 to 1995 (n = 504): 8% | 33% | 59%

Gen X: Born 1965 to 1976 (n = 391): 8% | 28% | 63%

Baby Boomers & Silent Generation: Born 1964 and before (n = 318): 7% | 30% | 63%

# Engagement Results
*by Job Family*
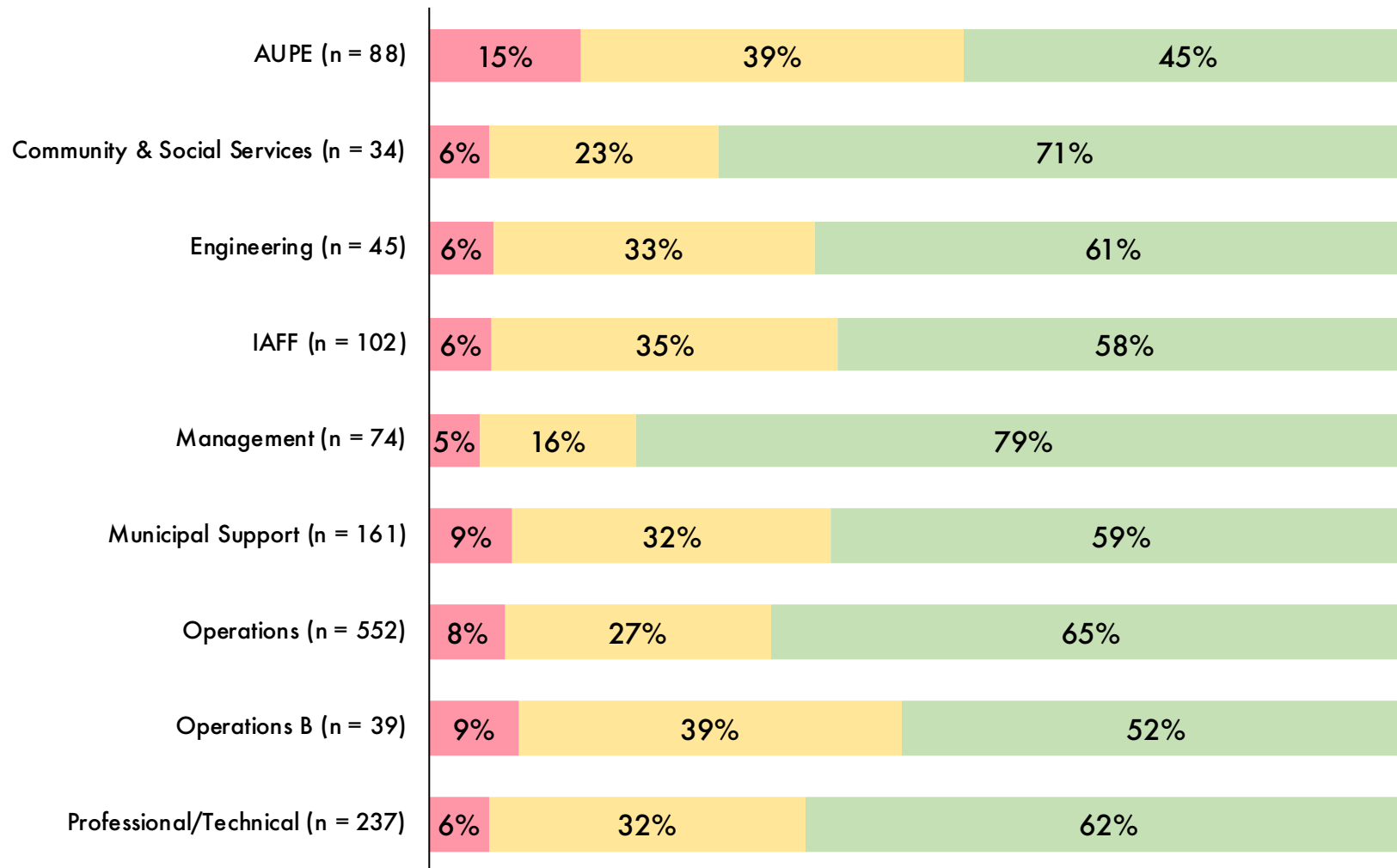


| Job Family | Disengaged | Neutral | Engaged |
|---|---|---|---|
| AUPE (n = 88) | 15% | 39% | 45% |
| Community & Social Services (n = 34) | 6% | 23% | 71% |
| Engineering (n = 45) | 6% | 33% | 61% |
| IAFF (n = 102) | 6% | 35% | 58% |
| Management (n = 74) | 5% | 16% | 79% |
| Municipal Support (n = 161) | 9% | 32% | 59% |
| Operations (n = 552) | 8% | 27% | 65% |
| Operations B (n = 39) | 9% | 39% | 52% |
| Professional/Technical (n = 237) | 6% | 32% | 62% |

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

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# Engagement Results
*by Tenure Range*
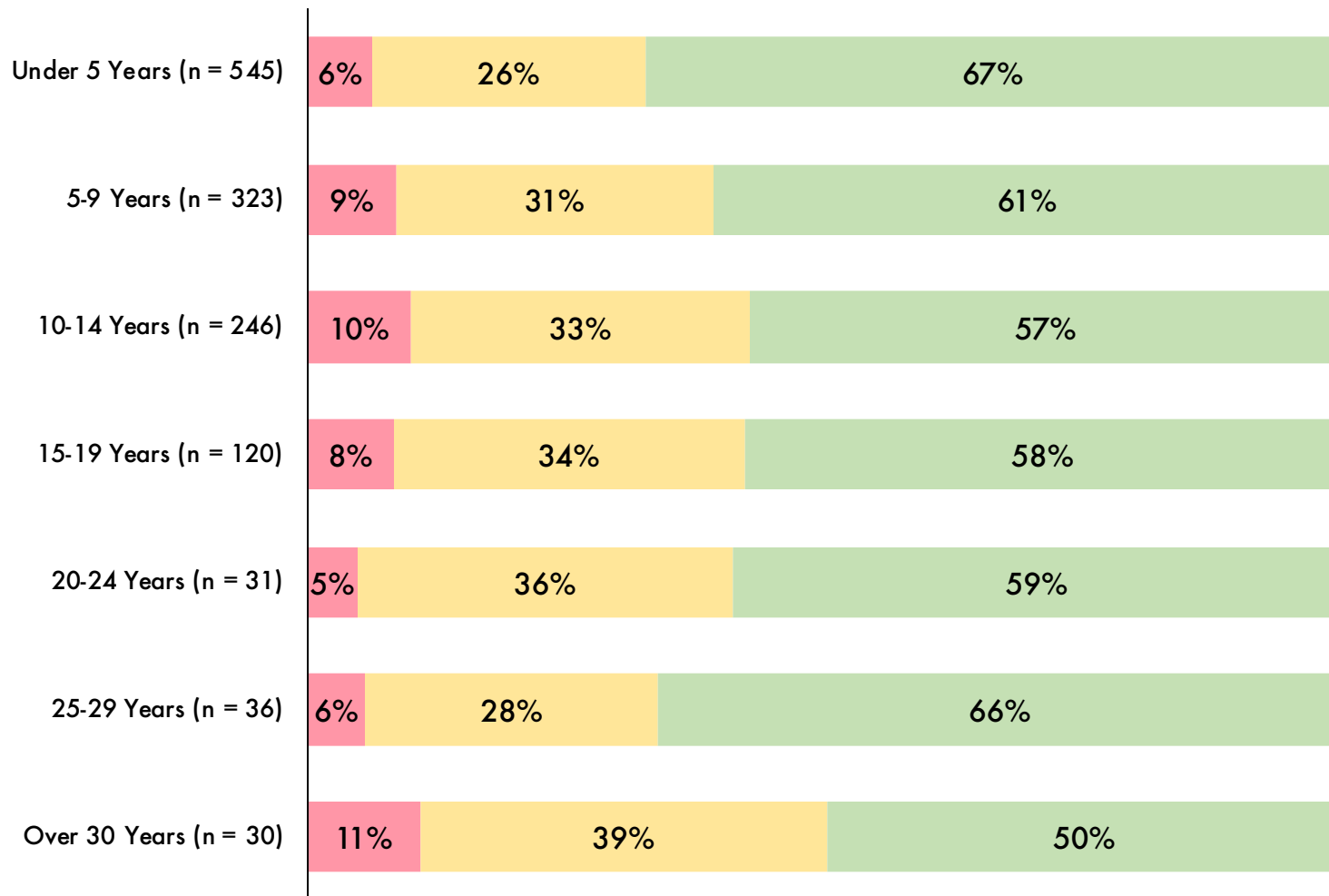
| Tenure Range | Red | Yellow | Green |
|---|---|---|---|
| Under 5 Years (n = 545) | 6% | 26% | 67% |
| 5-9 Years (n = 323) | 9% | 31% | 61% |
| 10-14 Years (n = 246) | 10% | 33% | 57% |
| 15-19 Years (n = 120) | 8% | 34% | 58% |
| 20-24 Years (n = 31) | 5% | 36% | 59% |
| 25-29 Years (n = 36) | 6% | 28% | 66% |
| Over 30 Years (n = 30) | 11% | 39% | 50% |

# Engagement Results
*by Survey Category*
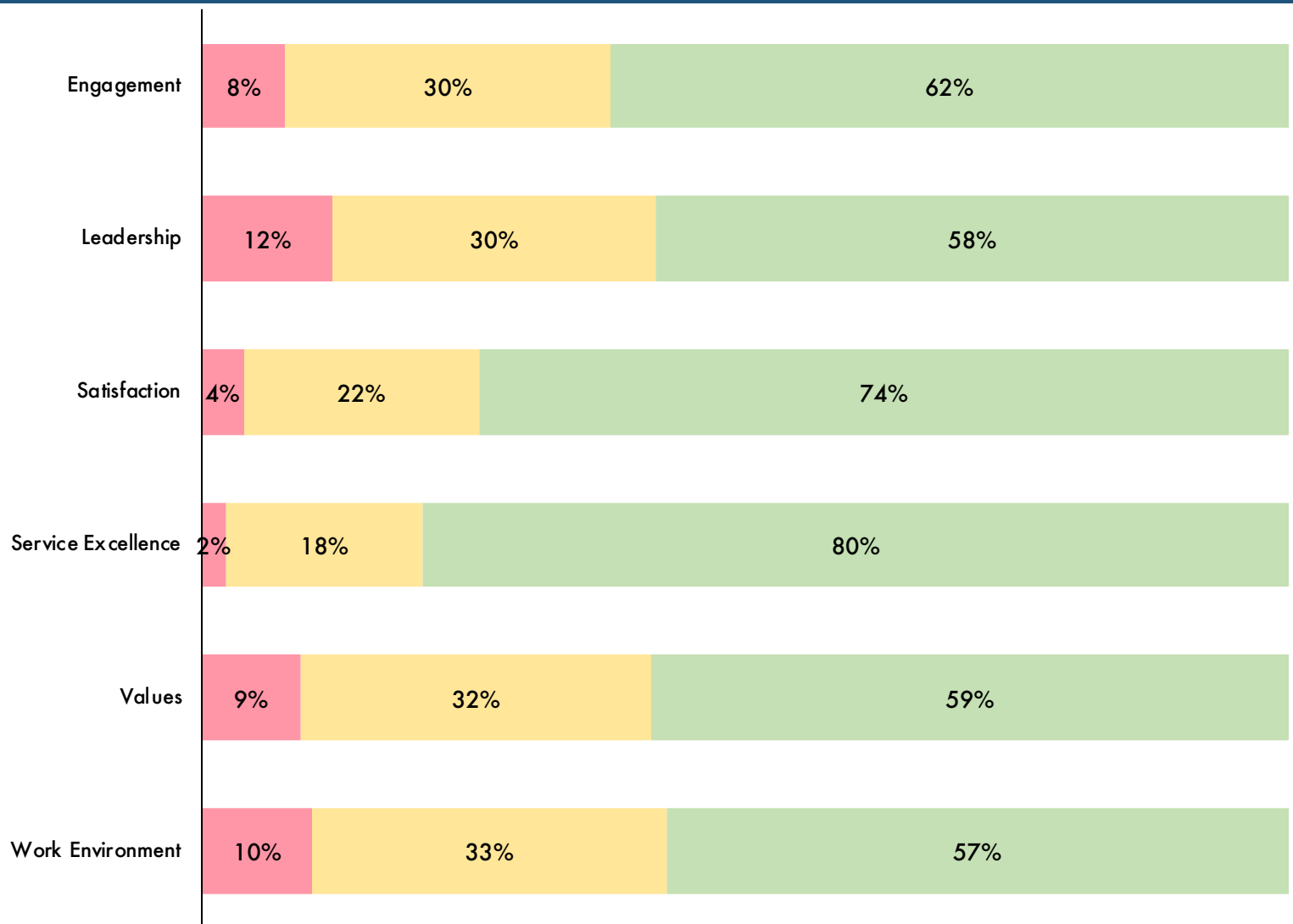
# Engagement Results
*Results vs. External Benchmarks*

- To validate the scores being included as "Engagement" category questions, WorkTango has benchmarked the average sentiment for each question against its database of organizations that have included the same questions in surveys
  - This group of organizations includes North American organizations with 1,000 to 5,000 employees
    - Data is specific to <u>corporate</u> level results - this ensures that values are robust and reflects a similarly sized sample across benchmarks
  - Strathcona trails the external market on nearly all engagement questions; consideration should be given towards emphasizing initiatives that help employees feel valued, empowered and growing

| | STRATHCONA COUNTY | W | ▲ / ▼ |
|---|---|---|---|
| I intend to be working at Strathcona County a year from now. | 80.8% | 75.6% | 5.2% |
| The work I do for Strathcona County makes a difference in the community. | 73.3% | 74.9% | -1.6% |
| I am able to use my skills and expertise in my job. | 69.9% | 73.9% | -4.0% |
| I would recommend Strathcona County as a great place to work. | 65.5% | 76.1% | -10.7% |
| I feel like I am valued and included by my colleagues. | 59.1% | 72.7% | -13.6% |
| I look forward to coming to work. | 56.4% | 70.0% | -13.6% |
| I have opportunities to learn and grow in my job. | 54.6% | 75.1% | -20.5% |
| I am inspired to give my very best. | 53.7% | 76.4% | -22.8% |
| I feel valued as an employee of Strathcona County. | 48.5% | 77.7% | -29.3% |

# Engagement Results
*Effect of Categories on Overall Engagement*

- To measure the internal validity of each survey category, a regression analysis was conducted to assess the correlation between each theme and the engagement category questions
  - An r-squared value (between 0 and 1) is shown for each theme; the higher the value, the stronger the overall correlation to engagement
  - To ensure the analysis is robust (i.e., there are sufficient data points to generate a statistically significant result), results below reflect regressions based on <u>corporate</u> level results

| Engagement Category | Correlation with Engagement Questions (r-squared) |
|---|---|
| Leadership | 0.467 |
| Satisfaction | 0.698 |
| Service Excellence | 0.507 |
| Values | 0.626 |
| Work Environment | 0.660 |

- All measures have an r-squared value of 0.45 or higher - this means that all of these categories have a significant effect on overall employee engagement
  - The most significant categories on engagement include "Satisfaction" and "Work Environment", with r-squared values of 0.698 and 0.660 respectively

# Engagement Results by Category - Diversity & Inclusion
## *by Question*

- For 2019, four questions were included in the survey to assess sentiment around diversity and inclusion at Strathcona; below results are highlighted by question at the <u>corporate</u> level
  - The Diversity & Inclusion category was not included as part of engagement results as it is not considered a typical measure of engagement; from WorkTango's experience, organizations are increasingly incorporating elements of diversity & inclusion into their engagement surveys
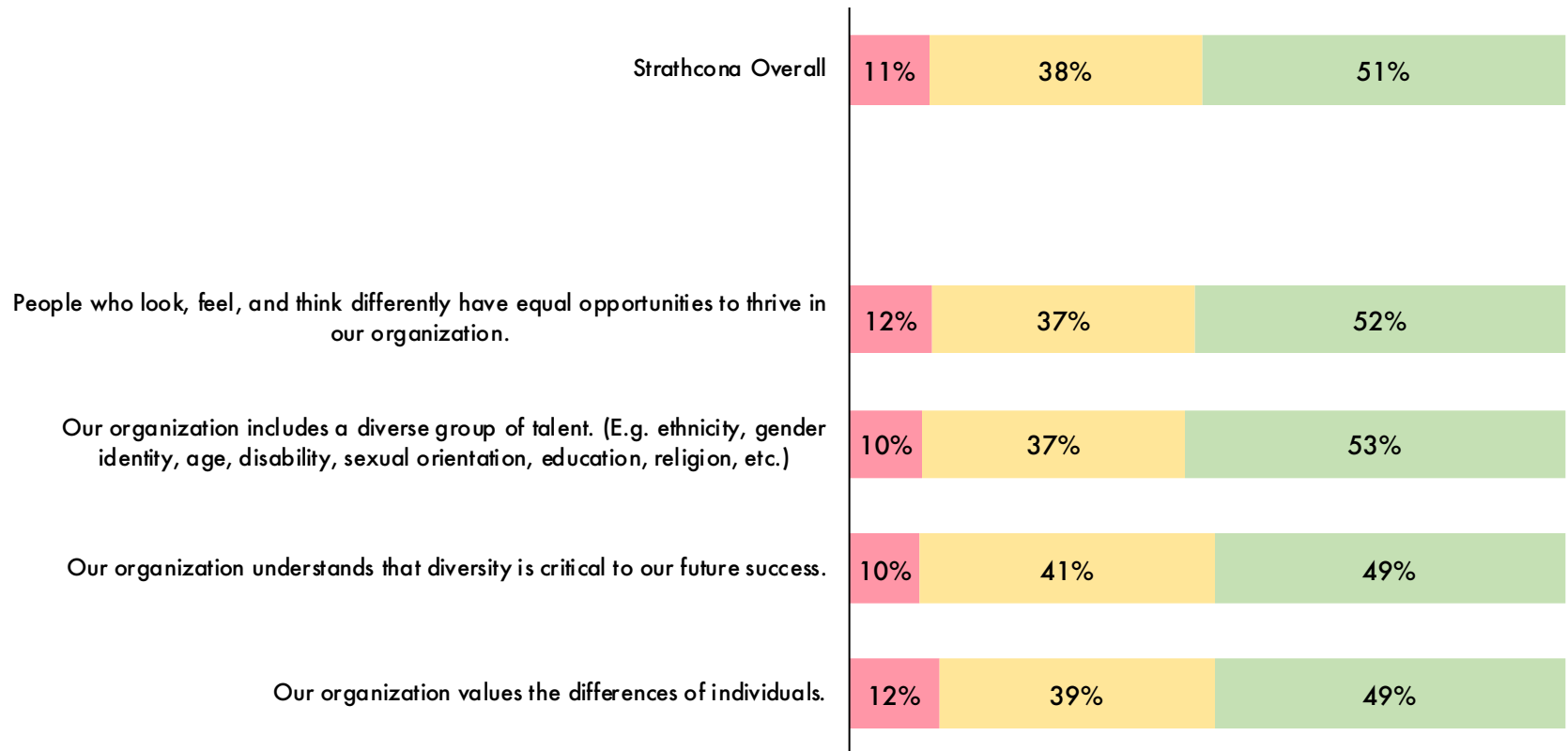
| | Red | Yellow | Green |
|---|---|---|---|
| Strathcona Overall | 11% | 38% | 51% |
| People who look, feel, and think differently have equal opportunities to thrive in our organization. | 12% | 37% | 52% |
| Our organization includes a diverse group of talent. (E.g. ethnicity, gender identity, age, disability, sexual orientation, education, religion, etc.) | 10% | 37% | 53% |
| Our organization understands that diversity is critical to our future success. | 10% | 41% | 49% |
| Our organization values the differences of individuals. | 12% | 39% | 49% |

# Results by Category

# Results by Category - Leadership
## *by Question*

| Question | Negative | Neutral | Positive |
|---|---|---|---|
| Strathcona Overall | 12% | 30% | 58% |
| Executive Team members lead by example. | 15% | 45% | 41% |
| My department director leads by example. | 12% | 31% | 56% |
| My department manager leads by example. | 14% | 32% | 54% |
| My direct supervisor leads by example. | 13% | 28% | 58% |
| My direct supervisor regularly shares corporate information, priorities and objectives. | 12% | 34% | 55% |
| My direct supervisor addresses workplace issues. | 14% | 31% | 55% |
| My direct supervisor communicates clearly. | 11% | 29% | 60% |
| My direct supervisor keeps me informed about decisions that affect me. | 13% | 29% | 58% |
| My direct supervisor listens to me. | 11% | 26% | 63% |
| My direct supervisor provides me with useful feedback on how I'm doing. | 13% | 31% | 56% |
| My direct supervisor helps me achieve better results. | 11% | 27% | 62% |
| My direct supervisor is approachable. | 7% | 21% | 71% |
| My direct supervisor cares about me as a person. | 10% | 23% | 68% |

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

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# Results by Category - Leadership
## *2017 vs. 2019*
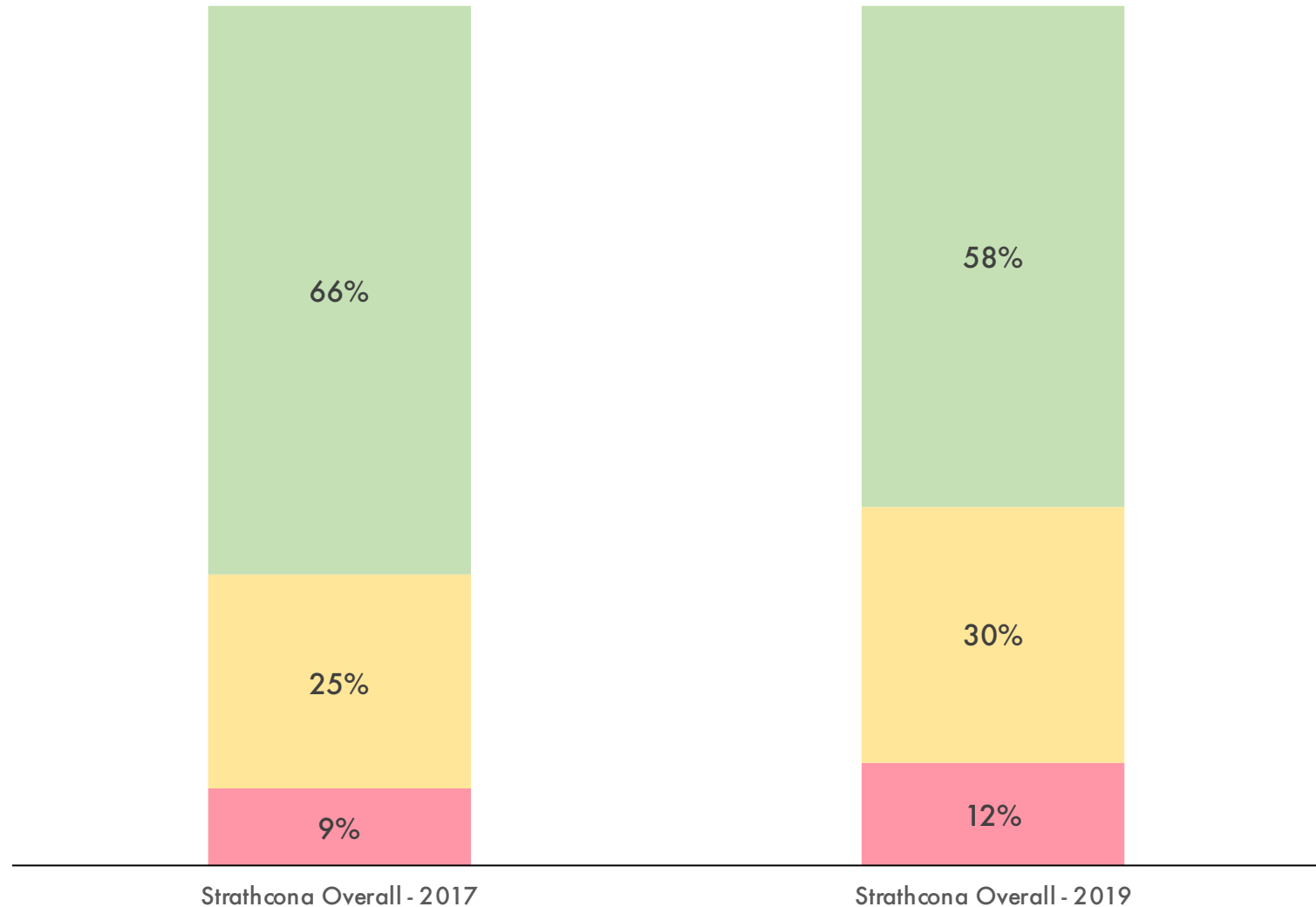


66%

25%

9%

Strathcona Overall - 2017

58%

30%

12%

Strathcona Overall - 2019

**Note: Values may not add to 100% due to rounding.**

# Results by Category - Satisfaction
*by Question*
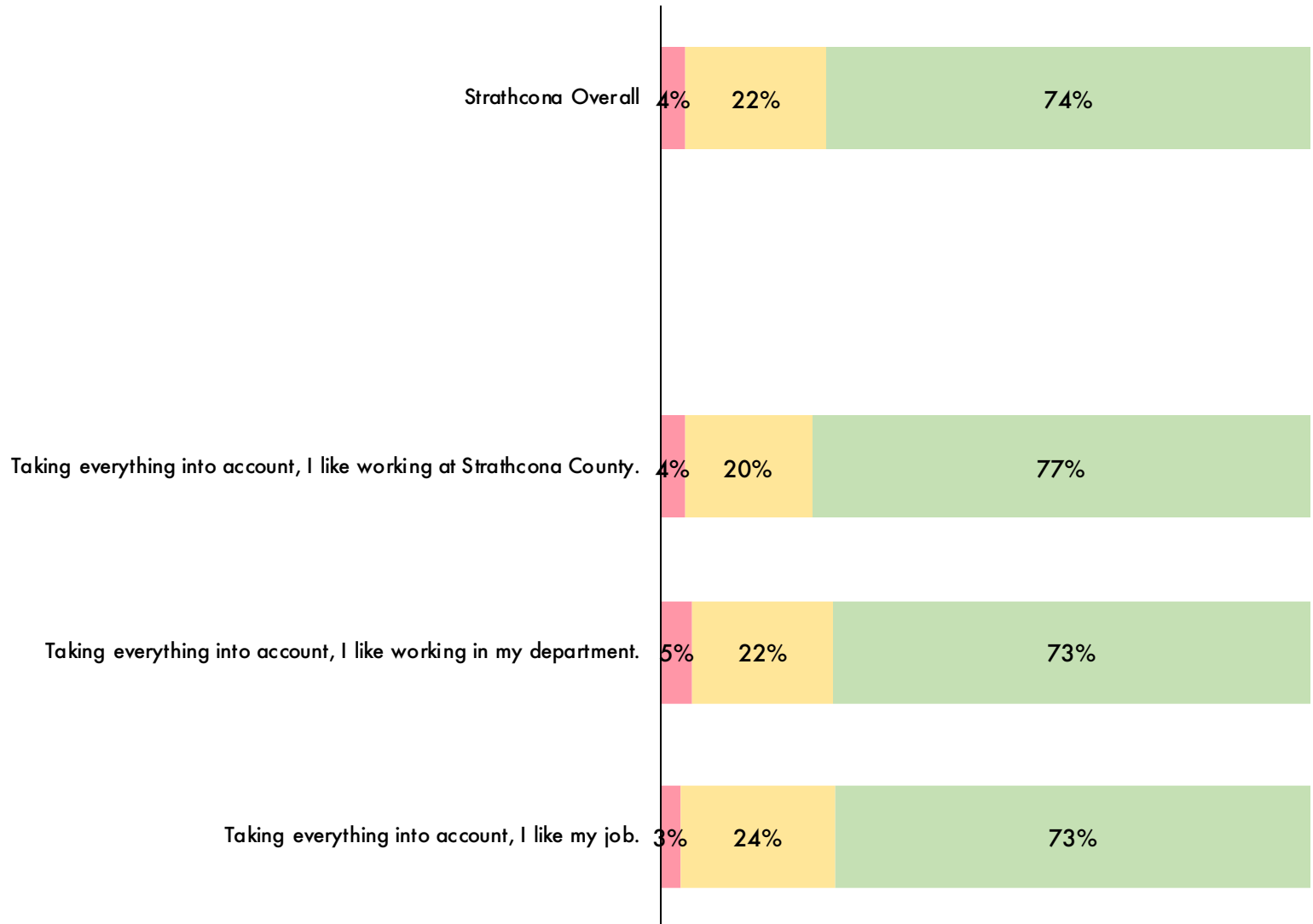


| | | |
|---|---|---|
| **Strathcona Overall** | 4% · 22% | 74% |
| **Taking everything into account, I like working at Strathcona County.** | 4% · 20% | 77% |
| **Taking everything into account, I like working in my department.** | 5% · 22% | 73% |
| **Taking everything into account, I like my job.** | 3% · 24% | 73% |

# Results by Category - Satisfaction
## 2017 vs. 2019
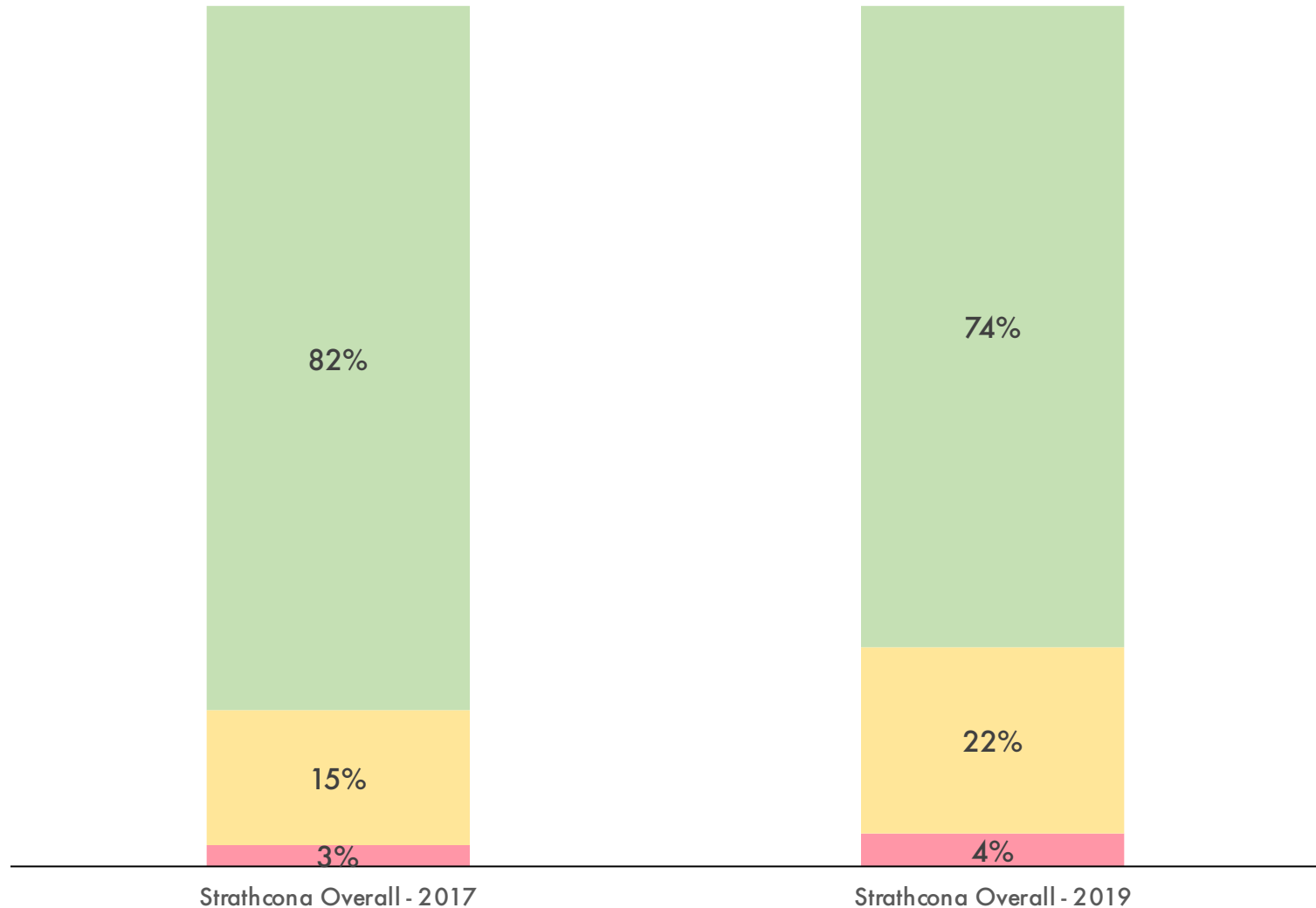


| | Strathcona Overall - 2017 | Strathcona Overall - 2019 |
|---|---|---|
| Green | 82% | 74% |
| Yellow | 15% | 22% |
| Red | 3% | 4% |

# Results by Category - Service Excellence
*by Question*
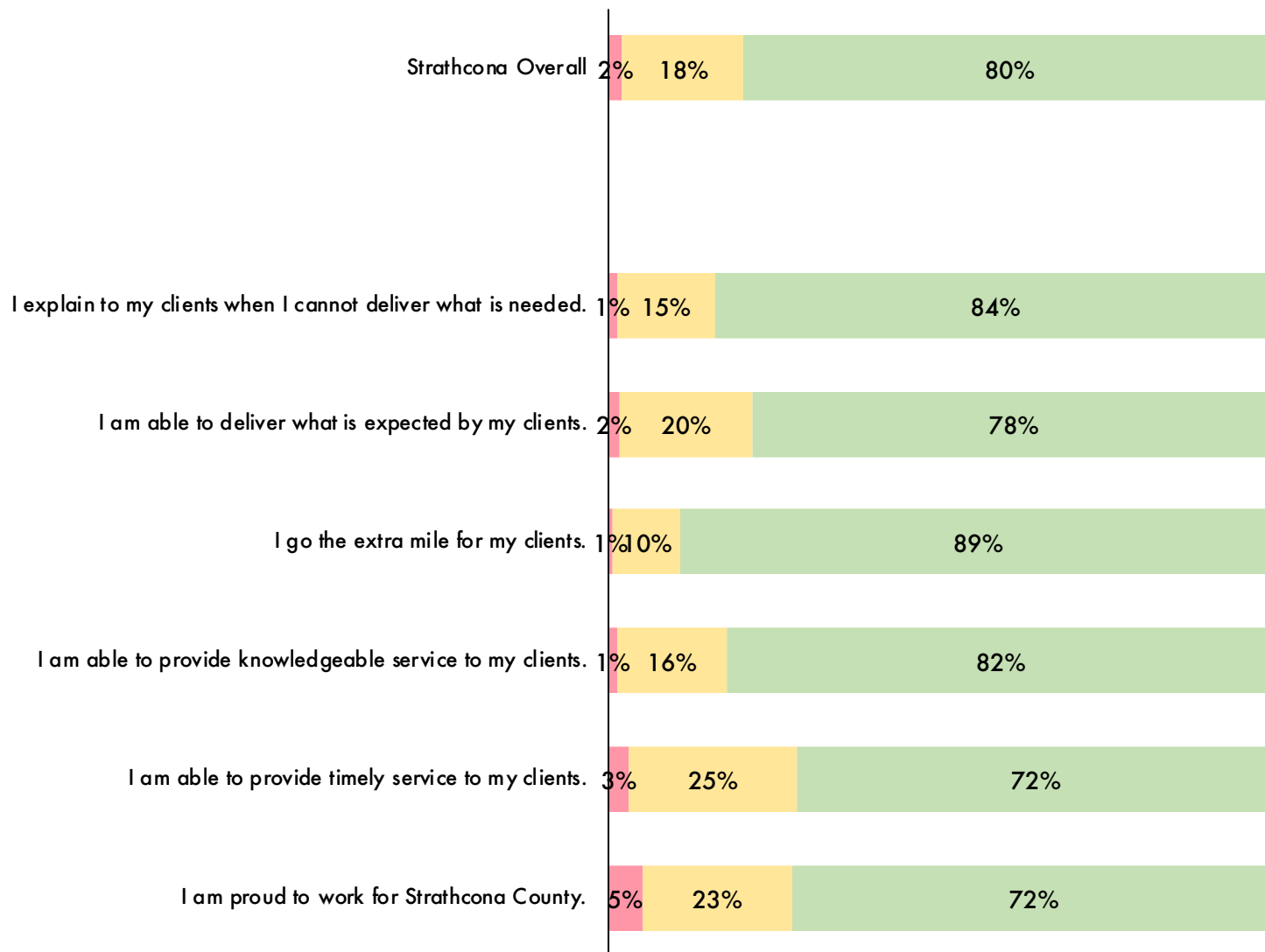


| | | |
|---|---|---|
| Strathcona Overall | 2% 18% | 80% |
| I explain to my clients when I cannot deliver what is needed. | 1% 15% | 84% |
| I am able to deliver what is expected by my clients. | 2% 20% | 78% |
| I go the extra mile for my clients. | 1% 10% | 89% |
| I am able to provide knowledgeable service to my clients. | 1% 16% | 82% |
| I am able to provide timely service to my clients. | 3% 25% | 72% |
| I am proud to work for Strathcona County. | 5% 23% | 72% |

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

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# Results by Category - Service Excellence
## *2017 vs. 2019*
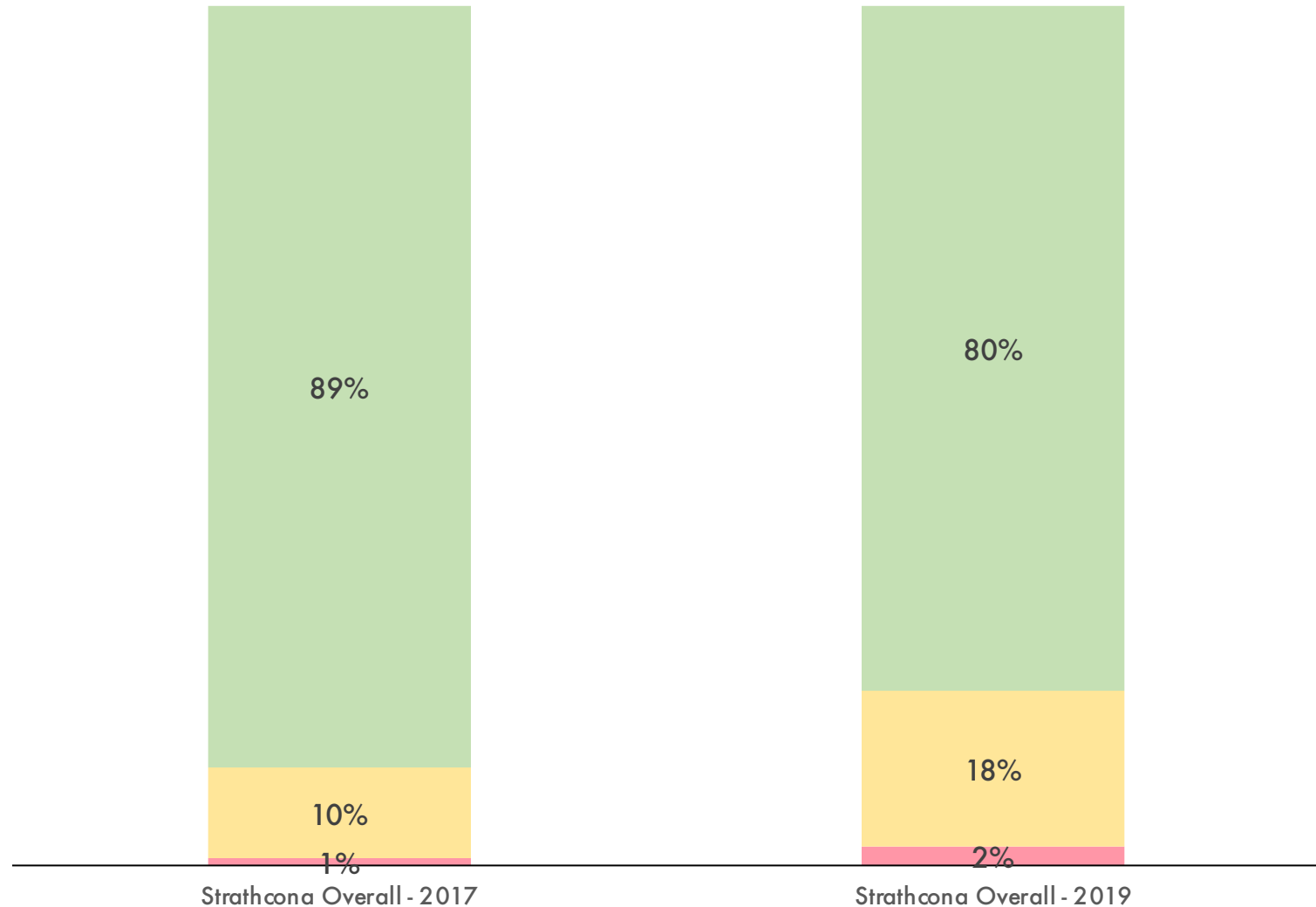


**89%**

**80%**

**10%**

**18%**

**1%**

**2%**

Strathcona Overall - 2017

Strathcona Overall - 2019

# Results by Category - Values
## *by Question*
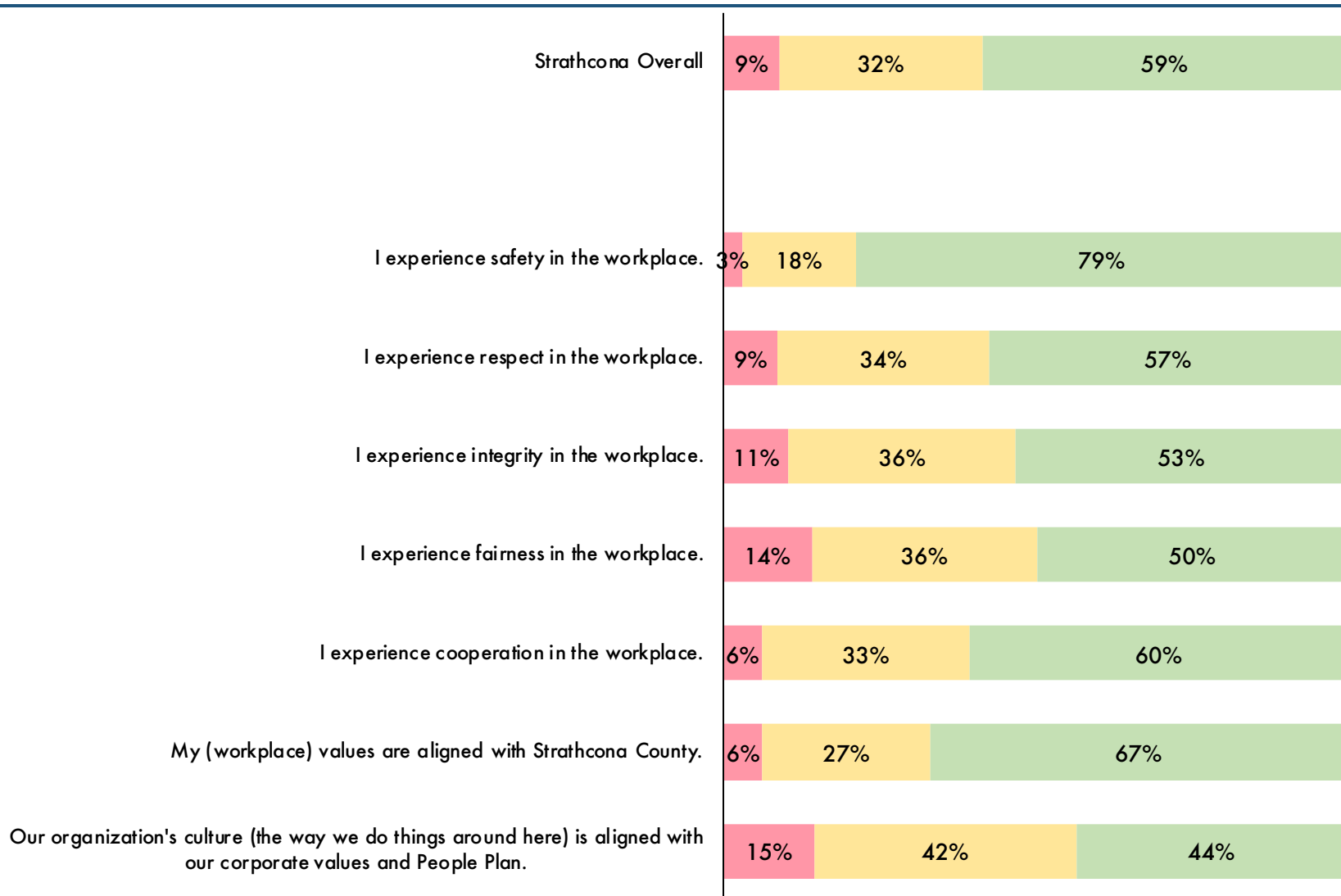
| Question | Red | Yellow | Green |
|---|---|---|---|
| Strathcona Overall | 9% | 32% | 59% |
| I experience safety in the workplace. | 3% | 18% | 79% |
| I experience respect in the workplace. | 9% | 34% | 57% |
| I experience integrity in the workplace. | 11% | 36% | 53% |
| I experience fairness in the workplace. | 14% | 36% | 50% |
| I experience cooperation in the workplace. | 6% | 33% | 60% |
| My (workplace) values are aligned with Strathcona County. | 6% | 27% | 67% |
| Our organization's culture (the way we do things around here) is aligned with our corporate values and People Plan. | 15% | 42% | 44% |

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

# Results by Category - Values
## *2017 vs. 2019*
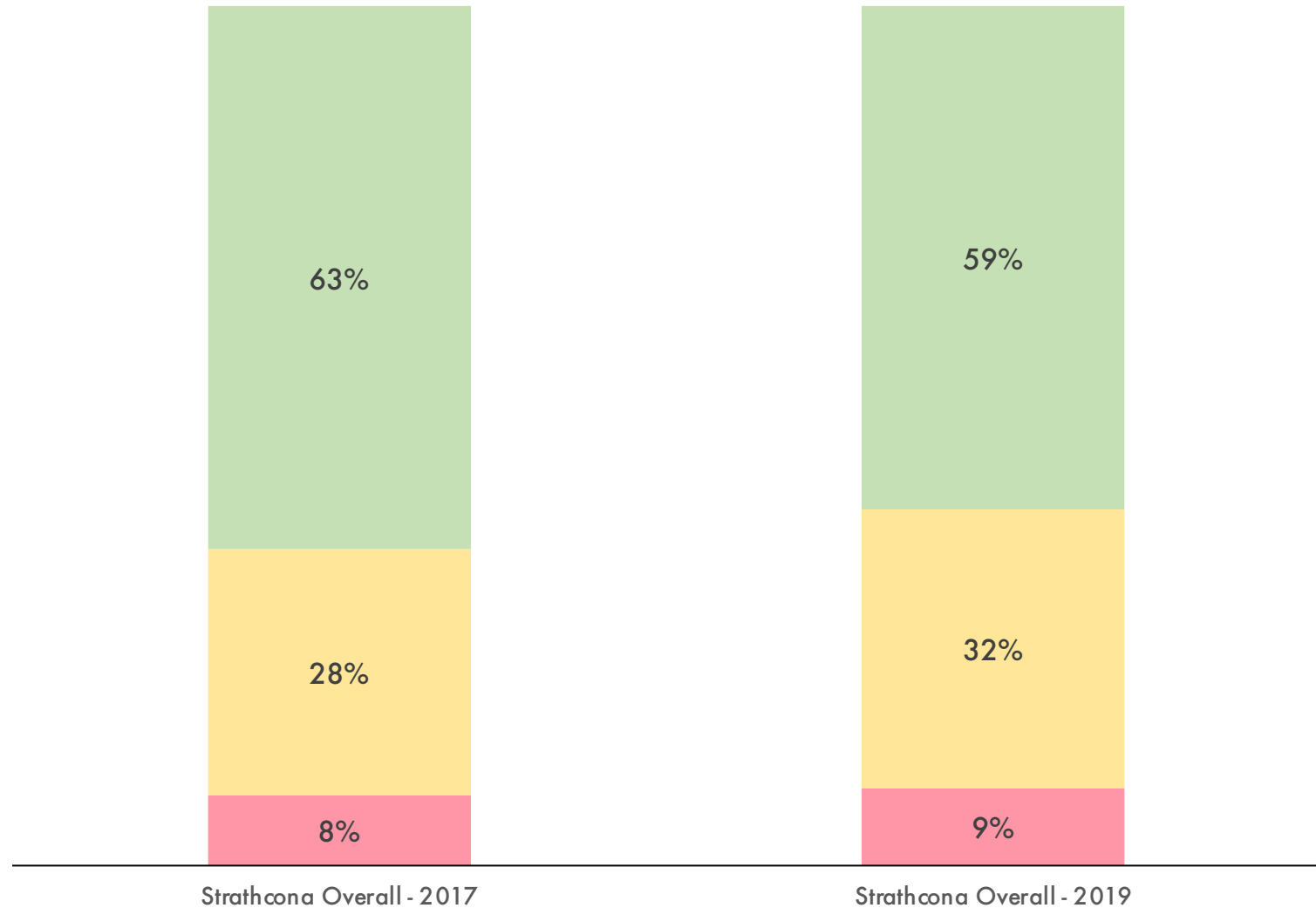


63%

59%

28%

32%

8%

9%

Strathcona Overall - 2017

Strathcona Overall - 2019

**Note: Values may not add to 100% due to rounding.**

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# Results by Category - Work Environment
## *by Question*

| Question | Negative | Neutral | Positive |
|---|---|---|---|
| Strathcona Overall | 10% | 33% | 57% |
| I understand how my department's business plan supports Strathcona County's vision. | 10% | 37% | 52% |
| I am encouraged to be innovative in my job. | 15% | 36% | 50% |
| I receive recognition for my work. | 16% | 39% | 45% |
| I understand how my work contributes to my department's business plan. | 6% | 29% | 65% |
| I am able to make decisions about my daily work. | 5% | 22% | 73% |
| I have sufficient time to do my job. | 9% | 33% | 59% |
| I have the tools and equipment to perform my job. | 6% | 25% | 70% |
| I understand my department's business plan. | 9% | 34% | 56% |
| I understand what is expected of me at work. | 3% | 22% | 75% |
| I receive information about what is happening in my department. | 10% | 33% | 57% |
| I am able to maintain a balance between my work and personal life. | 8% | 30% | 61% |
| I have opportunities for career growth within Strathcona County. | 24% | 36% | 40% |
| I find my stress levels at work manageable. | 11% | 36% | 53% |
| Departments work well together to achieve Strathcona County's goals. | 11% | 43% | 45% |

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

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# Results by Category - Work Environment
## *2017 vs. 2019*
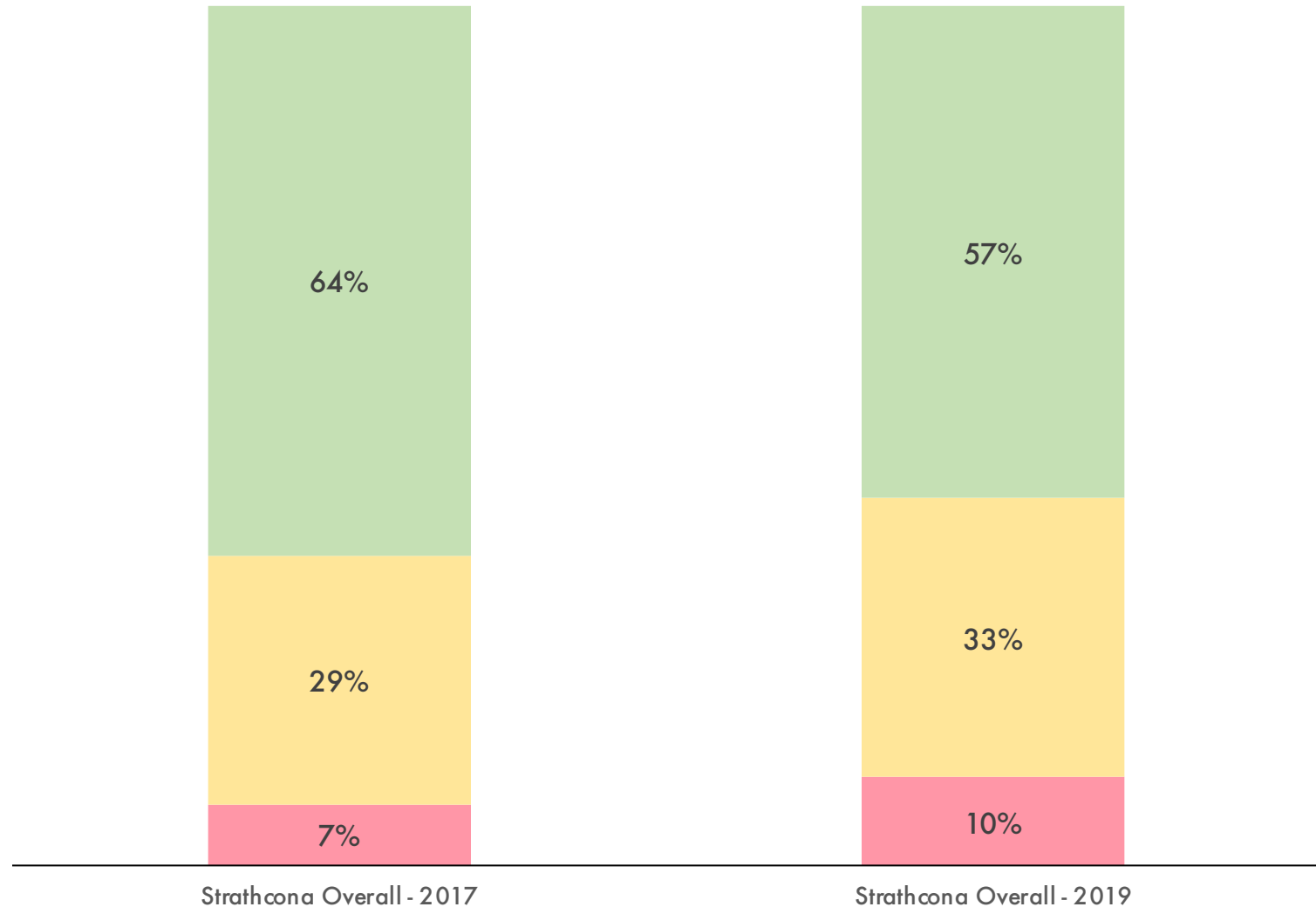


64%

57%

29%

33%

7%

10%

Strathcona Overall - 2017

Strathcona Overall - 2019

# Highlights from Open-Ended Questions

# Open-Ended Questions

- Employees were asked the following <u>optional</u> open-ended questions at the end of the survey:
  - To improve your department, what one suggestion would you offer to your department's management team?
  - If you could change one thing to make Strathcona County a better place to work, what would it be?
  - Do you have any other feedback you would like to share?
- This was an opportunity for employees to add anything that they believe did not get communicated through answering the other questions
- Open ended question data reflects results relevant to the leader (i.e., corporate vs. division)
  - To ensure confidentiality, the results were grouped together and reported as engagement themes aligned to Strathcona's engagement categories and WorkTango's engagement drivers
  - For further information on the comments provided, please visit the WorkTango platform and view details under survey results
- WorkTango has defined each comment using a positive, neutral or negative sentiment for each category; the following pages highlight key comments by theme and sentiment
- The information may be of use in helping to further understand what employees believe is working well and what could be improved

# Open Ended Comments
*"To improve your department, what one suggestion would you offer to your department's management team?"*

| Strathcona Category | Sentiment | |
|---|---|---|
| Leadership | Positive | 5 |
| | Neutral | 106 |
| | Negative | 117 |
| Satisfaction | Positive | 5 |
| | Neutral | 1 |
| | Negative | 0 |
| Service Excellence | Positive | 0 |
| | Neutral | 10 |
| | Negative | 19 |
| Values | Positive | 0 |
| | Neutral | 30 |
| | Negative | 14 |
| Work Environment | Positive | 6 |
| | Neutral | 213 |
| | Negative | 108 |
| Engagement | Positive | 2 |
| | Neutral | 24 |
| | Negative | 13 |

| WorkTango Category | Sentiment | | WorkTango Category | Sentiment | |
|---|---|---|---|---|---|
| Autonomy & Empowerment | Positive | 2 | Recognition & Rewards | Positive | 1 |
| | Neutral | 17 | | Neutral | 26 |
| | Negative | 18 | | Negative | 17 |
| Career Growth | Positive | 1 | Work/Life Balance | Positive | 1 |
| | Neutral | 14 | | Neutral | 7 |
| | Negative | 8 | | Negative | 9 |
| Change Management | Positive | 3 | Nature of the Job | Positive | 1 |
| | Neutral | 16 | | Neutral | 7 |
| | Negative | 6 | | Negative | 3 |
| Diversity & Inclusion | Positive | 0 | Physical Surroundings | Positive | 0 |
| | Neutral | 18 | | Neutral | 6 |
| | Negative | 20 | | Negative | 3 |
| Goals & Alignment | Positive | 1 | Innovation | Positive | 1 |
| | Neutral | 27 | | Neutral | 5 |
| | Negative | 22 | | Negative | 2 |
| Direct Manager/Leader/Supervisor | Positive | 0 | Relationship with Co-workers | Positive | 1 |
| | Neutral | 10 | | Neutral | 23 |
| | Negative | 18 | | Negative | 6 |
| Learning & Development | Positive | 1 | Wellness | Positive | 0 |
| | Neutral | 29 | | Neutral | 3 |
| | Negative | 6 | | Negative | 2 |
| Mission & Purpose | Positive | 0 | Staffing & Resources | Positive | 0 |
| | Neutral | 5 | | Neutral | 37 |
| | Negative | 2 | | Negative | 38 |
| Communication | Positive | 0 | Intraorganization Coordination | Positive | 0 |
| | Neutral | 94 | | Neutral | 11 |
| | Negative | 41 | | Negative | 7 |

# Open Ended Comments
*"If you could change one thing to make Strathcona County a better place to work, what would it be?*

| Strathcona Category | Sentiment | |
|---|---|---|
| Leadership | Positive | 1 |
| | Neutral | 30 |
| | Negative | 107 |
| Satisfaction | Positive | 19 |
| | Neutral | 2 |
| | Negative | 1 |
| Service Excellence | Positive | 0 |
| | Neutral | 8 |
| | Negative | 19 |
| Values | Positive | 0 |
| | Neutral | 24 |
| | Negative | 33 |
| Work Environment | Positive | 1 |
| | Neutral | 208 |
| | Negative | 157 |
| Engagement | Positive | 3 |
| | Neutral | 45 |
| | Negative | 31 |

| WorkTango Category | Sentiment | | WorkTango Category | Sentiment | |
|---|---|---|---|---|---|
| Autonomy & Empowerment | Positive | 0 | Recognition & Rewards | Positive | 1 |
| | Neutral | 6 | | Neutral | 55 |
| | Negative | 21 | | Negative | 33 |
| Career Growth | Positive | 1 | Work/Life Balance | Positive | 0 |
| | Neutral | 20 | | Neutral | 27 |
| | Negative | 12 | | Negative | 15 |
| Change Management | Positive | 0 | Nature of the Job | Positive | 0 |
| | Neutral | 2 | | Neutral | 7 |
| | Negative | 10 | | Negative | 10 |
| Diversity & Inclusion | Positive | 0 | Physical Surroundings | Positive | 0 |
| | Neutral | 13 | | Neutral | 11 |
| | Negative | 21 | | Negative | 8 |
| Goals & Alignment | Positive | 0 | Innovation | Positive | 0 |
| | Neutral | 5 | | Neutral | 1 |
| | Negative | 22 | | Negative | 2 |
| Direct Manager/Leader/Supervisor | Positive | 1 | Relationship with Co-workers | Positive | 0 |
| | Neutral | 6 | | Neutral | 14 |
| | Negative | 30 | | Negative | 11 |
| Learning & Development | Positive | 0 | Wellness | Positive | 0 |
| | Neutral | 8 | | Neutral | 22 |
| | Negative | 3 | | Negative | 6 |
| Mission & Purpose | Positive | 0 | Staffing & Resources | Positive | 0 |
| | Neutral | 2 | | Neutral | 32 |
| | Negative | 2 | | Negative | 34 |
| Communication | Positive | 0 | Intraorganization Coordination | Positive | 0 |
| | Neutral | 35 | | Neutral | 24 |
| | Negative | 36 | | Negative | 20 |

# Open Ended Comments
## *"Do you have any other feedback you would like to share?"*

| Strathcona Category | Sentiment | |
|---|---|---|
| Leadership | Positive | 13 |
| | Neutral | 10 |
| | Negative | 68 |
| Satisfaction | Positive | 61 |
| | Neutral | 0 |
| | Negative | 1 |
| Service Excellence | Positive | 2 |
| | Neutral | 1 |
| | Negative | 7 |
| Values | Positive | 0 |
| | Neutral | 7 |
| | Negative | 21 |
| Work Environment | Positive | 13 |
| | Neutral | 27 |
| | Negative | 60 |
| Engagement | Positive | 0 |
| | Neutral | 14 |
| | Negative | 43 |

| WorkTango Category | Sentiment | | WorkTango Category | Sentiment | |
|---|---|---|---|---|---|
| Autonomy & Empowerment | Positive | 2 | Recognition & Rewards | Positive | 1 |
| | Neutral | 0 | | Neutral | 9 |
| | Negative | 10 | | Negative | 18 |
| Career Growth | Positive | 2 | Work/Life Balance | Positive | 1 |
| | Neutral | 1 | | Neutral | 3 |
| | Negative | 2 | | Negative | 7 |
| Change Management | Positive | 2 | Nature of the Job | Positive | 1 |
| | Neutral | 2 | | Neutral | 0 |
| | Negative | 9 | | Negative | 1 |
| Diversity & Inclusion | Positive | 0 | Physical Surroundings | Positive | 0 |
| | Neutral | 4 | | Neutral | 2 |
| | Negative | 18 | | Negative | 3 |
| Goals & Alignment | Positive | 0 | Innovation | Positive | 1 |
| | Neutral | 0 | | Neutral | 0 |
| | Negative | 7 | | Negative | 1 |
| Direct Manager/Leader/Supervisor | Positive | 5 | Relationship with Co-workers | Positive | 1 |
| | Neutral | 2 | | Neutral | 3 |
| | Negative | 31 | | Negative | 3 |
| Learning & Development | Positive | 0 | Wellness | Positive | 0 |
| | Neutral | 4 | | Neutral | 3 |
| | Negative | 6 | | Negative | 3 |
| Mission & Purpose | Positive | 0 | Staffing & Resources | Positive | 3 |
| | Neutral | 0 | | Neutral | 6 |
| | Negative | 0 | | Negative | 27 |
| Communication | Positive | 3 | Intraorganization Coordination | Positive | 1 |
| | Neutral | 6 | | Neutral | 2 |
| | Negative | 8 | | Negative | 4 |