



2023 Strathcona County Employee Engagement Survey



Introduction

On April 12th, 2023, survey invitations were emailed to 2,104 employees at Strathcona County. The survey remained open for three weeks and closed on May 3rd, 2023. Once the survey was closed, a total of 1,374 responses were collected — a participation rate of approximately 66%.

Although the participation rate decreased from 70% in 2021, this is not unexpected as the number of eligible employees in this year's survey increased by 30% (from 1,617 eligible employees). Most importantly, a $\pm 2\%$ margin of error at the 99% confidence level was achieved for this year's survey. This means that if we were to conduct this study 100 times, the same results, plus or minus the margin of error (2%), would occur 99 out of 100 times.

The results have been divided into sections as per below, for ease of interpretation.

Page Navigation

Welcome Page	Executive Summary	Participation Rate	Methodology	Overall Score	Satisfaction	Service Excellence
Engagement	Corporate Values	Connection	Work Environment	Diversity & Inclusion	Leadership - Executive	Leadership - Department
Leadership - Supervisor	Overall Score By Segment	Overall Score By Segment	Overall Score By Segment			

EXECUTIVE SUMMARY

Overall, the 2023 Strathcona Employee Engagement Survey revealed an average engagement score of 73%, which was an 12% increase from 2021, for which the score was 61%. These scores are based on the percentage of employees who strongly agree or agree with a statement on the survey. Overall, every category was positive, meaning that more employees were satisfied than dissatisfied.

The top three areas of employee engagement were:

Top 5 County Categories	Score
Service Excellence	91
Satisfaction	86
Leadership - Supervisor	76

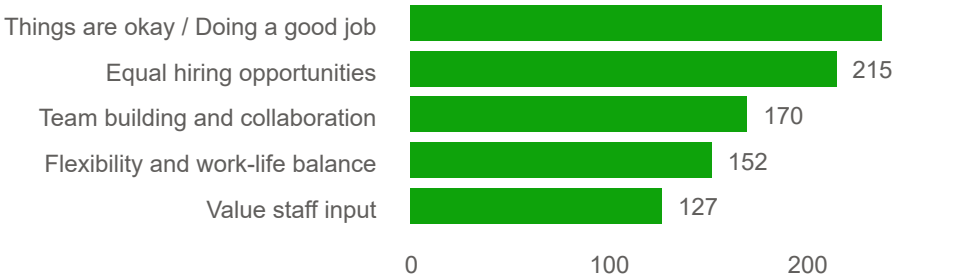
The bottom three areas of employee engagement were:

Bottom 3 County Categories	Score
Work Environment	68
Diversity & Inclusion	65
Leadership - Executive	58

While data is forthcoming*, early results suggest that the average engagement score for the County is comparable to results for other federal, provincial and municipal/county employee engagement surveys. Any score below 50 is worth investigating for areas of improvement, as it suggest less than 50% of employees strongly agree or agree with a particular statement (*e.g. more neutral or disagree*). Through key factor analysis, the following areas were identified to have the biggest impact on increasing overall engagement: Engagement, Connection and Work Environment.

**At the time of publication, 14 comparison groups have been identified with more being reviewed. Candidates are selected based on recency of the survey and methodology. At the municipal and county level, the population size is used as well.*

The qualitative analysis collected responses from 3 open-ended questions on ideas for more inclusivity and for change and improvement. The top five themes from the quantitative analysis at the County level were:



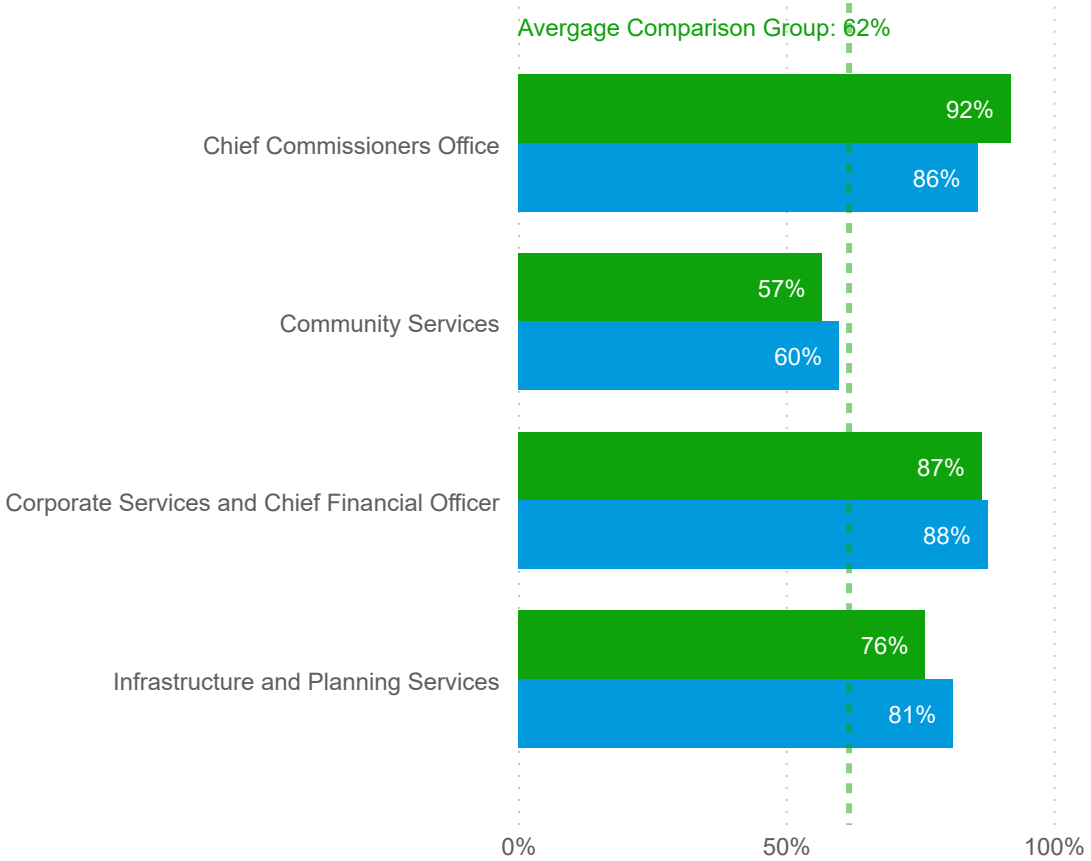
PARTICIPATION RATE

2023 Survey Year	1386 Total Response	2104 Number of Employees	66% Participation Rate
2021 Survey Year	1137 Total Response	1617 Number of Employees	70% Participation Rate

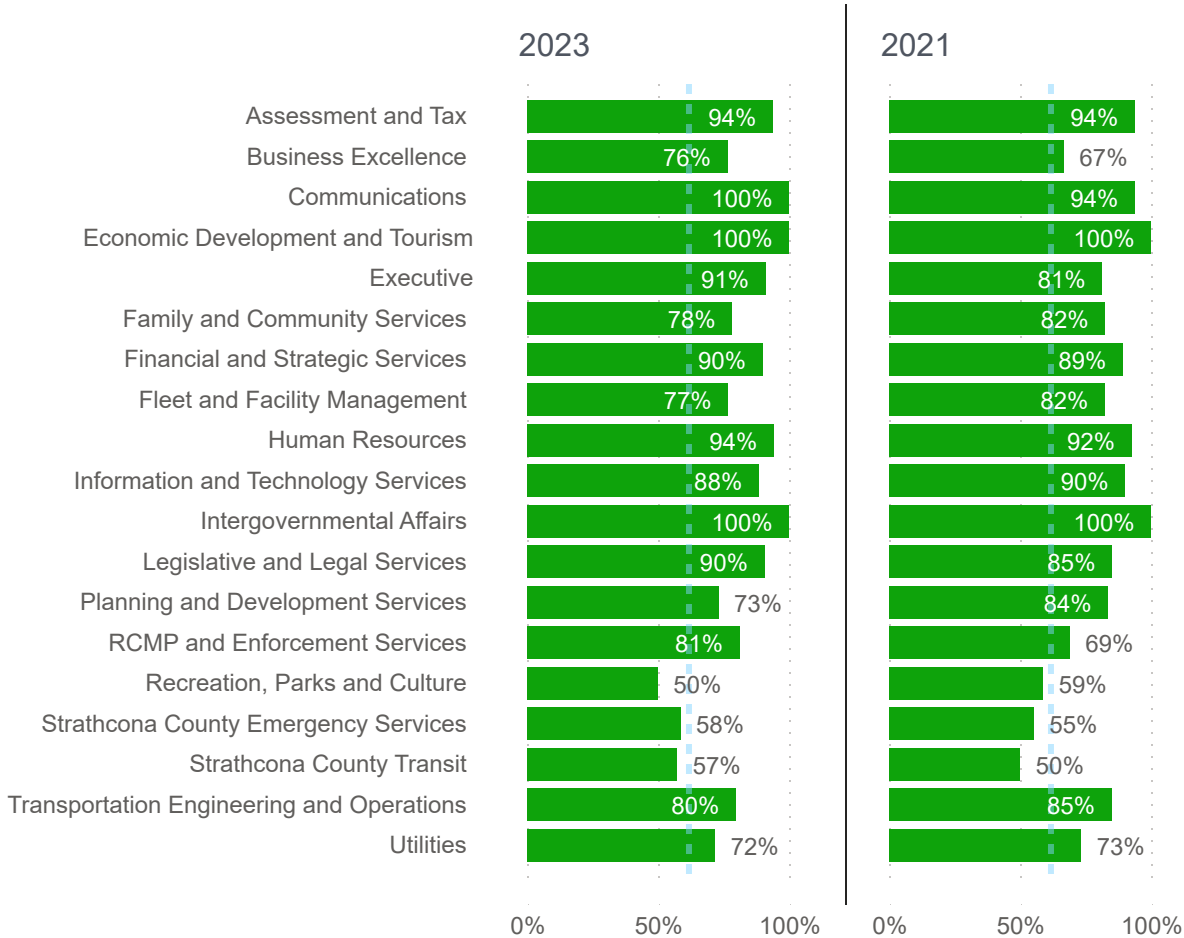
-4%
change from 2021

Participation Rate by Division

SurveyYear ● 2023 ● 2021

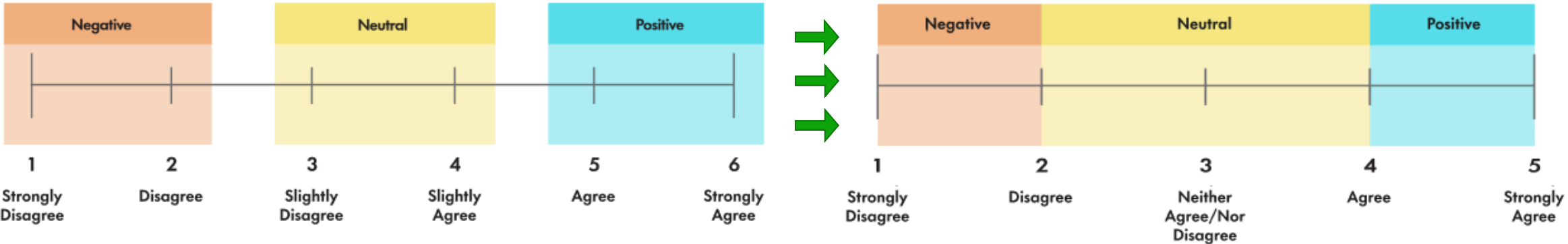


Participation Rate by Department



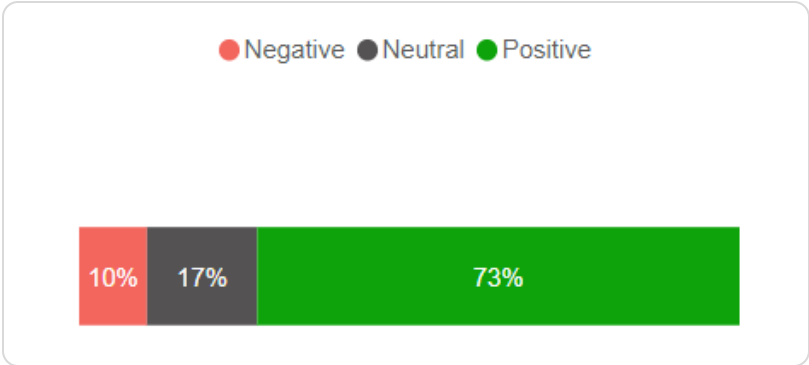
Changing the 6-Point Scale to a 5-Point Scale

The 2021 Strathcona County Employee Engagement Survey used a 6-point scale, but a more standard practice 5-point scale was used for 2023. To preserve comparability between the two surveys, we used linear interpolation to translate the 6-point scale values to a 5-point scale. Linear interpolation is the process of finding the value of one variable on a line within the range of an already established dataset using the value of another variable. The existing relationship between the variables allows us to compare those who feel positive, neutral or negative towards any statement in the survey. Don't Know/Not Applicable responses are omitted from the analysis for this report (e.g. not all employees have a direct supervisor).



In the following pages of the quantitative section, you will see the score, in percentages for each question of the survey from 0 to 100. This represents the percentage of employees who indicated that they either strongly agree or agree with a statement on the survey. So for example, in the question, "I am proud to work for Strathcona County." If 86% strongly agrees or agree with the statement, 9% neither agrees nor disagrees, and 5% disagrees or strongly disagrees, then the overall score is 86%.

To protect the anonymity of employees, any result with less than 5 responses will be masked to the user. Furthermore, if a branch has less than 5 responses, the filter option will not be available to select, but will be counted in the overall score for the department, division and County level.



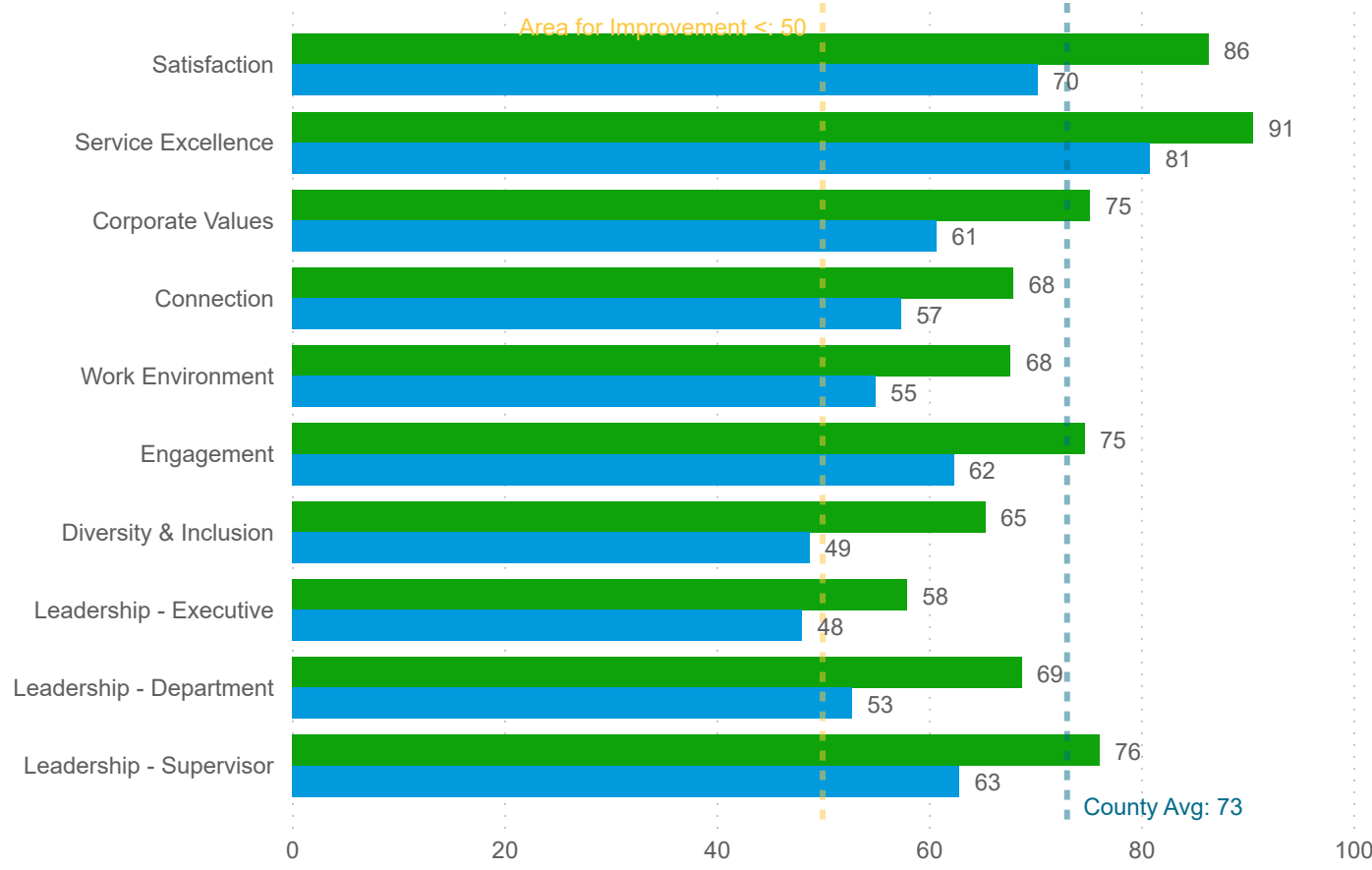
Overall Score



2023 Survey Year	1386 Number of Response	73 Overall Score
2021 Survey Year	1137 Number of Response	61 Overall Score

12
▲ from 2021

Survey Year ● 2023 ● 2021



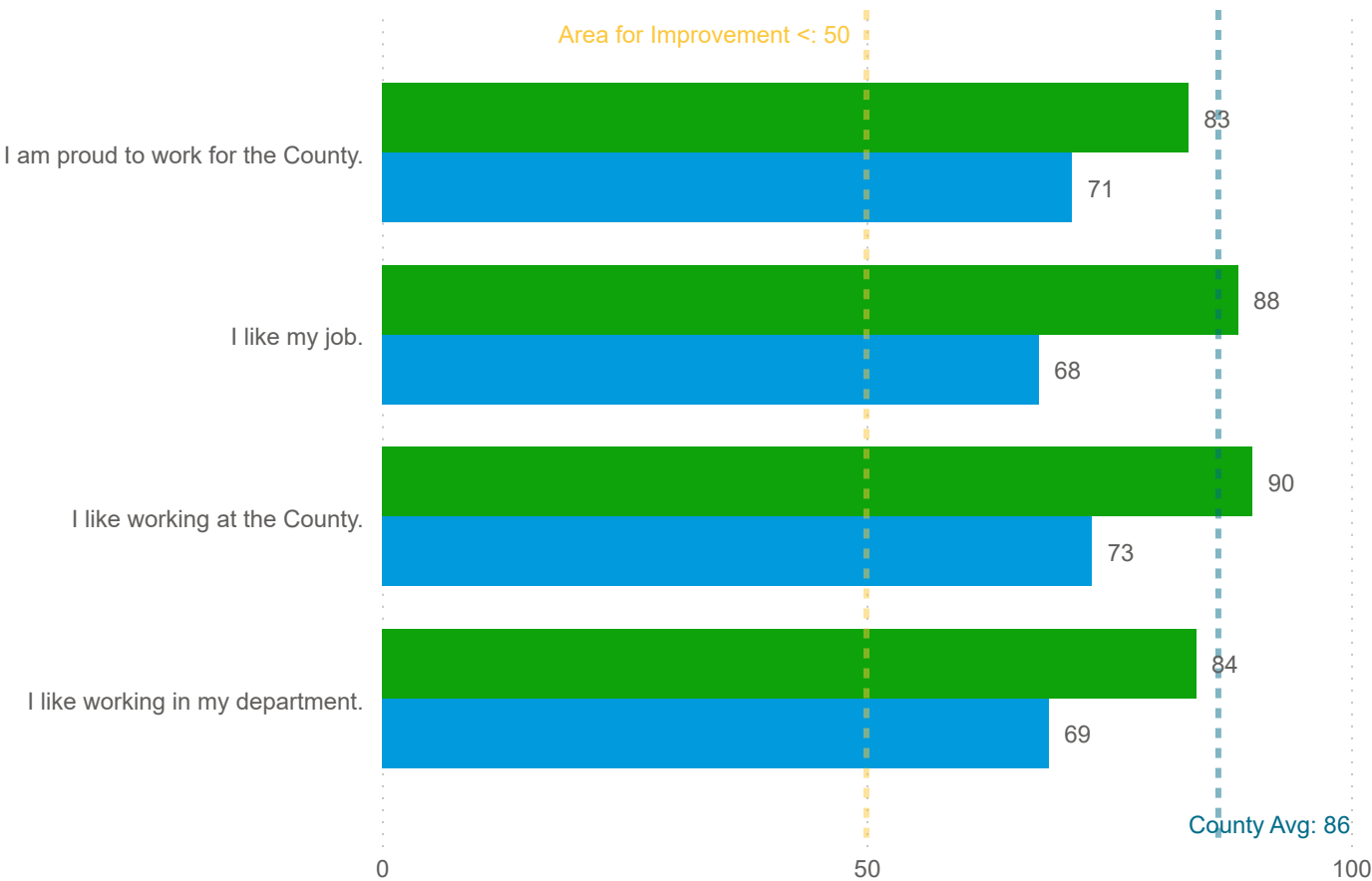
Satisfaction



2023 Survey Year	1384 Number of Response	86 Overall Score
2021 Survey Year	1136 Number of Response	70 Overall Score

16
▲ from 2021

Survey Year ● 2023 ● 2021



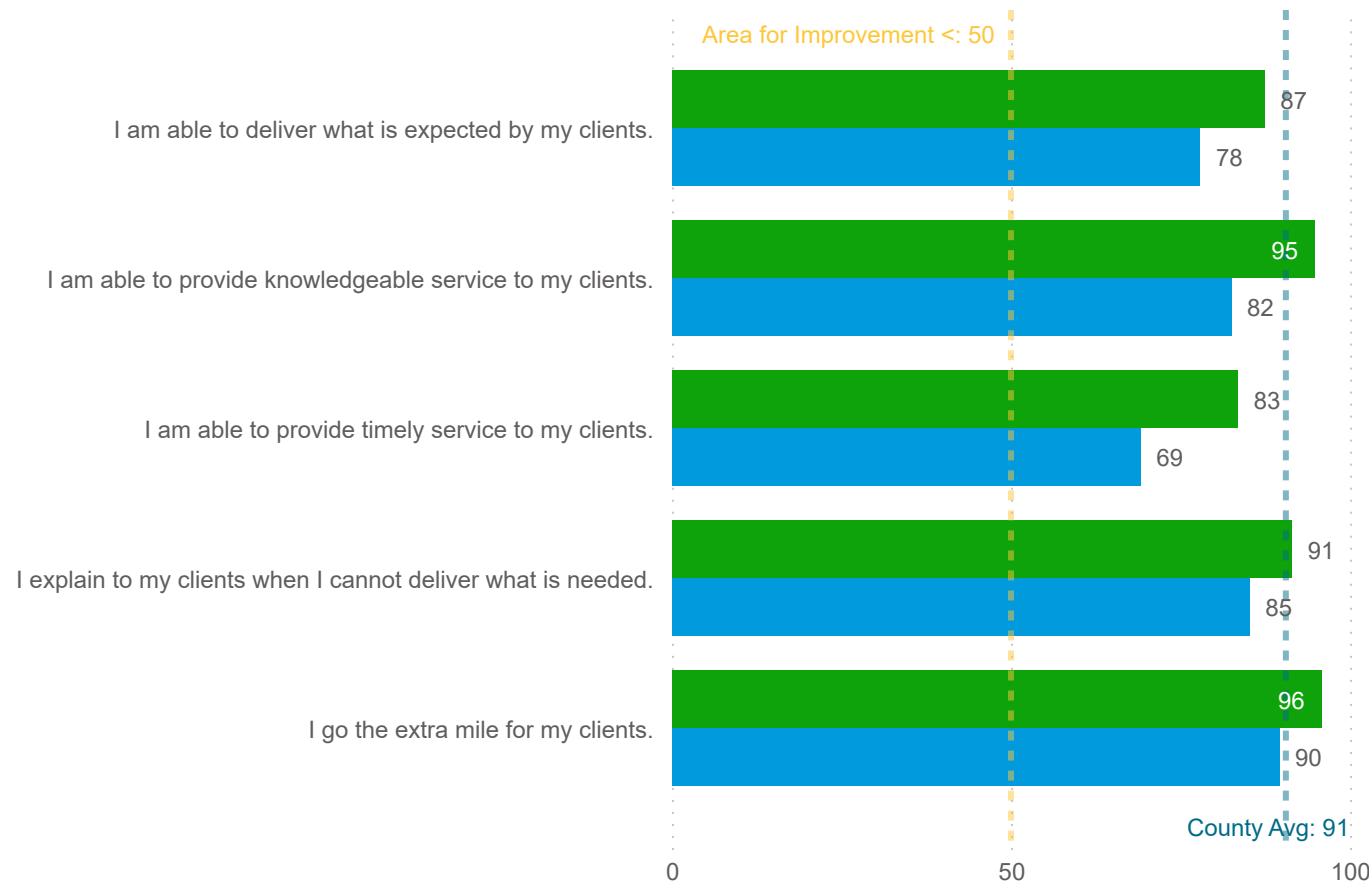
Service Excellence

2023 Survey Year	1385 Number of Response	91 Overall Score
2021 Survey Year	1133 Number of Response	81 Overall Score

10
▲ from 2021



Survey Year ● 2023 ● 2021



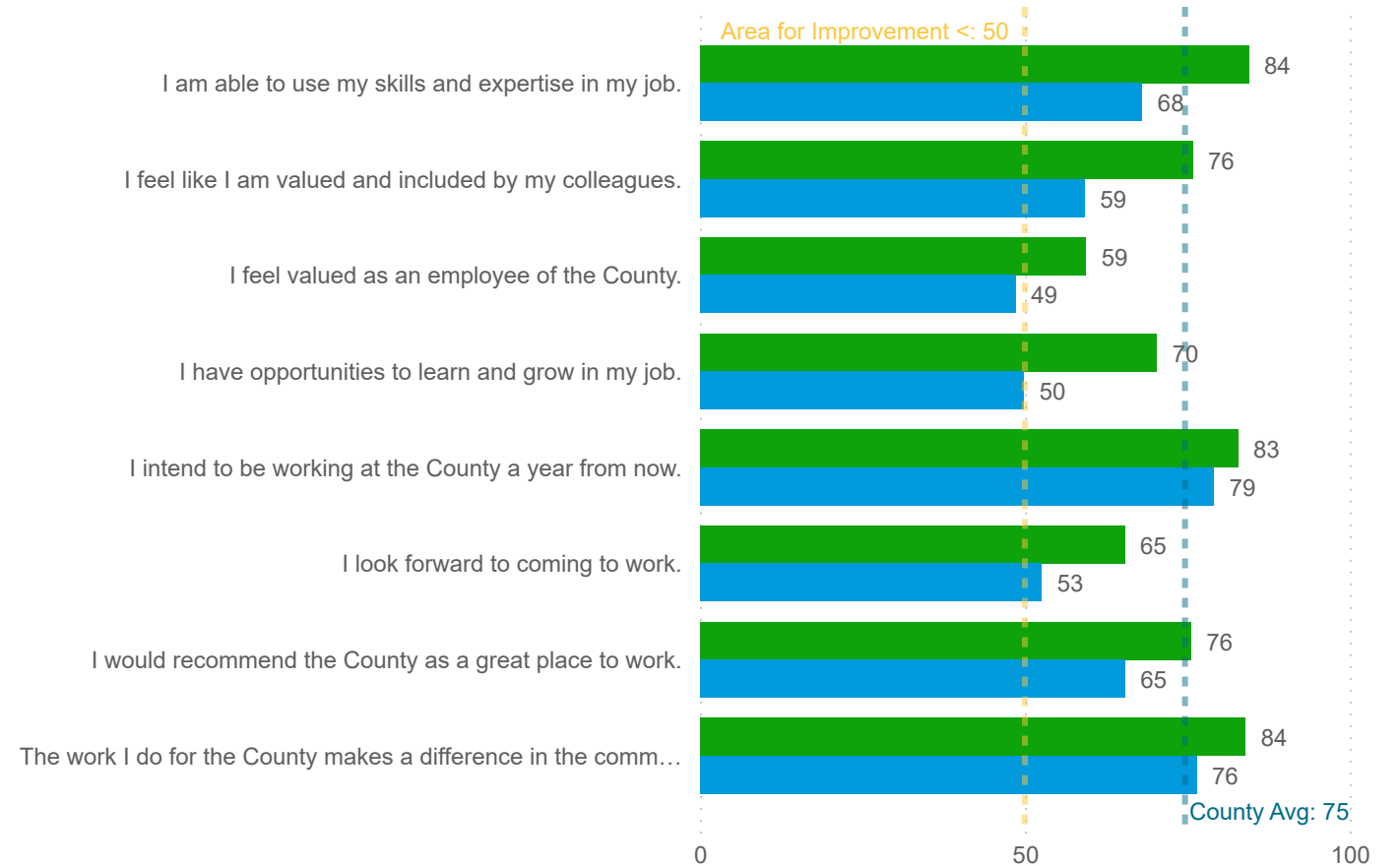
Engagement



2023 Survey Year	1386 Number of Response	75 Overall Score
2021 Survey Year	1136 Number of Response	62 Overall Score

12
▲ from 2021

Survey Year ● 2023 ● 2021



Corporate Values



2023
Survey Year

1386
Number of Response

75
Overall Score

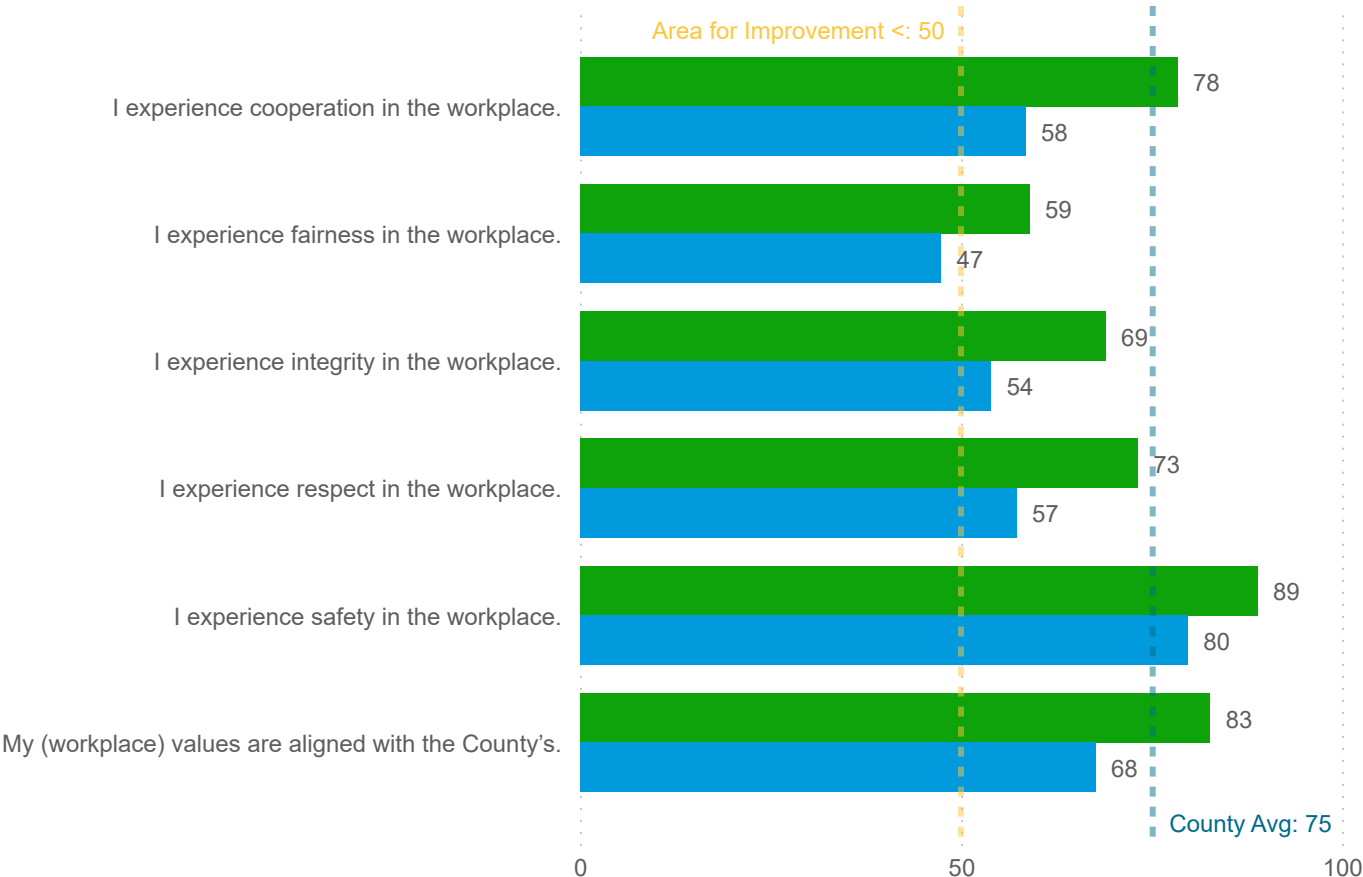
2021
Survey Year

1137
Number of Response

61
Overall Score

14
▲ from 2021

Survey Year ● 2023 ● 2021



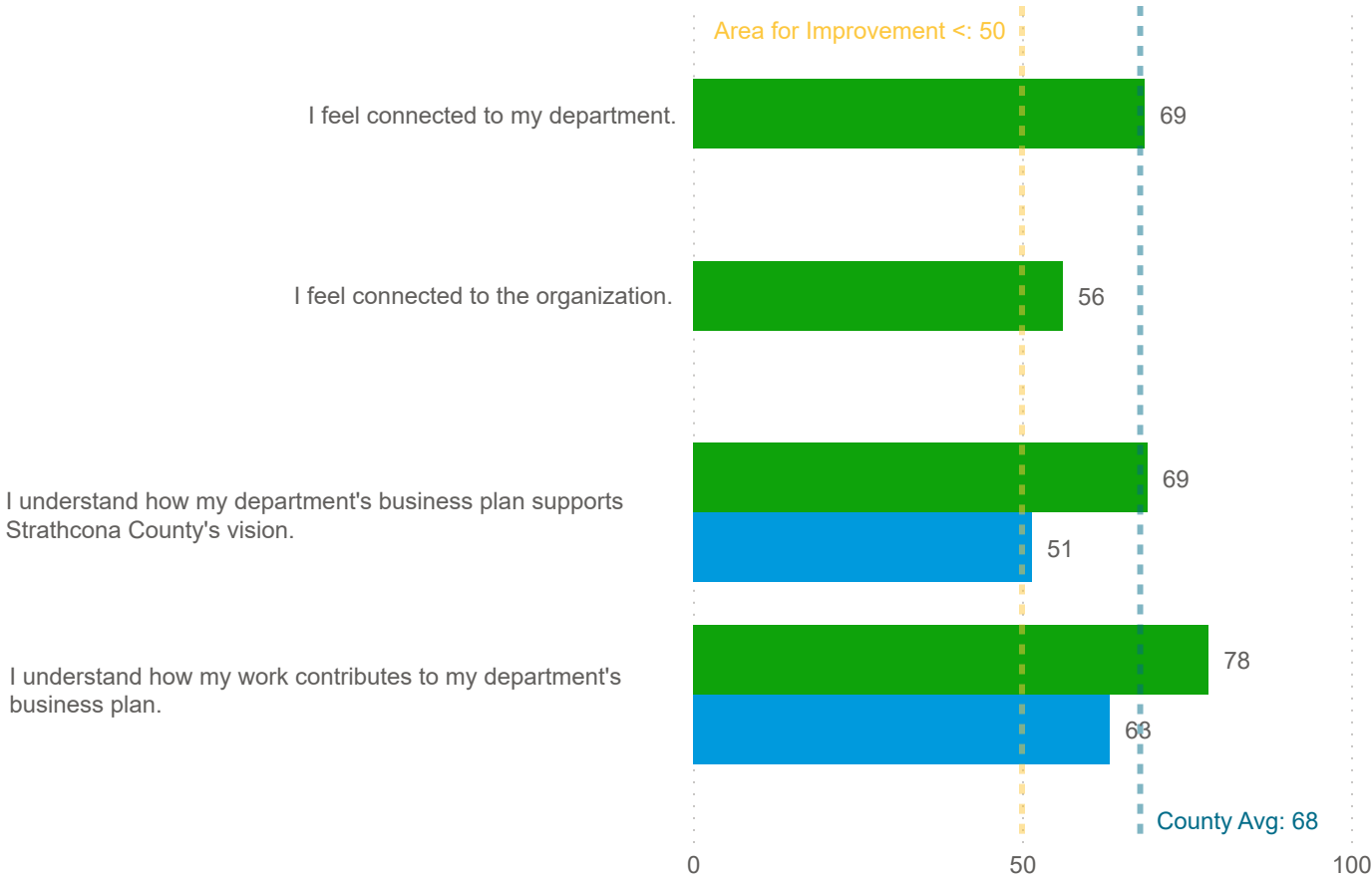
Connection



2023 Survey Year	1384 Number of Response	68 Overall Score
2021 Survey Year	1120 Number of Response	57 Overall Score

11
▲ from 2021

Survey Year ● 2023 ● 2021



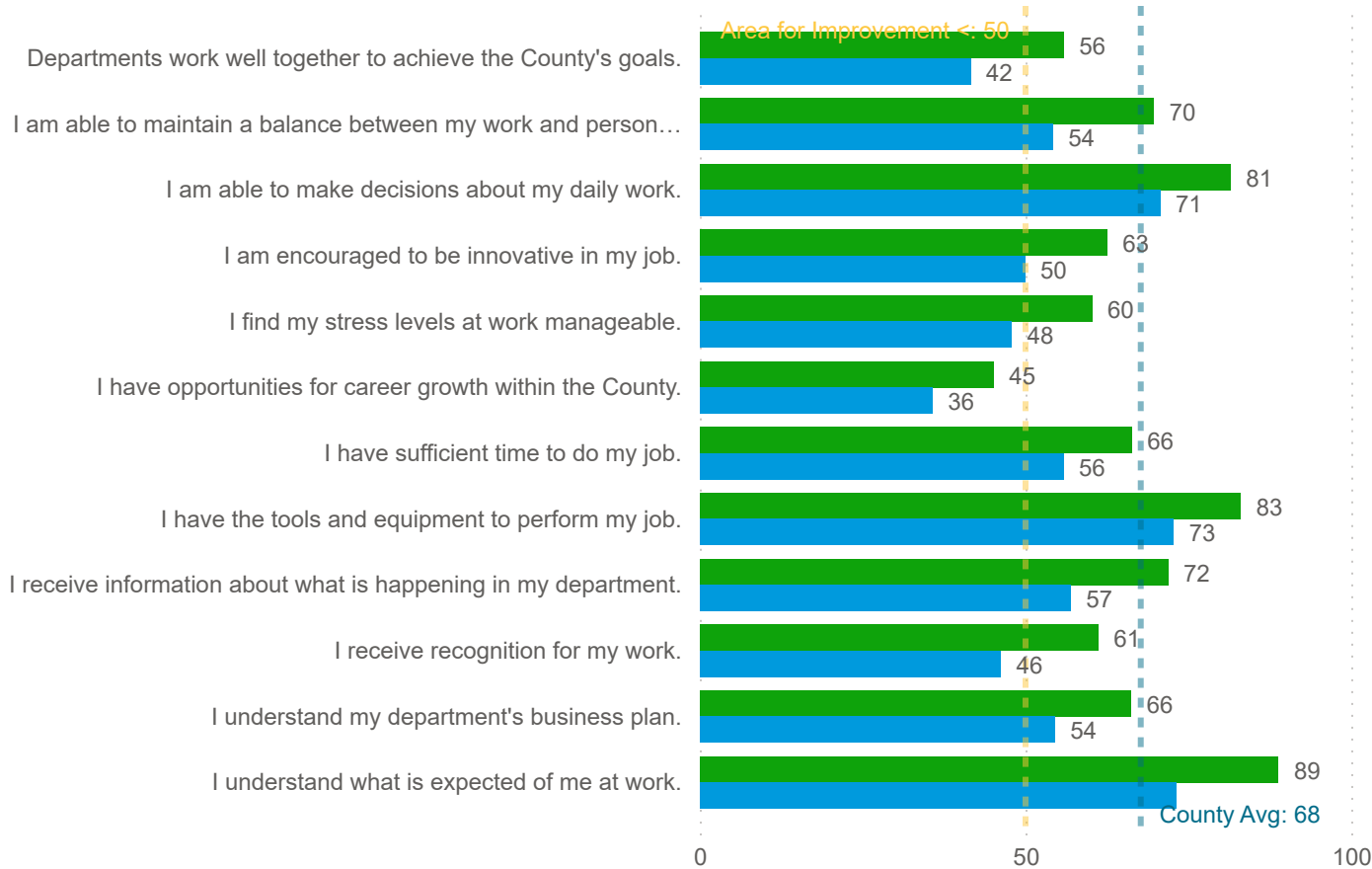
Work Environment



2023 Survey Year	1386 Number of Response	68 Overall Score
2021 Survey Year	1137 Number of Response	55 Overall Score

13
▲ from 2021

Survey Year ● 2023 ● 2021



Diversity & Inclusion



2023 Survey Year	1379 Number of Response	65 Overall Score
2021 Survey Year	1129 Number of Response	49 Overall Score

17
▲ from 2021

Survey Year ● 2023 ● 2021



Leadership - Executive



2023 Survey Year	1355 Number of Response	58 Overall Score
2021 Survey Year	1070 Number of Response	48 Overall Score

10
▲ from 2021

Survey Year ● 2023 ● 2021

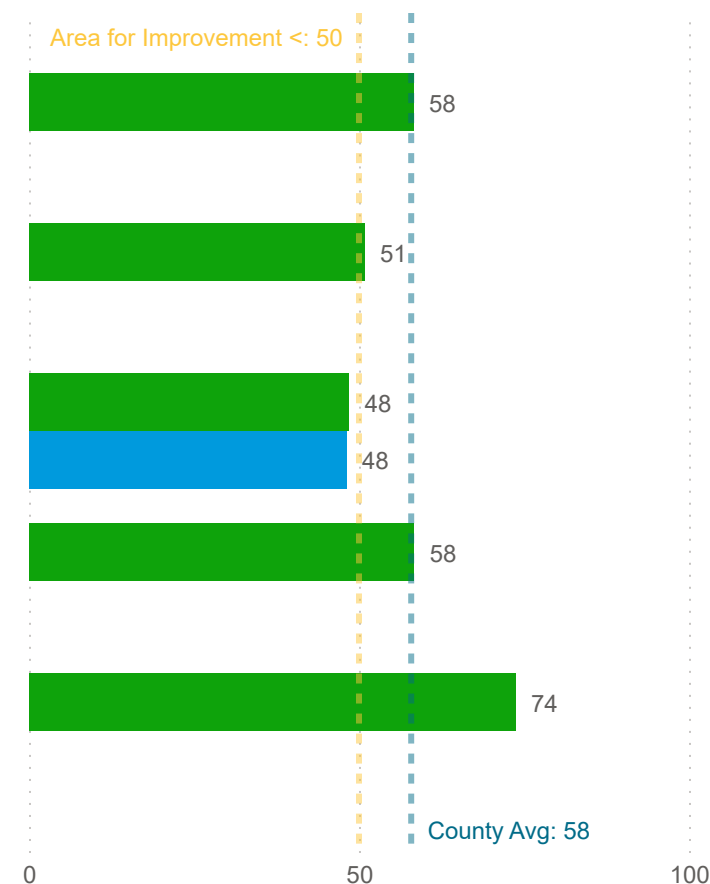
Executive Team members are good role models of our Strathcona County values.

Executive Team members communicate openly about important matters.

Executive Team members lead by example.

The Associate Commissioners are leading their divisions in a positive direction.

The Chief Commissioner is leading County Administration in a positive direction.



Leadership - Department



2023
Survey Year

1348
Number of Response

69
Overall Score

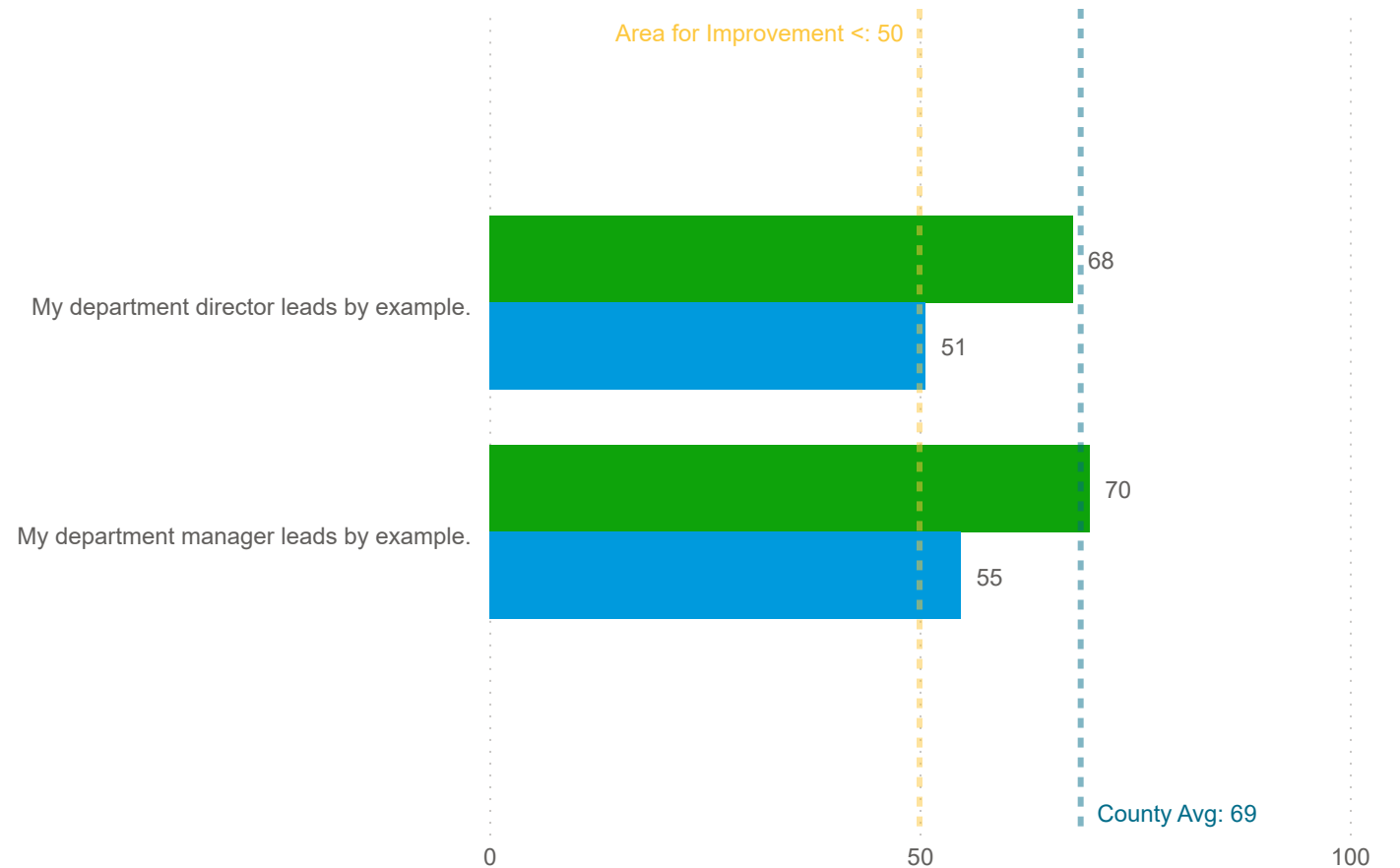
2021
Survey Year

1093
Number of Response

53
Overall Score

16
▲ from 2021

Survey Year ● 2023 ● 2021



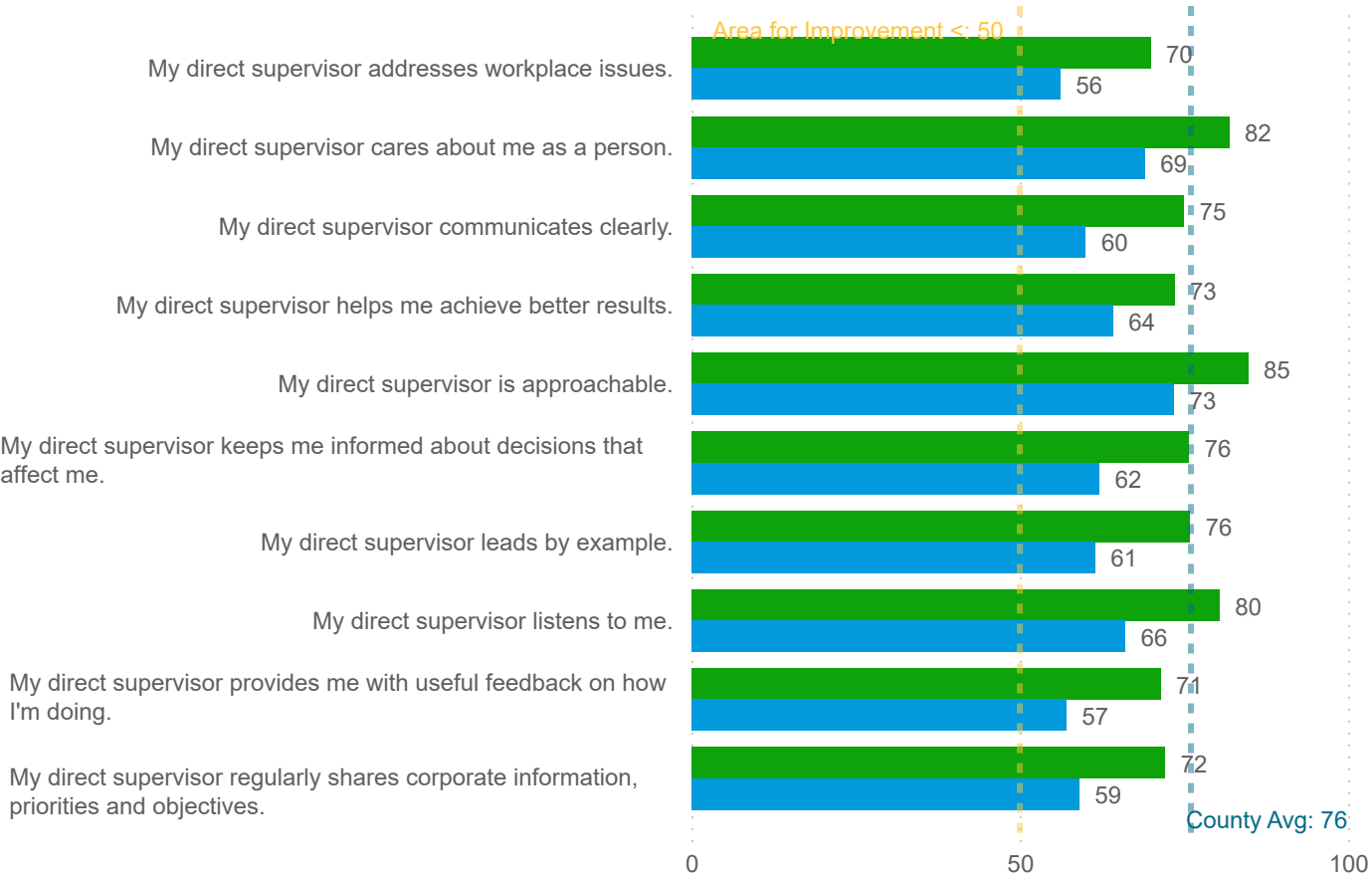
Leadership - Supervisor



2023 Survey Year	1374 Number of Response	76 Overall Score
2021 Survey Year	1127 Number of Response	63 Overall Score

13
▲ from 2021

Survey Year ● 2023 ● 2021



Overall Score - by segment



By Division

Community Services	756 Number of Response	74 Overall Score	▲ 15 from 2021
Corporate Services and CFO	308 Number of Response	73 Overall Score	▲ 11 from 2021
Infrastructure and Planning Services	288 Number of Response	69 Overall Score	▲ 7 from 2021

Overall Score - by segment



By Assignment Category

Permanent	1108 Number of Response	72 Overall Score	▲ 12 from 2021
Temporary	49 Number of Response	81 Overall Score	▲ 11 from 2021
Hourly	229 Number of Response	78 Overall Score	▲ 14 from 2021

By Worksite

Primary Office	996 Number of Response	72 Overall Score	No data available from 2021
Hybrid	390 Number of Response	76 Overall Score	

Overall Score - by segment



By Job Function

Management	76 Number of Response	81 Overall Score	▲ 10 from 2021
Community and Social Services	39 Number of Response	80 Overall Score	▲ 8 from 2021
Professional/Technical	285 Number of Response	77 Overall Score	▲ 12 from 2021
Engineering	43 Number of Response	74 Overall Score	▲ 8 from 2021
Municipal Support Services	169 Number of Response	74 Overall Score	▲ 9 from 2021
Operations	531 Number of Response	73 Overall Score	▲ 13 from 2021
AUPE	114 Number of Response	55 Overall Score	▲ 5 from 2021
IAFF	118 Number of Response	71 Overall Score	▲ 27 from 2021