



Calgary



# 2021 Corporate Employee Survey

## City Wide

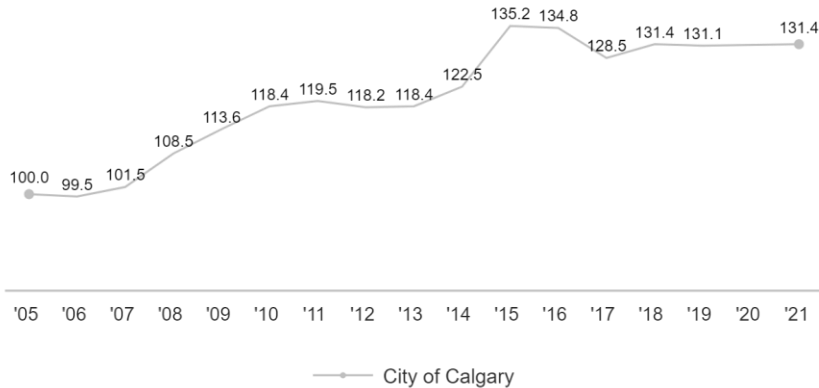
Prepared for The City of Calgary by:

**Anna Goupal**  
Research Director

**Leger**

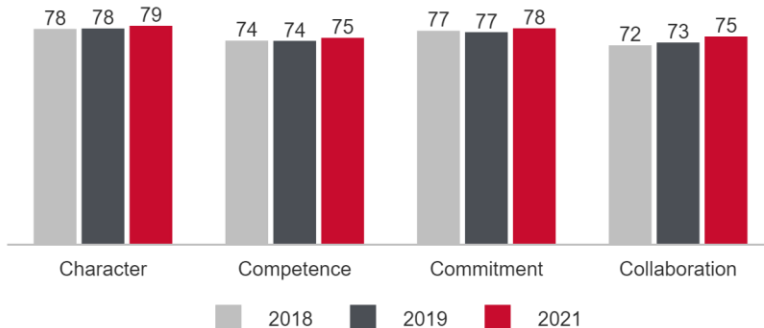
## Satisfaction

Corporate Employee Satisfaction Index



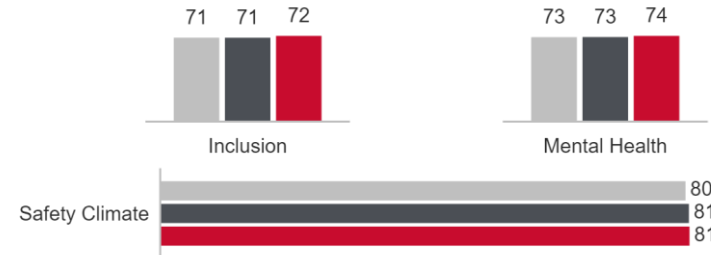
## 4 Cs Framework

The essential qualities of The City



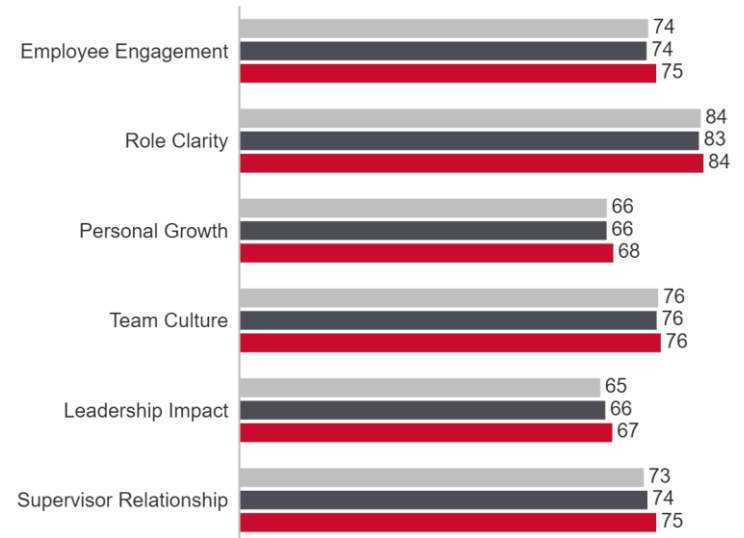
## Inclusion & Mental Health

An inclusive and psychologically safe workplace



## Engagement

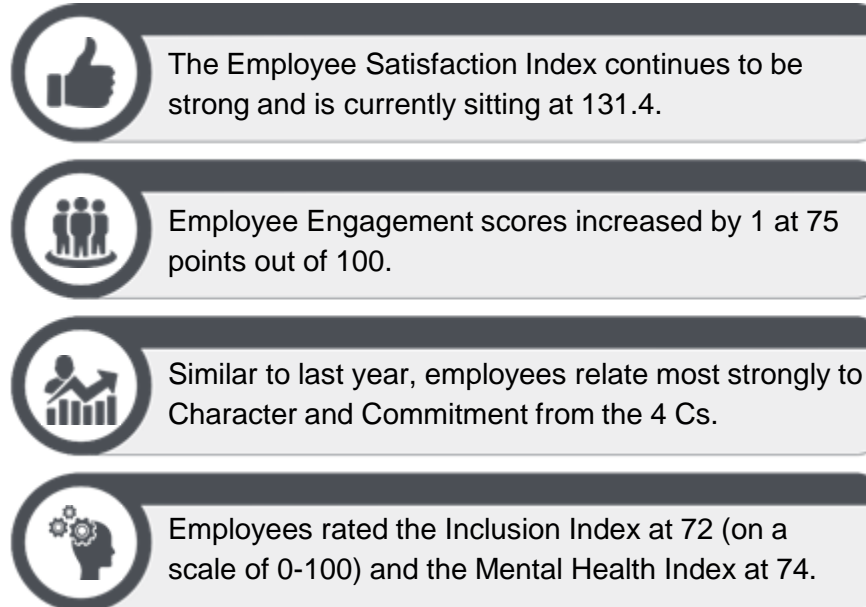
Employee Engagement Index & Key Drivers



Note: Indices are calculated out of 100 and do not represent percentage of employees. The Satisfaction Index was given a baseline score of 100 in 2005, year-over-year differences are based on this baseline score.

# Executive Summary

Overview of Employee Engagement and Key Drivers



In 2021, The City continues to collect feedback on measures that enable the new corporate culture. To reflect the latest industry standards, new measures were added in 2016. These new measures include a Mental Health Index and an Inclusion Index which will be key in creating an accessible, safe and inclusive workplace. These new measures supplement the Employee Engagement Index, the 4 Cs Framework and the Employee Satisfaction Index.

## Response Rates

In total, 6,119 City of Calgary employees completed the survey out of a total of 13,057 employees, yielding an overall completion rate of 46.9%. This is a decrease of 4% from 2019.

Response rates among:

- permanent employees decreased 5 percentage points to 50%
- temporary employees increased 4 percentage points to 34%
- seasonal employees decreased 15 percentage points to 24%

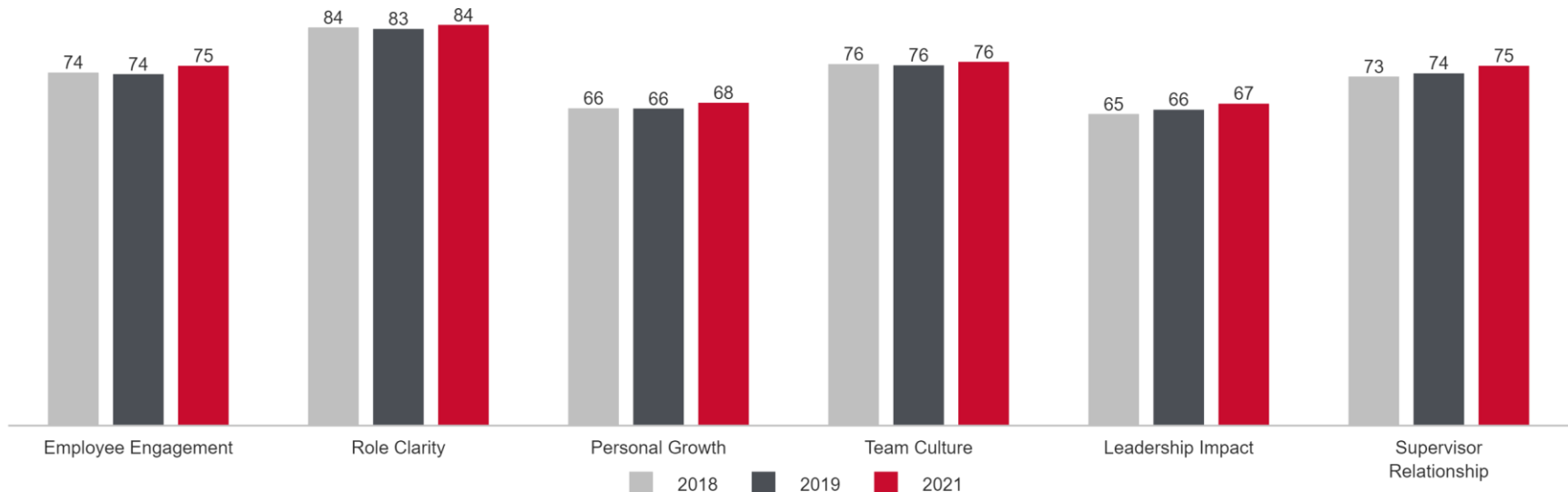
# Executive Summary

Overview of Employee Engagement and Key Drivers

## Employee Engagement

Results show a positive level of Employee Engagement with a steady increase since 2018 ( now at 75 out of 100) with Role Clarity and Team Culture remaining the strongest performers (at 84 and 76, respectively).

Personal Growth and Leadership Impact are currently the lowest performing factors, however, they have increased by 2 points since 2018. Leadership Impact has been on an upward trend for the last few years and is now sitting at 67 out of 100. An upward trend can also be seen for Supervisor Relationship where it has increased by 2 points since 2018.







# Executive Summary

Overview of Key Drivers by Department

	2021					
	Employee Engagement	Role Clarity	Personal Growth	Team Culture	Leadership Impact	Supervisor Relationship
The City of Calgary	75 (+2)	84 (+1)	68 (+1)	76 (+1)	67 (+1)	75 (+2)
Chief Financial Office	79 (+3)	86 (+1)	73 (+2)	82 (+2)	73 (+3)	81 (+1)
Community Services	75 (0)	84 (0)	66 (0)	75 (-1)	65 (-1)	75 (0)
Corporate Administration	77 (+2)	85 (0)	72 (+1)	79 (-1)	74 (+3)	81 (+2)
Deputy City Manager	77 (+3)	85 (+2)	70 (+3)	79 (+2)	70 (+4)	78 (+4)
Planning and Development	74 (+5)	84 (+3)	70 (+3)	79 (+2)	69 (+6)	78 (+5)
Transportation	73 (+1)	83 (0)	62 (0)	71 (0)	62 (-1)	68 (0)
Utilities and Environmental Protection	75 (+1)	84 (+1)	67 (+1)	75 (+1)	66 (+1)	74 (+2)
Green Line	73 (+7)	80 (+4)	64 (+2)	80 (+2)	69 (+12)	79 (+4)

Note: Data in brackets show the difference in score from previous year. Year-over-year results may differ due to rounding.

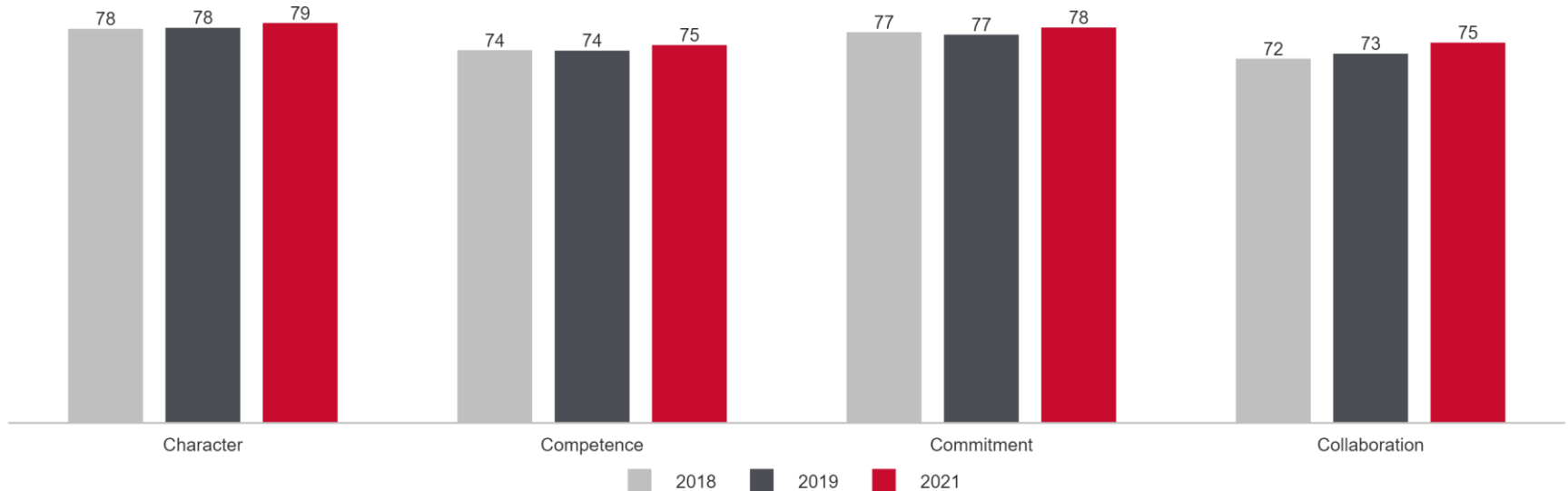
# Executive Summary

Overview of 4 Cs Framework

## 4 Cs Framework

The 4 Cs are the essential qualities of The City. Questions on employee's connection to each C were added in 2015.

The 2021 results on the 4 Cs demonstrate that employees rate Character as the strongest (79 out of 100) and then Commitment (78 out of 100) as the second strongest quality. While Collaboration is the lowest rated quality, it has been gradually increasing for the past several years and is now sitting at 75 out of 100.





# Executive Summary

Overview of 4 Cs Framework by Department

	2021			
	Character	Competence	Commitment	Collaboration
The City of Calgary	79 (+1)	75 (+1)	78 (+1)	75 (+2)
Chief Financial Office	83 (+2)	79 (+2)	81 (+2)	81 (+3)
Community Services	78 (0)	74 (0)	78 (0)	75 (+1)
Corporate Administration	83 (+1)	78 (+2)	81 (+1)	81 (+1)
Deputy City Manager	80 (+2)	76 (+2)	80 (+3)	79 (+4)
Planning and Development	82 (+4)	76 (+3)	78 (+5)	78 (+5)
Transportation	75 (0)	71 (0)	75 (0)	68 (+1)
Utilities and Environmental Protection	78 (+1)	75 (+1)	78 (+1)	74 (+2)
Green Line	81 (+2)	71 (+5)	76 (+7)	80 (+8)

Note: Data in brackets show the difference in score from previous year. Year-over-year results may differ due to rounding.

# Executive Summary

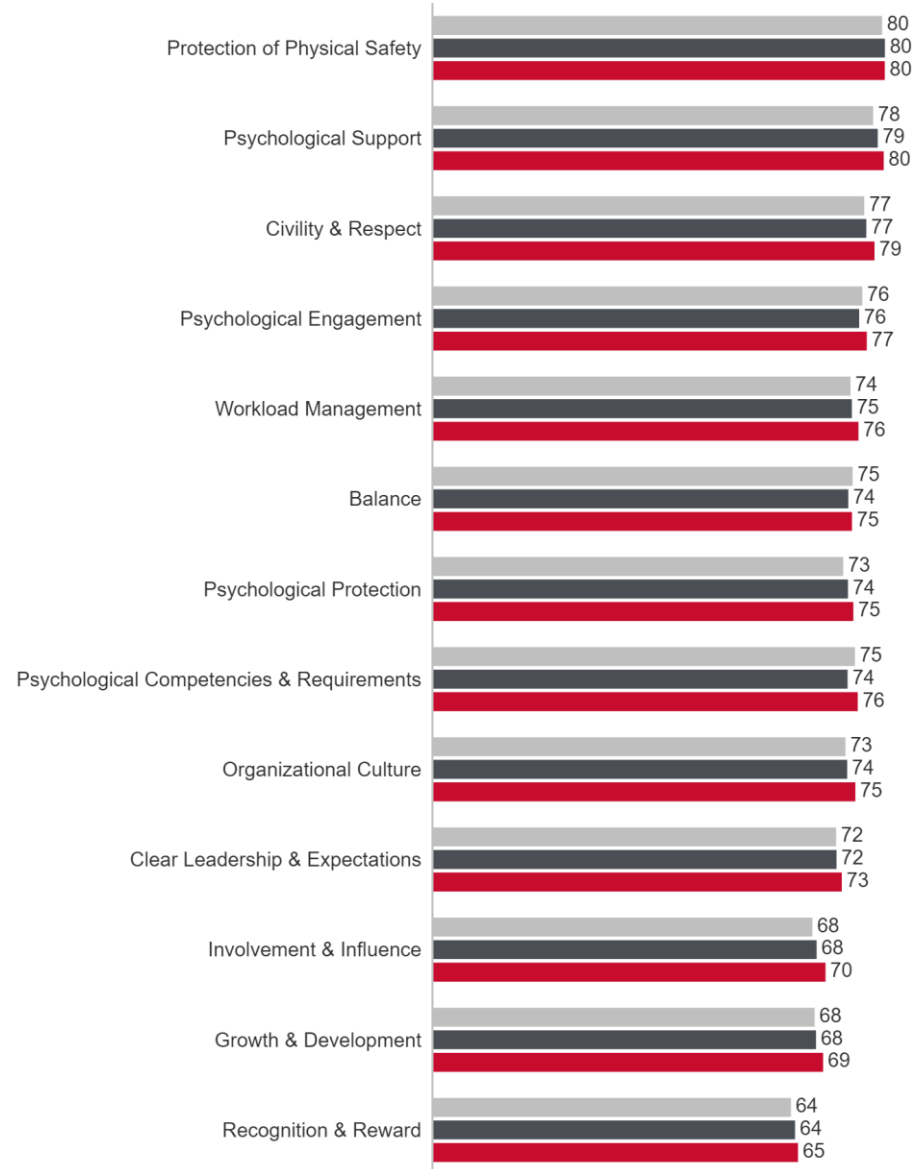
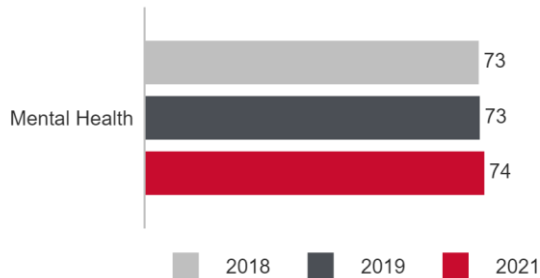
Overview of Inclusion & Mental Health Indices

## Mental Health Index

This index identifies 13 factors that can prevent harm to employee psychological health and promote psychological well-being.

The City scores highest on Protection of Physical Safety and Psychological Support. Elements of the Mental Health Index that The City could improve upon include Recognition & Reward and Growth & Development.

The Mental Health Index has remained relatively stable, increasing by one point since 2019 to 74 out of 100.



# Executive Summary

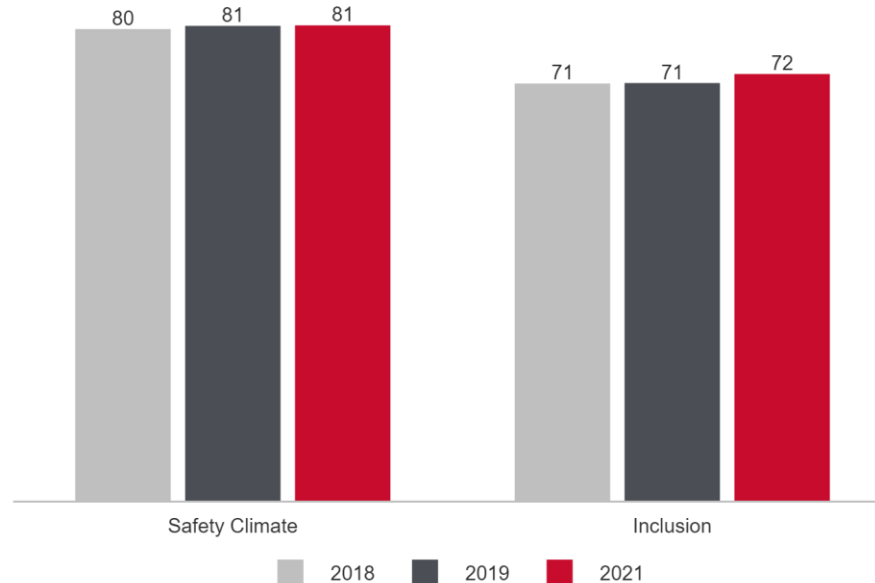
Overview of Safety Climate & Inclusion Index

## Safety Climate

The Safety Climate tracks safe and responsible workplace practice. It has remained stable at 81 out of 100 since 2019.

## Inclusion Index

The Inclusion Index measures how inclusive employees perceive The City's workplace to be. The Inclusion Index has increased by one point to 72 out of 100 after remaining stable since 2018.





# Executive Summary

Overview of Psychological Health & Safety in the Workplace

	2021													
	Mental Health	Psychological Support	Organizational Culture	Clear Leadership & Expectations	Civility & Respect	Psychological Competencies & Requirements	Growth & Development	Recognition & Reward	Involvement & Influence	Workload Management	Psychological Engagement	Balance	Psychologic Protection	Protection of Physical Safety
The City of Calgary	74 (+1)	80 (+1)	75 (+1)	73 (+1)	79 (+1)	76 (+2)	69 (+1)	65 (+1)	70 (+2)	76 (+1)	77 (+1)	75 (+1)	75 (+1)	80 (0)
Chief Financial Office	79 (+2)	85 (+1)	80 (+3)	77 (+2)	82 (+2)	80 (+2)	76 (+2)	71 (+1)	76 (+3)	82 (+2)	80 (+3)	83 (+3)	80 (+1)	84 (0)
Community Services	73 (0)	79 (0)	74 (0)	72 (0)	78 (+1)	75 (+1)	68 (0)	64 (-1)	68 (0)	73 (+1)	77 (0)	72 (0)	73 (-1)	79 (0)
Corporate Administration	78 (+1)	85 (+1)	80 (+2)	78 (+2)	83 (+2)	80 (+2)	74 (0)	70 (0)	76 (+2)	78 (0)	79 (+1)	76 (-1)	79 (+1)	81 (-1)
Deputy City Manager	76 (+3)	82 (+2)	77 (+3)	74 (+3)	80 (+3)	78 (+4)	72 (+3)	67 (+3)	74 (+5)	79 (+3)	79 (+3)	77 (+2)	78 (+3)	82 (0)
Planning and Development	76 (+3)	82 (+2)	78 (+4)	74 (+4)	81 (+4)	78 (+5)	73 (+4)	68 (+6)	72 (+7)	77 (+4)	76 (+4)	77 (+2)	77 (+2)	82 (-1)
Transportation	69 (0)	75 (0)	70 (0)	69 (0)	74 (0)	70 (+1)	62 (0)	58 (-2)	62 (-1)	70 (-1)	75 (0)	67 (-2)	69 (0)	76 (0)
Utilities and Environmental Protection	74 (+1)	79 (+2)	74 (+1)	72 (+1)	77 (+2)	74 (+2)	69 (+2)	64 (+1)	70 (+2)	76 (+1)	77 (+1)	75 (0)	74 (+2)	81 (0)
Green Line	76 (+5)	87 (+2)	79 (+7)	71 (+7)	82 (+2)	78 (+4)	68 (+2)	66 (+4)	76 (+10)	77 (+6)	75 (+6)	79 (0)	80 (+3)	87 (+1)

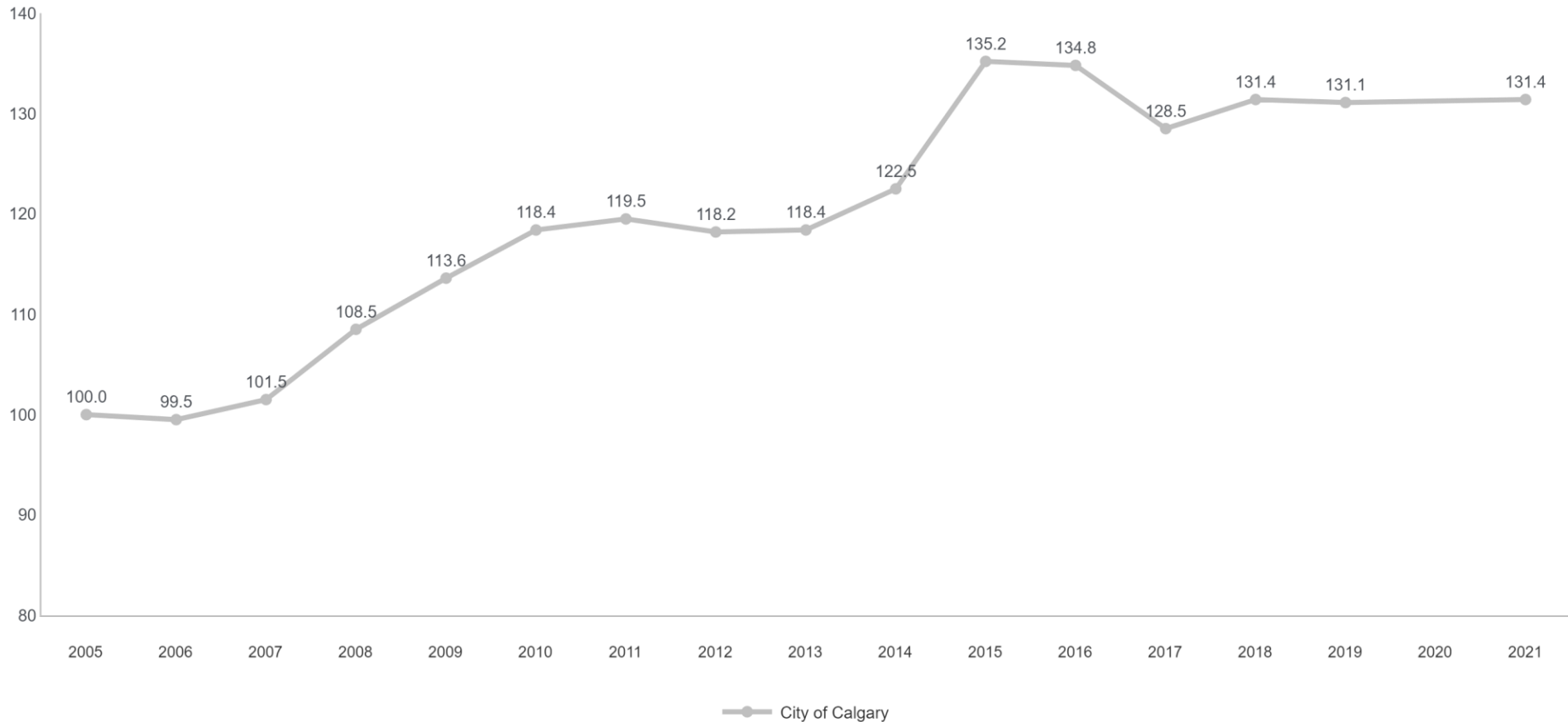
Note: Data in brackets show the difference in score from previous year. Year-over-year results may differ due to rounding.

# Executive Summary

Overview of Employee Satisfaction Index

## Employee Satisfaction

The Employee Satisfaction Index increased by 0.3 points since 2019 and is currently sitting at 131.4.





# Background & Methodology

## BACKGROUND

The City of Calgary has conducted annual employee surveys - including an overall satisfaction index - since 2005 to measure corporate goals, business planning cycles, performance management processes and wellness initiatives.

In 2015, the survey was expanded from fewer than 20 questions to more than 60 questions to align with The City's Leadership Strategic Plan. These new questions provided a baseline for measuring organizational culture. The survey now includes questions and areas of measurement on employee engagement, mental health, inclusion, perceptions of safety, customer service, collaboration and communication.

Report formats and statistical analyses, similar to last year, were created to provide easy-to-understand results and business unit level actionable recommendations for all departments. More than just a point-in-time view of perceptions and attitudes, this annual survey gives leaders and all employees an important, evidence-based guide toward their common purpose: *making life better every day*.

## METHODOLOGY

The City of Calgary Corporate Employee Survey followed a similar methodology used in previous years. Leger Marketing, an external contractor, administered the survey to full-time, part-time and seasonal City employees eligible to participate. An online survey was hosted by Leger for all those with an internet connection. Employees with @calgary.ca email addresses were provided with a unique link to access the survey.

The City was responsible for distributing hard copy surveys to employees without internet access. Employees who received a hard copy survey were provided return envelopes. They were also provided with a unique access code and the option to complete the survey online. Leger was responsible for receiving and processing hard copy surveys.

The survey was open for City employees from September 1-24, 2021. Reminders were sent to those with network email addresses: three reminders were sent to employees who had not yet completed the survey. To ensure confidentiality, Leger received, analyzed and reported the results to The City. The City had no access to individual results. As further assurance of anonymity, results were only summarized for groups with more than 10 respondents.

# Reading this Report

## EMPLOYEE ENGAGEMENT

Your greatest return from this report is to focus on employee engagement. Engagement has the potential to impact all aspects of culture, operational performance and customer service. A focus on building engagement at The City level and within your areas will yield the greatest returns.

### *Key Drivers*

Look carefully at the impact scores for the key drivers of employee engagement. The drivers are Role Clarity, Team Culture, Supervisor Relationship, Leadership Impact and Personal Growth. Drivers with higher *impact scores* have more influence on engagement scores. Just as employee engagement is represented by an overall index, each driver has its own index. Remember these indices are not displayed as percentages - they are on a 100-point scale where:

80-100	Very Positive
60-79	Moderately Positive
40-59	Moderately Negative
0-39	Very Negative

## FOCUS MAPS

The focus maps provide actionable steps on how to improve engagement scores. Leaders will want to spend greatest time and effort looking at questions in the lower-right quadrant for indices that have the highest impact scores. This does not mean you should exclude taking action in other quadrants.

## SATISFACTION INDEX

Similar to the Engagement Index, the same key drivers were used to assess their impact on satisfaction. Drivers with higher *impact scores* have more influence on employee satisfaction. For example, if Team Culture has the highest *impact score* and a low *index score* then improving Team Culture during the year will have the greatest impact on employee satisfaction next year.

Responses are on a 6-point scale of agreement. In the appendix, the scale was condensed to Strongly Agree and Agree (6 or 5). For example, a satisfaction result of 70% indicates that 70% of employees gave a response of 5 or 6 rating on that particular question. As a general guidance for leaders, "top 2 box" scores are ones to maintain and further improve. Any scores outside of that range might have great potential for improvement and should prompt further analysis and conversation with employees. Please note, due to rounding, some top 2 box totals may not correspond with the sum of Strongly Agree and Agree from different figures.

# Using the Results

## ACTION PLANNING

While there is no set schedule, it is expected that leaders will receive, review and interpret their results by the end of 2021. Plans should be developed to share the results with employees in the first quarter of 2022. HR Business Partners and communicators are available to help leaders through this process.

Leaders are encouraged to explore issues from the survey and involve staff in developing solutions that link to the Action Plan, the Leadership Strategic Plan and our desired culture.

Part of the process may include:

1. Set-up an action planning session with employees and let employees know the purpose of this meeting.
2. Allow for open and honest communication of the results. We recommend you partner with your HR Business Partner and communicator to develop effective ways to discuss this with your staff.
3. Brainstorm areas for improvement based on the survey results.
4. Consider high-impact issues on employee engagement and ensure that the group has control over these issues.
5. Select a few key items to work on over the next year. It is important to keep this list short.
6. Implement the action plan.
7. At a scheduled time in the future check-in on the changes. If changes are complete, move on to other issues. If changes are not yet complete, discuss your current state and make appropriate adjustments to your approach.

While the survey results are important, the key for employees is that they know something is being done with the results. If action is not taken based on this feedback, it could have a negative impact on employee engagement, satisfaction and response rates moving forward.



# Response Rates

By Department & Business Unit - All Employees

Overall City of Calgary 47%

Chief Financial Office 71%

Assessment 74%

Corporate Initiatives 77%

Customer Serv - Comm 70%

Finance 67%

Human Resources 75%

Information Technology 70%

Community Services 39%

Calgary Comm Standards 52%

Calgary Fire Department 26%

Calgary Housing 72%

Calgary Neighbourhoods 48%

Calgary Parks 47%

Calgary Recreation 36%

Corporate Administration 66%

City Auditors Office 82%

City Clerks 80%

Corporate Security 50%

Law Department 73%

Deputy City Manager 68%

Corp Analytics and Innovation 77%

Facility Management 67%

Fleet Services 59%

Real Estate and Dev Serv 75%

Supply 63%

2019 Change

51% -4%

83% -12%

81% -7%

92% -15%

84% -14%

84% -17%

86% -11%

80% -10%

38% 1%

61% -9%

28% -2%

79% -7%

51% -3%

53% -6%

26% 10%

77% -11%

88% -6%

85% -5%

72% -22%

87% -14%

83% -15%

86% -9%

78% -11%

82% -23%

84% -9%

81% -18%

Planning and Development 71%

Calgary Approvals 68%

Calgary Building Services 72%

Calgary Growth Strategies 75%

Community Planning 75%

Transportation 32%

Calgary Transit 25%

Roads 44%

Transportation Infrastructure 88%

Transportation Planning 64%

Utilities & Environmental... 50%

Environmental and Safety... 75%

Waste - Recycling Services 36%

Water Resources 76%

Water Services 48%

Green Line 57%

Business Services 50%

Green Line Delivery 67%

88% -17%

68% 3%

90% -22%

89% -17%

91% -16%

38% -6%

28% -3%

63% -19%

80% 8%

86% -22%

58% -8%

78% -3%

55% -19%

77% -1%

51% -3%

N/A N/A

N/A N/A

N/A N/A

## Corporate Employee Satisfaction Index



# Corporate Employee Satisfaction Index

The City has used a composite measure to track performance related to creating a satisfied workforce since 2005.

When the index was originally created, analysis was done to determine which parts of an employee's job contributed the most to their overall job satisfaction. The question "*Overall I am satisfied with the quality of my work life in...*" was used as the dependent variable and the eight statements below were used as independent variables.

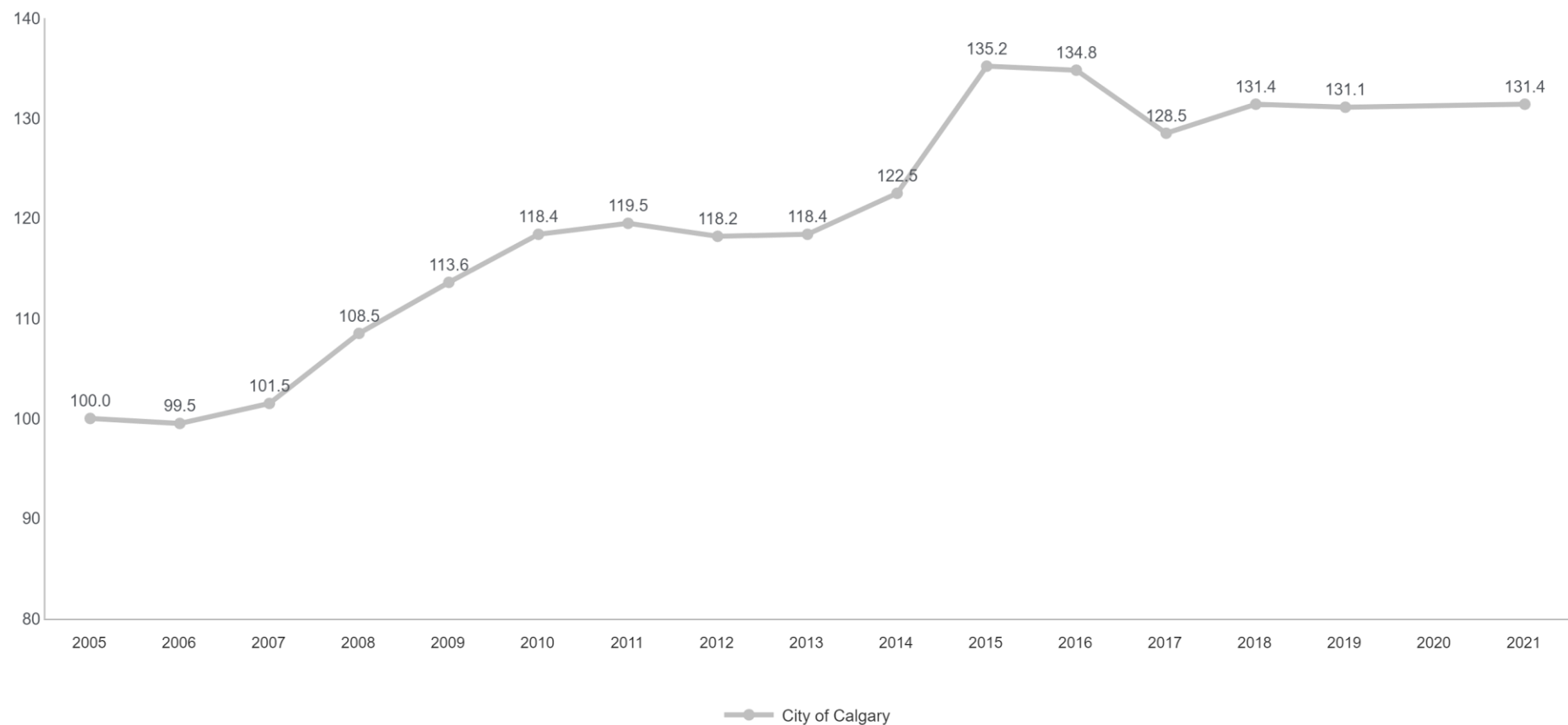
This revealed the different weights of each of the eight independent variables in driving "employee satisfaction" for The City overall.

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%)

Based on the weights, "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 my business unit" 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 trade-offs.

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 statements. 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.

# Corporate Employee Satisfaction Index

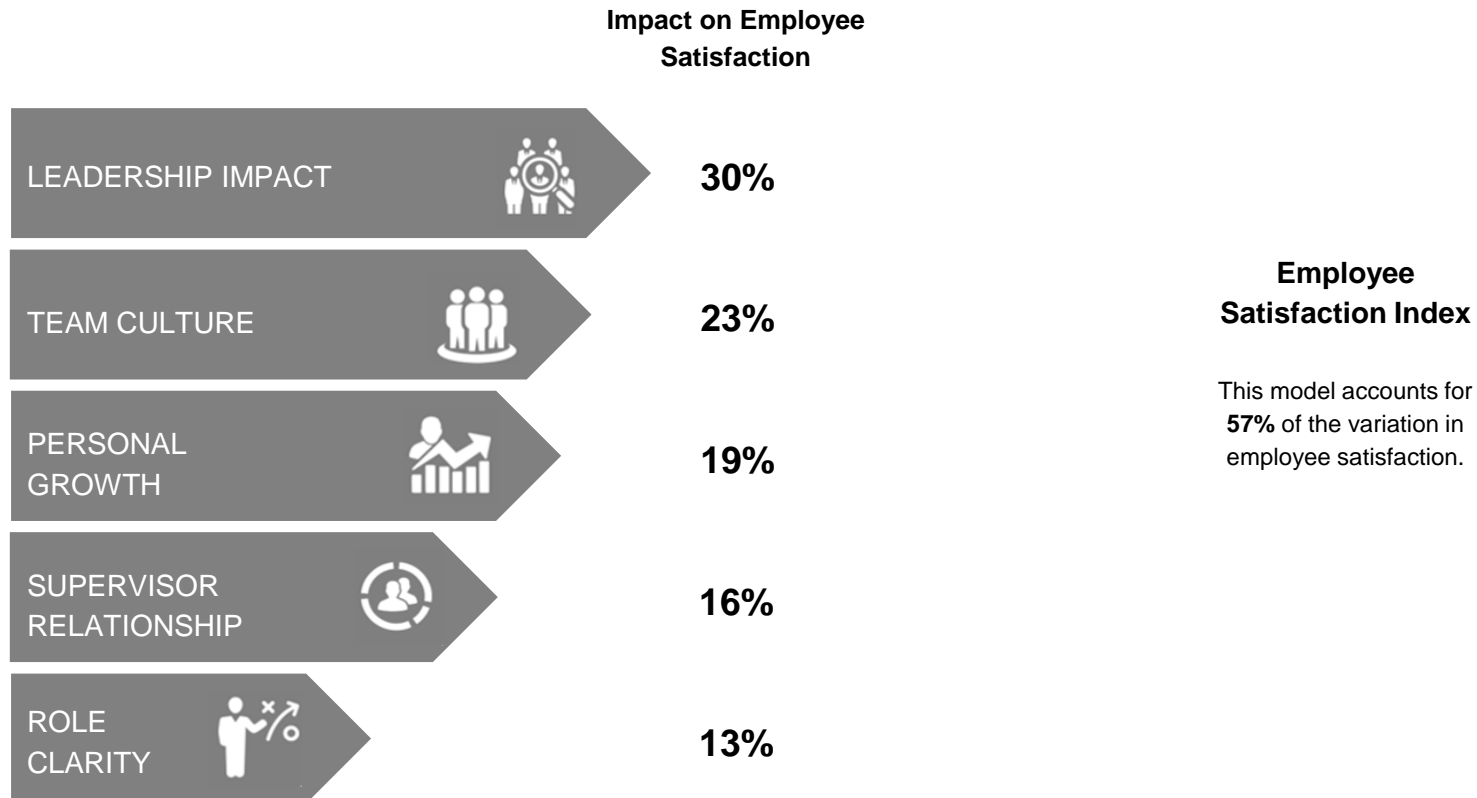




# Key Drivers of Employee Satisfaction

A key drivers analysis was conducted to determine how the five drivers: Role Clarity, Personal Growth, Team Culture, Leadership Impact and Supervisor Relationship impact employee satisfaction (specifically, “Overall, I am satisfied with the quality of my work life in my business unit”).

The predictive model that follows explains 57% of the variation in employee satisfaction. The most important factor driving satisfaction is Leadership Impact. This driver alone explains 30% of variation within satisfaction. This is followed by Team Culture, explaining 23% of the variation.



## 4 Cs Framework



## Character

Behaving the right way

	The City of Calgary
2019	78
2021	79

### Strengths:

Q51. I am held responsible for the work that I do

Q28. I feel that my supervisor trusts me to act in The City's best interests

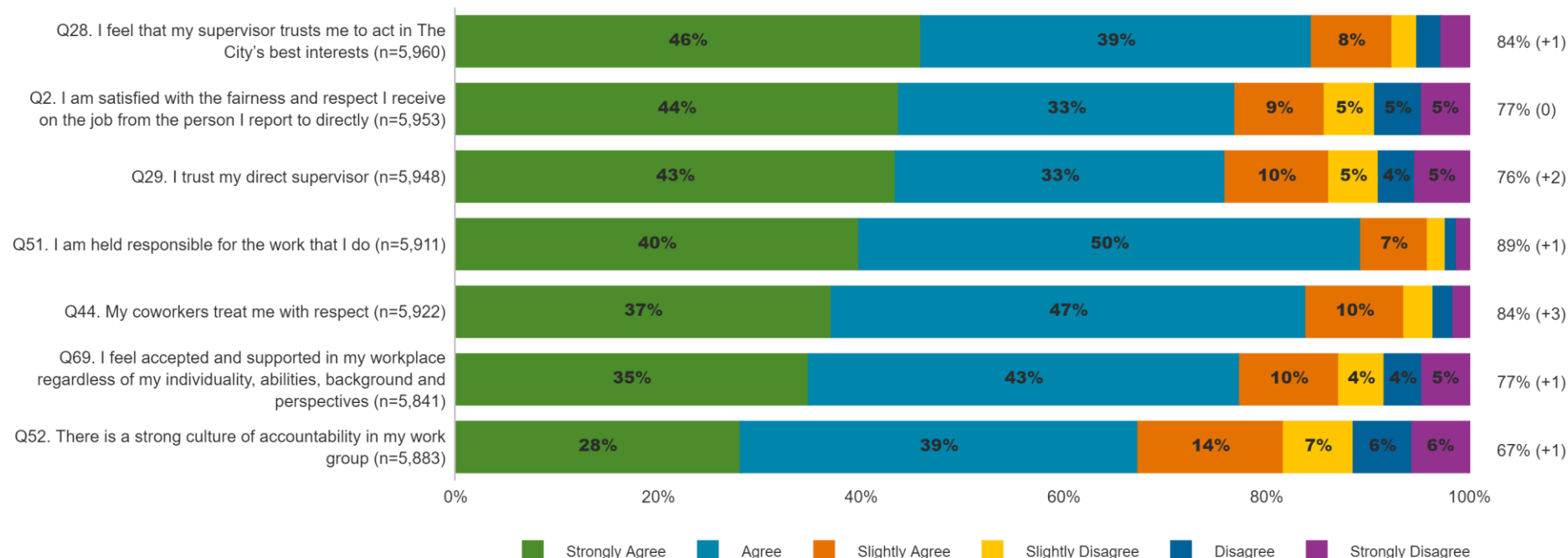
### Opportunities:

Q29. I trust my direct supervisor

Q52. There is a strong culture of accountability in my work group

**Action Items:** Scheduling time with leaders to discuss feedback on employee scores and business unit performance will reinforce individual responsibility and collective accountability.

Top 2 Box  
(+/- vs 2019)



Note: Totals may differ due to rounding

## Competence

Doing the right things the right way.

	The City of Calgary
2019	74
2021	75

### Strengths:

Q40. I feel competent in my job

Q45. I know what behaviors are expected of me

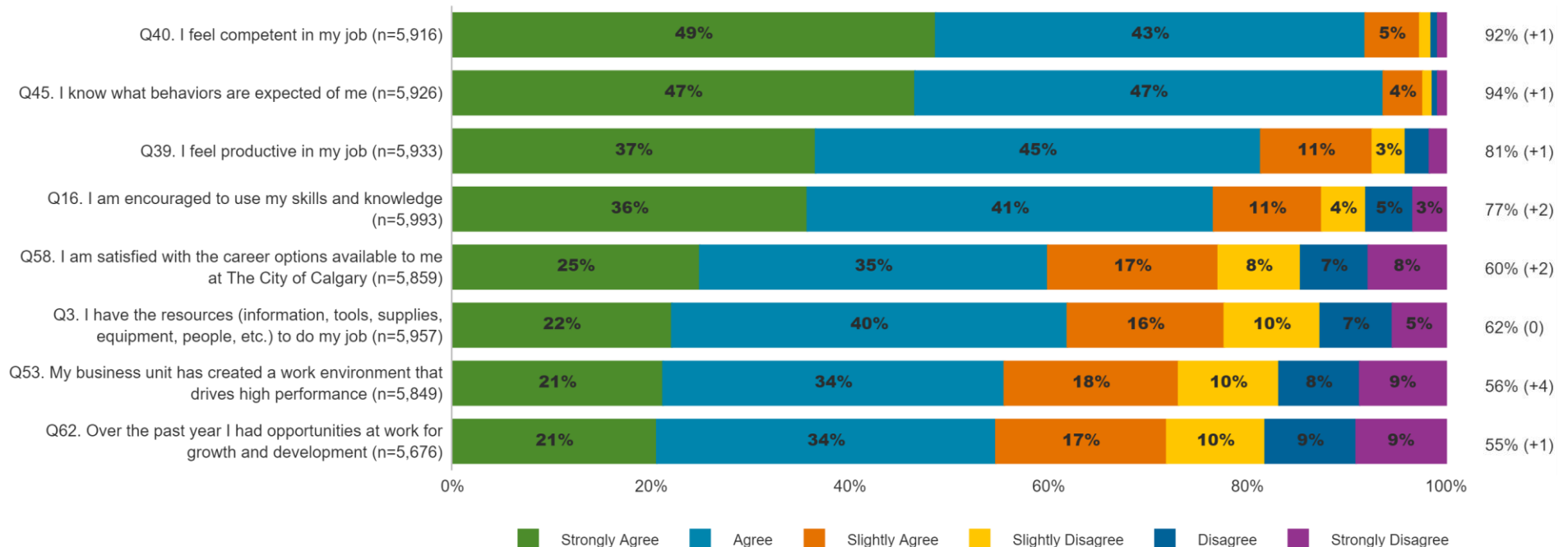
### Opportunities:

Q62. Over the past year I had opportunities at work for growth and development

Q53. My business unit has created a work environment that drives high performance

**Action Items:** In high performance workplaces, employees are continually encouraged to volunteer new ideas and make suggestions to improve work processes. Providing these opportunities gives employees a sense of control of their work and related process.

Top 2 Box  
(+/- vs 2019)



Note: Totals may differ due to rounding

## Commitment

Dedication to the greater public good.

	The City of Calgary
2019	77
2021	78

### Strengths:

Q48. I know what is expected of me in providing excellent customer service as an employee at The City

Q41. The work that I do is meaningful

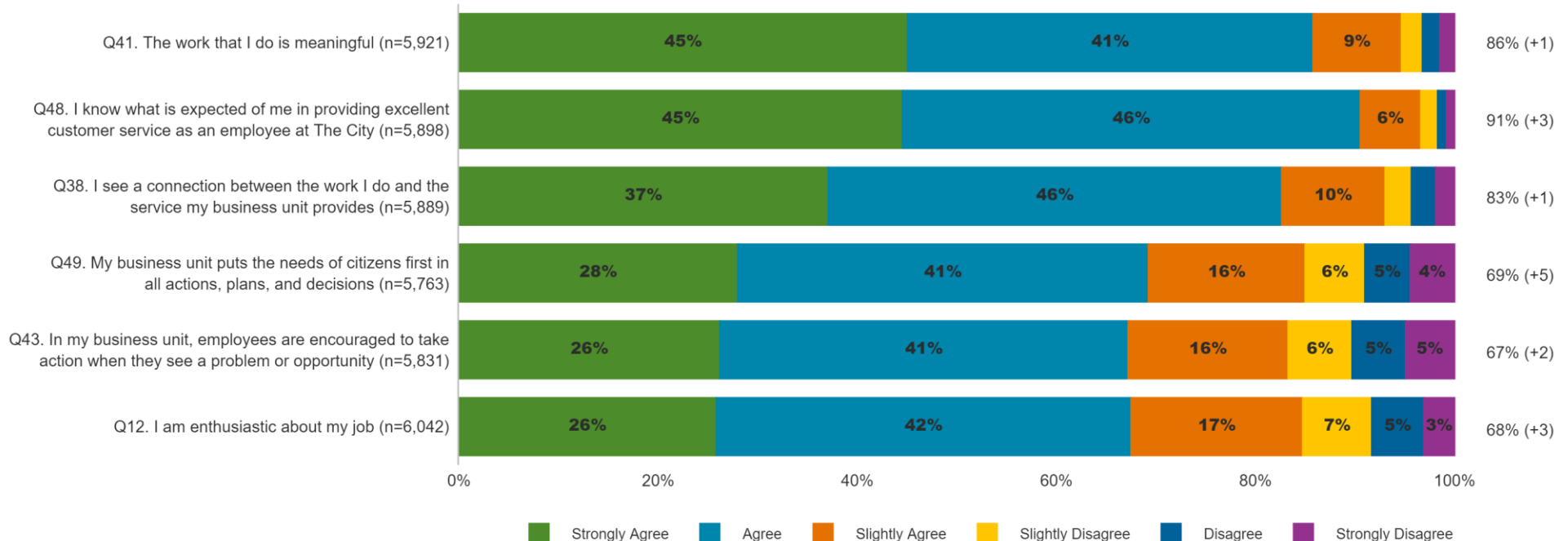
### Opportunities:

Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions

Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity

**Action Items:** Demonstrating a commitment to solve issues in the organization involves a dedication to strategic priorities, providing leaders with guidelines and coaching to make decisions, and clear communication to all.

Top 2 Box  
(+/- vs 2019)



Note: Totals may differ due to rounding

## Collaboration

Working together for a common purpose.

	The City of Calgary
2019	73
2021	75

### Strengths:

Q46. The people I work with cooperate to get the job done

Q25. My direct supervisor encourages me to collaborate with my work group

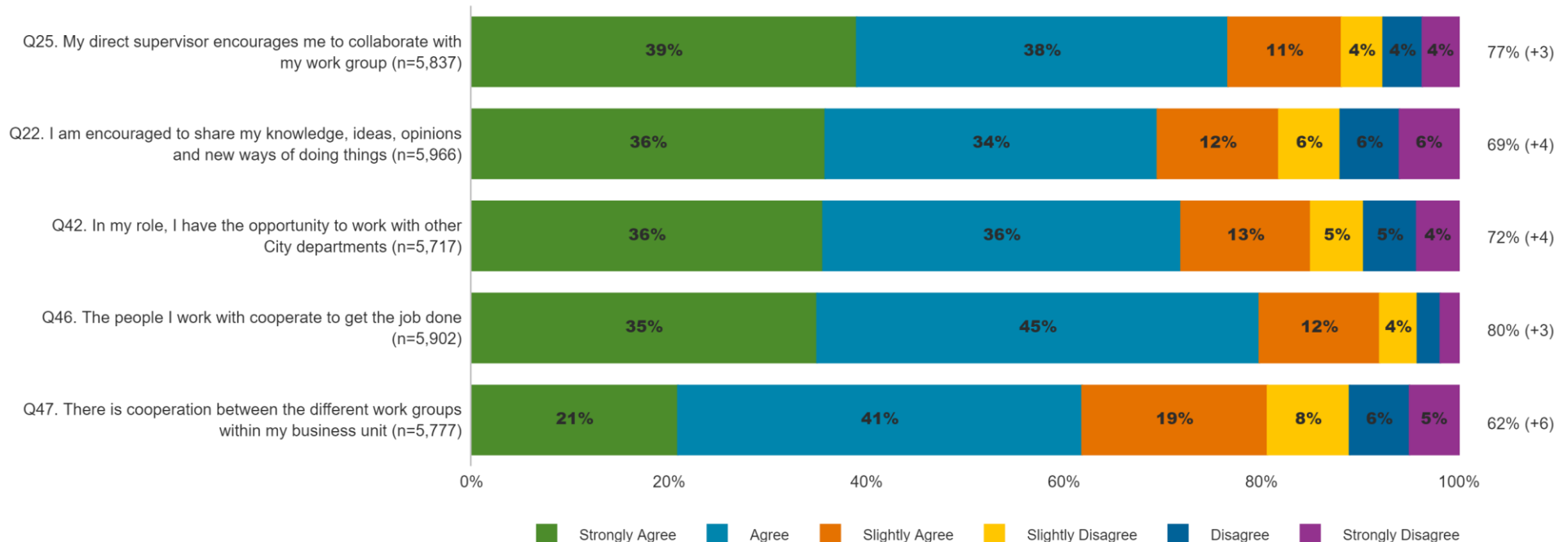
### Opportunities:

Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things

Q47. There is cooperation between the different work groups within my business unit

**Action Items:** Encourage collaboration by supporting relationships across work groups. These relationships will broaden employees' perspective, encourage productivity and ultimately benefit citizens.

Top 2 Box  
(+/- vs 2019)



Note: Totals may differ due to rounding

## Employee Engagement Index





# Employee Engagement Index

Feeling responsible for and committed to superior job performance.

## Why Measure Employee Engagement?

Employee engagement is a measure used in most employee surveys world-wide. It has been shown to link strongly to business objectives such as increased productivity and performance, increased customer service, lower employee turnover, increased well-being (both mental and physical), lower sickness and absence rates, and increased creativity and innovation. It fuels voluntary behaviours and an overall concern for quality. Engaged employees identify with the success of their organizations, recommend them to others as good places to work, and follow through to make sure problems get identified and resolved. They are employees who typically ask, “What can I do to help my organization succeed?”

In 2015, an employee engagement model was created using a statistical method called factor analysis to identify groups of questions that have common themes. Using this method, several themes were identified which have potential to impact employee engagement:

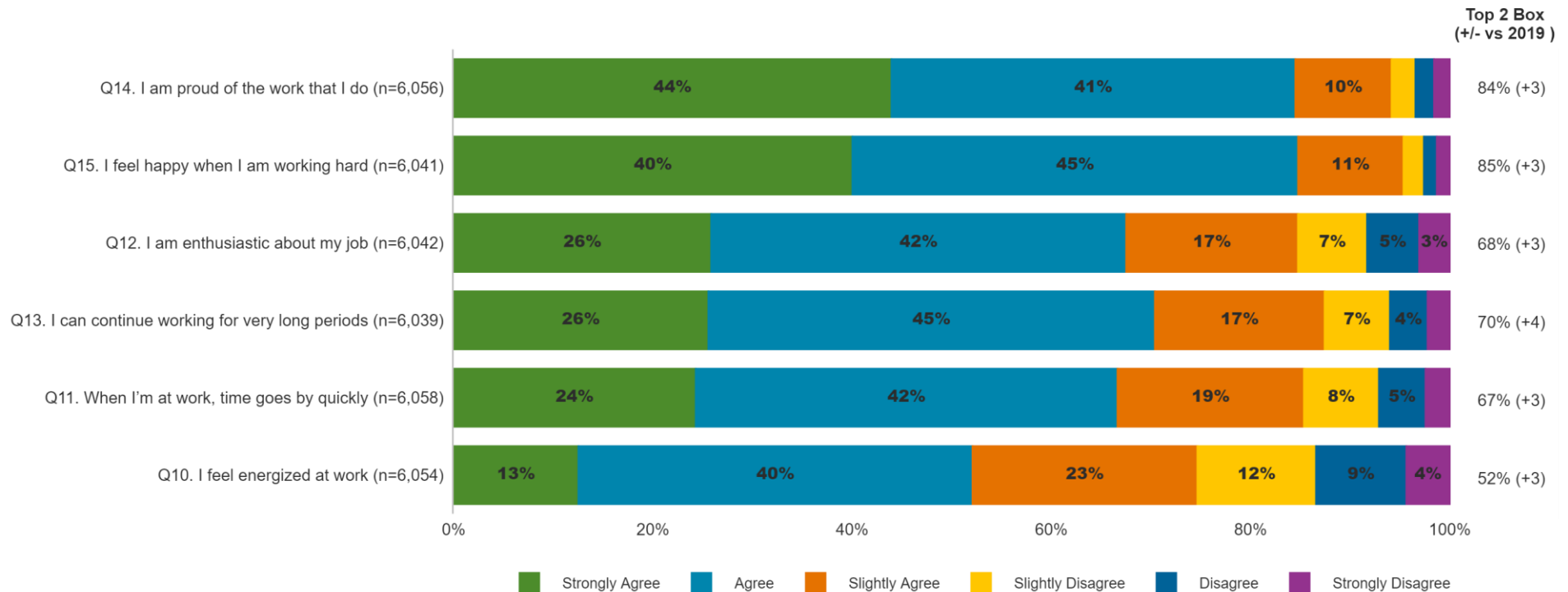


Further analysis was conducted to quantify the impact each theme has on employee engagement. Each index score was calculated by taking a simple average of scores for the related questions. Each index score was then standardized within a range of 0 to 100 (the index scores are not percentages). The identified six key themes (indices) present a relationship between our work environment and employee engagement which allows us to focus our efforts and actions in areas that contribute to an engaged workforce.

## Employee Engagement

Feeling responsible for and committed to superior job performance.

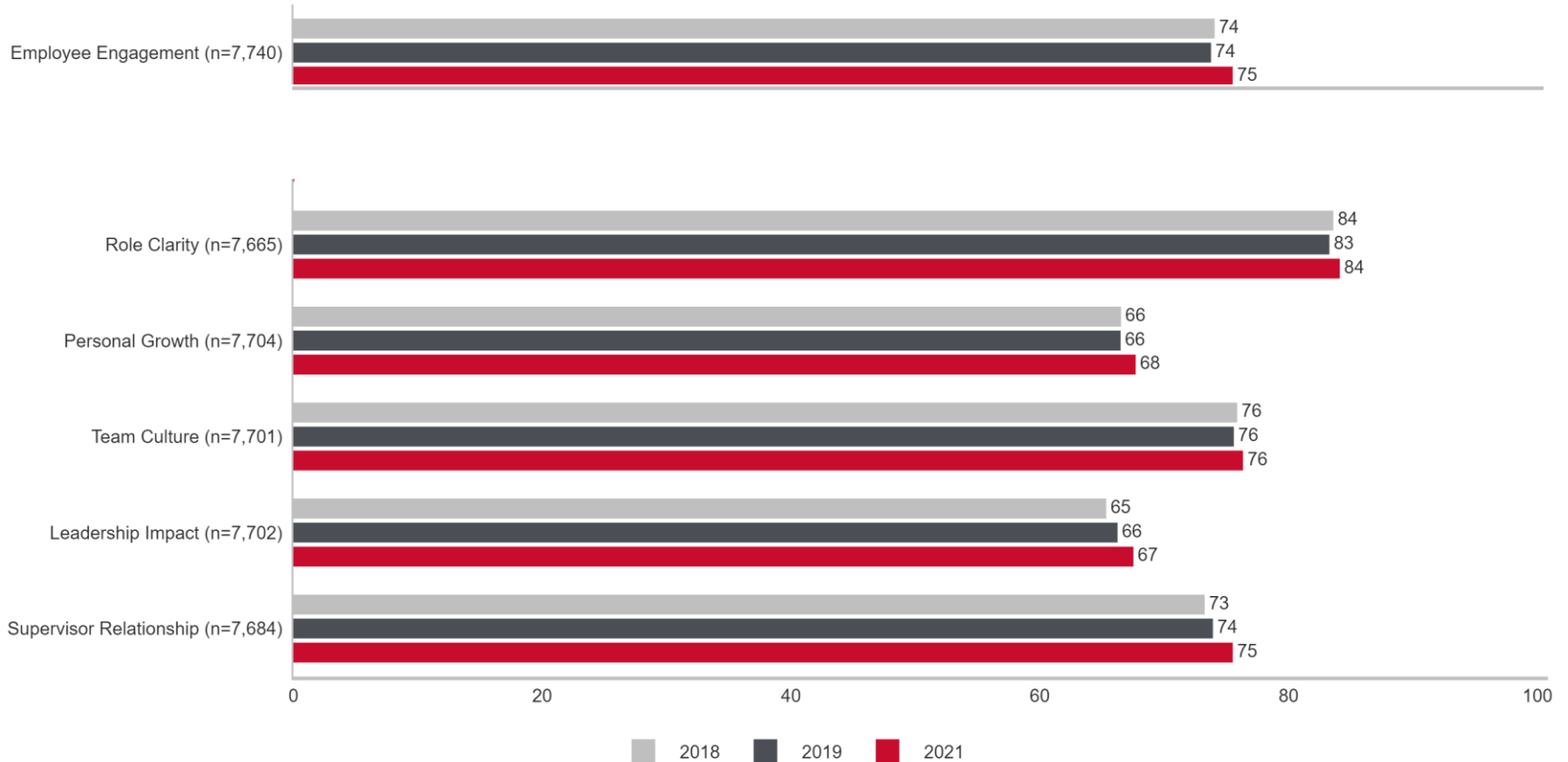
	The City of Calgary
2019	74
2021	75



Note: Totals may differ due to rounding

# Engagement Index Performance

Feeling responsible for and committed to superior performance.



Note: The index scores represent average responses scaled up to a score out of 100. They are not percentages of employees. The legend to the right provides guidance on interpreting these scores.

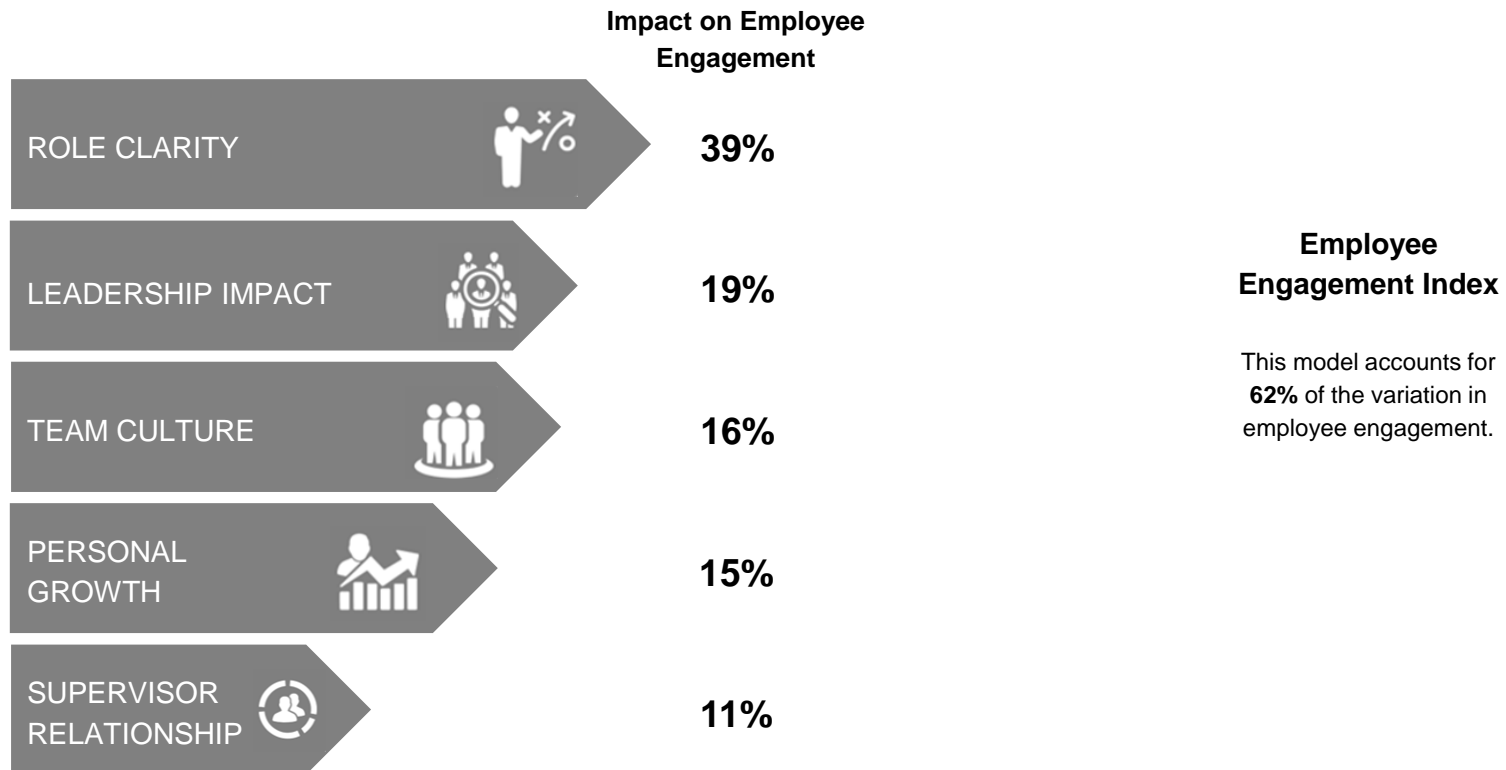
80-100	Very Positive
60-79	Moderately Positive
40-59	Moderately Negative
0-39	Very Negative

# Key Drivers of Employee Engagement

Most questions from the survey have been grouped into one of five drivers. The drivers (Role Clarity, Personal Growth, Team Culture, Leadership Impact, and Supervisor Relationship) were created to better align survey results with The City's employee experience objectives. A sixth index was created to measure the overall level of employee engagement.

These drivers were used to create a number of predictive models aimed at prioritizing efforts to achieve the employee experience objectives. For ease of understanding the scores are shown on a scale from 0 to 100.

The models are presented as focus maps, showing priority areas for improvement.



# Relationship Between Key Drivers

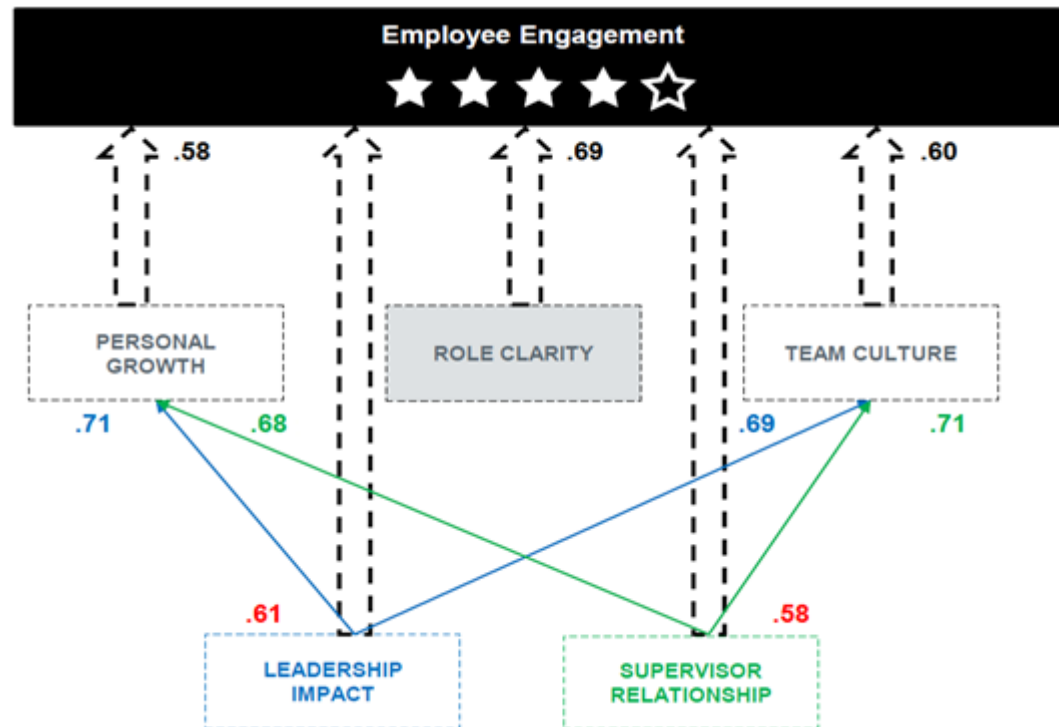
Every work environment is unique in its nature and there are many aspects of an employee's experience that affect their level of engagement on the job. Some aspects of the work culture act as *direct influencers*, determining the level of engagement among its employees, while some act as *enablers* for these direct influencers.

City employees view Role Clarity, Personal Growth and Team Culture as direct influencers affecting their level of engagement, whereas Supervisor Relationship and Leadership Impact are seen as enabling drivers of engagement. The correlation analysis below helps to gain deeper insights on how these influencers and enablers work together to create an engaged workforce at The City.

A key feature of the enabler variables is that their relationship with direct influencers is stronger as compared to their relationship with employee engagement. The strength of this relationship is measured by the correlation coefficient, which ranges from -1 to +1. Values that are closer to +1 indicate a stronger, positive relationship between two variables.

The analysis reveals that Supervisor Relationship is crucial to promote Team Culture (.71) and Personal Growth (.68) drivers. Similarly, Leadership Impact is crucial for promoting Personal Growth (.71) and Team Culture (.69).

Both Supervisor Relationship and Leadership Impact have relatively weaker relationships with Role Clarity but the strength of these relationships are still higher than their direct relationship with Employee Engagement.



## Role Clarity

Connect job responsibilities and individual contribution to prioritized organizational outcomes.

Role Clarity has been identified as the leading driver of engagement among City employees. This driver contains measures of individual competency and responsibility and their perception of the importance of employee effort and service that is provided to the citizens.

	The City of Calgary
2019	83
2021	84

### Strengths:

Q40. I feel competent in my job

Q45. I know what behaviors are expected of me

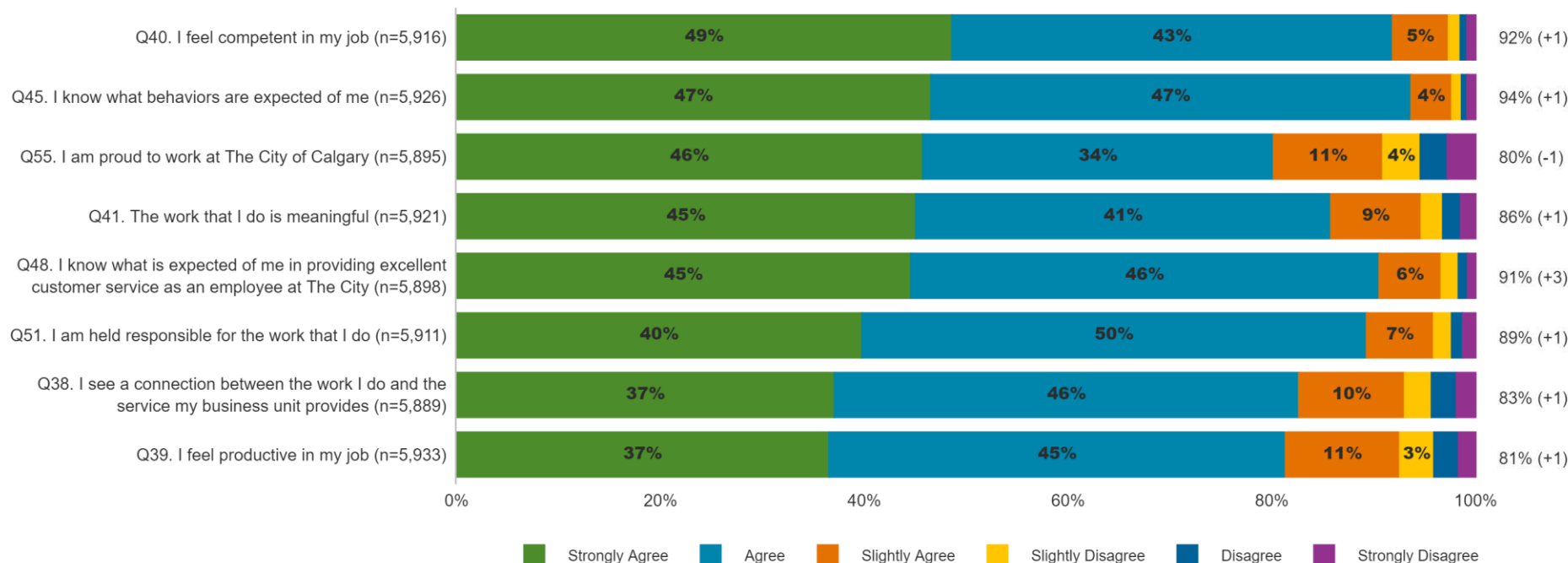
### Opportunities:

Q38. I see a connection between the work I do and the service my business unit provides

Q39. I feel productive in my job

**Action Items:** Hold discussions with employees to clarify how their work contributes to the overall performance and service provided by the business unit. When appropriate, provide employees with examples of how they could increase productivity.

Top 2 Box  
(+/- vs 2019)

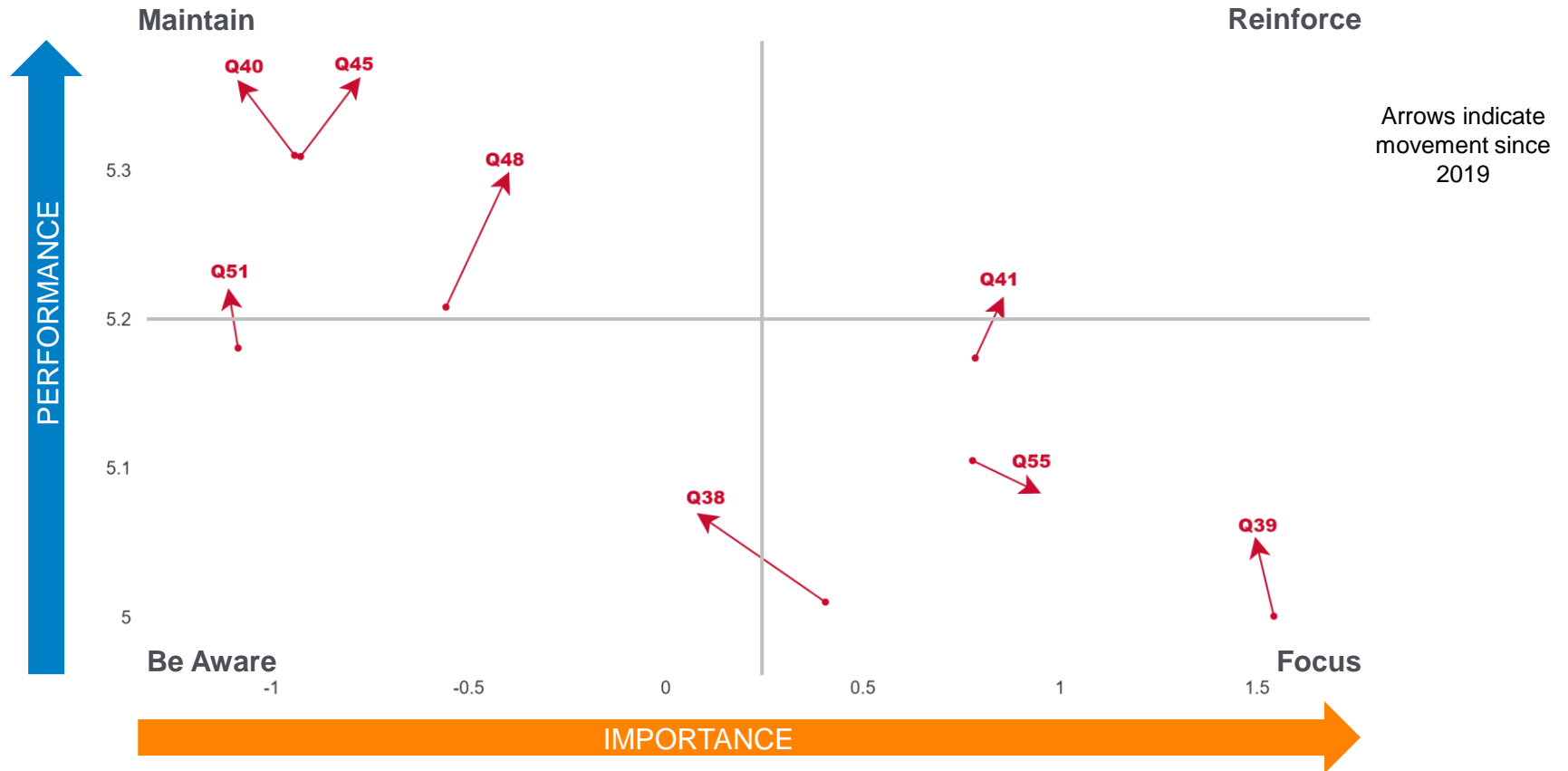


Note: Totals may differ due to rounding

# Role Clarity Focus Map

Connect job responsibilities and individual contribution to prioritized organizational outcomes

The Role Clarity driver is the most influential to employee engagement at The City, so improvement to any item within this driver will have the greatest impact. Continuing to focus on high performing items will support maintaining performance of this factor as well as overall engagement.



Note: If the arrow points up on the chart compared to its associated circle, then performance has improved from last year. Arrow pointing to the right indicates a higher degree of importance on employee engagement compared to last year. It is most impactful to target questions in the lower right (Focus) quadrant.



## Personal Growth

Provide structured learning and on-the-job experiences that contribute to professional development.

Personal Growth and professional development are, along with Role Clarity, two of the main drivers of employee engagement. Improving the perception of employee opportunities for personal growth and development can have a significant effect on engagement.

	The City of Calgary
2019	66
2021	68

### Strengths:

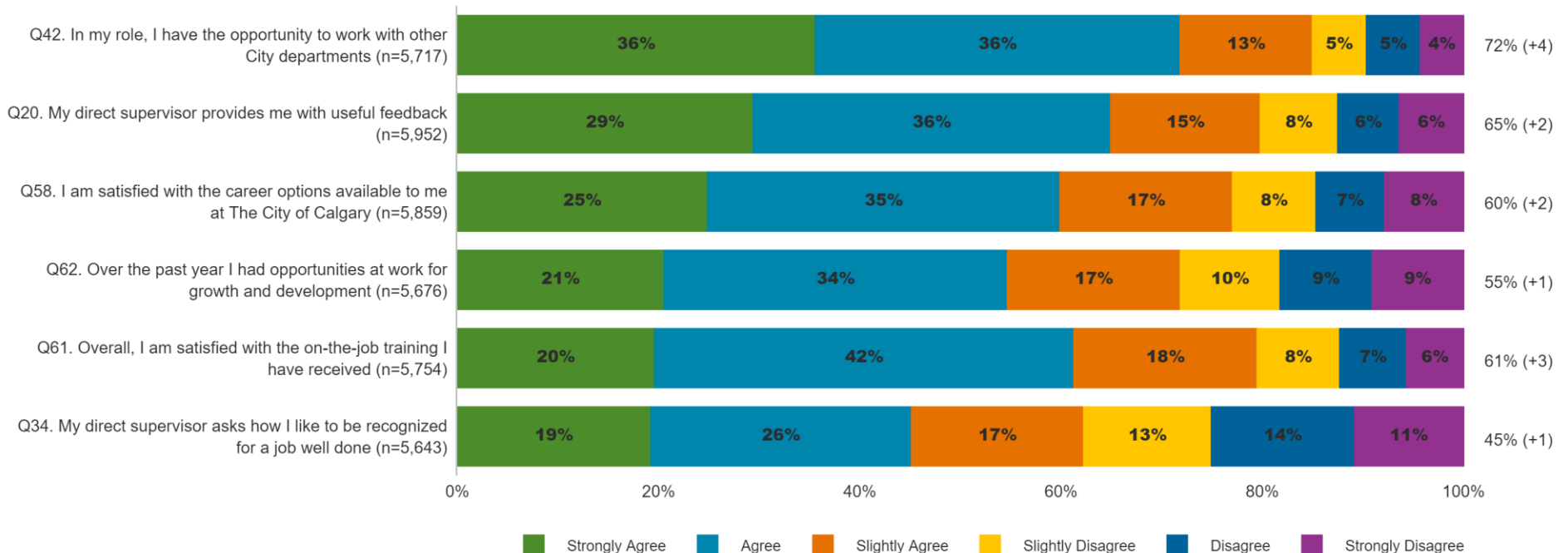
- Q42. In my role, I have the opportunity to work with other City departments
- Q20. My direct supervisor provides me with useful feedback

### Opportunities:

- Q62. Over the past year I had opportunities at work for growth and development
- Q34. My direct supervisor asks how I like to be recognized for a job well done

**Action Items:** Get to know how each employee would like to be recognized for a job well done. For example, not all employees want to be recognized in front of a large group.

Top 2 Box  
(+/- vs 2019)

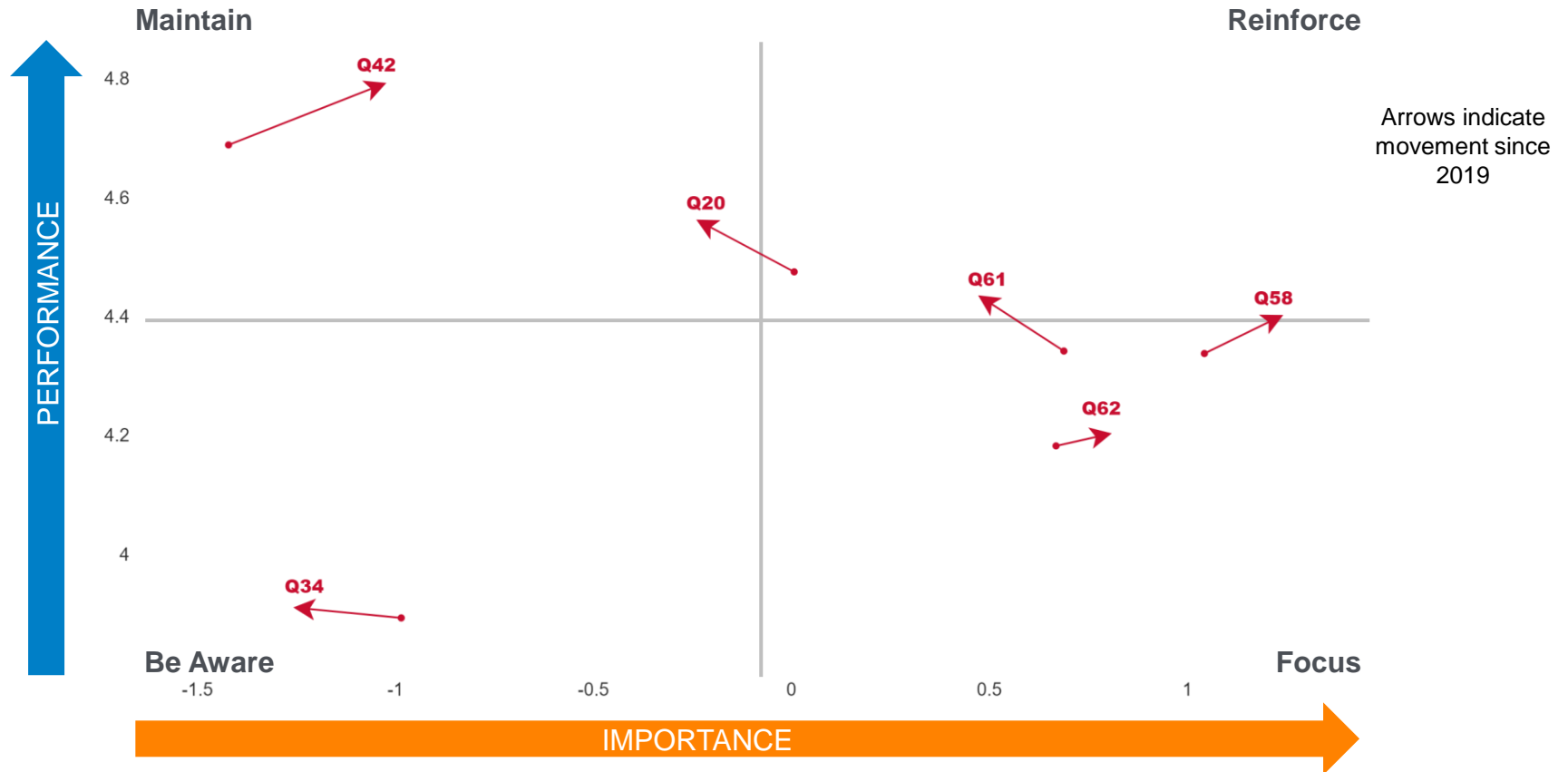


Note: Totals may differ due to rounding

# Personal Growth Focus Map

Provide structured learning and on-the-job experiences that contribute to professional development.

The Personal Growth driver is the second strongest performing driver of employee engagement. Personal Growth is about mastering new skills, successfully taking on challenges and striving to be better in both a professional and personal setting.



Note: If the arrow points up on the chart compared to its associated circle, then performance has improved from last year. Arrow pointing to the right indicates a higher degree of importance on employee engagement compared to last year. It is most impactful to target questions in the lower right (Focus) quadrant.

## Team Culture

Build team interaction and organizational systems that encourage contribution.

Team Culture involves cooperation and respect among coworkers, as well as their perception of The City's flexible work options and work-life balance. A good work environment is essential to employee satisfaction and improves productivity.

	The City of Calgary
2019	76
2021	76

### Strengths:

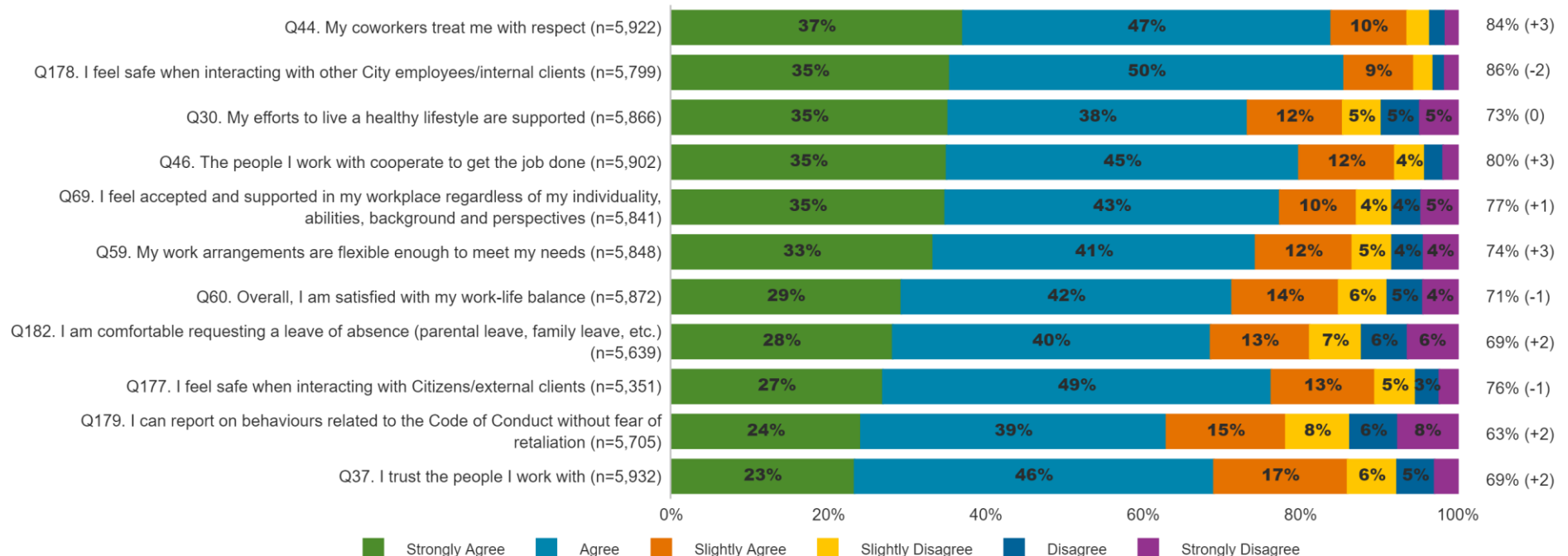
- Q44. My coworkers treat me with respect
- Q30. My efforts to live a healthy lifestyle are supported

### Opportunities:

- Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation
- Q37. I trust the people I work with

**Action Items:** Trust is challenging to build and easy to break. Increase trust among employees by following through with what you say, being consistent in modeling the behaviour you seek and establishing accountability within the team.

Top 2 Box  
(+/- vs 2019)

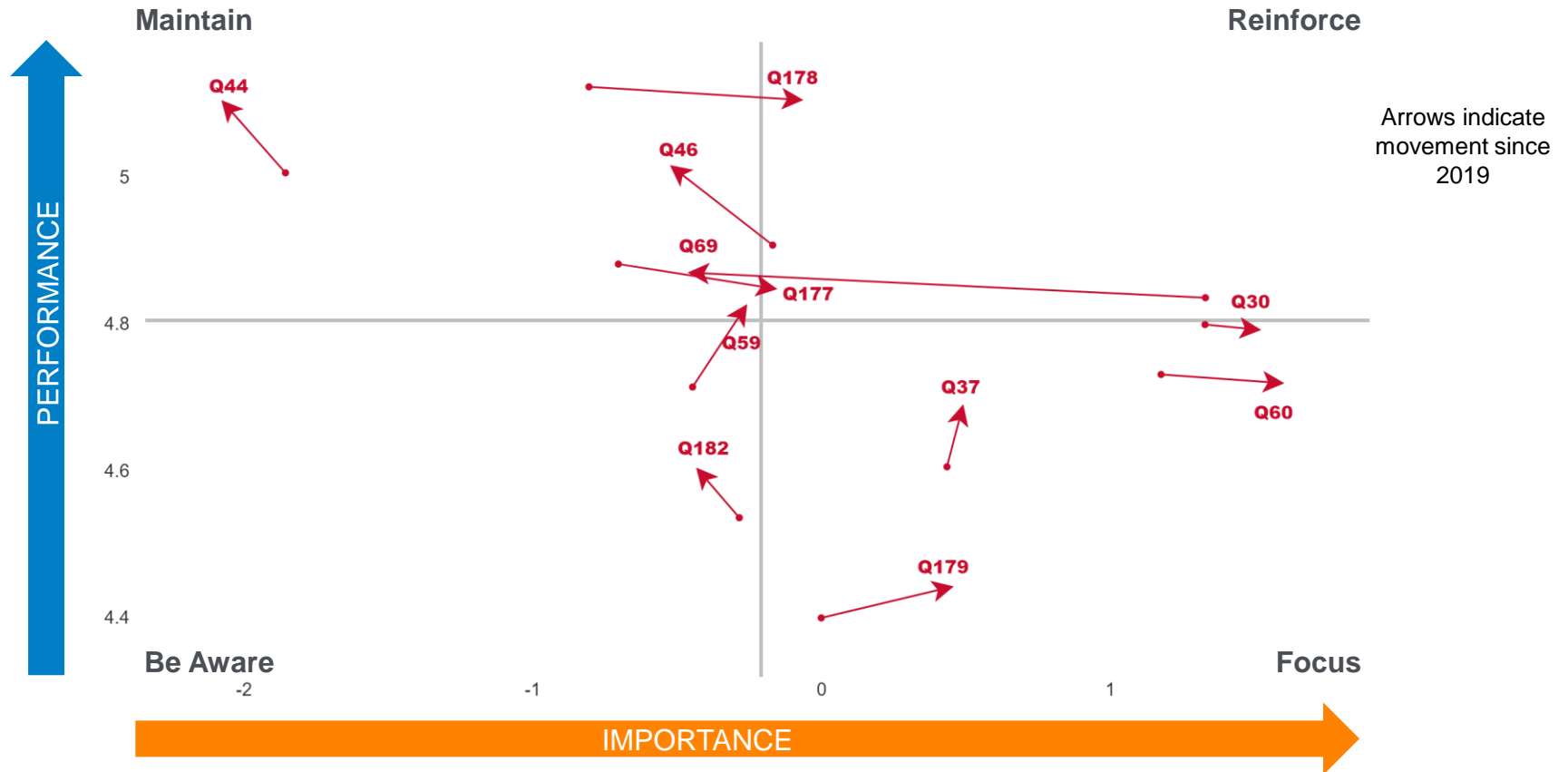


Note: Totals may differ due to rounding

# Team Culture Focus Map

Build team interaction and organizational systems that encourage contribution.

Team Culture involves cooperation and respect among coworkers, as well as their perception of The City's flexible work options and work-life balance. A good work environment is essential to employee engagement and productivity.



Note: If the arrow points up on the chart compared to its associated circle, then performance has improved from last year. Arrow pointing to the right indicates a higher degree of importance on employee engagement compared to last year. It is most impactful to target questions in the lower right (Focus) quadrant.

## Leadership Impact

Promote individual and team accountability for results, supported by leadership involvement and clear communication.

Leadership Impact involves different aspects of the employee's business unit, including the culture of accountability, work ethic, communication and cooperation. Communication is the most important aspect of this index.

	The City of Calgary
2019	66
2021	67

### Strengths:

Q57. I would recommend the City of Calgary as an employer to a family member or friend

Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents

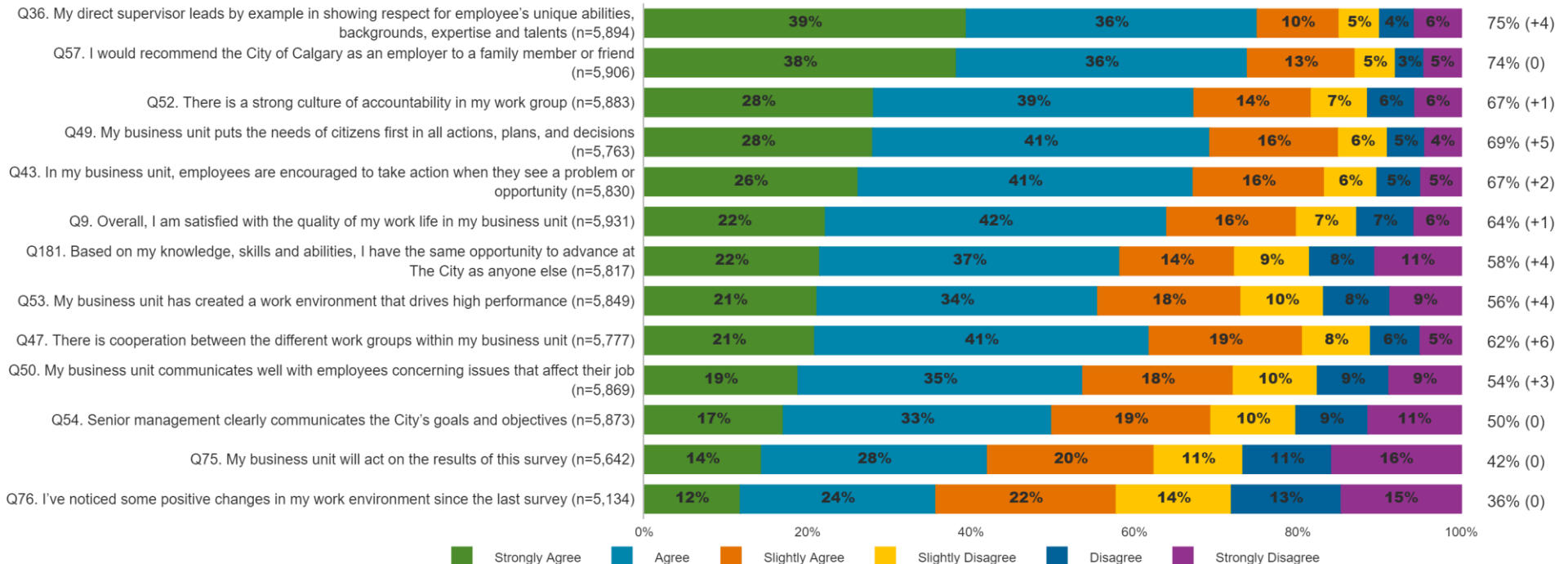
### Opportunities:

Q75. My business unit will act on the results of this survey

Q76. I've noticed some positive changes in my work environment since the last survey

**Action Items:** Engage employees and leaders to identify a few specific issues that can be addressed based on the survey results and commit to following through with these changes.

Top 2 Box  
(+/- vs 2019)

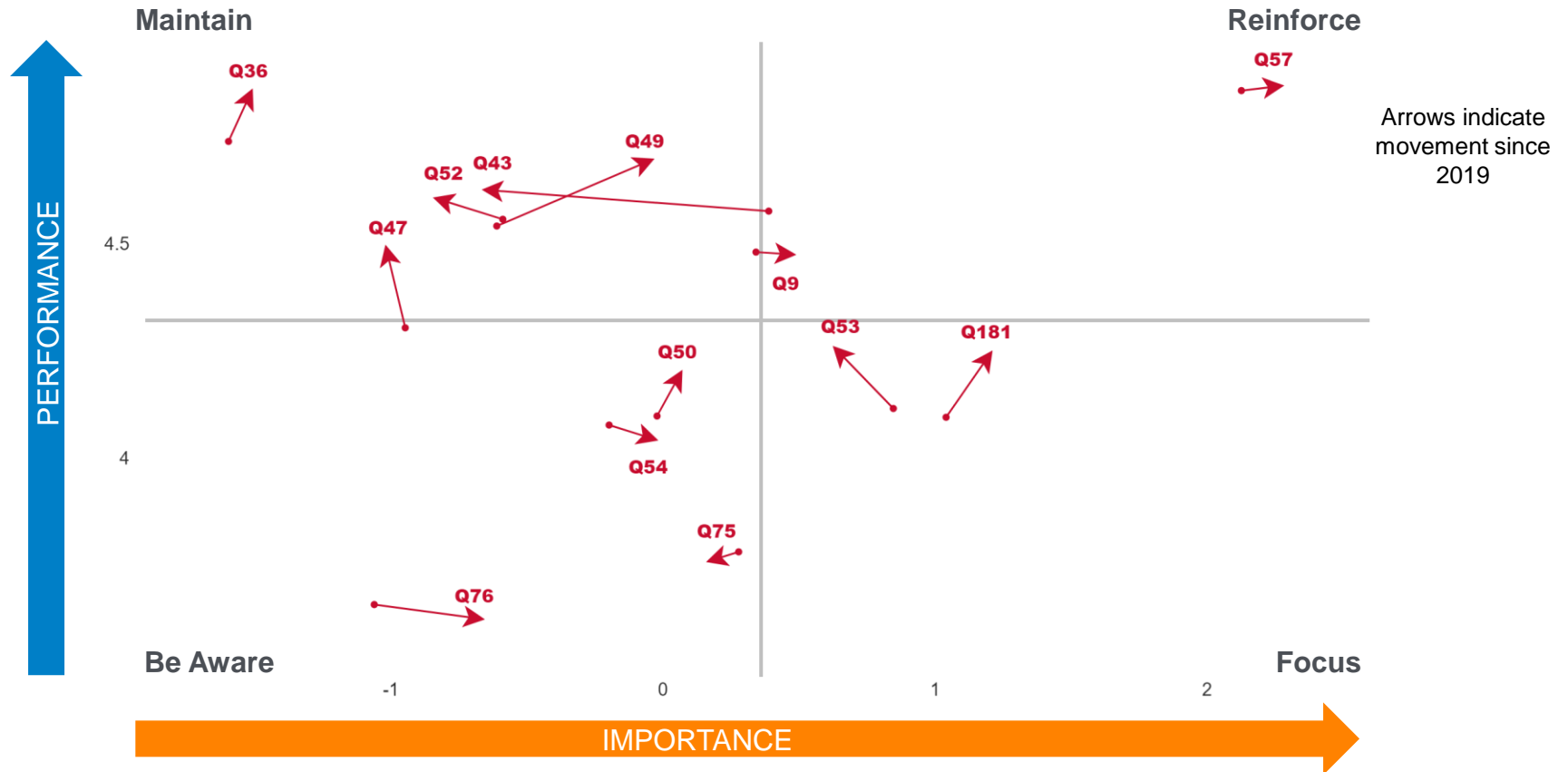


Note: Totals may differ due to rounding

# Leadership Impact Focus Map

Build team interaction and organizational systems that encourage contribution.

Leadership Impact involves developing a culture of accountability, a strong work ethic, clear communication and cooperation among employees. Communication practices at The City are an important aspect of Leadership Impact. It is important for leaders to discuss these survey findings with employees and provide updates on the actions being taken.



Note: If the arrow points up on the chart compared to its associated circle, then performance has improved from last year. Arrow pointing to the right indicates a higher degree of importance on employee engagement compared to last year. It is most impactful to target questions in the lower right (Focus) quadrant.

# Supervisor Relationships

Enable workplace productivity using effective, trusting employee-manager relationships, communication and involvement.

Supervisor Relationships includes different aspects of the employee's relationship with their direct supervisor including trust, encouragement, recognition, communication, support and feedback. Having a good working relationship and trust are the most important questions of this driver.

	The City of Calgary
2019	74
2021	75

## Strengths:

Q29. I trust my direct supervisor

Q26. My direct supervisor shows appreciation when I do a good job

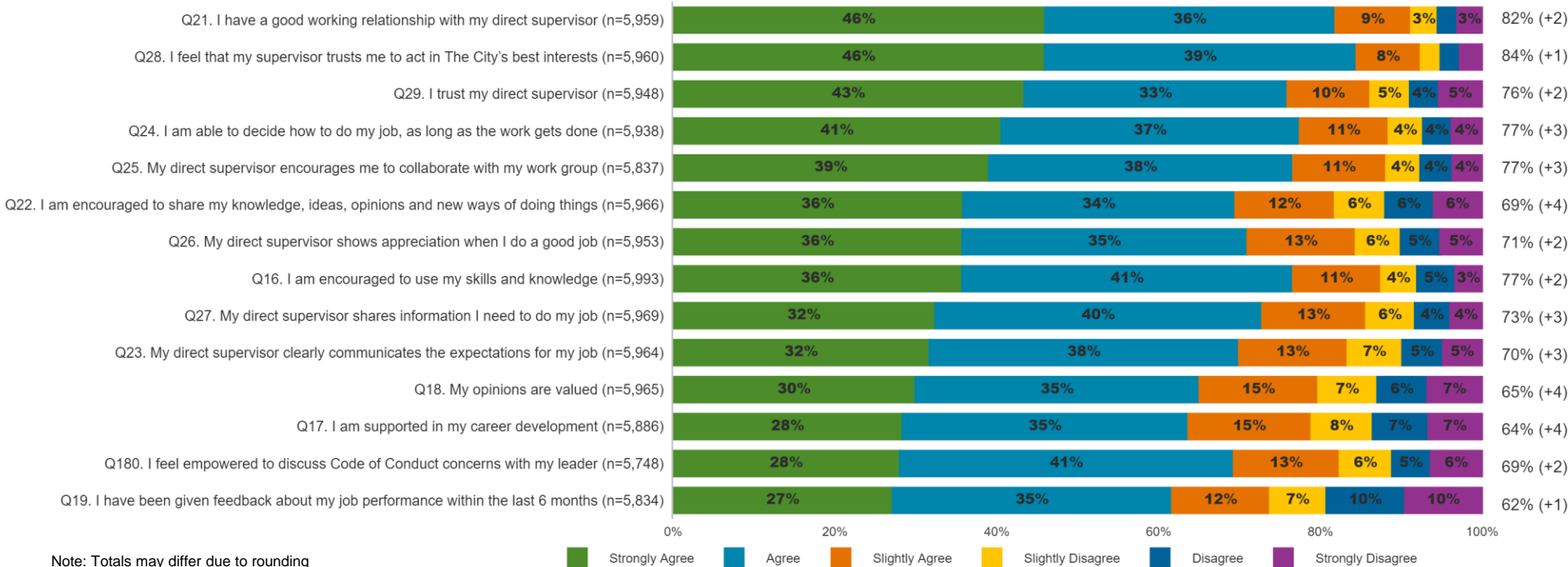
## Opportunities:

Q27. My direct supervisor shares information I need to do my job

Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things

**Action Items:** Provide employees with an opportunity to discuss their opinions in a constructive and positive way. While not all opinions can be implemented, it is important that employees feel like they are being heard and that leaders are truly listening.

Top 2 Box  
(+/- vs 2019)



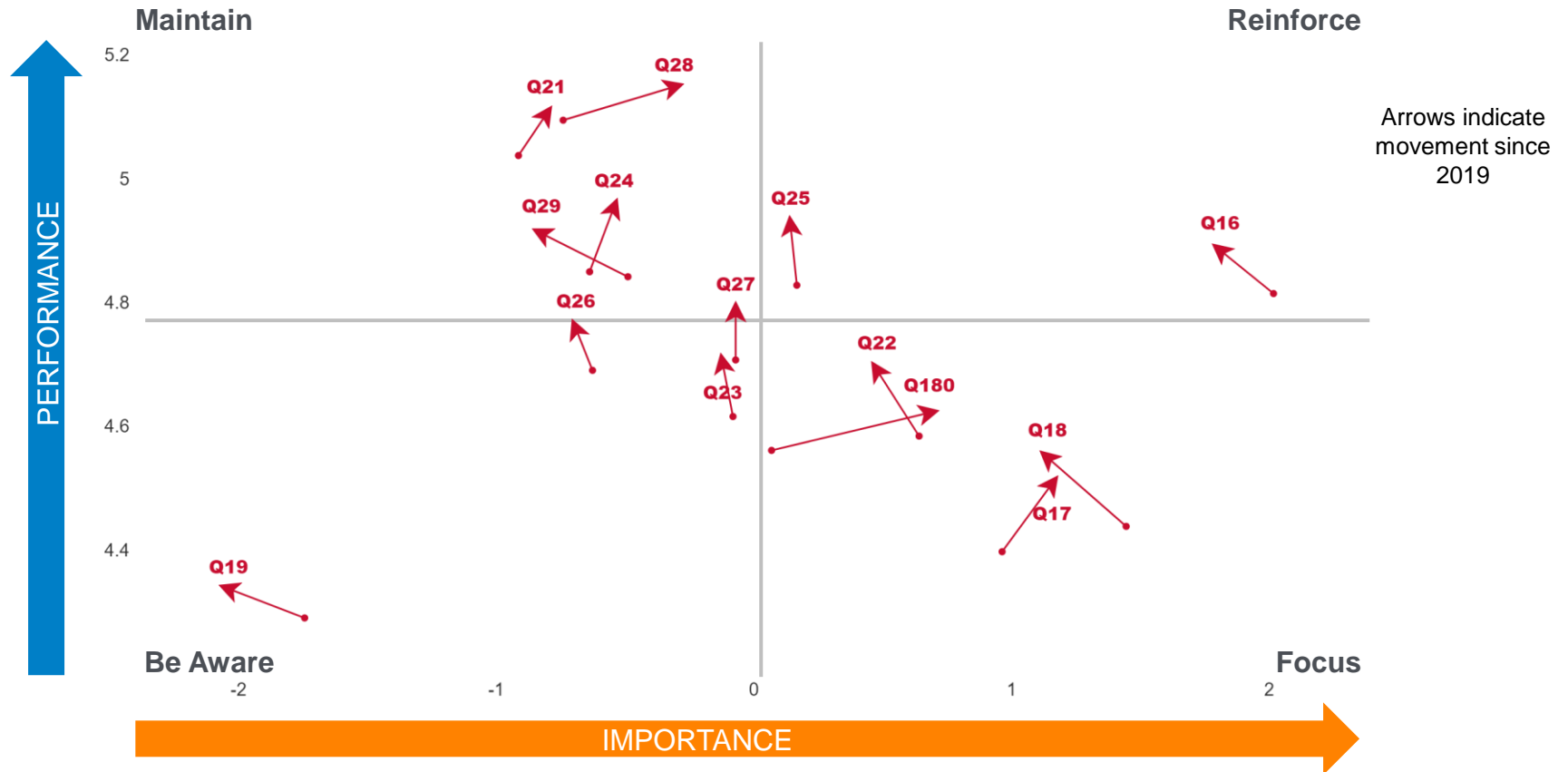
Note: Totals may differ due to rounding

Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree

# Supervisor Relationships Focus Map

Enable workplace productivity using effective, trusting employee-manager relationships, communication and involvement.

Supervisor Relationship includes different aspects of the employee's relationship with their direct supervisor including trust, encouragement, recognition, communication, support and feedback. Developing positive relationships with employees and encouraging them to use their skills and knowledge are important elements related to employee engagement.



Note: If the arrow points up on the chart compared to its associated circle, then performance has improved from last year. Arrow pointing to the right indicates a higher degree of importance on employee engagement compared to last year. It is most impactful to target questions in the lower right (Focus) quadrant.



## Mental Health Index



# Mental Health Index

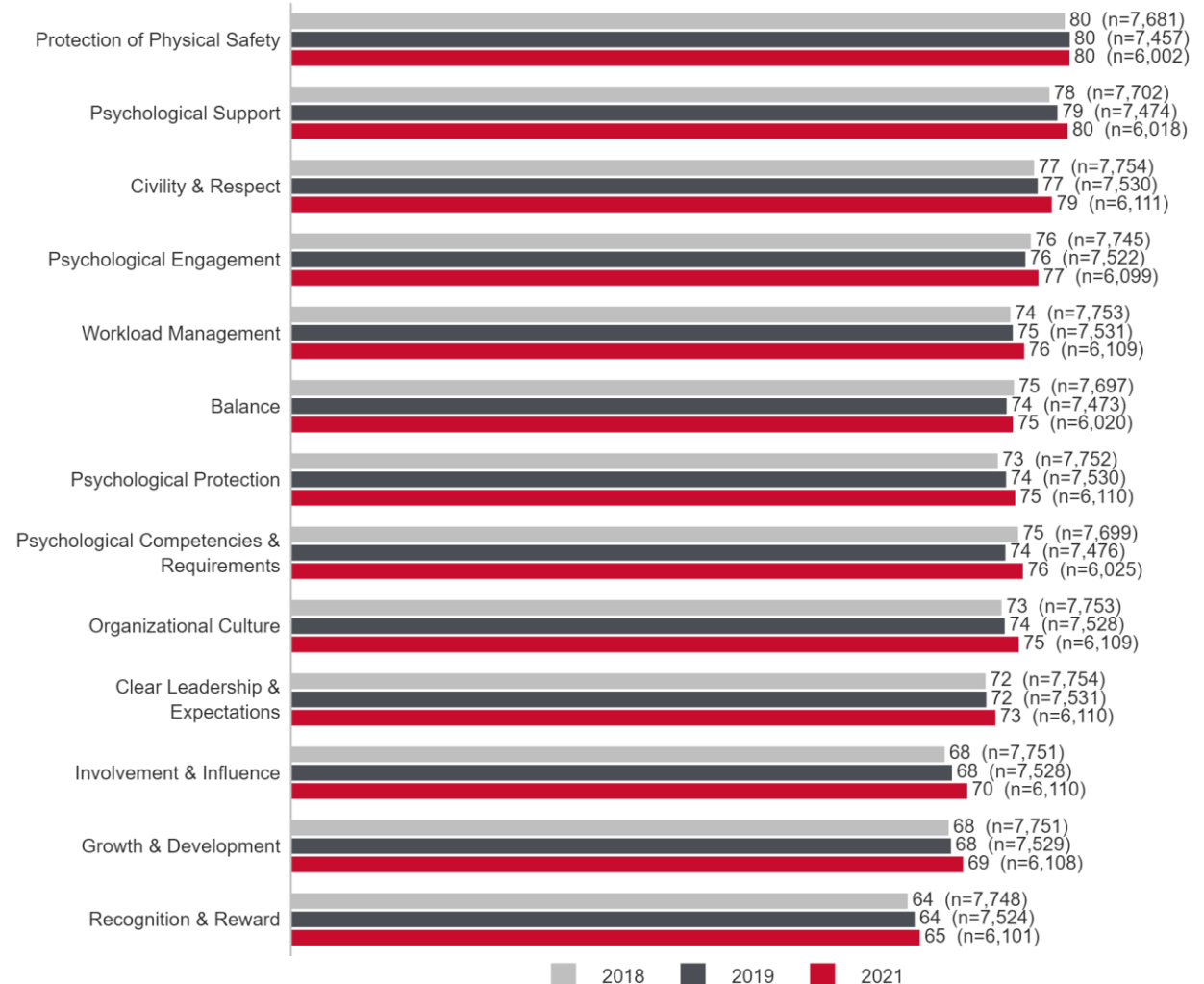
Promoting psychological well-being.

The Mental Health Index identifies 13 factors that can prevent harm to employee psychological health and promote psychological well-being.

When organizations identify and properly respond to the psychological health and safety of their workforce, they can increase employee engagement, performance and creativity. Increased employee engagement and performance can reduce workplace conflict, grievances, turnover and absenteeism, while ensuring employees are better able to deliver high quality public services. The Corporate Employee Survey statements were captured under each of these factors to create a Mental Health Index, which can be used to identify areas where we're doing well and areas for improvement, as they relate to the Corporation's overall health and well-being.

## Overall Mental Health Scores:

	The City of Calgary
2019	73
2021	74



2018 2019 2021

## Safety Climate



## Safety Climate

Promoting safe and responsible workplace practices.

	The City of Calgary
2019	81
2021	81

### Strengths:

Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work

Q64. I have the training to do my job safely

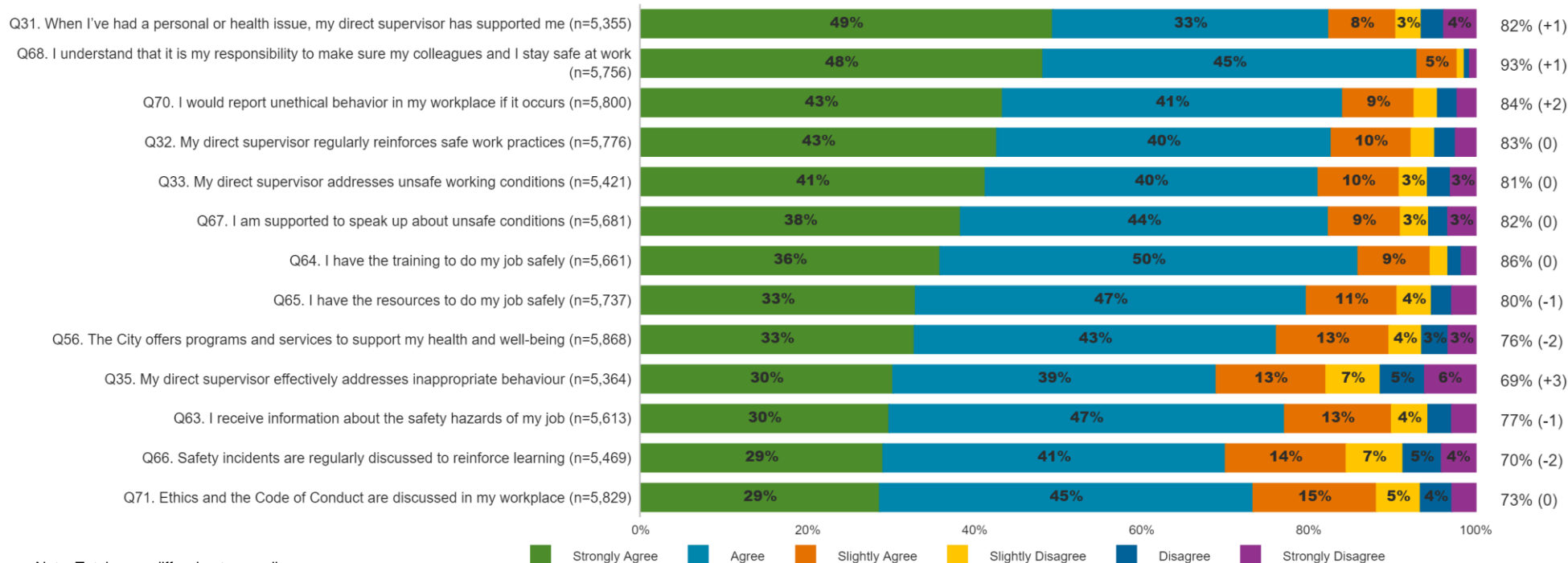
### Opportunities:

Q71. Ethics and the Code of Conduct are discussed in my workplace

Q35. My direct supervisor effectively addresses inappropriate behaviour

**Action Items:** Leaders can build a safety climate by encouraging open communication about their work environment and employee well-being. Create a safe environment where employees can share information and speak-up on ethical and safety issues.

Top 2 Box  
(+/- vs 2019)



Note: Totals may differ due to rounding

## Inclusion Index





## Inclusion Index

The Inclusion Index is a measurement for how inclusive employees perceive their workplace.

	The City of Calgary
2019	71
2021	72

### Strengths:

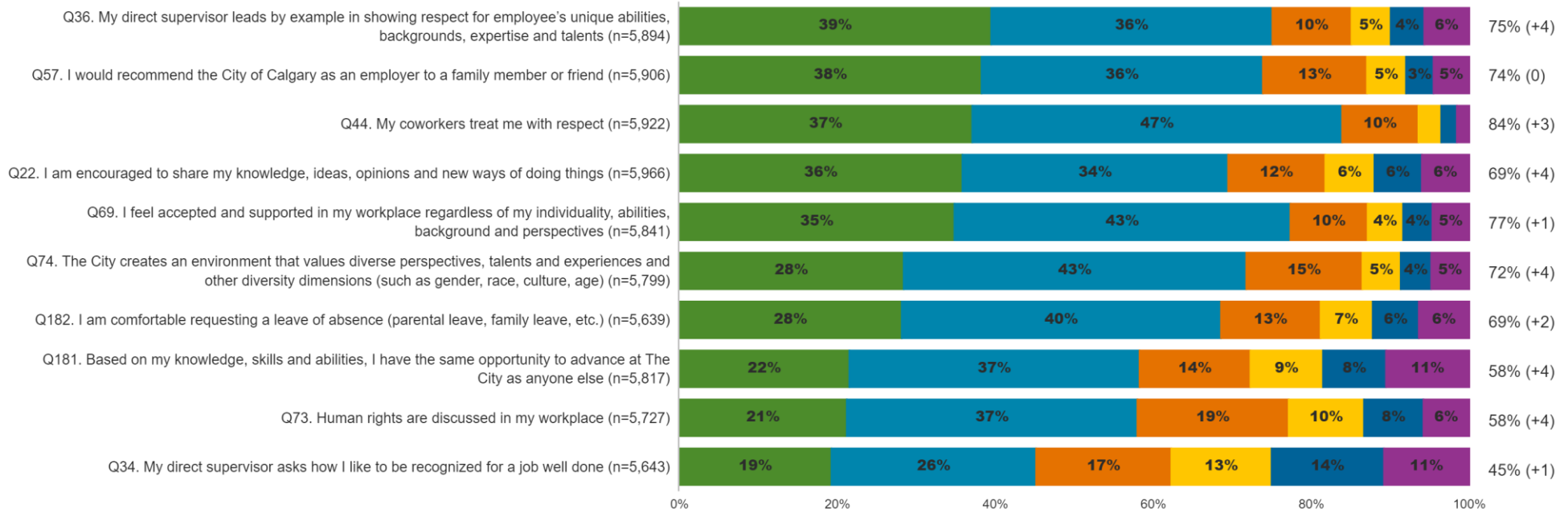
- Q57. I would recommend the City of Calgary as an employer to a family member or friend
- Q44. My coworkers treat me with respect

### Opportunities:

- Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else
- Q34. My direct supervisor asks how I like to be recognized for a job well done

**Action Items:** Recognize others in a way that matters to them for their exceptional public service. Recognize individual and team efforts, and celebrate successes in a meaningful way. Address barriers that affect individual employee perceptions of safety. Model shared values and ethical behaviours.

Top 2 Box  
(+/- vs 2019)



Note: Totals may differ due to rounding

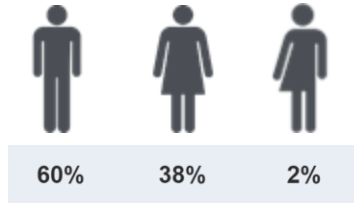
Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree

## Appendix A - Demographics



# Appendix A - Demographics

## GENDER



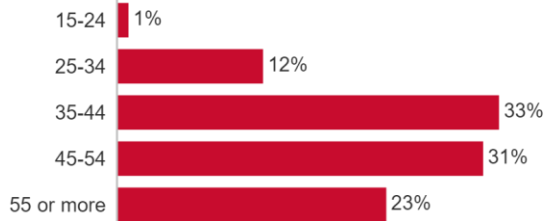
Base: 5,701

## LGBT COMMUNITY



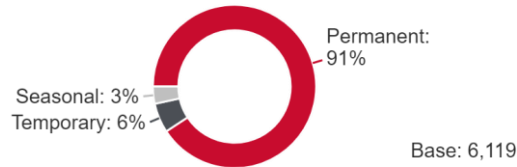
Base: 5,650

## AGE



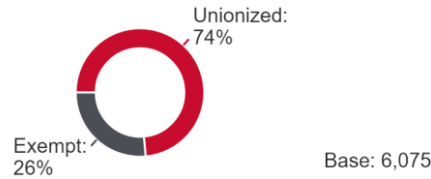
Base: 5,653

## EMPLOYMENT STATUS



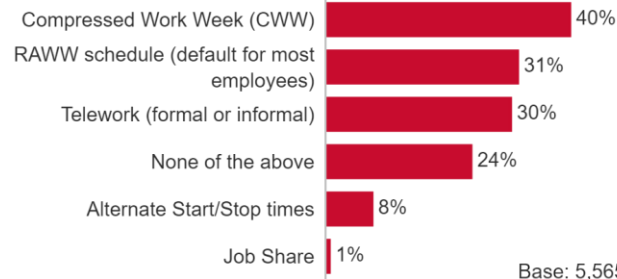
Base: 6,119

## UNION STATUS



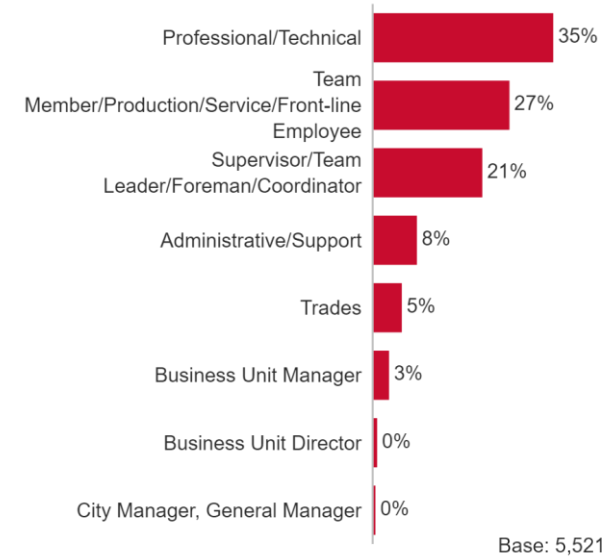
Base: 6,075

## FLEXIBLE WORK OPTIONS



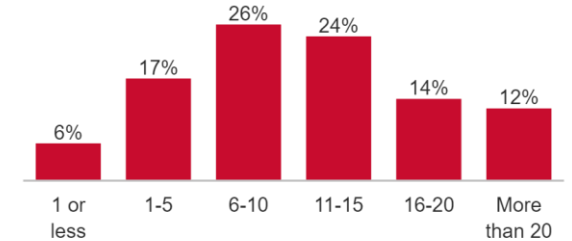
Base: 5,565

## JOB TYPE



Base: 5,521

## YEARS OF SERVICE

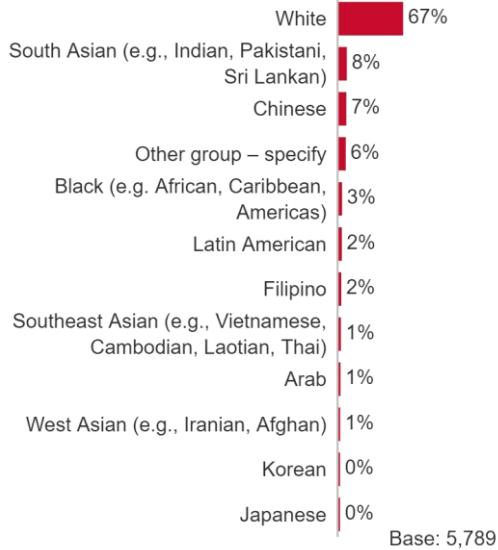


Base: 5,661

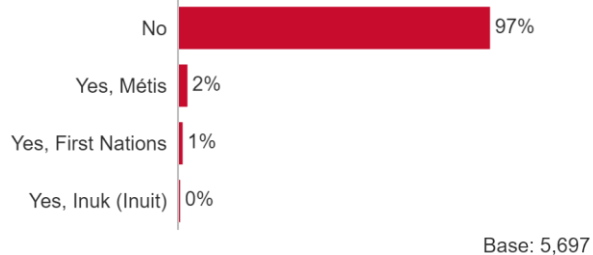


# Appendix A - Demographics

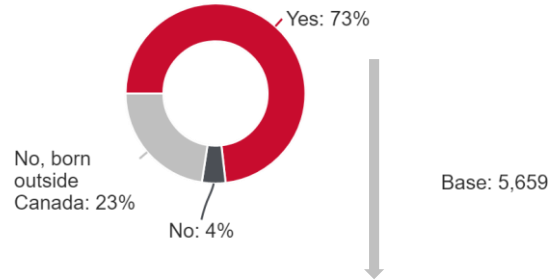
## ETHNIC/CULTURAL GROUPS



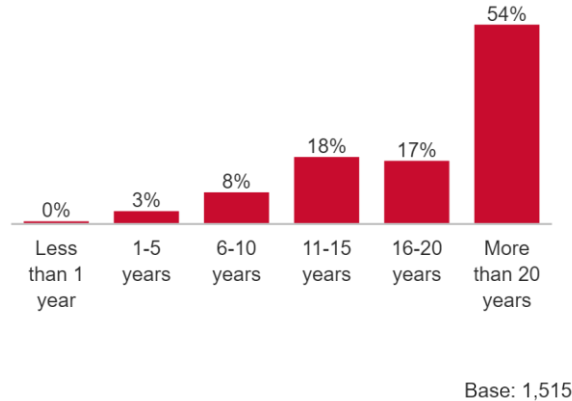
## INDIGENOUS STATUS



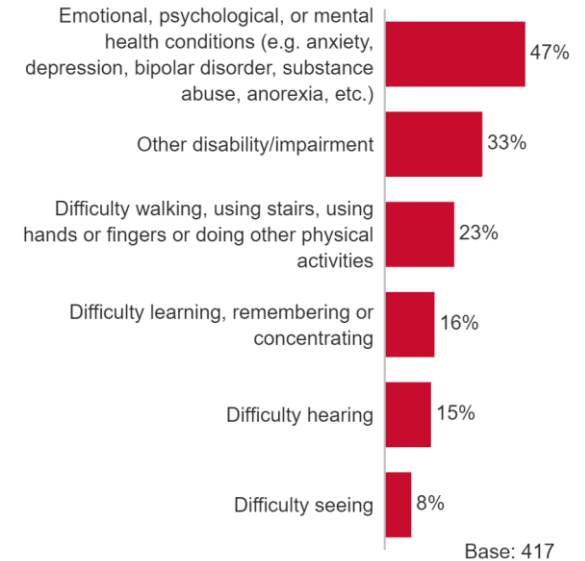
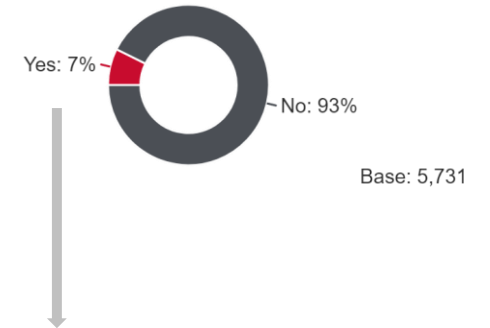
## BORN IN CANADA



## YEARS IN CANADA



## WORKING WITH A DISABILITY



# Appendix B – Response Rates

By Department, Business Unit, and Employee Type

	Overall	Permanent	Temporary	Seasonal
<b>City of Calgary</b>	<b>47%</b>	<b>50%</b>	<b>35%</b>	<b>24%</b>
<b>Chief Financial Office</b>	<b>71%</b>	<b>83%</b>	<b>76%</b>	<b>-</b>
Assessment	74%	72%	63%	-
Corporate Initiatives	77%	77%	59%	-
Customer Service & Communications	70%	79%	50%	-
Finance	67%	70%	69%	-
Human Resources	75%	68%	61%	-
Information Technology	70%	79%	53%	-
<b>Community Services</b>	<b>39%</b>	<b>45%</b>	<b>16%</b>	<b>26%</b>
Calgary Comm Standards	52%	57%	21%	
Calgary Fire Department	26%	26%	0%	
Calgary Housing	72%	74%	58%	
Calgary Neighbourhoods	48%	69%	13%	
Calgary Parks	47%	73%	22%	27%
Calgary Recreation	36%	57%	9%	14%
<b>Corporate Administration</b>	<b>66%</b>	<b>71%</b>	<b>40%</b>	<b>-</b>
City Auditors Office	82%	82%		-
City Clerks	80%	84%	63%	-
Corporate Security	50%	56%	25%	-
Law Department	73%	75%	33%	

	Overall	Permanent	Temporary	Seasonal
<b>Deputy City Manager</b>	<b>68%</b>	<b>68%</b>	<b>65%</b>	<b>-</b>
Corp Analytics and Innovation	77%	78%	67%	-
Facility Management	67%	67%	61%	-
Fleet Services	59%	58%	69%	-
Real Estate and Dev Serv	75%	76%	50%	-
Supply Management	63%	63%	58%	-
<b>Planning and Development</b>	<b>71%</b>	<b>71%</b>	<b>79%</b>	<b>-</b>
Calgary Approvals	71%	70%	100%	-
Calgary Building Services	68%	68%	73%	-
Calgary Growth Strategies	72%	71%	75%	-
Community Planning	75%	75%	100%	-
<b>Transportation</b>	<b>32%</b>	<b>33%</b>	<b>20%</b>	<b>25%</b>
Calgary Transit	25%	26%	12%	
Roads	44%	46%	56%	25%
Transportation Infrastructure	88%	88%	100%	
Transportation Planning	64%	68%	17%	
<b>Utilities-Environ Protection</b>	<b>50%</b>	<b>54%</b>	<b>65%</b>	<b>22%</b>
Environmental and Safety Mgmt	75%	74%	89%	
Waste - Recycling Services	36%	39%	67%	25%
Water Resources	76%	78%	55%	
Water Services	48%	51%	64%	16%
<b>Green Line</b>	<b>50%</b>	<b>54%</b>	<b>65%</b>	<b>22%</b>
Business Services	50%	50%		
Green Line Delivery	67%	67%		

# Appendix C – Detailed Demographic Results

		Gender			Age Groups				
	Total	Male	Female	Other	15-24	25-34	35-44	45-54	55+
<b>Base Size</b>	<b>6,119</b>	<b>3,425</b>	<b>2,189</b>	<b>87</b>	<b>46</b>	<b>699</b>	<b>1,844</b>	<b>1,767</b>	<b>1,297</b>
<b>Employee Engagement</b>	<b>75</b>	<b>75</b>	<b>77</b>	<b>63</b>	<b>75</b>	<b>74</b>	<b>75</b>	<b>77</b>	<b>77</b>
Q10. I feel energized at work	52%	52%	54%	29%	66%	49%	50%	53%	56%
Q11. When I'm at work, time goes by quickly	67%	65%	71%	43%	50%	62%	64%	70%	71%
Q12. I am enthusiastic about my job	68%	67%	70%	38%	73%	64%	66%	70%	70%
Q13. I can continue working for very long periods	70%	70%	71%	57%	69%	68%	69%	73%	70%
Q14. I am proud of the work that I do	84%	84%	87%	68%	88%	78%	83%	87%	88%
Q15. I feel happy when I am working hard	85%	83%	89%	68%	89%	84%	85%	86%	84%
<b>Supervisor Relationship</b>	<b>75</b>	<b>75</b>	<b>78</b>	<b>57</b>	<b>78</b>	<b>78</b>	<b>76</b>	<b>76</b>	<b>73</b>
Q16. I am encouraged to use my skills and knowledge	77%	75%	81%	58%	84%	79%	78%	77%	74%
Q17. I am supported in my career development	64%	62%	69%	34%	73%	67%	65%	64%	62%
Q18. My opinions are valued	65%	62%	72%	37%	68%	70%	68%	65%	60%
Q19. I have been given feedback about my job performance within the last 6 months	62%	59%	68%	37%	69%	64%	63%	63%	58%
Q21. I have a good working relationship with my direct supervisor	82%	82%	84%	64%	82%	83%	83%	83%	80%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	69%	68%	74%	45%	69%	73%	72%	71%	64%
Q23. My direct supervisor clearly communicates the expectations for my job	70%	70%	72%	49%	73%	72%	70%	71%	68%
Q24. I am able to decide how to do my job, as long as the work gets done	77%	78%	79%	61%	70%	79%	79%	78%	75%
Q25. My direct supervisor encourages me to collaborate with my work group	77%	75%	80%	58%	78%	78%	78%	78%	72%
Q26. My direct supervisor shows appreciation when I do a good job	71%	71%	73%	47%	76%	74%	73%	71%	67%
Q27. My direct supervisor shares information I need to do my job	73%	73%	74%	47%	86%	76%	74%	73%	70%
Q28. I feel that my supervisor trusts me to act in The City's best interests	84%	84%	87%	66%	96%	89%	85%	85%	81%
Q29. I trust my direct supervisor	76%	76%	77%	52%	91%	79%	77%	76%	73%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader	69%	70%	71%	43%	69%	69%	68%	72%	69%
<b>Leadership Impact</b>	<b>67</b>	<b>67</b>	<b>70</b>	<b>45</b>	<b>74</b>	<b>67</b>	<b>67</b>	<b>69</b>	<b>68</b>
Q9. Overall, I am satisfied with the quality of my work life in my business unit	64%	64%	67%	34%	74%	61%	64%	66%	65%
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents	75%	75%	78%	48%	93%	78%	77%	76%	71%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity	67%	68%	68%	41%	83%	66%	67%	69%	68%
Q47. There is cooperation between the different work groups within my business unit	62%	60%	67%	41%	73%	59%	60%	65%	64%
Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions	69%	68%	73%	39%	75%	67%	68%	71%	71%
Q50. My business unit communicates well with employees concerning issues that affect their job	54%	54%	55%	22%	64%	51%	52%	57%	55%
Q52. There is a strong culture of accountability in my work group	67%	66%	71%	43%	78%	66%	65%	70%	69%
Q53. My business unit has created a work environment that drives high performance	56%	53%	61%	35%	71%	55%	54%	58%	56%
Q54. Senior management clearly communicates the City's goals and objectives	50%	48%	55%	28%	58%	47%	47%	53%	52%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	74%	73%	78%	42%	84%	76%	73%	73%	77%
Q75. My business unit will act on the results of this survey	42%	41%	46%	17%	53%	36%	40%	46%	46%
Q76. I've noticed some positive changes in my work environment since the last survey	36%	35%	39%	11%	53%	32%	35%	38%	38%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	58%	59%	60%	21%	77%	58%	57%	60%	60%
<b>Role Clarity</b>	<b>84</b>	<b>84</b>	<b>86</b>	<b>74</b>	<b>83</b>	<b>83</b>	<b>83</b>	<b>85</b>	<b>85</b>
Q38. I see a connection between the work I do and the service my business unit provides	83%	82%	85%	63%	88%	79%	81%	85%	84%
Q39. I feel productive in my job	81%	80%	84%	65%	87%	78%	80%	83%	85%
Q40. I feel competent in my job	92%	92%	92%	89%	89%	88%	91%	93%	94%
Q41. The work that I do is meaningful	86%	86%	87%	71%	82%	79%	84%	88%	89%
Q45. I know what behaviors are expected of me	94%	93%	95%	82%	89%	92%	94%	94%	95%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City	91%	90%	93%	75%	91%	89%	90%	91%	92%
Q51. I am held responsible for the work that I do	89%	88%	92%	74%	84%	88%	87%	91%	92%
Q55. I am proud to work at The City of Calgary	80%	79%	84%	59%	87%	79%	80%	80%	83%
<b>Personal Growth</b>	<b>68</b>	<b>67</b>	<b>70</b>	<b>46</b>	<b>71</b>	<b>68</b>	<b>68</b>	<b>68</b>	<b>67</b>
Q20. My direct supervisor provides me with useful feedback	65%	65%	67%	39%	69%	67%	66%	67%	63%
Q34. My direct supervisor asks how I like to be recognized for a job well done	45%	44%	48%	25%	53%	45%	48%	45%	42%
Q42. In my role, I have the opportunity to work with other City departments	72%	70%	76%	46%	57%	68%	71%	76%	69%
Q58. I am satisfied with the career options available to me at The City of Calgary	60%	60%	62%	27%	73%	61%	58%	59%	64%
Q61. Overall, I am satisfied with the on-the-job training I have received	61%	62%	63%	35%	67%	58%	59%	63%	65%

Note: The yellow highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.



# Appendix C – Detailed Demographic Results

		Gender			Age Groups				
	Total	Male	Female	Other	15-24	25-34	35-44	45-54	55+
<b>Base Size</b>	<b>6,119</b>	<b>3,425</b>	<b>2,189</b>	<b>87</b>	<b>46</b>	<b>699</b>	<b>1,844</b>	<b>1,767</b>	<b>1,297</b>
<b>Team Culture</b>	<b>76</b>	<b>76</b>	<b>78</b>	<b>60</b>	<b>77</b>	<b>76</b>	<b>76</b>	<b>77</b>	<b>76</b>
Q30. My efforts to live a healthy lifestyle are supported	73%	71%	78%	48%	78%	74%	73%	74%	72%
Q37. I trust the people I work with	69%	69%	70%	48%	76%	71%	69%	70%	68%
Q44. My coworkers treat me with respect	84%	84%	84%	69%	83%	84%	84%	85%	84%
Q46. The people I work with cooperate to get the job done	80%	79%	81%	67%	78%	79%	78%	83%	79%
Q59. My work arrangements are flexible enough to meet my needs	74%	73%	78%	44%	69%	70%	73%	78%	75%
Q60. Overall, I am satisfied with my work-life balance	71%	72%	73%	46%	76%	68%	69%	74%	74%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	77%	78%	79%	42%	82%	80%	77%	78%	77%
Q177. I feel safe when interacting with Citizens/external clients	76%	75%	80%	53%	77%	74%	76%	79%	76%
Q178. I feel safe when interacting with other City employees/internal clients	86%	86%	87%	63%	87%	88%	85%	87%	85%
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation	63%	66%	61%	35%	75%	63%	61%	65%	65%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	69%	70%	69%	37%	67%	64%	66%	71%	73%
<b>Safety Climate</b>	<b>81</b>	<b>80</b>	<b>82</b>	<b>63</b>	<b>81</b>	<b>81</b>	<b>81</b>	<b>82</b>	<b>80</b>
Q31. When I've had a personal or health issue, my direct supervisor has supported me	82%	81%	86%	61%	92%	85%	83%	84%	80%
Q32. My direct supervisor regularly reinforces safe work practices	83%	82%	85%	57%	91%	84%	84%	84%	80%
Q33. My direct supervisor addresses unsafe working conditions	81%	81%	84%	48%	90%	83%	81%	83%	79%
Q35. My direct supervisor effectively addresses inappropriate behaviour	69%	71%	67%	43%	85%	71%	69%	69%	68%
Q56. The City offers programs and services to support my health and well-being	76%	76%	79%	43%	86%	69%	73%	79%	82%
Q63. I receive information about the safety hazards of my job	77%	77%	79%	51%	80%	77%	76%	79%	77%
Q64. I have the training to do my job safely	86%	85%	88%	68%	82%	84%	85%	87%	89%
Q65. I have the resources to do my job safely	80%	78%	84%	55%	72%	79%	80%	80%	81%
Q66. Safety incidents are regularly discussed to reinforce learning	70%	71%	72%	42%	67%	68%	70%	72%	70%
Q67. I am supported to speak up about unsafe conditions	82%	82%	85%	51%	86%	82%	82%	84%	81%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work	93%	93%	94%	78%	93%	93%	93%	94%	92%
Q70. I would report unethical behavior in my workplace if it occurs	84%	85%	84%	64%	89%	85%	82%	85%	86%
Q71. Ethics and the Code of Conduct are discussed in my workplace	73%	74%	74%	49%	73%	68%	73%	76%	75%
<b>Employee Satisfaction Elements</b>									
Q1. I know and understand the current objectives of my business unit	68%	68%	70%	41%	70%	65%	68%	70%	70%
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly	77%	77%	78%	60%	84%	79%	78%	78%	75%
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job	62%	61%	65%	36%	78%	60%	62%	62%	64%
Q4. I am meaningfully involved in decisions that affect my job and me	49%	50%	52%	19%	64%	48%	50%	50%	51%
Q5. Overall, I am satisfied with development opportunities and/or training	55%	56%	58%	26%	70%	56%	55%	55%	60%
Q6. I am truly appreciated for the contribution I make to my business unit	55%	56%	58%	30%	72%	57%	56%	56%	56%
Q7. I am sufficiently rewarded for the effort that I put into my job	49%	47%	53%	19%	71%	52%	48%	48%	49%
Q8. My work related stress is manageable	55%	56%	56%	30%	62%	55%	54%	56%	57%
<b>Employee Engagement Outcomes</b>									
Q9. Overall, I am satisfied with the quality of my work life in my business unit	64%	64%	67%	34%	74%	61%	64%	66%	65%
Q55. I am proud to work at The City of Calgary	80%	79%	84%	59%	87%	79%	80%	80%	83%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	74%	73%	78%	42%	84%	76%	73%	73%	77%
<b>Inclusion</b>	<b>72</b>	<b>72</b>	<b>74</b>	<b>53</b>	<b>77</b>	<b>73</b>	<b>72</b>	<b>73</b>	<b>72</b>
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	69%	68%	74%	45%	69%	73%	72%	71%	64%
Q34. My direct supervisor asks how I like to be recognized for a job well done	45%	44%	48%	25%	53%	45%	48%	45%	42%
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents	75%	75%	78%	48%	93%	78%	77%	76%	71%
Q44. My coworkers treat me with respect	84%	84%	84%	69%	83%	84%	84%	85%	84%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	74%	73%	78%	42%	84%	76%	73%	73%	77%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	77%	78%	79%	42%	82%	80%	77%	78%	77%
Q73. Human rights are discussed in my workplace	58%	59%	59%	35%	58%	56%	57%	60%	60%
Q74. The City creates an environment that values diverse perspectives, talents and experiences and other diversity dimensions (such as gender, race, culture, age)	72%	73%	72%	42%	80%	70%	70%	74%	74%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	58%	59%	60%	21%	77%	58%	57%	60%	60%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	69%	70%	69%	37%	67%	64%	66%	71%	73%
<b>4 Cs Framework</b>									

Note: The yellow highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.

# Appendix C – Detailed Demographic Results

	Total	Gender			Age Groups				
		Male	Female	Other	15-24	25-34	35-44	45-54	55+
<b>Base Size</b>	<b>6,119</b>	<b>3,425</b>	<b>2,189</b>	<b>87</b>	<b>46</b>	<b>699</b>	<b>1,844</b>	<b>1,767</b>	<b>1,297</b>
<b>Mental Health</b>	<b>74</b>	<b>74</b>	<b>76</b>	<b>57</b>	<b>77</b>	<b>75</b>	<b>74</b>	<b>75</b>	<b>74</b>
<b>Psychological Support</b>	<b>80</b>	<b>80</b>	<b>82</b>	<b>63</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>81</b>	<b>80</b>
Q21. I have a good working relationship with my direct supervisor	82%	82%	84%	64%	82%	83%	83%	83%	80%
Q31. When I've had a personal or health issue, my direct supervisor has supported me	82%	81%	86%	61%	92%	85%	83%	84%	80%
Q72. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation	76%	76%	79%	47%	82%	71%	74%	79%	79%
<b>Organizational Culture</b>	<b>75</b>	<b>75</b>	<b>77</b>	<b>59</b>	<b>80</b>	<b>76</b>	<b>75</b>	<b>76</b>	<b>75</b>
Q1. I know and understand the current objectives of my business unit	68%	68%	70%	41%	70%	65%	68%	70%	70%
Q19. I have been given feedback about my job performance within the last 6 months	62%	59%	68%	37%	69%	64%	63%	63%	58%
Q20. My direct supervisor provides me with useful feedback	65%	65%	67%	39%	69%	67%	66%	67%	63%
Q23. My direct supervisor clearly communicates the expectations for my job	70%	70%	72%	49%	73%	72%	70%	71%	68%
Q27. My direct supervisor shares information I need to do my job	73%	73%	74%	47%	86%	76%	74%	73%	70%
Q45. I know what behaviors are expected of me	94%	93%	95%	82%	89%	92%	94%	94%	95%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City	91%	90%	93%	75%	91%	89%	90%	91%	92%
Q50. My business unit communicates well with employees concerning issues that affect their job	54%	54%	55%	22%	64%	51%	52%	57%	55%
Q54. Senior management clearly communicates the City's goals and objectives	50%	48%	55%	28%	58%	47%	47%	53%	52%
Q70. I would report unethical behavior in my workplace if it occurs	84%	85%	84%	64%	89%	85%	82%	85%	86%
Q71. Ethics and the Code of Conduct are discussed in my workplace	73%	74%	74%	49%	73%	68%	73%	76%	75%
Q73. Human rights are discussed in my workplace	58%	59%	59%	35%	58%	56%	57%	60%	60%
<b>Clear Leadership &amp; Expectations</b>	<b>73</b>	<b>72</b>	<b>75</b>	<b>56</b>	<b>76</b>	<b>73</b>	<b>73</b>	<b>74</b>	<b>73</b>
Q9. Overall, I am satisfied with the quality of my work life in my business unit	64%	64%	67%	34%	74%	61%	64%	66%	65%
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents	75%	75%	78%	48%	93%	78%	77%	76%	71%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity	67%	68%	68%	41%	83%	66%	67%	69%	68%
Q47. There is cooperation between the different work groups within my business unit	62%	60%	67%	41%	73%	59%	60%	65%	64%
Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions	69%	68%	73%	39%	75%	67%	68%	71%	71%
Q50. My business unit communicates well with employees concerning issues that affect their job	54%	54%	55%	22%	64%	51%	52%	57%	55%
Q52. There is a strong culture of accountability in my work group	67%	66%	71%	43%	78%	66%	65%	70%	69%
Q53. My business unit has created a work environment that drives high performance	56%	53%	61%	35%	71%	55%	54%	58%	56%
Q54. Senior management clearly communicates the City's goals and objectives	50%	48%	55%	28%	58%	47%	47%	53%	52%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	74%	73%	78%	42%	84%	76%	73%	73%	77%
Q75. My business unit will act on the results of this survey	42%	41%	46%	17%	53%	36%	40%	46%	46%
Q76. I've noticed some positive changes in my work environment since the last survey	36%	35%	39%	11%	56%	32%	35%	38%	38%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	58%	59%	60%	21%	77%	58%	57%	60%	60%
<b>Civility &amp; Respect</b>	<b>79</b>	<b>79</b>	<b>80</b>	<b>63</b>	<b>82</b>	<b>80</b>	<b>79</b>	<b>79</b>	<b>78</b>
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly	77%	77%	78%	60%	84%	79%	78%	78%	75%
Q35. My direct supervisor effectively addresses inappropriate behaviour	69%	71%	67%	43%	85%	71%	69%	69%	68%
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents	75%	75%	78%	48%	93%	78%	77%	76%	71%
Q44. My coworkers treat me with respect	84%	84%	84%	69%	83%	84%	84%	85%	84%
Q46. The people I work with cooperate to get the job done	80%	79%	81%	67%	78%	79%	78%	83%	79%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	77%	78%	79%	42%	82%	80%	77%	78%	77%
Q70. I would report unethical behavior in my workplace if it occurs	84%	85%	84%	64%	89%	85%	82%	85%	86%
<b>Psychological Competencies &amp; Requirements</b>	<b>76</b>	<b>75</b>	<b>77</b>	<b>60</b>	<b>79</b>	<b>77</b>	<b>76</b>	<b>76</b>	<b>74</b>
Q16. I am encouraged to use my skills and knowledge	87%	87%	90%	69%	95%	90%	88%	88%	86%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	82%	81%	85%	58%	87%	85%	84%	83%	77%
Q29. I trust my direct supervisor	86%	86%	87%	66%	95%	89%	86%	86%	85%
Q37. I trust the people I work with	86%	86%	87%	68%	85%	88%	86%	87%	86%
Q44. My coworkers treat me with respect	94%	94%	94%	87%	89%	95%	94%	94%	94%
Q46. The people I work with cooperate to get the job done	92%	92%	93%	89%	91%	93%	92%	93%	91%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	72%	72%	75%	39%	86%	73%	71%	74%	74%
<b>Growth &amp; Development</b>	<b>69</b>	<b>69</b>	<b>73</b>	<b>48</b>	<b>74</b>	<b>71</b>	<b>70</b>	<b>70</b>	<b>68</b>
Q5. Overall, I am satisfied with development opportunities and/or training	55%	56%	58%	26%	70%	56%	55%	55%	60%
Q17. I am supported in my career development	64%	62%	69%	34%	73%	67%	65%	64%	62%
Q19. I have been given feedback about my job performance within the last 6 months	62%	59%	68%	37%	69%	64%	63%	63%	58%

Note: The yellow highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.



# Appendix C – Detailed Demographic Results

	Total	Gender			Age Groups				
		Male	Female	Other	15-24	25-34	35-44	45-54	55+
<b>Base Size</b>	<b>6,119</b>	<b>3,425</b>	<b>2,189</b>	<b>87</b>	<b>46</b>	<b>699</b>	<b>1,844</b>	<b>1,767</b>	<b>1,297</b>
<b>Recognition &amp; Reward</b>	<b>65</b>	<b>64</b>	<b>67</b>	<b>44</b>	<b>72</b>	<b>67</b>	<b>66</b>	<b>65</b>	<b>63</b>
Q6. I am truly appreciated for the contribution I make to my business unit	55%	56%	58%	30%	72%	57%	56%	56%	56%
Q7. I am sufficiently rewarded for the effort that I put into my job	49%	47%	53%	19%	71%	52%	48%	48%	49%
Q26. My direct supervisor shows appreciation when I do a good job	71%	71%	73%	47%	76%	74%	73%	71%	67%
Q34. My direct supervisor asks how I like to be recognized for a job well done	45%	44%	48%	25%	53%	45%	48%	45%	42%
<b>Involvement &amp; Influence</b>	<b>70</b>	<b>69</b>	<b>73</b>	<b>49</b>	<b>73</b>	<b>71</b>	<b>71</b>	<b>71</b>	<b>68</b>
Q4. I am meaningfully involved in decisions that affect my job and me	49%	50%	52%	19%	64%	48%	50%	50%	51%
Q18. My opinions are valued	65%	62%	72%	37%	68%	70%	68%	65%	60%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	69%	68%	74%	45%	69%	73%	72%	71%	64%
Q24. I am able to decide how to do my job, as long as the work gets done	77%	78%	79%	61%	70%	79%	79%	78%	75%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity	67%	68%	68%	41%	83%	66%	67%	69%	68%
Q50. My business unit communicates well with employees concerning issues that affect their job	54%	54%	55%	22%	64%	51%	52%	57%	55%
<b>Workload Management</b>	<b>76</b>	<b>75</b>	<b>78</b>	<b>60</b>	<b>74</b>	<b>75</b>	<b>76</b>	<b>77</b>	<b>76</b>
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job	62%	61%	65%	36%	78%	60%	62%	62%	64%
Q24. I am able to decide how to do my job, as long as the work gets done	77%	78%	79%	61%	70%	79%	79%	78%	75%
Q39. I feel productive in my job	81%	80%	84%	65%	87%	78%	80%	83%	85%
Q42. In my role, I have the opportunity to work with other City departments	72%	70%	76%	46%	57%	68%	71%	76%	69%
Q59. My work arrangements are flexible enough to meet my needs	74%	73%	78%	44%	69%	70%	73%	78%	75%
Q60. Overall, I am satisfied with my work-life balance	71%	72%	73%	46%	76%	68%	69%	74%	74%
<b>Psychological Engagement</b>	<b>77</b>	<b>77</b>	<b>79</b>	<b>65</b>	<b>77</b>	<b>76</b>	<b>77</b>	<b>79</b>	<b>78</b>
Q10. I feel energized at work	52%	52%	54%	29%	66%	49%	50%	53%	56%
Q11. When I'm at work, time goes by quickly	67%	65%	71%	43%	50%	62%	64%	70%	71%
Q12. I am enthusiastic about my job	68%	67%	70%	38%	73%	64%	66%	70%	70%
Q13. I can continue working for very long periods	70%	70%	71%	57%	69%	68%	69%	73%	70%
Q14. I am proud of the work that I do	84%	84%	87%	68%	88%	78%	83%	87%	88%
Q15. I feel happy when I am working hard	85%	83%	89%	68%	89%	84%	85%	86%	84%
Q41. The work that I do is meaningful	86%	86%	87%	71%	82%	79%	84%	88%	89%
Q55. I am proud to work at The City of Calgary	80%	79%	84%	59%	87%	79%	80%	80%	83%
<b>Balance</b>	<b>75</b>	<b>74</b>	<b>77</b>	<b>56</b>	<b>75</b>	<b>73</b>	<b>74</b>	<b>76</b>	<b>75</b>
Q30. My efforts to live a healthy lifestyle are supported	73%	71%	78%	48%	78%	74%	73%	74%	72%
Q59. My work arrangements are flexible enough to meet my needs	74%	73%	78%	44%	69%	70%	73%	78%	75%
Q60. Overall, I am satisfied with my work-life balance	71%	72%	73%	46%	76%	68%	69%	74%	74%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	69%	70%	69%	37%	67%	64%	66%	71%	73%
<b>Psychological Protection</b>	<b>75</b>	<b>75</b>	<b>76</b>	<b>57</b>	<b>78</b>	<b>76</b>	<b>75</b>	<b>76</b>	<b>74</b>
Q8. My work related stress is manageable	55%	56%	56%	30%	62%	55%	54%	56%	57%
Q18. My opinions are valued	65%	62%	72%	37%	68%	70%	68%	65%	60%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	69%	68%	74%	45%	69%	73%	72%	71%	64%
Q35. My direct supervisor effectively addresses inappropriate behaviour	69%	71%	67%	43%	85%	71%	69%	69%	68%
Q44. My coworkers treat me with respect	84%	84%	84%	69%	83%	84%	84%	85%	84%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	77%	78%	79%	42%	82%	80%	77%	78%	77%
Q70. I would report unethical behavior in my workplace if it occurs	84%	85%	84%	64%	89%	85%	82%	85%	86%
Q178. I feel safe when interacting with other City employees/internal clients	86%	86%	87%	63%	87%	88%	85%	87%	85%
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation	63%	66%	61%	35%	75%	63%	61%	65%	65%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader	69%	70%	71%	43%	69%	69%	68%	72%	69%
<b>Protection of Physical Safety</b>	<b>80</b>	<b>80</b>	<b>82</b>	<b>63</b>	<b>80</b>	<b>81</b>	<b>81</b>	<b>81</b>	<b>80</b>
Q32. My direct supervisor regularly reinforces safe work practices	83%	82%	85%	57%	91%	84%	84%	84%	80%
Q33. My direct supervisor addresses unsafe working conditions	81%	81%	84%	48%	90%	83%	81%	83%	79%
Q63. I receive information about the safety hazards of my job	77%	77%	79%	51%	80%	77%	76%	79%	77%
Q64. I have the training to do my job safely	86%	85%	88%	68%	82%	84%	85%	87%	89%
Q65. I have the resources to do my job safely	80%	78%	84%	55%	72%	79%	80%	80%	81%
Q66. Safety incidents are regularly discussed to reinforce learning	70%	71%	72%	42%	67%	68%	70%	72%	70%
Q67. I am supported to speak up about unsafe conditions	82%	82%	85%	51%	86%	82%	82%	84%	81%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work	93%	93%	94%	78%	93%	93%	93%	94%	92%

Note: The yellow highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.

# Appendix C – Detailed Demographic Results

	Union Status			Job Type								Years with The City					
	Total	Unionized	Exempt	Admin/ Support	City Mgr., Gen. Mgr.	Bus. Unit Dir.	Bus. Unit Mgr.	Pro/Tech	Spvr., Team Ldr., Foreman, Coord.	Team Mbr., Prod., Svc., Front-line	Trades	1 or less	1-5	6-10	11-15	16-20	More than 20
<b>Base Size</b>	<b>6,119</b>	<b>4,471</b>	<b>1,604</b>	<b>459</b>		<b>27</b>	<b>156</b>	<b>1,941</b>	<b>1,170</b>	<b>1,465</b>	<b>295</b>	<b>343</b>	<b>975</b>	<b>1,499</b>	<b>1,384</b>	<b>776</b>	<b>684</b>
<b>Employee Engagement</b>	<b>75</b>	<b>74</b>	<b>78</b>	<b>78</b>		<b>90</b>	<b>81</b>	<b>77</b>	<b>78</b>	<b>73</b>	<b>72</b>	<b>82</b>	<b>78</b>	<b>74</b>	<b>75</b>	<b>74</b>	<b>75</b>
Q10. I feel energized at work	52%	51%	55%	57%		85%	58%	55%	52%	48%	46%	72%	59%	50%	51%	47%	49%
Q11. When I'm at work, time goes by quickly	67%	64%	75%	74%		93%	82%	71%	73%	58%	54%	74%	68%	66%	66%	66%	68%
Q12. I am enthusiastic about my job	68%	66%	72%	70%		85%	75%	69%	71%	63%	60%	84%	73%	66%	65%	65%	64%
Q13. I can continue working for very long periods	70%	70%	71%	77%		85%	77%	69%	74%	69%	69%	79%	73%	69%	70%	69%	68%
Q14. I am proud of the work that I do	84%	84%	86%	87%		96%	90%	84%	88%	82%	86%	90%	87%	82%	84%	86%	85%
Q15. I feel happy when I am working hard	85%	84%	88%	90%		96%	89%	87%	89%	80%	81%	92%	86%	85%	83%	83%	85%
<b>Supervisor Relationship</b>	<b>75</b>	<b>73</b>	<b>82</b>	<b>77</b>		<b>90</b>	<b>85</b>	<b>80</b>	<b>78</b>	<b>70</b>	<b>65</b>	<b>84</b>	<b>80</b>	<b>75</b>	<b>75</b>	<b>72</b>	<b>73</b>
Q16. I am encouraged to use my skills and knowledge	77%	73%	85%	74%		96%	88%	84%	82%	69%	68%	88%	83%	75%	76%	73%	77%
Q17. I am supported in my career development	64%	60%	73%	67%		81%	82%	70%	70%	56%	47%	79%	70%	61%	62%	61%	64%
Q18. My opinions are valued	65%	60%	79%	67%		89%	85%	76%	72%	54%	46%	82%	75%	64%	64%	59%	61%
Q19. I have been given feedback about my job performance within the last 6 months	62%	58%	71%	67%		81%	72%	69%	63%	56%	39%	81%	67%	60%	62%	55%	58%
Q21. I have a good working relationship with my direct supervisor	82%	80%	88%	81%		93%	88%	87%	84%	78%	69%	92%	88%	81%	81%	78%	79%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	69%	65%	82%	71%		93%	87%	79%	76%	58%	52%	83%	77%	69%	69%	65%	65%
Q23. My direct supervisor clearly communicates the expectations for my job	70%	69%	73%	73%		81%	78%	73%	70%	68%	54%	80%	76%	67%	72%	65%	68%
Q24. I am able to decide how to do my job, as long as the work gets done	77%	74%	87%	79%		96%	88%	84%	83%	69%	71%	86%	82%	77%	77%	73%	76%
Q25. My direct supervisor encourages me to collaborate with my work group	77%	73%	88%	78%		96%	90%	84%	84%	68%	59%	86%	83%	76%	77%	72%	74%
Q26. My direct supervisor shows appreciation when I do a good job	71%	69%	78%	71%		88%	80%	77%	74%	66%	58%	84%	78%	70%	70%	67%	67%
Q27. My direct supervisor shares information I need to do my job	73%	70%	79%	71%		93%	82%	78%	76%	69%	57%	85%	80%	73%	73%	66%	69%
Q28. I feel that my supervisor trusts me to act in The City's best interests	84%	83%	90%	83%		89%	91%	88%	89%	81%	74%	93%	90%	83%	83%	82%	81%
Q29. I trust my direct supervisor	76%	74%	83%	74%		89%	84%	81%	79%	72%	58%	89%	84%	75%	74%	70%	73%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader	69%	64%	82%	68%		93%	91%	77%	78%	58%	50%	81%	76%	67%	68%	67%	69%
<b>Leadership Impact</b>	<b>67</b>	<b>66</b>	<b>73</b>	<b>72</b>		<b>90</b>	<b>79</b>	<b>71</b>	<b>69</b>	<b>62</b>	<b>57</b>	<b>79</b>	<b>73</b>	<b>65</b>	<b>67</b>	<b>64</b>	<b>66</b>
Q9. Overall, I am satisfied with the quality of my work life in my business unit	64%	63%	67%	69%		89%	69%	69%	63%	61%	56%	85%	73%	61%	61%	57%	64%
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents	75%	73%	82%	76%		96%	86%	81%	78%	70%	58%	88%	81%	74%	74%	71%	73%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity	67%	64%	75%	69%		96%	84%	70%	74%	61%	57%	82%	73%	62%	66%	68%	69%
Q47. There is cooperation between the different work groups within my business unit	62%	59%	70%	70%		89%	81%	70%	61%	53%	52%	75%	69%	60%	60%	58%	60%
Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions	69%	67%	75%	79%		96%	87%	73%	71%	63%	54%	84%	77%	66%	68%	65%	67%
Q50. My business unit communicates well with employees concerning issues that affect their job	54%	52%	59%	62%		93%	78%	58%	51%	48%	41%	77%	60%	49%	54%	49%	51%
Q52. There is a strong culture of accountability in my work group	67%	65%	75%	72%		96%	83%	74%	67%	61%	46%	78%	73%	64%	66%	65%	68%
Q53. My business unit has created a work environment that drives high performance	56%	53%	62%	68%		96%	72%	61%	52%	50%	37%	74%	62%	51%	58%	51%	51%
Q54. Senior management clearly communicates the City's goals and objectives	50%	48%	54%	64%		73%	65%	55%	48%	44%	34%	71%	56%	46%	50%	45%	47%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	74%	74%	74%	84%		78%	69%	77%	75%	70%	64%	89%	81%	72%	73%	69%	70%
Q75. My business unit will act on the results of this survey	42%	38%	53%	51%		100%	75%	46%	43%	34%	28%	67%	49%	37%	41%	39%	42%
Q76. I've noticed some positive changes in my work environment since the last survey	36%	33%	43%	44%		84%	58%	38%	38%	29%	22%	65%	41%	33%	37%	32%	36%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	58%	56%	64%	59%		89%	78%	60%	62%	53%	45%	79%	66%	53%	57%	58%	57%
<b>Role Clarity</b>	<b>84</b>	<b>83</b>	<b>86</b>	<b>87</b>		<b>95</b>	<b>89</b>	<b>85</b>	<b>85</b>	<b>82</b>	<b>80</b>	<b>87</b>	<b>86</b>	<b>83</b>	<b>84</b>	<b>83</b>	<b>84</b>
Q38. I see a connection between the work I do and the service my business unit provides	83%	80%	89%	85%		100%	95%	87%	87%	76%	68%	89%	86%	81%	83%	83%	81%
Q39. I feel productive in my job	81%	80%	84%	87%		100%	85%	83%	84%	78%	74%	85%	84%	79%	82%	82%	81%
Q40. I feel competent in my job	92%	91%	94%	92%		100%	95%	93%	93%	91%	93%	91%	92%	92%	92%	92%	92%
Q41. The work that I do is meaningful	86%	85%	88%	87%		96%	92%	87%	89%	83%	81%	88%	86%	83%	87%	88%	87%
Q45. I know what behaviors are expected of me	94%	93%	96%	97%		100%	97%	95%	95%	91%	91%	94%	96%	93%	93%	93%	95%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City	91%	90%	92%	95%		96%	95%	92%	92%	88%	83%	90%	92%	90%	91%	89%	91%
Q51. I am held responsible for the work that I do	89%	88%	91%	94%		100%	96%	92%	89%	87%	76%	93%	90%	88%	89%	89%	91%
Q55. I am proud to work at The City of Calgary	80%	80%	81%	88%		81%	77%	83%	81%	77%	72%	93%	84%	79%	80%	77%	78%
<b>Personal Growth</b>	<b>68</b>	<b>66</b>	<b>73</b>	<b>70</b>		<b>83</b>	<b>77</b>	<b>71</b>	<b>71</b>	<b>63</b>	<b>56</b>	<b>76</b>	<b>72</b>	<b>66</b>	<b>68</b>	<b>65</b>	<b>67</b>
Q20. My direct supervisor provides me with useful feedback	65%	63%	70%	67%		78%	76%	70%	67%	62%	46%	80%	77%	63%	66%	59%	63%

Note: The yellow highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.



# Appendix C – Detailed Demographic Results

	Union Status			Job Type								Years with The City					
	Total	Unionized	Exempt	Admin/ Support	City Mgr., Gen. Mgr.	Bus. Unit Dir.	Bus. Unit Mgr.	Pro/Tech	Sprv., Team Ldr., Foreman, Coord.	Team Mbr., Prod., Svc., Front-line	Trades	1 or less	1-5	6-10	11-15	16-20	More than 20
<b>Base Size</b>	<b>6,119</b>	<b>4,471</b>	<b>1,604</b>	<b>459</b>		<b>27</b>	<b>156</b>	<b>1,941</b>	<b>1,170</b>	<b>1,465</b>	<b>295</b>	<b>343</b>	<b>975</b>	<b>1,499</b>	<b>1,384</b>	<b>776</b>	<b>684</b>
<b>Team Culture</b>	<b>76</b>	<b>75</b>	<b>81</b>	<b>78</b>		<b>88</b>	<b>84</b>	<b>80</b>	<b>78</b>	<b>72</b>	<b>70</b>	<b>84</b>	<b>80</b>	<b>75</b>	<b>76</b>	<b>74</b>	<b>76</b>
Q30. My efforts to live a healthy lifestyle are supported	73%	70%	82%	76%		81%	79%	83%	75%	65%	58%	85%	80%	72%	72%	69%	72%
Q37. I trust the people I work with	69%	66%	77%	71%		85%	86%	77%	69%	61%	61%	83%	75%	69%	68%	64%	67%
Q44. My coworkers treat me with respect	84%	82%	89%	83%		89%	92%	88%	87%	80%	81%	93%	87%	83%	82%	83%	85%
Q46. The people I work with cooperate to get the job done	80%	79%	83%	83%		96%	93%	83%	80%	76%	77%	86%	83%	78%	79%	79%	80%
Q59. My work arrangements are flexible enough to meet my needs	74%	70%	86%	76%		96%	91%	84%	77%	63%	61%	81%	79%	73%	74%	71%	75%
Q60. Overall, I am satisfied with my work-life balance	71%	71%	73%	73%		70%	67%	79%	68%	67%	66%	83%	76%	69%	72%	66%	71%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	77%	75%	84%	77%		93%	91%	82%	81%	71%	67%	90%	82%	78%	76%	73%	76%
Q177. I feel safe when interacting with Citizens/external clients	76%	75%	81%	86%		77%	81%	80%	80%	73%	68%	88%	79%	75%	75%	73%	76%
Q178. I feel safe when interacting with other City employees/internal clients	86%	84%	90%	88%		89%	93%	90%	87%	81%	77%	94%	89%	87%	84%	82%	83%
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation	63%	59%	73%	62%		89%	81%	68%	68%	56%	48%	81%	70%	59%	61%	61%	64%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	69%	66%	77%	68%		92%	84%	75%	74%	61%	55%	73%	73%	66%	70%	67%	69%
<b>Safety Climate</b>	<b>81</b>	<b>79</b>	<b>85</b>	<b>83</b>		<b>92</b>	<b>89</b>	<b>84</b>	<b>83</b>	<b>77</b>	<b>74</b>	<b>86</b>	<b>83</b>	<b>80</b>	<b>81</b>	<b>79</b>	<b>80</b>
Q31. When I've had a personal or health issue, my direct supervisor has supported me	82%	80%	89%	86%		100%	95%	90%	84%	76%	69%	91%	88%	83%	82%	78%	80%
Q32. My direct supervisor regularly reinforces safe work practices	83%	81%	88%	84%		92%	92%	88%	86%	77%	69%	90%	88%	81%	83%	80%	81%
Q33. My direct supervisor addresses unsafe working conditions	81%	79%	88%	85%		88%	91%	87%	84%	76%	70%	89%	87%	80%	81%	79%	78%
Q35. My direct supervisor effectively addresses inappropriate behaviour	69%	66%	77%	69%		95%	78%	75%	72%	62%	56%	82%	75%	66%	69%	66%	70%
Q56. The City offers programs and services to support my health and well-being	76%	75%	81%	82%		89%	81%	80%	79%	69%	70%	84%	80%	73%	77%	76%	79%
Q63. I receive information about the safety hazards of my job	77%	75%	84%	80%		100%	88%	82%	81%	71%	63%	85%	82%	75%	77%	76%	75%
Q64. I have the training to do my job safely	86%	84%	92%	90%		100%	99%	89%	89%	80%	75%	91%	88%	83%	86%	87%	86%
Q65. I have the resources to do my job safely	80%	77%	87%	86%		100%	90%	85%	82%	73%	68%	90%	85%	77%	81%	77%	79%
Q66. Safety incidents are regularly discussed to reinforce learning	70%	67%	77%	74%		93%	84%	74%	77%	63%	60%	77%	70%	68%	72%	71%	69%
Q67. I am supported to speak up about unsafe conditions	82%	79%	92%	85%		100%	95%	90%	87%	74%	72%	92%	87%	80%	82%	81%	82%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work	93%	92%	97%	93%		100%	99%	95%	96%	90%	90%	97%	95%	93%	93%	91%	92%
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	90%	84%		100%	95%	87%	89%	79%	76%	91%	87%	84%	84%	82%	83%
Q71. Ethics and the Code of Conduct are discussed in my workplace	73%	71%	81%	77%		96%	89%	76%	82%	65%	58%	81%	74%	71%	72%	75%	76%
<b>Employee Satisfaction Elements</b>																	
Q1. I know and understand the current objectives of my business unit	68%	66%	74%	73%		100%	88%	69%	69%	63%	54%	80%	73%	66%	69%	65%	65%
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly	77%	75%	83%	75%		81%	88%	81%	80%	73%	67%	90%	84%	76%	76%	71%	74%
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job	62%	61%	63%	67%		81%	66%	66%	59%	60%	50%	77%	67%	61%	62%	54%	60%
Q4. I am meaningfully involved in decisions that affect my job and me	49%	46%	59%	57%		78%	72%	54%	55%	40%	36%	68%	55%	47%	49%	45%	51%
Q5. Overall, I am satisfied with development opportunities and/or training	55%	52%	64%	59%		81%	75%	56%	63%	49%	47%	76%	62%	49%	55%	52%	60%
Q6. I am truly appreciated for the contribution I make to my business unit	55%	53%	62%	61%		85%	76%	60%	55%	50%	43%	80%	67%	53%	53%	49%	51%
Q7. I am sufficiently rewarded for the effort that I put into my job	49%	46%	55%	55%		67%	63%	54%	49%	43%	35%	69%	60%	46%	46%	41%	45%
Q8. My work related stress is manageable	55%	56%	55%	62%		63%	50%	61%	50%	52%	54%	81%	63%	54%	53%	46%	50%
<b>Employee Engagement Outcomes</b>																	
Q9. Overall, I am satisfied with the quality of my work life in my business unit	64%	63%	67%	69%		89%	69%	69%	63%	61%	56%	85%	73%	61%	61%	57%	64%
Q55. I am proud to work at The City of Calgary	80%	80%	81%	88%		81%	77%	83%	81%	77%	72%	93%	84%	79%	80%	77%	78%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	74%	74%	74%	84%		78%	69%	77%	75%	70%	64%	89%	81%	72%	73%	69%	70%
<b>Inclusion</b>	<b>72</b>	<b>71</b>	<b>78</b>	<b>74</b>		<b>89</b>	<b>82</b>	<b>76</b>	<b>75</b>	<b>68</b>	<b>63</b>	<b>81</b>	<b>77</b>	<b>71</b>	<b>72</b>	<b>70</b>	<b>71</b>
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	69%	65%	82%	71%		93%	87%	79%	76%	58%	52%	83%	77%	69%	69%	65%	65%
Q34. My direct supervisor asks how I like to be recognized for a job well done	45%	43%	50%	52%		58%	52%	52%	45%	38%	28%	49%	49%	44%	49%	41%	41%
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents	75%	73%	82%	76%		96%	86%	81%	78%	70%	58%	88%	81%	74%	74%	71%	73%
Q44. My coworkers treat me with respect	84%	82%	89%	83%		89%	92%	88%	87%	80%	81%	93%	87%	83%	82%	83%	85%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	74%	74%	74%	84%		78%	69%	77%	75%	70%	64%	89%	81%	72%	73%	69%	70%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	77%	75%	84%	77%		93%	91%	82%	81%	71%	67%	90%	82%	78%	76%	73%	76%
Q73. Human rights are discussed in my workplace	58%	55%	66%	60%		96%	77%	60%	66%	51%	44%	69%	61%	54%	58%	59%	60%
Q74. The City creates an environment that values diverse perspectives, talents and experiences and other diversity dimensions (such as gender, race, culture, age)	72%	70%	76%	73%		93%	76%	76%	75%	67%	60%	84%	77%	68%	72%	70%	74%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	58%	56%	64%	59%		89%	78%	60%	62%	53%	45%	79%	66%	53%	57%	58%	57%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	69%	66%	77%	68%		92%	84%	75%	74%	61%	55%	73%	73%	66%	70%	67%	69%

Note: The yellow highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.



# Appendix C – Detailed Demographic Results

	Union Status				Job Type							Years with The City						
	Total	Unionized	Exempt	Admin/ Support	City Mgr., Gen. Mgr.	Bus. Unit Dir.	Bus. Unit Mgr.	Pro/Tech	Spvr., Team Ldr., Foreman, Coord.	Team Mbr., Prod., Svc., Front-line	Trades	1 or less	1-5	6-10	11-15	16-20	More than 20	
Base Size	6,119	4,471	1,604	459		27	156	1,941	1,170	1,465	295	343	975	1,499	1,384	776	684	
Mental Health	74	73	79	77		89	83	78	77	70	66	82	78	73	74	72	73	
Psychological Support	80	78	86	82		92	90	84	83	76	72	85	83	80	80	78	79	
Q21. I have a good working relationship with my direct supervisor	82%	80%	88%	81%		93%	88%	87%	84%	78%	69%	92%	88%	81%	81%	78%	79%	
Q31. When I've had a personal or health issue, my direct supervisor has supported me	82%	80%	89%	86%		100%	95%	90%	84%	76%	69%	91%	88%	83%	82%	78%	80%	
Q72. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation	76%	73%	85%	78%		100%	91%	79%	83%	69%	62%	81%	79%	73%	77%	75%	77%	
Organizational Culture	75	74	80	77		91	84	79	77	71	67	84	79	74	75	73	74	
Q1. I know and understand the current objectives of my business unit	68%	66%	74%	73%		100%	88%	69%	69%	63%	54%	80%	73%	66%	69%	65%	65%	
Q19. I have been given feedback about my job performance within the last 6 months	62%	58%	71%	67%		81%	72%	69%	63%	56%	39%	81%	67%	60%	62%	55%	58%	
Q20. My direct supervisor provides me with useful feedback	65%	63%	70%	67%		78%	76%	70%	67%	62%	46%	80%	70%	63%	66%	59%	63%	
Q23. My direct supervisor clearly communicates the expectations for my job	70%	69%	73%	73%		81%	78%	73%	70%	68%	54%	80%	76%	67%	72%	65%	68%	
Q27. My direct supervisor shares information I need to do my job	73%	70%	79%	71%		93%	82%	78%	76%	69%	57%	85%	80%	73%	73%	66%	69%	
Q45. I know what behaviors are expected of me	94%	93%	96%	97%		100%	97%	95%	95%	91%	91%	94%	96%	93%	93%	93%	95%	
Q48. I know what is expected of me in providing excellent customer service as an employee at The City	91%	90%	92%	95%		96%	95%	92%	92%	88%	83%	90%	92%	90%	91%	89%	91%	
Q50. My business unit communicates well with employees concerning issues that affect their job	54%	52%	59%	62%		93%	78%	58%	51%	48%	41%	77%	60%	49%	54%	49%	51%	
Q54. Senior management clearly communicates the City's goals and objectives	50%	48%	54%	64%		73%	65%	55%	48%	44%	34%	71%	56%	46%	50%	45%	47%	
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	90%	84%		100%	95%	87%	89%	79%	76%	91%	87%	84%	84%	82%	83%	
Q71. Ethics and the Code of Conduct are discussed in my workplace	73%	71%	81%	77%		96%	89%	76%	82%	65%	58%	81%	74%	71%	72%	75%	76%	
Q73. Human rights are discussed in my workplace	58%	55%	66%	60%		96%	77%	60%	66%	51%	44%	69%	61%	54%	58%	59%	60%	
Clear Leadership & Expectations	73	71	77	76		90	83	76	75	69	63	81	76	71	73	70	72	
Q9. Overall, I am satisfied with the quality of my work life in my business unit	64%	63%	67%	69%		89%	69%	69%	63%	61%	56%	85%	73%	61%	61%	57%	64%	
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents	75%	73%	82%	76%		96%	86%	81%	78%	70%	58%	88%	81%	74%	74%	71%	73%	
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity	67%	64%	75%	69%		96%	84%	70%	74%	61%	57%	82%	73%	62%	66%	68%	69%	
Q47. There is cooperation between the different work groups within my business unit	62%	59%	70%	70%		89%	81%	70%	61%	53%	52%	75%	69%	60%	60%	58%	60%	
Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions	69%	67%	75%	79%		96%	87%	73%	71%	63%	54%	84%	77%	66%	68%	65%	67%	
Q50. My business unit communicates well with employees concerning issues that affect their job	54%	52%	59%	62%		93%	78%	58%	51%	48%	41%	77%	60%	49%	54%	49%	51%	
Q52. There is a strong culture of accountability in my work group	67%	65%	75%	72%		96%	83%	74%	67%	61%	46%	78%	73%	64%	66%	65%	68%	
Q53. My business unit has created a work environment that drives high performance	56%	53%	62%	68%		96%	72%	61%	52%	50%	37%	74%	62%	51%	58%	51%	51%	
Q54. Senior management clearly communicates the City's goals and objectives	50%	48%	54%	64%		73%	65%	55%	48%	44%	34%	71%	56%	46%	50%	45%	47%	
Q57. I would recommend the City of Calgary as an employer to a family member or friend	74%	74%	74%	84%		78%	69%	77%	75%	70%	64%	89%	81%	72%	73%	69%	70%	
Q75. My business unit will act on the results of this survey	42%	38%	53%	51%		100%	75%	46%	43%	34%	28%	67%	49%	37%	41%	39%	42%	
Q76. I've noticed some positive changes in my work environment since the last survey	36%	33%	43%	44%		84%	58%	38%	38%	29%	22%	65%	41%	33%	37%	32%	36%	
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	58%	56%	64%	59%		89%	78%	60%	62%	53%	45%	79%	66%	53%	57%	58%	57%	
Civility & Respect	79	77	83	79		92	87	82	81	75	72	87	82	78	78	76	77	
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly	77%	75%	83%	75%		81%	88%	81%	80%	73%	67%	90%	84%	76%	76%	71%	74%	
Q35. My direct supervisor effectively addresses inappropriate behaviour	69%	66%	77%	69%		95%	78%	75%	72%	62%	56%	82%	75%	66%	69%	66%	70%	
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents	75%	73%	82%	76%		96%	86%	81%	78%	70%	58%	88%	81%	74%	74%	71%	73%	
Q44. My coworkers treat me with respect	84%	82%	89%	83%		89%	92%	88%	87%	80%	81%	93%	87%	83%	82%	83%	85%	
Q46. The people I work with cooperate to get the job done	80%	79%	83%	83%		96%	83%	83%	80%	76%	77%	86%	83%	78%	79%	79%	80%	
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	77%	75%	84%	77%		93%	91%	82%	81%	71%	67%	90%	82%	78%	76%	73%	76%	
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	90%	84%		100%	95%	87%	89%	79%	76%	91%	87%	84%	84%	82%	83%	
Psychological Competencies & Requirements	76	74	81	77		90	85	79	78	71	68	84	80	75	75	73	74	
Q16. I am encouraged to use my skills and knowledge	87%	86%	93%	88%		100%	96%	92%	91%	82%	81%	95%	92%	86%	87%	84%	87%	
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	82%	78%	91%	85%		100%	94%	88%	87%	75%	70%	92%	88%	82%	81%	77%	77%	
Q29. I trust my direct supervisor	86%	85%	91%	85%		96%	90%	90%	88%	83%	71%	96%	91%	86%	85%	81%	84%	
Q37. I trust the people I work with	86%	84%	91%	86%		100%	96%	90%	86%	82%	79%	94%	91%	86%	85%	82%	84%	
Q44. My coworkers treat me with respect	94%	93%	96%	91%		100%	99%	95%	94%	92%	92%	99%	96%	93%	94%	92%	93%	
Q46. The people I work with cooperate to get the job done	92%	91%	94%	94%		96%	97%	94%	93%	90%	88%	96%	93%	92%	92%	90%	92%	
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	72%	70%	78%	75%		93%	85%	74%	77%	67%	59%	89%	79%	68%	71%	70%	72%	
Growth & Development	69	67	76	72		85	80	74	73	64	59	80	74	68	69	67	68	
Q5. Overall, I am satisfied with development opportunities and/or training	55%	52%	64%	59%		81%	75%	56%	63%	49%	47%	76%	62%	49%	55%	52%	60%	
Q17. I am supported in my career development	64%	60%	73%	67%		81%	82%	70%	70%	56%	47%	79%	70%	61%	62%	61%	64%	
Q19. I have been given feedback about my job performance within the last 6 months	62%	58%	71%	67%		81%	72%	69%	63%	56%	39%	81%	67%	60%	62%	55%	58%	

Note: The yellow highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.



# Appendix C – Detailed Demographic Results

	Union Status			Job Type								Years with The City					
	Total	Unionized	Exempt	Admin/ Support	City Mgr., Gen. Mgr.	Bus. Unit Dir.	Bus. Unit Mgr.	Pro/Tech	Sprv., Team Ldr., Foreman, Coord.	Team Mbr., Prod., Svc., Front-line	Trades	1 or less	1-5	6-10	11-15	16-20	More than 20
<b>Base Size</b>	<b>6,119</b>	<b>4,471</b>	<b>1,604</b>	<b>459</b>		<b>27</b>	<b>156</b>	<b>1,941</b>	<b>1,170</b>	<b>1,465</b>	<b>295</b>	<b>343</b>	<b>975</b>	<b>1,499</b>	<b>1,384</b>	<b>776</b>	<b>684</b>
<b>Recognition &amp; Reward</b>	<b>65</b>	<b>63</b>	<b>70</b>	<b>69</b>		<b>82</b>	<b>74</b>	<b>69</b>	<b>66</b>	<b>60</b>	<b>54</b>	<b>76</b>	<b>71</b>	<b>64</b>	<b>64</b>	<b>61</b>	<b>62</b>
Q6. I am truly appreciated for the contribution I make to my business unit	55%	53%	62%	61%		85%	76%	60%	55%	50%	43%	80%	67%	53%	53%	49%	51%
Q7. I am sufficiently rewarded for the effort that I put into my job	49%	46%	55%	55%		67%	63%	54%	49%	43%	35%	69%	60%	46%	46%	41%	45%
Q26. My direct supervisor shows appreciation when I do a good job	71%	69%	78%	71%		88%	80%	77%	74%	66%	58%	84%	78%	70%	70%	67%	67%
Q34. My direct supervisor asks how I like to be recognized for a job well done	45%	43%	50%	52%		58%	52%	52%	45%	38%	28%	49%	49%	44%	49%	41%	41%
<b>Involvement &amp; Influence</b>	<b>70</b>	<b>67</b>	<b>77</b>	<b>72</b>		<b>91</b>	<b>83</b>	<b>75</b>	<b>74</b>	<b>64</b>	<b>60</b>	<b>80</b>	<b>75</b>	<b>69</b>	<b>69</b>	<b>67</b>	<b>68</b>
Q4. I am meaningfully involved in decisions that affect my job and me	49%	46%	59%	57%		78%	72%	54%	55%	40%	36%	68%	55%	47%	49%	45%	51%
Q18. My opinions are valued	65%	60%	79%	67%		89%	85%	76%	72%	54%	46%	82%	75%	64%	64%	59%	61%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	69%	65%	82%	71%		93%	87%	79%	76%	58%	52%	83%	77%	69%	69%	65%	65%
Q24. I am able to decide how to do my job, as long as the work gets done	77%	74%	87%	79%		96%	88%	84%	83%	69%	71%	86%	82%	77%	77%	73%	76%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity	67%	64%	75%	69%		96%	84%	70%	74%	61%	57%	82%	73%	62%	66%	68%	69%
Q50. My business unit communicates well with employees concerning issues that affect their job	54%	52%	59%	62%		93%	78%	58%	51%	48%	41%	77%	60%	49%	54%	49%	51%
<b>Workload Management</b>	<b>76</b>	<b>74</b>	<b>81</b>	<b>78</b>		<b>89</b>	<b>84</b>	<b>80</b>	<b>78</b>	<b>71</b>	<b>69</b>	<b>81</b>	<b>79</b>	<b>75</b>	<b>76</b>	<b>74</b>	<b>75</b>
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job	62%	61%	63%	67%		81%	66%	66%	59%	60%	50%	77%	67%	61%	62%	54%	60%
Q24. I am able to decide how to do my job, as long as the work gets done	77%	74%	87%	79%		96%	88%	84%	83%	69%	71%	86%	82%	77%	77%	73%	76%
Q39. I feel productive in my job	81%	80%	84%	87%		100%	85%	83%	84%	78%	74%	85%	84%	79%	82%	82%	81%
Q42. In my role, I have the opportunity to work with other City departments	72%	65%	89%	75%		100%	94%	81%	82%	57%	49%	71%	74%	71%	73%	73%	70%
Q59. My work arrangements are flexible enough to meet my needs	74%	70%	86%	76%		96%	91%	84%	77%	63%	61%	81%	79%	73%	74%	71%	75%
Q60. Overall, I am satisfied with my work-life balance	71%	71%	73%	73%		70%	67%	79%	68%	67%	66%	83%	76%	69%	72%	66%	71%
<b>Psychological Engagement</b>	<b>77</b>	<b>76</b>	<b>80</b>	<b>80</b>		<b>91</b>	<b>82</b>	<b>78</b>	<b>79</b>	<b>75</b>	<b>74</b>	<b>84</b>	<b>80</b>	<b>76</b>	<b>77</b>	<b>76</b>	<b>76</b>
Q10. I feel energized at work	52%	51%	55%	57%		85%	58%	55%	52%	48%	46%	72%	59%	50%	51%	47%	49%
Q11. When I'm at work, time goes by quickly	67%	64%	75%	74%		93%	82%	71%	73%	58%	54%	74%	68%	66%	66%	66%	68%
Q12. I am enthusiastic about my job	68%	66%	72%	70%		85%	75%	69%	71%	63%	60%	84%	73%	66%	65%	65%	64%
Q13. I can continue working for very long periods	70%	70%	71%	77%		85%	77%	69%	74%	69%	69%	79%	73%	69%	70%	69%	68%
Q14. I am proud of the work that I do	84%	84%	86%	87%		96%	90%	84%	88%	82%	86%	90%	87%	82%	84%	86%	85%
Q15. I feel happy when I am working hard	85%	84%	88%	90%		96%	89%	87%	89%	80%	81%	92%	86%	85%	83%	83%	85%
Q41. The work that I do is meaningful	86%	85%	88%	87%		96%	92%	87%	89%	83%	81%	88%	86%	83%	87%	88%	87%
Q55. I am proud to work at The City of Calgary	80%	80%	81%	88%		81%	77%	83%	81%	77%	72%	93%	84%	79%	80%	77%	78%
<b>Balance</b>	<b>75</b>	<b>73</b>	<b>80</b>	<b>76</b>		<b>84</b>	<b>82</b>	<b>80</b>	<b>76</b>	<b>69</b>	<b>66</b>	<b>81</b>	<b>78</b>	<b>73</b>	<b>75</b>	<b>72</b>	<b>74</b>
Q30. My efforts to live a healthy lifestyle are supported	73%	70%	82%	76%		81%	79%	83%	75%	65%	58%	85%	80%	72%	72%	69%	72%
Q59. My work arrangements are flexible enough to meet my needs	74%	70%	86%	76%		96%	91%	84%	77%	63%	61%	81%	79%	73%	74%	71%	75%
Q60. Overall, I am satisfied with my work-life balance	71%	71%	73%	73%		70%	67%	79%	68%	67%	66%	83%	76%	69%	72%	66%	71%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	69%	66%	77%	68%		92%	84%	75%	74%	61%	55%	73%	73%	66%	70%	67%	69%
<b>Psychological Protection</b>	<b>75</b>	<b>73</b>	<b>80</b>	<b>76</b>		<b>89</b>	<b>85</b>	<b>79</b>	<b>78</b>	<b>70</b>	<b>67</b>	<b>84</b>	<b>79</b>	<b>74</b>	<b>74</b>	<b>72</b>	<b>74</b>
Q8. My work related stress is manageable	55%	56%	55%	62%		63%	50%	61%	50%	52%	54%	81%	63%	54%	53%	46%	50%
Q18. My opinions are valued	65%	60%	79%	67%		89%	85%	76%	72%	54%	46%	82%	75%	64%	64%	59%	61%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	69%	65%	82%	71%		93%	87%	79%	76%	58%	52%	83%	77%	69%	69%	65%	65%
Q35. My direct supervisor effectively addresses inappropriate behaviour	69%	66%	77%	69%		95%	78%	75%	72%	62%	56%	82%	75%	66%	69%	66%	70%
Q44. My coworkers treat me with respect	84%	82%	89%	83%		89%	92%	88%	87%	80%	81%	93%	87%	83%	82%	83%	85%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	77%	75%	84%	77%		93%	91%	82%	81%	71%	67%	90%	82%	78%	76%	73%	76%
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	90%	84%		100%	95%	87%	89%	79%	76%	91%	87%	84%	84%	82%	83%
Q178. I feel safe when interacting with other City employees/internal clients	86%	84%	90%	88%		89%	93%	90%	87%	81%	77%	94%	89%	87%	84%	82%	83%
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation	63%	59%	73%	62%		89%	81%	68%	68%	56%	48%	81%	70%	59%	61%	61%	64%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader	69%	64%	82%	68%		93%	91%	77%	78%	58%	50%	81%	76%	67%	68%	67%	69%
<b>Protection of Physical Safety</b>	<b>80</b>	<b>79</b>	<b>85</b>	<b>83</b>		<b>92</b>	<b>89</b>	<b>83</b>	<b>83</b>	<b>77</b>	<b>74</b>	<b>85</b>	<b>83</b>	<b>79</b>	<b>81</b>	<b>79</b>	<b>80</b>
Q32. My direct supervisor regularly reinforces safe work practices	83%	81%	88%	84%		92%	92%	88%	86%	77%	69%	90%	88%	81%	83%	80%	81%
Q33. My direct supervisor addresses unsafe working conditions	81%	79%	88%	85%		88%	91%	87%	84%	76%	70%	89%	87%	80%	81%	79%	78%
Q63. I receive information about the safety hazards of my job	77%	75%	84%	80%		100%	88%	82%	81%	71%	63%	85%	82%	75%	77%	76%	75%
Q64. I have the training to do my job safely	92%	84%	92%	90%		100%	99%	89%	89%	80%	75%	91%	88%	83%	86%	87%	86%
Q65. I have the resources to do my job safely	89%	77%	87%	86%		100%	90%	85%	89%	73%	68%	90%	86%	83%	77%	81%	70%

Note: The yellow highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.

# Appendix C – Detailed Demographic Results

		LGBTQ+		Indigenous		Disability		Ethnicity											
	Total	Yes	No	Yes	No	Yes	No	Arab	Black	Chinese	Filipino	Japanese	Korean	Latin American	South Asian	Southeast Asian	West Asian	White	Other
Base Size	6,119	364	5,286	181	5,516	421	5,310	52	149	407	104	24	26	134	438	79	34	3,864	373
Employee Engagement	75	74	76	73	76	68	76	74	81	81	80	62	74	77	83	73	75	74	72
Q10. I feel energized at work	52%	45%	53%	44%	53%	36%	54%	60%	73%	70%	70%	38%	62%	57%	72%	54%	62%	48%	42%
Q11. When I'm at work, time goes by quickly	67%	63%	68%	63%	67%	52%	68%	62%	71%	83%	75%	58%	73%	68%	80%	65%	65%	64%	60%
Q12. I am enthusiastic about my job	68%	65%	68%	63%	68%	55%	69%	62%	83%	80%	79%	38%	69%	70%	85%	63%	65%	65%	61%
Q13. I can continue working for very long periods	70%	69%	71%	72%	70%	63%	71%	65%	81%	75%	70%	58%	77%	73%	78%	62%	74%	69%	67%
Q14. I am proud of the work that I do	84%	82%	85%	83%	85%	78%	85%	85%	91%	90%	90%	58%	81%	86%	92%	79%	82%	83%	80%
Q15. I feel happy when I am working hard	85%	85%	85%	80%	85%	76%	86%	88%	90%	91%	88%	75%	85%	84%	93%	77%	79%	84%	77%
Supervisor Relationship	75	72	76	68	76	67	76	74	79	81	78	68	70	76	79	76	72	75	69
Q16. I am encouraged to use my skills and knowledge	77%	72%	78%	69%	77%	66%	78%	79%	80%	87%	85%	70%	73%	75%	77%	78%	76%	77%	70%
Q17. I am supported in my career development	64%	60%	65%	53%	65%	50%	65%	69%	72%	74%	74%	61%	58%	63%	67%	71%	62%	64%	54%
Q18. My opinions are valued	65%	59%	66%	54%	66%	51%	67%	73%	70%	78%	74%	71%	69%	65%	68%	70%	68%	65%	56%
Q19. I have been given feedback about my job performance within the last 6 months	62%	60%	62%	55%	62%	55%	62%	51%	65%	73%	70%	50%	62%	68%	67%	63%	67%	61%	53%
Q21. I have a good working relationship with my direct supervisor	82%	77%	83%	71%	83%	74%	83%	77%	87%	87%	85%	78%	69%	85%	87%	83%	79%	82%	75%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	69%	64%	70%	57%	70%	57%	71%	67%	77%	83%	80%	71%	65%	70%	71%	78%	76%	69%	60%
Q23. My direct supervisor clearly communicates the expectations for my job	70%	66%	71%	64%	70%	61%	71%	64%	79%	80%	78%	67%	65%	73%	79%	71%	65%	69%	62%
Q24. I am able to decide how to do my job, as long as the work gets done	77%	76%	78%	67%	78%	72%	78%	79%	79%	85%	83%	75%	65%	81%	80%	78%	76%	78%	68%
Q25. My direct supervisor encourages me to collaborate with my work group	77%	74%	77%	67%	77%	66%	78%	75%	80%	86%	79%	75%	68%	83%	78%	79%	77%	76%	69%
Q26. My direct supervisor shows appreciation when I do a good job	71%	66%	72%	60%	72%	61%	72%	67%	78%	81%	83%	71%	65%	73%	77%	73%	67%	70%	62%
Q27. My direct supervisor shares information I need to do my job	73%	69%	74%	62%	74%	63%	74%	73%	83%	82%	83%	62%	69%	77%	81%	73%	76%	72%	64%
Q28. I feel that my supervisor trusts me to act in The City's best interests	84%	80%	85%	77%	85%	74%	86%	83%	84%	87%	84%	79%	69%	84%	88%	79%	82%	85%	78%
Q29. I trust my direct supervisor	76%	70%	77%	64%	77%	63%	77%	73%	80%	84%	82%	75%	72%	79%	85%	78%	76%	75%	66%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader	69%	60%	71%	57%	70%	54%	71%	74%	78%	80%	79%	74%	69%	73%	77%	64%	67%	69%	58%
Leadership Impact	67	63	68	59	68	57	68	70	76	76	76	60	67	71	75	68	70	66	59
Q9. Overall, I am satisfied with the quality of my work life in my business unit	64%	55%	65%	53%	65%	49%	66%	69%	81%	78%	77%	58%	69%	68%	74%	64%	74%	62%	52%
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents	75%	70%	76%	65%	76%	64%	76%	73%	81%	83%	81%	61%	65%	78%	78%	74%	76%	75%	65%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity	67%	62%	68%	58%	68%	55%	68%	79%	76%	77%	78%	54%	85%	65%	76%	67%	65%	66%	58%
Q47. There is cooperation between the different work groups within my business unit	62%	55%	63%	51%	63%	48%	63%	63%	72%	80%	71%	58%	69%	67%	76%	67%	67%	59%	54%
Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions	69%	58%	70%	59%	70%	54%	71%	76%	88%	82%	84%	54%	68%	72%	81%	70%	79%	67%	56%
Q50. My business unit communicates well with employees concerning issues that affect their job	54%	43%	55%	40%	55%	42%	55%	58%	70%	72%	76%	46%	65%	61%	71%	63%	61%	50%	44%
Q52. There is a strong culture of accountability in my work group	67%	65%	68%	58%	68%	56%	69%	76%	85%	81%	79%	67%	76%	75%	82%	72%	76%	65%	60%
Q53. My business unit has created a work environment that drives high performance	56%	51%	56%	45%	56%	43%	57%	63%	74%	72%	77%	50%	54%	63%	72%	58%	56%	52%	46%
Q54. Senior management clearly communicates the City's goals and objectives	50%	43%	51%	41%	51%	39%	51%	54%	70%	67%	71%	42%	58%	55%	68%	56%	68%	46%	37%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	74%	67%	75%	62%	75%	59%	76%	77%	88%	86%	89%	71%	81%	83%	86%	81%	88%	72%	63%
Q75. My business unit will act on the results of this survey	42%	34%	43%	31%	43%	27%	44%	46%	56%	58%	66%	30%	58%	48%	61%	45%	50%	39%	31%
Q76. I've noticed some positive changes in my work environment since the last survey	36%	29%	37%	26%	37%	25%	37%	40%	58%	49%	58%	32%	45%	38%	48%	38%	44%	33%	27%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	58%	53%	59%	43%	59%	39%	60%	57%	58%	68%	74%	43%	54%	63%	69%	58%	53%	58%	43%
Role Clarity	84	83	84	82	84	80	85	86	88	87	87	74	81	87	88	82	85	84	81
Q38. I see a connection between the work I do and the service my business unit provides	83%	78%	83%	79%	83%	75%	83%	82%	89%	91%	88%	71%	77%	81%	88%	81%	76%	82%	77%
Q39. I feel productive in my job	81%	78%	82%	81%	82%	72%	82%	83%	88%	91%	89%	67%	80%	83%	89%	81%	76%	80%	75%
Q40. I feel competent in my job	92%	91%	92%	93%	92%	87%	92%	85%	94%	94%	92%	79%	92%	92%	92%	85%	91%	92%	90%
Q41. The work that I do is meaningful	86%	82%	86%	79%	86%	78%	87%	85%	92%	91%	92%	67%	88%	90%	93%	80%	88%	85%	80%
Q45. I know what behaviors are expected of me	94%	92%	94%	91%	94%	88%	94%	94%	95%	97%	93%	92%	96%	95%	96%	94%	91%	94%	90%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City	91%	92%	91%	89%	91%	84%	91%	94%	95%	95%	92%	79%	88%	89%	94%	90%	88%	90%	87%
Q51. I am held responsible for the work that I do	89%	90%	89%	89%	89%	86%	90%	94%	94%	95%	93%	79%	96%	90%	94%	87%	97%	88%	85%
Q55. I am proud to work at The City of Calgary	80%	76%	81%	77%	81%	70%	81%	83%	92%	91%	93%	67%	81%	87%	92%	82%	88%	78%	75%
Personal Growth	68	64	68	60	68	58	69	66	73	75	75	60	65	68	73	68	69	67	61
Q20. My direct supervisor provides me with useful feedback	65%	61%	66%	56%	66%	55%	66%	62%	77%	76%	74%	62%	65%	70%	73%	65%	62%	64%	57%
Q34. My direct supervisor asks how I like to be recognized for a job well done	45%	42%	46%	35%	46%	33%	46%	39%	55%	60%	65%	38%	48%	51%	57%	59%	60%	42%	37%

Note: The yellow highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.





# Appendix C – Detailed Demographic Results

	LGBTQ+			Indigenous		Disability		Ethnicity											
	Total	Yes	No	Yes	No	Yes	No	Arab	Black	Chinese	Filipino	Japanese	Korean	Latin American	South Asian	Southeast Asian	West Asian	White	Other
<b>Base Size</b>	6,119	364	5,286	181	5,516	421	5,310	52	149	407	104	24	26	134	438	79	34	3,864	373
<b>Team Culture</b>	76	73	77	70	77	68	77	75	78	82	80	70	72	78	80	76	76	76	70
Q30. My efforts to live a healthy lifestyle are supported	73%	67%	74%	62%	74%	61%	74%	63%	77%	87%	79%	65%	62%	77%	78%	85%	73%	72%	65%
Q37. I trust the people I work with	69%	66%	70%	57%	70%	55%	70%	62%	68%	84%	72%	58%	65%	65%	78%	69%	71%	68%	59%
Q44. My coworkers treat me with respect	84%	82%	85%	79%	84%	70%	85%	82%	83%	90%	85%	79%	88%	85%	87%	87%	85%	83%	78%
Q46. The people I work with cooperate to get the job done	80%	79%	80%	73%	80%	70%	81%	85%	85%	88%	79%	75%	81%	80%	87%	73%	82%	79%	76%
Q59. My work arrangements are flexible enough to meet my needs	74%	70%	75%	65%	75%	64%	76%	73%	75%	85%	83%	71%	77%	74%	75%	82%	76%	74%	69%
Q60. Overall, I am satisfied with my work-life balance	71%	70%	72%	66%	72%	60%	73%	77%	78%	83%	80%	79%	72%	79%	77%	75%	85%	70%	64%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	77%	68%	79%	68%	78%	60%	79%	81%	77%	83%	83%	71%	76%	81%	82%	79%	71%	78%	64%
Q177. I feel safe when interacting with Citizens/external clients	76%	71%	77%	65%	77%	65%	77%	72%	80%	85%	79%	55%	71%	72%	79%	77%	71%	76%	68%
Q178. I feel safe when interacting with other City employees/internal clients	86%	82%	86%	79%	86%	75%	87%	85%	87%	91%	87%	71%	77%	84%	88%	86%	76%	86%	76%
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation	63%	55%	64%	52%	64%	42%	65%	62%	72%	74%	77%	38%	54%	72%	74%	55%	55%	62%	49%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	69%	62%	70%	64%	69%	53%	70%	67%	74%	81%	77%	59%	67%	72%	75%	74%	72%	68%	59%
<b>Safety Climate</b>	81	79	81	75	81	75	81	81	82	84	81	73	73	83	83	81	79	81	75
Q31. When I've had a personal or health issue, my direct supervisor has supported me	82%	78%	83%	73%	83%	72%	84%	71%	81%	90%	86%	77%	76%	85%	85%	90%	80%	83%	74%
Q32. My direct supervisor regularly reinforces safe work practices	83%	78%	83%	75%	83%	74%	83%	84%	87%	88%	87%	74%	76%	86%	86%	83%	82%	82%	77%
Q33. My direct supervisor addresses unsafe working conditions	81%	75%	82%	73%	82%	70%	82%	84%	83%	87%	85%	75%	52%	86%	84%	83%	79%	81%	74%
Q35. My direct supervisor effectively addresses inappropriate behaviour	69%	65%	70%	60%	69%	60%	70%	70%	76%	77%	80%	59%	68%	72%	78%	74%	71%	68%	61%
Q56. The City offers programs and services to support my health and well-being	76%	67%	78%	67%	77%	65%	78%	75%	86%	84%	87%	79%	77%	80%	83%	81%	74%	76%	67%
Q63. I receive information about the safety hazards of my job	77%	76%	78%	71%	78%	66%	78%	70%	86%	87%	85%	67%	71%	83%	84%	80%	76%	76%	68%
Q64. I have the training to do my job safely	86%	84%	87%	79%	87%	82%	87%	86%	86%	90%	88%	77%	74%	83%	89%	88%	82%	86%	79%
Q65. I have the resources to do my job safely	80%	73%	81%	70%	80%	71%	81%	80%	82%	88%	85%	74%	71%	81%	83%	83%	76%	79%	71%
Q66. Safety incidents are regularly discussed to reinforce learning	70%	68%	71%	62%	71%	59%	71%	78%	79%	81%	76%	67%	67%	79%	78%	78%	72%	68%	62%
Q67. I am supported to speak up about unsafe conditions	82%	78%	83%	76%	83%	72%	83%	86%	84%	90%	86%	78%	67%	85%	84%	81%	88%	82%	77%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work	93%	93%	93%	90%	93%	91%	93%	92%	90%	96%	93%	75%	72%	93%	93%	89%	88%	93%	91%
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	85%	81%	85%	77%	85%	87%	85%	88%	84%	62%	64%	83%	89%	79%	76%	84%	77%
Q71. Ethics and the Code of Conduct are discussed in my workplace	73%	69%	74%	65%	74%	63%	74%	75%	82%	82%	78%	67%	68%	72%	83%	78%	76%	72%	64%
<b>Employee Satisfaction Elements</b>																			
Q1. I know and understand the current objectives of my business unit	68%	61%	69%	59%	69%	59%	69%	71%	77%	81%	81%	58%	69%	72%	81%	67%	71%	67%	56%
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly	77%	71%	78%	67%	78%	66%	78%	75%	82%	82%	82%	71%	73%	78%	81%	79%	65%	78%	66%
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job	62%	56%	63%	49%	63%	51%	63%	67%	78%	75%	77%	46%	69%	65%	72%	63%	65%	60%	49%
Q4. I am meaningfully involved in decisions that affect my job and me	49%	43%	51%	42%	50%	37%	51%	60%	61%	68%	64%	46%	54%	55%	62%	58%	62%	47%	39%
Q5. Overall, I am satisfied with development opportunities and/or training	55%	50%	57%	48%	56%	43%	57%	58%	62%	67%	64%	57%	54%	60%	65%	56%	62%	55%	41%
Q6. I am truly appreciated for the contribution I make to my business unit	55%	51%	56%	46%	56%	44%	57%	63%	75%	73%	70%	62%	69%	62%	71%	59%	62%	52%	49%
Q7. I am sufficiently rewarded for the effort that I put into my job	49%	42%	50%	39%	49%	38%	50%	53%	54%	62%	64%	48%	54%	51%	57%	49%	50%	47%	38%
Q8. My work related stress is manageable	55%	48%	56%	45%	56%	41%	56%	63%	71%	71%	71%	42%	56%	65%	67%	53%	59%	52%	43%
<b>Employee Engagement Outcomes</b>																			
Q9. Overall, I am satisfied with the quality of my work life in my business unit	64%	55%	65%	53%	65%	49%	66%	69%	81%	78%	77%	58%	69%	68%	74%	64%	74%	62%	52%
Q55. I am proud to work at The City of Calgary	80%	76%	81%	77%	81%	70%	81%	83%	92%	91%	93%	67%	81%	87%	92%	82%	88%	78%	75%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	74%	67%	75%	62%	75%	59%	76%	77%	88%	86%	89%	71%	81%	83%	86%	81%	88%	72%	63%
<b>Inclusion</b>	72	69	73	64	73	62	74	71	75	78	78	66	69	74	77	73	72	72	65
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	69%	64%	70%	57%	70%	57%	71%	67%	77%	83%	80%	71%	65%	70%	71%	78%	76%	69%	60%
Q34. My direct supervisor asks how I like to be recognized for a job well done	45%	42%	46%	35%	46%	33%	46%	39%	55%	60%	65%	38%	48%	51%	57%	59%	60%	42%	37%
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents	75%	70%	76%	65%	76%	64%	76%	73%	81%	83%	81%	61%	65%	78%	78%	74%	76%	75%	65%
Q44. My coworkers treat me with respect	84%	82%	85%	79%	84%	70%	85%	82%	83%	90%	85%	79%	88%	85%	87%	87%	85%	83%	78%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	74%	67%	75%	62%	75%	59%	76%	77%	88%	86%	89%	71%	81%	83%	86%	81%	88%	72%	63%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	77%	68%	79%	68%	78%	60%	79%	81%	77%	83%	83%	71%	76%	81%	82%	79%	71%	78%	64%
Q73. Human rights are discussed in my workplace	58%	52%	59%	50%	59%	45%	59%	62%	67%	66%	69%	46%	56%	54%	66%	55%	59%	58%	46%
Q74. The City creates an environment that values diverse perspectives, talents and experiences and other diversity dimensions (such as gender, race, culture, age)	72%	61%	73%	62%	73%	55%	73%	73%	70%	78%	78%	67%	65%	78%	77%	72%	58%	73%	56%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	58%	53%	59%	43%	59%	39%	60%	57%	58%	68%	74%	43%	54%	63%	69%	58%	53%	58%	43%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	60%	60%	70%	64%	60%	53%	70%	67%	74%	81%	77%	50%	67%	72%	75%	74%	72%	68%	50%

Note: The yellow highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.

# Appendix C – Detailed Demographic Results

				LGBTQ+		Indigenous		Disability		Ethnicity										
	Total	Yes	No	Yes	No	Yes	No	Arab	Black	Chinese	Filipino	Japanese	Korean	Latin American	South Asian	Southeast Asian	West Asian	White	Other	
Base Size	6,119	364	5,286	181	5,516	421	5,310	52	149	407	104	24	26	134	438	79	34	3,864	373	
Mental Health	74	71	75	68	75	67	75	75	78	80	79	66	71	76	79	74	74	74	68	
Psychological Support	80	77	81	73	81	73	81	78	83	84	80	72	74	81	84	80	75	80	74	
Q21. I have a good working relationship with my direct supervisor	82%	77%	83%	71%	83%	74%	83%	77%	87%	87%	85%	78%	69%	85%	87%	83%	79%	82%	75%	
Q31. When I've had a personal or health issue, my direct supervisor has supported me	82%	78%	83%	73%	83%	72%	84%	71%	81%	90%	86%	77%	76%	85%	85%	90%	80%	83%	74%	
Q72. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation	76%	71%	77%	68%	77%	67%	77%	79%	85%	83%	78%	71%	65%	76%	83%	72%	65%	76%	68%	
Organizational Culture	75	72	76	69	76	67	76	76	79	81	78	68	71	77	80	75	74	75	69	
Q1. I know and understand the current objectives of my business unit	68%	61%	69%	59%	69%	59%	69%	71%	77%	81%	81%	58%	69%	72%	81%	67%	71%	67%	56%	
Q19. I have been given feedback about my job performance within the last 6 months	62%	60%	62%	55%	62%	55%	62%	51%	65%	73%	70%	50%	62%	68%	67%	63%	67%	61%	53%	
Q20. My direct supervisor provides me with useful feedback	65%	61%	66%	56%	66%	55%	66%	62%	77%	76%	74%	62%	65%	70%	73%	65%	62%	64%	57%	
Q23. My direct supervisor clearly communicates the expectations for my job	70%	66%	71%	64%	70%	61%	71%	64%	79%	80%	78%	67%	65%	73%	79%	71%	65%	69%	62%	
Q27. My direct supervisor shares information I need to do my job	73%	69%	74%	62%	74%	63%	74%	73%	83%	82%	83%	62%	69%	77%	81%	73%	76%	72%	64%	
Q45. I know what behaviors are expected of me	94%	92%	94%	91%	94%	88%	94%	94%	95%	97%	93%	92%	96%	95%	96%	94%	91%	94%	90%	
Q48. I know what is expected of me in providing excellent customer service as an employee at The City	91%	92%	91%	89%	91%	84%	91%	94%	95%	95%	92%	79%	88%	89%	94%	90%	88%	90%	87%	
Q50. My business unit communicates well with employees concerning issues that affect their job	54%	43%	55%	40%	55%	42%	55%	58%	70%	72%	76%	46%	65%	61%	71%	63%	61%	50%	44%	
Q54. Senior management clearly communicates the City's goals and objectives	50%	43%	51%	41%	51%	39%	51%	54%	70%	67%	71%	42%	58%	55%	68%	56%	68%	46%	37%	
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	85%	81%	85%	77%	85%	87%	85%	88%	84%	62%	64%	83%	89%	79%	76%	84%	77%	
Q71. Ethics and the Code of Conduct are discussed in my workplace	73%	69%	74%	65%	74%	63%	74%	75%	82%	82%	78%	67%	68%	72%	83%	78%	76%	72%	64%	
Q73. Human rights are discussed in my workplace	58%	52%	59%	50%	59%	45%	59%	62%	67%	66%	69%	46%	56%	54%	66%	55%	59%	58%	46%	
Clear Leadership & Expectations	73	69	73	67	73	66	74	74	78	79	78	65	70	74	79	73	73	72	67	
Q9. Overall, I am satisfied with the quality of my work life in my business unit	64%	55%	65%	53%	65%	49%	66%	69%	81%	78%	77%	58%	69%	68%	74%	64%	74%	62%	52%	
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents	75%	70%	76%	65%	76%	64%	76%	73%	81%	83%	81%	61%	65%	78%	78%	74%	76%	75%	65%	
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity	67%	62%	68%	58%	68%	55%	68%	79%	76%	77%	78%	54%	85%	65%	76%	67%	65%	66%	58%	
Q47. There is cooperation between the different work groups within my business unit	62%	55%	63%	51%	63%	48%	63%	63%	72%	80%	71%	58%	69%	67%	76%	67%	67%	59%	54%	
Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions	69%	58%	70%	59%	70%	54%	71%	76%	88%	82%	84%	54%	68%	72%	81%	70%	79%	67%	56%	
Q50. My business unit communicates well with employees concerning issues that affect their job	54%	43%	55%	40%	55%	42%	55%	58%	70%	72%	76%	46%	65%	61%	71%	63%	61%	50%	44%	
Q52. There is a strong culture of accountability in my work group	67%	65%	68%	58%	68%	56%	69%	76%	85%	81%	79%	67%	76%	75%	82%	72%	76%	65%	60%	
Q53. My business unit has created a work environment that drives high performance	56%	51%	56%	45%	56%	43%	57%	63%	74%	72%	77%	50%	54%	63%	72%	58%	56%	52%	46%	
Q54. Senior management clearly communicates the City's goals and objectives	50%	43%	51%	41%	51%	39%	51%	54%	70%	67%	71%	42%	58%	55%	68%	56%	68%	46%	37%	
Q57. I would recommend the City of Calgary as an employer to a family member or friend	74%	67%	75%	62%	75%	59%	76%	77%	88%	86%	89%	71%	81%	83%	86%	81%	88%	72%	63%	
Q75. My business unit will act on the results of this survey	42%	34%	43%	31%	43%	27%	44%	46%	56%	58%	66%	30%	58%	48%	61%	45%	50%	39%	31%	
Q76. I've noticed some positive changes in my work environment since the last survey	36%	29%	37%	26%	37%	25%	37%	40%	58%	49%	58%	32%	45%	38%	48%	38%	44%	33%	27%	
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	58%	53%	59%	43%	59%	39%	60%	57%	58%	68%	74%	43%	54%	63%	69%	58%	53%	58%	43%	
Civility & Respect	79	76	79	72	79	71	79	79	81	82	80	71	73	80	82	78	76	79	73	
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly	77%	71%	78%	67%	78%	66%	78%	75%	82%	82%	82%	71%	73%	78%	81%	79%	65%	78%	66%	
Q35. My direct supervisor effectively addresses inappropriate behaviour	69%	65%	70%	60%	69%	60%	70%	70%	76%	77%	80%	59%	68%	72%	78%	74%	71%	68%	61%	
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents	75%	70%	76%	65%	76%	64%	76%	73%	81%	83%	81%	61%	65%	78%	78%	74%	76%	75%	65%	
Q44. My coworkers treat me with respect	84%	82%	85%	79%	84%	70%	85%	82%	83%	90%	85%	79%	88%	85%	87%	87%	85%	83%	78%	
Q46. The people I work with cooperate to get the job done	80%	79%	80%	73%	80%	70%	81%	85%	85%	88%	79%	75%	81%	80%	87%	73%	82%	79%	76%	
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	77%	68%	79%	68%	78%	60%	79%	81%	77%	83%	83%	71%	76%	81%	82%	79%	71%	78%	64%	
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	85%	81%	85%	77%	85%	87%	85%	88%	84%	62%	64%	83%	89%	79%	76%	84%	77%	
Psychological Competencies & Requirements	76	73	76	68	76	67	77	75	77	81	79	69	72	76	80	75	73	75	69	
Q16. I am encouraged to use my skills and knowledge	87%	84%	88%	80%	88%	80%	88%	87%	88%	93%	91%	74%	85%	86%	88%	85%	79%	88%	82%	
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	82%	77%	82%	72%	82%	68%	83%	83%	86%	92%	89%	75%	81%	79%	83%	79%	82%	73%	73%	
Q29. I trust my direct supervisor	86%	82%	87%	77%	87%	76%	87%	82%	90%	91%	89%	79%	76%	88%	92%	90%	79%	86%	78%	
Q37. I trust the people I work with	86%	84%	86%	79%	86%	73%	87%	81%	90%	94%	86%	79%	73%	85%	91%	86%	85%	85%	79%	
Q44. My coworkers treat me with respect	94%	93%	94%	89%	94%	86%	94%	94%	94%	97%	94%	88%	92%	92%	95%	91%	88%	93%	91%	
Q46. The people I work with cooperate to get the job done	92%	92%	92%	87%	92%	84%	93%	92%	95%	97%	93%	88%	92%	93%	96%	91%	91%	91%	91%	
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	72%	66%	73%	59%	73%	53%	74%	67%	77%	84%	85%	70%	73%	77%	82%	72%	65%	71%	60%	
Growth & Development	69	66	70	62	70	60	71	69	74	77	76	62	68	70	74	71	70	69	62	
Q5. Overall, I am satisfied with development opportunities and/or training	55%	50%	57%	48%	56%	43%	57%	58%	62%	67%	64%	57%	54%	60%	65%	56%	62%	55%	41%	
Q17. I am supported in my career development	64%	60%	65%	53%	65%	50%	65%	69%	72%	74%	74%	61%	58%	63%	67%	71%	62%	64%	54%	
Q19. I have been given feedback about my job performance within the last 6 months	62%	60%	62%	55%	62%	55%	62%	51%	65%	73%	70%	50%	62%	68%	67%	63%	67%	61%	53%	

Note: The yellow highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.

# Appendix C – Detailed Demographic Results

	LGBTQ+		Indigenous		Disability		Ethnicity													
	Total	Yes	No	Yes	No	Yes	No	Arab	Black	Chinese	Filipino	Japanese	Korean	Latin American	South Asian	Southeast Asian	West Asian	White	Other	
Base Size	6,119	364	5,286	181	5,516	421	5,310	52	149	407	104	24	26	134	438	79	34	3,864	373	
Recognition & Reward	65	61	66	56	66	55	66	64	72	74	74	61	65	66	72	69	64	64	58	
Q6. I am truly appreciated for the contribution I make to my business unit	55%	51%	56%	46%	56%	44%	57%	63%	75%	73%	70%	62%	69%	62%	71%	59%	62%	52%	49%	
Q7. I am sufficiently rewarded for the effort that I put into my job	49%	42%	50%	39%	49%	38%	50%	53%	54%	62%	64%	48%	54%	51%	57%	49%	50%	47%	38%	
Q26. My direct supervisor shows appreciation when I do a good job	71%	66%	72%	60%	72%	61%	72%	67%	78%	81%	83%	71%	65%	73%	77%	73%	67%	70%	62%	
Q34. My direct supervisor asks how I like to be recognized for a job well done	45%	42%	46%	35%	46%	33%	46%	39%	55%	60%	65%	38%	48%	51%	57%	59%	60%	42%	37%	
Involvement & Influence	70	65	71	61	71	61	71	72	74	78	76	63	70	71	75	72	70	69	63	
Q4. I am meaningfully involved in decisions that affect my job and me	49%	43%	51%	42%	50%	37%	51%	60%	61%	68%	64%	46%	54%	55%	62%	58%	62%	47%	39%	
Q18. My opinions are valued	65%	59%	66%	54%	66%	51%	67%	73%	70%	78%	74%	71%	69%	65%	68%	70%	68%	65%	56%	
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	69%	64%	70%	57%	70%	57%	71%	67%	77%	83%	80%	71%	65%	70%	71%	78%	76%	69%	60%	
Q24. I am able to decide how to do my job, as long as the work gets done	77%	76%	78%	67%	78%	72%	78%	79%	79%	85%	83%	75%	65%	81%	80%	78%	76%	78%	68%	
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity	67%	62%	68%	58%	68%	55%	68%	79%	76%	77%	78%	54%	85%	65%	76%	67%	65%	66%	58%	
Q50. My business unit communicates well with employees concerning issues that affect their job	54%	43%	55%	40%	55%	42%	55%	58%	70%	72%	76%	46%	65%	61%	71%	63%	61%	50%	44%	
Workload Management	76	73	76	69	76	69	77	76	78	82	80	66	75	78	79	76	76	75	71	
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job	62%	56%	63%	49%	63%	51%	63%	67%	78%	75%	77%	46%	69%	65%	72%	63%	65%	60%	49%	
Q24. I am able to decide how to do my job, as long as the work gets done	77%	76%	78%	67%	78%	72%	78%	79%	79%	85%	83%	75%	65%	81%	80%	78%	76%	78%	68%	
Q39. I feel productive in my job	81%	78%	82%	81%	82%	72%	82%	83%	88%	91%	89%	67%	80%	83%	89%	81%	76%	80%	75%	
Q42. In my role, I have the opportunity to work with other City departments	72%	70%	72%	59%	72%	58%	73%	71%	74%	83%	81%	46%	72%	71%	74%	70%	67%	71%	68%	
Q59. My work arrangements are flexible enough to meet my needs	74%	70%	75%	65%	75%	64%	76%	73%	75%	85%	83%	71%	77%	74%	75%	82%	76%	74%	69%	
Q60. Overall, I am satisfied with my work-life balance	71%	70%	72%	66%	72%	60%	73%	77%	78%	83%	80%	79%	72%	79%	77%	75%	85%	70%	64%	
Psychological Engagement	77	75	78	75	78	71	78	77	83	83	83	64	75	80	84	75	77	76	74	
Q10. I feel energized at work	52%	45%	53%	44%	53%	36%	54%	60%	73%	70%	70%	38%	62%	57%	72%	54%	62%	48%	42%	
Q11. When I'm at work, time goes by quickly	67%	63%	68%	63%	67%	52%	68%	62%	71%	83%	75%	58%	73%	68%	80%	65%	65%	64%	60%	
Q12. I am enthusiastic about my job	68%	65%	68%	63%	68%	55%	69%	62%	83%	80%	79%	38%	69%	70%	85%	63%	65%	65%	61%	
Q13. I can continue working for very long periods	70%	69%	71%	72%	70%	63%	71%	65%	81%	75%	70%	58%	77%	73%	78%	62%	74%	69%	67%	
Q14. I am proud of the work that I do	84%	82%	85%	83%	85%	78%	85%	85%	91%	90%	90%	58%	81%	86%	92%	79%	82%	83%	80%	
Q15. I feel happy when I am working hard	85%	85%	85%	80%	85%	76%	86%	88%	90%	91%	88%	75%	85%	84%	93%	77%	79%	84%	77%	
Q41. The work that I do is meaningful	86%	82%	86%	79%	86%	78%	87%	85%	92%	91%	92%	67%	88%	90%	93%	80%	88%	85%	80%	
Q55. I am proud to work at The City of Calgary	80%	76%	81%	77%	81%	70%	81%	83%	92%	91%	93%	67%	81%	87%	92%	82%	88%	78%	75%	
Balance	75	71	75	68	75	66	75	73	76	82	79	69	73	77	77	78	76	74	69	
Q30. My efforts to live a healthy lifestyle are supported	73%	67%	74%	62%	74%	61%	74%	63%	77%	87%	79%	65%	62%	77%	78%	85%	73%	72%	65%	
Q59. My work arrangements are flexible enough to meet my needs	74%	70%	75%	65%	75%	64%	76%	73%	75%	85%	83%	71%	77%	74%	75%	82%	76%	74%	69%	
Q60. Overall, I am satisfied with my work-life balance	71%	70%	72%	66%	72%	60%	73%	77%	78%	83%	80%	79%	72%	79%	77%	75%	85%	70%	64%	
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	69%	62%	70%	64%	69%	53%	70%	67%	74%	81%	77%	59%	67%	72%	75%	74%	72%	68%	59%	
Psychological Protection	75	72	76	68	75	66	76	76	78	80	78	66	71	76	79	74	72	75	68	
Q8. My work related stress is manageable	55%	48%	56%	45%	56%	41%	56%	63%	71%	71%	71%	42%	56%	65%	67%	53%	59%	52%	43%	
Q18. My opinions are valued	65%	59%	66%	54%	66%	51%	67%	73%	70%	78%	74%	71%	69%	65%	68%	70%	68%	65%	56%	
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	69%	64%	70%	57%	70%	57%	71%	67%	77%	83%	80%	71%	65%	70%	71%	78%	76%	69%	60%	
Q35. My direct supervisor effectively addresses inappropriate behaviour	69%	65%	70%	60%	69%	60%	70%	70%	76%	77%	80%	59%	68%	72%	78%	74%	71%	68%	61%	
Q44. My coworkers treat me with respect	84%	82%	85%	79%	84%	70%	85%	82%	83%	90%	85%	79%	88%	85%	87%	87%	85%	83%	78%	
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	77%	68%	79%	68%	78%	60%	79%	81%	77%	83%	83%	71%	76%	81%	82%	79%	71%	78%	64%	
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	85%	81%	85%	77%	85%	87%	85%	88%	84%	62%	64%	83%	89%	79%	76%	84%	77%	
Q178. I feel safe when interacting with other City employees/internal clients	86%	82%	86%	79%	86%	75%	87%	85%	87%	91%	87%	71%	77%	84%	88%	86%	76%	86%	76%	
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation	63%	55%	64%	52%	64%	42%	65%	62%	72%	74%	77%	38%	54%	72%	74%	55%	55%	62%	49%	
Q180. I feel empowered to discuss Code of Conduct concerns with my leader	69%	60%	71%	57%	70%	54%	71%	74%	78%	80%	79%	74%	69%	73%	77%	64%	67%	69%	58%	
Protection of Physical Safety	80	79	81	75	81	75	81	82	82	84	81	72	72	83	83	80	79	80	75	
Q32. My direct supervisor regularly reinforces safe work practices	83%	78%	83%	75%	83%	74%	83%	84%	87%	88%	87%	74%	76%	86%	86%	83%	82%	82%	77%	
Q33. My direct supervisor addresses unsafe working conditions	81%	75%	82%	73%	82%	70%	82%	84%	83%	87%	85%	75%	52%	86%	84%	83%	79%	81%	74%	
Q63. I receive information about the safety hazards of my job	77%	76%	78%	71%	78%	66%	78%	70%	86%	87%	85%	67%	71%	83%	84%	80%	76%	76%	68%	
Q64. I have the training to do my job safely	86%	84%	87%	79%	87%	82%	87%	86%	86%	90%	88%	77%	74%	83%	89%	88%	82%	86%	79%	
Q65. I have the resources to do my job safely	80%	73%	81%	70%	80%	71%	81%	80%	82%	88%	85%	74%	71%	81%	83%	83%	76%	79%	71%	
Q66. Safety incidents are regularly discussed to reinforce learning	70%	68%	71%	62%	71%	59%	71%	78%	79%	81%	76%	67%	67%	79%	78%	78%	72%	68%	62%	

Note: The yellow highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.