



# 2025 Corporate Employee Survey

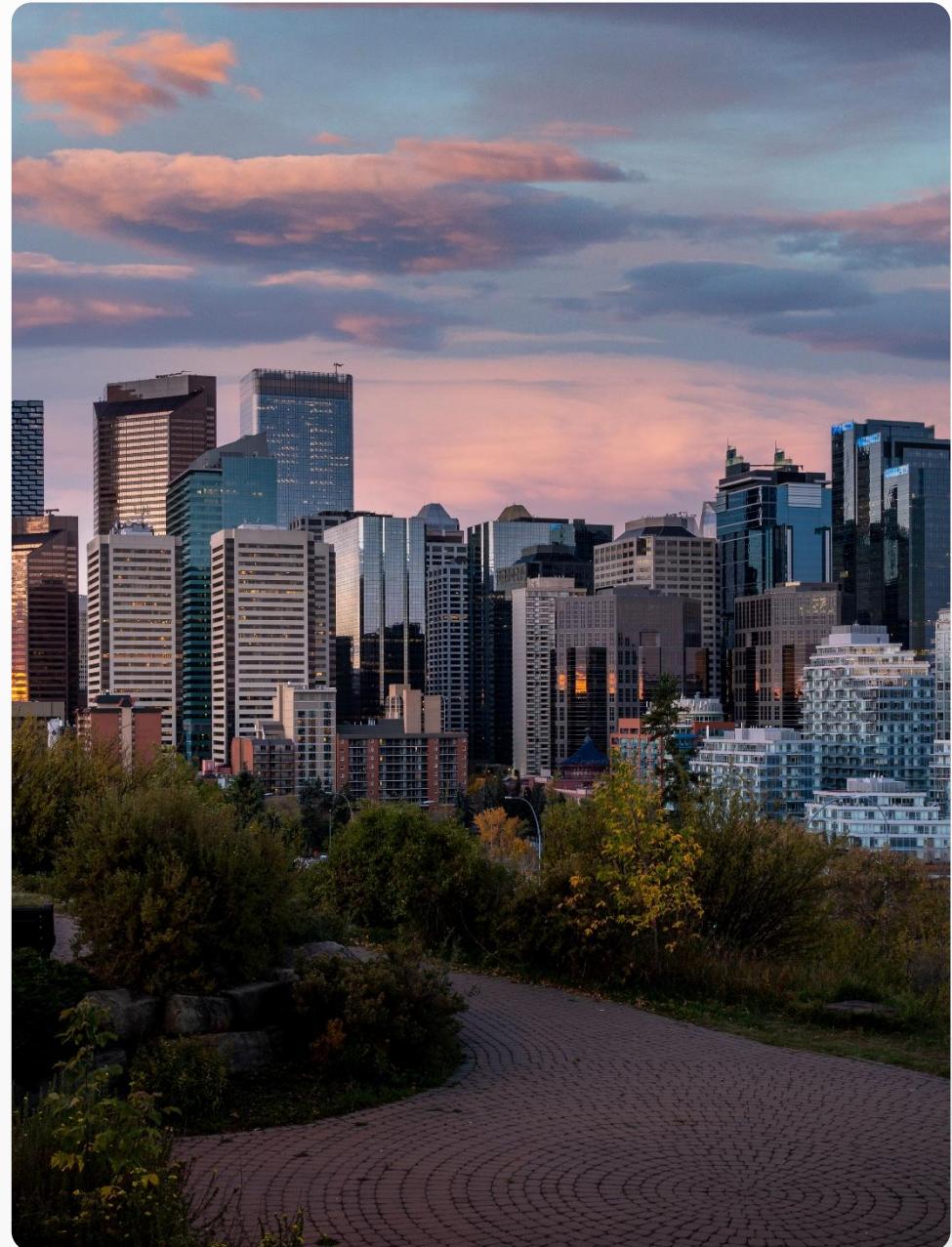
## City wide report

City of Calgary

Calgary



Date: December 2025



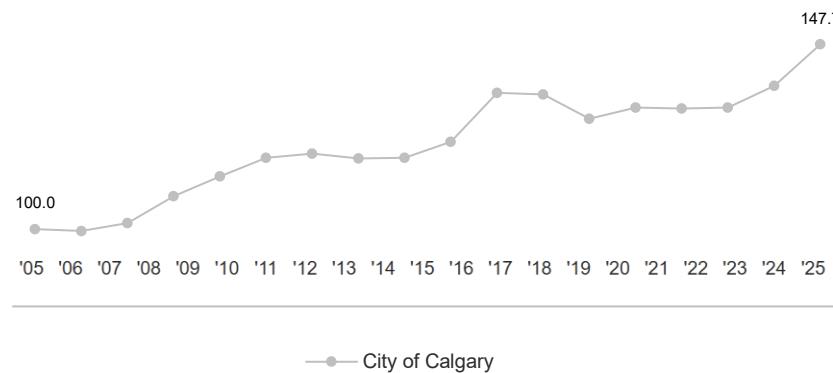
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## Executive summary

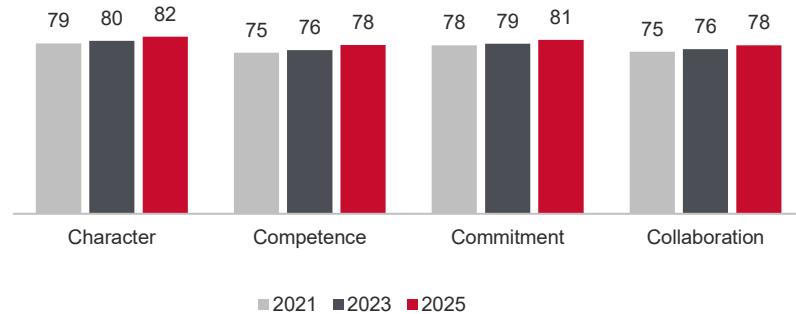
## Satisfaction

Corporate Employee Satisfaction Index



## 4 Cs Framework

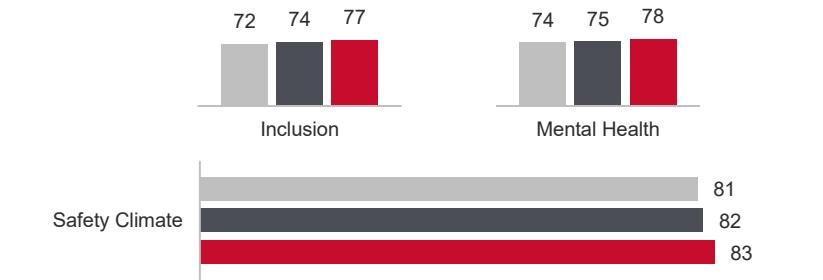
The essential qualities of The City



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.

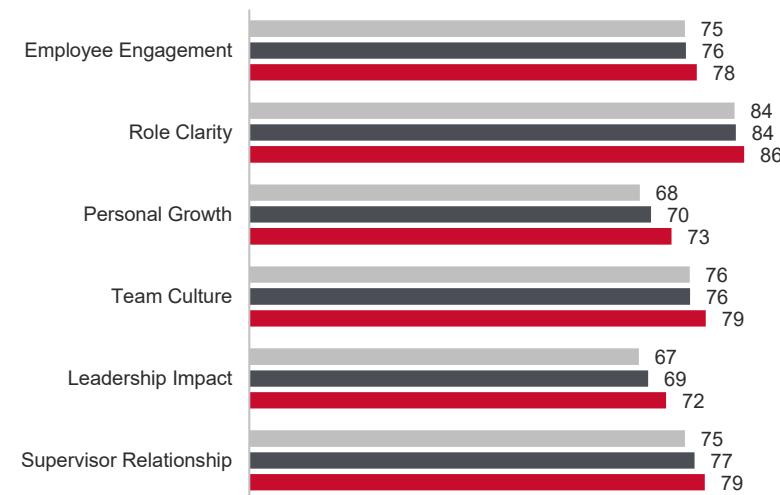
## Inclusion and Mental Health

An inclusive and psychologically safe workplace



## Engagement

Employee Engagement Index and key drivers



## Executive summary

*Overview of Employee Engagement and key drivers*



The Employee Satisfaction Index reached an all time high of 147.7 in 2025.



Employee Engagement score increased by 2 at 78 points out of 100.



Employees relate most strongly to Character and Commitment from the 4Cs, consistent with 2023.



Employees rated the Inclusion Index at 77 (on a scale of 0-100) and the Mental Health Index at 78.

In 2025, The City continues to collect feedback on measures that enable The City's corporate culture. This year, one statement was added to support the Employee Engagement score and Mental Health Index.

In total 7,160 City of Calgary employees completed the survey out of a total of 17,331 employees, yielding an overall completion rate of 41.3%. This is a decrease of 3.3 percentage points from 2023.

Response rates among:

- Permanent employees decreased by 2.8 percentage points to 44.8%
- Temporary employees decreased by 4.0 percentage points to 29.7%
- Seasonal employees decreased by 8.1 percentage points to 21.1%

## Executive summary

*Sustaining the employee experience*

The City achieved significant and sustained improvements across all major employee experience measures in 2025, marking one of its strongest survey performances to date. Most notably, the Employee Satisfaction Index reached an all-time high of 147.7, representing the largest single-year increase since 2015. This milestone reflects the success of ongoing cultural investments, leadership actions and organization wide commitment to strengthening the employee experience.

### What The City did well

#### Meaningful, sustained progress since 2021

The City has seen steady, year-over-year gains across nearly every index - Satisfaction, Engagement, Mental Health, Inclusion and Safety. The Satisfaction Index has sustained growth since 2019. This consistent upward trend suggests that both large-scale corporate initiatives and incremental changes within departments are resonating with employees and contributing to a healthier, more positive workplace.

#### Strong employee engagement

Employee Engagement increased to 78 (up from 76), with all engagement attributes improving. Role clarity remained a significant strength at 86, and both supervisor relationship and team culture showed solid performance at 79. These gains reinforce that employees understand what is expected of them, feel supported by leaders and colleagues and experience a work environment that encourages collaboration and respect.

#### Strengthened culture through the 4 Cs

Ratings on all four Cs - Character, Competence, Commitment and Collaboration increased in 2025. Character (82) and commitment (81) remain the strongest qualities employees associate with The City, reflecting pride in public service and alignment with corporate values.

#### Improved Mental Health and Inclusion

The Mental Health Index rose to 78, with notable improvements in workload management, balance, growth and development, and recognition and reward. The Inclusion Index also increased (77), continuing a steady upward trend since 2021. These results indicate meaningful improvements in how employees experience psychological safety, belonging and support from the organization.

#### Safe workplaces continue to be a priority

Safety Climate increased to 83, reflecting consistent attention to safe and responsible workplace practices.

## Executive summary

*Sustaining the employee experience*

### Why results improved

The sustained increases across indices point to a few key factors:

- **Visible leadership impact:** Leadership Impact is one of the strongest drivers of satisfaction and engagement. Improvements here, particularly around communication, accountability and clarity of direction, likely contributed to the record-high satisfaction outcomes.
- **Strengthened team culture:** Employees continue to report better relationships with their supervisors and colleagues, respect and cooperation, all of which meaningfully support daily work experiences.
- **Clear expectations and role alignment:** High performance on role clarity suggests employees understand how their contributions make a difference and how their work aligns with organizational priorities.
- **Organizational focus on well being:** Improvements in mental health factors such as balance, recognition and workload signal that recent initiatives in wellness, flexibility and support structures are having a positive effect.

### What to continue to do going forward

While results are overwhelmingly positive, sustaining momentum is essential. Results from the 2025 survey suggest a few clear priorities:

#### Maintain leadership visibility and communication

Leadership Impact continues to be a key driver of satisfaction. Maintaining transparent communication, sharing progress on action plans and involving employees in decisions where appropriate will help preserve trust.

#### Continue building strong team cultures

Team Culture is both a major driver and a demonstrated strength. Continued emphasis on collaboration, respectful interactions and flexible work options will reinforce these gains.

#### Keep investing in employee growth

Employees responded positively to improvements related to development opportunities. Expanding structured learning, mentorship and career pathways will sustain engagement.

#### Support workload management and recognition

Although improved, recognition and workload continue to be areas with room for growth. Continued focus here will help stabilize gains in mental health and satisfaction.

#### Demonstrate action on survey results

Employees expect to see follow through. Sharing outcomes, co-creating action plans and reporting progress in 2026 will be essential to maintaining confidence in the process.

## Executive summary

*Sustaining the employee experience*

Recognition plays an essential role in sustaining a healthy and engaged workforce, and while scores in this area improved in 2025, it remains one of the lowest-rated factors within the survey. Strengthening how employees feel valued is important because recognition is closely tied to engagement, psychological well being and retention. When employees see that their contributions are noticed and appreciated, they are more motivated, perform at higher levels and speak positively about their workplace. Enhancing recognition practices also reinforces several key drivers of the employee experience, including Team Culture, Leadership Impact and Supervisor Relationship, which were central to The City's strong results this year. As The City continues to improve upon the employee experience, meaningful and consistent recognition represents a powerful opportunity to build on this positive momentum.

### Where to grow: Employee recognition

#### **An opportunity to elevate an already strong culture**

Recognition and reward improved in 2025 and presents a meaningful opportunity to further strengthen The City's culture. As one of the lower-rated areas within survey, enhancing recognition offers a clear pathway to deepen psychological well being, reinforce engagement and continue building on this year's positive results.

#### **Promoting more consistent recognition across teams**

Survey results show that recognition is experienced differently across departments, which creates an opportunity to build more consistent practices across the organization. Encouraging shared standards and simple, repeatable habits of acknowledgment can help ensure all employees feel valued, reinforcing strengths already seen in Supervisor Relationship, Leadership Impact and Team Culture.

#### **Helping employees understand the impact of their work**

Strengthening recognition also ties directly to Role Clarity, one of The City's strongest engagement drivers. Employees want clear expectations and to understand how their efforts contribute to broader organizational priorities. By using recognition to highlight impact, leaders can further enhance clarity, strengthen purpose and increase pride in public service.

#### **Expanding everyday appreciation and celebrating contributions**

Employees often value informal, timely and authentic appreciation, especially for contributions that may be less visible. Building small habits, such as acknowledging wins in real time, sharing gratitude during team meetings or highlighting 'behind the scenes work', can help embed recognition into daily culture and enhance the employee experience.

#### **Listening to employee feedback and acting on it**

The survey results signal a strong opportunity to align recognition practices with what employees say they need. Demonstrating that this feedback is valued, by co-designing recognition approaches with teams, encouraging employee-led ideas and checking in on what feels meaningful, can strengthen trust and reinforce The City's commitment to continuous improvement.

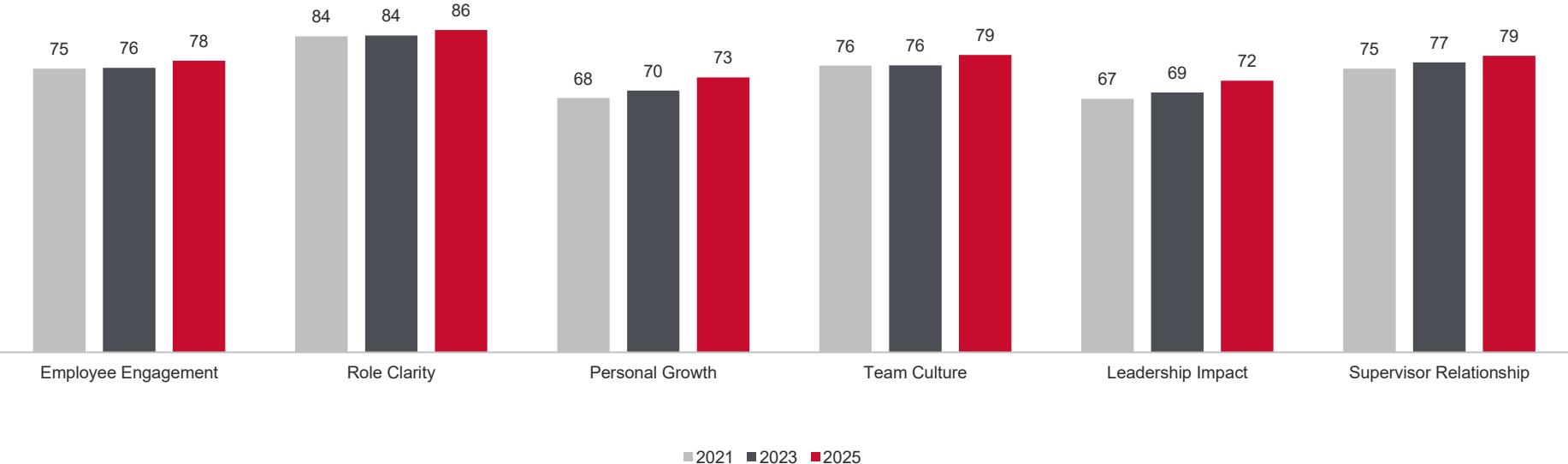
## Executive summary

Overview of Employee Engagement and key drivers

### Employee Engagement

Employee Engagement held strong with an increase to 78 (out of 100) since 2023 (76), with Role Clarity (86) remaining the strongest performer, followed by both Supervisor Relationship (79) and Team Culture (79).

Along with the increase to Employee Engagement overall, all attributes saw improvement in 2025, increasing at least two points relative to 2023.



# Executive summary

Overview of key drivers by department

	2025					
	Employee Engagement	Role Clarity	Personal Growth	Team Culture	Leadership Impact	Supervisor Relationship
The City of Calgary	78 (+2)	86 (+1)	73 (+4)	79 (+3)	72 (+3)	79 (+2)
Community Services	78 (+2)	85 (+1)	72 (+3)	77 (+1)	70 (+2)	78 (0)
Corporate Planning and Financial Services	78 (0)	86 (0)	75 (0)	81 (+2)	74 (+1)	81 (-2)
Chief Administrator's Office	83 (+7)	89 (+4)	81 (+2)	84 (+1)	83 (+4)	86 (+2)
Infrastructure Services	79 (+3)	87 (+2)	78 (+4)	83 (+2)	78 (+4)	83 (+2)
Law, Legislative Services and Security	80 (+3)	88 (+1)	78 (+2)	82 (+3)	78 (+3)	82 (+1)
Operational Services	75 (+1)	84 (+1)	68 (+3)	75 (+2)	68 (+2)	74 (+2)
People, Innovation and Collaboration Services	80 (+3)	88 (+2)	77 (+3)	83 (+4)	76 (+3)	83 (+1)
Planning and Development Services	78 (+1)	86 (+1)	79 (+5)	82 (+3)	76 (+4)	84 (+3)

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

Note: 'The City of Calgary' refers to overall, City wide data.

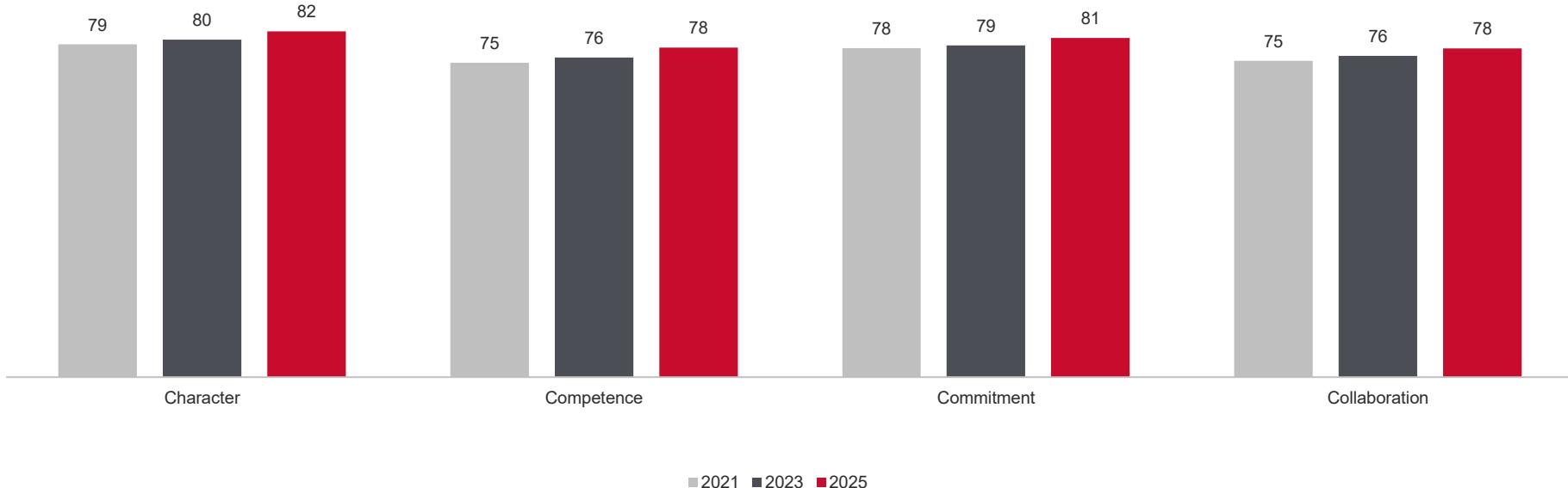
## Executive summary

Overview of 4 Cs Framework

### 4 Cs Framework

Character, Competence, Commitment and Collaboration (4 Cs) are the essential employee qualities of The City.

Ratings on all 4 Cs continued to increase in 2025 with Character (82 out of 100) and Commitment (81) being the strongest qualities. Following closely are both Competence and Collaboration, which both rose to 78 by 2 points.



# Executive summary

Overview of 4 Cs Framework by department

	2025			
	Character	Competence	Commitment	Collaboration
The City of Calgary	82 (+2)	78 (+2)	81 (+2)	78 (+2)
Community Services	81 (0)	77 (+1)	80 (+1)	76 (0)
Corporate Planning and Financial Services	83 (0)	80 (0)	81 (+1)	80 (-1)
Chief Administrator's Office	88 (+2)	85 (+3)	87 (+6)	89 (+2)
Infrastructure Services	86 (+3)	81 (+2)	83 (+2)	84 (+2)
Law, Legislative Services and Security	86 (+2)	82 (+2)	84 (+2)	83 (0)
Operational Services	79 (+2)	75 (+2)	79 (+2)	73 (+1)
People, Innovation and Collaboration Services	86 (+2)	81 (+2)	83 (+2)	83 (+1)
Planning and Development Services	86 (+3)	82 (+3)	82 (+1)	83 (+2)

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

Note: 'The City of Calgary' refers to overall, City wide data.

## Executive summary

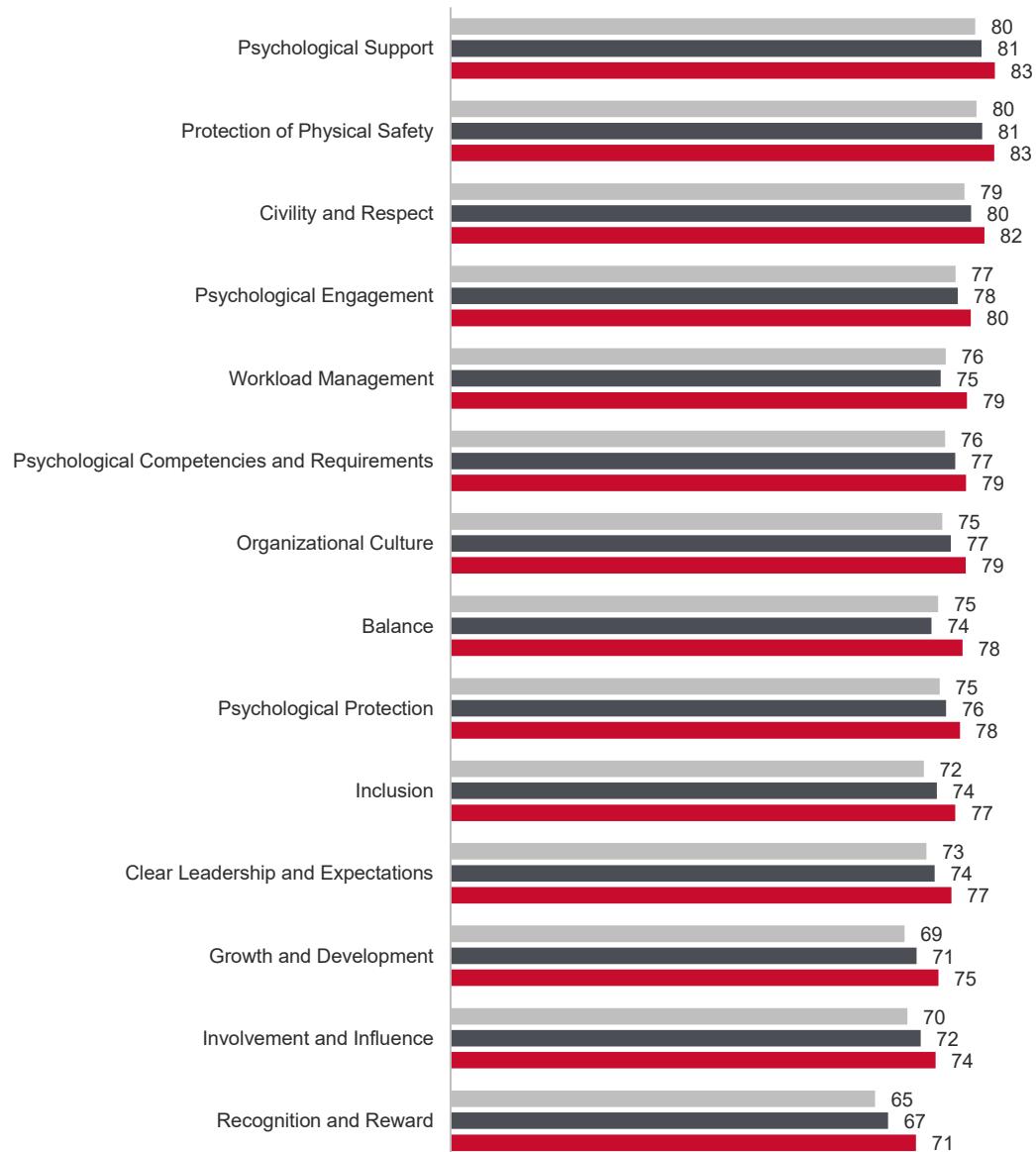
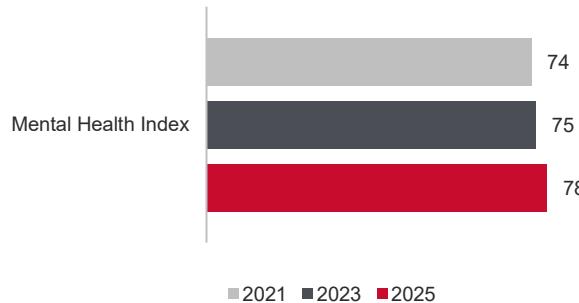
### Overview of Inclusion and Mental Health Indices

#### Mental Health Index

This index identifies 14 factors that can prevent harm to employees' psychological health and promote psychological well being.

The Mental Health Index increased overall to 78 (out of 100) by 3 points in 2025. All factors noted improved ratings, particularly Workload Management, Balance, Growth and Development, and Recognition and Reward, each increasing by 4 points in 2025.

Psychological Support and Protection of Physical Safety continue to be the strongest performers, while Recognition and Reward, despite the increase, remains an area for improvement.



Note: In 2023, Inclusion was added to the Mental Health Index. Please interpret Mental Health Index with caution.

## Executive summary

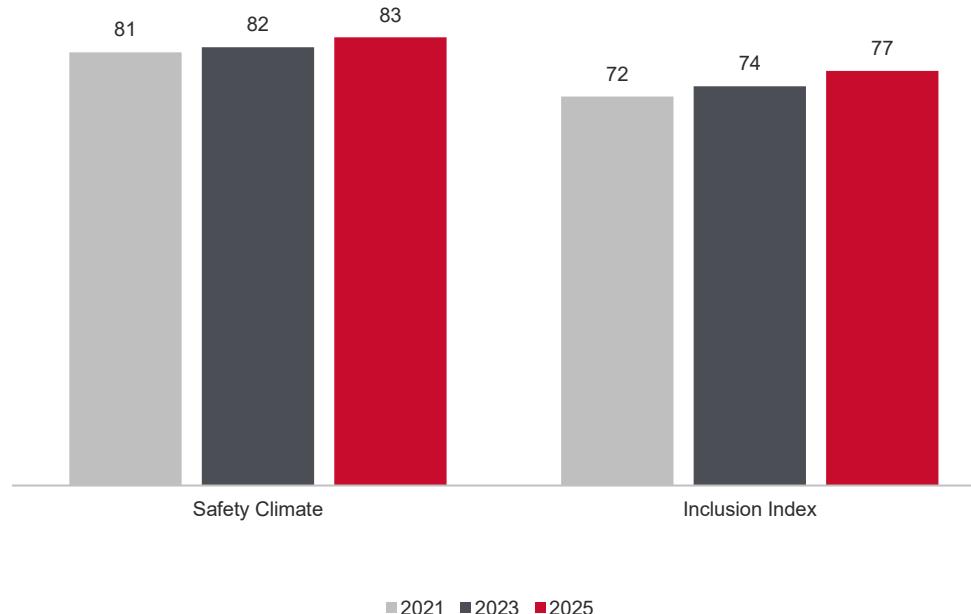
Overview of Safety Climate and Inclusion Index

### Safety Climate

The Safety Climate metric tracks safe and responsible workplace practices. In 2025, Safety Climate continues to trend upward, increasing to 83 (out of 100) by 1 point.

### Inclusion Index

The Inclusion Index measures how inclusive employees perceive The City's workplace to be. It has been trending upward since 2021 and reached 77 (out of 100), increasing by 3 points, in 2025



# Executive summary

Overview of psychological health and safety in the workplace

	2025														
	Mental Health	Psych. Support	Organizational Culture	Clear Leadership & Expectations	Civility & Respect	Psych. Competencies & Requirements	Growth & Development	Recognition & Reward	Involvement & Influence	Workload Management	Psych. Engagement	Balance	Psych. Protection	Protection of Physical Safety	Inclusion
The City of Calgary	78 (+3)	83 (+2)	79 (+2)	77 (+3)	82 (+2)	79 (+2)	75 (+3)	71 (+4)	74 (+2)	79 (+4)	80 (+2)	78 (+5)	78 (+2)	83 (+2)	77 (+3)
Community Services	76 (+1)	82 (0)	78 (+1)	75 (+2)	81 (0)	78 (0)	73 (+2)	70 (+2)	72 (+1)	76 (+2)	79 (+2)	76 (+2)	77 (+1)	80 (+1)	76 (+1)
Corporate Planning and Financial Services	79 (0)	85 (0)	80 (0)	78 (+1)	82 (-1)	80 (-1)	77 (0)	73 (0)	76 (-1)	81 (+3)	80 (0)	81 (+4)	79 (-1)	85 (0)	79 (0)
Chief Administrator's Office	85 (+2)	89 (-1)	86 (+3)	84 (+2)	88 (+2)	87 (+1)	84 (+1)	80 (+5)	84 (+2)	86 (+4)	84 (+8)	82 (+1)	85 (+2)	89 (0)	84 (+2)
Infrastructure Services	82 (+3)	87 (+3)	83 (+3)	80 (+3)	85 (+3)	82 (+2)	79 (+4)	76 (+5)	80 (+2)	83 (+4)	81 (+2)	82 (+4)	82 (+2)	87 (+1)	81 (+4)
Law, Legislative Services and Security	81 (+2)	87 (+2)	82 (+2)	81 (+2)	84 (+1)	83 (+2)	79 (+2)	75 (+3)	78 (+1)	81 (+3)	82 (+3)	80 (+5)	81 (+2)	86 (+4)	81 (+3)
Operational Services	74 (+2)	79 (+2)	75 (+2)	73 (+2)	78 (+2)	74 (+1)	69 (+3)	66 (+4)	70 (+2)	75 (+3)	78 (+2)	74 (+4)	74 (+2)	81 (+2)	73 (+3)
People, Innovation and Collaboration Services	81 (+3)	87 (+2)	82 (+2)	79 (+2)	85 (+2)	83 (+1)	78 (+3)	76 (+3)	79 (+2)	85 (+6)	82 (+3)	84 (+7)	82 (+2)	85 (+1)	81 (+3)
Planning and Development Services	81 (+3)	87 (+3)	83 (+3)	80 (+4)	86 (+3)	84 (+2)	80 (+4)	77 (+7)	78 (+3)	82 (+5)	80 (+2)	81 (+5)	82 (+3)	86 (+2)	81 (+3)

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

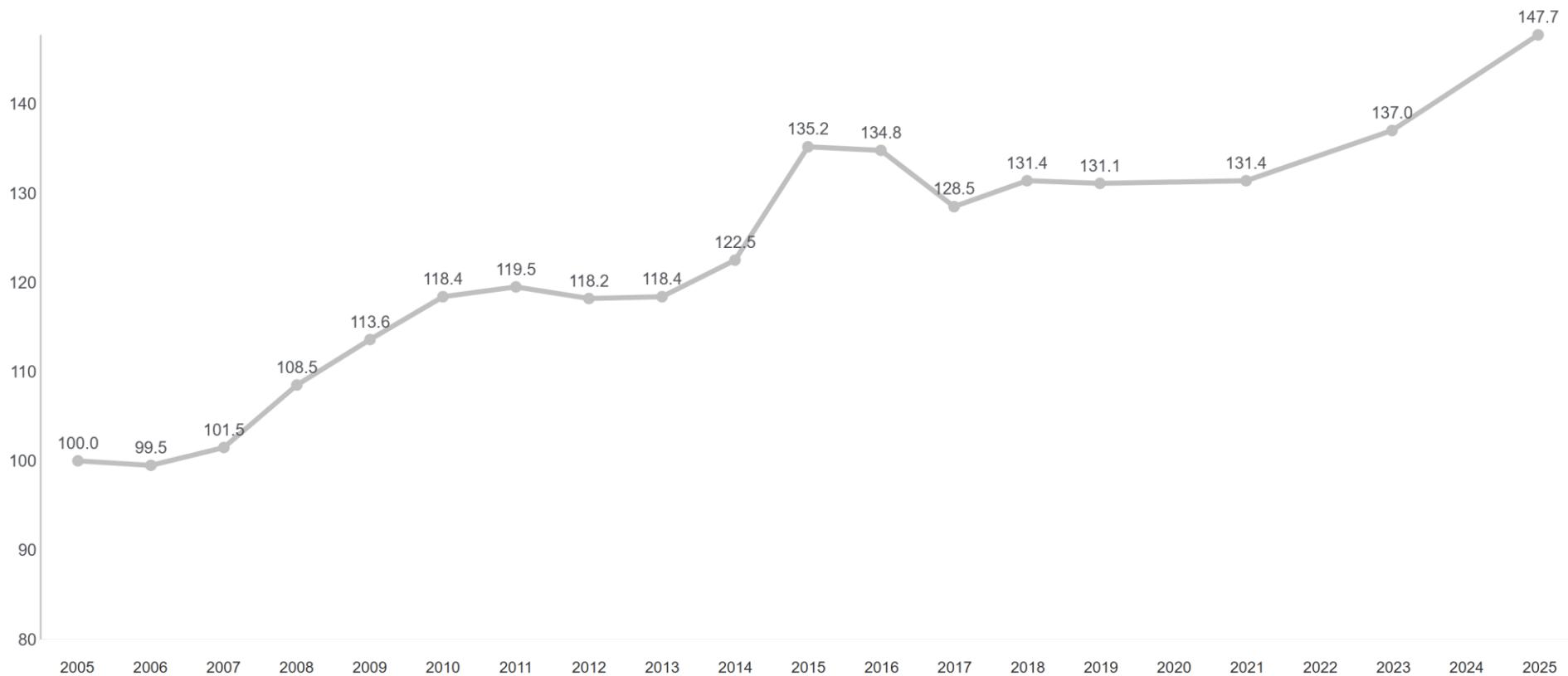
Note: 'The City of Calgary' refers to overall, City wide data.

## Executive summary

Overview of Employee Satisfaction Index

### Employee Satisfaction

The Employee Satisfaction Index continues to trend upward in 2025, showing the largest increase since 2015, to an all time high of 147.7.



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Background and methodology

# Background and methodology

## BACKGROUND

The City of Calgary conducted employee surveys (annually until 2021, and biannually afterwards) - 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 the last survey in 2023, were created to provide easy-to-understand results and business unit level actionable insights for all departments. More than just a point-in-time view of perceptions and attitudes, this survey gives leaders and all employees an important, evidence-based guide toward their common purpose: *making life better every day*.

## METHODOLOGY

The 2025 City of Calgary Corporate Employee Survey followed a similar methodology used in previous years. Leger, 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 2 – October 8, 2025. Multiple reminders were sent to those with network email addresses 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 in the beginning of 2026. Plans should be developed to share the results with employees in the first quarter of 2026. Human Resources (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 Corporate Strategy and our desired culture.

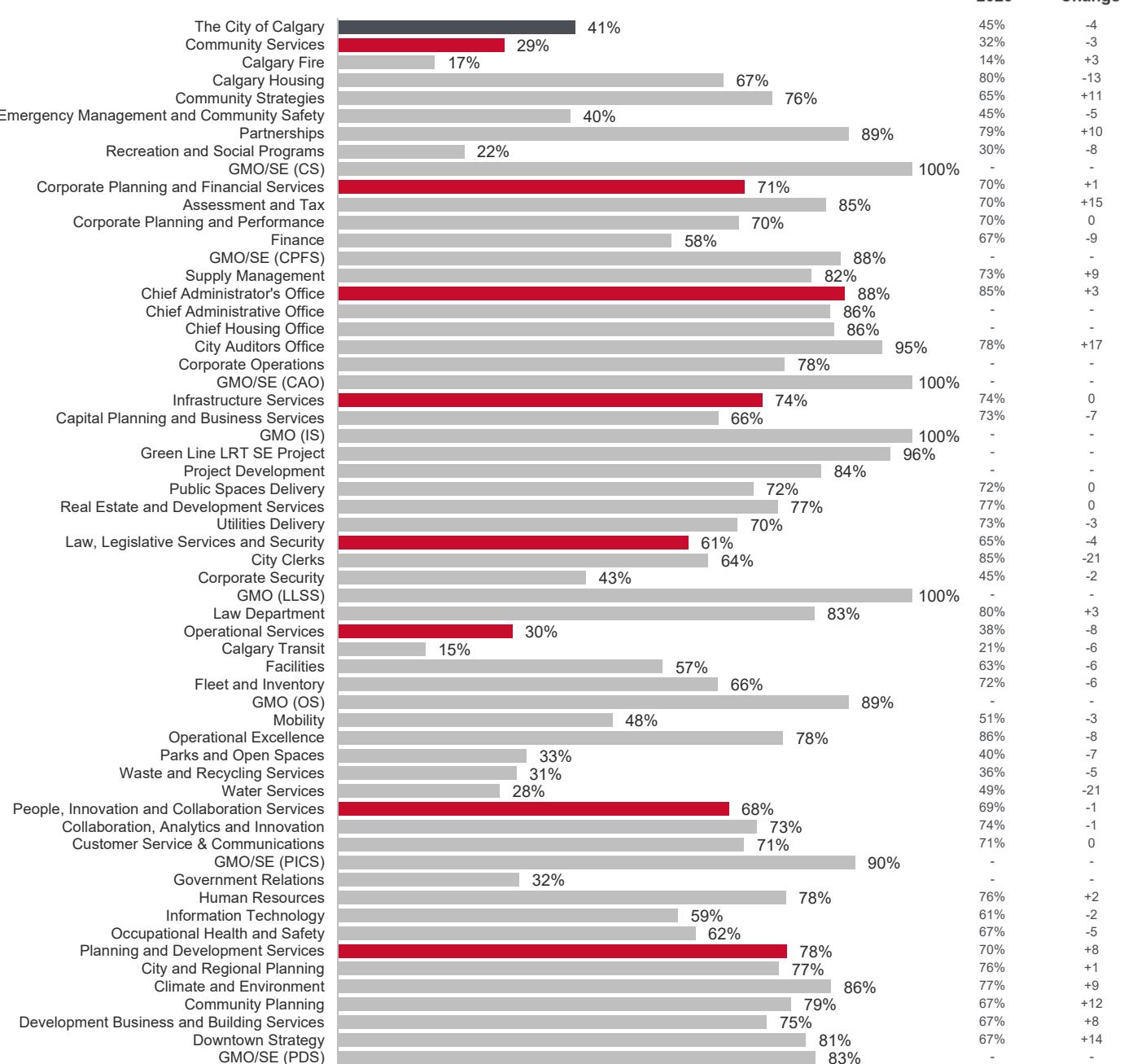
Part of the process may include:

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 developed 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 and business unit



Note: 'The City of Calgary'  
refers to overall, City wide data.

# 3

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## Detailed results

# 3.1

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## Detailed results

3.1 Corporate Employee Satisfaction Index

3.2 4 Cs Framework

3.3 Employee Engagement Index

3.4 Mental Health Index

3.5 Safety Climate

3.6 Inclusion 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.

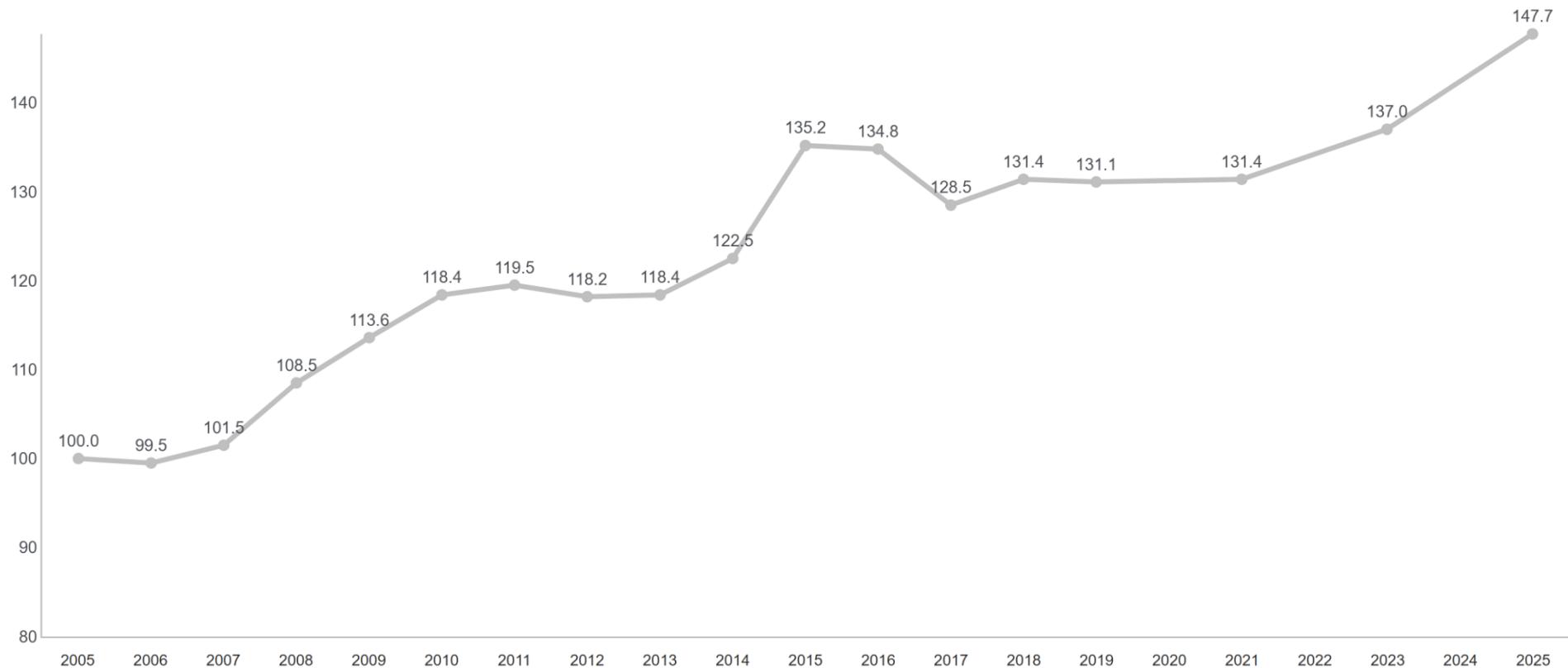
This revealed the different weights of each of the eight independent variables in driving "employee satisfaction" for The City overall.

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. Since 100 was established as the baseline, any increases to the Satisfaction Index will go above this number. 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



# Corporate Employee Satisfaction attributes

The City of Calgary	
2023	137
2025	148

## Strengths:

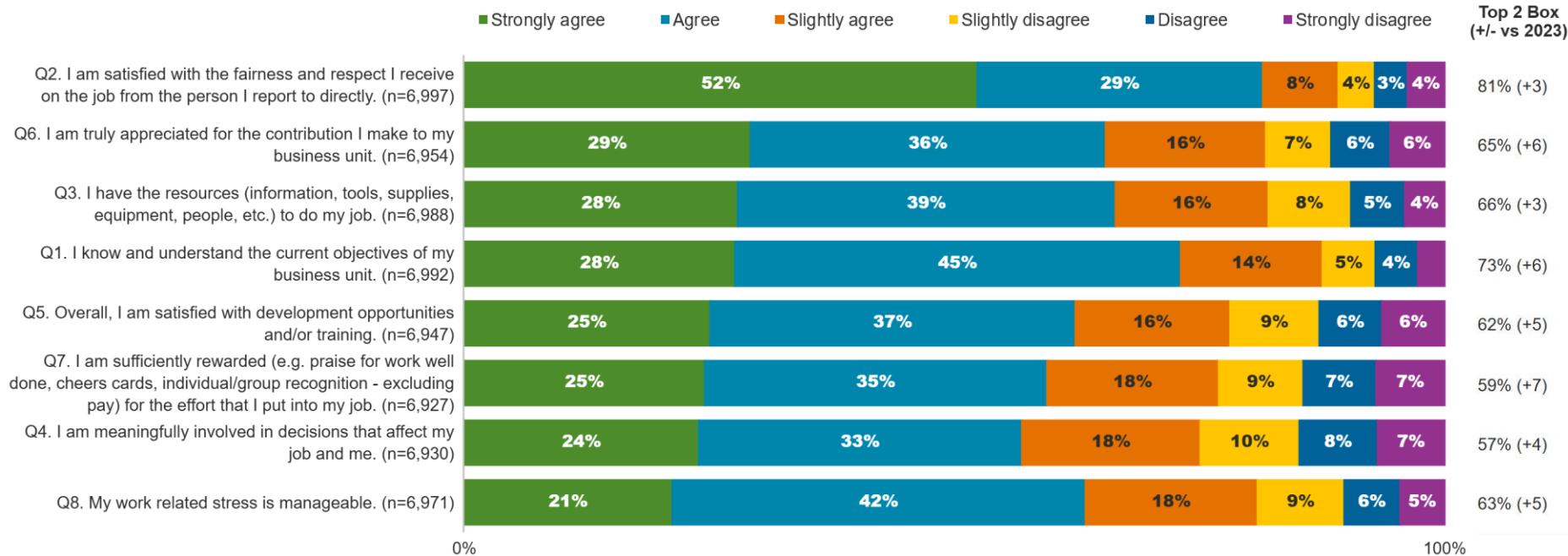
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly.

Q1. I know and understand the current objectives of my business unit.

## Opportunities:

Q7. I am sufficiently rewarded (e.g. praise for work well done, cheers cards, individual/group recognition - excluding pay) for the effort that I put into my job.

Q4. I am meaningfully involved in decisions that affect my job and me.

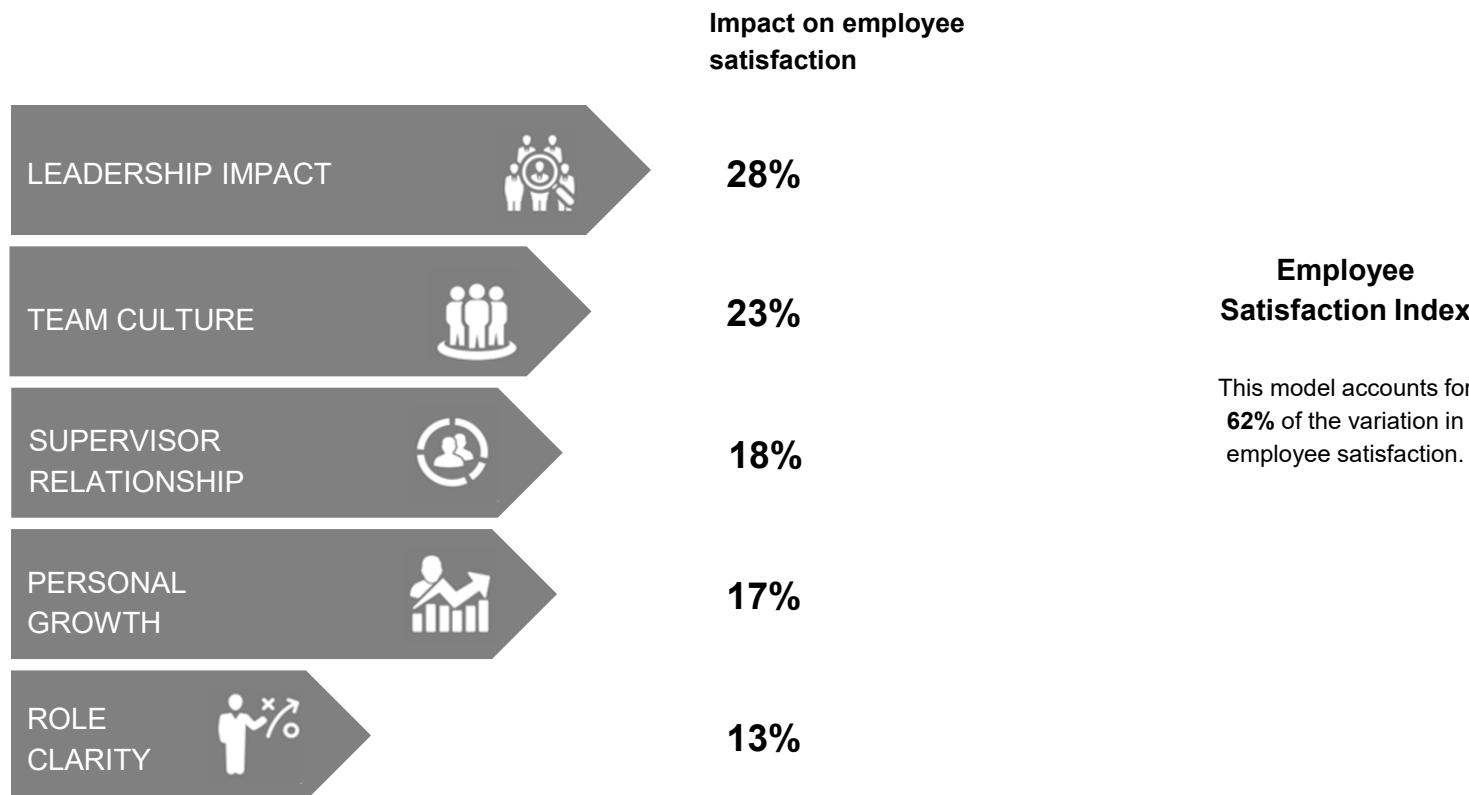


Note: Totals may differ due to rounding

## 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 explains 62% of the variation in employee satisfaction and identifies Leadership Impact and Team Culture to be the key satisfaction drivers. Efforts focusing on building these two areas are most efficient in maintaining high employee satisfaction.



# 3.2

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## Detailed results

- 3.1 Corporate Employee Satisfaction Index
- 3.2 4 Cs Framework**
- 3.3 Employee Engagement Index
- 3.4 Mental Health Index
- 3.5 Safety Climate
- 3.6 Inclusion Index

The City of Calgary	
2023	80
2025	82

### Strengths:

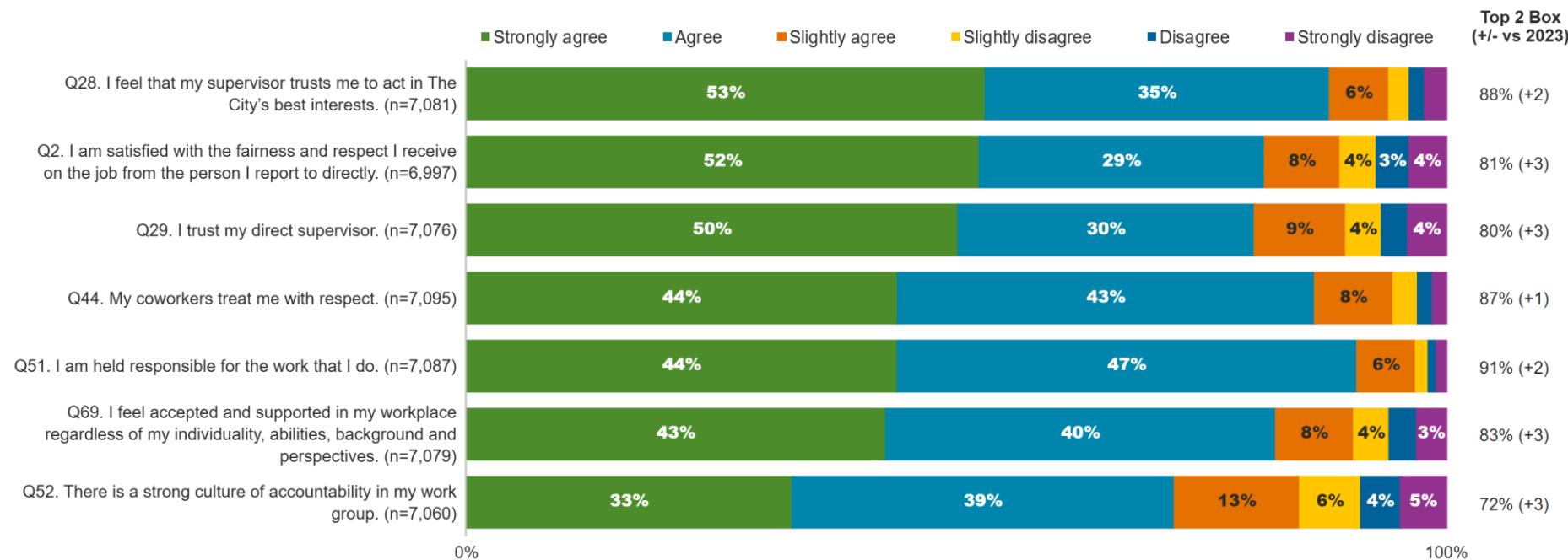
Q28. I feel that my supervisor trusts me to act in The City's best interests.

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

### Opportunities:

Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.

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



Note: Totals may differ due to rounding

## Competence

Doing the right things the right way

Overall Competence scores:

The City of Calgary	
2023	76
2025	78

### Strengths:

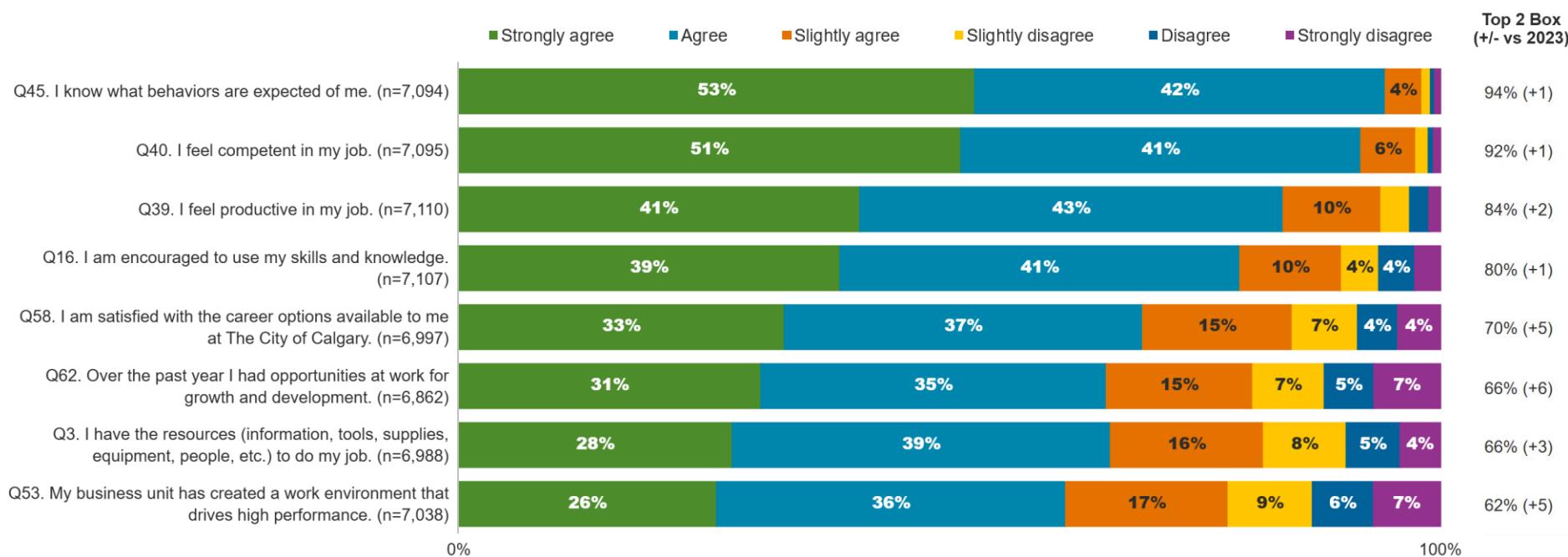
Q45. I know what behaviors are expected of me.

Q40. I feel competent in my job.

### Opportunities:

Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job.

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



Note: Totals may differ due to rounding

## Commitment

Dedication to the greater public good

Overall Commitment scores:

The City of Calgary	
2023	79
2025	81

### Strengths:

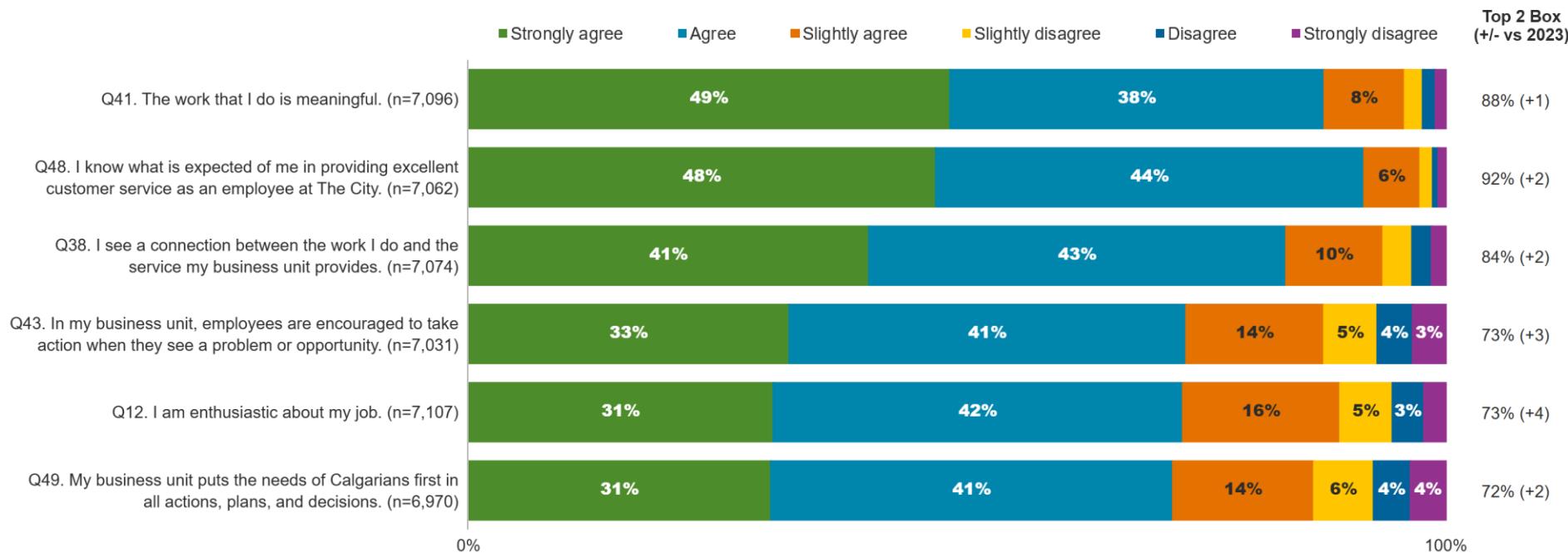
Q48. I know what is expected of me in providing excellent customer service as an employee at The City.

Q41. The work that I do is meaningful.

### Opportunities:

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

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



Note: Totals may differ due to rounding

## Collaboration

Working together for a common purpose

Overall Collaboration scores:

The City of Calgary	
2023	76
2025	78

### Strengths:

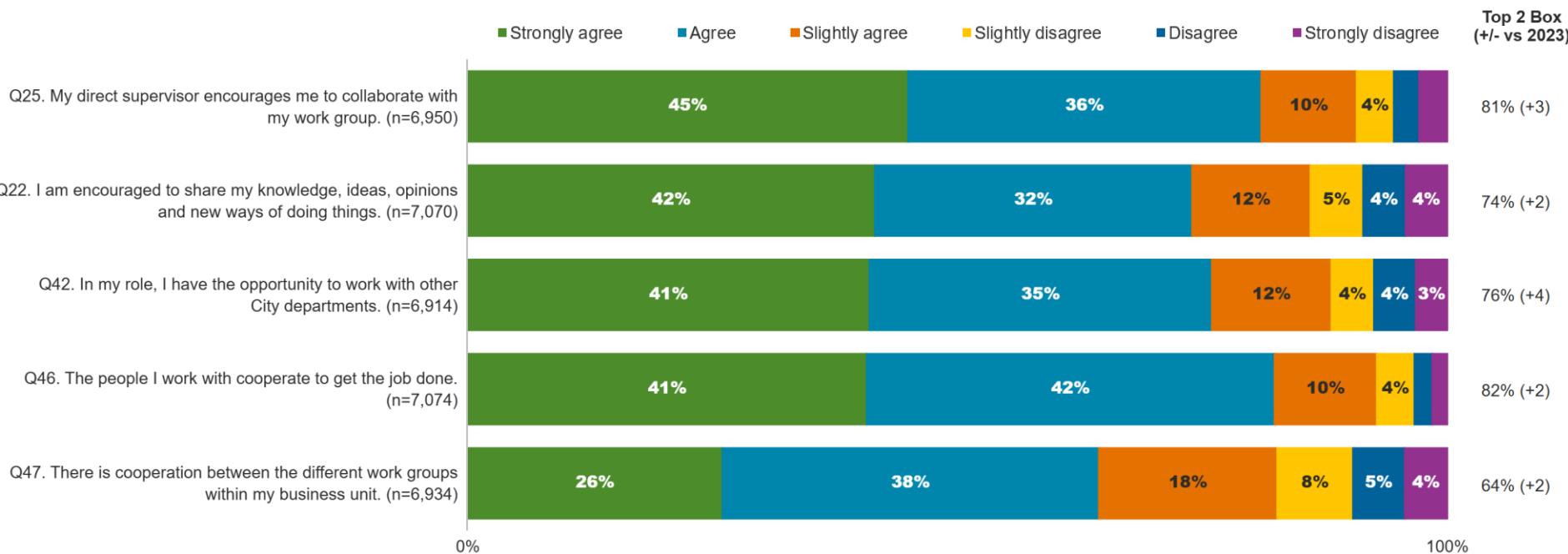
Q46. The people I work with cooperate to get the job done.

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.



Note: Totals may differ due to rounding

# 3.3

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## Detailed results

- 3.1 Corporate Employee Satisfaction Index
- 3.2 4 Cs Framework
- 3.3 Employee Engagement Index**
- 3.4 Mental Health Index
- 3.5 Safety Climate
- 3.6 Inclusion 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:



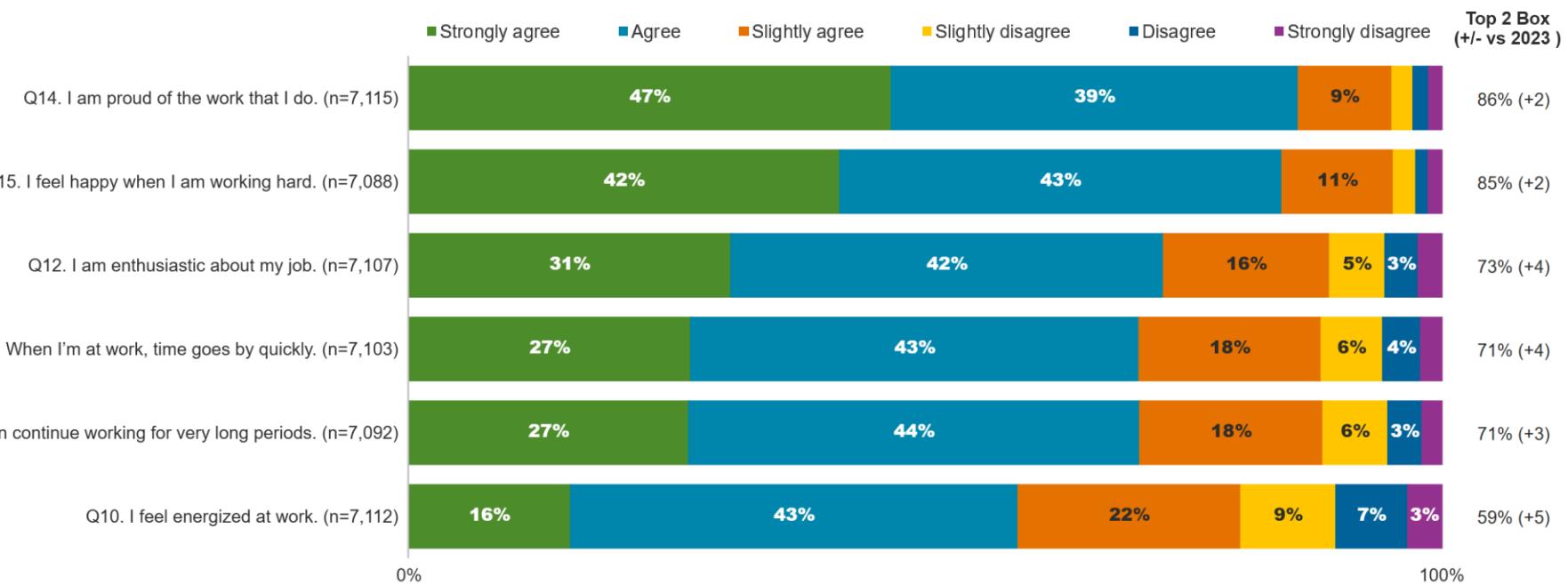
Further analysis was conducted to quantify the impact each theme has on employee engagement. Each index score was calculated by taking a simple average of scores for the related questions. Each index score was then standardized within a range of 0 to 100 (the index scores are not percentages). The identified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

## Employee Engagement

Feeling responsible for and committed to superior job performance

Overall Engagement scores:

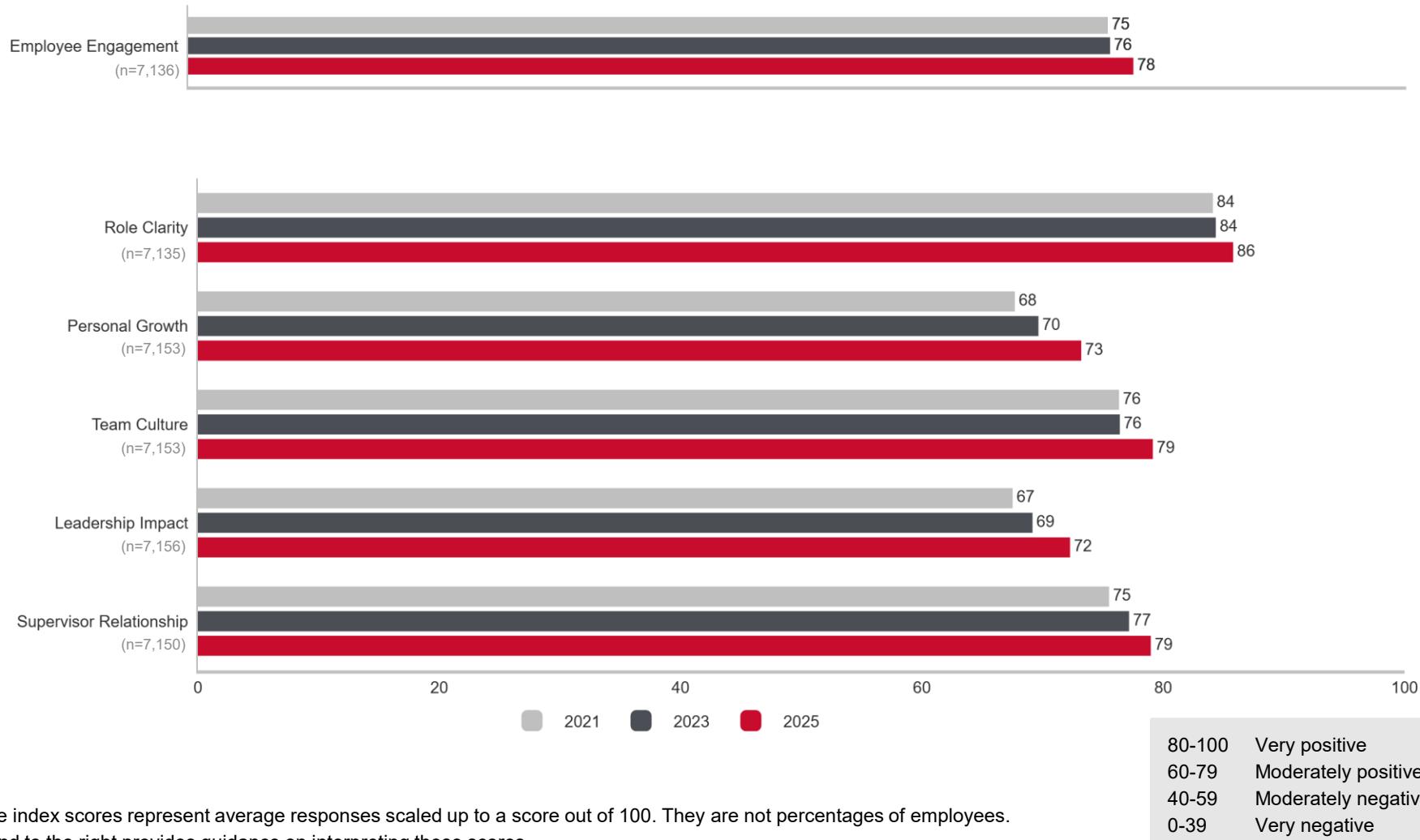
The City of Calgary	
2023	76
2025	78



Note: Totals may differ due to rounding

## Engagement Index performance

*Feeling responsible for and committed to superior performance*



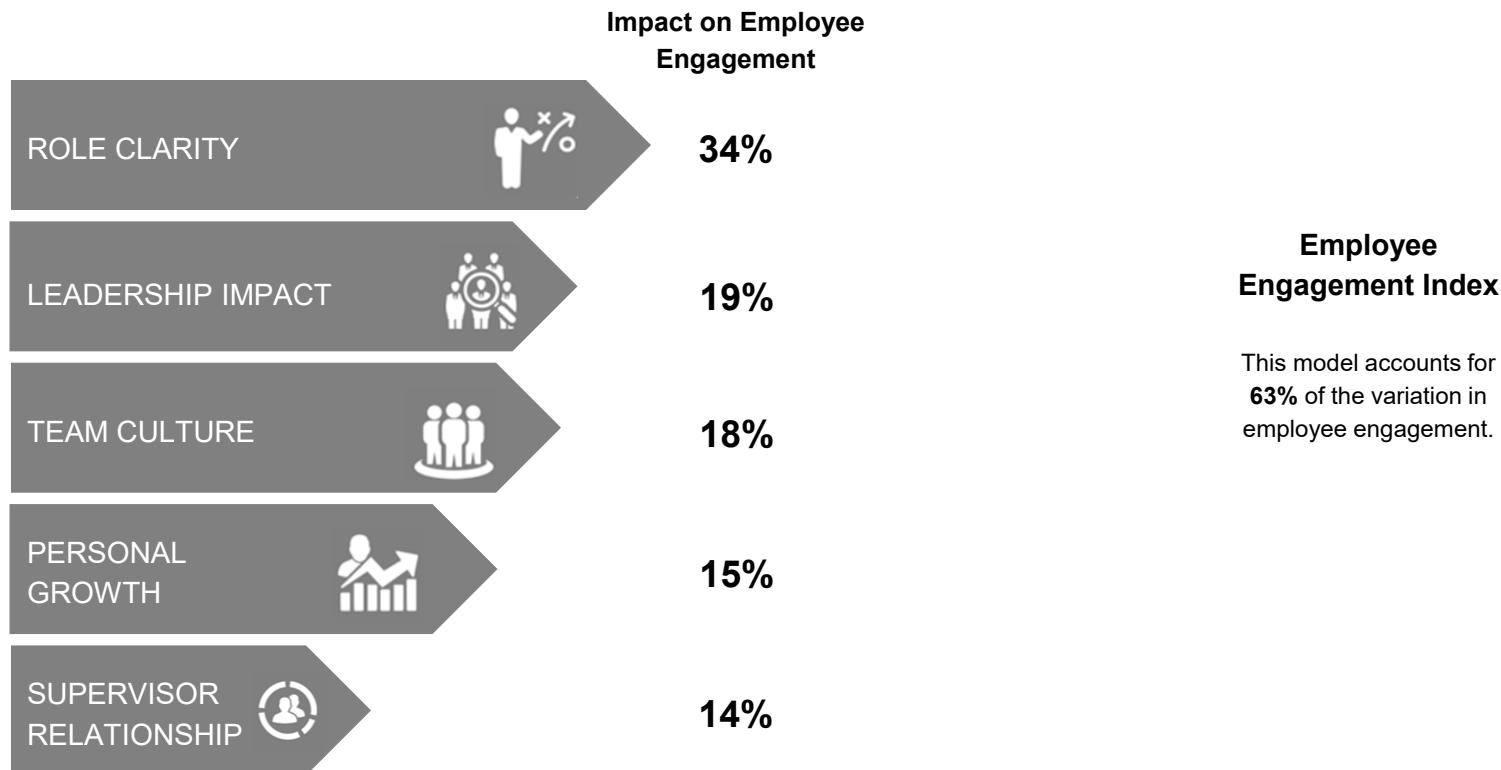
The legend to the right provides guidance on interpreting these scores.

## 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. 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.

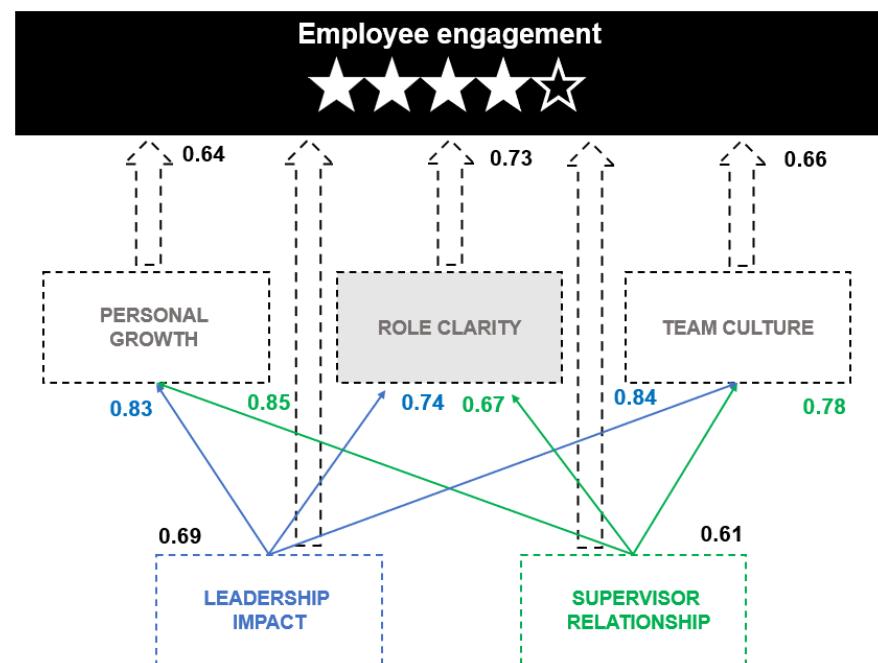
City employees view Role Clarity, Personal Growth and Team Culture as direct influencers affecting their level of engagement, whereas Supervisor Relationship and Leadership Impact are seen as enabling drivers of engagement. The correlation analysis below helps to gain deeper insights on how these influencers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

The analysis reveals that Supervisor Relationship is crucial to promote Team Culture (.78) and Personal Growth (.85) drivers. Similarly, Leadership Impact is crucial for promoting Personal Growth (.83) and Team Culture (.84).

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.

### Reading this chart

- Dashed lines and black numbers indicate the relationship drivers have to employee engagement.
- Blue lines and numbers indicate the relationship Leadership Impact has with other drivers.
- Blue lines and numbers indicate the relationship Supervisor Relationship has with other drivers.



## 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 Calgarians.

The City of Calgary	
2023	84
2025	86

### Strengths:

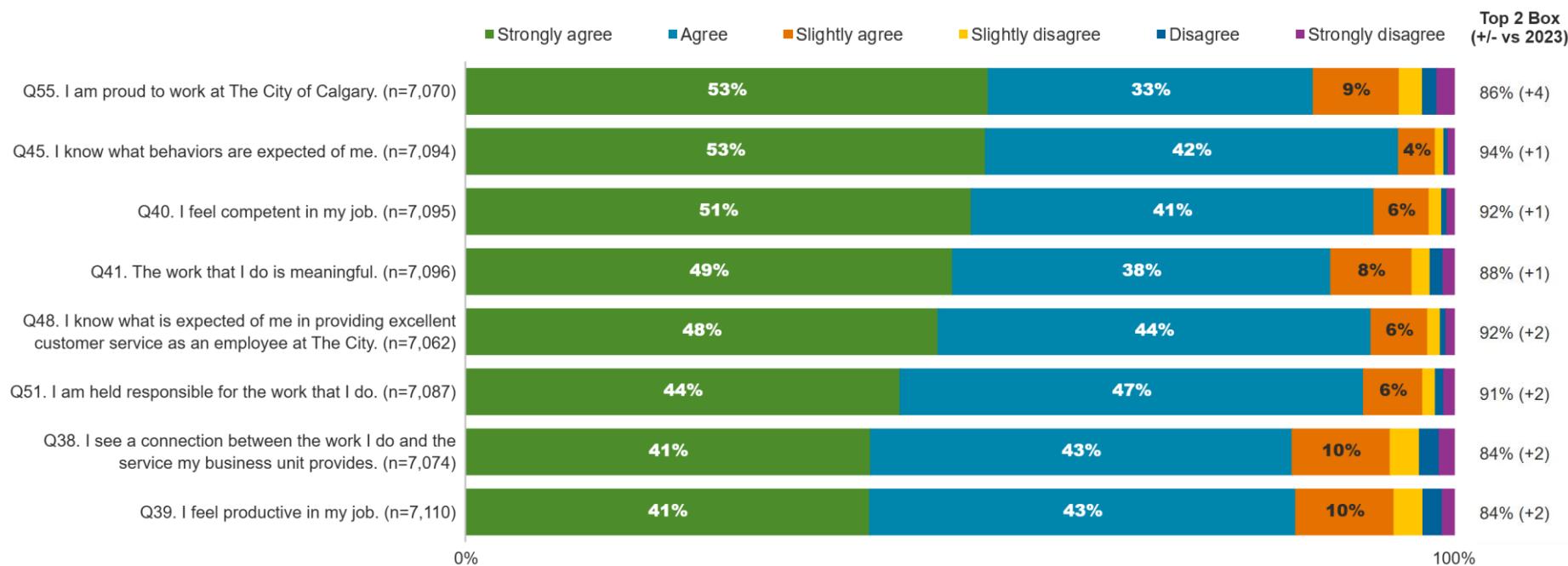
Q45. I know what behaviors are expected of me.

Q40. I feel competent in my job.

### Opportunities:

Q39. I feel productive in my job.

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

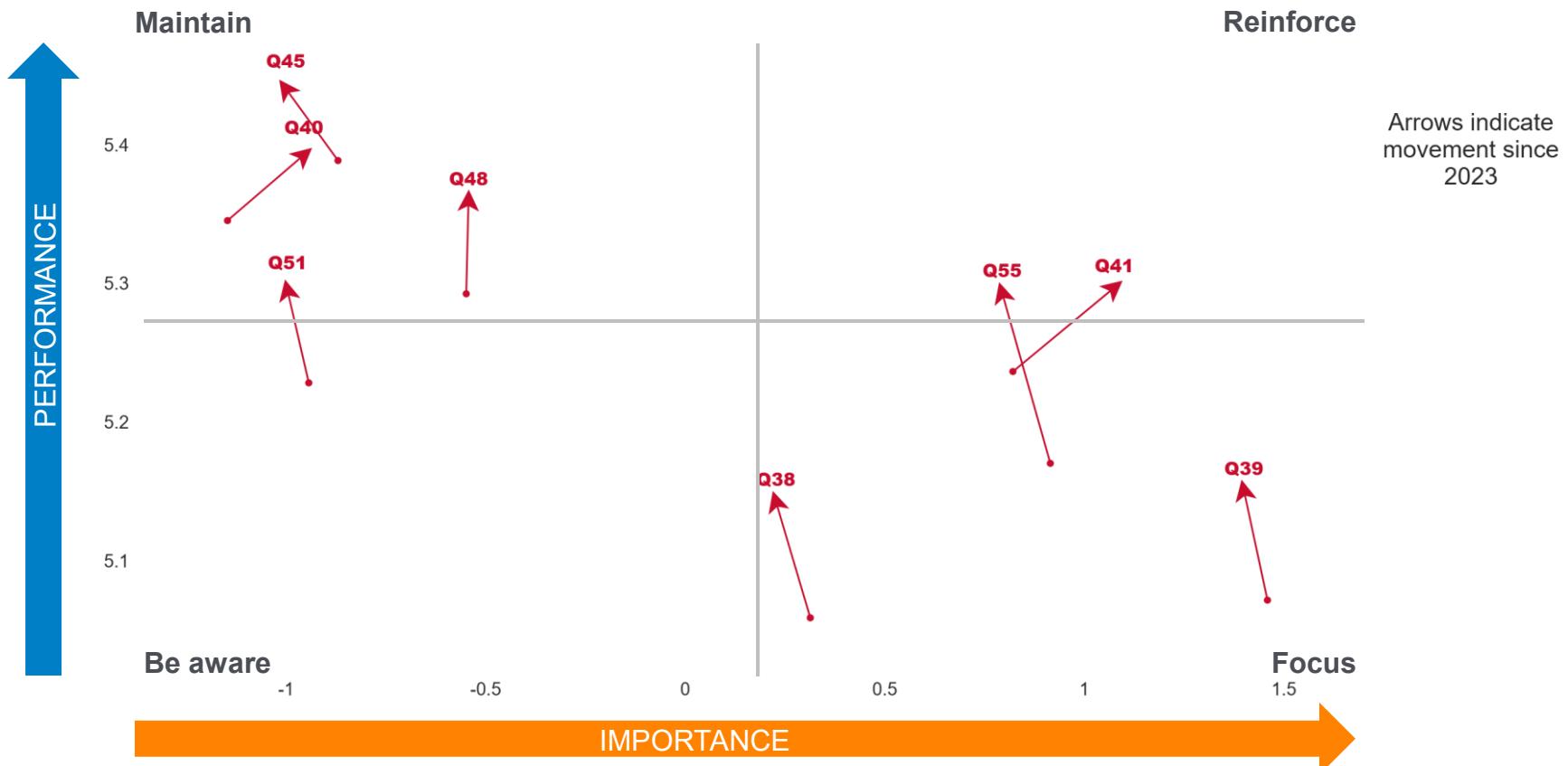


Note: Totals may differ due to rounding

## 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 survey. Arrow pointing to the right indicates a higher degree of importance on employee engagement compared to last survey. 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 is another main driver of employee engagement. Improving the perception of employee opportunities for personal growth and development can have a significant effect on engagement.

### Strengths:

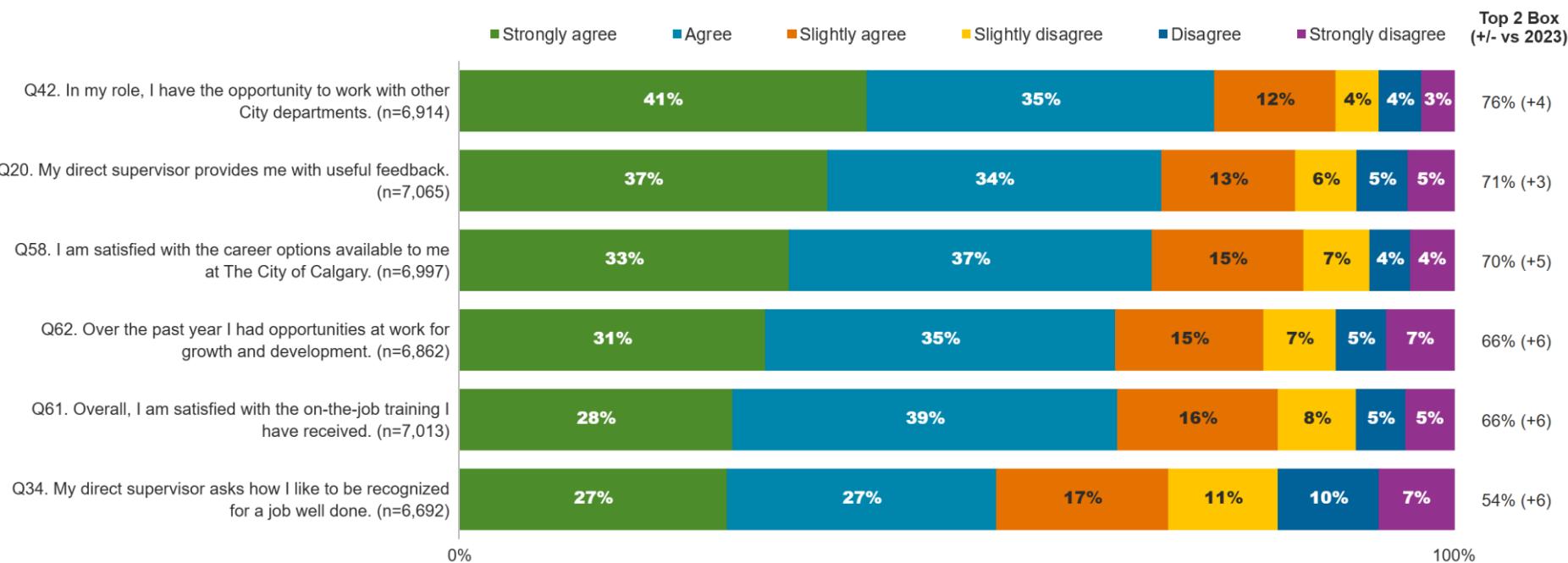
Q42. In my role, I have the opportunity to work with other City departments.  
Q20. My direct supervisor provides me with useful feedback.

### 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.

Overall Personal Growth scores:

		The City of Calgary
2023	70	
2025	73	

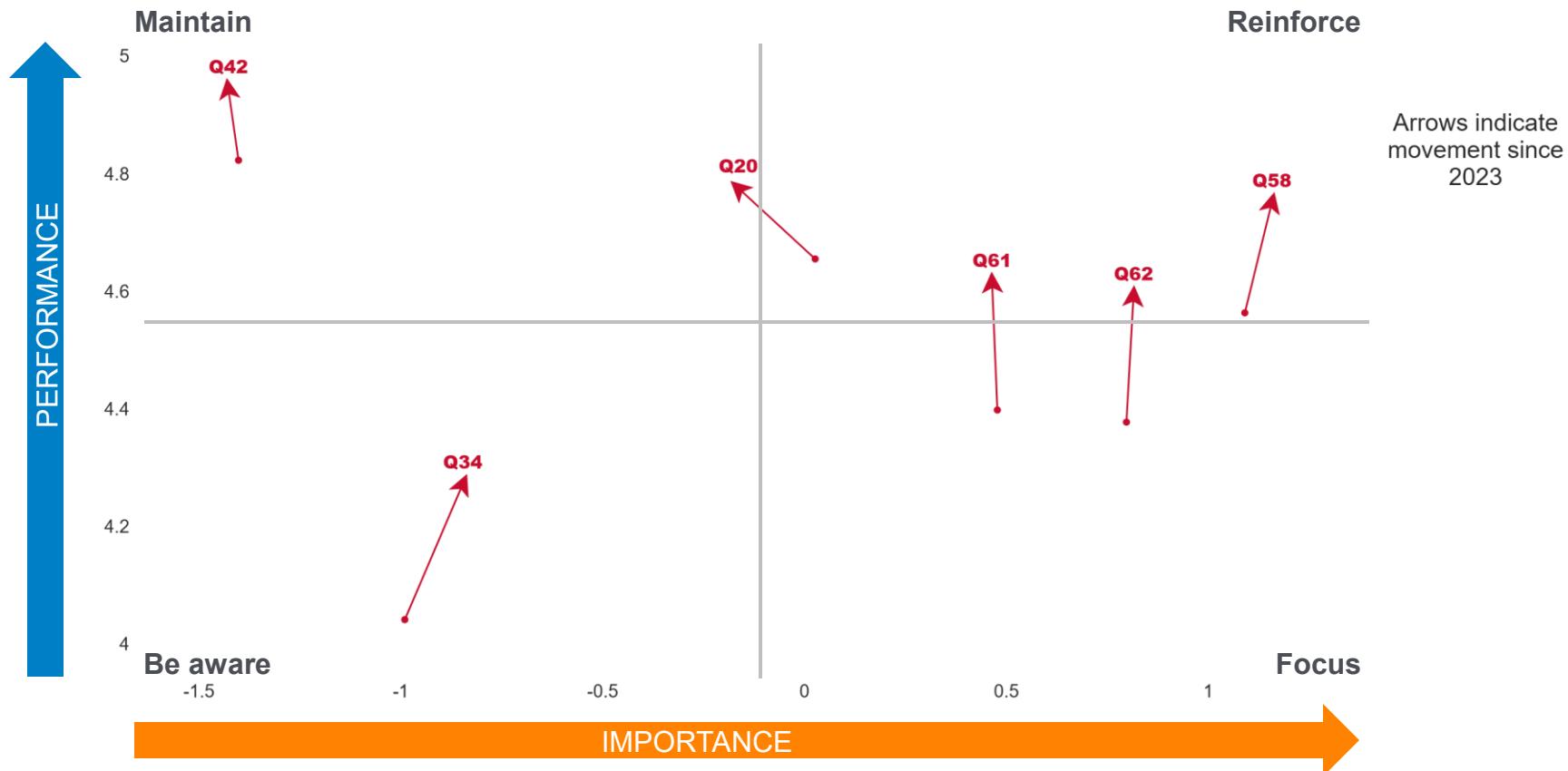


Note: Totals may differ due to rounding

## Personal Growth focus map

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

The Personal Growth driver is a key 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 survey. Arrow pointing to the right indicates a higher degree of importance on employee engagement compared to last survey. 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
2023		76
2025		79

### Strengths:

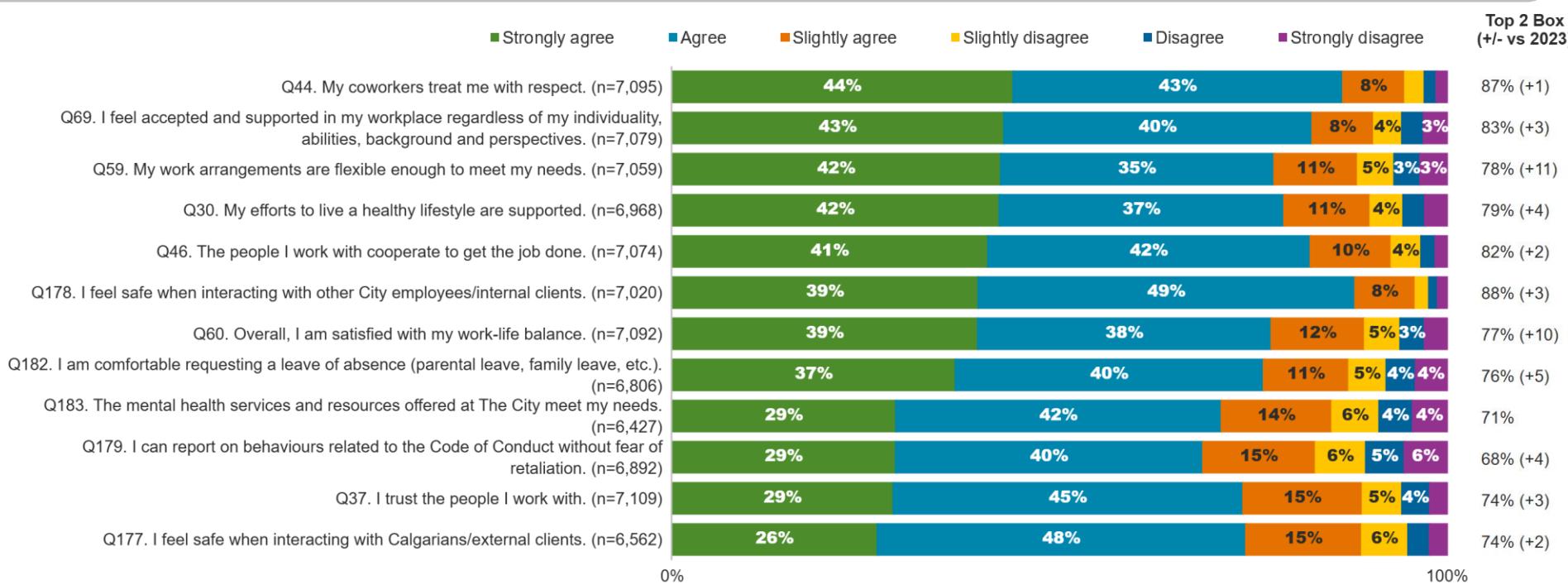
Q178. I feel safe when interacting with other City employees/internal clients.

Q44. My coworkers treat me with respect.

### Opportunities:

Q37. I trust the people I work with.

Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation.

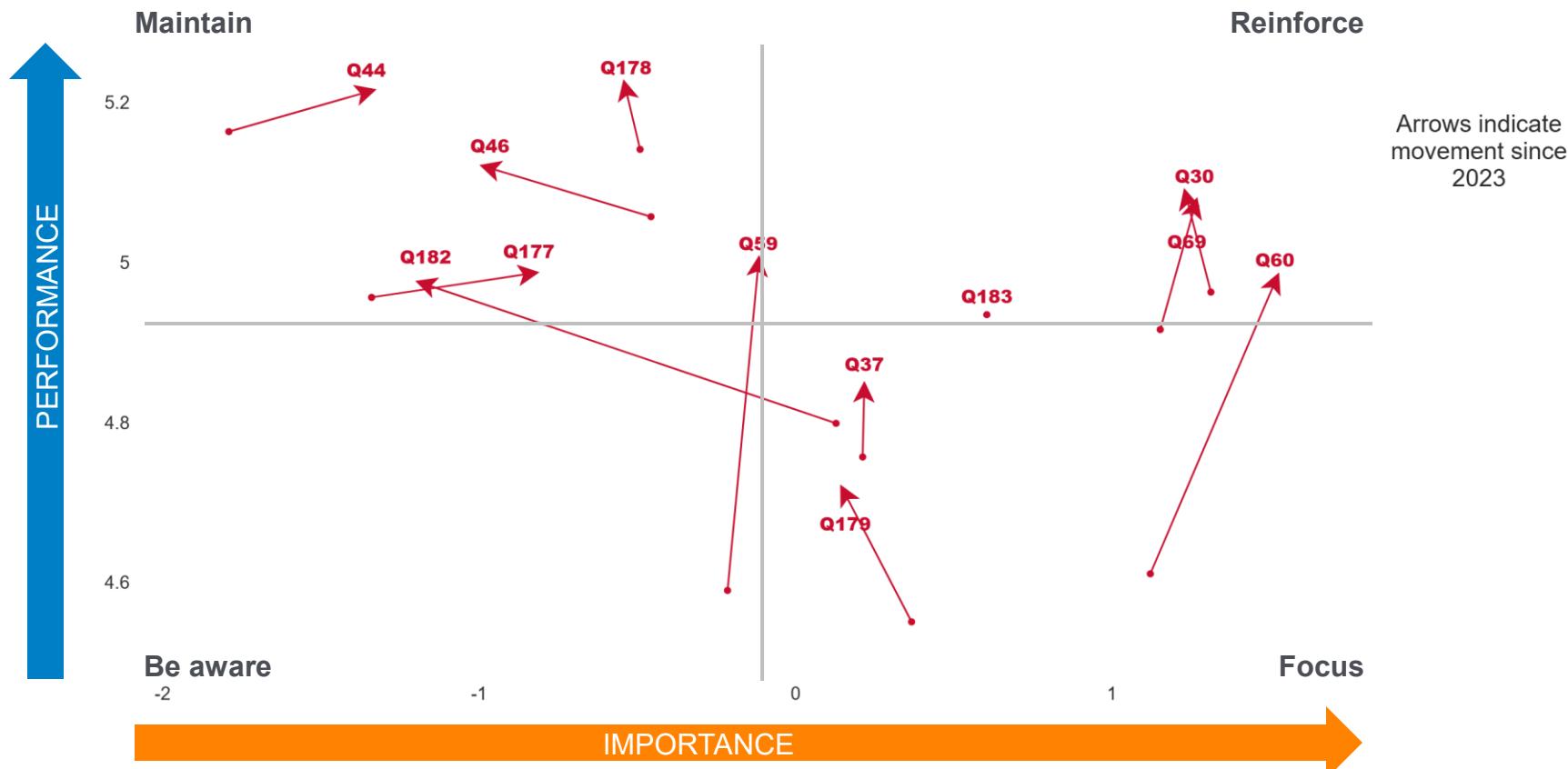


Note: Totals may differ due to rounding

## 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 survey. Arrow pointing to the right indicates a higher degree of importance on employee engagement compared to last survey. 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 an important aspect of this index.

Overall Leadership Impact scores:

The City of Calgary	
2023	69
2025	72

## Strengths:

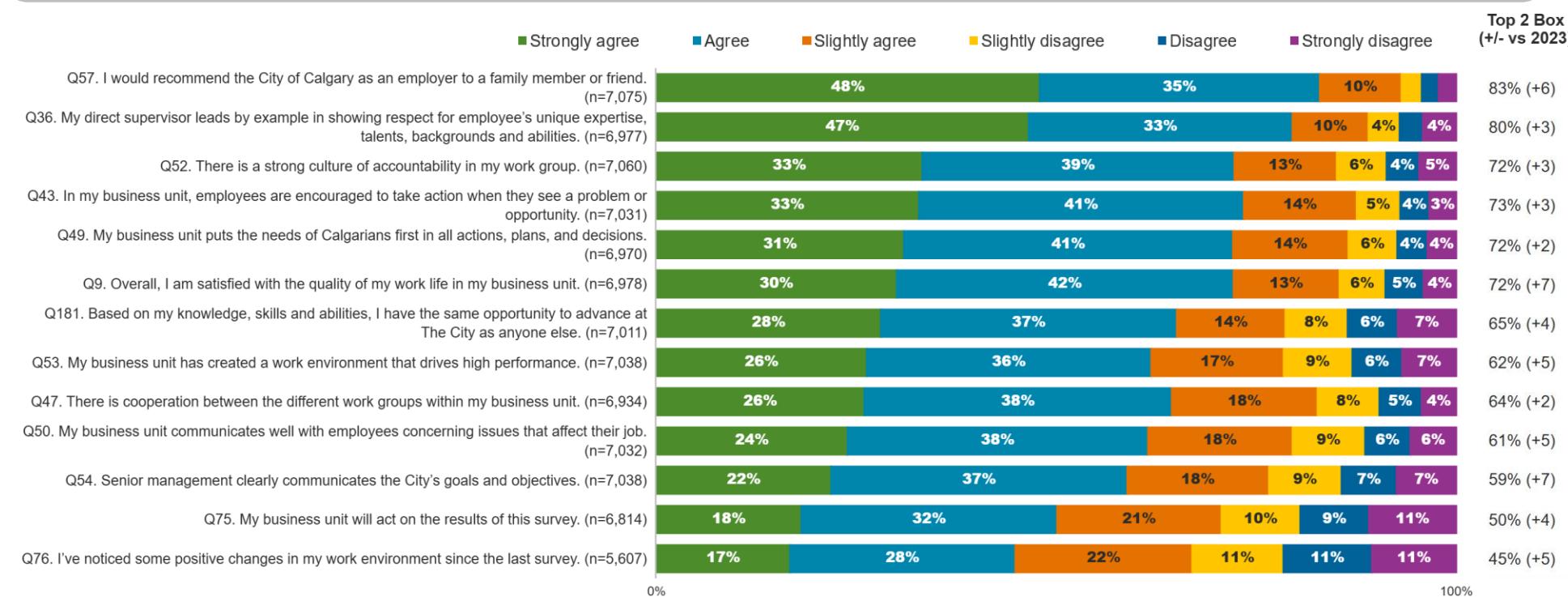
Q57. I would recommend the City of Calgary as an employer to a family member or friend.

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

## Opportunities:

Q54. Senior management clearly communicates the City's goals and objectives.

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

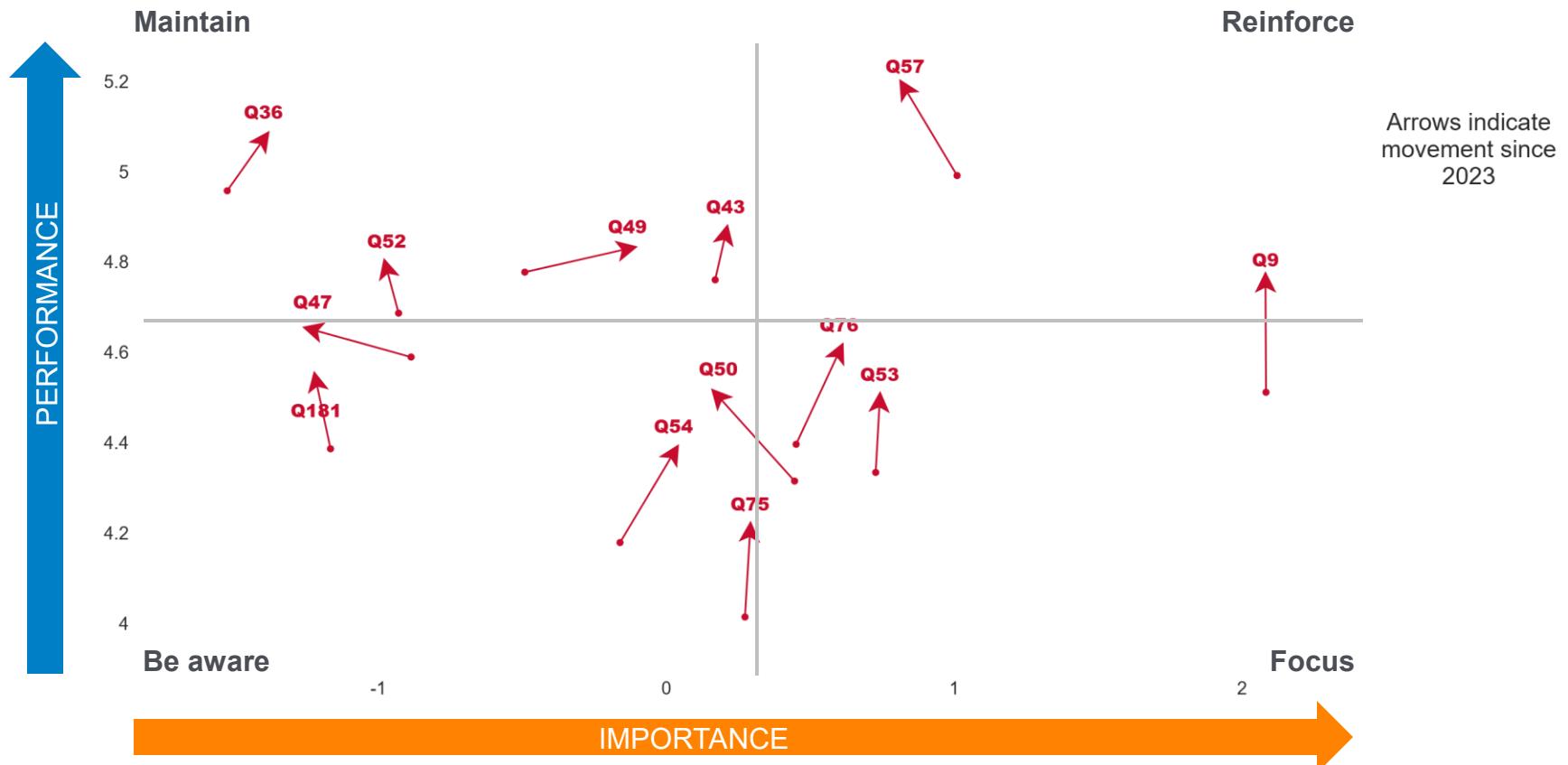


Note: Totals may differ due to rounding

## 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 survey. Arrow pointing to the right indicates a higher degree of importance on employee engagement compared to last survey. 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

		The City of Calgary
2023		77
2025		79

Supervisor Relationships include 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.

## Strengths:

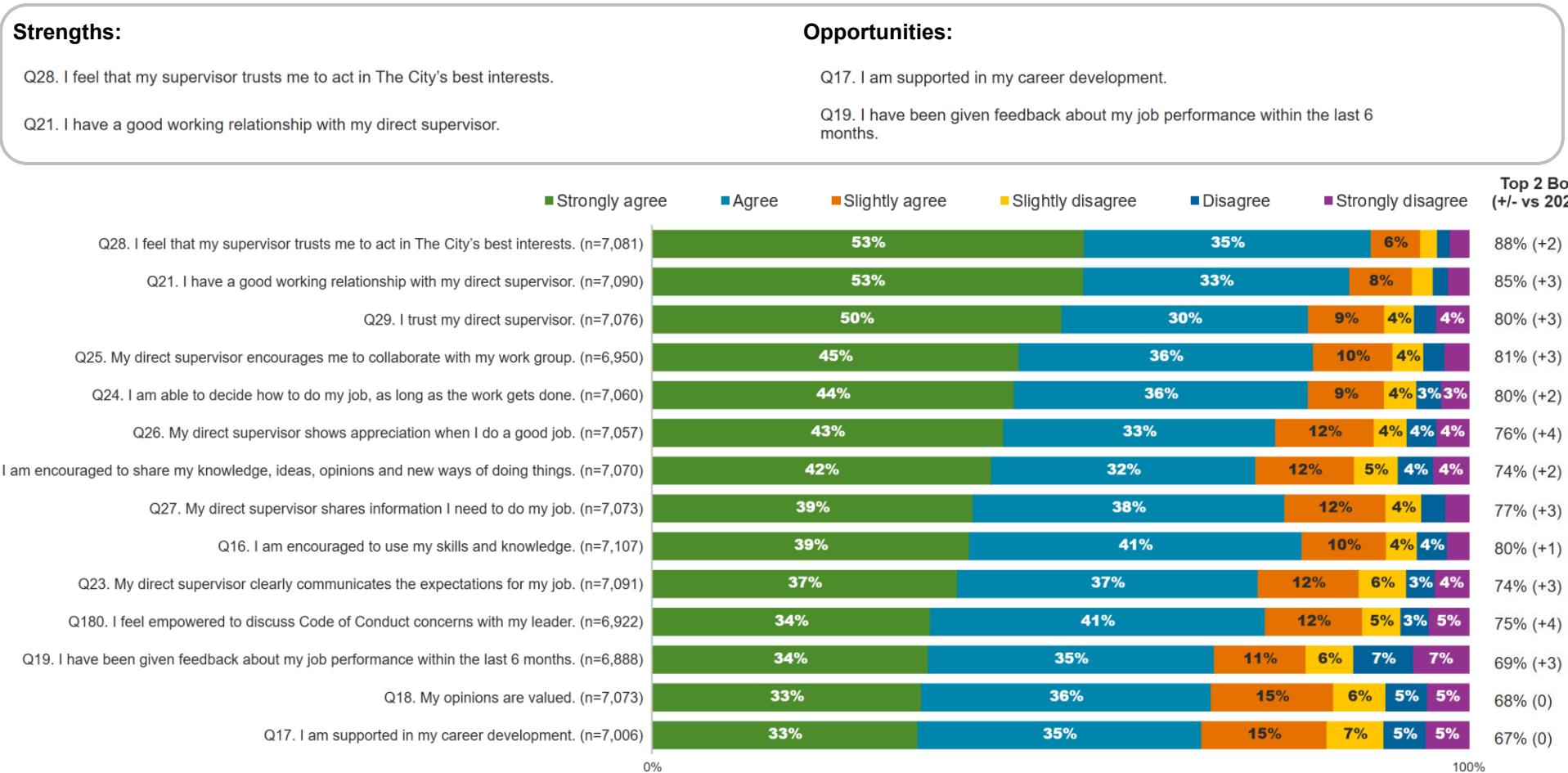
Q28. I feel that my supervisor trusts me to act in The City's best interests.

Q21. I have a good working relationship with my direct supervisor.

## Opportunities:

Q17. I am supported in my career development.

Q19. I have been given feedback about my job performance within the last 6 months.

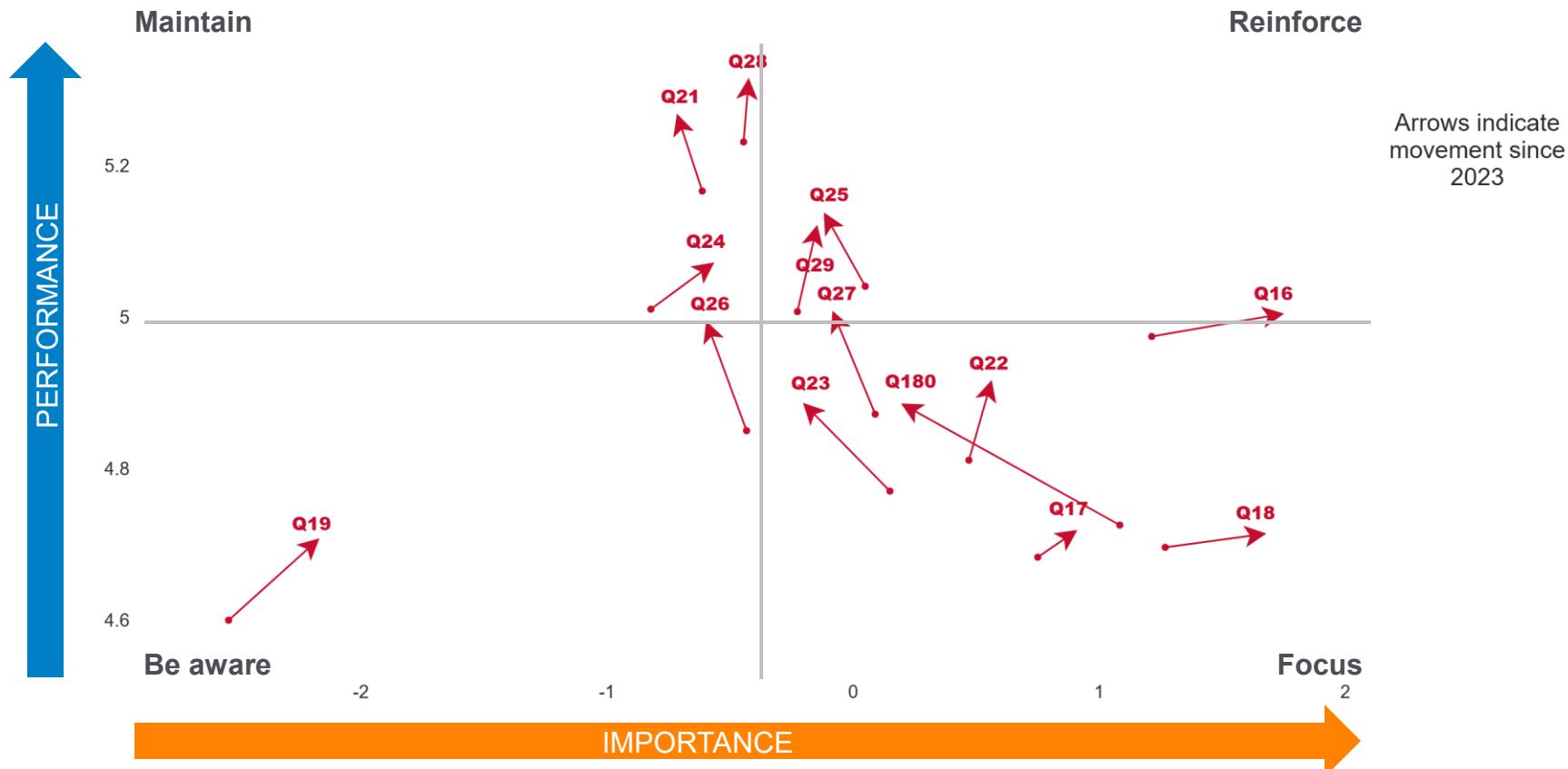


Note: Totals may differ due to rounding

## 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 survey. Arrow pointing to the right indicates a higher degree of importance on employee engagement compared to last survey. It is most impactful to target questions in the lower right (Focus) quadrant.

# 3.4

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## Detailed results

- 3.1 Corporate Employee Satisfaction Index
- 3.2 4 Cs Framework
- 3.3 Employee Engagement Index
- 3.4 Mental Health Index**
- 3.5 Safety Climate
- 3.6 Inclusion Index

## Mental Health Index

Promoting psychological well being

The Mental Health Index identifies 14 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 The City is 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
	2023	75
	2025	78



■ 2021 ■ 2023 ■ 2025

# 3.5

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## Detailed results

- 3.1 Corporate Employee Satisfaction Index
- 3.2 4 Cs Framework
- 3.3 Employee Engagement Index
- 3.4 Mental Health Index
- 3.5 Safety Climate**
- 3.6 Inclusion Index

## Safety Climate

Promoting safe and responsible workplace practices

Overall Safety Climate scores:

The City of Calgary	
2023	82
2025	83

### Strengths:

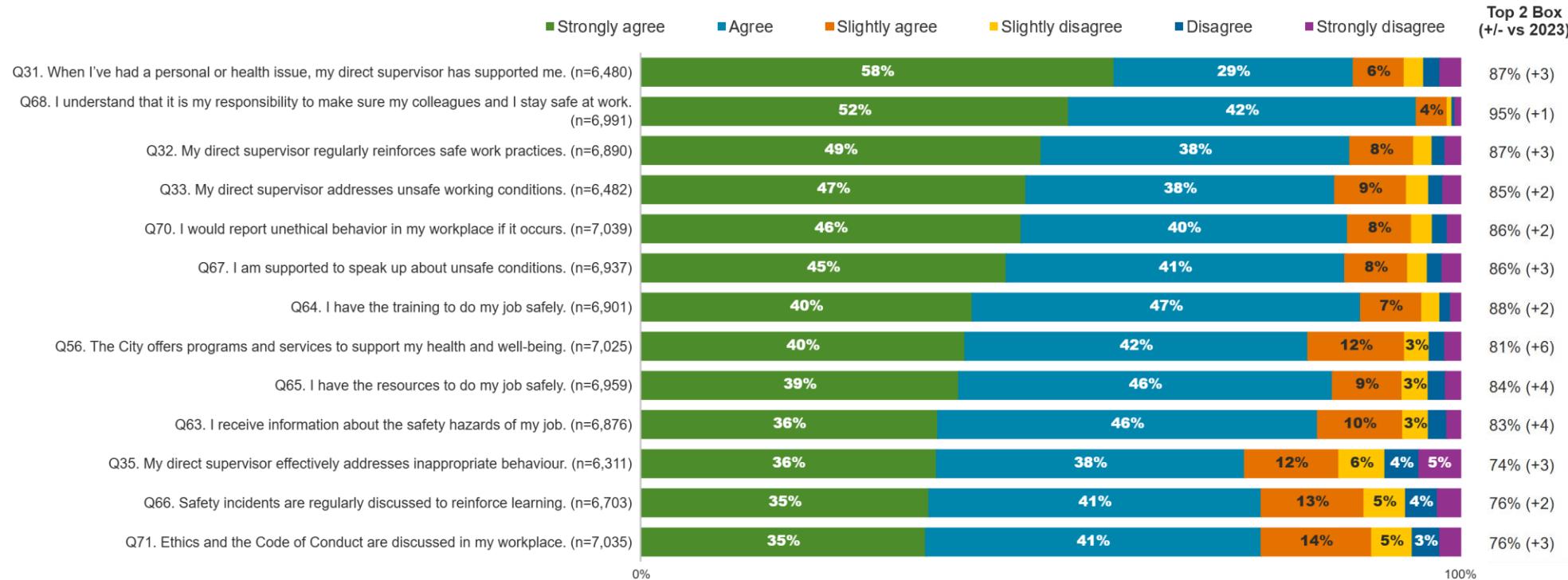
Q31. When I've had a personal or health issue, my direct supervisor has supported me.

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

### Opportunities:

Q66. Safety incidents are regularly discussed to reinforce learning.

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



Note: Totals may differ due to rounding

# 3.6

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## Detailed results

- 3.1 Corporate Employee Satisfaction Index
- 3.2 4 Cs Framework
- 3.3 Employee Engagement Index
- 3.4 Mental Health Index
- 3.5 Safety Climate
- 3.6 Inclusion Index**

# Inclusion Index

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

The City of Calgary	
2023	74
2025	77

## Strengths:

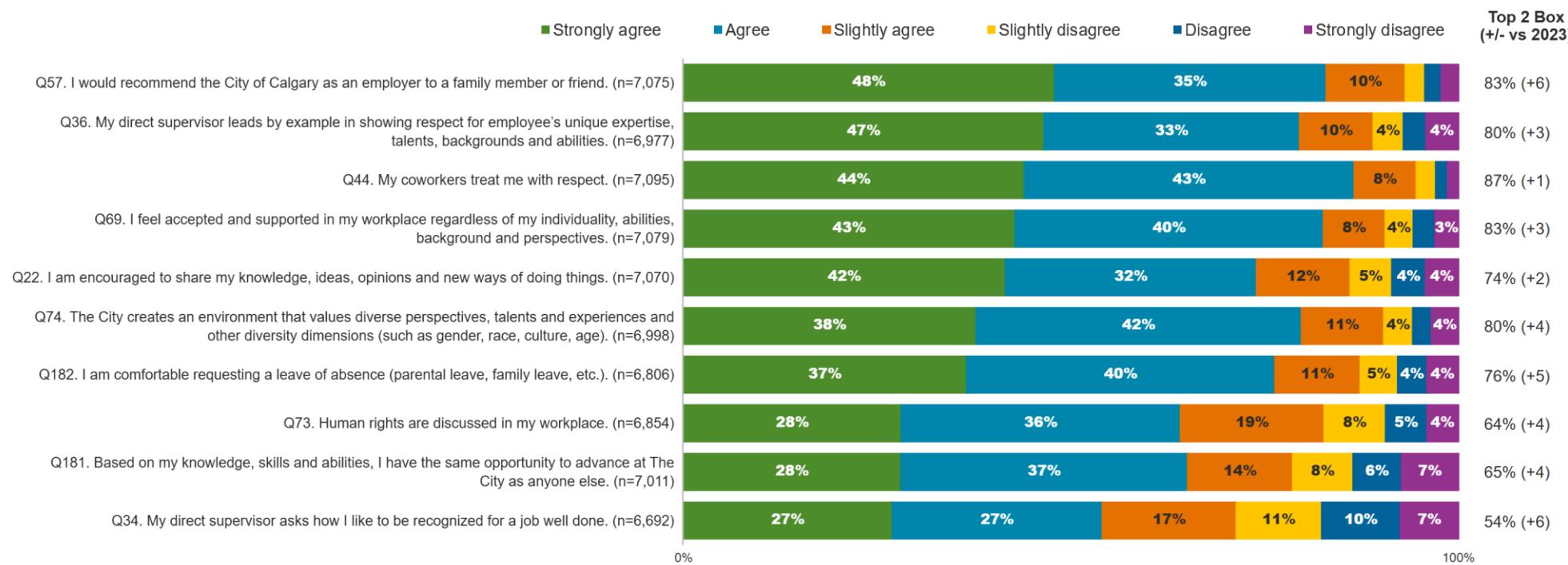
Q44. My coworkers treat me with respect.

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

## 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.



Note: Totals may differ due to rounding

# 4

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## Appendix

# 4.1

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## Appendix

4.1 Appendix A – Demographics

4.2 Appendix B – Detailed demographic results

## Appendix A - Demographics

### GENDER



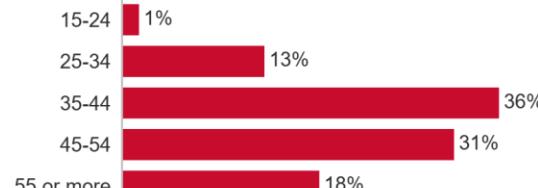
Base: 6,946

### 2SLGBTQIA+



Base: 6,873

### AGE



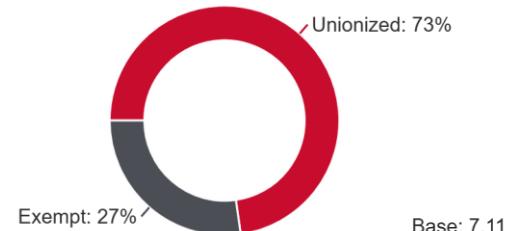
Base: 6,903

### EMPLOYMENT STATUS



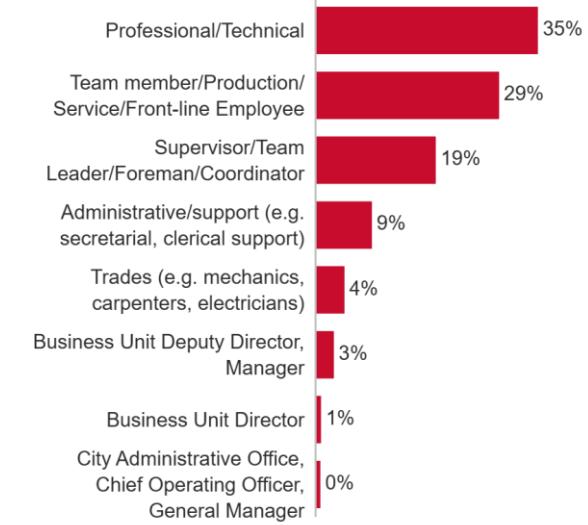
Base: 7,160

### UNION STATUS



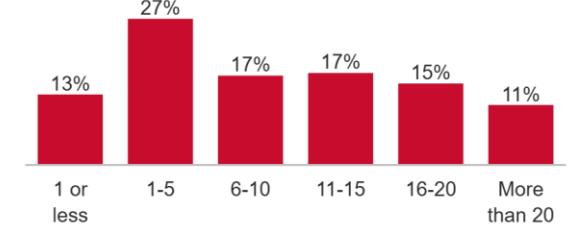
Base: 7,112

### JOB TYPE



Base: 6,981

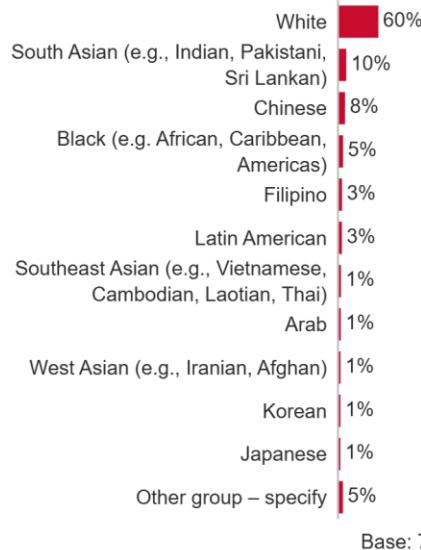
### YEARS OF SERVICE



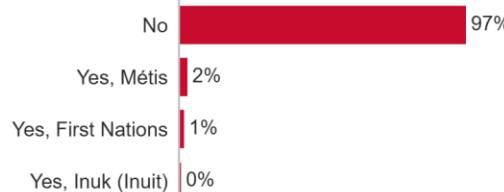
Base: 6,884

## Appendix A - Demographics

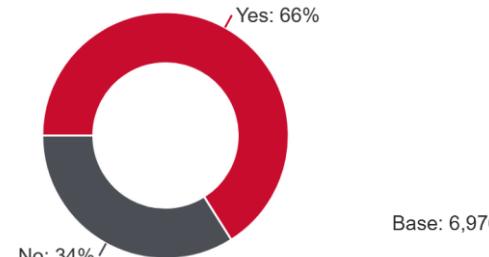
### ETHNIC/CULTURAL GROUPS



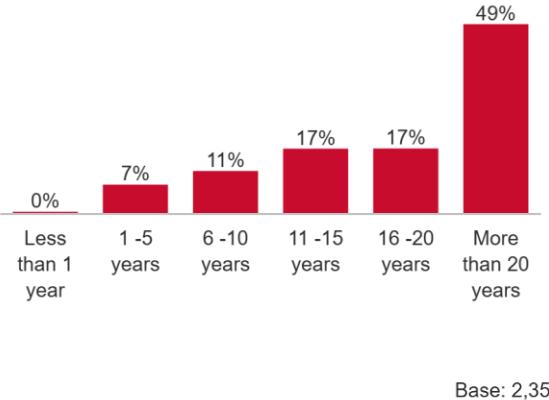
### INDIGENOUS STATUS



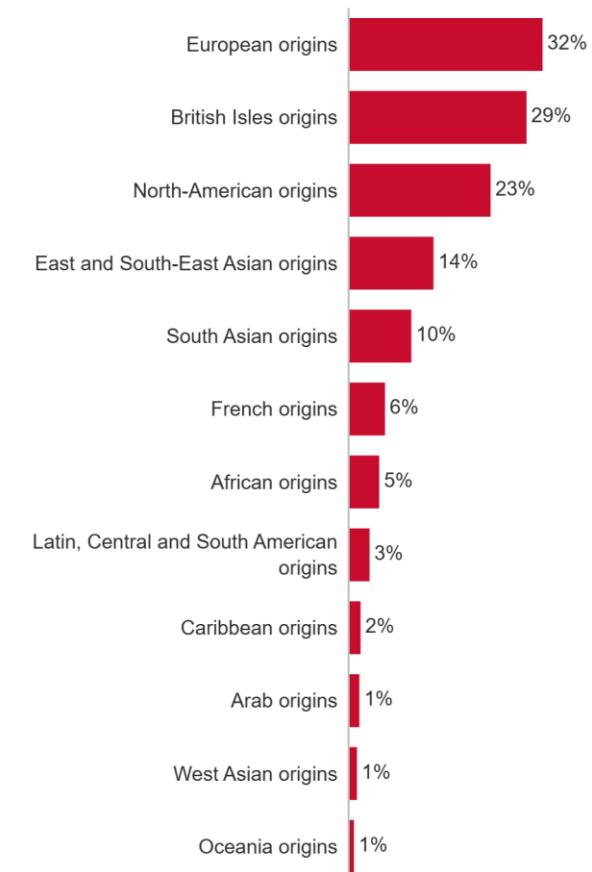
### BORN IN CANADA



### YEARS IN CANADA (among those born outside Canada)



### ETHNIC/CULTURAL GROUP(S) OF ANCESTORS\*



## Appendix A - Demographics

### WORKING WITH A DISABILITY

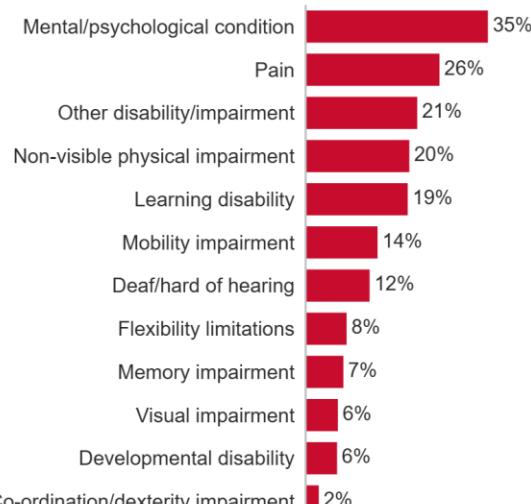


### WORKING WITH A NEURODIVERSITY



### TYPE OF DISABILITY

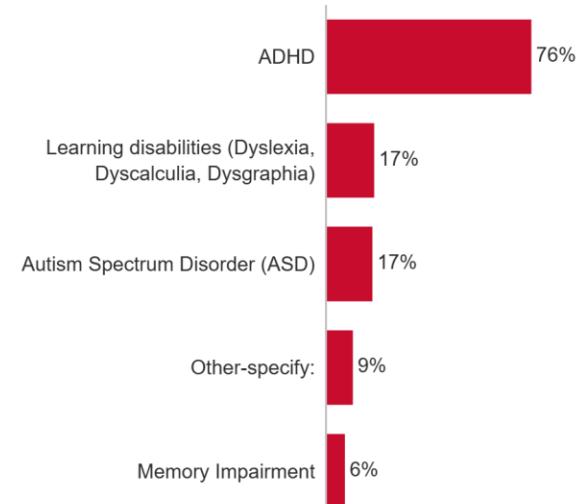
*(among those working with a disability)*



Base: 648

### TYPE OF NEURODIVERSITY

*(among those working with a neurodiversity)*



Base: 903

# 4.2

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## Appendix

4.1 Appendix A – Demographics

4.2 Appendix B – Detailed demographic results

	Gender				Age Groups				
	Total	Male	Female	Other	15-24	25-34	35-44	45-54	55+
<b>Base Size</b>	7,160	3,890	2,966	90	98	918	2,452	2,158	1,277
<b>Employee Engagement</b>	78	78	78	69	77	76	78	79	78
Q10. I feel energized at work.	59%	59%	60%	39%	62%	54%	60%	60%	62%
Q11. When I'm at work, time goes by quickly.	71%	70%	73%	52%	54%	61%	71%	74%	74%
Q12. I am enthusiastic about my job.	73%	73%	74%	57%	71%	71%	74%	74%	75%
Q13. I can continue working for very long periods.	71%	72%	69%	65%	71%	66%	70%	73%	73%
Q14. I am proud of the work that I do.	86%	86%	87%	73%	84%	81%	85%	89%	89%
Q15. I feel happy when I am working hard.	85%	84%	87%	70%	85%	82%	84%	86%	85%
<b>Supervisor Relationship</b>	79	79	81	67	82	80	80	79	78
Q16. I am encouraged to use my skills and knowledge.	80%	78%	83%	59%	86%	80%	82%	80%	78%
Q17. I am supported in my career development.	67%	66%	71%	45%	79%	67%	70%	67%	65%
Q18. My opinions are valued.	68%	67%	73%	44%	75%	69%	72%	69%	65%
Q19. I have been given feedback about my job performance within the last 6 months.	69%	67%	72%	56%	74%	71%	71%	68%	66%
Q21. I have a good working relationship with my direct supervisor.	85%	85%	87%	77%	88%	86%	87%	85%	84%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	72%	79%	52%	75%	74%	76%	75%	71%
Q23. My direct supervisor clearly communicates the expectations for my job.	74%	75%	75%	58%	80%	76%	75%	74%	75%
Q24. I am able to decide how to do my job, as long as the work gets done.	80%	80%	83%	64%	75%	77%	81%	82%	82%
Q25. My direct supervisor encourages me to collaborate with my work group.	81%	80%	84%	71%	83%	80%	83%	81%	79%
Q26. My direct supervisor shows appreciation when I do a good job.	76%	76%	78%	66%	76%	76%	79%	76%	74%
Q27. My direct supervisor shares information I need to do my job.	77%	77%	79%	64%	84%	79%	79%	77%	77%
Q28. I feel that my supervisor trusts me to act in The City's best interests.	88%	87%	90%	74%	88%	88%	89%	88%	88%
Q29. I trust my direct supervisor.	80%	81%	81%	68%	88%	84%	81%	80%	79%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader.	75%	76%	76%	51%	65%	75%	76%	76%	76%
<b>Leadership Impact</b>	72	72	74	59	80	73	72	73	72
Q9. Overall, I am satisfied with the quality of my work life in my business unit.	72%	73%	72%	55%	84%	73%	73%	71%	73%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities.	80%	79%	81%	65%	86%	81%	81%	79%	78%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity.	73%	75%	73%	55%	82%	73%	74%	75%	73%
Q47. There is cooperation between the different work groups within my business unit.	64%	63%	67%	53%	71%	62%	64%	65%	67%
Q49. My business unit puts the needs of Calgarians first in all actions, plans, and decisions.	72%	71%	74%	61%	85%	74%	70%	74%	72%
Q50. My business unit communicates well with employees concerning issues that affect their job.	61%	62%	62%	49%	81%	61%	61%	63%	61%
Q52. There is a strong culture of accountability in my work group.	72%	71%	75%	55%	81%	71%	71%	74%	73%
Q53. My business unit has created a work environment that drives high performance.	62%	60%	66%	42%	76%	62%	62%	63%	61%
Q54. Senior management clearly communicates the City's goals and objectives.	59%	57%	63%	47%	75%	58%	59%	59%	59%
Q57. I would recommend the City of Calgary as an employer to a family member or friend.	83%	83%	84%	66%	94%	85%	84%	82%	83%
Q75. My business unit will act on the results of this survey.	50%	49%	53%	31%	58%	49%	49%	52%	52%
Q76. I've noticed some positive changes in my work environment since the last survey.	45%	44%	47%	25%	53%	45%	45%	45%	46%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else.	65%	65%	68%	37%	77%	67%	67%	64%	64%
<b>Role Clarity</b>	86	85	87	78	88	85	86	86	86
Q38. I see a connection between the work I do and the service my business unit provides.	84%	83%	86%	74%	91%	82%	84%	85%	84%
Q39. I feel productive in my job.	84%	82%	87%	68%	85%	82%	84%	85%	85%
Q40. I feel competent in my job.	92%	92%	92%	87%	86%	89%	91%	93%	94%
Q41. The work that I do is meaningful.	88%	87%	89%	72%	88%	84%	87%	89%	90%
Q45. I know what behaviors are expected of me.	94%	94%	95%	86%	94%	94%	94%	95%	95%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City.	92%	91%	93%	81%	94%	91%	91%	92%	94%
Q51. I am held responsible for the work that I do.	91%	89%	94%	79%	94%	90%	90%	92%	92%
Q55. I am proud to work at The City of Calgary.	86%	85%	88%	70%	92%	86%	85%	86%	87%
<b>Personal Growth</b>	73	73	75	62	77	73	74	73	73
Q20. My direct supervisor provides me with useful feedback.	71%	71%	71%	53%	77%	71%	72%	70%	70%
Q34. My direct supervisor asks how I like to be recognized for a job well done.	54%	53%	56%	42%	49%	53%	57%	54%	51%
Q42. In my role, I have the opportunity to work with other City departments.	76%	74%	79%	67%	66%	69%	77%	80%	76%
Q58. I am satisfied with the career options available to me at The City of Calgary.	70%	70%	71%	52%	85%	72%	71%	67%	72%
Q61. Overall, I am satisfied with the on-the-job training I have received.	66%	66%	68%	50%	79%	65%	66%	67%	70%
Q62. Over the past year I had opportunities at work for growth and development.	66%	65%	69%	53%	80%	67%	68%	66%	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.

	Gender				Age Groups				
	Total	Male	Female	Other	15-24	25-34	35-44	45-54	55+
<b>Base Size</b>	7,160	3,890	2,966	90	98	918	2,452	2,158	1,277
<b>Team Culture</b>	79	80	80	66	83	79	80	80	79
Q30. My efforts to live a healthy lifestyle are supported.	79%	76%	82%	60%	82%	79%	81%	79%	78%
Q37. I trust the people I work with.	74%	74%	75%	55%	82%	74%	74%	75%	73%
Q44. My coworkers treat me with respect.	87%	88%	86%	73%	90%	87%	88%	87%	86%
Q46. The people I work with cooperate to get the job done.	82%	83%	83%	65%	84%	81%	83%	84%	82%
Q59. My work arrangements are flexible enough to meet my needs.	78%	77%	79%	66%	81%	74%	76%	80%	81%
Q60. Overall, I am satisfied with my work-life balance.	77%	78%	78%	69%	86%	77%	78%	77%	79%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	83%	83%	83%	59%	94%	86%	84%	82%	81%
Q177. I feel safe when interacting with Calgarians/external clients.	74%	74%	75%	63%	77%	70%	73%	75%	77%
Q178. I feel safe when interacting with other City employees/internal clients.	88%	88%	89%	70%	96%	88%	88%	88%	89%
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation.	68%	71%	67%	47%	71%	71%	68%	68%	71%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.).	76%	76%	78%	60%	78%	72%	77%	77%	79%
Q183. The mental health services and resources offered at The City meet my needs.	71%	72%	71%	53%	78%	67%	71%	71%	75%
<b>Safety Climate</b>	83	83	84	74	87	83	84	84	83
Q31. When I've had a personal or health issue, my direct supervisor has supported me.	87%	86%	89%	71%	88%	88%	88%	87%	86%
Q32. My direct supervisor regularly reinforces safe work practices.	87%	86%	88%	72%	85%	88%	87%	87%	86%
Q33. My direct supervisor addresses unsafe working conditions.	85%	84%	86%	73%	88%	85%	85%	85%	83%
Q35. My direct supervisor effectively addresses inappropriate behaviour.	74%	76%	73%	53%	83%	74%	75%	73%	73%
Q56. The City offers programs and services to support my health and well-being.	81%	81%	83%	70%	87%	78%	81%	83%	84%
Q63. I receive information about the safety hazards of my job.	83%	82%	83%	74%	88%	80%	83%	83%	83%
Q64. I have the training to do my job safely.	88%	87%	90%	78%	91%	87%	88%	88%	89%
Q65. I have the resources to do my job safely.	84%	82%	88%	66%	90%	84%	85%	84%	85%
Q66. Safety incidents are regularly discussed to reinforce learning.	76%	76%	76%	67%	80%	74%	77%	76%	76%
Q67. I am supported to speak up about unsafe conditions.	86%	85%	87%	76%	94%	86%	85%	87%	86%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work.	95%	95%	95%	82%	96%	94%	94%	95%	95%
Q70. I would report unethical behavior in my workplace if it occurs.	86%	88%	86%	71%	84%	86%	87%	87%	88%
Q71. Ethics and the Code of Conduct are discussed in my workplace.	76%	77%	75%	57%	78%	74%	76%	77%	76%
<b>Employee Satisfaction Elements</b>									
Q1. I know and understand the current objectives of my business unit.	73%	74%	73%	60%	80%	71%	74%	73%	75%
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly.	81%	82%	82%	66%	88%	83%	83%	81%	82%
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job.	66%	66%	69%	48%	79%	66%	66%	67%	70%
Q4. I am meaningfully involved in decisions that affect my job and me.	57%	57%	58%	38%	61%	55%	58%	59%	56%
Q5. Overall, I am satisfied with development opportunities and/or training.	62%	63%	64%	45%	74%	60%	64%	62%	65%
Q6. I am truly appreciated for the contribution I make to my business unit.	65%	66%	67%	49%	76%	67%	66%	66%	66%
Q7. I am sufficiently rewarded (e.g. praise for work well done, cheers cards, individual/group recognition - excluding pay) for the effort that I put into my job.	59%	58%	63%	45%	69%	61%	61%	60%	57%
Q8. My work related stress is manageable.	63%	64%	64%	49%	81%	66%	64%	63%	64%
<b>Employee Engagement Outcomes</b>									
Q9. Overall, I am satisfied with the quality of my work life in my business unit.	72%	73%	72%	55%	84%	73%	73%	71%	73%
Q55. I am proud to work at The City of Calgary.	86%	85%	88%	70%	92%	86%	85%	86%	87%
Q57. I would recommend The City of Calgary as an employer to a family member or friend.	83%	83%	84%	66%	94%	85%	84%	82%	83%
<b>Inclusion</b>	77	77	78	63	81	78	78	77	76
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	72%	79%	52%	75%	74%	76%	75%	71%
Q34. My direct supervisor asks how I like to be recognized for a job well done.	54%	53%	56%	42%	49%	53%	57%	54%	51%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities.	80%	79%	81%	65%	86%	81%	81%	79%	78%
Q44. My coworkers treat me with respect.	87%	88%	86%	73%	90%	87%	88%	87%	86%
Q57. I would recommend The City of Calgary as an employer to a family member or friend.	83%	83%	84%	66%	94%	85%	84%	82%	83%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	83%	83%	83%	58%	94%	86%	84%	82%	81%
Q73. Human rights are discussed in my workplace.	64%	65%	65%	46%	54%	63%	65%	65%	64%
Q74. The City creates an environment that values diverse perspectives, talents and experiences and other diversity dimensions (such as gender, race, culture, age).	80%	81%	80%	52%	85%	80%	80%	80%	81%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else.	65%	65%	68%	37%	77%	67%	67%	64%	64%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.).	76%	76%	78%	60%	78%	72%	77%	77%	79%
<b>4 Cs Framework</b>									
Character	82	82	83	70	87	83	83	83	82
Competence	78	78	80	67	84	79	79	79	79
Commitment	81	81	82	72	85	80	81	82	81
Collaboration	78	78	80	68	79	78	79	79	77

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.

	Gender			Age Groups					
	Total	Male	Female	Other	15-24	25-34	35-44	45-54	55+
<b>Base Size</b>	7,160	3,890	2,966	90	98	918	2,452	2,158	1,277
<b>Mental Health</b>	78	78	79	66	82	78	79	78	78
<b>Psychological Support</b>	83	83	84	72	84	83	84	84	83
Q21. I have a good working relationship with my direct supervisor.	85%	85%	87%	77%	88%	86%	87%	85%	84%
Q31. When I've had a personal or health issue, my direct supervisor has supported me.	87%	86%	89%	71%	88%	88%	88%	87%	86%
Q72. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation.	79%	79%	79%	60%	78%	78%	79%	79%	80%
<b>Organizational Culture</b>	79	79	80	67	84	79	79	79	78
Q9. Overall, I am satisfied with the quality of my work life in my business unit.	72%	73%	72%	55%	84%	73%	73%	71%	73%
Q25. My direct supervisor encourages me to collaborate with my work group.	81%	80%	84%	71%	83%	80%	83%	81%	79%
Q28. I feel that my supervisor trusts me to act in The City's best interests.	88%	87%	90%	74%	88%	88%	89%	88%	88%
Q29. I trust my direct supervisor.	80%	81%	81%	68%	88%	84%	81%	80%	79%
Q35. My direct supervisor effectively addresses inappropriate behaviour.	74%	76%	73%	53%	83%	74%	75%	73%	73%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities.	80%	79%	81%	65%	86%	81%	81%	79%	78%
Q37. I trust the people I work with.	74%	74%	75%	55%	82%	74%	74%	75%	73%
Q45. I know what behaviors are expected of me.	94%	94%	95%	86%	94%	94%	94%	95%	95%
Q46. The people I work with cooperate to get the job done.	82%	83%	83%	65%	84%	81%	83%	84%	82%
Q47. There is cooperation between the different work groups within my business unit.	64%	63%	67%	53%	71%	62%	64%	65%	67%
Q52. There is a strong culture of accountability in my work group.	72%	71%	75%	55%	81%	71%	71%	74%	73%
Q70. I would report unethical behavior in my workplace if it occurs.	86%	88%	86%	71%	84%	86%	87%	87%	88%
Q74. The City creates an environment that values diverse perspectives, talents and experiences and other diversity dimensions (such as gender, race, culture, age).	80%	81%	80%	52%	85%	80%	80%	80%	81%
Q76. I've noticed some positive changes in my work environment since the last survey.	45%	44%	47%	25%	53%	45%	45%	45%	46%
<b>Clear Leadership &amp; Expectations</b>	77	77	78	66	81	77	77	77	76
Q1. I know and understand the current objectives of my business unit.	73%	74%	73%	60%	80%	71%	74%	73%	75%
Q19. I have been given feedback about my job performance within the last 6 months.	69%	67%	72%	56%	74%	71%	71%	68%	66%
Q20. My direct supervisor provides me with useful feedback.	71%	71%	71%	53%	77%	71%	72%	70%	70%
Q23. My direct supervisor clearly communicates the expectations for my job.	74%	75%	75%	58%	80%	76%	75%	74%	75%
Q27. My direct supervisor shares information I need to do my job.	77%	77%	79%	64%	84%	79%	79%	77%	77%
Q45. I know what behaviors are expected of me.	94%	94%	95%	86%	94%	94%	94%	95%	95%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City.	92%	91%	93%	81%	94%	91%	91%	92%	94%
Q50. My business unit communicates well with employees concerning issues that affect their job.	61%	62%	62%	49%	81%	61%	61%	63%	61%
Q54. Senior management clearly communicates the City's goals and objectives.	59%	57%	63%	47%	75%	58%	59%	59%	59%
Q71. Ethics and the Code of Conduct are discussed in my workplace.	76%	77%	75%	57%	78%	74%	76%	77%	76%
Q73. Human rights are discussed in my workplace.	64%	65%	65%	46%	54%	63%	65%	65%	64%
<b>Civility &amp; Respect</b>	82	82	82	69	86	83	82	82	81
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly.	81%	82%	82%	66%	88%	83%	83%	81%	82%
Q35. My direct supervisor effectively addresses inappropriate behaviour.	74%	76%	73%	53%	83%	74%	75%	73%	73%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities.	80%	79%	81%	65%	86%	81%	81%	79%	78%
Q44. My coworkers treat me with respect.	87%	88%	86%	73%	90%	87%	88%	87%	86%
Q46. The people I work with cooperate to get the job done.	82%	83%	83%	65%	84%	81%	83%	84%	82%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	83%	83%	83%	59%	94%	86%	84%	82%	81%
Q70. I would report unethical behavior in my workplace if it occurs.	86%	88%	86%	71%	84%	86%	87%	87%	88%
<b>Psychological Competencies &amp; Requirements</b>	79	79	80	65	84	80	80	79	78
Q16. I am encouraged to use my skills and knowledge.	80%	78%	83%	59%	86%	80%	82%	80%	78%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	72%	79%	52%	75%	74%	76%	75%	71%
Q29. I trust my direct supervisor.	80%	81%	81%	68%	88%	84%	81%	80%	79%
Q37. I trust the people I work with.	74%	74%	75%	55%	82%	74%	74%	75%	73%
Q44. My coworkers treat me with respect.	87%	88%	86%	73%	90%	87%	88%	87%	86%
Q46. The people I work with cooperate to get the job done.	82%	83%	83%	65%	84%	81%	83%	84%	82%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else.	65%	65%	68%	37%	77%	67%	67%	64%	64%
<b>Growth &amp; Development</b>	75	74	77	62	80	75	76	75	74
Q5. Overall, I am satisfied with development opportunities and/or training.	62%	63%	64%	45%	74%	60%	64%	62%	65%
Q17. I am supported in my career development.	67%	66%	71%	45%	79%	67%	70%	67%	65%
Q19. I have been given feedback about my job performance within the last 6 months.	69%	67%	72%	56%	74%	71%	71%	68%	66%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	72%	79%	52%	75%	74%	76%	75%	71%
Q42. In my role, I have the opportunity to work with other City departments.	76%	74%	79%	67%	66%	69%	77%	80%	76%
Q58. I am satisfied with the career options available to me at The City of Calgary.	70%	70%	71%	52%	85%	72%	71%	67%	72%
Q60. Overall, I am satisfied with my work-life balance.	77%	78%	78%	69%	86%	77%	78%	77%	79%
Q62. Over the past year I had opportunities at work for growth and development.	66%	65%	69%	53%	80%	67%	68%	66%	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.

	Gender			Age Groups					
	Total	Male	Female	Other	15-24	25-34	35-44	45-54	55+
<b>Base Size</b>	7,160	3,890	2,966	90	98	918	2,452	2,158	1,277
<b>Recognition &amp; Reward</b>	71	71	73	61	74	72	73	72	70
Q6. I am truly appreciated for the contribution I make to my business unit.	65%	66%	67%	49%	76%	67%	66%	66%	66%
Q7. I am sufficiently rewarded (e.g. praise for work well done, cheers cards, individual/group recognition - excluding pay) for the effort that I put into my job.	59%	58%	63%	45%	69%	61%	61%	60%	57%
Q26. My direct supervisor shows appreciation when I do a good job.	76%	76%	78%	66%	76%	76%	79%	76%	74%
Q34. My direct supervisor asks how I like to be recognized for a job well done.	54%	53%	56%	42%	49%	53%	57%	54%	51%
<b>Involvement &amp; Influence</b>	74	74	76	61	79	74	75	75	73
Q4. I am meaningfully involved in decisions that affect my job and me.	57%	57%	58%	38%	61%	55%	58%	59%	56%
Q18. My opinions are valued.	68%	67%	73%	44%	75%	69%	72%	69%	65%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	72%	79%	52%	75%	74%	76%	75%	71%
Q24. I am able to decide how to do my job, as long as the work gets done.	80%	80%	83%	64%	75%	77%	81%	82%	82%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity.	73%	75%	73%	55%	82%	73%	74%	75%	73%
Q50. My business unit communicates well with employees concerning issues that affect their job.	61%	62%	62%	49%	81%	61%	61%	63%	61%
<b>Workload Management</b>	79	79	80	69	80	77	79	80	80
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job.	66%	66%	69%	48%	79%	66%	66%	67%	70%
Q24. I am able to decide how to do my job, as long as the work gets done.	80%	80%	83%	64%	75%	77%	81%	82%	82%
Q39. I feel productive in my job.	84%	82%	87%	68%	85%	82%	84%	85%	85%
Q42. In my role, I have the opportunity to work with other City departments.	76%	74%	79%	67%	66%	69%	77%	80%	76%
Q59. My work arrangements are flexible enough to meet my needs.	78%	77%	79%	66%	81%	74%	76%	80%	81%
Q60. Overall, I am satisfied with my work-life balance.	77%	78%	78%	69%	86%	77%	78%	77%	79%
<b>Psychological Engagement</b>	80	80	80	71	80	78	80	81	81
Q10. I feel energized at work.	59%	59%	60%	39%	62%	54%	60%	60%	62%
Q11. When I'm at work, time goes by quickly.	71%	70%	73%	52%	54%	61%	71%	74%	74%
Q12. I am enthusiastic about my job.	73%	73%	74%	57%	71%	71%	74%	74%	75%
Q13. I can continue working for very long periods.	71%	72%	69%	65%	71%	66%	70%	73%	73%
Q14. I am proud of the work that I do.	86%	86%	87%	73%	84%	81%	85%	89%	89%
Q15. I feel happy when I am working hard.	85%	84%	87%	70%	85%	82%	84%	86%	85%
Q41. The work that I do is meaningful.	88%	87%	89%	72%	88%	84%	87%	89%	90%
Q55. I am proud to work at The City of Calgary.	86%	85%	88%	70%	92%	86%	85%	86%	87%
<b>Balance</b>	78	78	79	66	82	77	79	79	79
Q30. My efforts to live a healthy lifestyle are supported.	79%	78%	82%	60%	82%	79%	81%	79%	78%
Q59. My work arrangements are flexible enough to meet my needs.	78%	77%	79%	66%	81%	74%	76%	80%	81%
Q60. Overall, I am satisfied with my work-life balance.	77%	78%	78%	69%	86%	77%	78%	77%	79%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.).	76%	76%	78%	60%	78%	72%	77%	77%	79%
Q183. The mental health services and resources offered at The City meet my needs.	71%	72%	71%	53%	78%	67%	71%	71%	75%
<b>Psychological Protection</b>	78	78	79	64	82	78	79	78	77
<b>My work-related stress is manageable.</b>	63	64	64	49	81	66	64	63	64
Q18. My opinions are valued.	68%	67%	73%	44%	75%	69%	72%	69%	65%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	72%	79%	52%	75%	74%	76%	75%	71%
Q35. My direct supervisor effectively addresses inappropriate behaviour.	74%	76%	73%	53%	83%	74%	75%	73%	73%
Q44. My coworkers treat me with respect.	87%	88%	86%	73%	90%	87%	88%	87%	86%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	83%	83%	83%	59%	94%	86%	84%	82%	81%
Q70. I would report unethical behavior in my workplace if it occurs.	86%	88%	86%	71%	84%	86%	87%	87%	88%
Q178. I feel safe when interacting with other City employees/internal clients.	88%	88%	89%	70%	96%	88%	88%	88%	89%
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation.	68%	71%	67%	47%	71%	71%	68%	68%	71%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader.	75%	76%	76%	51%	65%	75%	76%	76%	76%
<b>Protection of Physical Safety</b>	83	83	84	74	86	83	84	83	83
Q32. My direct supervisor regularly reinforces safe work practices.	87%	86%	88%	72%	85%	88%	87%	87%	86%
Q33. My direct supervisor addresses unsafe working conditions.	85%	84%	86%	73%	88%	85%	85%	85%	83%
Q63. I receive information about the safety hazards of my job.	83%	82%	83%	74%	88%	80%	83%	83%	83%
Q64. I have the training to do my job safely.	88%	87%	90%	78%	91%	87%	88%	88%	89%
Q65. I have the resources to do my job safely.	84%	82%	88%	66%	90%	84%	85%	84%	85%
Q66. Safety incidents are regularly discussed to reinforce learning.	76%	76%	76%	67%	80%	74%	77%	76%	76%
Q67. I am supported to speak up about unsafe conditions.	86%	85%	87%	76%	94%	86%	85%	87%	86%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work.	95%	95%	95%	82%	96%	94%	94%	95%	95%

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 B – Detailed demographic results

	Union Status			Job Type								Years with The City					
	Total	Union	Exempt	Admin/Support	City Admin Office, COO., Gen. Mgr.	Bus. Unit Dir.	Bus. Unit Dep. Dir., Mgr.	Pro/Tech	Sprv., Tm Ldr., Frmn, Coord.	Tm Mbr., Prod., Svc., Fr-In	Trades	1 or less	1-5	6-10	11-15	16-20	More than 20
<b>Base Size</b>	7,160	5,173	1,939	608	31	38	182	2,466	1,323	2,032	301	893	1,881	1,141	1,175	1,038	756
<b>Employee Engagement</b>	78	77	80	78	76	93	85	79	79	75	73	83	78	77	76	76	76
Q10. I feel energized at work.	59%	57%	65%	59%	60%	97%	69%	62%	60%	54%	54%	73%	61%	57%	54%	56%	56%
Q11. When I'm at work, time goes by quickly.	71%	68%	80%	73%	76%	95%	92%	74%	76%	63%	60%	77%	70%	70%	69%	70%	71%
Q12. I am enthusiastic about my job.	73%	71%	78%	75%	63%	97%	85%	75%	75%	68%	67%	84%	76%	72%	69%	69%	70%
Q13. I can continue working for very long periods.	71%	70%	73%	71%	77%	95%	82%	71%	74%	68%	69%	77%	70%	70%	69%	70%	71%
Q14. I am proud of the work that I do.	86%	85%	90%	85%	83%	97%	95%	87%	88%	83%	85%	89%	86%	85%	85%	87%	87%
Q15. I feel happy when I am working hard.	85%	83%	88%	85%	77%	100%	94%	87%	87%	81%	78%	89%	85%	82%	83%	85%	85%
<b>Supervisor Relationship</b>	79	77	84	80	80	94	88	82	81	74	71	86	80	78	79	76	76
Q16. I am encouraged to use my skills and knowledge.	80%	77%	88%	79%	77%	100%	94%	84%	85%	72%	70%	88%	81%	78%	78%	79%	77%
Q17. I am supported in my career development.	67%	64%	75%	69%	67%	89%	85%	72%	72%	60%	52%	79%	69%	66%	65%	64%	65%
Q18. My opinions are valued.	68%	64%	81%	68%	73%	97%	88%	76%	74%	58%	51%	81%	70%	68%	67%	65%	65%
Q19. I have been given feedback about my job performance within the last 6 months.	69%	66%	77%	75%	73%	92%	82%	74%	68%	63%	52%	85%	72%	67%	63%	63%	63%
Q21. I have a good working relationship with my direct supervisor.	85%	84%	91%	85%	93%	100%	95%	88%	88%	81%	78%	92%	86%	86%	83%	83%	83%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	70%	85%	76%	72%	95%	92%	80%	81%	63%	60%	83%	75%	73%	74%	72%	69%
Q23. My direct supervisor clearly communicates the expectations for my job.	74%	73%	77%	79%	73%	84%	85%	77%	73%	71%	68%	82%	76%	73%	73%	72%	71%
Q24. I am able to decide how to do my job, as long as the work gets done.	80%	77%	88%	80%	83%	92%	91%	86%	86%	70%	74%	83%	80%	79%	81%	81%	82%
Q25. My direct supervisor encourages me to collaborate with my work group.	81%	78%	90%	83%	86%	97%	92%	86%	86%	72%	71%	88%	82%	81%	80%	79%	78%
Q26. My direct supervisor shows appreciation when I do a good job.	76%	74%	83%	77%	80%	100%	83%	82%	80%	68%	68%	86%	78%	75%	76%	75%	72%
Q27. My direct supervisor shares information I need to do my job.	77%	76%	82%	80%	80%	97%	83%	81%	79%	72%	70%	89%	79%	77%	75%	74%	75%
Q28. I feel that my supervisor trusts me to act in The City's best interests.	88%	87%	91%	89%	90%	97%	94%	91%	90%	84%	82%	94%	89%	87%	88%	86%	87%
Q29. I trust my direct supervisor.	80%	79%	86%	80%	90%	97%	88%	84%	82%	76%	72%	90%	83%	79%	80%	76%	76%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader.	75%	72%	84%	79%	80%	100%	90%	80%	80%	65%	65%	85%	77%	74%	73%	72%	73%
<b>Leadership Impact</b>	72	71	76	76	76	94	82	75	73	68	64	83	74	71	69	69	69
Q9. Overall, I am satisfied with the quality of my work life in my business unit.	72%	71%	75%	75%	68%	97%	80%	75%	72%	68%	68%	87%	75%	69%	68%	68%	69%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities.	80%	77%	86%	81%	83%	100%	88%	84%	81%	73%	70%	89%	81%	79%	79%	75%	77%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity.	73%	71%	80%	76%	70%	100%	88%	75%	79%	67%	70%	83%	76%	71%	69%	72%	72%
Q47. There is cooperation between the different work groups within my business unit.	64%	63%	69%	75%	70%	97%	78%	68%	63%	57%	57%	80%	67%	62%	60%	62%	59%
Q49. My business unit puts the needs of Calgarians first in all actions, plans, and decisions.	72%	71%	75%	83%	77%	97%	83%	75%	72%	66%	59%	87%	76%	68%	67%	69%	65%
Q50. My business unit communicates well with employees concerning issues that affect their job.	61%	60%	66%	69%	69%	95%	71%	66%	63%	54%	48%	80%	65%	57%	55%	59%	56%
Q52. There is a strong culture of accountability in my work group.	72%	70%	79%	80%	80%	89%	86%	77%	73%	65%	56%	84%	74%	72%	69%	68%	69%
Q53. My business unit has created a work environment that drives high performance.	62%	60%	66%	73%	77%	92%	76%	66%	59%	56%	48%	80%	65%	59%	58%	59%	52%
Q54. Senior management clearly communicates the City's goals and objectives.	59%	58%	61%	69%	63%	92%	70%	62%	57%	52%	48%	78%	63%	55%	53%	55%	50%
Q57. I would recommend the City of Calgary as an employer to a family member or friend.	83%	83%	84%	87%	83%	92%	82%	85%	83%	80%	79%	93%	87%	81%	79%	80%	78%
Q75. My business unit will act on the results of this survey.	50%	47%	58%	57%	67%	95%	80%	54%	50%	42%	36%	70%	52%	49%	45%	47%	43%
Q76. I've noticed some positive changes in my work environment since the last survey.	45%	42%	53%	50%	58%	92%	75%	46%	48%	38%	31%	76%	47%	43%	42%	44%	39%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else.	65%	63%	71%	68%	64%	97%	78%	67%	70%	59%	50%	79%	69%	64%	60%	59%	63%
<b>Role Clarity</b>	86	85	87	87	87	97	91	87	87	84	82	89	86	85	85	85	85
Q38. I see a connection between the work I do and the service my business unit provides.	84%	81%	91%	86%	80%	97%	97%	86%	89%	77%	75%	90%	84%	82%	83%	82%	82%
Q39. I feel productive in my job.	84%	83%	86%	88%	87%	100%	92%	85%	85%	82%	76%	90%	85%	82%	84%	82%	82%
Q40. I feel competent in my job.	92%	91%	94%	92%	83%	100%	96%	93%	93%	90%	92%	91%	92%	93%	93%	93%	93%
Q41. The work that I do is meaningful.	88%	86%	91%	88%	77%	100%	97%	90%	90%	84%	81%	91%	87%	86%	87%	89%	88%
Q45. I know what behaviors are expected of me.	94%	94%	96%	95%	97%	100%	97%	95%	96%	93%	92%	96%	95%	94%	95%	94%	93%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City.	92%	92%	92%	95%	87%	97%	95%	91%	92%	91%	87%	94%	92%	90%	92%	92%	91%
Q51. I am held responsible for the work that I do.	91%	90%	94%	95%	93%	100%	95%	93%	93%	88%	80%	94%	92%	90%	90%	90%	90%
Q55. I am proud to work at The City of Calgary.	86%	85%	87%	89%	83%	97%	86%	88%	84%	83%	82%	94%	89%	85%	83%	83%	81%
<b>Personal Growth</b>	73	71	78	75	76	91	83	76	76	68	63	81	75	72	72	71	71
Q20. My direct supervisor provides me with useful feedback.	71	69%	75%	73%	73%	92%	80%	75%	71%	65%	62%	82%	72%	69%	70%	67%	67%
Q34. My direct supervisor asks how I like to be recognized for a job well done.	54%	52%	61%	60%	67%	68%	63%	60%	55%	46%	38%	61%	55%	54%	54%	54%	50%
Q42. In my role, I have the opportunity to work with other City departments.	76%	70%	91%	79%	90%	100%	96%	84%	87%	61%	54%	76%	75%	76%	77%	78%	78%
Q58. I am satisfied with the career options available to me at The City of Calgary.	70%	69%	72%	74%	73%	97%	77%	70%	73%	67%	59%	84%	73%	66%	65%	66%	68%
Q61. Overall, I am satisfied with the on-the-job training I have received.	66%	64%	72%	72%	63%	100%	80%	68%	68%	62%	58%	75%	67%	65%	64%	66%	65%
Q62. Over the past year I had opportunities at work for growth and development.	66%	62%	75%	66%	60%	95%	83%	70%	71%	60%	46%	78%	70%	65%	62%	61%	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.

	Union Status				Job Type								Years with The City					
	Total	Union	Exempt	Admin/ Support	City Admin Office, COO., Gen. Mgr.	Bus. Unit Dir.	Bus. Unit Dep. Dir., Mgr.	Pro/Tech	Spvr., Tm Ldr., Frmn, Coord.	Tm Mbr., Prod., Svc., Fr-In	Trades	1 or less	1-5	6-10	11-15	16-20	More than 20	
<b>Base Size</b>	7,160	5,173	1,939	608	31	38	182	2,466	1,323	2,032	301	893	1,881	1,141	1,175	1,038	756	
<b>Team Culture</b>	79	78	82	80	81	92	85	82	80	76	74	86	80	78	78	78	77	
Q30. My efforts to live a healthy lifestyle are supported.	79%	77%	86%	81%	80%	84%	88%	85%	81%	71%	69%	90%	81%	77%	75%	78%	76%	
Q37. I trust the people I work with.	74%	71%	80%	74%	77%	95%	86%	79%	75%	67%	63%	86%	75%	73%	71%	72%	70%	
Q44. My coworkers treat me with respect.	87%	85%	91%	86%	87%	100%	93%	90%	88%	82%	85%	93%	88%	84%	86%	86%	85%	
Q46. The people I work with cooperate to get the job done.	82%	82%	85%	84%	90%	92%	87%	84%	84%	79%	81%	91%	82%	81%	81%	81%	82%	
Q59. My work arrangements are flexible enough to meet my needs.	78%	75%	84%	82%	80%	95%	87%	83%	79%	70%	67%	85%	79%	75%	76%	78%	76%	
Q60. Overall, I am satisfied with my work-life balance.	77%	77%	78%	81%	63%	86%	76%	83%	75%	72%	73%	88%	80%	75%	74%	76%	74%	
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	83%	81%	88%	84%	83%	100%	92%	85%	85%	78%	80%	93%	86%	82%	80%	80%	79%	
Q177. I feel safe when interacting with Calgarians/external clients.	74%	72%	79%	81%	89%	78%	78%	78%	74%	68%	68%	85%	75%	72%	71%	74%	72%	
Q178. I feel safe when interacting with other City employees/internal clients.	88%	87%	91%	90%	90%	95%	93%	91%	89%	85%	82%	95%	89%	88%	86%	88%	85%	
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation.	68%	66%	75%	71%	67%	92%	77%	72%	72%	62%	62%	83%	71%	66%	63%	65%	67%	
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.).	76%	74%	83%	79%	75%	95%	85%	79%	81%	71%	64%	82%	76%	74%	76%	77%	77%	
Q183. The mental health services and resources offered at The City meet my needs.	71%	69%	76%	73%	78%	92%	76%	74%	75%	65%	68%	84%	72%	68%	65%	70%	66%	
<b>Safety Climate</b>	83	82	87	84	83	96	91	85	86	80	80	89	84	83	83	82	82	
Q31. When I've had a personal or health issue, my direct supervisor has supported me.	87%	85%	93%	87%	89%	97%	96%	92%	90%	81%	75%	94%	88%	86%	87%	85%	85%	
Q32. My direct supervisor regularly reinforces safe work practices.	87%	85%	91%	88%	85%	97%	97%	90%	89%	81%	79%	94%	87%	86%	85%	85%	85%	
Q33. My direct supervisor addresses unsafe working conditions.	85%	82%	91%	86%	85%	97%	96%	88%	88%	78%	77%	93%	85%	83%	84%	83%	84%	
Q35. My direct supervisor effectively addresses inappropriate behaviour.	74%	71%	81%	76%	73%	92%	82%	78%	76%	68%	65%	86%	75%	73%	71%	71%	72%	
Q56. The City offers programs and services to support my health and well-being.	81%	80%	86%	84%	76%	95%	87%	84%	82%	77%	77%	90%	83%	77%	79%	80%	80%	
Q63. I receive information about the safety hazards of my job.	83%	81%	88%	85%	89%	97%	89%	86%	87%	76%	74%	90%	82%	82%	81%	81%	81%	
Q64. I have the training to do my job safely.	88%	86%	93%	91%	81%	100%	98%	90%	90%	83%	81%	94%	88%	86%	87%	87%	89%	
Q65. I have the resources to do my job safely.	84%	82%	91%	92%	86%	100%	94%	90%	85%	76%	77%	93%	86%	82%	83%	83%	81%	
Q66. Safety incidents are regularly discussed to reinforce learning.	76%	73%	82%	78%	74%	95%	89%	78%	81%	67%	79%	84%	74%	75%	75%	76%	75%	
Q67. I am supported to speak up about unsafe conditions.	86%	84%	92%	88%	86%	100%	96%	89%	90%	78%	82%	94%	86%	86%	85%	85%	84%	
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work.	95%	94%	97%	95%	96%	100%	99%	96%	97%	91%	94%	98%	95%	95%	94%	95%	93%	
Q70. I would report unethical behavior in my workplace if it occurs.	86%	85%	90%	87%	86%	100%	93%	88%	89%	83%	81%	93%	87%	87%	85%	85%	83%	
Q71. Ethics and the Code of Conduct are discussed in my workplace.	76%	74%	81%	80%	72%	95%	89%	76%	82%	69%	70%	83%	75%	77%	74%	75%	73%	
<b>Employee Satisfaction Elements</b>																		
Q1. I know and understand the current objectives of my business unit.	73%	71%	79%	77%	71%	100%	88%	73%	76%	69%	66%	80%	75%	74%	69%	71%	70%	
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly.	81%	79%	87%	80%	77%	95%	91%	86%	83%	77%	75%	90%	83%	81%	80%	80%	79%	
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job.	66%	66%	67%	74%	77%	82%	72%	69%	62%	64%	63%	78%	67%	64%	63%	66%	62%	
Q4. I am meaningfully involved in decisions that affect my job and me.	57%	53%	68%	60%	65%	92%	83%	60%	65%	46%	45%	70%	58%	56%	53%	55%	56%	
Q5. Overall, I am satisfied with development opportunities and/or training.	62%	59%	71%	65%	65%	92%	87%	64%	68%	56%	50%	75%	64%	61%	58%	59%	62%	
Q6. I am truly appreciated for the contribution I make to my business unit.	65%	63%	72%	68%	68%	97%	81%	69%	66%	60%	54%	82%	68%	63%	61%	60%	62%	
Q7. I am sufficiently rewarded (e.g. praise for work well done, cheers cards, individual/group recognition - excluding pay) for the effort that I put into my job.	59%	57%	67%	65%	65%	95%	73%	65%	61%	51%	46%	74%	63%	57%	56%	56%	55%	
Q8. My work related stress is manageable.	63%	64%	61%	67%	55%	79%	59%	68%	56%	62%	63%	83%	67%	59%	57%	60%	57%	
<b>Employee Engagement Outcomes</b>																		
Q9. Overall, I am satisfied with the quality of my work life in my business unit.	72%	71%	75%	75%	68%	97%	80%	75%	72%	68%	68%	87%	75%	69%	68%	68%	69%	
Q55. I am proud to work at The City of Calgary.	86%	85%	87%	89%	83%	97%	86%	88%	84%	83%	82%	94%	89%	85%	83%	83%	81%	
Q57. I would recommend The City of Calgary as an employer to a family member or friend.	83%	83%	84%	87%	83%	92%	82%	85%	83%	80%	79%	93%	87%	81%	79%	80%	78%	
<b>Inclusion</b>	77	76	81	79	79	94	85	80	79	73	70	85	79	77	76	75	75	
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	70%	85%	76%	72%	95%	92%	80%	81%	63%	60%	83%	75%	73%	74%	72%	69%	
Q34. My direct supervisor asks how I like to be recognized for a job well done.	54%	52%	61%	60%	67%	68%	63%	60%	55%	46%	38%	61%	55%	54%	54%	54%	50%	
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities.	80%	77%	86%	81%	83%	100%	88%	84%	81%	73%	70%	89%	81%	79%	79%	75%	77%	
Q44. My coworkers treat me with respect.	87%	85%	91%	86%	87%	100%	93%	90%	88%	82%	85%	93%	88%	86%	86%	86%	85%	
Q57. I would recommend The City of Calgary as an employer to a family member or friend.	83%	83%	84%	87%	83%	92%	82%	85%	83%	80%	79%	93%	87%	81%	79%	80%	78%	
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	83%	81%	88%	84%	83%	100%	92%	85%	85%	78%	80%	93%	86%	82%	80%	80%	79%	
Q73. Human rights are discussed in my workplace.	64%	61%	72%	69%	55%	89%	80%	65%	69%	57%	58%	73%	64%	66%	62%	63%	62%	
Q74. The City creates an environment that values diverse perspectives, talents and experiences and other diversity dimensions (such as gender, race, culture, age).	80%	78%	83%	81%	80%	97%	86%	82%	82%	76%	71%	91%	82%	79%	75%	78%	77%	
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else.	65%	63%	71%	68%	64%	97%	78%	67%	70%	59%	50%	79%	69%	64%	60%	59%	63%	
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.).	76%	74%	83%	79%	75%	95%	85%	79%	81%	71%	64%	82%	76%	74%	76%	76%	77%	
<b>4 Cs Framework</b>																		
Character	82	81	86	83	86	95	89	85	84	79	76	89	84	82	81	80	80	
Competence	78	77	81	81	80	94	86	80	80	76	72	85	80	77	76	77	77	
Commitment	81	80	83	82	81	96	89	82	82	78	76	87	82	80	79	79	79	
Collaboration	78	76	84	80	83	94	88	82	82	72	70	85	79	78	77	77	77	

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 B – Detailed demographic results

	Union Status			Job Type								Years with The City					
	Total	Union	Exempt	Admin/ Support	City Admin Office, COO., Gen. Mgr.	Bus. Unit Dir.	Bus. Unit Dep. Dir., Mgr.	Pro/Tech	Sprv., Tm Ldr., Frmn, Coord.	Tm Mbr., Prod., Svc., Fr-In	Trades	1 or less	1-5	6-10	11-15	16-20	More than 20
<b>Base Size</b>	7,160	5,173	1,939	608	31	38	182	2,466	1,323	2,032	301	893	1,881	1,141	1,175	1,038	756
<b>Mental Health</b>	78	77	82	79	79	94	86	80	74	72	85	79	77	77	76	76	76
<b>Psychological Support</b>	83	82	88	84	85	97	91	86	86	80	76	89	84	83	83	81	82
Q21. I have a good working relationship with my direct supervisor.	85%	84%	91%	85%	93%	100%	95%	88%	88%	81%	78%	92%	86%	85%	86%	83%	83%
Q31. When I've had a personal or health issue, my direct supervisor has supported me.	87%	85%	93%	87%	89%	97%	96%	92%	90%	81%	75%	94%	88%	86%	87%	85%	85%
Q72. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation.	79%	76%	85%	82%	80%	100%	90%	80%	83%	73%	70%	87%	79%	78%	77%	78%	77%
<b>Organizational Culture</b>	79	78	82	80	82	94	86	81	80	75	73	87	80	78	77	77	76
Q8. Overall, I am satisfied with the quality of my work life in my business unit.	72%	71%	75%	75%	68%	97%	80%	75%	72%	68%	68%	87%	75%	69%	68%	68%	69%
Q25. My direct supervisor encourages me to collaborate with my work group.	81%	78%	90%	83%	86%	97%	92%	86%	86%	72%	71%	88%	82%	81%	80%	79%	78%
Q28. I feel that my supervisor trusts me to act in The City's best interests.	88%	87%	91%	89%	90%	97%	94%	91%	90%	84%	82%	94%	89%	87%	88%	86%	87%
Q29. I trust my direct supervisor.	80%	79%	86%	80%	90%	97%	88%	84%	82%	76%	72%	90%	83%	79%	80%	76%	76%
Q35. My direct supervisor effectively addresses inappropriate behaviour.	74%	71%	81%	76%	73%	92%	82%	78%	76%	68%	65%	86%	75%	73%	71%	71%	72%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities.	80%	77%	86%	81%	83%	100%	88%	84%	81%	73%	70%	89%	81%	79%	79%	75%	77%
Q37. I trust the people I work with.	74%	71%	80%	74%	77%	95%	88%	79%	75%	67%	63%	86%	75%	73%	72%	72%	70%
Q45. I know what behaviors are expected of me.	94%	94%	96%	95%	97%	100%	97%	95%	96%	93%	92%	96%	95%	94%	94%	93%	93%
Q46. The people I work with cooperate to get the job done.	82%	82%	85%	84%	90%	92%	87%	84%	84%	79%	81%	91%	82%	81%	81%	81%	82%
Q47. There is cooperation between the different work groups within my business unit.	64%	63%	69%	75%	70%	97%	78%	68%	63%	57%	57%	80%	67%	62%	60%	59%	59%
Q52. There is a strong culture of accountability in my work group.	72%	70%	79%	80%	80%	89%	86%	77%	73%	65%	56%	84%	74%	72%	69%	68%	69%
Q70. I would report unethical behavior in my workplace if it occurs.	86%	85%	90%	87%	86%	100%	93%	88%	89%	83%	81%	93%	87%	87%	85%	85%	83%
Q74. The City creates an environment that values diverse perspectives, talents and experiences and other diversity dimensions (such as gender, race, culture, age).	80%	78%	83%	81%	80%	97%	86%	82%	82%	76%	71%	91%	82%	79%	75%	78%	77%
Q76. I've noticed some positive changes in my work environment since the last survey.	45%	42%	53%	50%	58%	92%	75%	46%	48%	38%	31%	76%	47%	43%	42%	44%	39%
<b>Clear Leadership &amp; Expectations</b>	77	75	80	79	78	93	85	78	78	73	70	84	78	76	75	75	74
Q1. I know and understand the current objectives of my business unit.	73%	71%	79%	77%	71%	100%	88%	73%	76%	69%	66%	80%	75%	74%	69%	71%	70%
Q19. I have been given feedback about my job performance within the last 6 months.	69%	66%	77%	75%	73%	92%	82%	74%	68%	63%	52%	85%	72%	67%	67%	63%	63%
Q20. My direct supervisor provides me with useful feedback.	71%	69%	75%	73%	73%	92%	80%	75%	71%	65%	62%	82%	72%	69%	70%	67%	67%
Q23. My direct supervisor clearly communicates the expectations for my job.	74%	73%	77%	79%	73%	84%	85%	77%	73%	71%	68%	82%	76%	73%	72%	71%	71%
Q27. My direct supervisor shares information I need to do my job.	77%	76%	82%	80%	80%	97%	83%	81%	79%	72%	70%	89%	79%	77%	75%	74%	75%
Q45. I know what behaviors are expected of me.	94%	94%	96%	95%	97%	100%	97%	95%	96%	93%	92%	96%	95%	94%	94%	93%	93%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City.	92%	92%	92%	95%	87%	97%	95%	91%	92%	91%	87%	94%	92%	90%	92%	92%	91%
Q50. My business unit communicates well with employees concerning issues that affect their job.	61%	60%	66%	69%	69%	95%	71%	66%	63%	54%	48%	80%	65%	57%	55%	56%	56%
Q54. Senior management clearly communicates the City's goals and objectives.	59%	58%	61%	69%	63%	92%	70%	62%	57%	52%	48%	78%	63%	55%	53%	55%	50%
Q71. Ethics and the Code of Conduct are discussed in my workplace.	76%	74%	81%	80%	72%	95%	89%	76%	82%	69%	70%	83%	75%	77%	74%	75%	73%
Q73. Human rights are discussed in my workplace.	64%	61%	72%	69%	55%	89%	80%	65%	69%	57%	58%	73%	64%	66%	62%	63%	62%
<b>Civility &amp; Respect</b>	82	80	85	82	84	95	88	84	83	78	77	89	83	81	81	80	80
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly.	81%	79%	87%	80%	77%	95%	91%	86%	83%	77%	75%	90%	83%	81%	80%	80%	79%
Q35. My direct supervisor effectively addresses inappropriate behaviour.	74%	71%	81%	76%	73%	92%	82%	78%	76%	68%	65%	86%	75%	73%	71%	72%	72%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities.	80%	77%	86%	81%	83%	100%	88%	84%	81%	73%	70%	89%	81%	79%	79%	75%	77%
Q44. My coworkers treat me with respect.	87%	85%	91%	86%	87%	100%	93%	90%	88%	82%	85%	93%	88%	84%	86%	85%	85%
Q46. The people I work with cooperate to get the job done.	82%	82%	85%	84%	90%	92%	87%	84%	84%	79%	81%	91%	82%	81%	81%	81%	82%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	83%	81%	88%	84%	83%	100%	92%	85%	85%	78%	80%	93%	86%	82%	80%	80%	79%
Q70. I would report unethical behavior in my workplace if it occurs.	86%	85%	90%	87%	86%	100%	93%	88%	89%	83%	81%	93%	87%	85%	85%	85%	83%
<b>Psychological Competencies &amp; Requirements</b>	79	77	83	80	81	95	86	81	81	75	72	86	80	78	78	77	77
Q16. I am encouraged to use my skills and knowledge.	80%	77%	88%	79%	77%	100%	94%	84%	85%	72%	70%	88%	81%	78%	78%	79%	77%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	70%	85%	76%	72%	95%	92%	80%	81%	63%	60%	83%	75%	74%	72%	69%	69%
Q29. I trust my direct supervisor.	80%	79%	86%	80%	90%	97%	88%	84%	82%	76%	72%	90%	83%	79%	80%	76%	76%
Q37. I trust the people I work with.	74%	71%	80%	74%	77%	95%	86%	79%	75%	67%	63%	86%	75%	73%	71%	72%	70%
Q44. My coworkers treat me with respect.	87%	85%	91%	86%	87%	100%	93%	90%	88%	82%	85%	93%	88%	84%	86%	86%	85%
Q46. The people I work with cooperate to get the job done.	82%	82%	85%	84%	90%	92%	87%	84%	84%	79%	81%	91%	82%	81%	81%	81%	82%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else.	65%	63%	71%	68%	64%	97%	78%	67%	70%	59%	50%	79%	69%	64%	60%	59%	63%
<b>Growth &amp; Development</b>	75	73	80	76	75	93	85	78	78	70	64	83	76	73	72	73	73
Q5. Overall, I am satisfied with development opportunities and/or training.	62%	59%	71%	65%	65%	92%	87%	64%	68%	56%	50%	75%	64%	61%	58%	59%	62%
Q17. I am supported in my career development.	67%	64%	75%	69%	67%	89%	85%	72%	72%	60%	52%	79%	69%	66%	65%	64%	65%
Q19. I have been given feedback about my job performance within the last 6 months.	69%	66%	77%	75%	73%	92%	82%	74%	68%	63%	52%	85%	72%	67%	67%	63%	63%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	70%	85%	76%	72%	95%	92%	80%	81%	63%	60%	83%	75%	73%	74%	72%	69%
Q42. In my role, I have the opportunity to work with other City departments.	76%	70%	81%	79%	90%	100%	96%	84%	87%	61%	54%	76%	75%	76%	78%	77%	78%
Q58. I am satisfied with the career options available to me at The City of Calgary.	70%	69%	72%	74%	73%	97%	77%	70%	73%	67%	59%	84%	73%	66%	65%	65%	68%
Q60. Overall, I am satisfied with my work-life balance.	77%	77%	78%	81%	63%	86%	76%	83%	75%	72%	73%	88%	80%	75%	74%	76%	74%
Q62. Over the past year I had opportunities at work for growth and development.	66%	62%	75%	66%	60%	95%	83%	70%	71%	60%	46%	78%	70%	65%	62%	61%	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.

	Union Status			Job Type								Years with The City					
	Total	Union	Exempt	Admin/ Support	City Admin Office, COO., Gen. Mgr.	Bus. Unit Dir.	Bus. Unit Dep. Dir., Mgr.	Pro/Tech	Spvr., Tm Ldr., Frmnn, Coord.	Tm Mbr., Prod., Svc., Fr-In	Trades	1 or less	1-5	6-10	11-15	16-20	More than 20
<b>Base Size</b>	7,160	5,173	1,939	608	31	38	182	2,466	1,323	2,032	301	893	1,881	1,141	1,175	1,038	756
<b>Recognition &amp; Reward</b>	71	69	77	74	75	91	80	75	73	66	62	80	73	70	70	69	68
Q6. I am truly appreciated for the contribution I make to my business unit.	65%	63%	72%	68%	68%	97%	81%	69%	66%	60%	54%	82%	68%	63%	61%	60%	62%
Q7. I am sufficiently rewarded (e.g. praise for work well done, cheers cards, individual/group recognition - excluding pay) for the effort that I put into my job.	59%	57%	67%	65%	65%	95%	73%	65%	61%	51%	46%	74%	63%	57%	55%	56%	55%
Q26. My direct supervisor shows appreciation when I do a good job.	76%	74%	83%	77%	80%	100%	83%	82%	80%	68%	68%	86%	78%	75%	76%	75%	72%
Q34. My direct supervisor asks how I like to be recognized for a job well done.	54%	52%	61%	60%	67%	68%	63%	60%	55%	46%	38%	61%	55%	54%	54%	54%	50%
<b>Involvement &amp; Influence</b>	74	72	80	76	75	95	86	78	78	68	66	82	75	74	72	72	72
Q4. I am meaningfully involved in decisions that affect my job and me.	57%	53%	68%	60%	65%	92%	83%	60%	65%	46%	45%	70%	58%	56%	53%	55%	56%
Q18. My opinions are valued.	68%	64%	81%	68%	73%	97%	88%	76%	74%	58%	51%	81%	70%	68%	67%	65%	65%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	70%	85%	76%	72%	95%	92%	80%	81%	63%	60%	83%	75%	73%	74%	72%	69%
Q24. I am able to decide how to do my job, as long as the work gets done.	80%	77%	88%	80%	83%	92%	91%	86%	86%	70%	74%	83%	80%	79%	81%	82%	82%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity.	73%	71%	80%	76%	70%	100%	88%	75%	79%	67%	70%	83%	76%	71%	69%	72%	72%
Q50. My business unit communicates well with employees concerning issues that affect their job.	61%	60%	66%	69%	69%	95%	71%	66%	63%	54%	48%	80%	65%	57%	55%	59%	56%
<b>Workload Management</b>	79	78	83	81	82	93	86	82	81	74	73	84	80	78	78	78	78
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job.	66%	66%	67%	74%	77%	82%	72%	69%	62%	64%	63%	78%	67%	64%	63%	66%	62%
Q24. I am able to decide how to do my job, as long as the work gets done.	80%	77%	88%	80%	83%	92%	91%	86%	86%	70%	74%	83%	80%	79%	81%	81%	82%
Q39. I feel productive in my job.	84%	83%	86%	88%	87%	100%	92%	85%	85%	85%	82%	76%	90%	85%	82%	82%	82%
Q42. In my role, I have the opportunity to work with other City departments.	76%	70%	91%	79%	90%	100%	96%	84%	87%	61%	54%	76%	75%	76%	78%	77%	78%
Q59. My work arrangements are flexible enough to meet my needs.	78%	75%	84%	82%	80%	95%	87%	83%	79%	70%	67%	85%	79%	75%	76%	78%	76%
Q60. Overall, I am satisfied with my work-life balance.	77%	77%	78%	81%	63%	86%	76%	83%	75%	72%	73%	88%	80%	75%	74%	76%	74%
<b>Psychological Engagement</b>	80	79	82	80	78	94	86	81	81	77	76	85	80	79	78	78	78
Q10. I feel energized at work.	59%	57%	65%	59%	60%	97%	69%	62%	60%	54%	54%	73%	61%	57%	54%	56%	56%
Q11. When I'm at work, time goes by quickly.	71%	68%	80%	73%	76%	95%	92%	74%	76%	63%	60%	77%	70%	70%	69%	70%	71%
Q12. I am enthusiastic about my job.	73%	71%	78%	75%	63%	97%	85%	75%	75%	68%	67%	84%	76%	72%	69%	69%	70%
Q13. I can continue working for very long periods.	71%	70%	73%	71%	77%	95%	82%	71%	74%	68%	69%	77%	70%	70%	69%	70%	71%
Q14. I am proud of the work that I do.	86%	85%	90%	85%	83%	97%	95%	87%	88%	83%	85%	89%	86%	85%	85%	87%	87%
Q15. I feel happy when I am working hard.	85%	83%	88%	85%	77%	100%	94%	87%	87%	81%	78%	89%	85%	82%	83%	85%	85%
Q41. The work that I do is meaningful.	88%	86%	91%	88%	77%	100%	97%	90%	90%	84%	81%	91%	87%	86%	87%	89%	88%
Q55. I am proud to work at The City of Calgary.	86%	85%	87%	89%	83%	97%	86%	88%	84%	83%	82%	94%	89%	85%	83%	83%	81%
<b>Balance</b>	78	77	82	79	78	90	84	81	80	74	73	85	79	77	77	77	77
Q30. My efforts to live a healthy lifestyle are supported.	79%	77%	86%	81%	80%	84%	88%	85%	81%	71%	69%	90%	81%	77%	75%	78%	76%
Q59. My work arrangements are flexible enough to meet my needs.	78%	75%	84%	82%	80%	95%	87%	83%	79%	70%	67%	85%	79%	75%	76%	78%	76%
Q60. Overall, I am satisfied with my work-life balance.	77%	77%	78%	81%	63%	86%	76%	83%	75%	72%	73%	88%	80%	75%	74%	76%	74%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.).	76%	74%	83%	79%	75%	95%	85%	79%	81%	71%	64%	82%	76%	76%	74%	76%	77%
Q183. The mental health services and resources offered at The City meet my needs.	71%	69%	76%	73%	78%	92%	76%	74%	75%	65%	68%	84%	72%	68%	69%	70%	66%
<b>Psychological Protection</b>	78	76	82	79	79	93	85	81	80	74	72	86	79	77	76	76	76
<b>My work-related stress is manageable.</b>	63	64	61	67	55	79	59	68	56	62	63	83	67	59	57	60	57
Q18. My opinions are valued.	68%	64%	81%	68%	73%	97%	88%	76%	74%	58%	51%	81%	70%	68%	67%	65%	65%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	70%	85%	76%	72%	95%	92%	80%	81%	63%	60%	83%	75%	73%	74%	72%	69%
Q35. My direct supervisor effectively addresses inappropriate behaviour.	74%	71%	81%	76%	73%	92%	82%	78%	76%	68%	65%	86%	75%	73%	71%	71%	72%
Q44. My coworkers treat me with respect.	87%	85%	91%	86%	87%	100%	93%	90%	88%	82%	85%	93%	88%	84%	86%	86%	85%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	83%	81%	88%	84%	83%	100%	92%	85%	85%	78%	80%	93%	86%	82%	80%	80%	79%
Q70. I would report unethical behavior in my workplace if it occurs.	86%	85%	90%	87%	86%	100%	93%	88%	89%	83%	81%	93%	87%	87%	85%	85%	83%
Q178. I feel safe when interacting with other City employees/internal clients.	88%	87%	91%	90%	90%	95%	93%	91%	89%	85%	82%	95%	89%	89%	86%	88%	85%
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation.	66%	66%	75%	71%	67%	92%	77%	72%	72%	62%	62%	83%	71%	66%	63%	65%	67%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader.	75%	72%	84%	79%	80%	100%	90%	80%	80%	65%	65%	85%	77%	74%	73%	72%	73%
<b>Protection of Physical Safety</b>	83	82	86	84	83	96	91	85	85	79	80	88	83	82	83	82	82
Q32. My direct supervisor regularly reinforces safe work practices.	87%	85%	91%	88%	85%	97%	97%	90%	89%	81%	79%	94%	87%	85%	86%	85%	85%
Q33. My direct supervisor addresses unsafe working conditions.	85%	82%	91%	86%	85%	97%	96%	88%	88%	78%	77%	93%	85%	83%	84%	83%	84%
Q63. I receive information about the safety hazards of my job.	83%	81%	88%	85%	89%	97%	89%	86%	87%	76%	74%	90%	82%	82%	81%	81%	81%
Q64. I have the training to do my job safely.	88%	86%	93%	91%	81%	100%	98%	90%	90%	83%	81%	94%	88%	86%	87%	87%	89%
Q65. I have the resources to do my job safely.	84%	82%	91%	92%	86%	100%	94%	90%	85%	76%	77%	93%	86%	82%	83%	83%	81%
Q66. Safety Incidents are regularly discussed to reinforce learning.	76%	73%	82%	78%	74%	95%	89%	78%	81%	67%	79%	84%	74%	75%	76%	75%	75%
Q67. I am supported to speak up about unsafe conditions.	86%	84%	92%	88%	86%	100%	96%	89%	90%	78%	82%	94%	86%	86%	85%	85%	84%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work.	95%	94%	97%	95%	96%	100%	99%	96%	97%	91%	94%	98%	95%	95%	94%	95%	93%

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.

	2SLGBTQIA+		Indigenous		Disability		Neurodiversity		Born in Canada		Ethnicity												
	Total	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Arab	Black	Chinese	Filipino	Japanese	Korean	Latin American	South Asian	South-east Asian	West Asian	White	Other
<b>Base Size</b>	7,160	504	6,369	225	6,741	648	6,292	903	5,951	4,607	2,369	86	342	554	222	40	52	209	690	104	57	4,246	323
<b>Employee Engagement</b>	78	76	78	75	78	72	78	73	78	76	82	77	84	79	80	76	79	78	82	75	80	76	75
Q10. I feel energized at work.	59%	55%	60%	48%	60%	43%	61%	48%	61%	53%	71%	64%	79%	69%	68%	68%	67%	66%	71%	62%	68%	54%	50%
Q11. When I'm at work, time goes by quickly.	71%	66%	71%	62%	71%	59%	72%	59%	73%	66%	79%	69%	80%	80%	78%	70%	71%	71%	79%	73%	77%	68%	63%
Q12. I am enthusiastic about my job.	73%	72%	74%	65%	74%	62%	75%	64%	75%	69%	82%	77%	85%	78%	81%	72%	75%	75%	84%	74%	81%	70%	68%
Q13. I can continue working for very long periods.	71%	70%	71%	68%	71%	62%	72%	64%	72%	69%	74%	65%	78%	72%	68%	79%	75%	68%	75%	66%	75%	70%	67%
Q14. I am proud of the work that I do.	86%	83%	87%	83%	87%	81%	87%	82%	87%	84%	90%	88%	95%	88%	91%	85%	88%	88%	90%	79%	84%	85%	80%
Q15. I feel happy when I am working hard.	85%	82%	85%	81%	85%	77%	86%	80%	86%	83%	88%	86%	91%	85%	88%	78%	79%	83%	90%	81%	84%	84%	81%
<b>Supervisor Relationship</b>	79	77	79	74	79	71	80	75	80	78	81	76	84	83	81	78	79	78	79	78	78	79	73
Q16. I am encouraged to use my skills and knowledge.	80%	79%	80%	69%	80%	69%	81%	74%	81%	79%	82%	78%	85%	87%	85%	79%	78%	81%	77%	82%	77%	80%	67%
Q17. I am supported in my career development.	67%	63%	68%	61%	68%	54%	69%	59%	69%	67%	70%	61%	73%	75%	75%	59%	74%	65%	67%	71%	63%	68%	58%
Q18. My opinions are valued.	68%	65%	70%	57%	69%	57%	70%	61%	71%	67%	72%	68%	75%	76%	75%	68%	76%	68%	69%	73%	70%	69%	54%
Q19. I have been given feedback about my job performance within the last 6 months.	69%	65%	70%	63%	69%	61%	70%	66%	70%	67%	73%	64%	76%	79%	75%	55%	76%	63%	72%	74%	67%	68%	64%
Q21. I have a good working relationship with my direct supervisor.	85%	82%	86%	80%	86%	78%	87%	81%	87%	85%	88%	81%	91%	89%	87%	90%	86%	84%	87%	86%	85%	79%	86%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	74%	75%	63%	75%	62%	76%	67%	76%	72%	78%	69%	81%	83%	76%	69%	78%	72%	74%	73%	74%	62%	
Q23. My direct supervisor clearly communicates the expectations for my job.	74%	70%	75%	71%	75%	64%	76%	66%	76%	72%	80%	72%	83%	82%	82%	72%	82%	77%	76%	75%	71%	73%	69%
Q24. I am able to decide how to do my job, as long as the work gets done.	80%	78%	81%	71%	81%	71%	82%	75%	82%	79%	83%	73%	82%	87%	82%	77%	86%	78%	81%	82%	80%	80%	69%
Q25. My direct supervisor encourages me to collaborate with my work group.	81%	78%	82%	71%	82%	69%	83%	75%	82%	80%	83%	79%	87%	87%	84%	74%	88%	80%	79%	76%	80%	81%	73%
Q26. My direct supervisor shows appreciation when I do a good job.	76%	72%	77%	68%	77%	65%	78%	69%	78%	75%	80%	69%	84%	82%	80%	79%	80%	78%	76%	72%	73%	76%	70%
Q27. My direct supervisor shares information I need to do my job.	77%	73%	78%	69%	78%	66%	79%	70%	79%	76%	82%	74%	86%	83%	81%	74%	76%	80%	78%	72%	70%	77%	71%
Q28. I feel that my supervisor trusts me to act in The City's best interests.	88%	85%	89%	83%	88%	82%	89%	85%	89%	88%	89%	85%	90%	91%	87%	92%	86%	89%	88%	85%	88%	89%	79%
Q29. I trust my direct supervisor.	80%	76%	81%	75%	81%	69%	82%	75%	82%	79%	84%	75%	86%	85%	86%	79%	84%	83%	83%	80%	80%	80%	71%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader.	75%	70%	76%	67%	76%	60%	77%	66%	77%	73%	79%	81%	80%	78%	78%	78%	71%	76%	78%	70%	66%	74%	66%
<b>Leadership Impact</b>	72	70	73	67	73	63	74	66	74	70	77	73	82	77	79	72	77	73	77	72	71	71	65
Q9. Overall, I am satisfied with the quality of my work life in my business unit.	72%	69%	73%	65%	73%	59%	74%	65%	74%	70%	77%	70%	83%	78%	77%	75%	75%	76%	74%	77%	70%	72%	60%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities.	80%	75%	80%	71%	80%	67%	81%	74%	81%	79%	82%	73%	89%	84%	83%	74%	78%	81%	78%	79%	71%	79%	69%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity.	73%	70%	74%	63%	74%	58%	76%	63%	76%	70%	81%	77%	87%	82%	77%	79%	75%	78%	76%	73%	72%	64%	
Q47. There is cooperation between the different work groups within my business unit.	64%	63%	65%	54%	65%	52%	66%	54%	67%	57%	59%	75%	71%	80%	76%	74%	51%	73%	58%	74%	69%	56%	60%
Q49. My business unit puts the needs of Calgarians first in all actions, plans, and decisions.	72%	67%	73%	63%	73%	58%	74%	61%	74%	67%	82%	71%	87%	83%	87%	65%	81%	74%	82%	74%	68%	63%	
Q50. My business unit communicates well with employees concerning issues that affect their job.	61%	56%	62%	52%	62%	48%	64%	51%	64%	56%	73%	65%	81%	72%	78%	50%	67%	65%	72%	66%	62%	57%	56%
Q52. There is a strong culture of accountability in my work group.	72%	69%	73%	61%	73%	61%	74%	64%	74%	68%	81%	76%	86%	81%	79%	69%	81%	75%	80%	70%	65%	69%	66%
Q53. My business unit has created a work environment that drives high performance.	62%	58%	63%	57%	62%	48%	64%	52%	64%	57%	73%	69%	80%	71%	76%	62%	71%	64%	72%	66%	64%	58%	54%
Q54. Senior management clearly communicates the City's goals and objectives.	59%	53%	60%	50%	59%	47%	61%	50%	61%	53%	70%	65%	80%	68%	77%	45%	73%	62%	68%	62%	57%	54%	49%
Q57. I would recommend The City of Calgary as an employer to a family member or friend.	83%	81%	83%	74%	84%	73%	84%	78%	84%	80%	89%	85%	93%	88%	93%	75%	88%	87%	87%	81%	82%	69%	
Q75. My business unit will act on the results of this survey.	50%	44%	51%	41%	51%	35%	52%	38%	52%	44%	63%	56%	70%	63%	68%	45%	58%	55%	63%	56%	45%	42%	
Q76. I've noticed some positive changes in my work environment since the last survey.	45%	37%	46%	35%	46%	30%	47%	32%	47%	39%	56%	58%	64%	56%	66%	39%	51%	42%	55%	48%	40%	35%	
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else.	65%	63%	66%	59%	66%	47%	68%	53%	67%	63%	70%	59%	69%	71%	73%	69%	60%	63%	67%	57%	65%	53%	
<b>Role Clarity</b>	86	85	86	83	86	82	86	83	86	85	88	86	91	87	88	82	86	88	88	81	85	85	83
Q38. I see a connection between the work I do and the service my business unit provides.	84%	82%	84%	78%	84%	77%	85%	80%	85%	82%	87%	85%	92%	87%	85%	68%	77%	83%	87%	82%	70%	83%	77%
Q39. I feel productive in my job.	84%	81%	84%	81%	84%	74%	85%	76%	86%	81%	89%	86%	92%	88%	91%	85%	83%	87%	88%	82%	77%	83%	77%
Q40. I feel competent in my job.	92%	91%	92%	88%	92%	88%	92%	89%	92%	92%	93%	92%	94%	93%	89%	92%	90%	94%	92%	85%	96%	92%	91%
Q41. The work that I do is meaningful.	88%	86%	88%	85%	88%	80%	89%	81%	89%	85%	93%	89%	94%	91%	93%	82%	84%	91%	91%	83%	84%	86%	83%
Q45. I know what behaviors are expected of me.	94%	93%	95%	93%	95%	91%	95%	92%	95%	94%	96%	95%	96%	96%	95%	88%	92%	94%	96%	91%	96%	95%	89%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City.	92%	91%	92%	88%	92%	87%	92%	88%	92%	91%	94%	92%	94%	94%	91%	80%	90%	93%	94%	87%	81%	91%	90%
Q51. I am held responsible for the work that I do.	91%	92%	91%	85%	91%	88%	91%	87%	92%	89%	95%	88%	96%	95%	93%	88%	90%	94%	95%	89%	93%	89%	85%
Q55. I am proud to work at The City of Calgary.	86%	85%	86%	82%	86%	78%	87%	82%	87%	83%	92%	87%	96%	92%	93%	74%	90%	88%	93%	89%	81%	84%	76%
<b>Personal Growth</b>	73	72	74	67	74	64	75	67	74	72	77	71	81	78	79	72	76	73	75	73	72	72	67
Q20. My direct supervisor provides me with useful feedback.	71%	66%	72%	68%	71%	62%	72%	64%	72%	69%	75%	69%	79%	78%	76%	64%	75%	69%	73%	72%	69%	70%	65%
Q34. My direct supervisor asks how I like to be recognized for a job well done.	54%	51%	55%	45%	55%	40%	56%	45%	56%	51%	62%	57%	65%	66%	63%	51%	72%	55%	59%	60%	60%	60%	47%
Q42. In my role, I have the opportunity to work with other City departments.	76%	73%	77%	63%	77%	65%	78%	67%	78%	73%	82%	80%	84%	83%	83%	68%	75%	76%	80%	78%	74%	69%	
Q58. I am satisfied with the career options available to me at The City of Calgary.	70%	68%	70%	63%	70%	53%	72%	59%	72%	67%	75%	69%	80%	76%	81%	65%	69%	78%	72%	67%	69%	56%	
Q61. Overall, I am satisfied with the on-the-job training I have received.	66%	65%	67%	58%	67%	52%	68%	54%	68%	63%	72%	63%	79%	73%	75%	62%	76%	66%	70%	67%	61%	65%	59%
Q62. Over the past year I had opportunities at work for growth and development.	66%	66%	67%	56%	67%	52%	68%	59%	68%	64%	70%	63%	75%	74%	76%	70%	72%	62%	66%	66%	62%	66%	52%

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 B – Detailed demographic results

	2SLGBTQIA+		Indigenous		Disability		Neurodiversity		Born in Canada		Ethnicity													
	Total	Yes	No	Yes	No	Yes	No	Yes	No	Arab	Black	Chinese	Filipino	Japanese	Korean	Latin American	South Asian	South-east Asian	West Asian	White	Other			
<b>Base Size</b>	7,160	504	6,369	225	6,741	648	6,292	903	5,951	4,607	2,369	86	342	554	222	40	52	209	690	104	57	4,246	323	
<b>Team Culture</b>	79	76	80	74	80	71	80	74	80	78	82	78	84	82	82	78	80	79	80	76	77	79	73	
Q30. My efforts to live a healthy lifestyle are supported.	79%	74%	80%	70%	80%	66%	81%	71%	81%	77%	83%	72%	86%	86%	80%	84%	86%	83%	79%	79%	75%	79%	69%	
Q37. I trust the people I work with.	74%	70%	74%	66%	74%	60%	76%	65%	76%	71%	79%	65%	78%	83%	76%	72%	71%	76%	76%	74%	68%	73%	64%	
Q44. My coworkers treat me with respect.	87%	84%	87%	83%	87%	78%	88%	83%	88%	86%	89%	87%	90%	91%	89%	85%	85%	86%	88%	81%	86%	86%	80%	
Q46. The people I work with cooperate to get the job done.	82%	81%	83%	74%	83%	75%	83%	76%	84%	80%	87%	80%	87%	85%	87%	65%	81%	78%	85%	76%	80%	81%	75%	
Q59. My work arrangements are flexible enough to meet my needs.	78%	73%	78%	73%	78%	64%	79%	67%	80%	75%	83%	80%	85%	85%	85%	80%	75%	81%	79%	76%	76%	70%		
Q60. Overall, I am satisfied with my work-life balance.	77%	72%	78%	71%	78%	62%	79%	67%	79%	75%	83%	79%	87%	85%	81%	82%	81%	80%	80%	77%	76%	72%		
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	83%	77%	84%	74%	83%	67%	85%	72%	85%	82%	86%	82%	88%	90%	90%	74%	82%	81%	83%	85%	78%	82%	73%	
Q177. I feel safe when interacting with Calgarians/external clients.	74%	70%	75%	68%	75%	64%	75%	66%	76%	72%	79%	73%	85%	79%	81%	58%	69%	76%	78%	75%	70%	72%	68%	
Q178. I feel safe when interacting with other City employees/internal clients.	88%	85%	89%	83%	88%	80%	89%	84%	89%	88%	89%	85%	90%	90%	88%	84%	92%	88%	87%	89%	80%	89%	82%	
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation.	68%	61%	69%	62%	69%	51%	71%	56%	71%	65%	75%	70%	77%	73%	79%	61%	58%	67%	74%	66%	63%	67%	59%	
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.).	76%	69%	77%	67%	77%	62%	78%	66%	78%	74%	81%	67%	84%	83%	83%	73%	74%	76%	78%	79%	68%	75%	68%	
Q183. The mental health services and resources offered at The City meet my needs.	71%	63%	72%	61%	72%	49%	74%	56%	74%	68%	78%	70%	79%	80%	81%	78%	66%	72%	74%	71%	54%	70%	54%	
<b>Safety Climate</b>	83	82	84	79	84	78	84	81	84	83	85	83	87	85	85	82	85	84	84	81	82	83	79	
Q31. When I've had a personal or health issue, my direct supervisor has supported me.	87%	84%	88%	79%	88%	78%	89%	82%	88%	86%	89%	82%	90%	93%	88%	79%	85%	88%	85%	84%	80%	88%	78%	
Q32. My direct supervisor regularly reinforces safe work practices.	87%	83%	87%	84%	87%	78%	88%	82%	88%	86%	88%	85%	91%	91%	88%	85%	86%	85%	87%	86%	80%	87%	81%	
Q33. My direct supervisor addresses unsafe working conditions.	85%	80%	85%	78%	85%	75%	86%	80%	86%	84%	87%	88%	91%	90%	88%	82%	86%	85%	86%	78%	85%	76%		
Q35. My direct supervisor effectively addresses inappropriate behaviour.	74%	67%	75%	69%	74%	58%	76%	66%	75%	71%	79%	71%	84%	80%	78%	75%	78%	77%	73%	72%	66%			
Q56. The City offers programs and services to support my health and well-being.	81%	79%	82%	72%	82%	69%	83%	74%	83%	80%	85%	79%	88%	86%	86%	82%	82%	83%	80%	79%	81%	71%		
Q63. I receive information about the safety hazards of my job.	83%	80%	83%	74%	83%	74%	84%	80%	83%	80%	87%	80%	91%	88%	83%	85%	82%	82%	84%	78%	76%	81%	75%	
Q64. I have the training to do my job safely.	88%	85%	88%	85%	88%	81%	89%	83%	89%	87%	90%	84%	92%	91%	89%	84%	86%	88%	86%	83%	85%	88%	81%	
Q65. I have the resources to do my job safely.	84%	81%	85%	81%	85%	75%	86%	78%	86%	83%	88%	85%	90%	91%	90%	84%	82%	84%	86%	87%	76%	83%	77%	
Q66. Safety incidents are regularly discussed to reinforce learning.	76%	69%	76%	69%	76%	63%	77%	69%	77%	73%	81%	74%	84%	80%	81%	65%	71%	76%	80%	77%	75%	74%	71%	
Q67. I am supported to speak up about unsafe conditions.	86%	82%	87%	79%	86%	74%	87%	80%	87%	85%	89%	84%	88%	89%	90%	84%	88%	86%	85%	81%	86%	77%		
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work.	95%	92%	95%	91%	95%	90%	95%	93%	95%	95%	94%	96%	96%	97%	96%	97%	90%	96%	92%	94%	95%	91%	91%	
Q70. I would report unethical behavior in my workplace if it occurs.	86%	84%	87%	82%	87%	77%	87%	81%	87%	85%	90%	85%	91%	89%	89%	67%	86%	83%	90%	83%	81%	86%	78%	
Q71. Ethics and the Code of Conduct are discussed in my workplace.	76%	67%	77%	68%	76%	64%	77%	67%	77%	73%	82%	83%	85%	80%	83%	67%	76%	71%	81%	75%	74%	74%	71%	
<b>Employee Satisfaction Elements</b>																								
Q1. I know and understand the current objectives of my business unit.	73%	67%	74%	65%	74%	61%	75%	63%	75%	69%	81%	78%	84%	79%	83%	68%	84%	74%	81%	83%	75%	71%	69%	
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly.	81%	77%	82%	75%	82%	72%	83%	76%	83%	81%	83%	80%	86%	86%	84%	78%	80%	80%	80%	81%	71%	82%	72%	
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job.	66%	64%	67%	63%	67%	53%	68%	56%	68%	63%	74%	74%	81%	72%	78%	70%	80%	74%	73%	65%	64%	59%	59%	
Q4. I am meaningfully involved in decisions that affect my job and me.	57%	52%	58%	44%	58%	40%	59%	45%	59%	53%	66%	64%	64%	68%	69%	65%	69%	60%	65%	59%	54%	47%		
Q5. Overall, I am satisfied with development opportunities and/or training.	62%	61%	63%	54%	63%	47%	64%	52%	64%	61%	67%	62%	69%	70%	69%	62%	65%	57%	64%	68%	61%	62%	54%	
Q6. I am truly appreciated for the contribution I make to my business unit.	65%	63%	66%	54%	66%	52%	67%	57%	67%	61%	74%	68%	81%	74%	76%	64%	74%	71%	73%	71%	64%	63%	52%	
Q7. I am sufficiently rewarded (e.g. praise for work well done, cheers cards, individual/group recognition - excluding pay) for the effort that I put into my job.	59%	55%	61%	50%	60%	46%	62%	53%	61%	58%	64%	64%	71%	69%	70%	65%	64%	57%	68%	59%	48%			
Q8. My work related stress is manageable.	63%	59%	64%	56%	64%	47%	66%	52%	65%	60%	70%	68%	74%	71%	74%	70%	75%	72%	68%	69%	60%	61%	52%	
<b>Employee Engagement Outcomes</b>																								
Q9. Overall, I am satisfied with the quality of my work life in my business unit.	72%	69%	73%	65%	73%	59%	74%	65%	74%	70%	77%	70%	83%	78%	77%	75%	75%	76%	74%	77%	70%	72%	60%	
Q55. I am proud to work at The City of Calgary.	86%	85%	86%	82%	86%	78%	87%	82%	87%	83%	92%	87%	96%	92%	93%	74%	90%	88%	93%	89%	81%	84%	76%	
Q57. I would recommend The City of Calgary as an employer to a family member or friend.	83%	81%	83%	74%	84%	73%	84%	78%	84%	80%	89%	85%	93%	88%	93%	75%	88%	87%	87%	81%	82%	86%	69%	
<b>Inclusion</b>	77	75	78	71	78	68	79	72	78	76	80	75	82	81	82	76	79	77	78	76	76	77	71	
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	74%	75%	63%	75%	62%	76%	67%	76%	72%	78%	69%	81%	83%	76%	69%	78%	72%	74%	73%	74%	62%		
Q34. My direct supervisor asks how I like to be recognized for a job well done.	54%	51%	55%	45%	55%	40%	56%	45%	56%	51%	62%	57%	65%	66%	63%	51%	72%	55%	59%	60%	51%	47%		
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities.	80%	75%	80%	71%	80%	67%	81%	74%	81%	79%	82%	73%	89%	84%	83%	74%	78%	81%	79%	71%	79%	69%		
Q44. My coworkers treat me with respect.	87%	84%	87%	83%	87%	87%	78%	88%	83%	88%	86%	89%	87%	90%	91%	89%	85%	85%	86%	88%	81%	86%	80%	
Q57. I would recommend The City of Calgary as an employer to a family member or friend.	83%	81%	83%	74%	84%	73%	84%	78%	84%	80%	89%	85%	93%	88%	93%	75%	88%	87%	87%	81%	82%	86%	69%	
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	83%	77%	84%	74%	83%	67%	85%	72%	85%	82%	86%	82%	88%	90%	90%	74%	82%	81%	83%	85%	78%	82%	73%	
Q73. Human rights are discussed in my workplace.	64%	57%	65%	60%	65%	49%	66%	56%	66%	62%	69%	63%	69%	69%	73%	50%	64%	60%	67%	61%	59%	63%	61%	
Q74. The City creates an environment that values diverse perspectives, talents and experiences and other diversity dimensions (such as gender, race, culture, age).	80%	73%	81%	69%	81%	64%	82%	71%	82%	78%	84%	82%	85%	87%	86%	74%	80%	80%	81%	70%	80%	71%		
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else.	65%	63%	66%	59%	66%	47%	68%	53%	67%	63%	70%	59%	69%	71%	73%	69%	60%	63%	67%	69%	57%	65%	53%	
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.).	76%	69%	77%	67%	77%	62%	78%	66%	78%	74%	81%	67%	84%	83%	83%	73%	74%	76%	78%	79%	68%	75%	68%	
<b>4 Cs Framework</b>																								
Character	82	80	83	78	83	76	83	79	83	82	85	81	87	85	85	81	83	83	84	79	81	82	77	
Competence	78	78	79	75	79	71	80	74	80	77	82	79	85	81	83	78	80	80	81	76	78	73		
Commitment	81	80	81	77	81	75	82	77	82	79	85	80	88	83	84	78	82	82	85	78	80	80	77	
Collaboration	78	78	79	72	79	71	79	74	79	77	81	77	84	82	81	74	79	77	80	76	77	78	73	

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 B – Detailed demographic results

	2SLGBTQIA+		Indigenous		Disability		Neurodiversity		Born in Canada		Ethnicity										South-east Asian		West Asian	
	Total	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Arab	Black	Chinese	Filipino	Japanese	Korean	Latin American	South Asian	South-east Asian	West Asian	White	Other	
<b>Base Size</b>	7,160	504	6,369	225	6,741	648	6,292	903	5,951	4,607	2,369	86	342	554	222	40	52	209	690	104	57	4,246	323	
<b>Mental Health</b>	78	76	78	73	78	70	79	73	79	77	81	77	84	81	82	77	80	78	80	77	76	77	73	
<b>Psychological Support</b>	83	81	84	80	84	77	84	80	84	83	85	81	87	85	83	83	83	83	84	81	82	84	79	
Q21. I have a good working relationship with my direct supervisor.	85%	82%	86%	80%	86%	78%	87%	81%	87%	85%	88%	81%	91%	89%	87%	90%	86%	84%	87%	87%	86%	85%	79%	
Q31. When I've had a personal or health issue, my direct supervisor has supported me.	87%	84%	88%	79%	88%	78%	89%	82%	88%	86%	89%	82%	90%	93%	88%	79%	85%	88%	85%	84%	80%	88%	78%	
Q72. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation.	79%	73%	79%	74%	79%	66%	80%	70%	81%	77%	83%	82%	84%	83%	82%	79%	80%	79%	81%	78%	70%	78%	72%	
<b>Organizational Culture</b>	79	77	79	74	79	72	80	75	80	78	82	78	85	82	82	77	80	79	81	77	77	78	73	
Q9. Overall, I am satisfied with the quality of my work life in my business unit.	72%	69%	73%	65%	73%	59%	74%	65%	74%	70%	77%	70%	83%	78%	77%	75%	75%	76%	74%	77%	70%	72%	60%	
Q25. My direct supervisor encourages me to collaborate with my work group.	81%	78%	82%	71%	82%	69%	83%	75%	82%	80%	83%	79%	87%	87%	84%	74%	88%	80%	79%	76%	80%	81%	73%	
Q28. I feel that my supervisor trusts me to act in The City's best interests.	88%	85%	89%	83%	88%	82%	89%	85%	89%	88%	89%	85%	90%	91%	87%	92%	86%	89%	88%	85%	88%	89%	79%	
Q29. I trust my direct supervisor.	80%	76%	81%	75%	81%	69%	82%	75%	82%	79%	84%	75%	86%	85%	86%	79%	84%	83%	80%	80%	80%	80%	71%	
Q35. My direct supervisor effectively addresses inappropriate behaviour.	74%	67%	75%	69%	74%	58%	76%	66%	75%	71%	79%	71%	84%	80%	78%	75%	78%	77%	78%	73%	77%	72%	66%	
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities.	80%	75%	80%	71%	80%	67%	81%	74%	81%	79%	82%	73%	89%	84%	83%	74%	78%	81%	78%	79%	71%	79%	69%	
Q37. I trust the people I work with.	74%	70%	74%	66%	74%	60%	76%	65%	76%	71%	79%	65%	78%	83%	76%	72%	71%	76%	76%	74%	68%	73%	64%	
Q45. I know what behaviors are expected of me.	94%	93%	95%	93%	95%	91%	95%	92%	95%	94%	96%	95%	96%	96%	95%	88%	92%	94%	96%	91%	96%	95%	89%	
Q46. The people I work with cooperate to get the job done.	82%	81%	83%	74%	83%	75%	83%	76%	84%	80%	87%	80%	87%	85%	87%	65%	81%	78%	85%	76%	80%	81%	75%	
Q47. There is cooperation between the different work groups within my business unit.	64%	63%	65%	54%	65%	52%	66%	54%	67%	67%	59%	75%	71%	80%	76%	74%	51%	73%	58%	74%	69%	60%	56%	
Q52. There is a strong culture of accountability in my work group.	72%	69%	73%	61%	73%	61%	74%	64%	74%	68%	81%	76%	86%	81%	79%	69%	81%	75%	80%	70%	65%	69%	66%	
Q70. I would report unethical behavior in my workplace if it occurs.	86%	84%	87%	82%	87%	77%	87%	81%	87%	85%	90%	85%	91%	89%	89%	67%	86%	83%	90%	83%	81%	86%	78%	
Q74. The City creates an environment that values diverse perspectives, talents and experiences and other diversity dimensions (such as gender, race, culture, age).	80%	73%	81%	69%	81%	64%	82%	71%	82%	78%	84%	82%	85%	87%	86%	74%	80%	80%	81%	70%	80%	71%		
Q76. I've noticed some positive changes in my work environment since the last survey.	45%	37%	46%	35%	46%	30%	47%	32%	47%	39%	56%	58%	64%	56%	66%	39%	51%	42%	55%	48%	40%	40%	35%	
<b>Clear Leadership &amp; Expectations</b>	77	74	77	73	77	70	78	72	78	75	80	77	84	80	81	74	79	76	79	76	76	76	72	
Q1. I know and understand the current objectives of my business unit.	73%	67%	74%	65%	74%	61%	75%	63%	75%	69%	81%	78%	84%	79%	83%	68%	84%	74%	81%	83%	75%	71%	69%	
Q19. I have been given feedback about my job performance within the last 6 months.	69%	65%	70%	63%	69%	61%	70%	66%	70%	67%	73%	64%	76%	79%	75%	55%	76%	63%	72%	74%	67%	68%	64%	
Q20. My direct supervisor provides me with useful feedback.	71%	66%	72%	68%	71%	62%	72%	64%	72%	69%	75%	69%	79%	78%	76%	64%	75%	69%	73%	72%	69%	70%	65%	
Q23. My direct supervisor clearly communicates the expectations for my job.	74%	70%	75%	71%	75%	64%	76%	66%	76%	72%	80%	72%	83%	82%	82%	72%	82%	77%	76%	75%	71%	73%	69%	
Q27. My direct supervisor shares information I need to do my job.	77%	73%	78%	69%	78%	66%	79%	70%	79%	76%	82%	74%	86%	83%	81%	74%	76%	80%	78%	72%	70%	77%	71%	
Q45. I know what behaviors are expected of me.	94%	93%	95%	93%	95%	91%	95%	92%	95%	94%	96%	95%	96%	96%	95%	88%	92%	94%	96%	91%	96%	95%	89%	
Q48. I know what is expected of me in providing excellent customer service as an employee at The City.	92%	91%	92%	88%	92%	87%	92%	88%	92%	91%	94%	92%	94%	94%	91%	80%	90%	93%	94%	90%	87%	81%	90%	
Q50. My business unit communicates well with employees concerning issues that affect their job.	61%	56%	62%	52%	62%	48%	64%	51%	64%	56%	73%	65%	81%	72%	78%	50%	67%	65%	72%	66%	57%	56%		
Q54. Senior management clearly communicates the City's goals and objectives.	59%	53%	60%	50%	59%	47%	61%	50%	61%	53%	70%	65%	80%	68%	77%	45%	73%	62%	68%	62%	57%	54%	49%	
Q71. Ethics and the Code of Conduct are discussed in my workplace.	76%	67%	77%	68%	76%	64%	77%	67%	77%	73%	82%	83%	85%	80%	83%	67%	76%	71%	81%	75%	74%	71%		
Q73. Human rights are discussed in my workplace.	64%	57%	65%	60%	65%	49%	66%	56%	62%	69%	63%	69%	69%	73%	50%	64%	60%	67%	61%	59%	63%	61%		
<b>Civility &amp; Respect</b>	82	79	82	77	82	75	83	78	83	81	84	80	86	84	84	79	82	81	82	79	79	82	76	
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly.	81%	77%	82%	80%	82%	72%	83%	76%	83%	81%	83%	80%	86%	86%	84%	78%	80%	80%	80%	81%	71%	82%	72%	
Q35. My direct supervisor effectively addresses inappropriate behaviour.	74%	67%	75%	69%	74%	58%	76%	66%	75%	71%	79%	71%	84%	80%	78%	75%	78%	77%	78%	73%	77%	72%	66%	
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities.	80%	75%	80%	71%	80%	67%	81%	74%	81%	79%	82%	73%	89%	84%	83%	74%	78%	81%	78%	79%	71%	79%	69%	
Q44. My coworkers treat me with respect.	87%	84%	87%	83%	87%	78%	88%	83%	88%	86%	89%	87%	90%	91%	89%	85%	85%	86%	88%	81%	86%	86%	80%	
Q46. The people I work with cooperate to get the job done.	82%	81%	83%	74%	83%	75%	83%	76%	84%	80%	87%	80%	87%	85%	87%	65%	81%	78%	85%	76%	80%	81%	75%	
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	83%	77%	84%	74%	83%	67%	85%	72%	85%	82%	86%	82%	88%	90%	90%	74%	82%	81%	83%	85%	78%	82%	73%	
Q70. I would report unethical behavior in my workplace if it occurs.	86%	84%	87%	82%	87%	77%	87%	81%	87%	85%	90%	85%	91%	89%	89%	67%	86%	83%	90%	83%	81%	86%	78%	
<b>Psychological Competencies &amp; Requirements</b>	79	78	79	74	79	71	80	75	80	78	81	77	83	82	82	78	79	79	80	76	77	79	72	
Q16. I am encouraged to use my skills and knowledge.	80%	79%	80%	69%	80%	69%	81%	74%	81%	79%	82%	78%	85%	87%	85%	79%	78%	81%	77%	82%	77%	80%	67%	
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	74%	75%	63%	75%	62%	76%	67%	76%	72%	78%	69%	81%	83%	76%	69%	78%	74%	73%	74%	74%	62%		
Q29. I trust my direct supervisor.	80%	76%	81%	75%	81%	69%	82%	75%	82%	79%	84%	75%	86%	85%	86%	79%	84%	83%	83%	80%	80%	80%	71%	
Q37. I trust the people I work with.	74%	70%	74%	66%	74%	60%	76%	65%	76%	71%	79%	65%	78%	83%	76%	72%	71%	76%	76%	74%	68%	73%	64%	
Q44. My coworkers treat me with respect.	87%	84%	87%	83%	87%	78%	88%	83%	88%	86%	89%	87%	90%	91%	89%	85%	85%	86%	88%	81%	86%	86%	80%	
Q46. The people I work with cooperate to get the job done.	82%	81%	83%	74%	83%	75%	83%	76%	84%	80%	87%	80%	87%	85%	87%	65%	81%	78%	85%	76%	80%	81%	75%	
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else.	65%	63%	66%	59%	66%	47%	68%	53%	67%	63%	70%	59%	69%	71%	73%	69%	60%	63%	67%	69%	57%	65%	53%	
<b>Growth &amp; Development</b>	75	73	75	69	75	66	76	70	76	74	78	72	81	79	79	74	77	74	76	74	73	74	68	
Q5. Overall, I am satisfied with development opportunities and/or training.	62%	61%	63%	54%	63%	47%	64%	52%	64%	61%	67%	62%	69%	70%	69%	62%	65%	57%	64%	68%	61%	62%	54%	
Q17. I am supported in my career development.	67%	63%	68%	61%	68%	54%	69%	59%	67%	70%	61%	73%	75%	75%	59%	74%	65%	67%	71%	63%	68%	58%		
Q19. I have been given feedback about my job performance within the last 6 months.	69%	65%	70%	63%	69%	61%	70%	66%	70%	67%	73%	64%	76%	79%	75%	55%	76%	72%	74%	73%	74%	74%	64%	
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	74%	75%	63%	75%	62%	76%	67%	76%	72%	78%	69%	81%	76%	76%	69%	78%	74%	73%	74%	74%	62%		
Q42. In my role, I have the opportunity to work with other City departments.	76%	73%	77%	63%	77%	65%	78%	67%	78%	73%	82%	80%	84%	83%	83%	68%	75%	76%	76%	80%	78%	77%	69%	
Q58. I am satisfied with the career options available to me at The City of Calgary.	70%	68%	70%	63%	70%	53%	72%	59%	72%	67%	75%	69%	80%	76%	81%	65%	69%	78%	72%	67%	72%	69%	56%	
Q60. Overall, I am satisfied with my work-life balance.	77%	72%	78%	71%	78%	62%	79%	67%	79%	75%	83%	79%	87%	85%	81%	82%	80%	80%	80%	77%	76%	72%		
Q62. Over the past year I had opportunities at work for growth and development.	66%	66%	67%	56%	67%	52%	68%	59%	68%	64%	70%	63%	75%	74%	76%	70%	72%	66%	66%	62%	66%	66%	52%	

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.

	2SLGBTQIA+		Indigenous		Disability		Neurodiversity		Born in Canada		Ethnicity										South-East Asian		West Asian		White	
	Total	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Arab	Black	Chinese	Filipino	Japanese	Korean	Latin American	South Asian	South-East Asian	West Asian	White	Other			
<b>Base Size</b>	7,160	504	6,369	225	6,741	648	6,292	903	5,951	4,607	2,369	86	342	554	222	40	52	209	690	104	57	4,246	323			
<b>Recognition &amp; Reward</b>	71	69	72	65	72	62	73	66	73	70	75	70	79	77	77	73	76	72	73	73	72	70	65			
Q6. I am truly appreciated for the contribution I make to my business unit.	65%	63%	66%	54%	66%	52%	67%	57%	67%	61%	74%	68%	81%	74%	76%	64%	74%	71%	73%	71%	64%	63%	52%			
Q7. I am sufficiently rewarded (e.g. praise for work well done, cheers cards, individual/group recognition - excluding pay) for the effort I put into my job.	59%	55%	61%	50%	60%	46%	62%	53%	61%	58%	64%	64%	71%	69%	70%	72%	65%	64%	57%	68%	57%	59%	48%			
Q26. My direct supervisor shows appreciation when I do a good job.	76%	72%	77%	68%	77%	65%	78%	69%	78%	75%	80%	69%	84%	82%	80%	79%	80%	78%	76%	72%	73%	76%	70%			
Q34. My direct supervisor asks how I like to be recognized for a job well done.	54%	51%	55%	45%	55%	40%	56%	45%	56%	51%	62%	57%	65%	66%	63%	51%	72%	55%	59%	60%	60%	51%	47%			
<b>Involvement &amp; Influence</b>	74	72	75	67	75	65	76	68	76	73	78	74	81	79	79	75	77	74	76	74	73	74	67			
Q4. I am meaningfully involved in decisions that affect my job and me.	57%	52%	58%	44%	58%	40%	59%	45%	59%	53%	66%	64%	68%	69%	65%	69%	60%	65%	59%	46%	54%	47%				
Q18. My opinions are valued.	68%	65%	70%	57%	69%	57%	70%	61%	71%	67%	72%	68%	75%	76%	75%	68%	76%	68%	69%	73%	70%	69%	54%			
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	74%	75%	63%	75%	62%	76%	67%	76%	72%	78%	69%	81%	83%	76%	69%	78%	72%	74%	73%	74%	62%				
Q24. I am able to decide how to do my job, as long as the work gets done.	80%	78%	81%	71%	81%	71%	82%	75%	82%	79%	83%	73%	82%	82%	77%	86%	78%	81%	80%	80%	80%	69%				
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity.	73%	70%	74%	63%	74%	58%	76%	63%	76%	70%	81%	77%	87%	78%	82%	77%	79%	75%	78%	76%	73%	72%	64%			
Q50. My business unit communicates well with employees concerning issues that affect their job.	61%	56%	62%	52%	62%	48%	64%	51%	64%	56%	73%	65%	81%	72%	78%	50%	67%	65%	72%	66%	57%	56%				
<b>Workload Management</b>	79	77	80	74	79	71	80	74	80	78	82	79	85	83	83	79	81	81	81	76	77	78	74			
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job.	66%	64%	67%	63%	67%	53%	68%	56%	68%	63%	74%	74%	81%	72%	78%	70%	80%	74%	73%	65%	59%	64%	59%			
Q24. I am able to decide how to do my job, as long as the work gets done.	80%	78%	81%	71%	81%	71%	82%	75%	82%	79%	83%	73%	82%	82%	77%	86%	78%	81%	80%	80%	80%	69%				
Q39. I feel productive in my job.	84%	81%	84%	81%	84%	74%	85%	76%	86%	81%	89%	86%	92%	88%	91%	85%	83%	87%	88%	82%	83%	77%	77%			
Q42. In my role, I have the opportunity to work with other City departments.	76%	73%	77%	63%	77%	65%	78%	67%	78%	73%	82%	80%	84%	83%	68%	75%	76%	80%	78%	77%	74%	69%				
Q59. My work arrangements are flexible enough to meet my needs.	78%	73%	78%	73%	78%	64%	79%	67%	80%	75%	83%	80%	85%	85%	85%	80%	75%	81%	79%	76%	79%	76%	70%			
Q60. Overall, I am satisfied with my work-life balance.	77%	72%	78%	71%	78%	62%	79%	67%	78%	75%	79%	75%	87%	85%	85%	80%	80%	81%	80%	80%	77%	76%	72%			
<b>Psychological Engagement</b>	80	78	80	77	80	74	80	76	80	78	84	80	86	81	83	77	81	81	84	77	81	78	77			
Q10. I feel energized at work.	59%	55%	60%	48%	60%	43%	61%	48%	61%	53%	71%	64%	79%	69%	68%	67%	66%	71%	62%	68%	54%	50%				
Q11. When I'm at work, time goes by quickly.	71%	66%	71%	62%	71%	59%	72%	59%	73%	66%	79%	69%	80%	80%	78%	70%	71%	71%	79%	73%	77%	68%	63%			
Q12. I am enthusiastic about my job.	73%	72%	74%	65%	74%	62%	75%	64%	75%	69%	82%	77%	85%	78%	81%	72%	75%	75%	84%	74%	81%	70%	68%			
Q13. I can continue working for very long periods.	71%	70%	71%	68%	71%	62%	72%	64%	72%	69%	74%	65%	78%	72%	68%	79%	75%	68%	75%	75%	70%	67%				
Q14. I am proud of the work that I do.	86%	83%	87%	83%	87%	81%	87%	82%	87%	84%	90%	88%	95%	88%	91%	80%	84%	88%	90%	84%	85%	80%				
Q15. I feel happy when I am working hard.	85%	82%	85%	81%	85%	77%	86%	80%	86%	83%	88%	86%	91%	85%	88%	78%	79%	83%	90%	81%	84%	84%	81%			
Q41. The work that I do is meaningful.	88%	86%	88%	85%	88%	80%	89%	81%	89%	85%	93%	89%	94%	91%	93%	82%	84%	91%	91%	83%	84%	86%	83%			
Q55. I am proud to work at The City of Calgary.	86%	85%	86%	82%	86%	78%	87%	82%	87%	83%	92%	87%	96%	92%	93%	74%	90%	88%	93%	89%	81%	84%	76%			
<b>Balance</b>	78	75	79	73	79	69	80	72	80	77	81	77	84	82	82	80	80	79	79	76	77	78	72			
Q30. My efforts to live a healthy lifestyle are supported.	79%	74%	80%	70%	80%	66%	81%	71%	81%	77%	83%	72%	86%	86%	80%	84%	86%	83%	79%	75%	79%	76%	69%			
Q59. My work arrangements are flexible enough to meet my needs.	78%	73%	78%	73%	78%	64%	79%	67%	80%	75%	83%	80%	85%	85%	80%	75%	81%	79%	76%	76%	79%	76%	70%			
Q60. Overall, I am satisfied with my work-life balance.	77%	72%	78%	71%	78%	62%	79%	67%	79%	75%	83%	79%	87%	85%	81%	81%	80%	80%	80%	77%	76%	72%				
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.).	76%	69%	77%	67%	77%	62%	78%	66%	78%	74%	81%	67%	84%	83%	83%	73%	74%	76%	78%	79%	66%	75%	68%			
Q183. The mental health services and resources offered at The City meet my needs.	71%	63%	72%	61%	72%	49%	74%	56%	74%	68%	78%	70%	79%	80%	81%	78%	66%	72%	74%	71%	54%	70%	54%			
<b>Psychological Protection</b>	78	76	79	73	78	70	79	73	79	77	80	77	83	81	82	76	79	78	76	76	78	72				
<b>My work-related stress is manageable.</b>	63	59	64	56	64	47	66	52	65	60	70	68	74	71	74	70	75	72	68	69	60	61	52			
Q18. My opinions are valued.	68%	65%	70%	57%	69%	57%	70%	61%	71%	67%	72%	68%	75%	76%	75%	68%	66%	69%	73%	70%	69%	54%				
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	74%	75%	63%	75%	62%	76%	67%	76%	72%	78%	69%	81%	83%	76%	78%	74%	74%	73%	74%	72%	62%				
Q35. My direct supervisor effectively addresses inappropriate behaviour.	74%	67%	75%	69%	74%	58%	76%	66%	75%	71%	79%	71%	84%	80%	78%	75%	78%	77%	78%	73%	77%	72%	66%			
Q44. My coworkers treat me with respect.	87%	84%	87%	83%	87%	78%	88%	83%	88%	86%	89%	87%	90%	91%	89%	85%	86%	88%	81%	86%	86%	80%				
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	83%	77%	84%	74%	83%	67%	85%	72%	85%	82%	86%	82%	88%	90%	90%	74%	82%	81%	83%	85%	78%	82%	73%			
Q70. I would report unethical behavior in my workplace if it occurs.	86%	84%	87%	82%	87%	77%	87%	81%	87%	85%	90%	85%	91%	89%	89%	67%	86%	83%	90%	83%	81%	86%	78%			
Q178. I feel safe when interacting with other City employees/internal clients.	88%	85%	89%	83%	88%	80%	89%	84%	89%	88%	89%	85%	90%	90%	88%	84%	92%	88%	87%	89%	80%	89%	82%			
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation.	68%	61%	69%	62%	69%	51%	71%	56%	71%	65%	75%	70%	77%	73%	79%	61%	58%	67%	74%	66%	63%	67%	59%			
Q180. I feel empowered to discuss Code of Conduct concerns with my leader.	75%	70%	76%	67%	76%	60%	77%	66%	77%	73%	79%	81%	80%	78%	78%	71%	76%	78%	70%	66%	74%	66%				
<b>Protection of Physical Safety</b>	83	81	84	79	83	78	84	80	84	82	85	82	87	85	85	82	85	84	84	80	81	84	79			
Q32. My direct supervisor regularly reinforces safe work practices.	87%	83%	87%	84%	87%	78%	88%	82%	88%	86%	88%	85%	91%	91%	88%	85%	86%	85%	87%	86%	80%	87%	81%			
Q33. My direct supervisor addresses unsafe working conditions.	85%	80%	85%	78%	85%	75%	86%	80%	86%	84%	87%	88%	91%	90%	88%	86%	85%	84%	86%	85%	86%	85%	76%			
Q63. I receive information about the safety hazards of my job.	83%	80%	83%	74%	83%	74%	84%	80%	83%	80%	87%	80%	91%	88%	83%	85%	82%	82%	84%	78%	76%	81%	75%			
Q64. I have the training to do my job safely.	88%	85%	88%	85%	88%	81%	89%	83%	89%	87%	90%	84%	92%	91%	89%	84%	86%	88%	88%	86%	83%	85%	81%			
Q65. I have the resources to do my job safely.	84%	81%	85%	81%	85%	75%	86%	78%	86%	83%	88%	85%	90%	91%	90%	84%	82%	84%	86%	87%	86%	83%	77%			
Q66. Safety incidents are regularly discussed to reinforce learning.	76%	69%	76%	69%	76%	63%	77%	69%	77%	73%	81%	74%	84%	80%	81%	65%	71%	76%	80%	77%	75%	74%	71%			
Q67. I am supported to speak up about unsafe conditions.	86%	82%	87%	79%	86%	74%	87%	80%	87%	85%	89%	84%	88%	89%	90%	84%	88%	88%	86%	85%	81%	86%	77%			
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work.	95%	92%	95%	91%	95%	90%	95%	93%	95%	94%	96%	97%	96%	96%	97%	90%	96%	94%	95%	91%	95%	91%	95%			

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	Ethnocultural Origins												
	Total	African	Arab	British Isles	Caribbean	East and South-East Asian	European	French	Latin, Central and South American	North-American	Oceania	South Asian	West Asian
<b>Base Size</b>	7,160	331	101	2,038	115	960	2,224	398	219	1,622	38	703	73
<b>Employee Engagement</b>	78	86	78	77	79	79	77	75	79	76	77	82	80
Q10. I feel energized at work.	59%	79%	65%	52%	61%	68%	54%	52%	68%	52%	45%	70%	67%
Q11. When I'm at work, time goes by quickly.	71%	82%	70%	67%	70%	79%	68%	63%	72%	65%	63%	79%	74%
Q12. I am enthusiastic about my job.	73%	87%	77%	71%	74%	76%	71%	67%	75%	68%	63%	84%	76%
Q13. I can continue working for very long periods.	71%	78%	68%	70%	75%	70%	71%	67%	66%	70%	66%	75%	72%
Q14. I am proud of the work that I do.	86%	94%	91%	86%	90%	87%	86%	85%	88%	85%	82%	90%	85%
Q15. I feel happy when I am working hard.	85%	93%	87%	84%	81%	85%	83%	83%	83%	82%	82%	90%	86%
<b>Supervisor Relationship</b>	79	85	78	79	80	82	80	78	79	78	77	79	77
Q16. I am encouraged to use my skills and knowledge.	80%	87%	77%	81%	81%	85%	81%	80%	81%	78%	74%	79%	74%
Q17. I am supported in my career development.	67%	75%	61%	68%	65%	73%	68%	65%	66%	66%	78%	67%	64%
Q18. My opinions are valued.	68%	75%	68%	69%	69%	74%	71%	66%	69%	66%	63%	69%	68%
Q19. I have been given feedback about my job performance within the last 6 months.	69%	77%	64%	68%	69%	75%	69%	68%	62%	67%	59%	72%	62%
Q21. I have a good working relationship with my direct supervisor.	85%	91%	84%	85%	85%	88%	86%	83%	84%	85%	82%	87%	82%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	83%	69%	74%	75%	80%	75%	76%	74%	71%	68%	74%	71%
Q23. My direct supervisor clearly communicates the expectations for my job.	74%	84%	75%	72%	79%	80%	74%	69%	75%	71%	66%	76%	64%
Q24. I am able to decide how to do my job, as long as the work gets done.	80%	84%	75%	81%	80%	85%	80%	79%	79%	80%	74%	81%	79%
Q25. My direct supervisor encourages me to collaborate with my work group.	81%	89%	79%	83%	81%	85%	82%	81%	82%	79%	79%	79%	79%
Q26. My direct supervisor shows appreciation when I do a good job.	76%	86%	72%	77%	79%	81%	78%	74%	80%	73%	76%	77%	72%
Q27. My direct supervisor shares information I need to do my job.	77%	87%	81%	77%	84%	81%	78%	74%	82%	76%	76%	79%	72%
Q28. I feel that my supervisor trusts me to act in The City's best interests.	88%	92%	88%	89%	89%	88%	89%	86%	88%	88%	89%	88%	83%
Q29. I trust my direct supervisor.	80%	86%	78%	81%	81%	84%	80%	77%	84%	79%	74%	82%	77%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader.	75%	83%	80%	75%	78%	78%	75%	71%	78%	72%	76%	79%	71%
<b>Leadership Impact</b>	72	82	74	70	76	77	71	69	73	69	70	77	69
Q9. Overall, I am satisfied with the quality of my work life in my business unit.	72%	82%	70%	72%	74%	77%	72%	69%	77%	69%	66%	73%	63%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities.	80%	90%	76%	80%	81%	83%	81%	76%	82%	77%	70%	78%	74%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity.	73%	86%	72%	71%	78%	77%	72%	66%	73%	69%	73%	78%	68%
Q47. There is cooperation between the different work groups within my business unit.	64%	80%	73%	59%	72%	74%	60%	61%	59%	58%	64%	73%	59%
Q49. My business unit puts the needs of Calgarians first in all actions, plans, and decisions.	72%	87%	75%	65%	75%	82%	67%	65%	74%	68%	69%	82%	72%
Q50. My business unit communicates well with employees concerning issues that affect their job.	61%	79%	66%	55%	72%	71%	58%	54%	66%	56%	58%	72%	59%
Q52. There is a strong culture of accountability in my work group.	72%	86%	76%	69%	73%	78%	71%	67%	73%	67%	70%	81%	68%
Q53. My business unit has created a work environment that drives high performance.	62%	79%	67%	55%	73%	71%	58%	54%	63%	56%	54%	73%	69%
Q54. Senior management clearly communicates the City's goals and objectives.	59%	78%	66%	52%	67%	69%	54%	51%	62%	51%	54%	68%	59%
Q57. I would recommend the City of Calgary as an employer to a family member or friend.	83%	93%	83%	81%	82%	88%	82%	79%	87%	79%	76%	87%	77%
Q75. My business unit will act on the results of this survey.	50%	70%	55%	43%	60%	62%	46%	44%	56%	42%	40%	64%	55%
Q76. I've noticed some positive changes in my work environment since the last survey.	45%	68%	57%	38%	49%	58%	41%	35%	42%	36%	34%	56%	45%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else.	65%	68%	56%	66%	70%	70%	64%	61%	63%	62%	55%	67%	54%
<b>Role Clarity</b>	86	92	88	85	86	87	85	84	88	85	84	89	86
Q38. I see a connection between the work I do and the service my business unit provides.	84%	92%	85%	83%	87%	84%	84%	82%	83%	83%	76%	87%	81%
Q39. I feel productive in my job.	84%	92%	87%	81%	85%	88%	83%	82%	88%	81%	68%	87%	85%
Q40. I feel competent in my job.	92%	94%	95%	93%	89%	91%	92%	90%	95%	92%	89%	92%	94%
Q41. The work that I do is meaningful.	88%	93%	93%	86%	89%	90%	87%	85%	92%	86%	81%	92%	87%
Q45. I know what behaviors are expected of me.	94%	95%	95%	94%	92%	94%	95%	92%	94%	94%	97%	95%	97%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City.	92%	94%	94%	90%	89%	93%	91%	89%	94%	91%	92%	93%	85%
Q51. I am held responsible for the work that I do.	91%	97%	92%	89%	92%	94%	90%	87%	95%	88%	84%	96%	93%
Q55. I am proud to work at The City of Calgary.	86%	94%	85%	83%	85%	91%	84%	82%	89%	83%	70%	92%	82%
<b>Personal Growth</b>	73	81	73	72	75	77	73	72	74	71	70	75	70
Q20. My direct supervisor provides me with useful feedback.	71%	81%	70%	69%	70%	75%	71%	68%	71%	68%	61%	73%	62%
Q34. My direct supervisor asks how I like to be recognized for a job well done.	54%	66%	55%	50%	58%	64%	51%	48%	56%	49%	43%	59%	52%
Q42. In my role, I have the opportunity to work with other City departments.	76%	86%	79%	74%	79%	81%	76%	74%	77%	72%	64%	80%	77%
Q58. I am satisfied with the career options available to me at The City of Calgary.	70%	81%	70%	68%	68%	74%	68%	66%	77%	67%	72%	71%	67%
Q61. Overall, I am satisfied with the on-the-job training I have received.	66%	78%	65%	64%	70%	72%	65%	62%	68%	63%	51%	70%	58%
Q62. Over the past year I had opportunities at work for growth and development.	66%	74%	64%	66%	70%	73%	66%	63%	63%	63%	69%	66%	61%

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	Ethnocultural												
	Total	African	Arab	British Isles	Caribbean	East and South-East Asian	European	French	Latin, Central and South American	North-American	Oceania	South Asian	West Asian
<b>Base Size</b>	7,160	331	101	2,038	115	960	2,224	398	219	1,622	38	703	73
<b>Team Culture</b>	79	85	79	79	80	82	79	77	80	78	77	80	76
Q30. My efforts to live a healthy lifestyle are supported.	79%	86%	76%	78%	85%	84%	78%	77%	84%	78%	78%	79%	75%
Q37. I trust the people I work with.	74%	79%	66%	74%	70%	80%	73%	72%	76%	72%	73%	77%	68%
Q44. My coworkers treat me with respect.	87%	91%	88%	88%	88%	89%	87%	86%	86%	86%	84%	88%	83%
Q46. The people I work with cooperate to get the job done.	82%	88%	85%	82%	79%	85%	83%	80%	79%	80%	70%	85%	74%
Q59. My work arrangements are flexible enough to meet my needs.	78%	85%	82%	76%	81%	83%	76%	76%	82%	75%	70%	79%	77%
Q60. Overall, I am satisfied with my work-life balance.	77%	89%	81%	75%	82%	84%	75%	72%	82%	74%	68%	80%	71%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	83%	87%	80%	82%	83%	89%	82%	77%	81%	81%	84%	84%	75%
Q177. I feel safe when interacting with Calgarians/external clients.	74%	85%	75%	71%	77%	78%	72%	71%	76%	72%	74%	78%	71%
Q178. I feel safe when interacting with other City employees/internal clients.	88%	92%	85%	89%	82%	89%	90%	89%	86%	88%	89%	87%	80%
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation.	68%	76%	71%	66%	80%	73%	68%	63%	67%	64%	70%	75%	63%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.).	76%	85%	72%	77%	77%	82%	75%	73%	77%	73%	62%	78%	73%
Q183. The mental health services and resources offered at The City meet my needs.	71%	82%	69%	67%	69%	78%	68%	65%	73%	68%	68%	74%	62%
<b>Safety Climate</b>	83	88	85	83	85	85	84	82	85	83	83	84	83
Q31. When I've had a personal or health issue, my direct supervisor has supported me.	87%	91%	84%	88%	86%	90%	88%	85%	88%	86%	88%	85%	83%
Q32. My direct supervisor regularly reinforces safe work practices.	87%	92%	86%	87%	88%	89%	87%	83%	86%	86%	84%	87%	82%
Q33. My direct supervisor addresses unsafe working conditions.	85%	93%	88%	85%	84%	88%	85%	80%	86%	83%	85%	84%	80%
Q35. My direct supervisor effectively addresses inappropriate behaviour.	74%	85%	73%	72%	76%	78%	72%	68%	78%	70%	74%	78%	74%
Q56. The City offers programs and services to support my health and well-being.	81%	88%	82%	81%	85%	85%	81%	78%	83%	79%	78%	83%	73%
Q63. I receive information about the safety hazards of my job.	83%	91%	84%	81%	87%	86%	82%	79%	82%	79%	84%	85%	76%
Q64. I have the training to do my job safely.	88%	92%	85%	87%	92%	89%	89%	87%	87%	86%	76%	87%	84%
Q65. I have the resources to do my job safely.	84%	89%	86%	82%	88%	90%	84%	82%	84%	82%	79%	86%	77%
Q66. Safety incidents are regularly discussed to reinforce learning.	76%	86%	81%	72%	81%	79%	74%	70%	77%	73%	61%	80%	77%
Q67. I am supported to speak up about unsafe conditions.	86%	90%	88%	86%	90%	88%	87%	84%	88%	84%	94%	86%	84%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work.	95%	97%	98%	95%	96%	96%	95%	94%	93%	95%	89%	95%	91%
Q70. I would report unethical behavior in my workplace if it occurs.	86%	91%	86%	87%	92%	88%	85%	82%	84%	84%	87%	91%	85%
Q71. Ethics and the Code of Conduct are discussed in my workplace.	76%	88%	82%	73%	82%	79%	74%	69%	71%	73%	81%	81%	78%
<b>Employee Satisfaction Elements</b>													
Q1. I know and understand the current objectives of my business unit.	73%	83%	77%	69%	79%	79%	71%	68%	73%	68%	74%	81%	74%
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly.	81%	86%	80%	83%	83%	84%	83%	81%	81%	81%	74%	80%	69%
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job.	66%	81%	72%	62%	73%	73%	63%	64%	72%	64%	55%	72%	60%
Q4. I am meaningfully involved in decisions that affect my job and me.	57%	67%	62%	53%	59%	66%	55%	52%	60%	51%	54%	64%	44%
Q5. Overall, I am satisfied with development opportunities and/or training.	62%	69%	63%	61%	69%	68%	61%	58%	58%	59%	65%	64%	55%
Q6. I am truly appreciated for the contribution I make to my business unit.	65%	80%	69%	63%	76%	72%	63%	61%	73%	61%	66%	73%	62%
Q7. I am sufficiently rewarded (e.g. praise for work well done, cheers cards, individual/group recognition - excluding pay) for the effort that I put into my job.	59%	71%	63%	59%	69%	67%	60%	57%	64%	56%	53%	57%	48%
Q8. My work related stress is manageable.	63%	76%	67%	61%	63%	71%	61%	59%	73%	59%	61%	66%	60%
<b>Employee Engagement Outcomes</b>													
Q9. Overall, I am satisfied with the quality of my work life in my business unit.	72%	82%	70%	72%	74%	77%	72%	69%	77%	69%	66%	73%	63%
Q55. I am proud to work at The City of Calgary.	86%	94%	85%	83%	85%	91%	84%	82%	89%	83%	70%	92%	82%
Q57. I would recommend The City of Calgary as an employer to a family member or friend.	83%	93%	83%	81%	82%	88%	82%	79%	87%	79%	76%	87%	77%
<b>Inclusion</b>	77	83	75	77	78	81	77	75	78	76	76	78	73
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	83%	69%	74%	75%	80%	75%	76%	74%	71%	68%	74%	71%
Q34. My direct supervisor asks how I like to be recognized for a job well done.	54%	66%	55%	50%	58%	64%	51%	48%	56%	49%	43%	59%	52%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities.	80%	90%	76%	80%	81%	83%	81%	76%	82%	77%	70%	78%	74%
Q44. My coworkers treat me with respect.	87%	91%	88%	88%	88%	89%	87%	86%	86%	86%	84%	88%	83%
Q57. I would recommend The City of Calgary as an employer to a family member or friend.	83%	93%	83%	81%	82%	88%	82%	79%	87%	79%	76%	87%	77%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	83%	87%	80%	82%	83%	89%	82%	77%	81%	81%	84%	84%	75%
Q73. Human rights are discussed in my workplace.	64%	71%	68%	63%	67%	69%	62%	57%	60%	61%	67%	68%	63%
Q74. The City creates an environment that values diverse perspectives, talents and experiences and other diversity dimensions (such as gender, race, culture, age).	80%	84%	80%	78%	83%	85%	80%	73%	78%	78%	86%	81%	69%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else.	65%	68%	56%	66%	70%	70%	64%	61%	63%	62%	55%	67%	54%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.).	76%	85%	72%	77%	77%	82%	75%	73%	77%	73%	62%	78%	73%
<b>4 Cs Framework</b>													
Character	82	88	81	82	83	84	83	81	83	81	81	84	79
Competence	78	86	79	78	80	81	78	77	80	77	76	81	76
Commitment	81	89	81	80	82	83	80	78	82	79	80	85	80
Collaboration	78	86	79	78	79	81	78	78	78	77	75	80	76

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Ethnocultural														
	Total	African	Arab	British Isles	Caribbean	East and South-East Asian	European	French	Latin, Central and South American	North-American	Oceania	South Asian	West Asian	
<b>Base Size</b>	7,160	331	101	2,038	115	960	2,224	398	219	1,622	38	703	73	
<b>Mental Health</b>	78	84	78	77	79	81	78	76	79	76	77	80	75	
<b>Psychological Support</b>	83	88	83	84	84	85	84	83	84	83	84	84	80	
Q21. I have a good working relationship with my direct supervisor.	85%	91%	84%	85%	85%	88%	86%	83%	84%	85%	82%	87%	82%	
Q31. When I've had a personal or health issue, my direct supervisor has supported me.	87%	91%	84%	88%	86%	90%	88%	85%	88%	86%	88%	85%	83%	
Q72. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation.	79%	86%	84%	78%	84%	82%	78%	76%	79%	77%	87%	82%	72%	
<b>Organizational Culture</b>	79	85	78	79	80	81	79	77	79	77	78	81	76	
Q9. Overall, I am satisfied with the quality of my work life in my business unit.	72%	82%	70%	72%	74%	77%	72%	69%	77%	69%	66%	73%	63%	
Q25. My direct supervisor encourages me to collaborate with my work group.	81%	89%	79%	83%	81%	85%	82%	81%	82%	79%	79%	79%	79%	
Q28. I feel that my supervisor trusts me to act in The City's best interests.	88%	92%	88%	89%	89%	88%	89%	86%	88%	88%	89%	88%	83%	
Q29. I trust my direct supervisor.	80%	86%	78%	81%	81%	84%	80%	77%	84%	79%	74%	82%	77%	
Q35. My direct supervisor effectively addresses inappropriate behaviour.	74%	85%	73%	72%	76%	78%	72%	68%	78%	70%	74%	78%	74%	
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities.	80%	90%	76%	80%	81%	83%	81%	76%	82%	77%	70%	78%	74%	
Q37. I trust the people I work with.	74%	79%	66%	74%	70%	80%	73%	72%	76%	72%	73%	77%	68%	
Q45. I know what behaviors are expected of me.	94%	95%	95%	94%	92%	94%	95%	92%	94%	94%	97%	95%	97%	
Q46. The people I work with cooperate to get the job done.	82%	88%	85%	82%	79%	85%	83%	80%	79%	80%	70%	85%	74%	
Q47. There is cooperation between the different work groups within my business unit.	64%	80%	73%	59%	72%	74%	60%	61%	59%	58%	64%	73%	59%	
Q52. There is a strong culture of accountability in my work group.	72%	86%	76%	69%	73%	78%	71%	67%	73%	67%	70%	81%	68%	
Q70. I would report unethical behavior in my workplace if it occurs.	86%	91%	86%	87%	92%	88%	85%	82%	84%	84%	87%	91%	85%	
Q74. The City creates an environment that values diverse perspectives, talents and experiences and other diversity dimensions (such as gender, race, culture, age).	80%	84%	80%	78%	83%	85%	80%	73%	78%	78%	86%	81%	69%	
Q76. I've noticed some positive changes in my work environment since the last survey.	45%	68%	57%	38%	49%	58%	41%	35%	42%	36%	34%	56%	45%	
<b>Clear Leadership &amp; Expectations</b>	77	84	78	75	79	80	76	74	77	75	76	79	74	
Q1. I know and understand the current objectives of my business unit.	73%	83%	77%	69%	79%	79%	71%	68%	73%	68%	74%	81%	74%	
Q19. I have been given feedback about my job performance within the last 6 months.	69%	77%	64%	68%	69%	75%	69%	68%	62%	67%	59%	72%	62%	
Q20. My direct supervisor provides me with useful feedback.	71%	81%	70%	69%	70%	75%	71%	68%	71%	68%	61%	73%	62%	
Q23. My direct supervisor clearly communicates the expectations for my job.	74%	84%	75%	72%	79%	80%	74%	69%	75%	71%	66%	76%	64%	
Q27. My direct supervisor shares information I need to do my job.	77%	87%	81%	77%	84%	81%	78%	74%	82%	76%	76%	79%	72%	
Q45. I know what behaviors are expected of me.	94%	95%	95%	94%	92%	94%	95%	92%	94%	94%	97%	95%	97%	
Q48. I know what is expected of me in providing excellent customer service as an employee at The City.	92%	94%	94%	90%	89%	93%	91%	89%	94%	91%	92%	93%	85%	
Q50. My business unit communicates well with employees concerning issues that affect their job.	61%	79%	66%	55%	72%	71%	58%	54%	66%	56%	58%	72%	59%	
Q54. Senior management clearly communicates the City's goals and objectives.	59%	78%	66%	52%	67%	69%	54%	51%	62%	51%	54%	68%	59%	
Q71. Ethics and the Code of Conduct are discussed in my workplace.	76%	88%	82%	73%	82%	79%	74%	69%	71%	73%	81%	81%	78%	
Q73. Human rights are discussed in my workplace.	64%	71%	68%	63%	67%	69%	62%	57%	60%	61%	67%	68%	63%	
<b>Civility &amp; Respect</b>	82	87	81	82	82	83	82	80	82	81	81	83	78	
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly.	81%	86%	80%	83%	83%	84%	83%	81%	81%	81%	74%	80%	69%	
Q35. My direct supervisor effectively addresses inappropriate behaviour.	74%	85%	73%	72%	76%	78%	72%	68%	78%	70%	74%	78%	74%	
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities.	80%	90%	76%	80%	81%	83%	81%	76%	82%	77%	70%	78%	74%	
Q44. My coworkers treat me with respect.	87%	91%	88%	88%	88%	89%	87%	86%	86%	86%	84%	88%	83%	
Q46. The people I work with cooperate to get the job done.	82%	88%	85%	82%	79%	85%	83%	80%	79%	80%	70%	85%	74%	
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	83%	87%	80%	82%	83%	89%	82%	77%	81%	81%	84%	84%	75%	
Q70. I would report unethical behavior in my workplace if it occurs.	86%	91%	86%	87%	92%	88%	85%	82%	84%	84%	87%	91%	85%	
<b>Psychological Competencies &amp; Requirements</b>	79	84	77	80	79	81	79	78	79	78	77	80	75	
Q16. I am encouraged to use my skills and knowledge.	80%	87%	77%	81%	81%	85%	81%	80%	81%	78%	74%	79%	74%	
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	83%	69%	74%	75%	80%	75%	76%	74%	71%	68%	74%	71%	
Q29. I trust my direct supervisor.	80%	86%	78%	81%	81%	84%	80%	77%	84%	79%	74%	82%	77%	
Q37. I trust the people I work with.	74%	79%	66%	74%	70%	80%	73%	72%	76%	72%	73%	77%	68%	
Q44. My coworkers treat me with respect.	87%	91%	88%	88%	88%	89%	87%	86%	86%	86%	84%	88%	83%	
Q46. The people I work with cooperate to get the job done.	82%	88%	85%	82%	79%	85%	83%	80%	79%	80%	70%	85%	74%	
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else.	65%	68%	56%	66%	70%	70%	64%	61%	63%	62%	55%	67%	54%	
<b>Growth &amp; Development</b>	75	82	73	75	77	78	75	74	75	73	73	76	70	
Q5. Overall, I am satisfied with development opportunities and/or training.	62%	69%	63%	61%	69%	68%	61%	58%	58%	59%	65%	64%	55%	
Q17. I am supported in my career development.	67%	75%	61%	68%	65%	73%	68%	65%	66%	66%	78%	67%	64%	
Q19. I have been given feedback about my job performance within the last 6 months.	69%	77%	64%	68%	69%	75%	69%	68%	62%	67%	59%	72%	62%	
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	83%	69%	74%	75%	80%	75%	76%	74%	71%	68%	74%	71%	
Q42. In my role, I have the opportunity to work with other City departments.	76%	86%	79%	74%	79%	81%	76%	74%	77%	72%	64%	80%	77%	
Q58. I am satisfied with the career options available to me at The City of Calgary.	70%	81%	70%	68%	68%	74%	68%	66%	77%	67%	72%	71%	67%	
Q60. Overall, I am satisfied with my work-life balance.	77%	89%	81%	75%	82%	84%	75%	72%	82%	74%	68%	80%	71%	
Q62. Over the past year I had opportunities at work for growth and development.	66%	74%	64%	66%	70%	73%	66%	63%	63%	63%	69%	66%	61%	

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	Ethnocultural												
	Total	African	Arab	British Isles	Caribbean	East and South-East Asian	European	French	Latin, Central and South American	North-American	Oceania	South Asian	West Asian
<b>Base Size</b>	7,160	331	101	2,038	115	960	2,224	398	219	1,622	38	703	73
<b>Recognition &amp; Reward</b>	71	80	70	71	74	76	71	69	73	69	72	73	68
Q6. I am truly appreciated for the contribution I make to my business unit.	65%	80%	69%	63%	76%	72%	63%	61%	73%	61%	66%	73%	62%
Q7. I am sufficiently rewarded (e.g. praise for work well done, cheers cards, individual/group recognition - excluding pay) for the effort that I put into my job.	59%	71%	63%	59%	69%	67%	60%	57%	64%	56%	53%	57%	48%
Q26. My direct supervisor shows appreciation when I do a good job.	76%	86%	72%	77%	79%	81%	78%	74%	80%	73%	76%	77%	72%
Q34. My direct supervisor asks how I like to be recognized for a job well done.	54%	66%	55%	50%	58%	64%	51%	48%	56%	49%	43%	59%	52%
<b>Involve&amp;ment &amp; Influence</b>	74	82	74	74	76	78	74	73	75	73	73	76	71
Q4. I am meaningfully involved in decisions that affect my job and me.	57%	67%	62%	53%	58%	66%	55%	52%	60%	51%	54%	64%	44%
Q18. My opinions are valued.	68%	75%	68%	69%	69%	74%	71%	66%	69%	66%	63%	69%	68%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	83%	69%	74%	75%	80%	75%	76%	74%	71%	68%	74%	71%
Q24. I am able to decide how to do my job, as long as the work gets done.	80%	84%	75%	81%	80%	85%	80%	79%	79%	80%	74%	81%	79%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity.	73%	86%	72%	71%	78%	77%	72%	66%	73%	69%	73%	78%	68%
Q50. My business unit communicates well with employees concerning issues that affect their job.	61%	79%	66%	55%	72%	71%	58%	54%	66%	56%	58%	72%	59%
<b>Workload Management</b>	79	86	80	78	80	82	79	77	82	77	75	81	77
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job.	66%	81%	72%	62%	73%	73%	63%	64%	72%	64%	55%	72%	60%
Q24. I am able to decide how to do my job, as long as the work gets done.	80%	84%	75%	81%	80%	85%	80%	79%	79%	80%	74%	81%	79%
Q39. I feel productive in my job.	84%	92%	87%	81%	85%	88%	83%	82%	86%	81%	68%	87%	85%
Q42. In my role, I have the opportunity to work with other City departments.	76%	86%	79%	74%	79%	81%	76%	74%	77%	72%	64%	80%	77%
Q59. My work arrangements are flexible enough to meet my needs.	78%	85%	82%	76%	81%	83%	76%	76%	82%	75%	70%	79%	77%
Q60. Overall, I am satisfied with my work-life balance.	77%	89%	81%	75%	82%	84%	75%	72%	82%	74%	68%	80%	71%
<b>Psychological Engagement</b>	80	88	80	79	80	81	79	77	81	78	78	84	82
Q10. I feel energized at work.	59%	79%	65%	52%	61%	68%	54%	52%	68%	52%	45%	70%	67%
Q11. When I'm at work, time goes by quickly.	71%	82%	70%	67%	70%	79%	68%	63%	72%	65%	63%	79%	74%
Q12. I am enthusiastic about my job.	73%	87%	77%	71%	74%	76%	71%	67%	75%	68%	63%	84%	76%
Q13. I can continue working for very long periods.	71%	78%	68%	70%	75%	70%	71%	67%	66%	70%	66%	75%	72%
Q14. I am proud of the work that I do.	86%	94%	91%	86%	90%	87%	86%	85%	88%	85%	82%	90%	85%
Q15. I feel happy when I am working hard.	85%	93%	87%	84%	81%	85%	83%	83%	83%	82%	82%	90%	86%
Q41. The work that I do is meaningful.	88%	93%	93%	86%	89%	90%	87%	85%	92%	86%	81%	92%	87%
Q55. I am proud to work at The City of Calgary.	86%	94%	85%	83%	85%	91%	84%	82%	89%	83%	70%	92%	82%
<b>Balance</b>	78	85	79	78	80	81	78	76	80	77	76	79	77
Q30. My efforts to live a healthy lifestyle are supported.	79%	86%	76%	78%	85%	84%	78%	77%	84%	78%	78%	79%	75%
Q59. My work arrangements are flexible enough to meet my needs.	78%	85%	82%	76%	81%	83%	76%	76%	82%	75%	70%	79%	77%
Q60. Overall, I am satisfied with my work-life balance.	77%	89%	81%	75%	82%	84%	75%	72%	82%	74%	68%	80%	71%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.).	76%	85%	72%	77%	77%	82%	75%	73%	77%	73%	62%	78%	73%
Q183. The mental health services and resources offered at The City meet my needs.	71%	82%	69%	67%	69%	78%	68%	65%	73%	68%	68%	74%	62%
<b>Psychological Protection</b>	78	84	78	78	79	80	78	77	79	77	78	79	76
<b>My work-related stress is manageable.</b>	63	76	67	61	63	71	61	59	73	59	61	66	60
Q18. My opinions are valued.	68%	75%	68%	69%	69%	74%	71%	66%	69%	66%	63%	69%	68%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	74%	83%	69%	74%	75%	80%	75%	76%	74%	71%	68%	74%	71%
Q35. My direct supervisor effectively addresses inappropriate behaviour.	74%	85%	73%	72%	76%	78%	72%	68%	78%	70%	74%	78%	74%
Q44. My coworkers treat me with respect.	87%	91%	88%	88%	88%	89%	87%	86%	86%	86%	84%	88%	83%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	83%	87%	80%	82%	83%	89%	82%	77%	81%	81%	84%	84%	75%
Q70. I would report unethical behavior in my workplace if it occurs.	86%	91%	86%	87%	92%	88%	85%	82%	84%	84%	87%	91%	85%
Q178. I feel safe when interacting with other City employees/internal clients.	88%	92%	85%	89%	82%	89%	90%	89%	86%	88%	89%	87%	80%
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation.	68%	76%	71%	66%	80%	73%	68%	63%	67%	64%	70%	75%	63%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader.	75%	83%	80%	75%	78%	78%	75%	71%	78%	72%	76%	79%	71%
<b>Protection of Physical Safety</b>	83	88	85	83	85	84	84	81	84	82	82	84	83
Q32. My direct supervisor regularly reinforces safe work practices.	87%	92%	86%	87%	88%	89%	87%	83%	86%	86%	84%	87%	82%
Q33. My direct supervisor addresses unsafe working conditions.	85%	93%	88%	85%	84%	88%	85%	80%	86%	83%	85%	84%	80%
Q63. I receive information about the safety hazards of my job.	83%	91%	84%	81%	87%	86%	82%	79%	82%	79%	84%	85%	76%
Q64. I have the training to do my job safely.	88%	92%	85%	87%	92%	89%	89%	87%	87%	86%	76%	87%	84%
Q65. I have the resources to do my job safely.	84%	89%	86%	82%	88%	90%	84%	82%	84%	82%	86%	86%	77%
Q66. Safety incidents are regularly discussed to reinforce learning.	76%	86%	81%	72%	81%	79%	74%	70%	77%	73%	61%	80%	77%
Q67. I am supported to speak up about unsafe conditions.	86%	90%	88%	86%	90%	88%	87%	84%	88%	84%	94%	86%	84%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work.	95%	97%	98%	95%	96%	96%	95%	94%	93%	95%	89%	95%	91%

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