



Edmonton

City of Edmonton: 2018 Employee Engagement & Diversity Survey Results



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Introduction

Background:

- The survey is conducted every two years during September with initial results being available in January of the following year.
- The confidential survey allows the organization to hear directly from employees on their perceptions and to assess organizational progress in many areas.
- The 2018 survey results are presented based on the organizational structure in place at that time; therefore, any organizational units created since 2018 will not have survey results.
- The survey is conducted by a third party, TalentMap a member of the Council of American Survey Research Organizations (CASRO) and the Marketing Research and Intelligence Association (MIRA). TalentMAP subscribes to CASRO'S Code of Standards and MRIA's Good Practice.
- Importance of Employee Confidentiality: The issue of employee confidentiality is critical and of paramount interest to the City.

Corporate Findings:

- The survey had a participation rate of 70% in 2018.
- Engagement, Culture, and Workplace measures have shown a statistically significant decline of between 2.8% (Culture) and 6% (Engagement).
- The workforce is more diverse and similar to the National Household Survey Labour Force Data for Edmonton.
- Staff perceptions of harassment and discrimination require greater attention and action

Survey Protocol: Confidentiality Conditions

Employee Confidentiality is protected by:

- Utilizing an external, Canadian third party company that specializes in employee surveys.
- Following the confidentiality protocols established with that company and shared with participants including the way information is reported back.
- Reporting of overall results is restricted based on the the number of survey respondents within a group.

Confidentiality Conditions for Reporting

The survey protocol and privacy impact assessment place minimum group size restriction for the purpose of reporting on results. These thresholds are based on protecting the confidentiality of respondents and take into the account the sensitivity of the information to encourage participation. This has been a long established standard, included in the Privacy Impact Assessment and communicated to employees who in turn have completed surveys with this understanding.

The following response thresholds have been applied to protect the confidentiality of employees:

- Minimum 25 responses for Engagement Questions
- Minimum 50 responses for Diversity, Harassment and Discrimination Questions

In this report, Corporate results are available through the Corporate Executive Report, and Branch results are available through Branch Snapshot Reports. Branches at the City fall into one of the following categories (and will be shared in this order):

1. **All Results Shared:** Full Employee Engagement, Diversity, Discrimination and Harassment Survey Results will be shared for the following branches (50 or more responses):
 - Marketing
 - Economic & Environmental Sustainability
 - Office of the City Clerk
 - Communication Services
 - Financial Strategies
 - Real Estate

- Infrastructure Delivery
- Law
- Financial Services
- Talent Management & Support Services
- Social Development
- Corporate Procurement & Supply Services
- Infrastructure Planning & Design
- Assessment & Taxation
- Business Planning & Supports
- Engagement
- City Planning
- Development Services
- Community Standards & Neighbourhoods
- Open City & Technology
- Waste Management
- Fleet and Facility
- Fire Rescue Services
- Parks and Roads
- Community & Recreation Facilities
- Edmonton Transit

2. Engagement Results Shared: Diversity, Discrimination and Harassment Survey Results will not be shared for the following branches (less than 50 responses but equal to or greater than 25 responses):

- Workforce Safety & Employee Health
- LRT Delivery
- Organizational Development
- Employee Relations
- Strategic Development
- Building Great Neighbourhoods
- Corporate Strategy

3. No Results Shared: Engagement, Diversity, Discrimination and Harassment Survey Results will not be shared for the following branches (less than 25 responses):

- Business Performance Customer Experience



CITY OF EDMONTON EXECUTIVE REPORT

January 2019

EXECUTIVE SUMMARY

Executive Summary

This report summarizes the results from 2018 City of Edmonton Employee Engagement and Diversity Survey. The first administration was in 2010, followed by bi-annual surveys in years following: 2012, 2014, 2016 and now 2018.

Survey Participation

The overall participation rate in 2018 was 70%, a slight (2%) decrease from the 72% response obtained in the 2016 survey. Of the 8,732 respondents, 7,086 submitted an online response (of which 829 used the mobile version), while 1,646 submitted a paper copy of the survey questionnaire. We note that after successive years of substantial increases, participation has plateaued at a level which is slightly higher than our municipal benchmark (65%). As with the previous survey, this rise can be largely attributed to widespread efforts on the part of management at all levels within the organization to promote and encourage participation in the survey initiative.

As stated, during the survey period 8,732 employees responded to the survey. This provides a strong representation of the organization and allows for strong statistical validity in interpreting the results. Overall results are accurate to within +/- 0.58%, at the 95% confidence level. With this level of participation, the results can be clearly deemed as representative of all City employees, therefore these are a reflection of employees' thoughts and feeling with regard to their employment at the City.

Most demographic data was "pre-loaded" and is an accurate reflection of what was provided by the City. The only self-reported demographics were in the Diversity area (race, religion, bisexual, gay, lesbian, transgender, two-spirit or questioning). Employees completed surveys with unique PINs to ensure confidentiality.

Questionnaire

The 2018 survey consisted of 31 questions related to Engagement, Workplace and Culture, 9 self-report questions related to Discrimination and Harassment, 7 self-report questions related to Diversity, and a comments section related to recommendations for workplace improvement.

Executive Summary

Engagement, Culture, Workplace, Immediate Supervisor

Engagement, Culture, and Workplace measures have shown a statistically significant decline of between 2.8% [Culture, Workplace] and 6% [Engagement]. The Overall Immediate Supervisor score has remained the same, with a directional (not statistically significant) increase of 0.3%. In addition, attitudes towards one's immediate supervisor remain significantly more favourable (73.4% favourable), compared to Engagement, Culture or Workplace measures, where scores ranged from 67.8% (Workplace) to 66.6% (Engagement).

The results show there have been significant declines on 21 attitudes, 10 attitudes have shown no significant change, and only two items have shown a significant increase, both in regards to one's immediate supervisor. The greatest improvement in attitude (+3%) is with regards to speaking to an immediate supervisor formally about performance.

The most significant declines (shown on the next two slides), and also the lowest absolute favourable scores, relate to trust and confidence in the City Manager and Deputy City Managers' ability to achieve the City's goals (-10%), seeing a clear link between one's work and the City's long-term vision (-8%), the commitment to maintaining a healthy and safe work environment (-7%), and whether information in the City is communicated well (-7%). These declines have been experienced fairly evenly across almost all of the departments.

In almost all departments, those attitudes which have the greatest impact on employee engagement (the drivers of engagement) tend to be whether one feels career aspirations can be met in the City, feeling one makes a contribution to the success of the City, trust and confidence in leadership (ELT, department, and branch) to achieve the City's goals, and attitudes towards one's immediate supervisor. The more favourable one's attitudes primarily towards these attributes, the more engaged employees will be.

Most and Least Favourable Attitudes

Most Favourable Attitudes	% Favourable 2018	% Favourable 2016
I feel that my work contributes to the success of the City.	82.9%	85.5%
My immediate supervisor demonstrates a commitment to safety.	81.7%	81.6%
My immediate supervisor seems to care about me as a person.	79.2%	78.9%
I feel respected by co-workers in my workplace.	78.5%	78.9%
My immediate supervisor encourages me to offer my opinions and ideas.	75.6%	76.0%

Least Favourable Attitudes	% Favourable 2018	% Favourable 2016
My career aspirations can be achieved at the City.	57.8%	61.8%
In my branch, information is widely shared so that everyone can get the required information when it's needed.	57.0%	58.8%
I can see a clear link between my work and the City's long-term vision.	54.6%	62.3%
In general, information in the City is communicated well.	52.3%	58.9%
I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	49.7%	59.3%

Most Significant Declines since 2016

Most significant declines in favourability since 2016

I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	-9.6%
I can see a clear link between my work and the City's long-term vision.	-7.7%
The City is committed to maintaining a healthy and safe working environment.	-7.0%
In general, information in the City is communicated well.	-6.6%
I would recommend the City to a friend as a great place to work.	-6.1%

Executive Summary (cont'd)

Perception of Discrimination and Harassment

With regard to discrimination and harassment, the percentage of employees claiming they have experienced discrimination has risen from 11.4% in 2016 to 14.0% in 2018. Those claiming to have experienced harassment has also risen from 19.0% to 23.8%, and those claiming to have witnessed either harassment or discrimination has also increased from 20.2% to 25.6%. It is worth noting that all internal sources of harassment have decreased (i.e. Supervisor, Coworker etc.) from 2016, the exception being harassment coming from members of the public.

Perception of harassment and discrimination tends to be relatively higher among those claiming to belong to a minority group (with the exception of visible minorities), with the highest proportions among those declaring a disability, where almost half (47.9%) of those individuals claimed to have experienced harassment, and 33% claimed to have experienced discrimination. Perceptions of discrimination and harassment are also significantly higher among certain union groups, including ATU 569, Civic Service Union 52 and CUPE Local 30.

We must also note that relatively more employees who claimed to have witnessed harassment or discrimination claim to have told someone who could do something about the situation (43.4% compared to 36.2% in 2016). Also, more than half (52.1%) of employees say they feel they can make a report on harassment/discrimination without fear of retaliation. Given these results, we may infer that some of the increase in perception may be attributable to increased comfort in disclosing this behaviour.

As one would expect, employees having claimed to experience either discrimination or harassment are significantly less engaged than those who have not. Engagement among those claiming to have experienced harassment is 46.2%, compared to 73.1% among others, and engagement among those claiming to have experienced discrimination is 44.3%, compared to 70.4%.

INTRODUCTION

Survey Design/Report Overview

Survey Framework

Engagement, Workplace, Culture and Immediate Supervisor were assessed using 33 key questions that form the core of the survey. Diversity and Inclusion were measured using 2016 census questions to present an overall view of the current make-up of the City. The experience of respectful workplace behaviour was also assessed using very specific questions related to harassment and discrimination experiences. Finally, all employees were provided the opportunity to provide comments on ways the organization can improve. A summary of the themes of these recommendations are included in this report and the actual comments will be provided in each of the departmental reports to provide further clarification.

Benchmark Data

Where possible, the City's responses have been compared to normative data to provide an indication of how the City compares to external organizations. All external comparisons have been compared to TalentMap's normative data (benchmark), which is based on large organizations which TalentMap has surveyed over the last 5 years. The TalentMap large organization benchmark consists of 36 different large organizations (having more than 1,000 employees). The benchmark includes responses from 91,703 employees in these organizations. Organizations are from across Canada, but concentrated more highly in Alberta and Ontario, and are from a range of sectors, including the public sector. Example organizations include Great West Life Assurance Company, Stantec Inc., Edmonton Police Service, MD Financial Services, EPCOR, Canon Canada, The City of Red Deer, SaskPower, Saskatchewan Polytechnic, and others.

For the Diversity portion of the survey, the benchmark data was based on population statistics adapted from the 2016 National Household Survey Labour Force Data for the City of Edmonton.

In terms of benchmark data for the questions regarding harassment and discrimination, TalentMap is currently working on finalizing a benchmark for these questions, which will likely be available within six months to a year. Prior to publishing a benchmark, TalentMap requires a minimum of six similar organizations (large/public sector) asking the same questions to consider a benchmark comparator has sufficient validity. An increasing number of organizations are now asking similar questions. The City of Edmonton has been a pioneer in this area, and was one of the first to begin asking these questions.

The City of Edmonton survey responses for the current period are not included in the benchmark numbers.

Survey Design/Report Overview

Notwithstanding the fact that benchmark data is useful for providing context as to how the City of Edmonton compares with like organizations, it is our view that once an organization has conducted an engagement survey before, then the best and most useful comparator should be one's own previous engagement scores. In the spirit of continuous improvement, the true goal should be to continuously increase one's own level of engagement; therefore, how other organizations perform should be of little, and decreasing, relevance. This is indeed the case here, as the most noteworthy conclusion arising from analysis of the 2016 survey results is the consistent improvement in favourability on all four "engagement" indices (i.e. engagement, culture, workplace and immediate management).

How to Read this Report

Confidentiality

It is important to remember that all information collected in this survey is strictly confidential. To ensure confidentiality, TalentMap does not divulge individual survey responses to anyone and only aggregate reports have been provided where there are a minimum of 10 respondents in a group. TalentMap is a member of the Council of American Survey Research Organizations (CASRO) and the Marketing Research and Intelligence Association (MRIA). TalentMap subscribes to CASRO's Code of Standards and MRIA's Good Practice. In order to understand the diversity in the organization, there were some self-report demographic questions included in the survey. In instances where an organizational division or group has fewer than 50 respondents, the results will not be provided, but will be aggregated to a higher level that meets the minimum number of respondents.

How to Read this Report

All results are presented in charts or table format. As a guideline, it is recommended to focus in on the positive results first as it is easy to get distracted by the less favourable ones and overlook some key strengths in the process. It is also important to remember that sometimes the issues identified can be symptoms of more fundamental "root cause" issues so clarification of the results by reading comments and having further discussions with employees is critical to creating action plans that address root causes and ensure effective use of resources.

Similar to reports delivered in 2016, 2014 and 2012, this report rounds data points to one decimal place. This was done in order to add an extra level of precision to the statistics. With larger groups, the decimal places become more important in terms of interpretation.

How to Read this Report

To assist in identifying data patterns of interest, we have circled the corresponding previous period data (this is more easily visible than circling the number in the chart). **Green** boxes represent a notable positive change (at least 2% change), and **red** boxes indicate a notable, but less desirable, change. Alternatively, we have used **green** or **red** circles to indicate the same in heatmaps and other graphs. The only difference between circles and boxes is the aesthetics: sometimes we felt that circles are more pleasing to the eye, other times boxes. In cases where the change is greater than +/- 2% and it is not circled, it is either because all groups are exhibiting the same trend, or more likely that the smaller group size means the change is not statistically significant. Finally, city-wide results do not adjust for differences in participation rates, thus areas with higher participation rates will have a slightly higher impact on final results, per employee, than they would otherwise have. Due to restructuring in the City of Edmonton over the last two years, there are multiple departments that do not have a previous period comparison.

Finally, the reader will note that the interpretation focuses on changes since the previous period, as opposed to items which are rated more favourably than others. Over time, the strategic objective of any organization should be the overall improvement of employee engagement, through the improvement of its key engagement drivers. Attitudes rated very favourably over time are likely to improve at a similar rate to attitudes rated less favourably. To use a metaphor: improving engagement is similar to the tide raising all the boats. We are more concerned with the overall trend than focusing specific items which score lower.

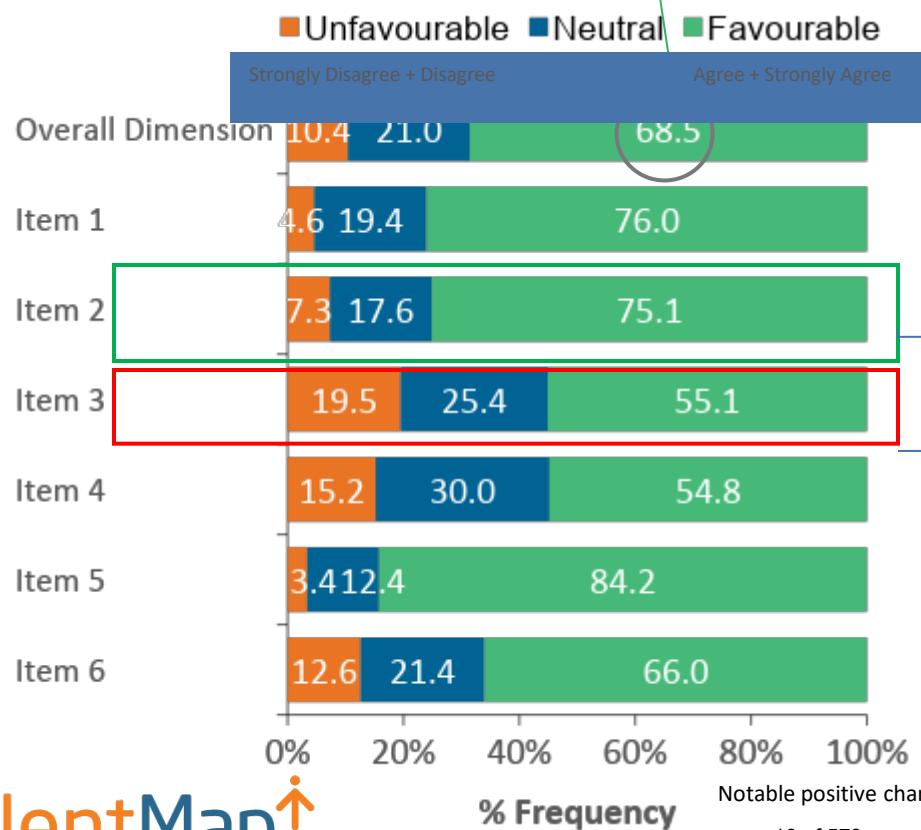
How to Read this Report

% Unfavourable: represents the respondents who chose "Strongly Disagree/Disagree".

% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

% Favourable: represents the respondents who chose "Strongly Agree/Agree".

Unless otherwise stated, the overall dimension is the mean (average) of all items excluding custom item(s).



The previous periods' % favourable scores (i.e. 2016, 2014).

Company Previous Period #1	Company Previous Period #2	TM Benchmark
71.5	69.3	71.7
75.4	72.1	77.3
63.2	69.1	70.0
65.4	63.3	67.5
55.6	54.0	52.4
89.2	87.9	91.1
70.1	69.3	n/a

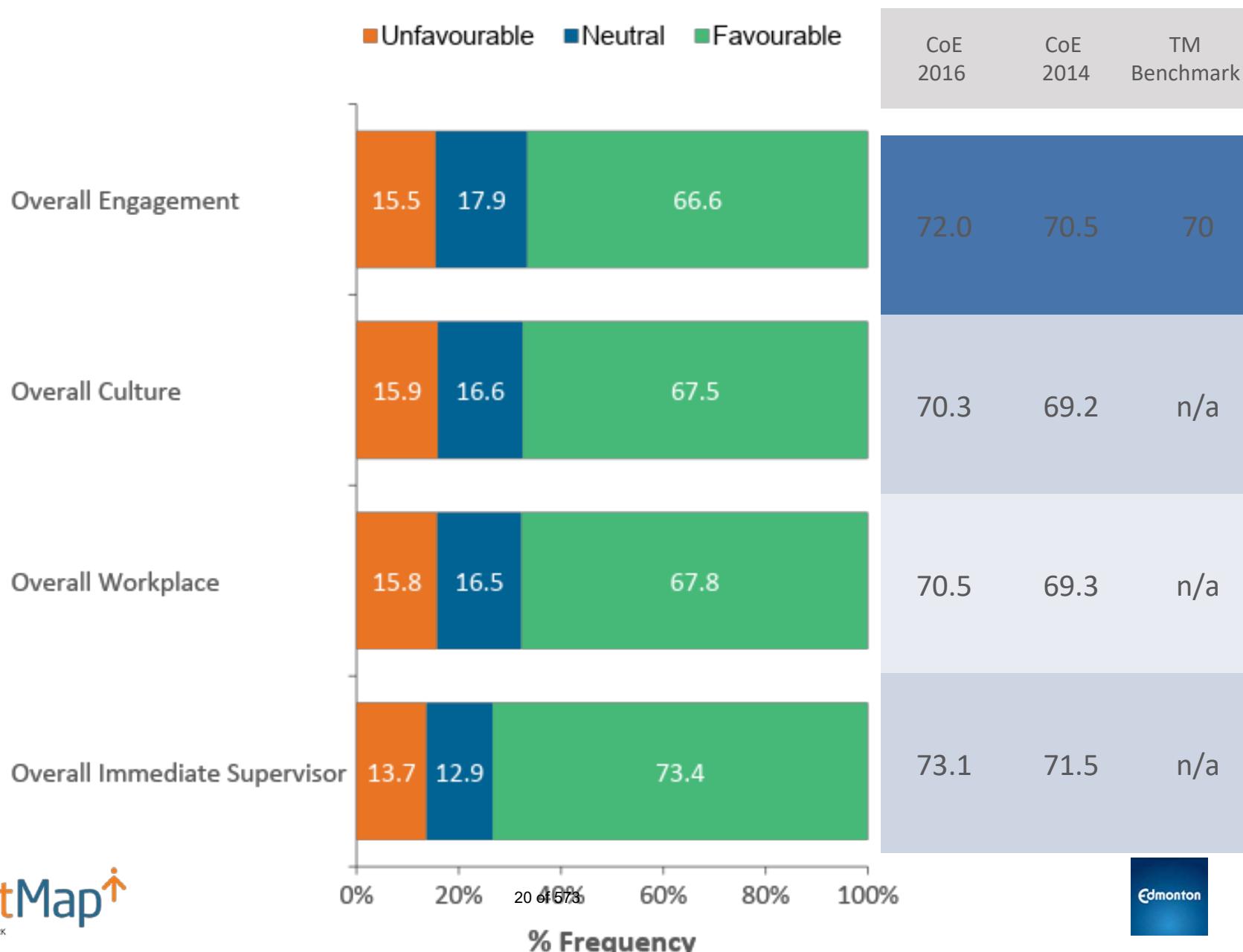
TalentMap overall benchmark calculated using standard TalentMap questionnaire items

Indicates that benchmark data for the item is unavailable for comparison

Participation Rates

DEPARTMENT	2018	2016	2014
Citizen Services	61%	66%	59%
City Operations	64%	65%	n/a
Communications and Engagement	90%	95%	n/a
Employee Services	88%	97%	97%
Financial & Corporate Services	88%	n/a	n/a
Integrated Infrastructure Services	91%	84%	n/a
Office of the City Manager	90%	91%	n/a
Urban Form & Corporate Strategic Development	87%	n/a	n/a
Overall City of Edmonton	70%	72%	62%

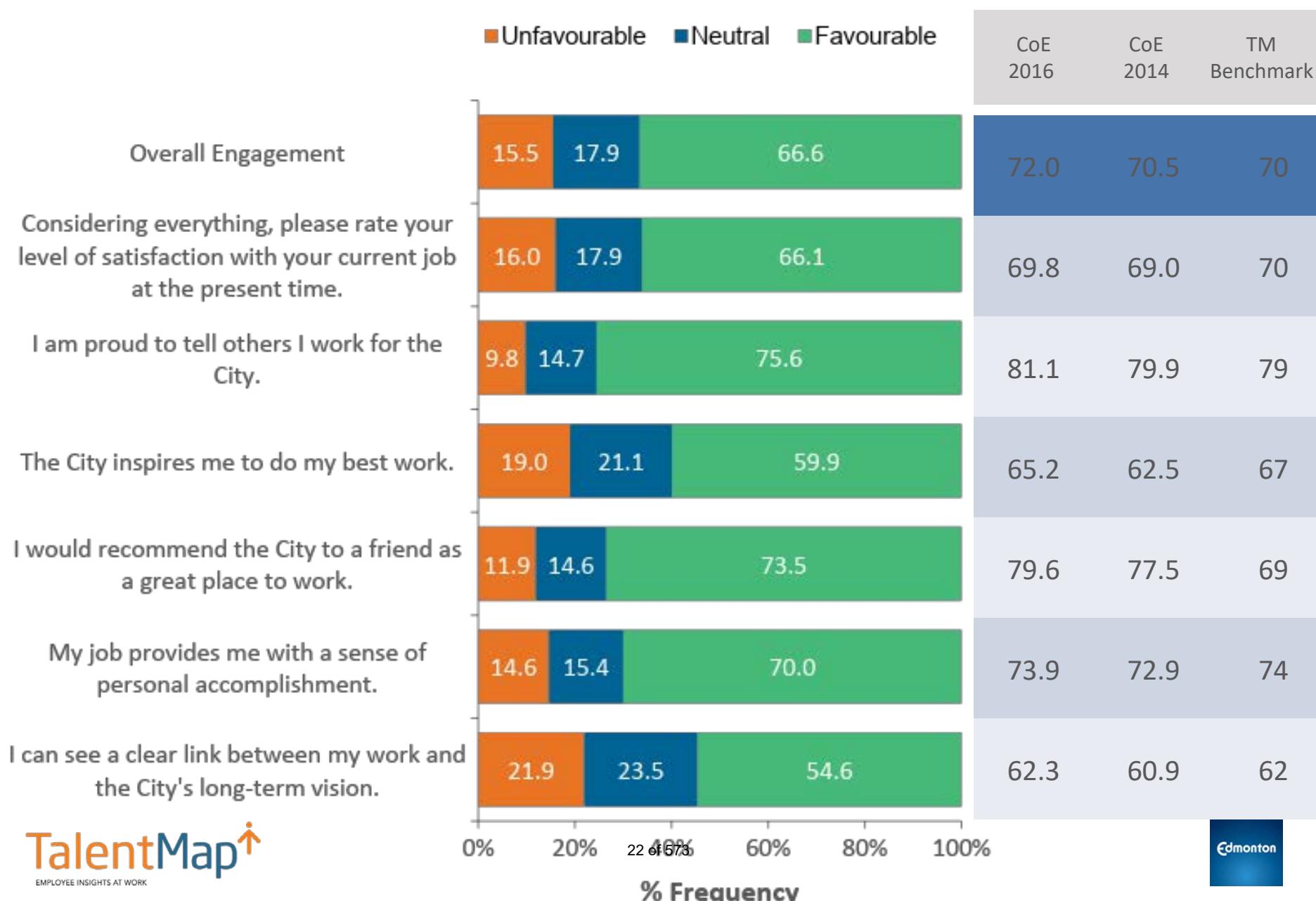
Survey Dimensions – Overall City of Edmonton



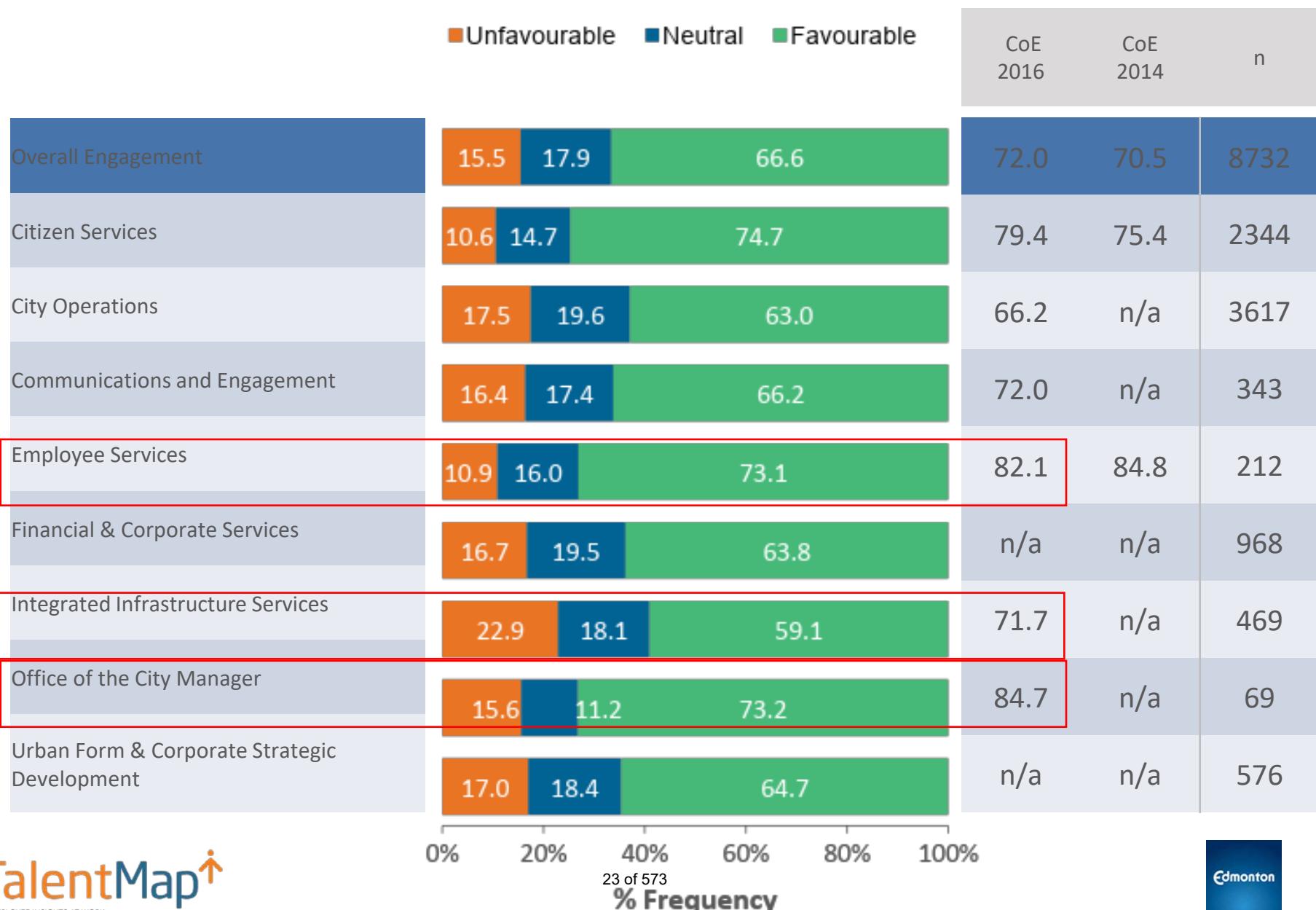
Engagement

Logical connection employees have to their work,
emotional connection and their willingness to put in
discretionary effort

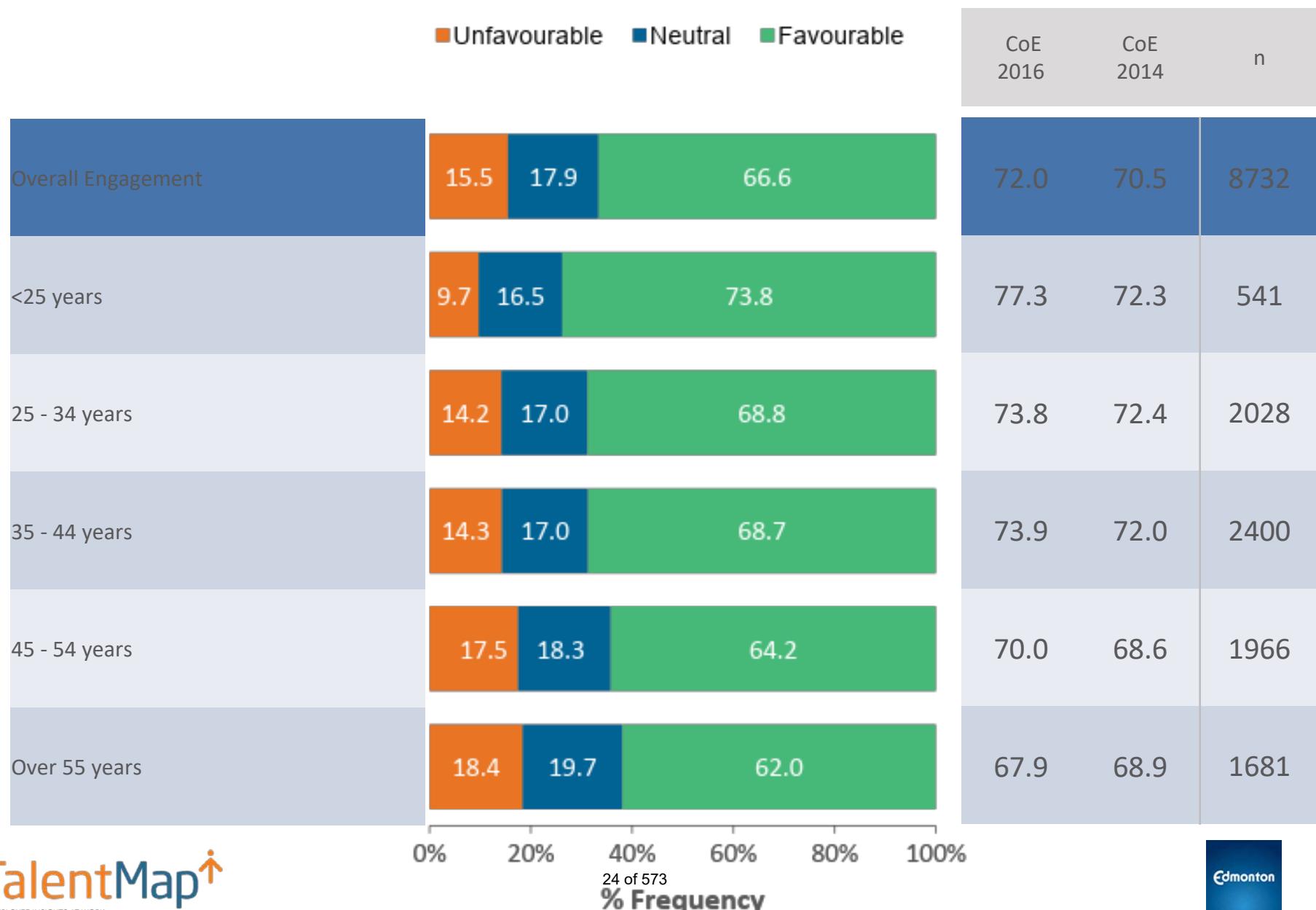
Engagement – Overall City of Edmonton



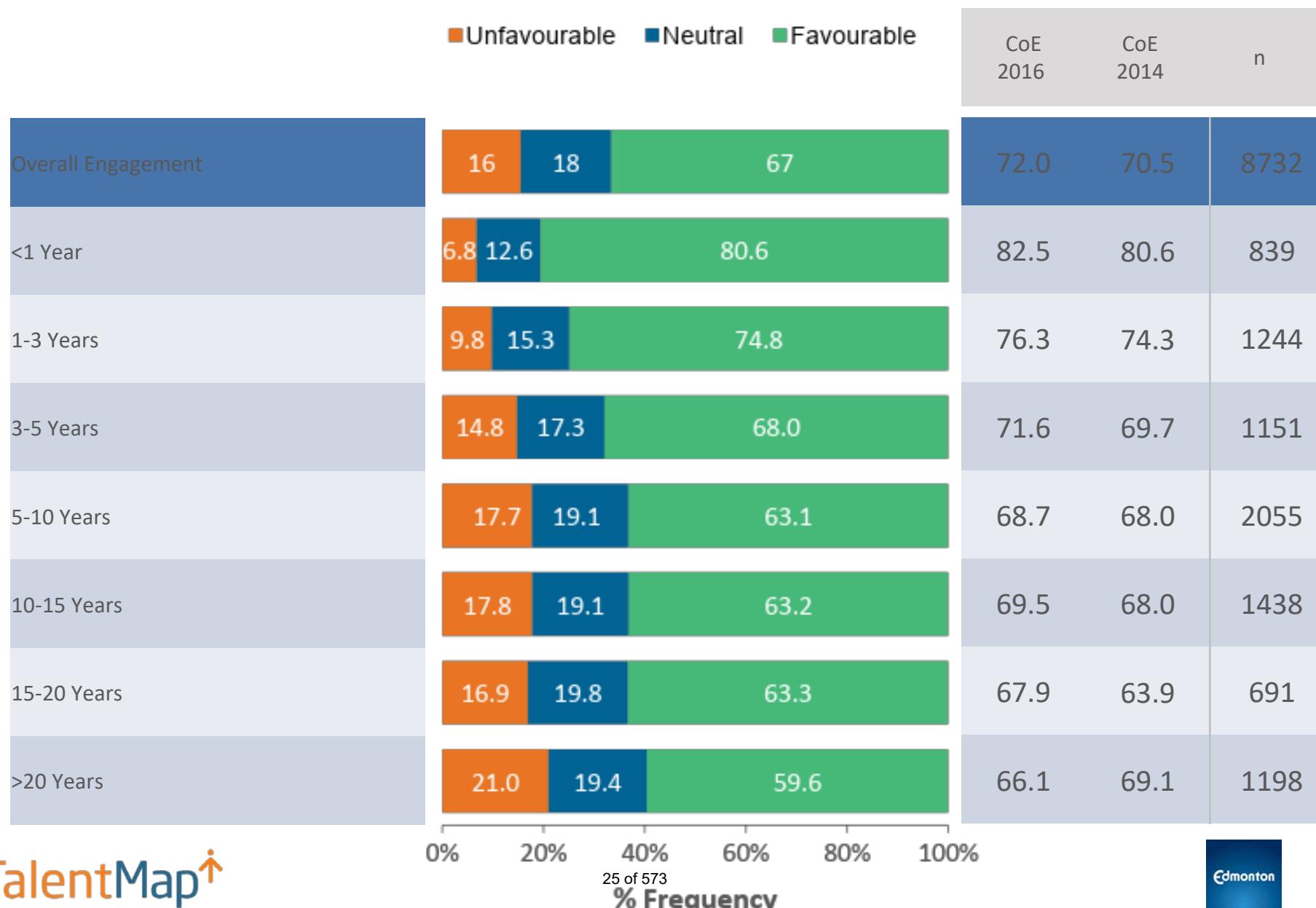
Engagement by Department



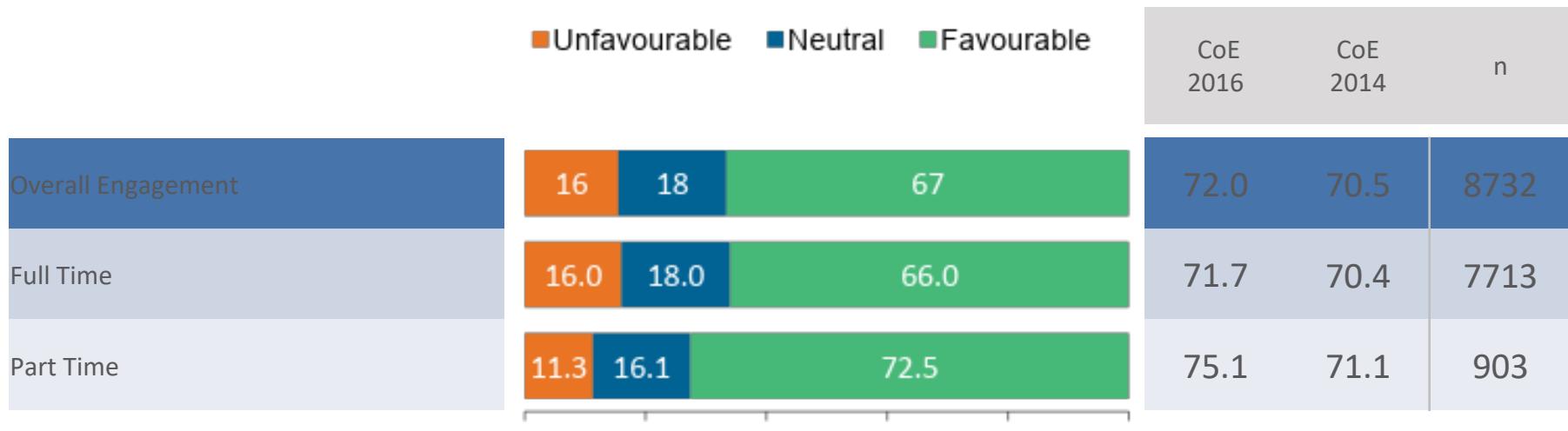
Engagement by Age



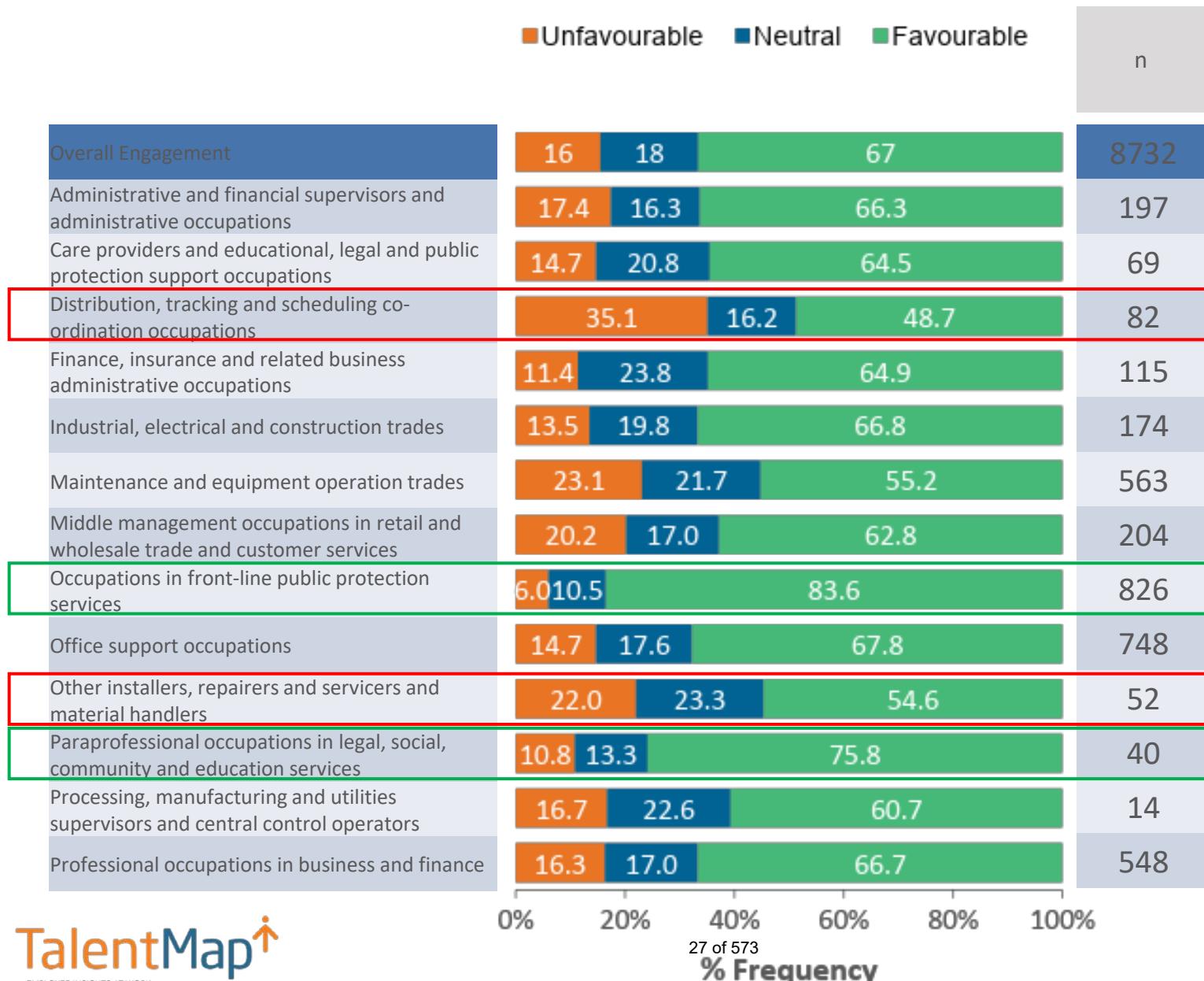
Engagement by Length of Service



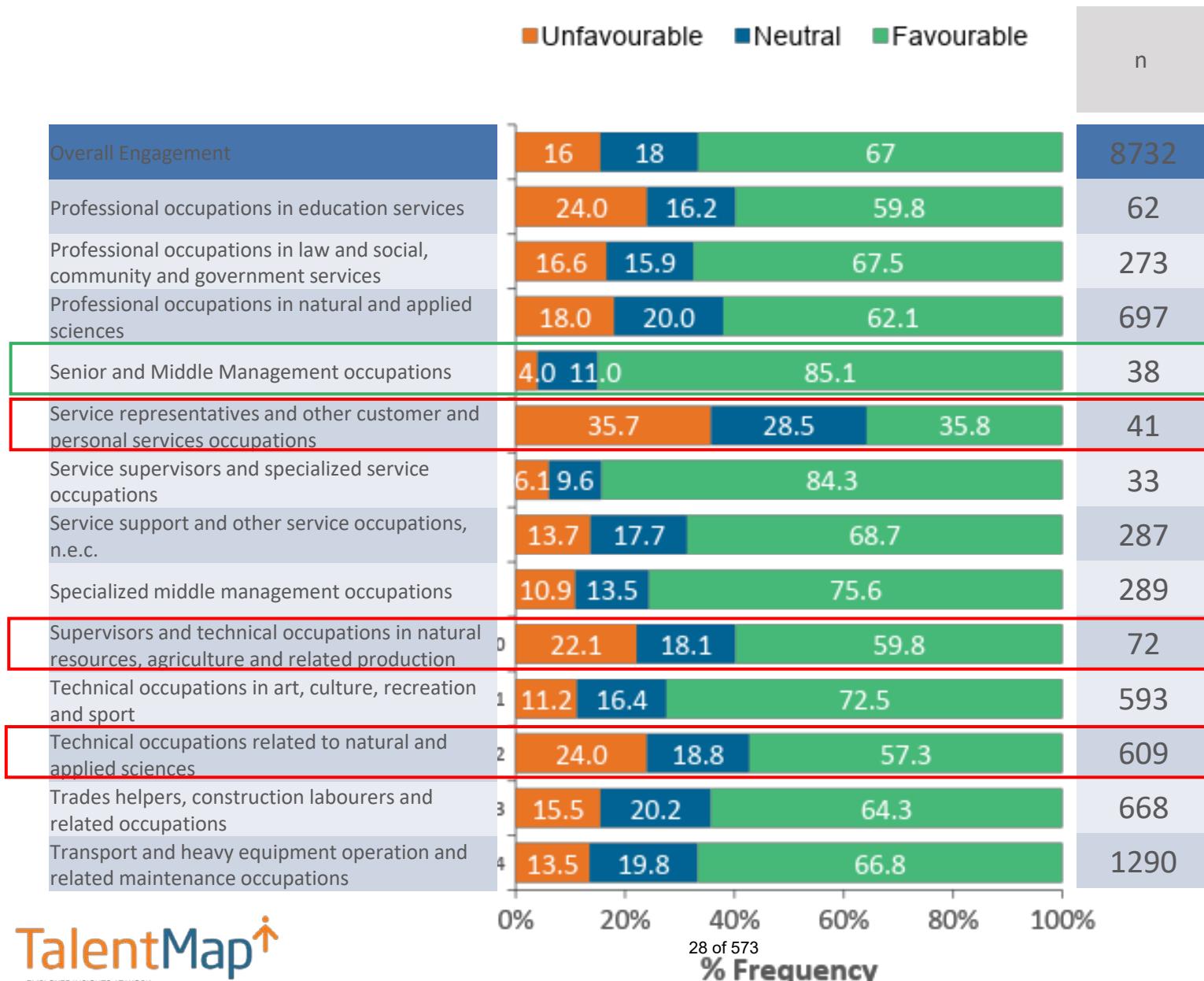
Engagement by Status



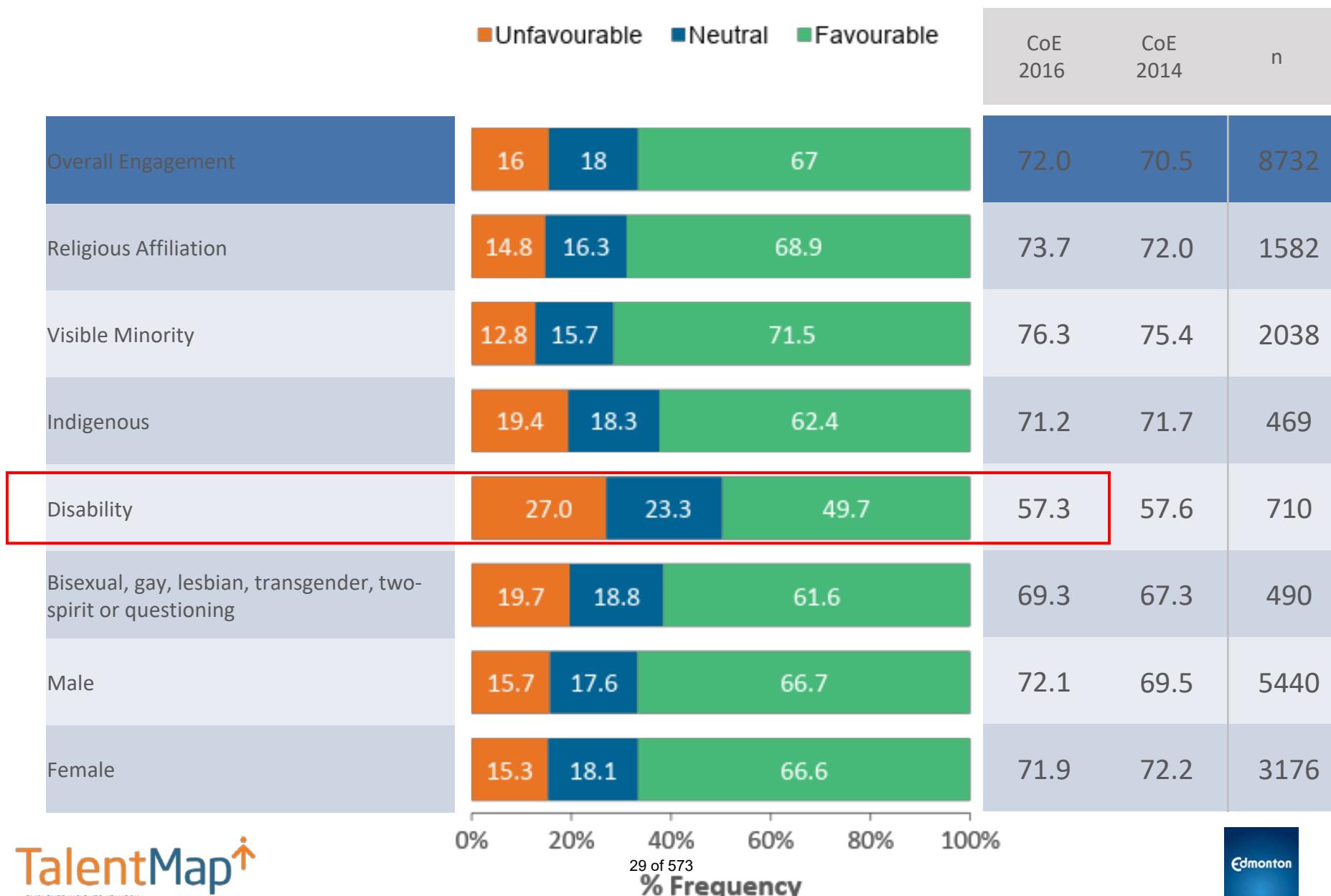
Engagement by Job Family (Page 1)



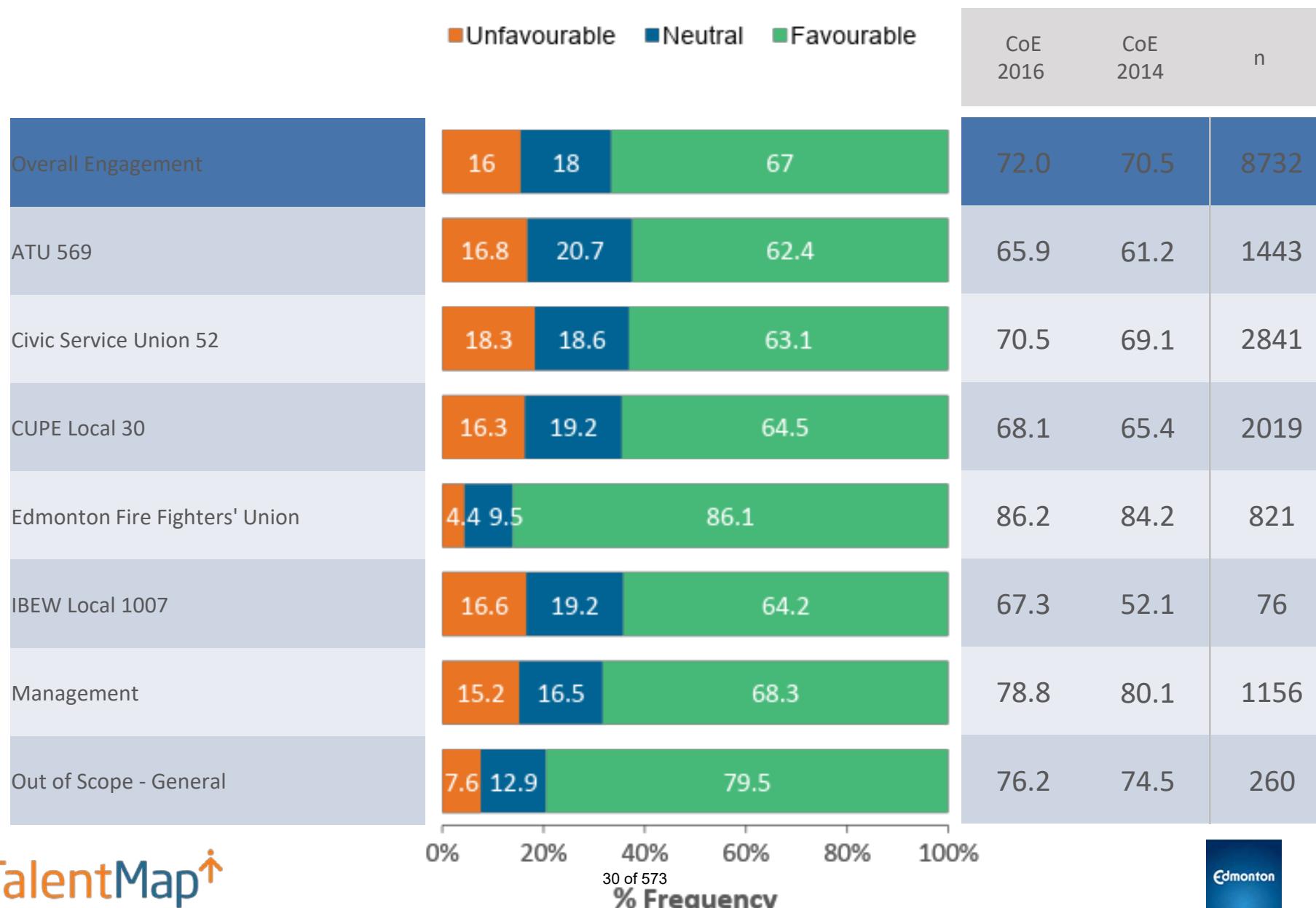
Engagement by Job Family (Page 2)



Engagement by Diversity Group



Engagement by Union Affiliation



Engagement Heatmap 2018

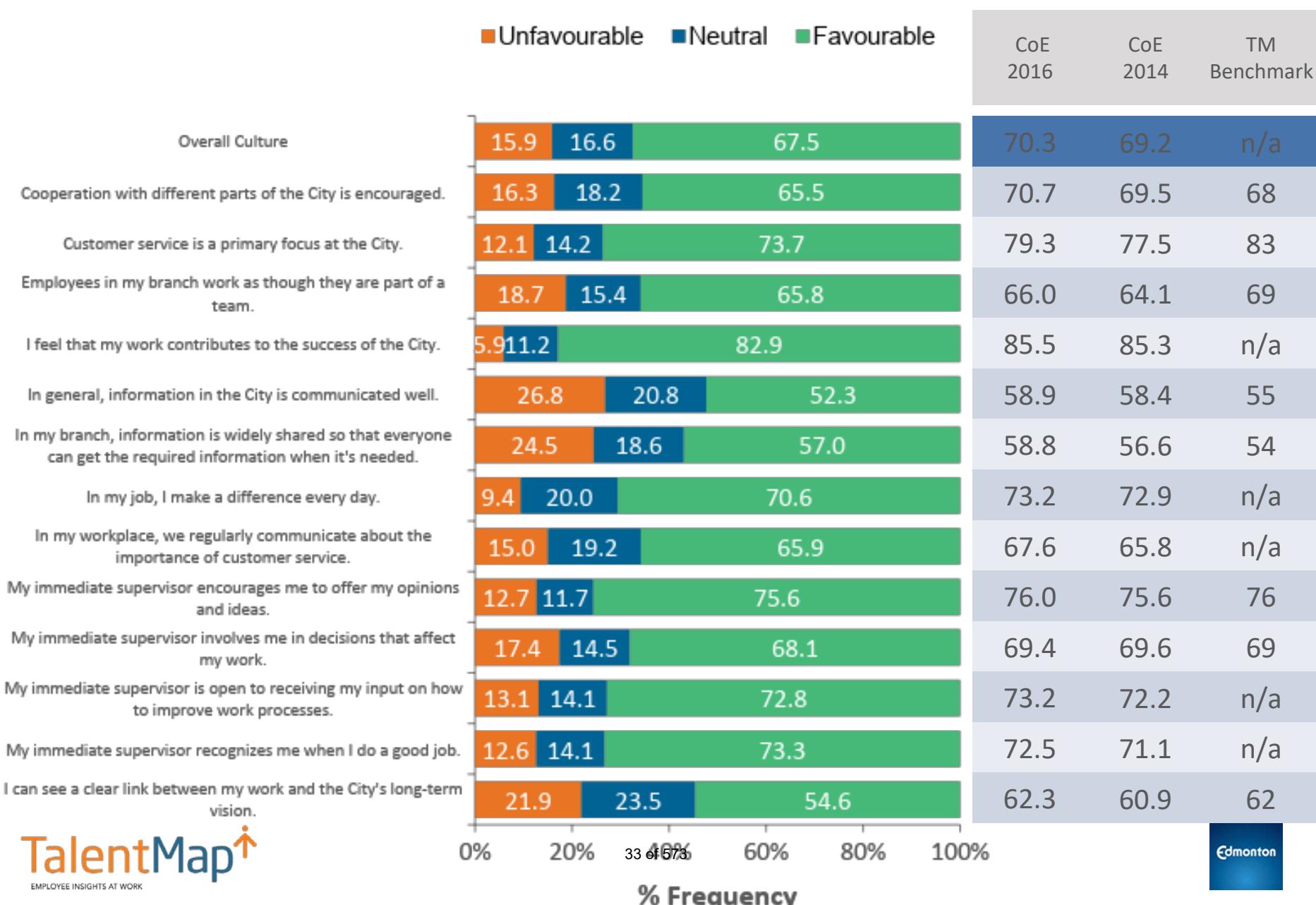
Difference Between Department and City of Edmonton Overall

Lower	Same	Better	COE Overall 2018	Citizen Services	City Operations	Communications and Engagement	Employee Services	Financial & Corporate Services	Integrated Infrastructure Services	Office of the City Manager	Urban Form & Corporate Strategic Development
Participation Count			8732	2344	3617	343	212	968	469	69	576
Considering everything, please rate your level of satisfaction with your current job at the present time.	66.1	75.5	63.9	60.6	71.2	59.9	55.9	72.5	61.3		
I am proud to tell others I work for the City.	75.6	84.6	72.6	77.4	80.1	71.7	65.6	81.2	68.5		
The City inspires me to do my best work.	59.9	67.4	55.7	63.3	68.6	58.5	52.7	69.1	58.0		
I would recommend the City to a friend as a great place to work.	73.5	83.1	71.6	67.9	75.7	67.6	60.2	76.8	69.1		
My job provides me with a sense of personal accomplishment.	70.0	78.9	65.9	67.3	77.8	66.9	63.3	70.6	69.7		
I can see a clear link between my work and the City's long-term vision.	54.6	58.7	48.4	60.7	64.9	58.0	56.7	69.1	61.6		
Overall Engagement			66.6	74.7	63.0	66.2	73.1	63.8	59.1	73.2	64.7

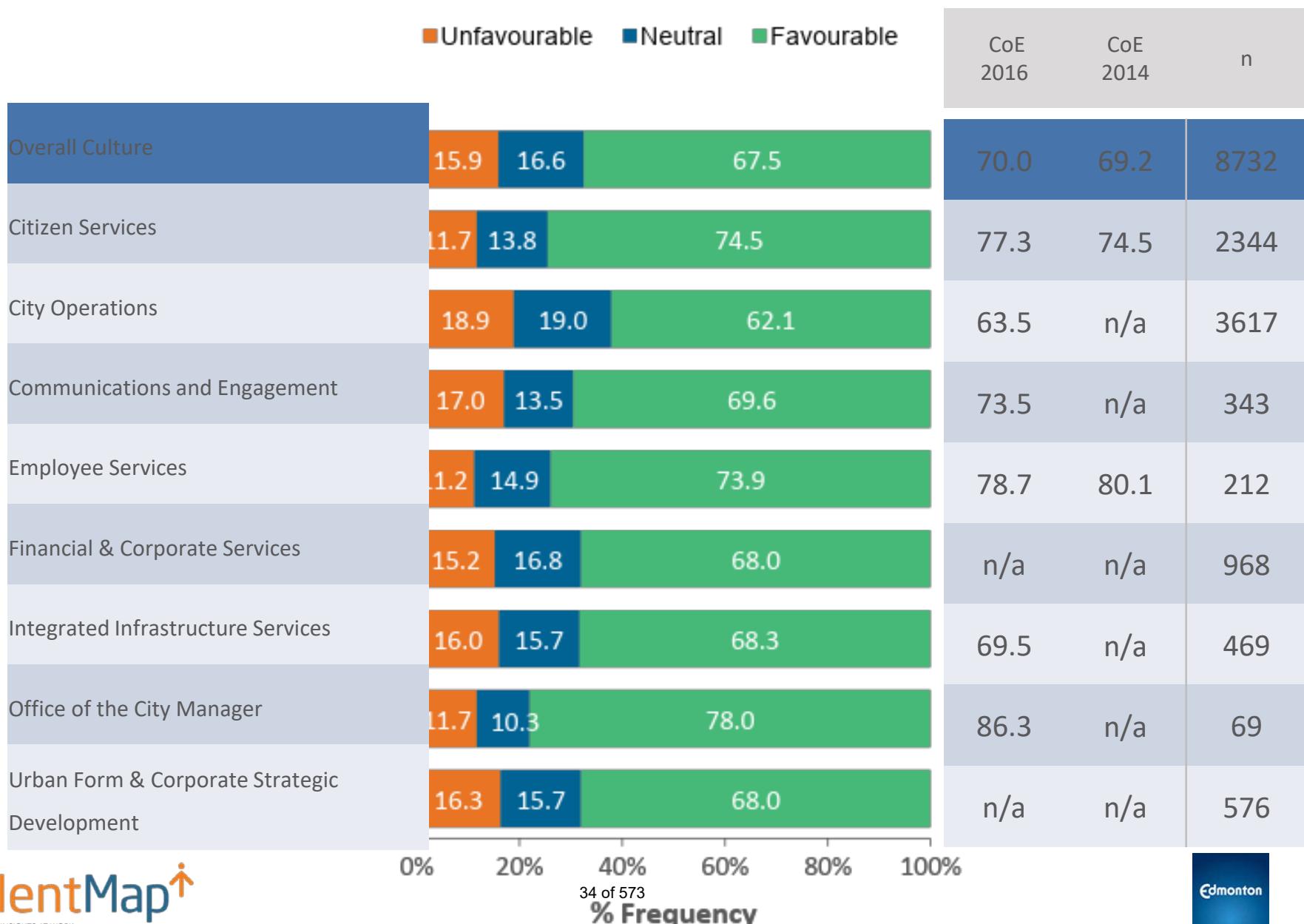
Culture

The culture of the corporation reflects how we choose to work together and how we interact with council, our citizens and other stakeholders. It is our behaviour, attitude and approach. Culture creates an image of what it is like to work and live in Edmonton.

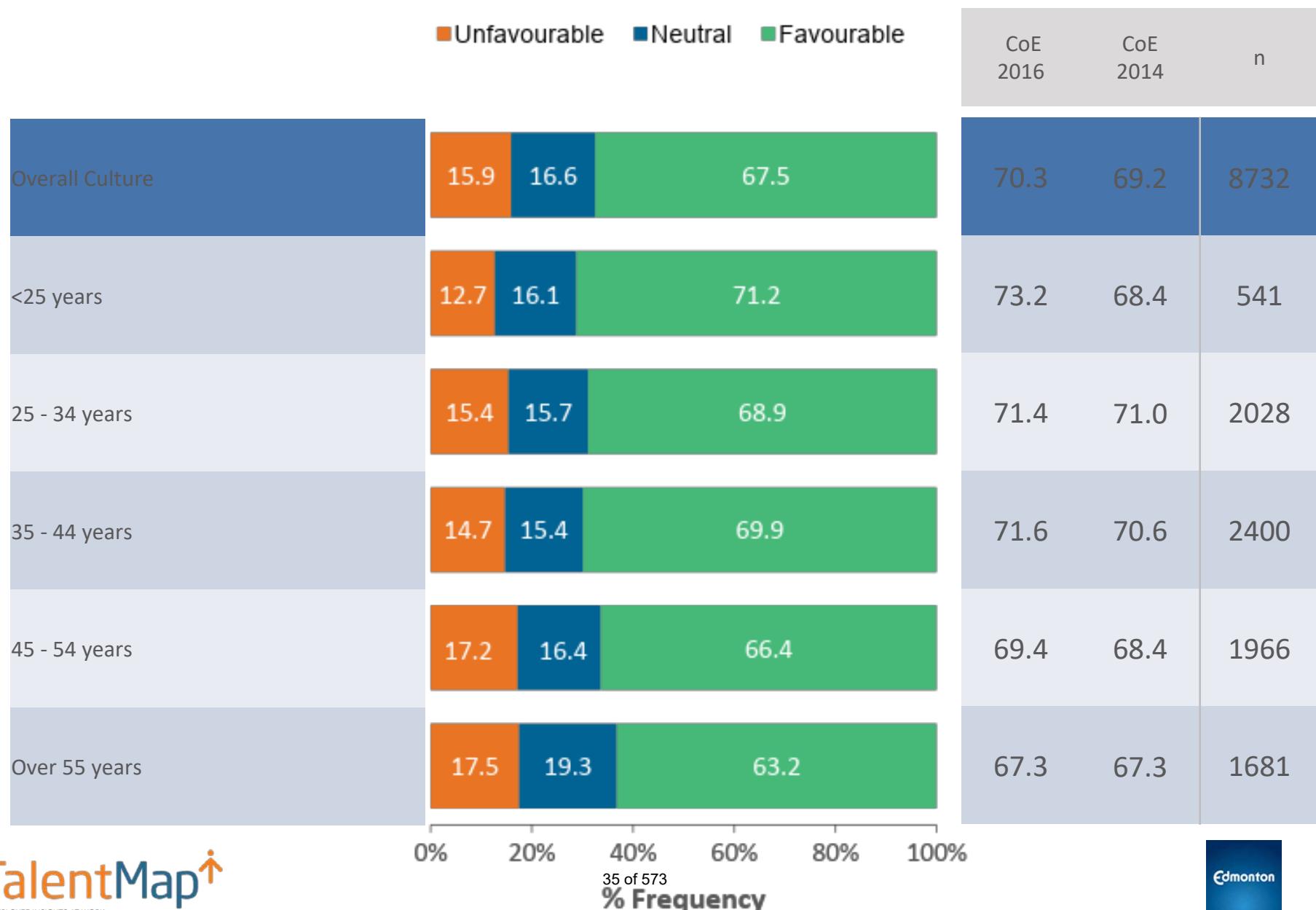
Culture – Overall City of Edmonton



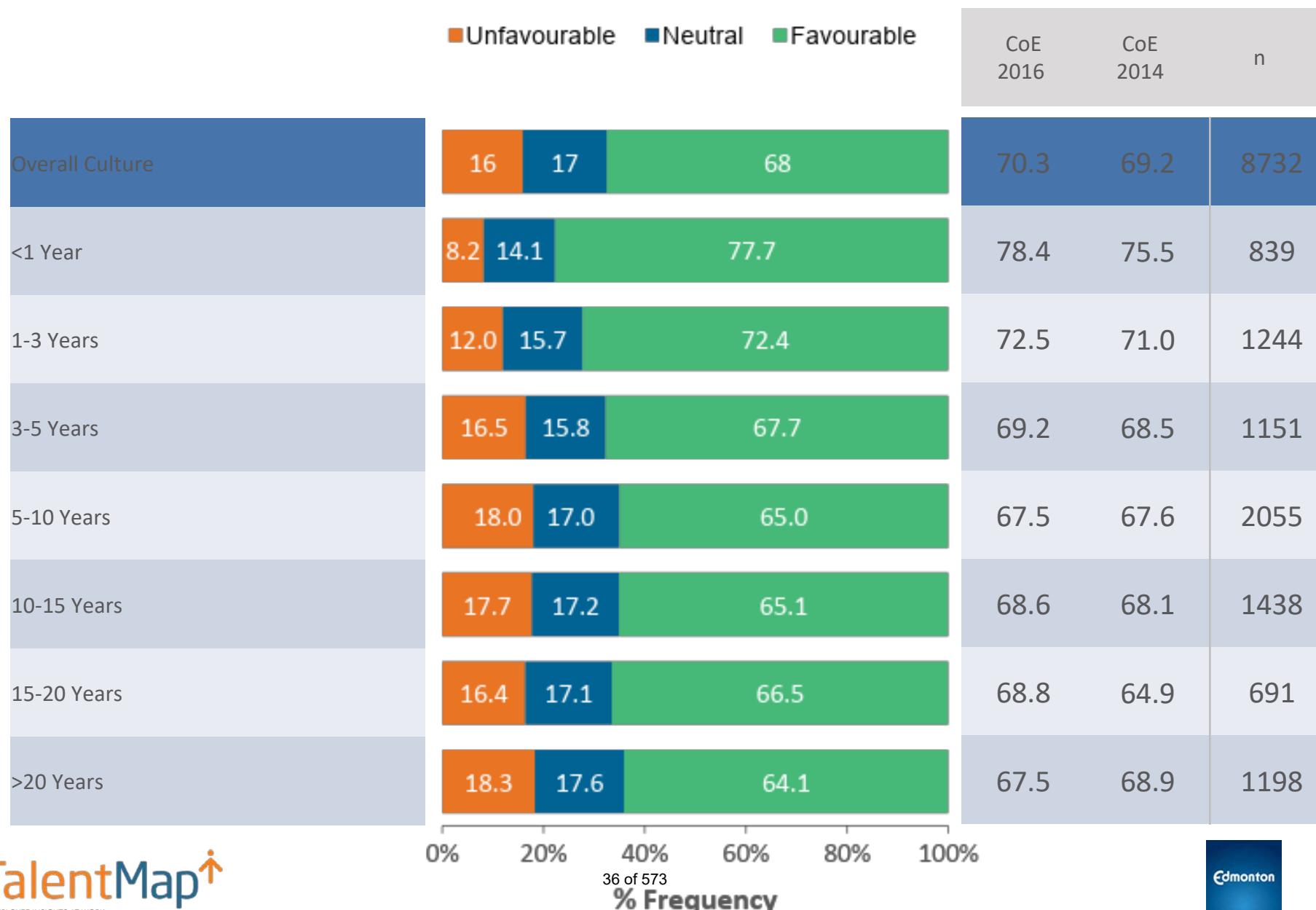
Culture by Department



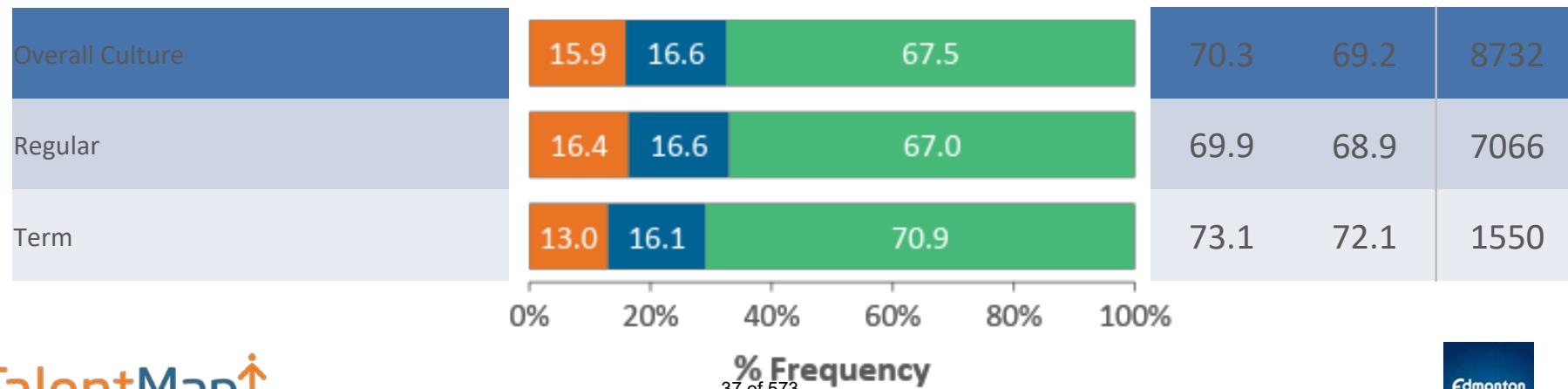
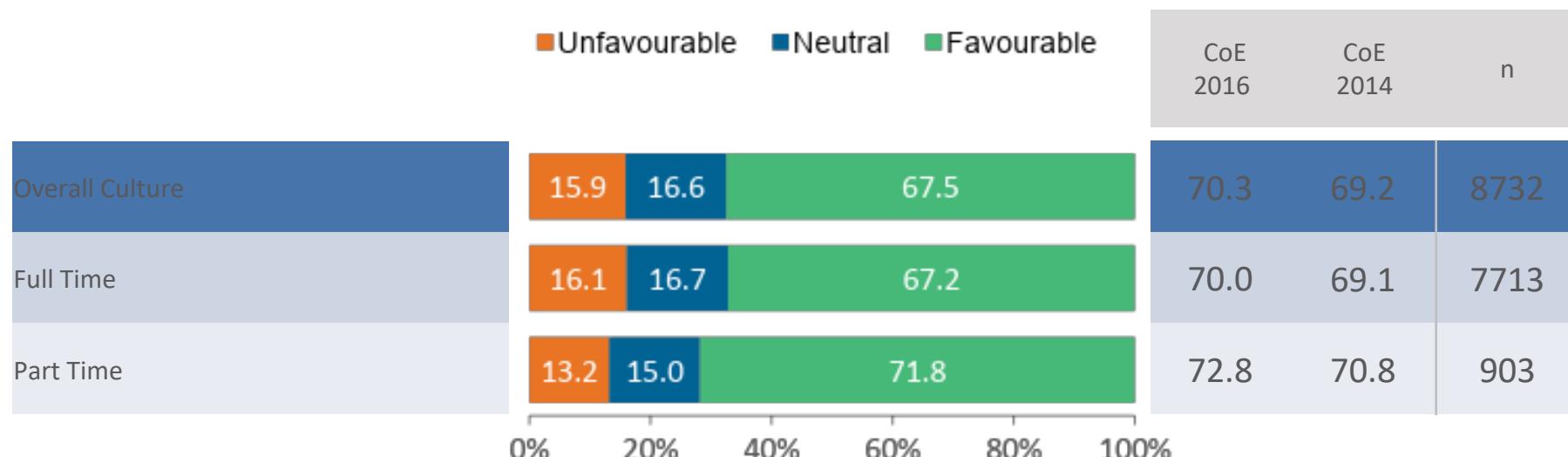
Culture by Age



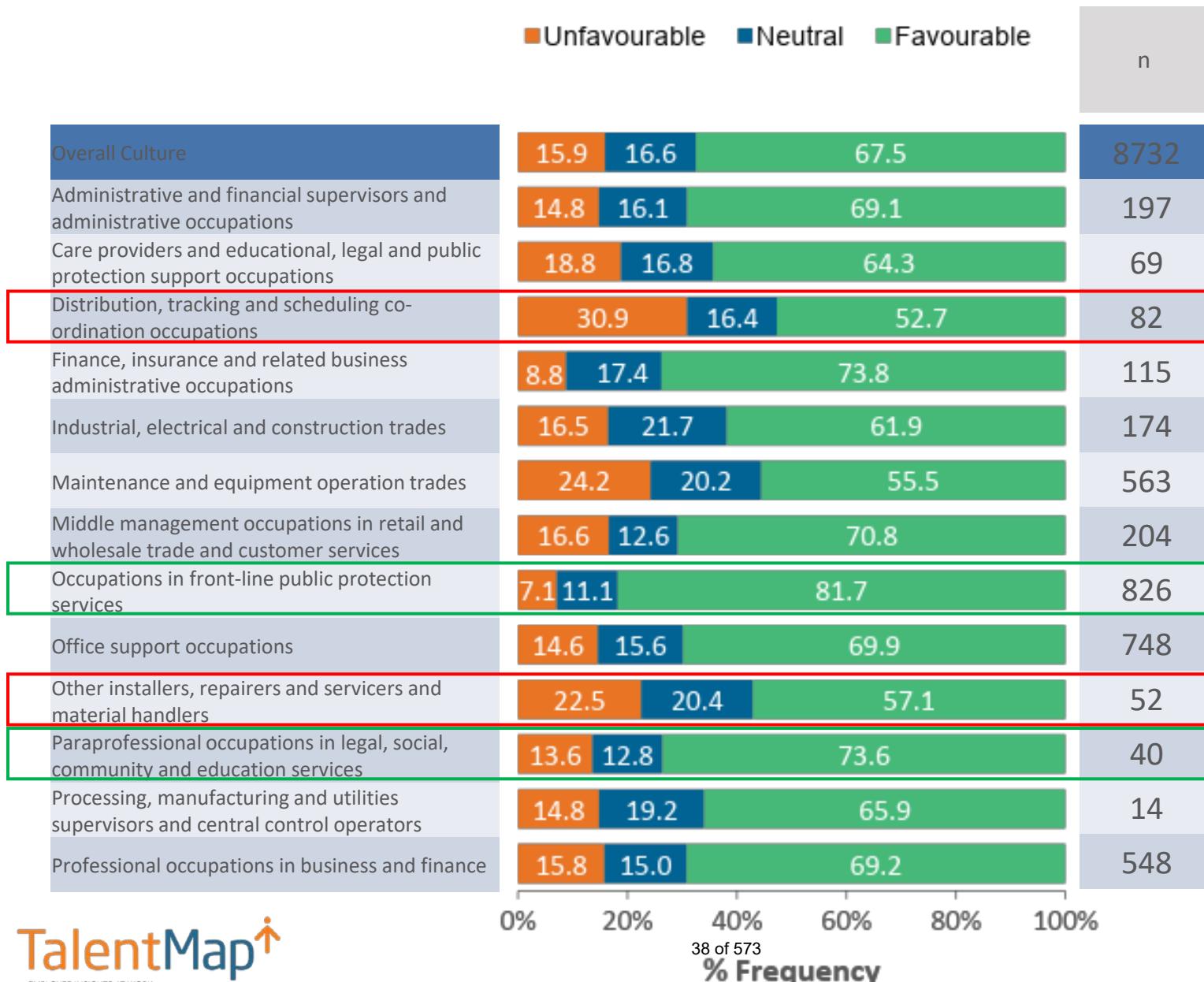
Culture by Length of Service



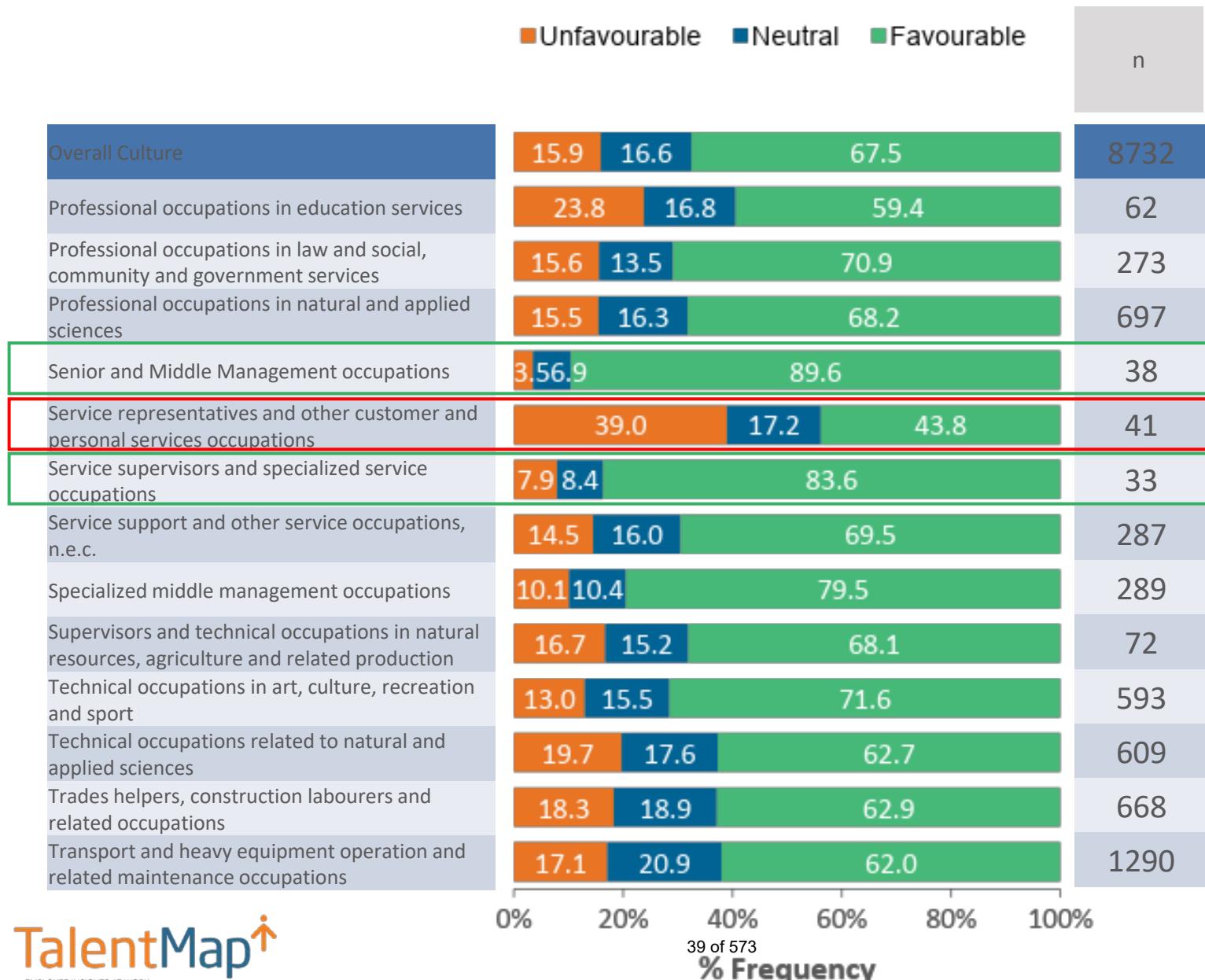
Culture by Status



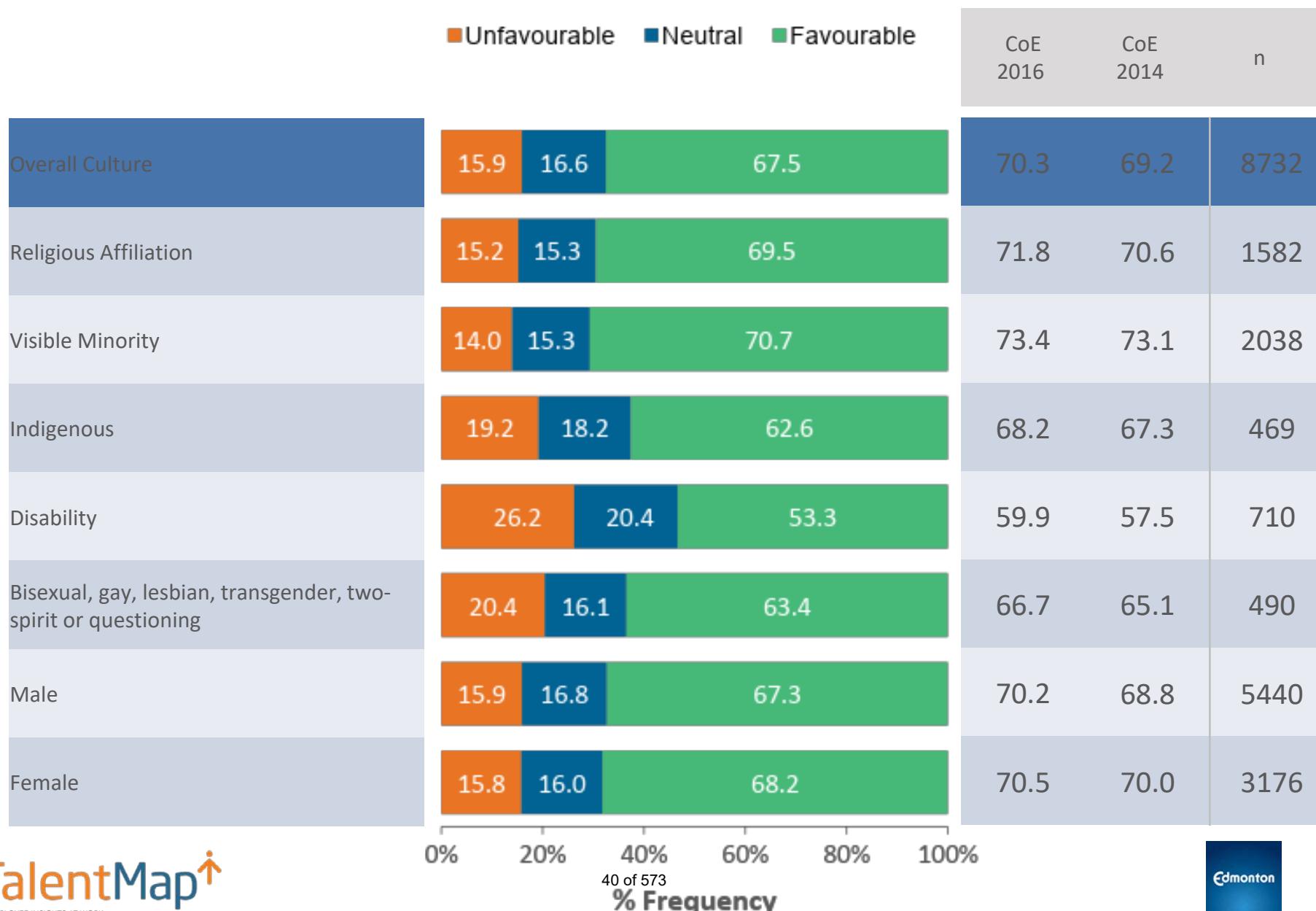
Culture by Job Family



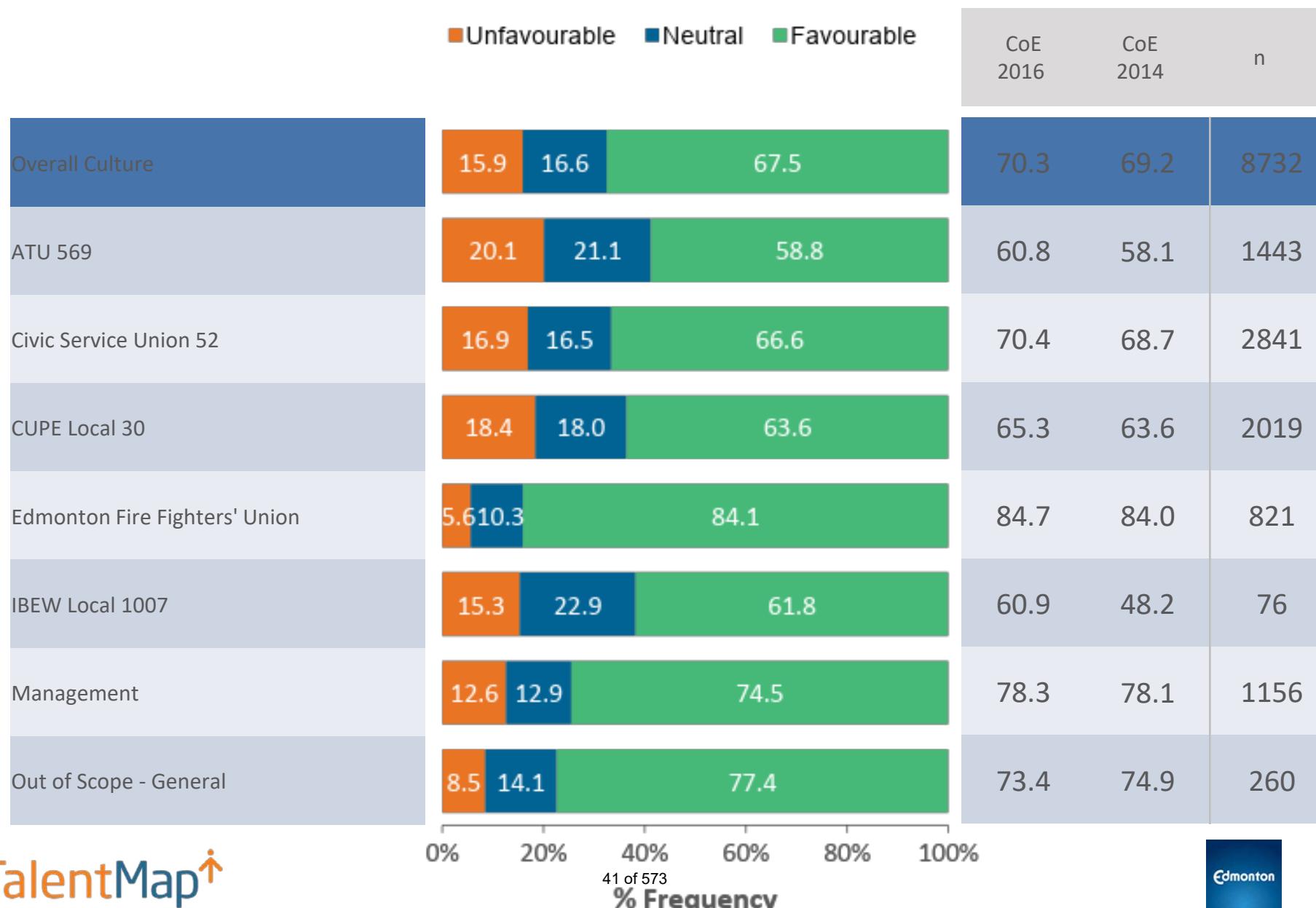
Culture by Job Family



Culture by Diversity Group



Culture by Union Affiliation



Culture Heatmap – 2018

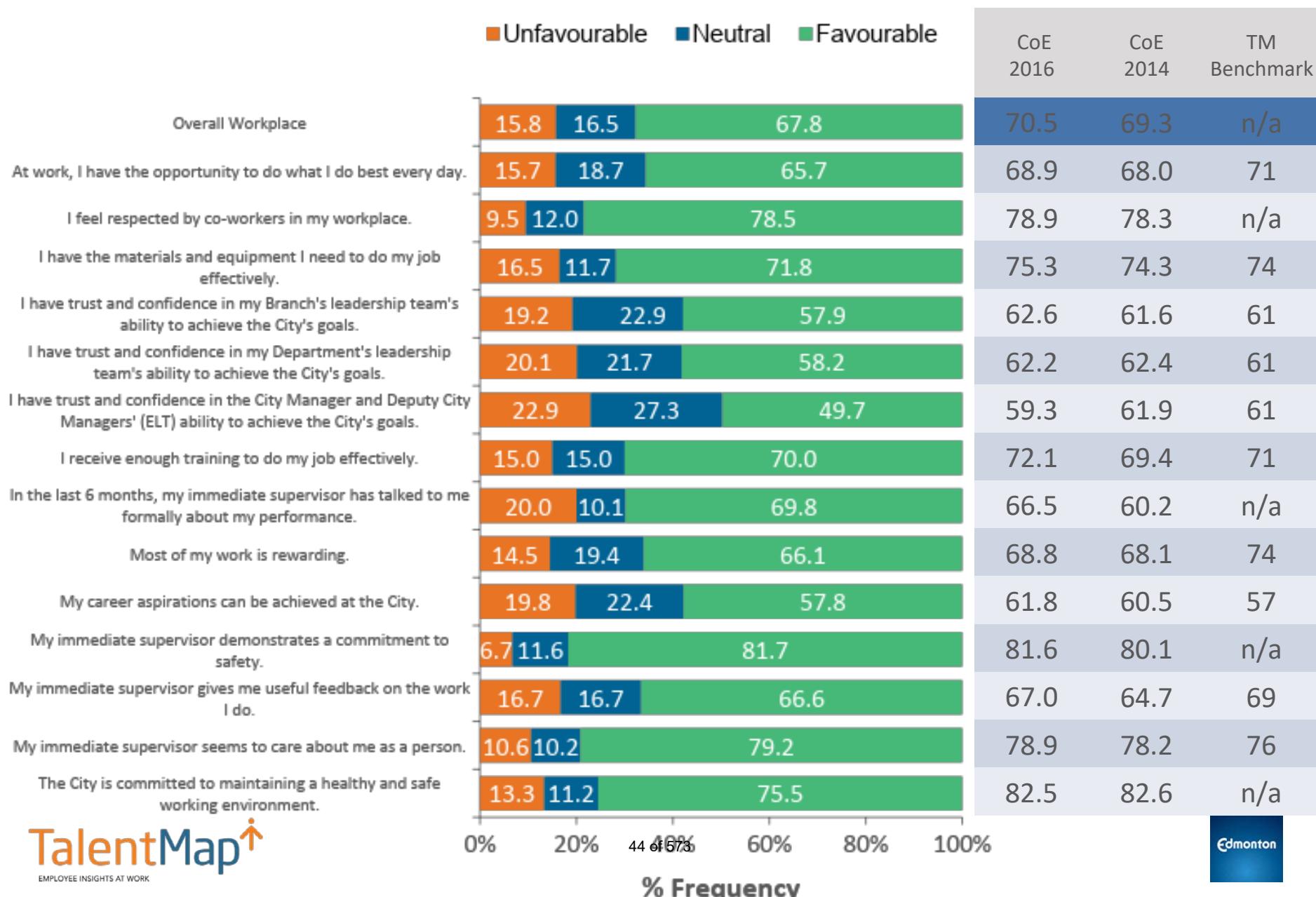
Difference Between Department and City of Edmonton Overall

Lower	Same	Better	COE Overall 2018	Citizen Services	City Operations	Communications and Engagement	Employee Services	Financial & Corporate Services	Integrated Infrastructure Services	Office of the City Manager	Urban Form & Corporate Strategic Development
Participation Count	8732	2344	3617	343	212	968	469	69	576		
Cooperation with different parts of the City is encouraged.	65.5	70.2	58.8	71.6	77.4	68.0	70.6	79.1	70.6		
Customer service is a primary focus at the City.	73.7	81.4	71.8	66.2	74.4	70.0	65.9	80.9	68.9		
Employees in my branch work as though they are part of a team.	65.8	76.7	61.0	62.6	72.8	58.3	64.8	80.9	62.4		
I feel that my work contributes to the success of the City.	82.9	84.5	81.5	86.0	86.3	82.0	82.7	88.1	83.6		
In general, information in the City is communicated well.	52.3	61.6	47.4	48.2	55.7	55.9	48.5	57.4	43.9		
In my branch, information is widely shared so that everyone can get the required information when it's needed.	57.0	65.9	51.6	57.2	65.1	55.8	57.1	80.3	50.8		
In my job, I make a difference every day.	70.6	75.2	69.9	67.1	75.4	67.0	66.7	80.6	64.3		
In my workplace, we regularly communicate about the importance of customer service.	65.9	77.3	60.3	68.8	72.2	61.8	58.6	72.1	62.1		
My immediate supervisor encourages me to offer my opinions and ideas.	75.6	82.4	67.0	82.7	78.9	80.6	82.9	82.6	83.1		
My immediate supervisor involves me in decisions that affect my work.	68.1	76.0	58.1	74.7	76.1	73.7	76.2	79.7	76.5		
My immediate supervisor is open to receiving my input on how to improve work processes.	72.8	78.6	64.6	81.0	79.4	77.9	78.7	80.9	79.5		
My immediate supervisor recognizes me when I do a good job.	73.3	79.7	66.7	77.5	81.8	75.2	78.0	82.6	76.2		
I can see a clear link between my work and the City's long-term vision.	54.6	58.7	48.4	60.7	64.9	58.0	56.7	69.1	61.6		
Overall Culture	67.5	74.5	62.1	69.6	73.9	68.0	68.3	78.0	68.0		

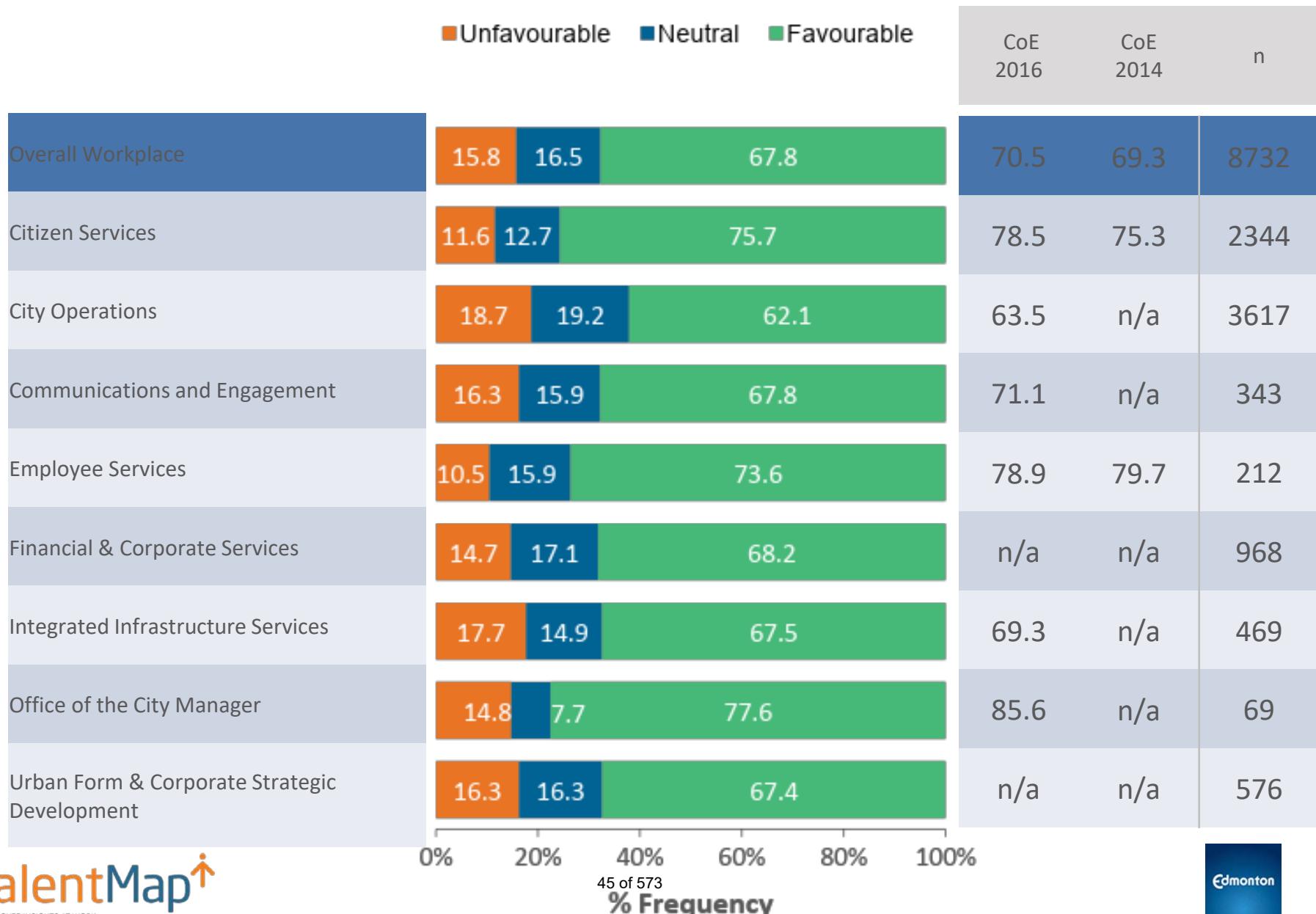
Workplace

These are the shared “experiences” of what it is like to work at the City – including confidence in leadership (Branch and ELT); career aspirations and supervisors’ feedback – formal and useful

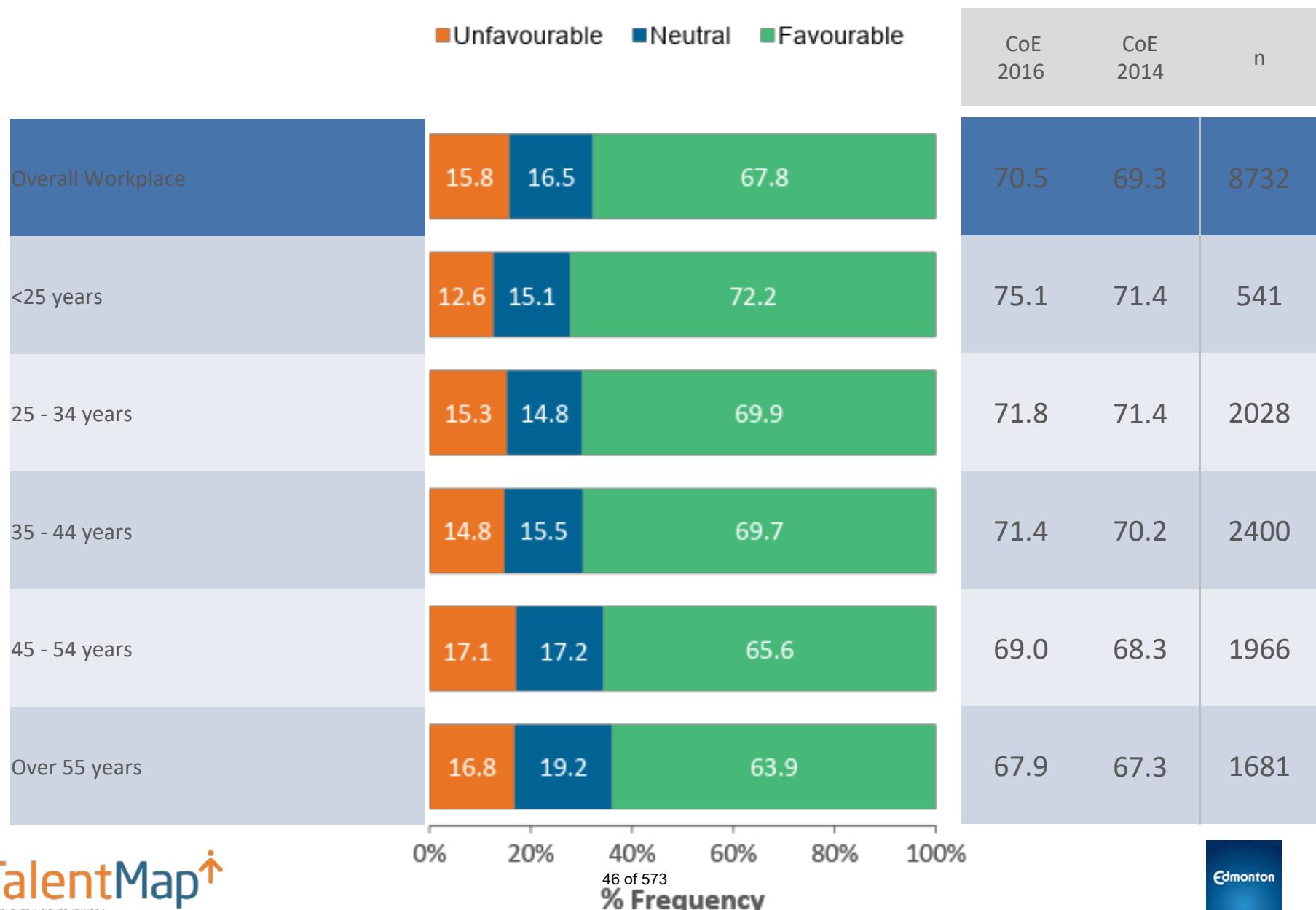
Workplace – Overall City of Edmonton



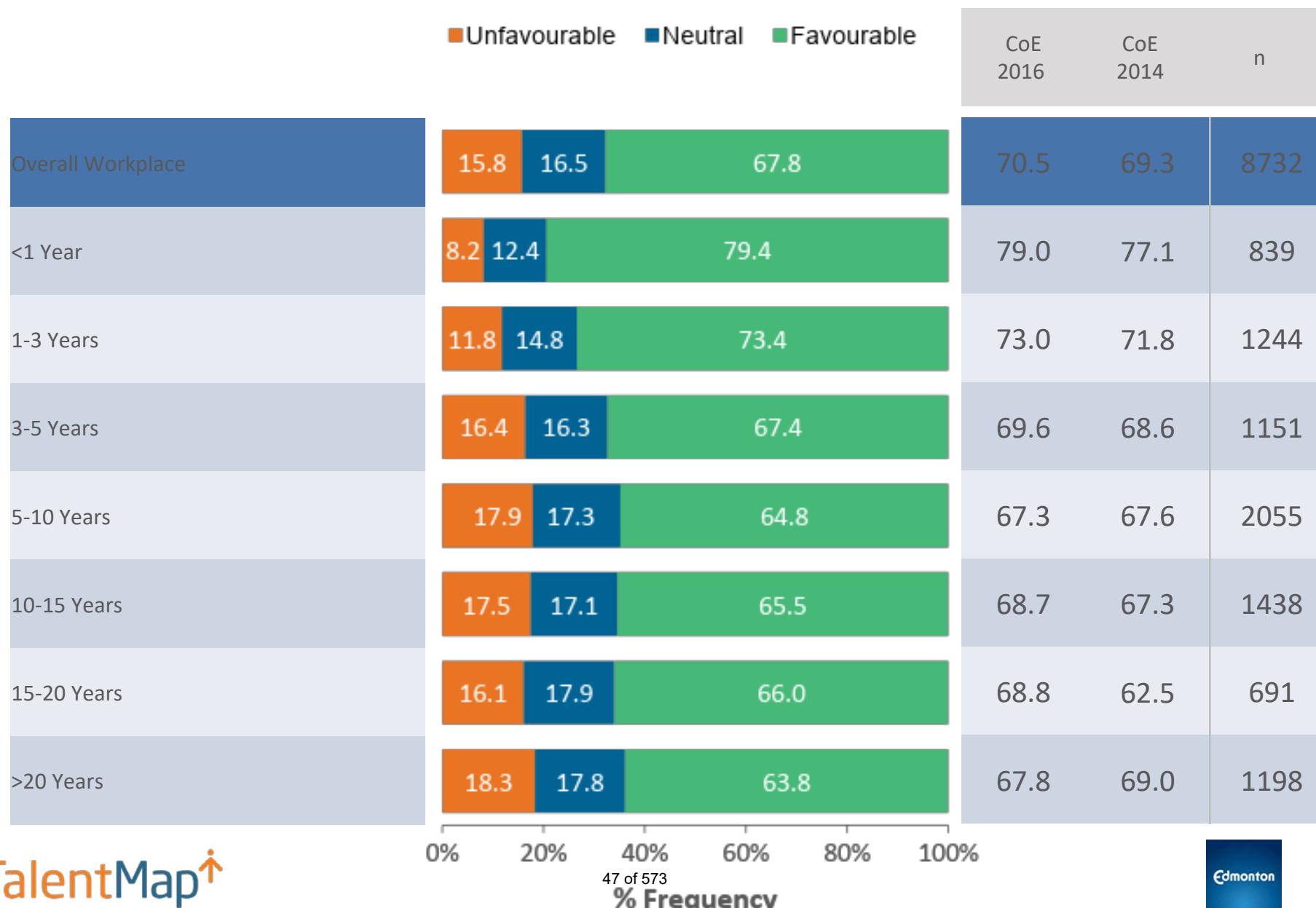
Workplace by Department



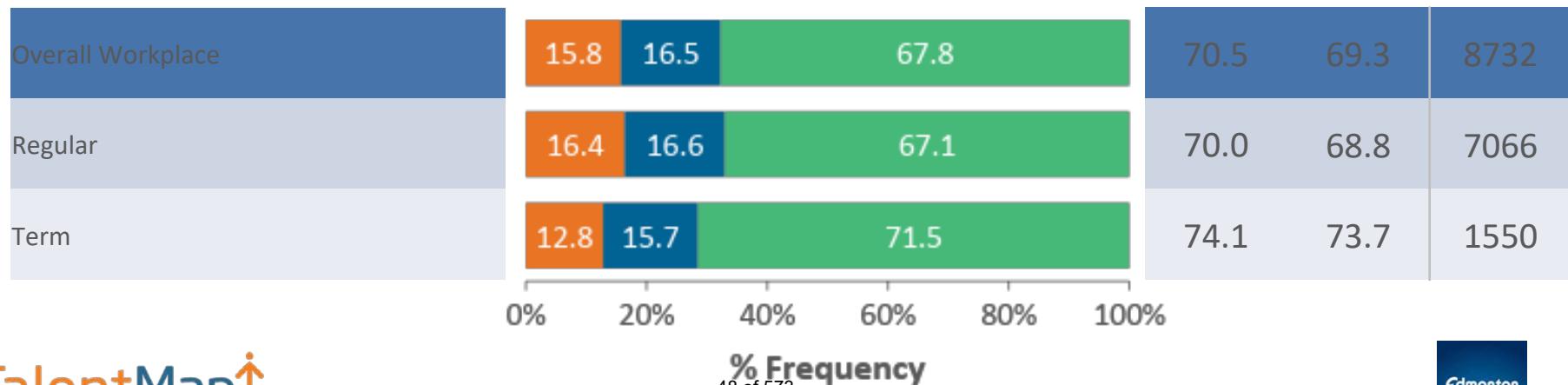
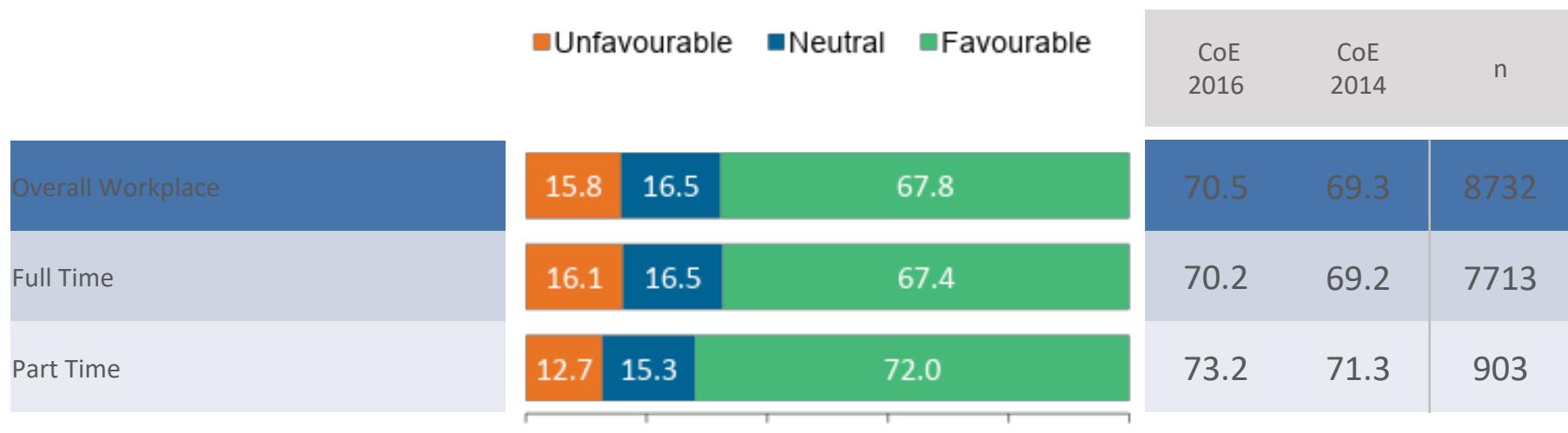
Workplace by Age



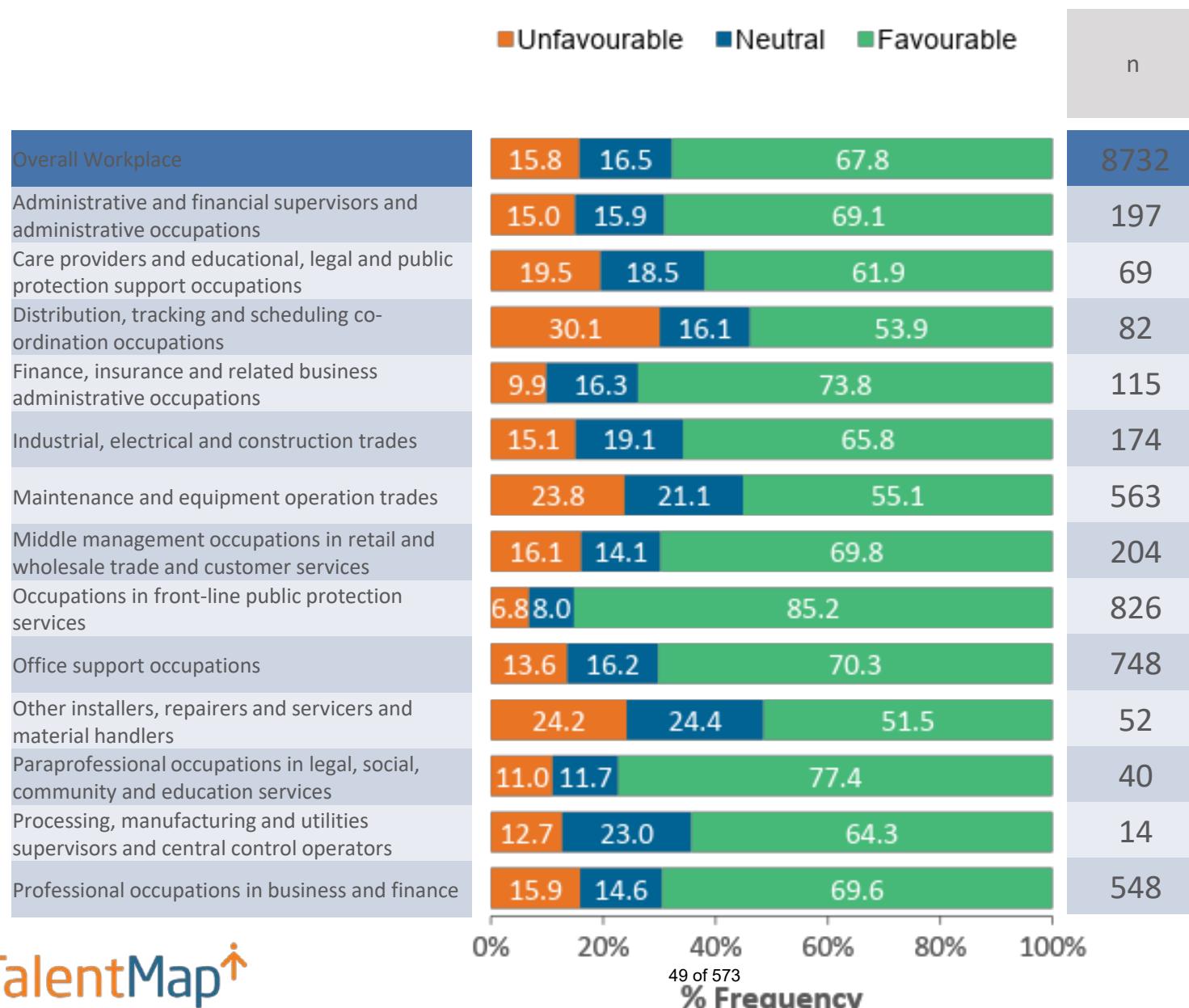
Workplace by Length of Service



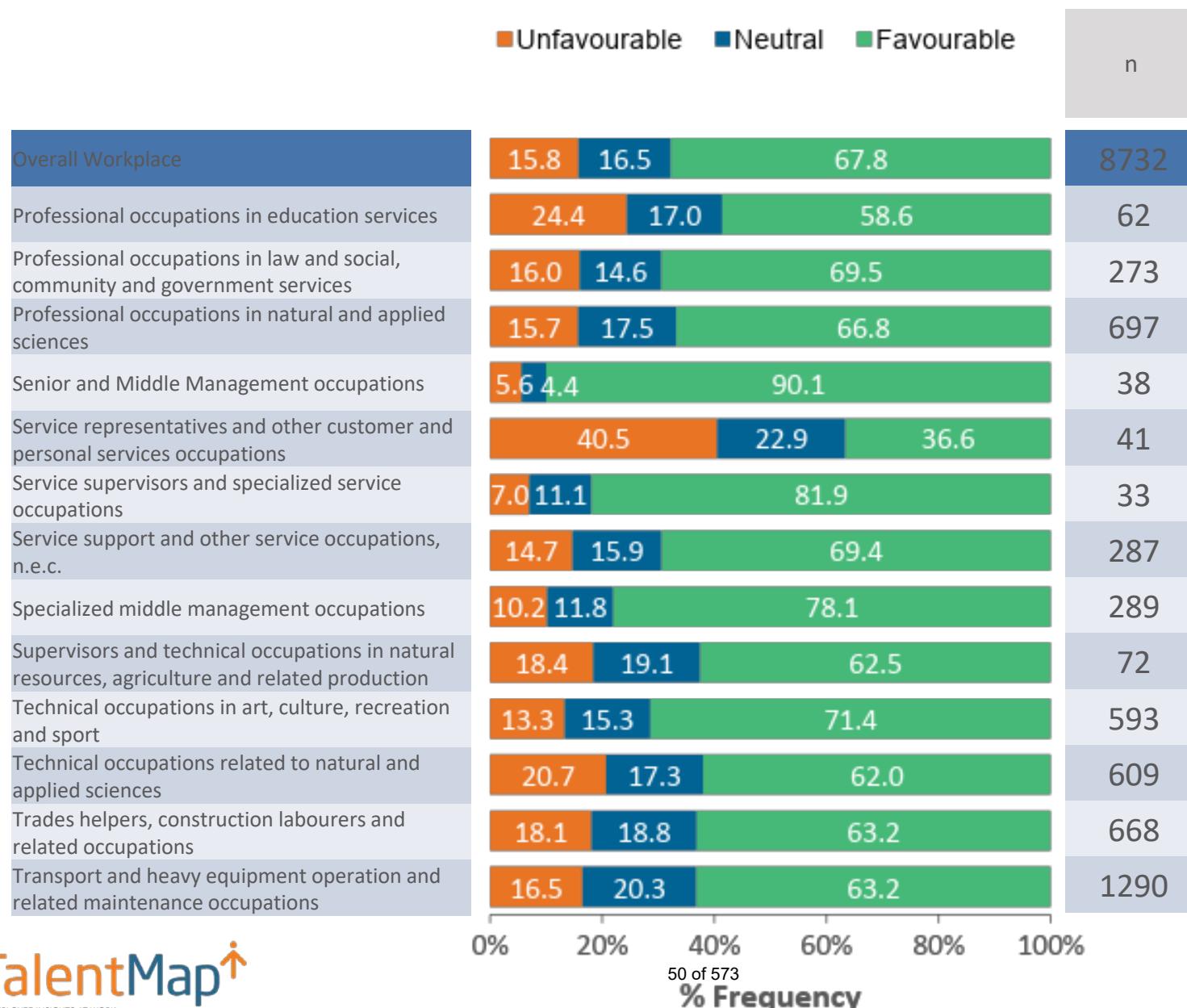
Workplace by Status



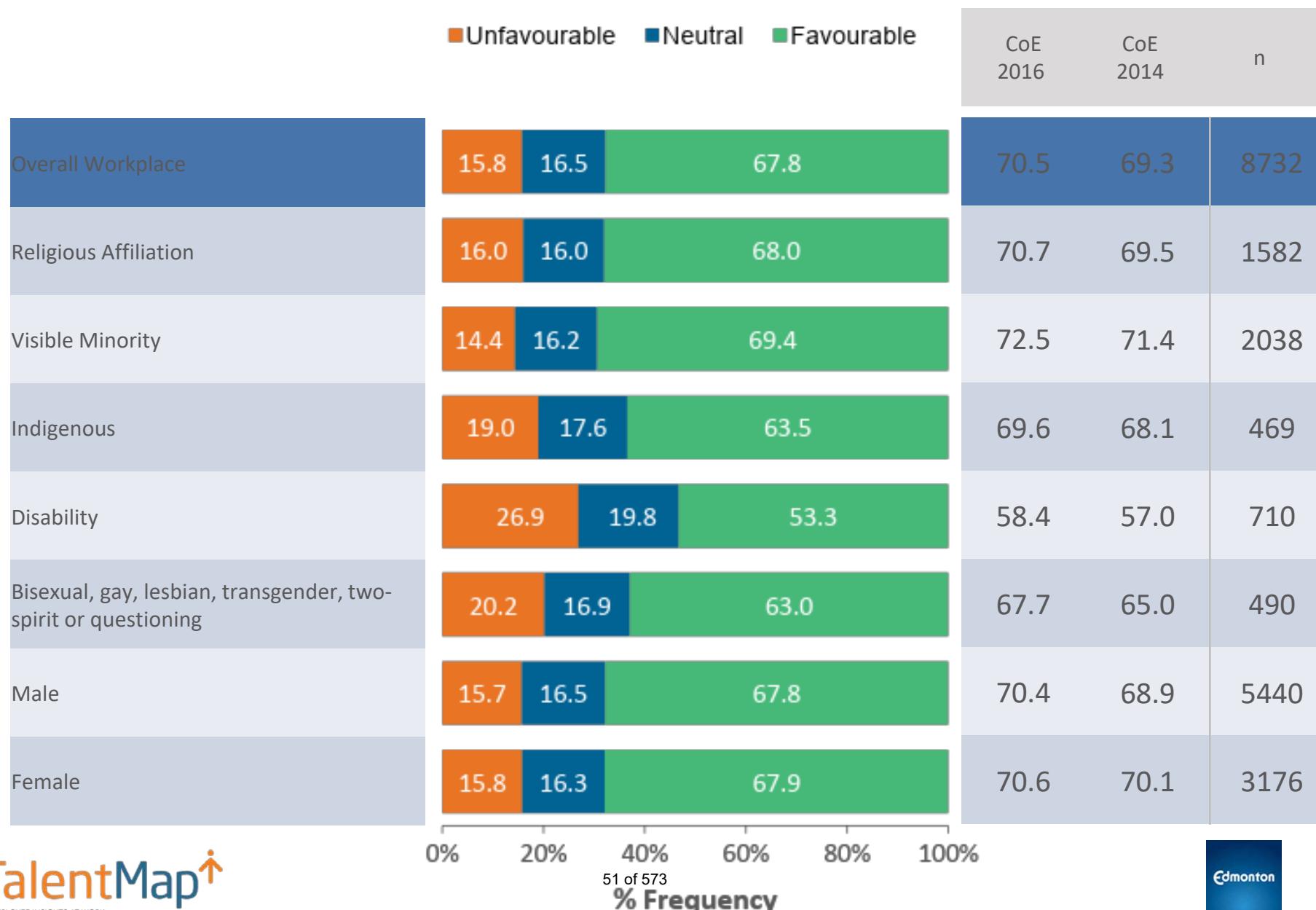
Workplace by Job Family



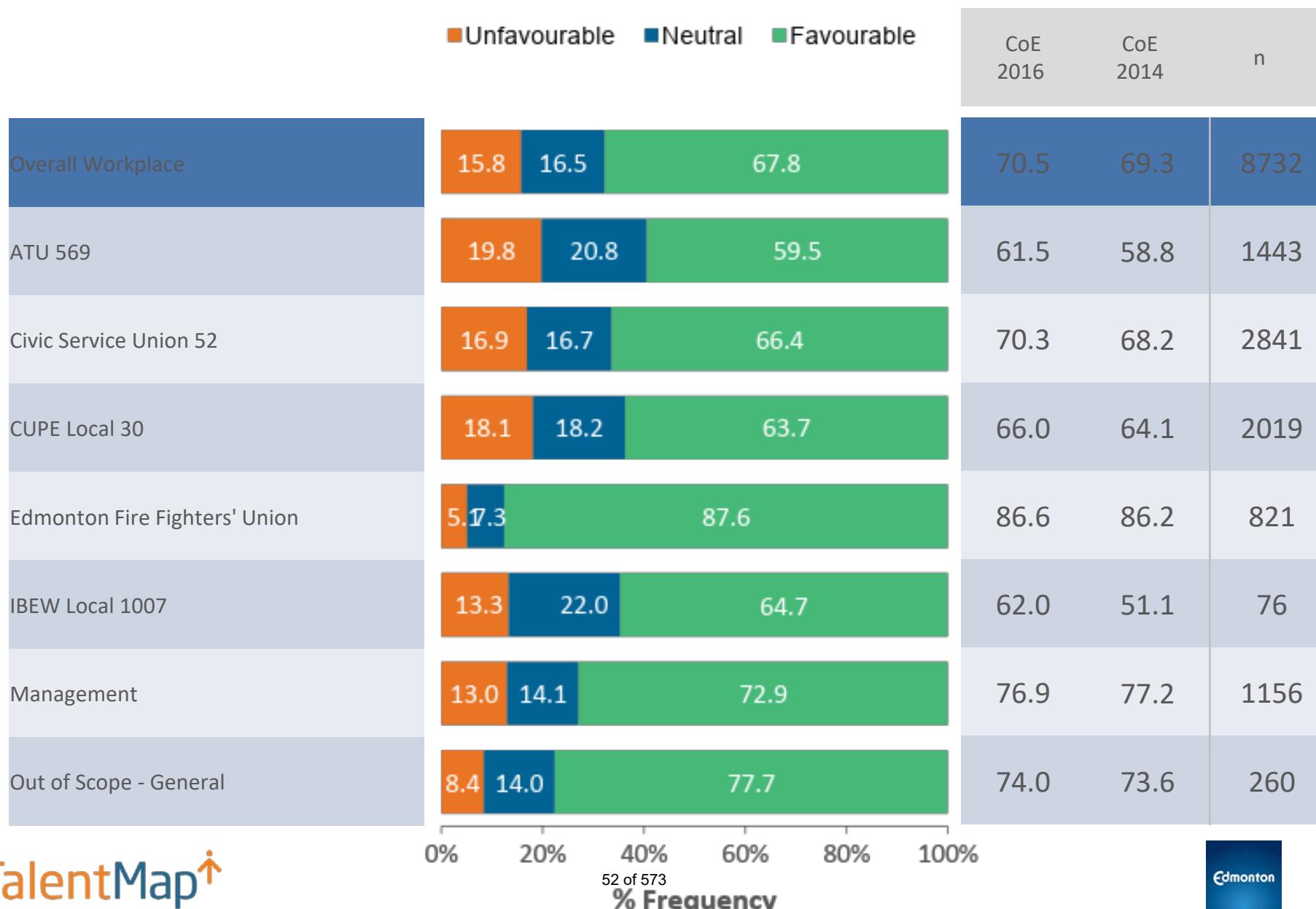
Workplace by Job Family



Workplace by Diversity Group



Workplace by Union Affiliation



Workplace Heatmap – 2016

Difference Between Department and City of Edmonton Overall

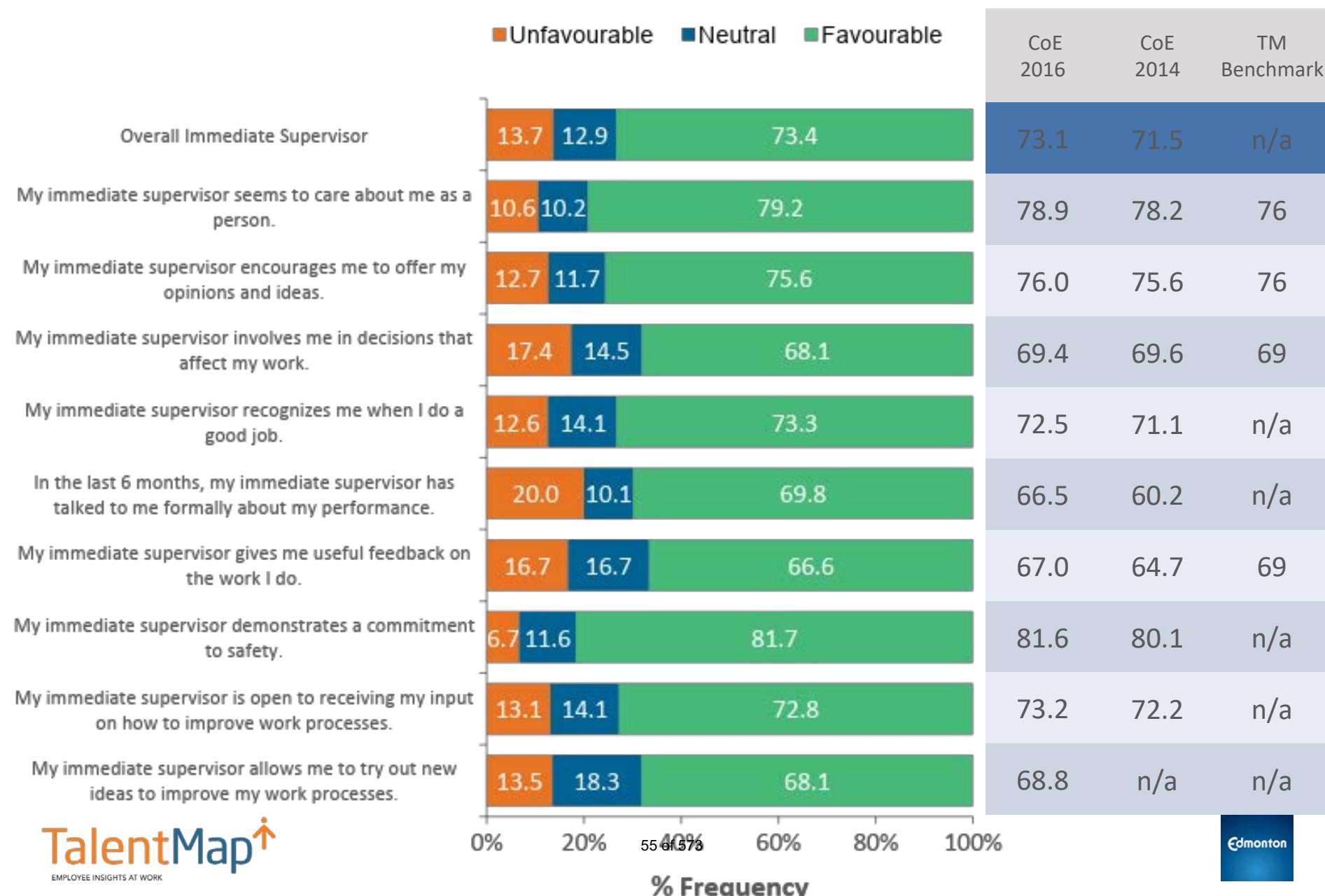
Lower  Same Better	COE Overall 2018	Citizen Services	City Operations	Communications and Engagement	Employee Services	Financial & Corporate Services	Integrated Infrastructure Services	Office of the City Manager	Urban Form & Corporate Strategic Development
Participation Count	8732	2344	3617	343	212	968	469	69	576
At work, I have the opportunity to do what I do best every day.	65.7	73.5	62.9	60.9	68.9	62.4	59.8	72.1	60.8
I feel respected by co-workers in my workplace.	78.5	84.6	74.7	73.0	82.0	76.5	80.3	81.2	82.0
I have the materials and equipment I need to do my job effectively.	71.8	80.2	66.2	65.3	74.9	73.0	71.1	82.6	73.9
I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	57.9	69.7	49.7	62.1	74.9	57.5	53.6	80.9	55.6
I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	58.2	69.7	51.6	61.4	69.0	57.1	53.0	71.6	52.7
I have trust and confidence in the City Manager and General Managers' (ELT) ability to achieve the City's goals.	49.7	59.4	42.9	56.7	57.6	54.2	45.1	67.7	40.2
I receive enough training to do my job effectively.	70.0	77.6	69.2	62.2	70.0	61.4	65.2	81.2	64.6
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	69.8	74.2	60.8	75.4	74.7	84.2	78.9	82.3	72.6
Most of my work is rewarding.	66.1	77.6	59.4	62.7	73.4	62.5	64.6	73.9	66.9
My career aspirations can be achieved at the City.	57.8	63.7	55.1	53.6	57.2	57.8	52.1	66.2	57.7
My immediate supervisor demonstrates a commitment to safety.	81.7	87.8	76.5	81.2	83.0	83.8	85.1	86.8	82.9
My immediate supervisor gives me useful feedback on the work I do.	66.6	74.5	57.2	77.7	76.6	69.8	73.5	79.1	71.9
My immediate supervisor seems to care about me as a person.	79.2	85.3	73.3	85.7	86.5	78.4	83.7	84.1	83.9
The City is committed to maintaining a healthy and safe working environment.	75.5	81.9	70.5	71.3	82.0	76.8	78.4	76.5	77.4
Overall Workplace	67.8	75.7	62.1	67.8	73.6	68.2	67.5	77.6	67.4

Immediate Supervisor

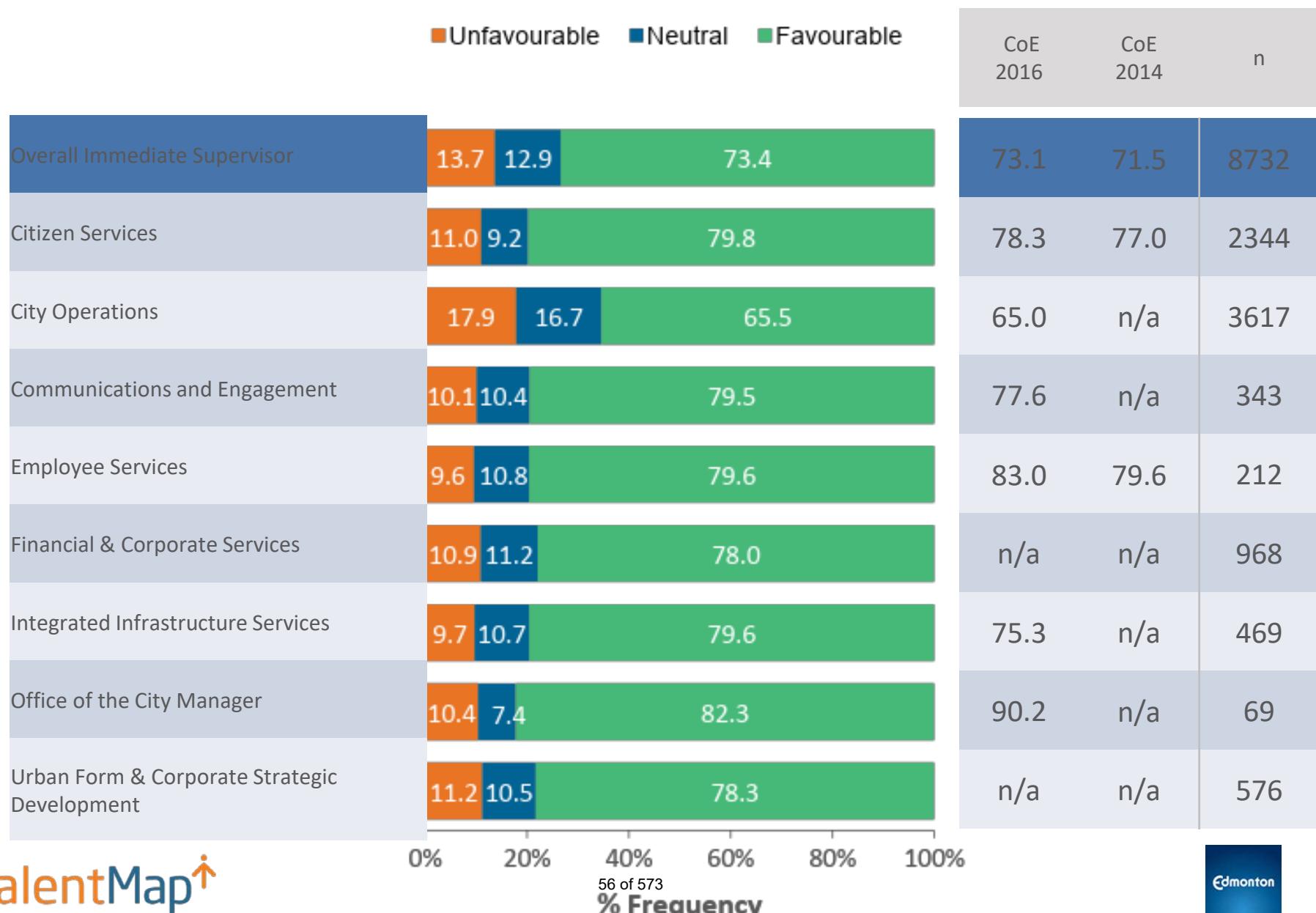
The experience of a supervisor is key in a work environment. The survey asks employees to answer the questions thinking about the person you directly report to or, if you report to more than one person, the primary supervisor.

The immediate supervisor questions are pulled from Culture and Workplace questions to provide one score

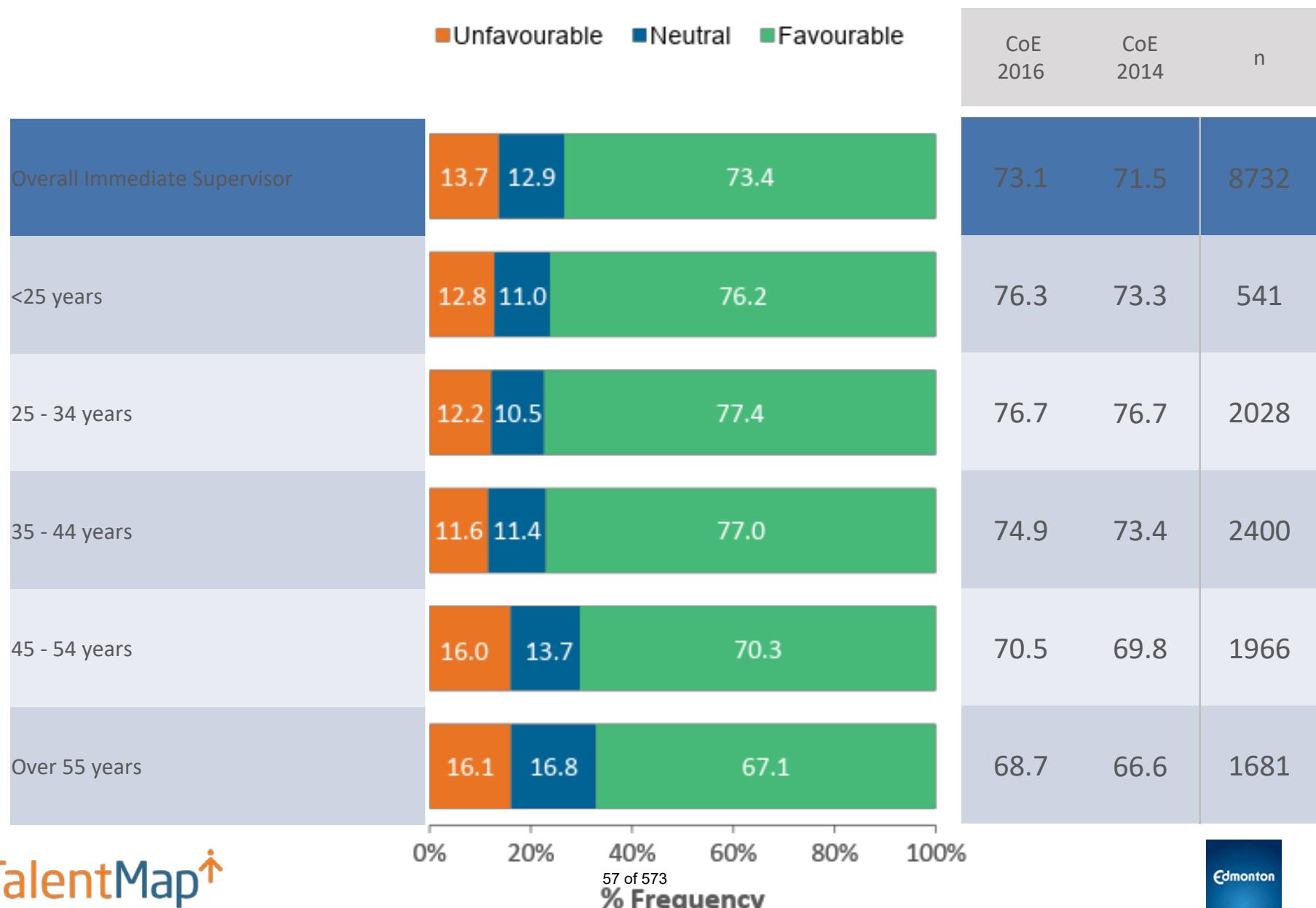
Immediate Supervisor – Overall City of Edmonton



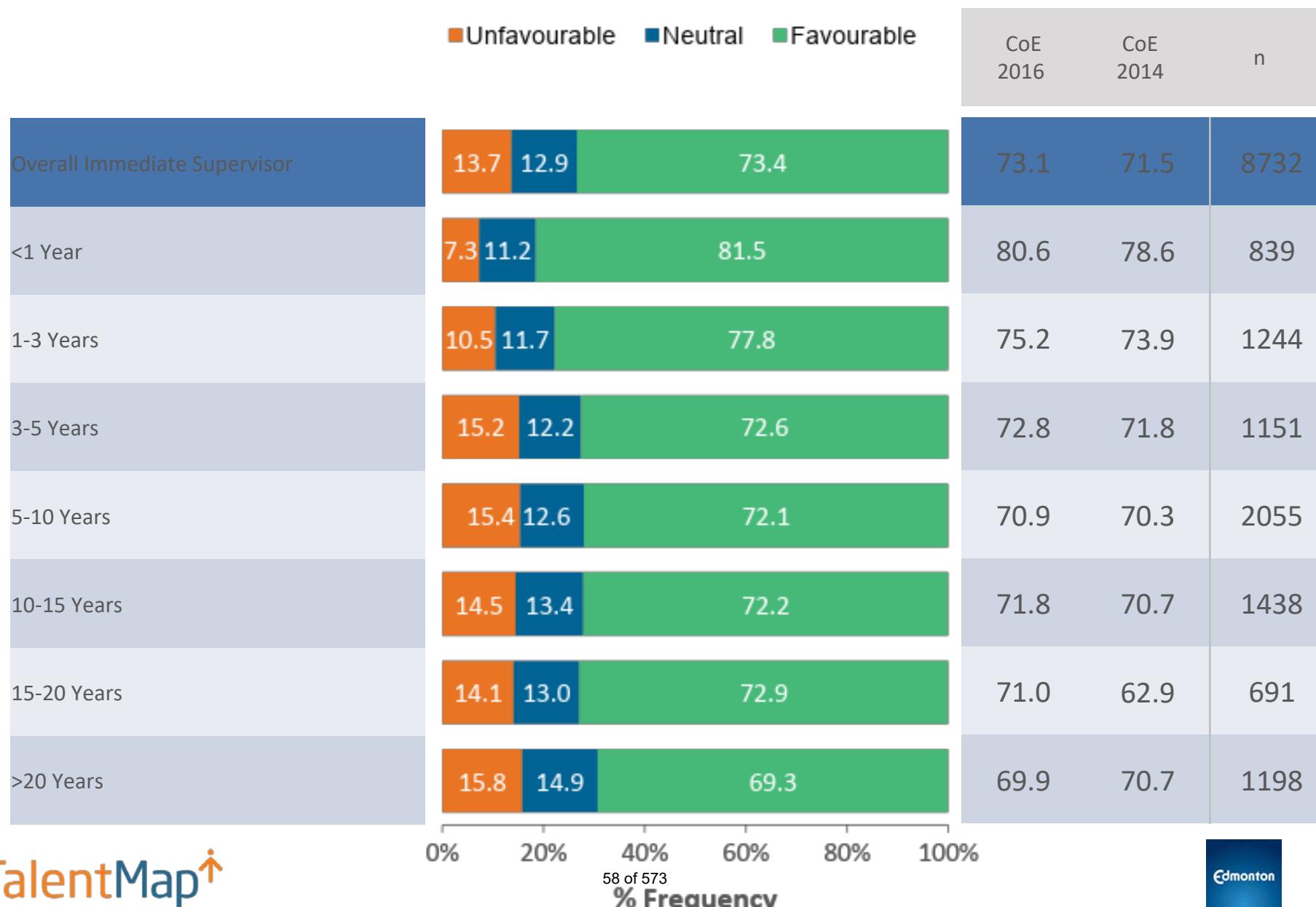
Immediate Supervisor by Department



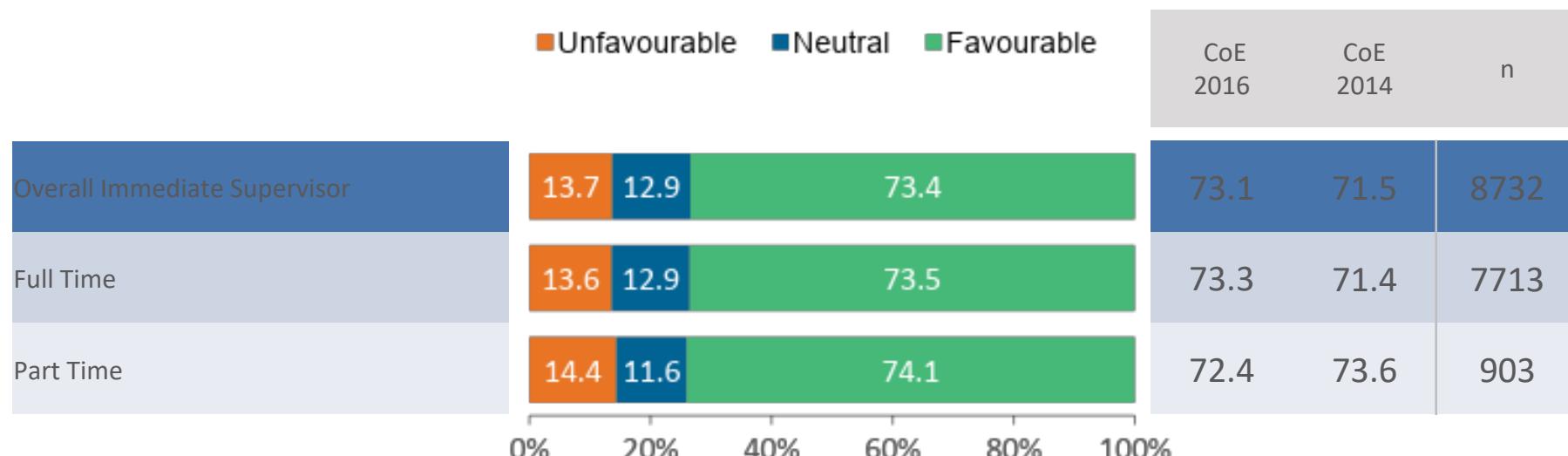
Immediate Supervisor by Age



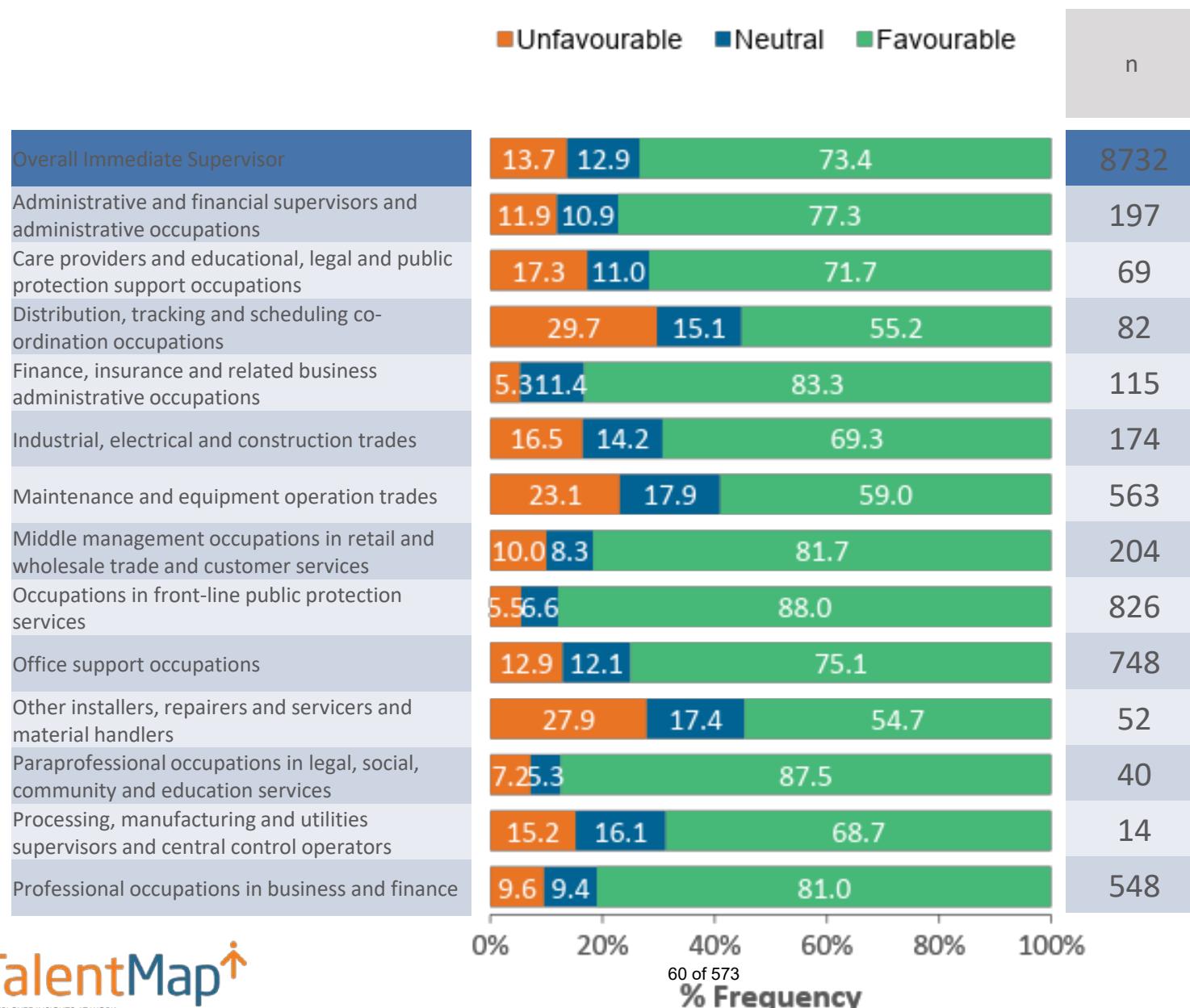
Immediate Supervisor by Length of Service



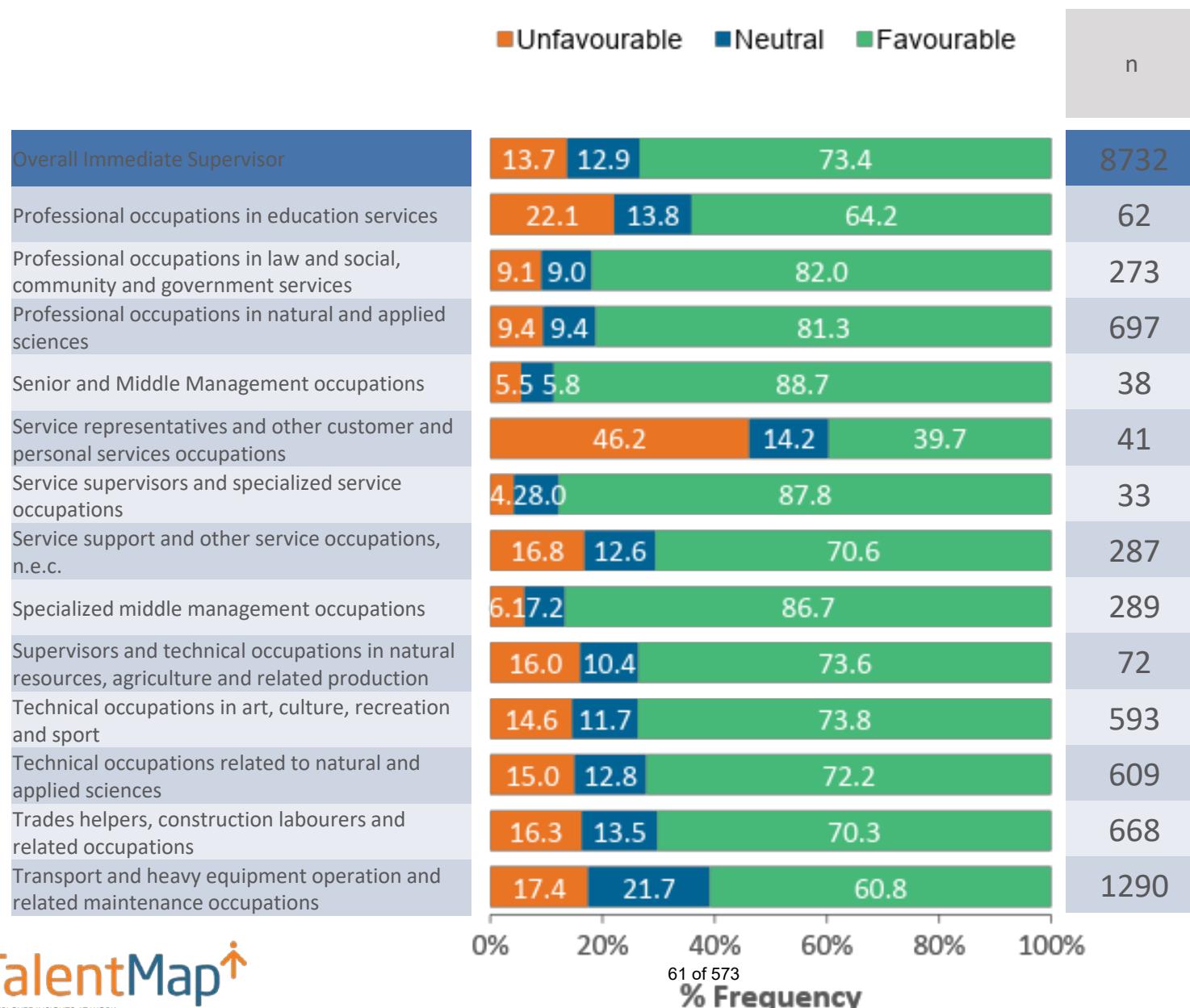
Immediate Supervisor by Status



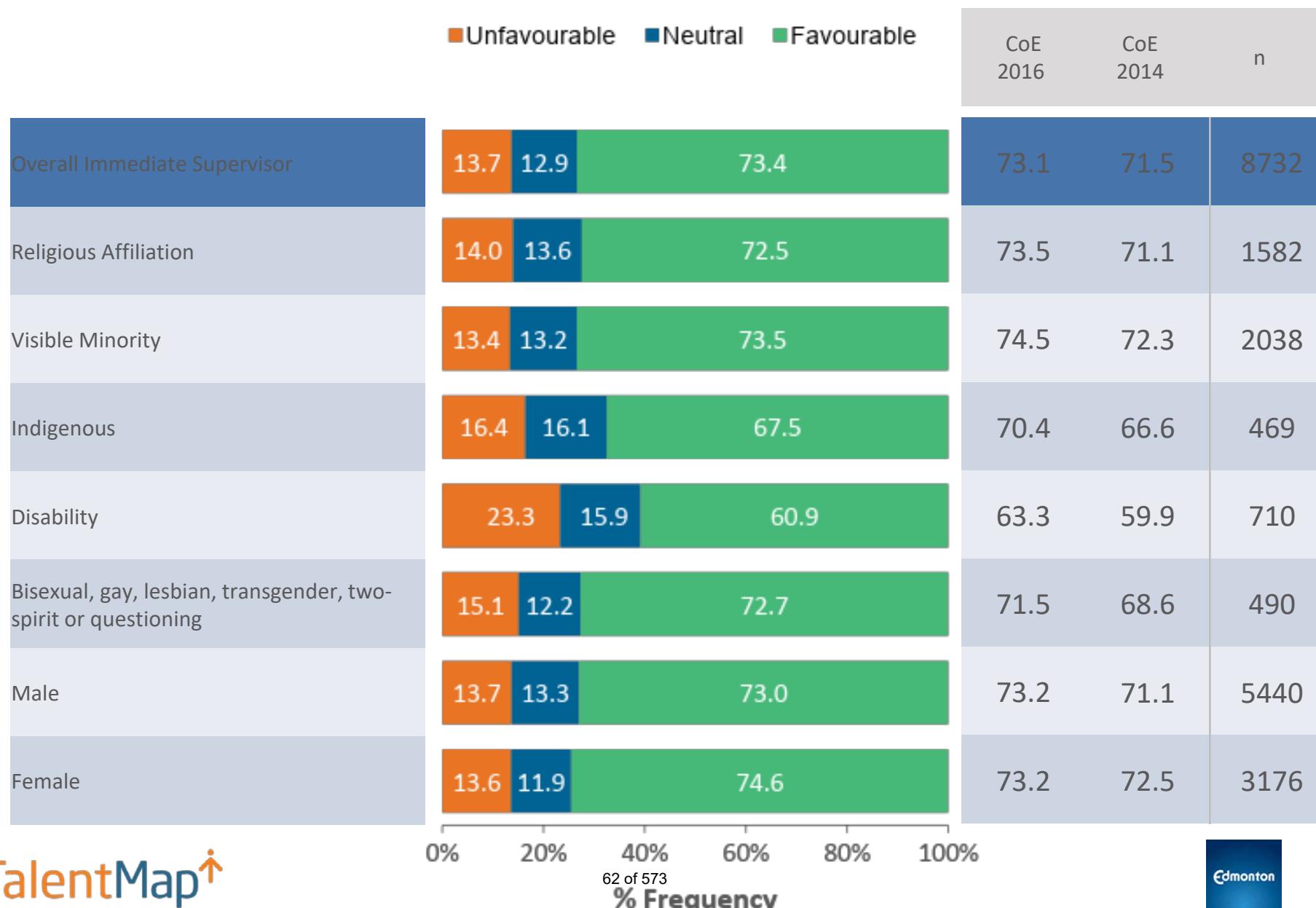
Immediate Supervisor by Job Family



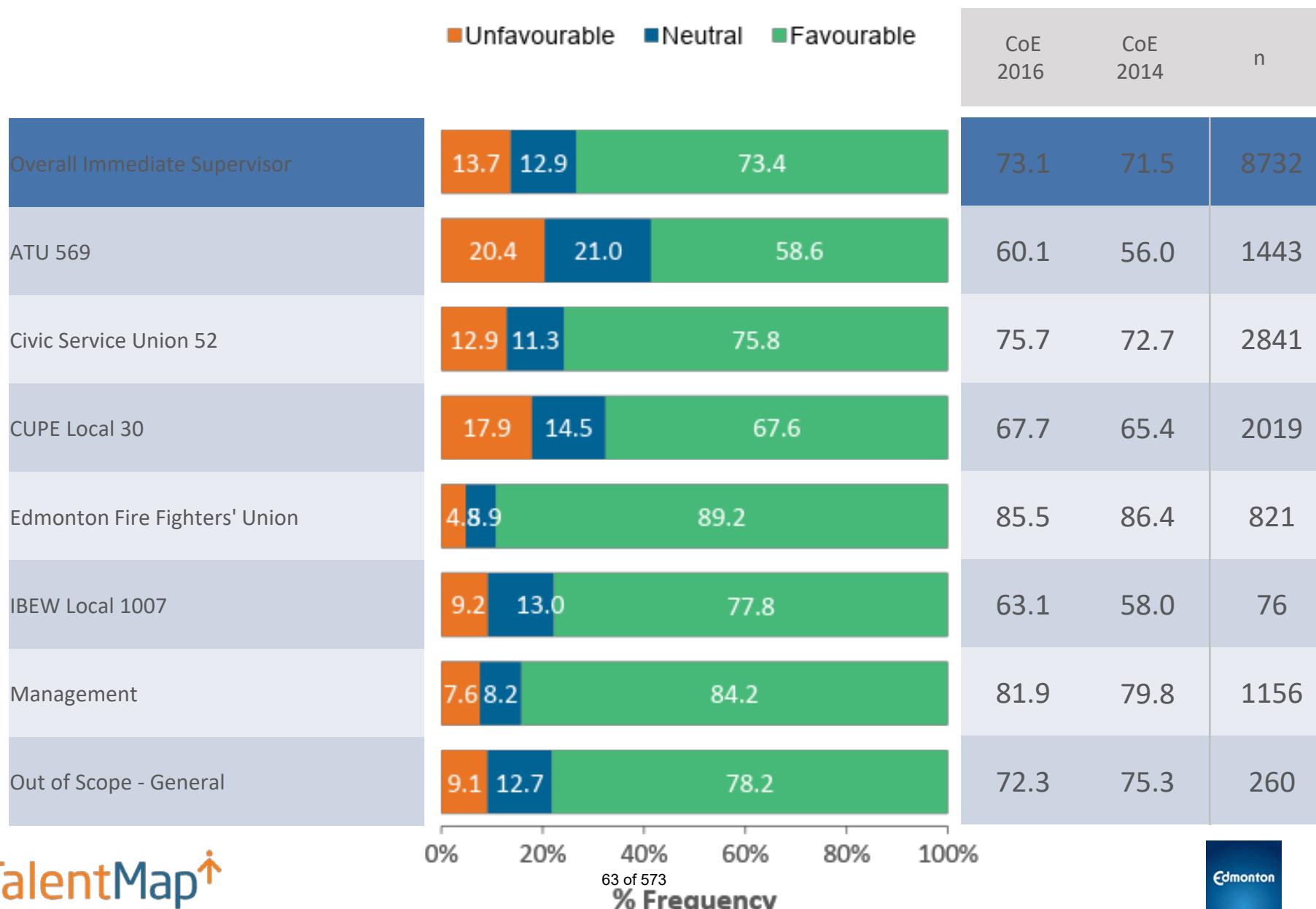
Immediate Supervisor by Job Family



Immediate Supervisor by Diversity Group



Immediate Supervisor by Union Affiliation



Immediate Supervisor Heatmap – 2018

Difference Between Department and City of Edmonton Overall

Lower  Better	COE Overall 2018	Citizen Services	City Operations	Communications and Engagement	Employee Services	Financial & Corporate Services	Integrated Infrastructure Services	Office of the City Manager	Urban Form & Corporate Strategic Development
Participation Count	8732	2344	3617	343	212	968	469	69	576
My immediate supervisor seems to care about me as a person.	79.2	85.3	73.3	85.7	86.5	78.4	83.7	84.1	83.9
My immediate supervisor encourages me to offer my opinions and ideas.	75.6	82.4	67.0	82.7	78.9	80.6	82.9	82.6	83.1
My immediate supervisor involves me in decisions that affect my work.	68.1	76.0	58.1	74.7	76.1	73.7	76.2	79.7	76.5
My immediate supervisor recognizes me when I do a good job.	73.3	79.7	66.7	77.5	81.8	75.2	78.0	82.6	76.2
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	69.8	74.2	60.8	75.4	74.7	84.2	78.9	82.3	72.6
My immediate supervisor gives me useful feedback on the work I do.	66.6	74.5	57.2	77.7	76.6	69.8	73.5	79.1	71.9
My immediate supervisor demonstrates a commitment to safety.	81.7	87.8	76.5	81.2	83.0	83.8	85.1	86.8	82.9
My immediate supervisor is open to receiving my input on how to improve work processes.	72.8	78.6	64.6	81.0	79.4	77.9	78.7	80.9	79.5
My immediate supervisor allows me to try out new ideas to improve my work processes.	68.1	76.8	56.3	75.6	75.5	76.6	75.7	83.8	77.6
Overall Immediate Supervisor	73.4	79.8	65.5	79.5	79.6	78.0	79.6	82.3	78.3



Drivers of Employee Engagement

How to Interpret Drivers of Engagement

In the effort to improve employee engagement, best practice shows that focusing strategic effort and resources on those attitudes which have the greatest impact on employee engagement has greater effect than the more common practice of attempting to improve the attitudes deemed least favourable by employees. In this section, we provide the results of multiple regression analyses. Each number provided (Beta score) represents the coefficient in a formula where employee engagement equals the sum of each attitude multiplied by its coefficient. More simply put, the higher the Beta coefficient, the greater the impact of that attitude, positive or negative, on employee engagement. Those attitudes which have the highest beta coefficients are called “the drivers of engagement” and are indicated in shades of red. Bold red for the most important drivers, and red for secondary drivers.

In the first example (next slide), the two most important attitudes in the culture dimension which influence engagement are: “My career aspirations can be achieved at the City” and “Customer service is a primary focus at the City”. This means that those who score very favourably on these two attitudes are also likely to have a higher score on engagement, and vice-versa. Most importantly, improving employees’ favourability on these two attitudes will have considerably more impact on the overall engagement than any of the rest.

Please also note that a higher “Beta” score doesn’t mean that employees are more positive or negative on that attitude, only that is more closely linked to the perception of Culture, Workplace or Immediate Supervisor.

Drivers of Engagement

Dimension	Questionnaire Item	Beta Score
Culture	Customer service is a primary focus at the City.	0.121
	I feel that my work contributes to the success of the City.	0.095
	Cooperation with different parts of the City is encouraged.	0.038
	In my job, I make a difference every day.	0.034
	Employees in my branch work as though they are part of a team.	0.032
	In general, information in the City is communicated well.	0.024
	My immediate supervisor involves me in decisions that affect my work.	0.016
	My immediate supervisor encourages me to offer my opinions and ideas.	0.011
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.01
	My immediate supervisor recognizes me when I do a good job.	0.006
Workplace	In my workplace, we regularly communicate about the importance of customer service.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	My career aspirations can be achieved at the City.	0.214
	Most of my work is rewarding.	0.112
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.106
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.104
	At work, I have the opportunity to do what I do best every day.	0.103
	The City is committed to maintaining a healthy and safe working environment.	0.091
	My immediate supervisor seems to care about me as a person.	0.061
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.038
Immediate Supervisor	I receive enough training to do my job effectively.	0.027
	I have the materials and equipment I need to do my job effectively.	0.020
	My immediate supervisor gives me useful feedback on the work I do.	0.011
	I feel respected by co-workers in my workplace.	0.009
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor seems to care about me as a person.	0.061
	My immediate supervisor involves me in decisions that affect my work.	0.016
	My immediate supervisor gives me useful feedback on the work I do.	0.011
	My immediate supervisor encourages me to offer my opinions and ideas.	0.011

Drivers of Engagement: Citizen Services

Dimension	Questionnaire Item	Beta Score
Culture	I feel that my work contributes to the success of the City.	0.111
	Customer service is a primary focus at the City.	0.110
	In general, information in the City is communicated well.	0.043
	Cooperation with different parts of the City is encouraged.	0.041
	My immediate supervisor involves me in decisions that affect my work.	0.040
	Employees in my branch work as though they are part of a team.	0.030
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.012
	In my job, I make a difference every day.	0.010
	My immediate supervisor encourages me to offer my opinions and ideas.	0.009
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.000
	In my workplace, we regularly communicate about the importance of customer service.	0.000
Workplace	My career aspirations can be achieved at the City.	0.201
	Most of my work is rewarding.	0.137
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.099
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.091
	The City is committed to maintaining a healthy and safe working environment.	0.091
	At work, I have the opportunity to do what I do best every day.	0.078
	My immediate supervisor seems to care about me as a person.	0.044
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.043
	I have the materials and equipment I need to do my job effectively.	0.032
	I receive enough training to do my job effectively.	0.018
	My immediate supervisor gives me useful feedback on the work I do.	0.017
	I feel respected by co-workers in my workplace.	0.005
Immediate Supervisor	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor seems to care about me as a person.	0.044
	My immediate supervisor involves me in decisions that affect my work.	0.040
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.024
	My immediate supervisor gives me useful feedback on the work I do.	0.017
	My immediate supervisor encourages me to offer my opinions and ideas.	0.009
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000

Drivers of Engagement: City Operations

Dimension	Questionnaire Item	Beta Score
Culture	Customer service is a primary focus at the City.	0.134
	I feel that my work contributes to the success of the City.	0.078
	In my job, I make a difference every day.	0.064
	Employees in my branch work as though they are part of a team.	0.044
	Cooperation with different parts of the City is encouraged.	0.042
	In general, information in the City is communicated well.	0.024
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.006
	My immediate supervisor encourages me to offer my opinions and ideas.	0.002
	My immediate supervisor involves me in decisions that affect my work.	0.002
	My immediate supervisor recognizes me when I do a good job.	0.001
	In my workplace, we regularly communicate about the importance of customer service.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
Workplace	My career aspirations can be achieved at the City.	0.207
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.123
	The City is committed to maintaining a healthy and safe working environment.	0.114
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.108
	At work, I have the opportunity to do what I do best every day.	0.102
	Most of my work is rewarding.	0.088
	My immediate supervisor seems to care about me as a person.	0.082
	I receive enough training to do my job effectively.	0.031
	I have the materials and equipment I need to do my job effectively.	0.019
	My immediate supervisor gives me useful feedback on the work I do.	0.016
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.005
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.001
Immediate Supervisor	My immediate supervisor demonstrates a commitment to safety.	0.000
	I feel respected by co-workers in my workplace.	0.000
	My immediate supervisor seems to care about me as a person.	0.082
	My immediate supervisor gives me useful feedback on the work I do.	0.016
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.005
	My immediate supervisor encourages me to offer my opinions and ideas.	0.002
	My immediate supervisor involves me in decisions that affect my work.	0.002
	My immediate supervisor recognizes me when I do a good job.	0.001
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000

Drivers of Engagement: Communications and Engagement

Dimension	Questionnaire Item	Beta Score
Culture	I feel that my work contributes to the success of the City.	0.180
	My immediate supervisor encourages me to offer my opinions and ideas.	0.124
	In my job, I make a difference every day.	0.095
	Employees in my branch work as though they are part of a team.	0.087
	Customer service is a primary focus at the City.	0.080
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.056
	In general, information in the City is communicated well.	0.028
	My immediate supervisor recognizes me when I do a good job.	0.012
	My immediate supervisor involves me in decisions that affect my work.	0.000
	Cooperation with different parts of the City is encouraged.	0.000
Workplace	In my workplace, we regularly communicate about the importance of customer service.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	My career aspirations can be achieved at the City.	0.271
	At work, I have the opportunity to do what I do best every day.	0.099
	My immediate supervisor seems to care about me as a person.	0.084
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.084
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.078
	The City is committed to maintaining a healthy and safe working environment.	0.048
	I receive enough training to do my job effectively.	0.043
	Most of my work is rewarding.	0.037
Immediate Supervisor	I feel respected by co-workers in my workplace.	0.035
	I have the materials and equipment I need to do my job effectively.	0.017
	My immediate supervisor demonstrates a commitment to safety.	0.014
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.005
	My immediate supervisor gives me useful feedback on the work I do.	0.001
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor encourages me to offer my opinions and ideas.	0.124
	My immediate supervisor seems to care about me as a person.	0.084
	My immediate supervisor demonstrates a commitment to safety.	0.014
	My immediate supervisor recognizes me when I do a good job.	0.012

Drivers of Engagement: Employee Services

Dimension	Questionnaire Item	Beta Score
Culture	I feel that my work contributes to the success of the City.	0.158
	In general, information in the City is communicated well.	0.133
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.088
	Customer service is a primary focus at the City.	0.071
	Employees in my branch work as though they are part of a team.	0.064
	Cooperation with different parts of the City is encouraged.	0.062
	In my workplace, we regularly communicate about the importance of customer service.	0.051
	My immediate supervisor recognizes me when I do a good job.	0.000
	My immediate supervisor encourages me to offer my opinions and ideas.	0.000
	In my job, I make a difference every day.	0.000
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.000
	My immediate supervisor involves me in decisions that affect my work.	0.000
Workplace	My immediate supervisor seems to care about me as a person.	0.309
	Most of my work is rewarding.	0.245
	The City is committed to maintaining a healthy and safe working environment.	0.169
	At work, I have the opportunity to do what I do best every day.	0.147
	My career aspirations can be achieved at the City.	0.112
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.084
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.059
	I have the materials and equipment I need to do my job effectively.	0.045
	I feel respected by co-workers in my workplace.	0.042
	I receive enough training to do my job effectively.	0.039
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.025
	My immediate supervisor gives me useful feedback on the work I do.	0.000
Immediate Supervisor	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor seems to care about me as a person.	0.309
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.102
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.088
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.059
	My immediate supervisor gives me useful feedback on the work I do.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.000
	My immediate supervisor encourages me to offer my opinions and ideas.	0.000
	My immediate supervisor involves me in decisions that affect my work.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000

Drivers of Engagement: Financial & Corporate Services

Dimension	Questionnaire Item	Beta Score
Culture	Customer service is a primary focus at the City.	0.126
	I feel that my work contributes to the success of the City.	0.119
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.059
	My immediate supervisor involves me in decisions that affect my work.	0.050
	Cooperation with different parts of the City is encouraged.	0.039
	In my job, I make a difference every day.	0.010
	My immediate supervisor encourages me to offer my opinions and ideas.	0.009
	My immediate supervisor recognizes me when I do a good job.	0.007
	In general, information in the City is communicated well.	0.000
	Employees in my branch work as though they are part of a team.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	In my workplace, we regularly communicate about the importance of customer service.	0.000
Workplace	My career aspirations can be achieved at the City.	0.240
	Most of my work is rewarding.	0.158
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.119
	At work, I have the opportunity to do what I do best every day.	0.088
	I have the materials and equipment I need to do my job effectively.	0.064
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.062
	The City is committed to maintaining a healthy and safe working environment.	0.042
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.042
	I feel respected by co-workers in my workplace.	0.010
	My immediate supervisor gives me useful feedback on the work I do.	0.003
	I receive enough training to do my job effectively.	0.000
	My immediate supervisor seems to care about me as a person.	0.000
Immediate Supervisor	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.077
	My immediate supervisor involves me in decisions that affect my work.	0.050
	My immediate supervisor encourages me to offer my opinions and ideas.	0.009
	My immediate supervisor recognizes me when I do a good job.	0.007
	My immediate supervisor gives me useful feedback on the work I do.	0.003
	My immediate supervisor seems to care about me as a person.	0.000
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000

Drivers of Engagement: Integrated Infrastructure Services

Dimension	Questionnaire Item	Beta Score
Culture	Customer service is a primary focus at the City.	0.085
	My immediate supervisor encourages me to offer my opinions and ideas.	0.064
	I feel that my work contributes to the success of the City.	0.054
	My immediate supervisor involves me in decisions that affect my work.	0.045
	Cooperation with different parts of the City is encouraged.	0.042
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.033
	In general, information in the City is communicated well.	0.001
	In my job, I make a difference every day.	0.000
	Employees in my branch work as though they are part of a team.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	In my workplace, we regularly communicate about the importance of customer service.	0.000
Workplace	My career aspirations can be achieved at the City.	0.260
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.221
	Most of my work is rewarding.	0.140
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.121
	The City is committed to maintaining a healthy and safe working environment.	0.099
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.095
	I feel respected by co-workers in my workplace.	0.056
	My immediate supervisor seems to care about me as a person.	0.045
	I receive enough training to do my job effectively.	0.035
	At work, I have the opportunity to do what I do best every day.	0.025
	My immediate supervisor demonstrates a commitment to safety.	0.000
	I have the materials and equipment I need to do my job effectively.	0.000
Immediate Supervisor	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor gives me useful feedback on the work I do.	0.000
	My immediate supervisor encourages me to offer my opinions and ideas.	0.064
	My immediate supervisor seems to care about me as a person.	0.045
	My immediate supervisor involves me in decisions that affect my work.	0.045
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.023
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.000
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor gives me useful feedback on the work I do.	0.000

Drivers of Engagement: Office of the City Manager

Dimension	Questionnaire Item	Beta Score
Culture	My immediate supervisor encourages me to offer my opinions and ideas.	0.543
	Customer service is a primary focus at the City.	0.278
	Employees in my branch work as though they are part of a team.	0.212
	In general, information in the City is communicated well.	0.094
	In my job, I make a difference every day.	0.011
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.000
	Cooperation with different parts of the City is encouraged.	0.000
	I feel that my work contributes to the success of the City.	0.000
	In my workplace, we regularly communicate about the importance of customer service.	0.000
	My immediate supervisor involves me in decisions that affect my work.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	My immediate supervisor gives me useful feedback on the work I do.	0.278
	My career aspirations can be achieved at the City.	0.249
Workplace	Most of my work is rewarding.	0.208
	The City is committed to maintaining a healthy and safe working environment.	0.192
	My immediate supervisor demonstrates a commitment to safety.	0.183
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.145
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.119
	I receive enough training to do my job effectively.	0.062
	At work, I have the opportunity to do what I do best every day.	0.036
	I have the materials and equipment I need to do my job effectively.	0.000
	I feel respected by co-workers in my workplace.	0.000
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.000
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.000
	My immediate supervisor seems to care about me as a person.	0.000
	My immediate supervisor encourages me to offer my opinions and ideas.	0.543
Immediate Supervisor	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.313
	My immediate supervisor gives me useful feedback on the work I do.	0.278
	My immediate supervisor demonstrates a commitment to safety.	0.183
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.119
	My immediate supervisor involves me in decisions that affect my work.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.000
	My immediate supervisor seems to care about me as a person.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000

Drivers of Engagement: Urban Form & Corporate Strategic Development

Dimension	Questionnaire Item	Beta Score
Culture	I feel that my work contributes to the success of the City.	0.150
	My immediate supervisor recognizes me when I do a good job.	0.148
	My immediate supervisor encourages me to offer my opinions and ideas.	0.133
	Customer service is a primary focus at the City.	0.113
	Employees in my branch work as though they are part of a team.	0.070
	Cooperation with different parts of the City is encouraged.	0.068
	In my job, I make a difference every day.	0.018
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.000
	In general, information in the City is communicated well.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
Workplace	My immediate supervisor involves me in decisions that affect my work.	0.000
	In my workplace, we regularly communicate about the importance of customer service.	0.000
	My career aspirations can be achieved at the City.	0.188
	At work, I have the opportunity to do what I do best every day.	0.172
	The City is committed to maintaining a healthy and safe working environment.	0.105
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.103
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.099
	Most of my work is rewarding.	0.090
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.072
	I feel respected by co-workers in my workplace.	0.002
Immediate Supervisor	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor gives me useful feedback on the work I do.	0.000
	I have the materials and equipment I need to do my job effectively.	0.000
	I receive enough training to do my job effectively.	0.000
	My immediate supervisor seems to care about me as a person.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.148
	My immediate supervisor encourages me to offer my opinions and ideas.	0.133
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.009
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000

Workforce Diversity

One of the four goals of the City's Diversity and Inclusion Framework is to have a workforce broadly reflective of the community.

For the Diversity portion of the survey, the benchmark data was based on population statistics adapted from the 2016 National Household Survey Labour Force Data for the City of Edmonton.

Workforce Diversity - Gender

		# Responses CoE	% CoE 2018	% CoE 2016	% CoE 2014	% Benchmark (Labour Force City Population)
Gender	Male	5440	63.1%	62.7%	63.1%	53.4%
	Female	3176	36.9%	37.3%	36.9%	46.6%

Workforce Diversity - Indigenous

		# Responses CoE	% CoE 2018	% CoE 2016	% CoE 2014	% Benchmark (Labour Force City Population)
Indigenous	No	8170	94.6%	95.2%	95.7%	95.4%
	Yes	469	5.4%	4.8%	4.3%	4.6%
	Yes, First Nations (Status)	89	1.0%	1.1%	0.7%	1.9%
	Yes, First Nations (Non-Status)	63	0.7%	0.6%	0.4%	
	Yes, Inuit	5	0.1%	0.1%	0.1%	0.1%
	Yes, Métis	252	2.9%	2.4%	2.5%	2.6%
	Yes, Other	60	0.7%	0.7%	0.6%	0.1%

Workforce Diversity – Visible Minority

		# Responses CoE	% CoE 2018	% CoE 2016	% CoE 2014	% Benchmark (Labour Force City Population)
Visible Minority	No	6602	76.4%	78.9%	80.8%	73.2%
	Yes	2038	23.6%	21.1%	19.2%	26.8%
<hr/>						
Visible Minority groups	Arab	67	0.8%	0.8%	0.7%	1.5%
	Black	271	3.1%	2.5%	2.0%	3.9%
	Chinese	390	4.5%	4.7%	4.5%	4.4%
	Filipino	219	2.5%	2.6%	2.3%	5.1%
	Japanese	14	0.2%	0.1%	0.1%	0.2%
	Korean	31	0.4%	0.3%	0.3%	0.5%
	Latin American	99	1.1%	1.4%	1.2%	1.6%
	Multiple Visible Minorities	107	1.2%	1.6%	1.2%	0.7%
	South Asian origins	610	7.0%	5.4%	5.0%	6.8%
	Southeast Asian origins	83	1.0%	0.9%	0.8%	1.3%
	West Asian origins	33	0.4%	0.2%	0.2%	0.5%
	Other	203	2.3%	1.7%	1.6%	n/a

Workforce Diversity – Persons with Disabilities

		# Responses CoE	% CoE 2018	% CoE 2016	% CoE 2014	% Benchmark (Labour Force City Population)
Person with disability	No	7972	91.8%	93.5%	91.3%	95.1%
	Yes	710	8.2%	6.5%	8.7%	4.9%
Nature of disability	Hearing	86	1.0%	0.9%	1.6%	n/a
	Mobility	154	1.8%	1.4%	1.8%	
	Chronic illness	161	1.8%	1.8%	2.4%	
	Developmental	18	0.2%	0.2%	0.1%	
	Seeing	38	0.4%	0.5%	0.6%	
	Agility	62	0.7%	0.8%	1.0%	
	Learning	65	0.7%	0.8%	0.8%	
	Psychological (Mental Health such as Anxiety, Depression etc.)	296	3.4%	2.4%	1.4%	
	Speech	23	0.3%	0.2%	0.3%	
	Pain	204	2.3%	2.3%	2.8%	
	Memory	61	0.7%	0.5%	0.7%	
	Don't feel comfortable sharing	91	1.0%	n/a	n/a	
	Other	84	1.0%	0.8%	1.2%	

Workforce Diversity – Religious or Spiritual Affiliation

		# Responses CoE	% CoE 2018	% CoE 2016	% CoE 2014	% Benchmark (Labour Force City Population)
Religious or Spiritual Affiliation	I do not have a religious or spiritual affiliation	3259	37.3%	34.6%	32.5%	n/a
	Buddhist	195	2.2%	2.8%	2.5%	
	Catholic	1818	20.8%	23.5%	23.7%	
	Christian Orthodox	355	4.1%	4.3%	4.2%	
	Other Christian denominations	1195	13.7%	14.9%	14.4%	
	Eastern Religions	35	0.4%	0.3%	0.4%	
	Hindu	178	2.0%	2.0%	1.4%	
	Jewish	38	0.4%	0.6%	0.5%	
	Muslim	312	3.6%	3.2%	2.6%	
	Protestant	663	7.6%	9.1%	9.9%	
	Sikh	323	3.7%	2.8%	1.8%	
	Wiccan	58	0.7%	0.8%	0.6%	
	Other	550	6.3%	6.4%	5.6%	

Workforce Diversity — Bisexual, gay, lesbian, transgender, two-spirit or questioning

		# Responses CoE	% CoE 2018	% CoE 2016	% CoE 2014	% Benchmark (Labour Force City Population)
Bisexual, gay, lesbian, transgender, two- spirit or questioning	No	8089	94.3%	95.4%	95.8%	n/a
	Yes	490	5.7%	4.6%	4.2%	

Perceptions of Harassment and Discrimination

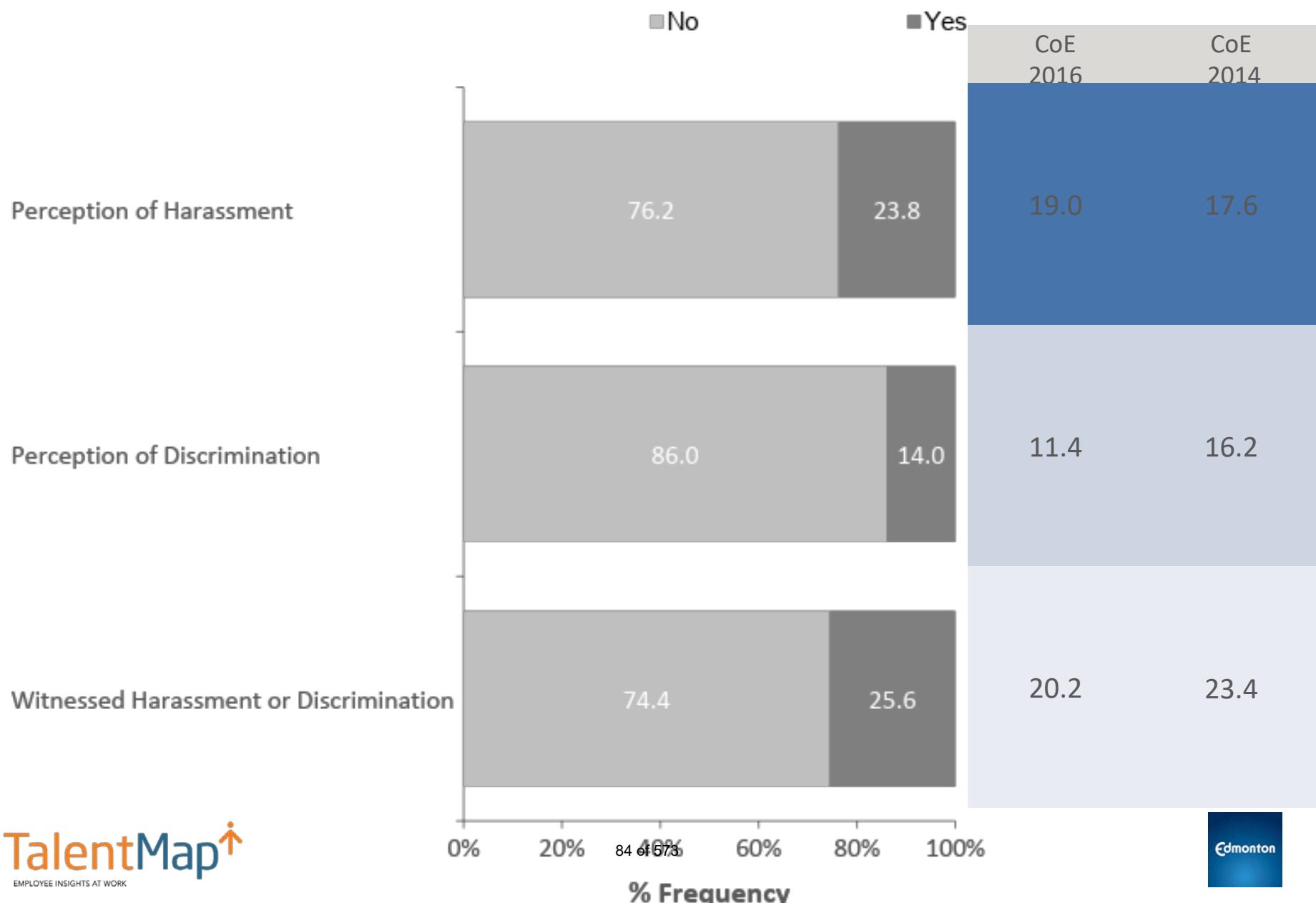
Harassment is any improper conduct by an individual, that is directed at and offensive to another person or persons in the workplace, and that the individual knew or ought reasonably to have known it would cause offence or harm. It comprises any objectionable be act, comment or display that bullies, demeans, belittles or causes personal humiliation or embarrassment, and any act of intimidation or threat.

Discrimination means treating people negatively, adversely or not fairly based on the categories in Alberta Human Rights protected grounds. This treatment can be public or done quietly through actions, works, pictures or written material.

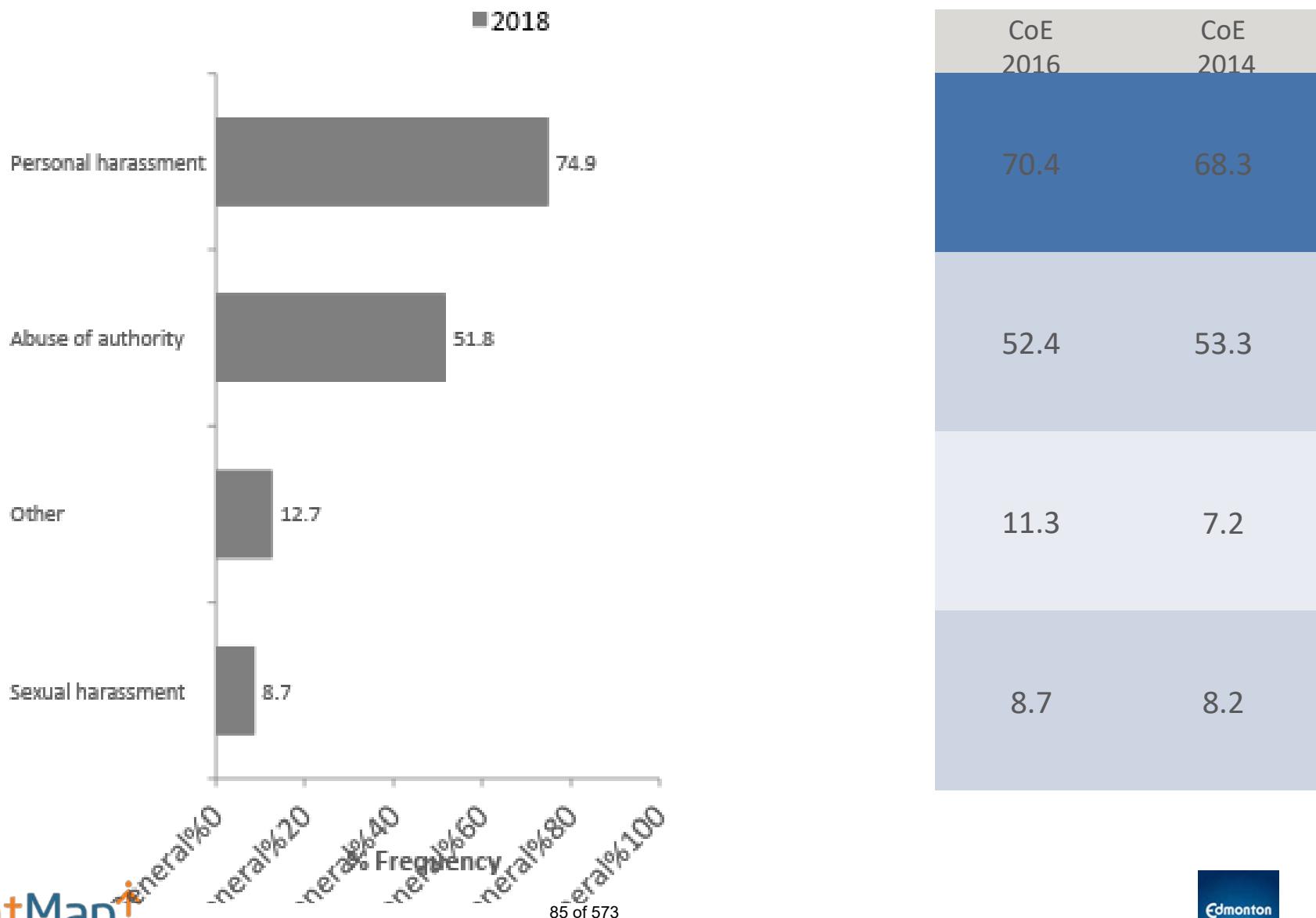
The City of Edmonton has been a pioneer as one of the first to begin asking questions on harassment and discrimination. TalentMap is experiencing an increasing number of organizations are now asking similar questions.

In terms of benchmark data for the questions regarding harassment and discrimination, TalentMap is currently working on finalizing a benchmark for these questions, which will likely be available within six months to a year.

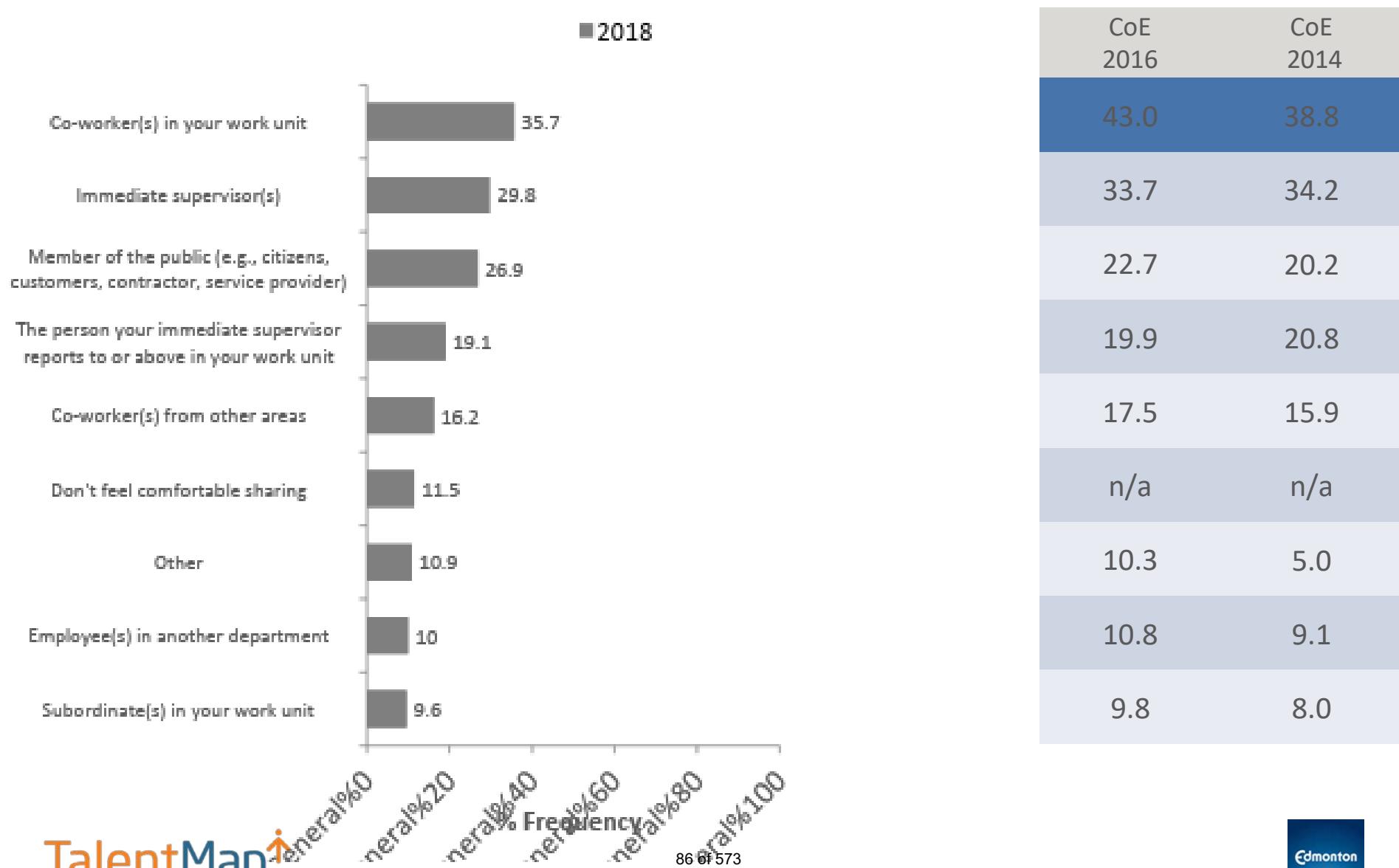
Perception of Harassment and Discrimination



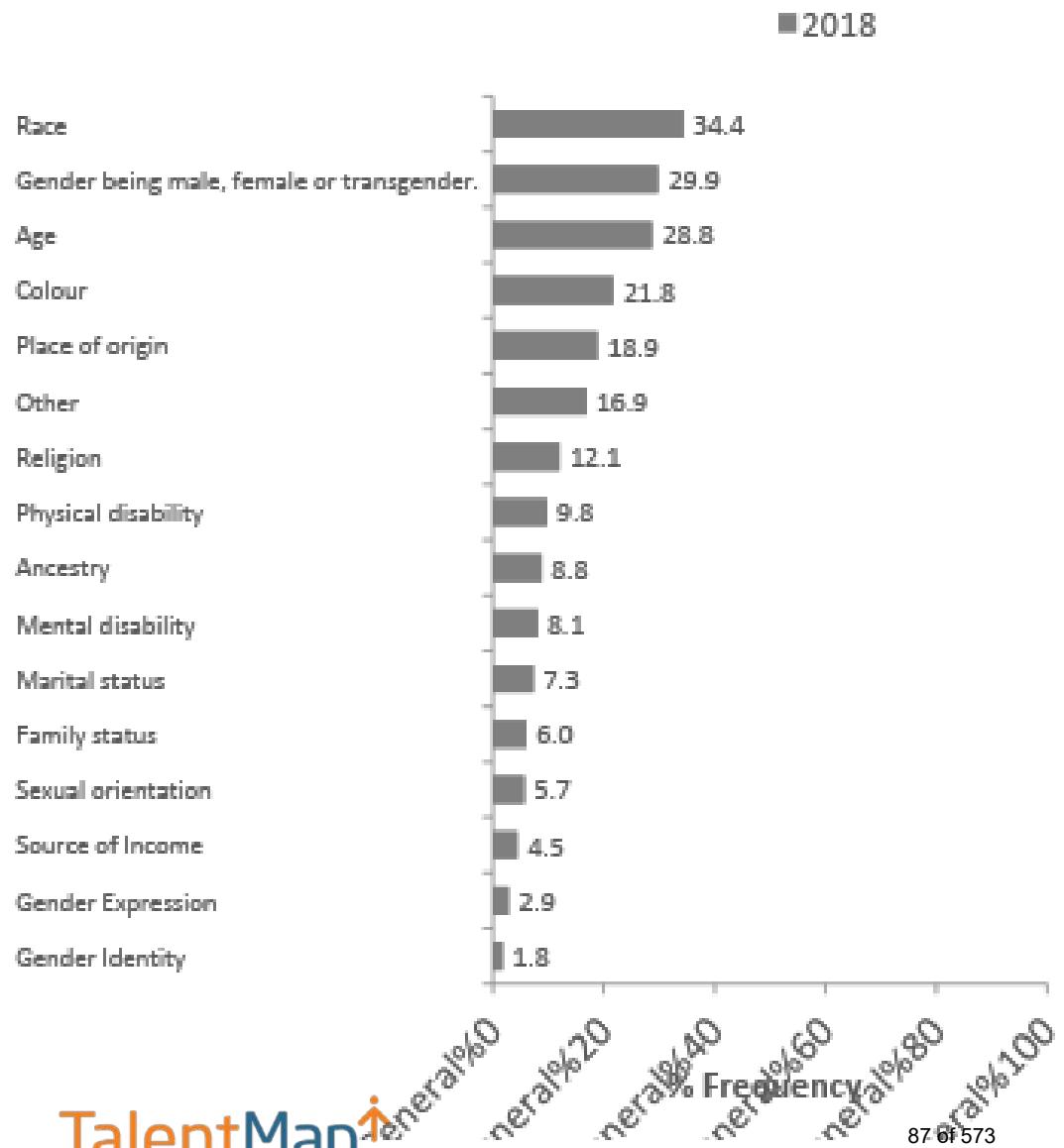
Perceived Types of Harassment Identified



Perceived Sources of Harassment

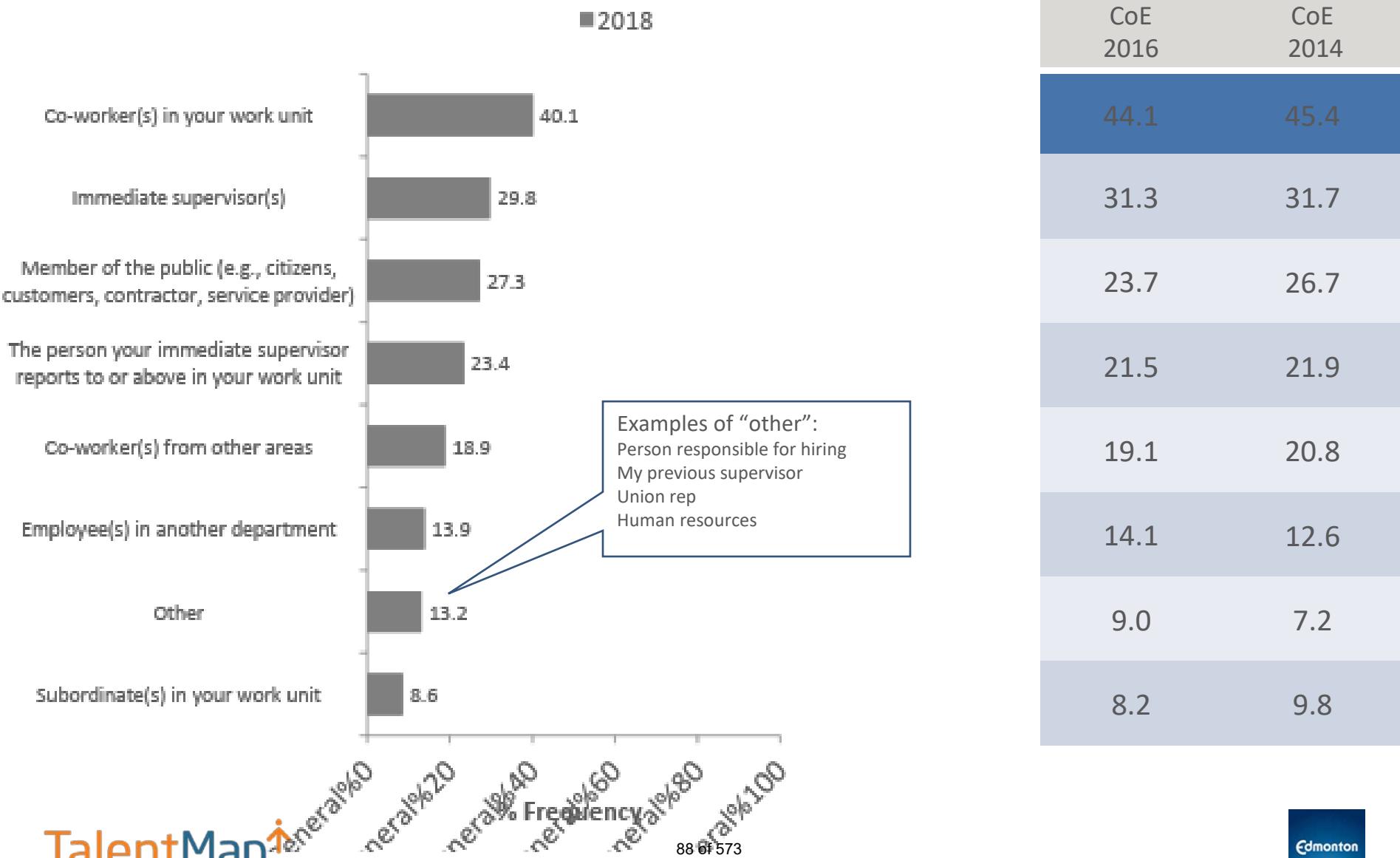


Perceived Types of Discrimination Identified

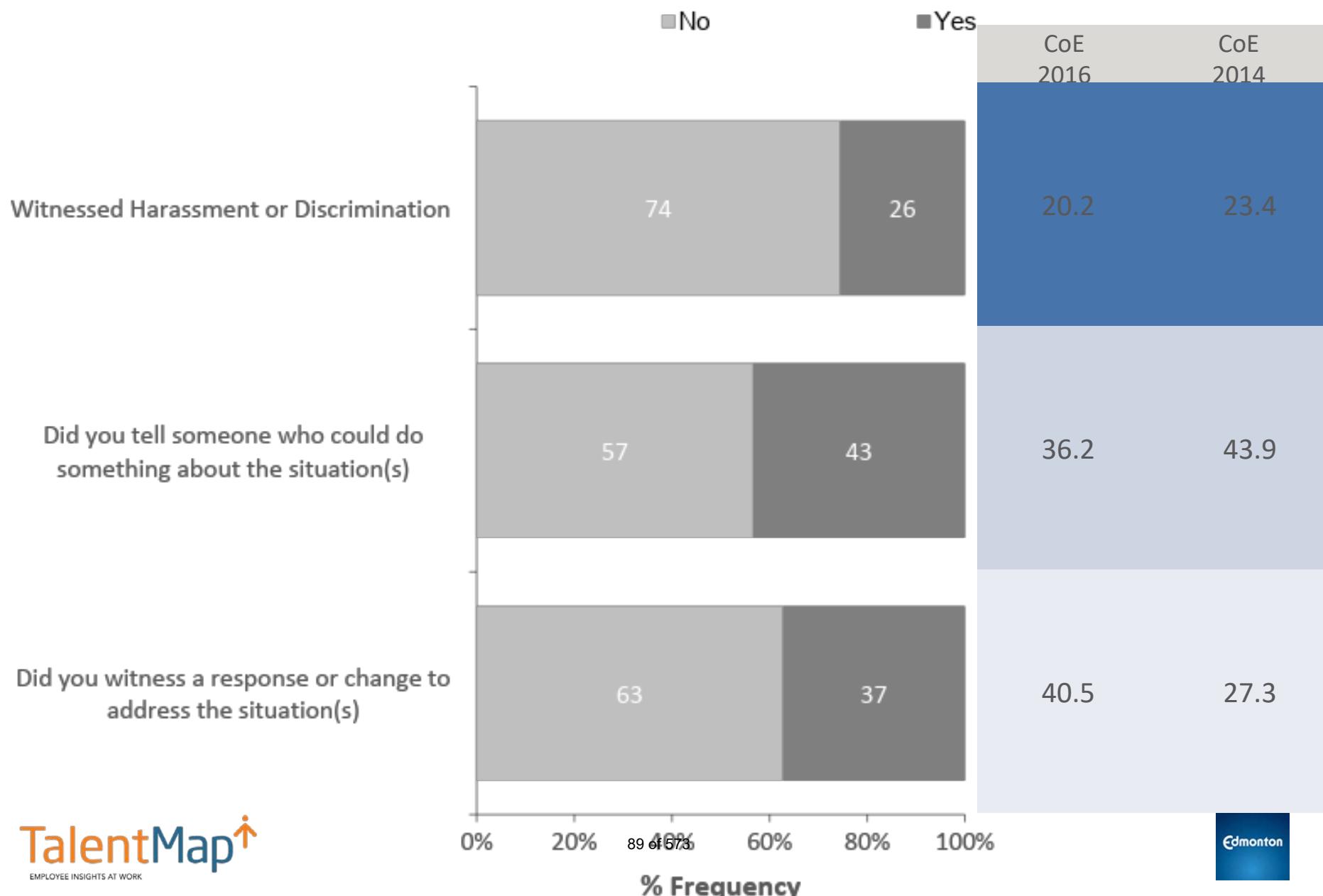


	CoE 2016	CoE 2014
Race	32.5	25.1
Gender being male, female or transgender	32.3	26.4
Age	32.5	30.0
Colour	21.4	16.3
Place of origin	16.7	12.9
Other	14.9	35.6
Religion	12.6	8.4
Physical disability	9.8	8.0
Ancestry	8.3	6.9
Mental disability	6.8	5.9
Marital status	7.6	5.2
Family status	8.0	5.8
Sexual orientation	6.0	6.2
Source of Income	3.2	6.8
Gender Expression	5.7	n/a
Gender Identity	3.3	n/a

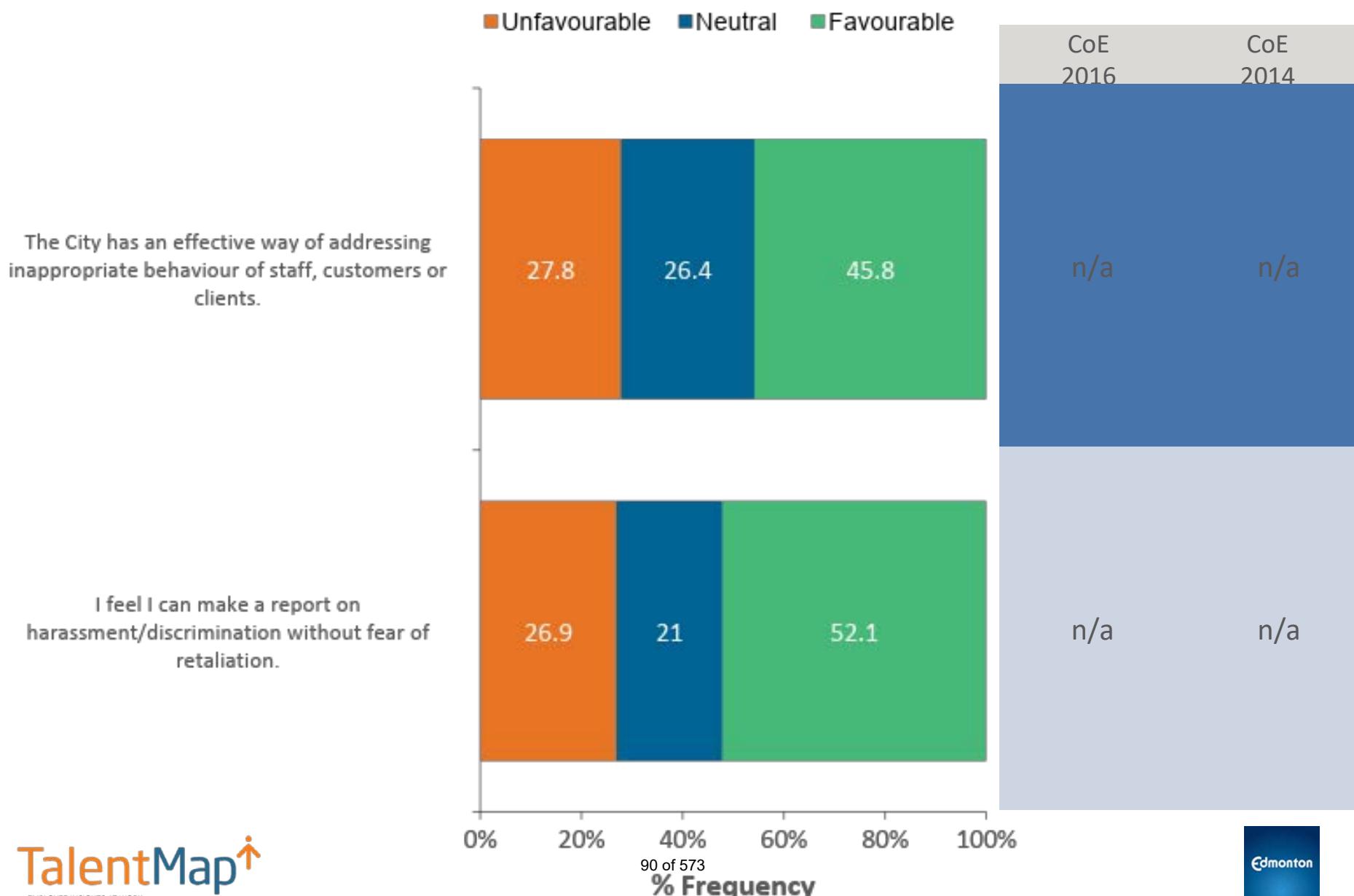
Perceived Sources of Discrimination



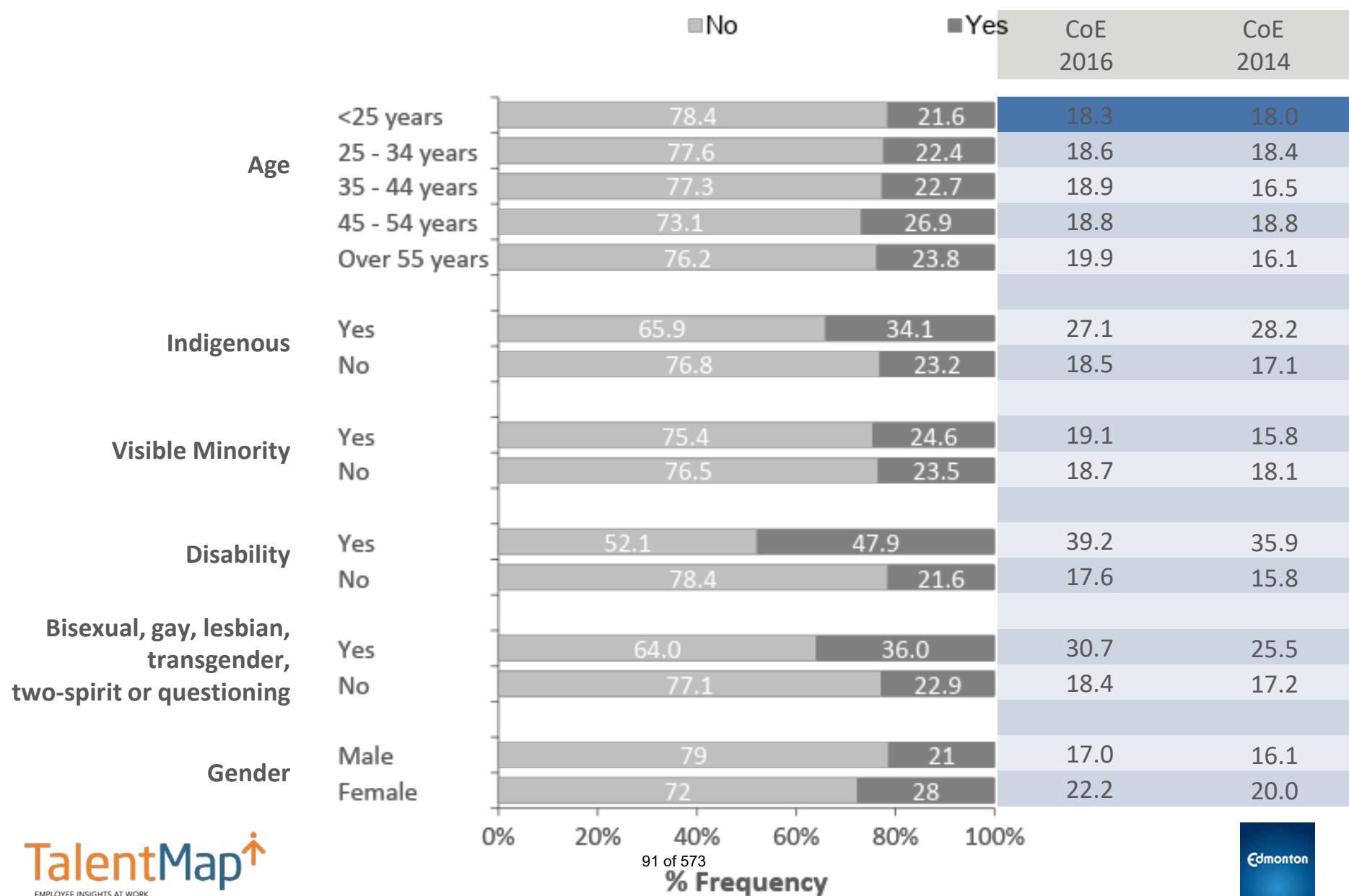
Witnessed Harassment or Discrimination



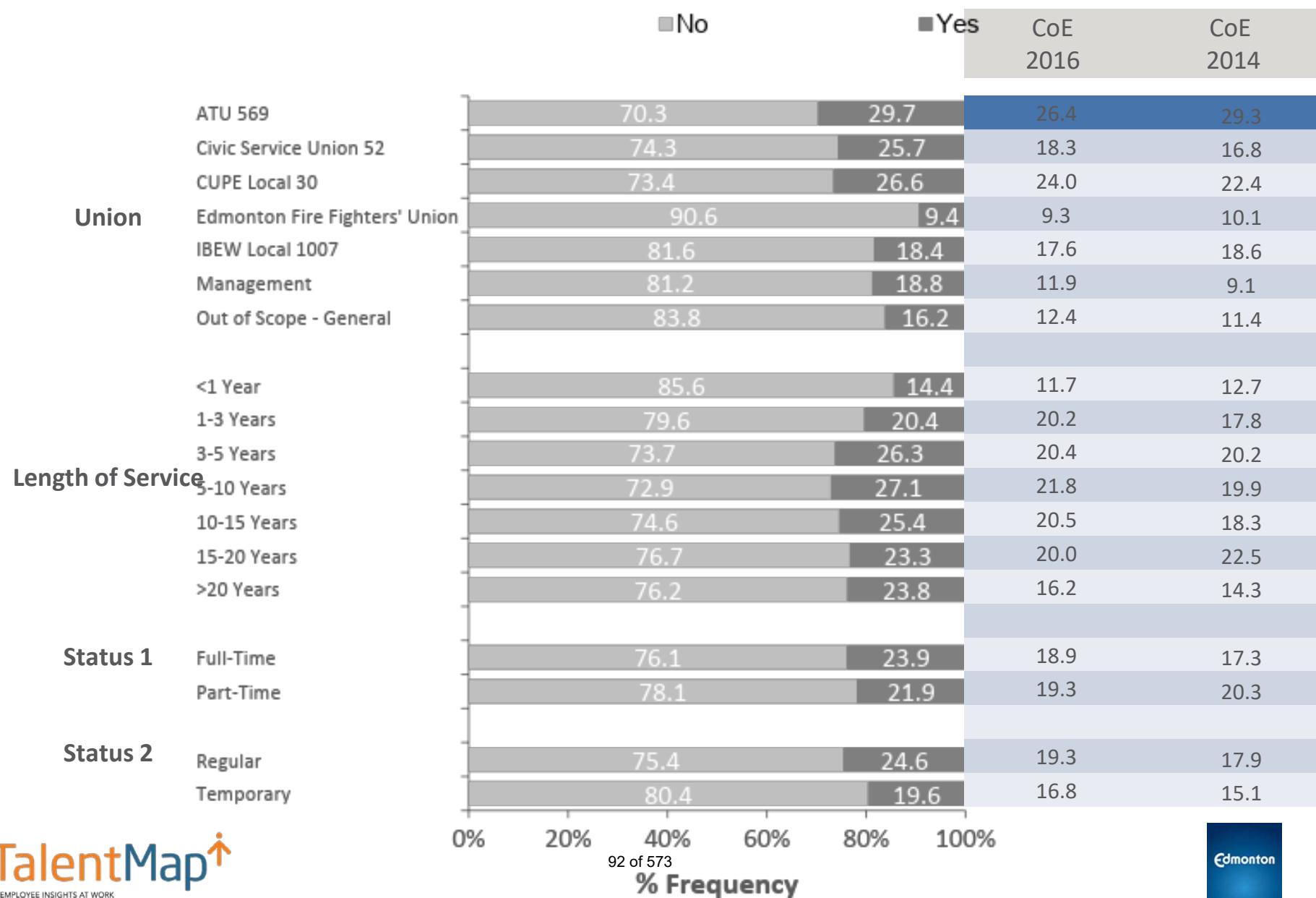
Witnessed Harassment or Discrimination



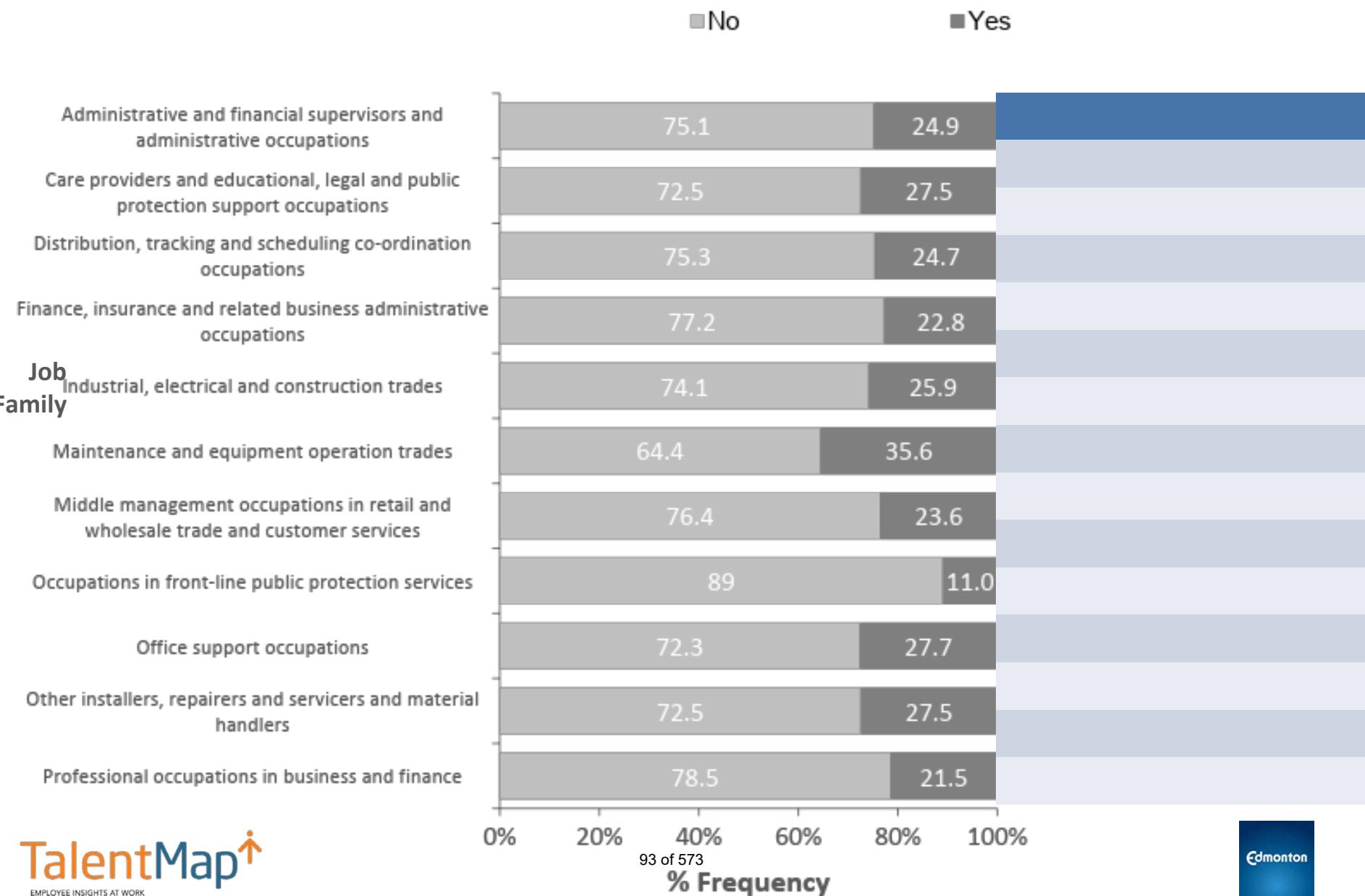
Perceived Harassment Experienced by Demographic Groups



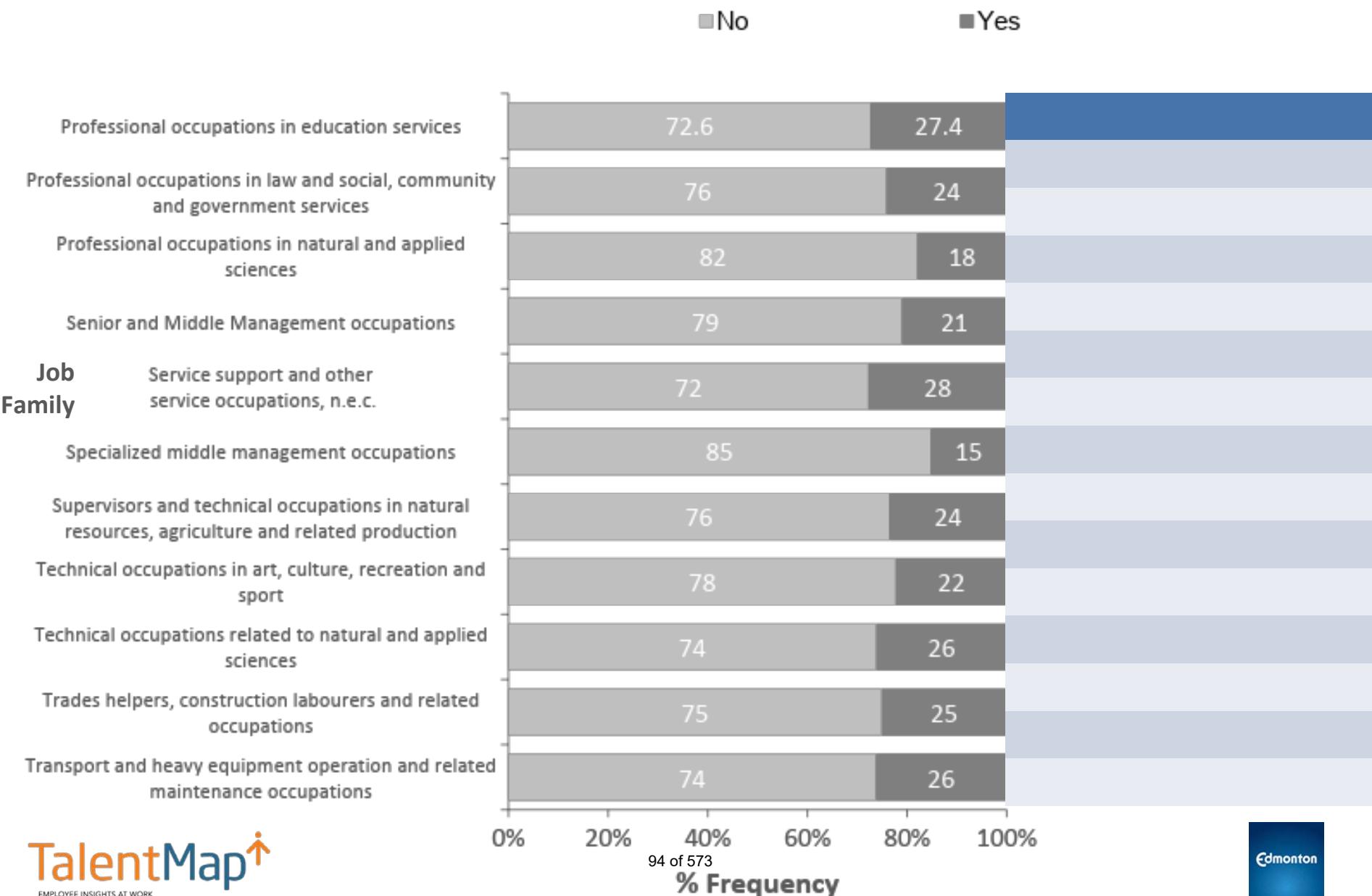
Perceived Harassment Experienced by Demographic Groups



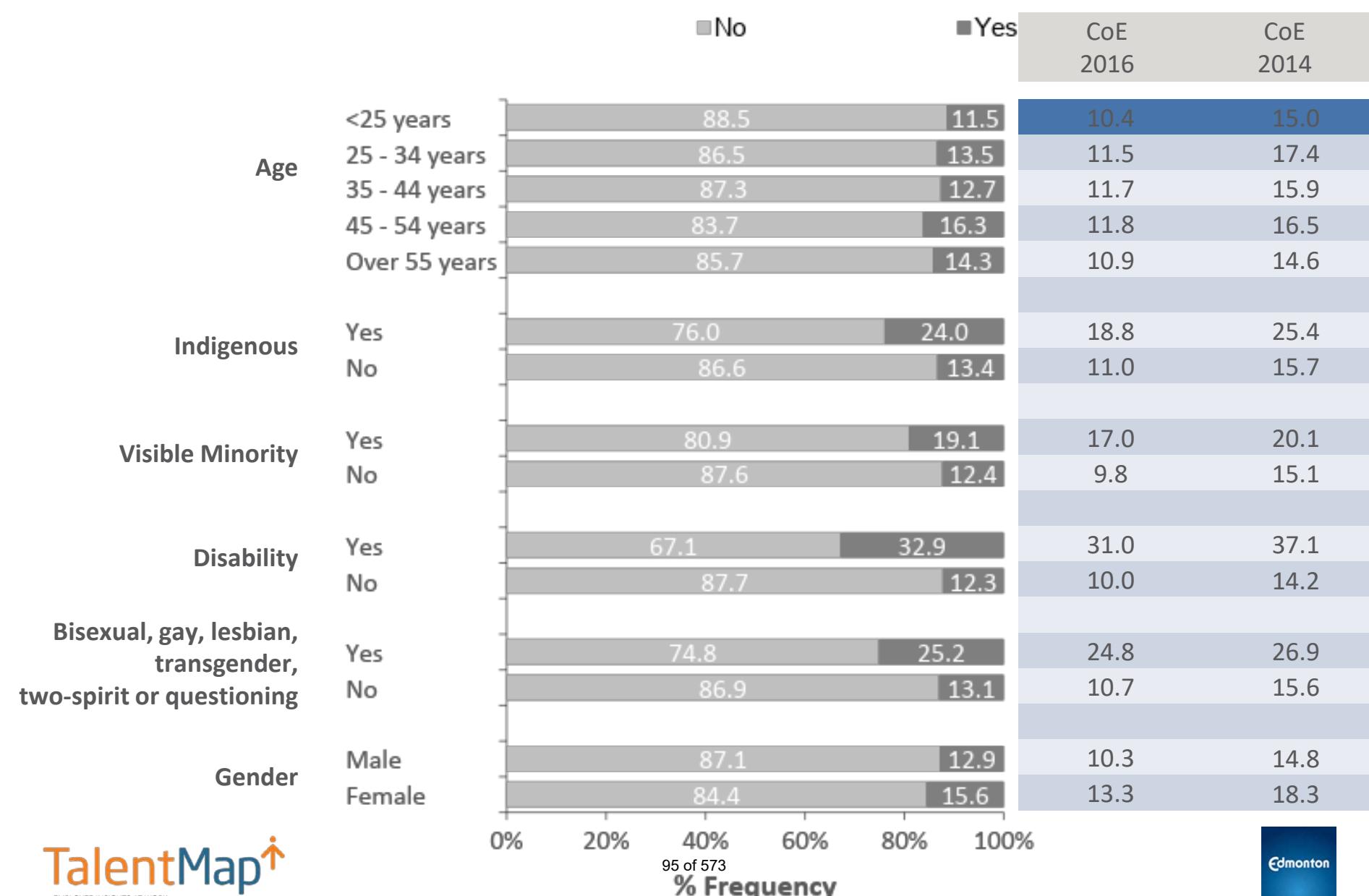
Perceived Harassment Experienced by Demographic Groups



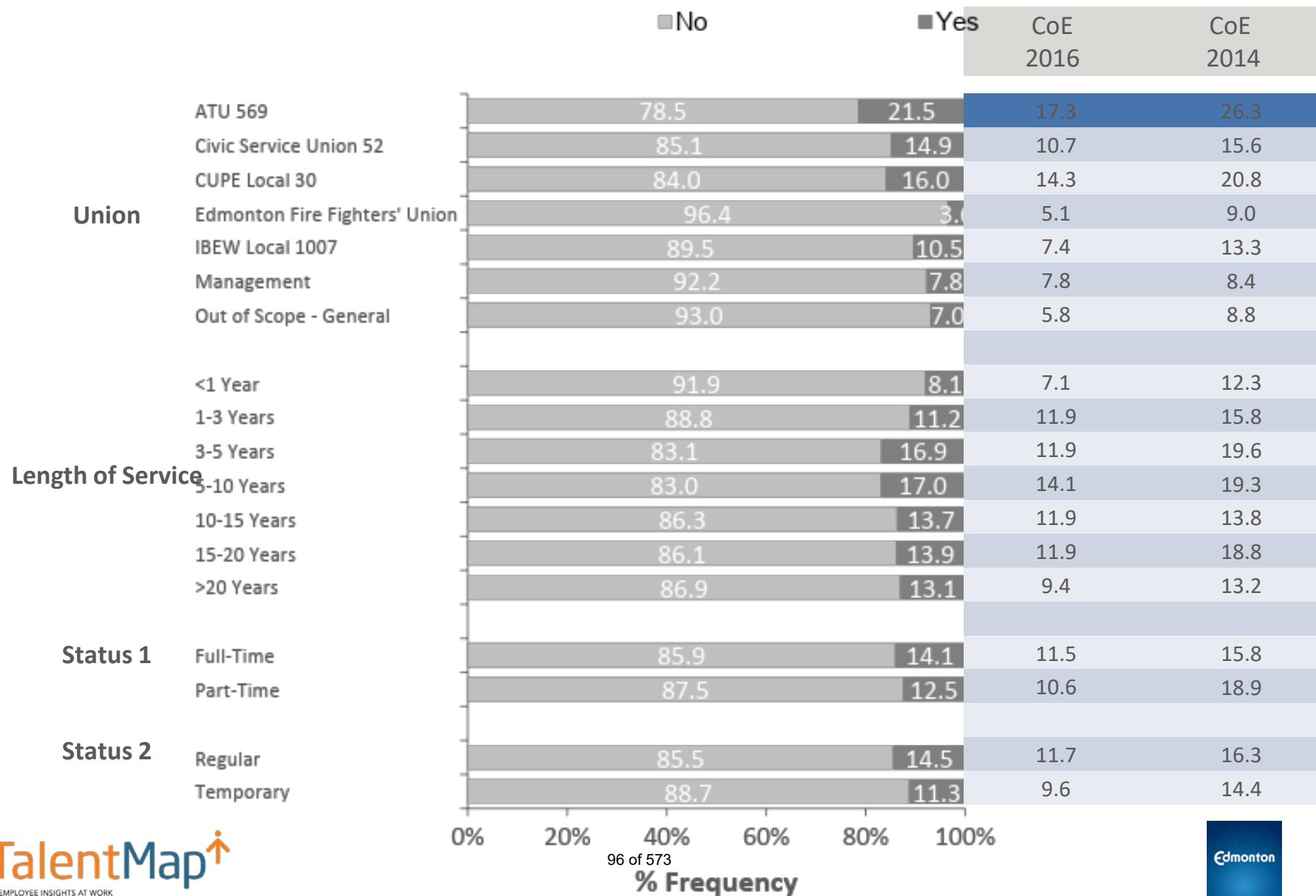
Perceived Harassment Experienced by Demographic Groups



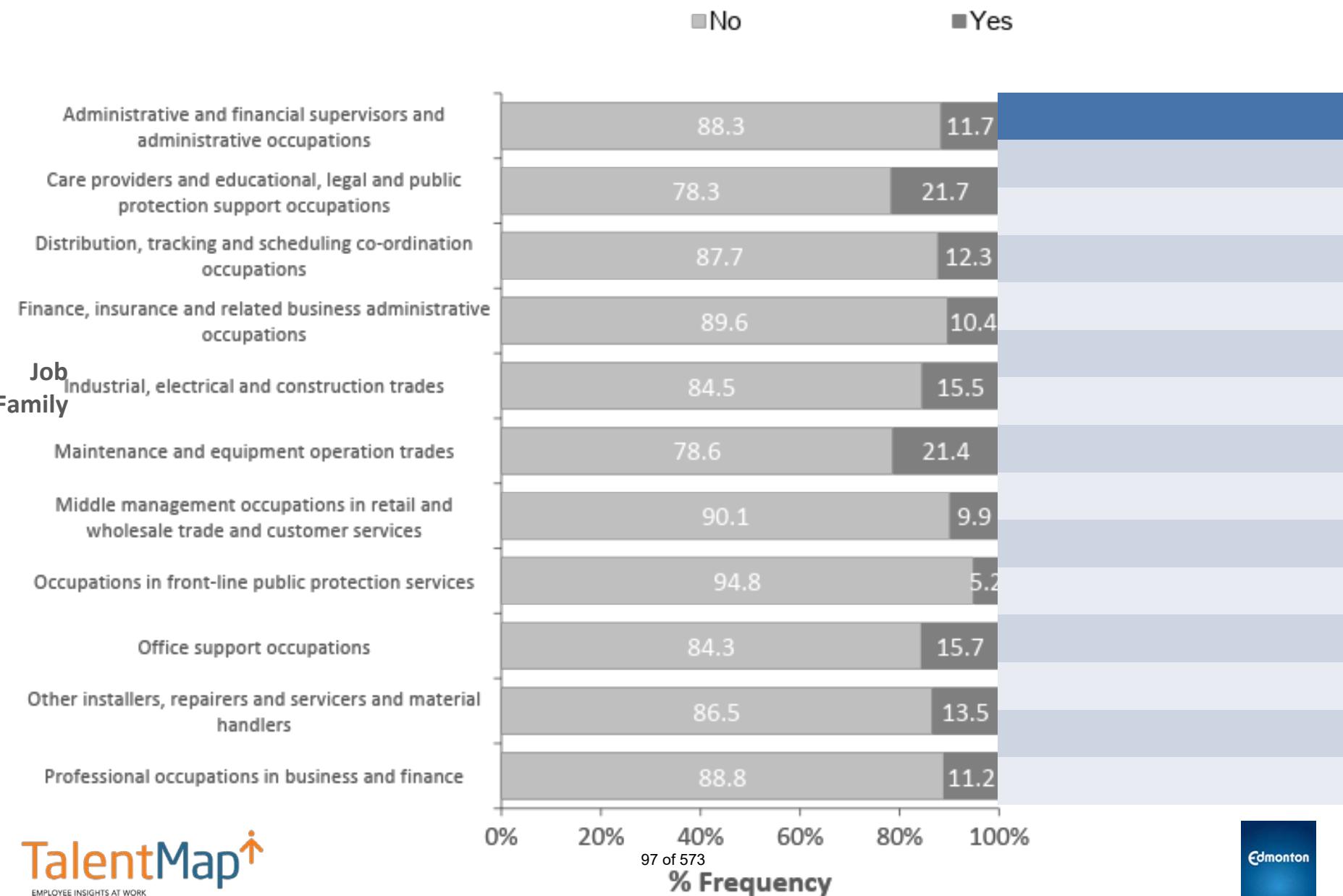
Perceived Discrimination Experienced by Demographic Groups



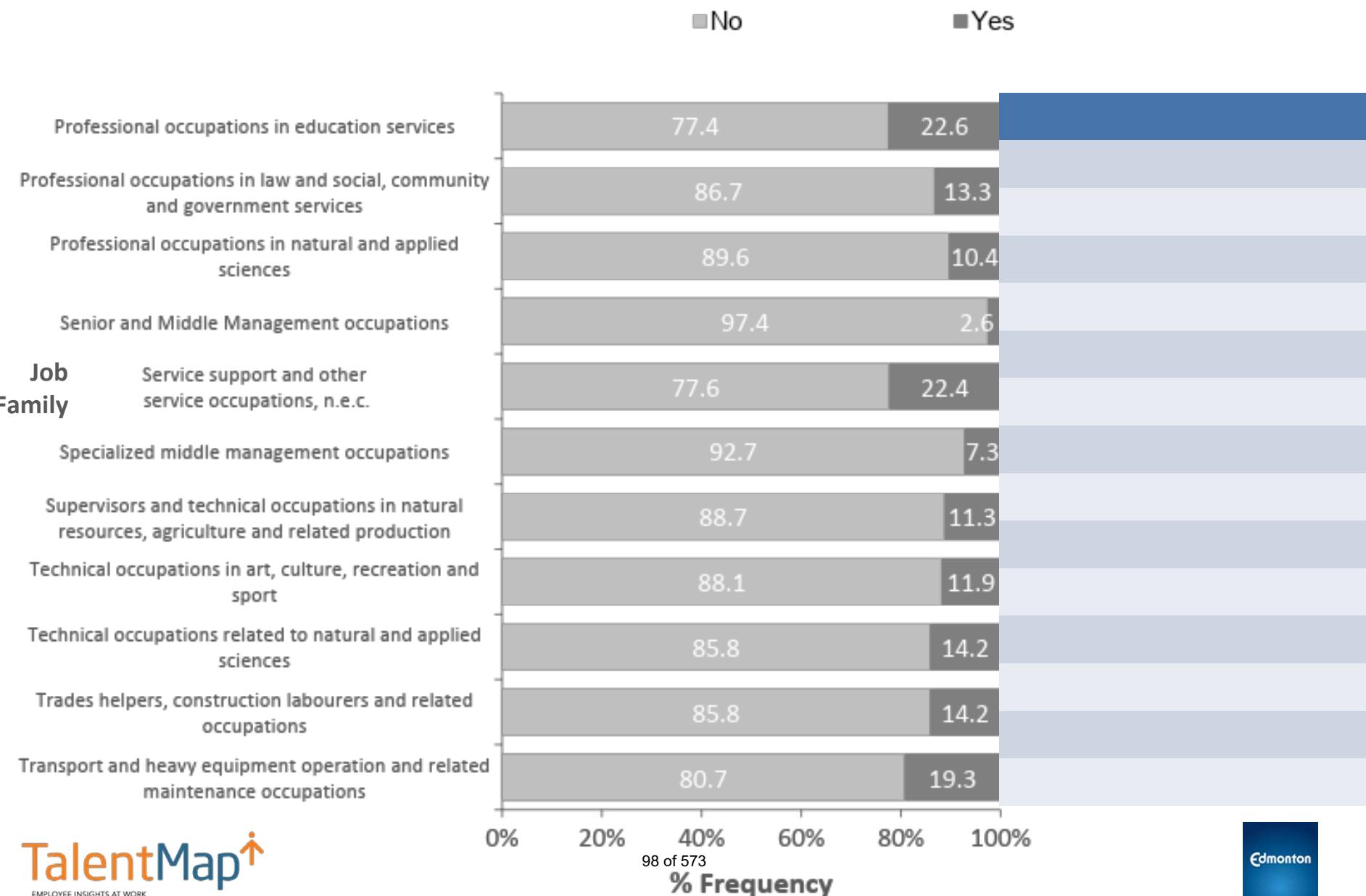
Perceived Discrimination Experienced by Demographic Groups



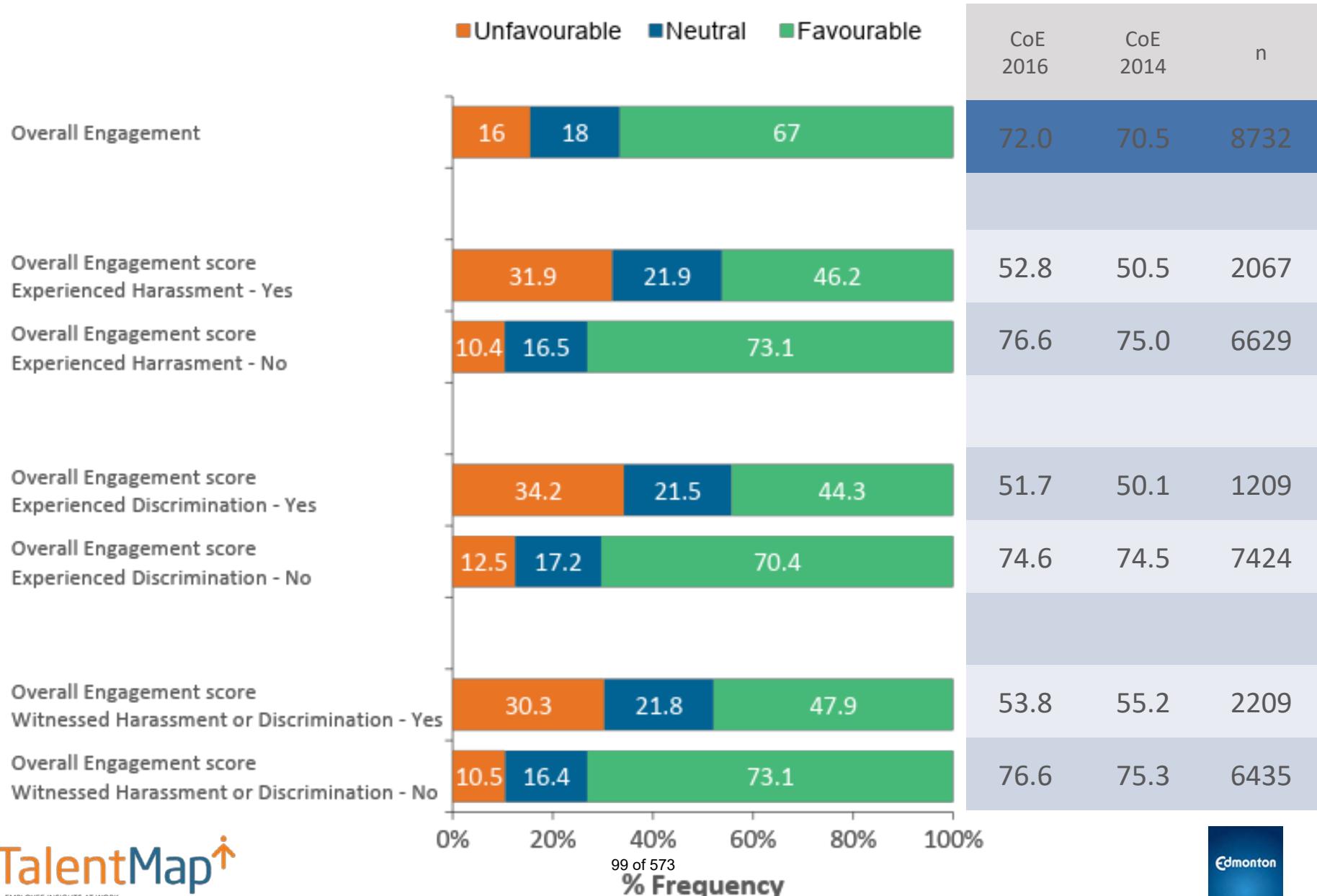
Perceived Discrimination Experienced by Demographic Groups



Perceived Discrimination Experienced by Demographic Groups



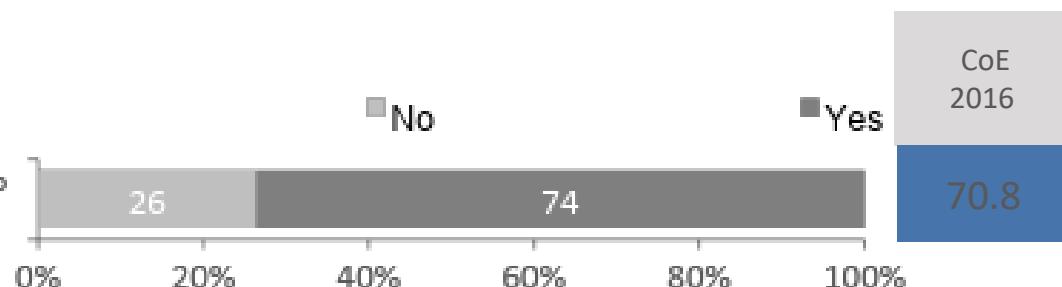
Engagement Scores by Perceived Experience with Harassment and Discrimination



Additional Questions

MENTAL HEALTH HELP

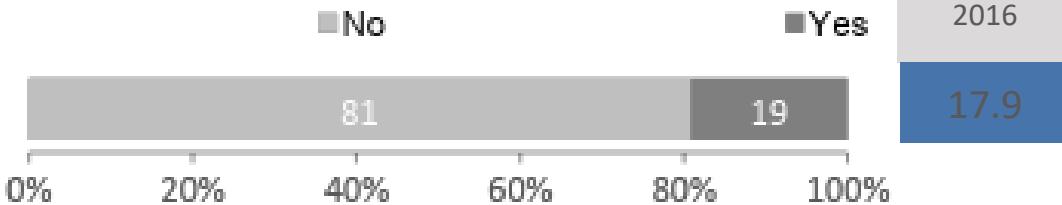
If you had a mental health issue would you know where to get help?



CHILD CARE PROVISIONS

Use child care to attend work

Use some type of child care in order to attend work?



Preference to have child care near home or work?



Which of the following do you use most often?

Of those who responded Yes.

Child Daycare Centre

Family

Private Day Home

Private, In-Home Care giver



Recommendations to Management Team



CoE 2016	CoE 2014
47.3	36.8
40.6	n/a
31.8	34.3
26.5	31.3
24.5	26.6
17.8	n/a
20.4	25.1
21.7	27.3
17.9	22.9
17.4	n/a
21.9	26.1
17.3	21.6
19.5	22.1
18.6	20.2
15.3	n/a
12.0	n/a
13.2	18.1
10.5	11.0
11.7	12.2
8.9	n/a
7.4	9.7
8.4	10.7



CITY OF EDMONTON

2016 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Marketing

Department: Communications and Engagement

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Marketing

HOW TO READ YOUR REPORT

This report is designed to summarize the opinions made by individuals regarding the job and work environment at the City of Edmonton. The information below describes how to read the results.

Your agreement percentages are graphically depicted as bar charts in % Favourable, % Neutral, and % Unfavourable formats.

The box to the right displays how each percentage was calculated. A % Favourable score of 100% means that all employees indicated they "Strongly Agreed" or "Agreed". While a % Neutral score is technically the middle value on the scale, the score can represent a response that is more unfavourable than it is favourable.

Each organization is different and your survey results should be used as a guide for further investigation. Generally, a % Favourable of 70 or above is considered good, a % Favourable in the 60s is acceptable, and a % Favourable lower than 60 would indicate the need to investigate further. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (**N/A**: refers to the organizational change and that there is no previous comparator.)

Interpreting "Neutral" scores: It is a common temptation to view the neutral scores as "mildly positive" or "on the fence" and to combine neutral with positive scores. TalentMap's experience, corroborated with academic and industry research, indicates that neutral scores should be interpreted as "mildly negative" given the positive bias of the survey instrument. Respondents who select "neither agree nor disagree" to a particular question are not in agreement and are therefore sending a mildly negative message.

This report displays the survey items by dimension.

Branch 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% Unfavourable: represents the respondents who chose "Very Dissatisfied/Dissatisfied" or "Strongly Disagree/Disagree".

% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

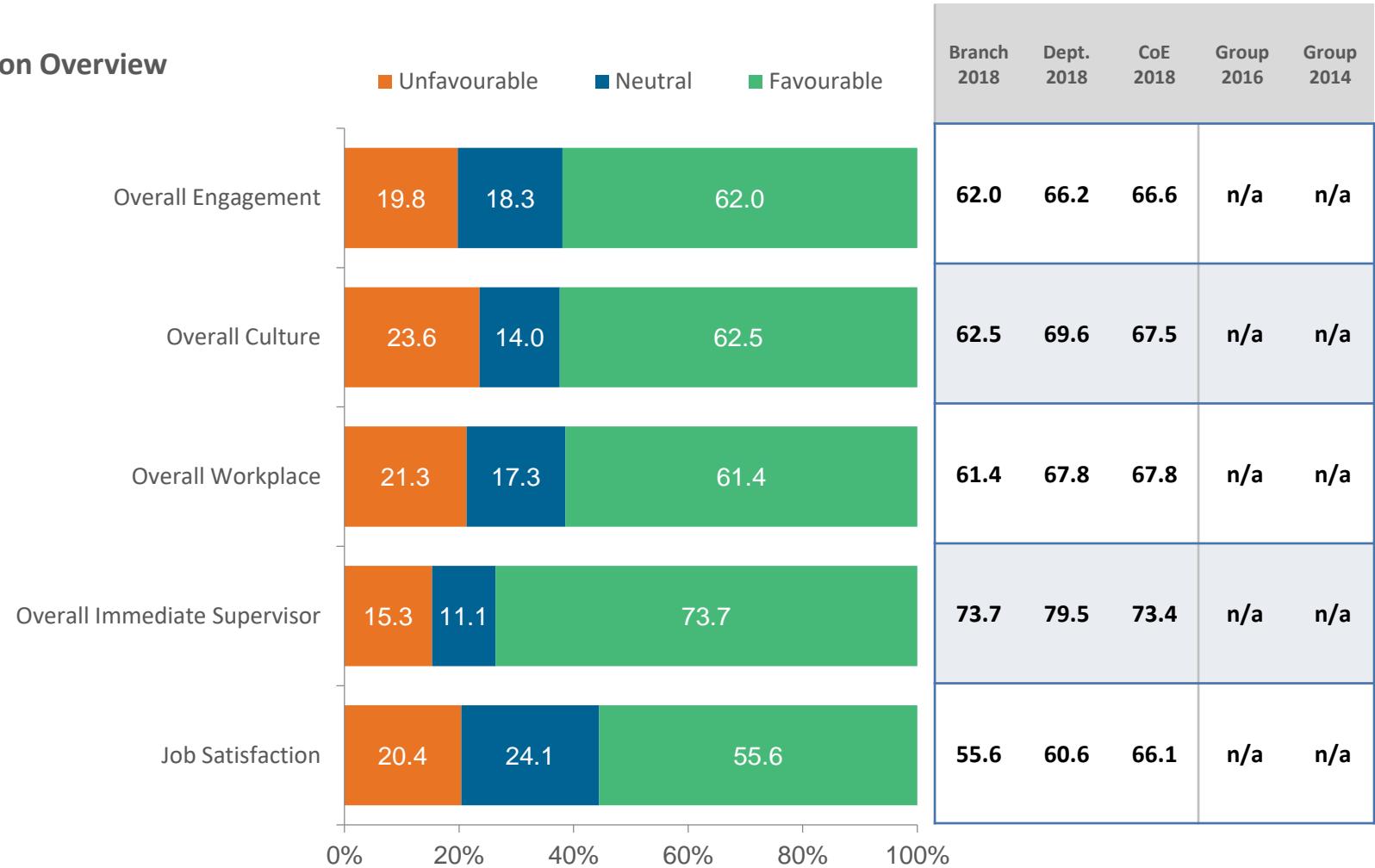
TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.

You can dig deeper into responses by gender, union, job family, tenure and age. Visier also presents your area(s) survey results with other variables such as loss time, sick time, turnover so that you can see your results in context.

Snapshot Report

Marketing

Key Dimension Overview



Snapshot Report

Marketing

Engagement

■ Unfavourable ■ Neutral ■ Favourable

Overall Engagement



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
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62.0	66.2	66.6	n/a	n/a
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Considering everything, please rate your level of satisfaction with your current job at the present time.



55.6	60.6	66.1	n/a	n/a
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I am proud to tell others I work for the City.



71.7	77.4	75.6	n/a	n/a
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The City inspires me to do my best work.



63.0	63.3	59.9	n/a	n/a
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I would recommend the City to a friend as a great place to work.



70.4	67.9	73.5	n/a	n/a
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My job provides me with a sense of personal accomplishment.



63.0	67.3	70.0	n/a	n/a
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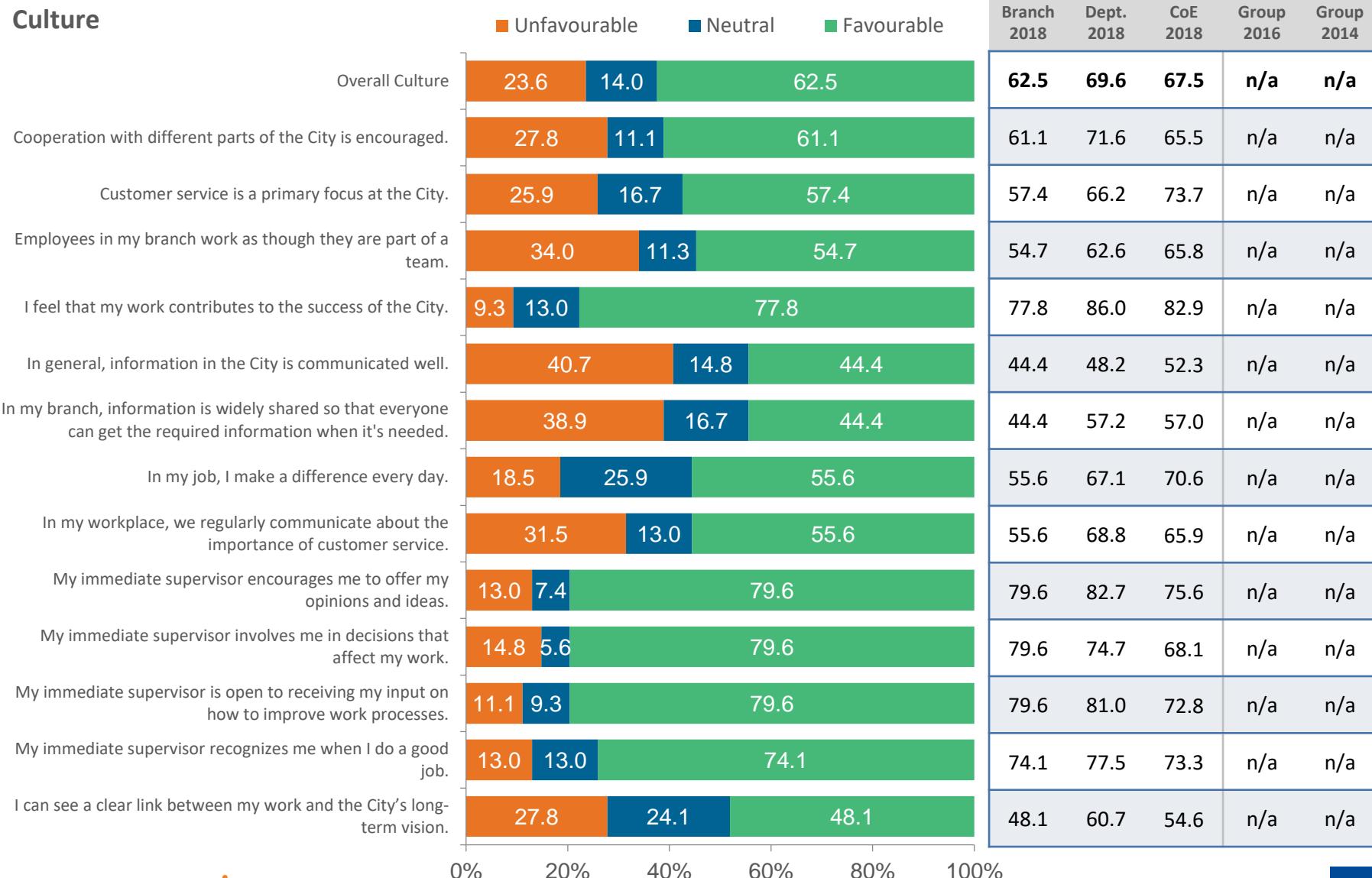
I can see a clear link between my work and the City's long-term vision.



48.1	60.7	54.6	n/a	n/a
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Snapshot Report

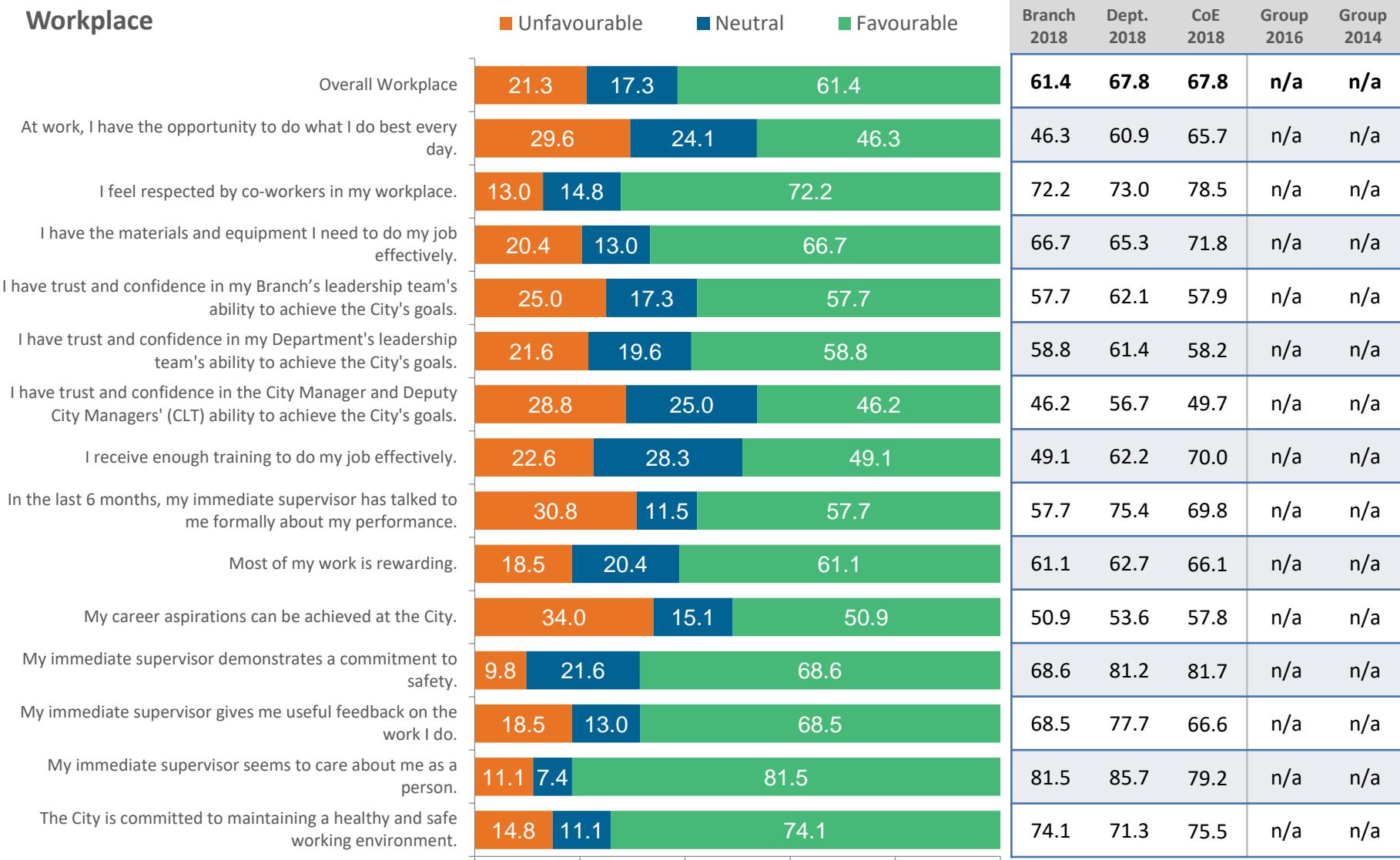
Marketing



Snapshot Report

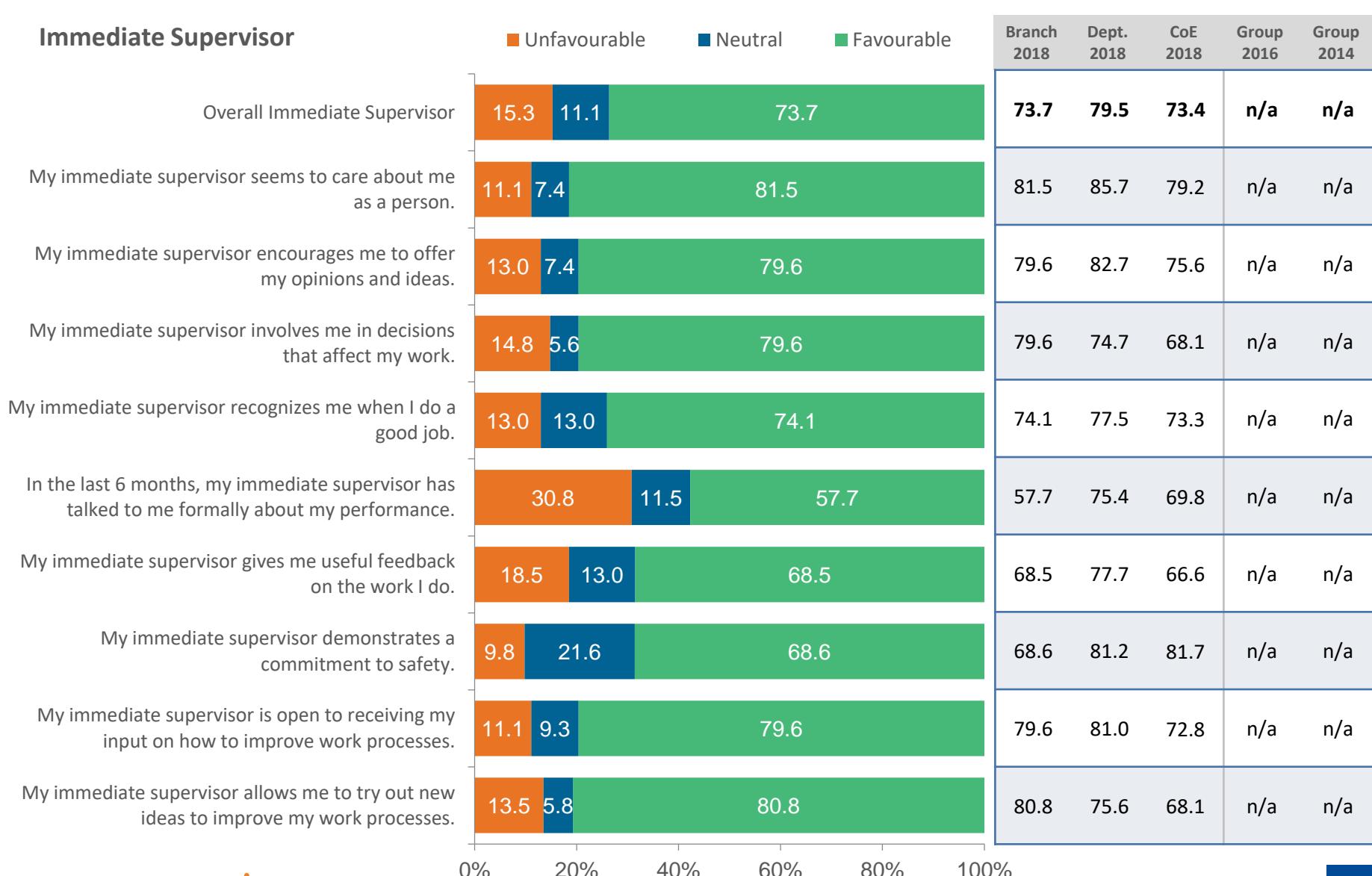
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Workplace



Snapshot Report

Marketing



Snapshot Report

Marketing

Harassment / Discrimination

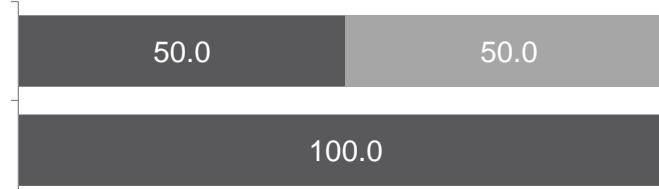
■ No ■ Yes



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
24.1	27.1	23.8	n/a	n/a
18.5	15.0	14.0	n/a	n/a
25.9	24.6	25.6	n/a	n/a

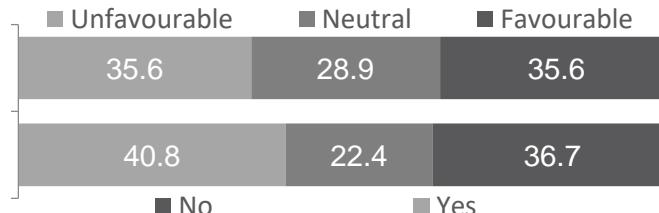
For the questions above, % **No** represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
50.0	56.9	43.4	n/a	n/a
0.0	40.3	37.3	n/a	n/a

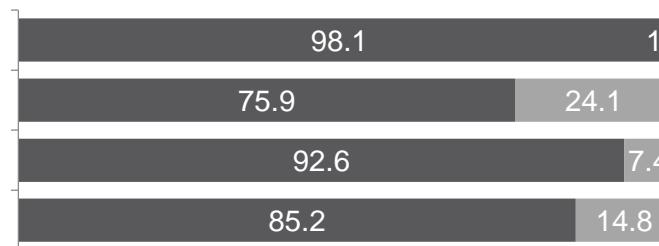
For the questions above, % **Yes** represents a favourable score



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
35.6	44.0	45.8	n/a	n/a
36.7	47.9	52.1	n/a	n/a

Diversity

■ No ■ Yes

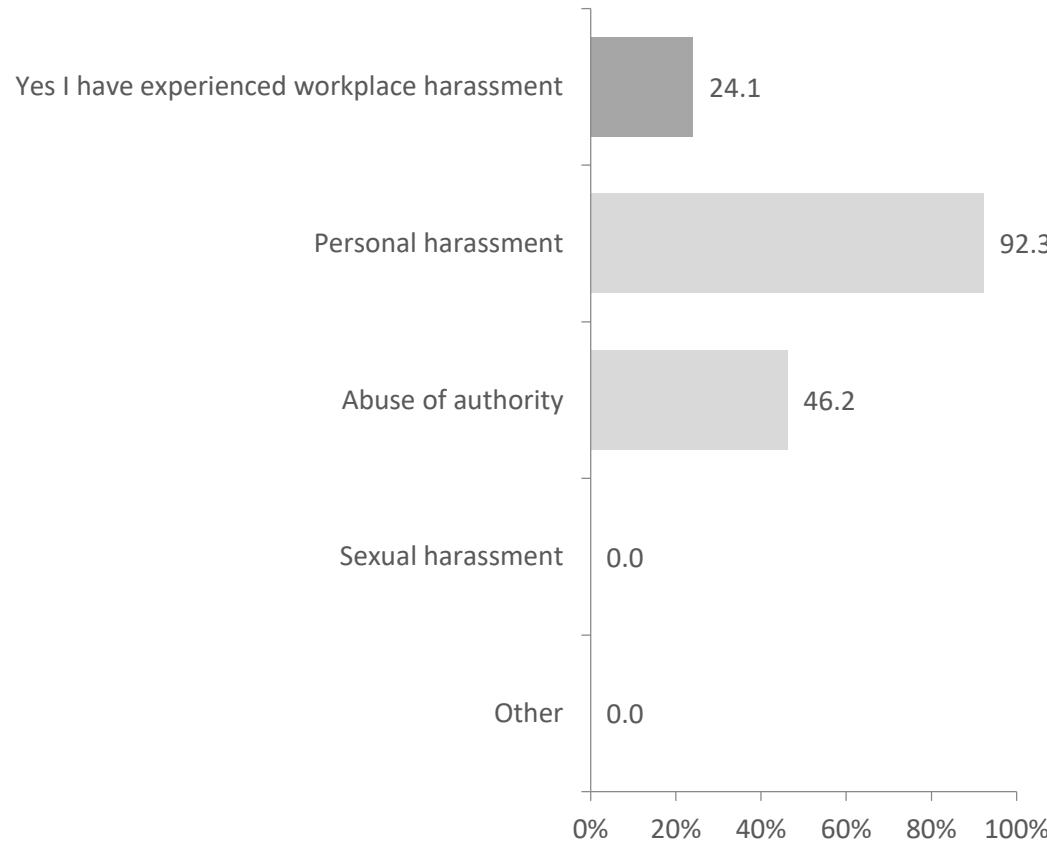


Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
1.9	2.9	5.4	n/a	n/a
24.1	31.0	23.6	n/a	n/a
7.4	12.5	8.2	n/a	n/a
14.8	7.9	5.7	n/a	n/a

Snapshot Report

Marketing

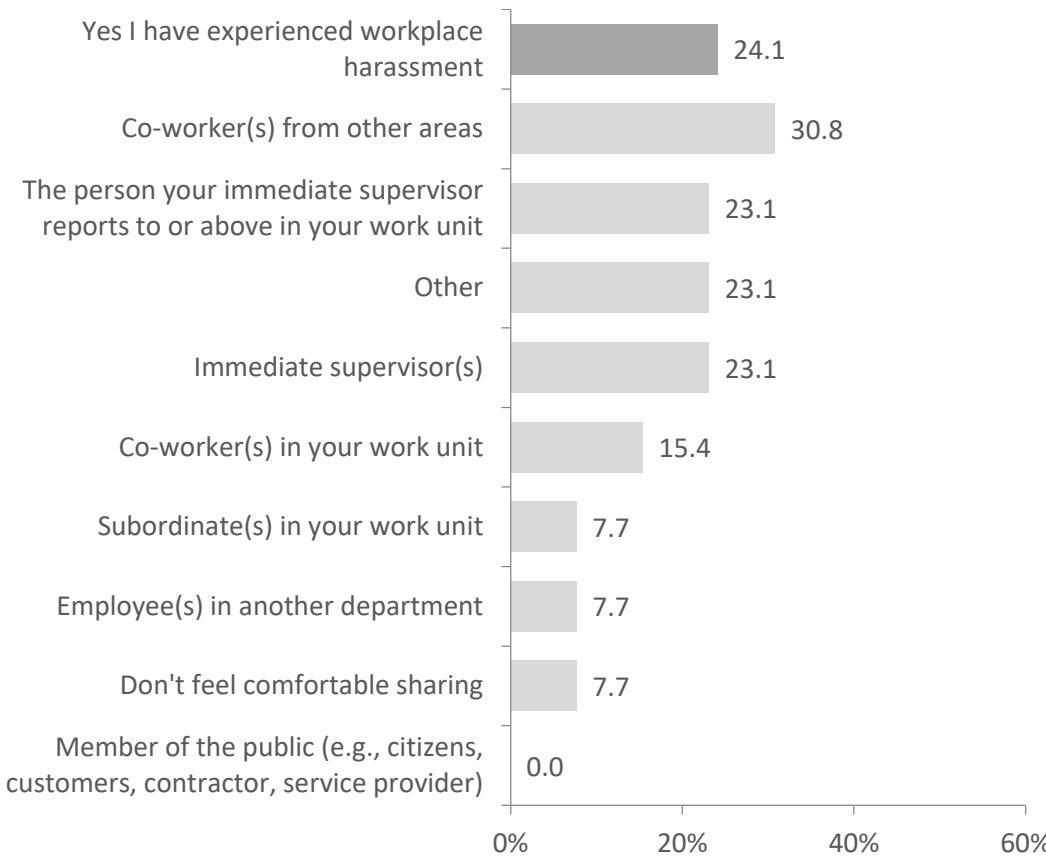
*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate the type of harassment you experienced as a City Employee.*



Snapshot Report

Marketing

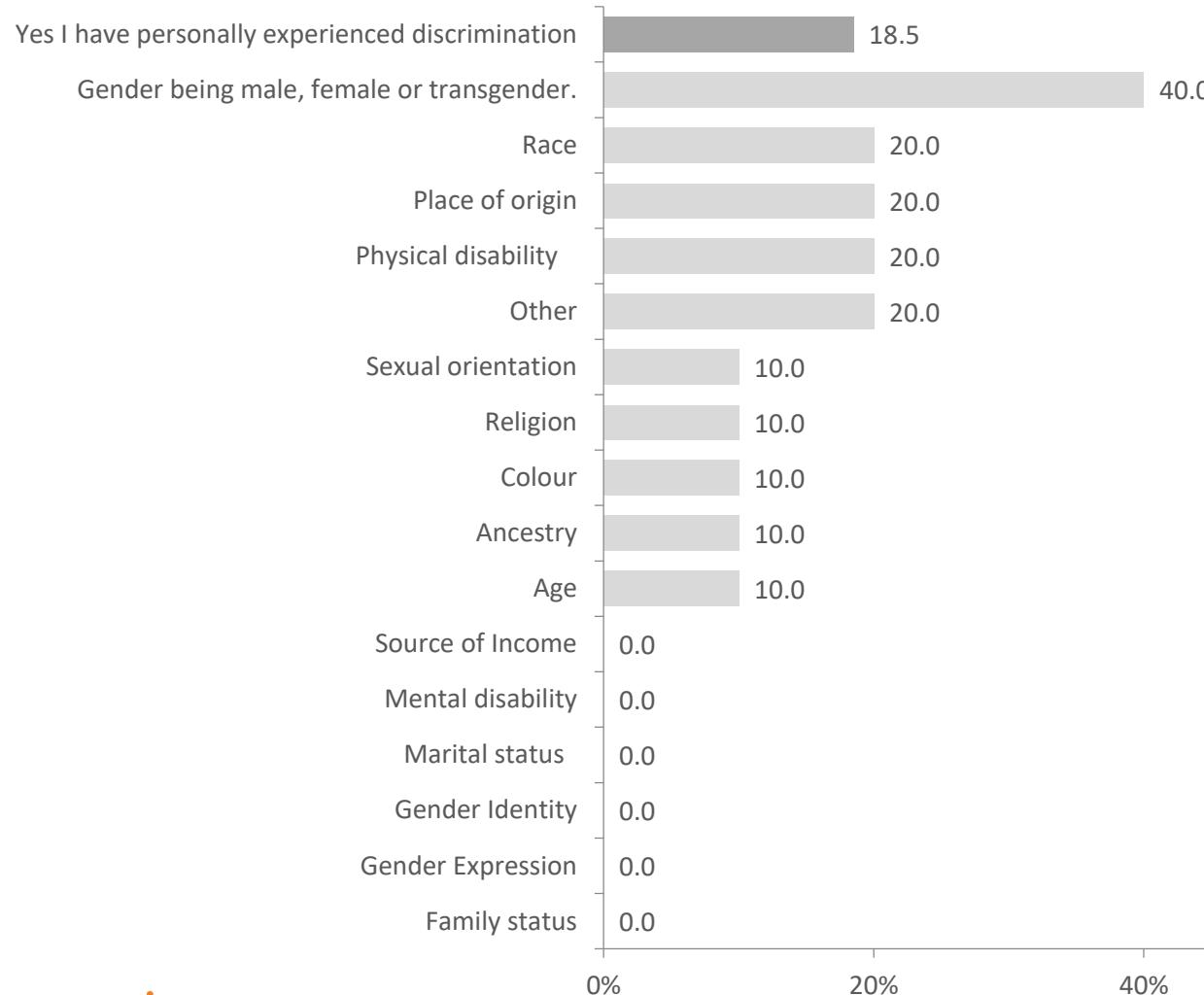
*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate who was harassing you.*



Snapshot Report

Marketing

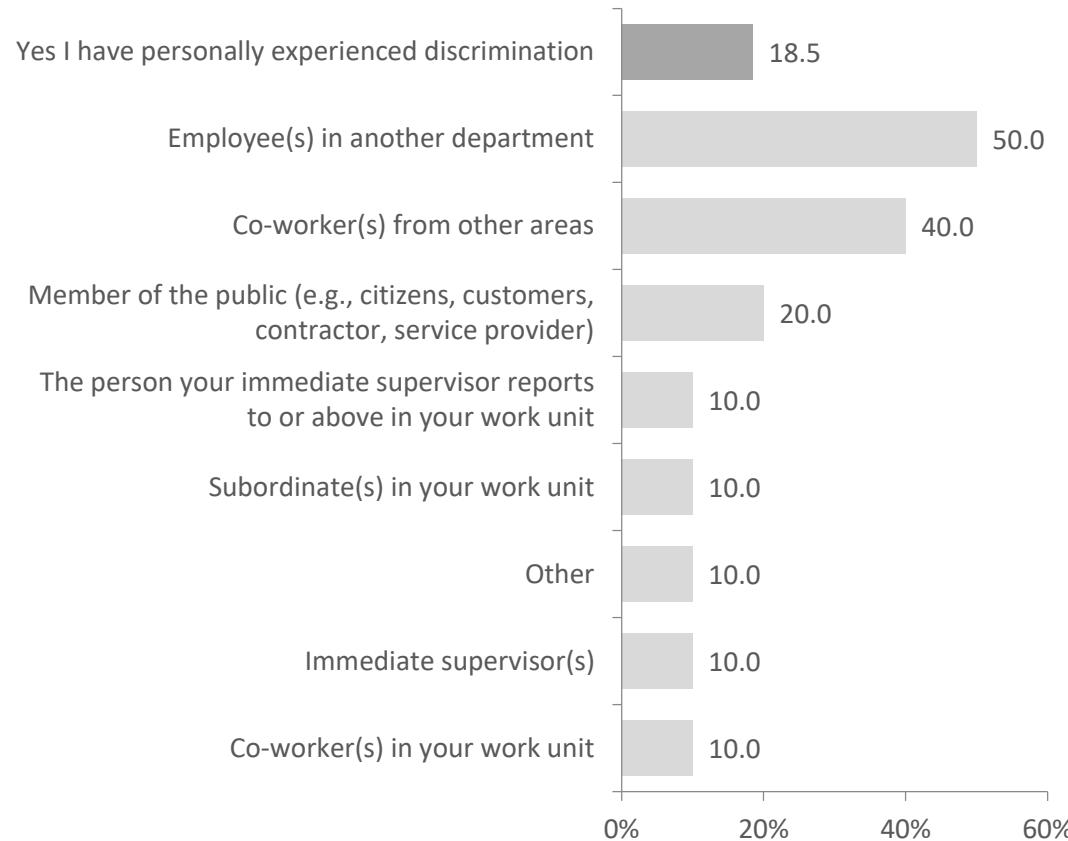
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate the type of discrimination you experienced as a City employee.



Snapshot Report

Marketing

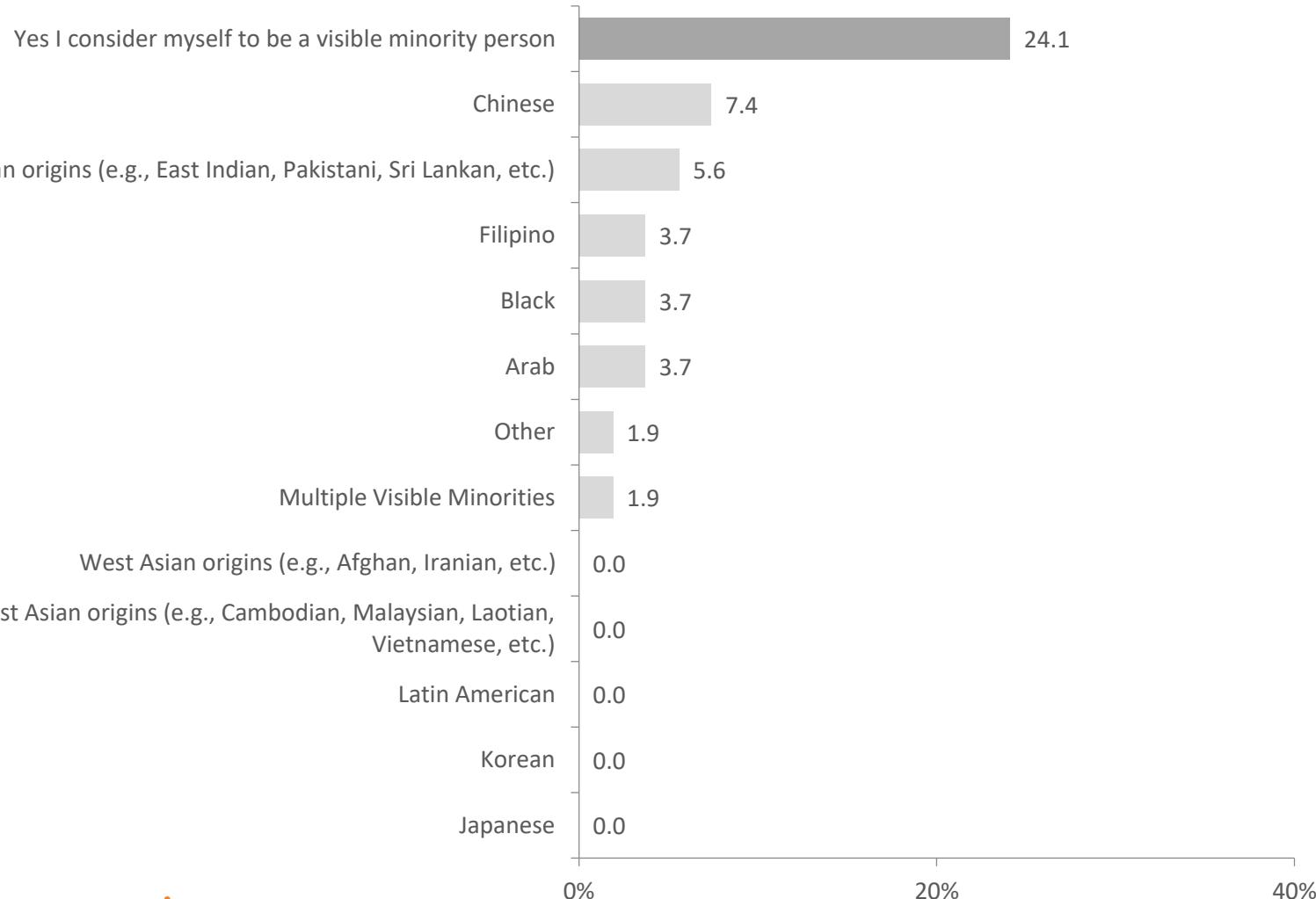
*Have you personally experienced discrimination in the last 12 months at the City?
Please indicate who discriminated against you.*



Snapshot Report

Marketing

*Do you consider yourself to be a visible minority person?
Please indicate your group(s) according to the following Statistics Canada categories.*

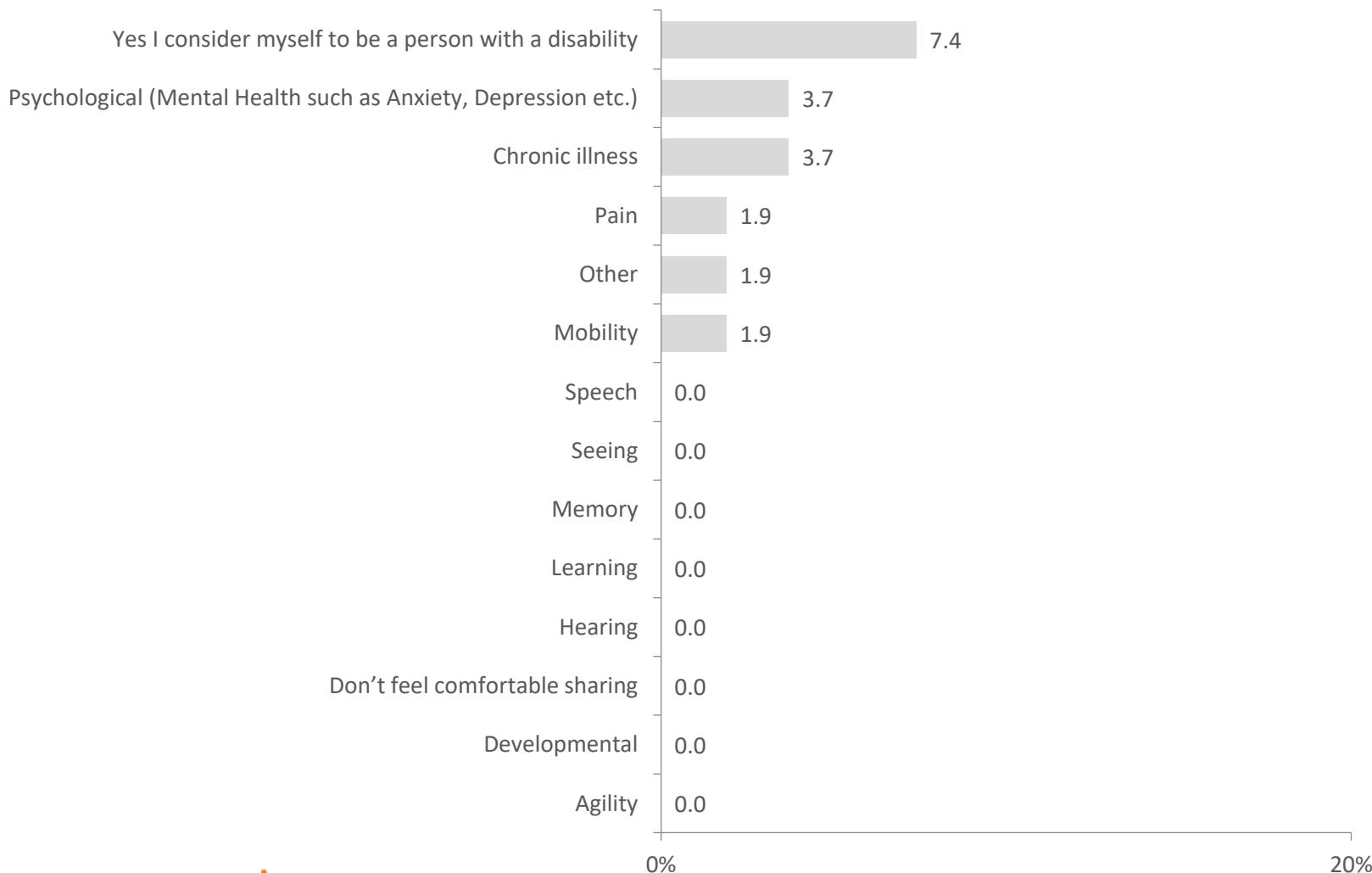


Snapshot Report

Marketing

Do you consider yourself to be a person with a disability?

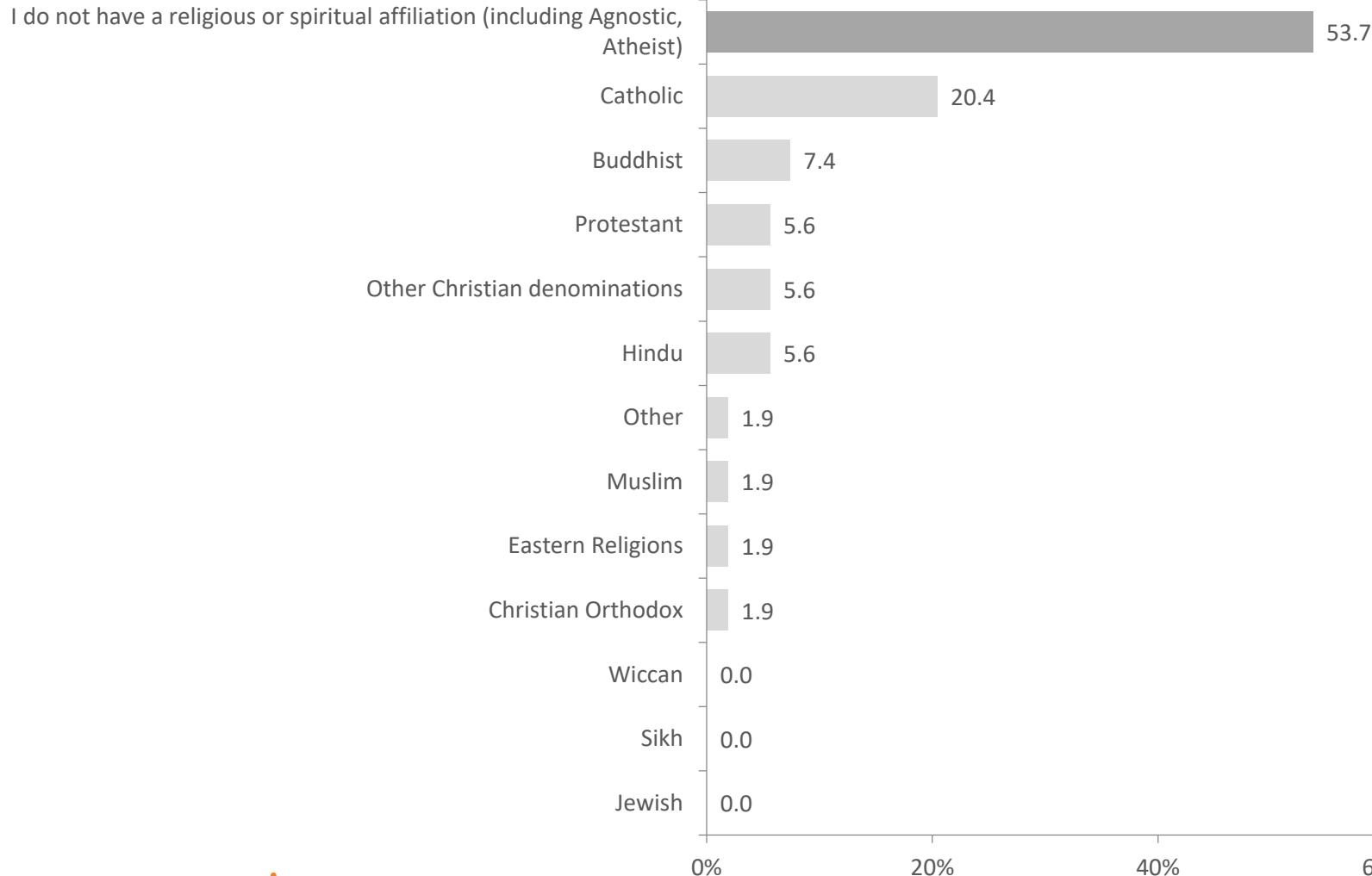
What is the nature of your disability.



Snapshot Report

Marketing

Please indicate your religious or spiritual affiliation.





CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Economic and Environmental Sustainability

Department: Urban Form & Corporate Strategic Development

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Economic and Environmental Sustainability

HOW TO READ YOUR REPORT

This report is designed to summarize the opinions made by individuals regarding the job and work environment at the City of Edmonton. The information below describes how to read the results.

Your agreement percentages are graphically depicted as bar charts in % Favourable, % Neutral, and % Unfavourable formats.

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Interpreting "Neutral" scores: It is a common temptation to view the neutral scores as "mildly positive" or "on the fence" and to combine neutral with positive scores. TalentMap's experience, corroborated with academic and industry research, indicates that neutral scores should be interpreted as "mildly negative" given the positive bias of the survey instrument. Respondents who select "neither agree nor disagree" to a particular question are not in agreement and are therefore sending a mildly negative message.

This report displays the survey items by dimension.

Branch 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

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% Unfavourable: represents the respondents who chose "Very Dissatisfied/Dissatisfied" or "Strongly Disagree/Disagree".

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Invited: 64
Responded: 57

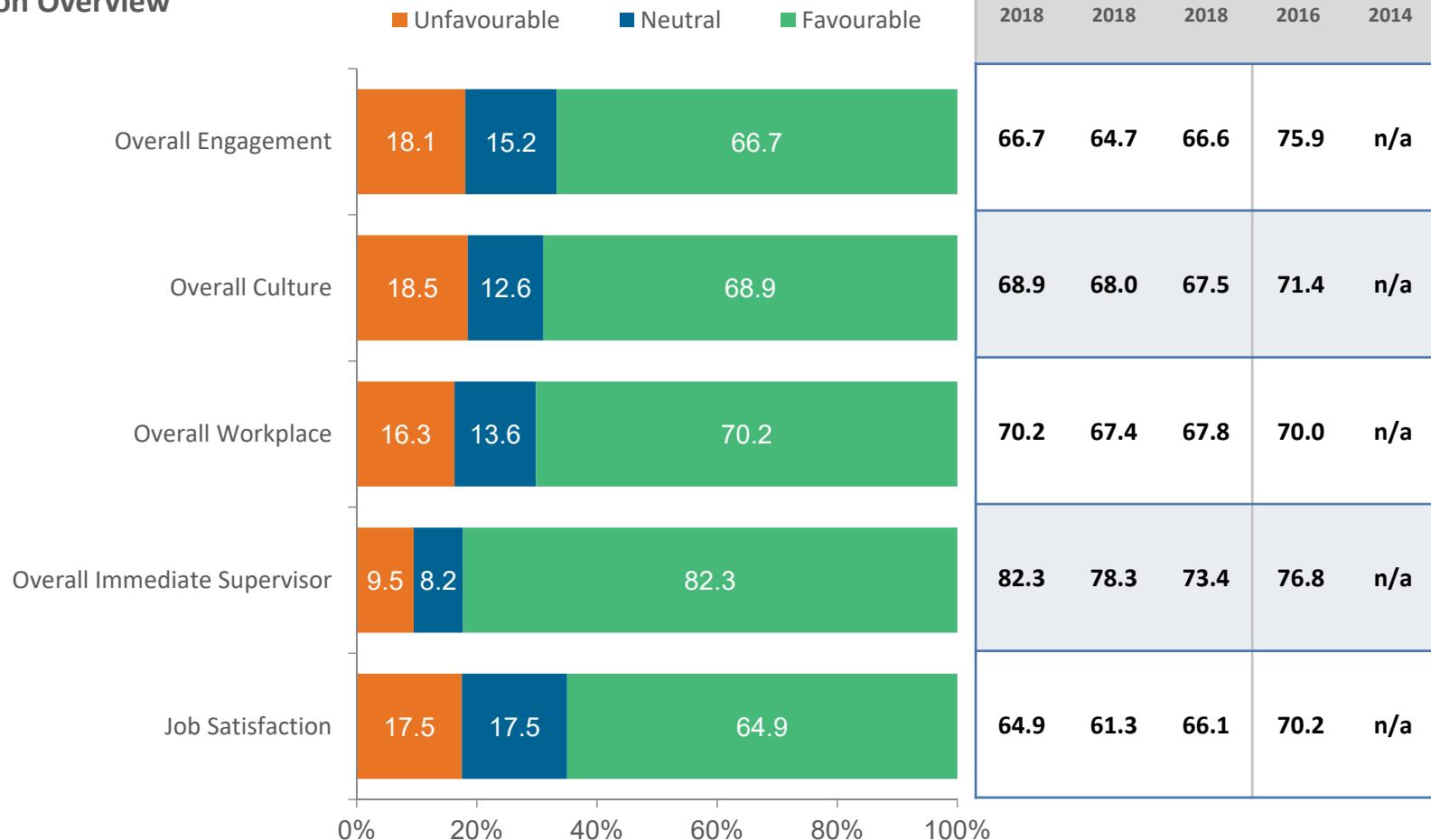
Participation Rate 2018: 89%
Participation Rate 2016: 92%
Participation Rate 2014: n/a



Snapshot Report

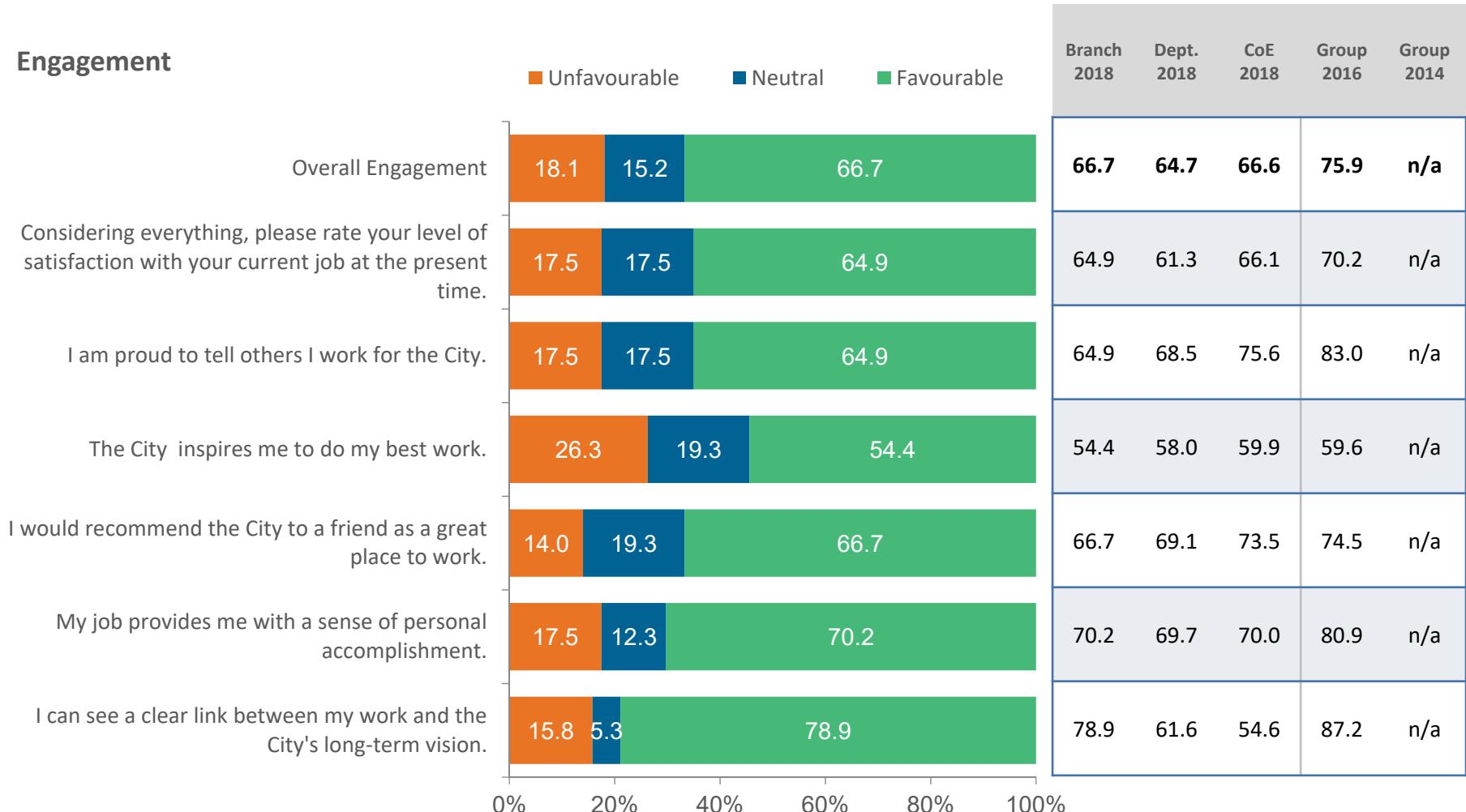
Economic and Environmental Sustainability

Key Dimension Overview



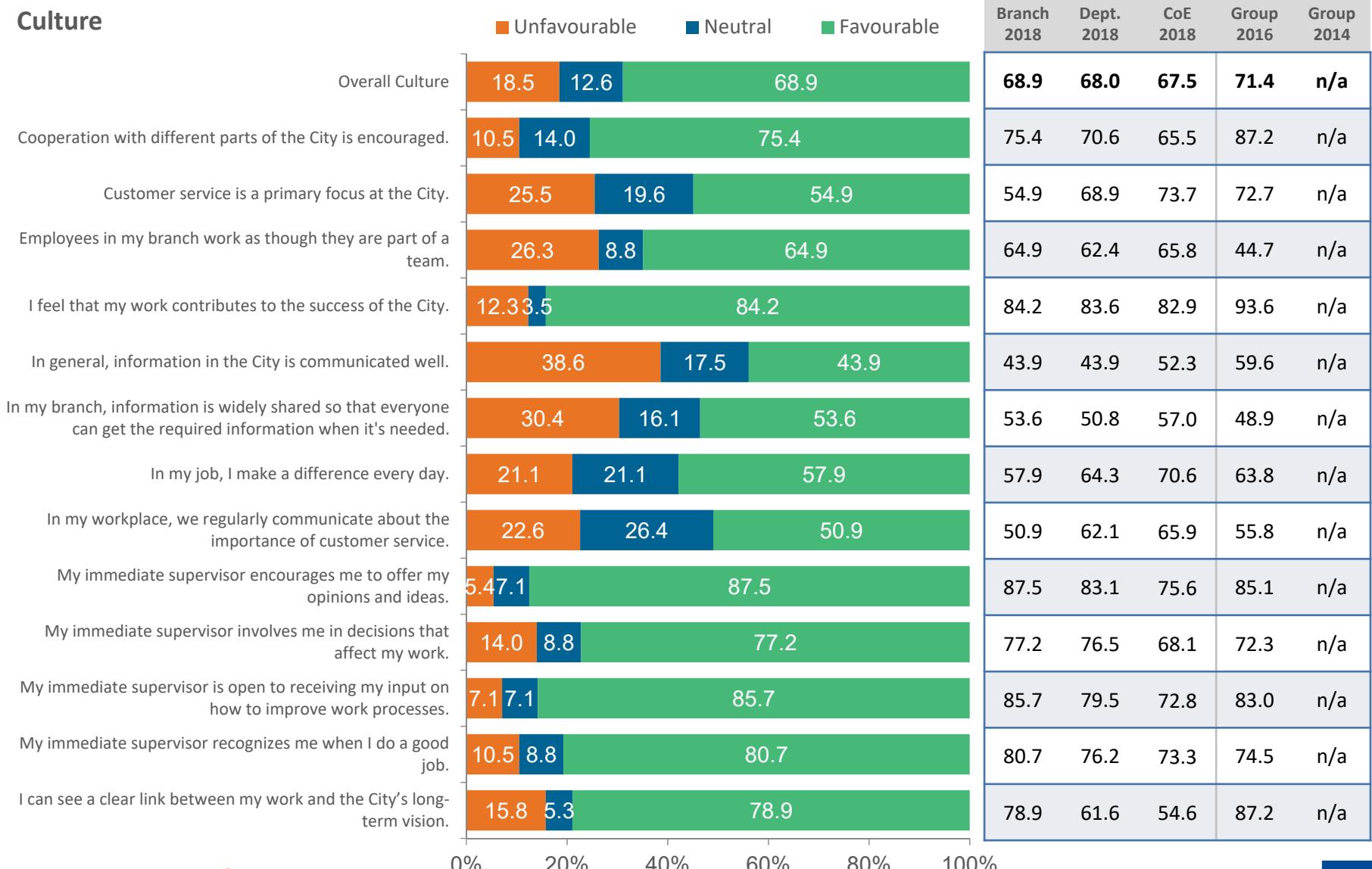
Snapshot Report

Economic and Environmental Sustainability



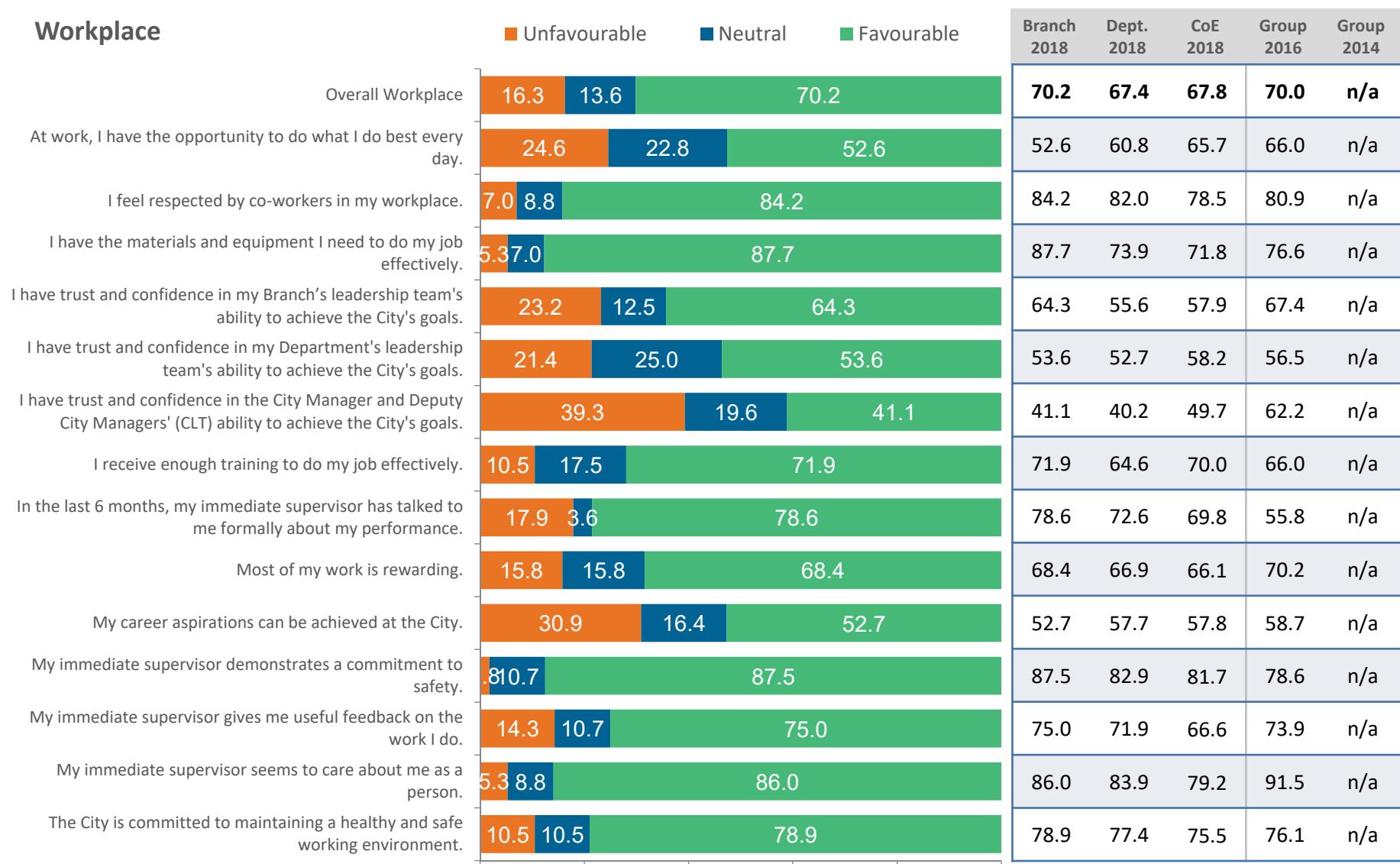
Snapshot Report

Economic and Environmental Sustainability



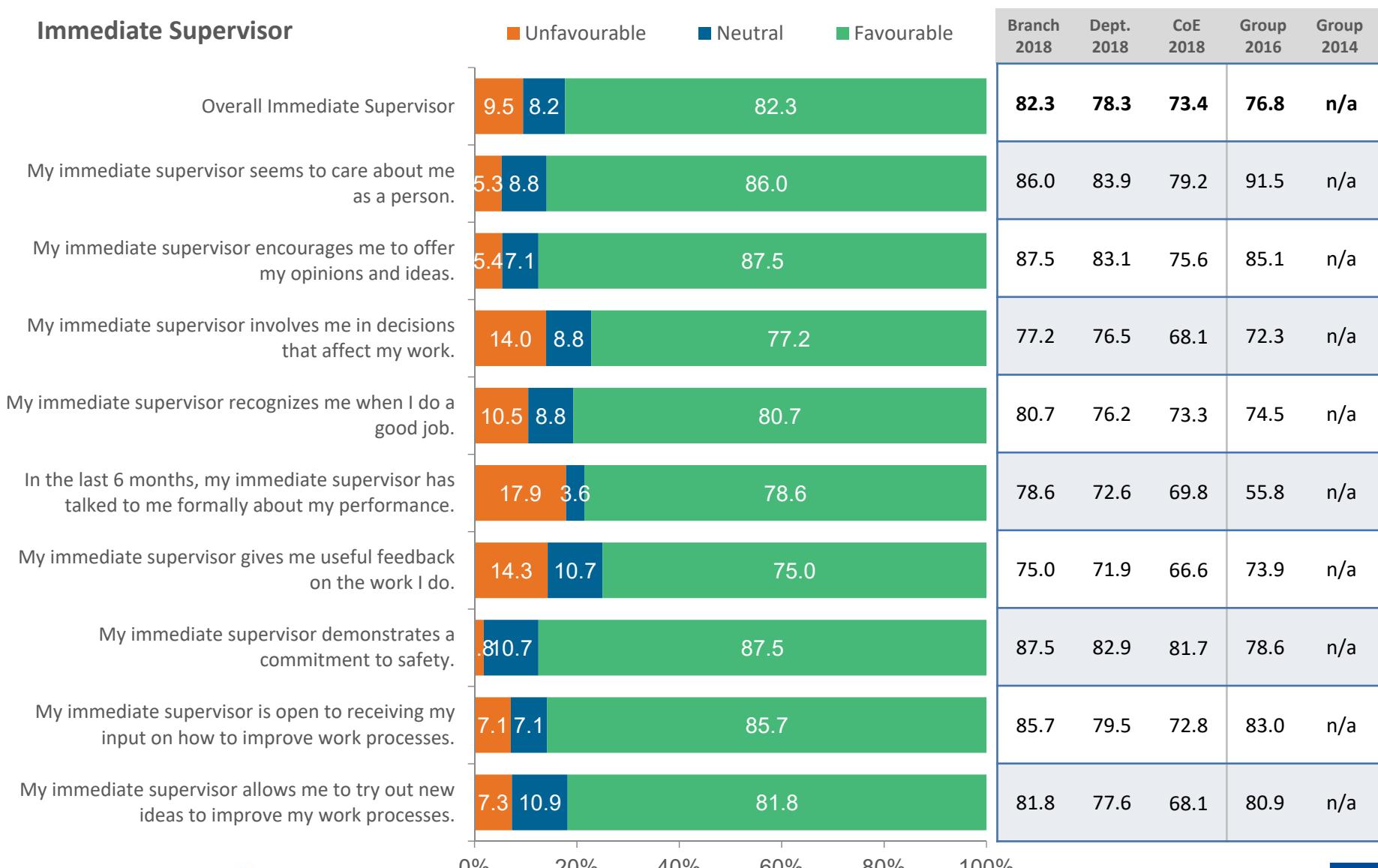
Snapshot Report

Economic and Environmental Sustainability



Snapshot Report

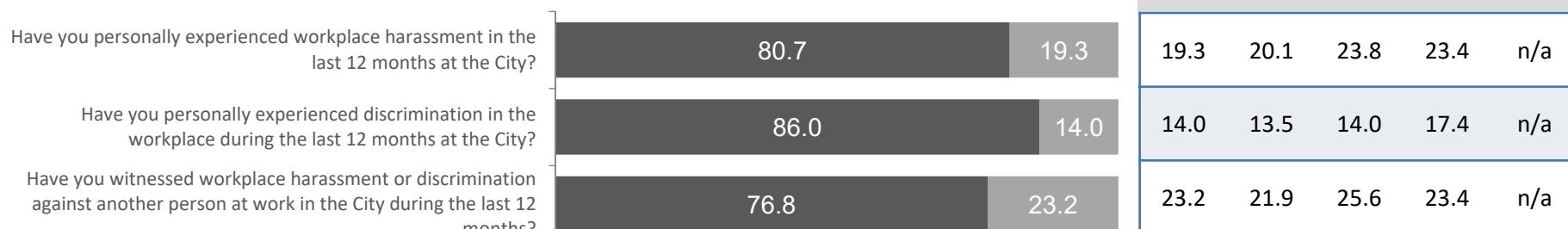
Economic and Environmental Sustainability



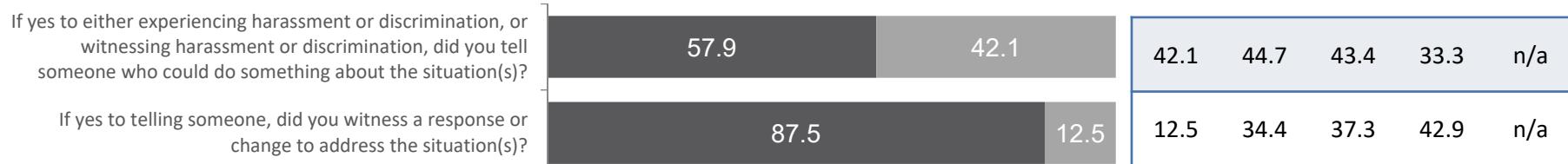
Snapshot Report

Economic and Environmental Sustainability

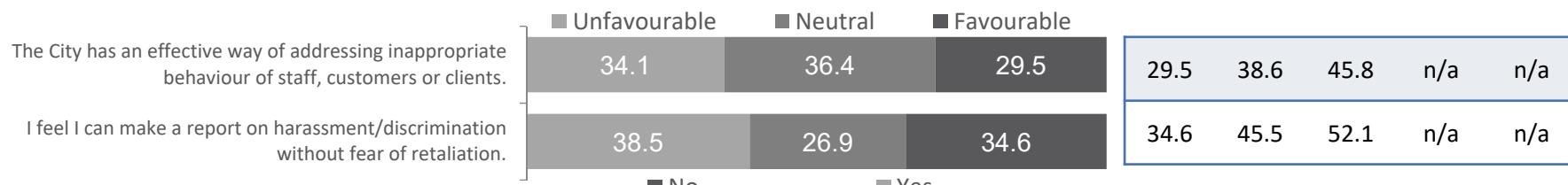
Harassment / Discrimination



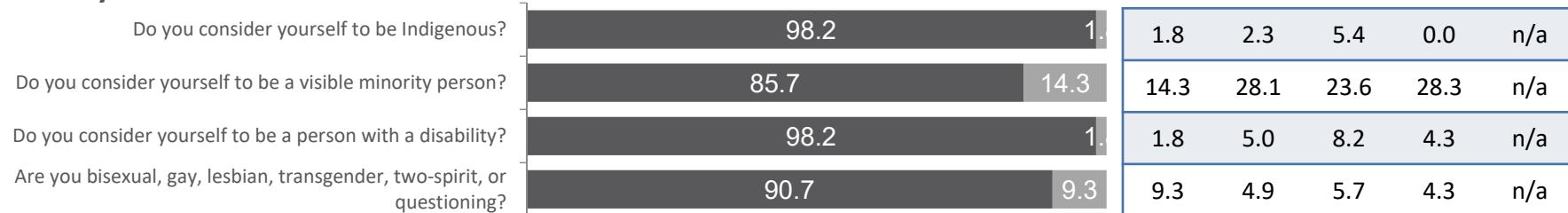
For the questions above, % No represents a favourable score



For the questions above, % Yes represents a favourable score



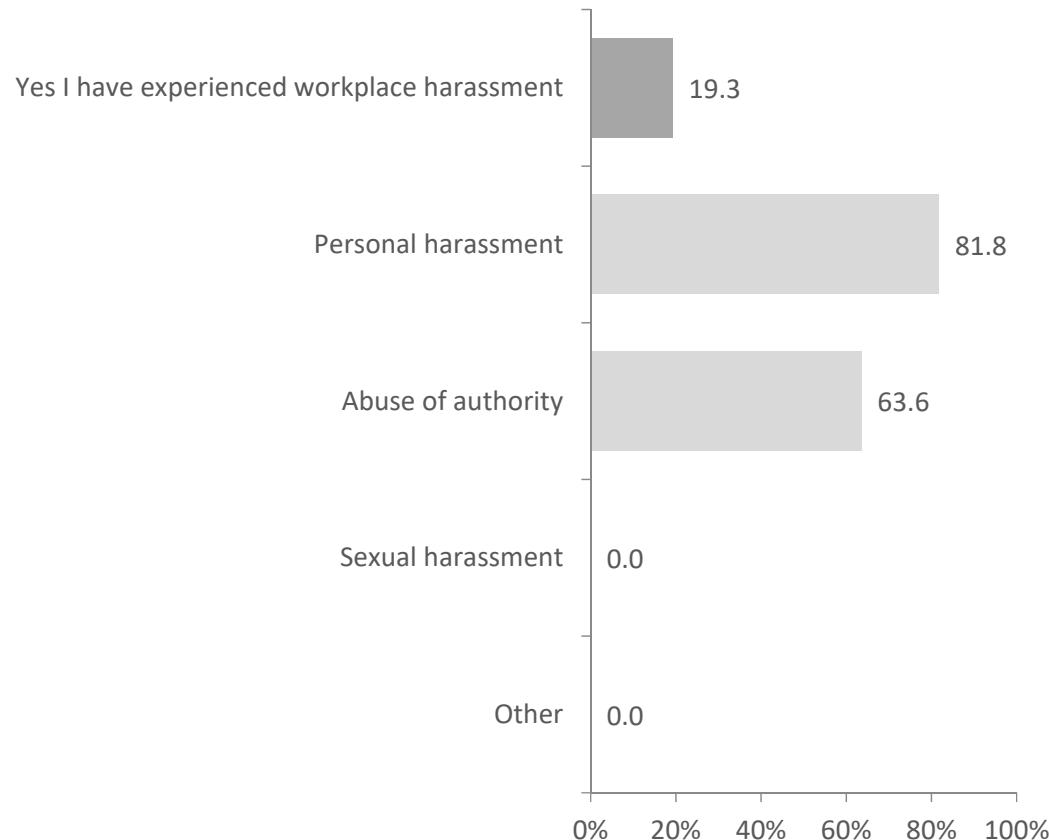
Diversity



Snapshot Report

Economic and Environmental Sustainability

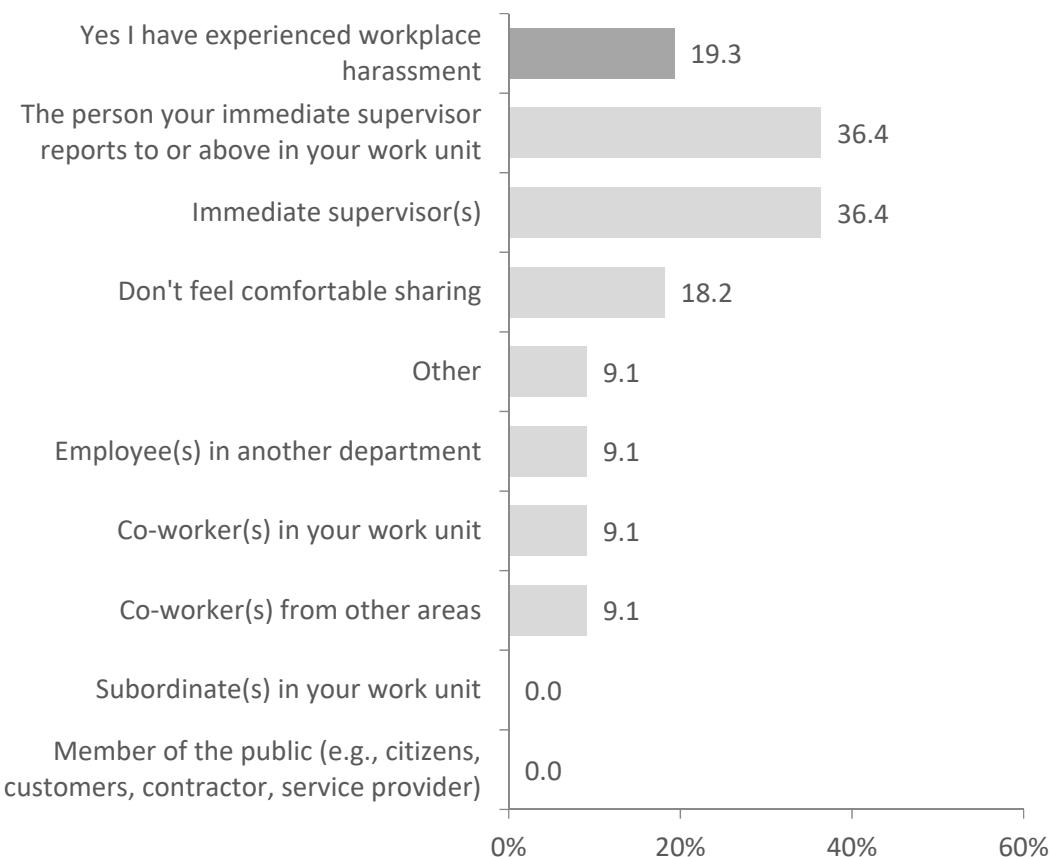
*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate the type of harassment you experienced as a City Employee.*



Snapshot Report

Economic and Environmental Sustainability

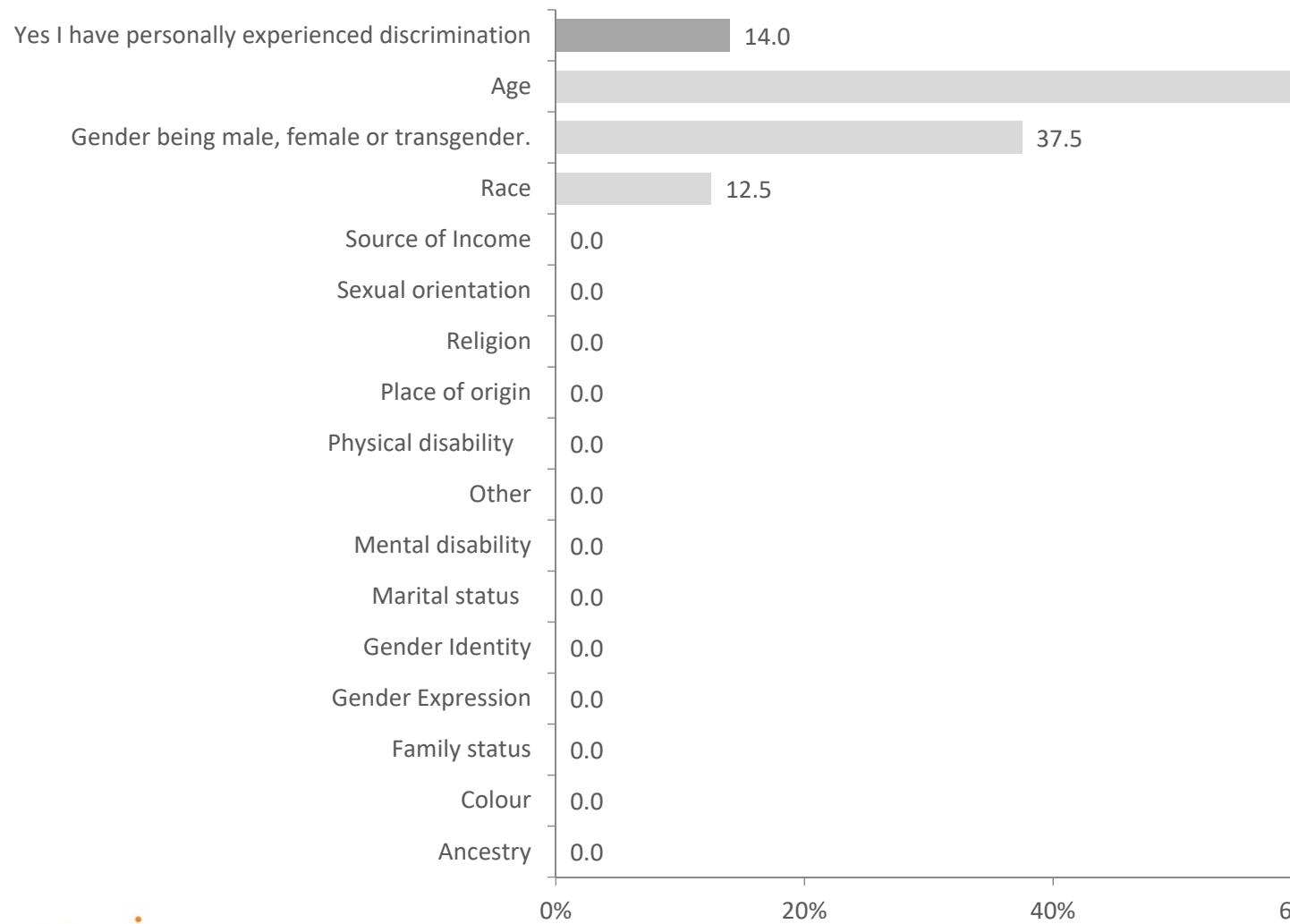
**Have you personally experienced workplace harassment in the last 12 months at the City?
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Snapshot Report

Economic and Environmental Sustainability

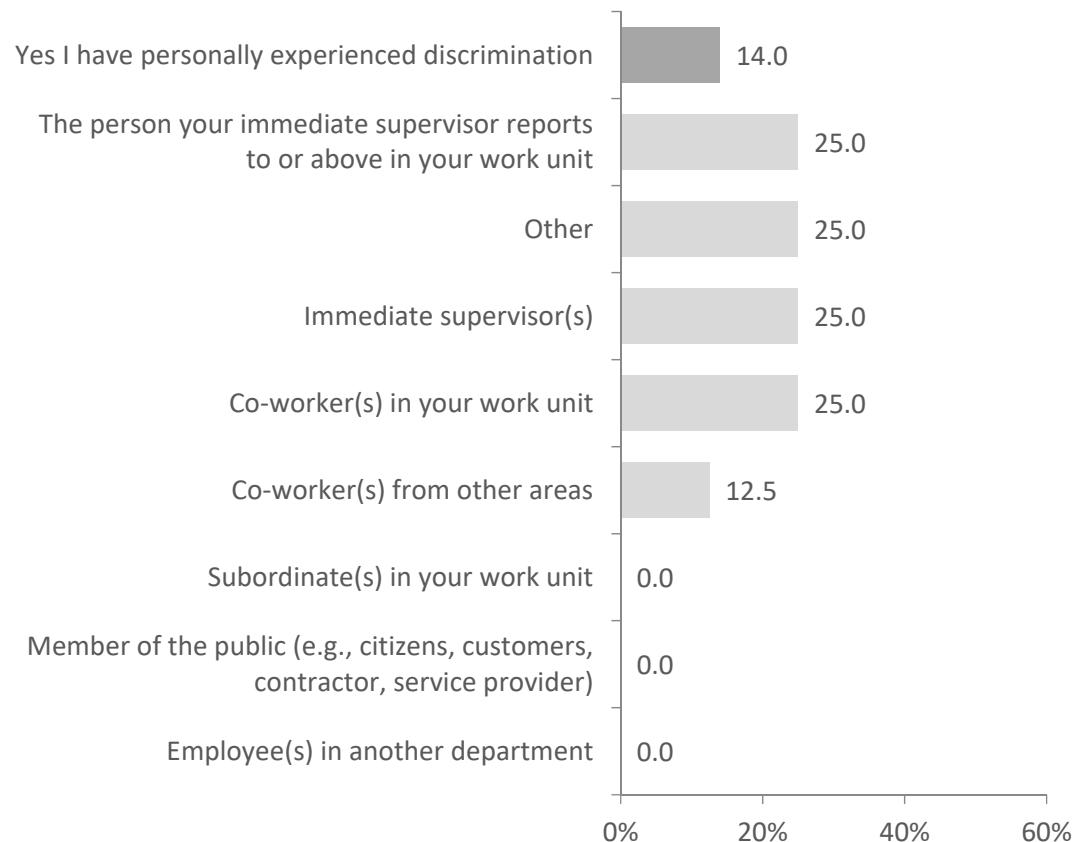
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Snapshot Report

Economic and Environmental Sustainability

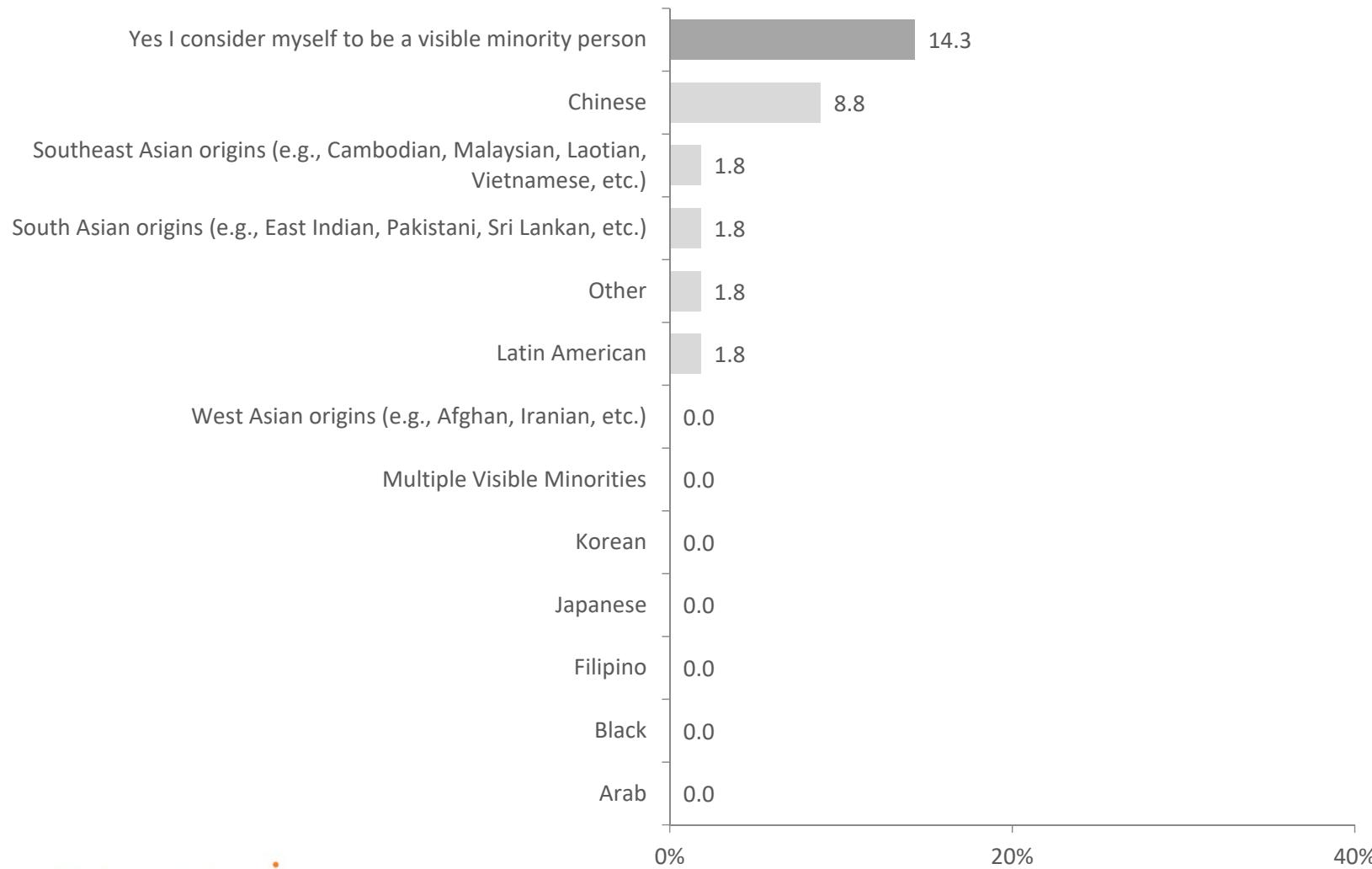
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Snapshot Report

Economic and Environmental Sustainability

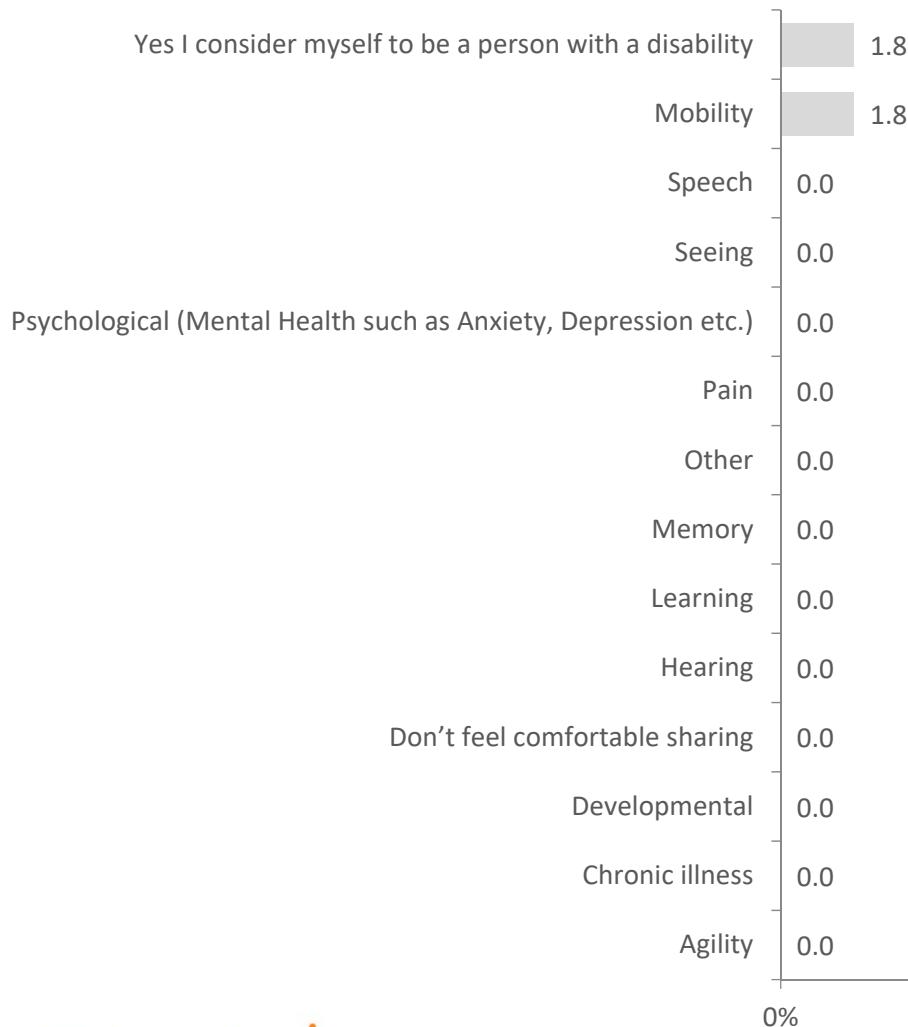
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Snapshot Report

Economic and Environmental Sustainability

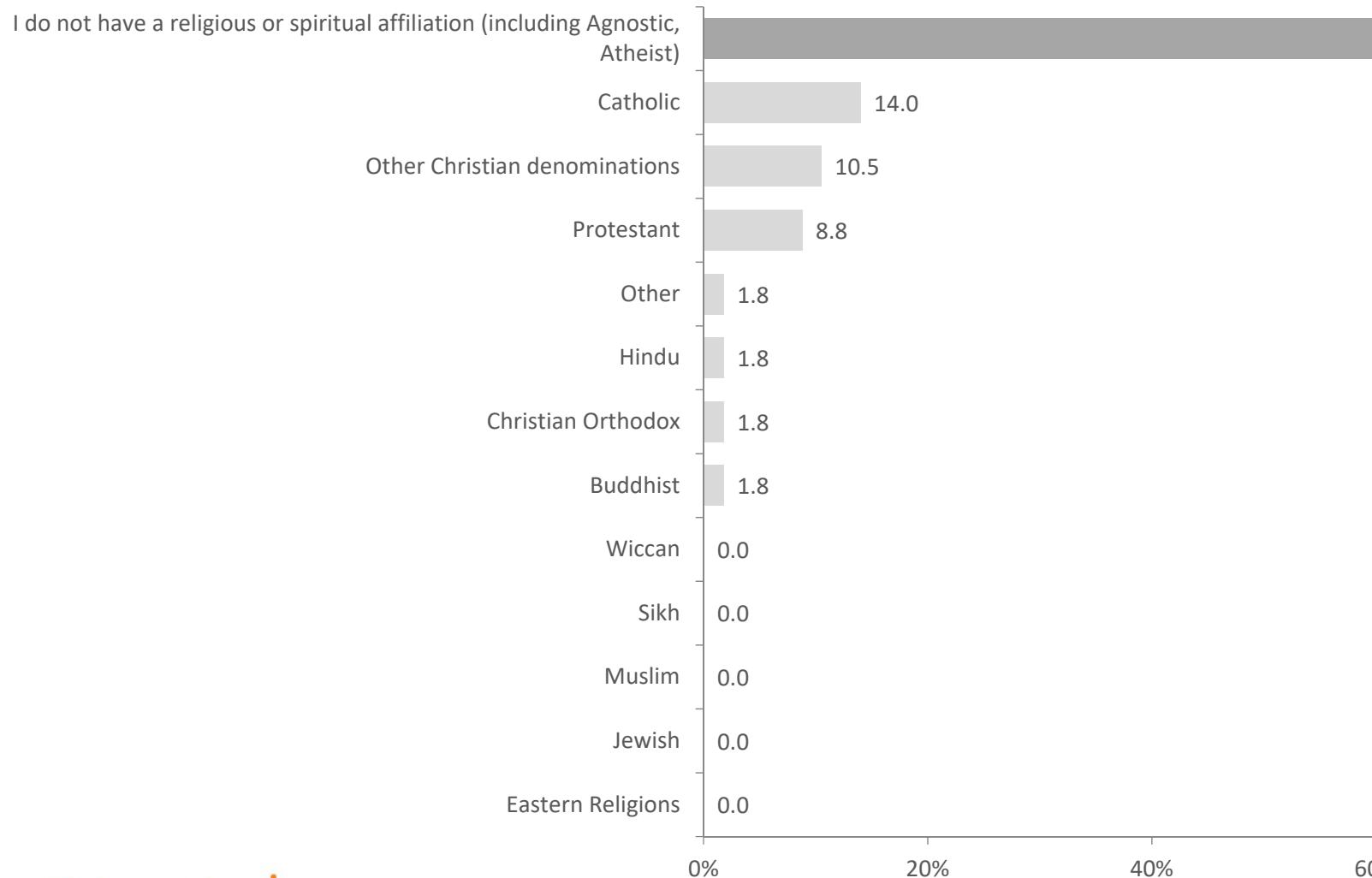
*Do you consider yourself to be a person with a disability?
What is the nature of your disability.*



Snapshot Report

Economic and Environmental Sustainability

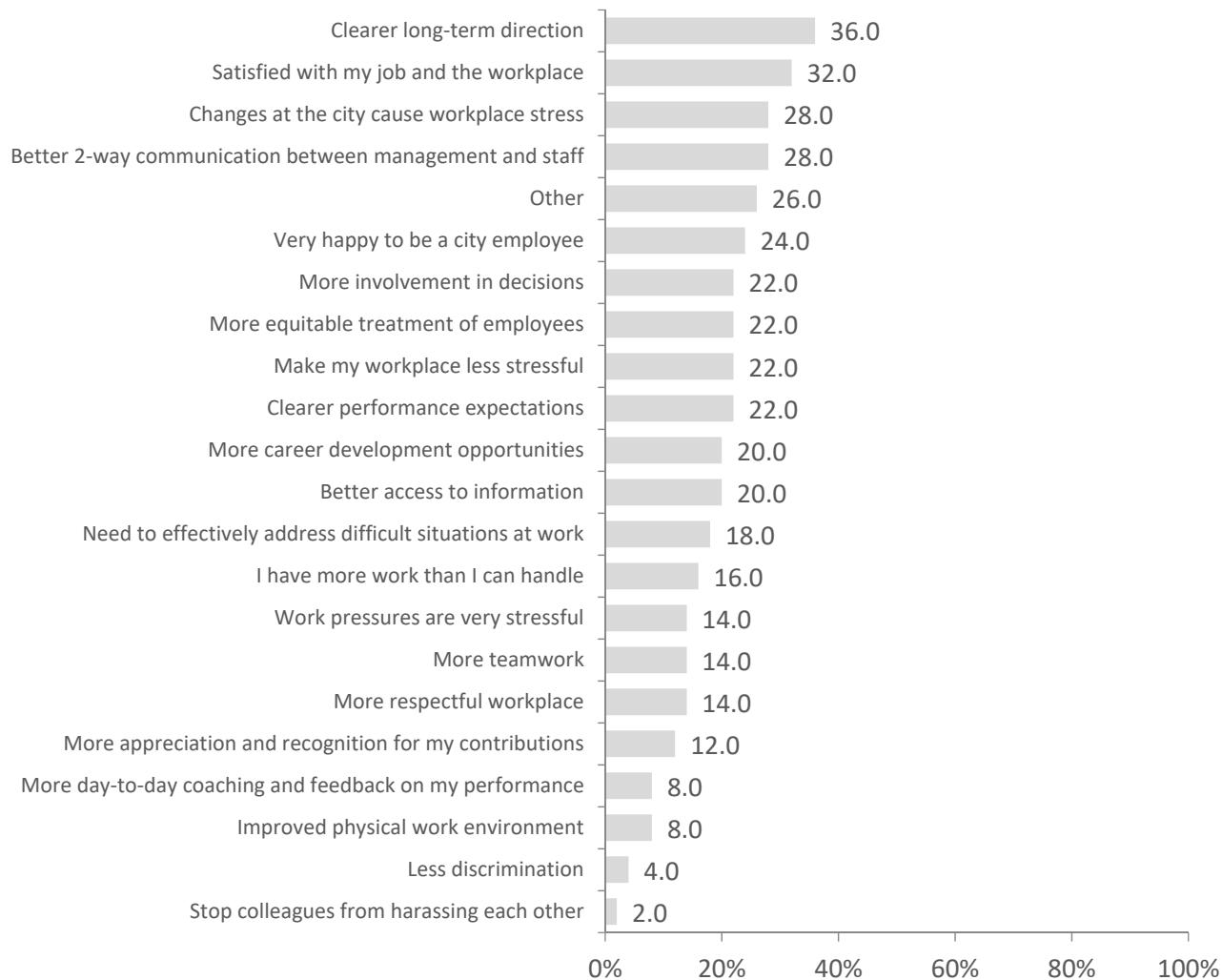
Please indicate your religious or spiritual affiliation.



Snapshot Report

Economic and Environmental Sustainability

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
36.0	25.6	19.8	15.2	n/a
32.0	33.6	41.9	34.8	n/a
28.0	35.5	22.6	19.6	n/a
28.0	32.9	30.9	37.0	n/a
26.0	18.1	12.3	19.6	n/a
24.0	28.0	36.2	30.4	n/a
22.0	19.4	19.4	26.1	n/a
22.0	21.8	22.0	21.7	n/a
22.0	33.5	30.5	10.9	n/a
22.0	18.1	13.1	28.3	n/a
20.0	26.0	24.6	28.3	n/a
20.0	22.9	18.8	13.0	n/a
18.0	18.1	21.1	13.0	n/a
16.0	20.8	13.4	6.5	n/a
14.0	25.4	18.5	8.7	n/a
14.0	16.8	19.8	15.2	n/a
14.0	17.0	21.6	15.2	n/a
12.0	19.0	21.7	23.9	n/a
8.0	8.4	7.5	10.9	n/a
8.0	9.3	11.7	4.3	n/a
4.0	8.2	9.8	6.5	n/a
2.0	7.9	11.4	8.7	n/a



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Office of the City Clerk

Department: Office of the City Manager

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Office of the City Clerk

HOW TO READ YOUR REPORT

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% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

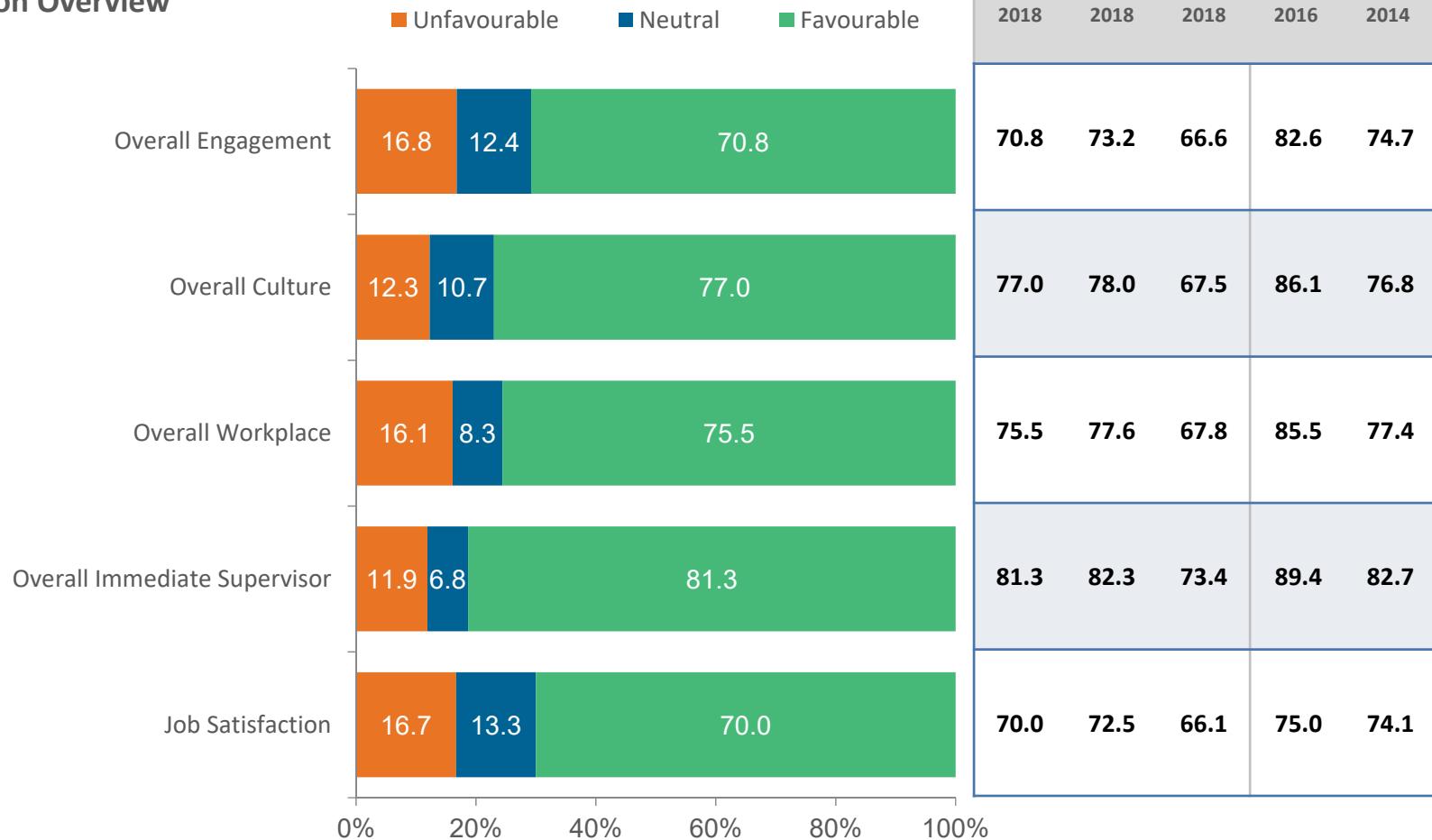
% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

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Snapshot Report

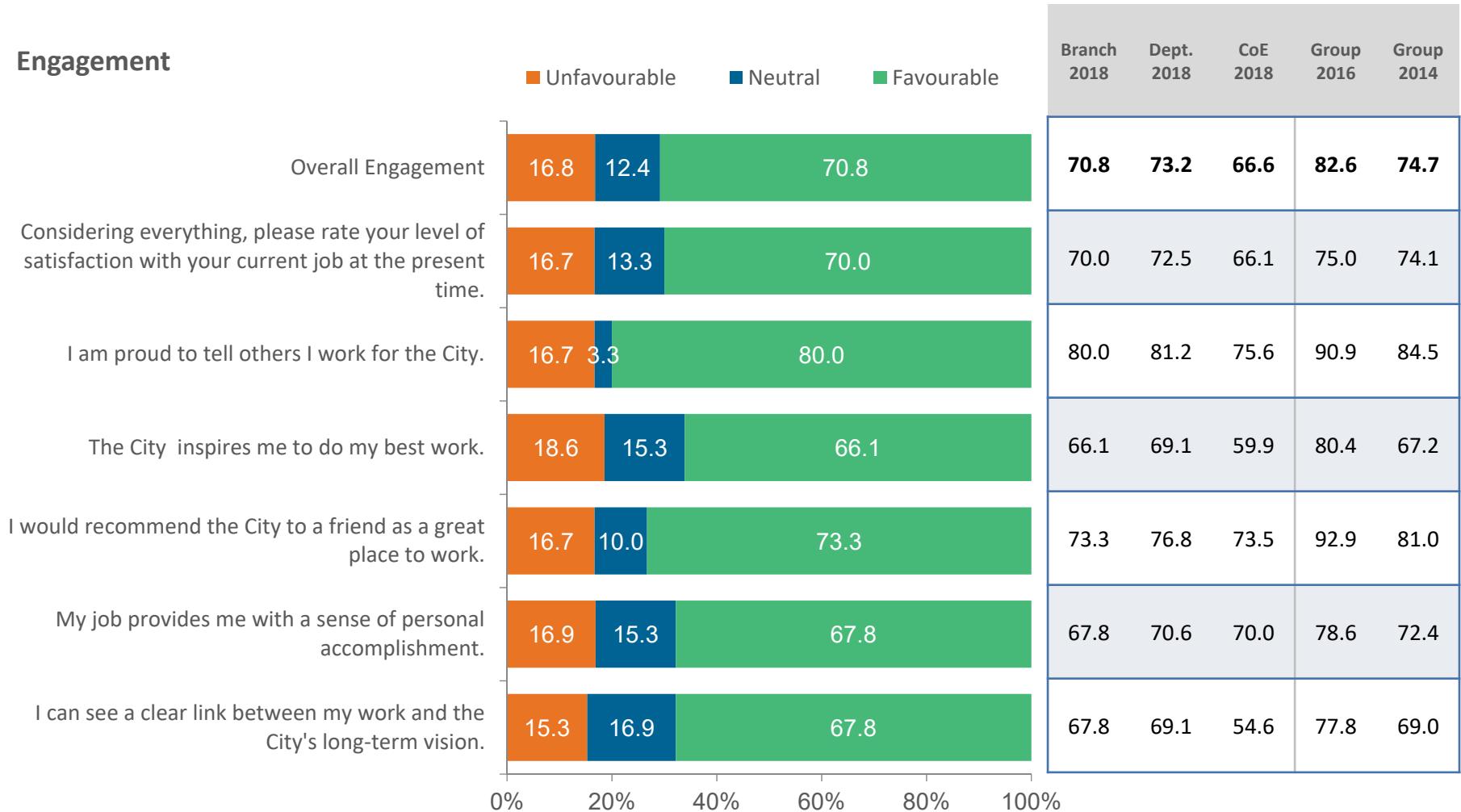
Office of the City Clerk

Key Dimension Overview



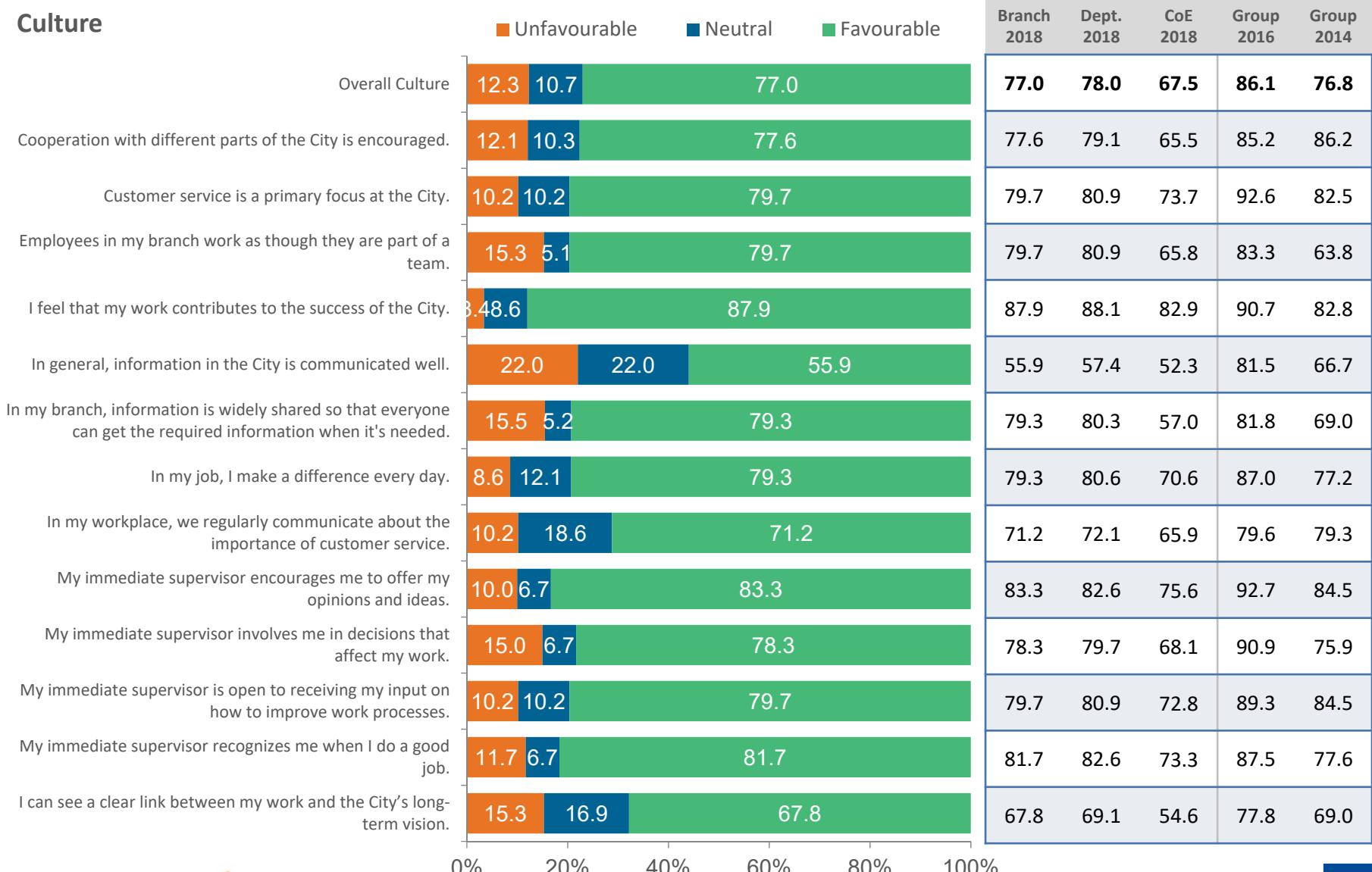
Snapshot Report

Office of the City Clerk



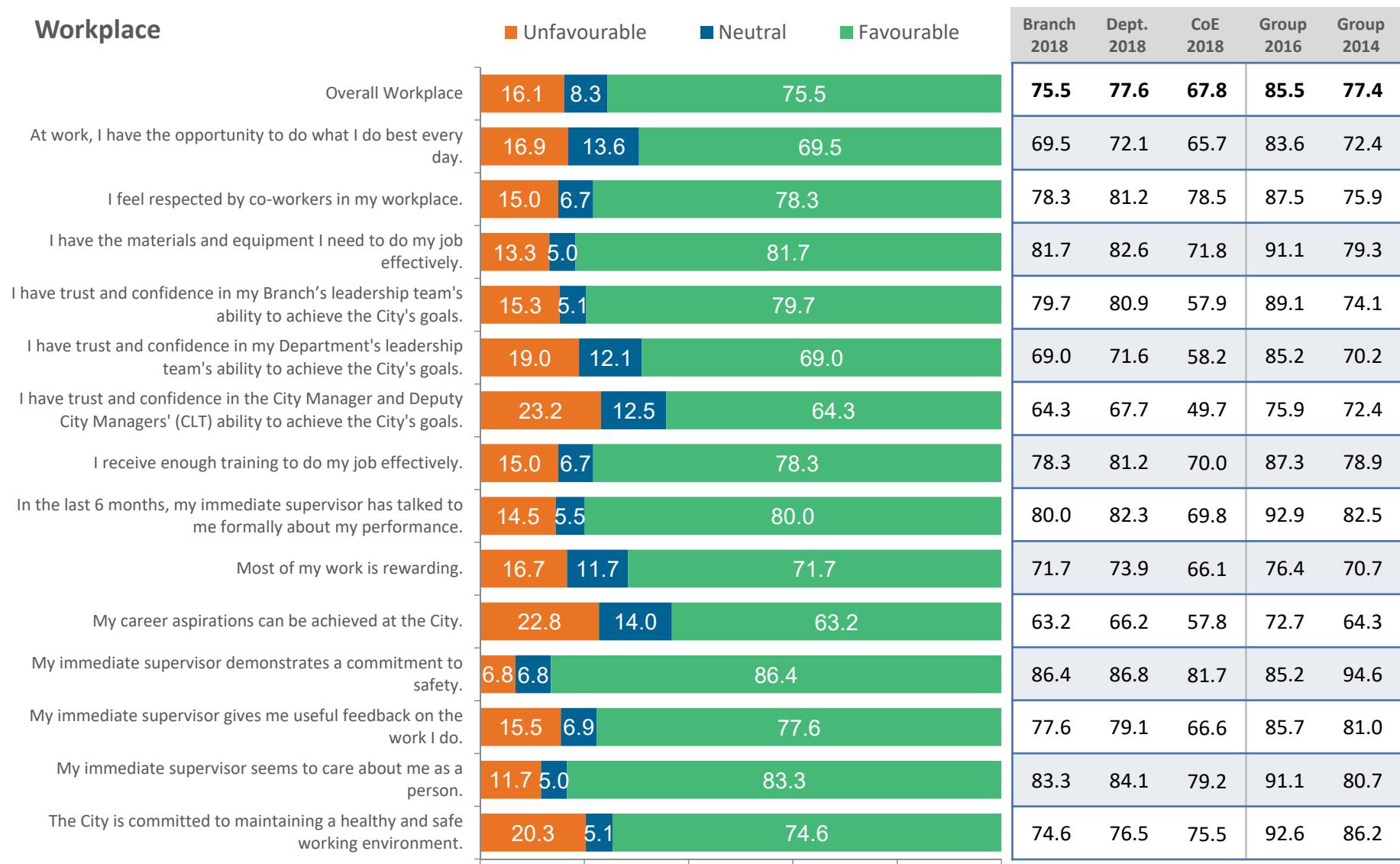
Snapshot Report

Office of the City Clerk



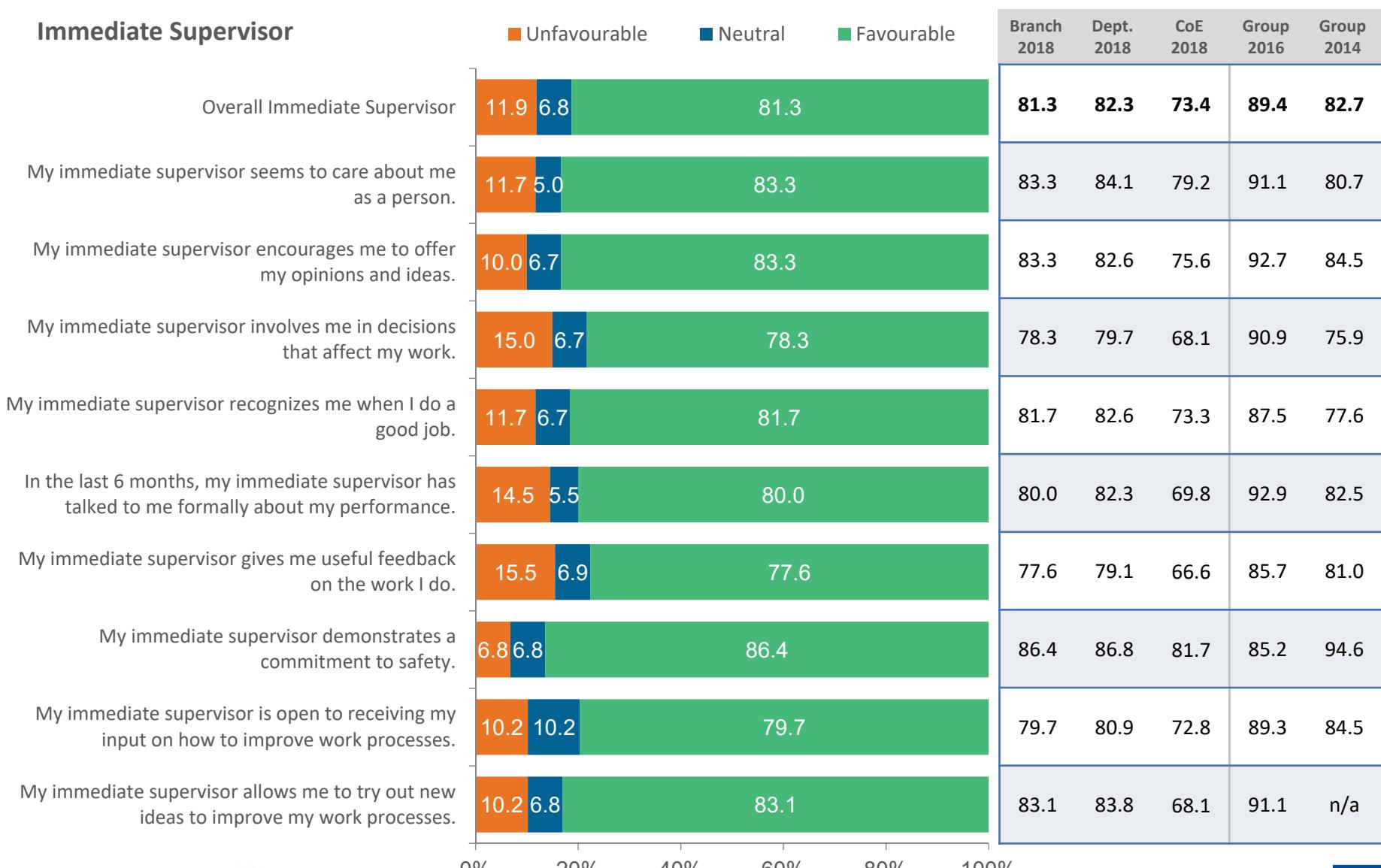
Snapshot Report

Office of the City Clerk



Snapshot Report

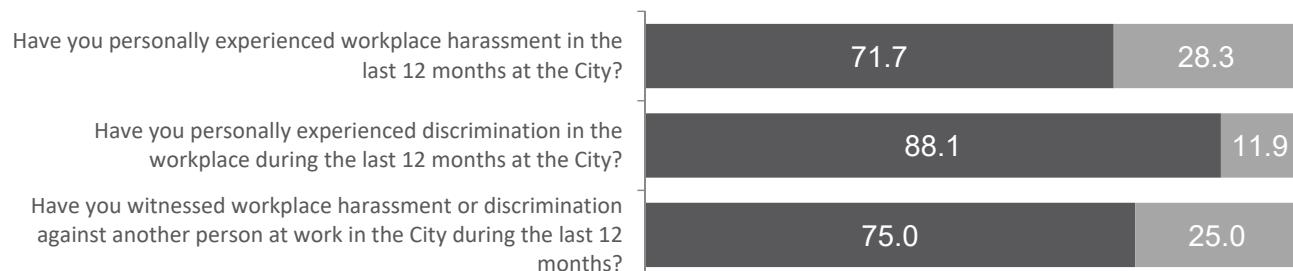
Office of the City Clerk



Snapshot Report

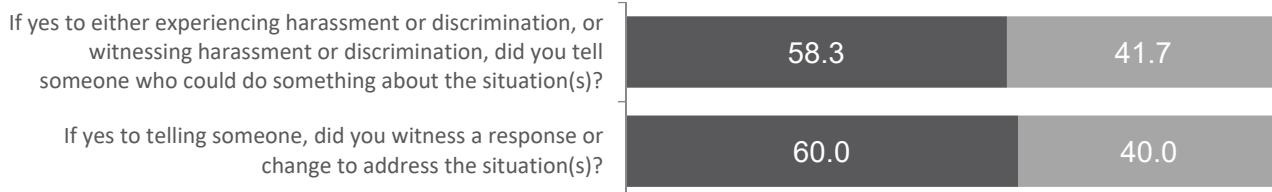
Office of the City Clerk

Harassment / Discrimination



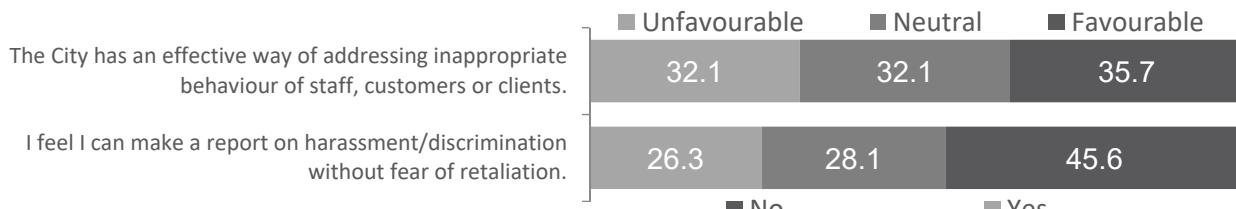
Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
28.3	26.1	23.8	19.6	12.3
11.9	10.3	14.0	5.4	3.4
25.0	24.6	25.6	8.9	24.1

For the questions above, % No represents a favourable score



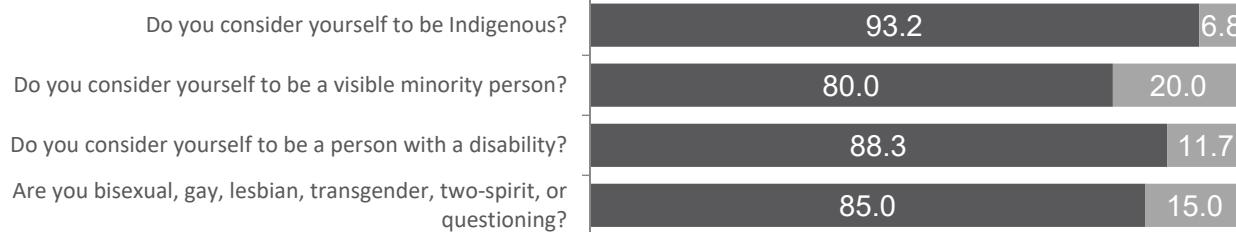
Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
41.7	42.3	43.4	72.7	76.5
40.0	36.4	37.3	66.7	50.0

For the questions above, % Yes represents a favourable score



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
35.7	40.0	45.8	n/a	n/a
45.6	51.5	52.1	n/a	n/a

Diversity

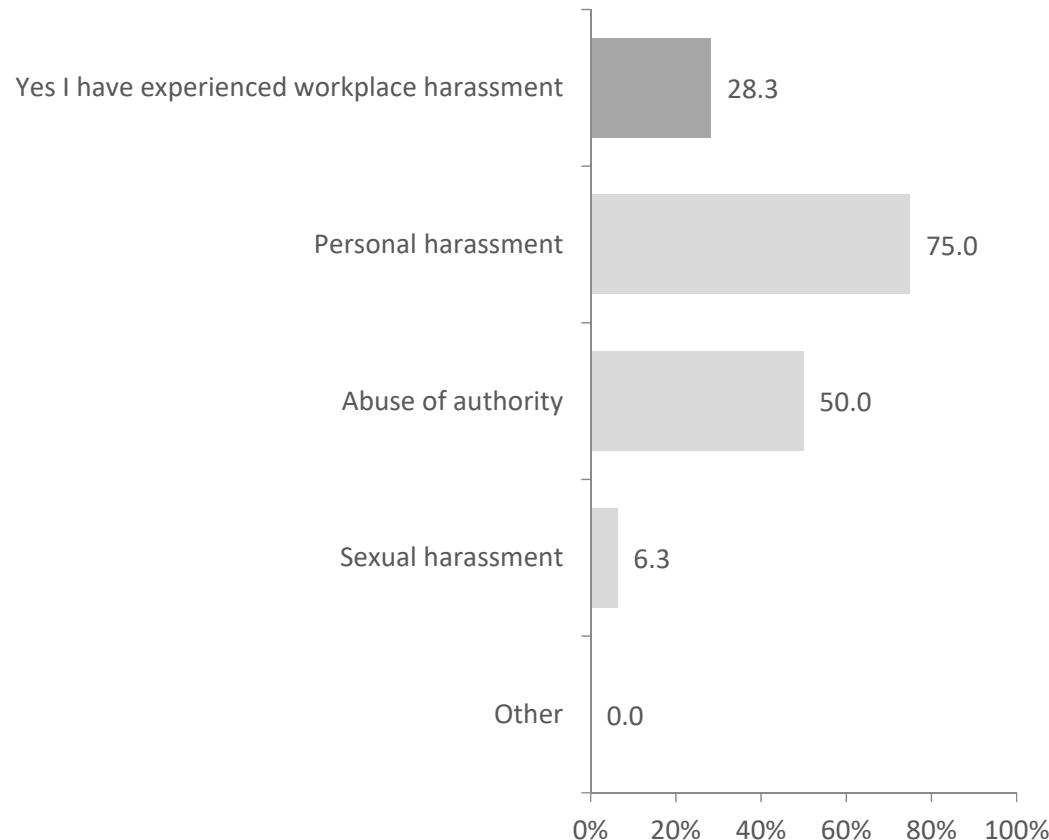


Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
6.8	5.9	5.4	7.4	7.0
20.0	17.4	23.6	12.7	15.8
11.7	11.6	8.2	12.5	10.3

Snapshot Report

Office of the City Clerk

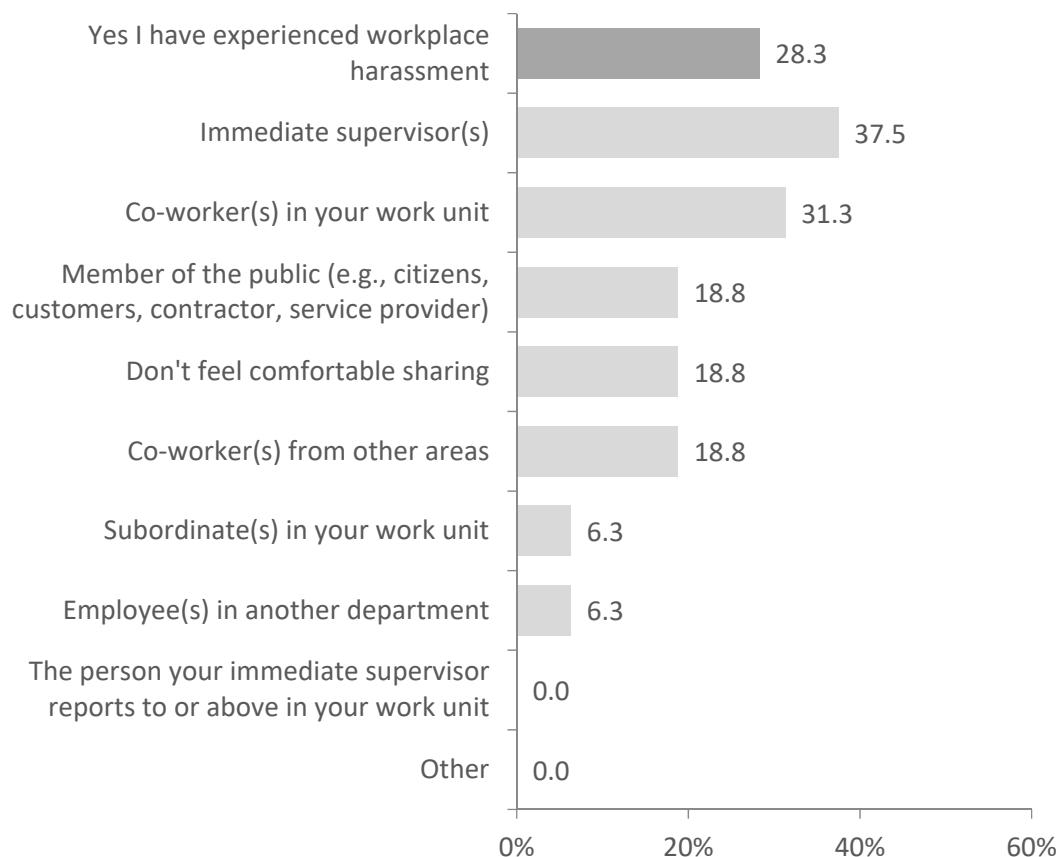
Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate the type of harassment you experienced as a City Employee.



Snapshot Report

Office of the City Clerk

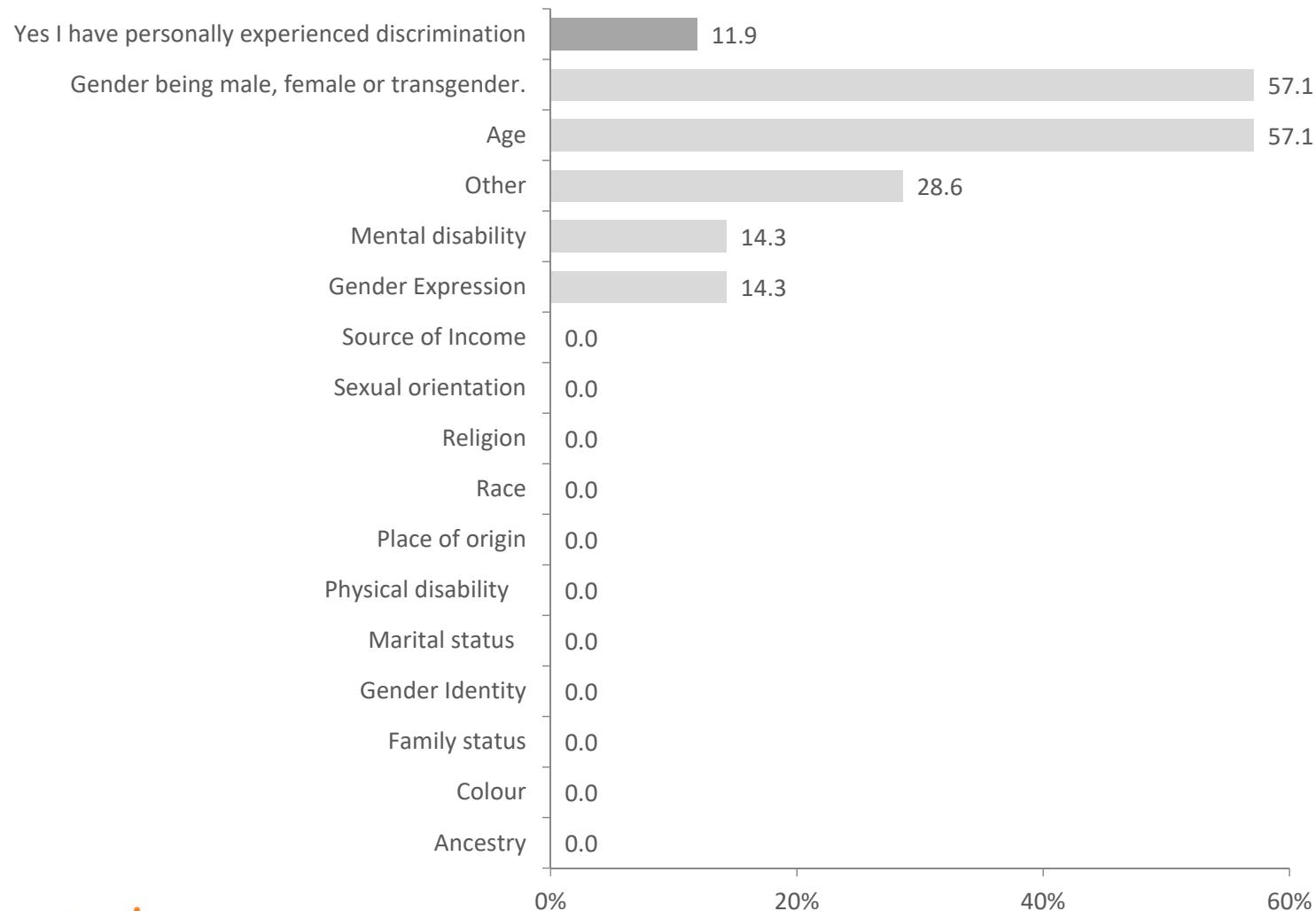
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Snapshot Report

Office of the City Clerk

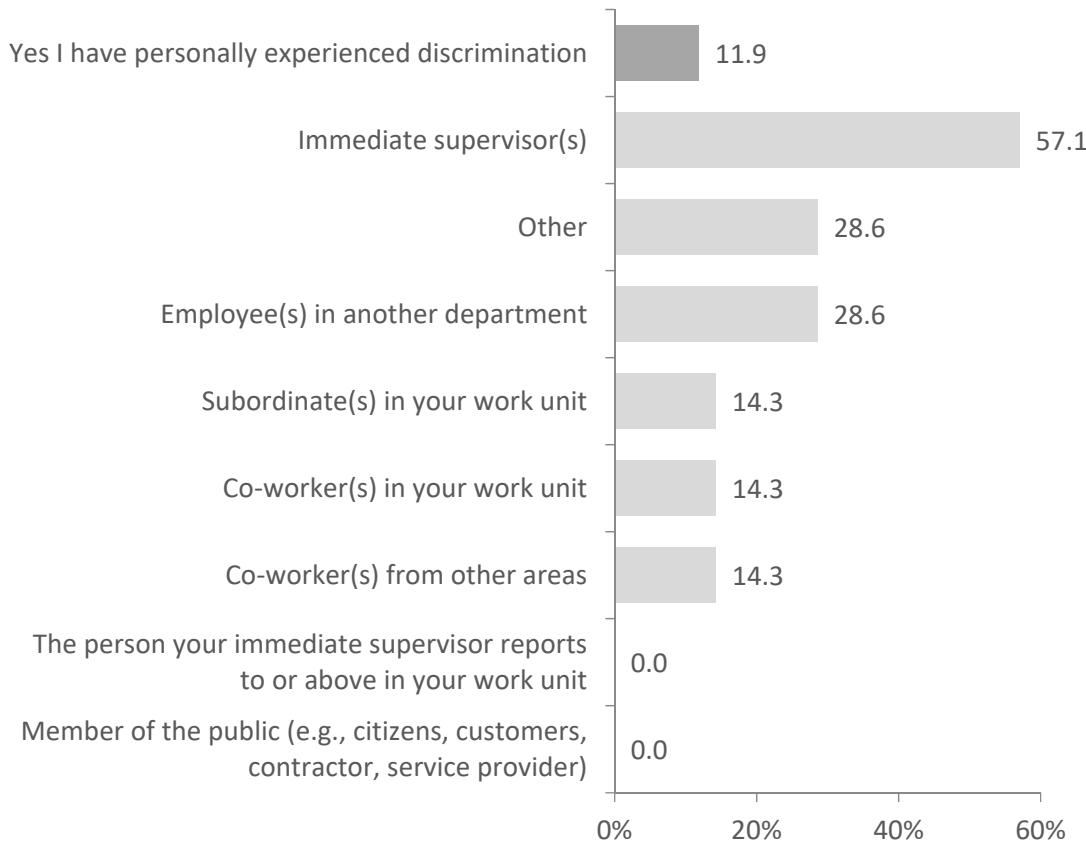
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate the type of discrimination you experienced as a City employee.



Snapshot Report

Office of the City Clerk

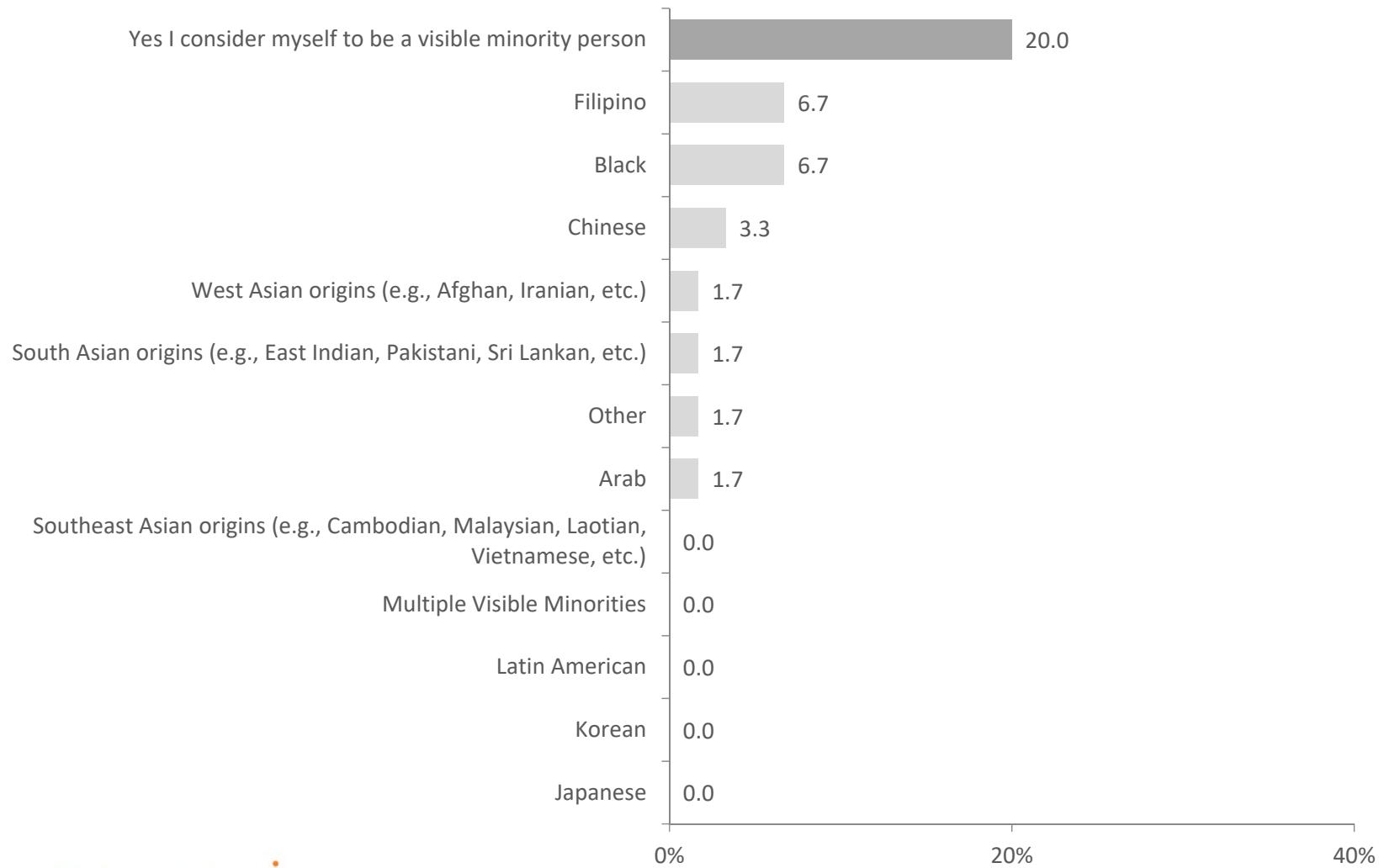
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Snapshot Report

Office of the City Clerk

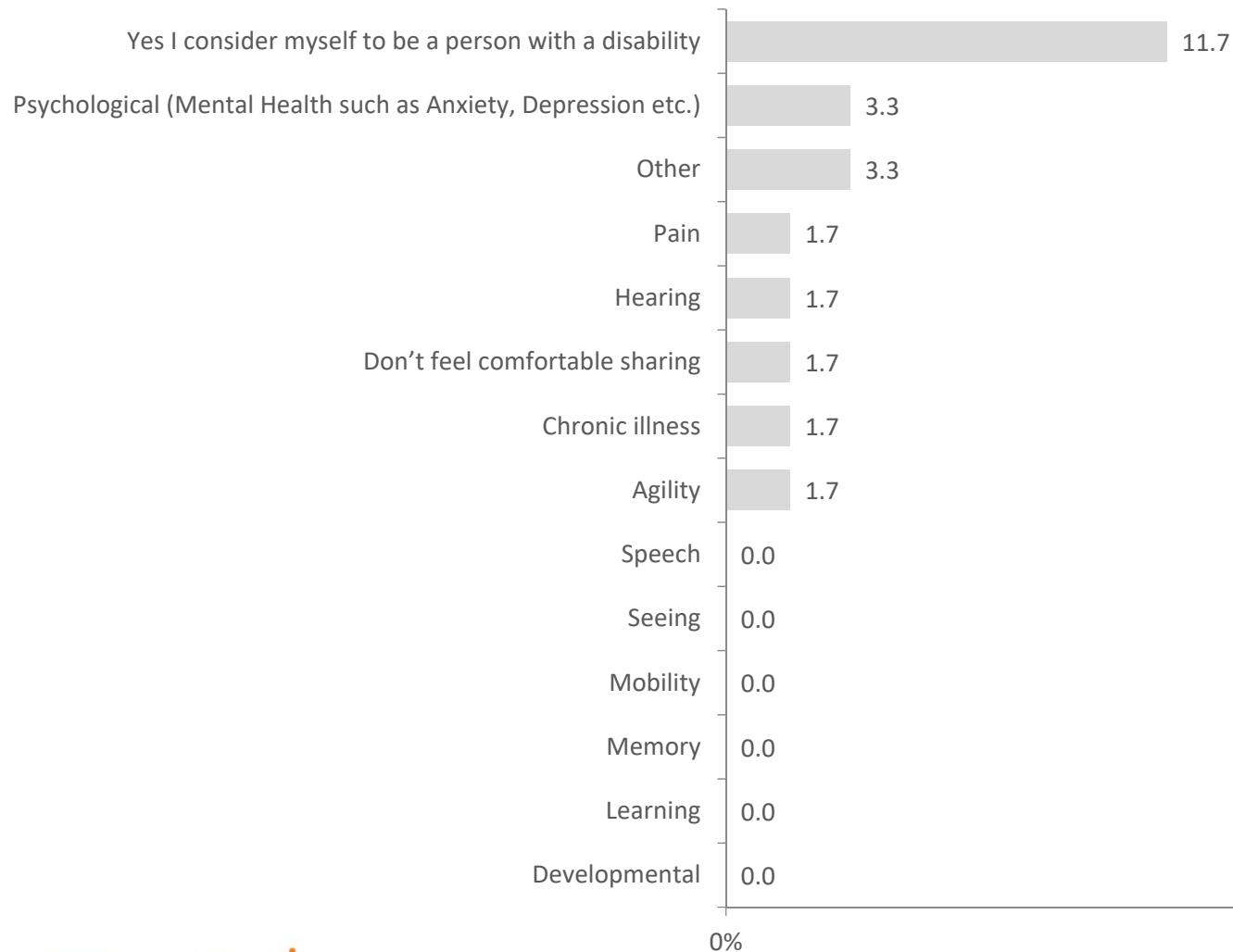
*Do you consider yourself to be a visible minority person?
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Snapshot Report

Office of the City Clerk

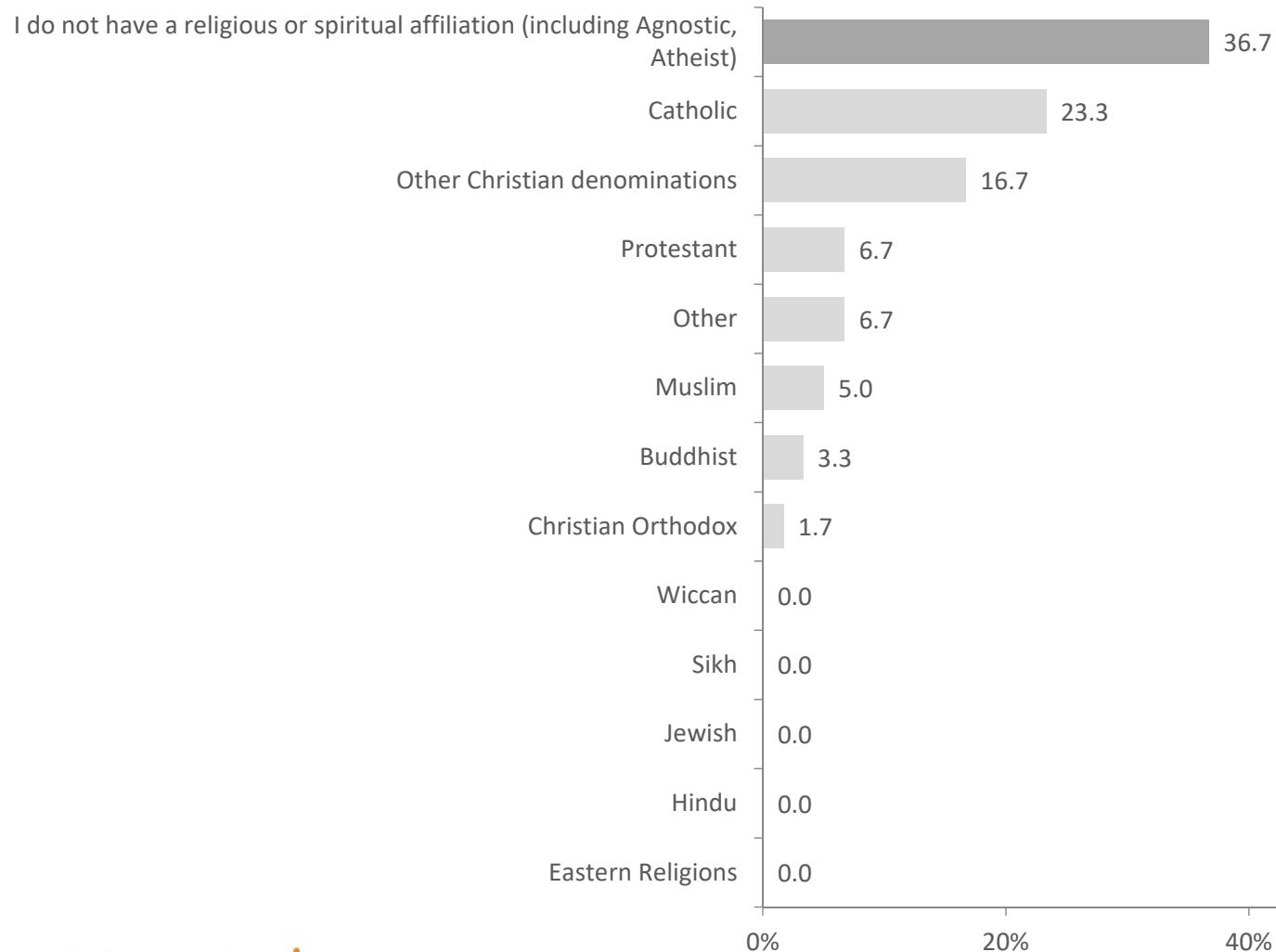
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Snapshot Report

Office of the City Clerk

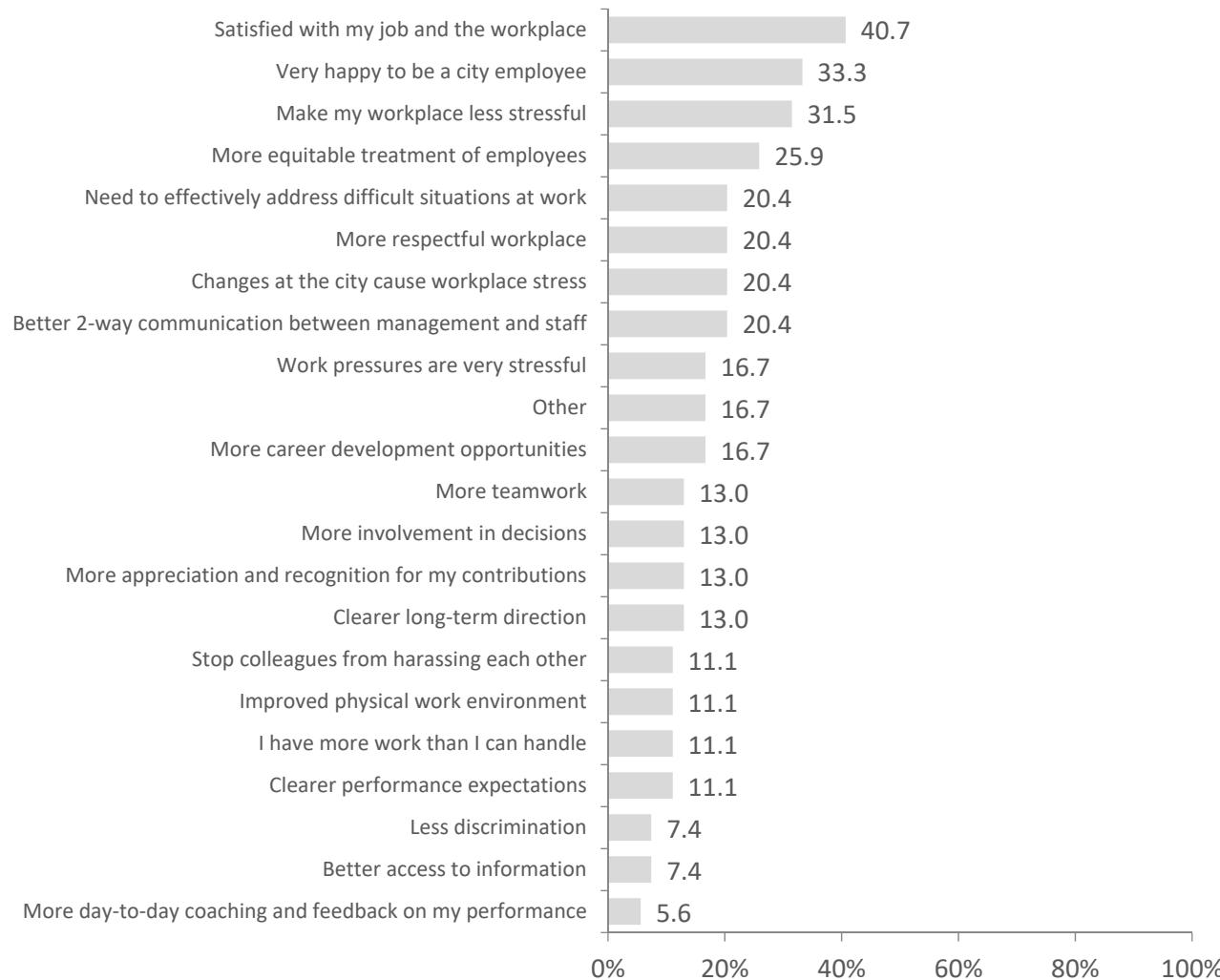
Please indicate your religious or spiritual affiliation.



Snapshot Report

Office of the City Clerk

If your management team could make only one or two improvements to your job or the workplace, what would they be?



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40.7	43.5	41.9	58.1	39.5
33.3	37.1	36.2	39.5	n/a
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25.9	22.6	22.0	9.3	14.0
20.4	19.4	21.1	4.7	n/a
20.4	19.4	21.6	4.7	14.0
20.4	17.7	22.6	11.6	n/a
20.4	17.7	30.9	14.0	25.6
16.7	14.5	18.5	2.3	n/a
16.7	17.7	12.3	16.3	14.0
16.7	14.5	24.6	23.3	23.3
13.0	11.3	19.8	7.0	18.6
13.0	11.3	19.4	14.0	4.7
13.0	11.3	21.7	11.6	18.6
13.0	11.3	19.8	7.0	9.3
11.1	11.3	11.4	0.0	n/a
11.1	9.7	11.7	16.3	16.3
11.1	9.7	13.4	4.7	n/a
11.1	11.3	13.1	2.3	11.6
7.4	6.5	9.8	0.0	4.7
7.4	8.1	18.8	2.3	4.7
5.6	4.8	7.5	4.7	4.7



CITY OF EDMONTON

2016 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Communications Services

Department: Communications and Engagement

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Communications Services

HOW TO READ YOUR REPORT

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% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

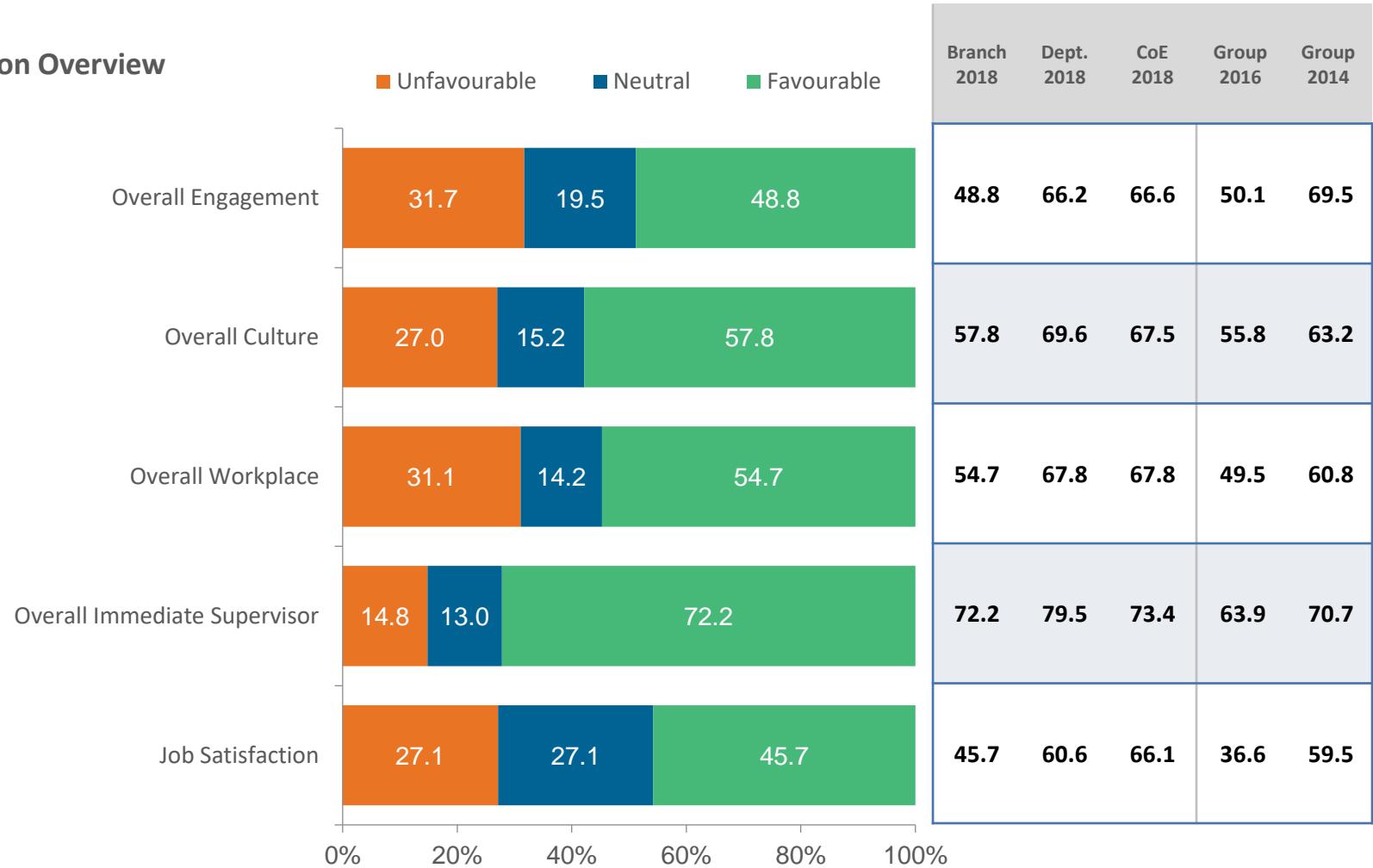
TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.

You can dig deeper into responses by gender, union, job family, tenure and age. Visier also presents your area(s) survey results with other variables such as loss time, sick time, turnover so that you can see your results in context.

Snapshot Report

Communications Services

Key Dimension Overview



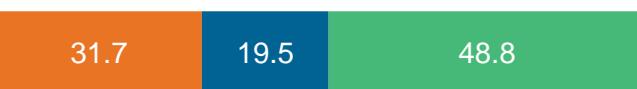
Snapshot Report

Communications Services

Engagement

■ Unfavourable ■ Neutral ■ Favourable

Overall Engagement



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
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48.8	66.2	66.6	50.1	69.5
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Considering everything, please rate your level of satisfaction with your current job at the present time.



45.7	60.6	66.1	36.6	59.5
------	------	------	------	------

I am proud to tell others I work for the City.



62.9	77.4	75.6	63.4	84.6
------	------	------	------	------

The City inspires me to do my best work.



41.4	63.3	59.9	37.8	59.0
------	------	------	------	------

I would recommend the City to a friend as a great place to work.



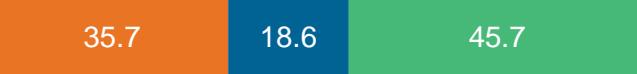
41.4	67.9	73.5	51.2	67.9
------	------	------	------	------

My job provides me with a sense of personal accomplishment.



55.7	67.3	70.0	54.9	71.8
------	------	------	------	------

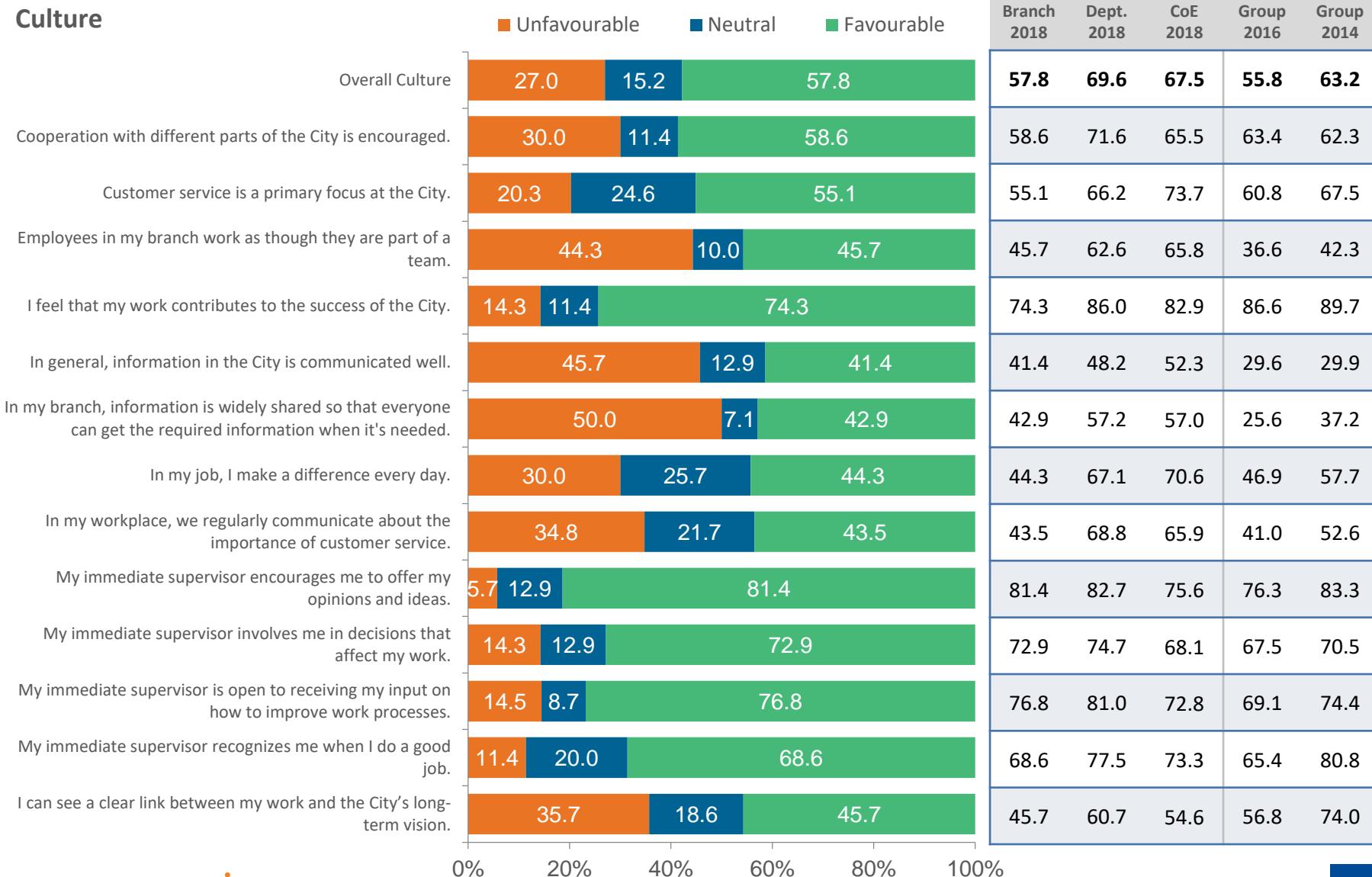
I can see a clear link between my work and the City's long-term vision.



45.7	60.7	54.6	56.8	74.0
------	------	------	------	------

Snapshot Report

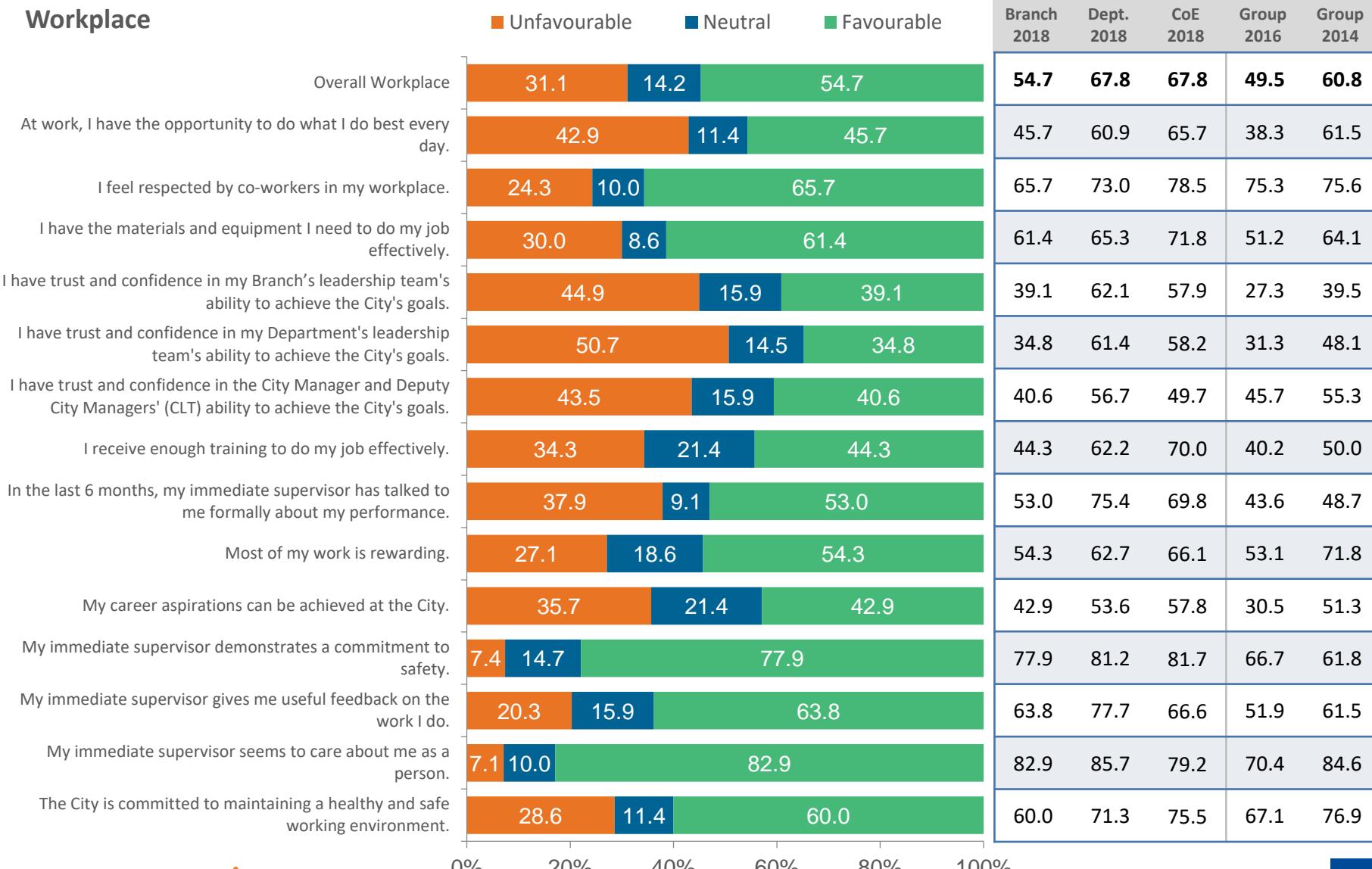
Communications Services



Snapshot Report

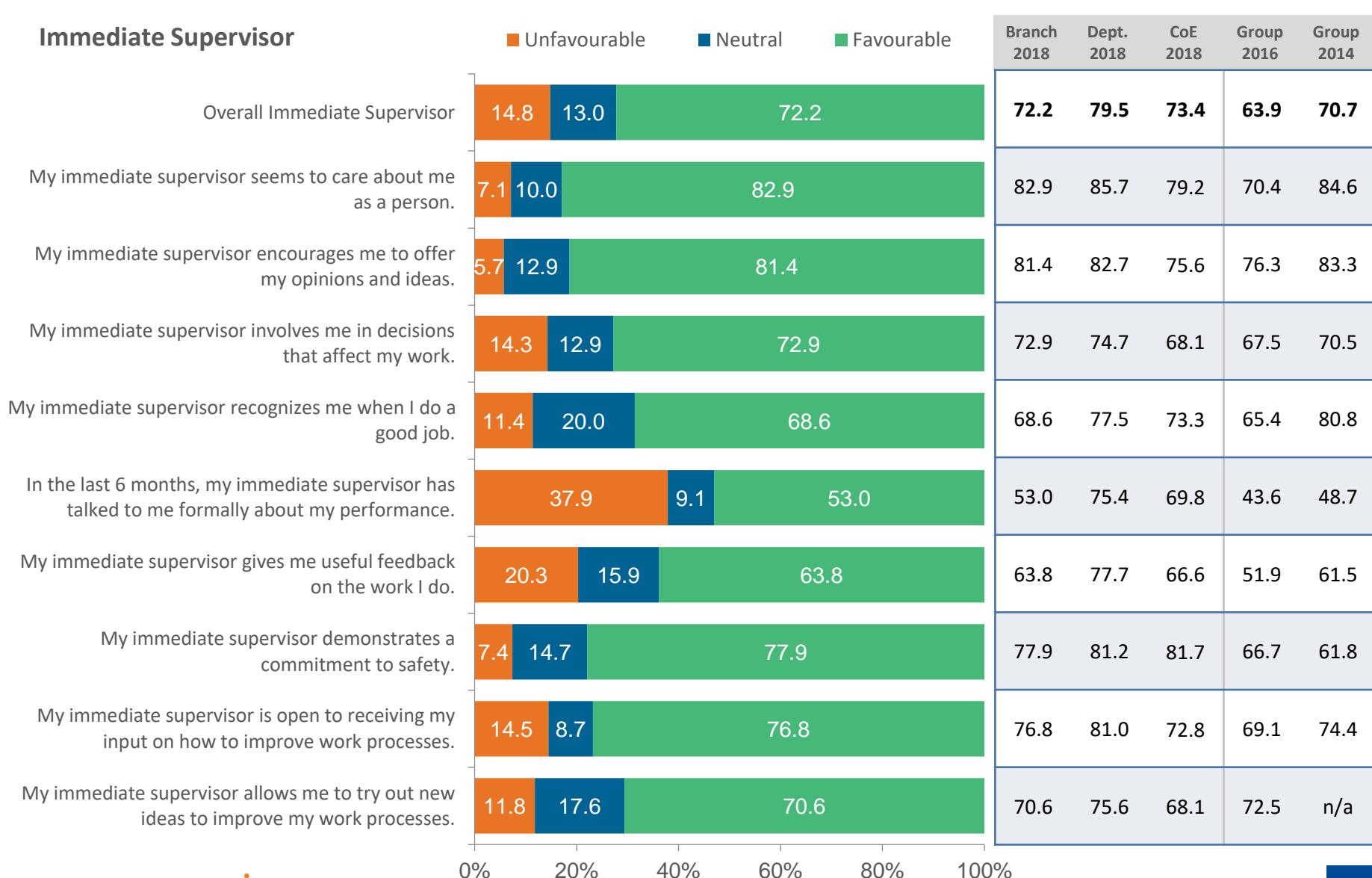
Communications Services

Workplace



Snapshot Report

Communications Services



Snapshot Report

Communications Services

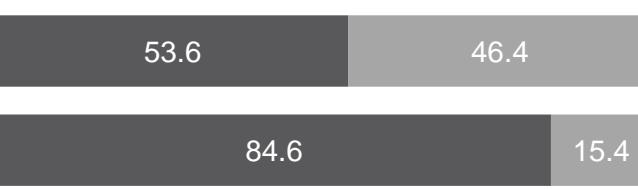
Harassment / Discrimination



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
32.9	27.1	23.8	20.7	19.2
12.9	15.0	14.0	15.9	11.8
30.0	24.6	25.6	30.5	29.5

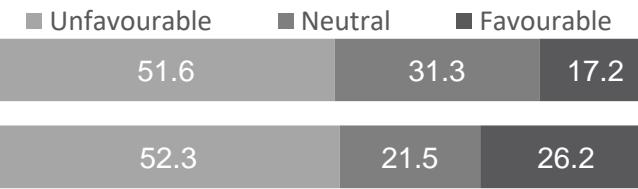
For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?



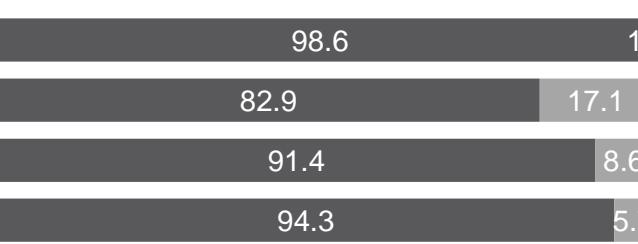
Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
46.4	56.9	43.4	50.0	69.0
15.4	40.3	37.3	31.3	28.6

For the questions above, % Yes represents a favourable score



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
17.2	44.0	45.8	n/a	n/a
26.2	47.9	52.1	n/a	n/a

Diversity

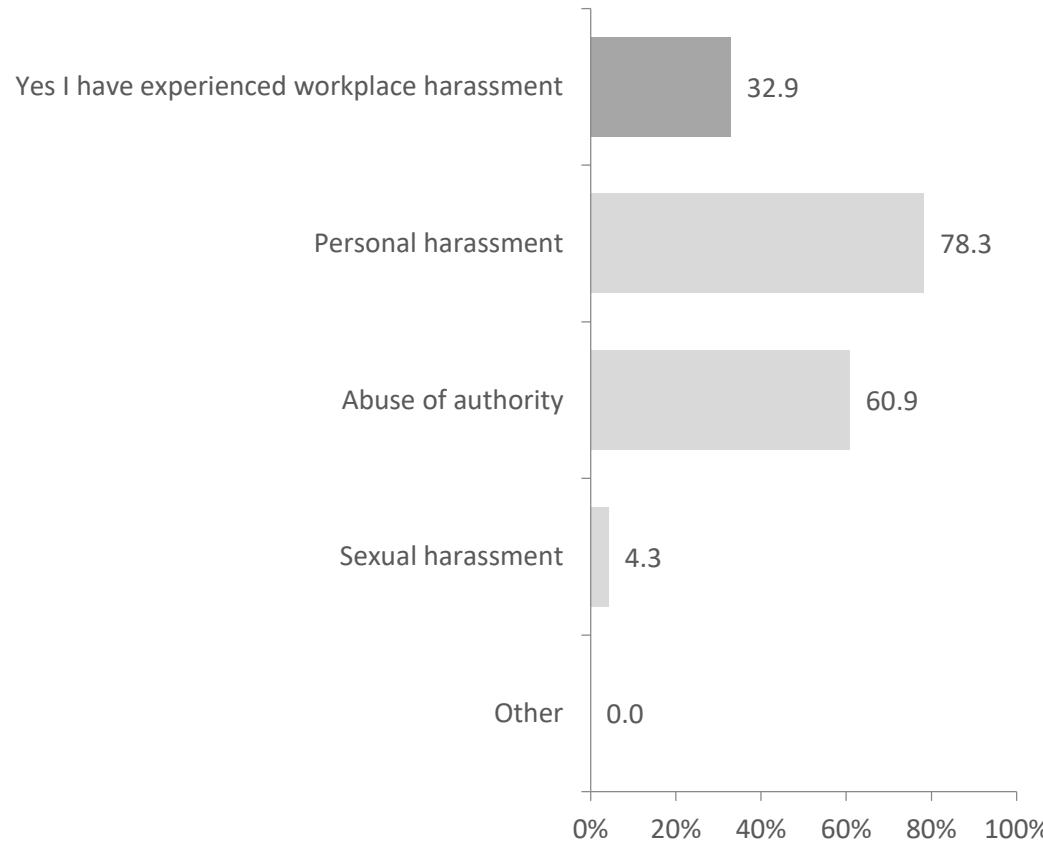


Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
1.4	2.9	5.4	1.2	1.3
17.1	31.0	23.6	13.4	13.0
8.6	12.5	8.2	4.9	3.8
5.7	7.9	5.7	4.9	5.1

Snapshot Report

Communications Services

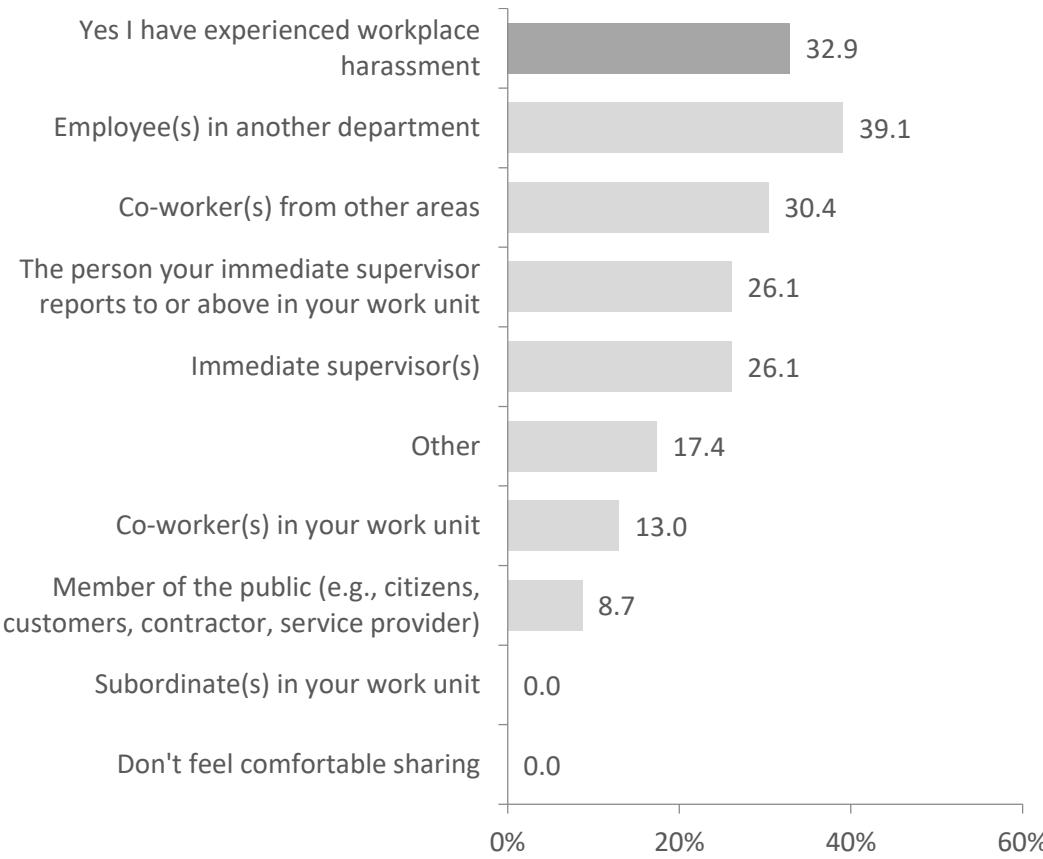
*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate the type of harassment you experienced as a City Employee.*



Snapshot Report

Communications Services

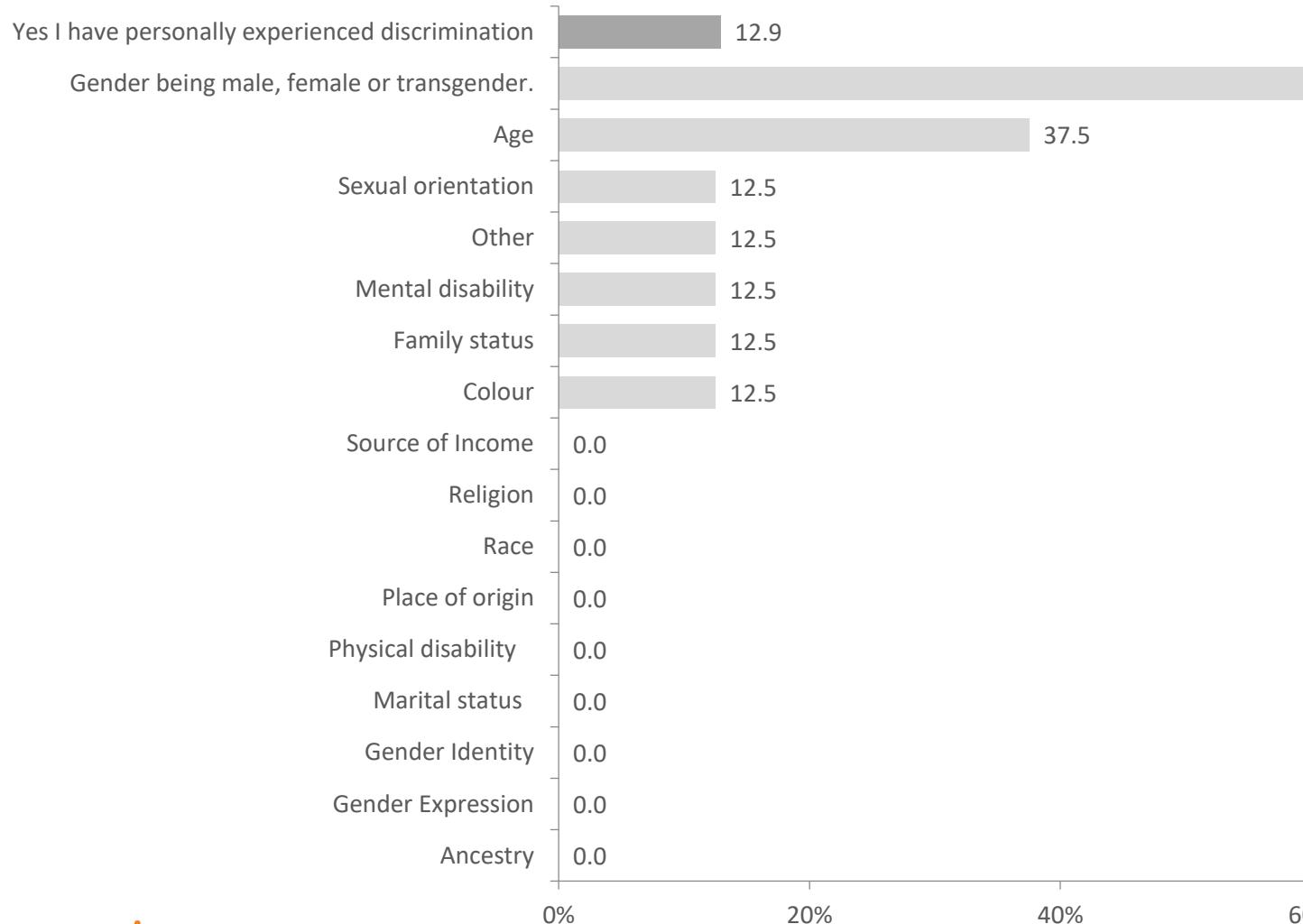
*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate who was harassing you.*



Snapshot Report

Communications Services

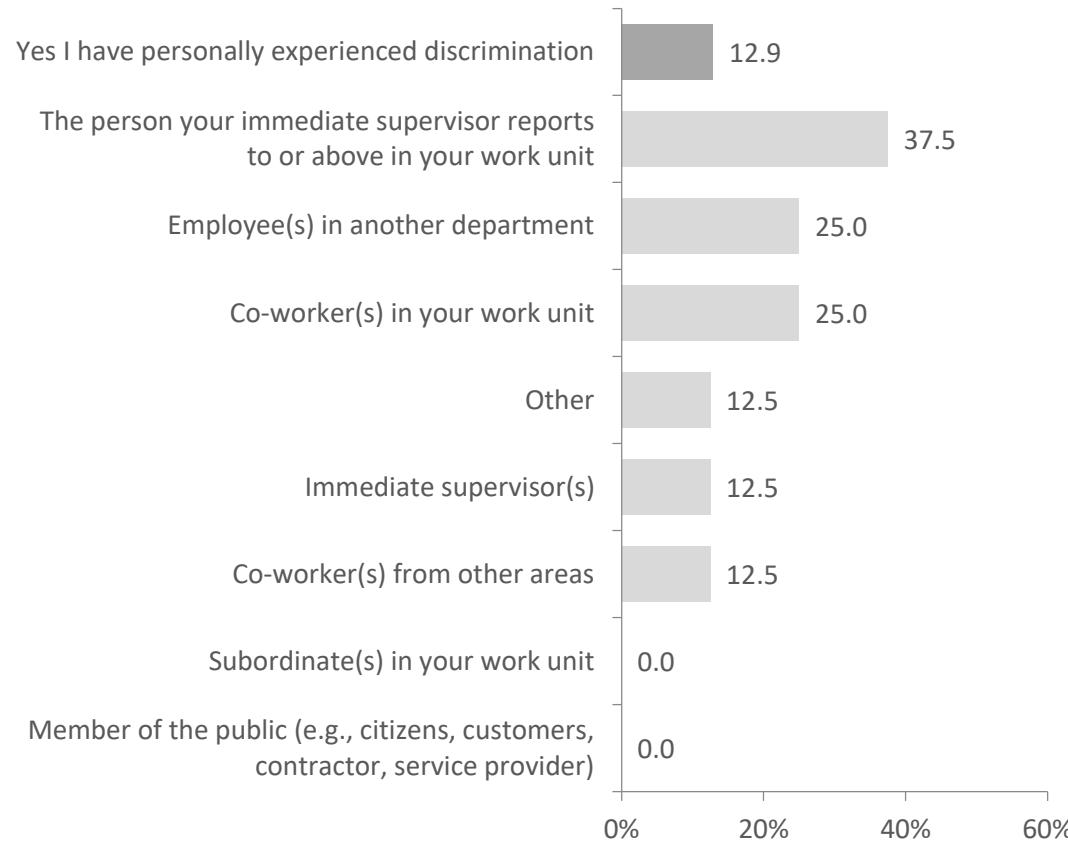
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate the type of discrimination you experienced as a City employee.



Snapshot Report

Communications Services

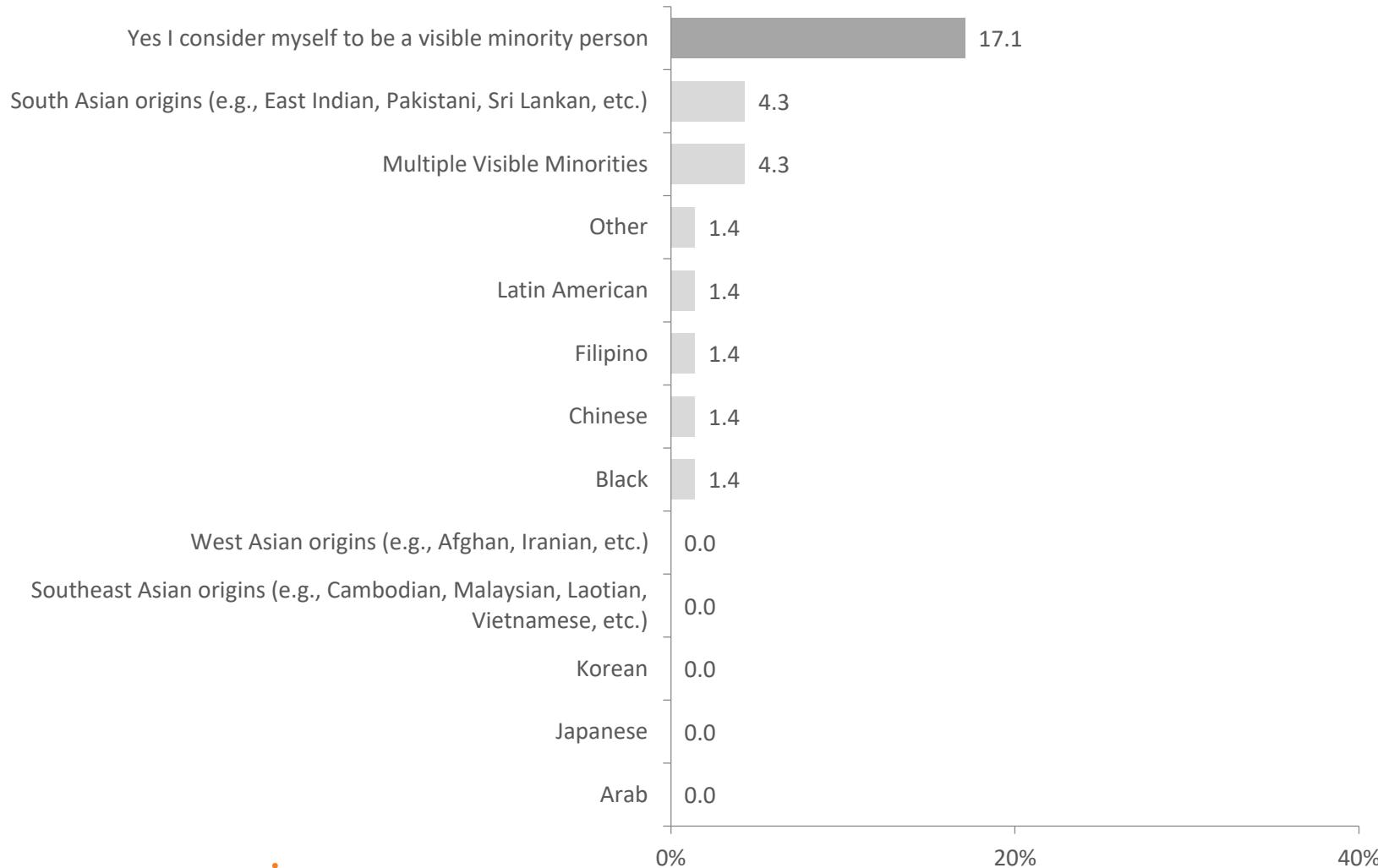
*Have you personally experienced discrimination in the last 12 months at the City?
Please indicate who discriminated against you.*



Snapshot Report

Communications Services

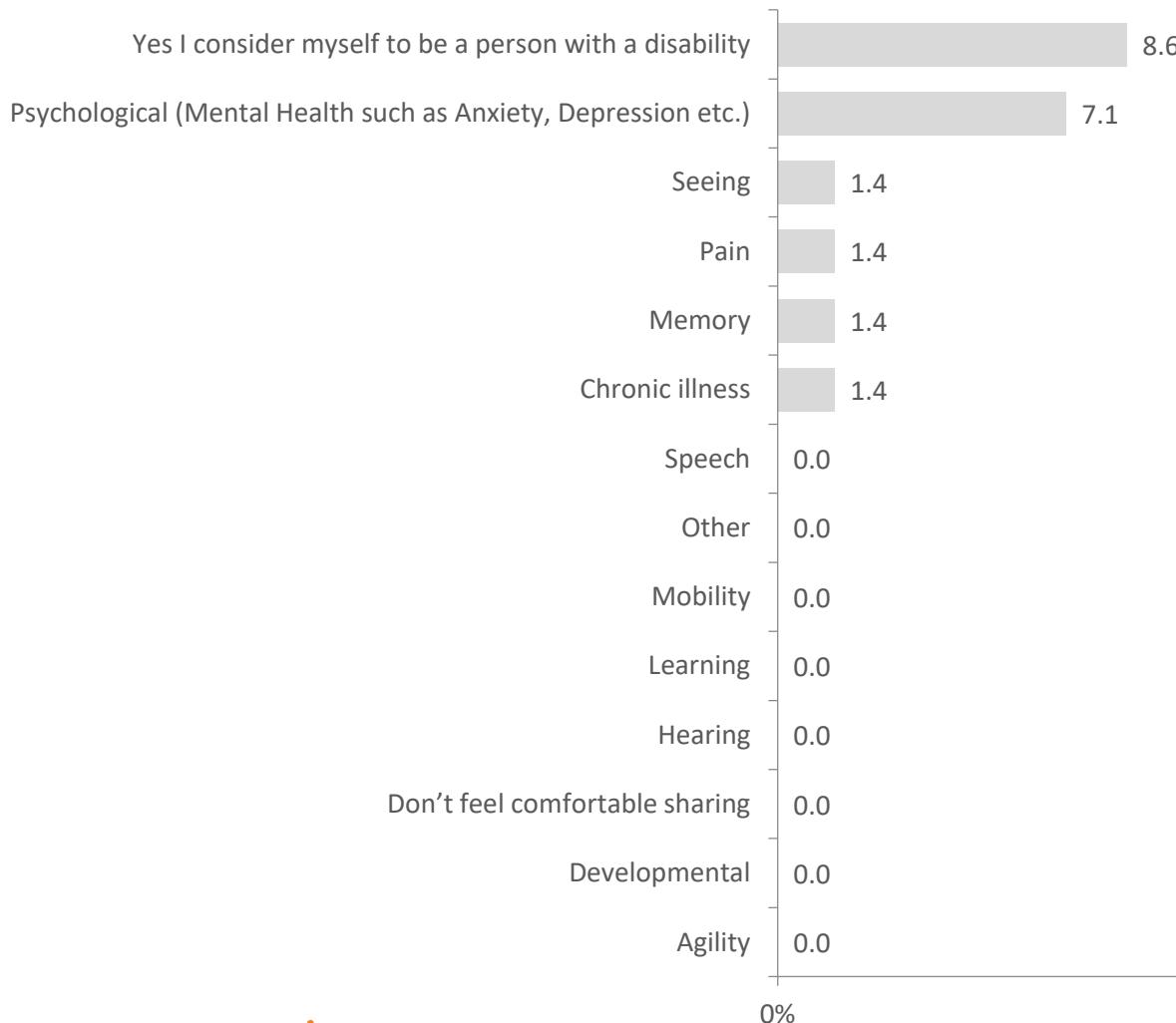
*Do you consider yourself to be a visible minority person?
Please indicate your group(s) according to the following Statistics Canada categories.*



Snapshot Report

Communications Services

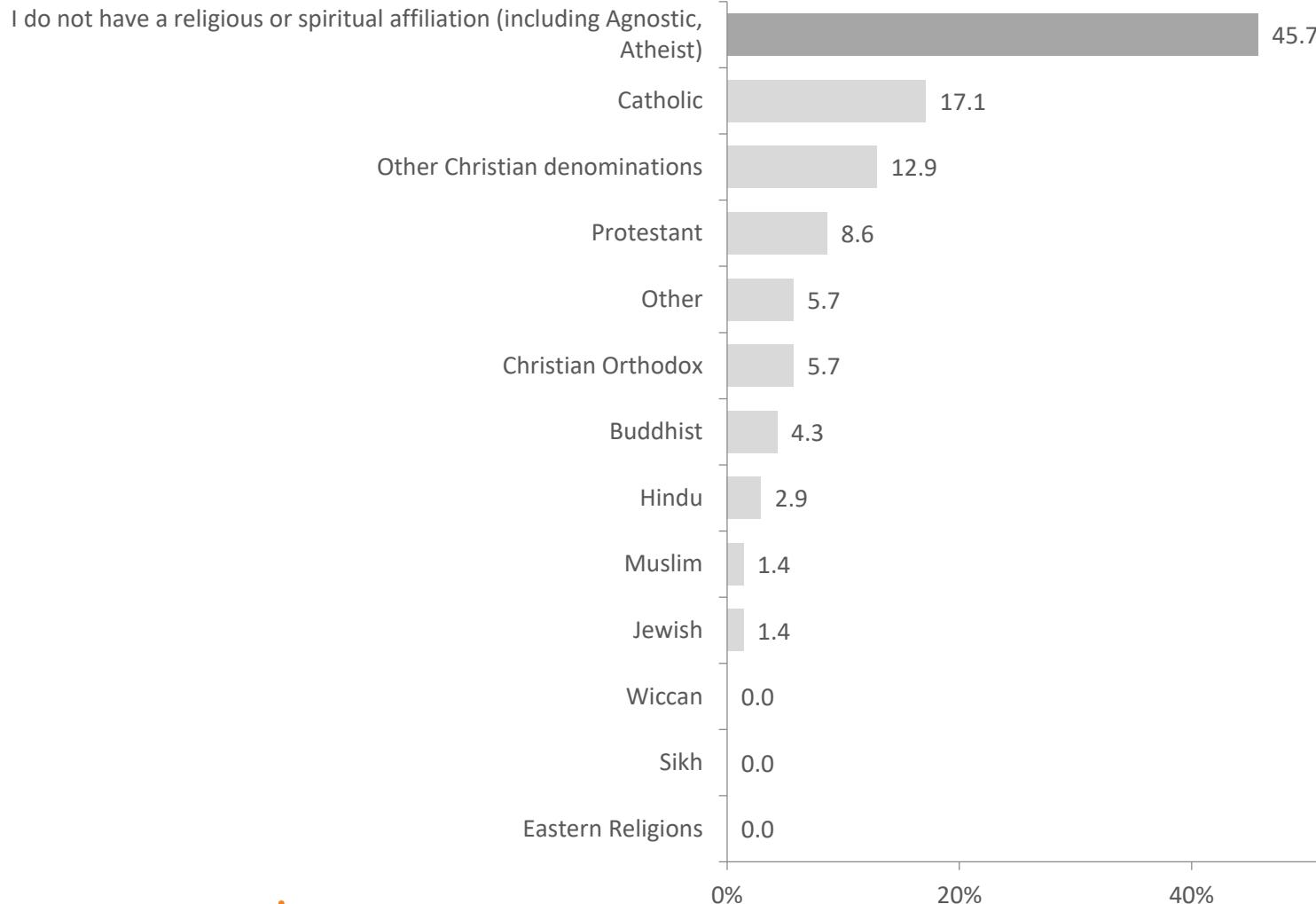
*Do you consider yourself to be a person with a disability?
What is the nature of your disability.*



Snapshot Report

Communications Services

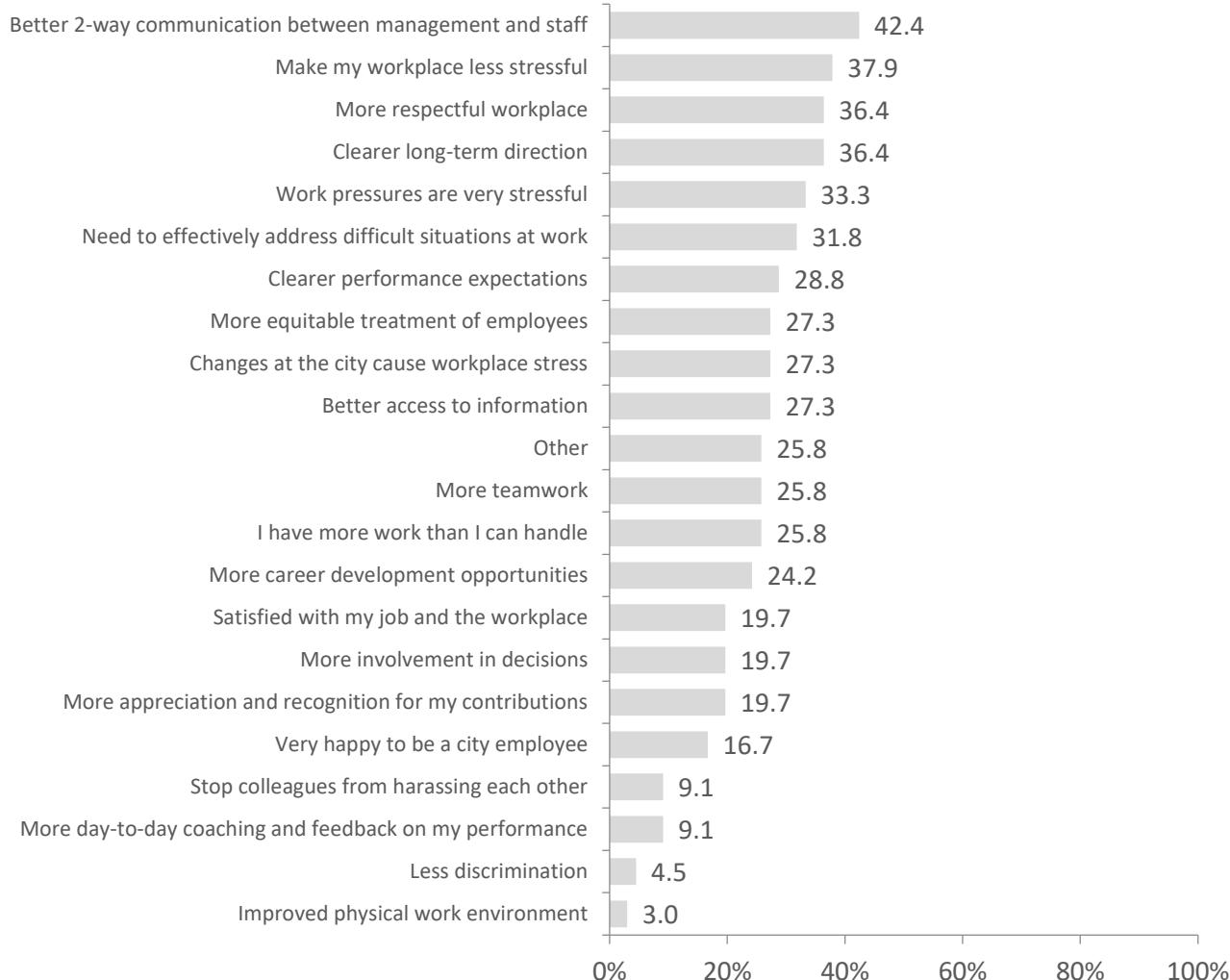
Please indicate your religious or spiritual affiliation.



Snapshot Report

Communications Services

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
42.4	30.7	30.9	48.8	51.5
37.9	42.0	30.5	33.8	31.8
36.4	25.8	21.6	27.5	30.3
36.4	23.9	19.8	41.3	47.0
33.3	27.9	18.5	28.8	n/a
31.8	31.3	21.1	22.5	n/a
28.8	18.7	13.1	33.8	28.8
27.3	24.5	22.0	27.5	18.2
27.3	24.2	22.6	27.5	n/a
27.3	26.7	18.8	26.3	36.4
25.8	14.1	12.3	17.5	13.6
25.8	20.6	19.8	28.8	30.3
25.8	12.3	13.4	41.3	n/a
24.2	26.1	24.6	40.0	28.8
19.7	32.5	41.9	18.8	12.1
19.7	19.6	19.4	26.3	25.8
19.7	20.6	21.7	22.5	27.3
16.7	31.9	36.2	17.5	n/a
9.1	12.0	11.4	8.8	n/a
9.1	8.6	7.5	12.5	16.7
4.5	10.1	9.8	7.5	6.1
3.0	12.6	11.7	8.8	7.6



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Financial Strategies and Budget

Department: Financial & Corporate Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Financial Strategies and Budget

HOW TO READ YOUR REPORT

This report is designed to summarize the opinions made by individuals regarding the job and work environment at the City of Edmonton. The information below describes how to read the results.

Your agreement percentages are graphically depicted as bar charts in % Favourable, % Neutral, and % Unfavourable formats.

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This report displays the survey items by dimension.

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Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% Unfavourable: represents the respondents who chose "Very Dissatisfied/Dissatisfied" or "Strongly Disagree/Disagree".

% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

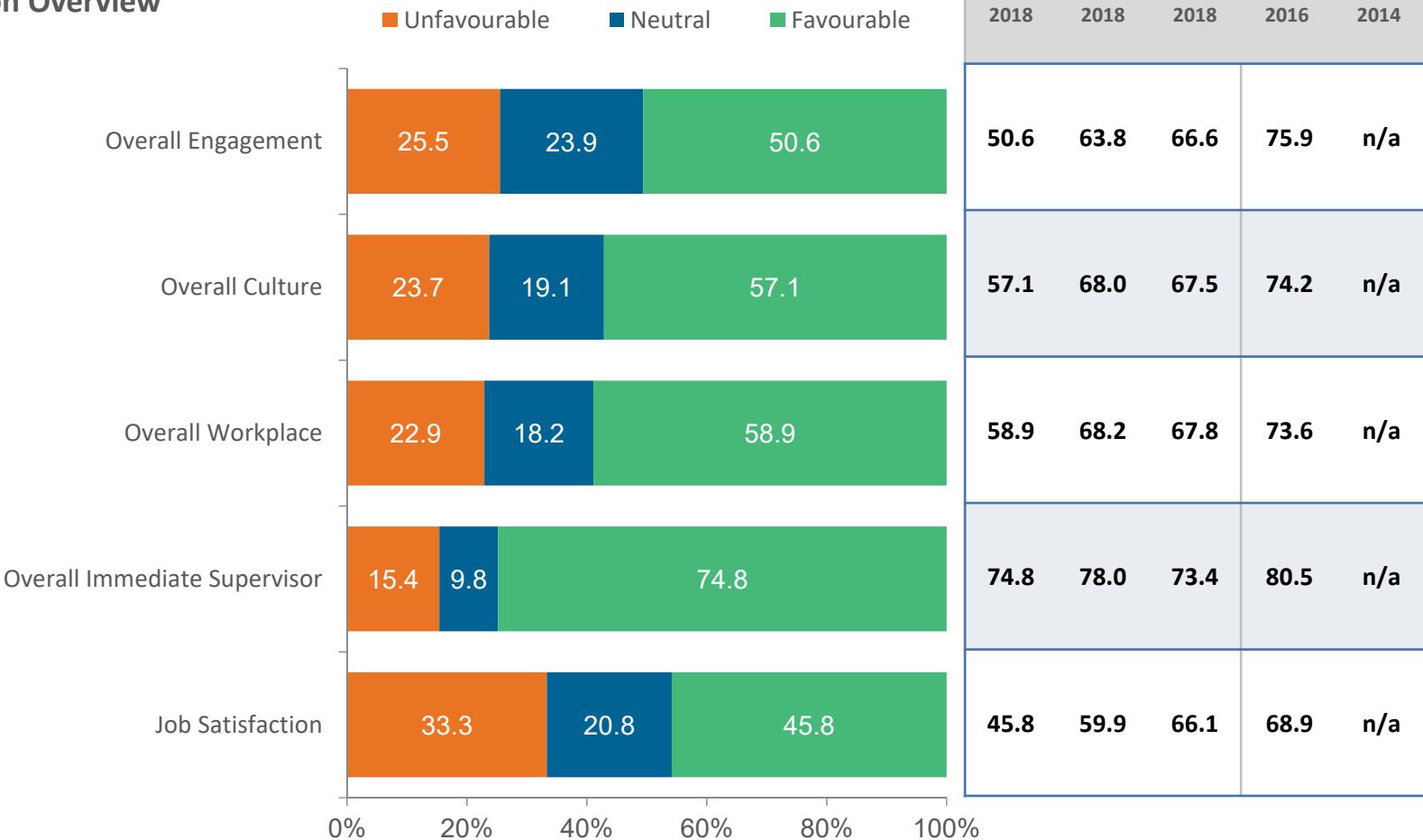
% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

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Snapshot Report

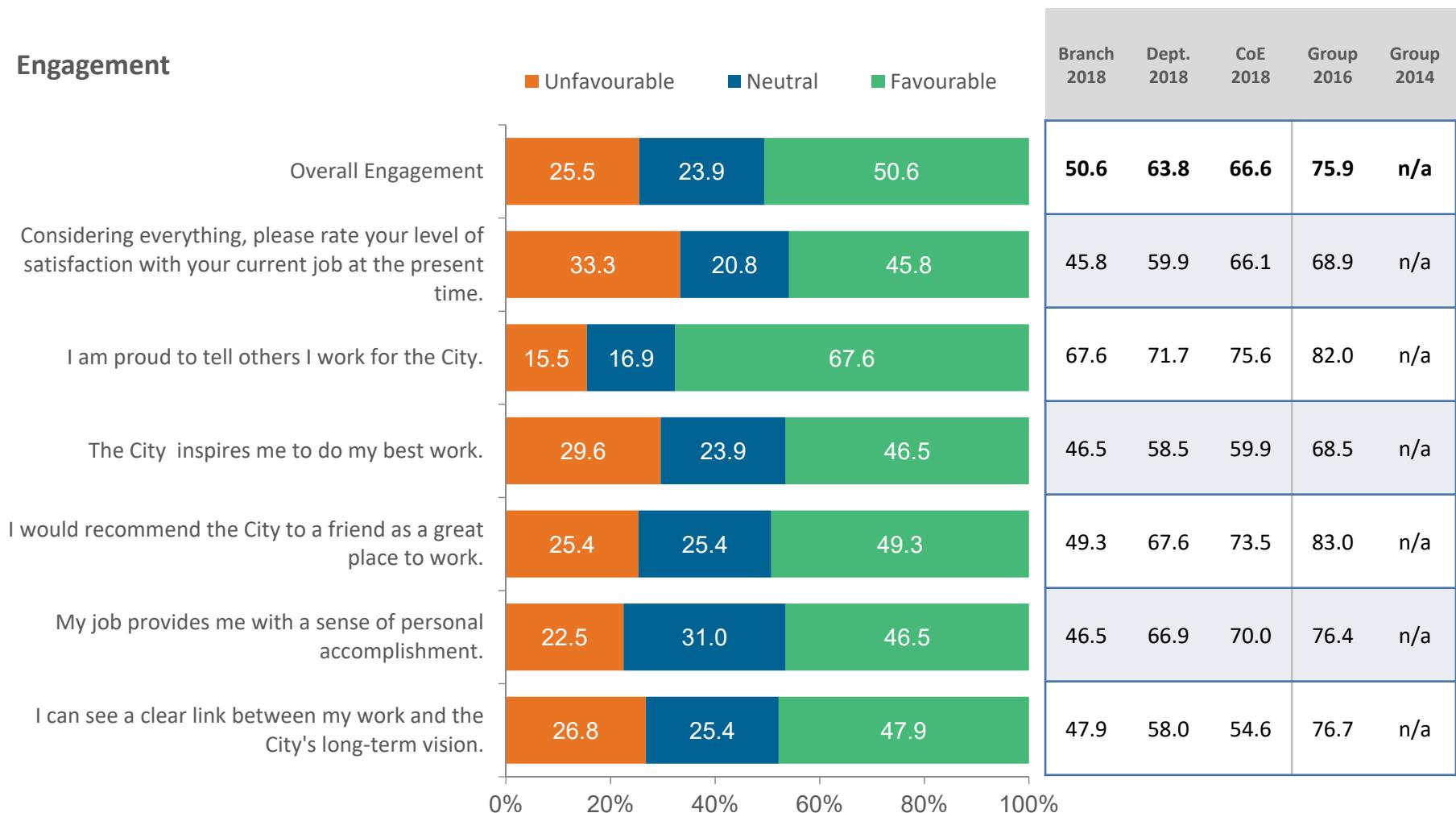
Financial Strategies and Budget

Key Dimension Overview



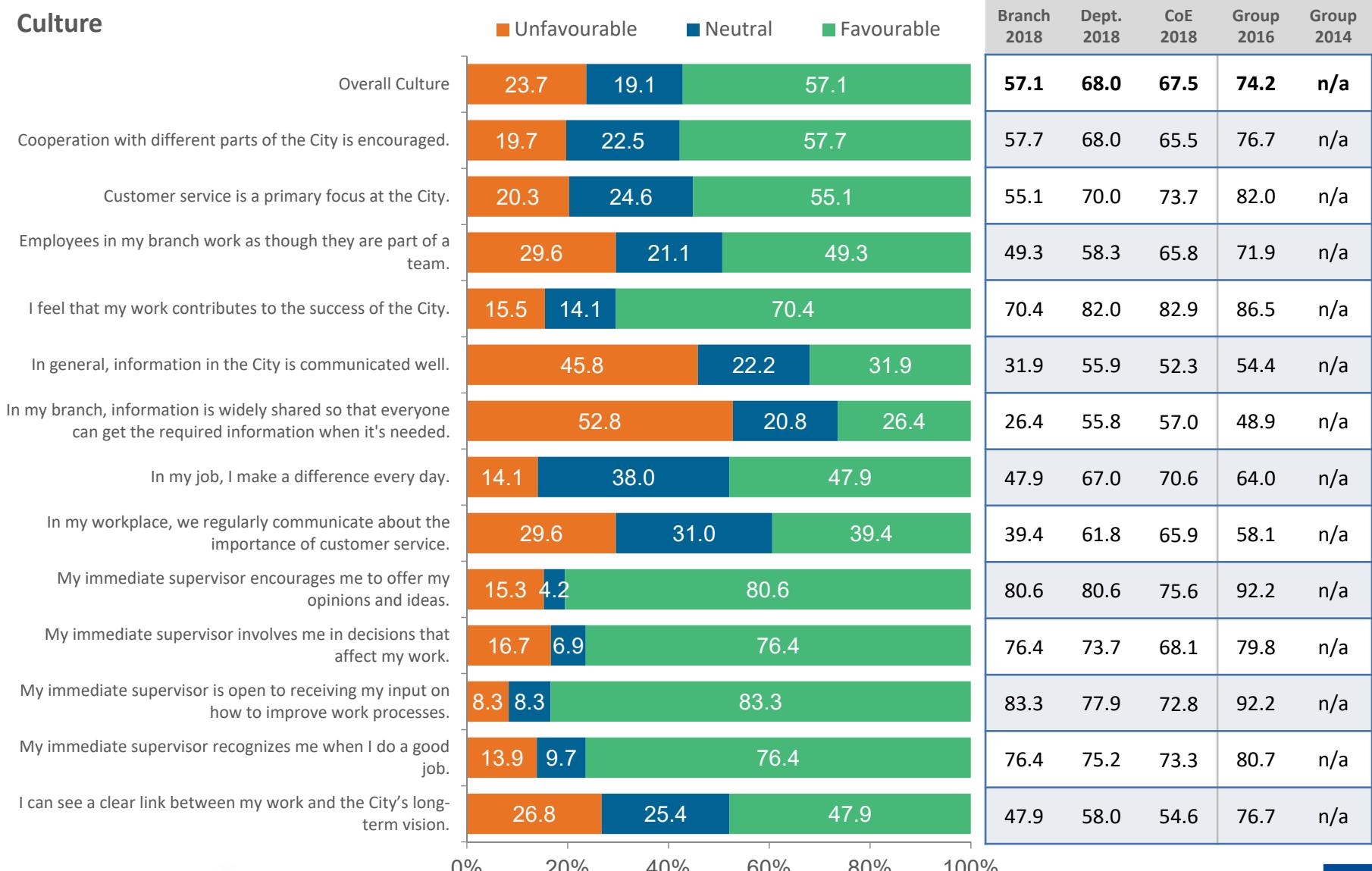
Snapshot Report

Financial Strategies and Budget



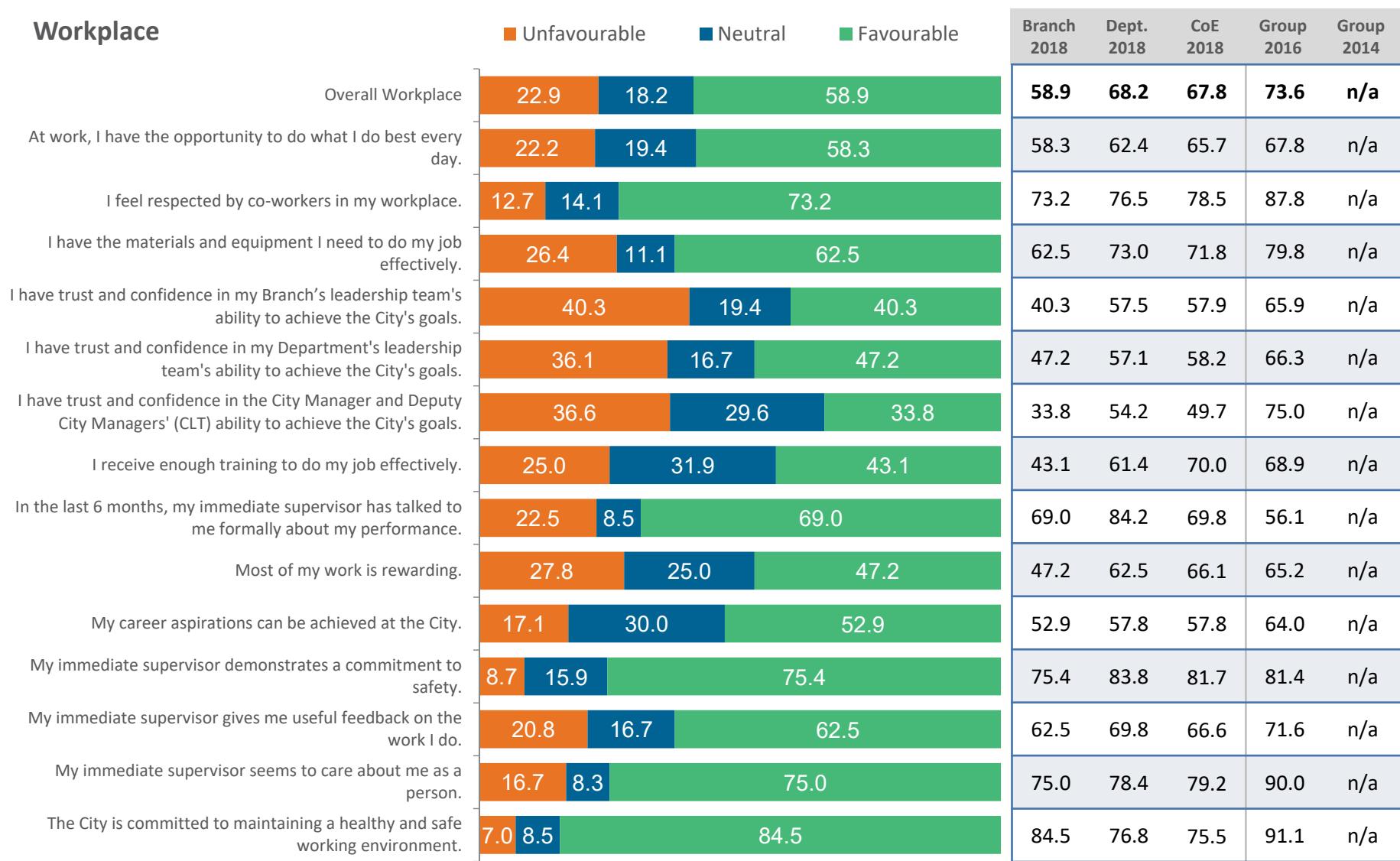
Snapshot Report

Financial Strategies and Budget



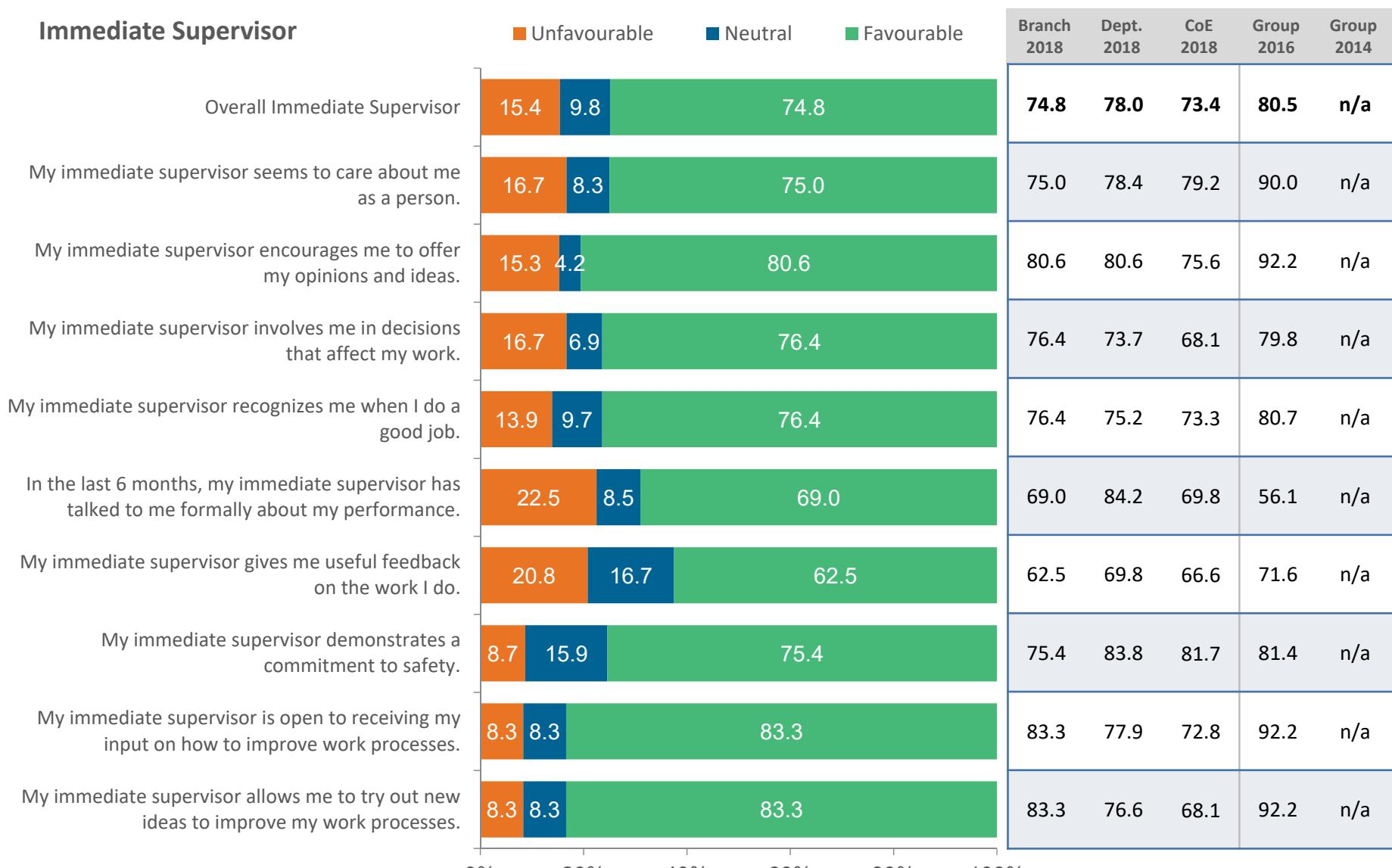
Snapshot Report

Financial Strategies and Budget



Snapshot Report

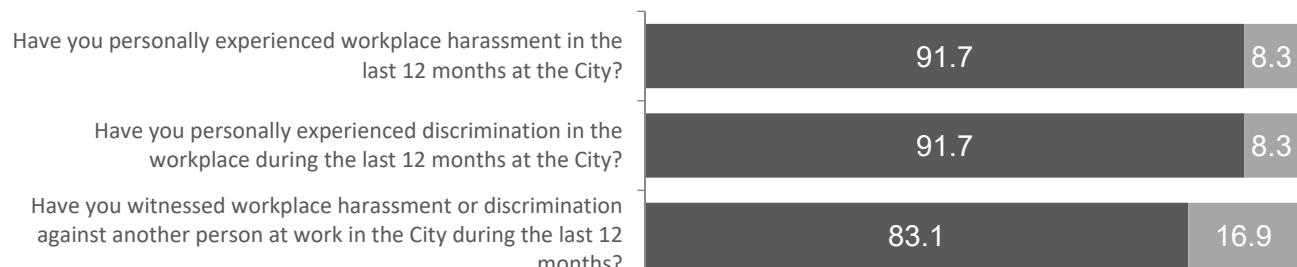
Financial Strategies and Budget



Snapshot Report

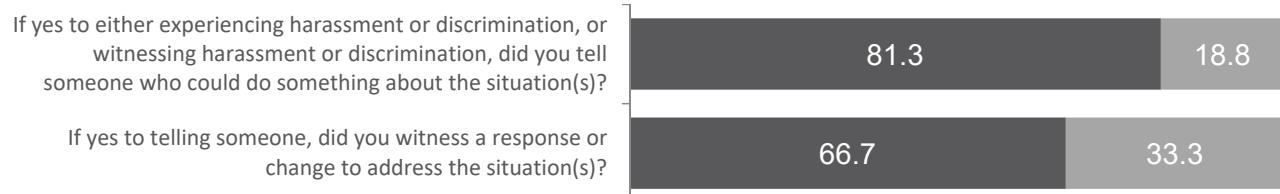
Financial Strategies and Budget

Harassment / Discrimination



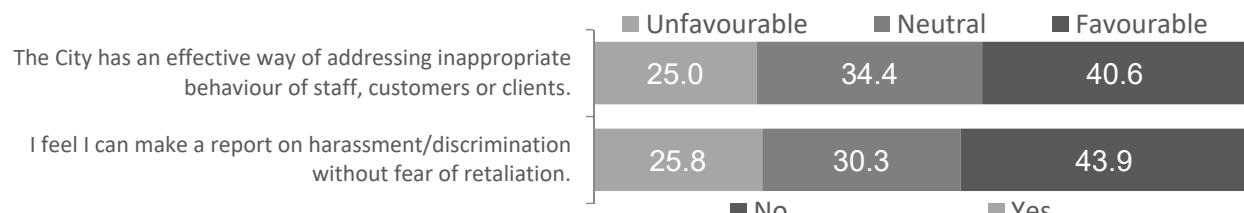
Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
8.3	21.7	23.8	5.6	n/a
8.3	10.6	14.0	7.8	n/a
16.9	25.8	25.6	5.6	n/a

For the questions above, % No represents a favourable score



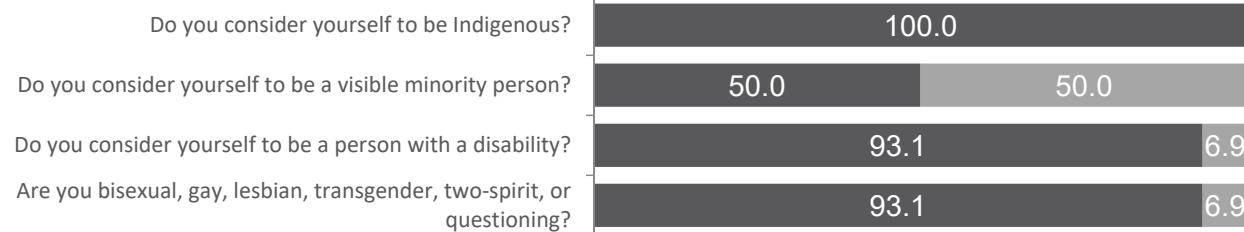
18.8	44.2	43.4	15.4	n/a
33.3	44.5	37.3	25.0	n/a

For the questions above, % Yes represents a favourable score



40.6	42.1	45.8	n/a	n/a
43.9	43.7	52.1	n/a	n/a

Diversity

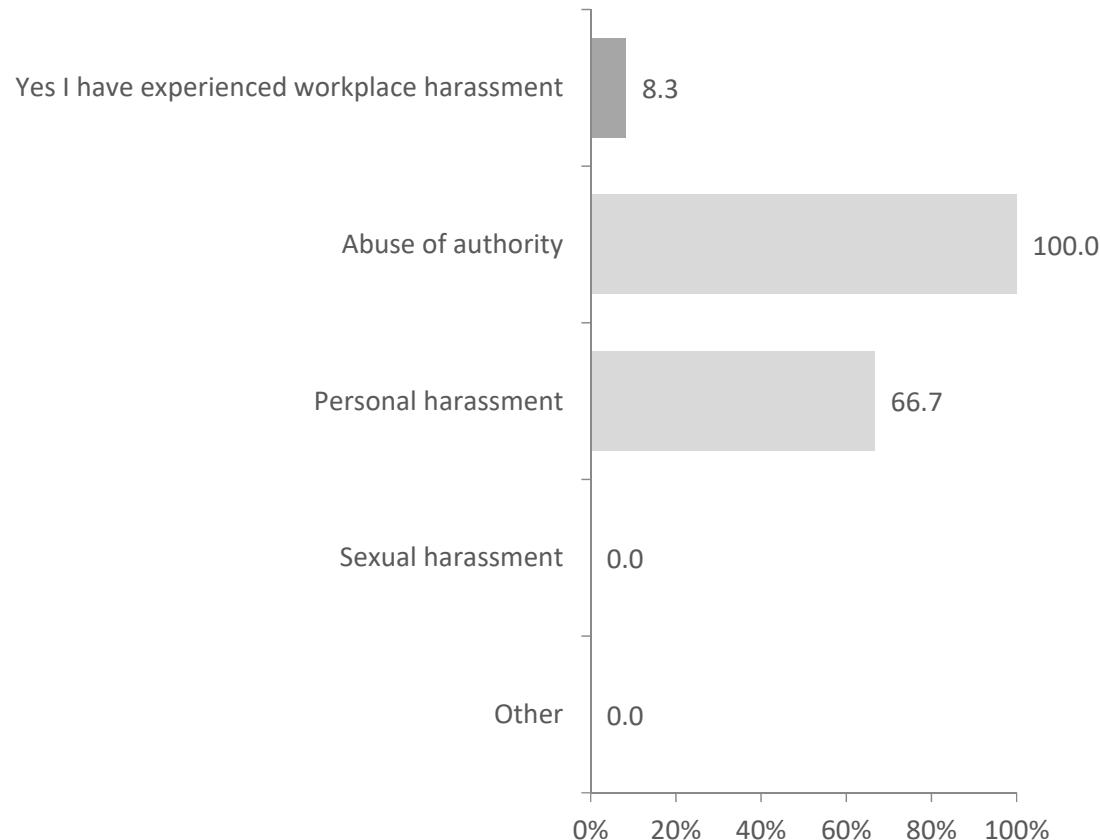


0.0	3.0	5.4	0.0	n/a
50.0	33.2	23.6	48.3	n/a
6.9	6.0	8.2	1.1	n/a
6.9	4.7	5.7	3.3	n/a

Snapshot Report

Financial Strategies and Budget

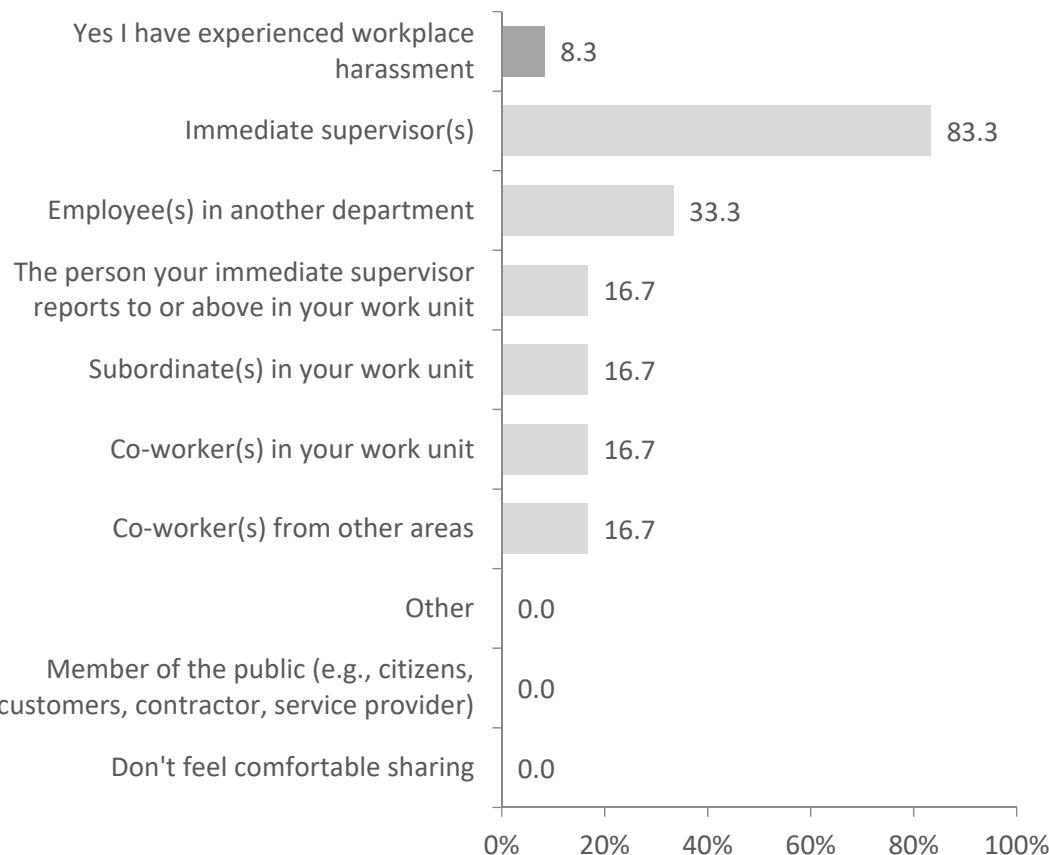
Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate the type of harassment you experienced as a City Employee.



Snapshot Report

Financial Strategies and Budget

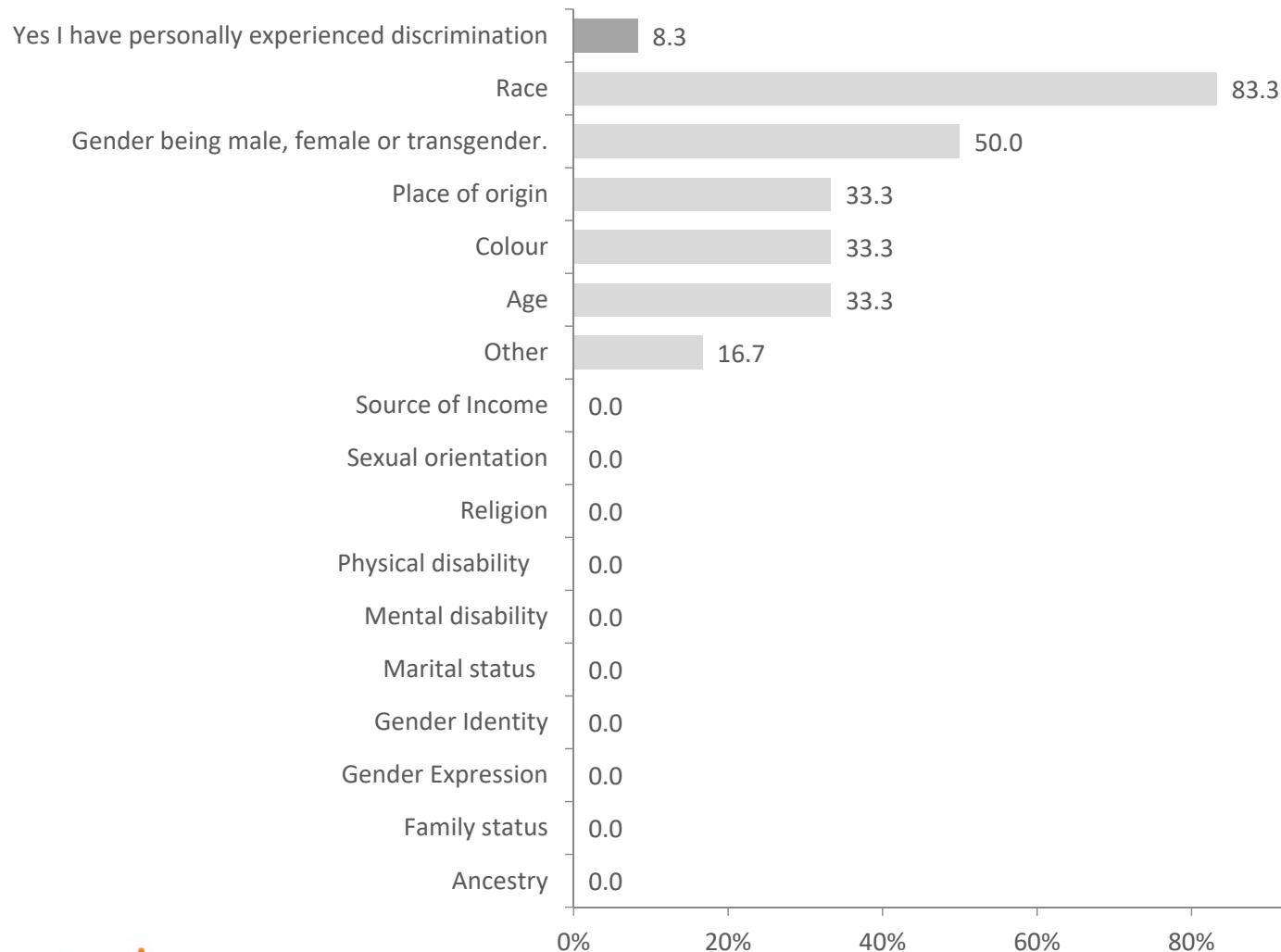
**Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate who was harassing you.**



Snapshot Report

Financial Strategies and Budget

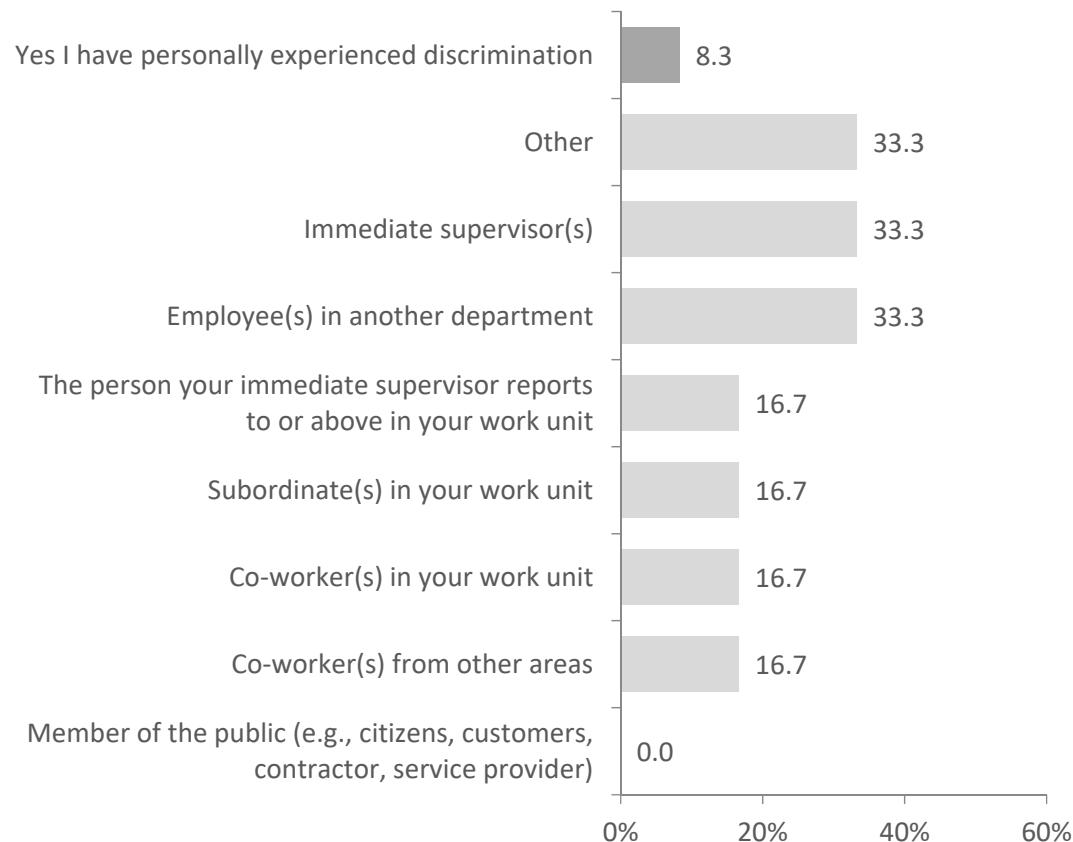
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate the type of discrimination you experienced as a City employee.



Snapshot Report

Financial Strategies and Budget

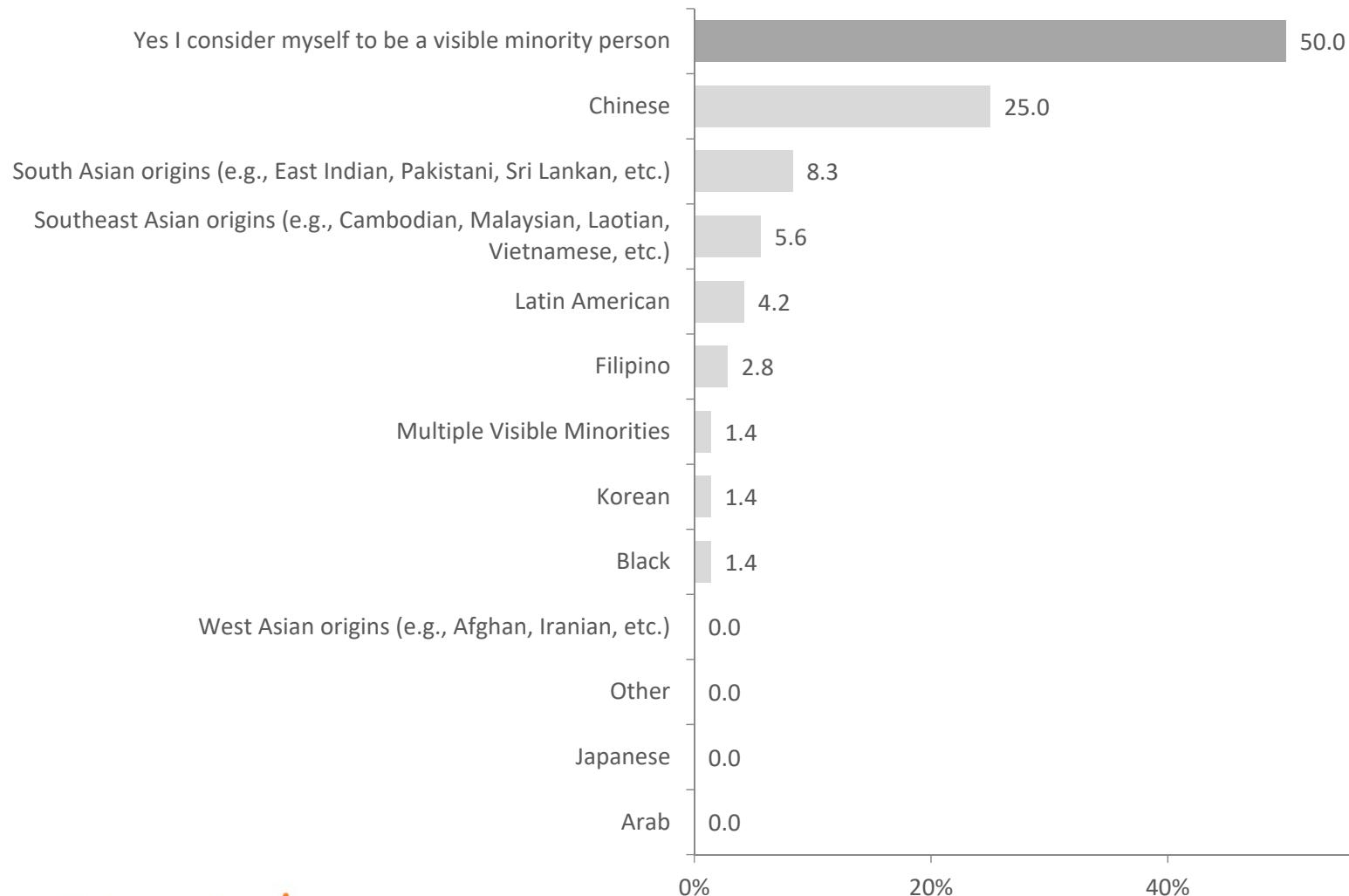
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate who discriminated against you.



Snapshot Report

Financial Strategies and Budget

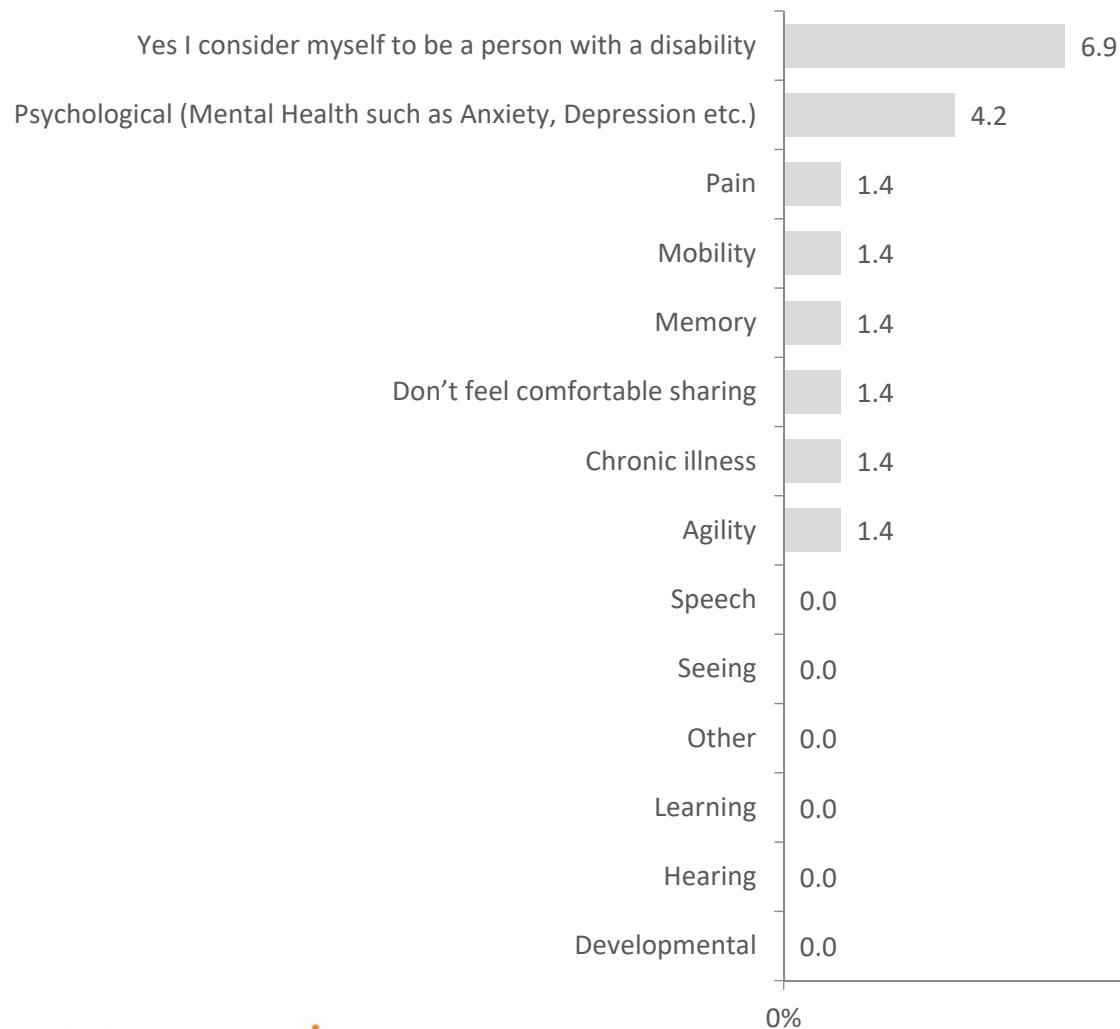
Do you consider yourself to be a visible minority person?
Please indicate your group(s) according to the following Statistics Canada categories.



Snapshot Report

Financial Strategies and Budget

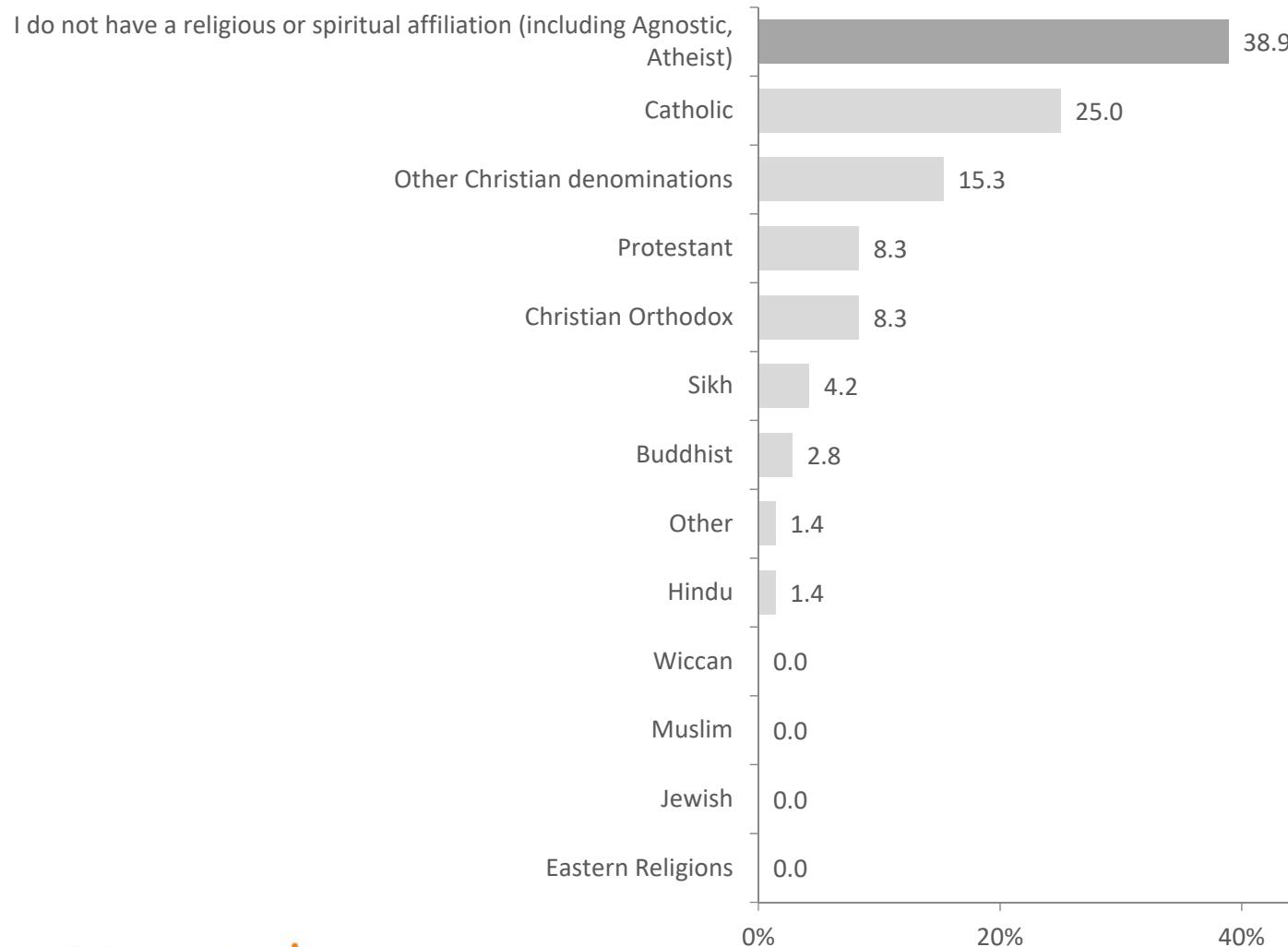
**Do you consider yourself to be a person with a disability?
What is the nature of your disability.**



Snapshot Report

Financial Strategies and Budget

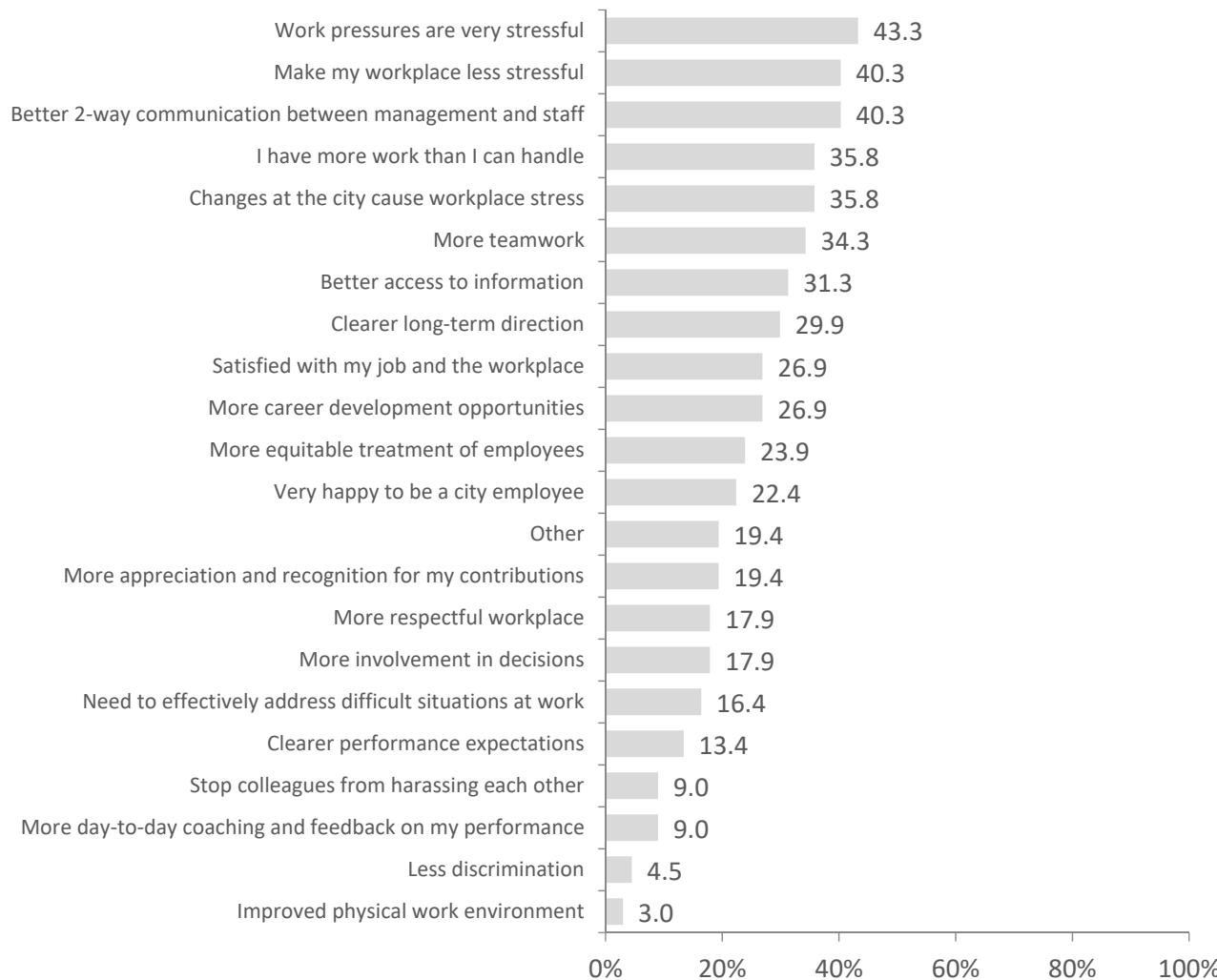
Please indicate your religious or spiritual affiliation.



Snapshot Report

Financial Strategies and Budget

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
43.3	20.2	18.5	26.3	n/a
40.3	30.4	30.5	20.0	n/a
40.3	28.0	30.9	26.3	n/a
35.8	19.6	13.4	22.5	n/a
35.8	25.8	22.6	28.8	n/a
34.3	19.8	19.8	18.8	n/a
31.3	17.6	18.8	28.8	n/a
29.9	21.8	19.8	17.5	n/a
26.9	35.3	41.9	51.3	n/a
26.9	24.8	24.6	26.3	n/a
23.9	26.4	22.0	8.8	n/a
22.4	30.4	36.2	33.8	n/a
19.4	13.2	12.3	7.5	n/a
19.4	21.3	21.7	20.0	n/a
17.9	23.4	21.6	6.3	n/a
17.9	19.2	19.4	13.8	n/a
16.4	20.2	21.1	15.0	n/a
13.4	13.0	13.1	22.5	n/a
9.0	11.4	11.4	2.5	n/a
9.0	6.7	7.5	7.5	n/a
4.5	9.4	9.8	2.5	n/a
3.0	9.0	11.7	7.5	n/a



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Real Estate

Department: Financial & Corporate Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Real Estate

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Group 2016: refers to your comparable 2016 group's % Favourable score.

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% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

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Snapshot Report

Real Estate

Key Dimension Overview



Snapshot Report

Real Estate

Engagement

■ Unfavourable ■ Neutral ■ Favourable

Overall Engagement



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
58.4	63.8	66.6	69.2	67.6
56.0	59.9	66.1	61.7	64.4
61.3	71.7	75.6	78.5	78.6
50.0	58.5	59.9	61.3	56.8
60.8	67.6	73.5	77.4	77.9
69.9	66.9	70.0	72.9	65.9
52.1	58.0	54.6	63.2	62.1

Considering everything, please rate your level of satisfaction with your current job at the present time.



I am proud to tell others I work for the City.



The City inspires me to do my best work.



I would recommend the City to a friend as a great place to work.



My job provides me with a sense of personal accomplishment.



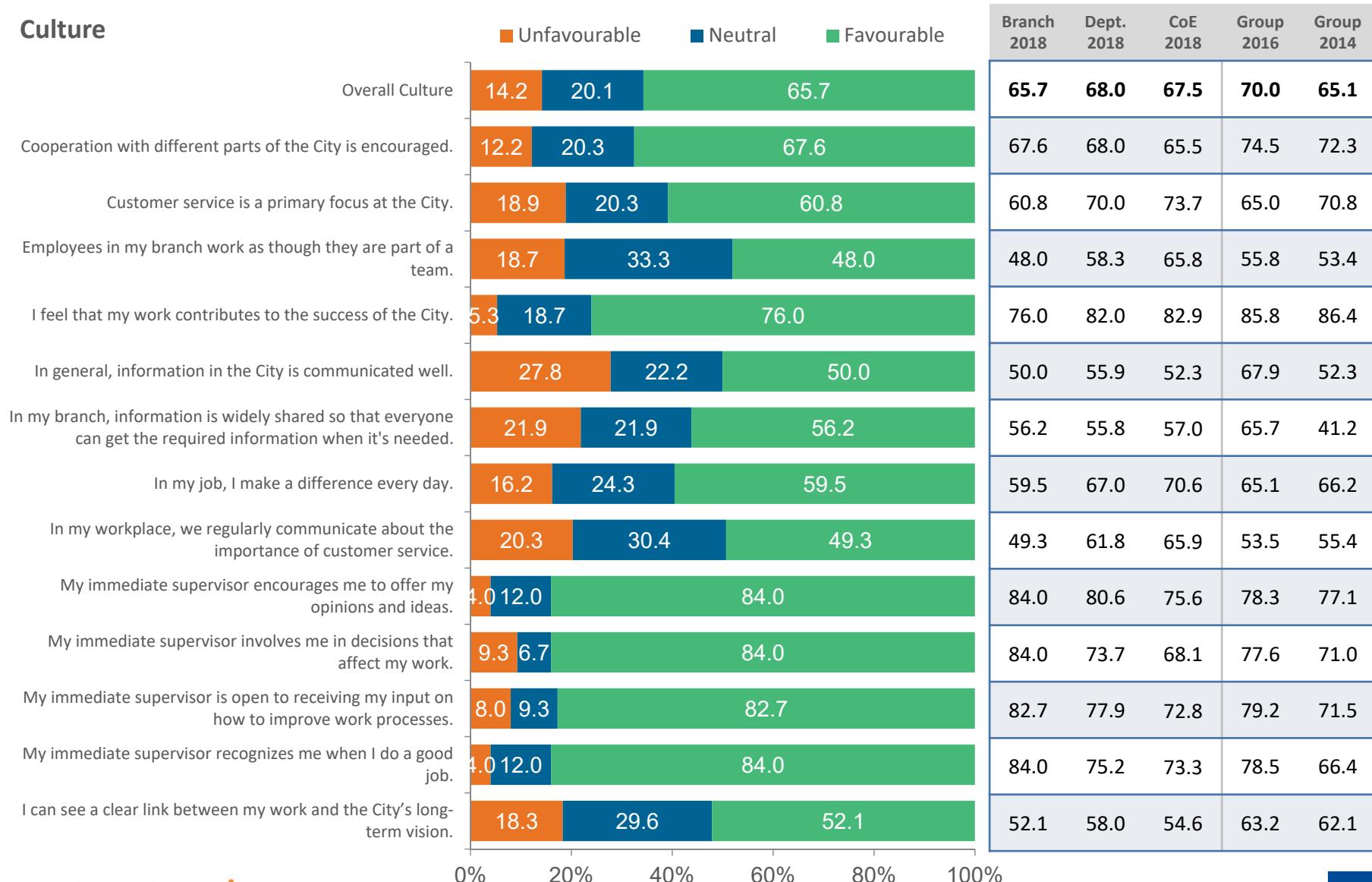
I can see a clear link between my work and the City's long-term vision.



Snapshot Report

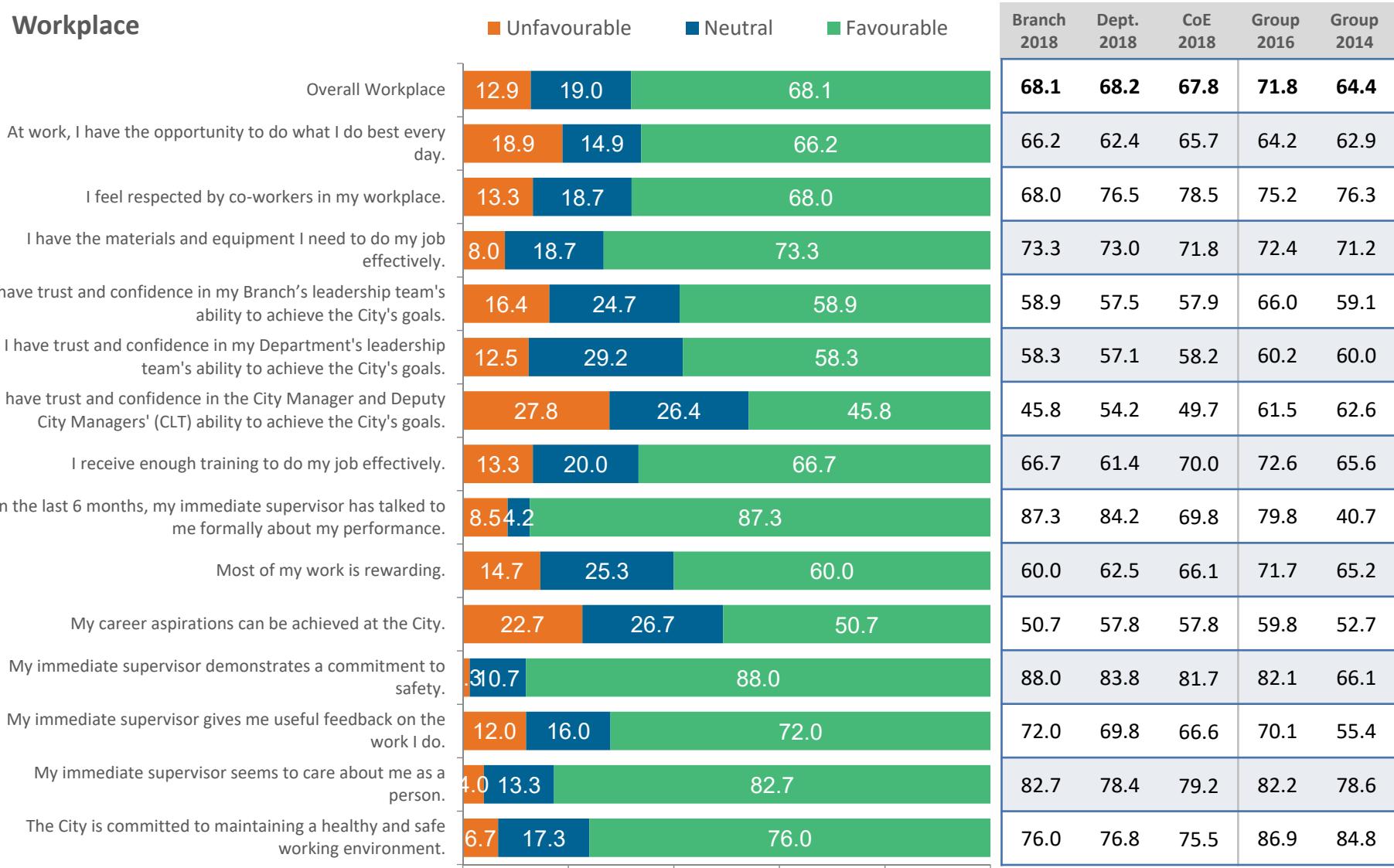
Real Estate

Culture



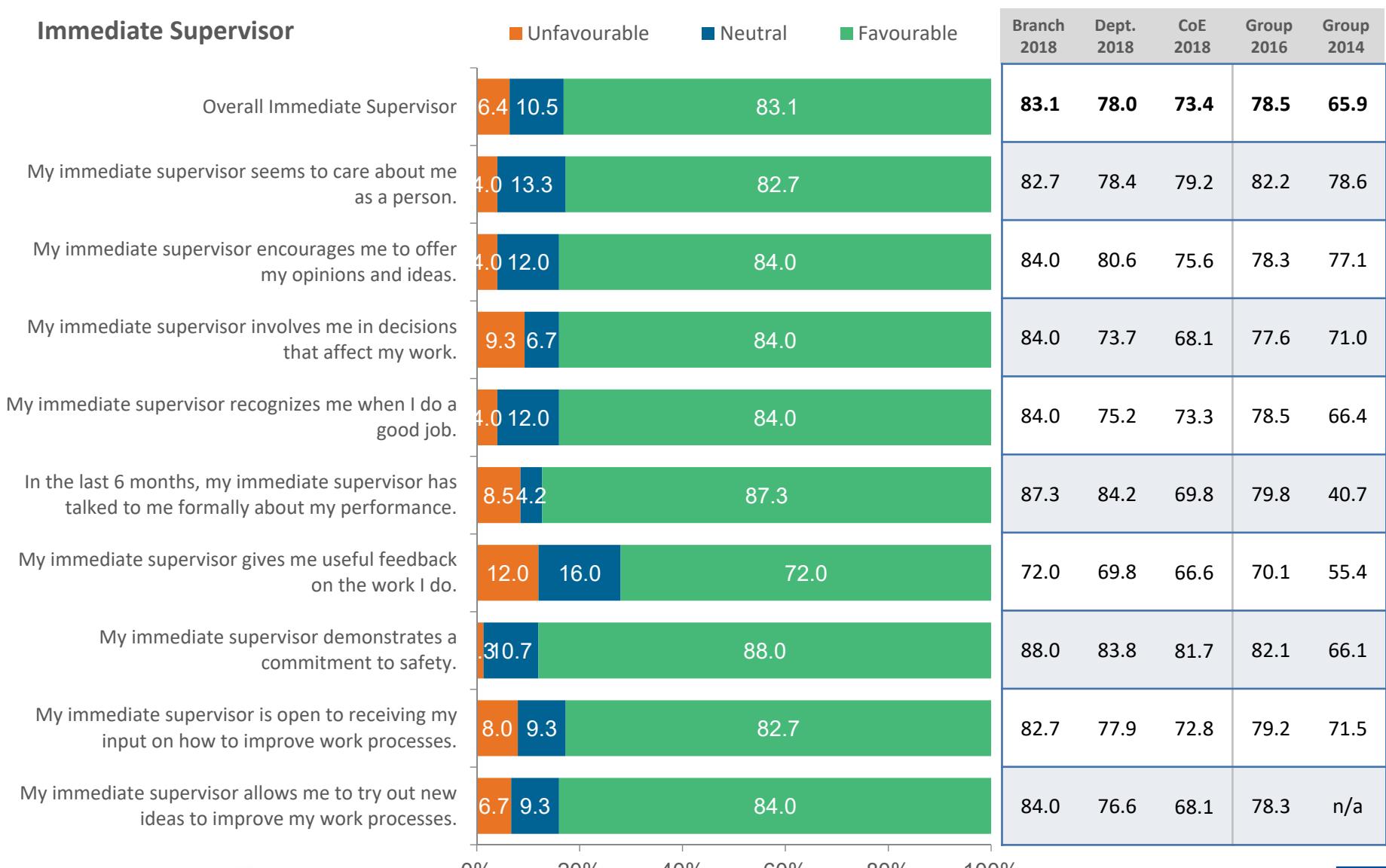
Snapshot Report

Real Estate



Snapshot Report

Real Estate



Snapshot Report

Real Estate

Harassment / Discrimination

■ No ■ Yes

Have you personally experienced workplace harassment in the last 12 months at the City?

72.0 28.0

Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
28.0	21.7	23.8	29.9	19.5
14.9	10.6	14.0	17.0	13.2
41.9	25.8	25.6	36.4	22.2

Have you personally experienced discrimination in the workplace during the last 12 months at the City?

85.1 14.9

Have you witnessed workplace harassment or discrimination against another person at work in the City during the last 12 months?

58.1 41.9

For the questions above, % No represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?

47.4 52.6

52.6	44.2	43.4	62.7	57.5
52.4	44.5	37.3	37.1	28.6

If yes to telling someone, did you witness a response or change to address the situation(s)?

47.6 52.4

For the questions above, % Yes represents a favourable score

The City has an effective way of addressing inappropriate behaviour of staff, customers or clients.

■ Unfavourable ■ Neutral ■ Favourable

26.5 44.1 29.4

29.4	42.1	45.8	n/a	n/a
45.1	43.7	52.1	n/a	n/a

I feel I can make a report on harassment/discrimination without fear of retaliation.

■ No ■ Yes

32.4 22.5 45.1

Diversity

Do you consider yourself to be Indigenous?

98.7 1.

1.3	3.0	5.4	2.8	1.6
20.3	33.2	23.6	15.1	16.0
10.7	6.0	8.2	6.5	4.8
5.5	4.7	5.7	5.6	2.4

Do you consider yourself to be a visible minority person?

79.7 20.3

Do you consider yourself to be a person with a disability?

89.3 10.7

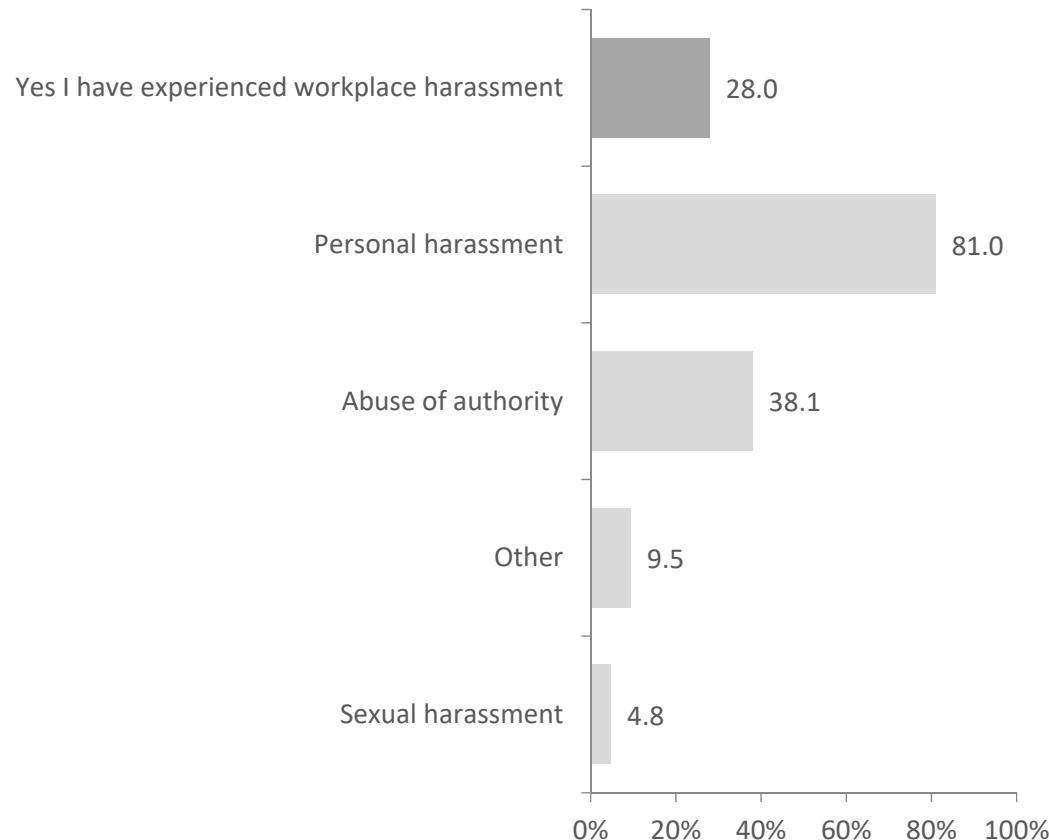
Are you bisexual, gay, lesbian, transgender, two-spirit, or questioning?

94.5 5.5

Snapshot Report

Real Estate

*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate the type of harassment you experienced as a City Employee.*



Snapshot Report

Real Estate

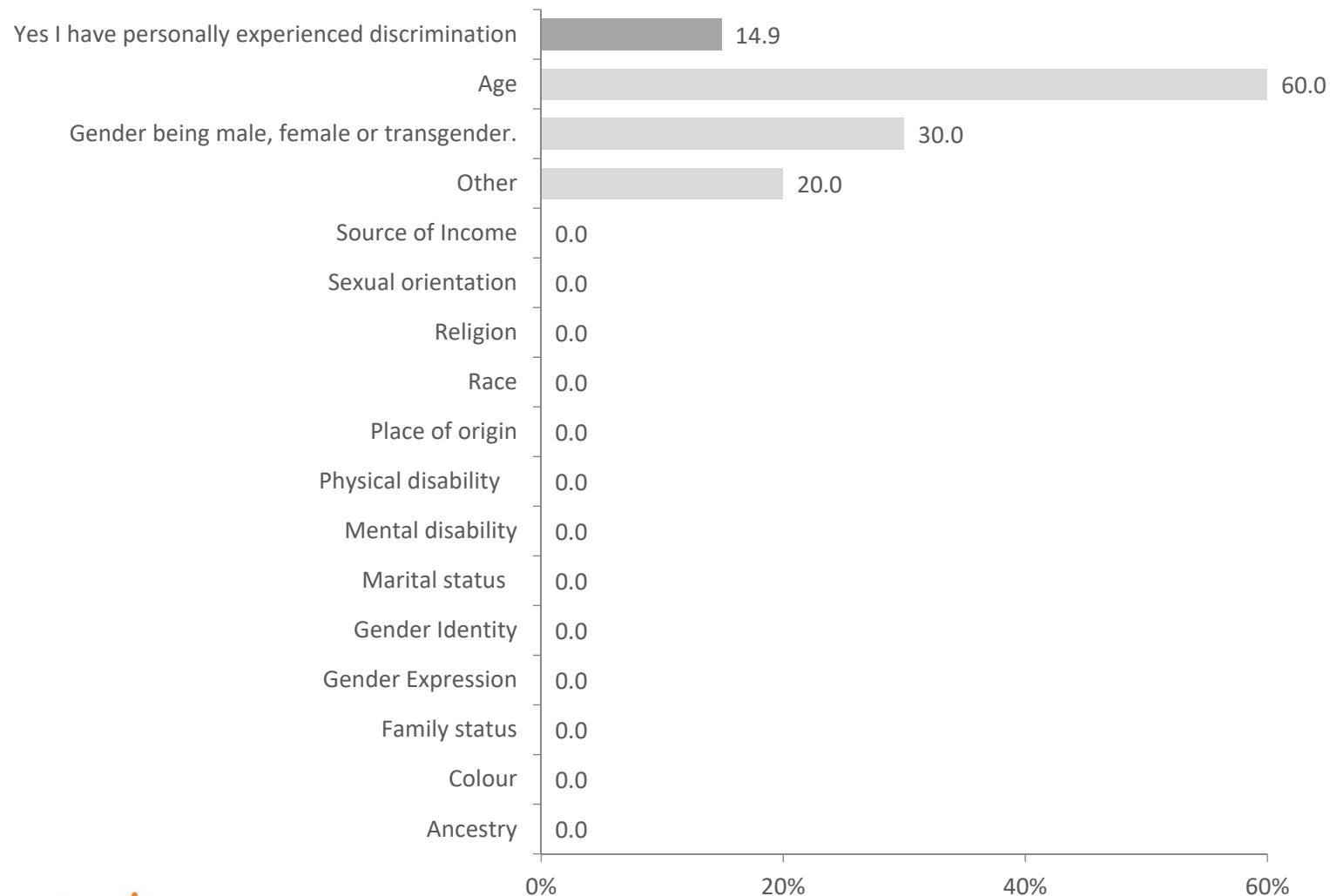
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Please indicate who was harassing you.**



Snapshot Report

Real Estate

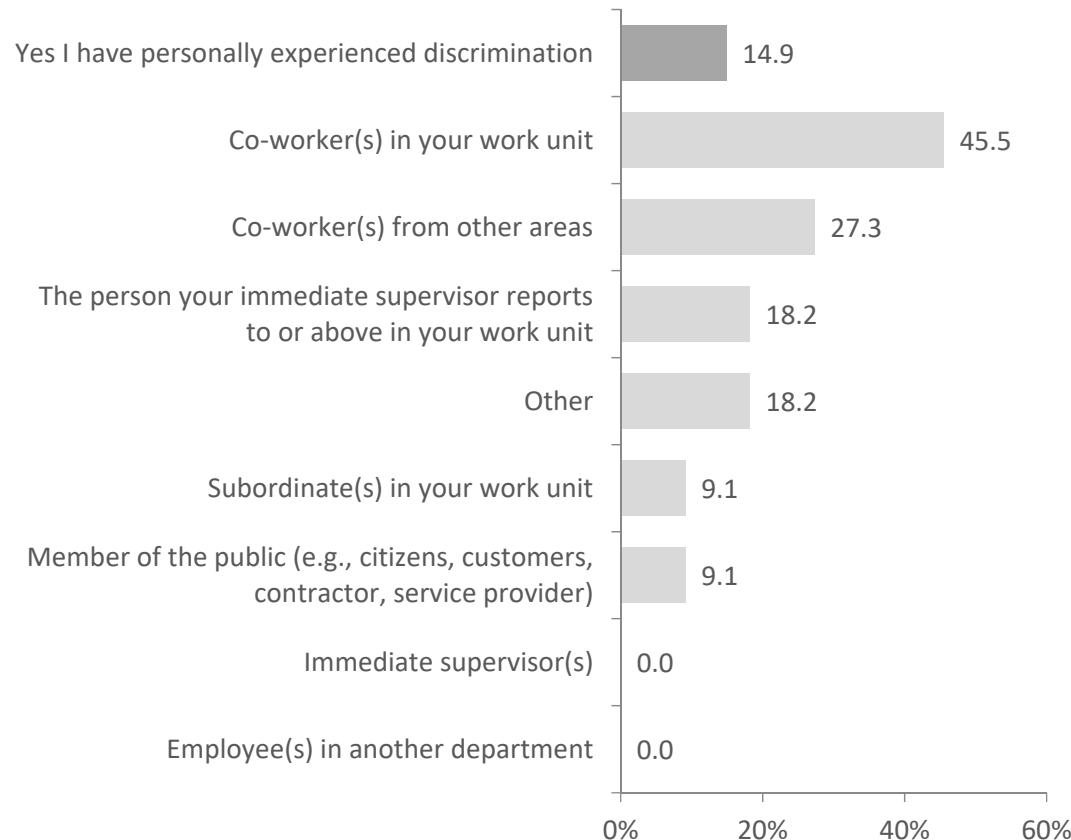
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate the type of discrimination you experienced as a City employee.



Snapshot Report

Real Estate

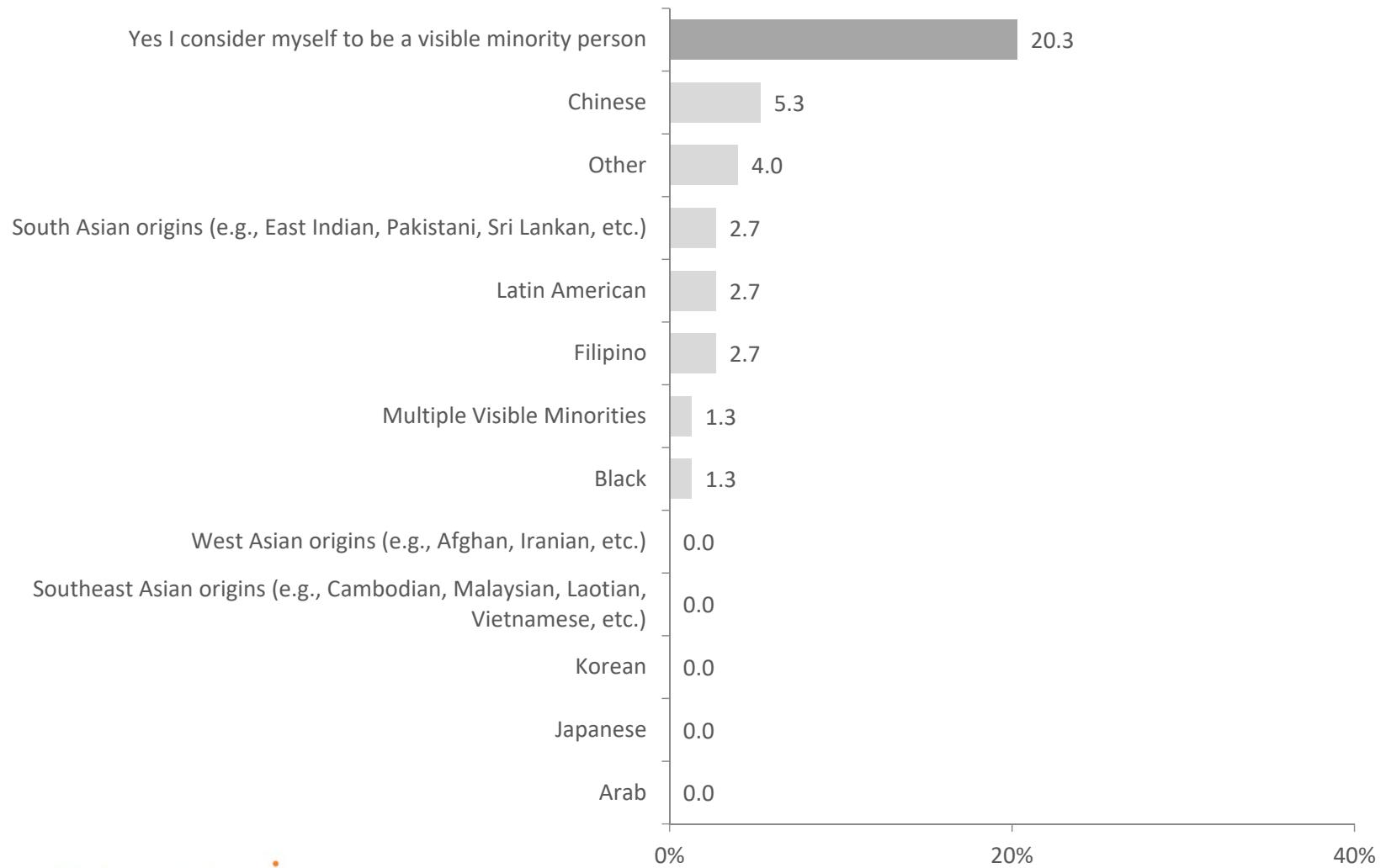
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Please indicate who discriminated against you.*



Snapshot Report

Real Estate

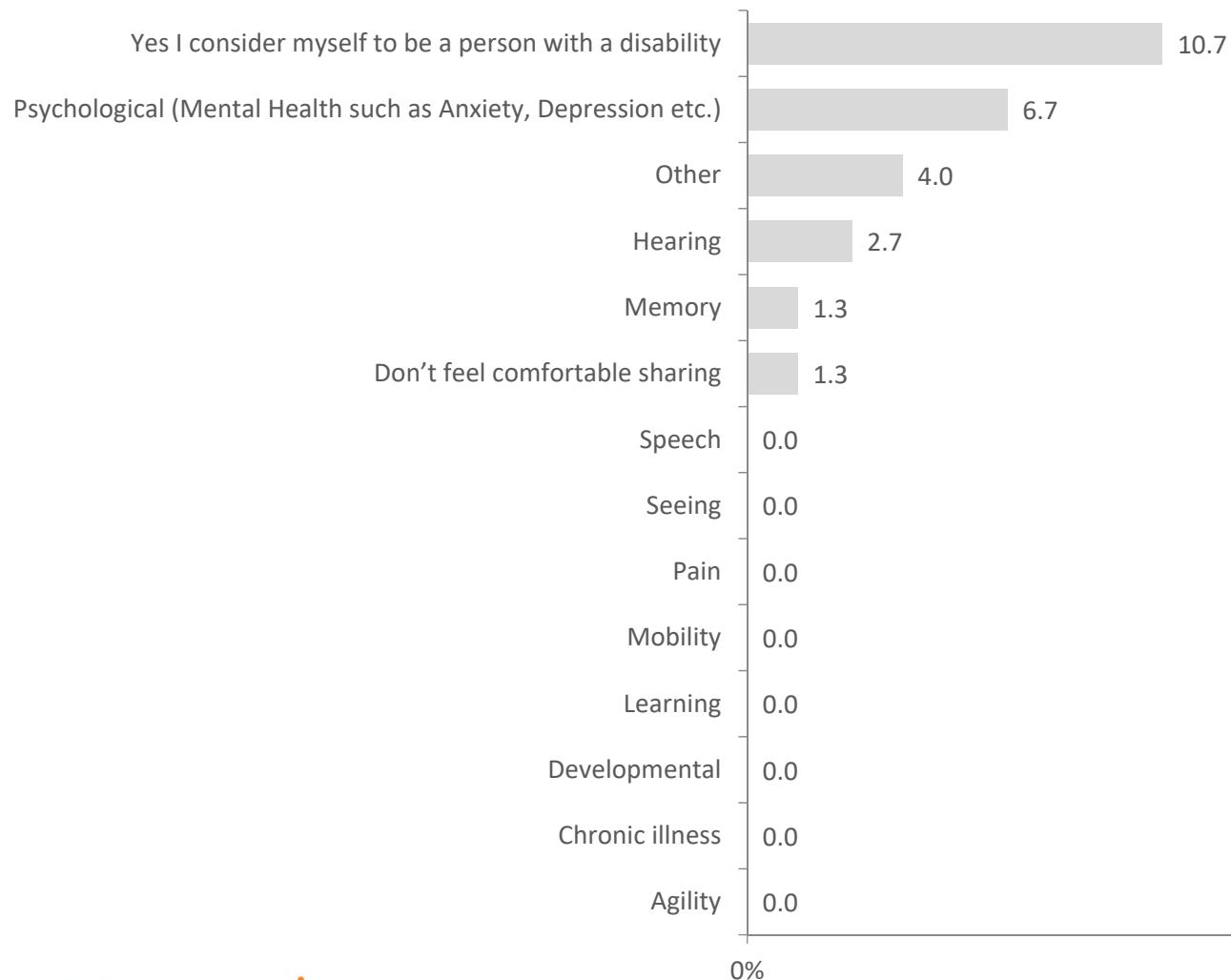
*Do you consider yourself to be a visible minority person?
Please indicate your group(s) according to the following Statistics Canada categories.*



Snapshot Report

Real Estate

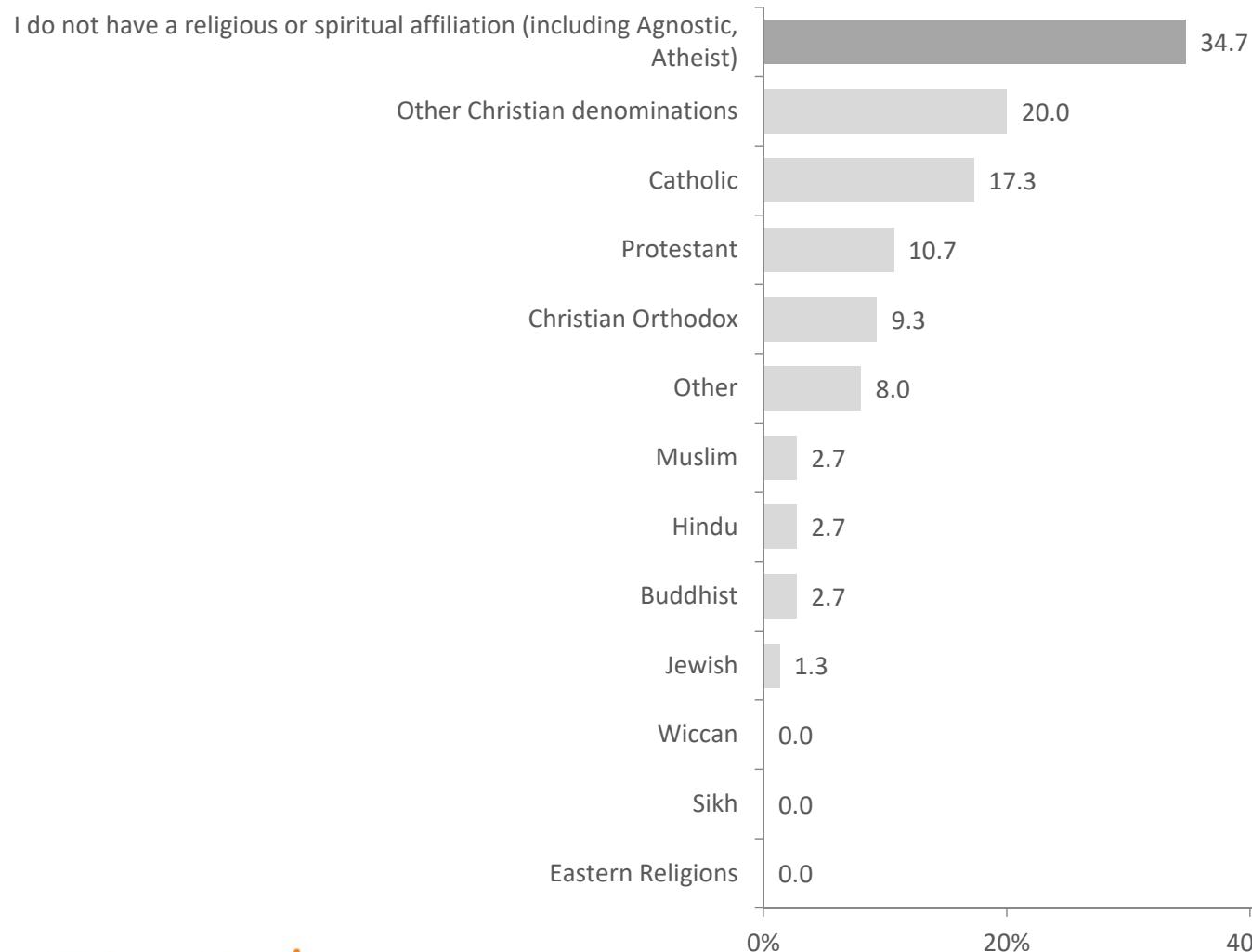
*Do you consider yourself to be a person with a disability?
What is the nature of your disability.*



Snapshot Report

Real Estate

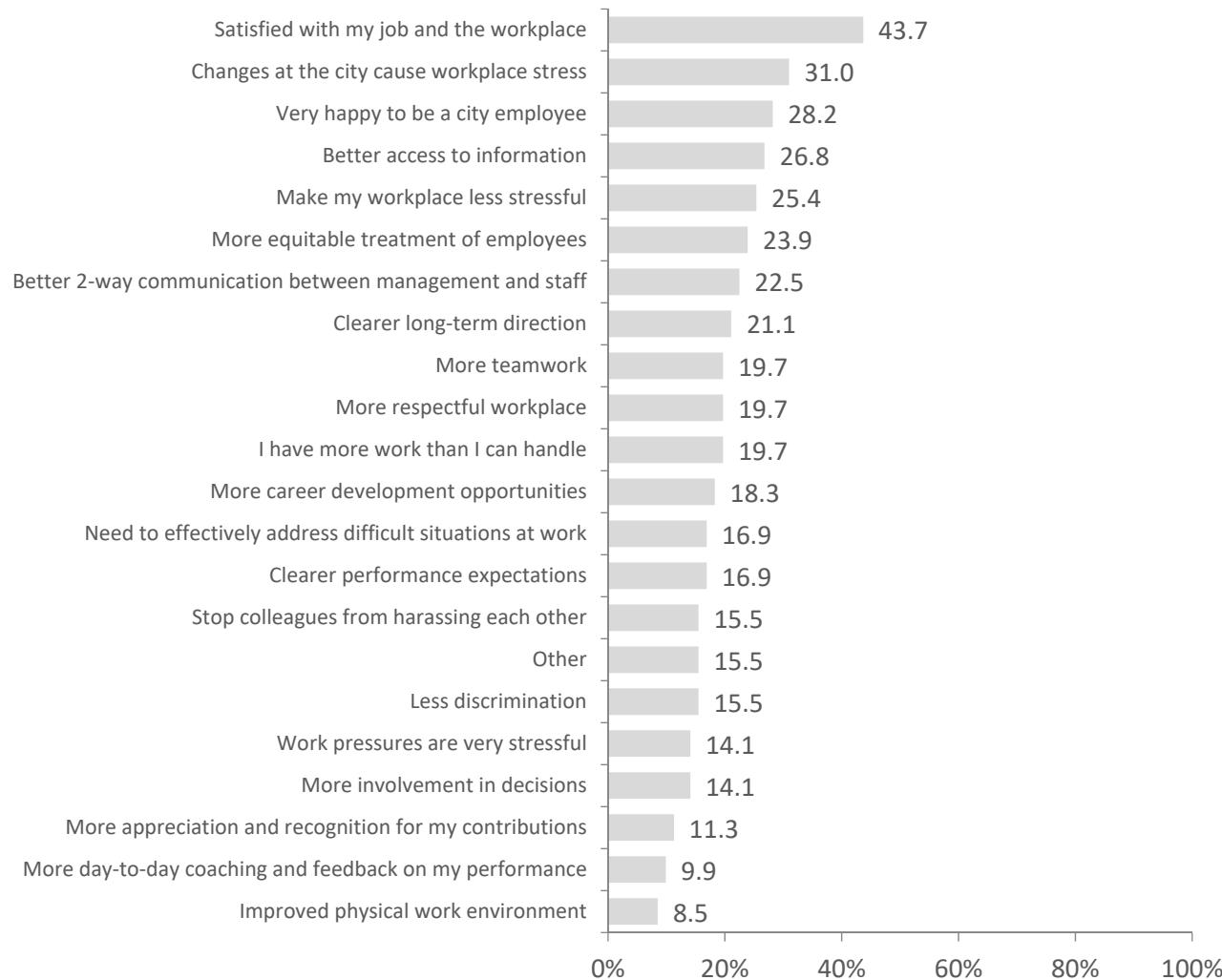
Please indicate your religious or spiritual affiliation.



Snapshot Report

Real Estate

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
43.7	35.3	41.9	42.2	37.6
31.0	25.8	22.6	28.4	n/a
28.2	30.4	36.2	36.3	n/a
26.8	17.6	18.8	20.6	26.5
25.4	30.4	30.5	31.4	34.2
23.9	26.4	22.0	29.4	22.2
22.5	28.0	30.9	32.4	38.5
21.1	21.8	19.8	18.6	29.1
19.7	19.8	19.8	23.5	38.5
19.7	23.4	21.6	26.5	27.4
19.7	19.6	13.4	20.6	n/a
18.3	24.8	24.6	21.6	30.8
16.9	20.2	21.1	30.4	n/a
16.9	13.0	13.1	16.7	23.1
15.5	11.4	11.4	11.8	n/a
15.5	13.2	12.3	18.6	9.4
15.5	9.4	9.8	11.8	9.4
14.1	20.2	18.5	19.6	n/a
14.1	19.2	19.4	16.7	29.1
11.3	21.3	21.7	18.6	25.6
9.9	6.7	7.5	7.8	10.3
8.5	9.0	11.7	5.9	6.8



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Infrastructure Delivery

Department: Integrated Infrastructure Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Infrastructure Delivery

HOW TO READ YOUR REPORT

This report is designed to summarize the opinions made by individuals regarding the job and work environment at the City of Edmonton. The information below describes how to read the results.

Your agreement percentages are graphically depicted as bar charts in % Favourable, % Neutral, and % Unfavourable formats.

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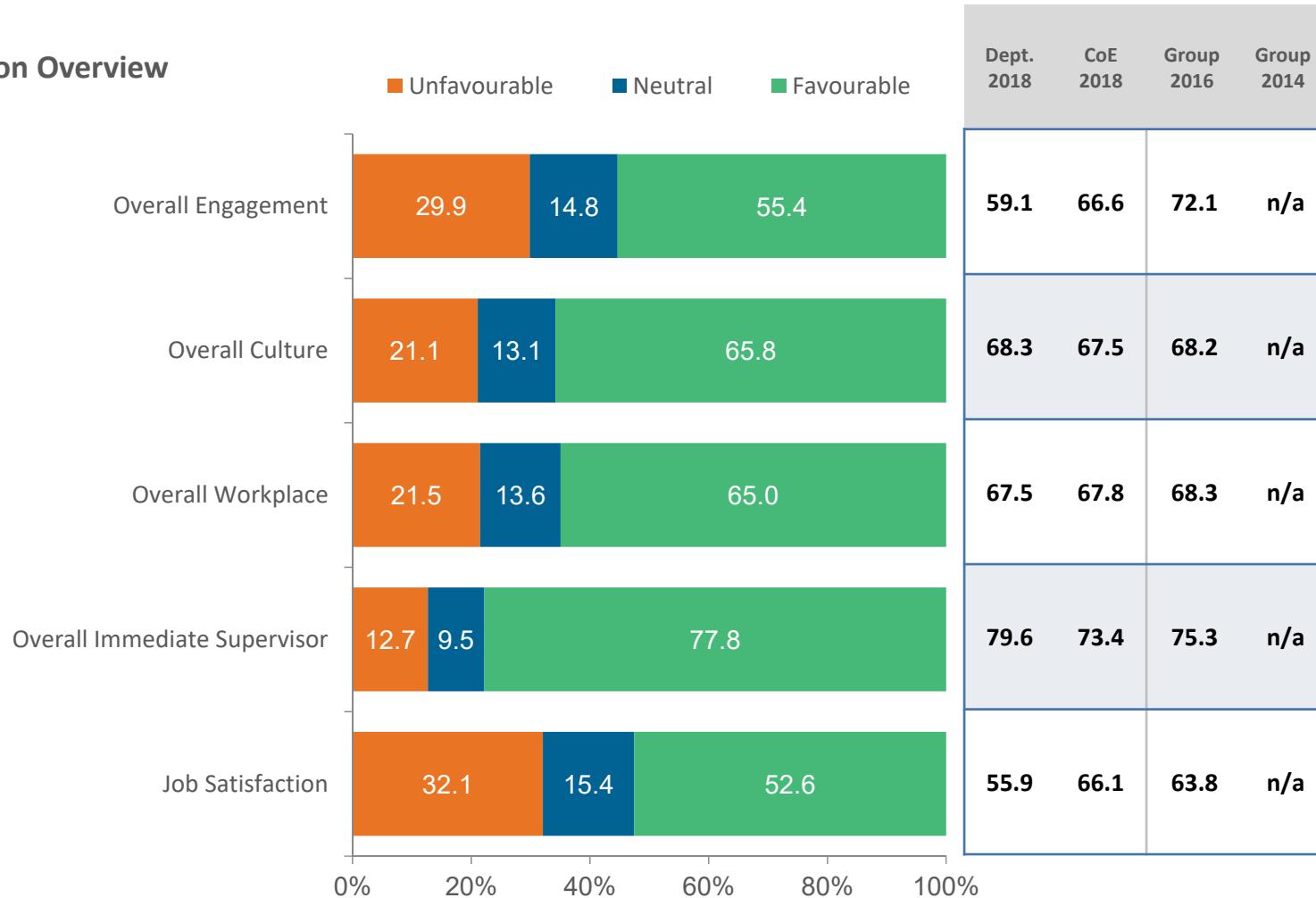
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Snapshot Report

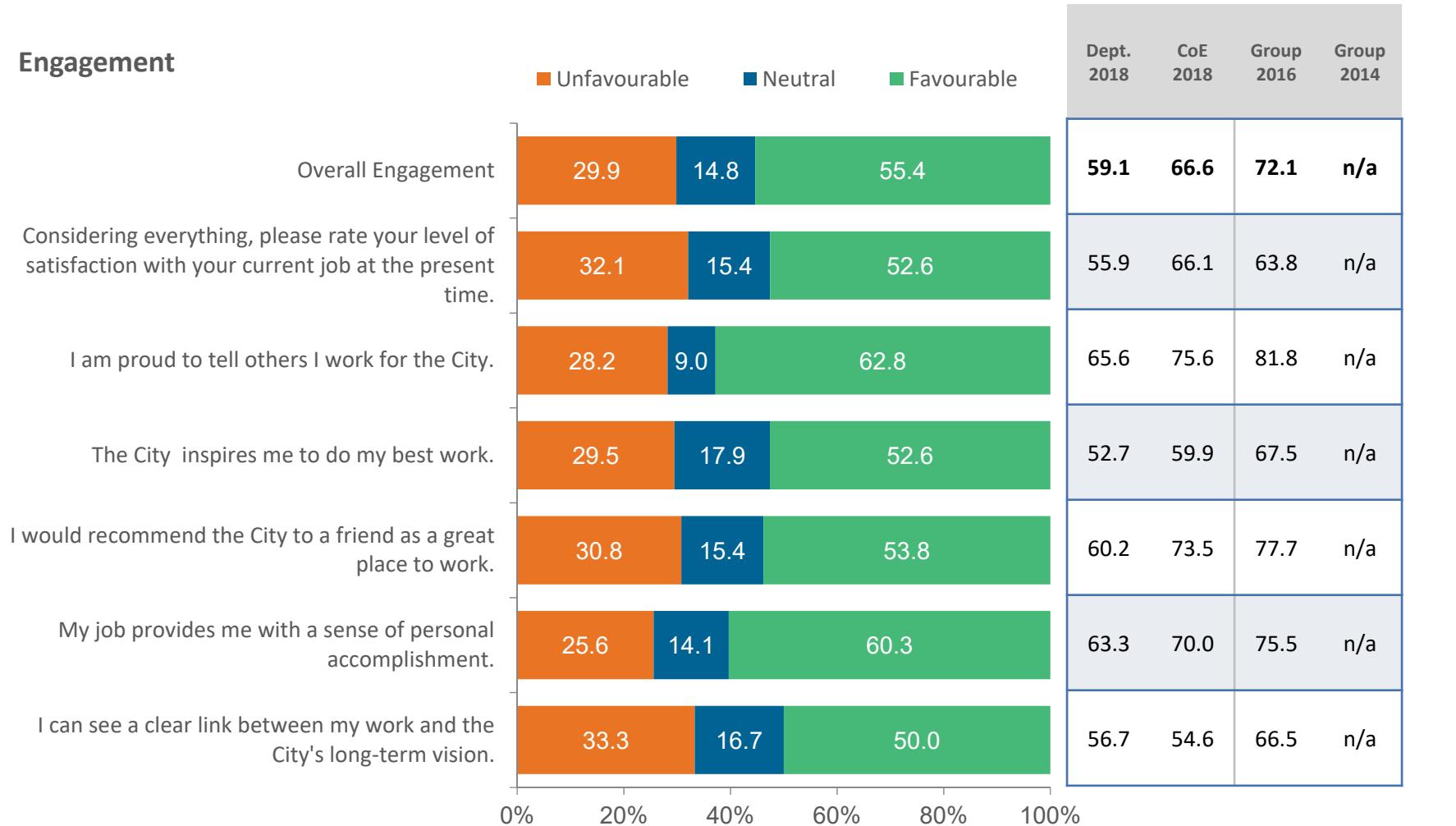
Infrastructure Delivery

Key Dimension Overview



Snapshot Report

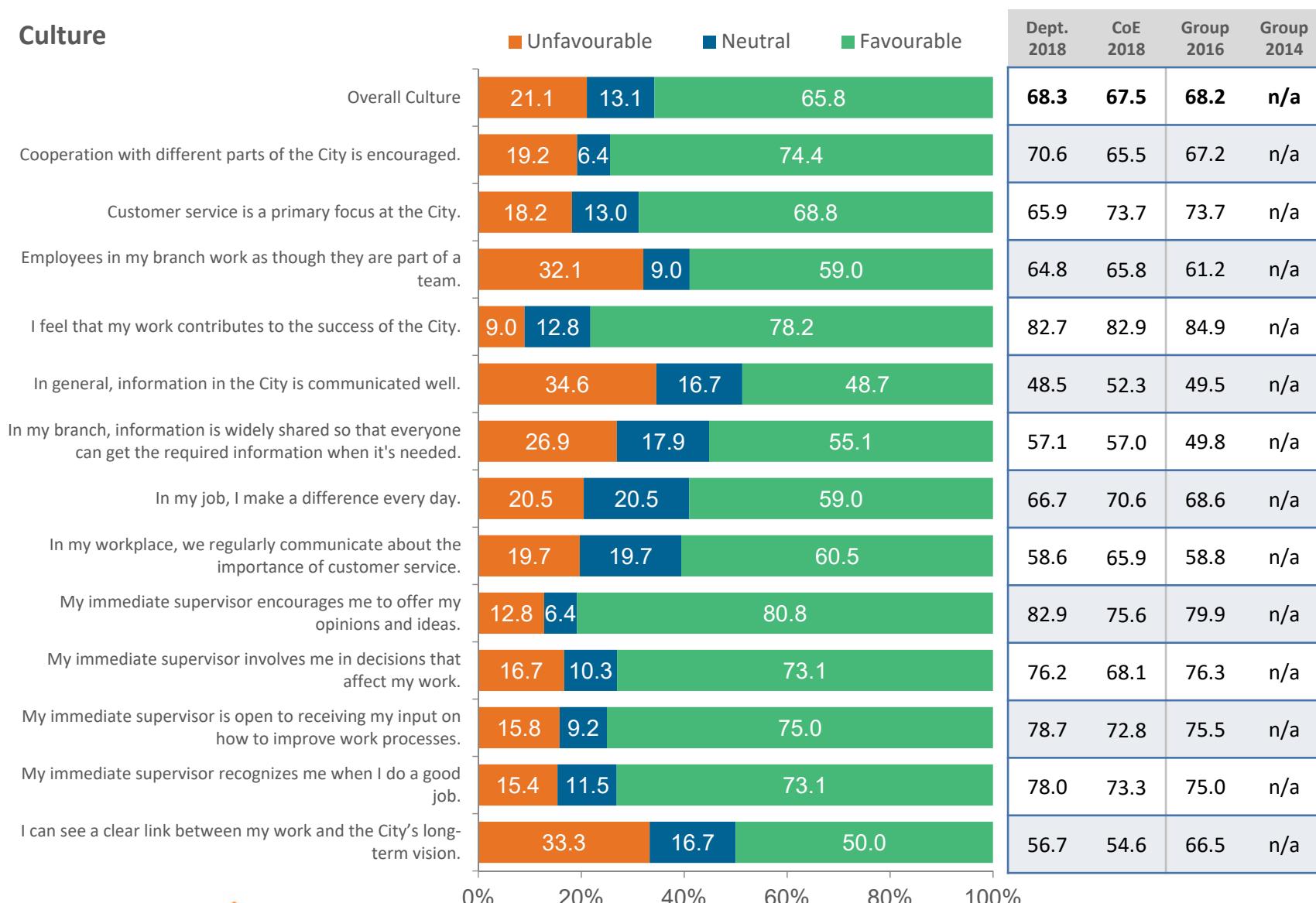
Infrastructure Delivery



Snapshot Report

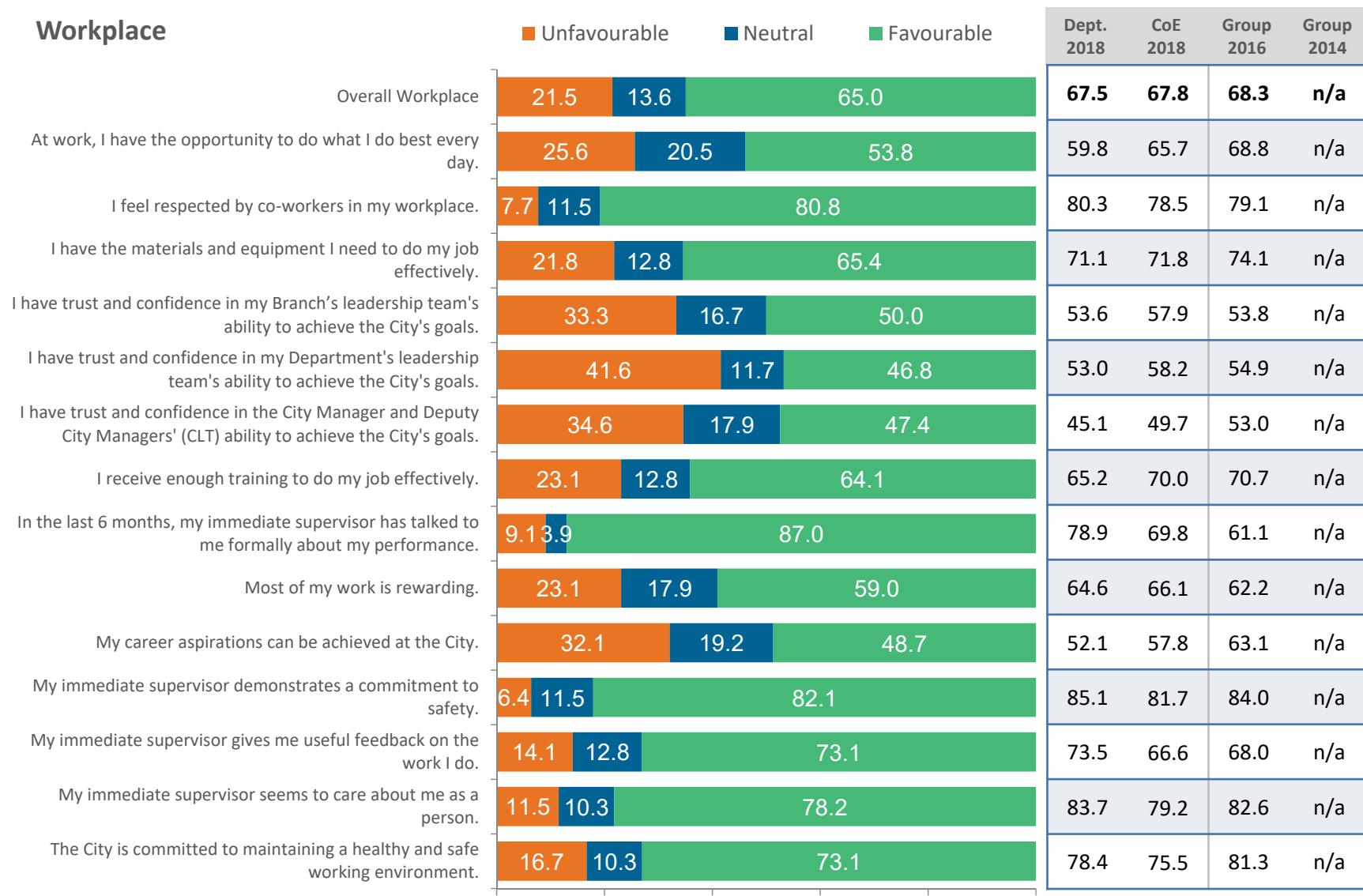
Infrastructure Delivery

Culture



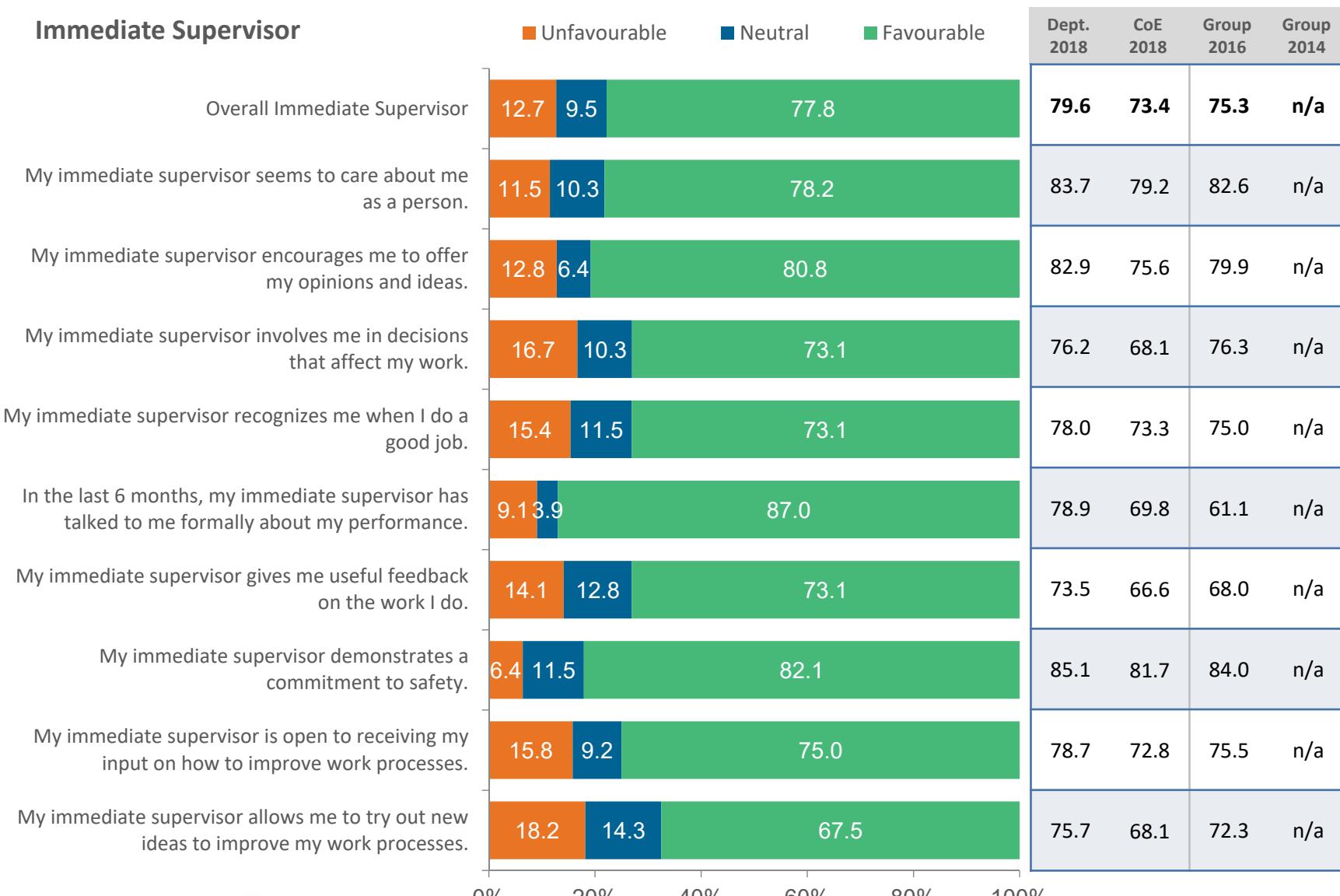
Snapshot Report

Infrastructure Delivery



Snapshot Report

Infrastructure Delivery



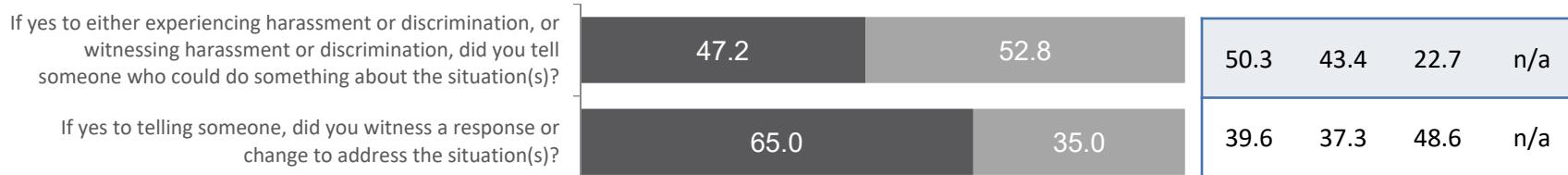
Snapshot Report

Infrastructure Delivery

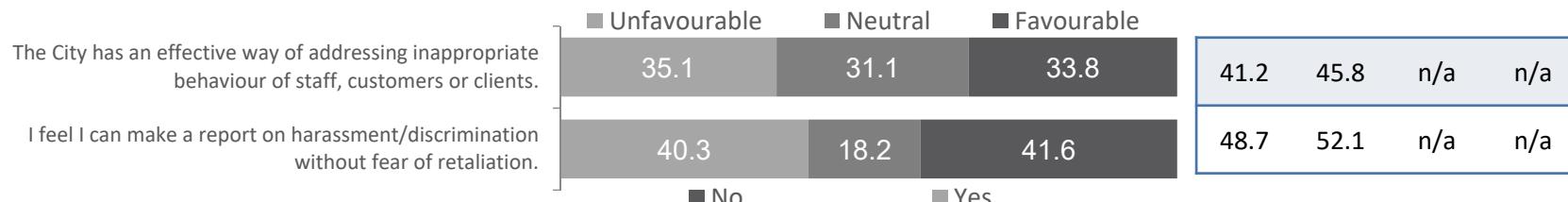
Harassment / Discrimination



For the questions above, % No represents a favourable score



For the questions above, % Yes represents a favourable score



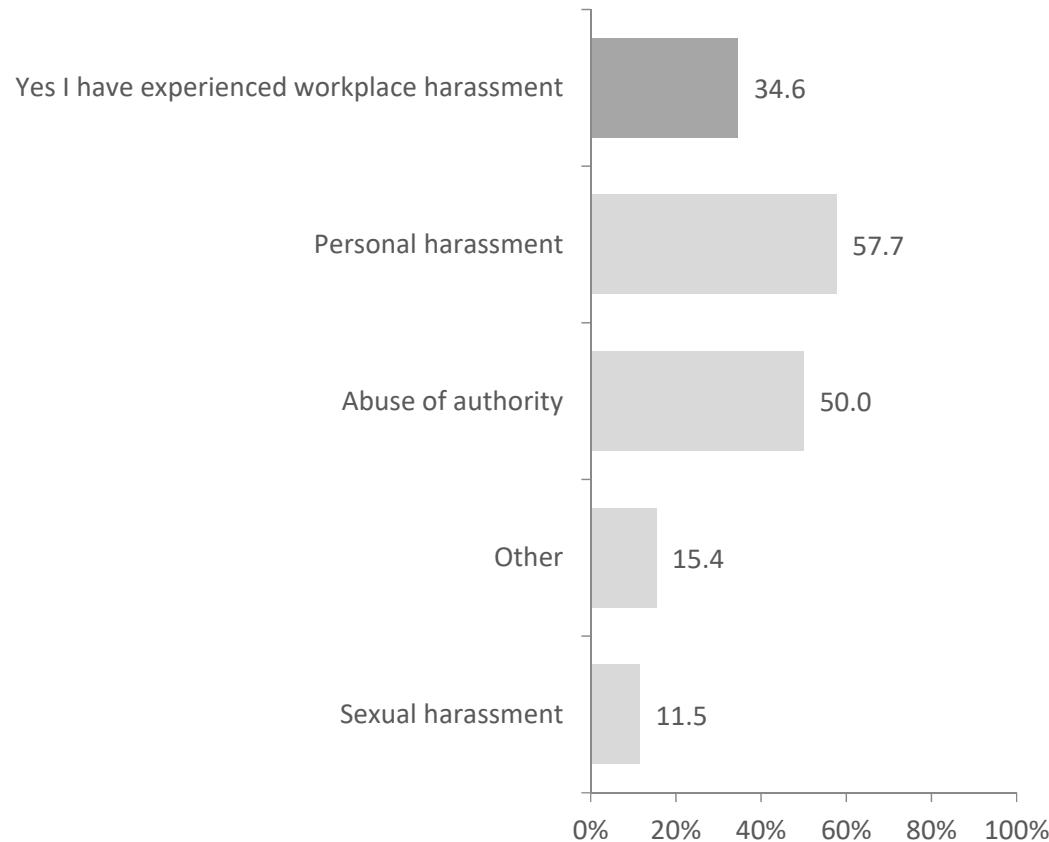
Diversity



Snapshot Report

Infrastructure Delivery

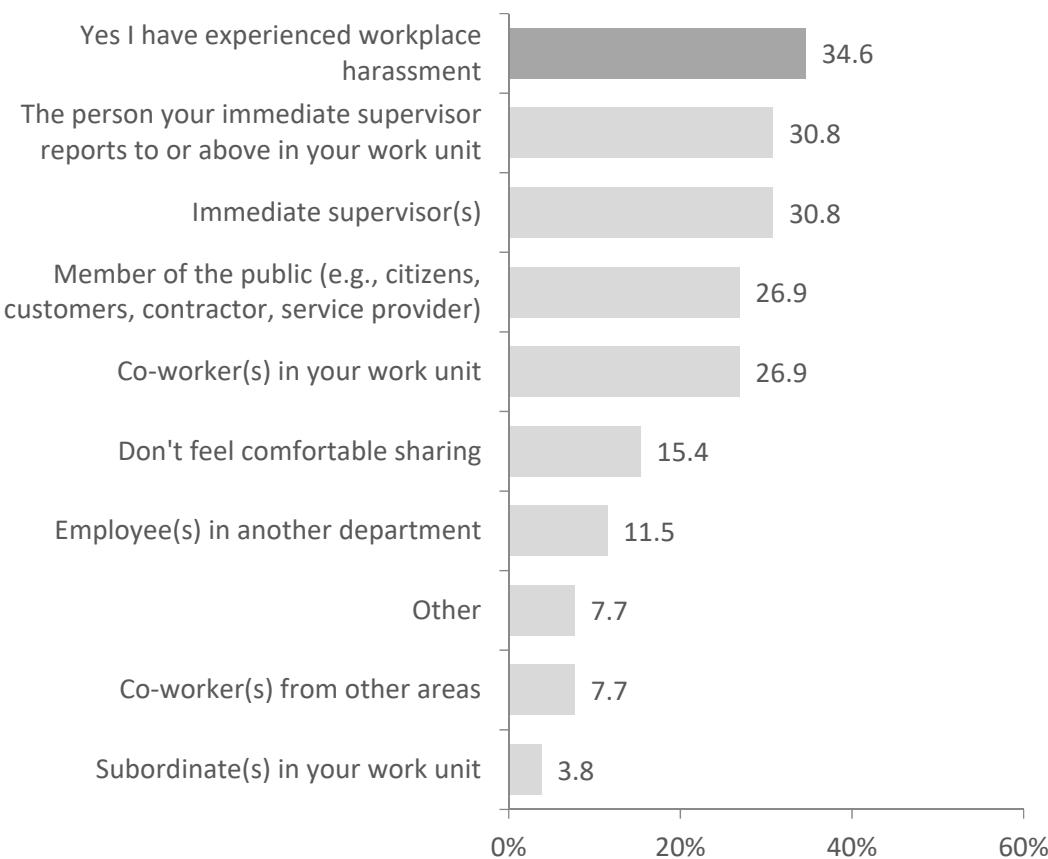
*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate the type of harassment you experienced as a City Employee.*



Snapshot Report

Infrastructure Delivery

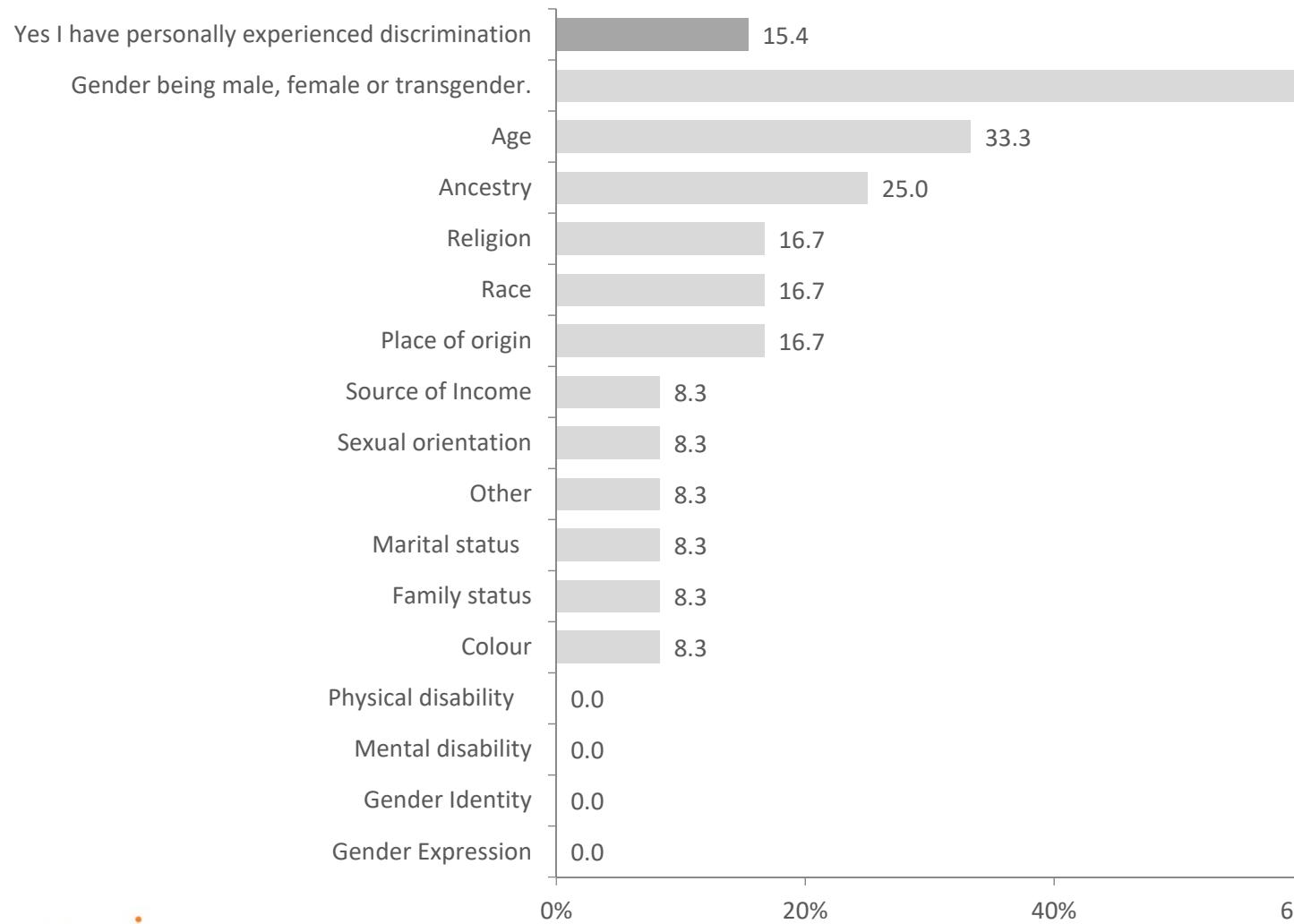
**Have you personally experienced workplace harassment in the last 12 months at the City?
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Snapshot Report

Infrastructure Delivery

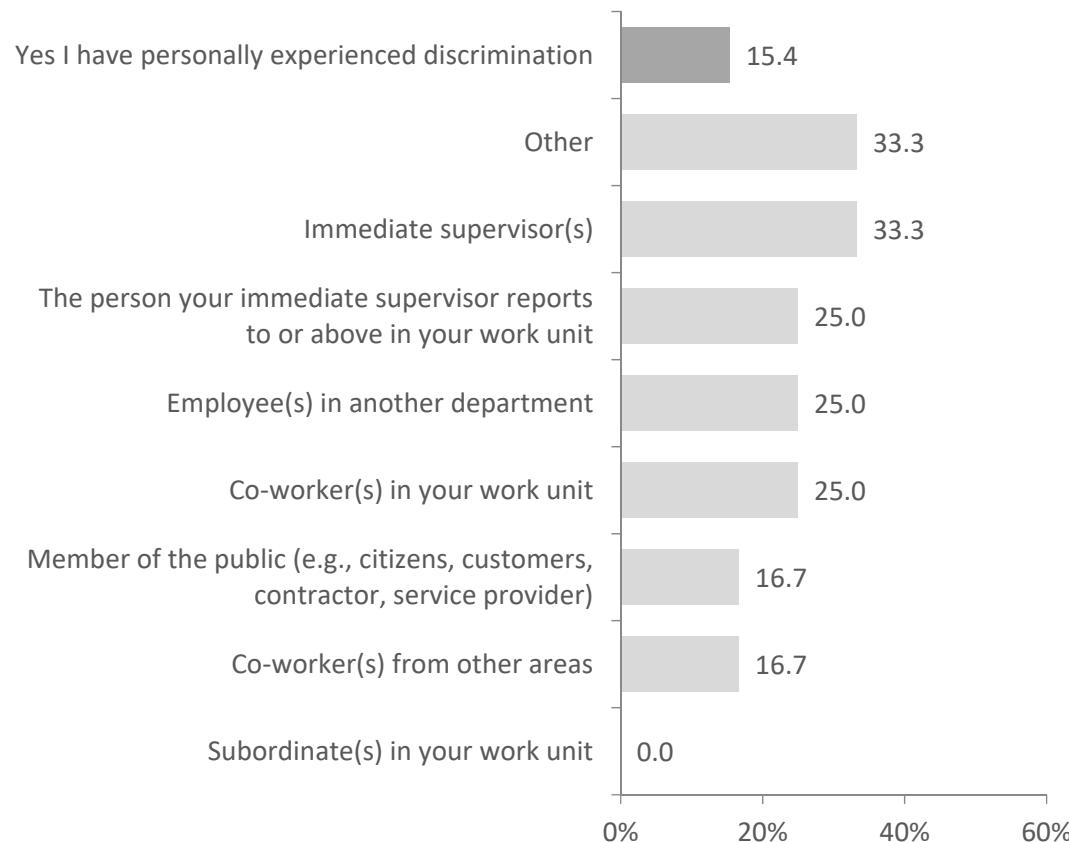
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Snapshot Report

Infrastructure Delivery

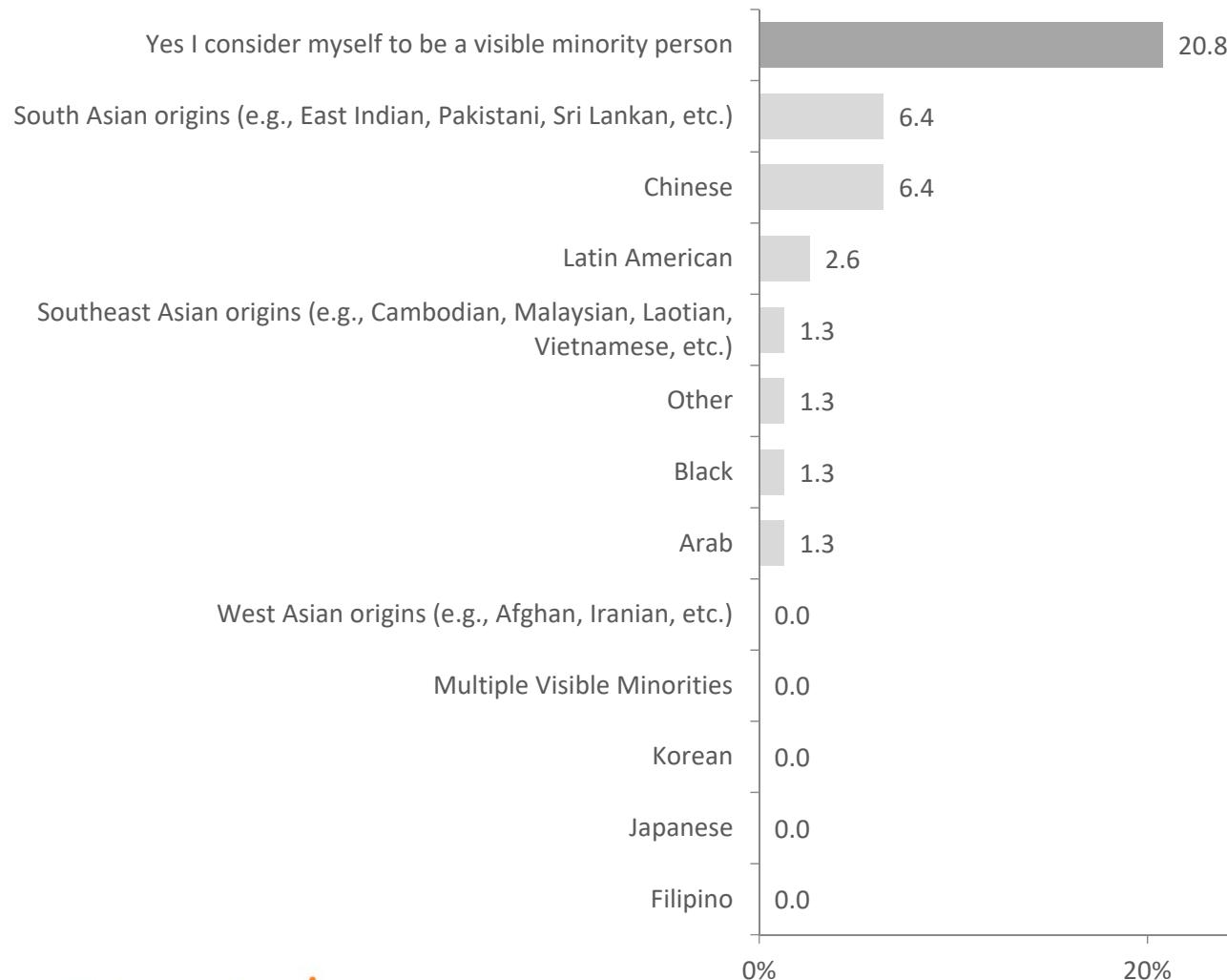
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Snapshot Report

Infrastructure Delivery

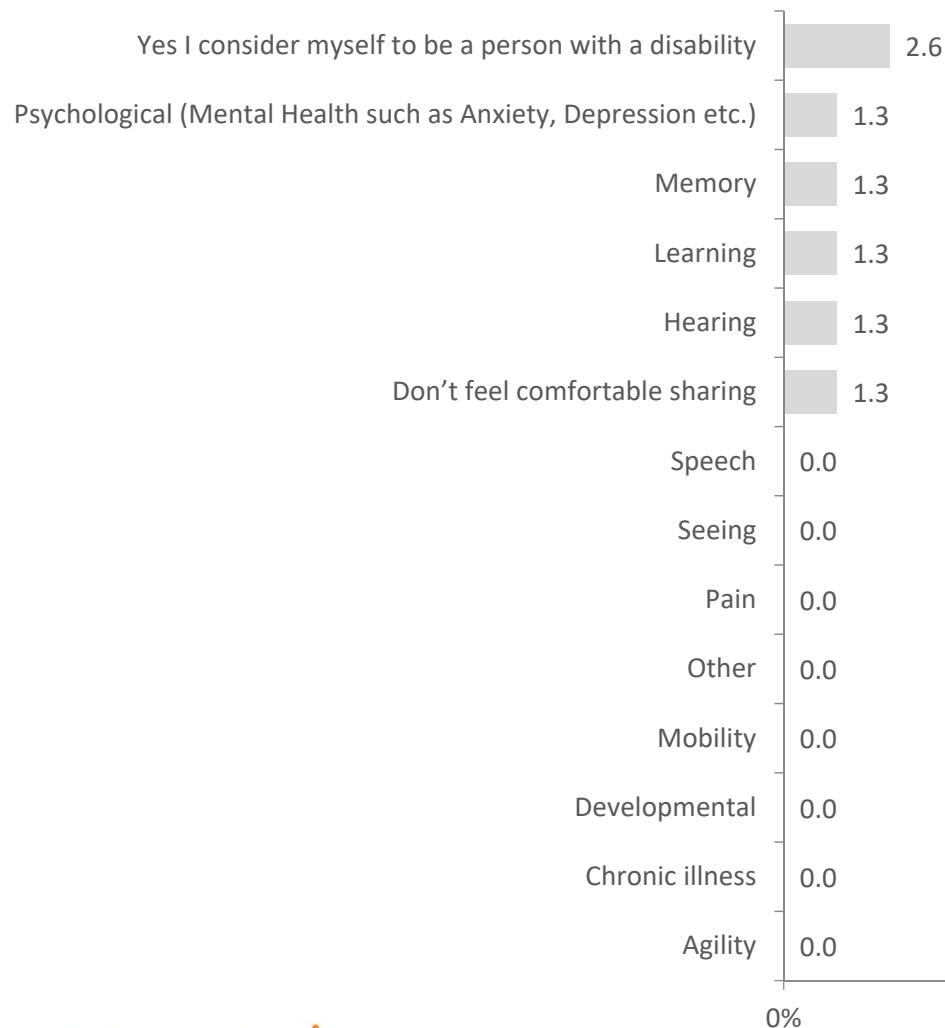
Do you consider yourself to be a visible minority person?
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Snapshot Report

Infrastructure Delivery

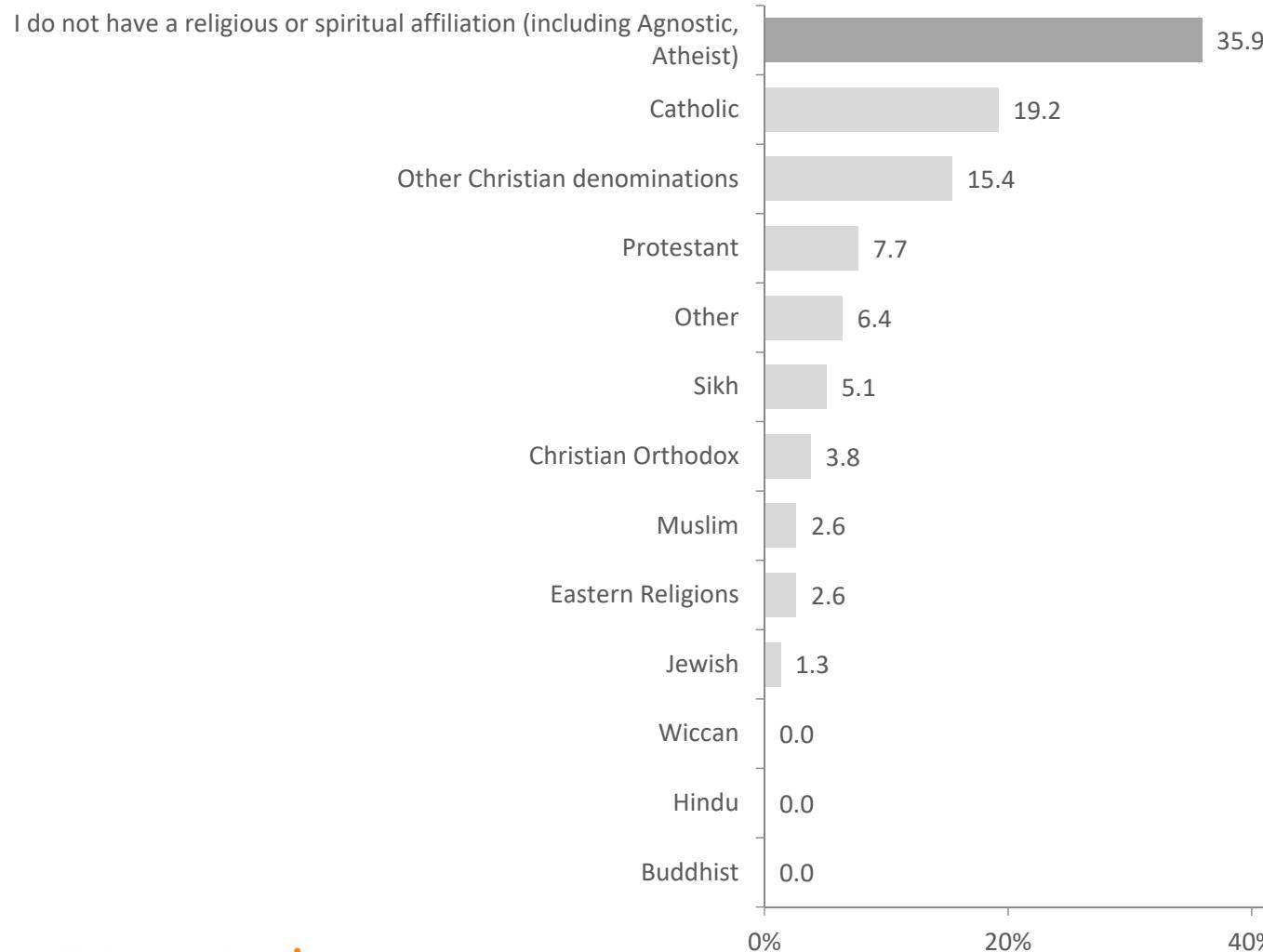
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Snapshot Report

Infrastructure Delivery

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Snapshot Report

Infrastructure Delivery

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Dept. 2018	CoE 2018	Group 2016	Group 2014
34.7	30.5	32.2	n/a
42.2	22.6	23.4	n/a
26.5	18.5	18.8	n/a
25.4	13.4	14.1	n/a
22.4	21.1	18.8	n/a
34.0	41.9	49.3	n/a
26.3	21.7	24.7	n/a
28.6	36.2	42.4	n/a
19.7	21.6	18.1	n/a
30.6	30.9	36.5	n/a
29.9	19.8	23.4	n/a
16.1	19.8	28.6	n/a
24.9	22.0	22.0	n/a
17.9	18.8	22.0	n/a
21.5	19.4	21.7	n/a
25.2	24.6	28.9	n/a
17.5	13.1	16.1	n/a
14.3	12.3	8.6	n/a
9.3	11.4	7.9	n/a
9.1	11.7	14.1	n/a
7.5	7.5	8.9	n/a
7.5	9.8	9.5	n/a



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Law

Department: Financial & Corporate Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Law

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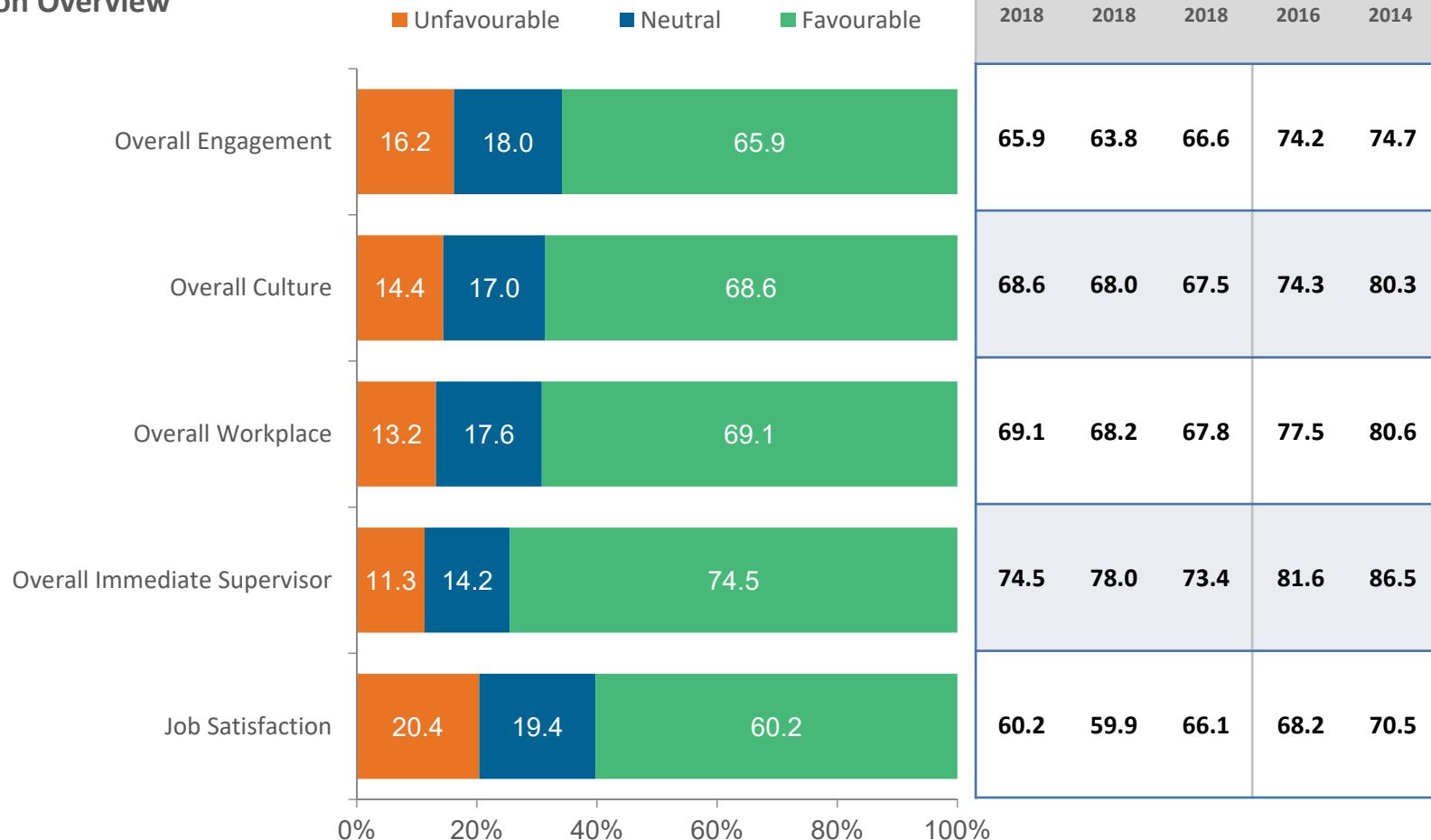
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Snapshot Report

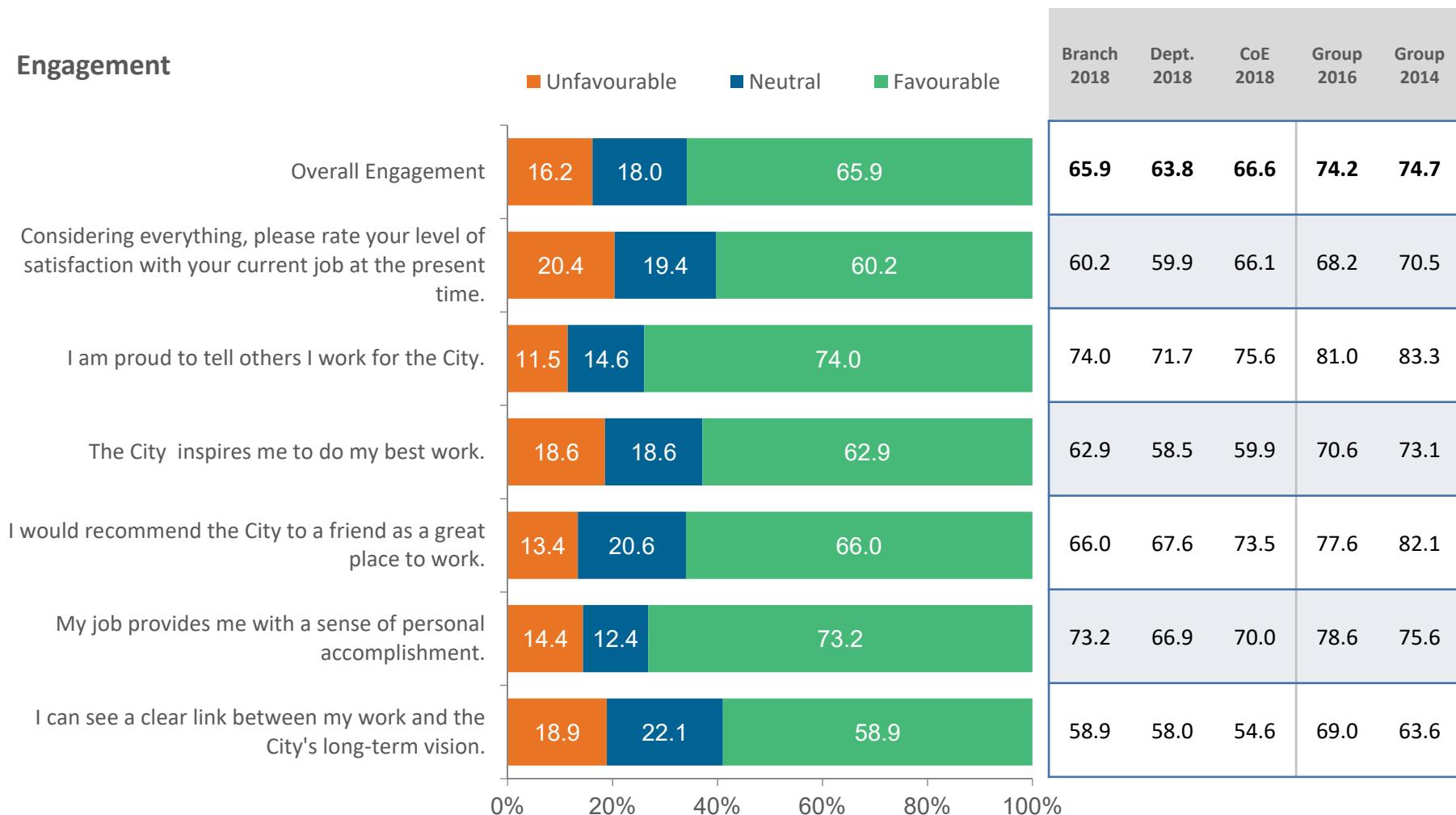
Law

Key Dimension Overview



Snapshot Report

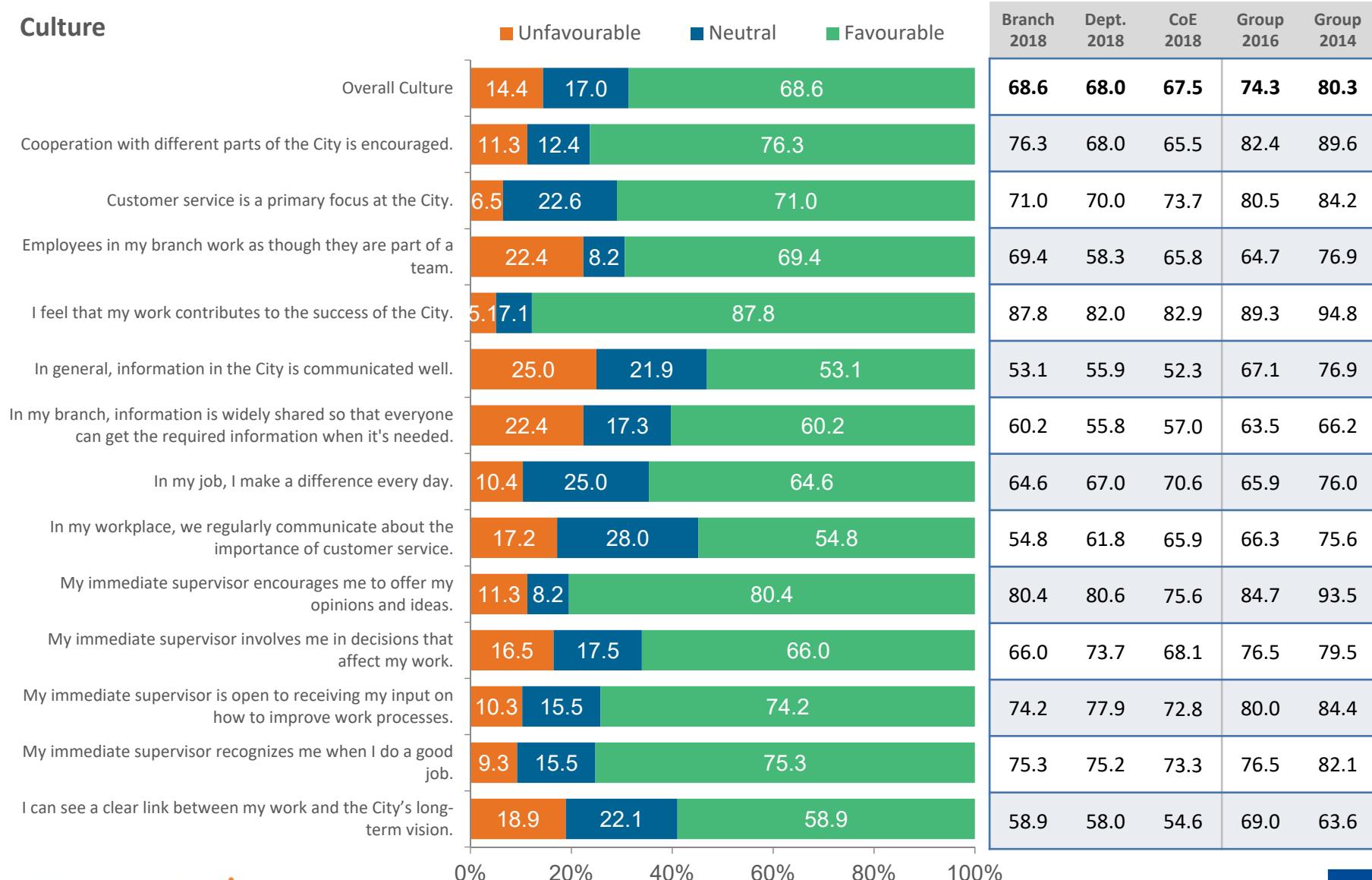
Law



Snapshot Report

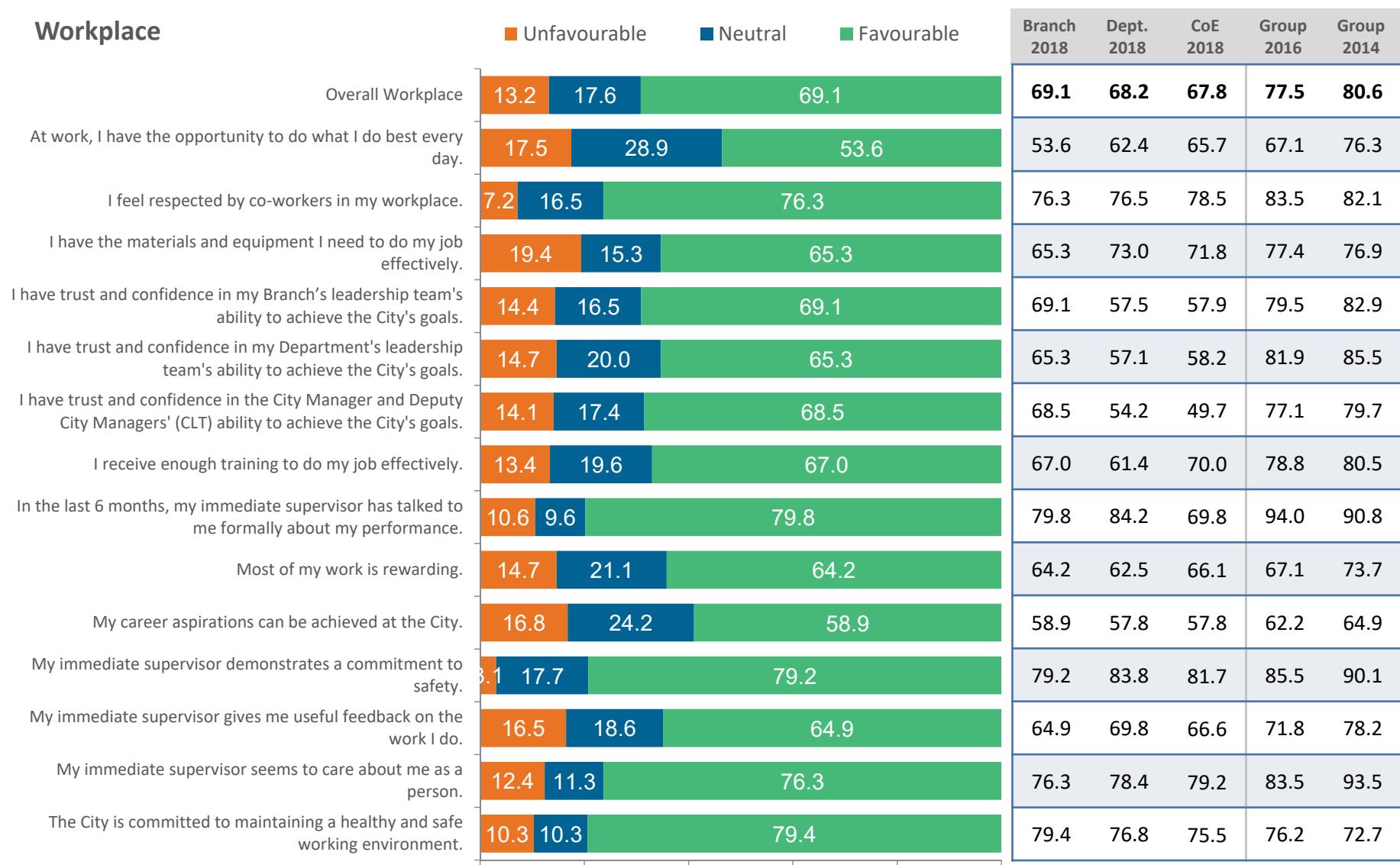
Law

Culture



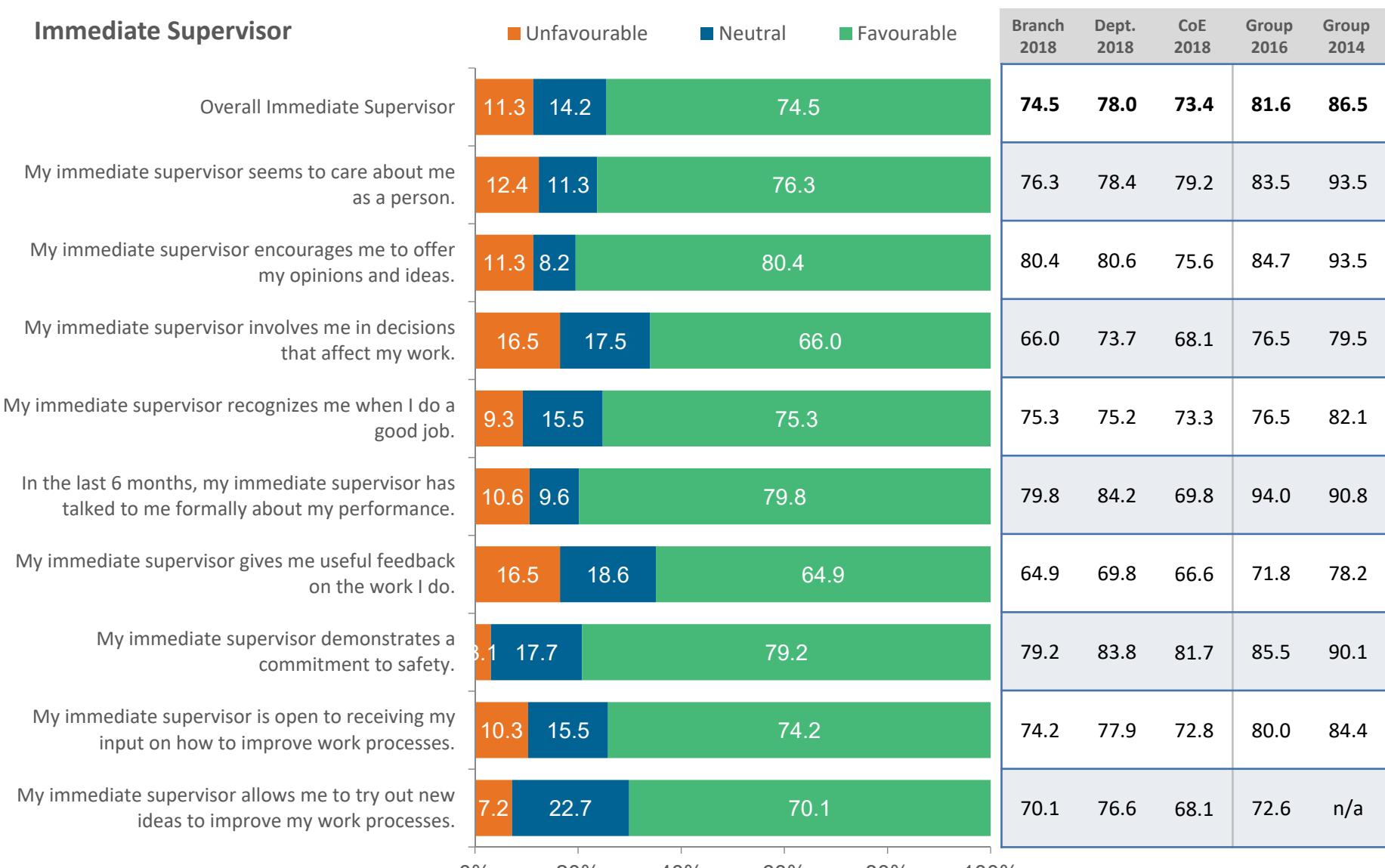
Snapshot Report

Law



Snapshot Report

Law

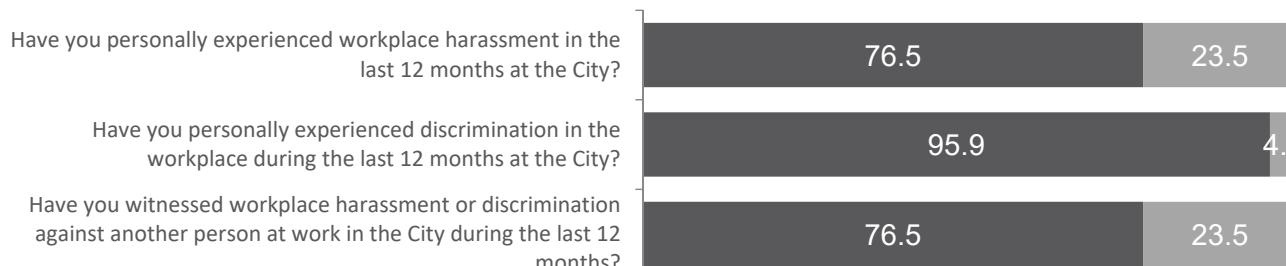


Snapshot Report

Law

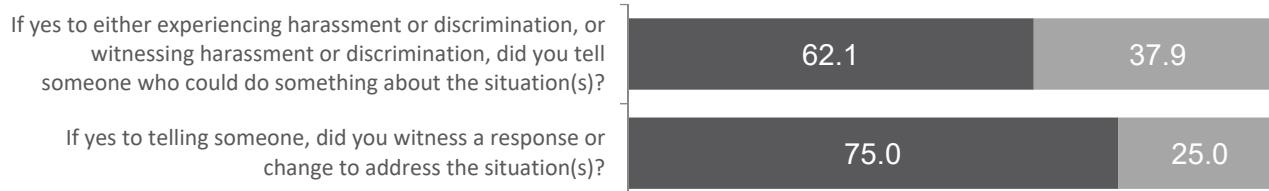
Harassment / Discrimination

■ No ■ Yes



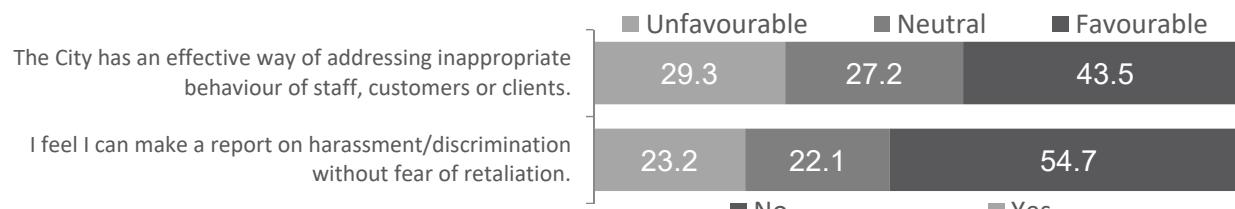
Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
23.5	21.7	23.8	16.5	14.3
4.1	10.6	14.0	7.1	11.5
23.5	25.8	25.6	14.5	19.2

For the questions above, % No represents a favourable score



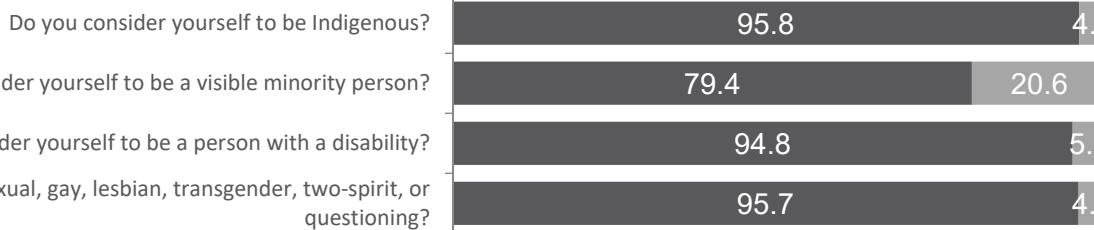
37.9	44.2	43.4	33.3	31.8
25.0	44.5	37.3	60.0	36.4

For the questions above, % Yes represents a favourable score



43.5	42.1	45.8	n/a	n/a
54.7	43.7	52.1	n/a	n/a

Diversity

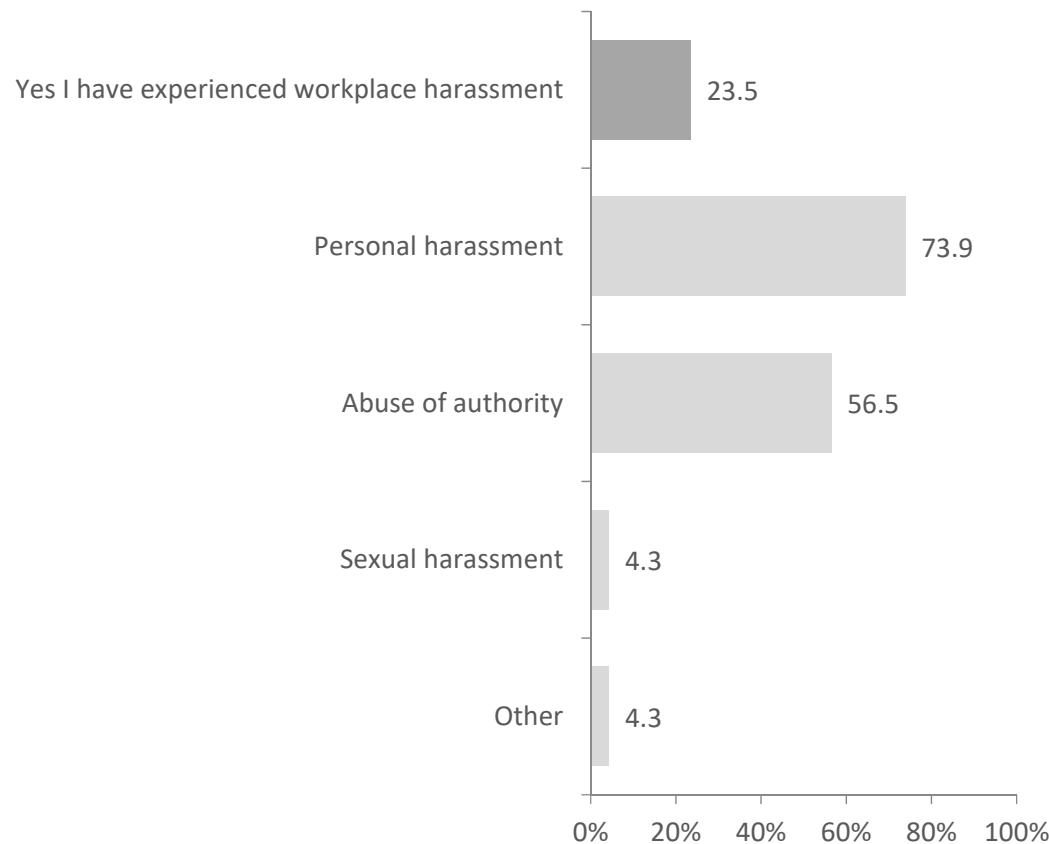


4.2	3.0	5.4	6.0	2.6
20.6	33.2	23.6	12.2	9.0
5.2	6.0	8.2	3.6	5.1
4.3	4.7	5.7	4.8	4.0

Snapshot Report

Law

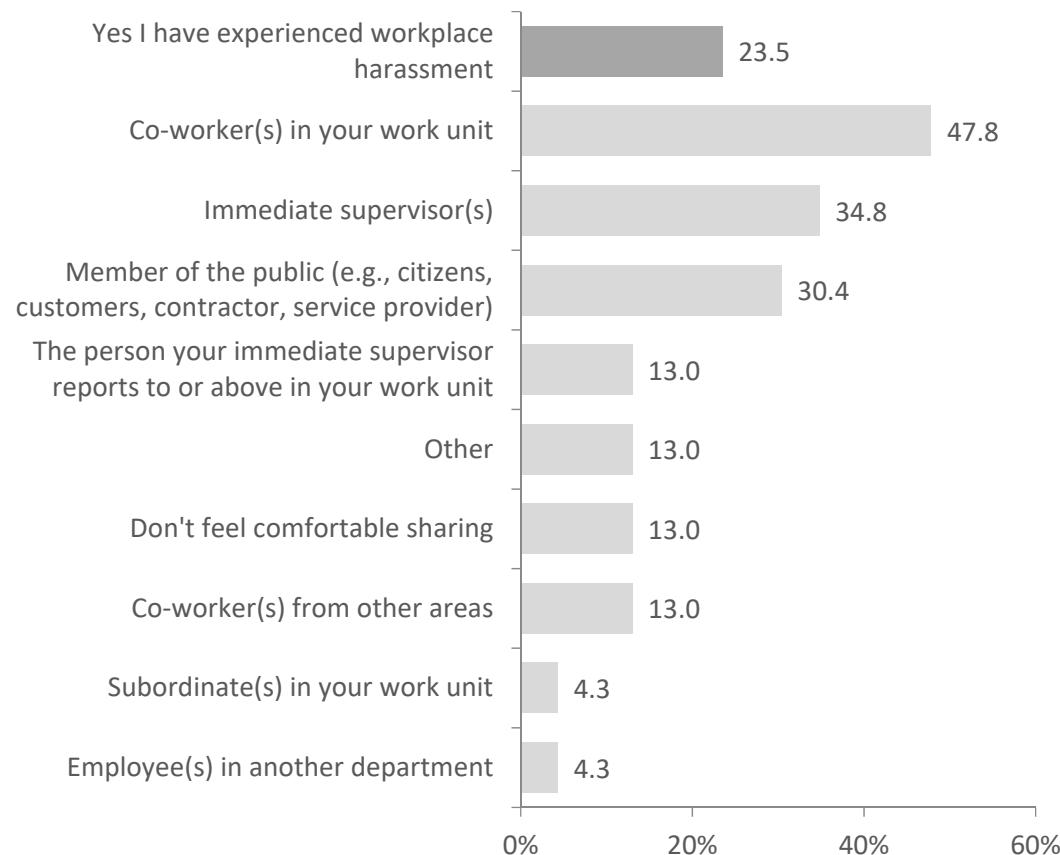
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Snapshot Report

Law

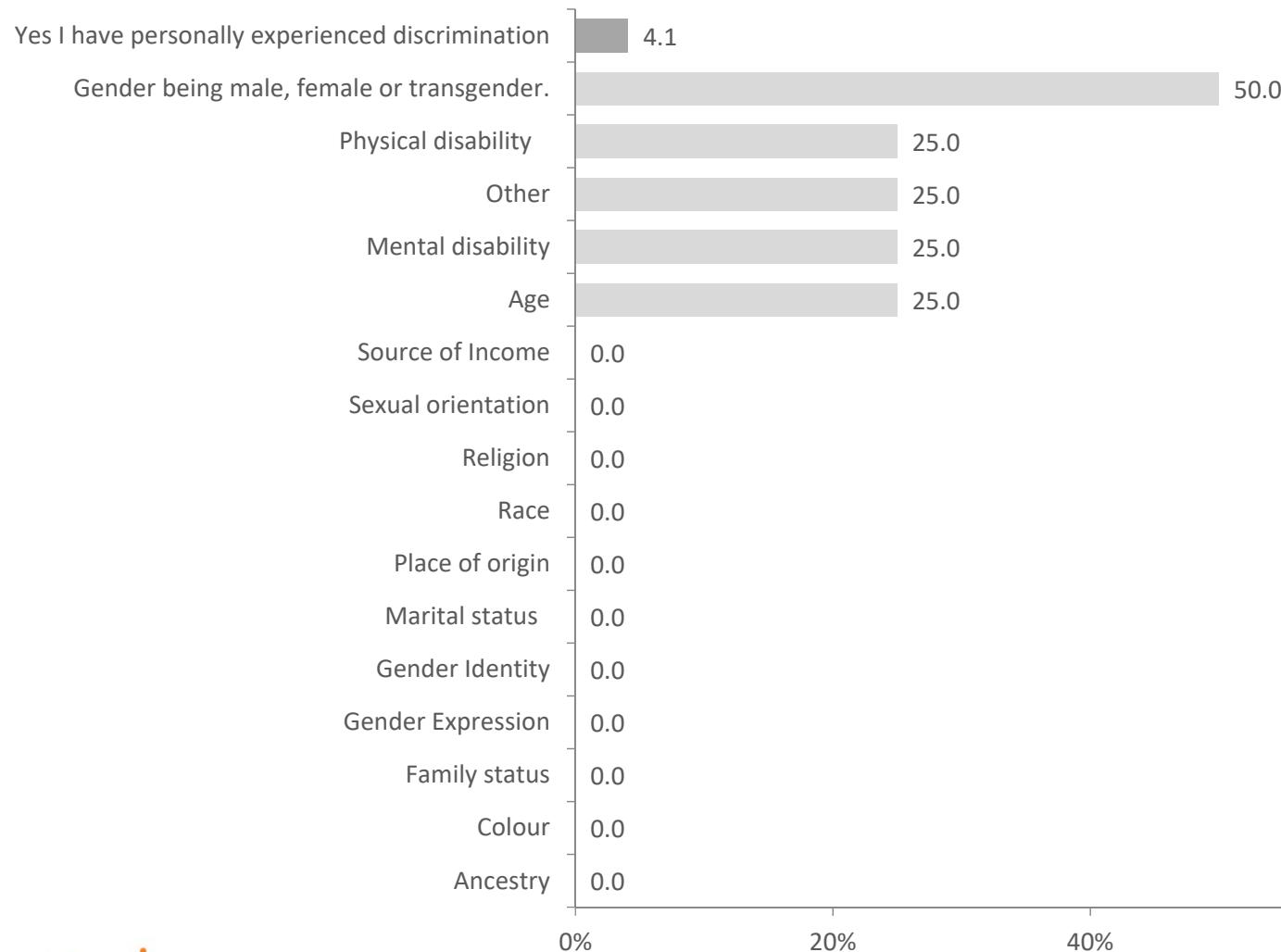
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Snapshot Report

Law

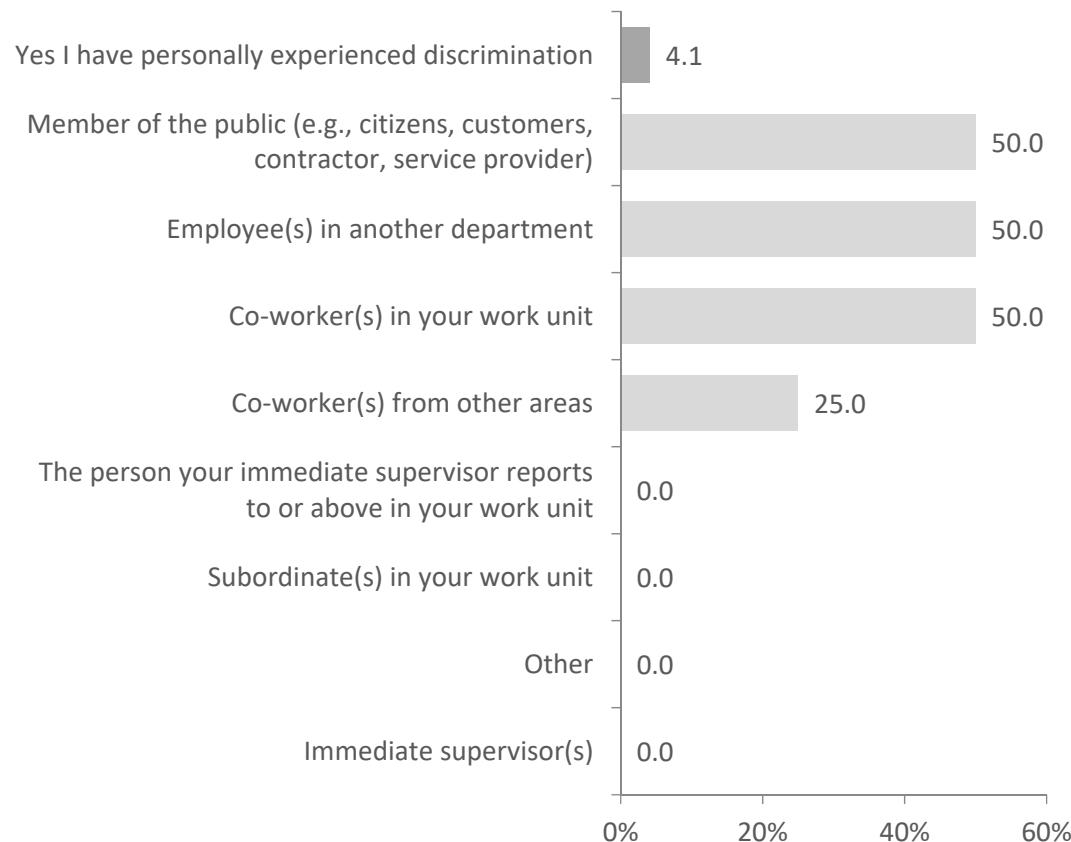
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Snapshot Report

Law

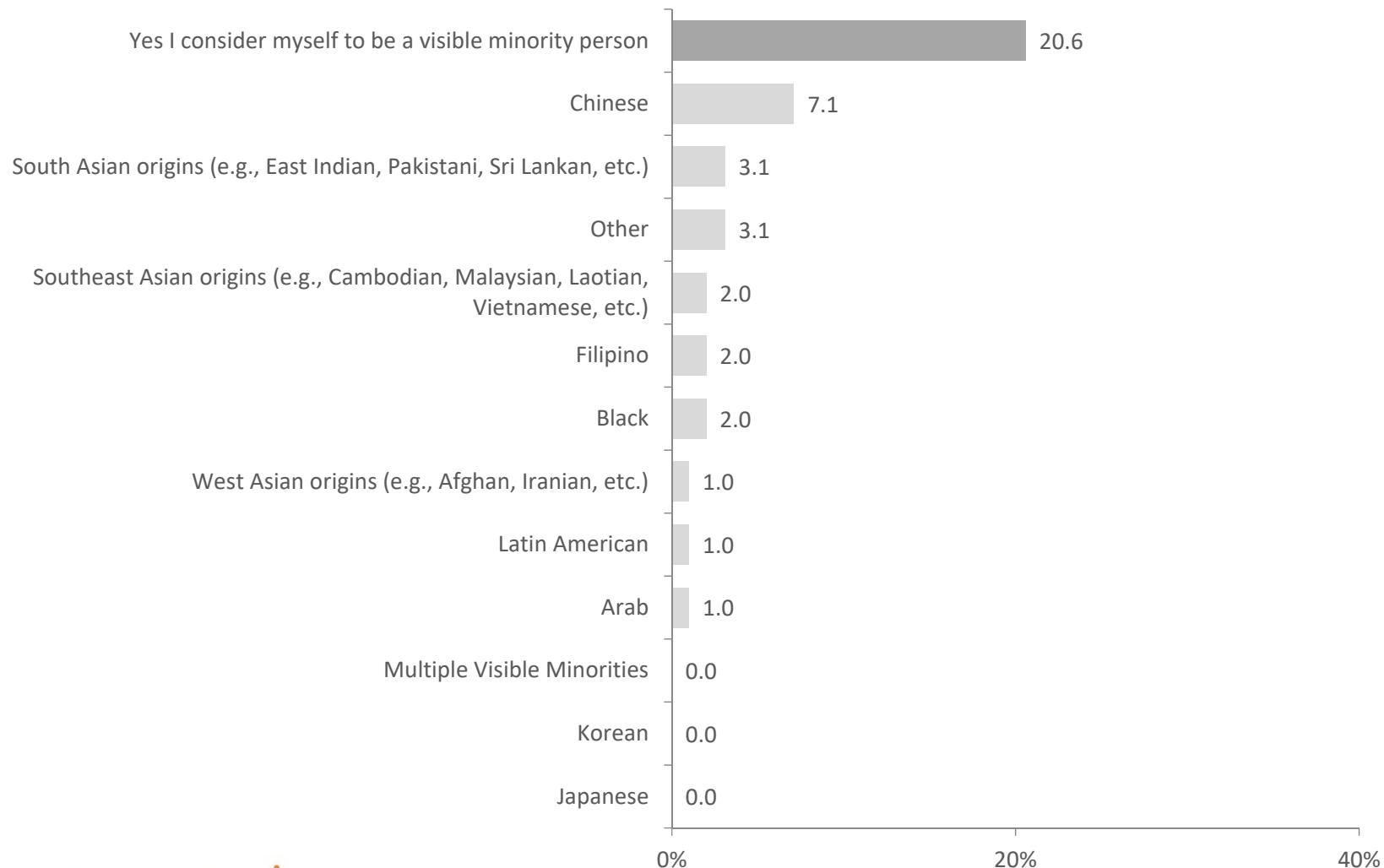
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Snapshot Report

Law

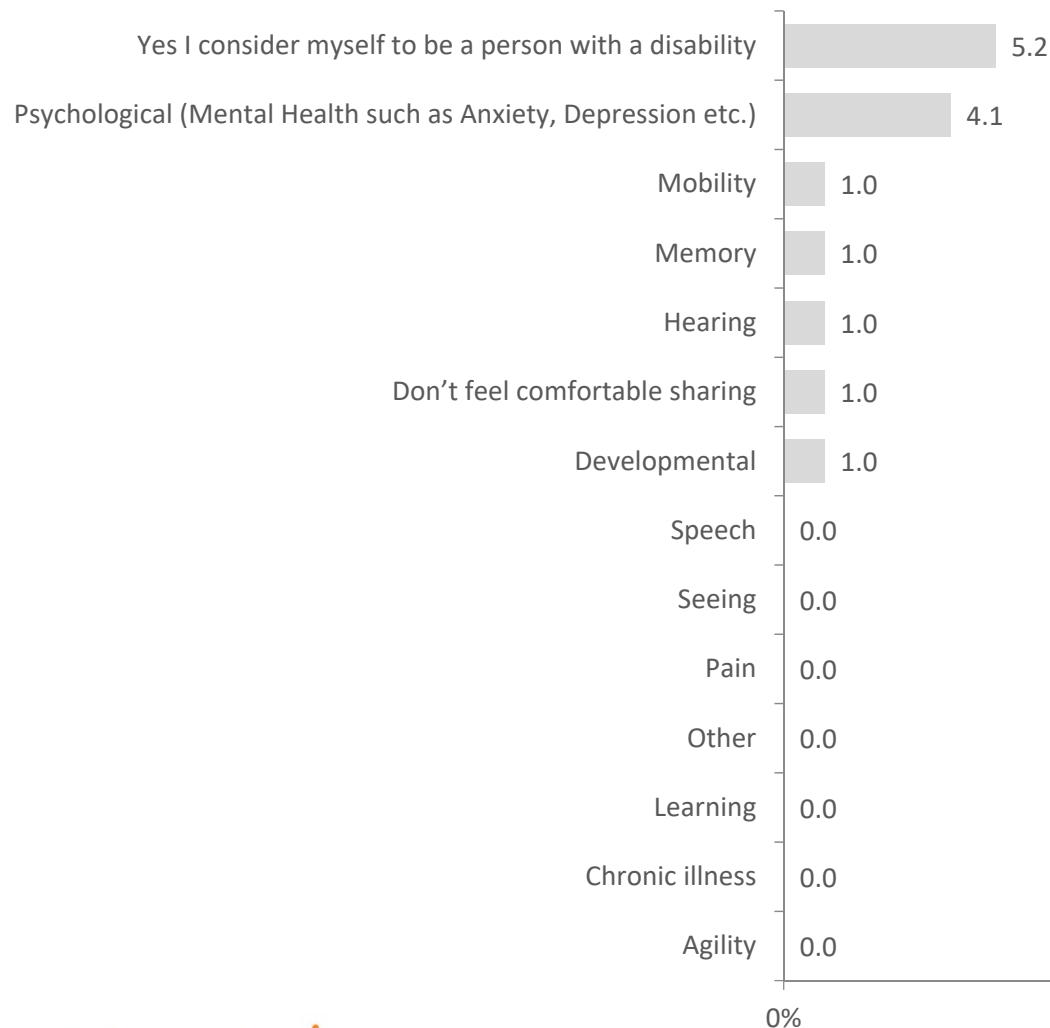
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Please indicate your group(s) according to the following Statistics Canada categories.*



Snapshot Report

Law

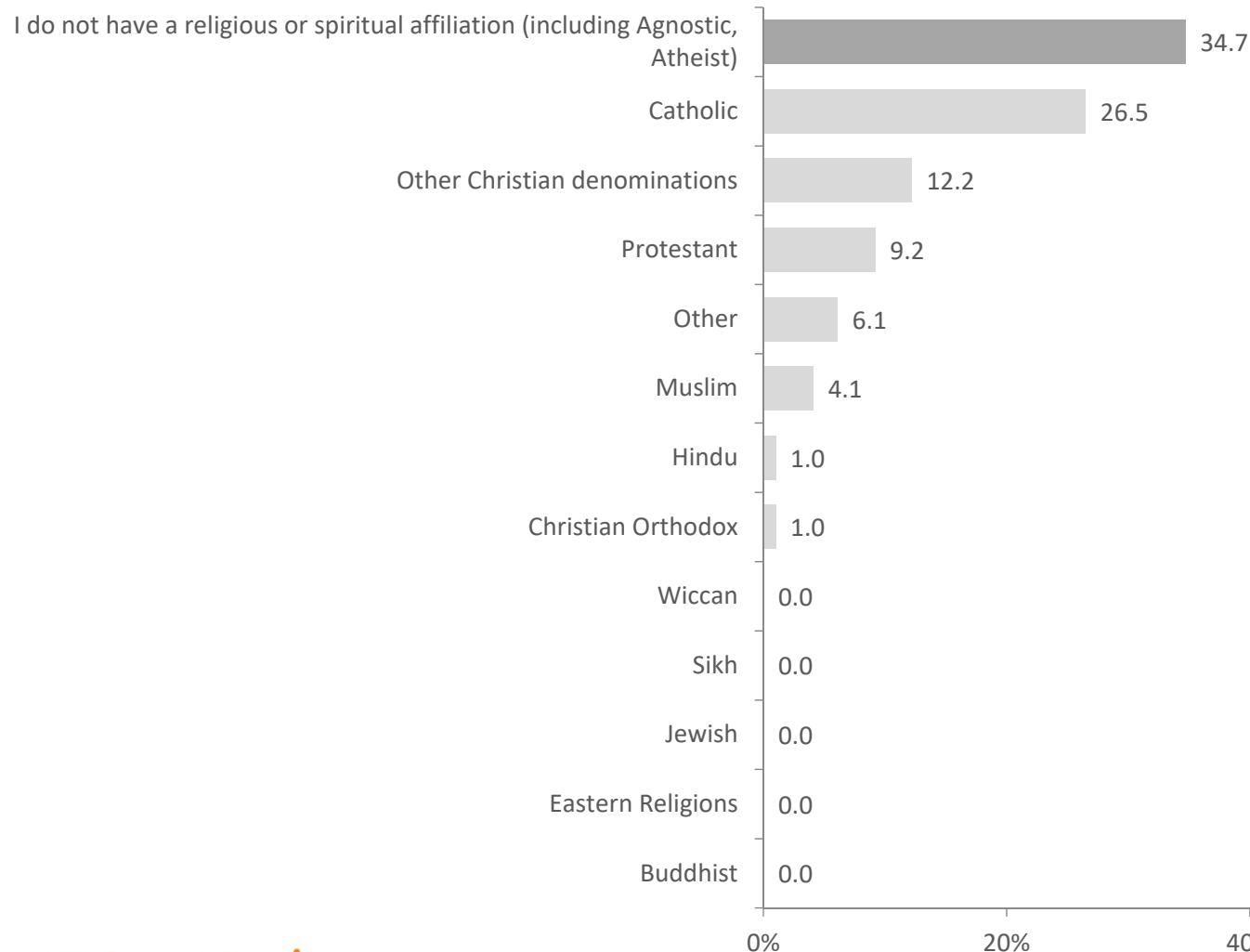
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Snapshot Report

Law

Please indicate your religious or spiritual affiliation.



Snapshot Report

Law

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26.4	30.4	30.5	25.3	26.4
25.3	20.2	18.5	22.8	n/a
25.3	28.0	30.9	25.3	28.3
23.0	24.8	24.6	11.4	15.1
20.7	21.3	21.7	16.5	11.3
20.7	25.8	22.6	26.6	n/a
18.4	20.2	21.1	16.5	n/a
16.1	23.4	21.6	17.7	11.3
14.9	19.8	19.8	11.4	15.1
14.9	13.0	13.1	5.1	5.7
14.9	17.6	18.8	13.9	11.3
13.8	13.2	12.3	6.3	18.9
13.8	9.0	11.7	6.3	17.0
13.8	21.8	19.8	10.1	5.7
12.6	19.2	19.4	13.9	11.3
10.3	11.4	11.4	3.8	n/a
8.0	6.7	7.5	3.8	1.9
2.3	9.4	9.8	3.8	5.7



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Financial Services

Department: Financial & Corporate Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Financial Services

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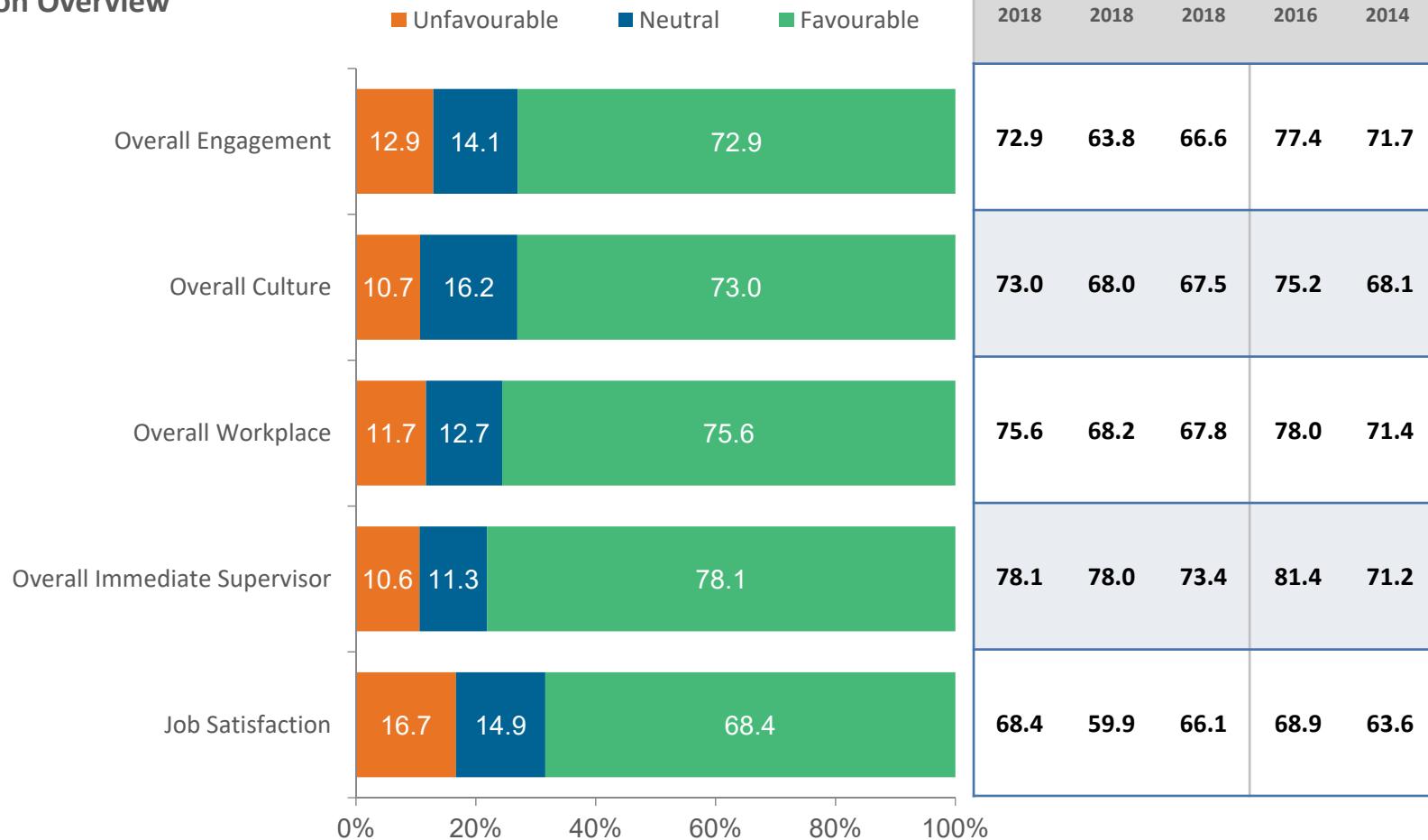
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Snapshot Report

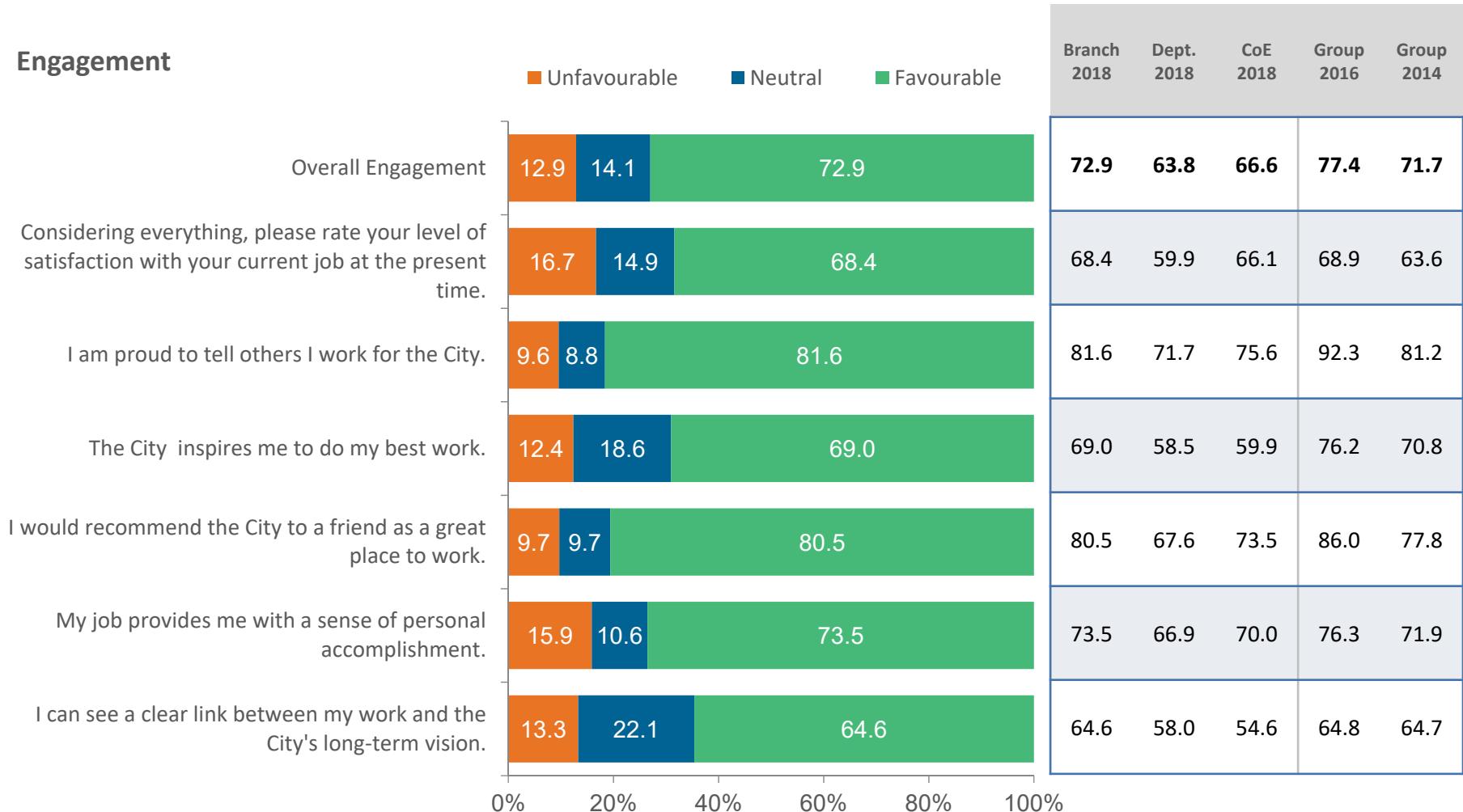
Financial Services

Key Dimension Overview



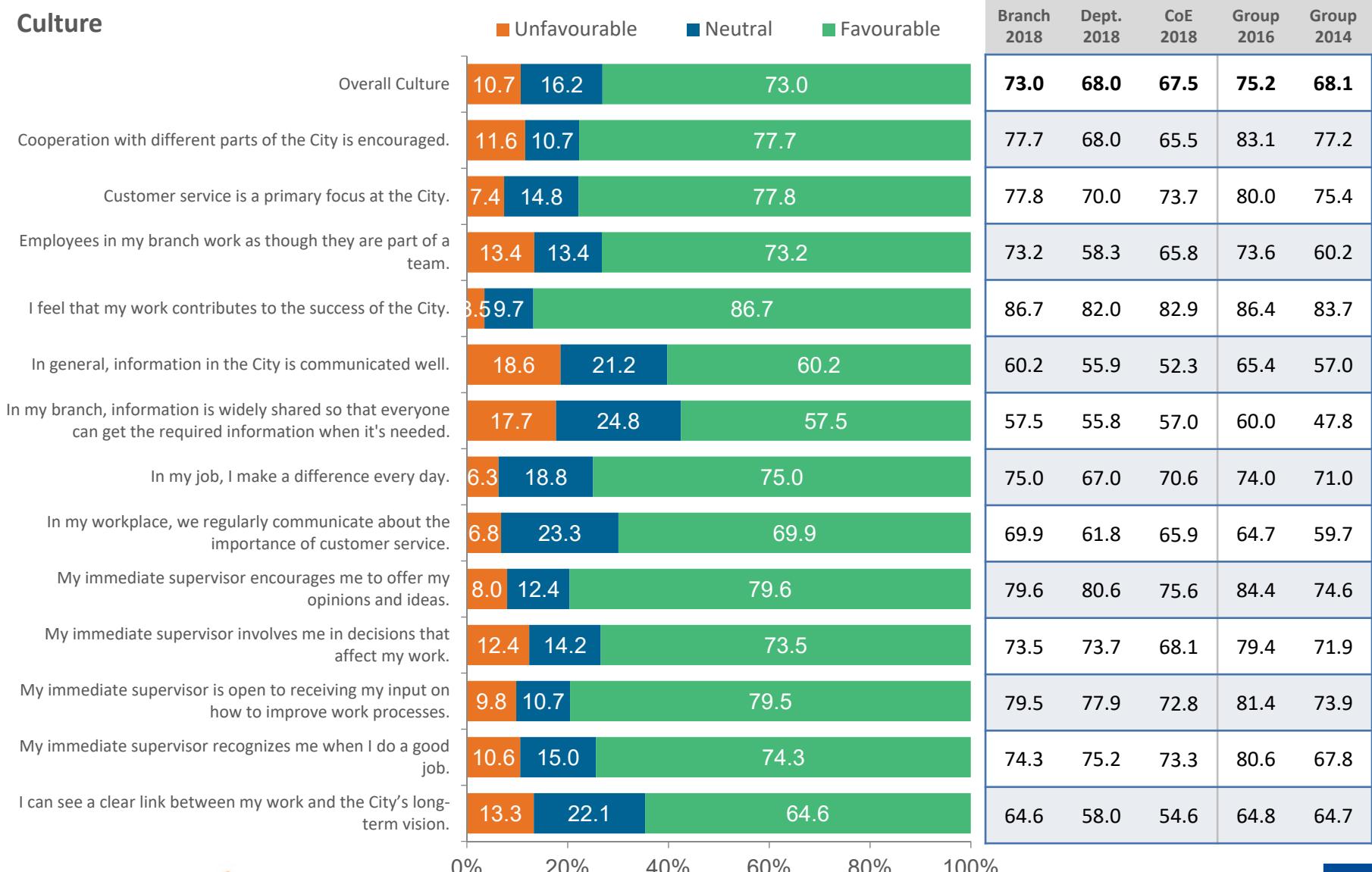
Snapshot Report

Financial Services



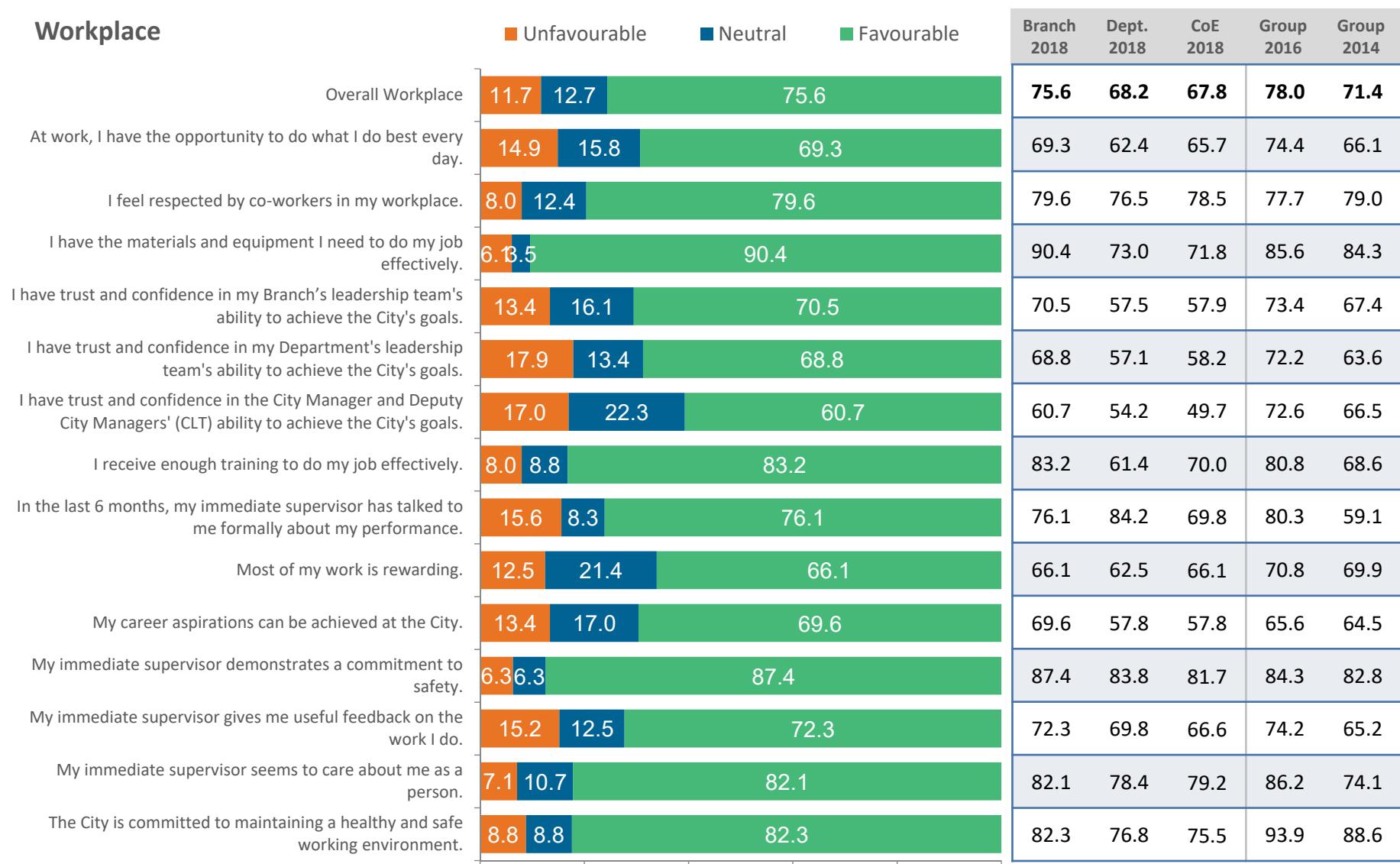
Snapshot Report

Financial Services



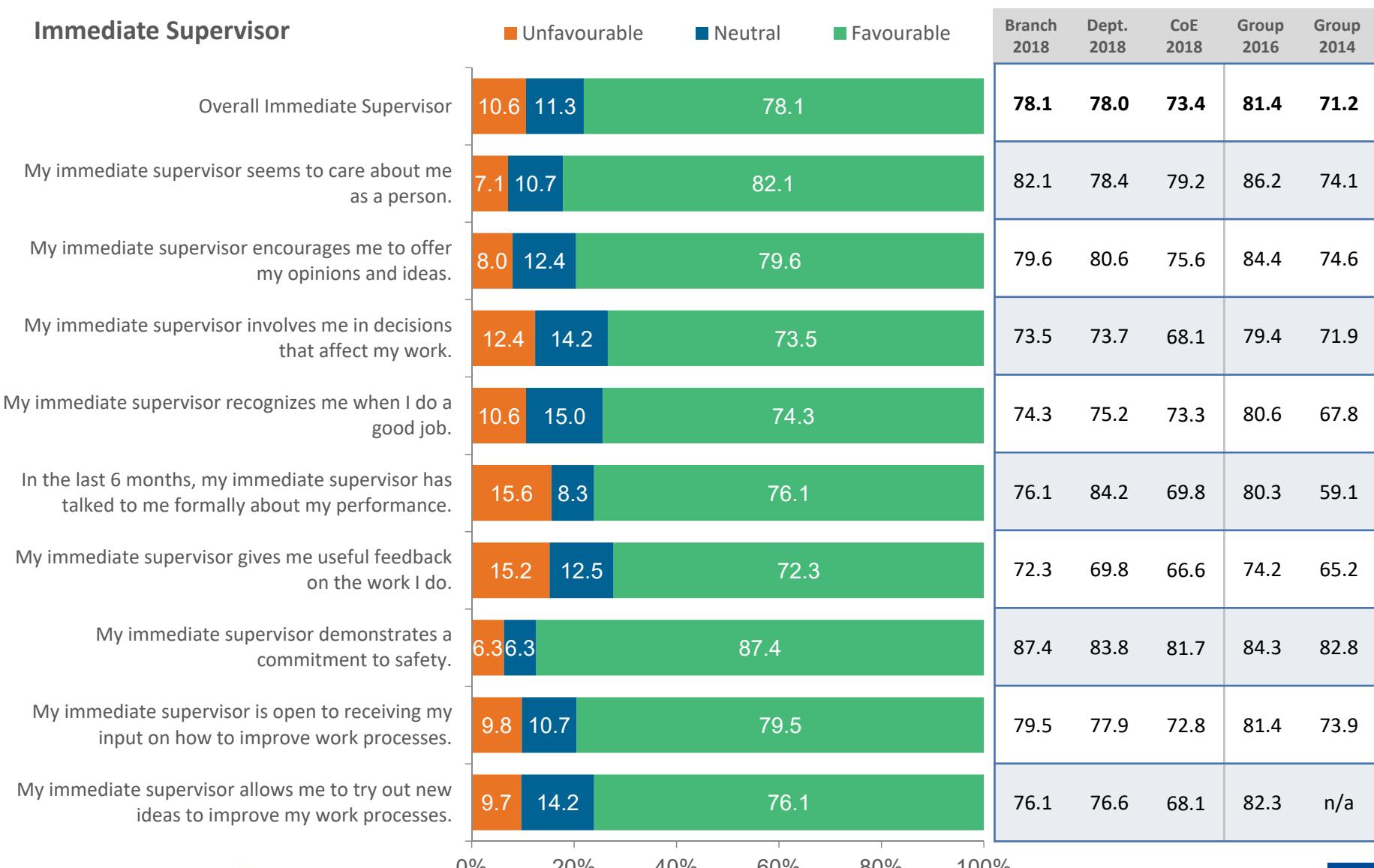
Snapshot Report

Financial Services



Snapshot Report

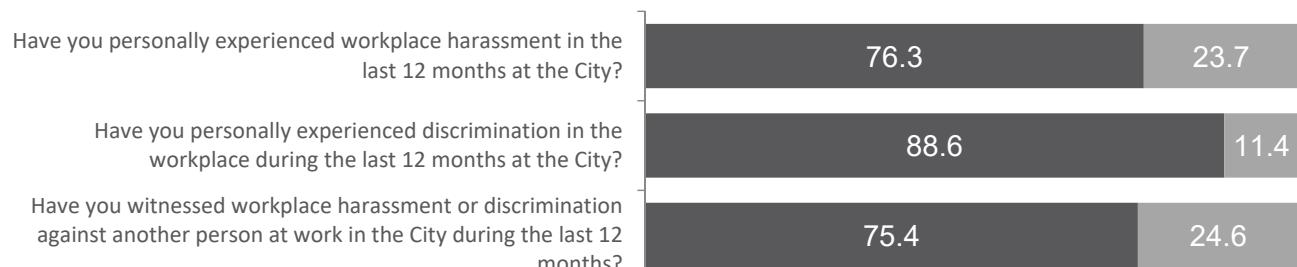
Financial Services



Snapshot Report

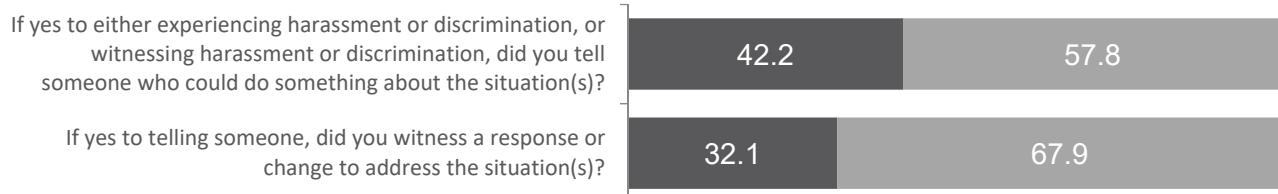
Financial Services

Harassment / Discrimination



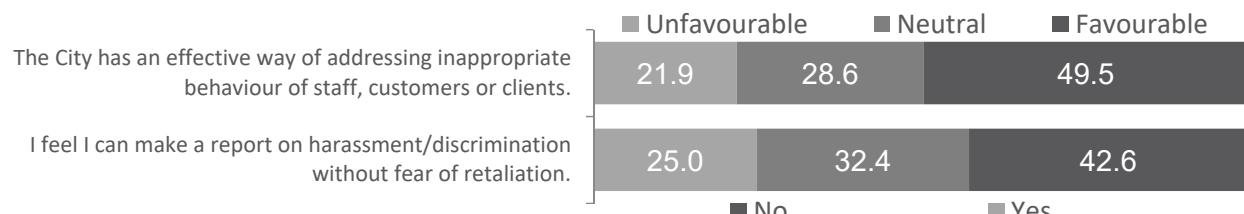
Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
23.7	21.7	23.8	10.6	13.0
11.4	10.6	14.0	5.4	9.1
24.6	25.8	25.6	10.7	13.5

For the questions above, % No represents a favourable score



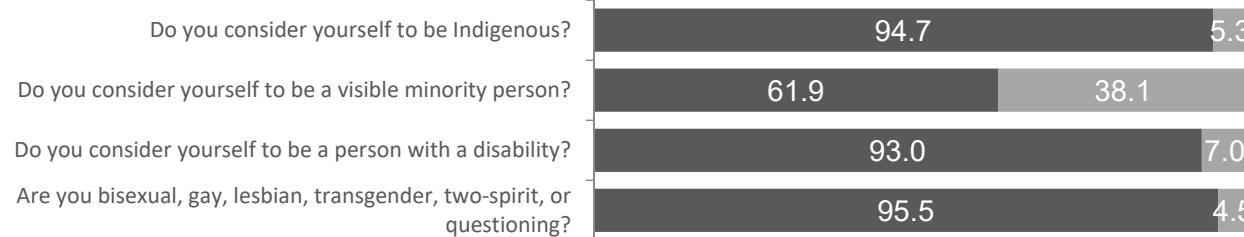
Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
57.8	44.2	43.4	27.0	47.6
67.9	44.5	37.3	53.8	28.1

For the questions above, % Yes represents a favourable score



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
49.5	42.1	45.8	n/a	n/a
42.6	43.7	52.1	n/a	n/a

Diversity

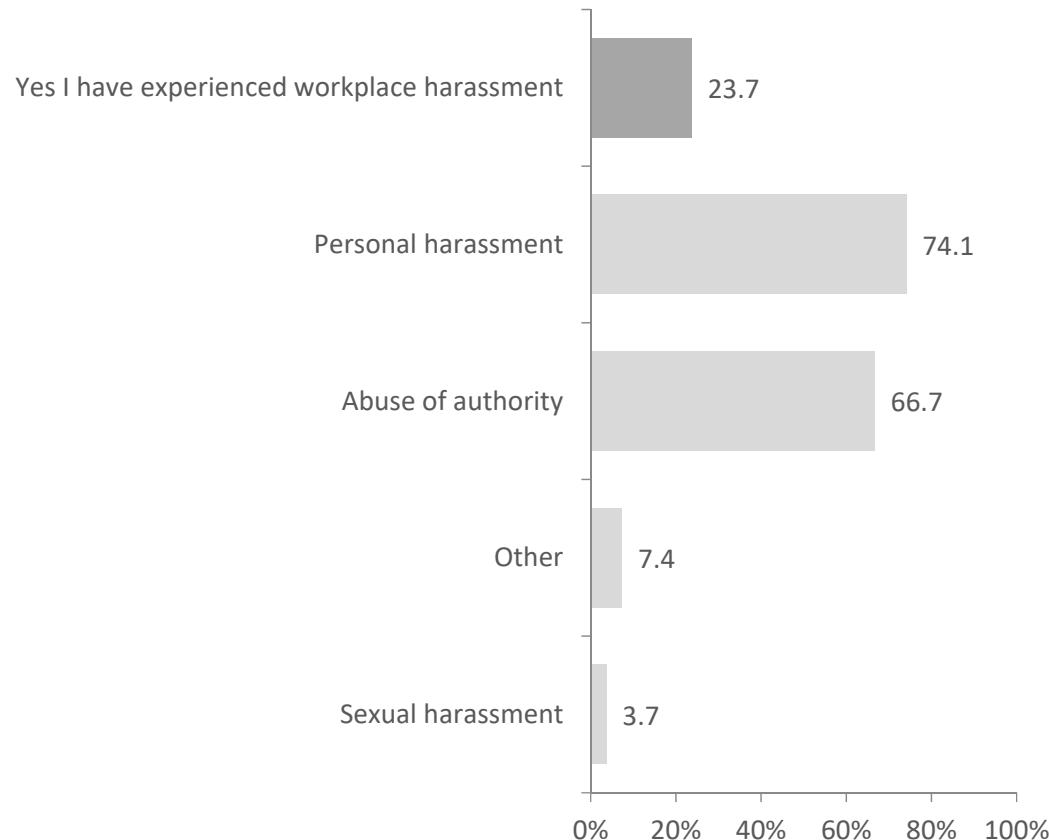


Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
5.3	3.0	5.4	5.4	1.6
38.1	33.2	23.6	38.2	38.7
7.0	6.0	8.2	5.3	7.6
4.5	4.7	5.7	3.8	1.7

Snapshot Report

Financial Services

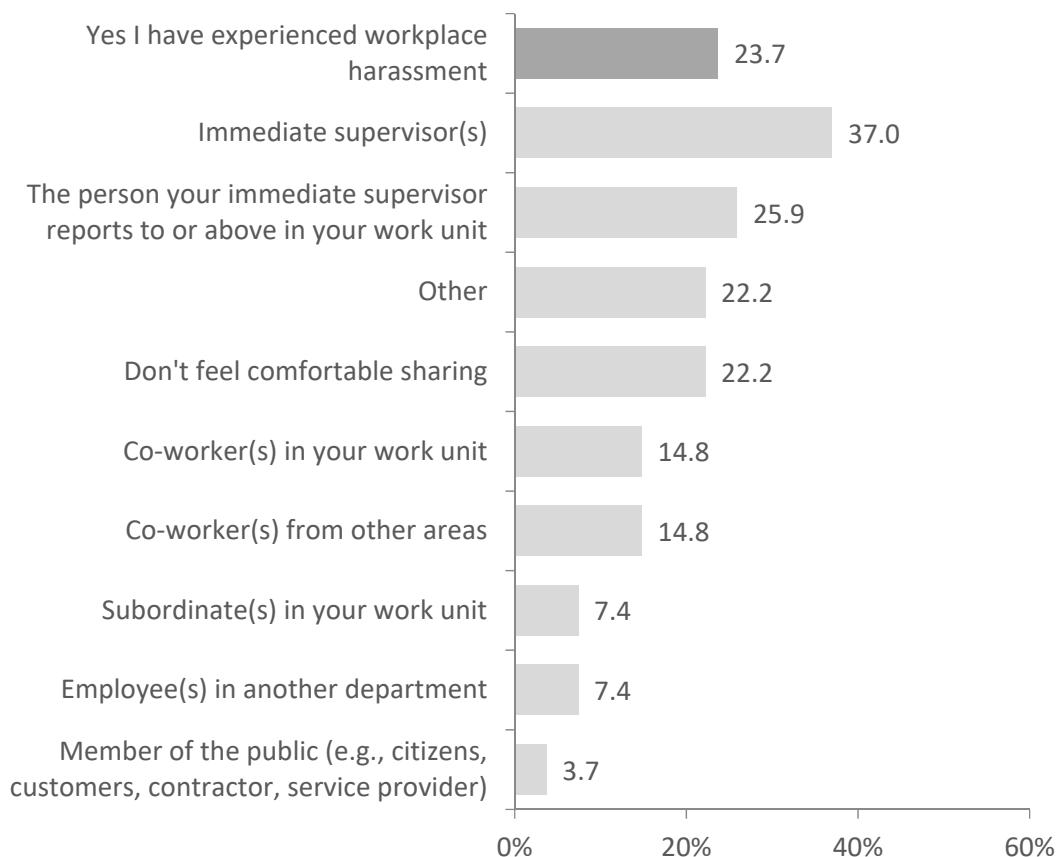
*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate the type of harassment you experienced as a City Employee.*



Snapshot Report

Financial Services

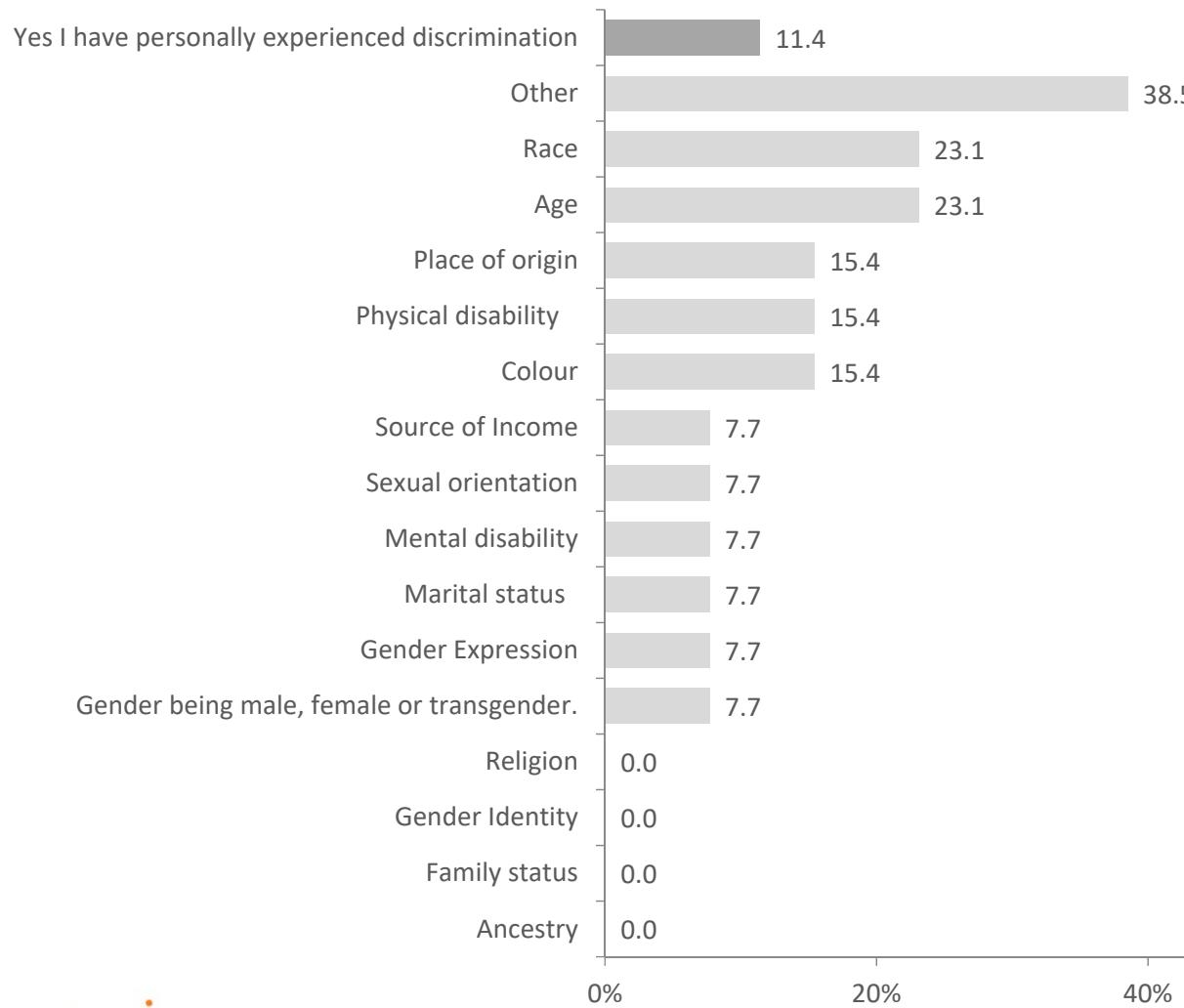
Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate who was harassing you.



Snapshot Report

Financial Services

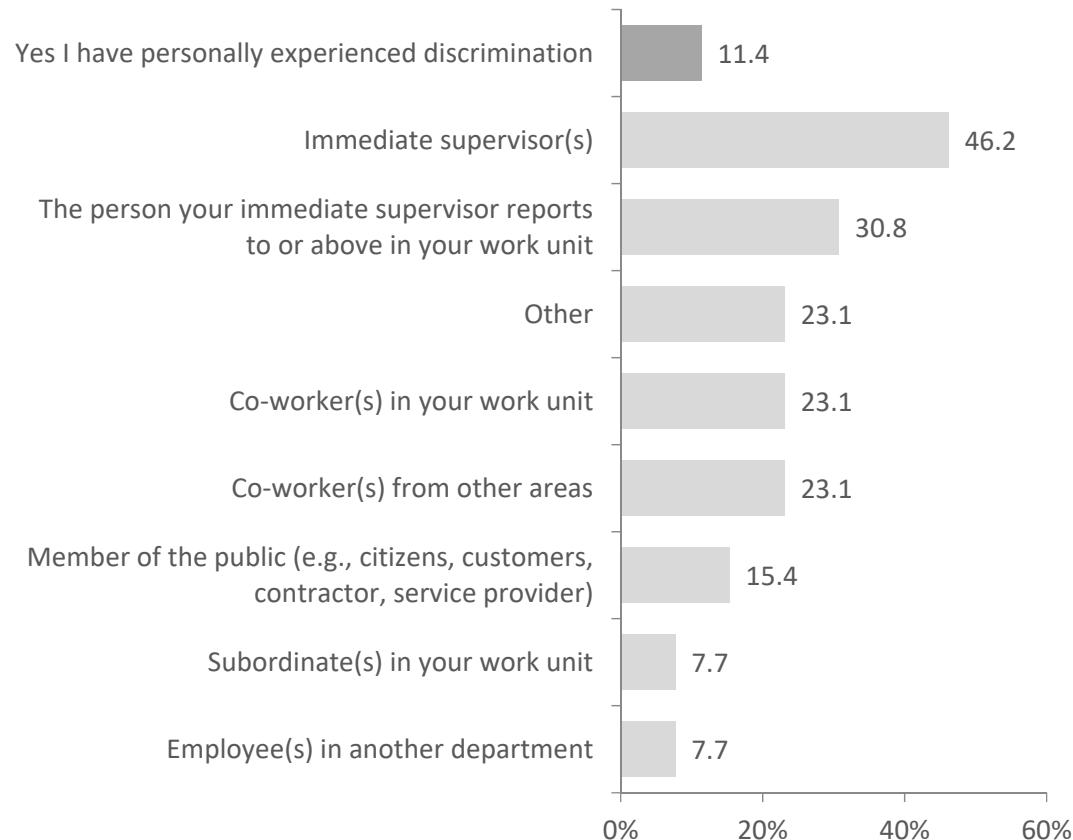
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate the type of discrimination you experienced as a City employee.



Snapshot Report

Financial Services

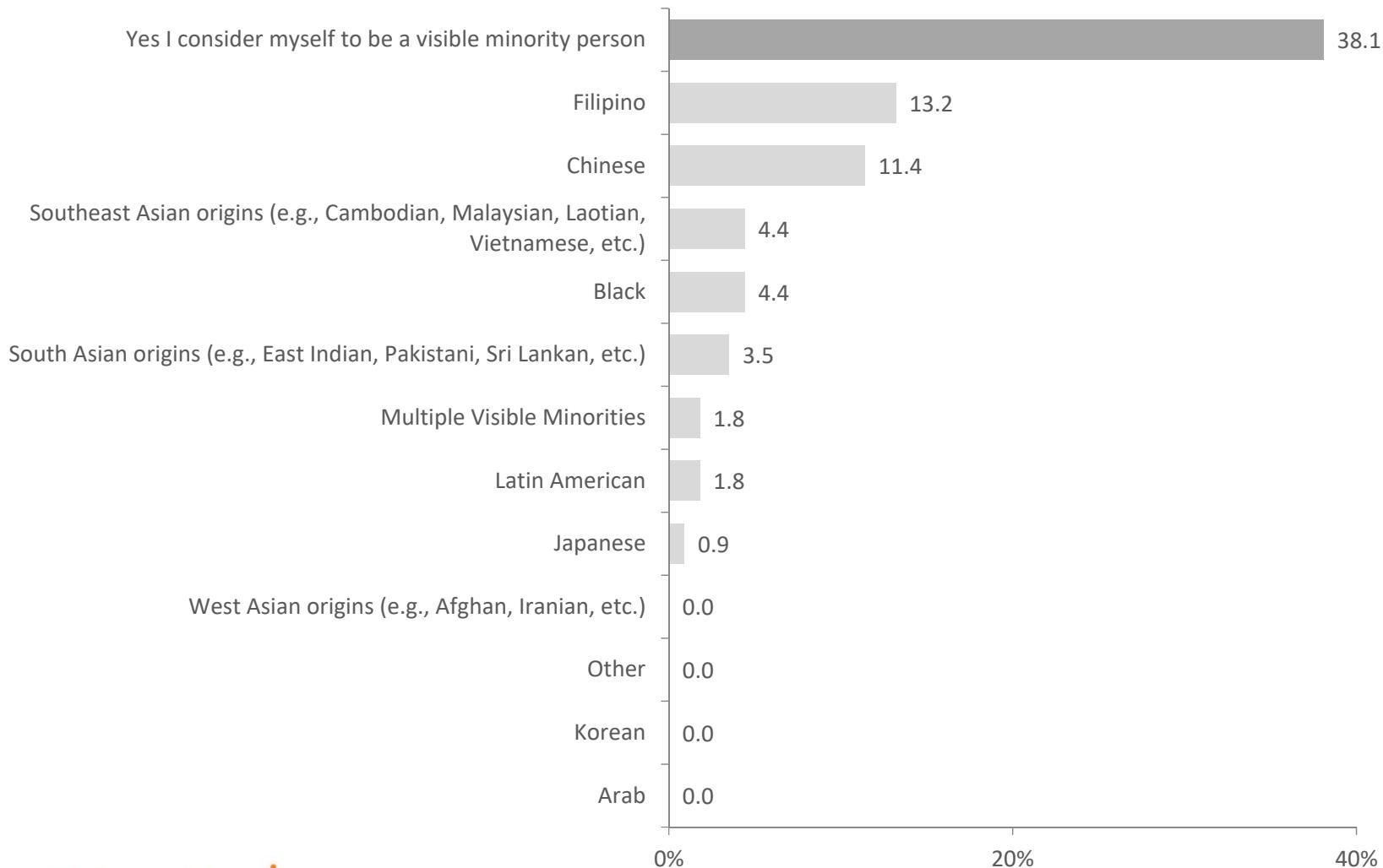
*Have you personally experienced discrimination in the last 12 months at the City?
Please indicate who discriminated against you.*



Snapshot Report

Financial Services

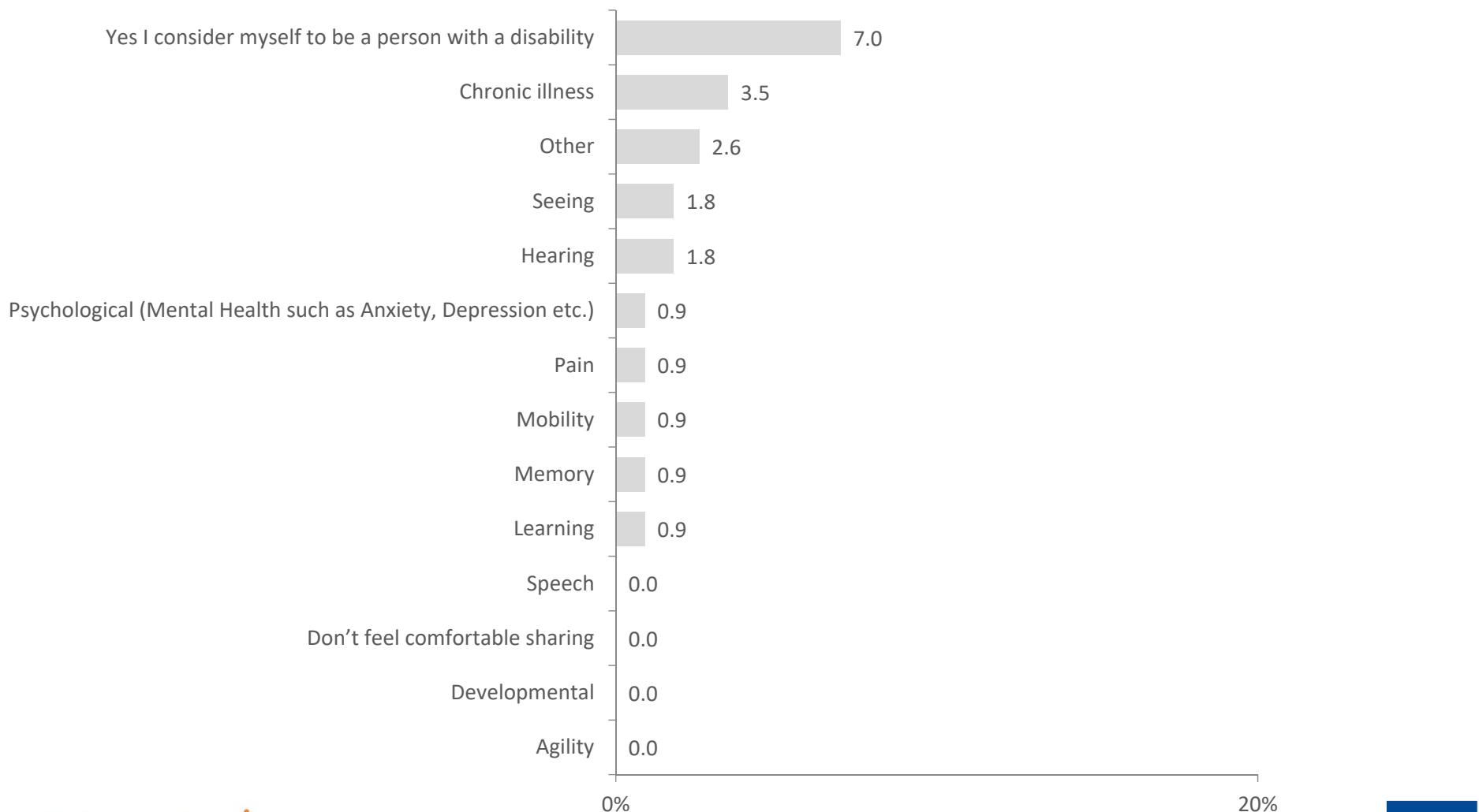
*Do you consider yourself to be a visible minority person?
Please indicate your group(s) according to the following Statistics Canada categories.*



Snapshot Report

Financial Services

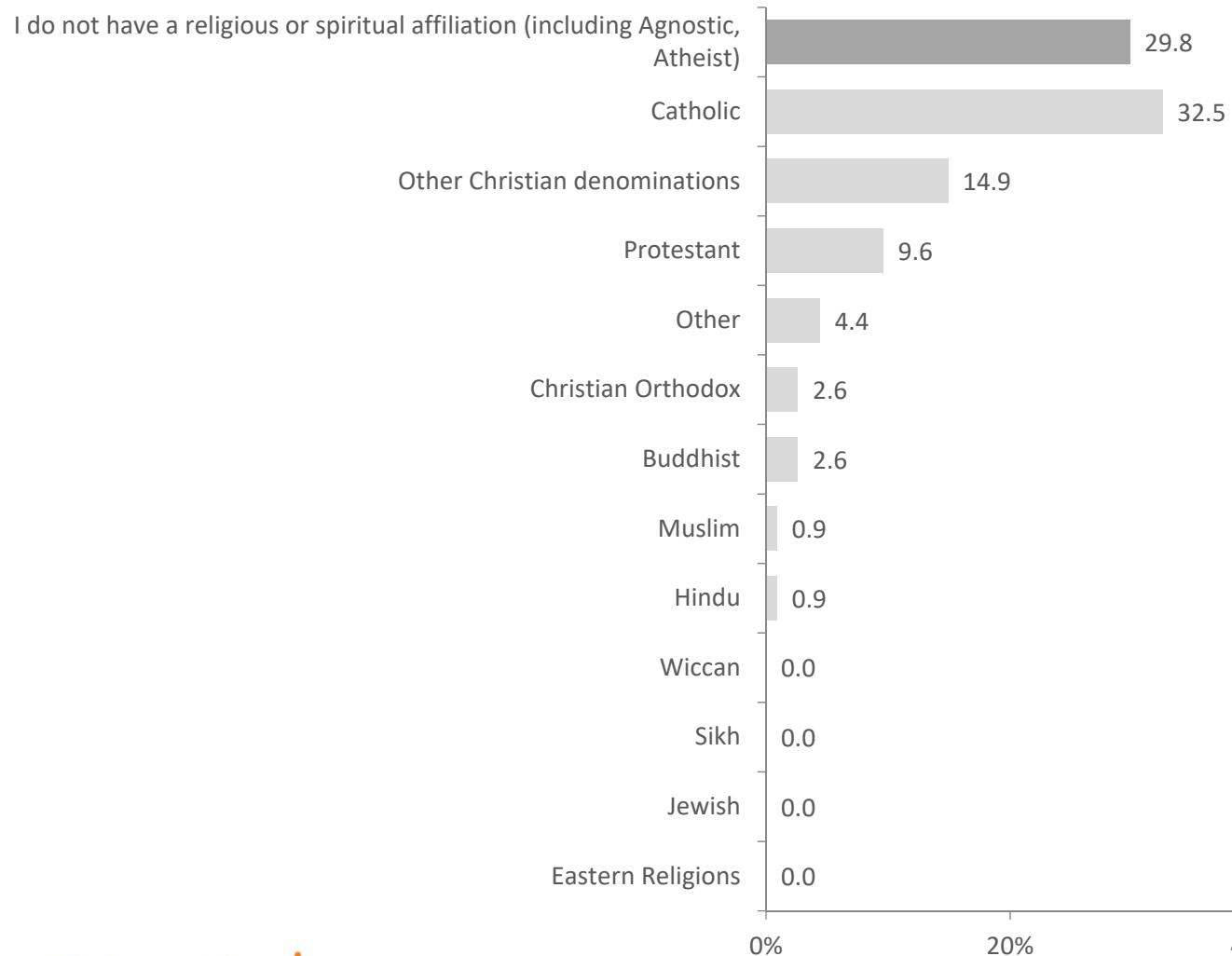
*Do you consider yourself to be a person with a disability?
What is the nature of your disability.*



Snapshot Report

Financial Services

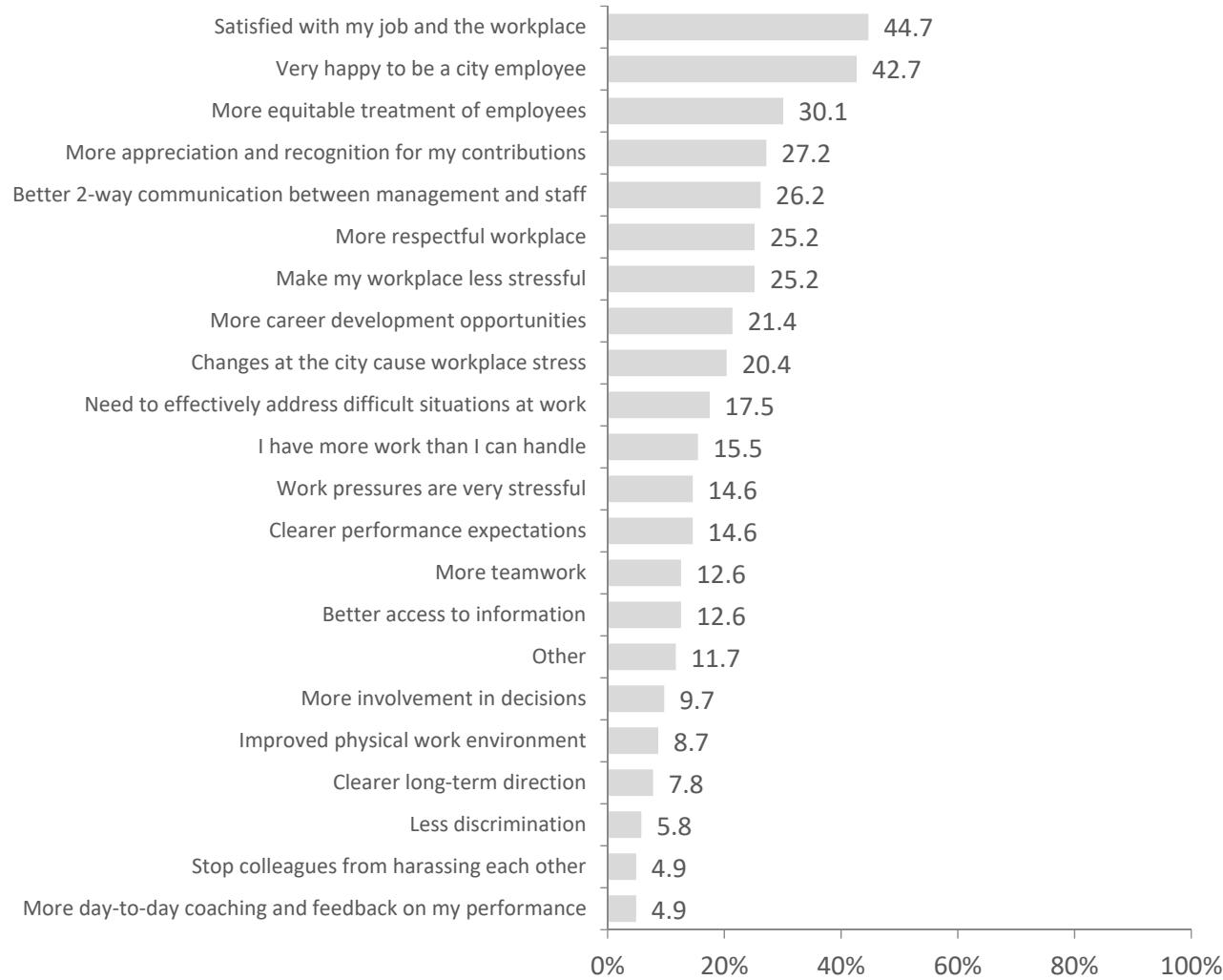
Please indicate your religious or spiritual affiliation.



Snapshot Report

Financial Services

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
44.7	35.3	41.9	44.9	31.4
42.7	30.4	36.2	40.7	n/a
30.1	26.4	22.0	24.6	26.1
27.2	21.3	21.7	28.8	27.5
26.2	28.0	30.9	27.1	37.3
25.2	23.4	21.6	15.3	20.3
25.2	30.4	30.5	21.2	37.9
21.4	24.8	24.6	26.3	26.1
20.4	25.8	22.6	23.7	n/a
17.5	20.2	21.1	9.3	n/a
15.5	19.6	13.4	16.1	n/a
14.6	20.2	18.5	11.0	n/a
14.6	13.0	13.1	13.6	15.7
12.6	19.8	19.8	20.3	20.9
12.6	17.6	18.8	16.9	20.9
11.7	13.2	12.3	9.3	5.9
9.7	19.2	19.4	16.9	28.8
8.7	9.0	11.7	8.5	5.9
7.8	21.8	19.8	17.8	19.0
5.8	9.4	9.8	4.2	5.9
4.9	11.4	11.4	5.1	n/a
4.9	6.7	7.5	8.5	11.8



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Talent Management and Support Services

Department: Employee Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Talent Management and Support Services

HOW TO READ YOUR REPORT

This report is designed to summarize the opinions made by individuals regarding the job and work environment at the City of Edmonton. The information below describes how to read the results.

Your agreement percentages are graphically depicted as bar charts in % Favourable, % Neutral, and % Unfavourable formats.

The box to the right displays how each percentage was calculated. A % Favourable score of 100% means that all employees indicated they "Strongly Agreed" or "Agreed". While a % Neutral score is technically the middle value on the scale, the score can represent a response that is more unfavourable than it is favourable.

Each organization is different and your survey results should be used as a guide for further investigation. Generally, a % Favourable of 70 or above is considered good, a % Favourable in the 60s is acceptable, and a % Favourable lower than 60 would indicate the need to investigate further. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

Interpreting "Neutral" scores: It is a common temptation to view the neutral scores as "mildly positive" or "on the fence" and to combine neutral with positive scores. TalentMap's experience, corroborated with academic and industry research, indicates that neutral scores should be interpreted as "mildly negative" given the positive bias of the survey instrument. Respondents who select "neither agree nor disagree" to a particular question are not in agreement and are therefore sending a mildly negative message.

This report displays the survey items by dimension.

Branch 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% Unfavourable: represents the respondents who chose "Very Dissatisfied/Dissatisfied" or "Strongly Disagree/Disagree".

% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

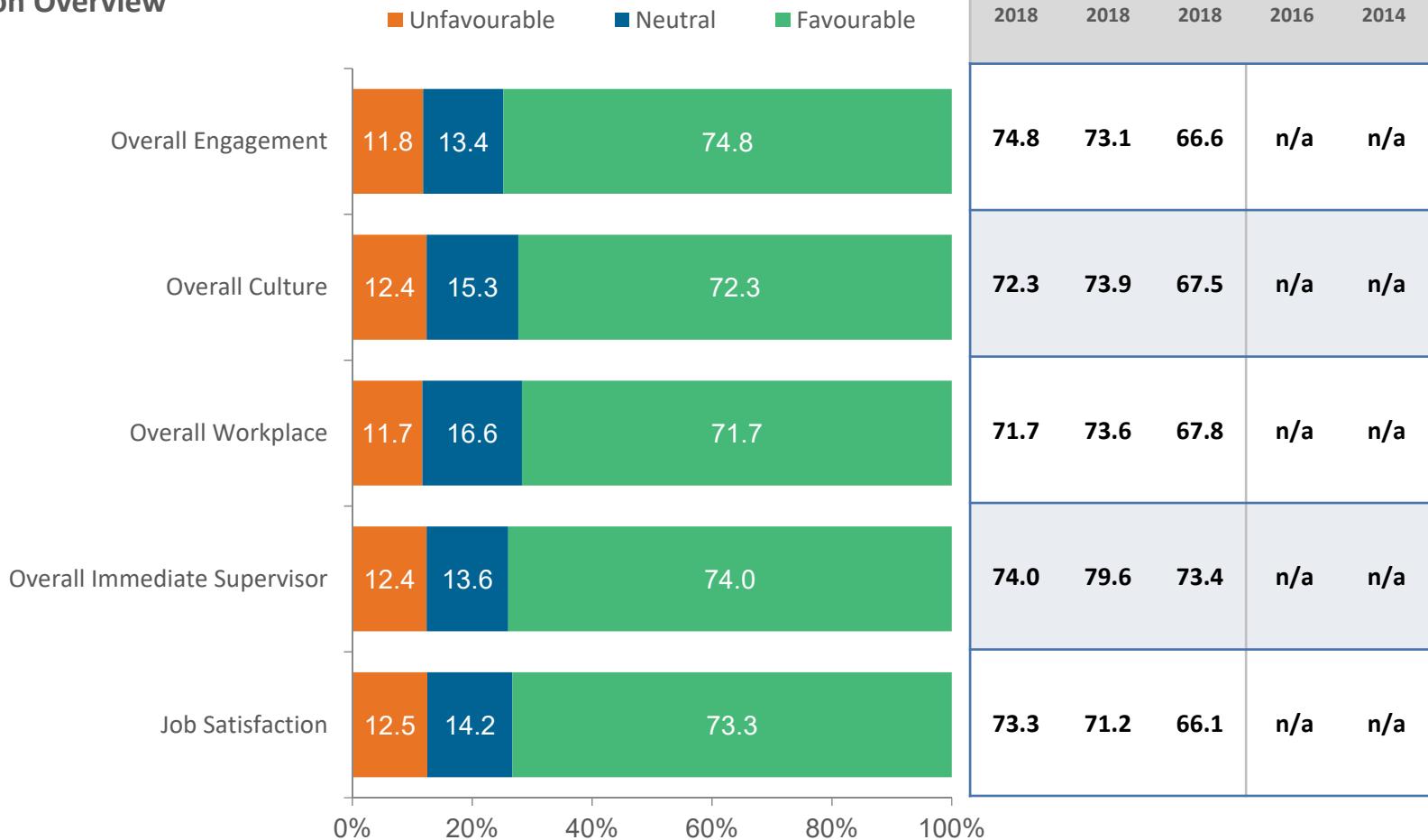
% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.

Snapshot Report

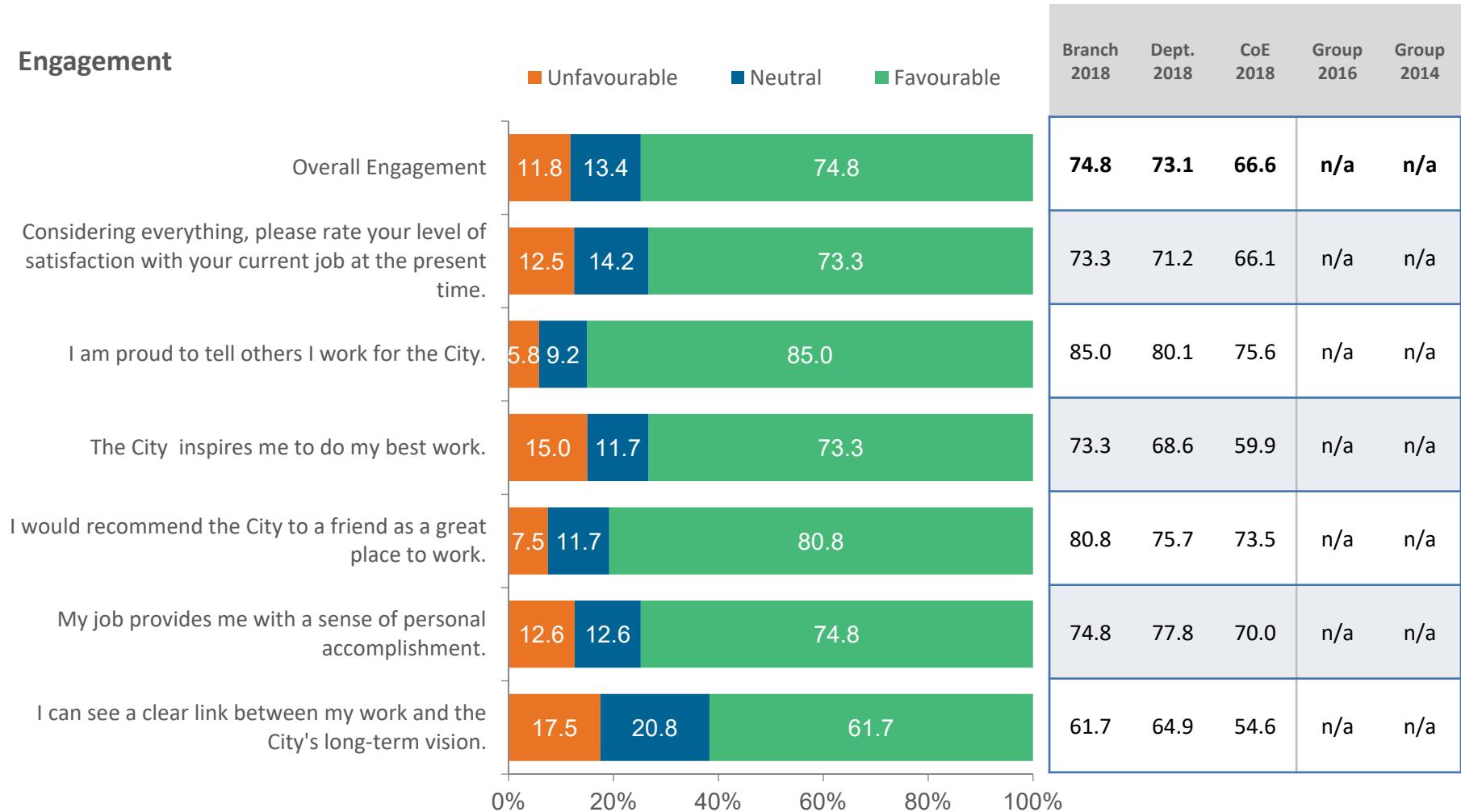
Talent Management and Support Services

Key Dimension Overview



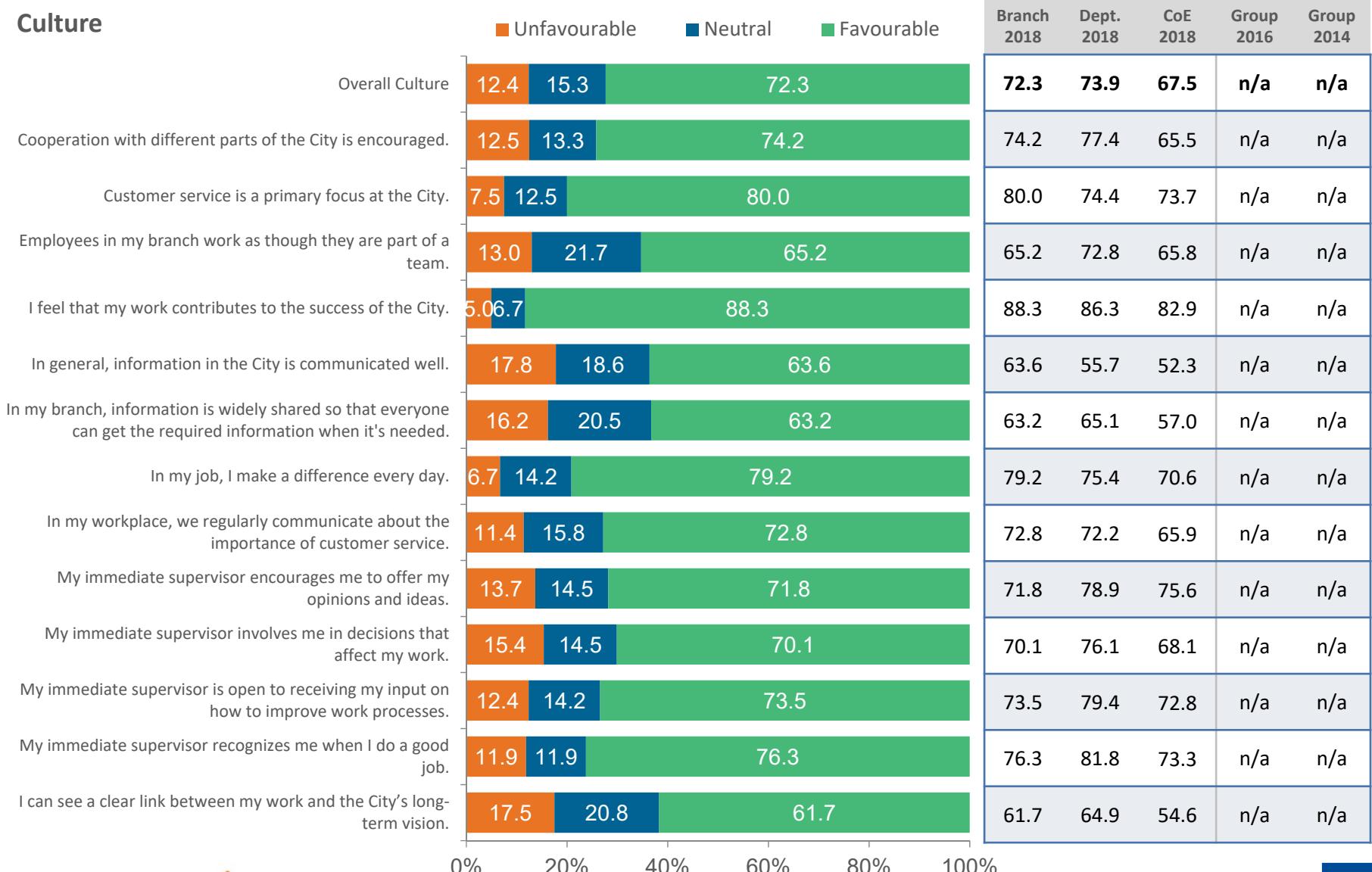
Snapshot Report

Talent Management and Support Services



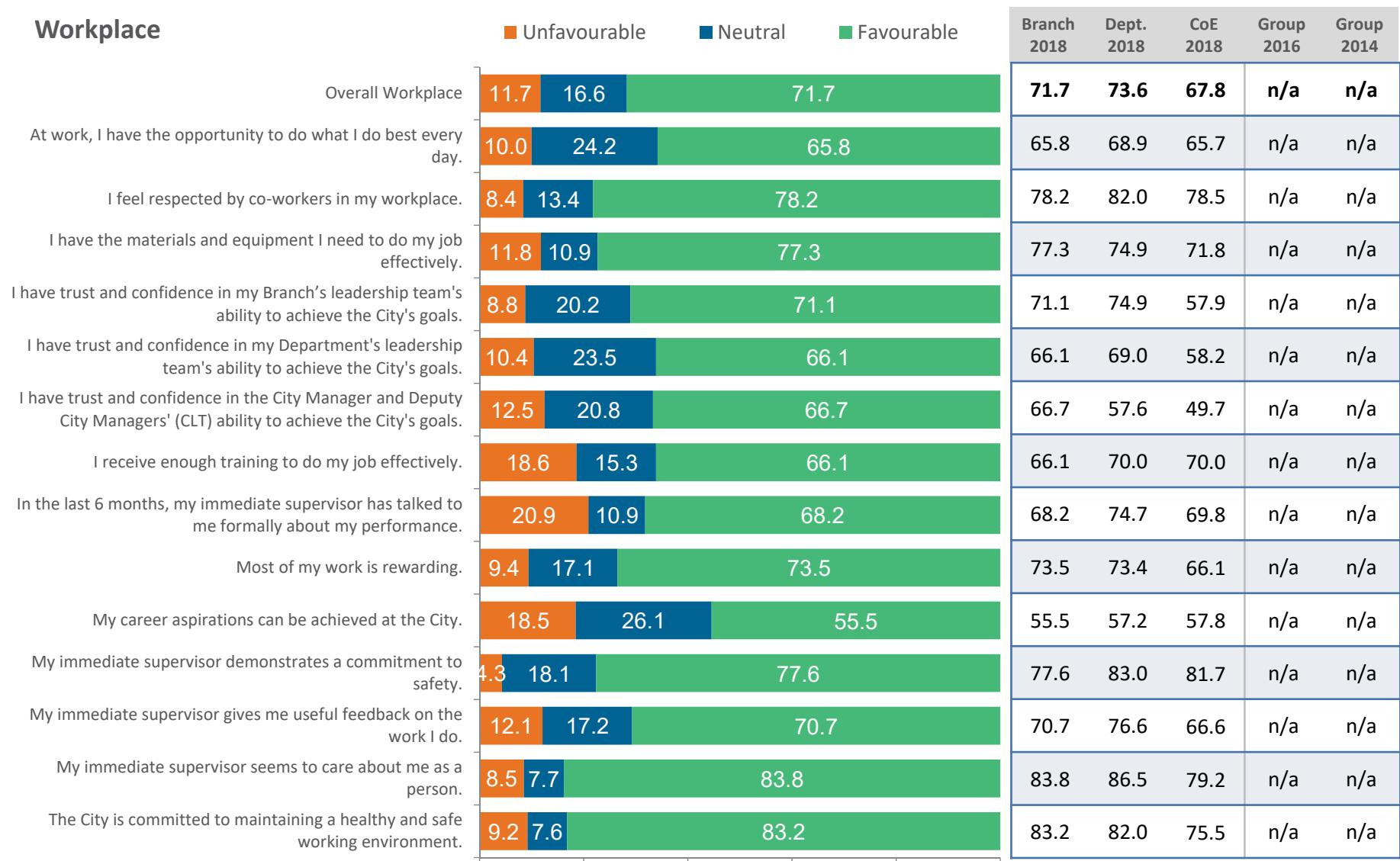
Snapshot Report

Talent Management and Support Services



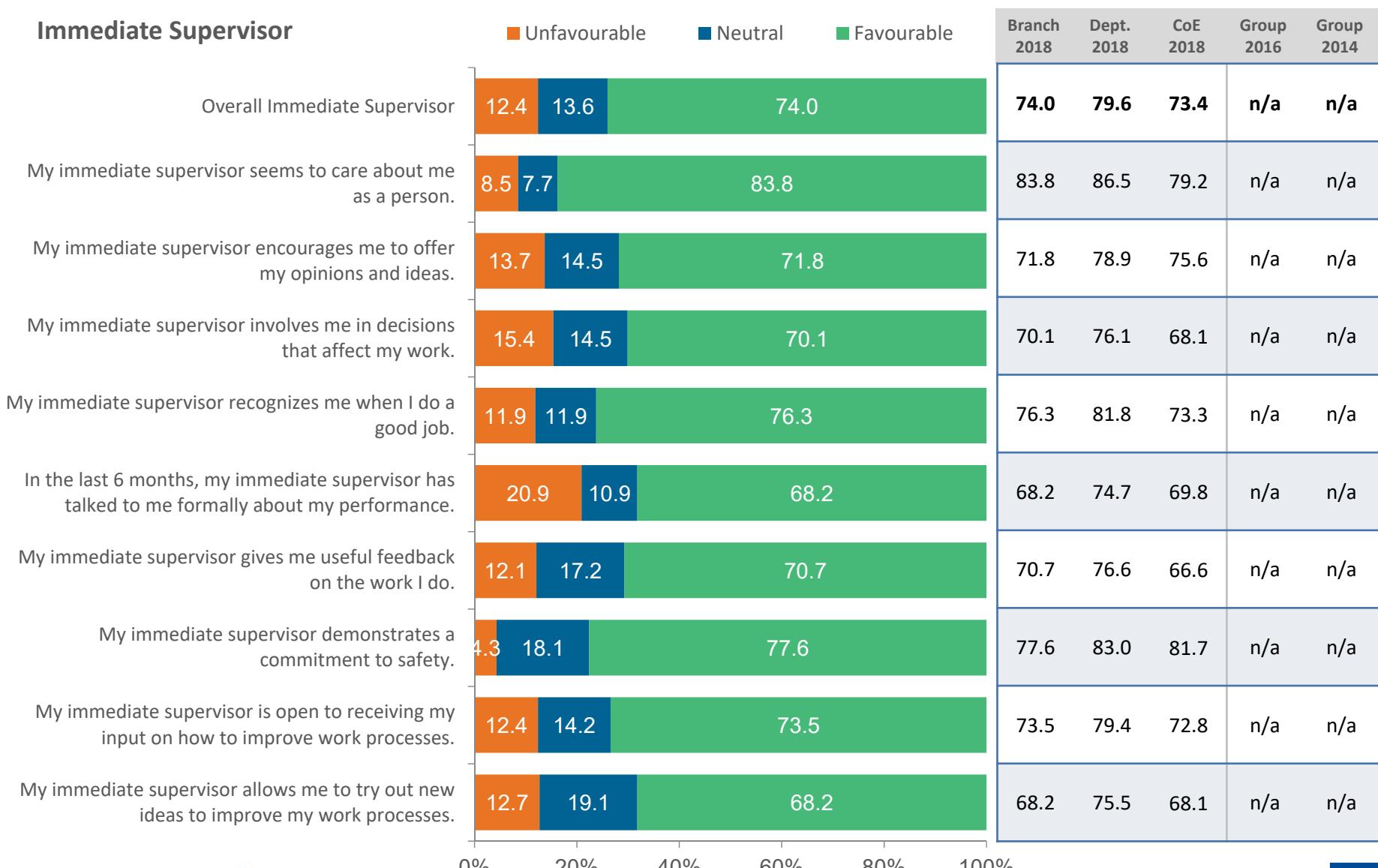
Snapshot Report

Talent Management and Support Services



Snapshot Report

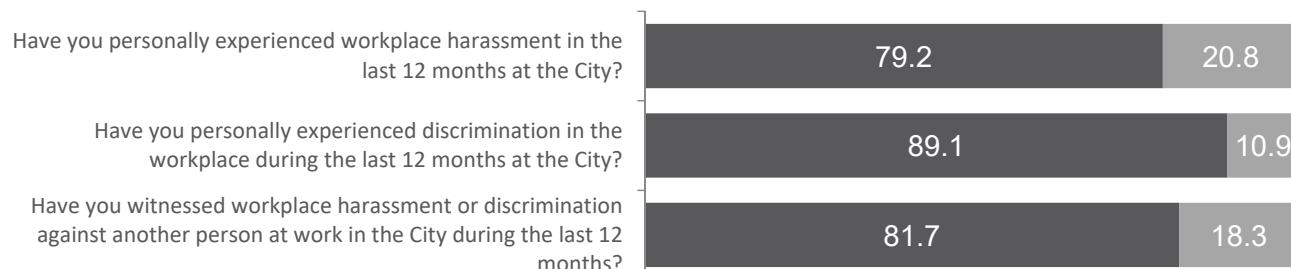
Talent Management and Support Services



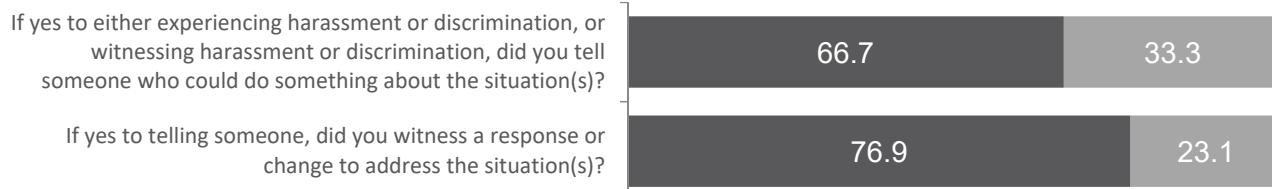
Snapshot Report

Talent Management and Support Services

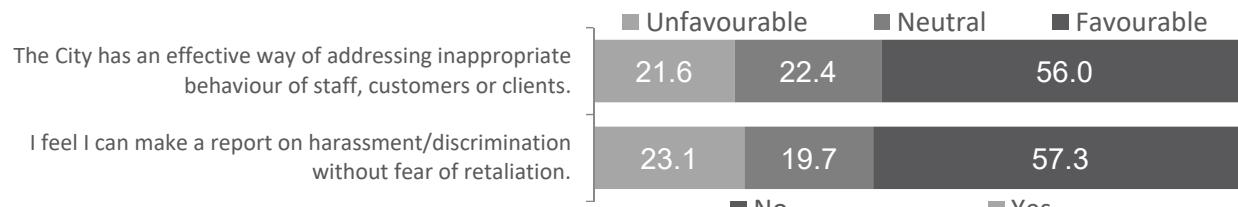
Harassment / Discrimination



For the questions above, % No represents a favourable score



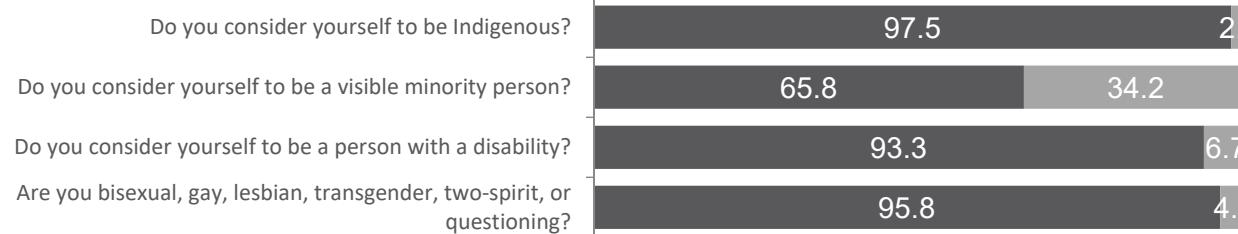
For the questions above, % Yes represents a favourable score



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
20.8	18.9	23.8	n/a	n/a
10.9	11.4	14.0	n/a	n/a
18.3	21.8	25.6	n/a	n/a

33.3	39.4	43.4	n/a	n/a
23.1	35.7	37.3	n/a	n/a

Diversity

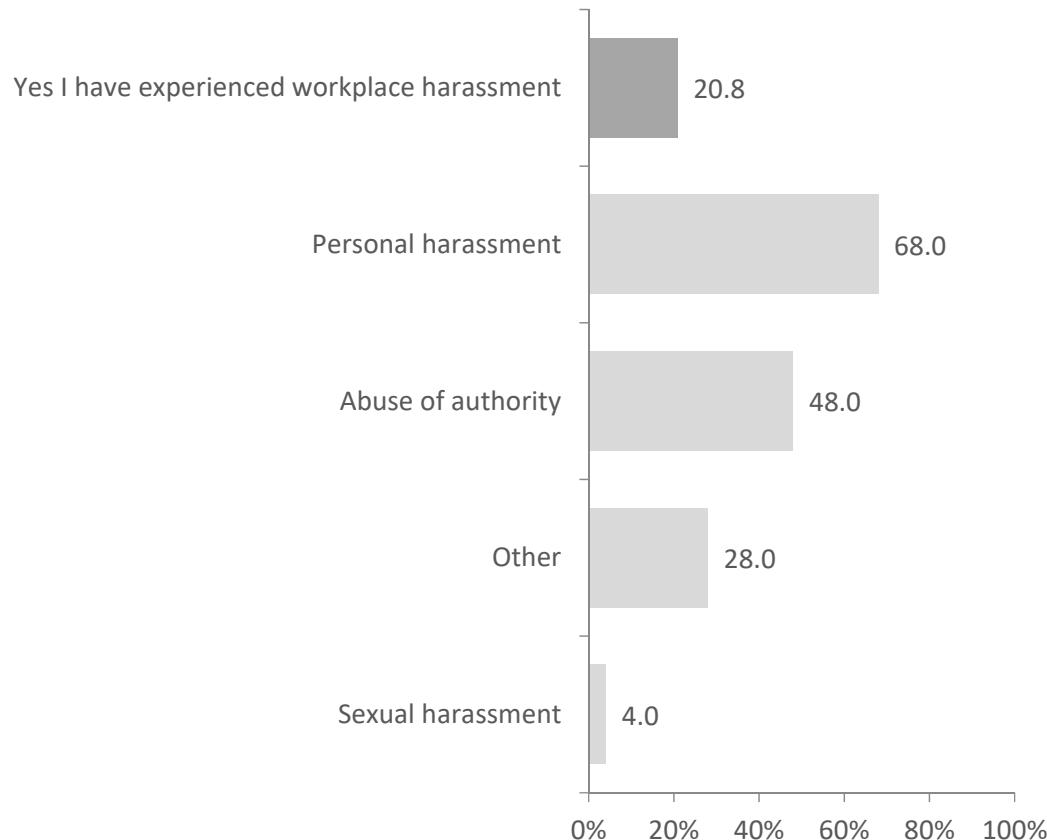


56.0	52.2	45.8	n/a	n/a
57.3	56.6	52.1	n/a	n/a
2.5	3.8	5.4	n/a	n/a
34.2	28.3	23.6	n/a	n/a

Snapshot Report

Talent Management and Support Services

*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate the type of harassment you experienced as a City Employee.*



Snapshot Report

Talent Management and Support Services

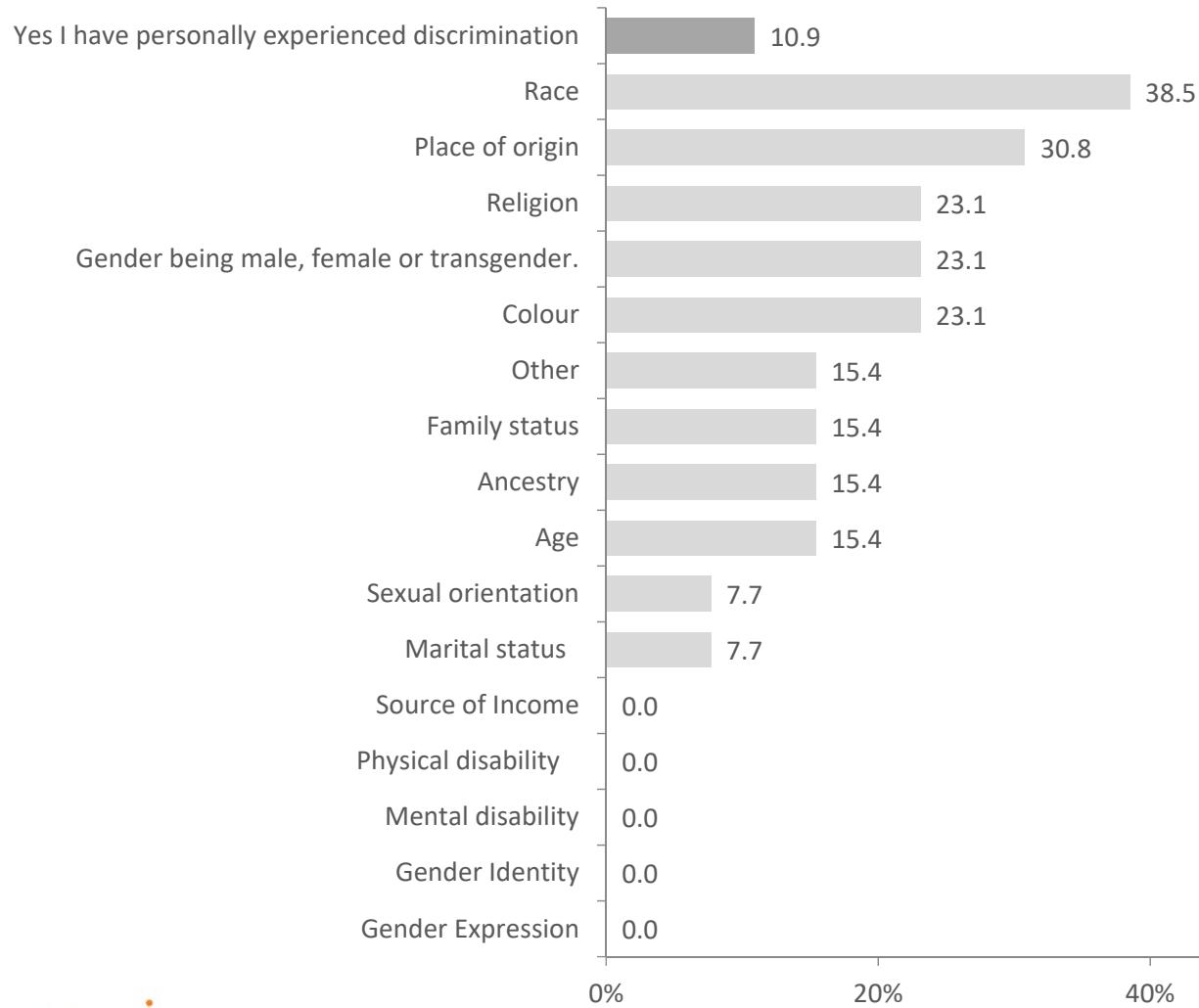
*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate who was harassing you.*



Snapshot Report

Talent Management and Support Services

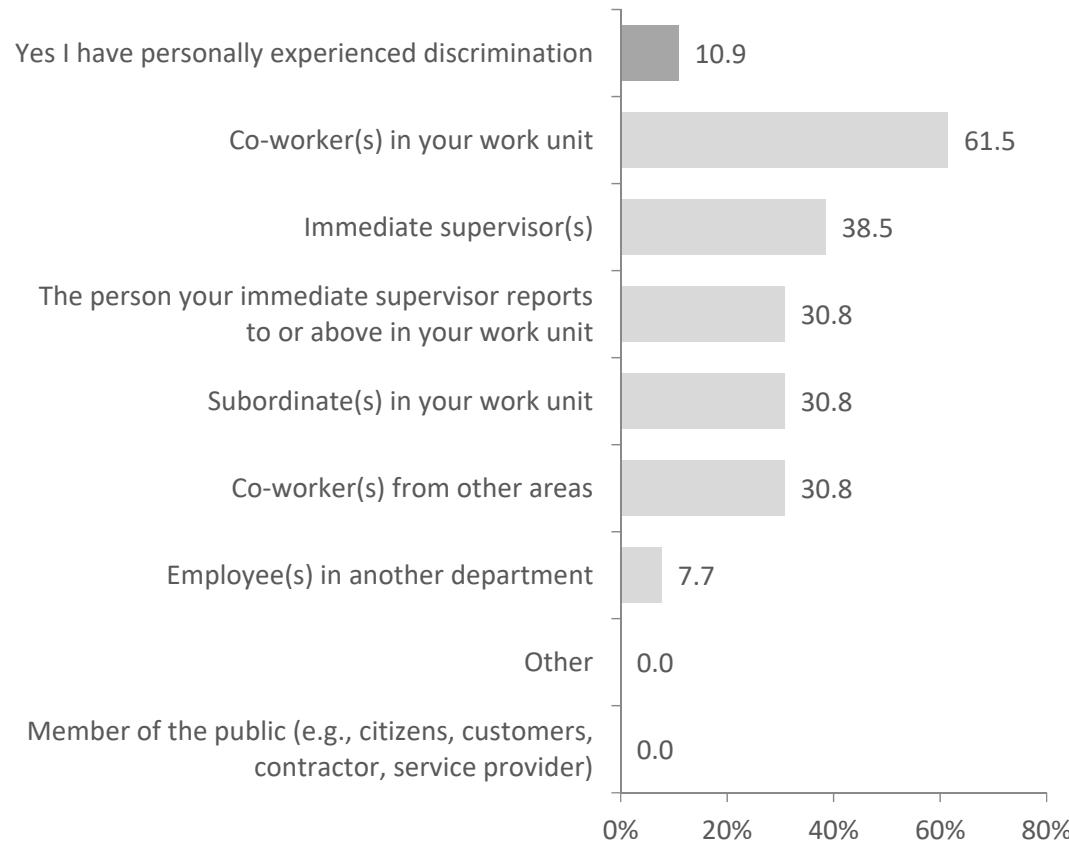
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate the type of discrimination you experienced as a City employee.



Snapshot Report

Talent Management and Support Services

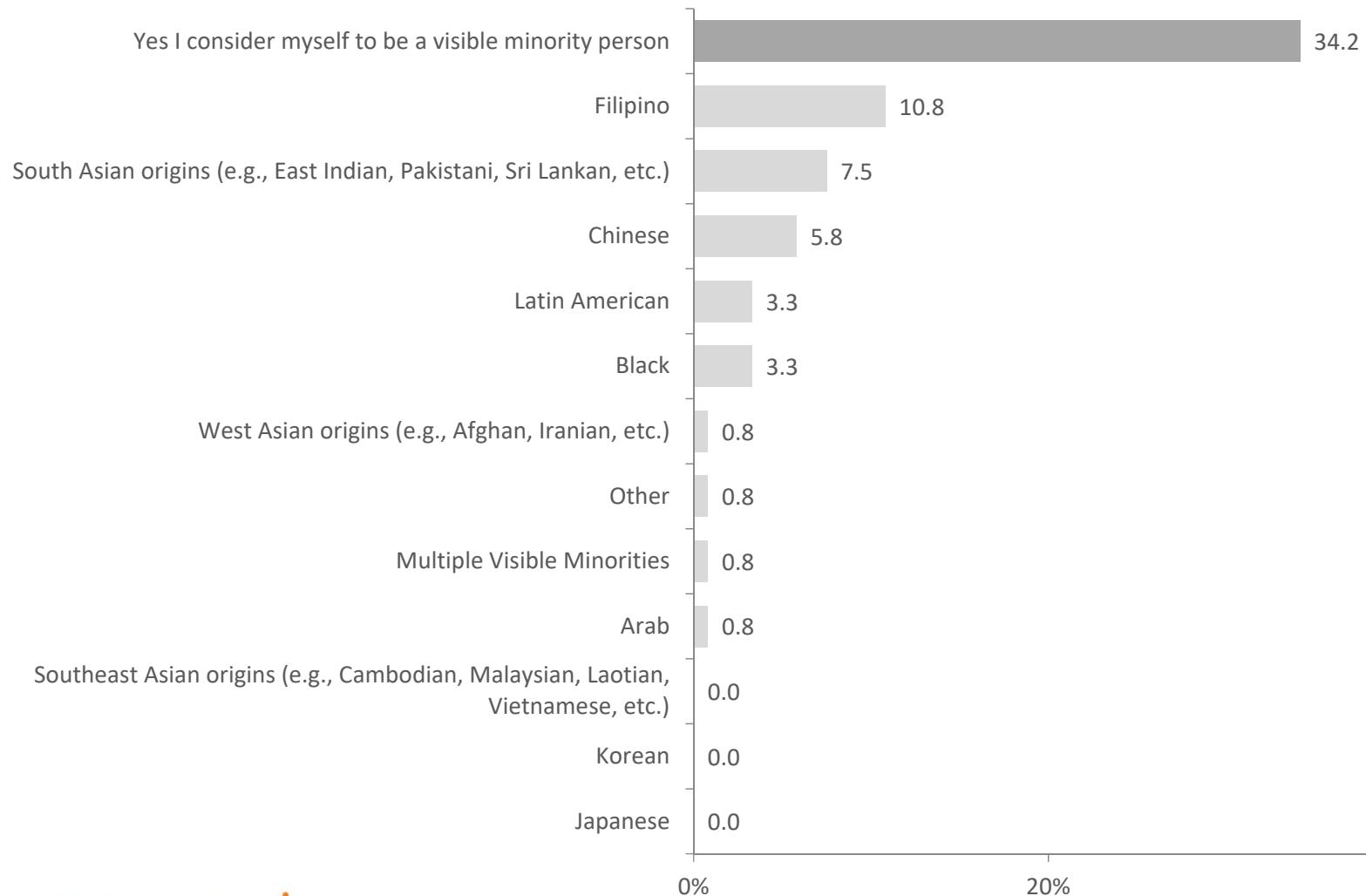
**Have you personally experienced discrimination in the last 12 months at the City?
Please indicate who discriminated against you.**



Snapshot Report

Talent Management and Support Services

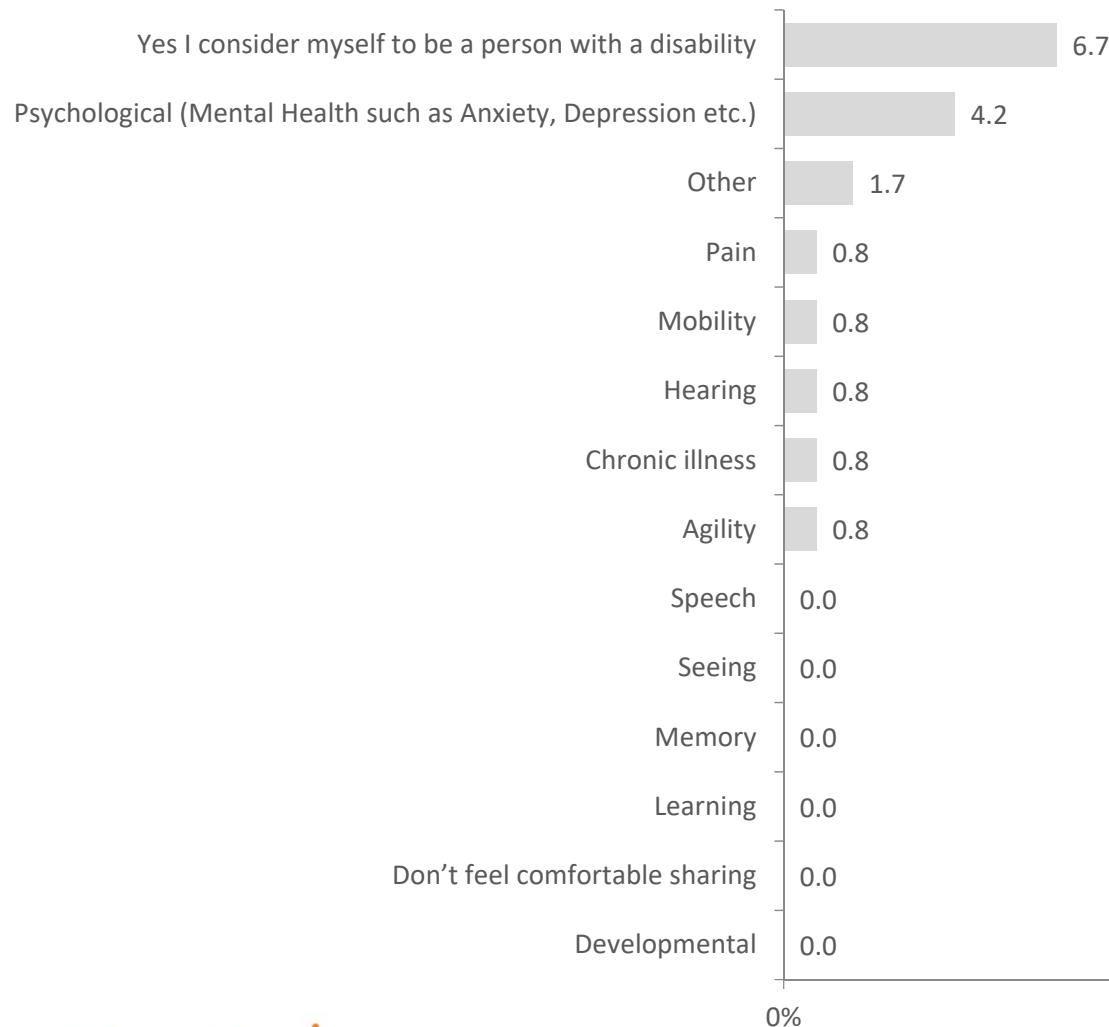
*Do you consider yourself to be a visible minority person?
Please indicate your group(s) according to the following Statistics Canada categories.*



Snapshot Report

Talent Management and Support Services

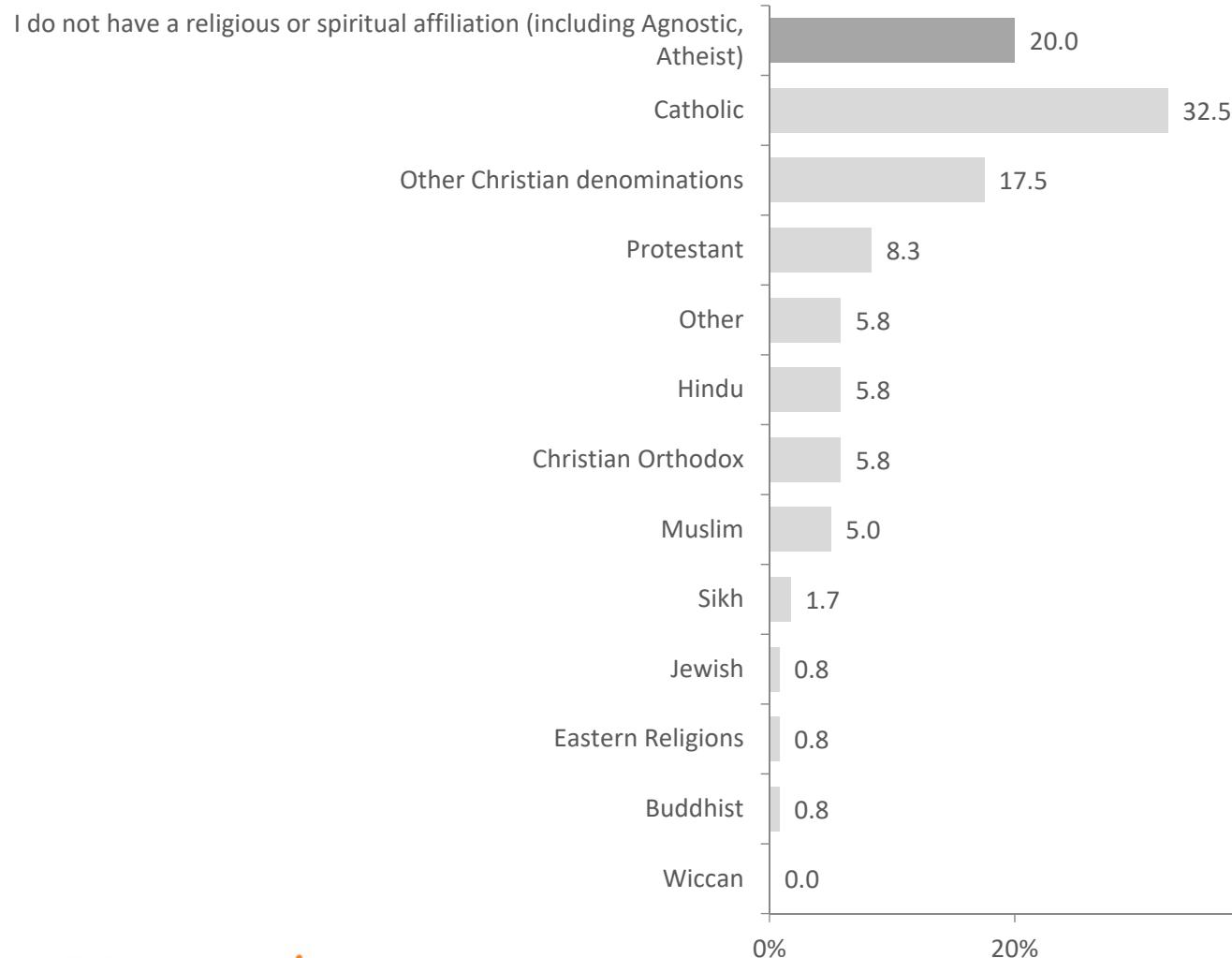
*Do you consider yourself to be a person with a disability?
What is the nature of your disability.*



Snapshot Report

Talent Management and Support Services

Please indicate your religious or spiritual affiliation.



Snapshot Report

Talent Management and Support Services

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
48.2	43.5	41.9	n/a	n/a
41.1	33.0	36.2	n/a	n/a
32.1	27.2	24.6	n/a	n/a
29.5	25.1	22.0	n/a	n/a
26.8	26.7	30.5	n/a	n/a
25.9	21.5	30.9	n/a	n/a
24.1	19.4	21.7	n/a	n/a
22.3	24.1	13.4	n/a	n/a
21.4	23.6	18.5	n/a	n/a
19.6	20.9	21.6	n/a	n/a
19.6	23.6	19.8	n/a	n/a
18.8	16.2	19.8	n/a	n/a
17.9	15.2	19.4	n/a	n/a
16.1	17.8	21.1	n/a	n/a
16.1	16.2	18.8	n/a	n/a
11.6	8.9	9.8	n/a	n/a
11.6	20.4	22.6	n/a	n/a
10.7	8.9	11.4	n/a	n/a
8.9	10.5	11.7	n/a	n/a
8.0	9.4	12.3	n/a	n/a
5.4	9.4	13.1	n/a	n/a
4.5	5.8	7.5	n/a	n/a



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Social Development

Department: Citizen Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Social Development

HOW TO READ YOUR REPORT

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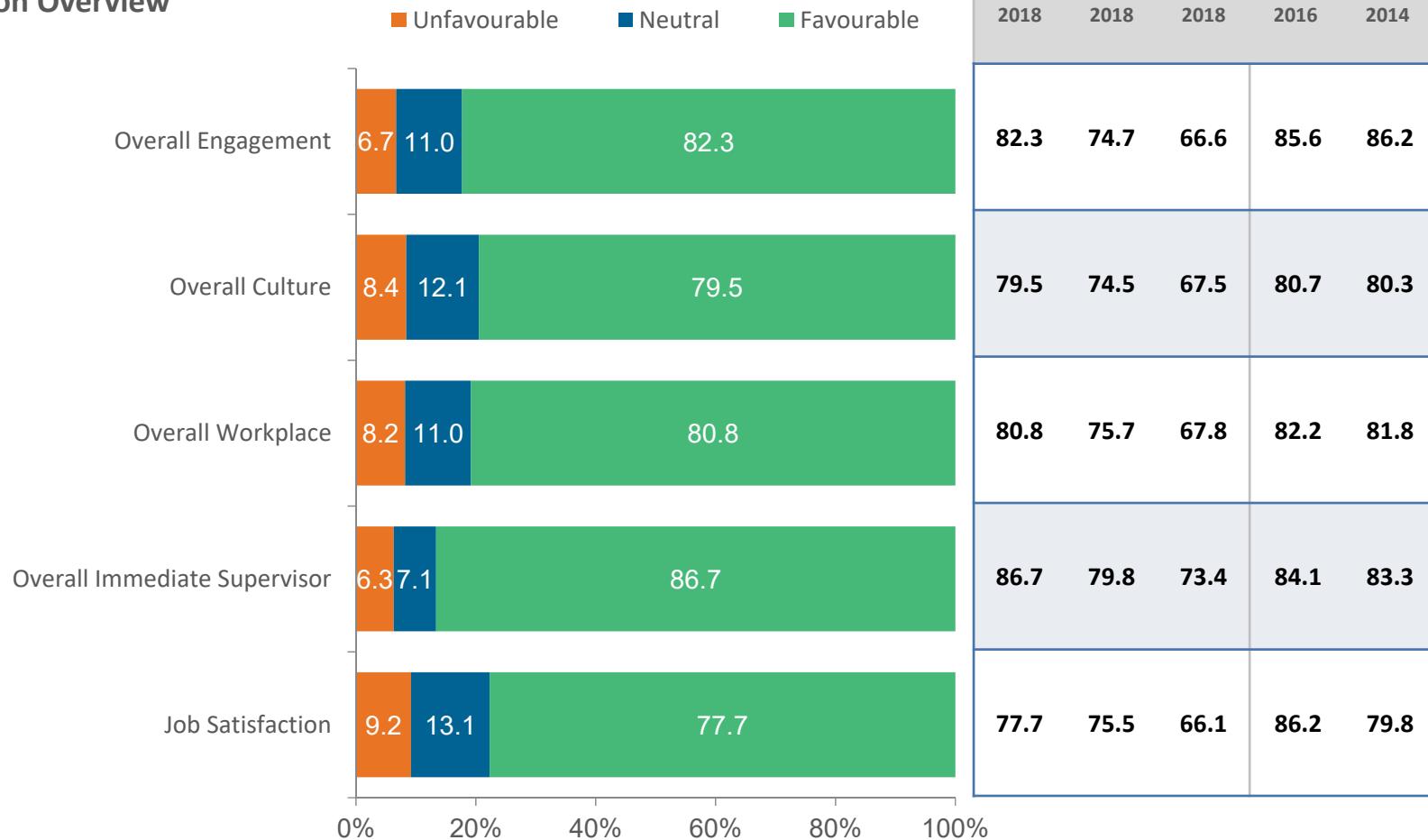
% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.

Snapshot Report

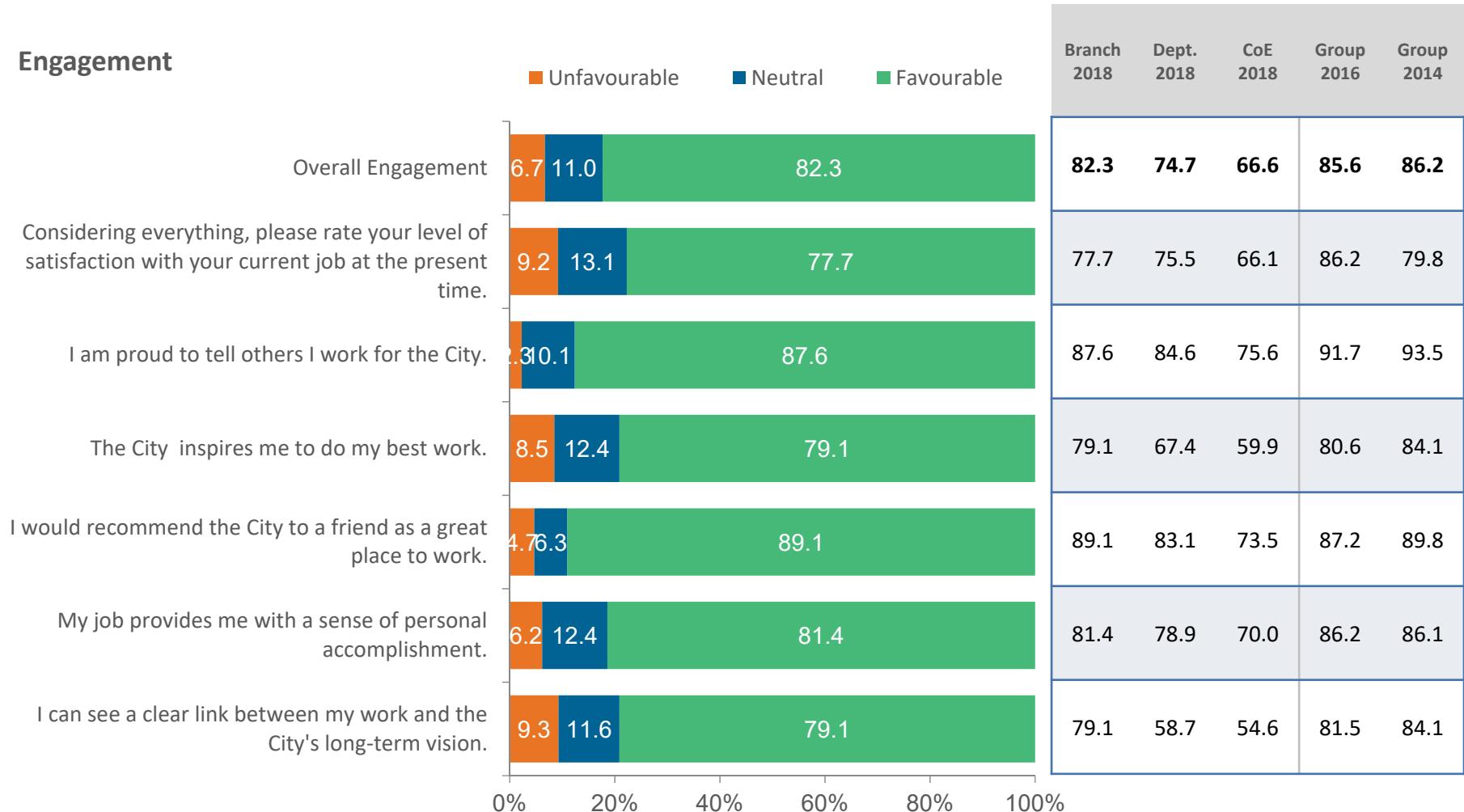
Social Development

Key Dimension Overview



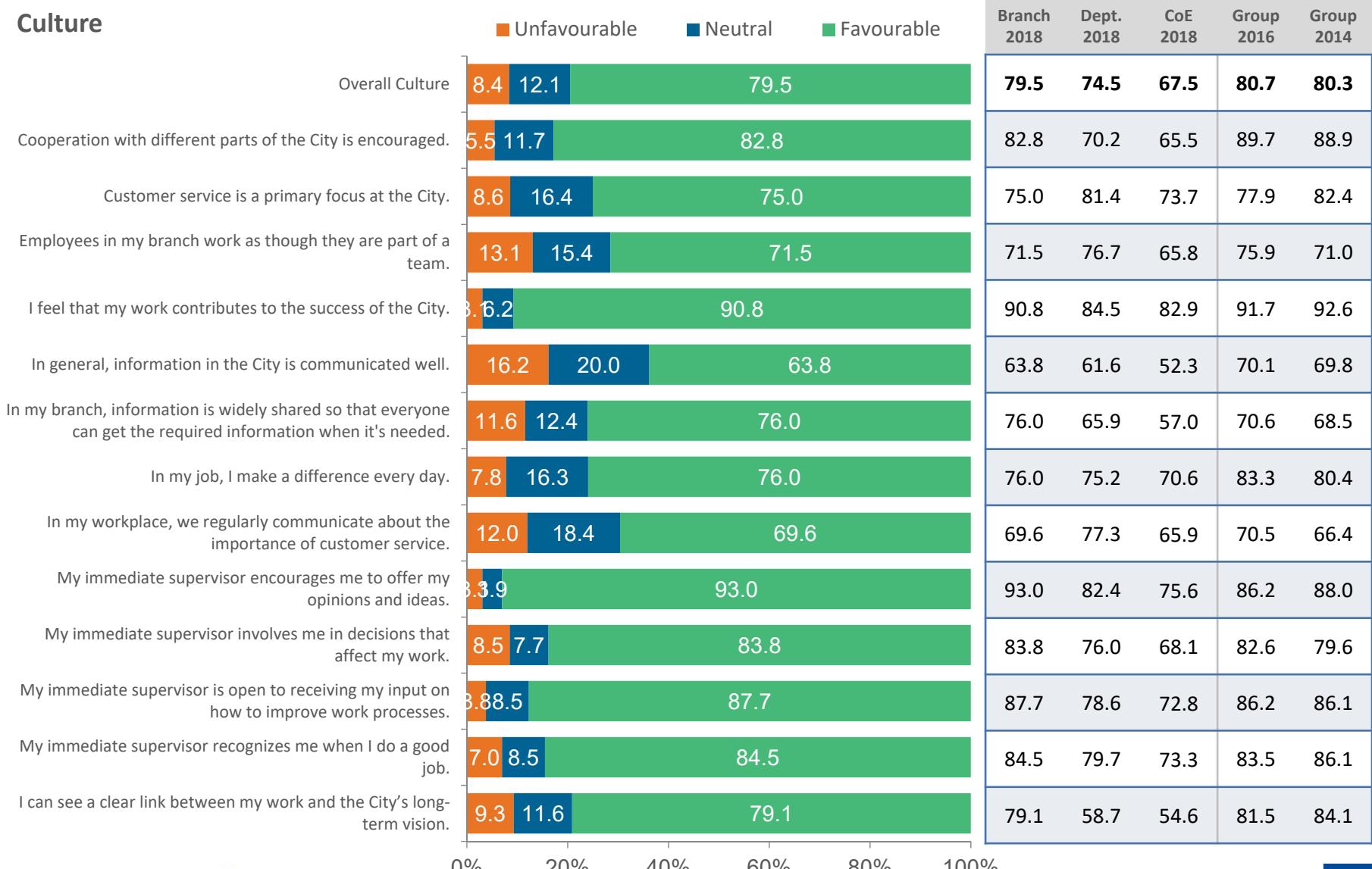
Snapshot Report

Social Development



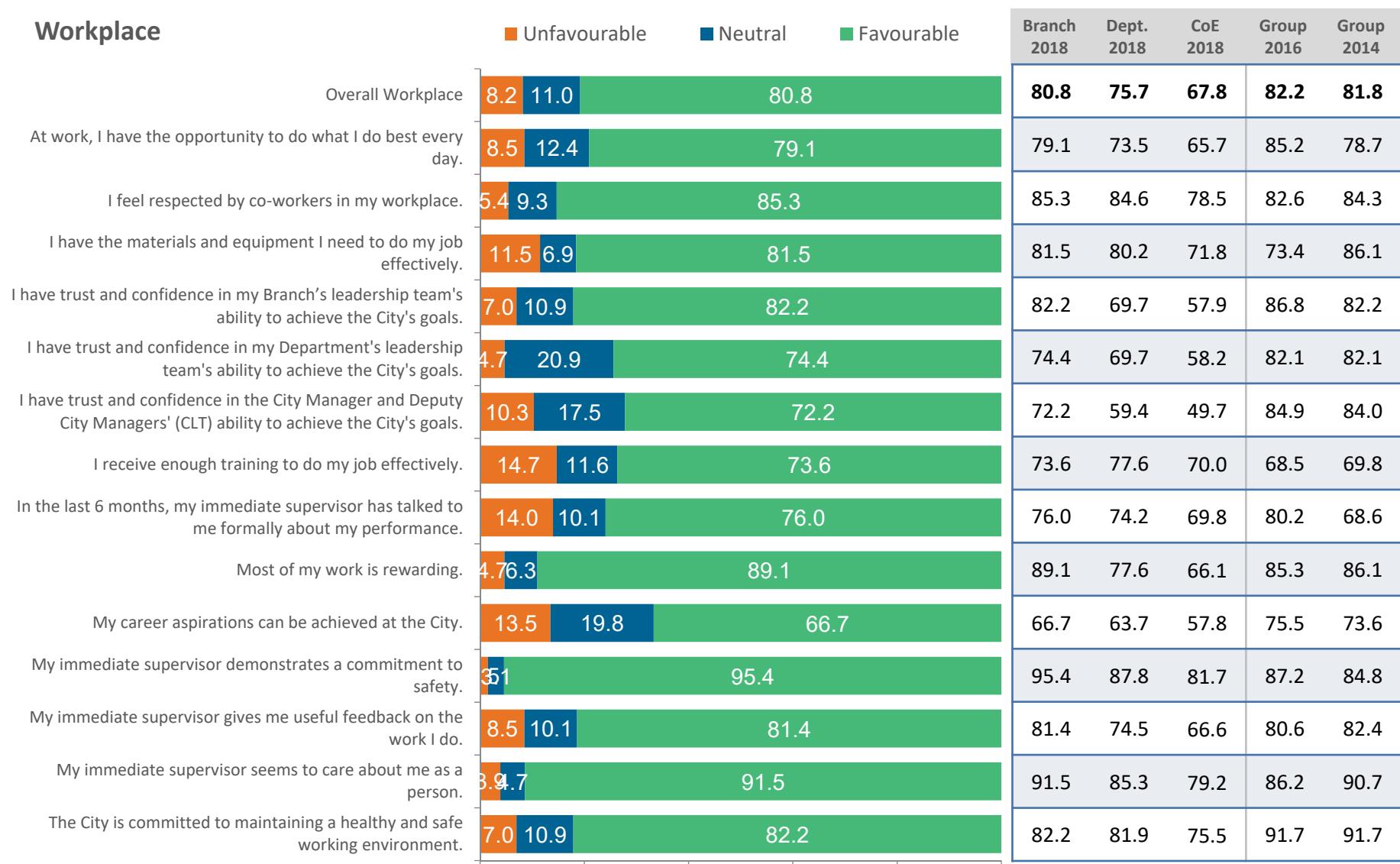
Snapshot Report

Social Development



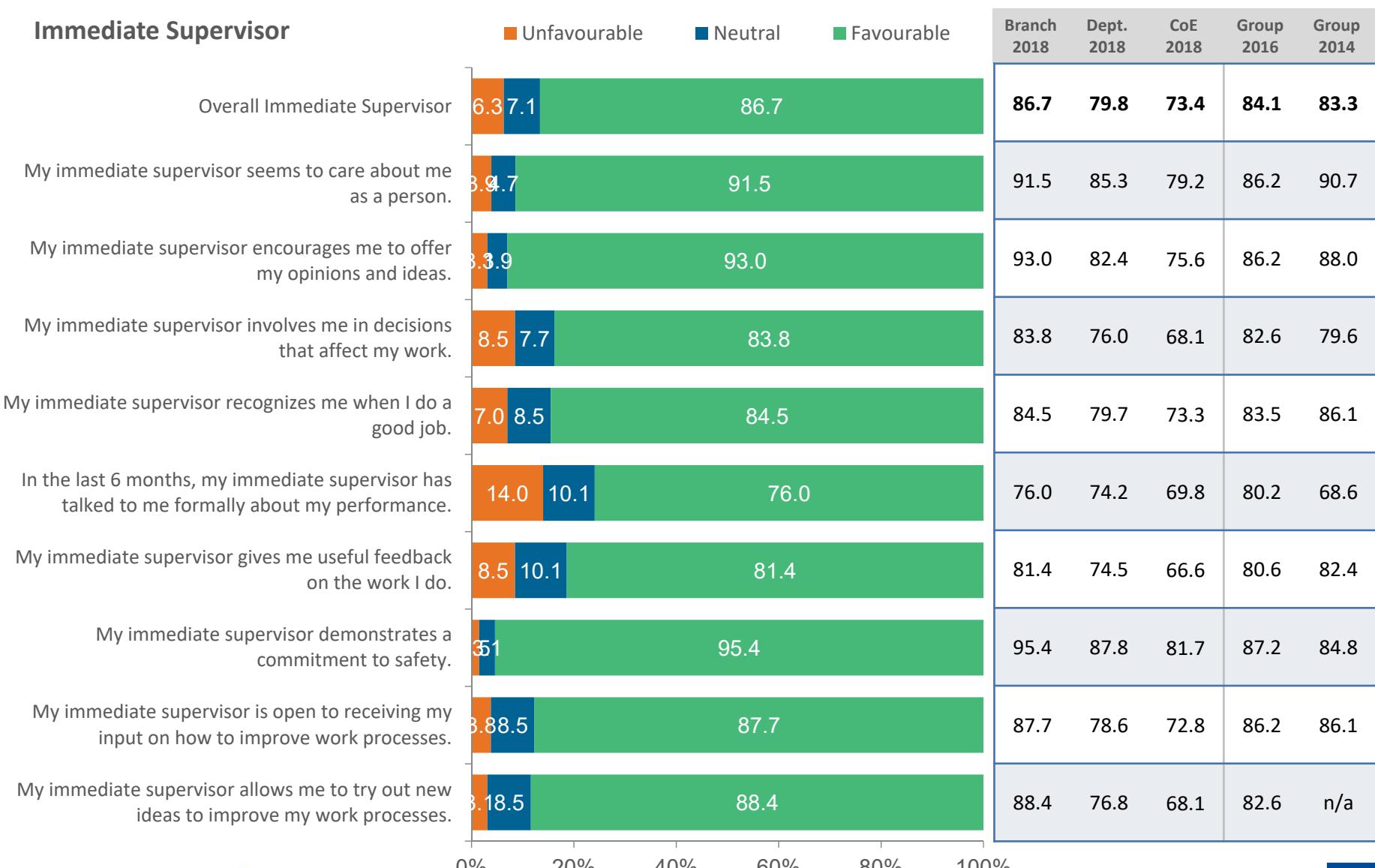
Snapshot Report

Social Development



Snapshot Report

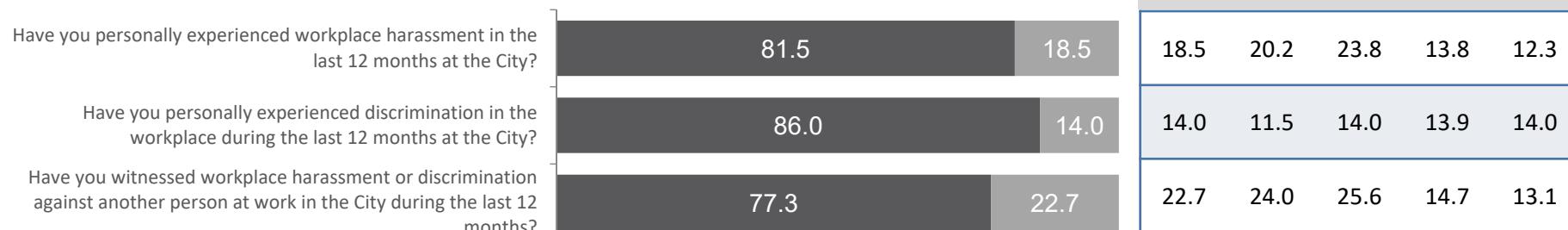
Social Development



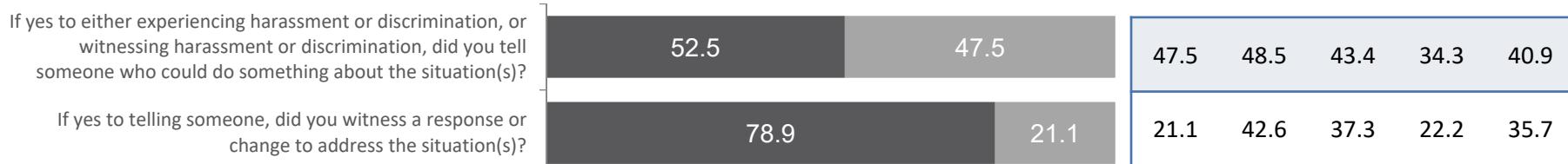
Snapshot Report

Social Development

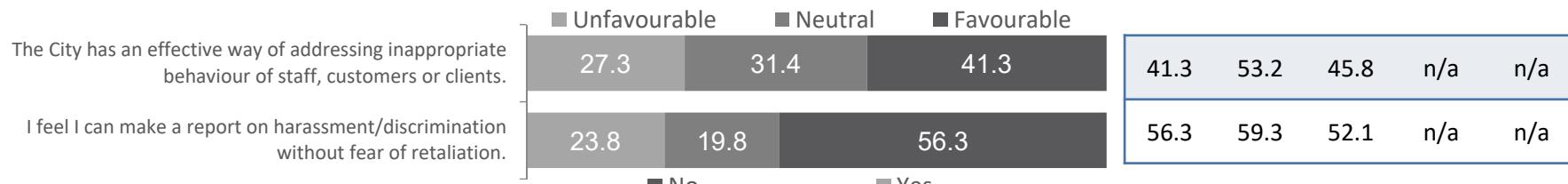
Harassment / Discrimination



For the questions above, % No represents a favourable score



For the questions above, % Yes represents a favourable score



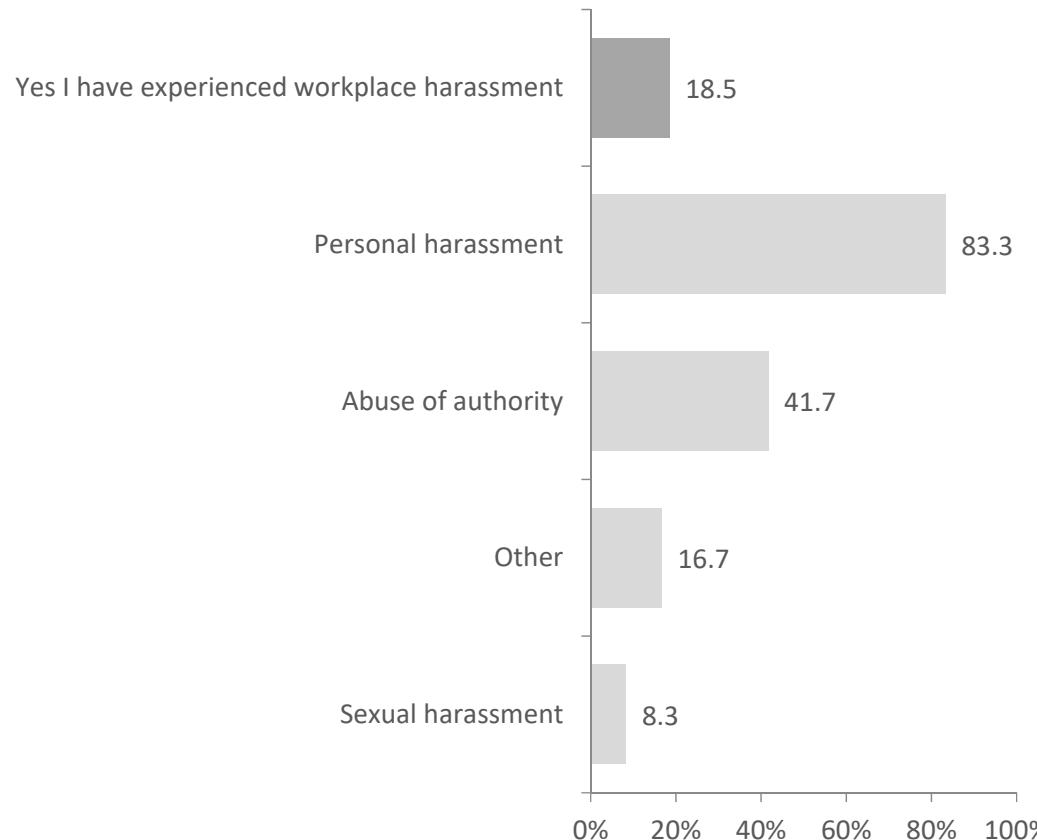
Diversity



Snapshot Report

Social Development

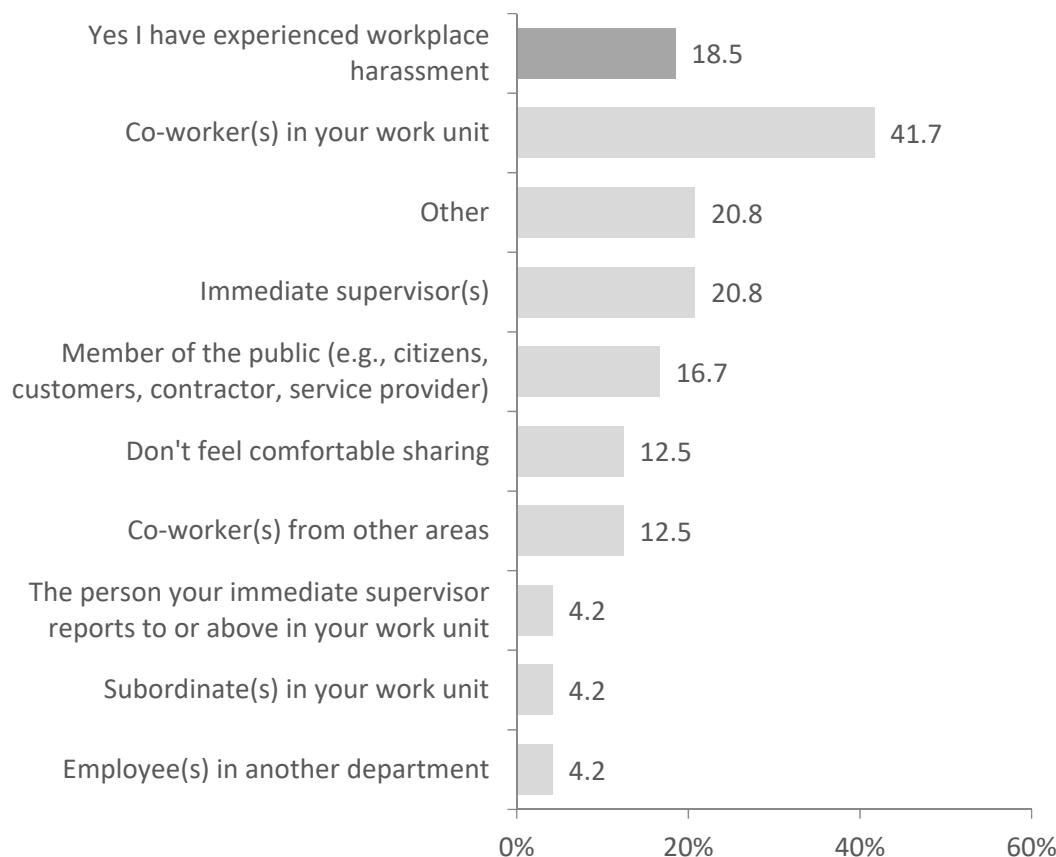
*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate the type of harassment you experienced as a City Employee.*



Snapshot Report

Social Development

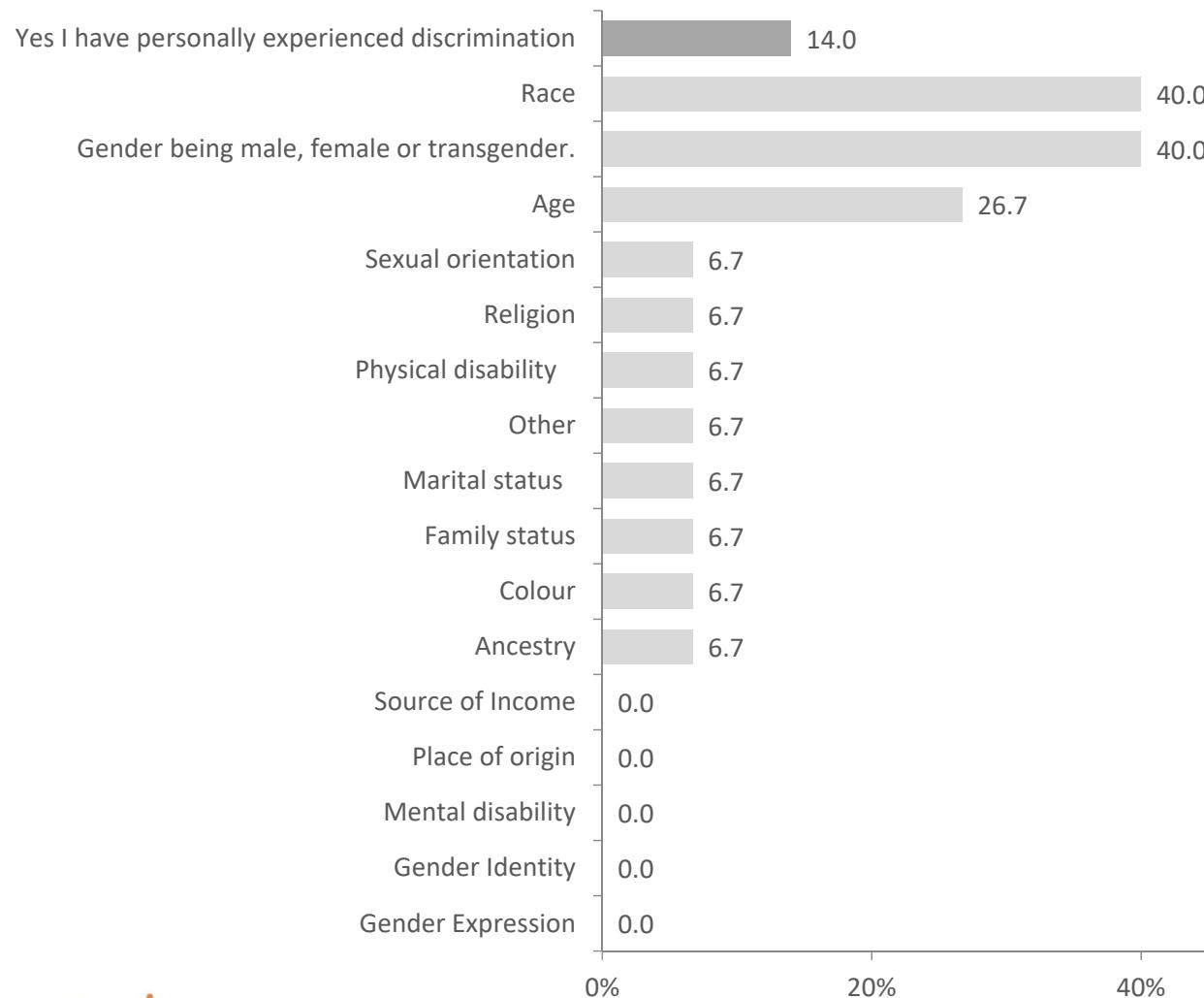
*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate who was harassing you.*



Snapshot Report

Social Development

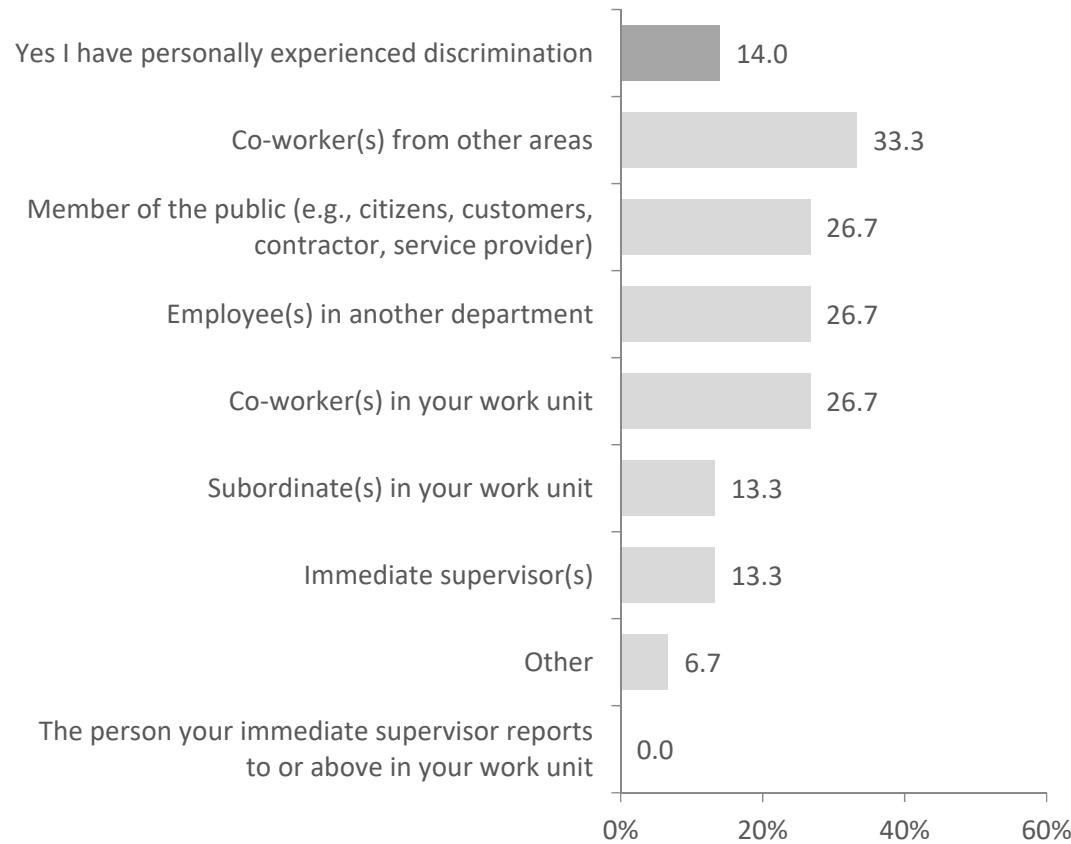
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate the type of discrimination you experienced as a City employee.



Snapshot Report

Social Development

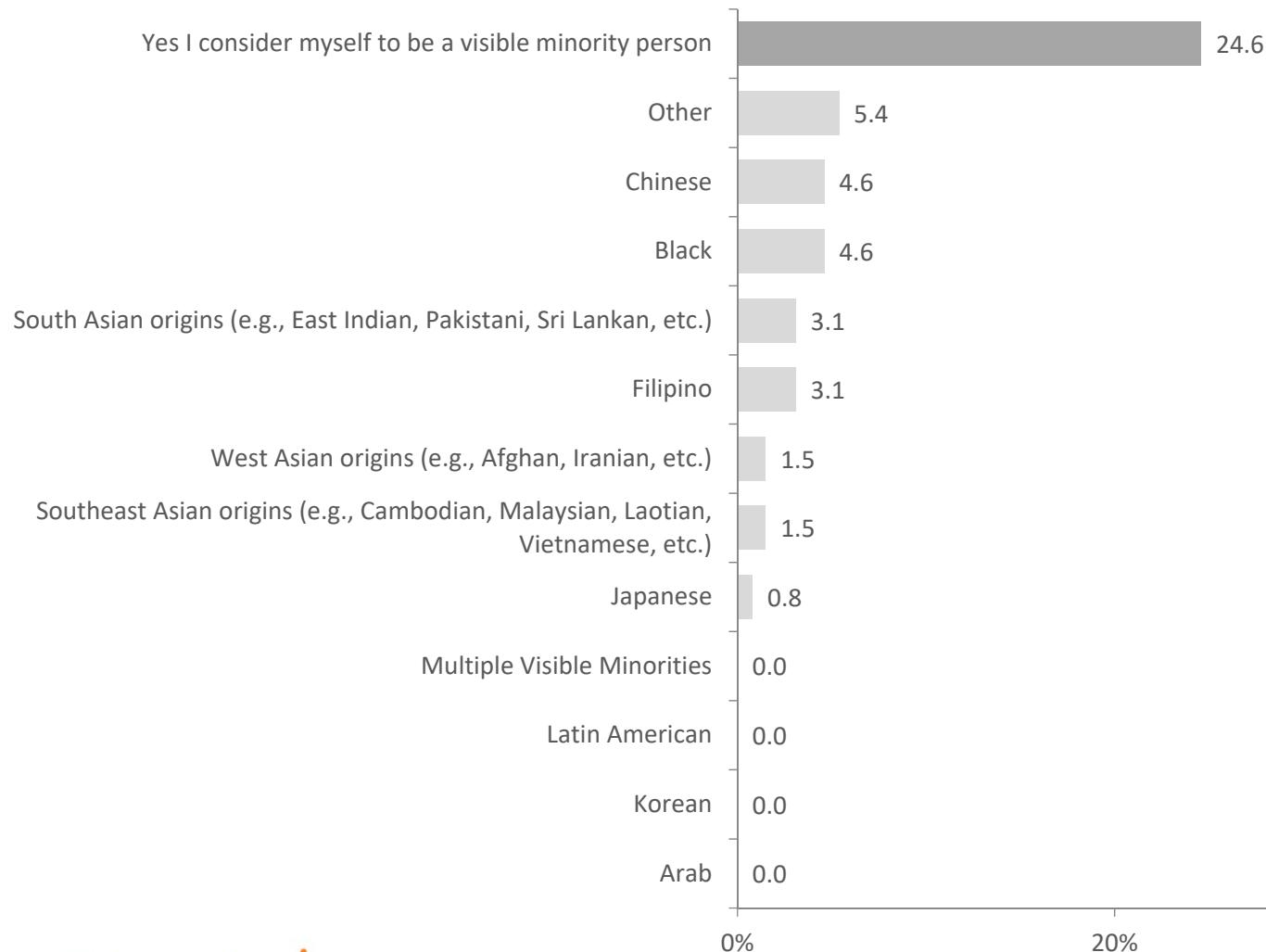
*Have you personally experienced discrimination in the last 12 months at the City?
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Snapshot Report

Social Development

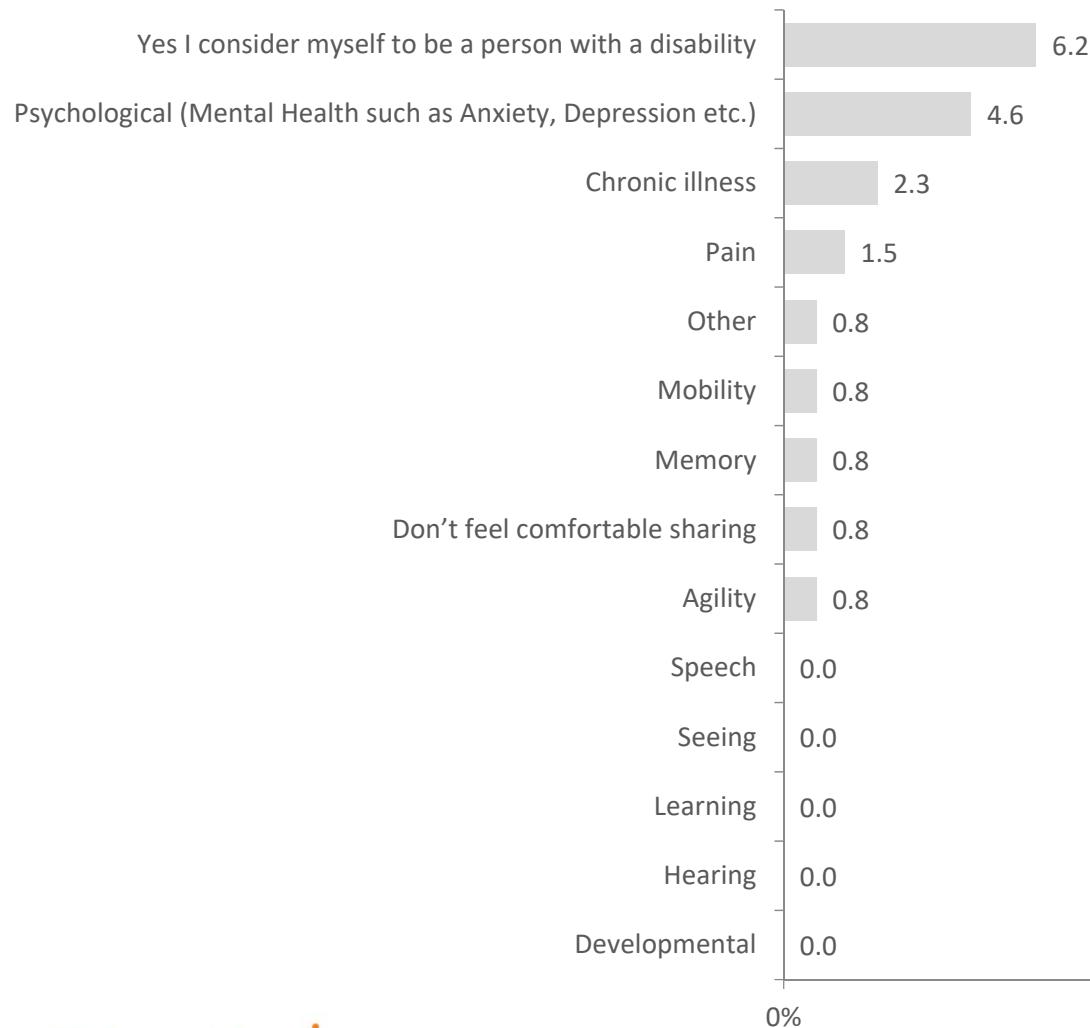
*Do you consider yourself to be a visible minority person?
Please indicate your group(s) according to the following Statistics Canada categories.*



Snapshot Report

Social Development

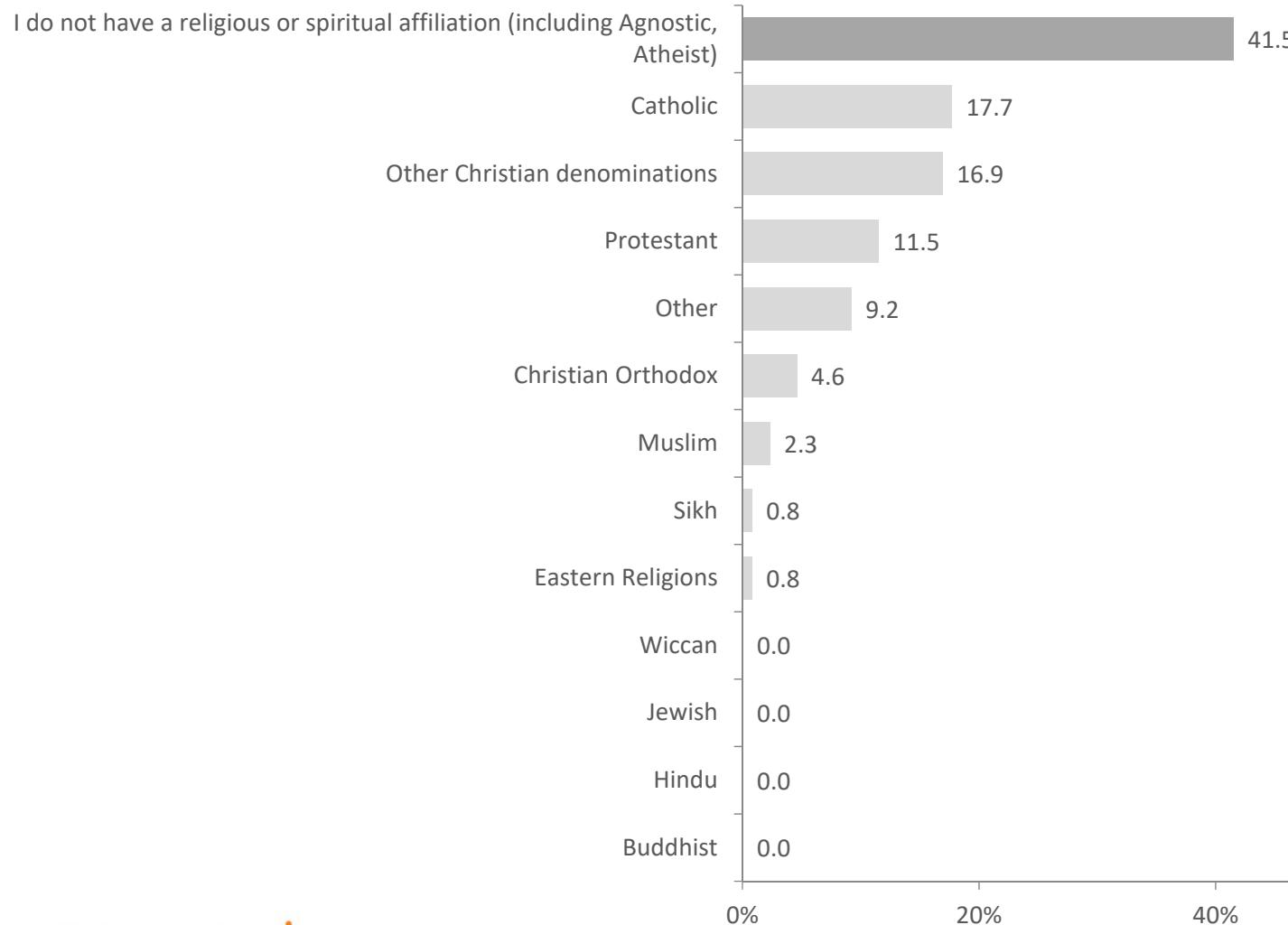
**Do you consider yourself to be a person with a disability?
What is the nature of your disability.**



Snapshot Report

Social Development

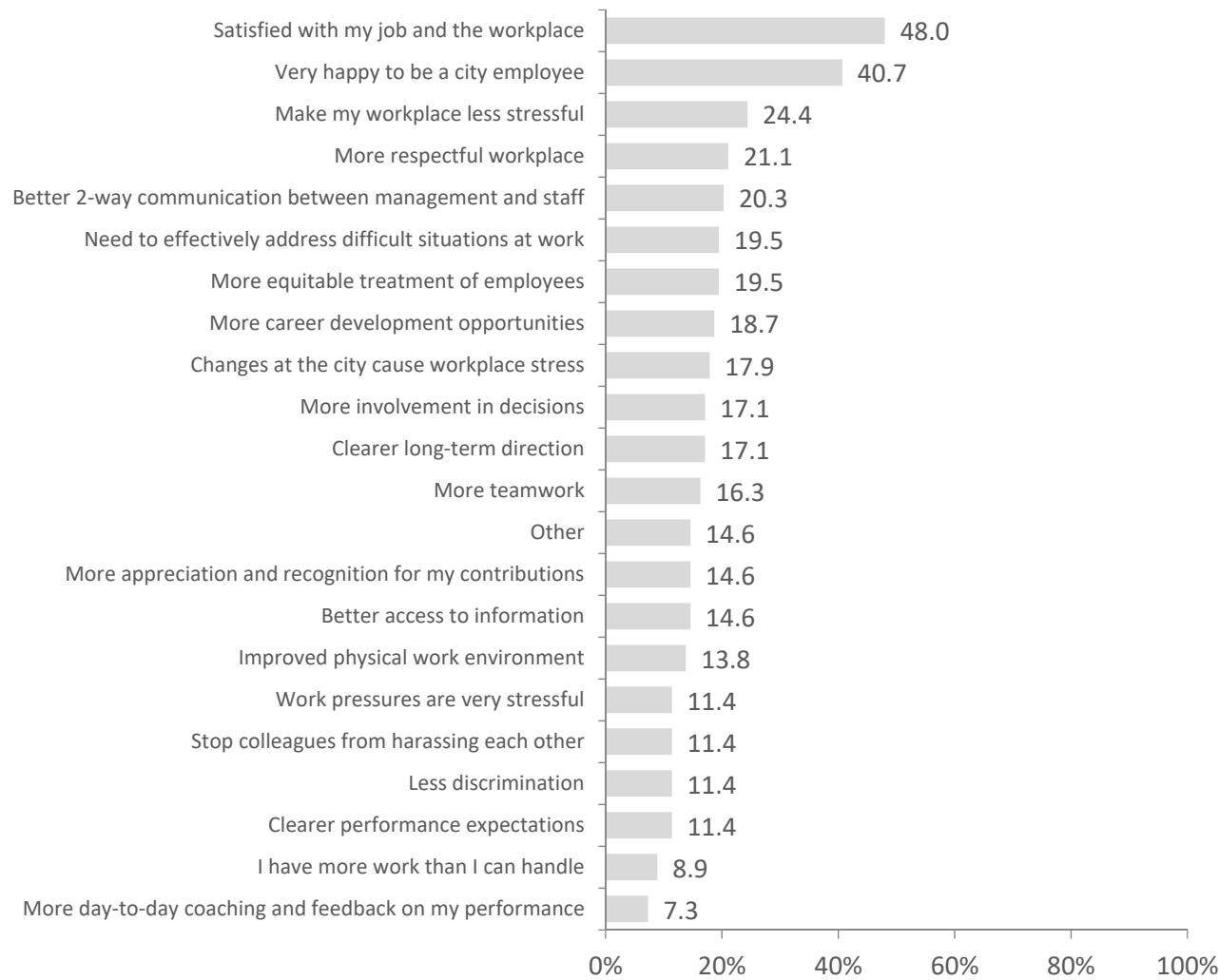
Please indicate your religious or spiritual affiliation.



Snapshot Report

Social Development

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
48.0	48.4	41.9	46.0	41.8
40.7	39.3	36.2	45.0	n/a
24.4	21.5	30.5	18.0	27.5
21.1	16.7	21.6	20.0	20.9
20.3	26.0	30.9	29.0	30.8
19.5	18.5	21.1	17.0	n/a
19.5	17.5	22.0	25.0	24.2
18.7	18.5	24.6	24.0	22.0
17.9	12.7	22.6	17.0	n/a
17.1	15.6	19.4	18.0	19.8
17.1	12.0	19.8	13.0	19.8
16.3	15.7	19.8	20.0	28.6
14.6	12.8	12.3	18.0	16.5
14.6	15.9	21.7	17.0	18.7
14.6	15.1	18.8	18.0	25.3
13.8	11.7	11.7	6.0	15.4
11.4	12.0	18.5	13.0	n/a
11.4	9.6	11.4	7.0	n/a
11.4	7.6	9.8	12.0	6.6
11.4	9.7	13.1	13.0	22.0
8.9	8.7	13.4	11.0	n/a
7.3	5.8	7.5	14.0	9.9



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Corporate Procurement & Supply Services

Department: Financial & Corporate Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Corporate Procurement & Supply Services

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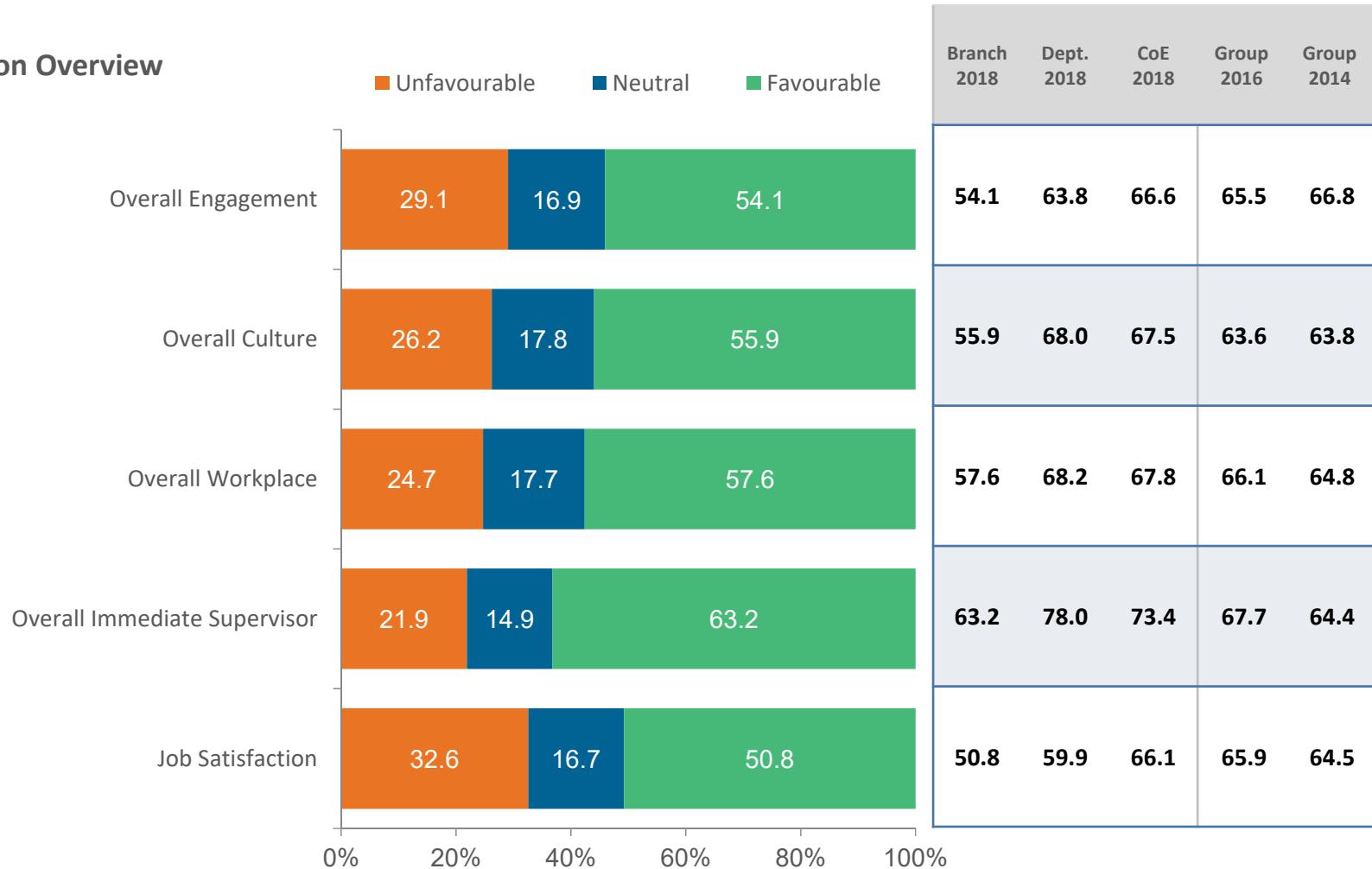
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Snapshot Report

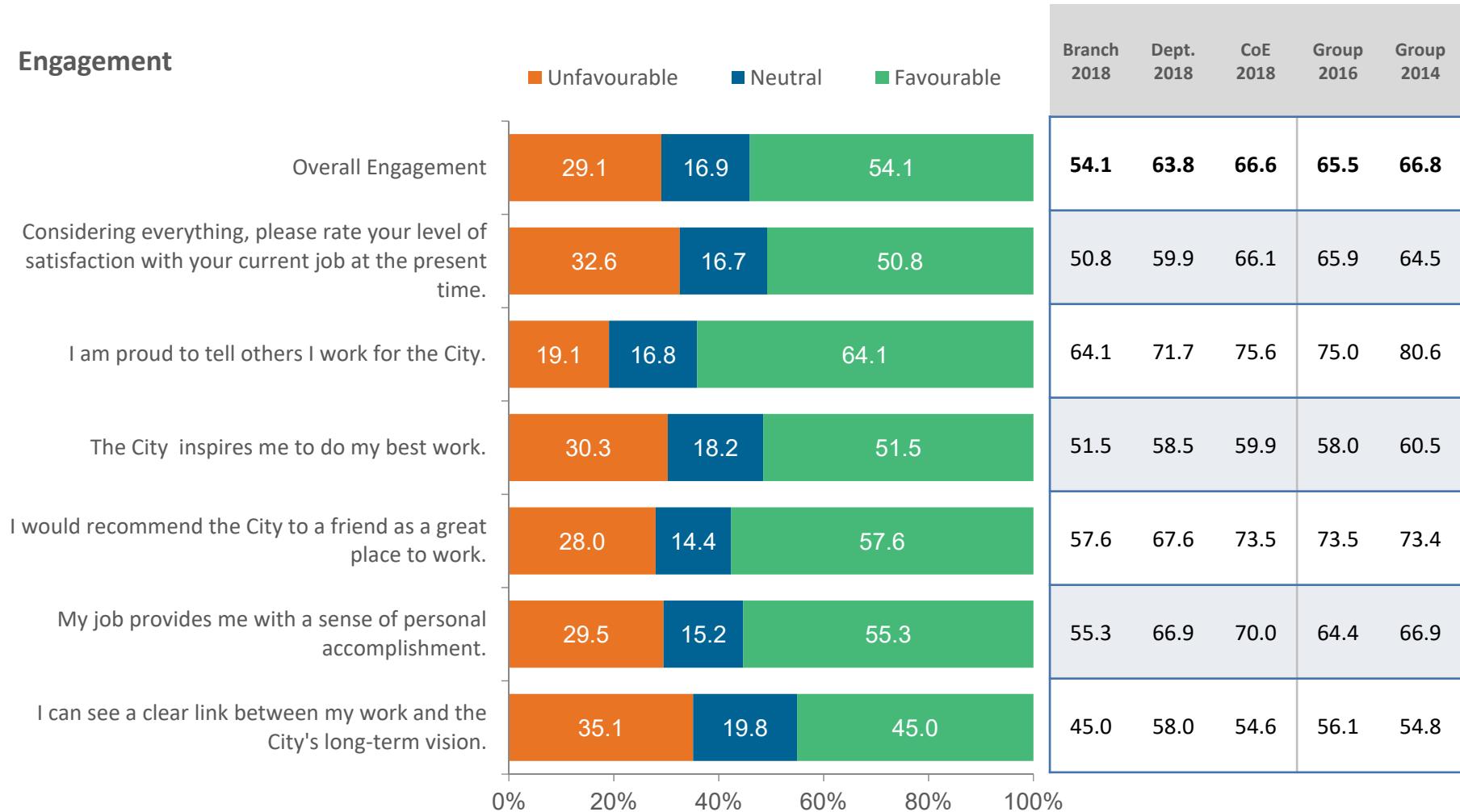
Corporate Procurement & Supply Services

Key Dimension Overview



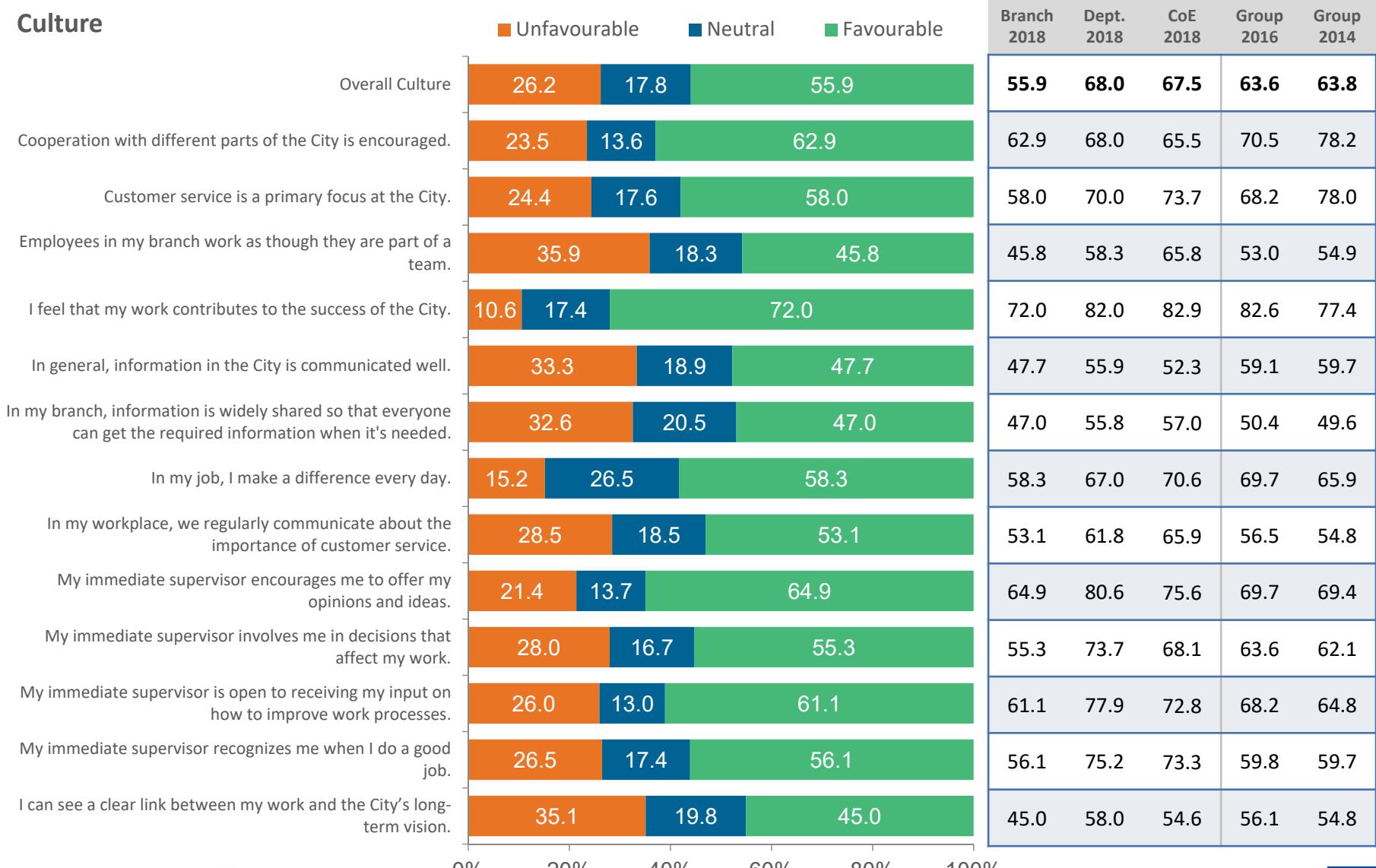
Snapshot Report

Corporate Procurement & Supply Services



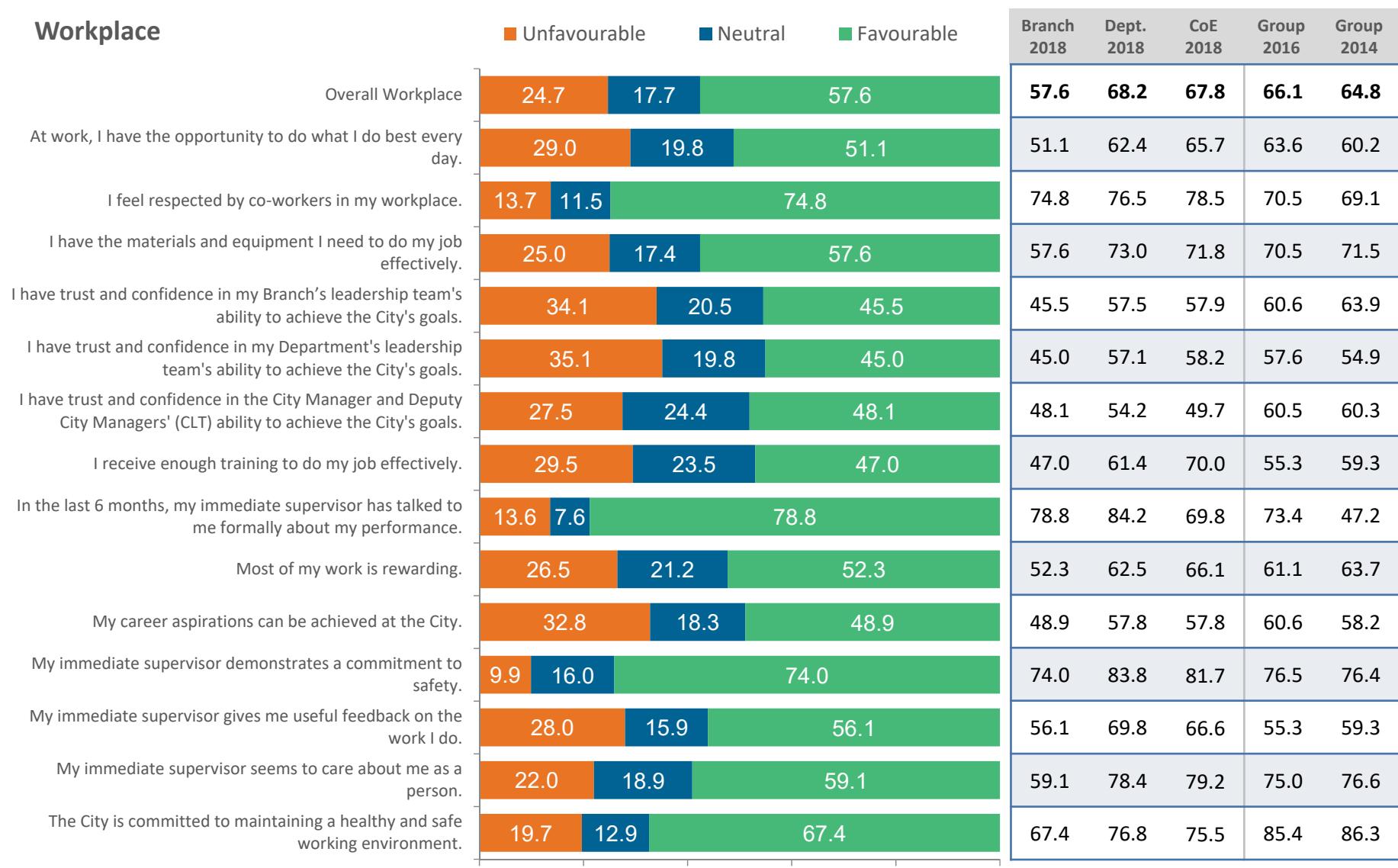
Snapshot Report

Corporate Procurement & Supply Services



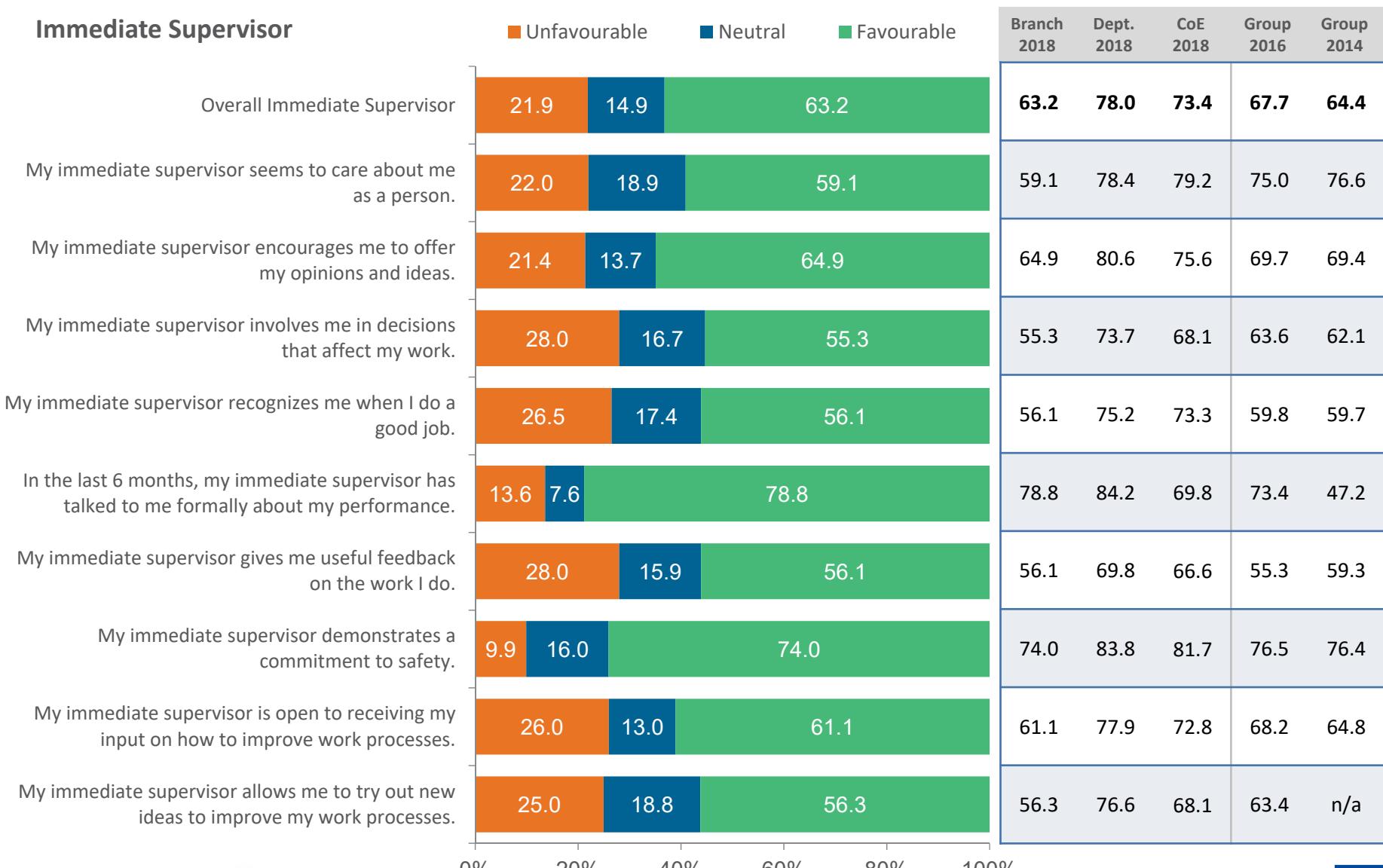
Snapshot Report

Corporate Procurement & Supply Services



Snapshot Report

Corporate Procurement & Supply Services



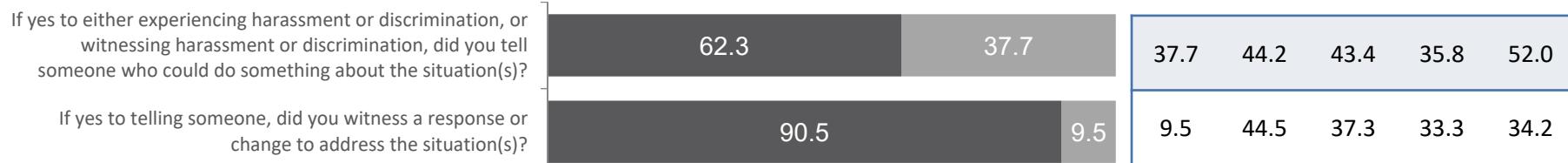
Snapshot Report

Corporate Procurement & Supply Services

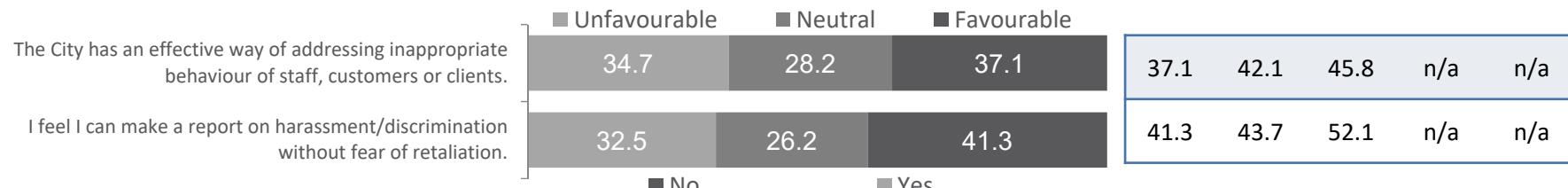
Harassment / Discrimination



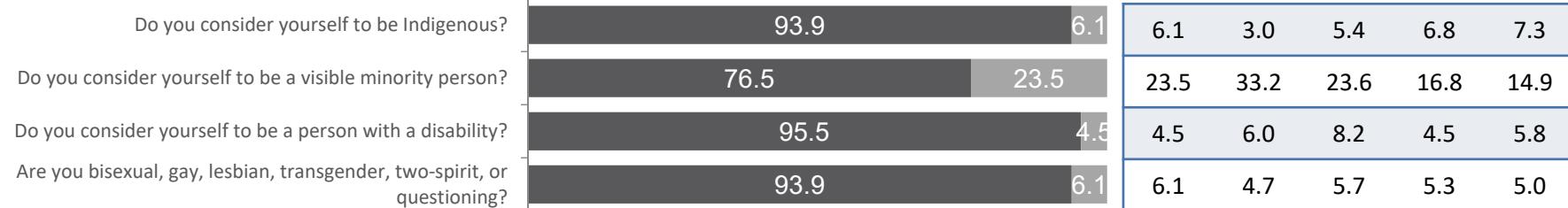
For the questions above, % No represents a favourable score



For the questions above, % Yes represents a favourable score



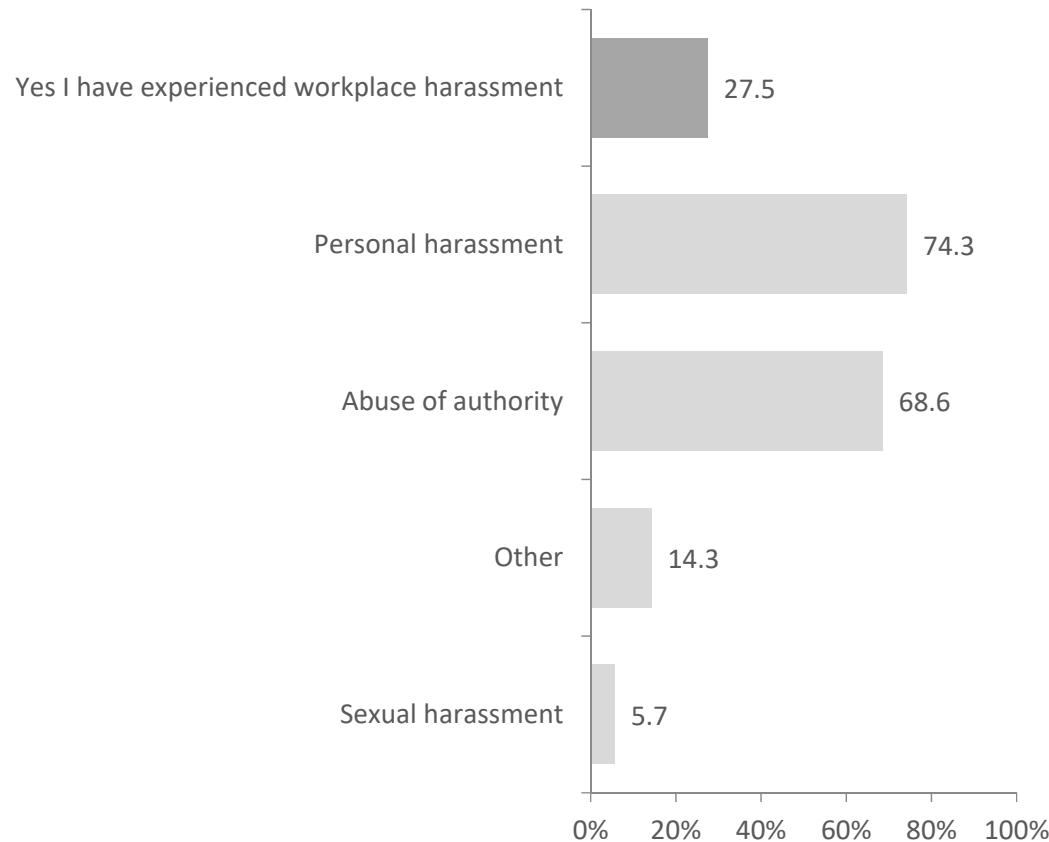
Diversity



Snapshot Report

Corporate Procurement & Supply Services

*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate the type of harassment you experienced as a City Employee.*



Snapshot Report

Corporate Procurement & Supply Services

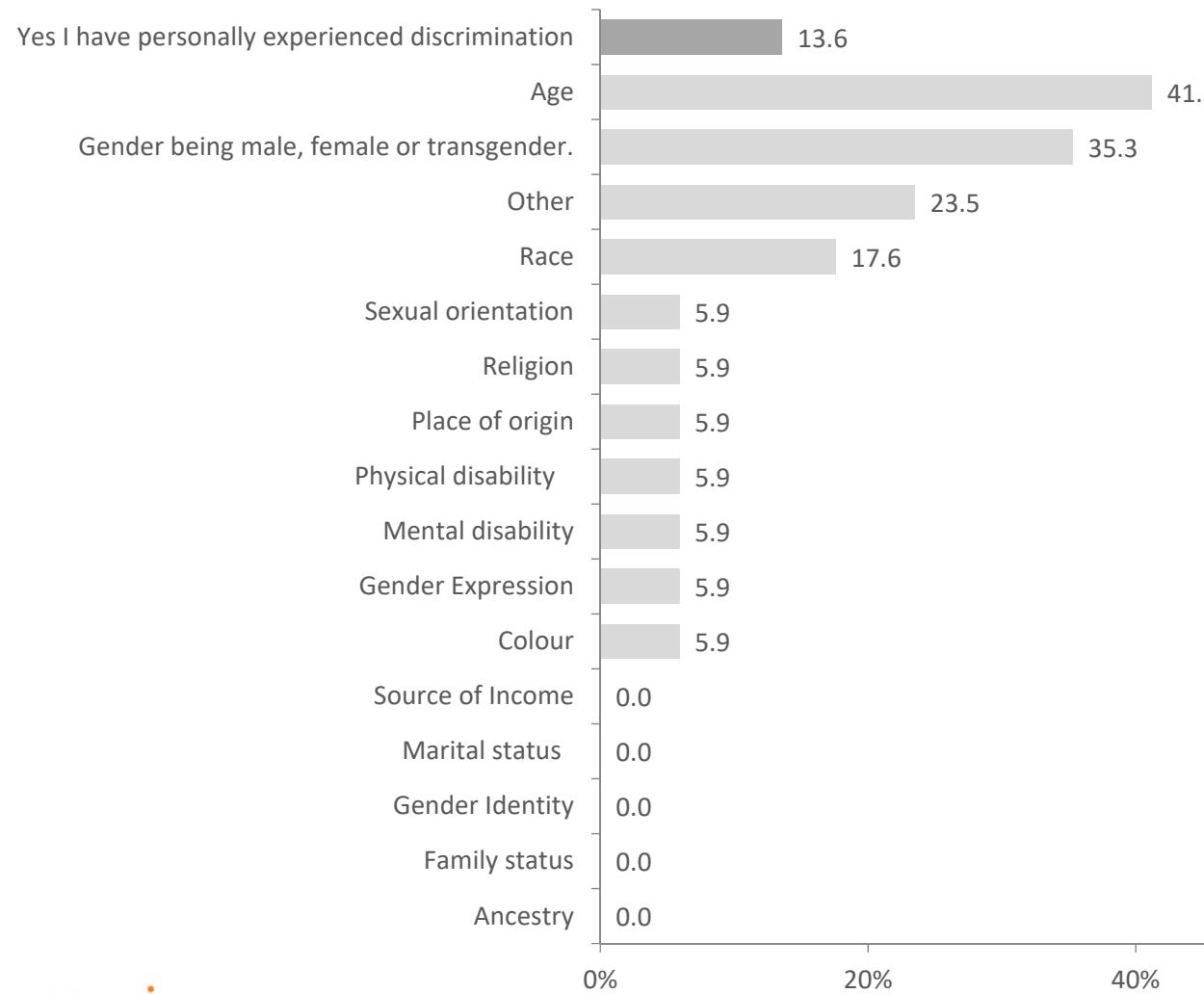
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Snapshot Report

Corporate Procurement & Supply Services

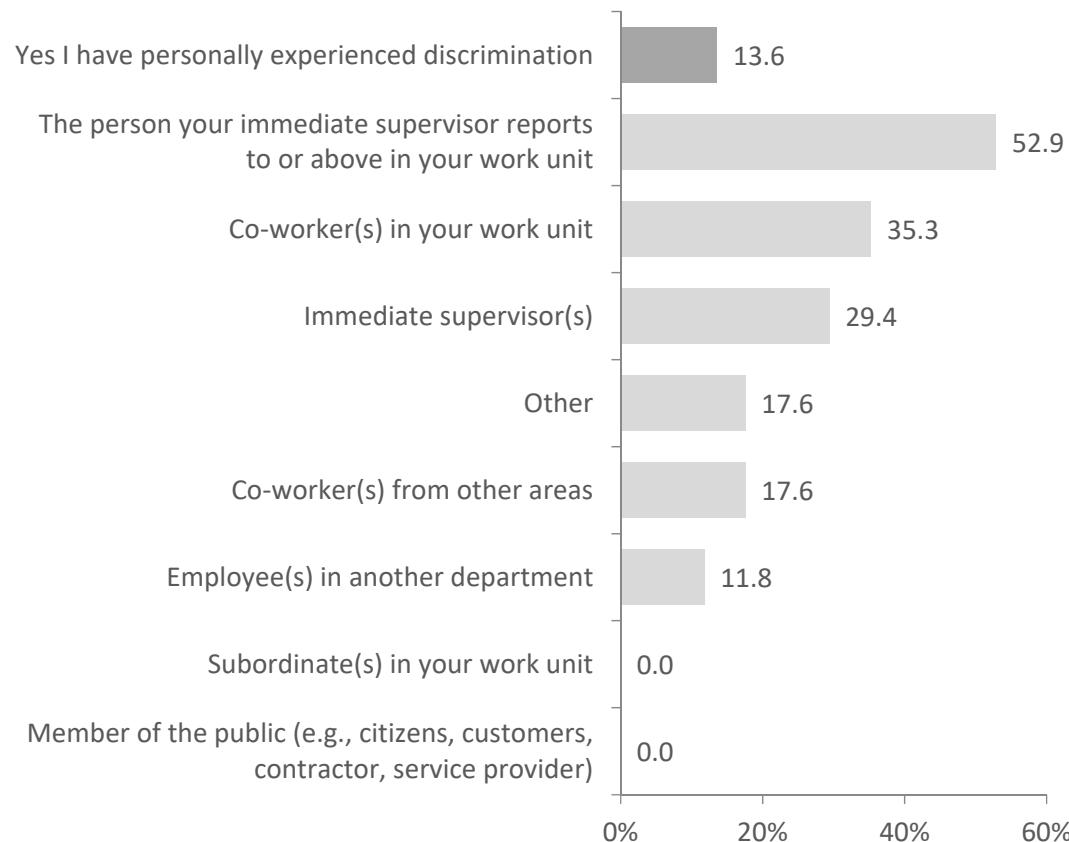
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Snapshot Report

Corporate Procurement & Supply Services

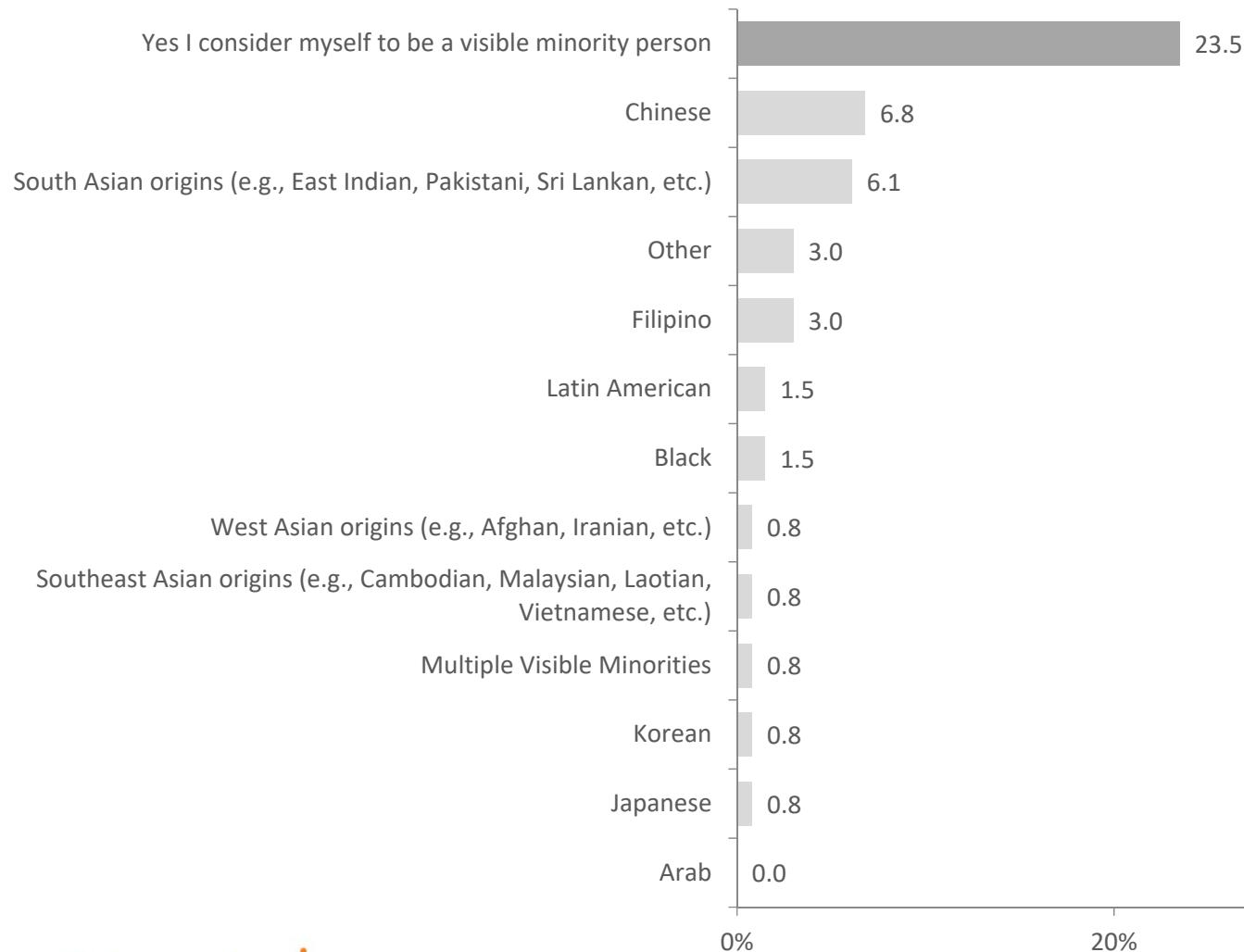
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Snapshot Report

Corporate Procurement & Supply Services

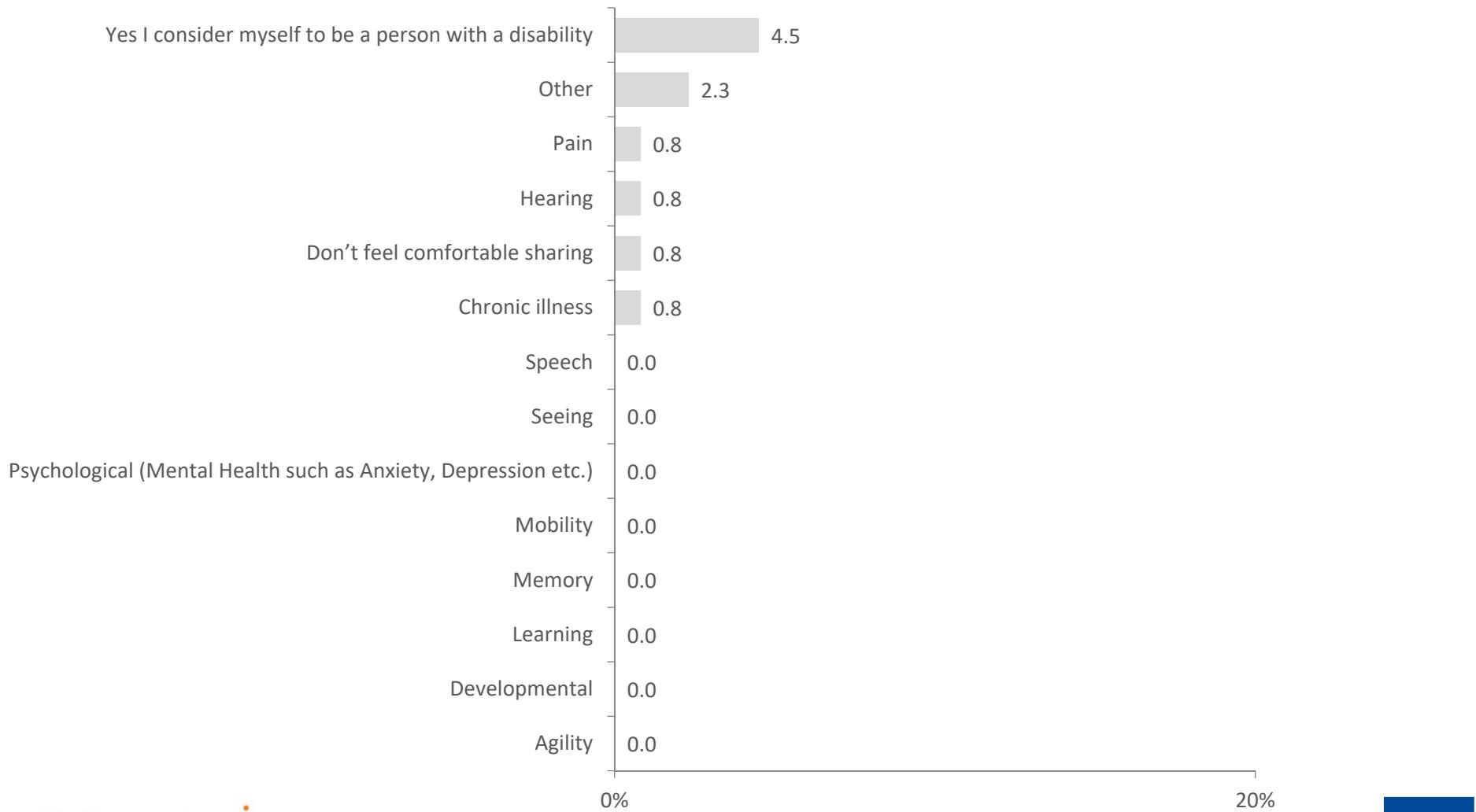
*Do you consider yourself to be a visible minority person?
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Snapshot Report

Corporate Procurement & Supply Services

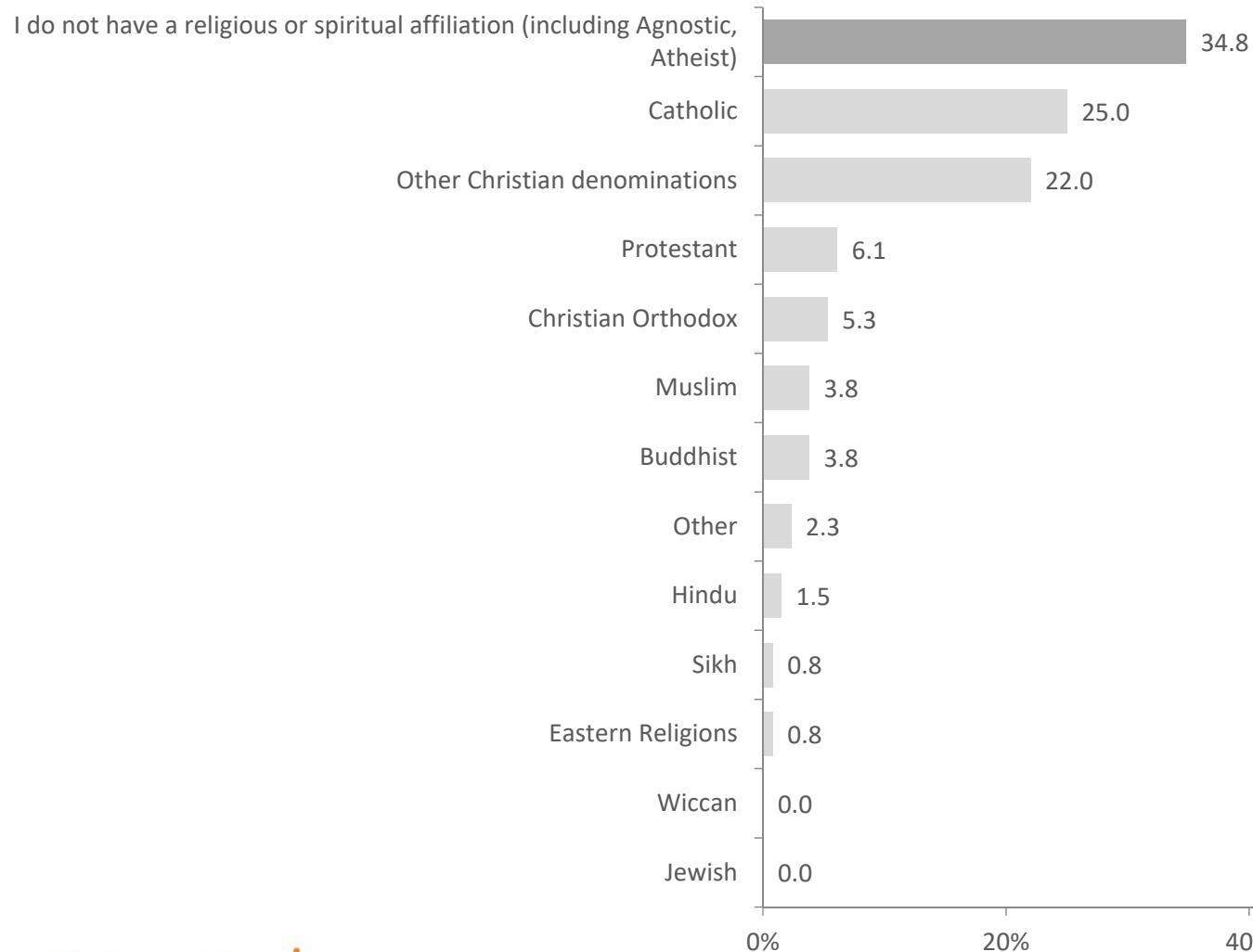
*Do you consider yourself to be a person with a disability?
What is the nature of your disability.*



Snapshot Report

Corporate Procurement & Supply Services

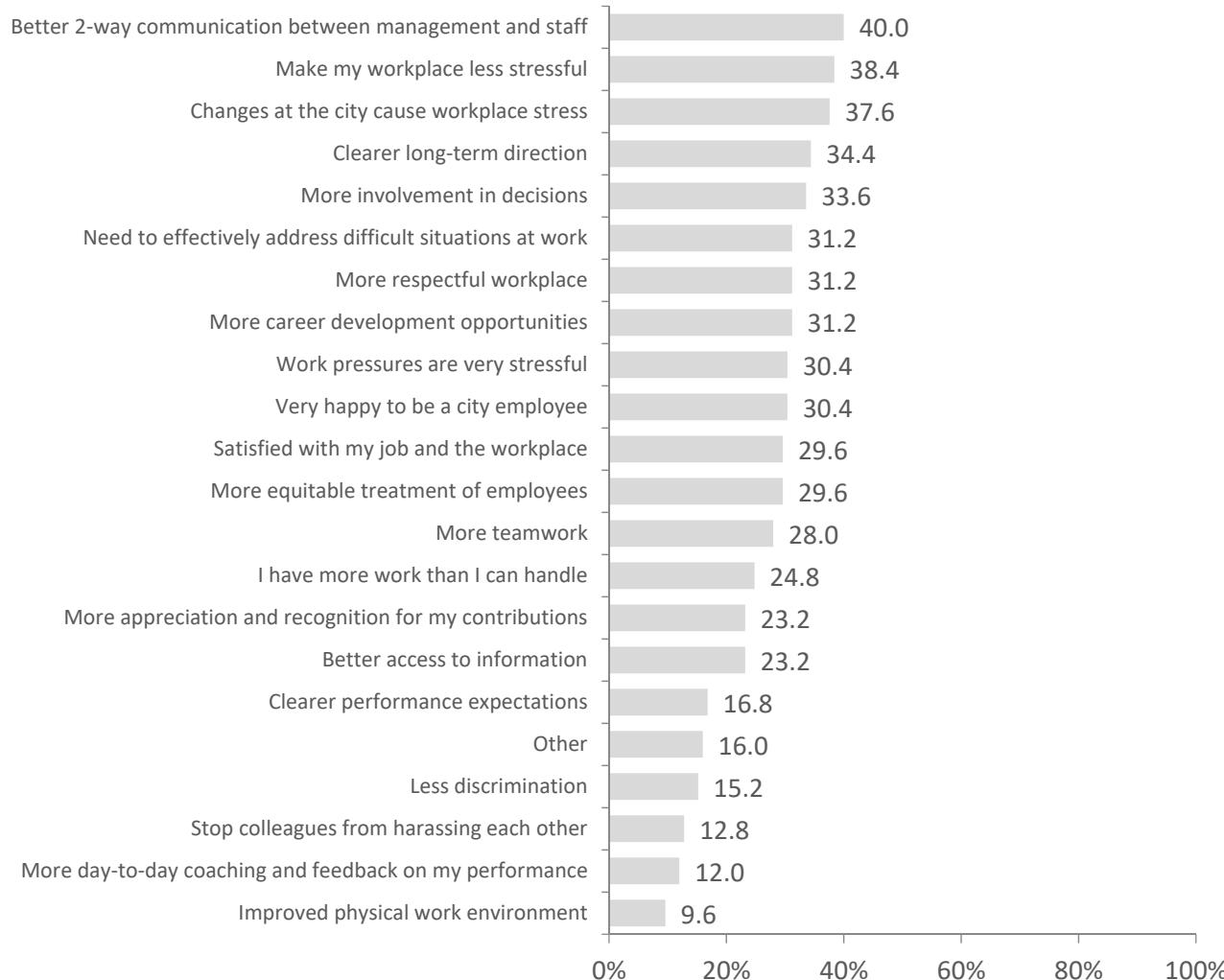
Please indicate your religious or spiritual affiliation.



Snapshot Report

Corporate Procurement & Supply Services

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
40.0	28.0	30.9	36.6	42.9
38.4	30.4	30.5	30.1	28.6
37.6	25.8	22.6	17.1	n/a
34.4	21.8	19.8	16.3	25.3
33.6	19.2	19.4	22.8	37.4
31.2	20.2	21.1	20.3	n/a
31.2	23.4	21.6	22.8	30.8
31.2	24.8	24.6	25.2	31.9
30.4	20.2	18.5	13.8	n/a
30.4	30.4	36.2	44.7	n/a
29.6	35.3	41.9	45.5	42.9
29.6	26.4	22.0	26.0	26.4
28.0	19.8	19.8	26.0	26.4
24.8	19.6	13.4	21.1	n/a
23.2	21.3	21.7	24.4	36.3
23.2	17.6	18.8	17.9	24.2
16.8	13.0	13.1	17.1	18.7
16.0	13.2	12.3	8.1	5.5
15.2	9.4	9.8	7.3	9.9
12.8	11.4	11.4	10.6	n/a
12.0	6.7	7.5	8.1	17.6
9.6	9.0	11.7	11.4	13.2



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Infrastructure Planning & Design

Department: Integrated Infrastructure Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Infrastructure Planning & Design

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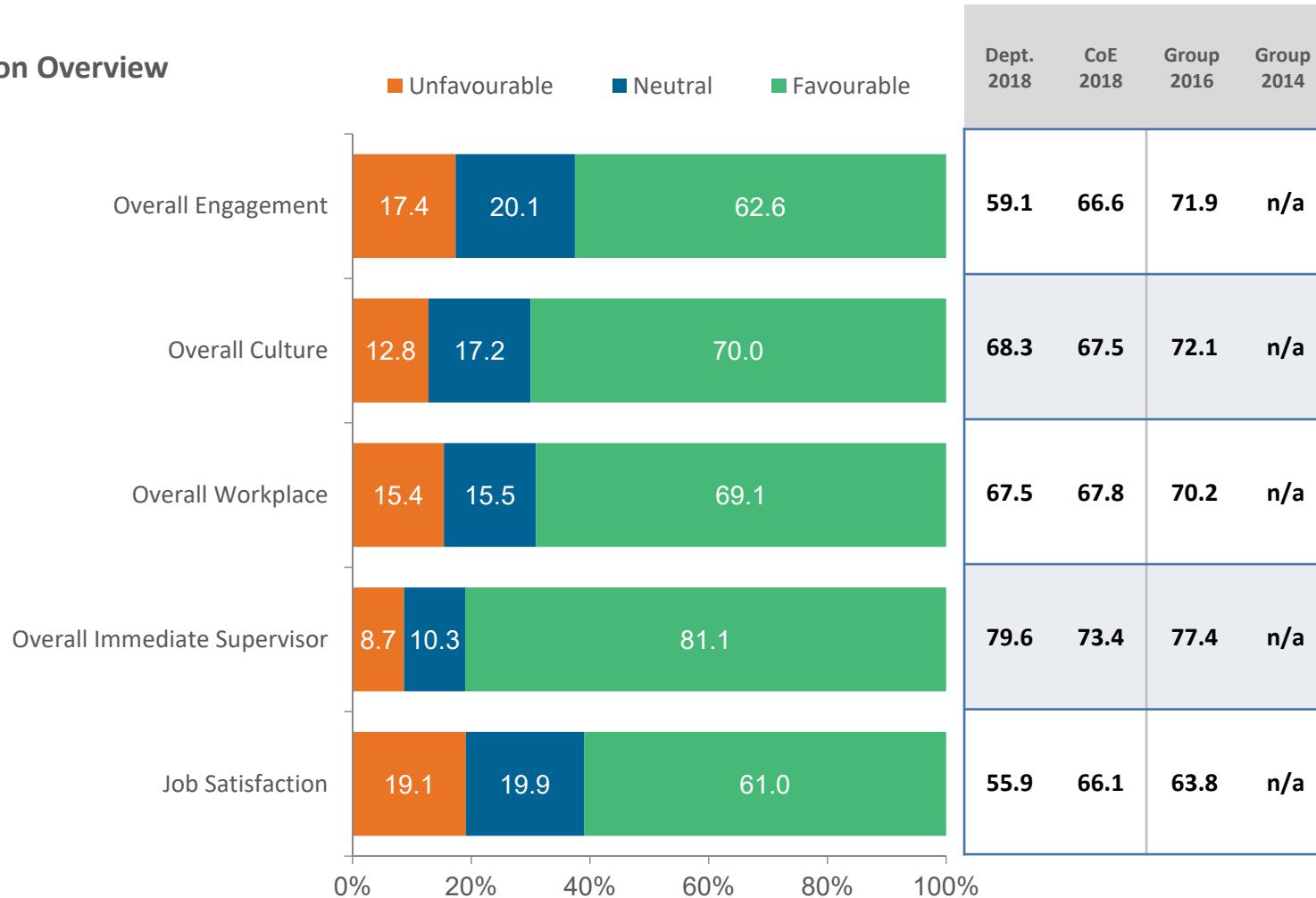
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Snapshot Report

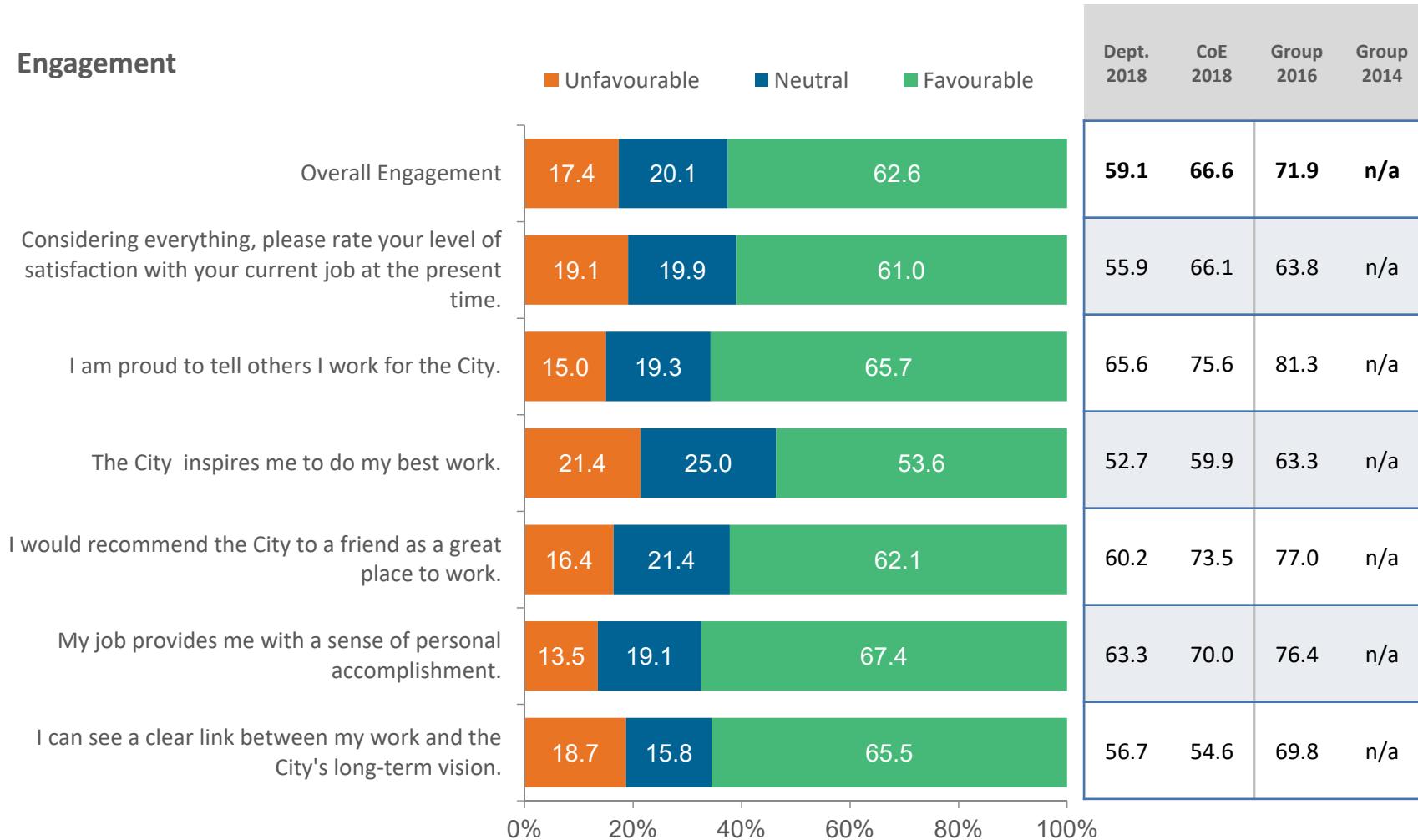
Infrastructure Planning & Design

Key Dimension Overview



Snapshot Report

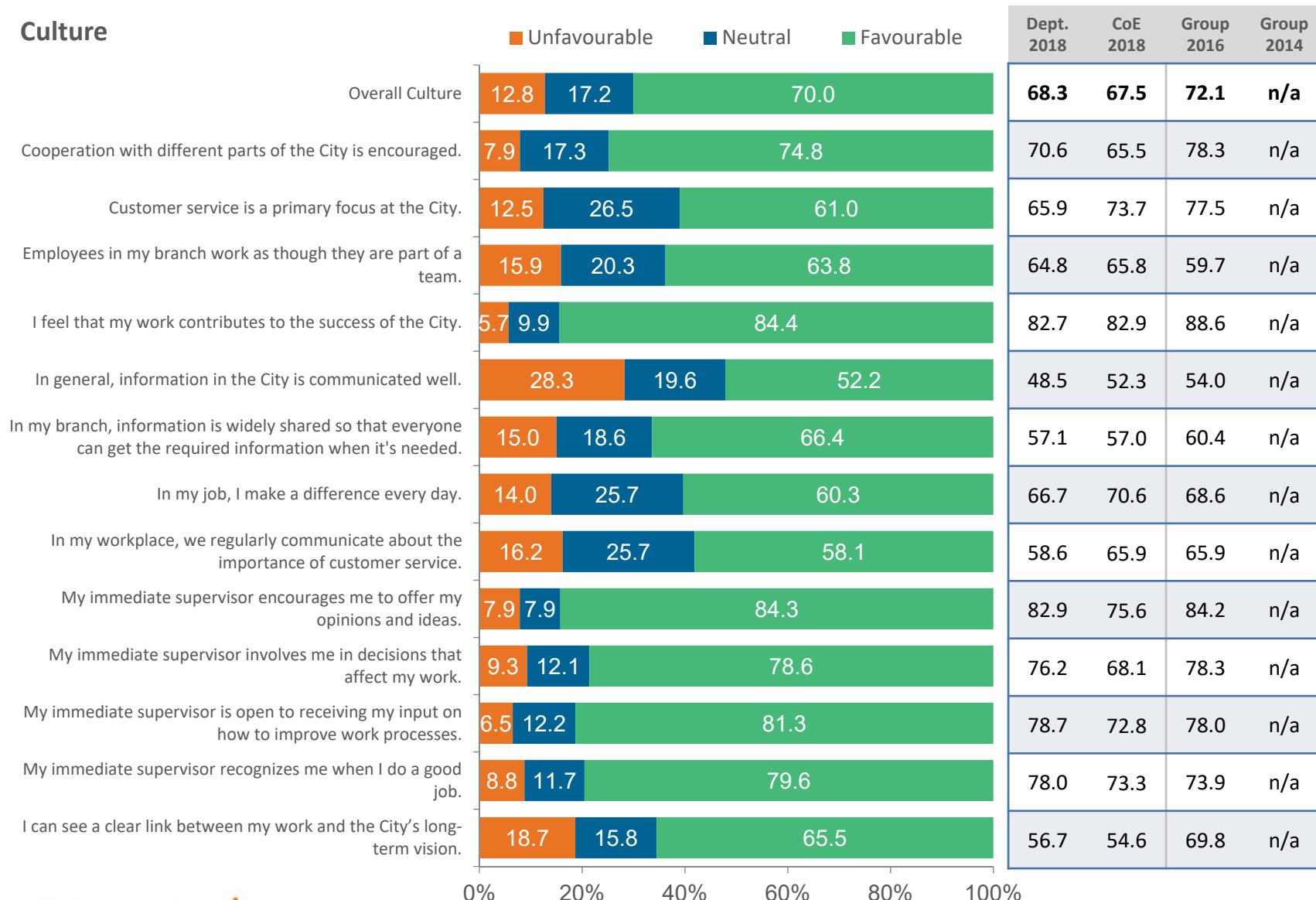
Infrastructure Planning & Design



Snapshot Report

Infrastructure Planning & Design

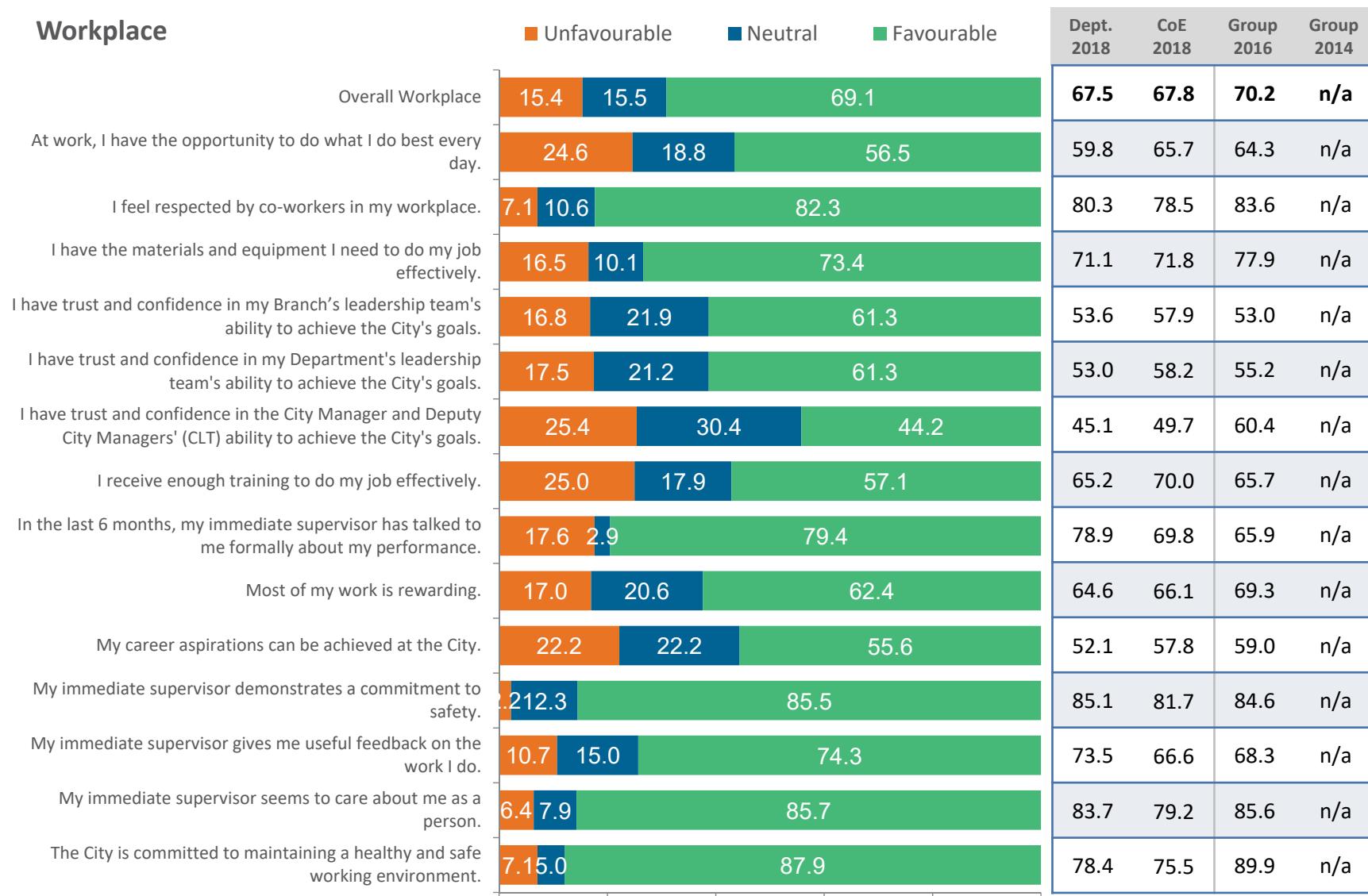
Culture



0% 20% 40% 60% 80% 100%

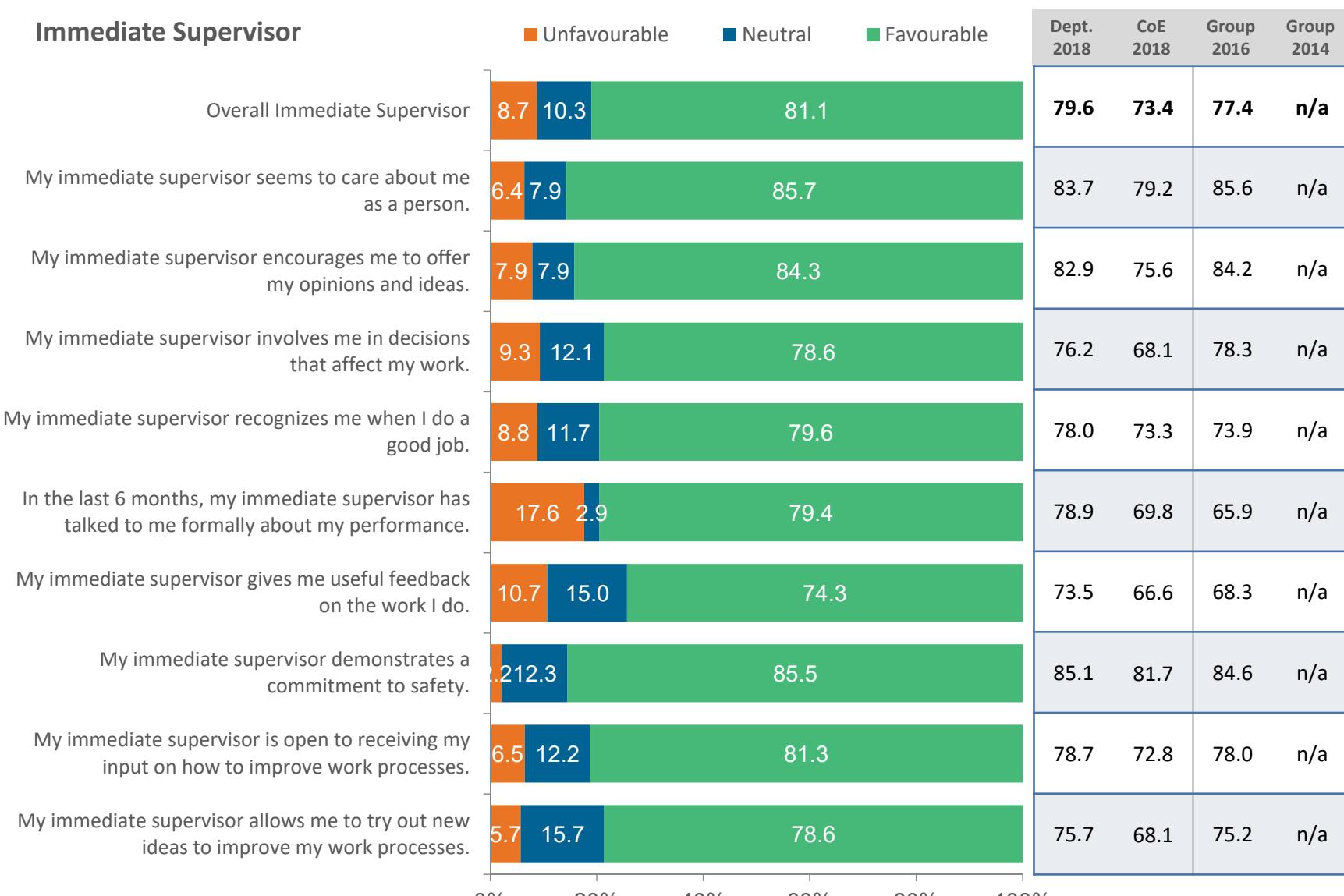
Snapshot Report

Infrastructure Planning & Design



Snapshot Report

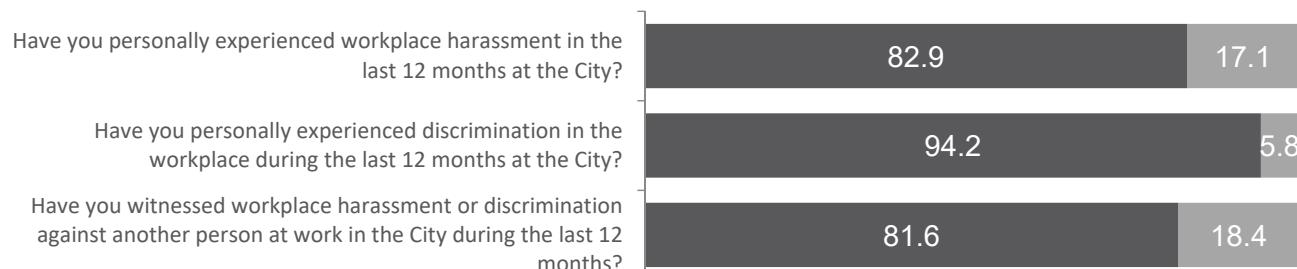
Infrastructure Planning & Design



Snapshot Report

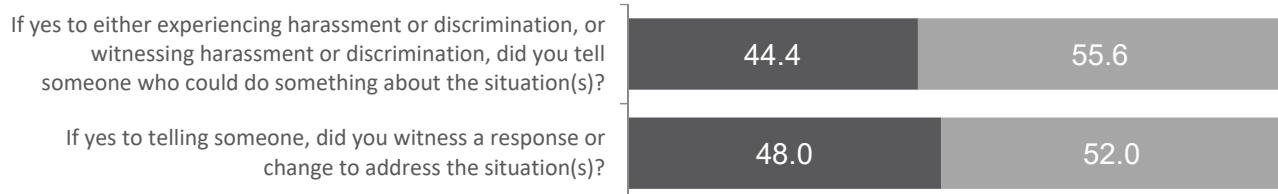
Infrastructure Planning & Design

Harassment / Discrimination



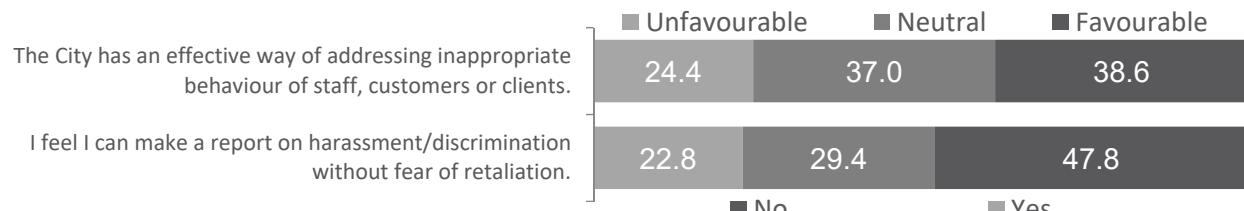
Dept. 2018	CoE 2018	Group 2016	Group 2014
23.8	23.8	15.6	n/a
9.9	14.0	7.1	n/a
27.8	25.6	12.8	n/a

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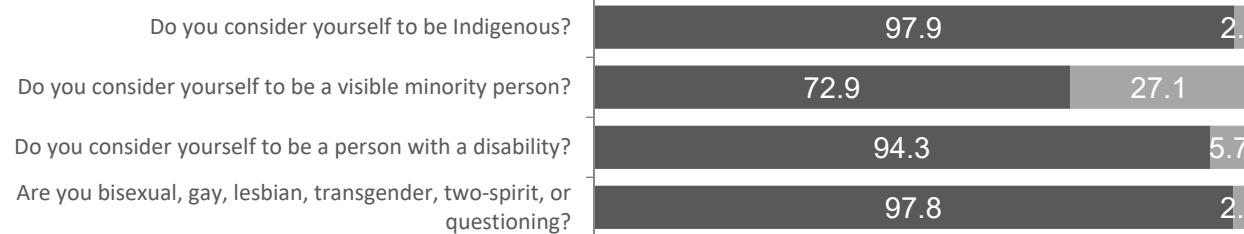
Dept. 2018	CoE 2018	Group 2016	Group 2014
50.3	43.4	19.5	n/a
39.6	37.3	41.7	n/a

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Dept. 2018	CoE 2018	Group 2016	Group 2014
41.2	45.8	n/a	n/a
48.7	52.1	n/a	n/a

Diversity

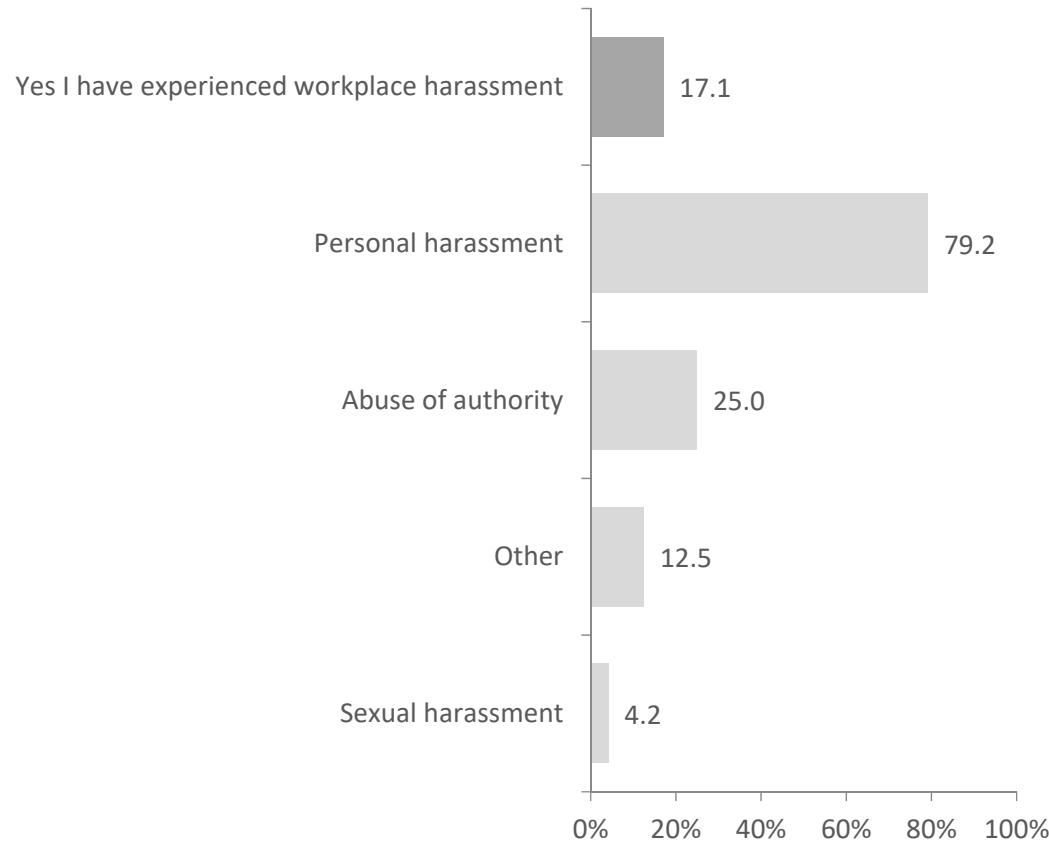


Dept. 2018	CoE 2018	Group 2016	Group 2014
4.1	5.4	3.6	n/a
27.7	23.6	27.7	n/a
4.9	8.2	2.1	n/a
4.3	5.7	5.8	n/a

Snapshot Report

Infrastructure Planning & Design

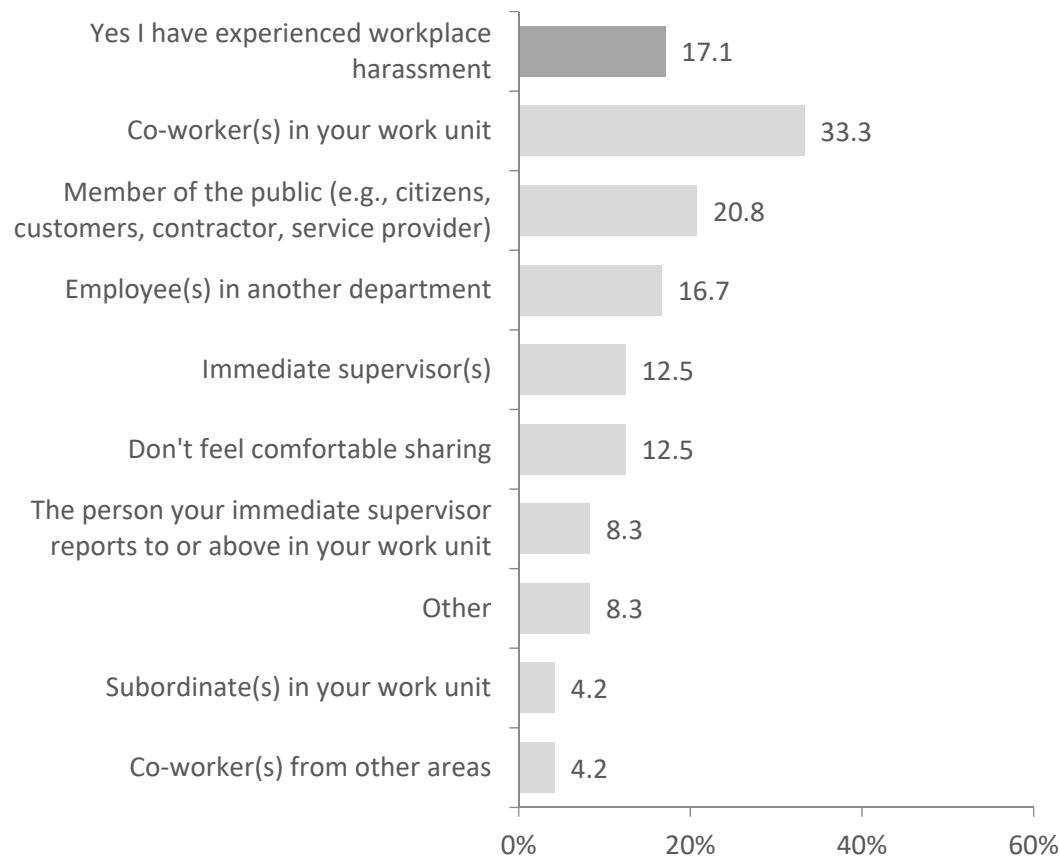
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Snapshot Report

Infrastructure Planning & Design

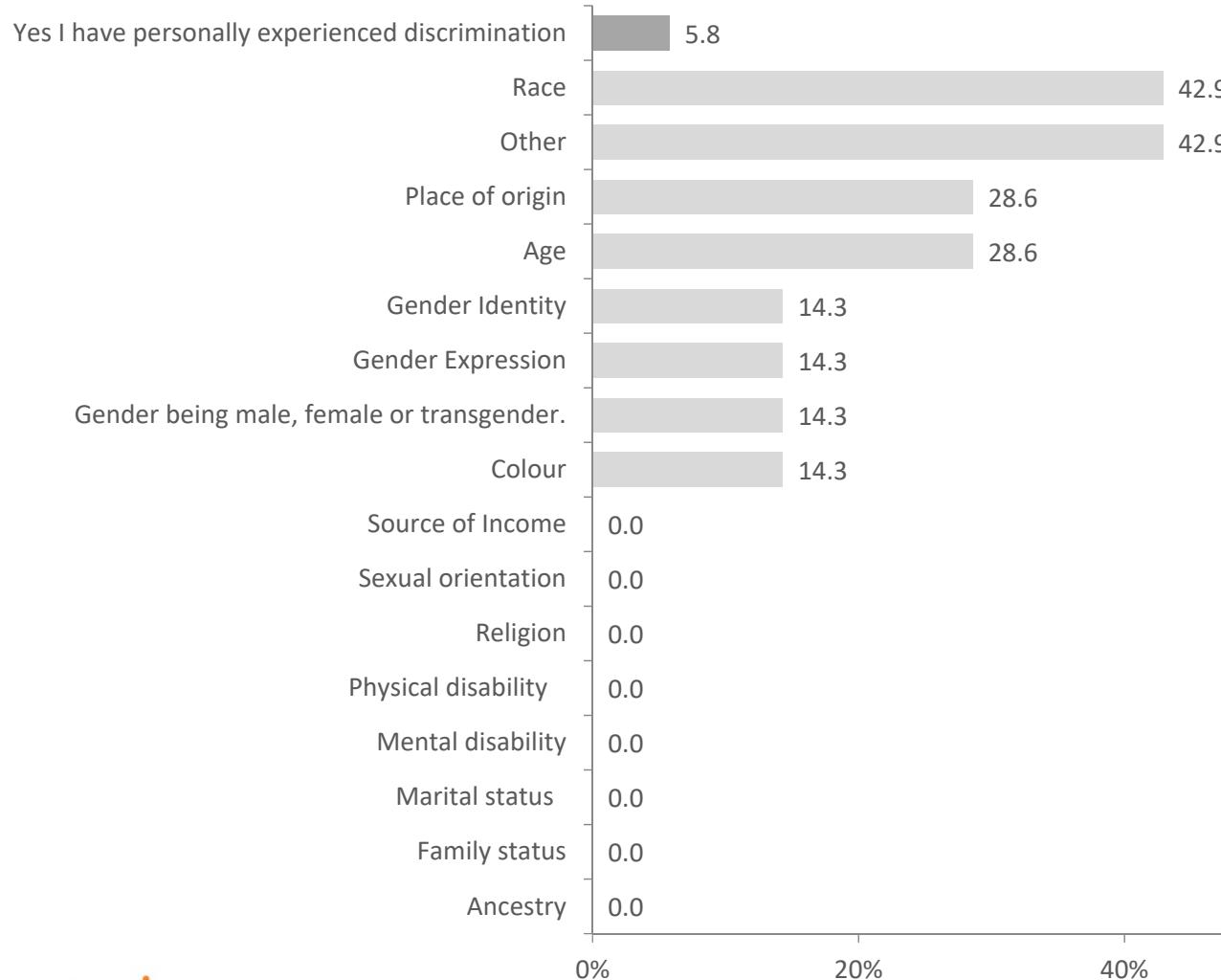
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Please indicate who was harassing you.**



Snapshot Report

Infrastructure Planning & Design

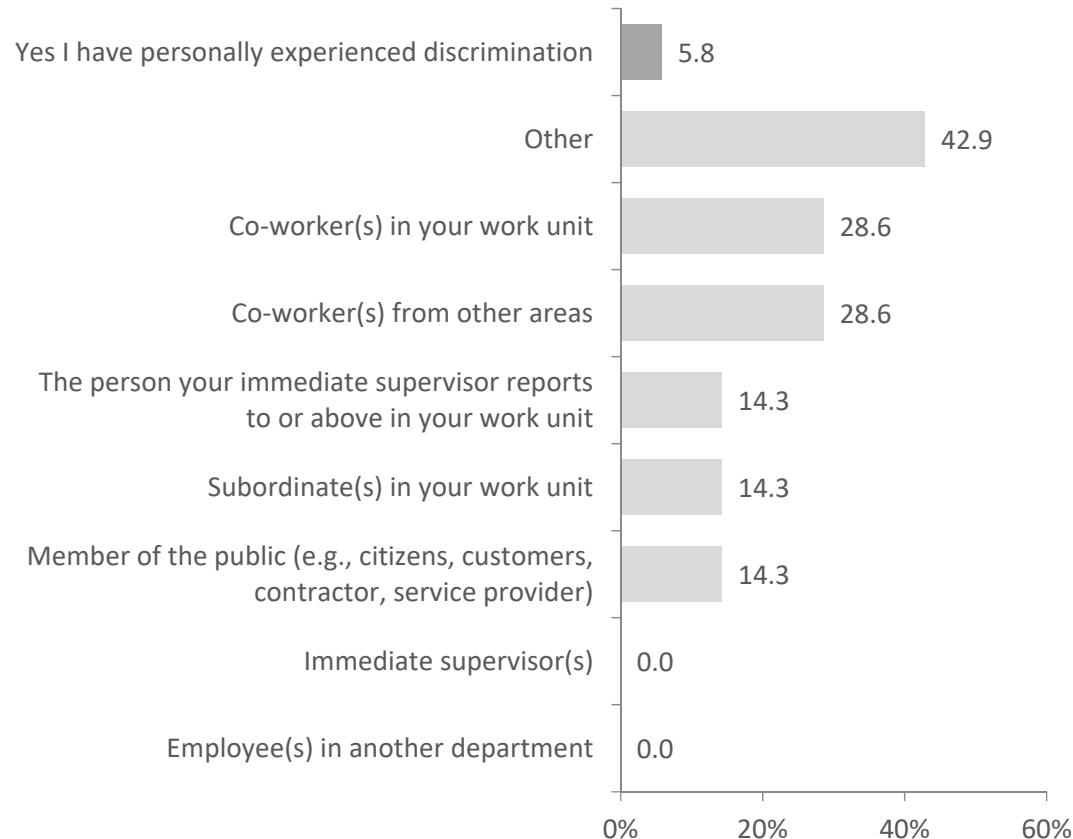
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Snapshot Report

Infrastructure Planning & Design

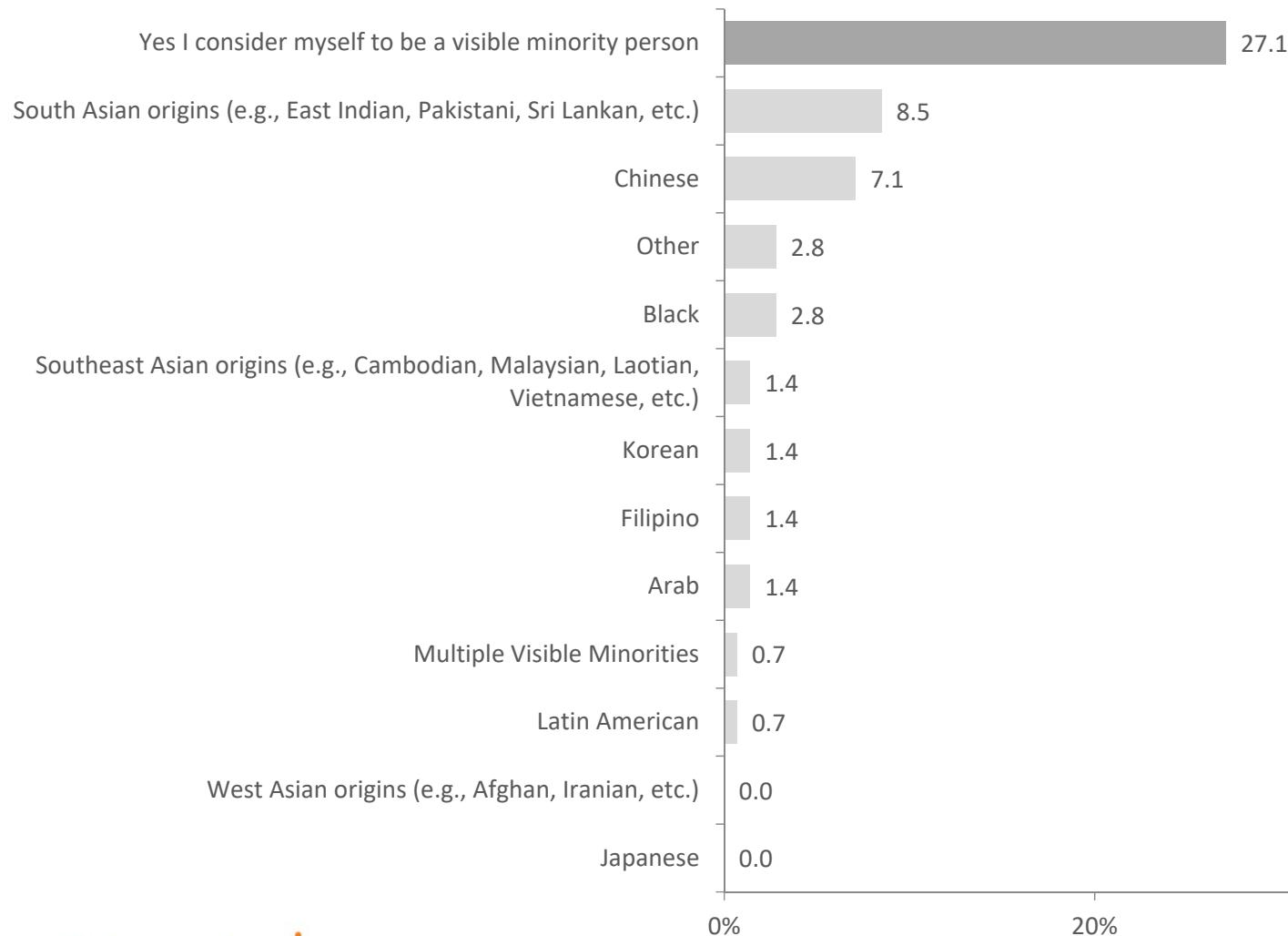
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Snapshot Report

Infrastructure Planning & Design

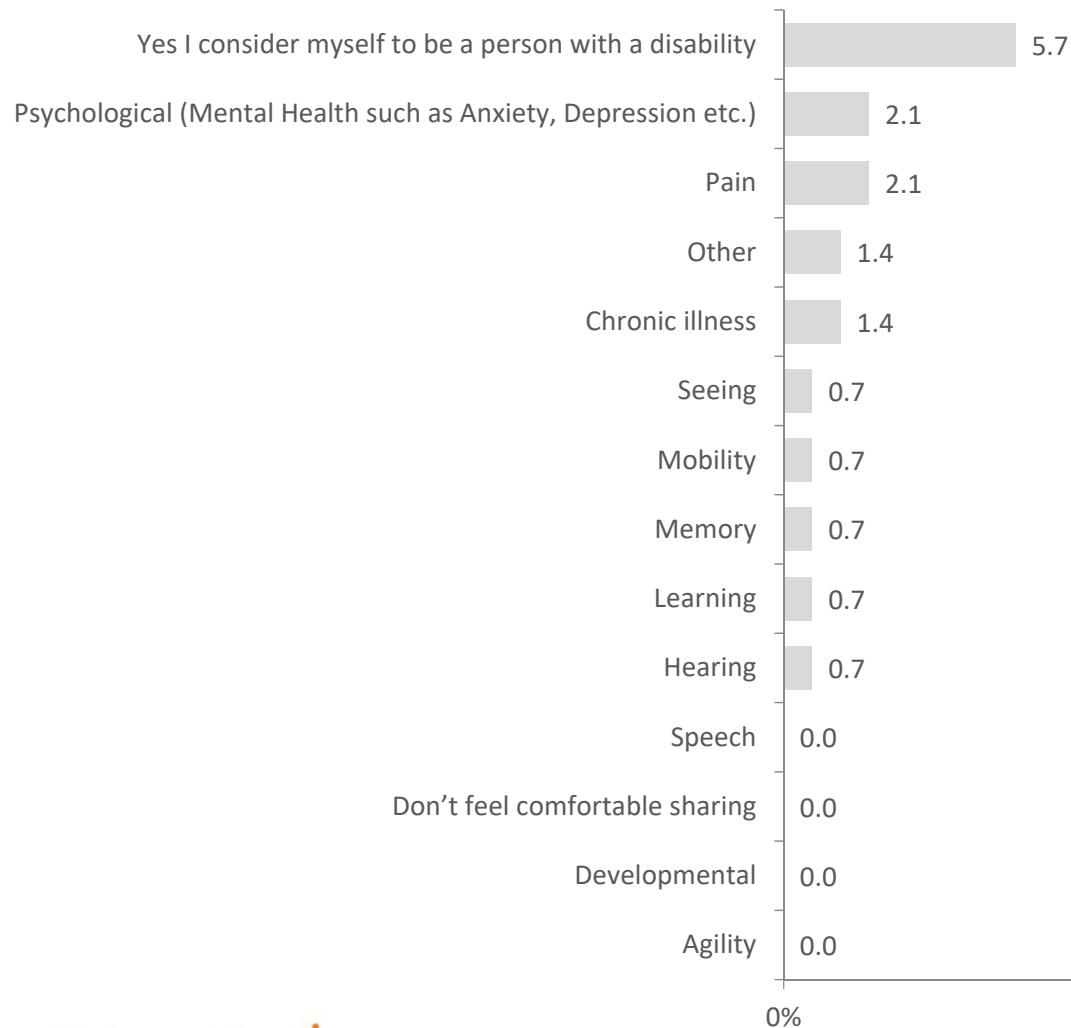
Do you consider yourself to be a visible minority person?
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Snapshot Report

Infrastructure Planning & Design

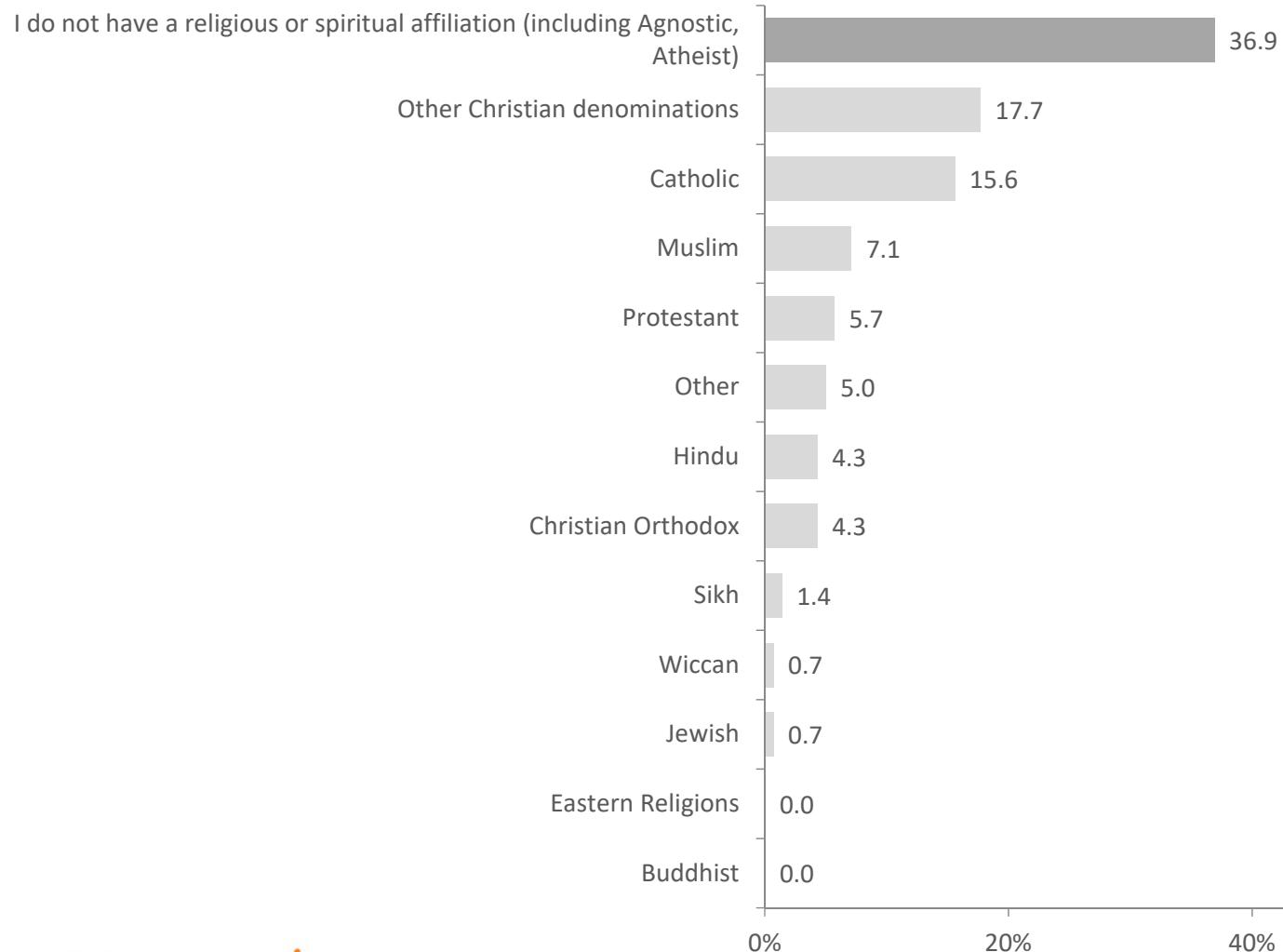
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Snapshot Report

Infrastructure Planning & Design

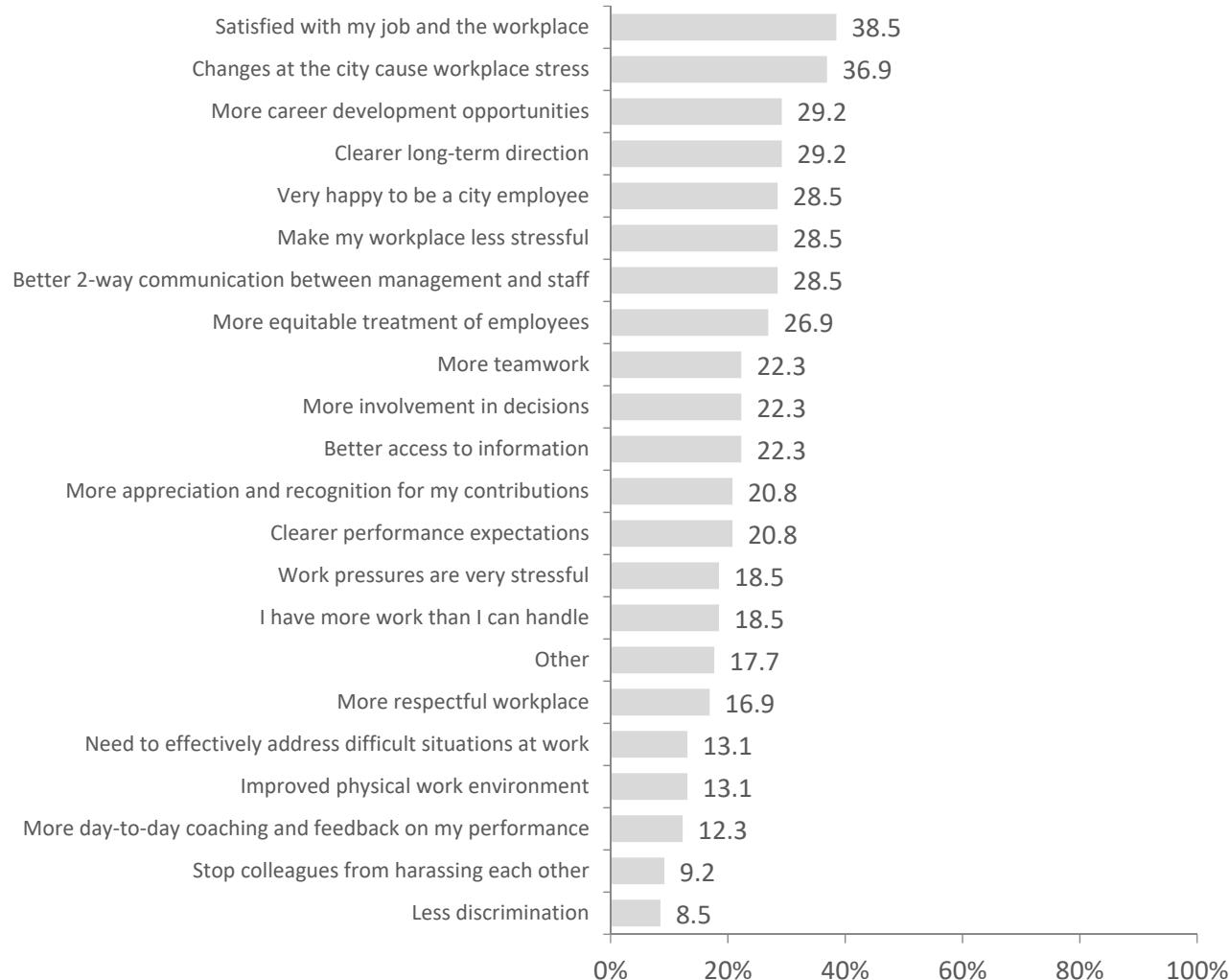
Please indicate your religious or spiritual affiliation.



Snapshot Report

Infrastructure Planning & Design

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17.9	18.8	18.7	n/a
26.3	21.7	24.6	n/a
17.5	13.1	20.9	n/a
26.5	18.5	15.7	n/a
25.4	13.4	14.9	n/a
14.3	12.3	17.2	n/a
19.7	21.6	13.4	n/a
22.4	21.1	17.2	n/a
9.1	11.7	9.7	n/a
7.5	7.5	9.7	n/a
9.3	11.4	3.7	n/a
7.5	9.8	6.7	n/a



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Assessment & Taxation

Department: Financial & Corporate Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Assessment & Taxation

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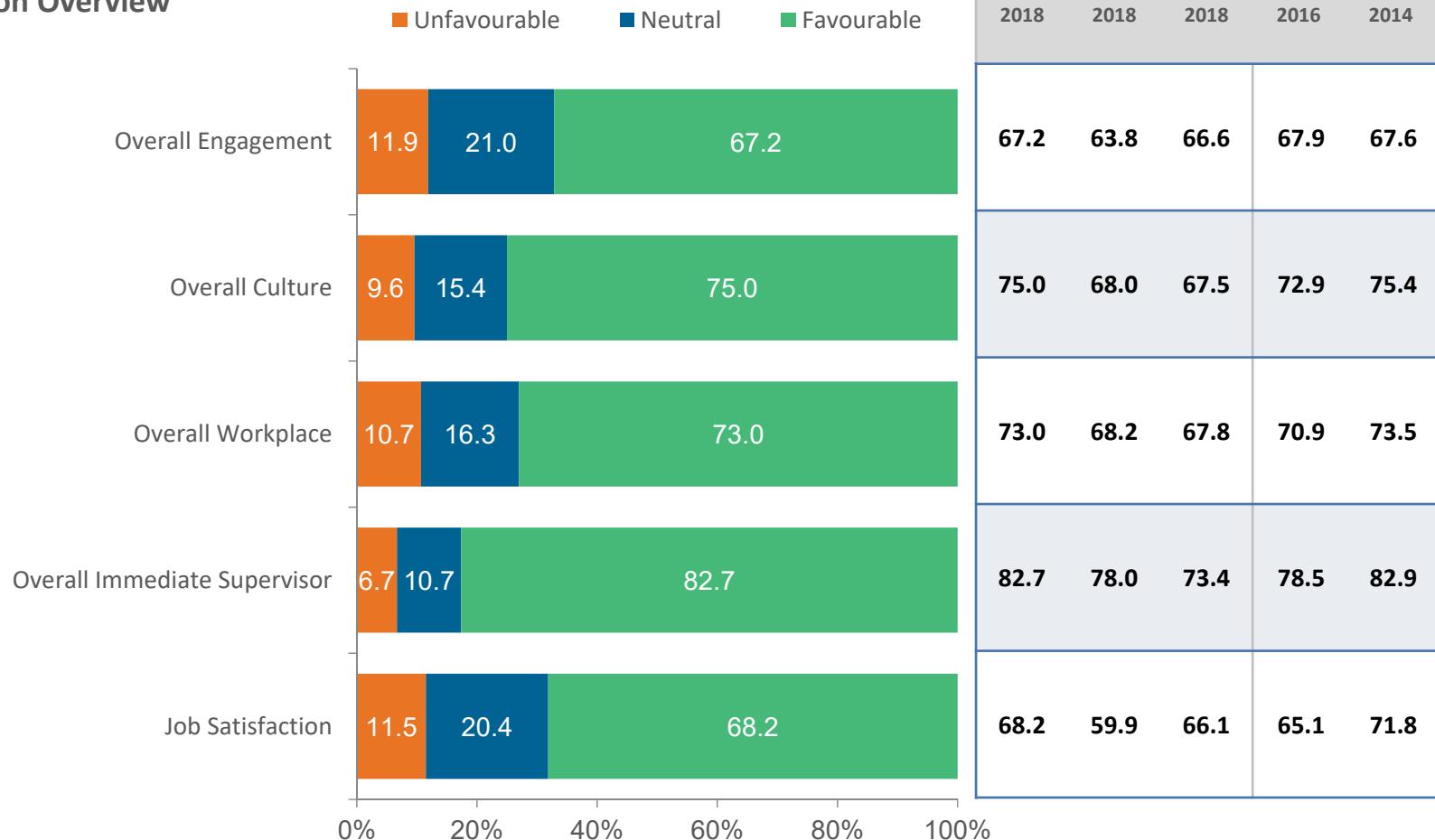
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Snapshot Report

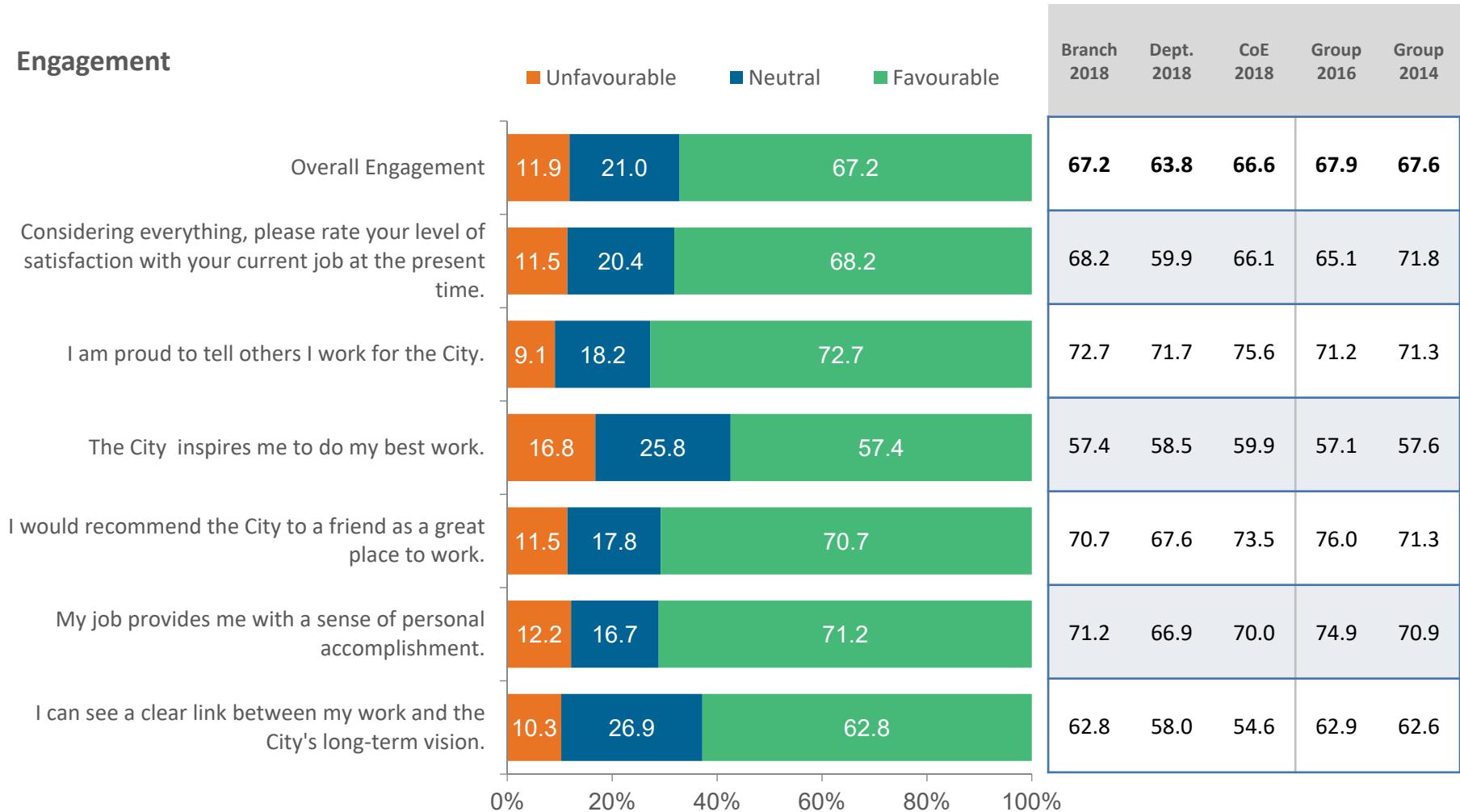
Assessment & Taxation

Key Dimension Overview



Snapshot Report

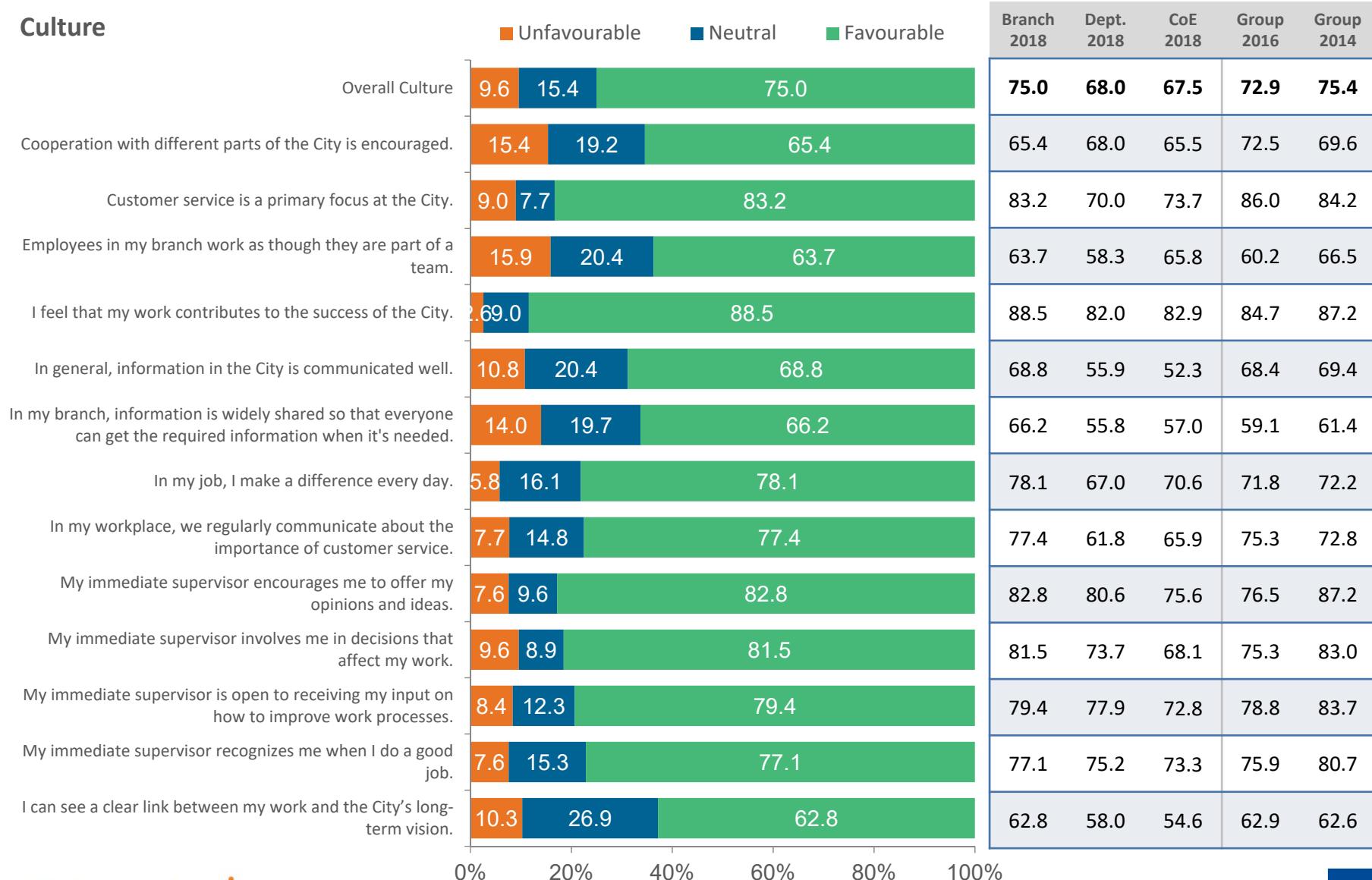
Assessment & Taxation



Snapshot Report

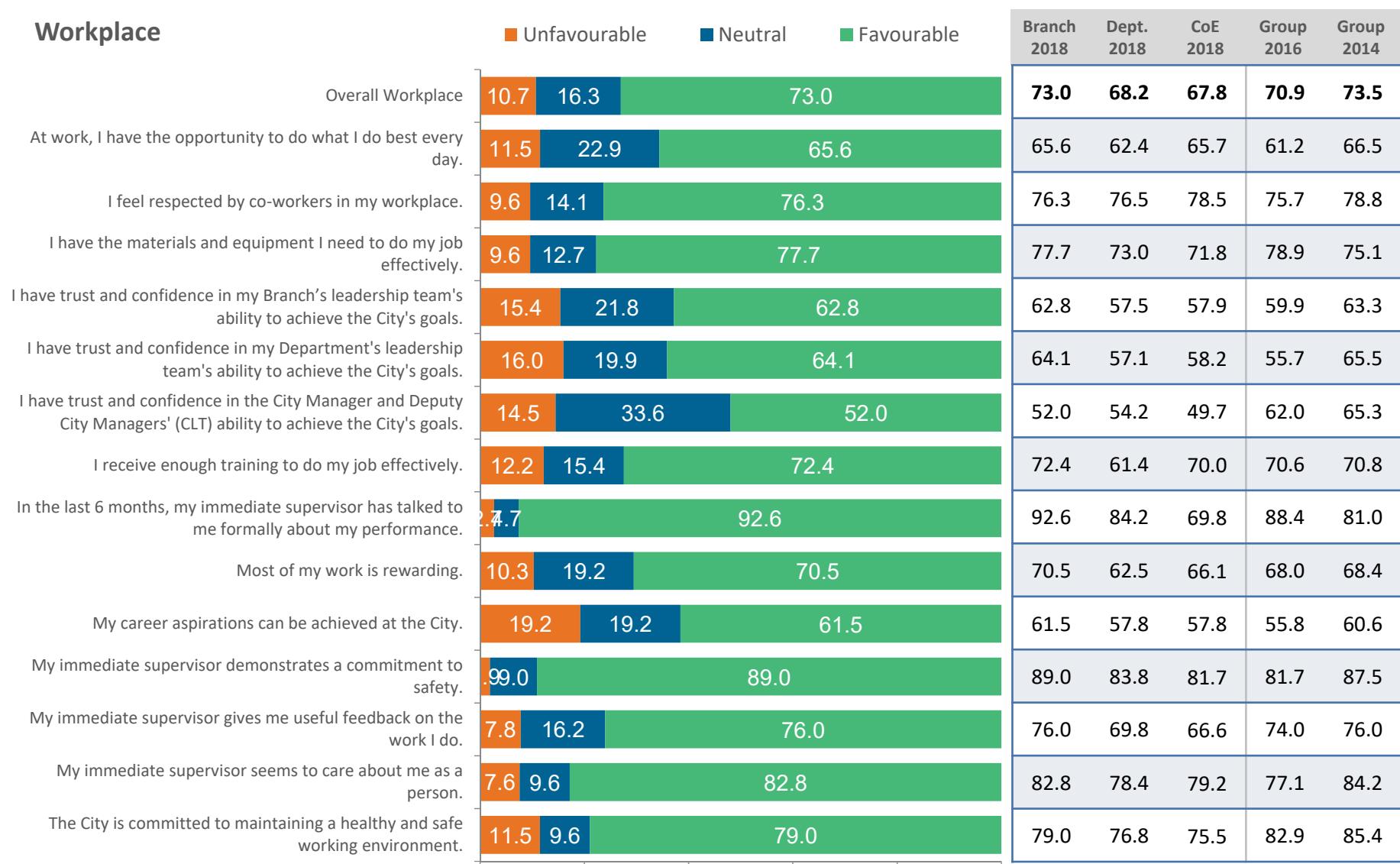
Assessment & Taxation

Culture



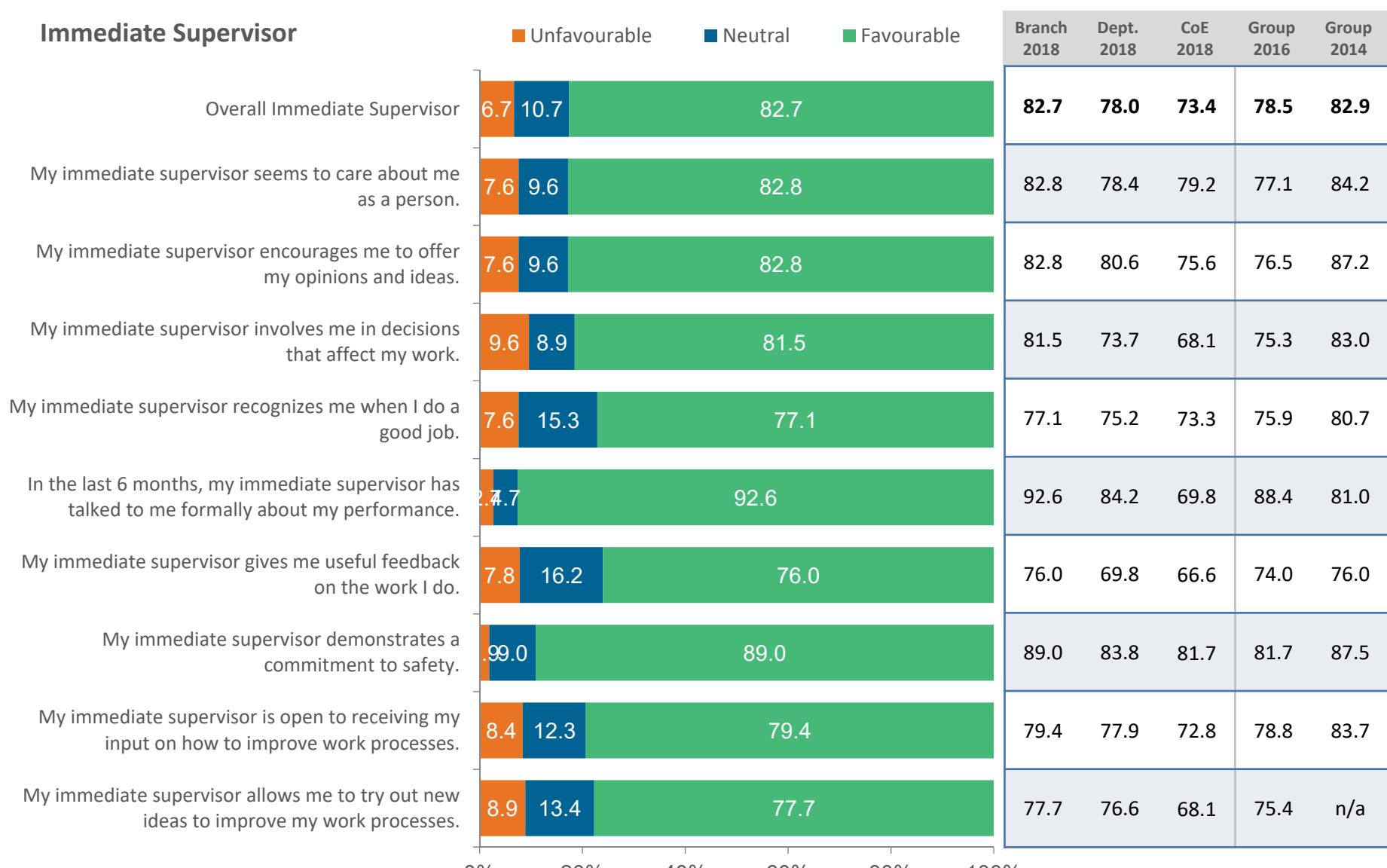
Snapshot Report

Assessment & Taxation



Snapshot Report

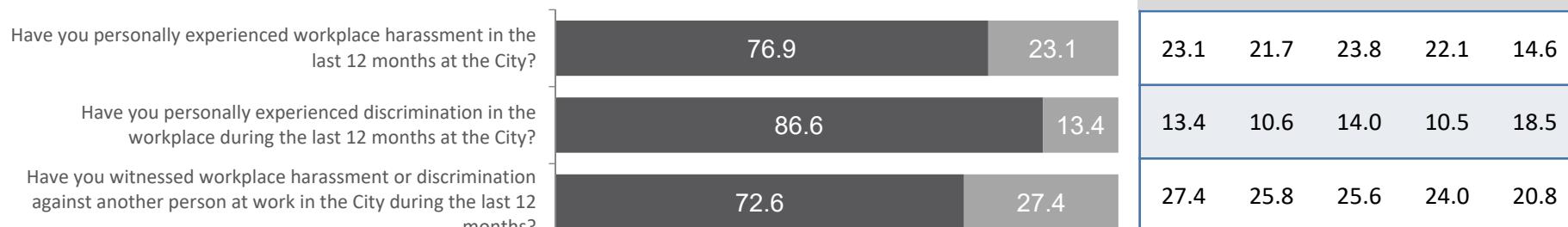
Assessment & Taxation



Snapshot Report

Assessment & Taxation

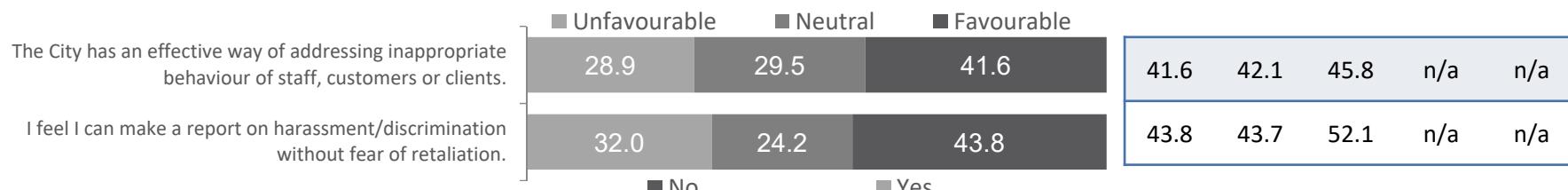
Harassment / Discrimination



For the questions above, % No represents a favourable score



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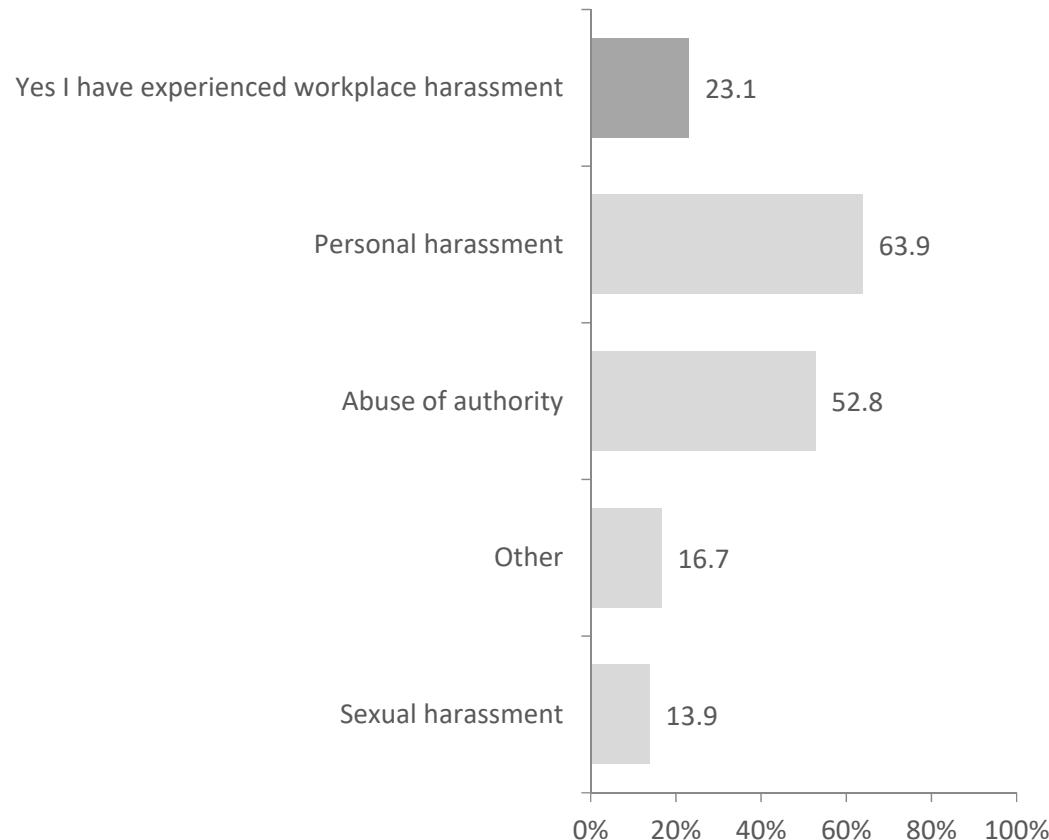
Diversity



Snapshot Report

Assessment & Taxation

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Snapshot Report

Assessment & Taxation

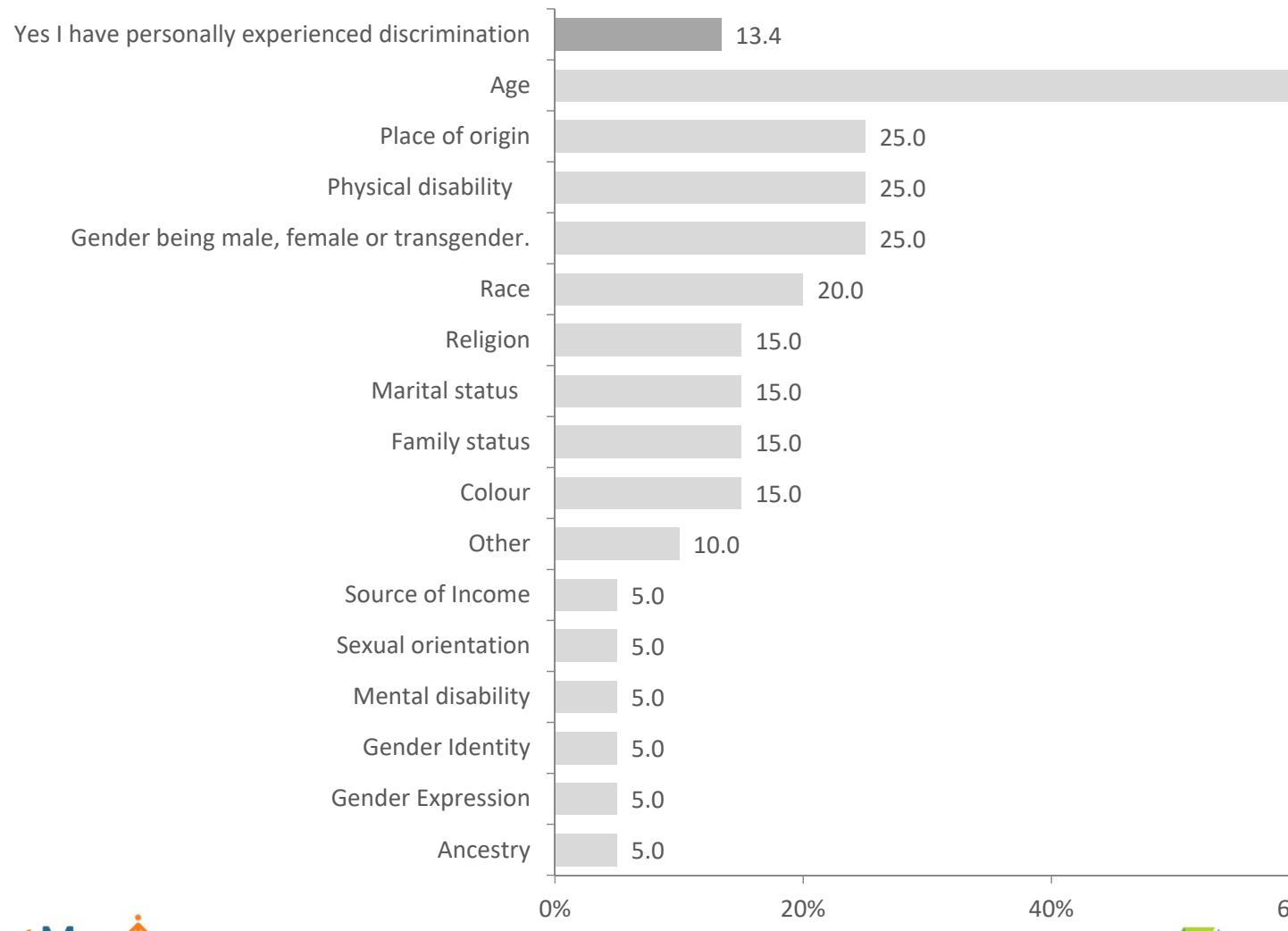
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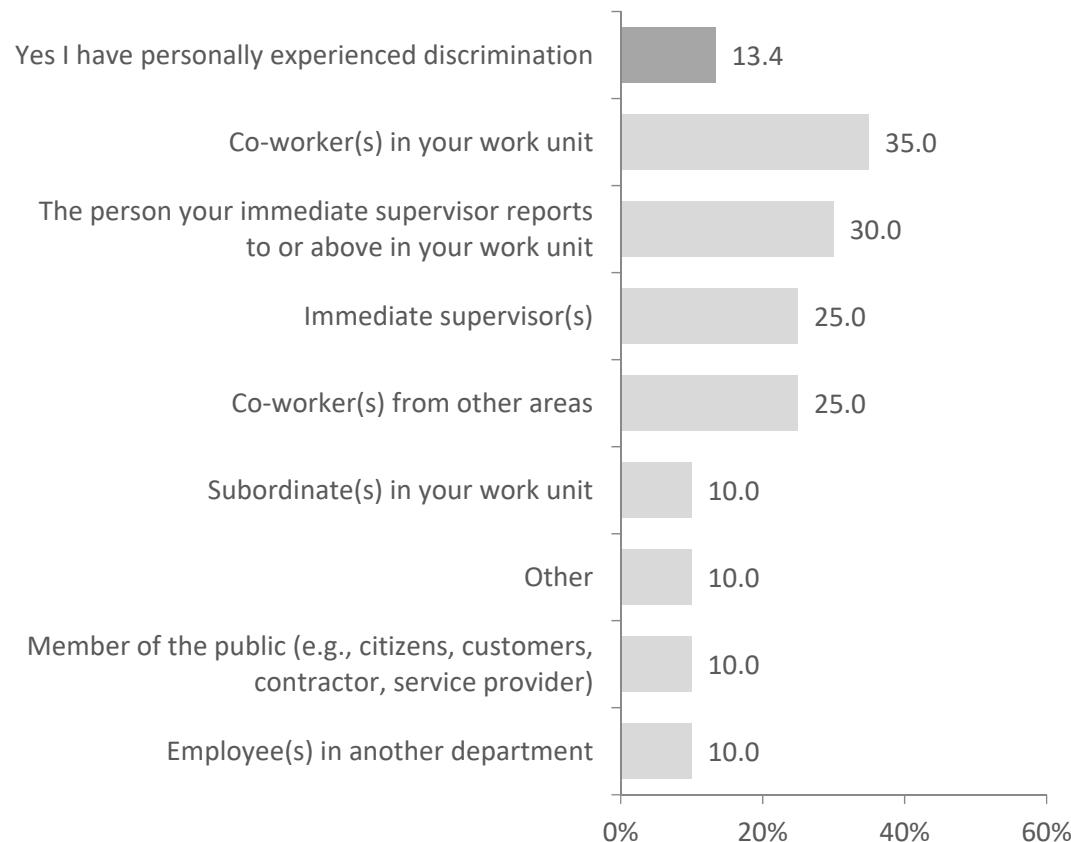
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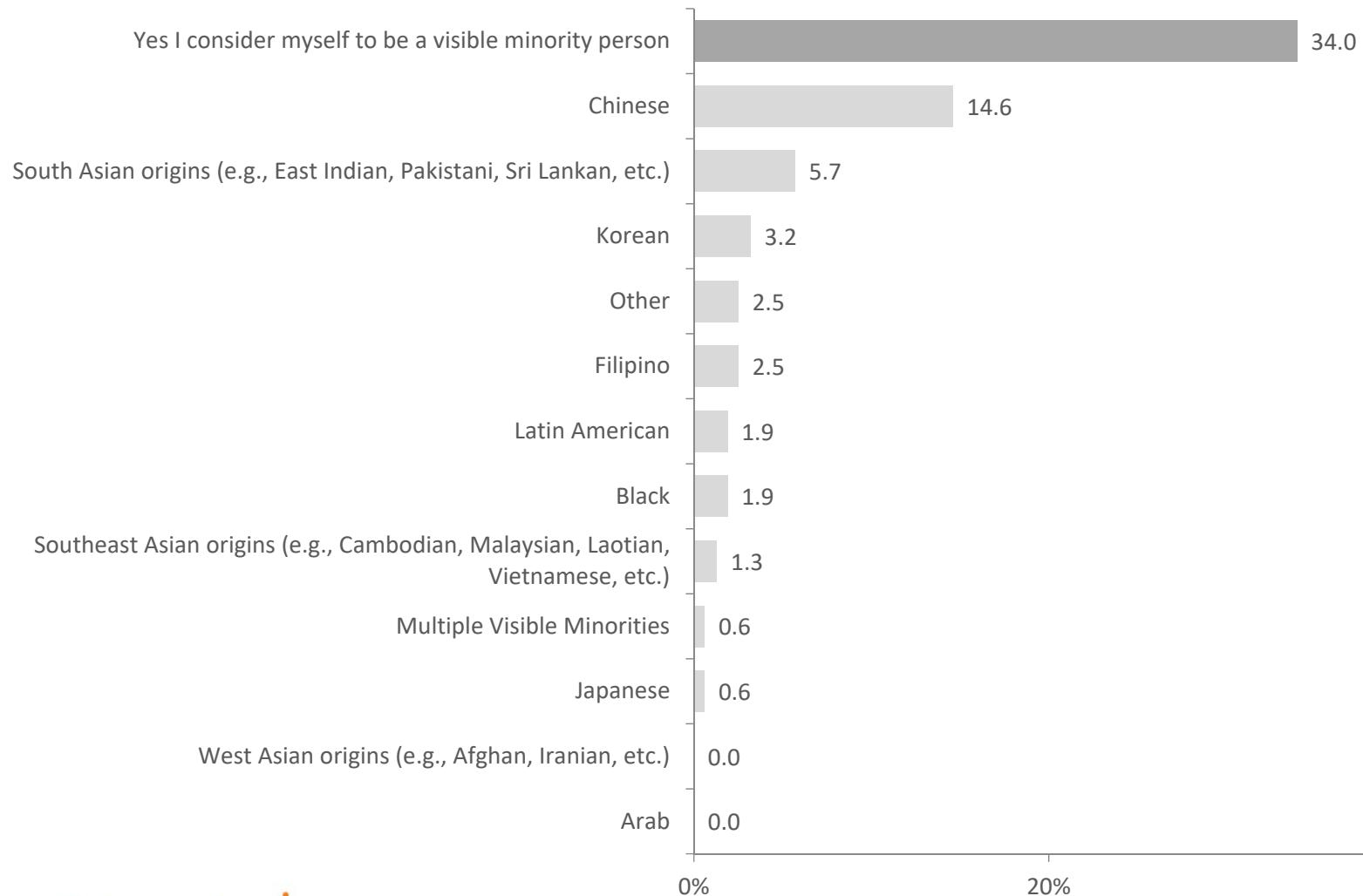
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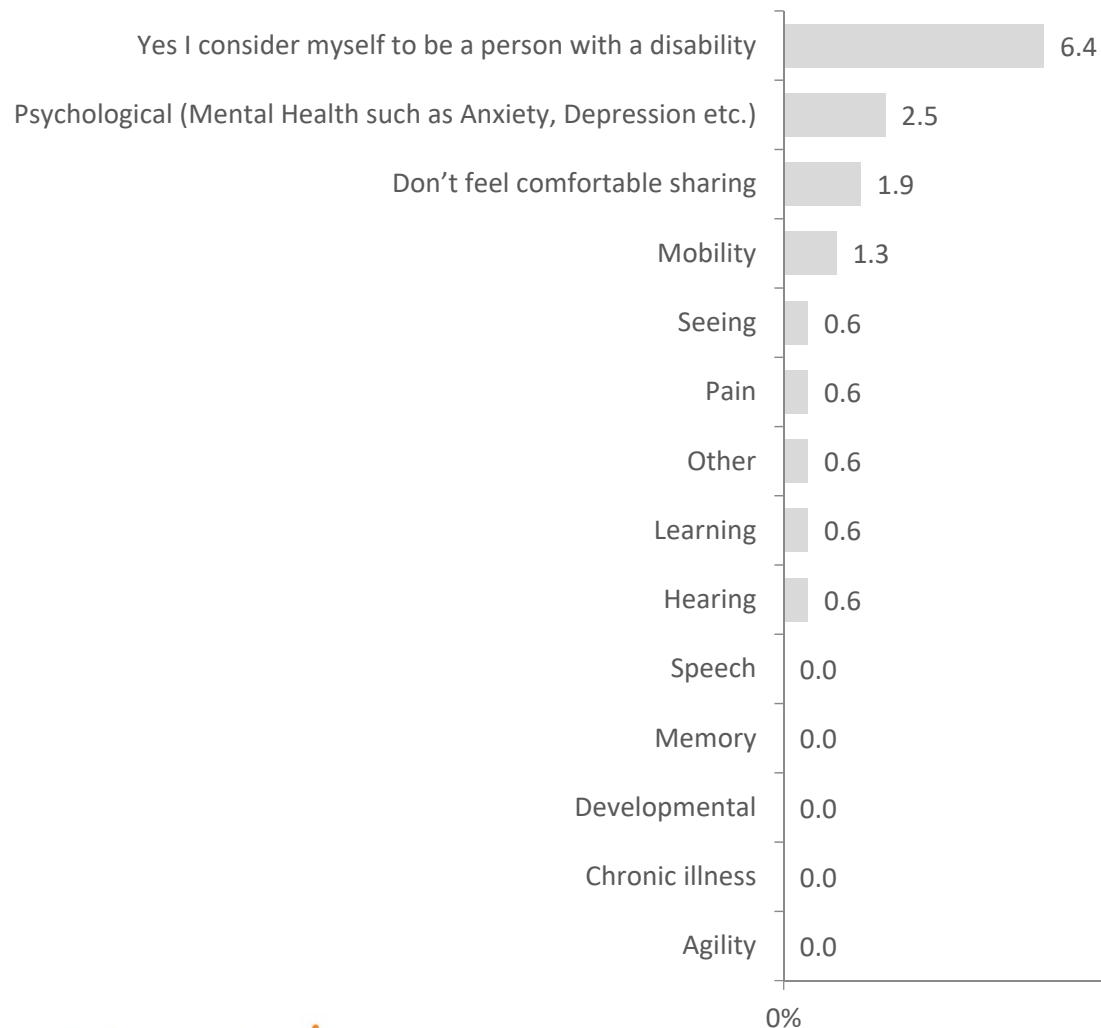
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Assessment & Taxation

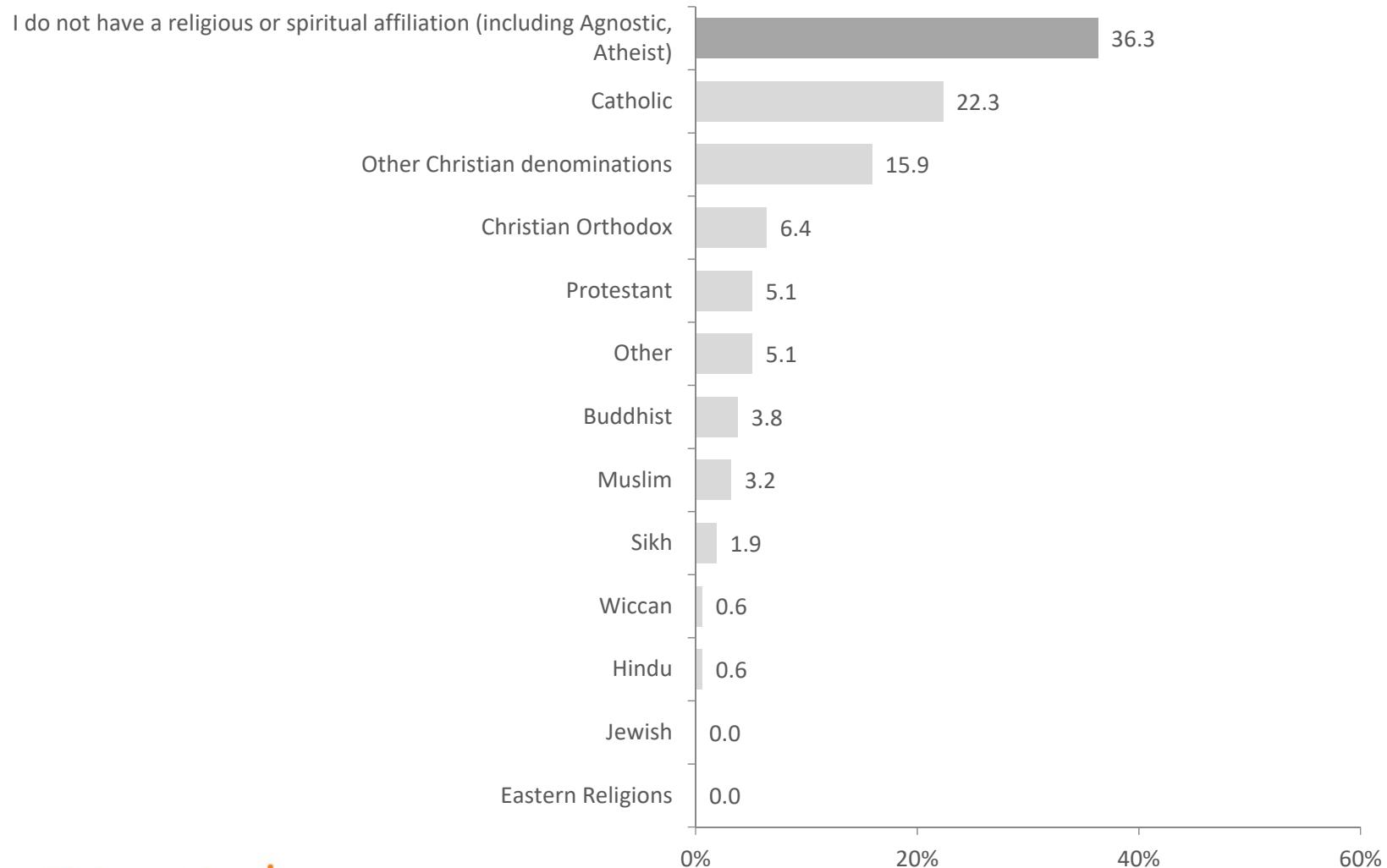
*Do you consider yourself to be a person with a disability?
What is the nature of your disability.*



Snapshot Report

Assessment & Taxation

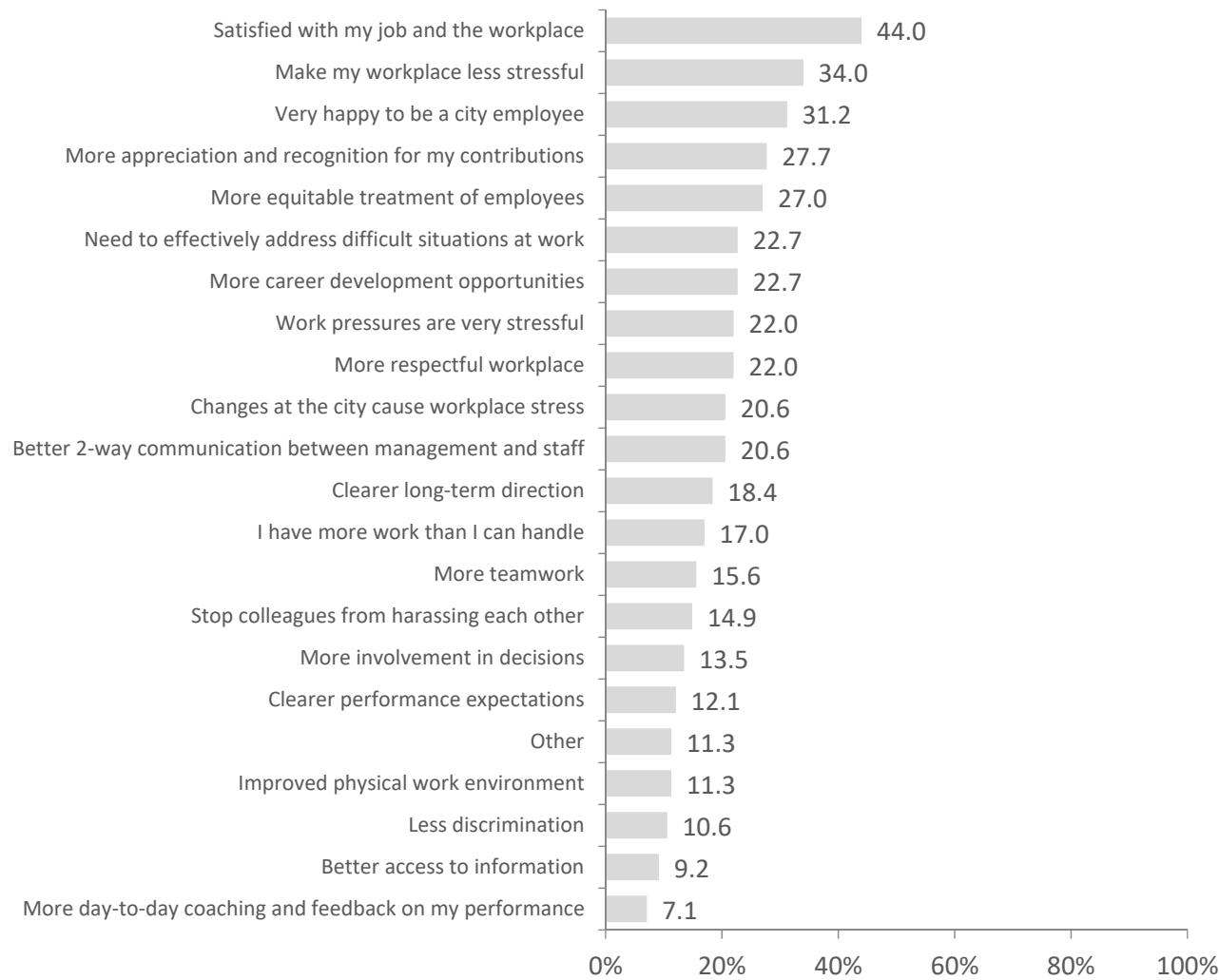
Please indicate your religious or spiritual affiliation.



Snapshot Report

Assessment & Taxation

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
44.0	35.3	41.9	37.3	40.4
34.0	30.4	30.5	32.3	31.5
31.2	30.4	36.2	38.6	n/a
27.7	21.3	21.7	23.4	29.5
27.0	26.4	22.0	27.2	32.2
22.7	20.2	21.1	19.0	n/a
22.7	24.8	24.6	25.9	17.1
22.0	20.2	18.5	20.9	n/a
22.0	23.4	21.6	24.1	24.0
20.6	25.8	22.6	19.6	n/a
20.6	28.0	30.9	27.2	27.4
18.4	21.8	19.8	15.2	15.8
17.0	19.6	13.4	15.8	n/a
15.6	19.8	19.8	15.8	26.0
14.9	11.4	11.4	8.9	n/a
13.5	19.2	19.4	15.8	19.9
12.1	13.0	13.1	9.5	15.1
11.3	13.2	12.3	8.2	7.5
11.3	9.0	11.7	13.3	12.3
10.6	9.4	9.8	8.2	12.3
9.2	17.6	18.8	11.4	15.8
7.1	6.7	7.5	8.2	8.2



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Business Planning and Supports

Department: Integrated Infrastructure Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Business Planning and Supports

HOW TO READ YOUR REPORT

This report is designed to summarize the opinions made by individuals regarding the job and work environment at the City of Edmonton. The information below describes how to read the results.

Your agreement percentages are graphically depicted as bar charts in % Favourable, % Neutral, and % Unfavourable formats.

The box to the right displays how each percentage was calculated. A % Favourable score of 100% means that all employees indicated they "Strongly Agreed" or "Agreed". While a % Neutral score is technically the middle value on the scale, the score can represent a response that is more unfavourable than it is favourable.

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Interpreting "Neutral" scores: It is a common temptation to view the neutral scores as "mildly positive" or "on the fence" and to combine neutral with positive scores. TalentMap's experience, corroborated with academic and industry research, indicates that neutral scores should be interpreted as "mildly negative" given the positive bias of the survey instrument. Respondents who select "neither agree nor disagree" to a particular question are not in agreement and are therefore sending a mildly negative message.

This report displays the survey items by dimension.

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Dept. 2018: refers to your department's 2018 overall % Favourable score.

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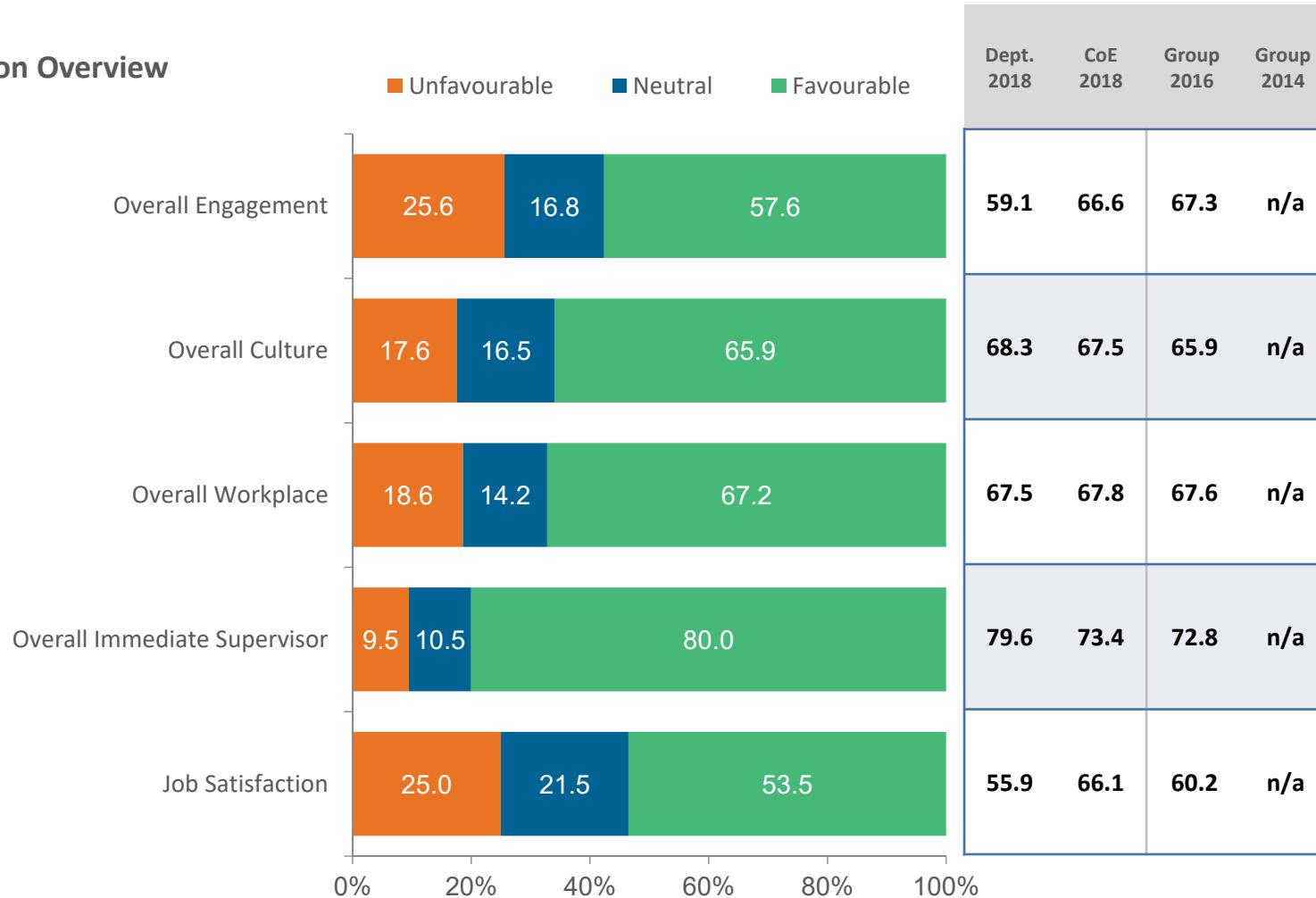
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Snapshot Report

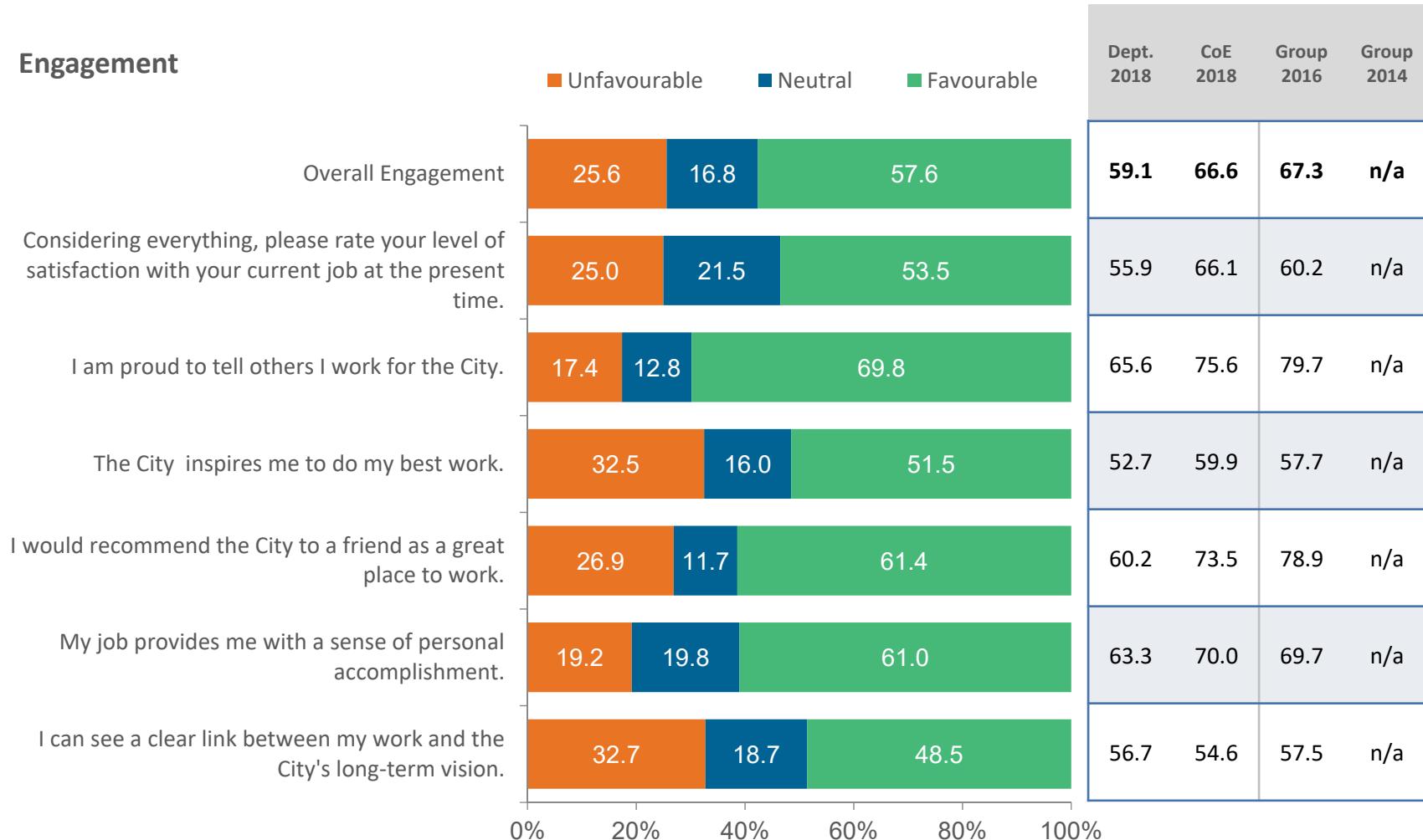
Business Planning and Supports

Key Dimension Overview



Snapshot Report

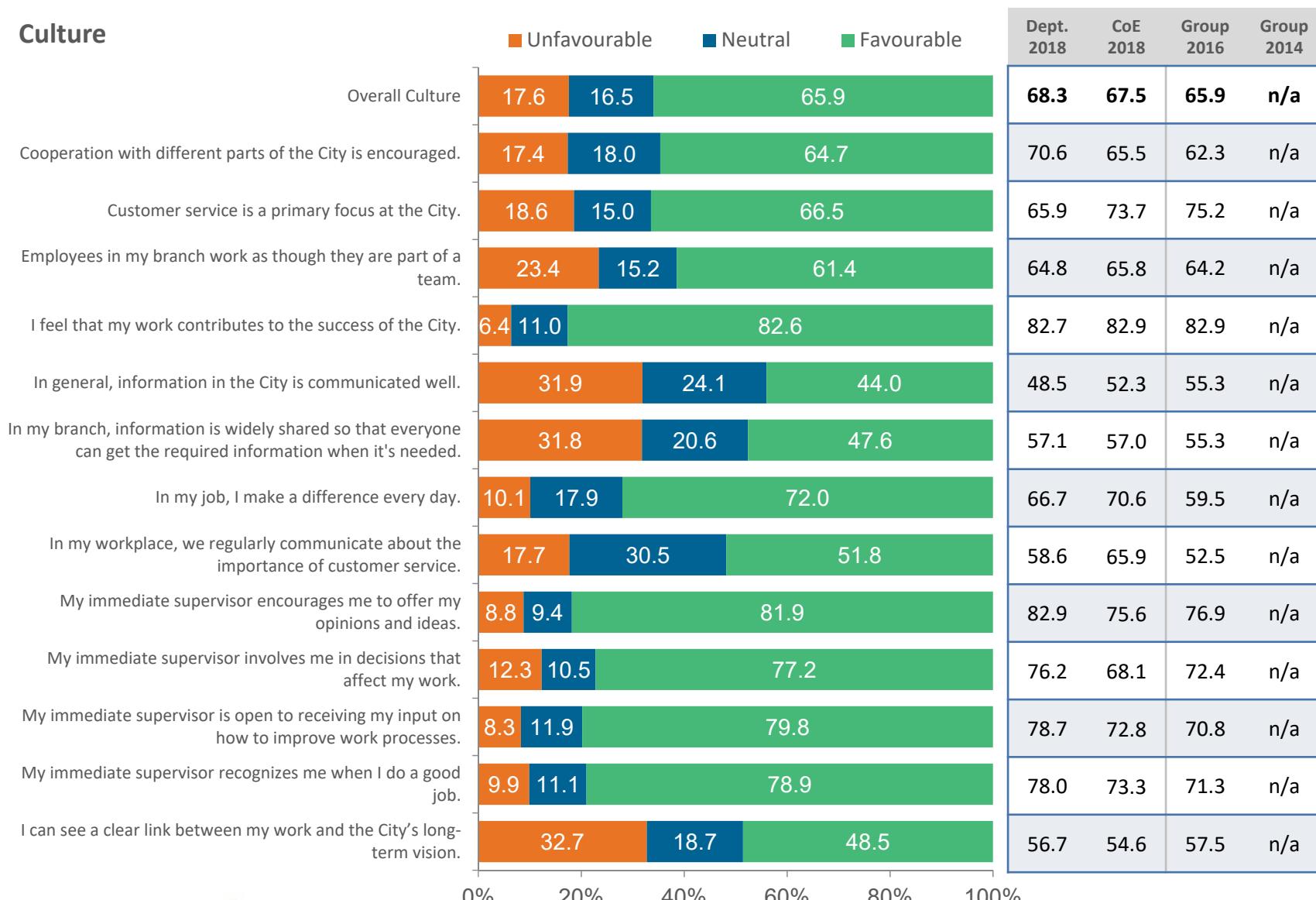
Business Planning and Supports



Snapshot Report

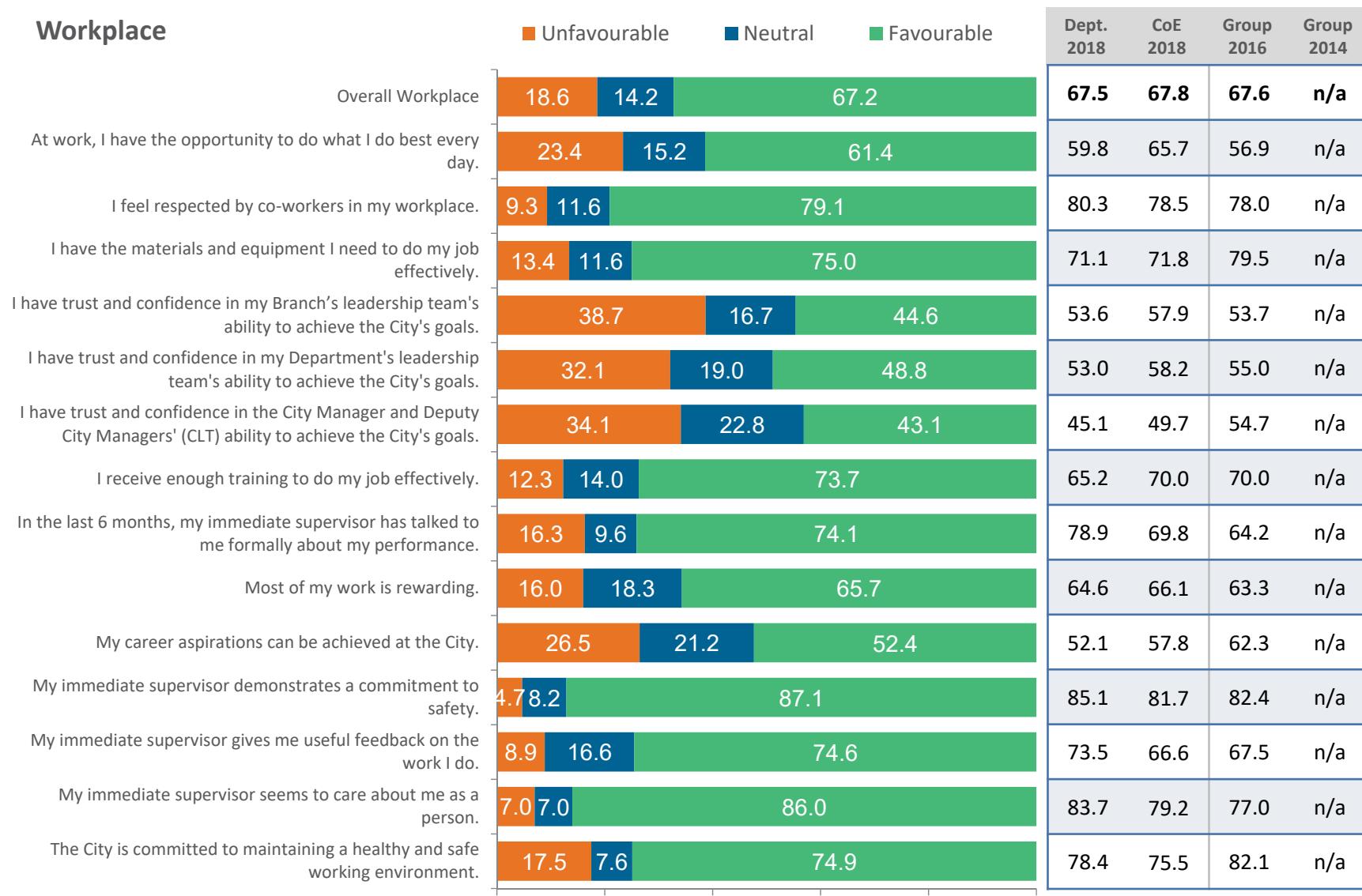
Business Planning and Supports

Culture



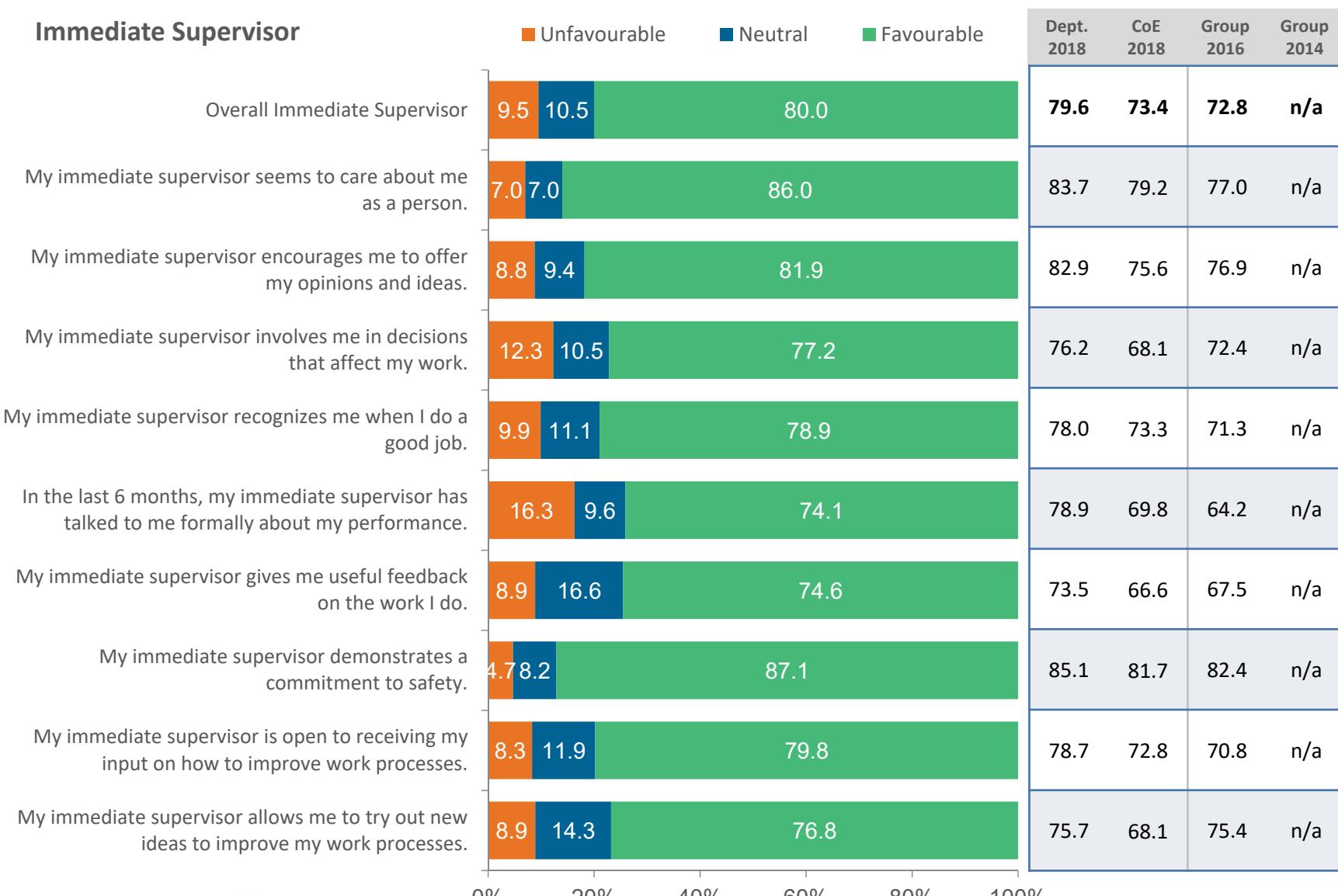
Snapshot Report

Business Planning and Supports



Snapshot Report

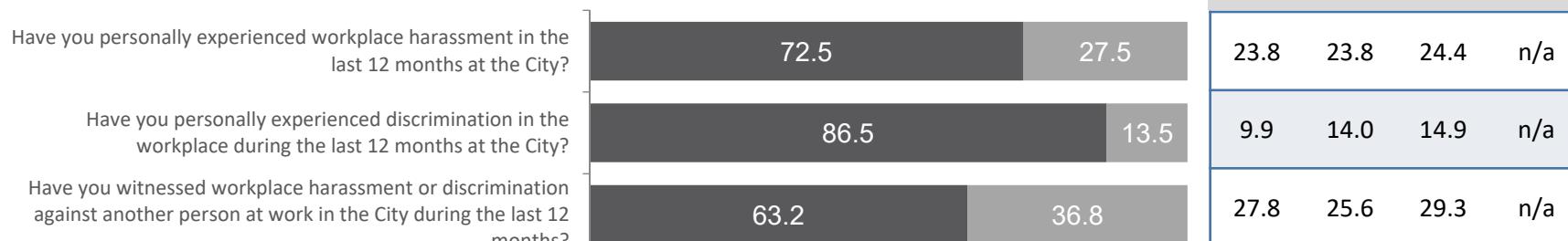
Business Planning and Supports



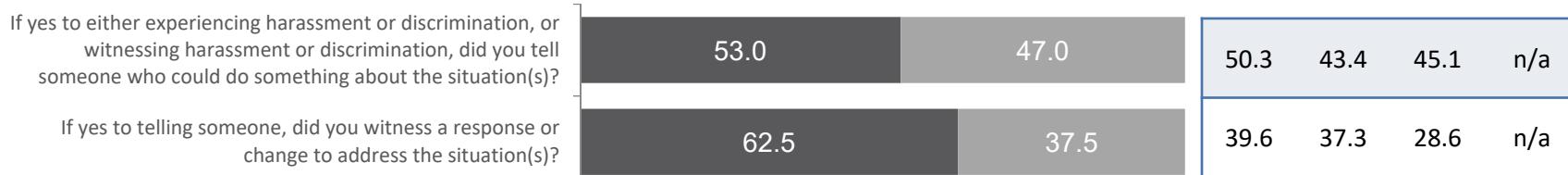
Snapshot Report

Business Planning and Supports

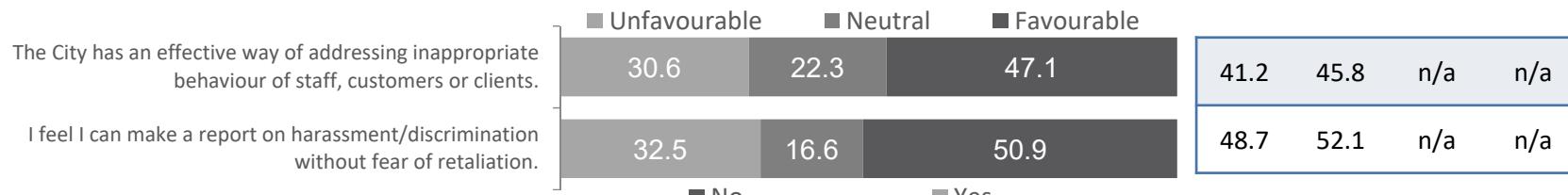
Harassment / Discrimination



For the questions above, % No represents a favourable score



For the questions above, % Yes represents a favourable score



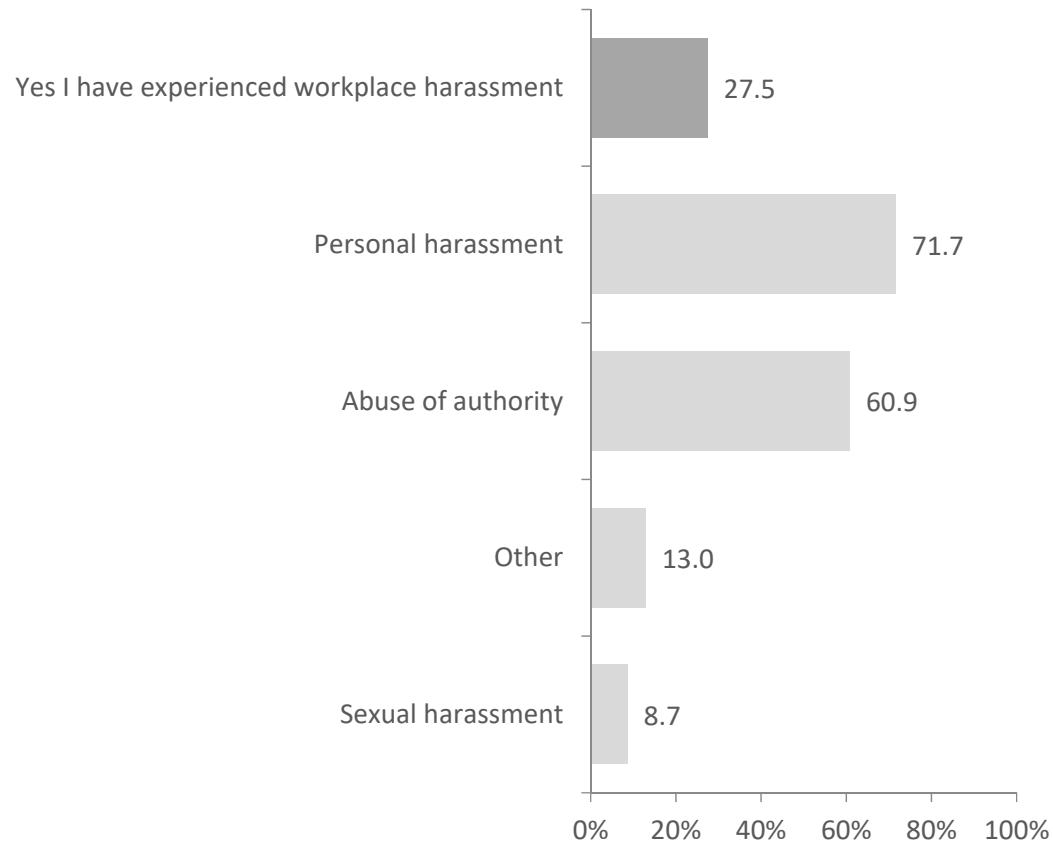
Diversity



Snapshot Report

Business Planning and Supports

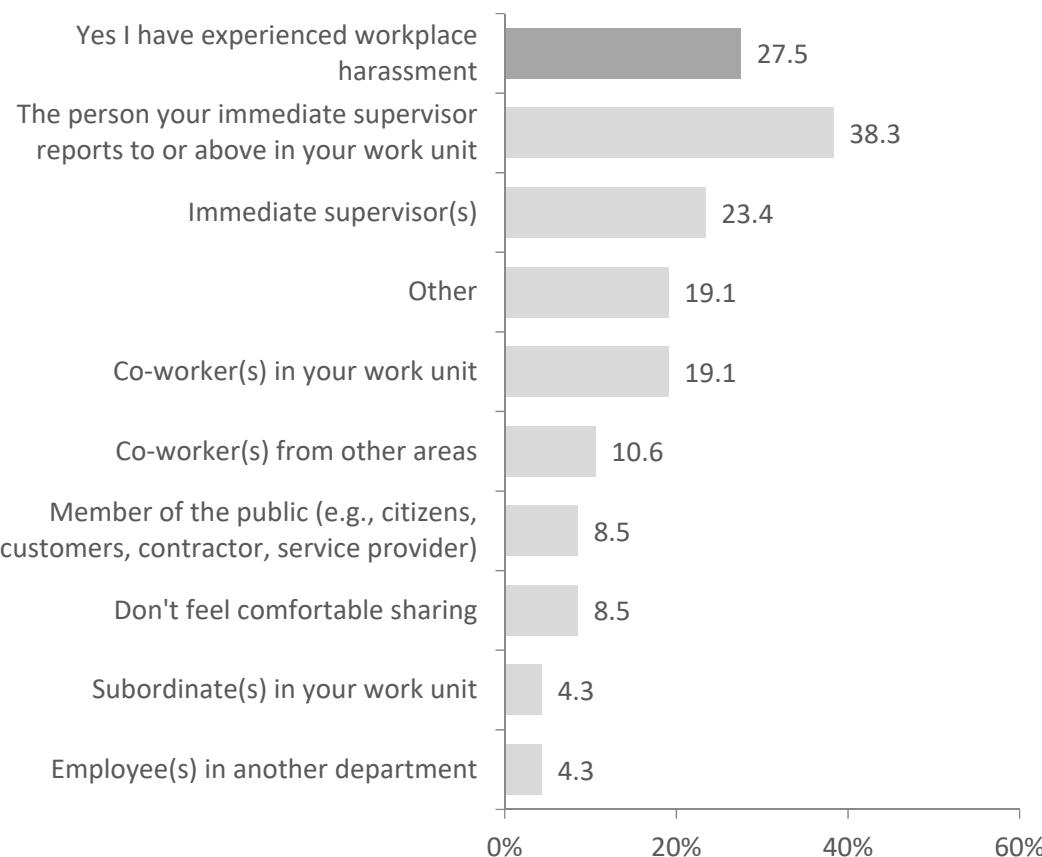
*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate the type of harassment you experienced as a City Employee.*



Snapshot Report

Business Planning and Supports

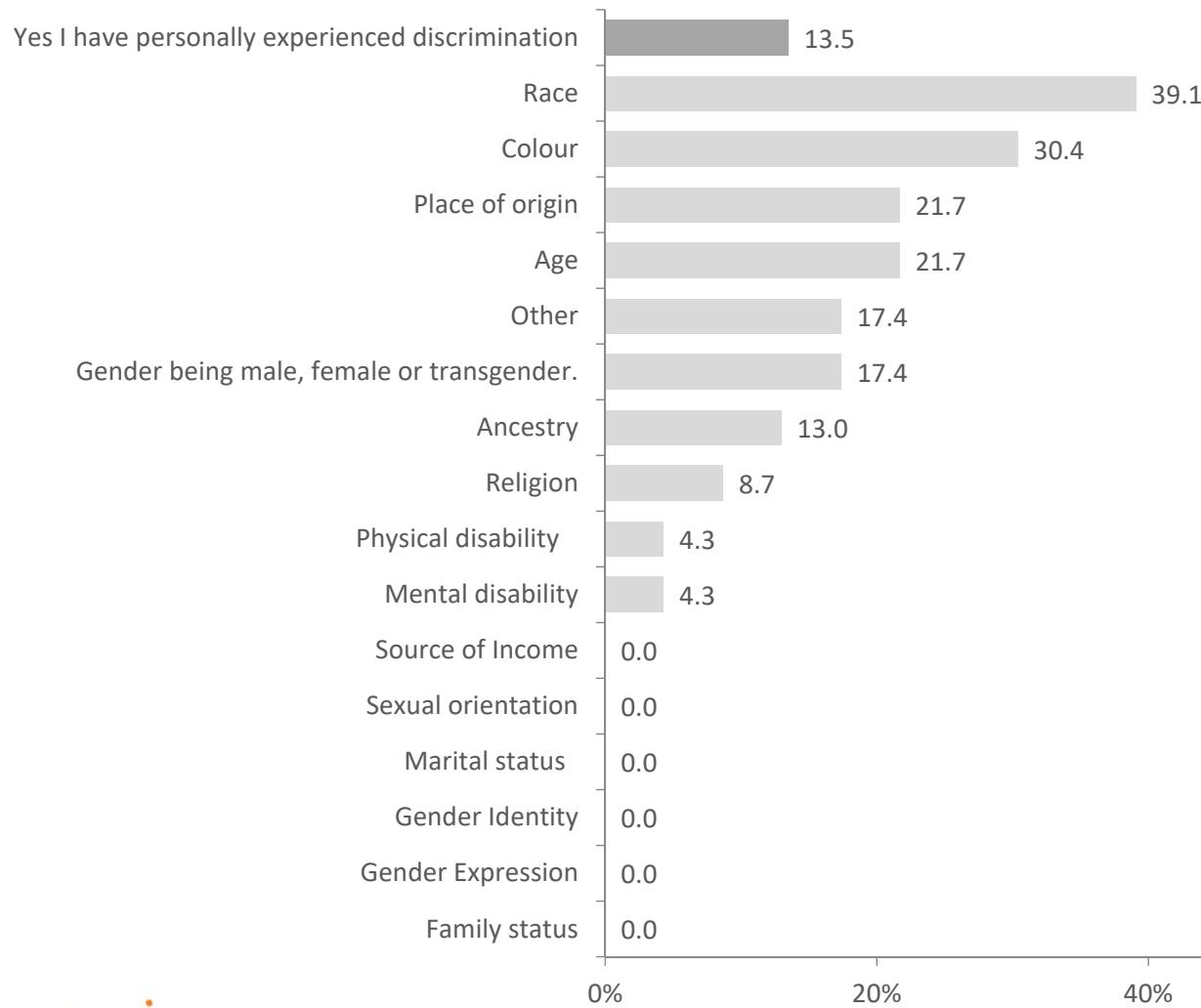
**Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate who was harassing you.**



Snapshot Report

Business Planning and Supports

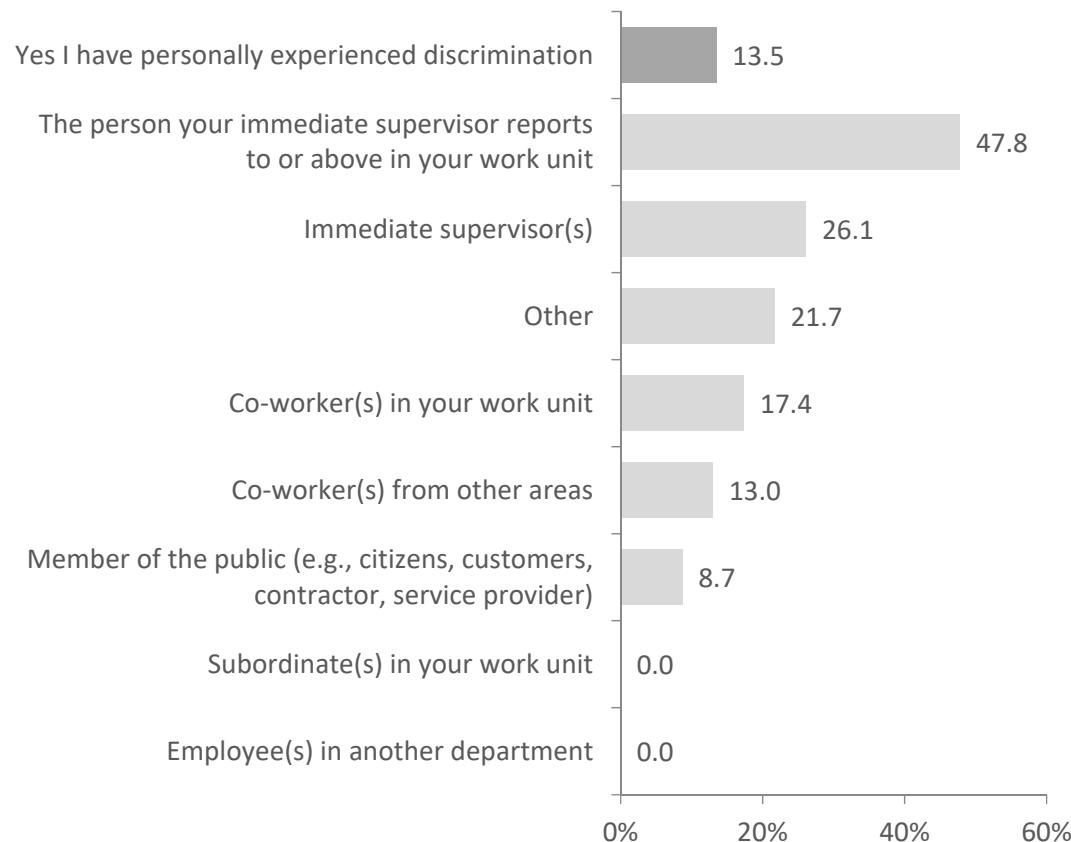
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate the type of discrimination you experienced as a City employee.



Snapshot Report

Business Planning and Supports

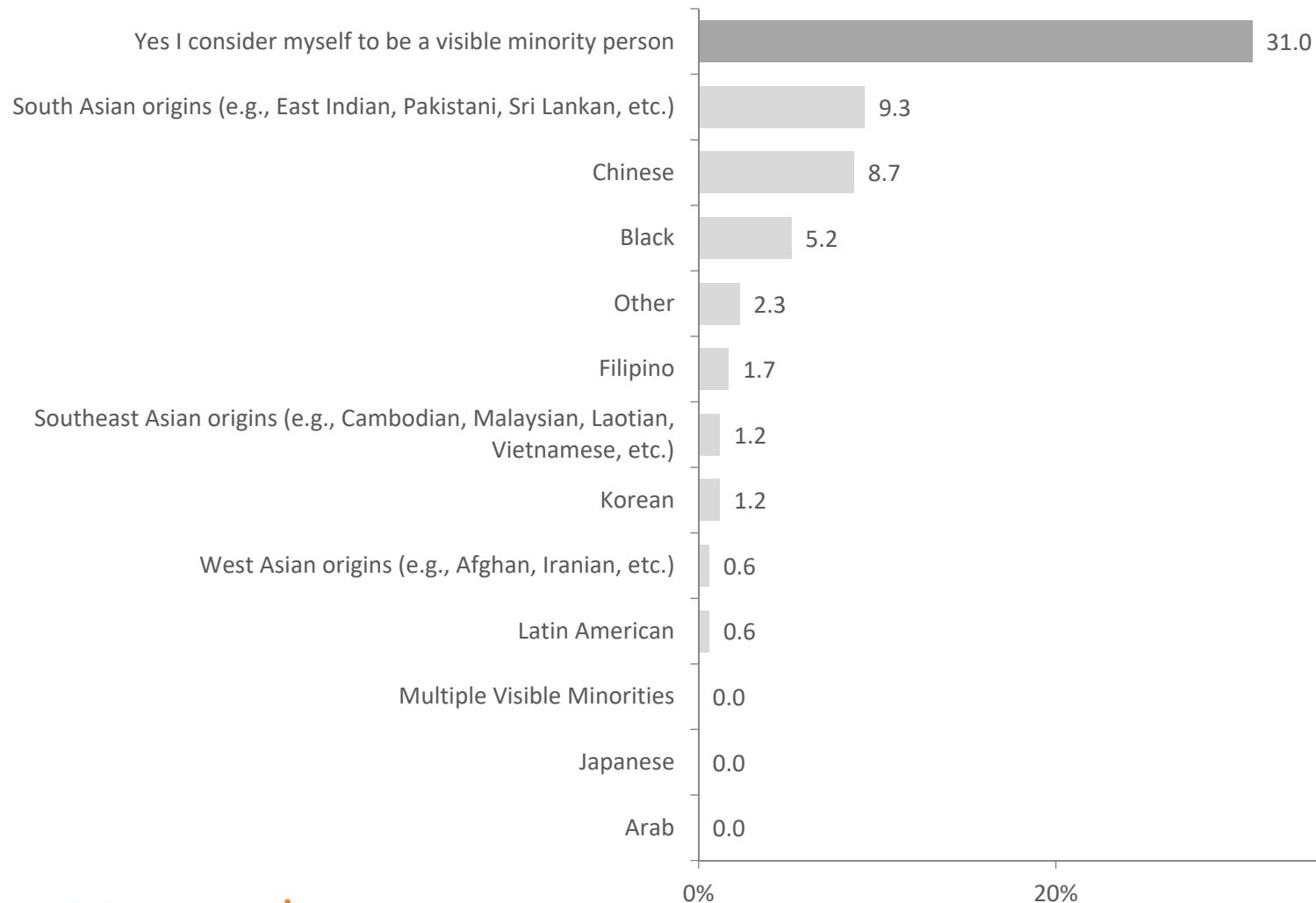
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate who discriminated against you.



Snapshot Report

Business Planning and Supports

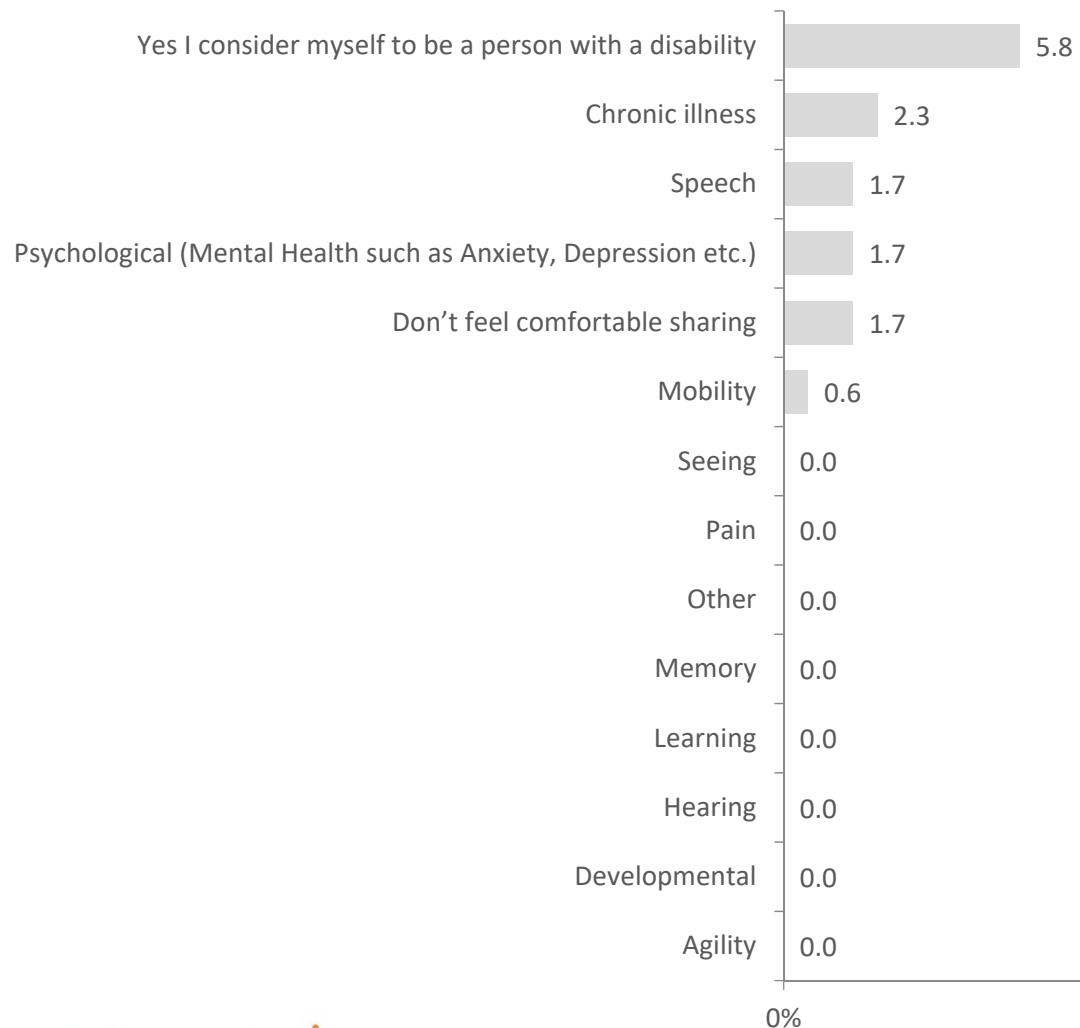
Do you consider yourself to be a visible minority person?
Please indicate your group(s) according to the following Statistics Canada categories.



Snapshot Report

Business Planning and Supports

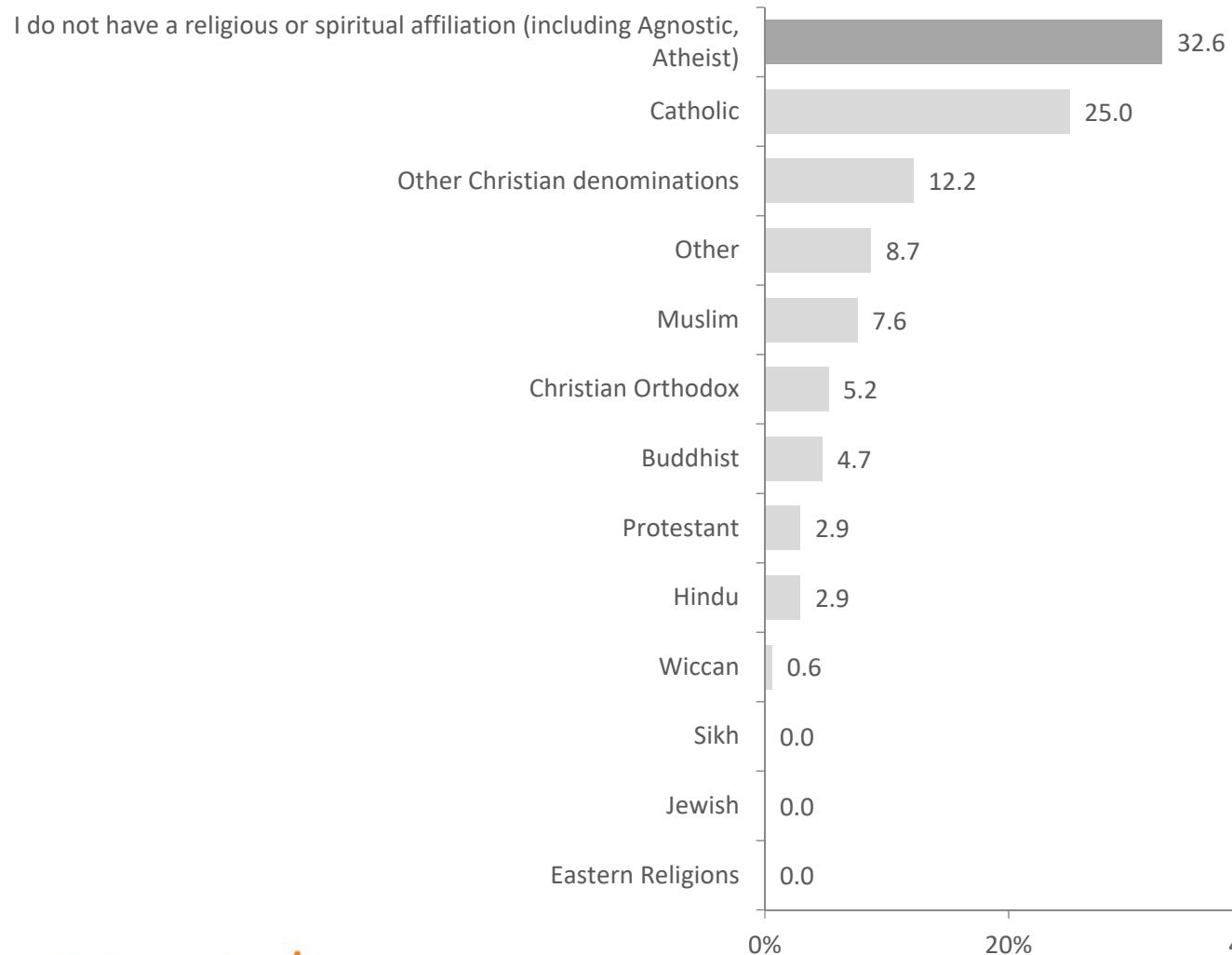
*Do you consider yourself to be a person with a disability?
What is the nature of your disability.*



Snapshot Report

Business Planning and Supports

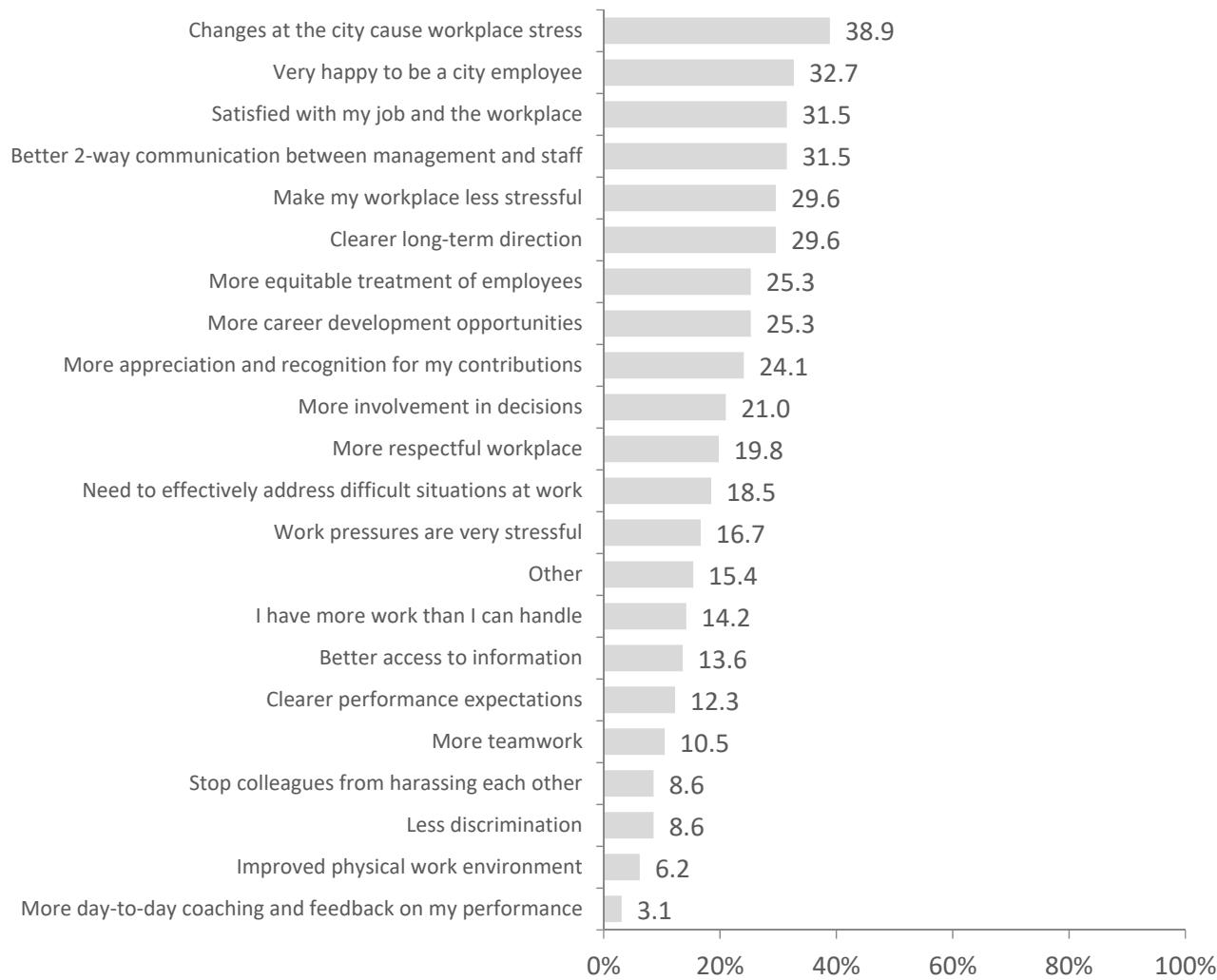
Please indicate your religious or spiritual affiliation.



Snapshot Report

Business Planning and Supports

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Dept. 2018	CoE 2018	Group 2016	Group 2014
42.2	22.6	26.5	n/a
28.6	36.2	34.2	n/a
34.0	41.9	41.0	n/a
30.6	30.9	25.6	n/a
34.7	30.5	25.6	n/a
29.9	19.8	20.5	n/a
24.9	22.0	26.5	n/a
25.2	24.6	28.2	n/a
26.3	21.7	21.4	n/a
21.5	19.4	19.7	n/a
19.7	21.6	23.1	n/a
22.4	21.1	23.1	n/a
26.5	18.5	18.8	n/a
14.3	12.3	8.5	n/a
25.4	13.4	13.7	n/a
17.9	18.8	13.7	n/a
17.5	13.1	14.5	n/a
16.1	19.8	21.4	n/a
9.3	11.4	12.8	n/a
7.5	9.8	13.7	n/a
9.1	11.7	5.1	n/a
7.5	7.5	11.1	n/a



CITY OF EDMONTON

2016 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Engagement

Department: Communications and Engagement

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Engagement

HOW TO READ YOUR REPORT

This report is designed to summarize the opinions made by individuals regarding the job and work environment at the City of Edmonton. The information below describes how to read the results.

Your agreement percentages are graphically depicted as bar charts in % Favourable, % Neutral, and % Unfavourable formats.

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This report displays the survey items by dimension.

Branch 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% Unfavourable: represents the respondents who chose "Very Dissatisfied/Dissatisfied" or "Strongly Disagree/Disagree".

% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

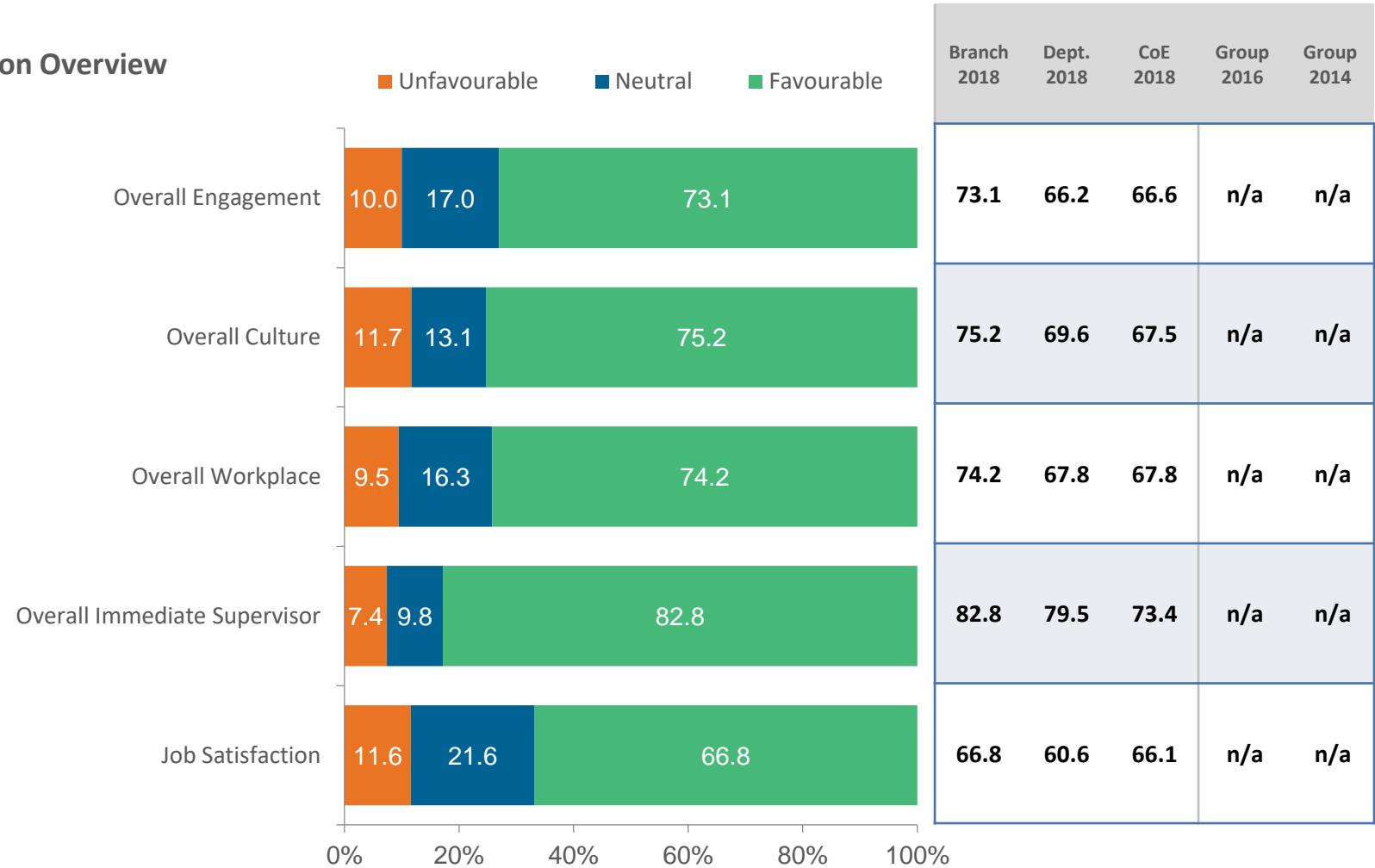
TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.

You can dig deeper into responses by gender, union, job family, tenure and age. Visier also presents your area(s) survey results with other variables such as loss time, sick time, turnover so that you can see your results in context.

Snapshot Report

Engagement

Key Dimension Overview



Snapshot Report

Engagement

Engagement

■ Unfavourable ■ Neutral ■ Favourable

Overall Engagement

10.0 17.0 73.1

Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
-------------	------------	----------	------------	------------

73.1	66.2	66.6	n/a	n/a
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Considering everything, please rate your level of satisfaction with your current job at the present time.

11.6 21.6 66.8

66.8	60.6	66.1	n/a	n/a
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I am proud to tell others I work for the City.

5.6 10.7 83.8

83.8	77.4	75.6	n/a	n/a
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The City inspires me to do my best work.

10.6 17.1 72.4

72.4	63.3	59.9	n/a	n/a
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I would recommend the City to a friend as a great place to work.

6.0 16.6 77.4

77.4	67.9	73.5	n/a	n/a
------	------	------	-----	-----

My job provides me with a sense of personal accomplishment.

14.6 15.2 70.2

70.2	67.3	70.0	n/a	n/a
------	------	------	-----	-----

I can see a clear link between my work and the City's long-term vision.

11.4 20.7 67.9

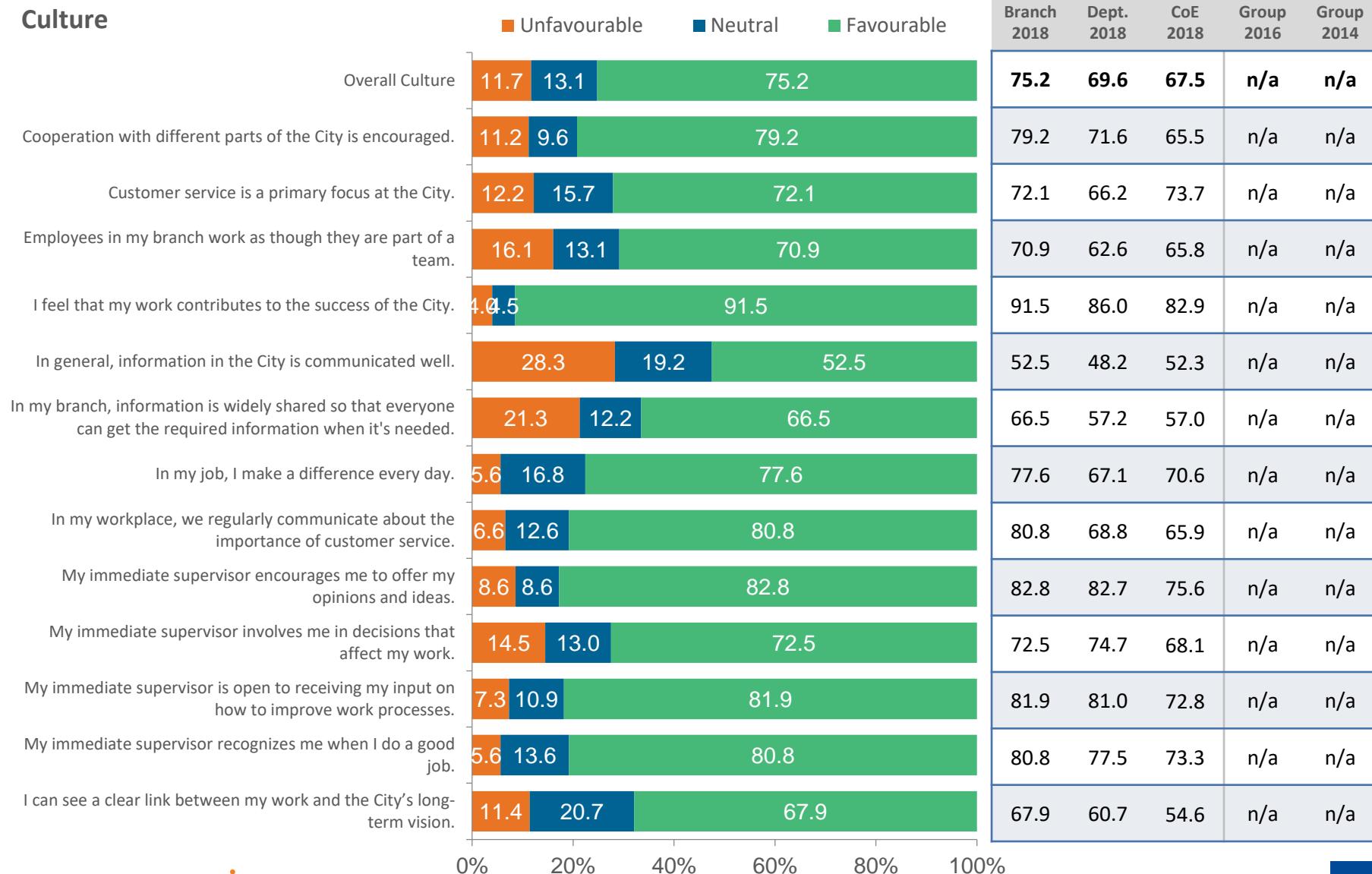
67.9	60.7	54.6	n/a	n/a
------	------	------	-----	-----

0% 20% 40% 60% 80% 100%

Snapshot Report

Engagement

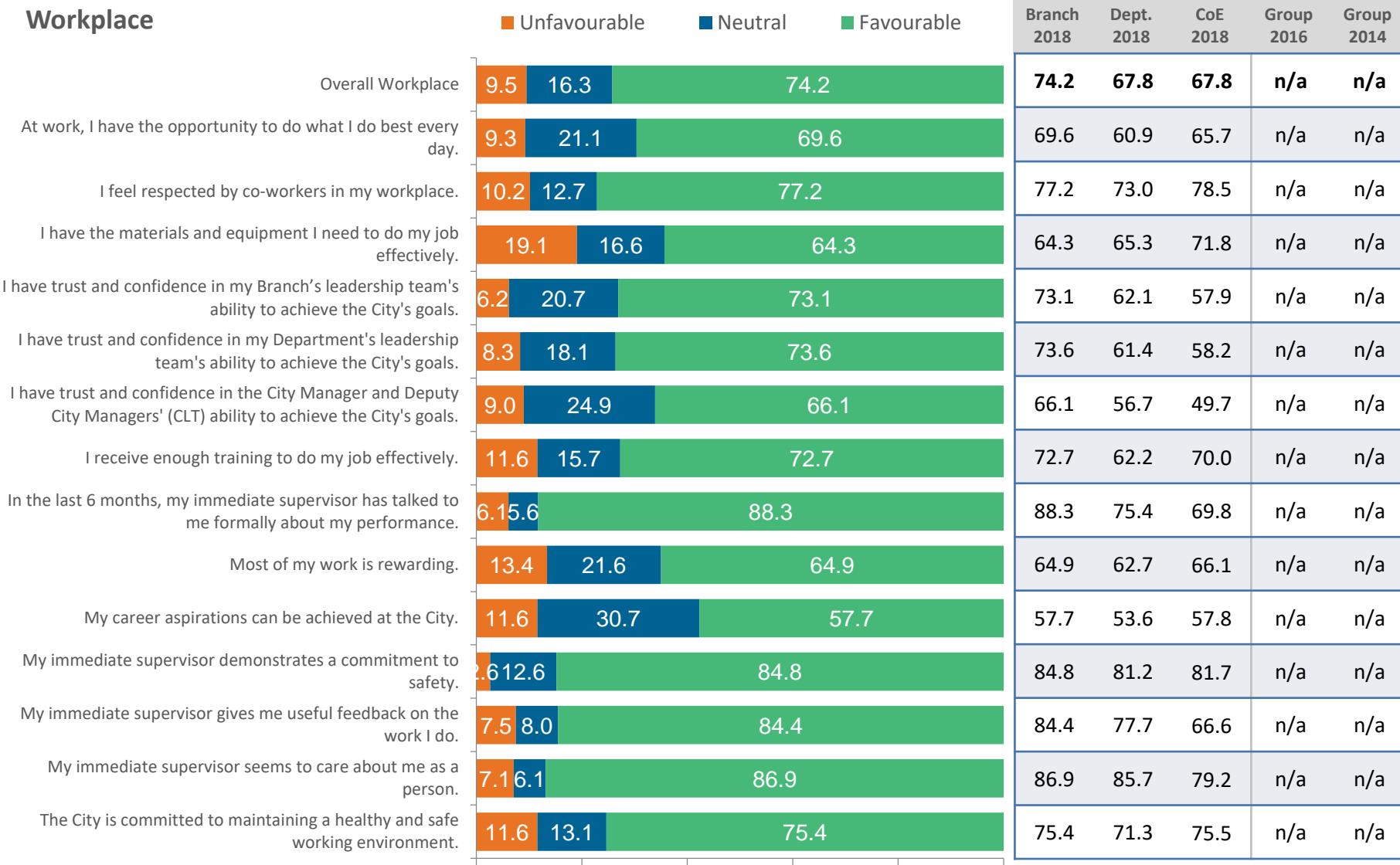
Culture



Snapshot Report

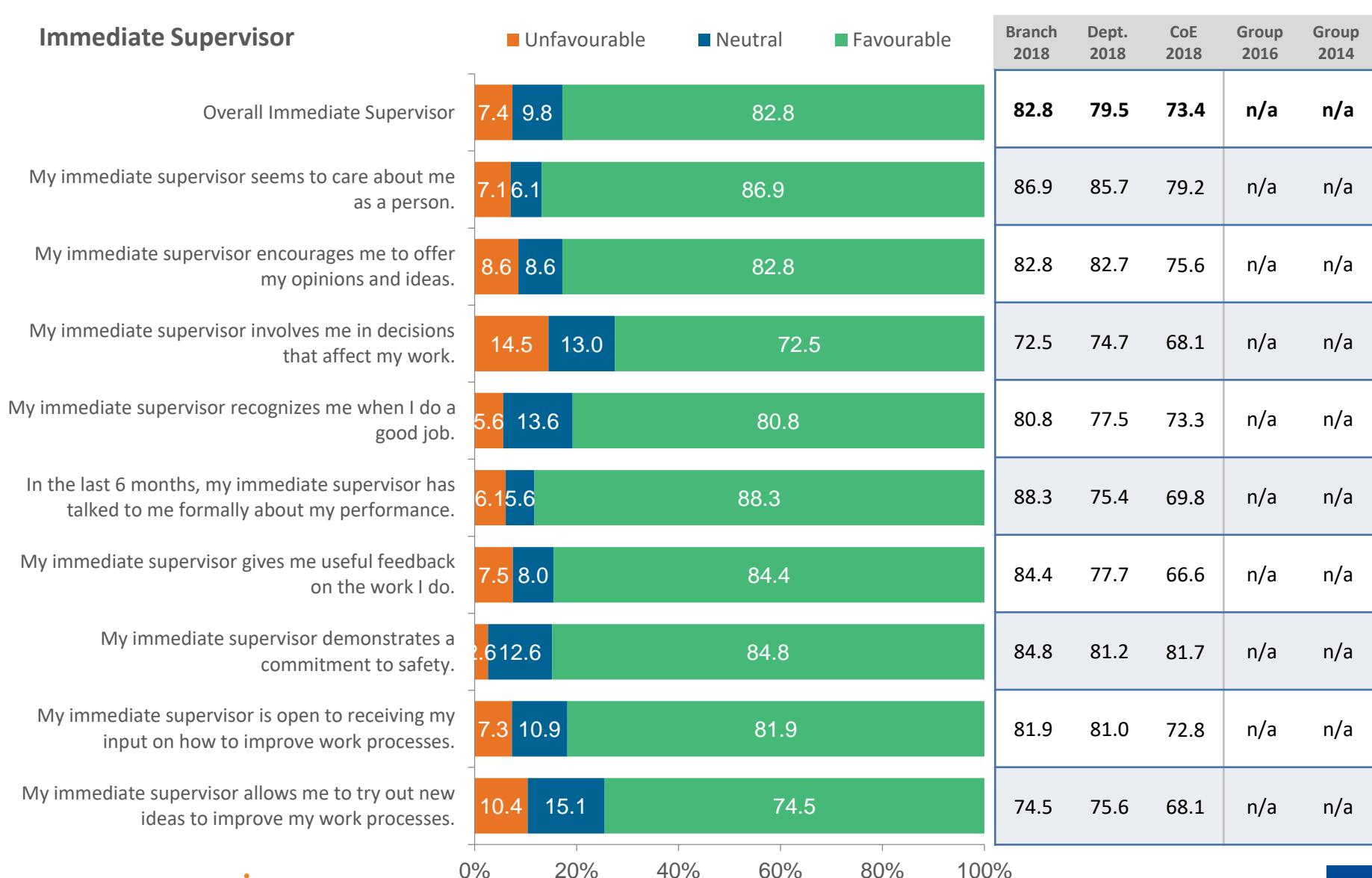
Engagement

Workplace



Snapshot Report

Engagement



Snapshot Report

Engagement

Harassment / Discrimination

■ No ■ Yes



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
24.6	27.1	23.8	n/a	n/a
14.2	15.0	14.0	n/a	n/a
19.3	24.6	25.6	n/a	n/a

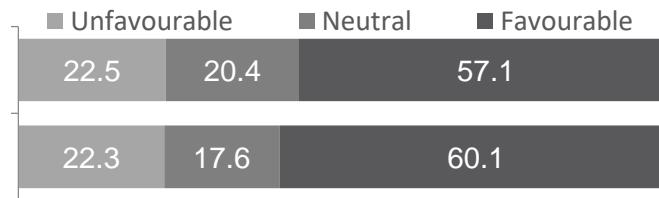
For the questions above, % **No** represents a favourable score

If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
62.1	56.9	43.4	n/a	n/a
59.5	40.3	37.3	n/a	n/a

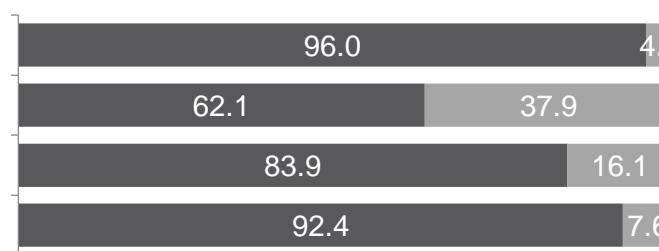
For the questions above, % **Yes** represents a favourable score



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
57.1	44.0	45.8	n/a	n/a
60.1	47.9	52.1	n/a	n/a

Diversity

■ No ■ Yes

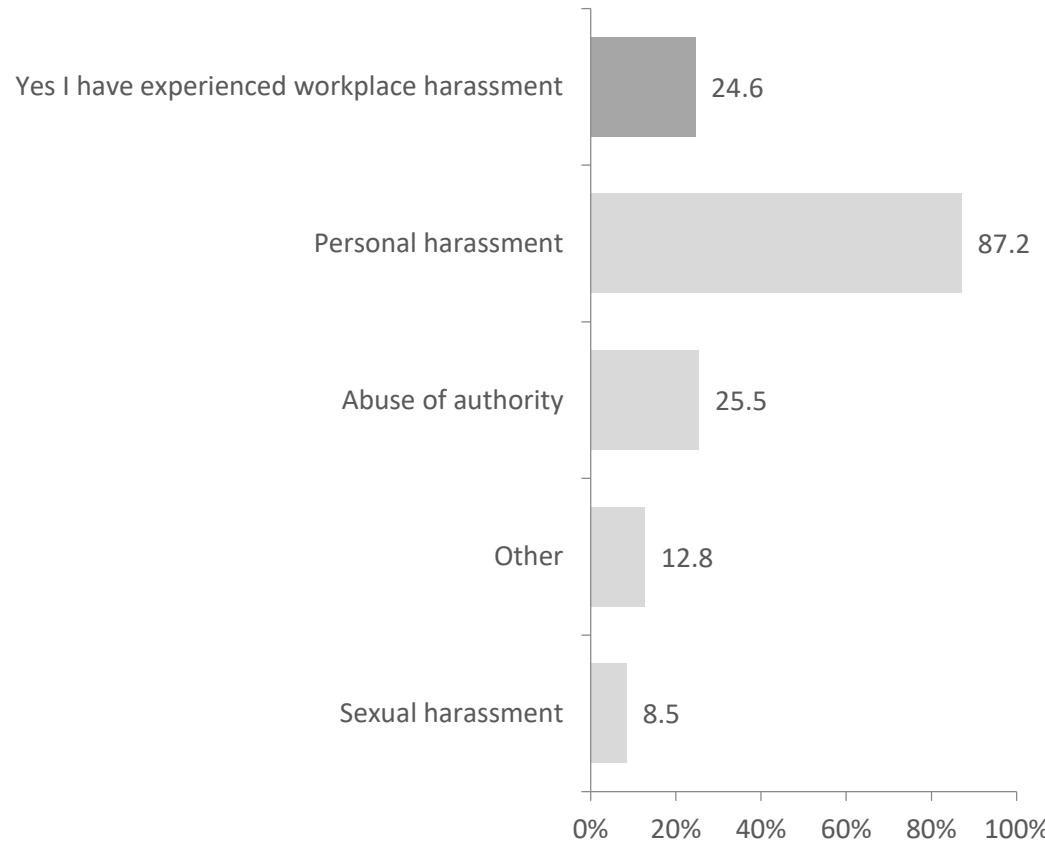


Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
4.0	2.9	5.4	n/a	n/a
37.9	31.0	23.6	n/a	n/a
16.1	12.5	8.2	n/a	n/a
7.6	7.9	5.7	n/a	n/a

Snapshot Report

Engagement

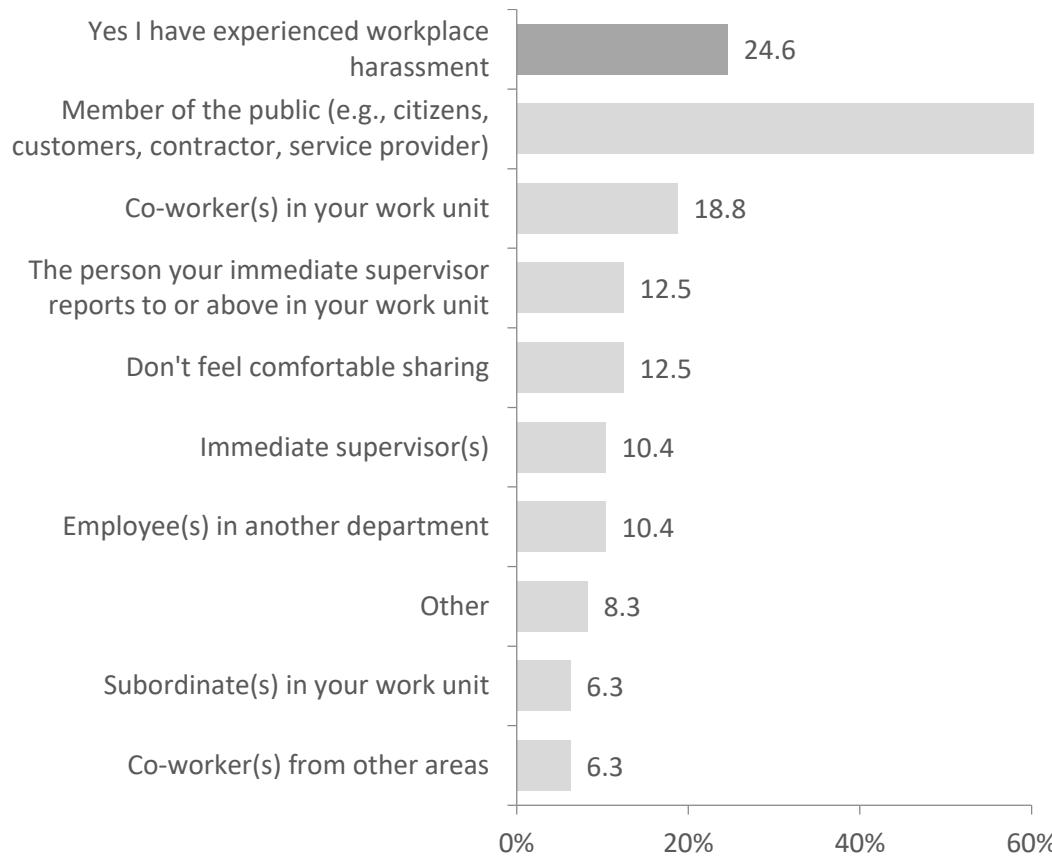
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Please indicate the type of harassment you experienced as a City Employee.*



Snapshot Report

Engagement

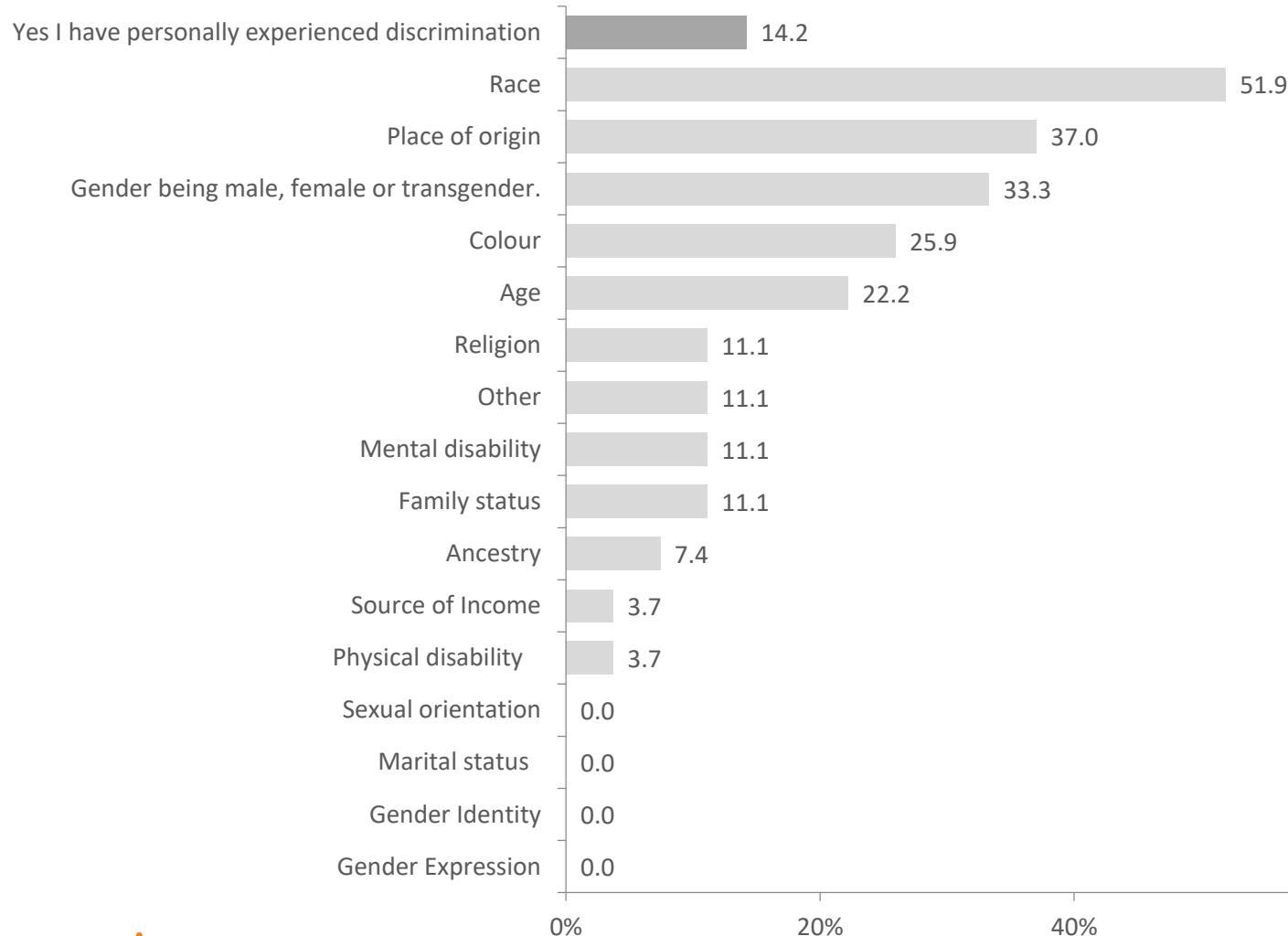
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Snapshot Report

Engagement

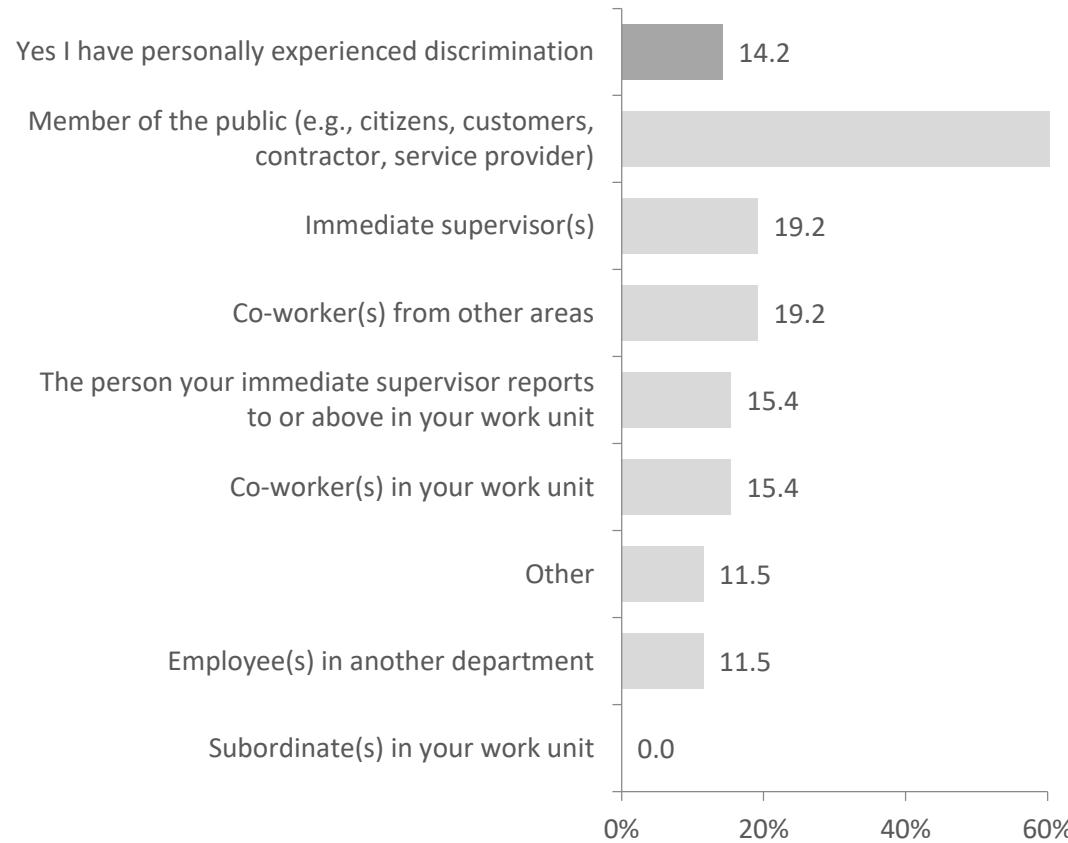
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate the type of discrimination you experienced as a City employee.



Snapshot Report

Engagement

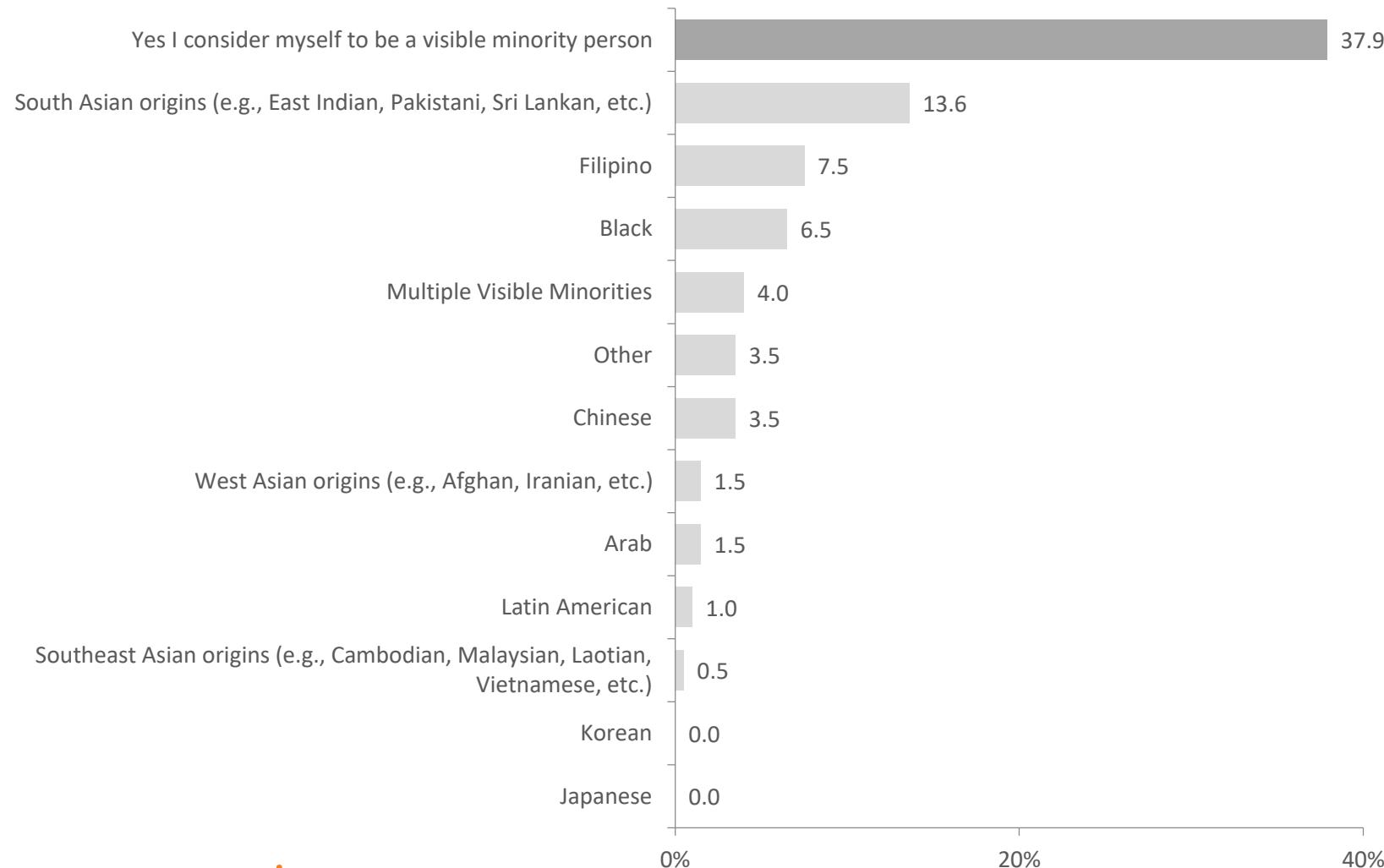
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Snapshot Report

Engagement

*Do you consider yourself to be a visible minority person?
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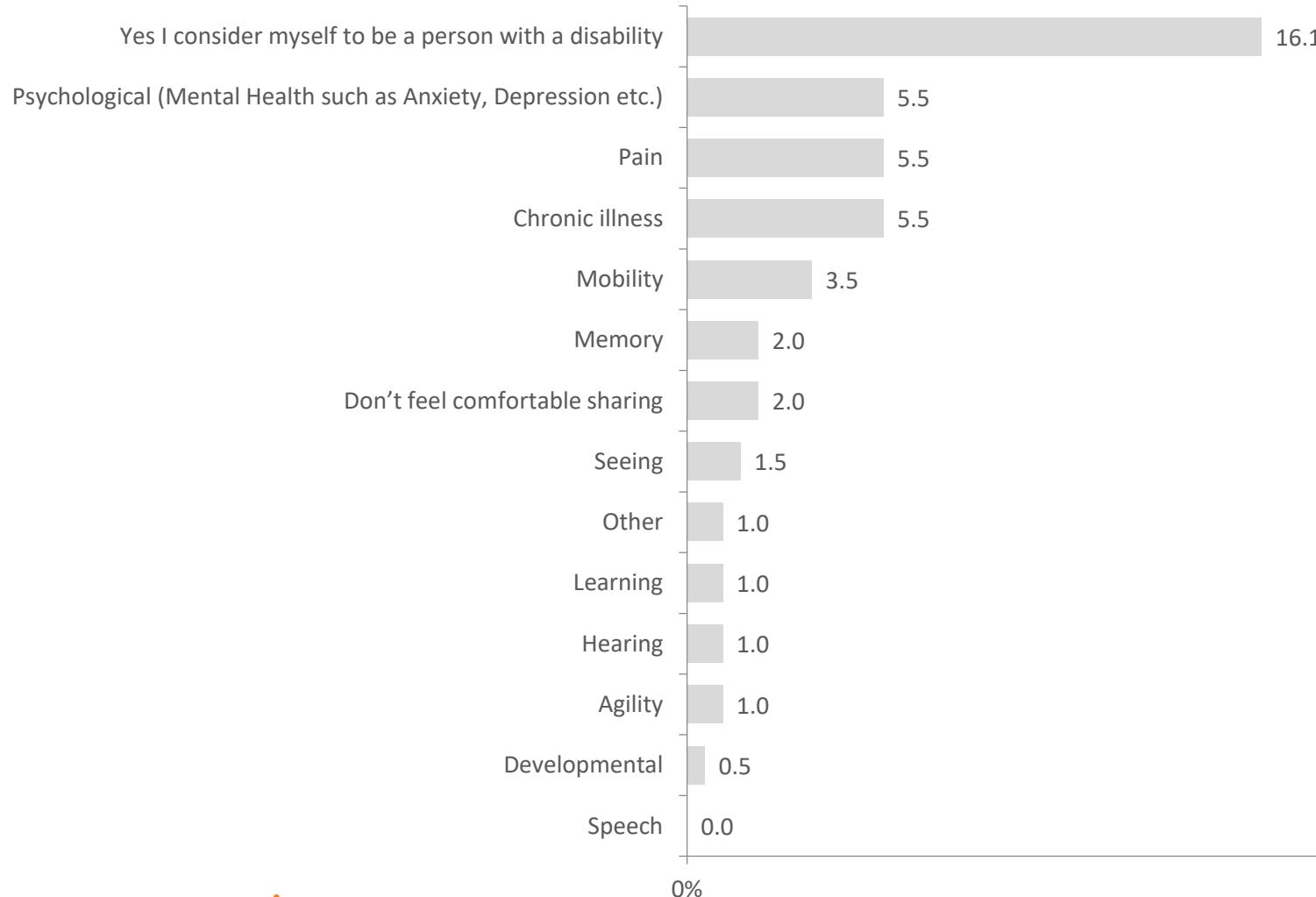


Snapshot Report

Engagement

Do you consider yourself to be a person with a disability?

What is the nature of your disability.



Snapshot Report

Engagement

Please indicate your religious or spiritual affiliation.

I do not have a religious or spiritual affiliation (including Agnostic, Atheist) 30.7

Catholic 22.6

Other Christian denominations 14.6

Other 9.5

Muslim 9.5

Protestant 5.5

Hindu 5.0

Wiccan 2.0

Buddhist 2.0

Sikh 1.5

Christian Orthodox 1.0

Jewish 0.0

Eastern Religions 0.0

Snapshot Report

Engagement

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
48.4	42.0	30.5	n/a	n/a
40.6	31.9	36.2	n/a	n/a
40.1	32.5	41.9	n/a	n/a
31.3	31.3	21.1	n/a	n/a
28.6	27.9	18.5	n/a	n/a
27.6	26.7	18.8	n/a	n/a
25.5	26.1	24.6	n/a	n/a
25.0	30.7	30.9	n/a	n/a
22.4	20.6	21.7	n/a	n/a
21.4	20.6	19.8	n/a	n/a
21.4	24.5	22.0	n/a	n/a
20.3	19.6	19.4	n/a	n/a
19.8	25.8	21.6	n/a	n/a
19.3	24.2	22.6	n/a	n/a
16.7	12.6	11.7	n/a	n/a
16.1	23.9	19.8	n/a	n/a
12.0	18.7	13.1	n/a	n/a
11.5	10.1	9.8	n/a	n/a
10.4	12.0	11.4	n/a	n/a
8.3	14.1	12.3	n/a	n/a
7.8	8.6	7.5	n/a	n/a
7.8	12.3	13.4	n/a	n/a



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: City Planning

Department: Urban Form & Corporate Strategic Development

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

City Planning

HOW TO READ YOUR REPORT

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Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% Unfavourable: represents the respondents who chose "Very Dissatisfied/Dissatisfied" or "Strongly Disagree/Disagree".

% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

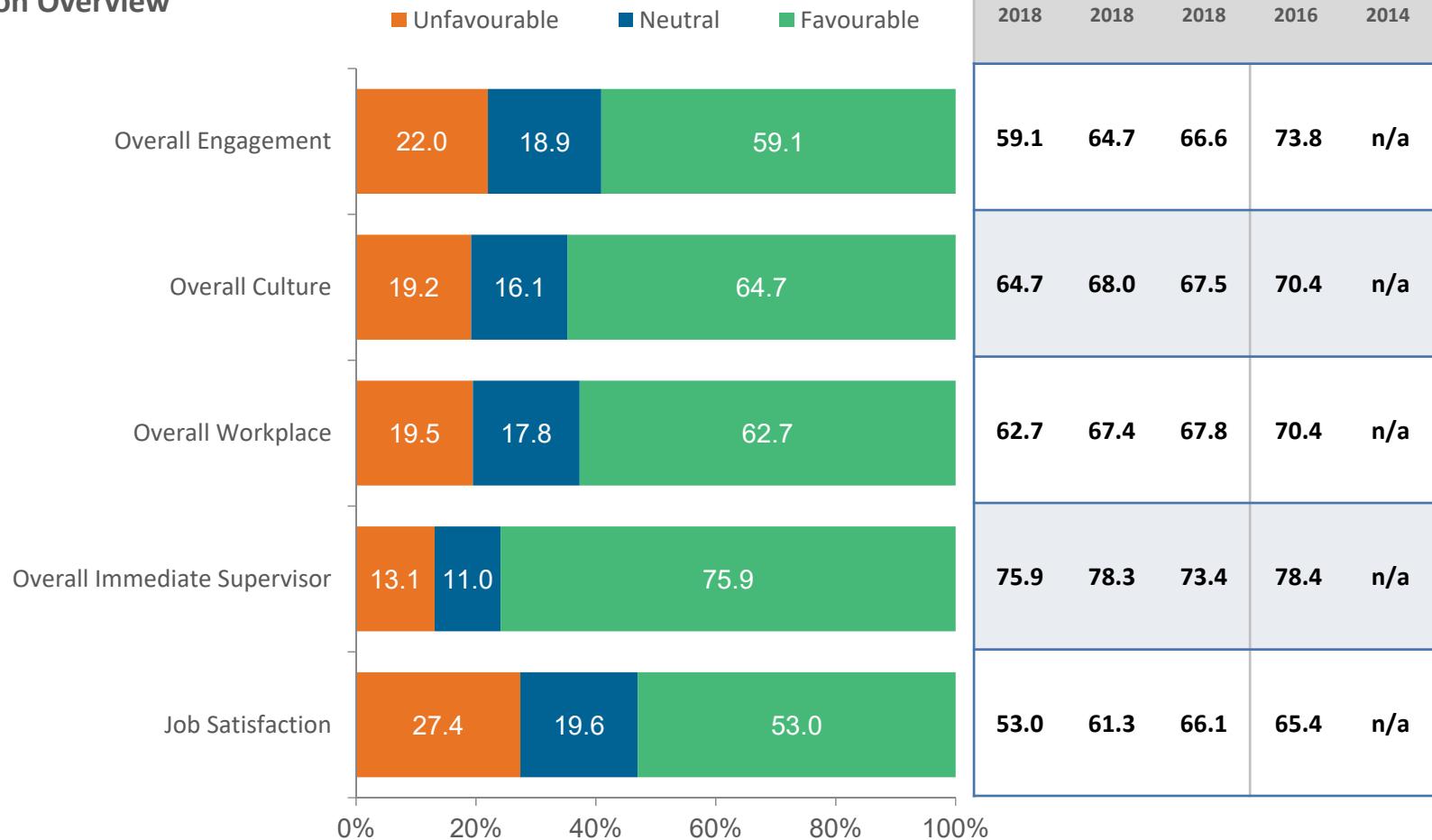
% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

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Snapshot Report

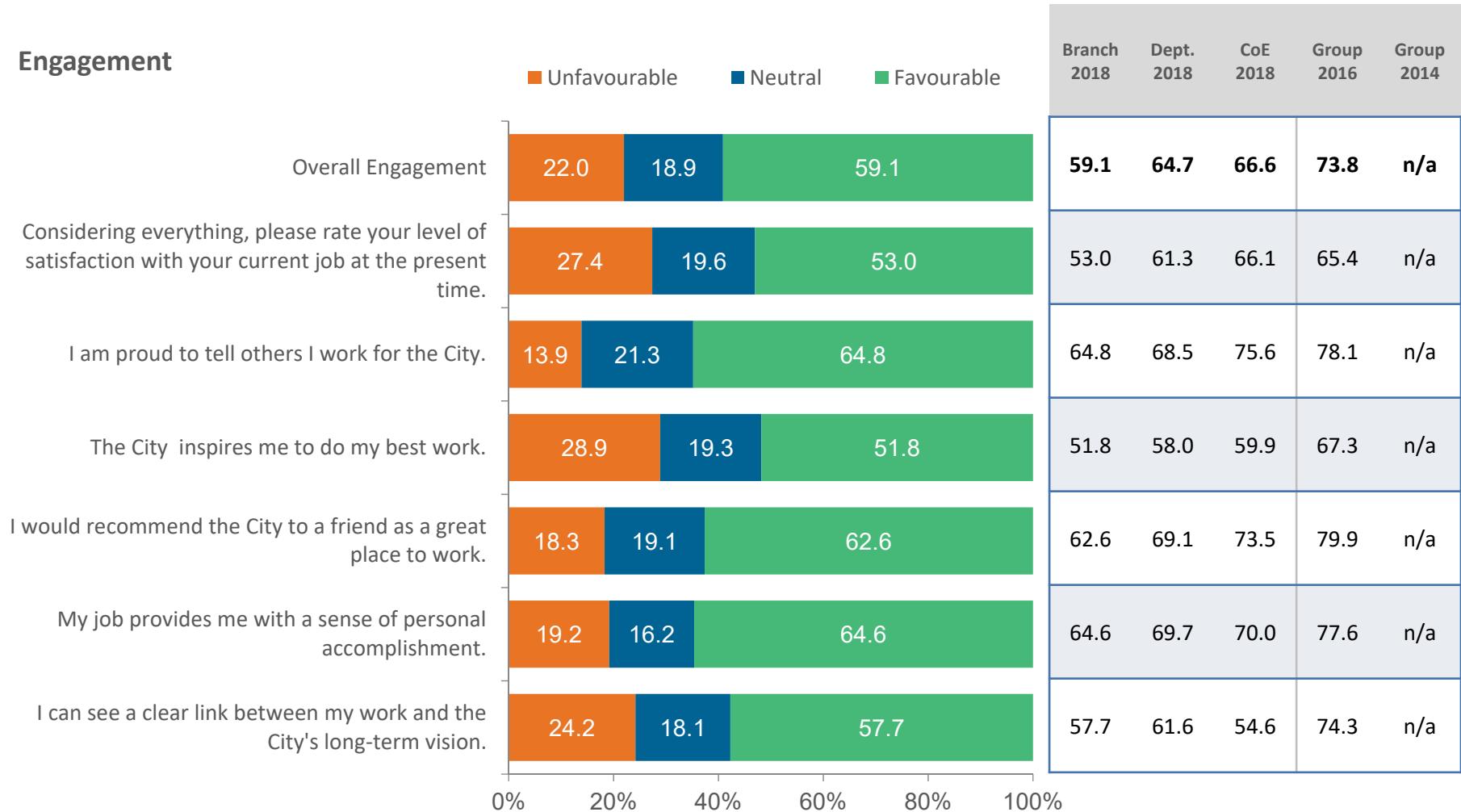
City Planning

Key Dimension Overview



Snapshot Report

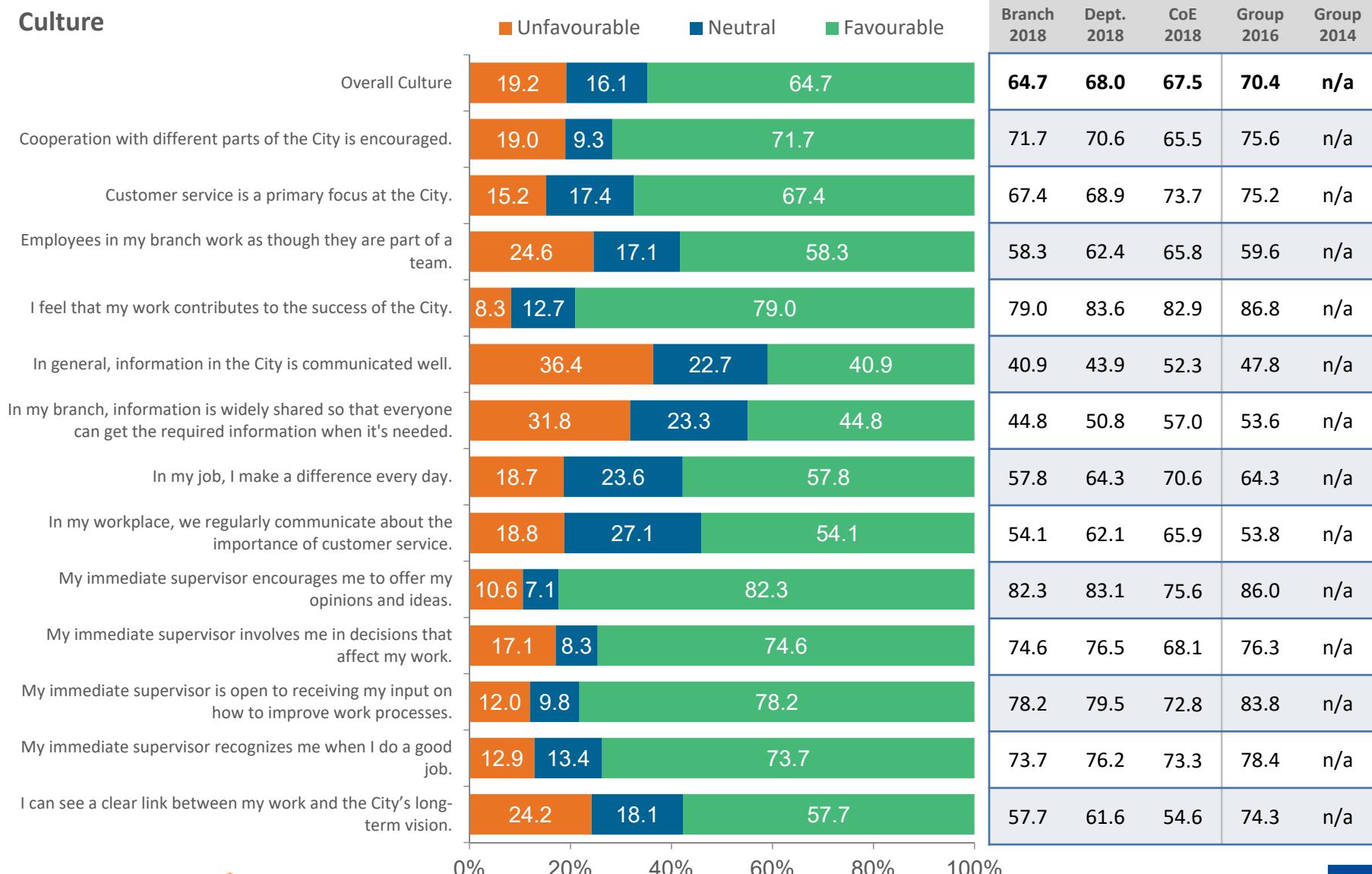
City Planning



Snapshot Report

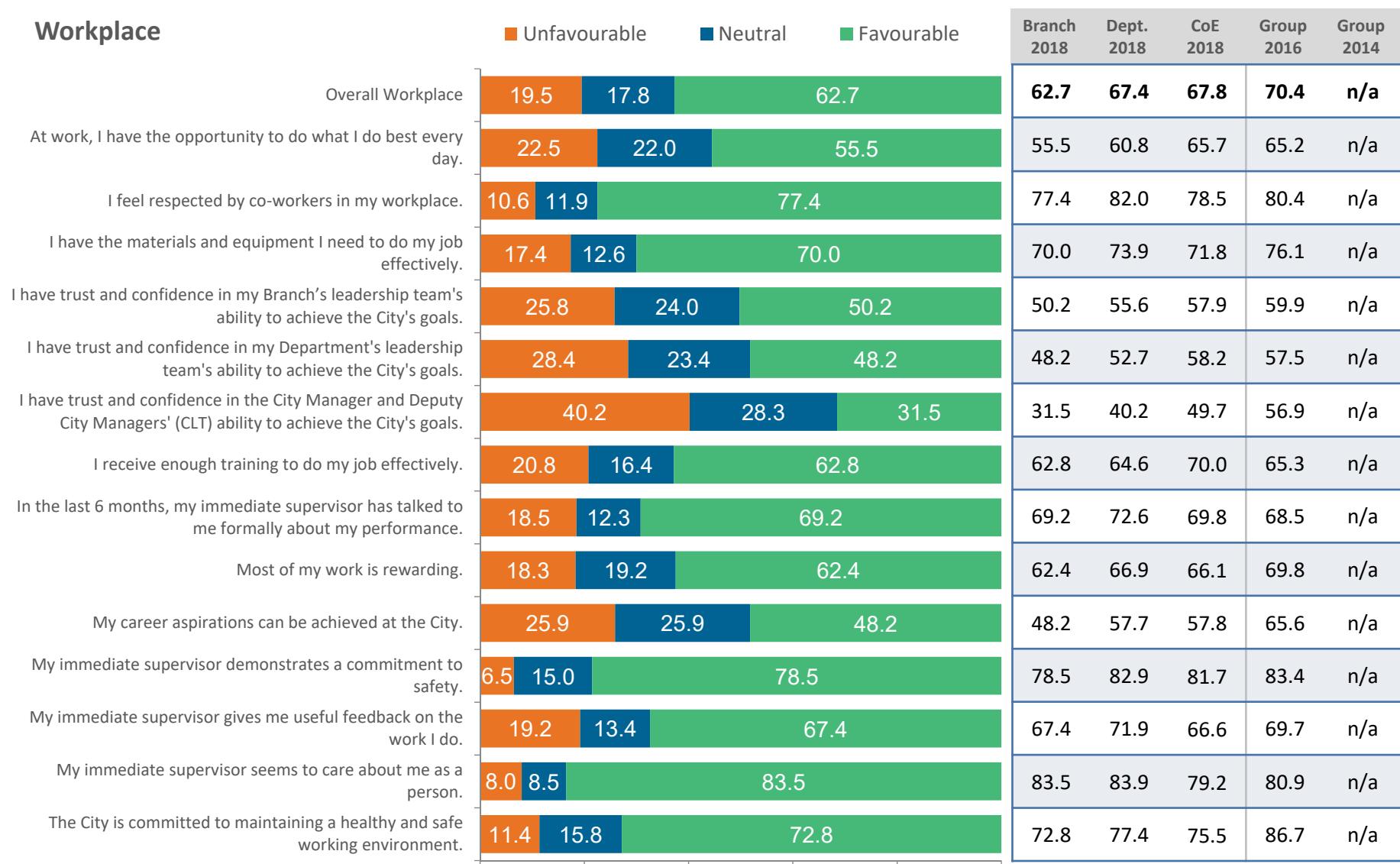
City Planning

Culture



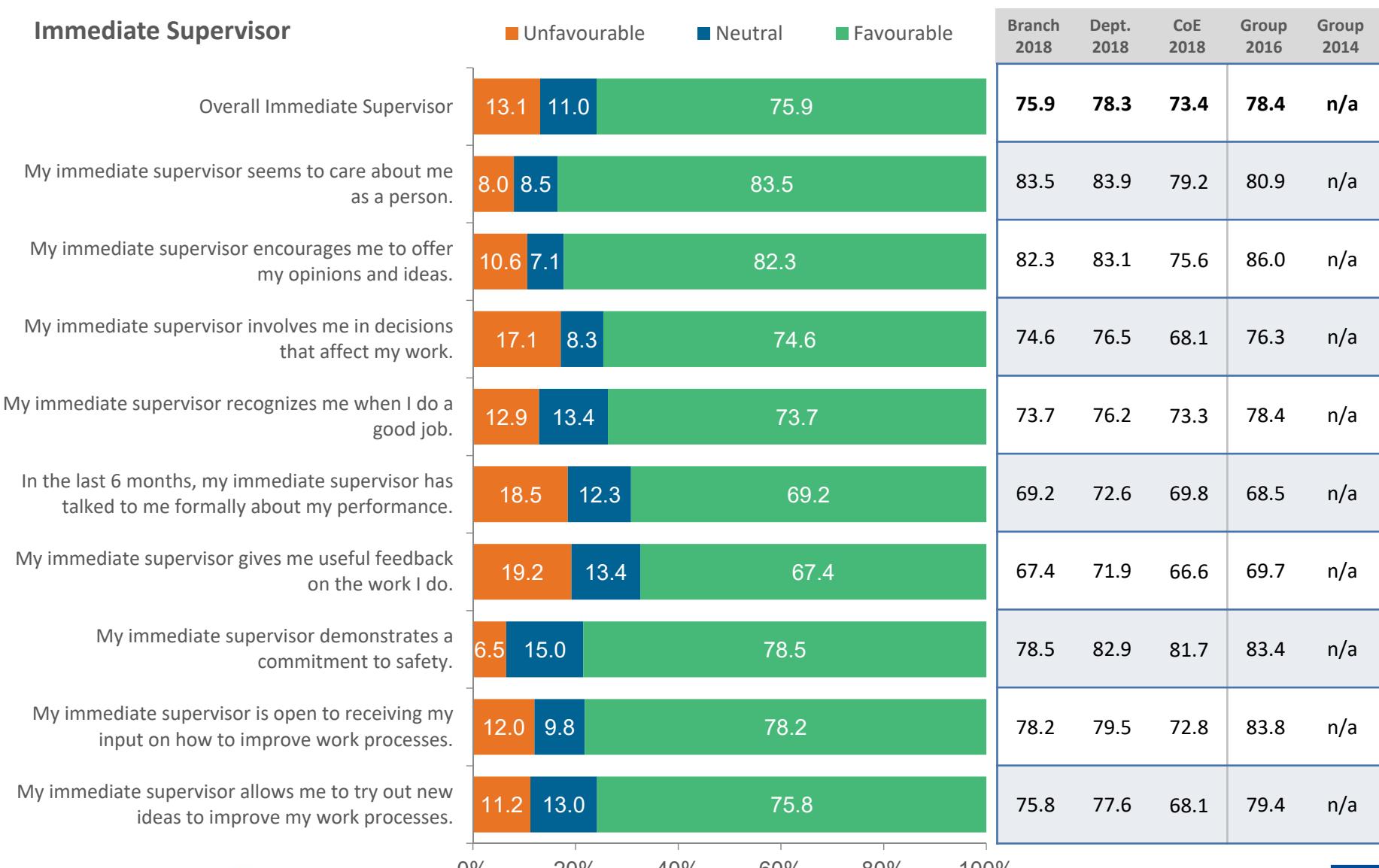
Snapshot Report

City Planning



Snapshot Report

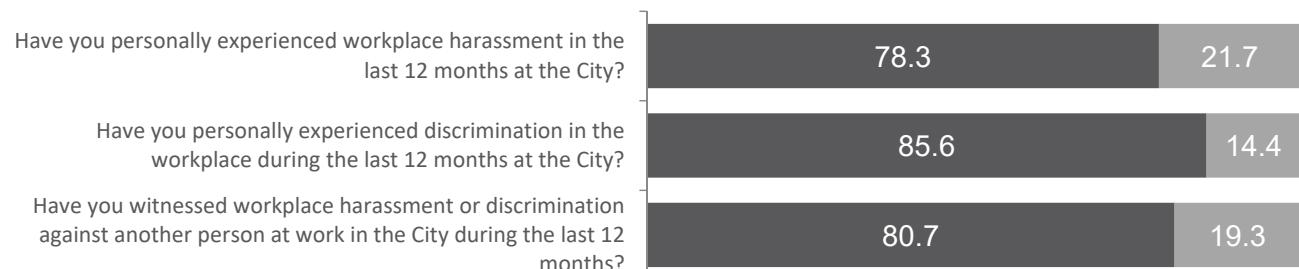
City Planning



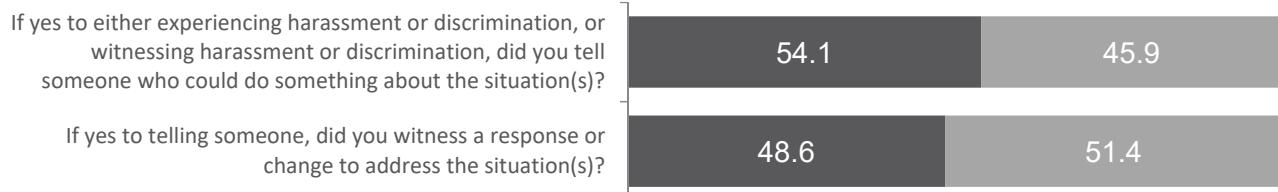
Snapshot Report

City Planning

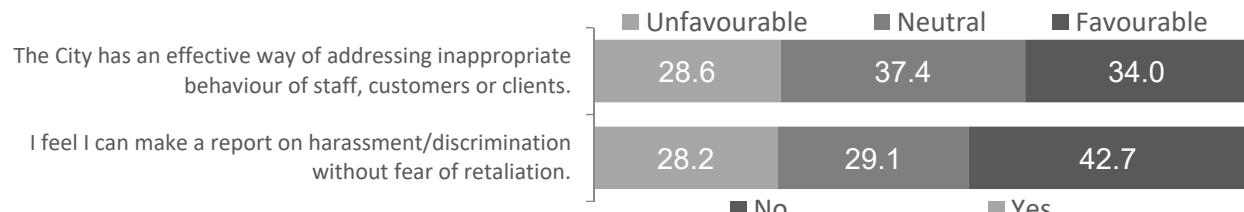
Harassment / Discrimination



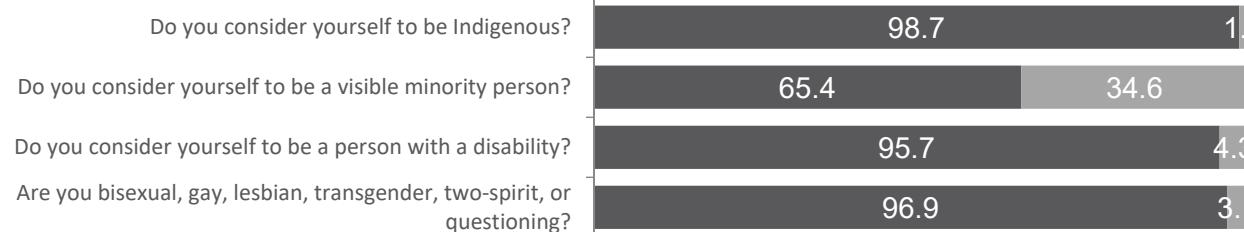
For the questions above, % No represents a favourable score



For the questions above, % Yes represents a favourable score



Diversity



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
21.7	20.1	23.8	14.1	n/a
14.4	13.5	14.0	9.3	n/a
19.3	21.9	25.6	12.7	n/a

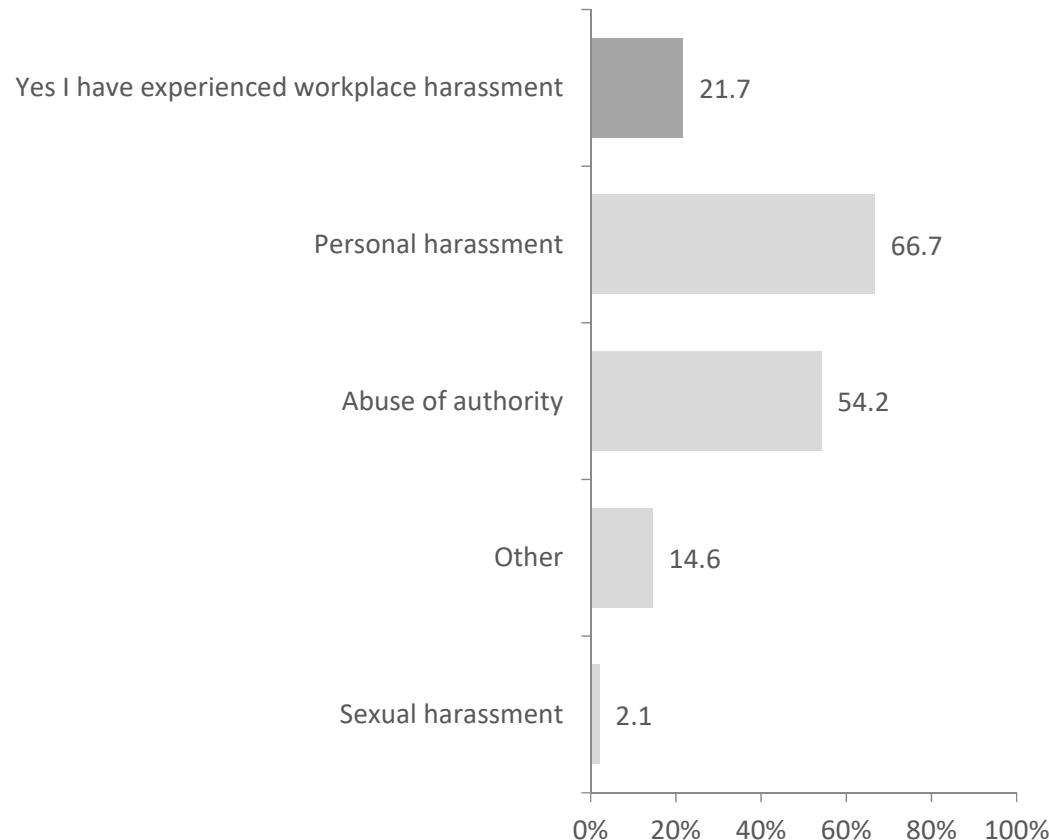
45.9	44.7	43.4	28.0	n/a
51.4	34.4	37.3	56.0	n/a

34.0	38.6	45.8	n/a	n/a
42.7	45.5	52.1	n/a	n/a

Snapshot Report

City Planning

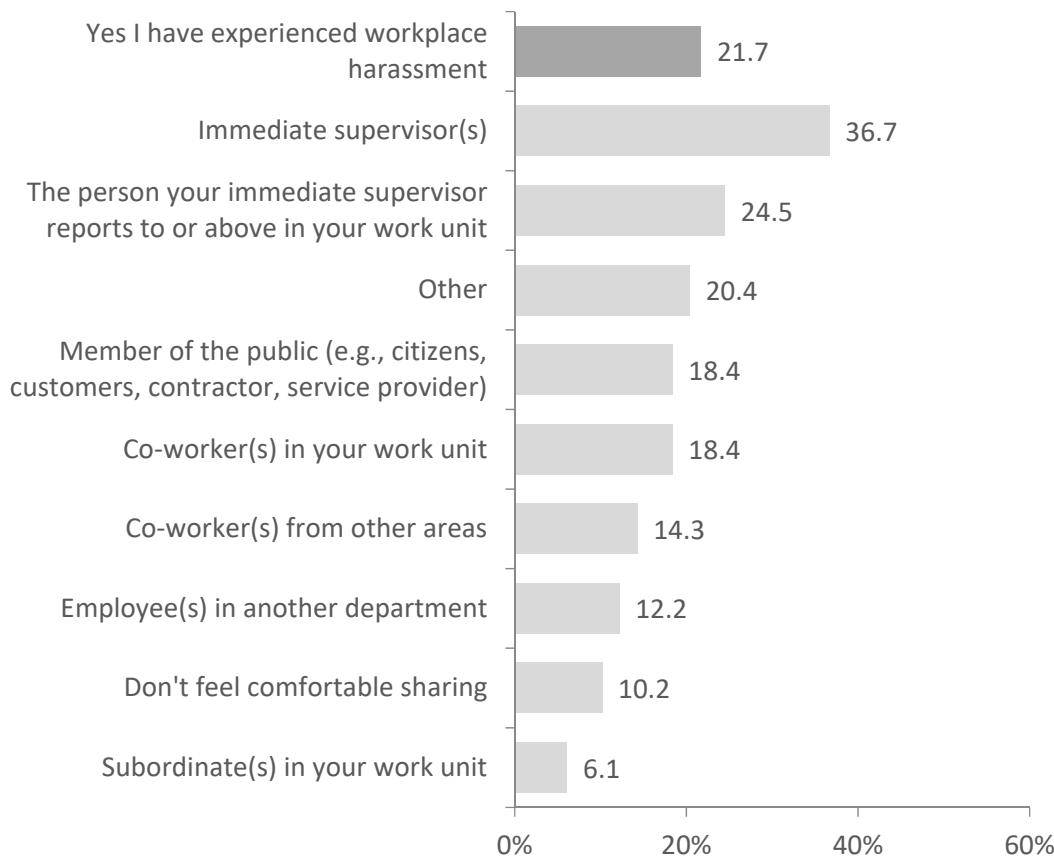
*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate the type of harassment you experienced as a City Employee.*



Snapshot Report

City Planning

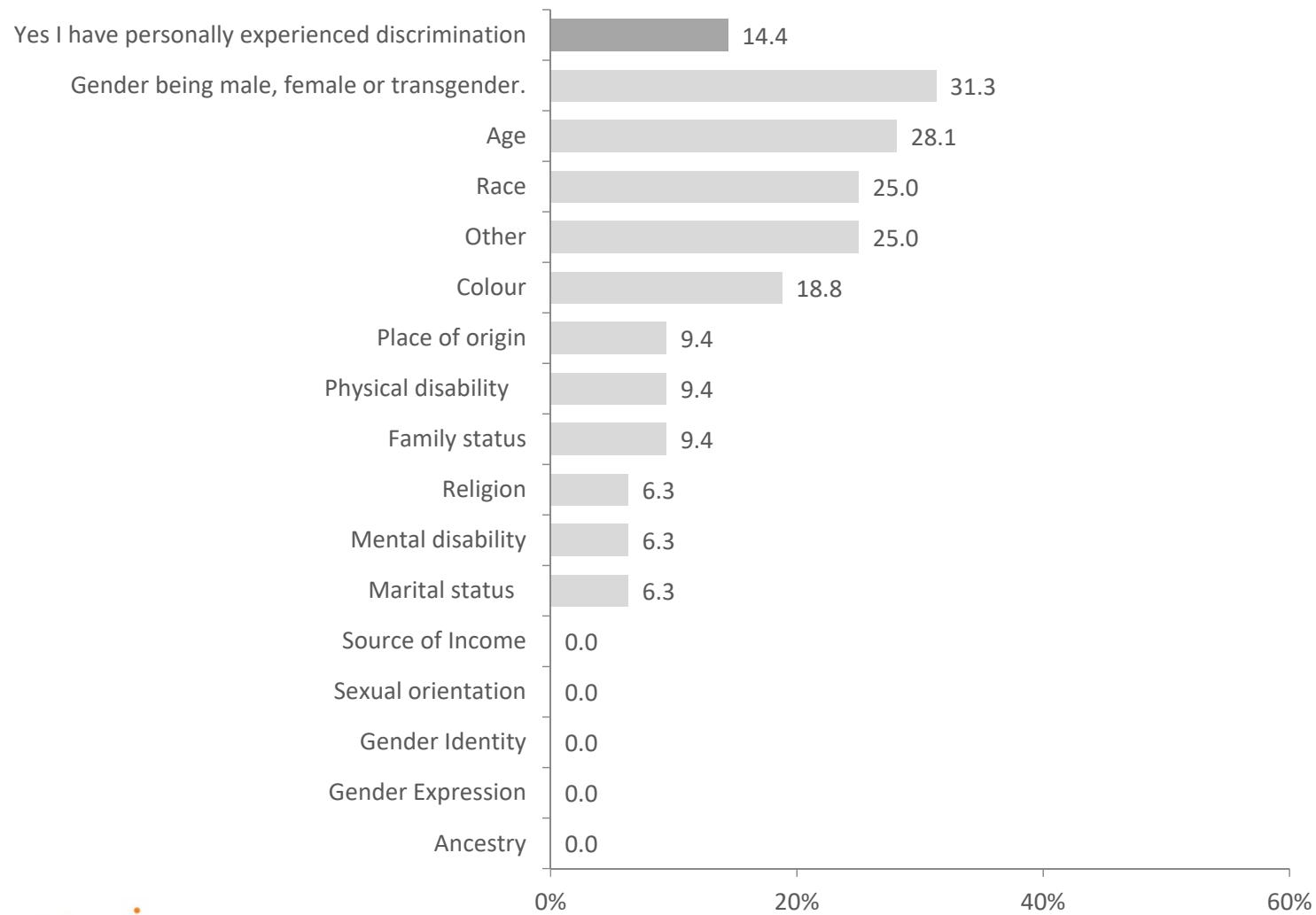
Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate who was harassing you.



Snapshot Report

City Planning

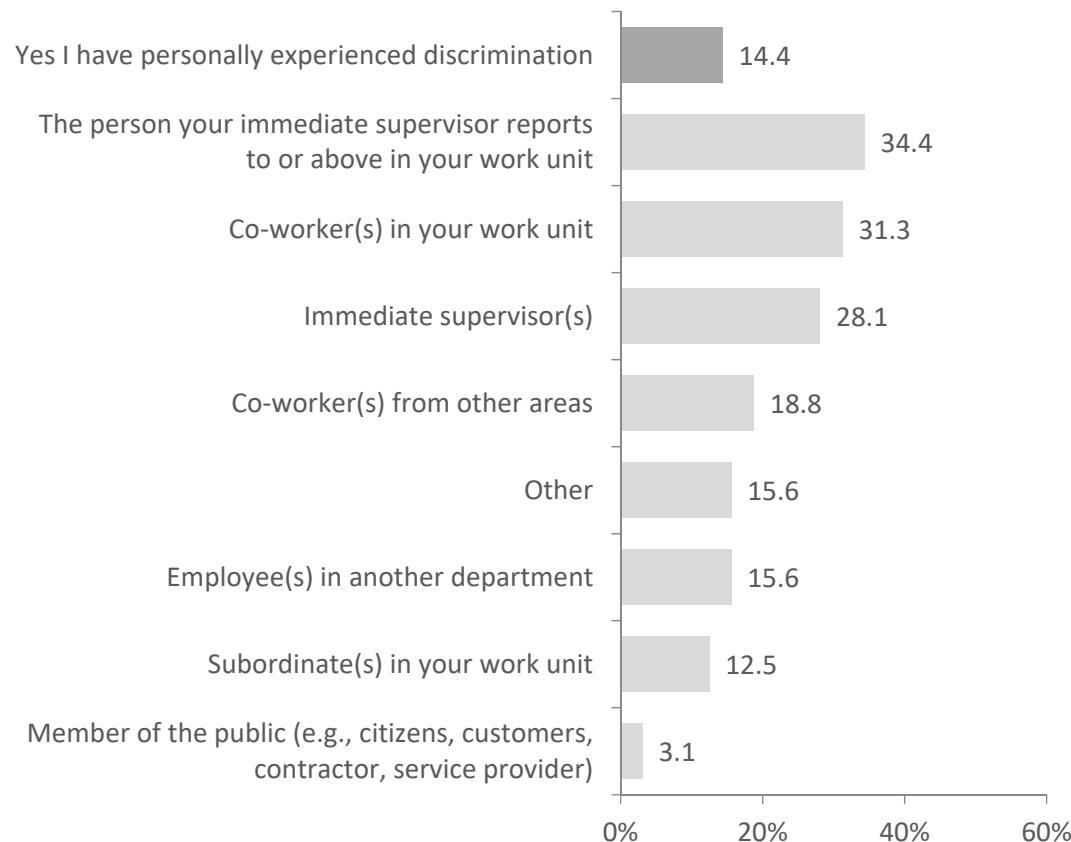
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate the type of discrimination you experienced as a City employee.



Snapshot Report

City Planning

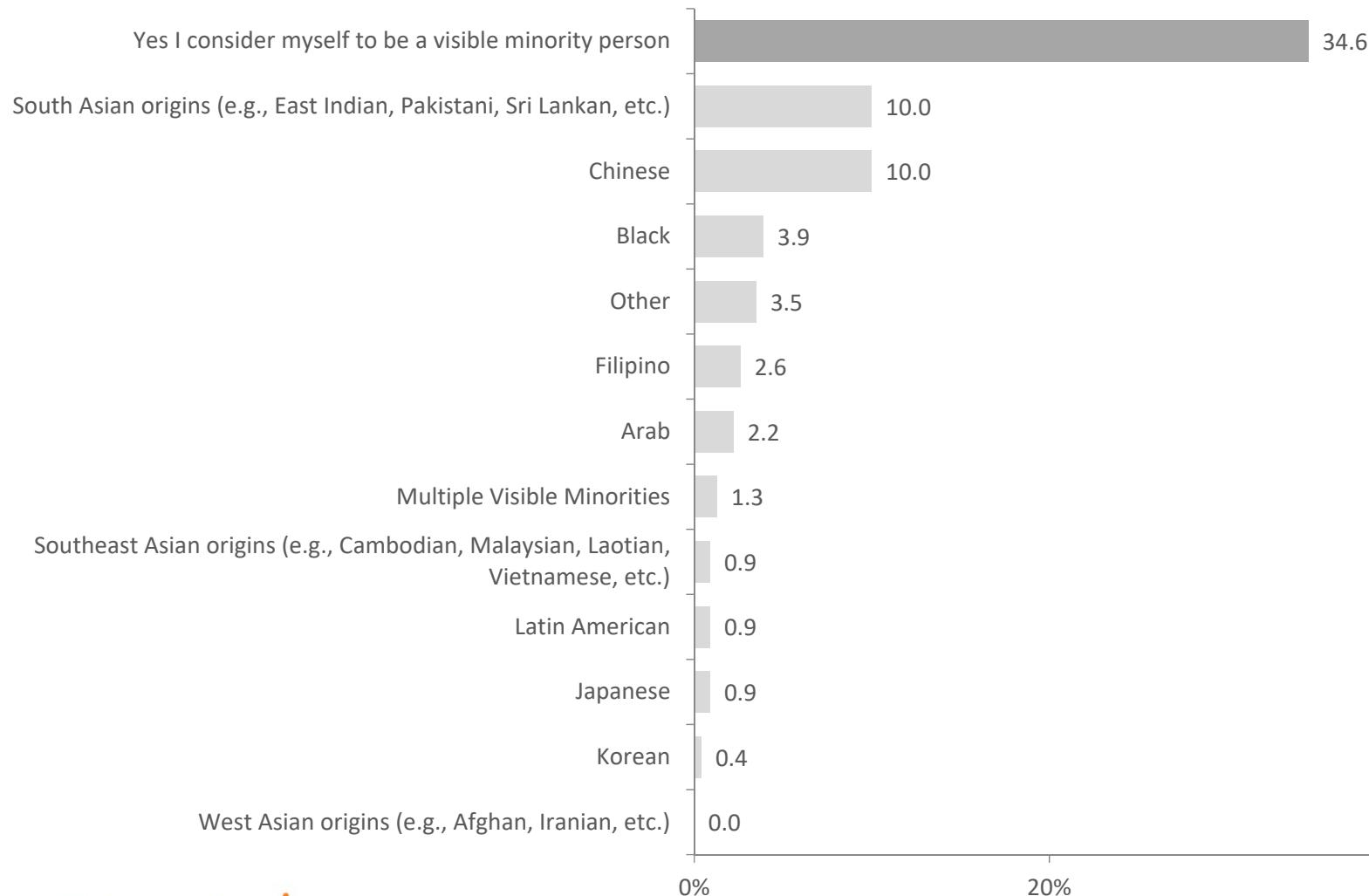
*Have you personally experienced discrimination in the last 12 months at the City?
Please indicate who discriminated against you.*



Snapshot Report

City Planning

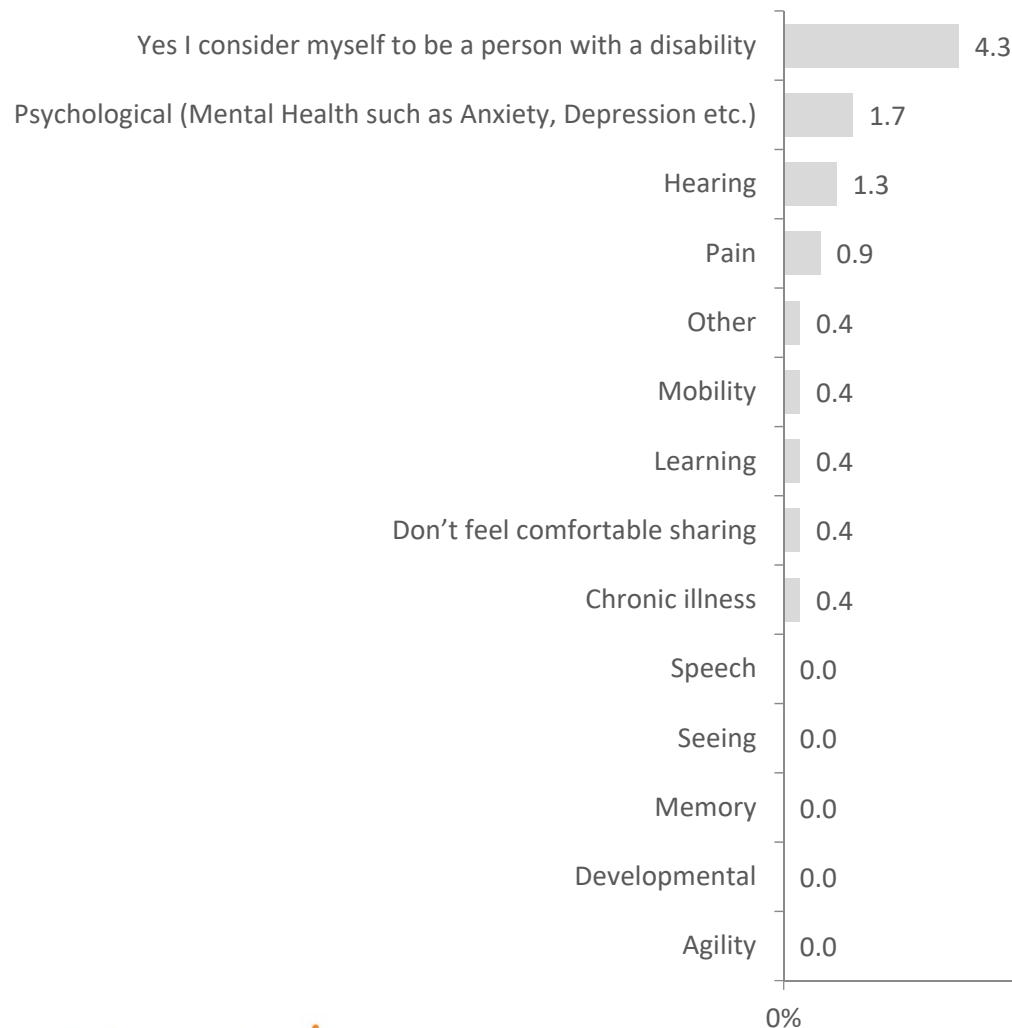
*Do you consider yourself to be a visible minority person?
Please indicate your group(s) according to the following Statistics Canada categories.*



Snapshot Report

City Planning

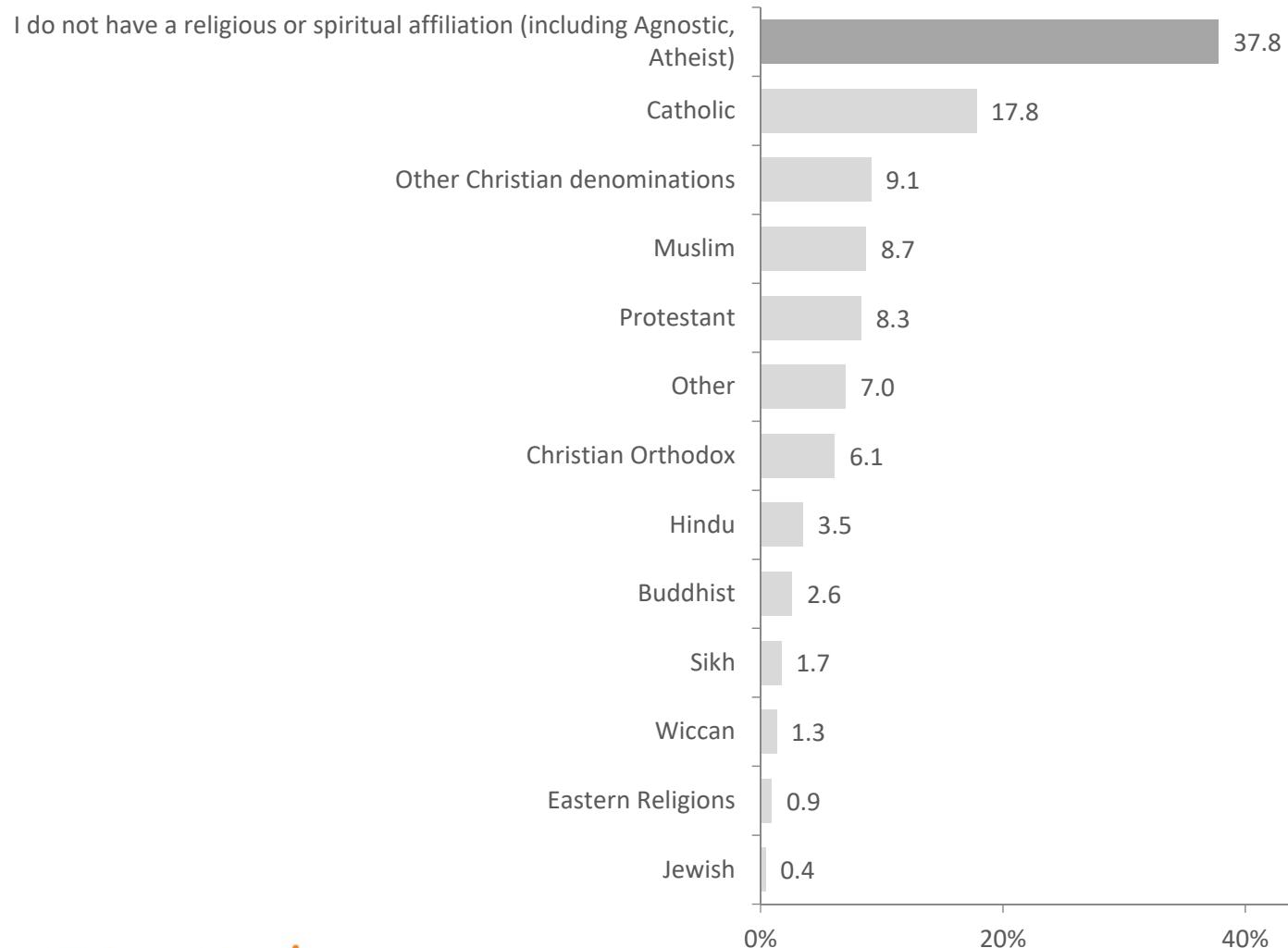
*Do you consider yourself to be a person with a disability?
What is the nature of your disability.*



Snapshot Report

City Planning

Please indicate your religious or spiritual affiliation.



Snapshot Report

City Planning

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
41.8	35.5	22.6	29.5	n/a
38.2	32.9	30.9	37.3	n/a
33.8	33.5	30.5	22.4	n/a
32.9	33.6	41.9	44.0	n/a
32.9	26.0	24.6	23.1	n/a
28.9	25.6	19.8	20.9	n/a
27.1	28.0	36.2	35.4	n/a
24.4	19.4	19.4	28.4	n/a
24.4	22.9	18.8	25.0	n/a
24.0	21.8	22.0	18.3	n/a
23.6	19.0	21.7	17.9	n/a
22.7	25.4	18.5	15.7	n/a
20.4	20.8	13.4	16.0	n/a
20.4	18.1	13.1	13.8	n/a
20.0	18.1	12.3	10.8	n/a
19.1	17.0	21.6	15.3	n/a
17.8	16.8	19.8	22.0	n/a
16.9	18.1	21.1	14.9	n/a
11.1	7.9	11.4	6.7	n/a
10.2	8.2	9.8	4.1	n/a
7.6	8.4	7.5	10.8	n/a
7.1	9.3	11.7	9.7	n/a



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Development Services

Department: Urban Form & Corporate Strategic Development

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Development Services

HOW TO READ YOUR REPORT

This report is designed to summarize the opinions made by individuals regarding the job and work environment at the City of Edmonton. The information below describes how to read the results.

Your agreement percentages are graphically depicted as bar charts in % Favourable, % Neutral, and % Unfavourable formats.

The box to the right displays how each percentage was calculated. A % Favourable score of 100% means that all employees indicated they "Strongly Agreed" or "Agreed". While a % Neutral score is technically the middle value on the scale, the score can represent a response that is more unfavourable than it is favourable.

Each organization is different and your survey results should be used as a guide for further investigation. Generally, a % Favourable of 70 or above is considered good, a % Favourable in the 60s is acceptable, and a % Favourable lower than 60 would indicate the need to investigate further. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

Interpreting "Neutral" scores: It is a common temptation to view the neutral scores as "mildly positive" or "on the fence" and to combine neutral with positive scores. TalentMap's experience, corroborated with academic and industry research, indicates that neutral scores should be interpreted as "mildly negative" given the positive bias of the survey instrument. Respondents who select "neither agree nor disagree" to a particular question are not in agreement and are therefore sending a mildly negative message.

This report displays the survey items by dimension.

Branch 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% Unfavourable: represents the respondents who chose "Very Dissatisfied/Dissatisfied" or "Strongly Disagree/Disagree".

% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

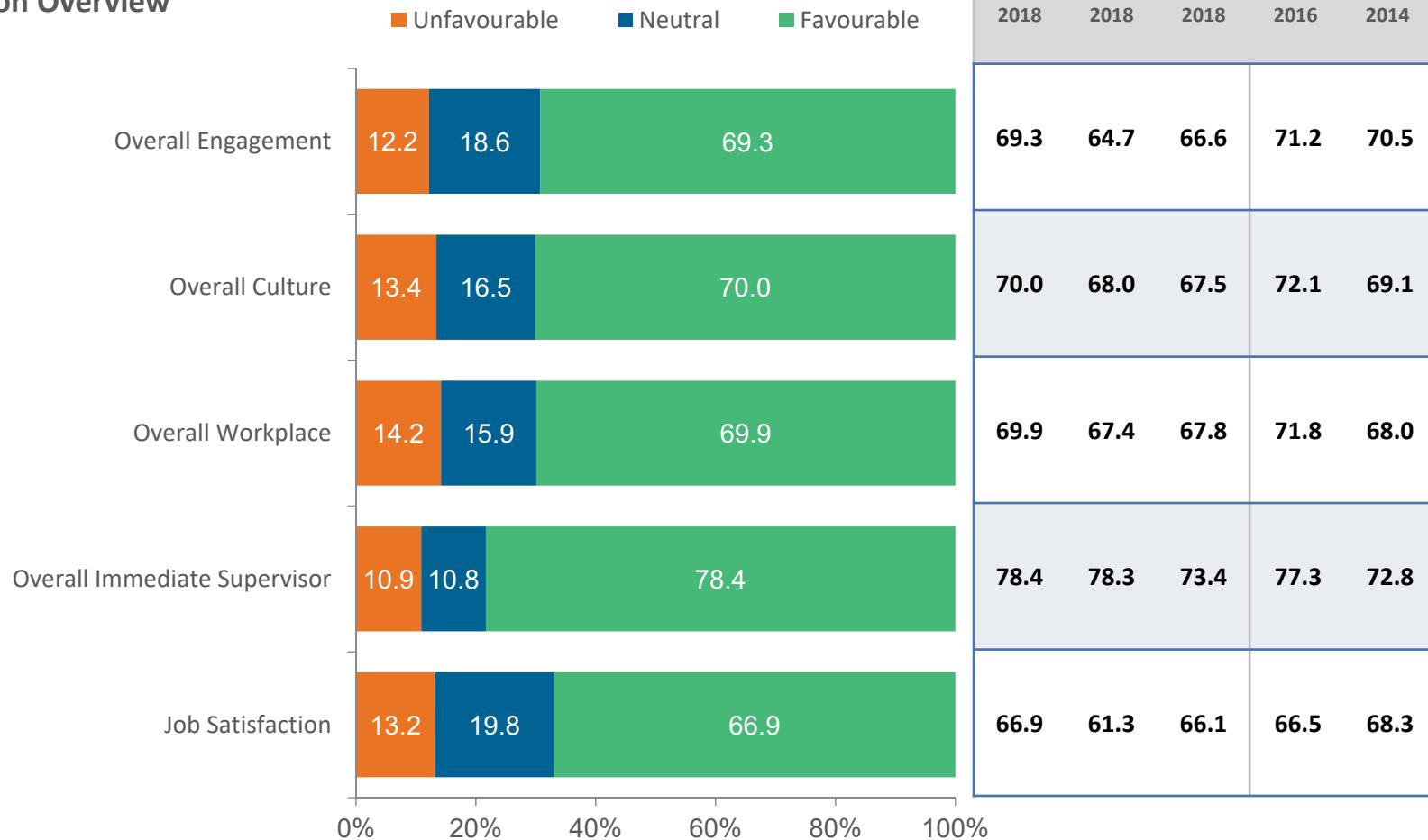
% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.

Snapshot Report

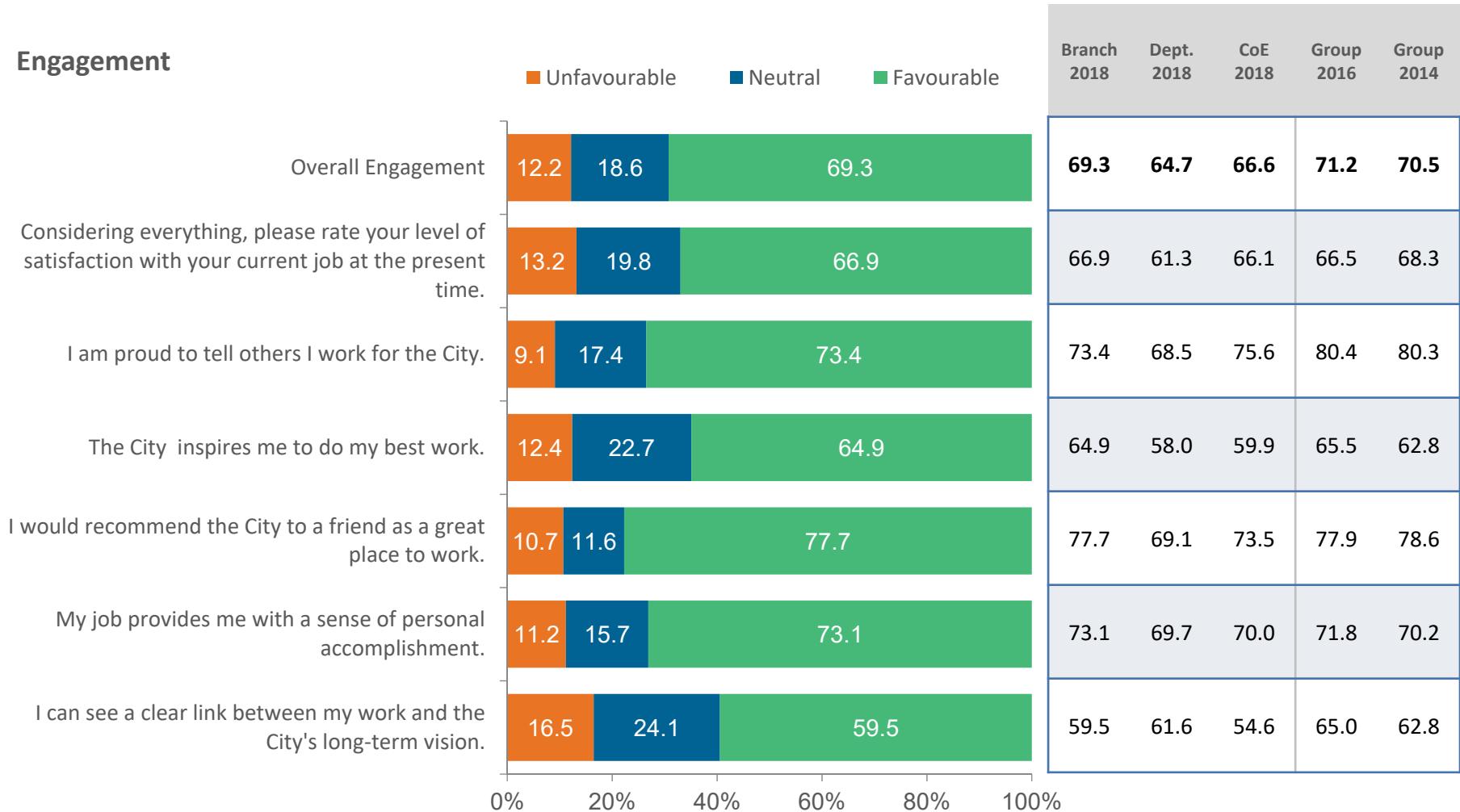
Development Services

Key Dimension Overview



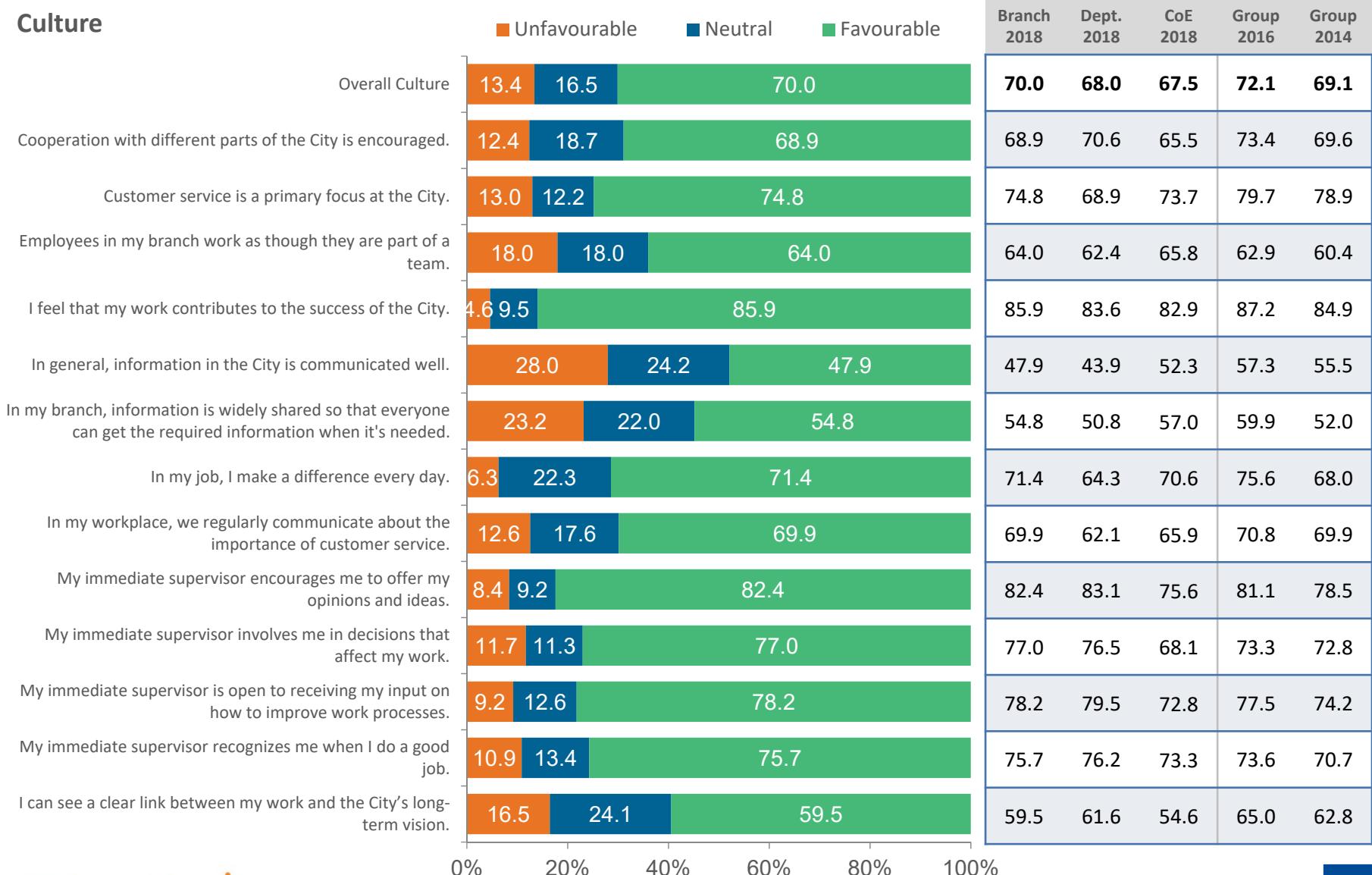
Snapshot Report

Development Services



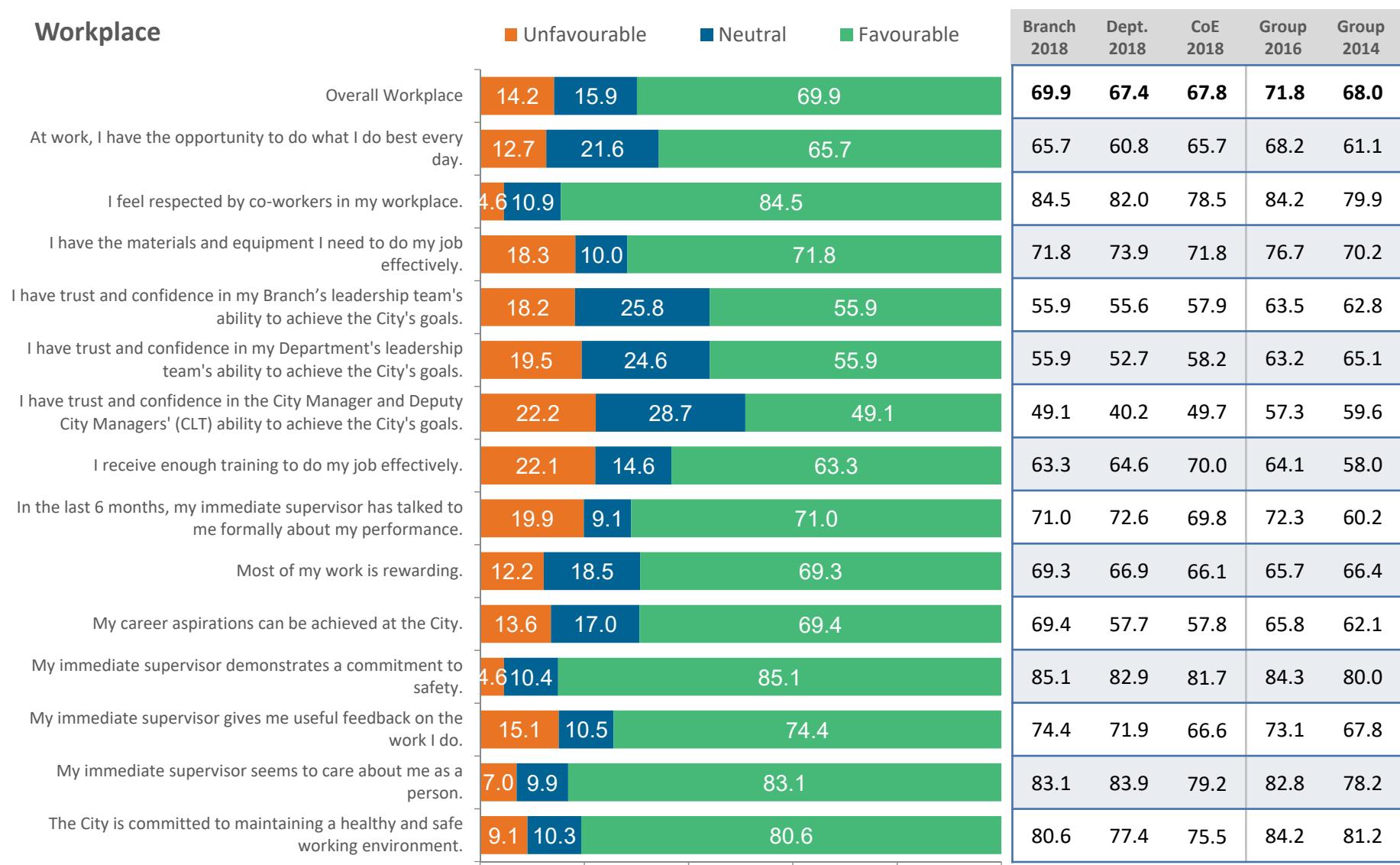
Snapshot Report

Development Services



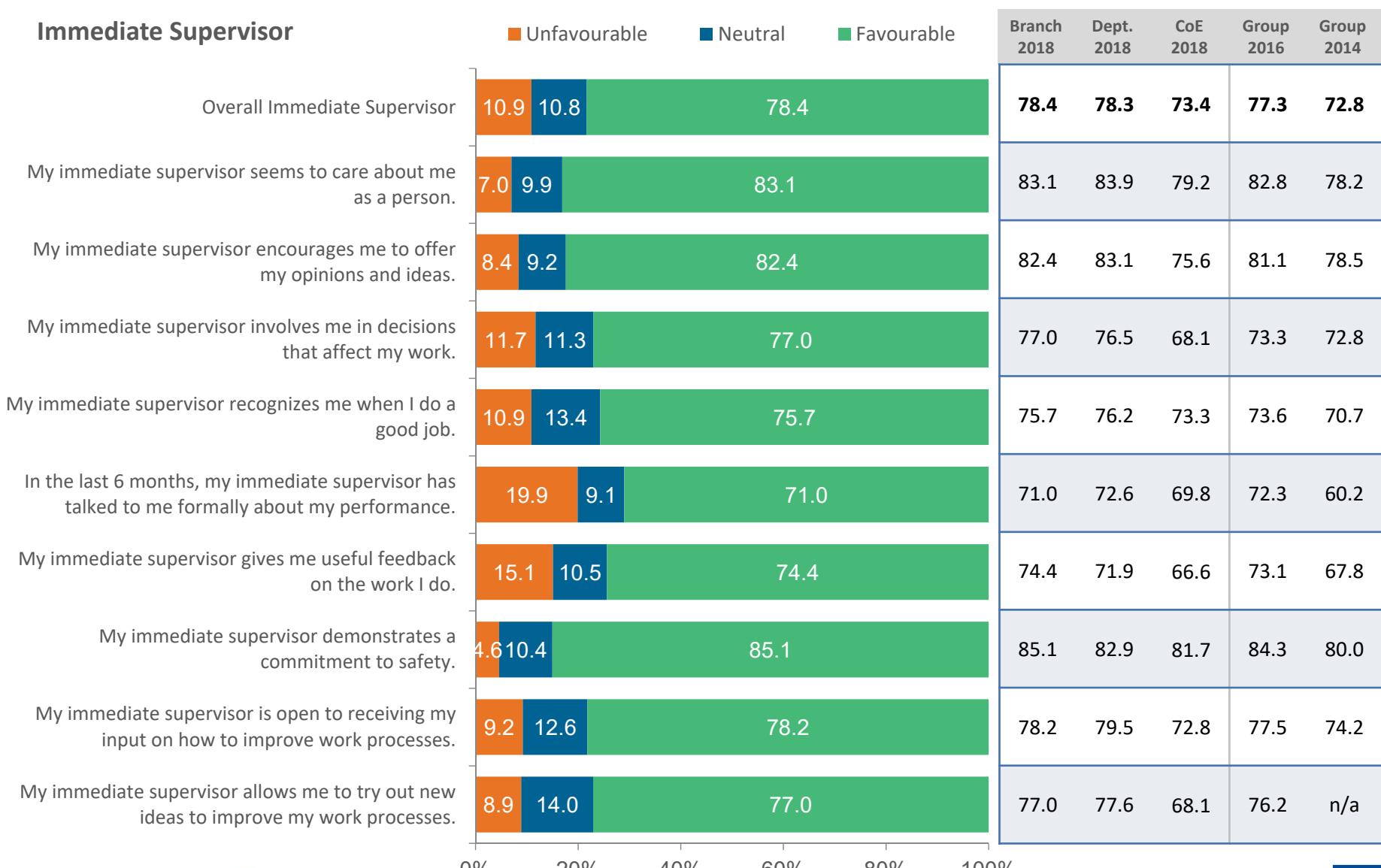
Snapshot Report

Development Services



Snapshot Report

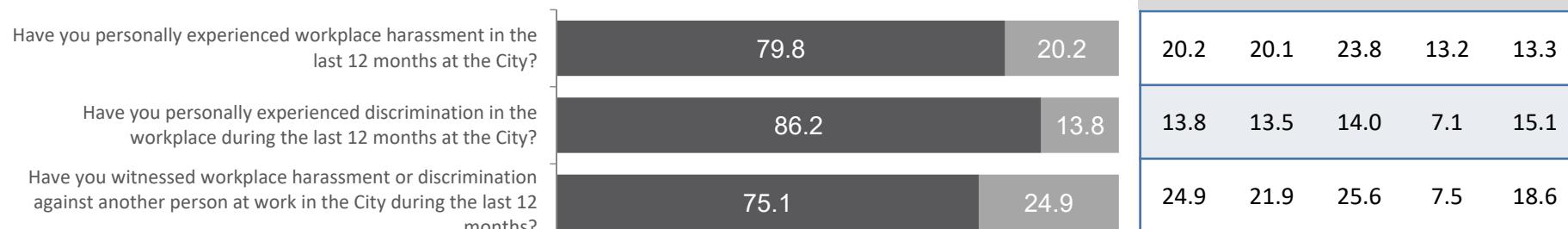
Development Services



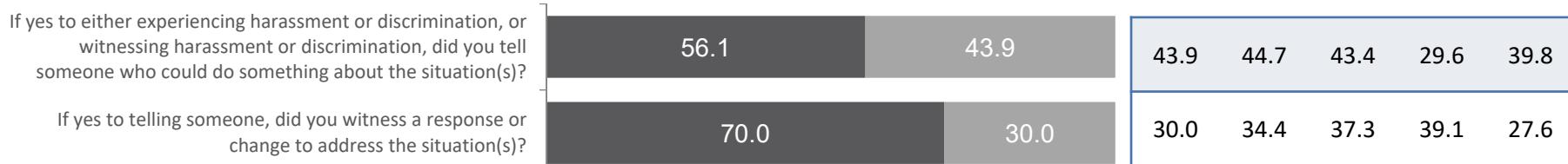
Snapshot Report

Development Services

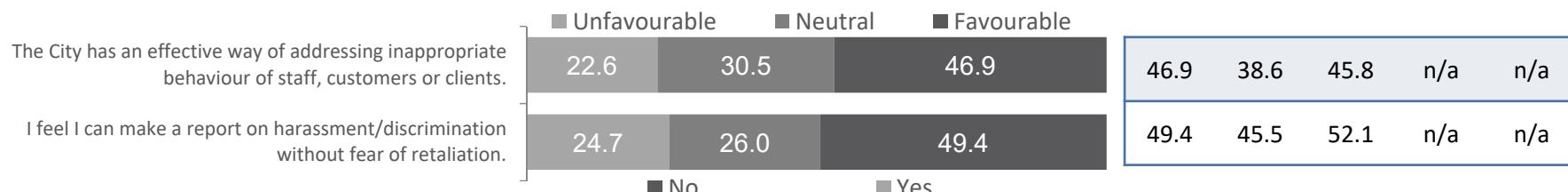
Harassment / Discrimination



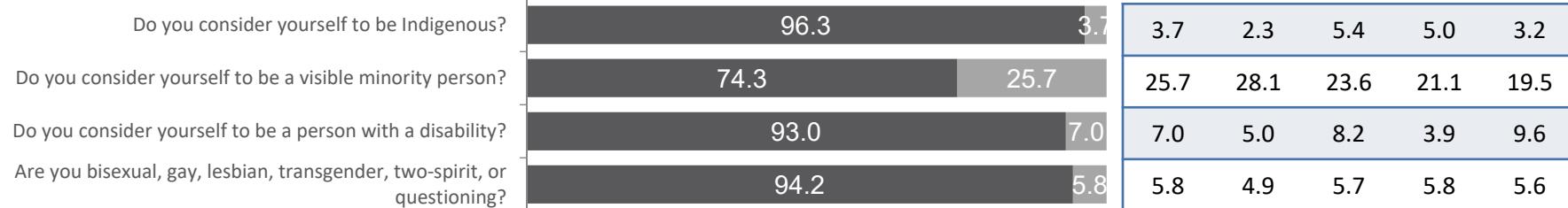
For the questions above, % No represents a favourable score



For the questions above, % Yes represents a favourable score



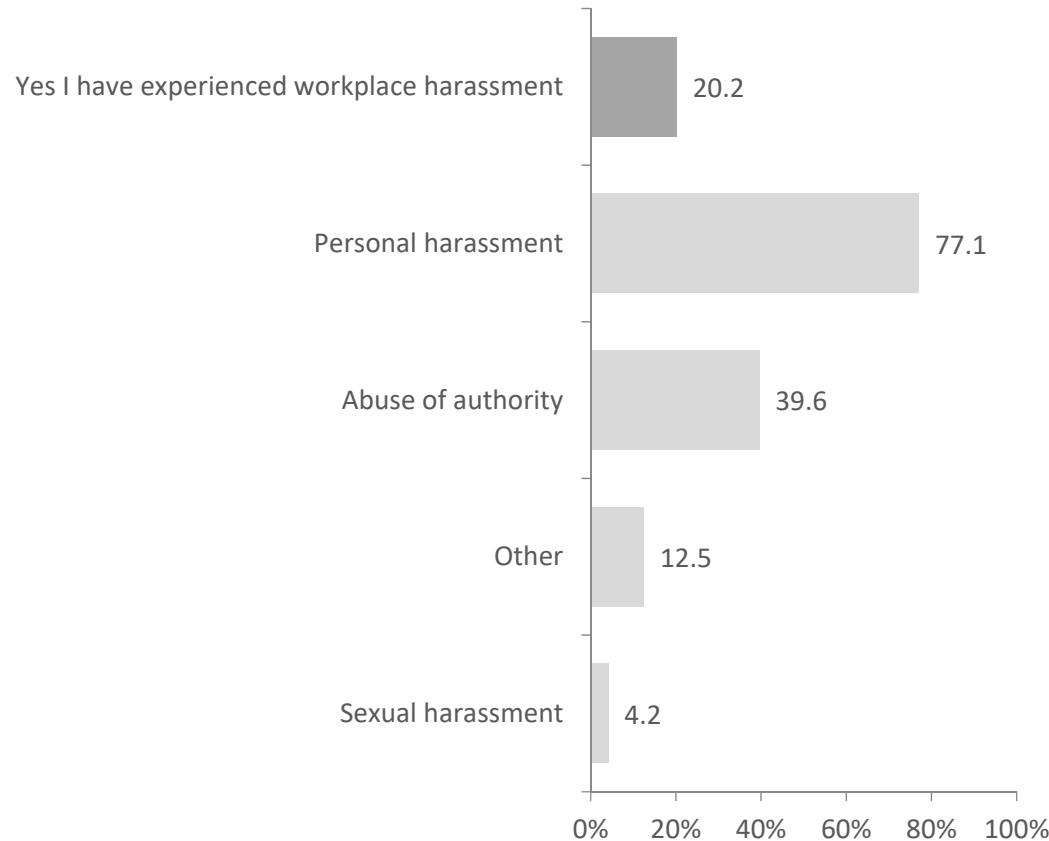
Diversity



Snapshot Report

Development Services

*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate the type of harassment you experienced as a City Employee.*



Snapshot Report

Development Services

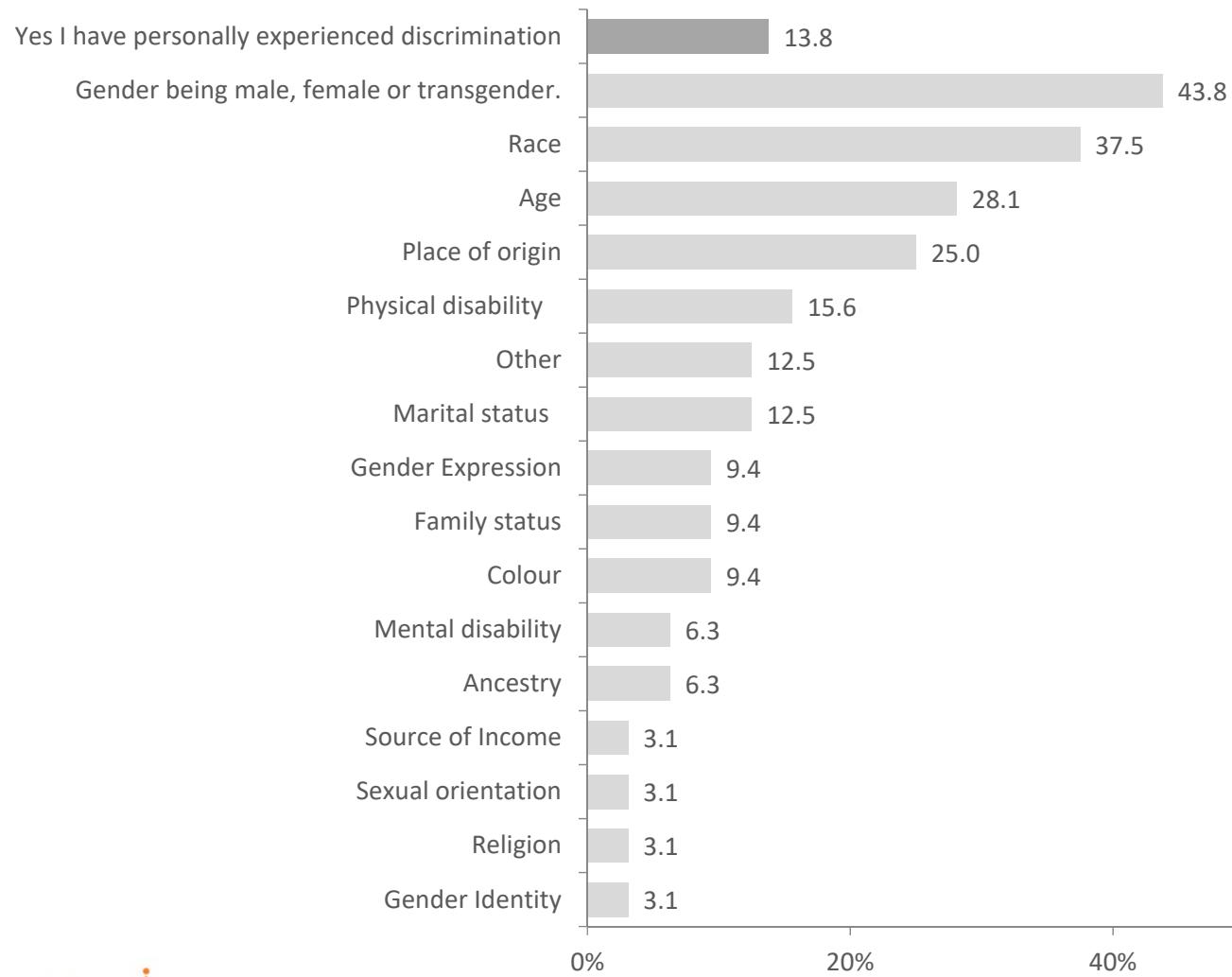
Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate who was harassing you.



Snapshot Report

Development Services

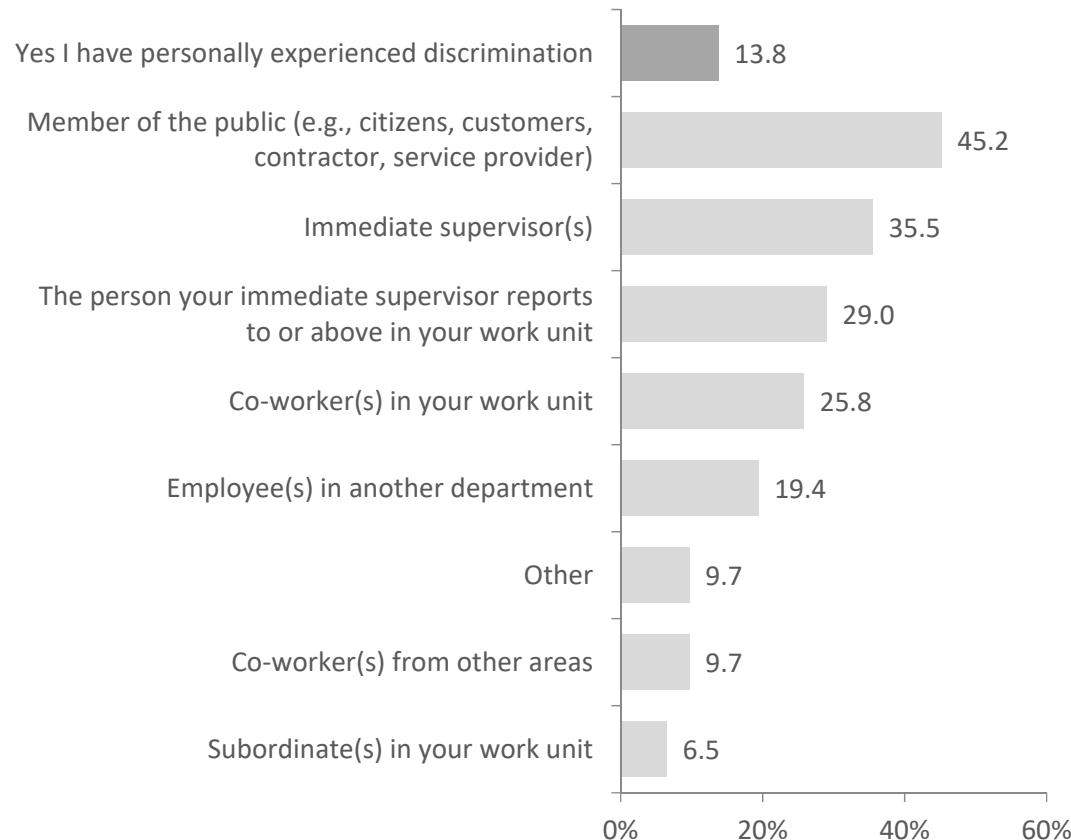
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate the type of discrimination you experienced as a City employee.



Snapshot Report

Development Services

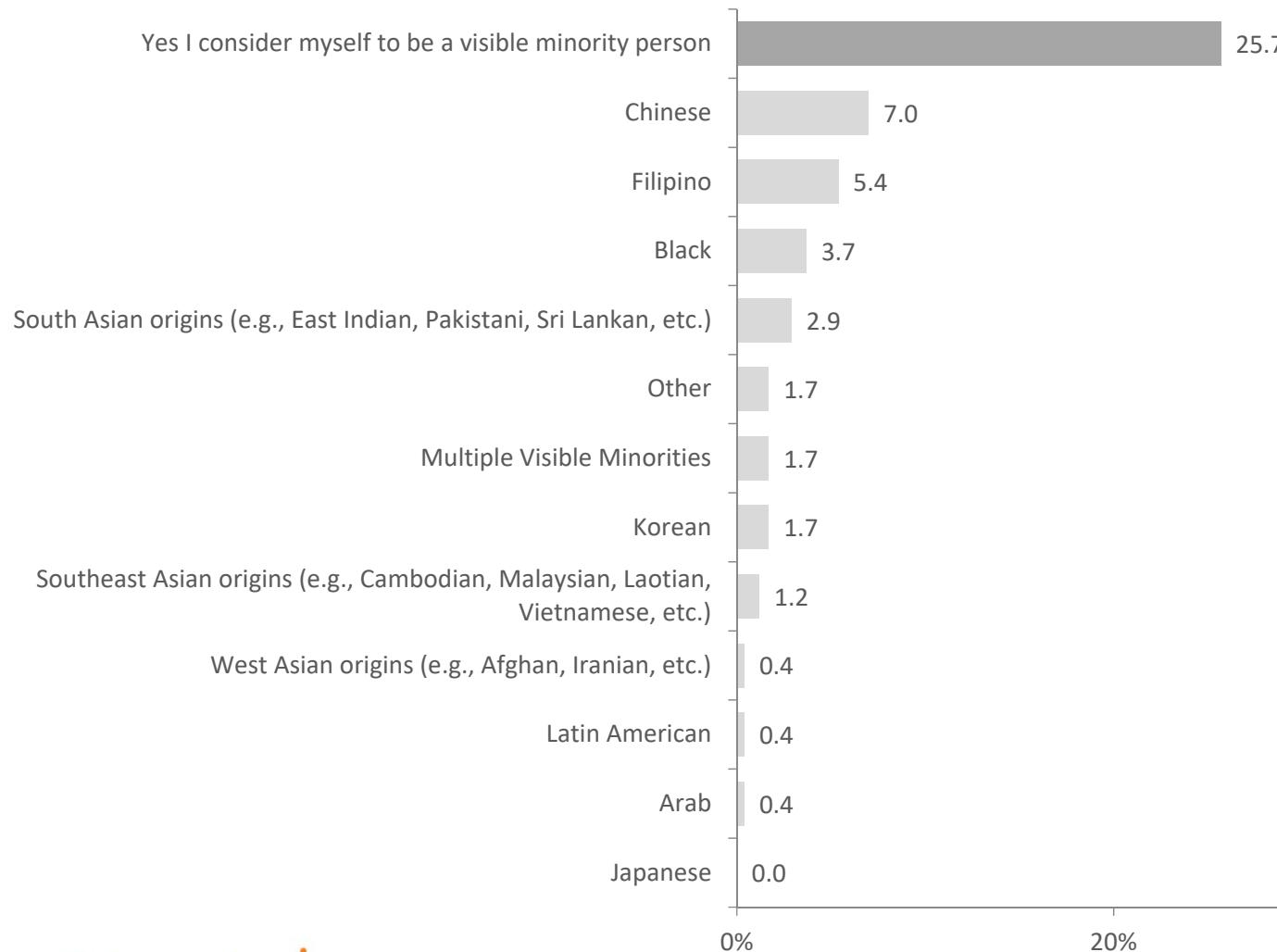
*Have you personally experienced discrimination in the last 12 months at the City?
Please indicate who discriminated against you.*



Snapshot Report

Development Services

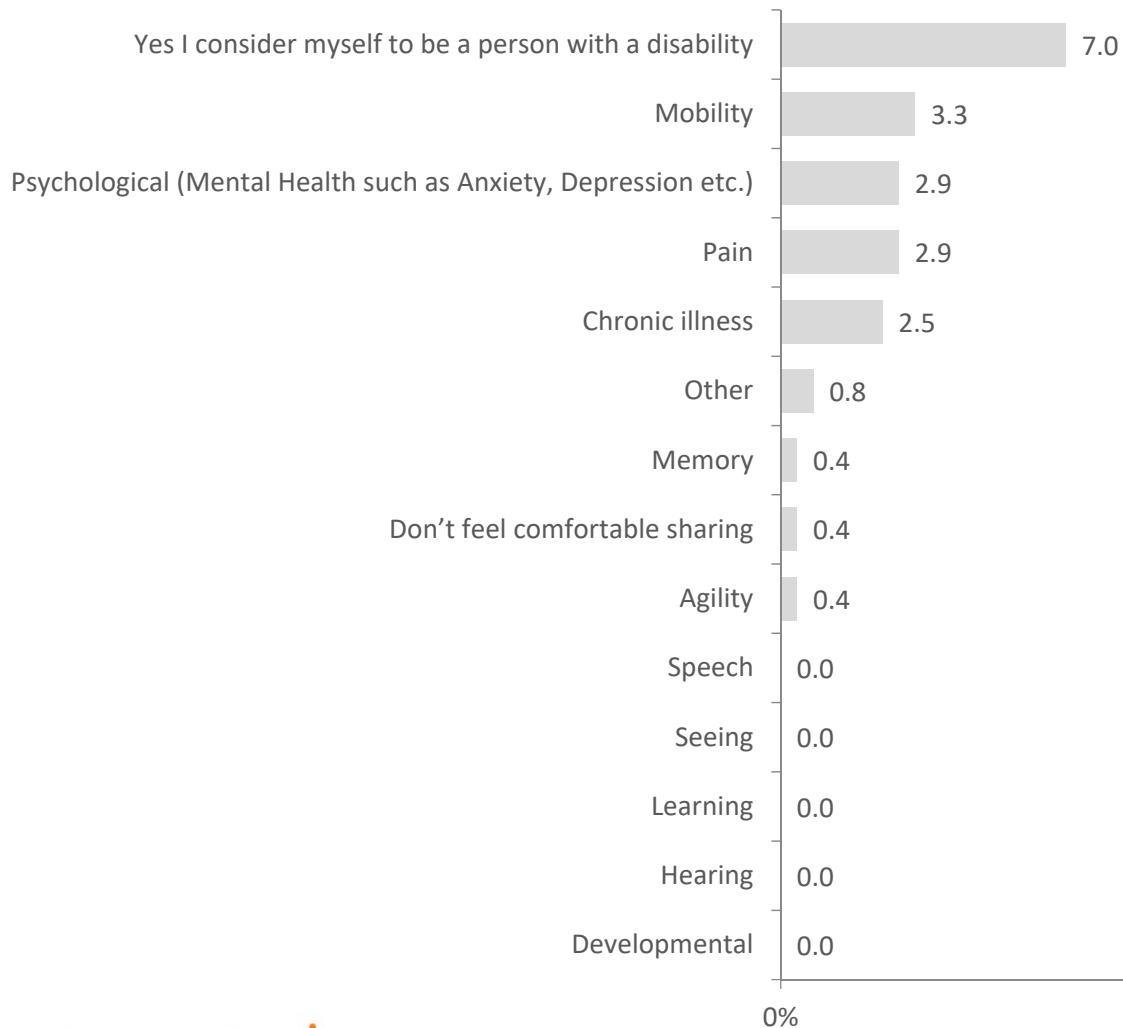
*Do you consider yourself to be a visible minority person?
Please indicate your group(s) according to the following Statistics Canada categories.*



Snapshot Report

Development Services

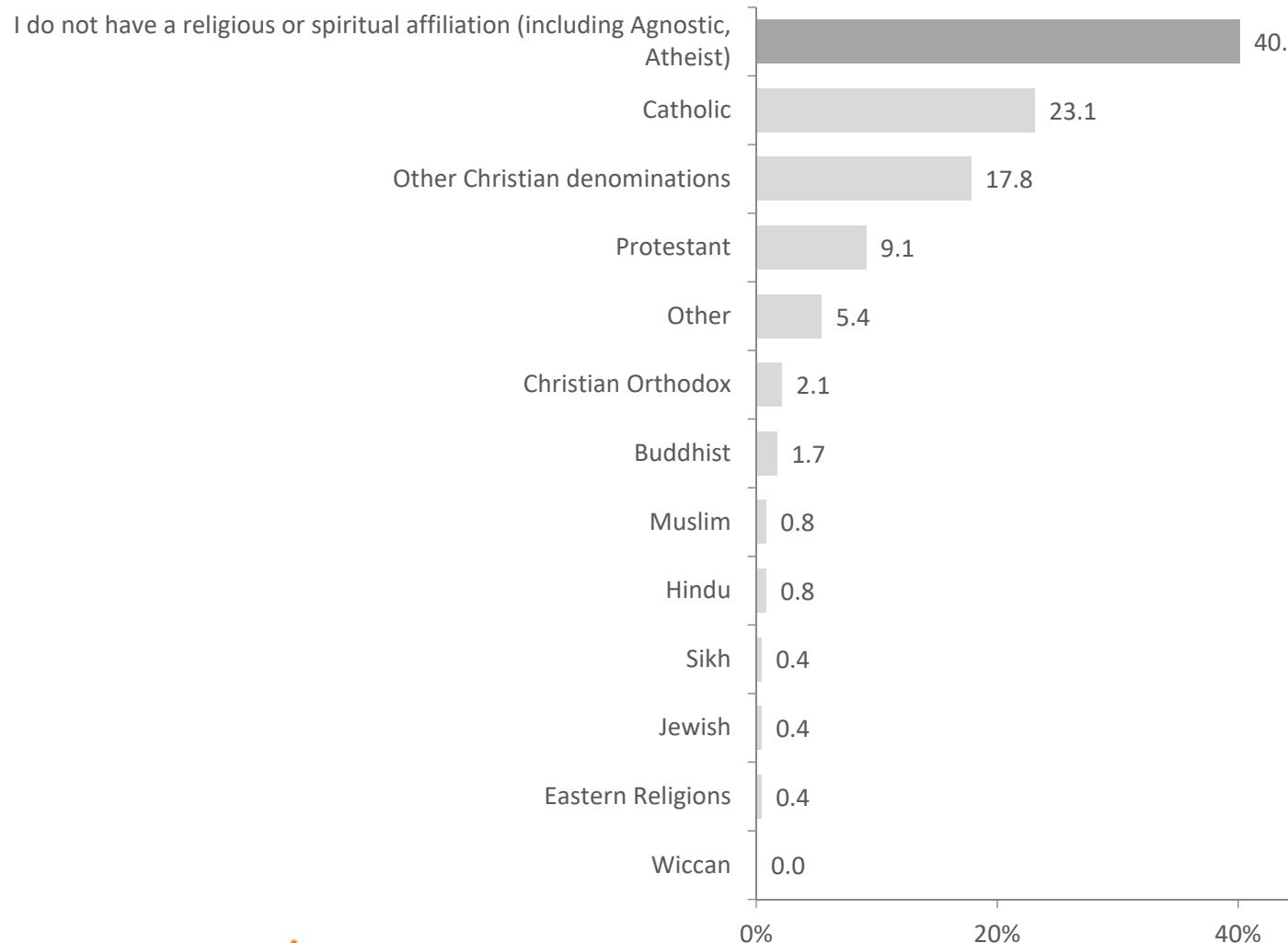
*Do you consider yourself to be a person with a disability?
What is the nature of your disability.*



Snapshot Report

Development Services

Please indicate your religious or spiritual affiliation.



Snapshot Report

Development Services

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
39.5	33.5	30.5	28.8	37.4
37.7	33.6	41.9	42.8	32.9
33.8	35.5	22.6	13.6	n/a
32.0	28.0	36.2	35.2	n/a
31.1	25.4	18.5	21.6	n/a
28.9	32.9	30.9	31.1	37.4
23.7	20.8	13.4	24.2	n/a
22.4	26.0	24.6	28.0	27.6
20.6	22.9	18.8	19.7	22.8
20.2	21.8	22.0	18.6	26.4
19.7	25.6	19.8	16.7	20.3
19.3	19.0	21.7	17.8	24.4
18.4	16.8	19.8	24.2	28.0
18.0	18.1	21.1	17.8	n/a
15.8	17.0	21.6	12.5	22.0
15.8	19.4	19.4	16.7	26.0
14.9	18.1	13.1	15.5	21.1
14.0	18.1	12.3	13.3	8.9
11.4	9.3	11.7	13.3	11.8
9.2	8.4	7.5	9.1	18.3
7.9	8.2	9.8	3.8	6.1
7.0	7.9	11.4	3.4	n/a



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Community Standards and Neighbourhoods

Department: Citizen Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Community Standards and Neighbourhoods

HOW TO READ YOUR REPORT

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% Unfavourable: represents the respondents who chose "Very Dissatisfied/Dissatisfied" or "Strongly Disagree/Disagree".

% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

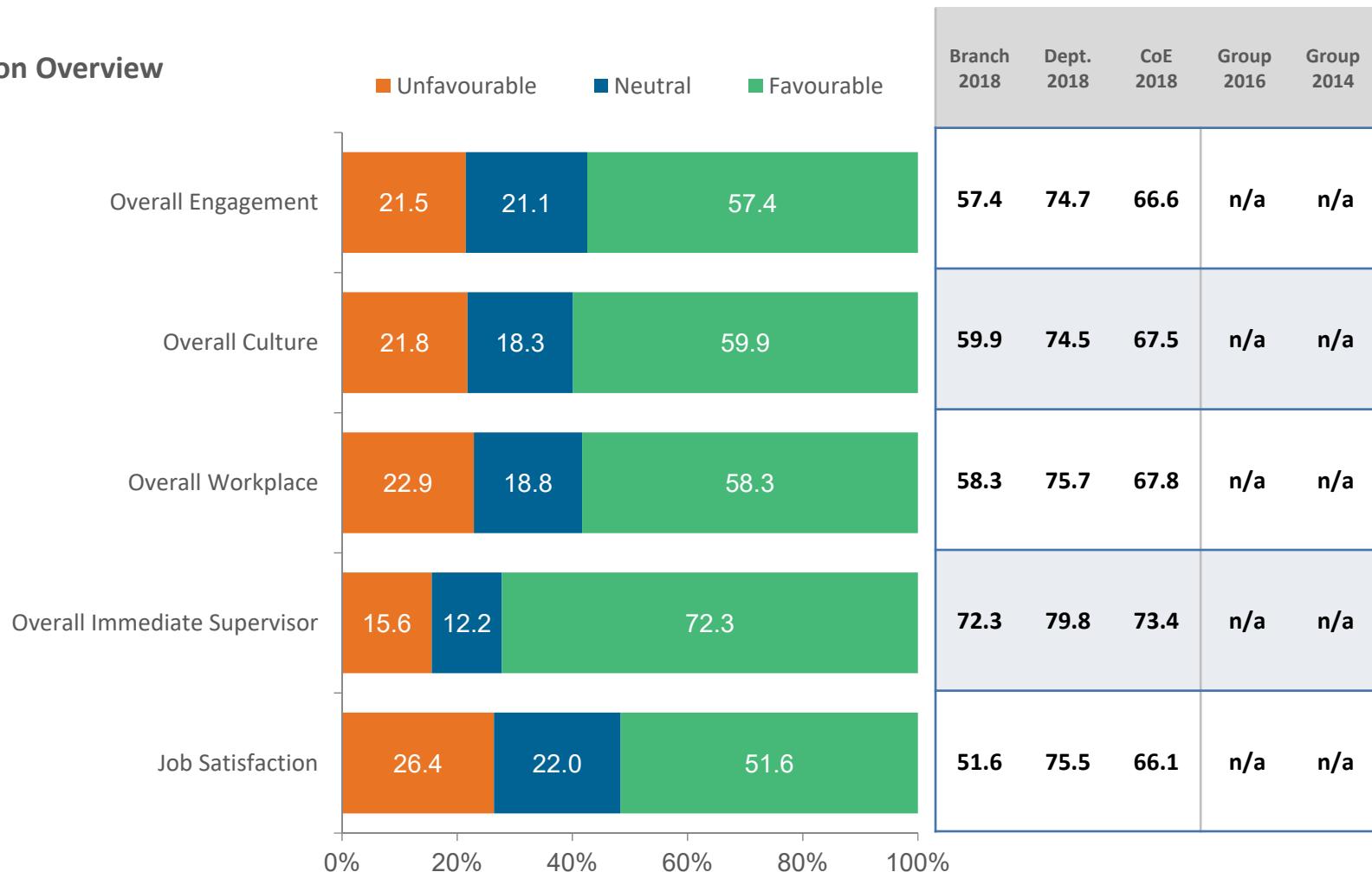
% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

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Snapshot Report

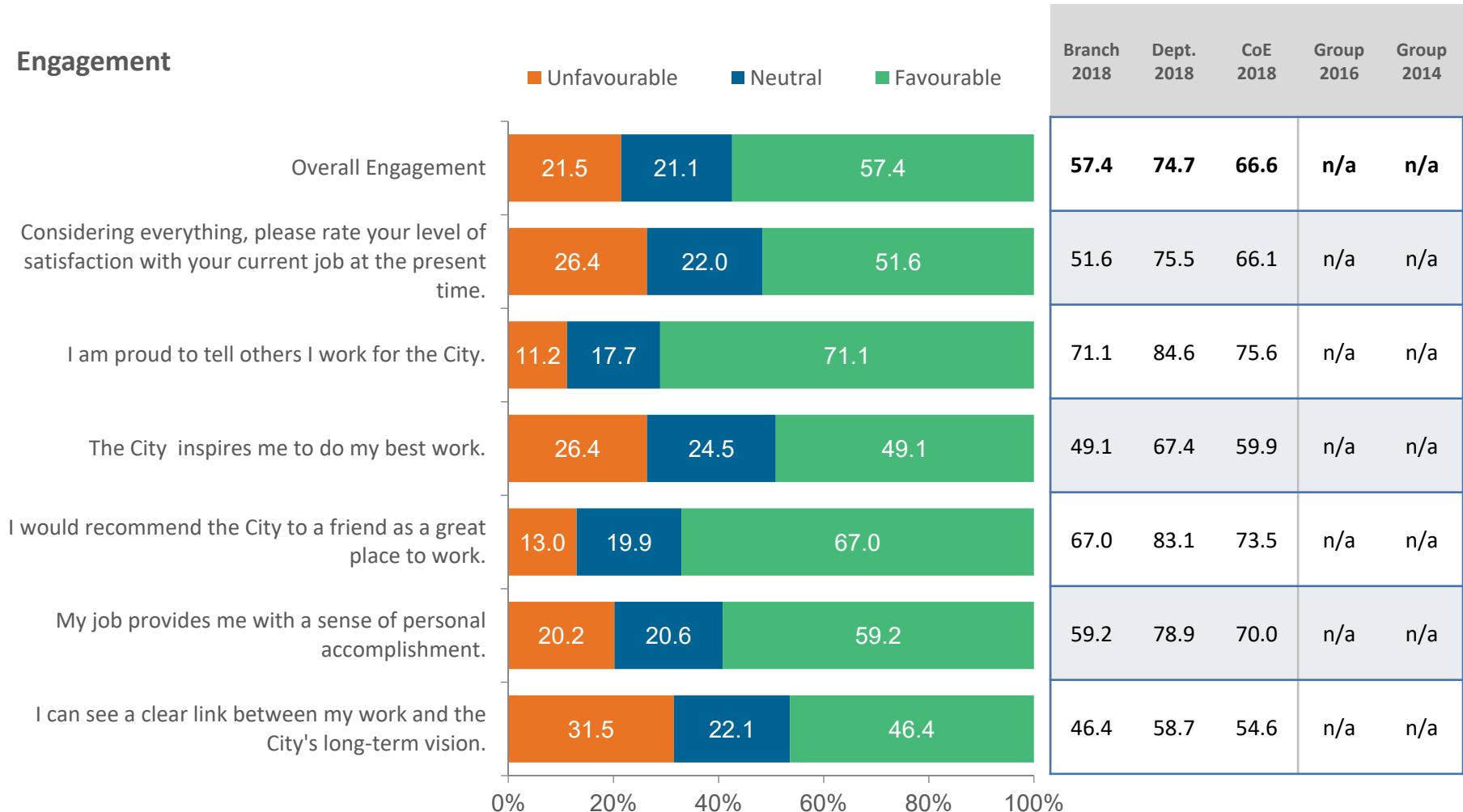
Community Standards and Neighbourhoods

Key Dimension Overview



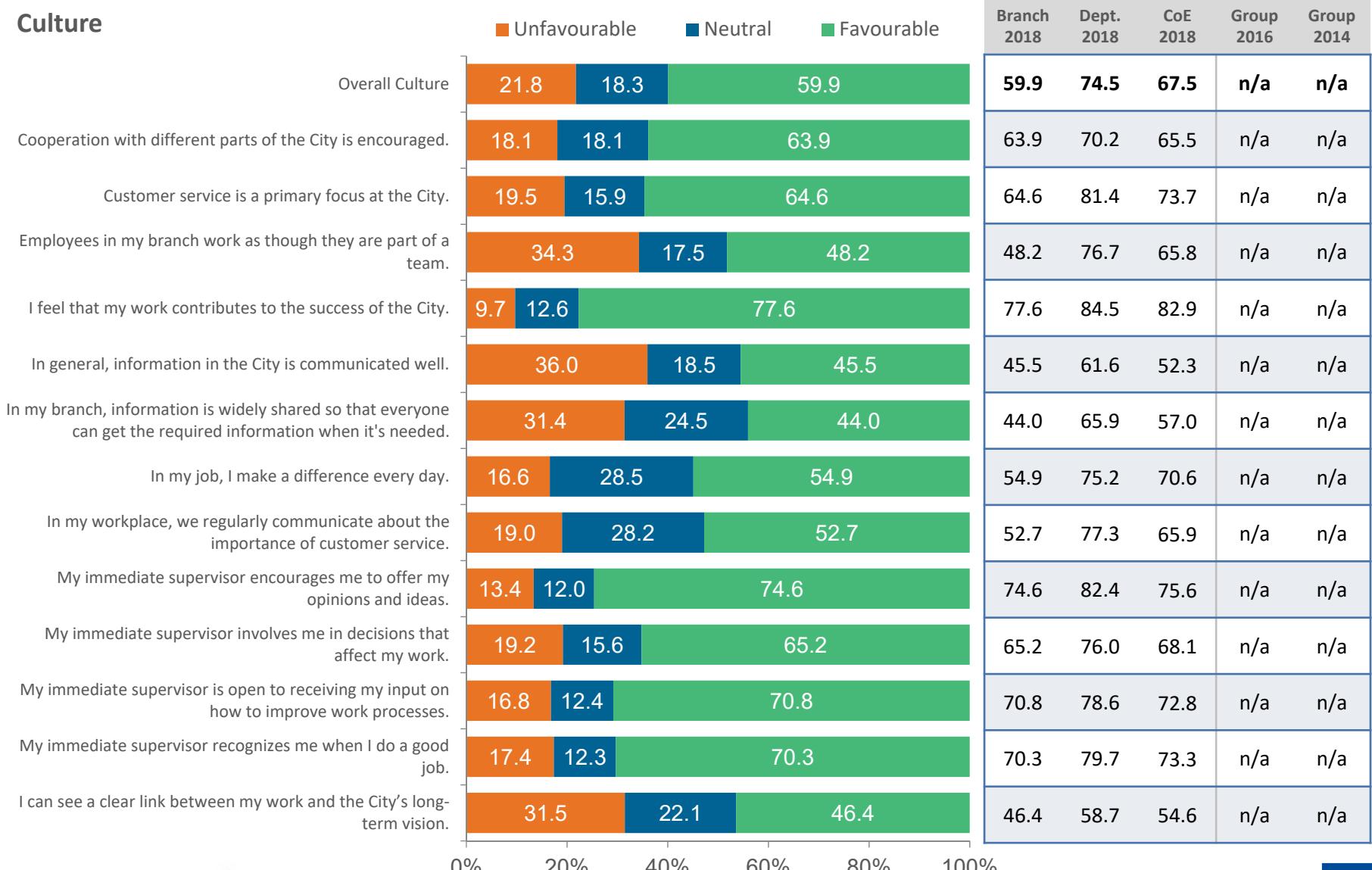
Snapshot Report

Community Standards and Neighbourhoods



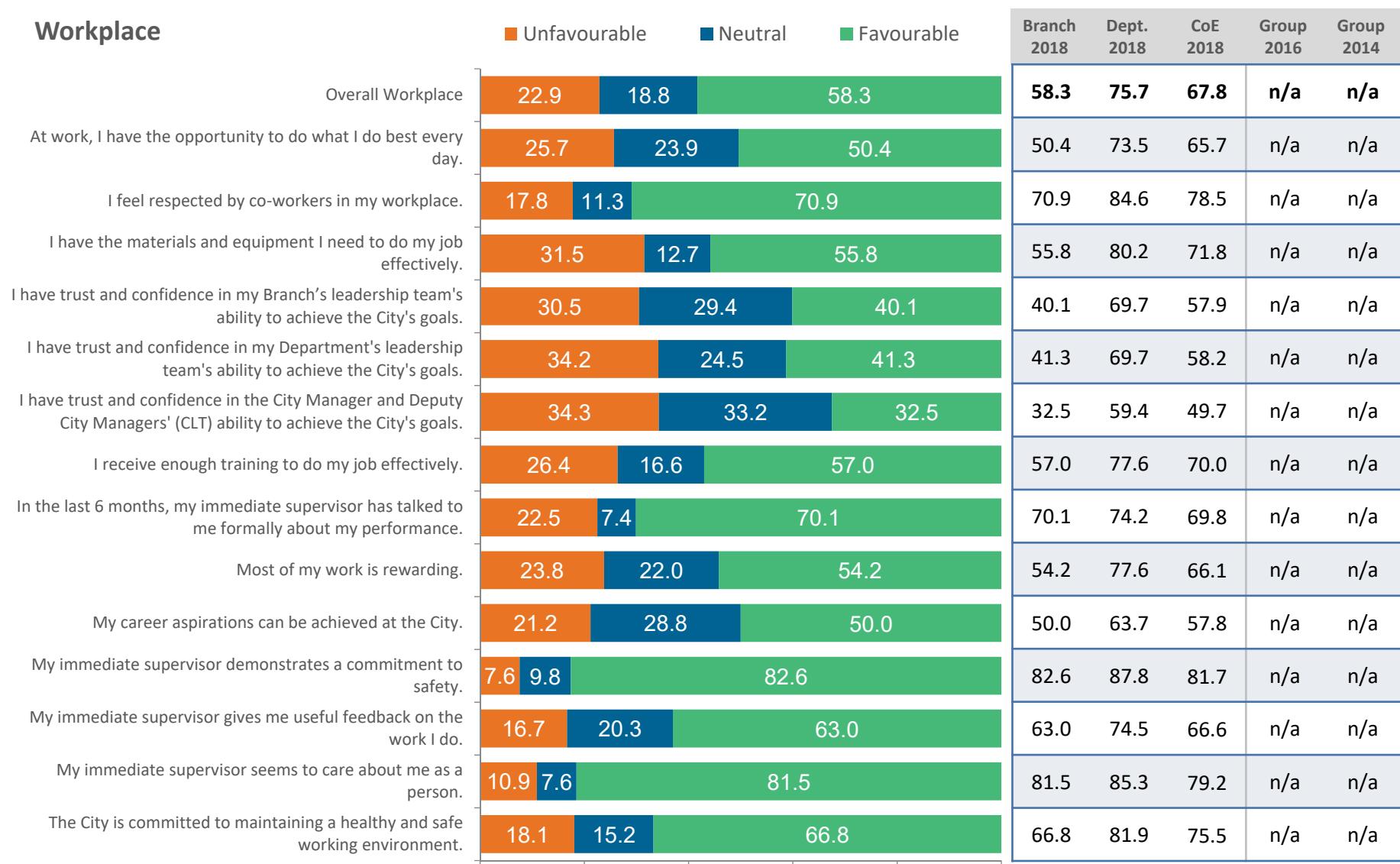
Snapshot Report

Community Standards and Neighbourhoods



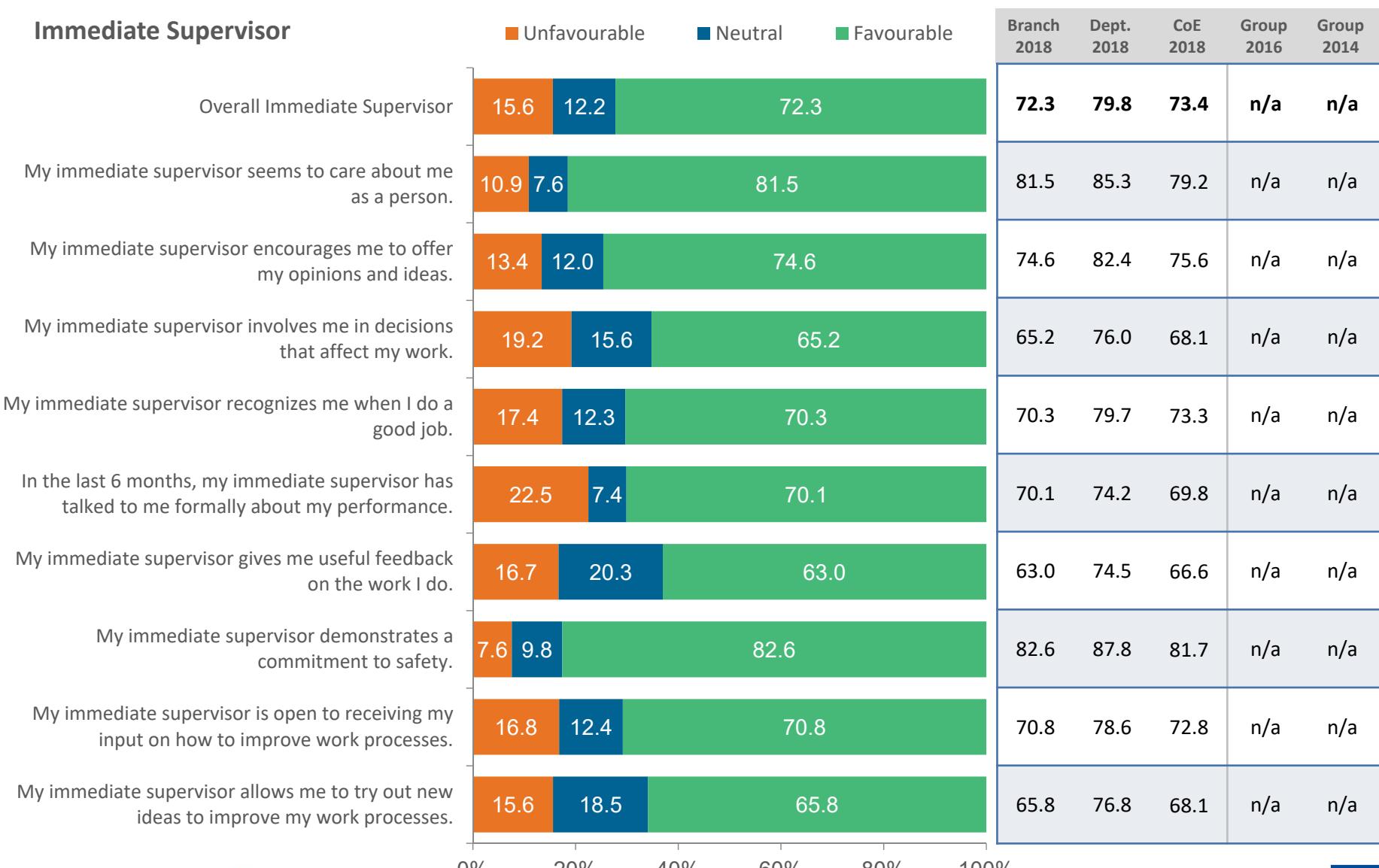
Snapshot Report

Community Standards and Neighbourhoods



Snapshot Report

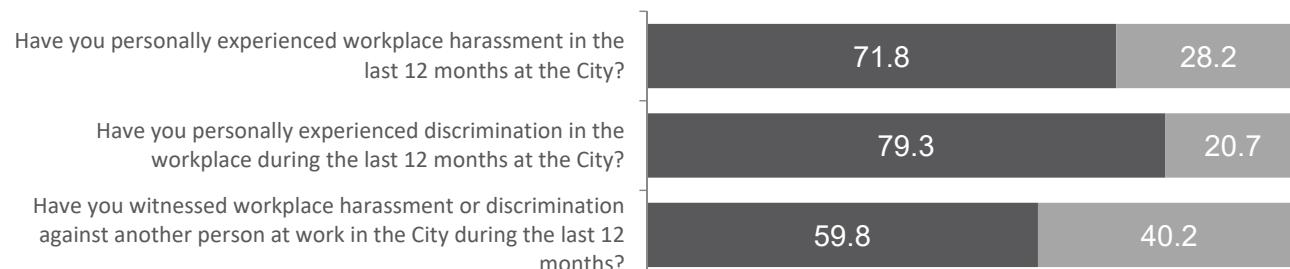
Community Standards and Neighbourhoods



Snapshot Report

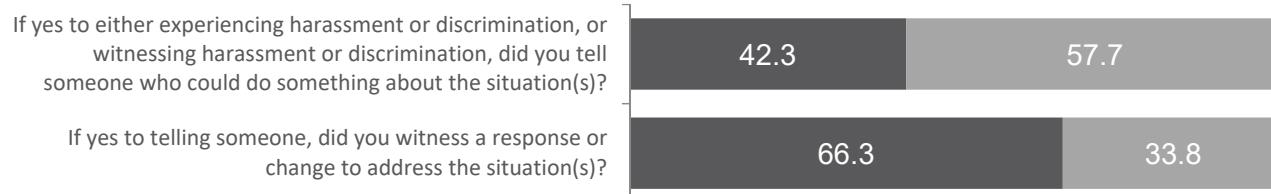
Community Standards and Neighbourhoods

Harassment / Discrimination



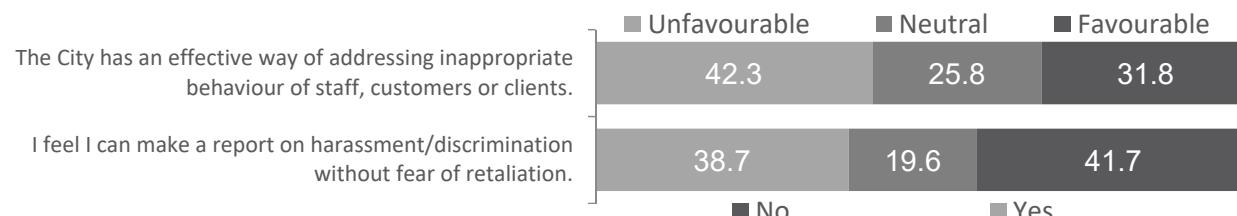
Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
28.2	20.2	23.8	n/a	n/a
20.7	11.5	14.0	n/a	n/a
40.2	24.0	25.6	n/a	n/a

For the questions above, % No represents a favourable score



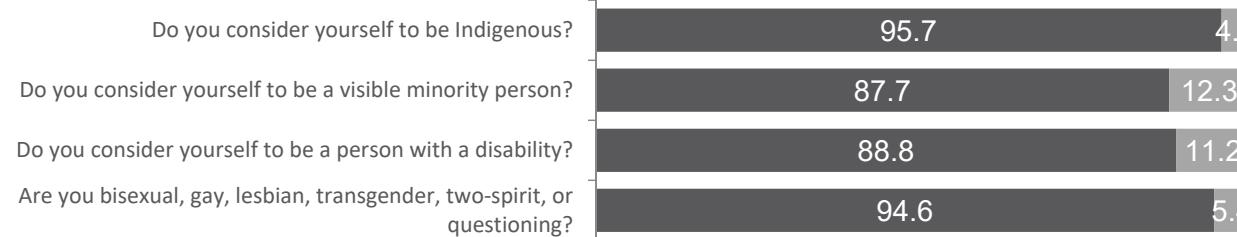
Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
57.7	48.5	43.4	n/a	n/a
33.8	42.6	37.3	n/a	n/a

For the questions above, % Yes represents a favourable score



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
31.8	53.2	45.8	n/a	n/a
41.7	59.3	52.1	n/a	n/a

Diversity

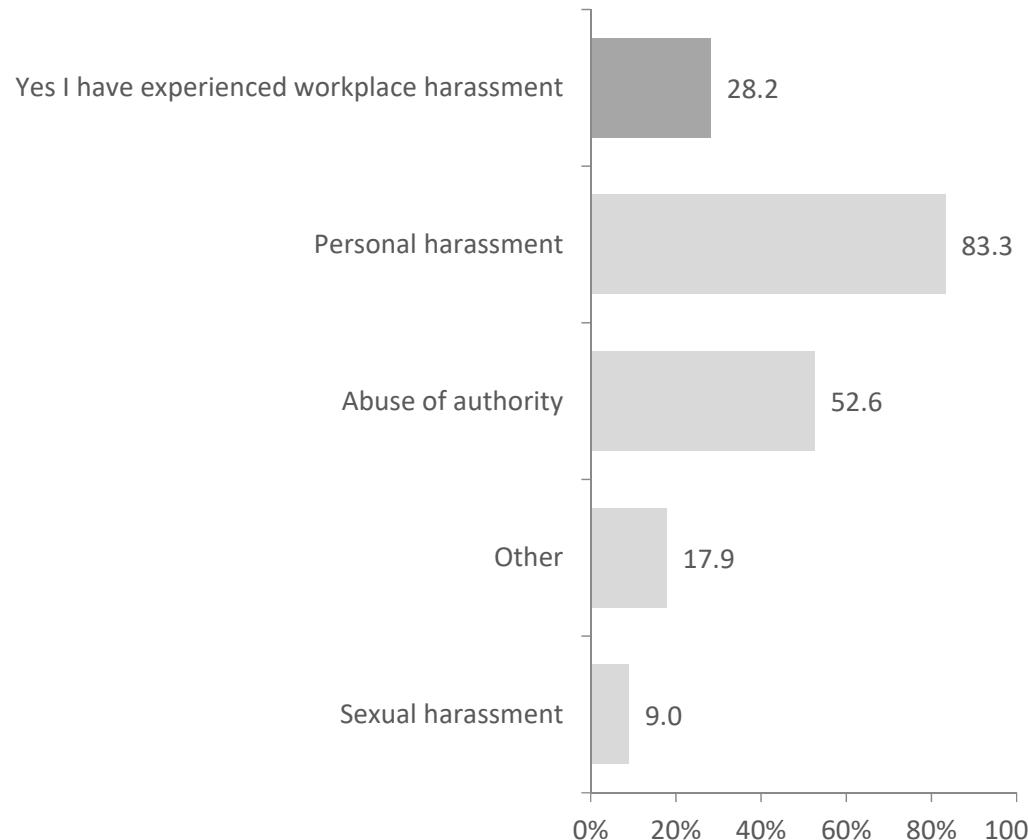


Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
4.3	7.1	5.4	n/a	n/a
12.3	12.6	23.6	n/a	n/a
11.2	6.9	8.2	n/a	n/a
5.4	7.4	5.7	n/a	n/a

Snapshot Report

Community Standards and Neighbourhoods

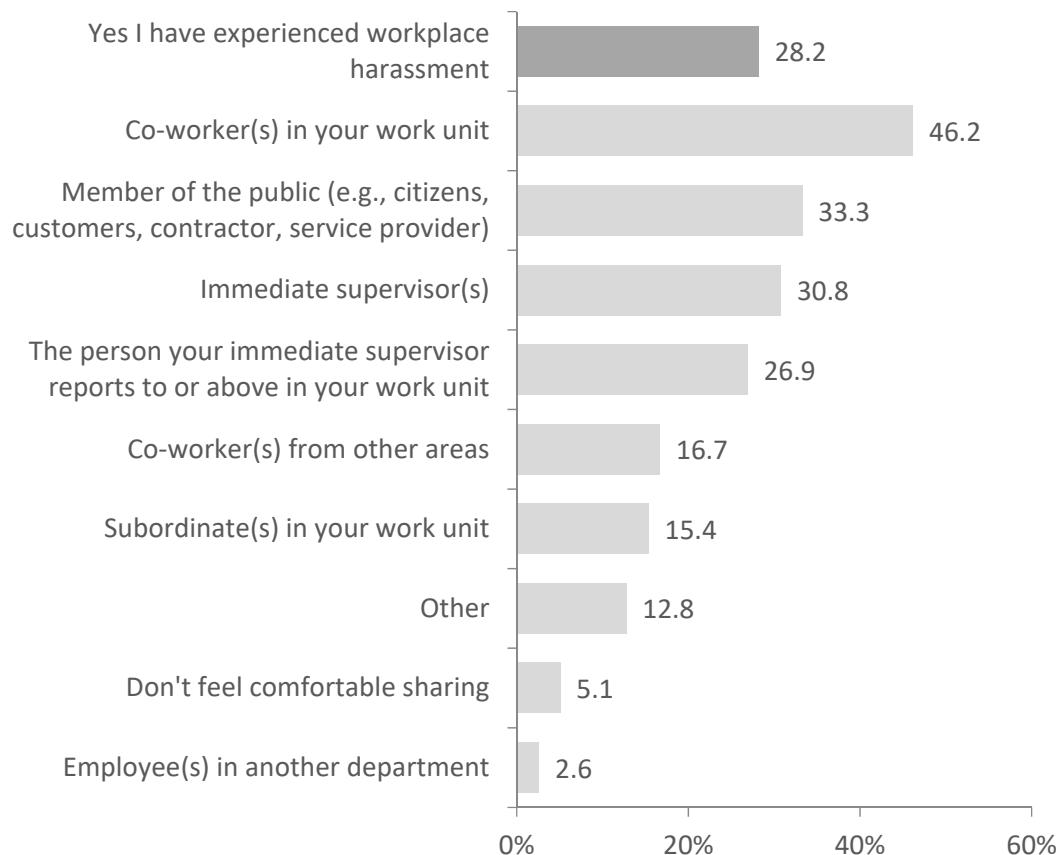
Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate the type of harassment you experienced as a City Employee.



Snapshot Report

Community Standards and Neighbourhoods

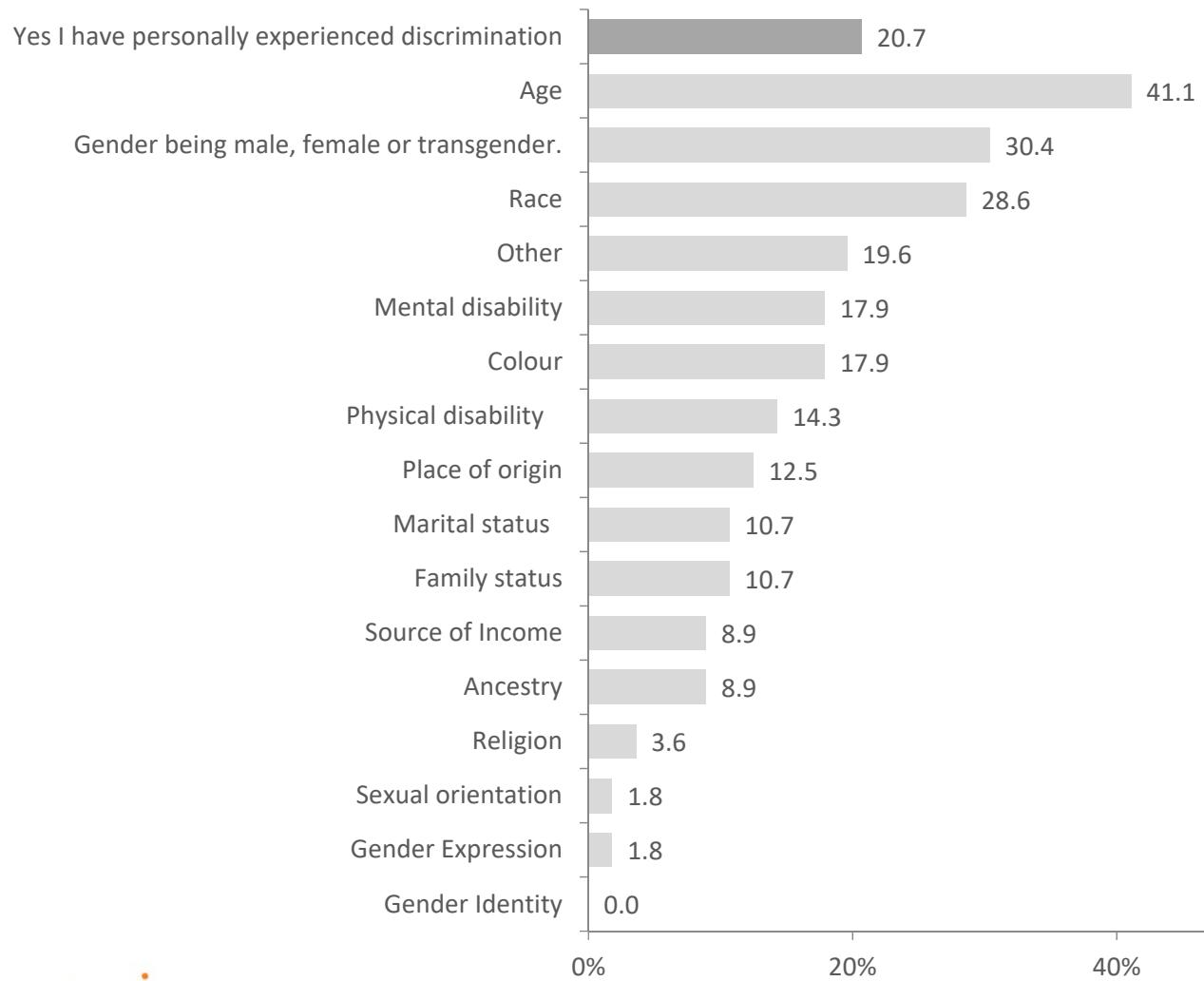
**Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate who was harassing you.**



Snapshot Report

Community Standards and Neighbourhoods

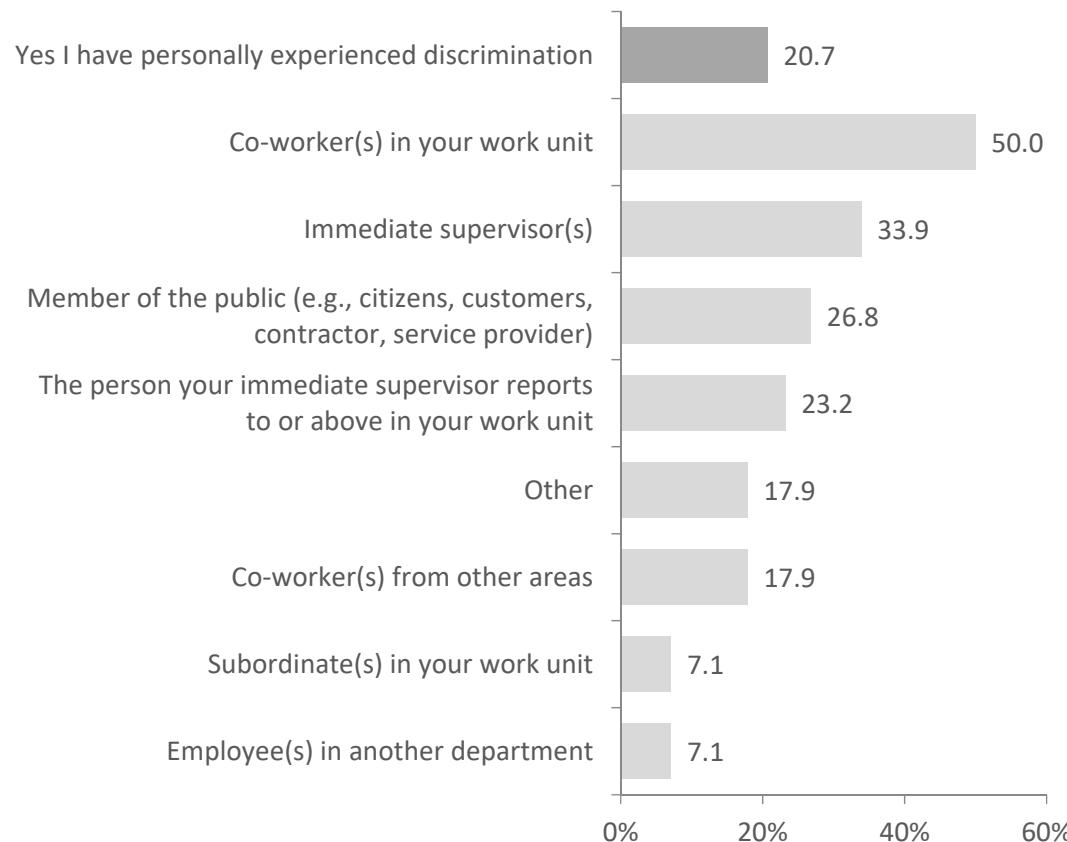
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate the type of discrimination you experienced as a City employee.



Snapshot Report

Community Standards and Neighbourhoods

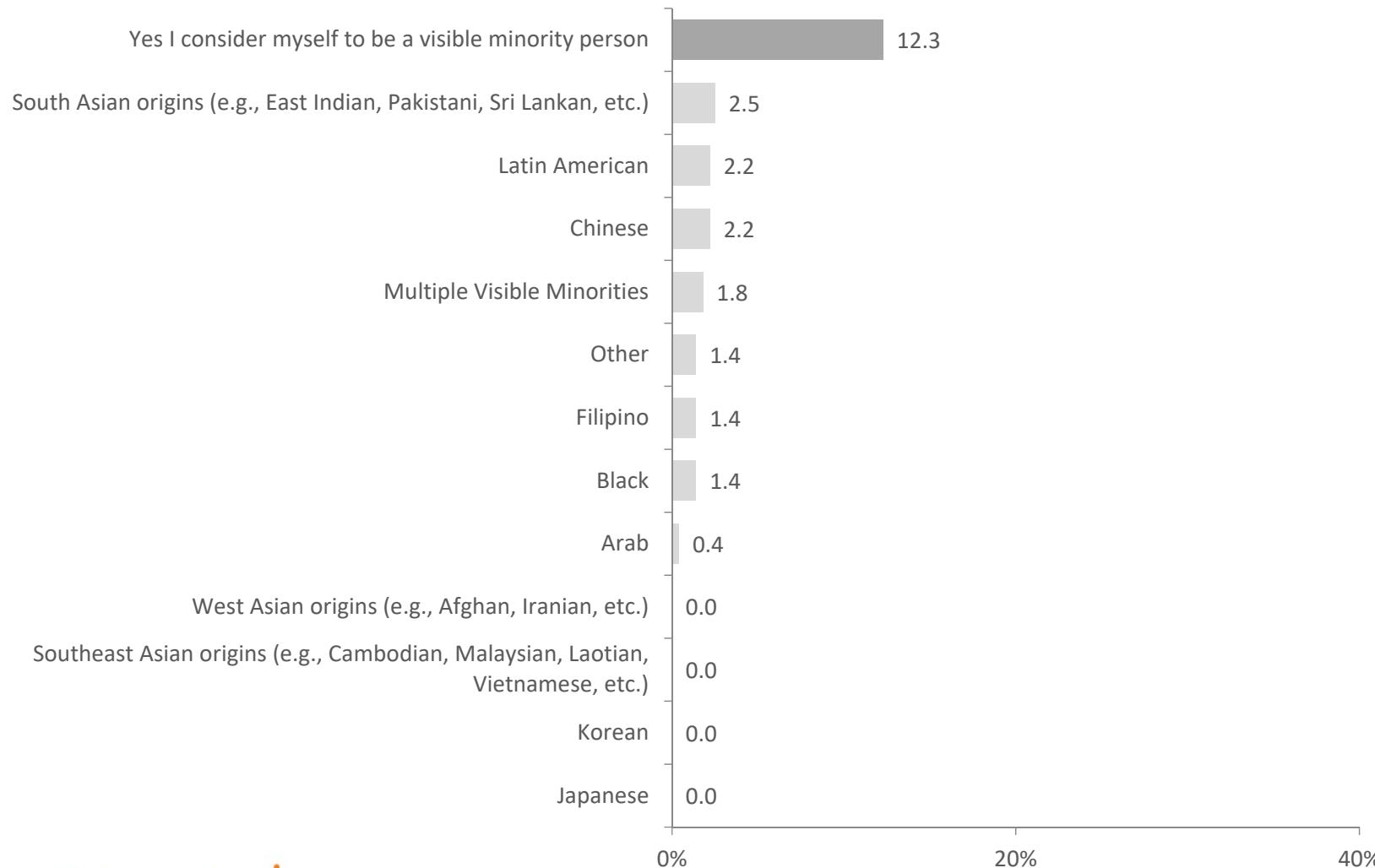
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate who discriminated against you.



Snapshot Report

Community Standards and Neighbourhoods

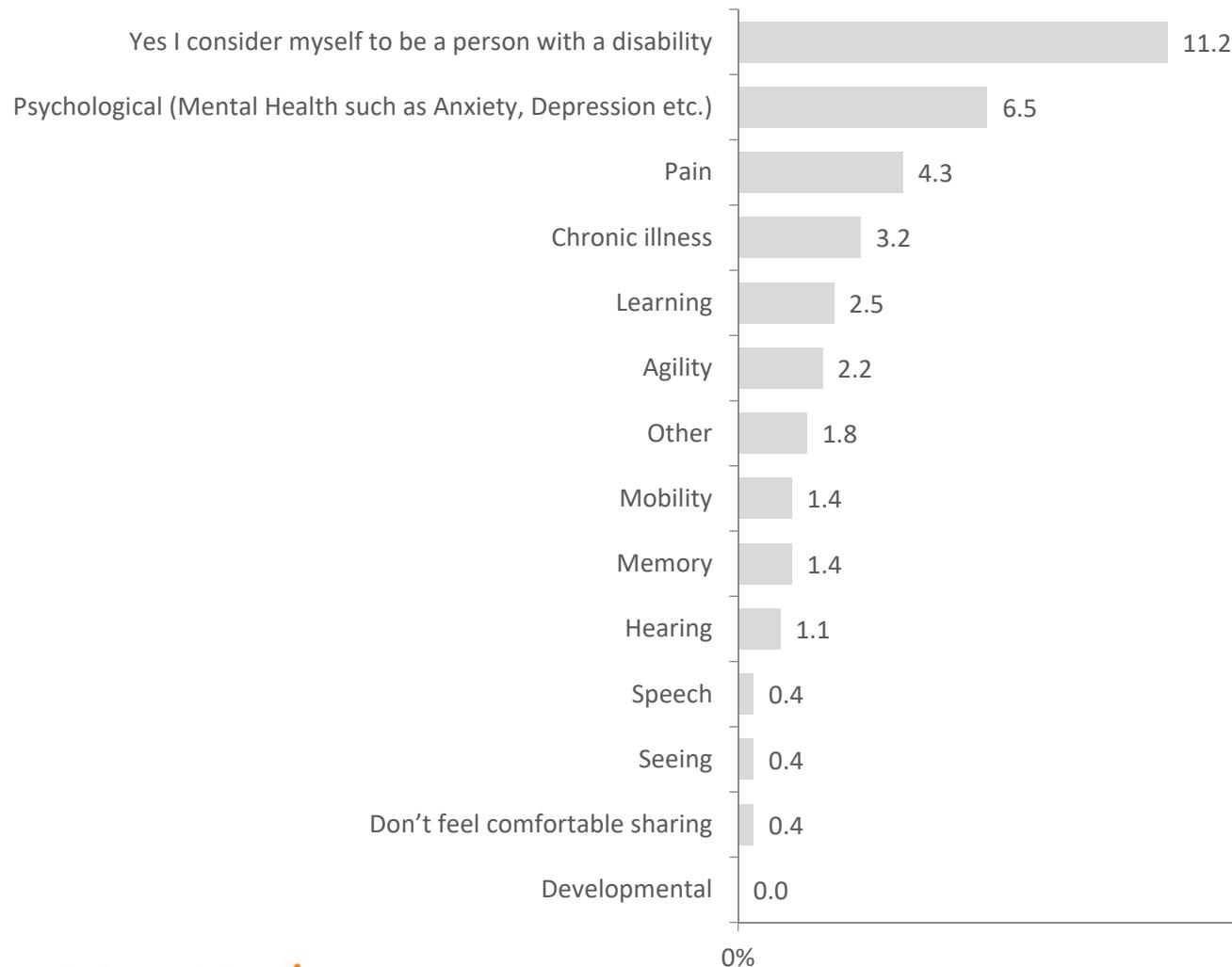
*Do you consider yourself to be a visible minority person?
Please indicate your group(s) according to the following Statistics Canada categories.*



Snapshot Report

Community Standards and Neighbourhoods

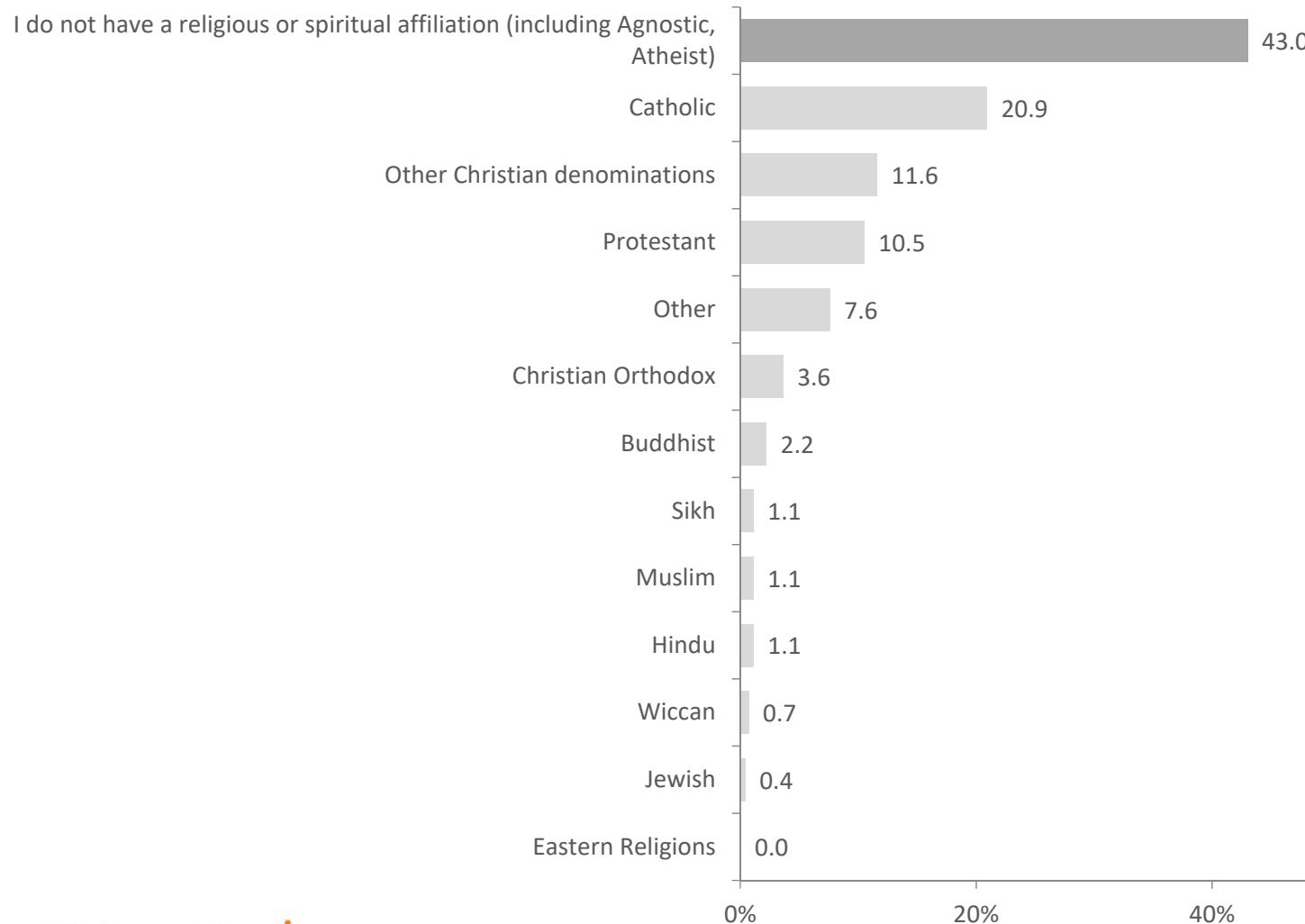
*Do you consider yourself to be a person with a disability?
What is the nature of your disability.*



Snapshot Report

Community Standards and Neighbourhoods

Please indicate your religious or spiritual affiliation.



Snapshot Report

Community Standards and Neighbourhoods

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
36.0	21.5	30.5	n/a	n/a
35.7	26.0	30.9	n/a	n/a
30.5	15.6	19.4	n/a	n/a
30.5	18.5	24.6	n/a	n/a
30.1	18.5	21.1	n/a	n/a
29.8	17.5	22.0	n/a	n/a
27.9	16.7	21.6	n/a	n/a
26.5	12.0	19.8	n/a	n/a
26.1	12.0	18.5	n/a	n/a
26.1	15.9	21.7	n/a	n/a
24.3	12.7	22.6	n/a	n/a
23.9	8.7	13.4	n/a	n/a
23.2	48.4	41.9	n/a	n/a
21.7	39.3	36.2	n/a	n/a
21.3	15.7	19.8	n/a	n/a
21.0	12.8	12.3	n/a	n/a
16.5	15.1	18.8	n/a	n/a
15.8	9.6	11.4	n/a	n/a
15.1	9.7	13.1	n/a	n/a
14.7	11.7	11.7	n/a	n/a
10.7	7.6	9.8	n/a	n/a
5.5	5.8	7.5	n/a	n/a



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Open City and Technology

Department: Financial & Corporate Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Open City and Technology

HOW TO READ YOUR REPORT

This report is designed to summarize the opinions made by individuals regarding the job and work environment at the City of Edmonton. The information below describes how to read the results.

Your agreement percentages are graphically depicted as bar charts in % Favourable, % Neutral, and % Unfavourable formats.

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Interpreting "Neutral" scores: It is a common temptation to view the neutral scores as "mildly positive" or "on the fence" and to combine neutral with positive scores. TalentMap's experience, corroborated with academic and industry research, indicates that neutral scores should be interpreted as "mildly negative" given the positive bias of the survey instrument. Respondents who select "neither agree nor disagree" to a particular question are not in agreement and are therefore sending a mildly negative message.

This report displays the survey items by dimension.

Branch 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

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% Unfavourable: represents the respondents who chose "Very Dissatisfied/Dissatisfied" or "Strongly Disagree/Disagree".

% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

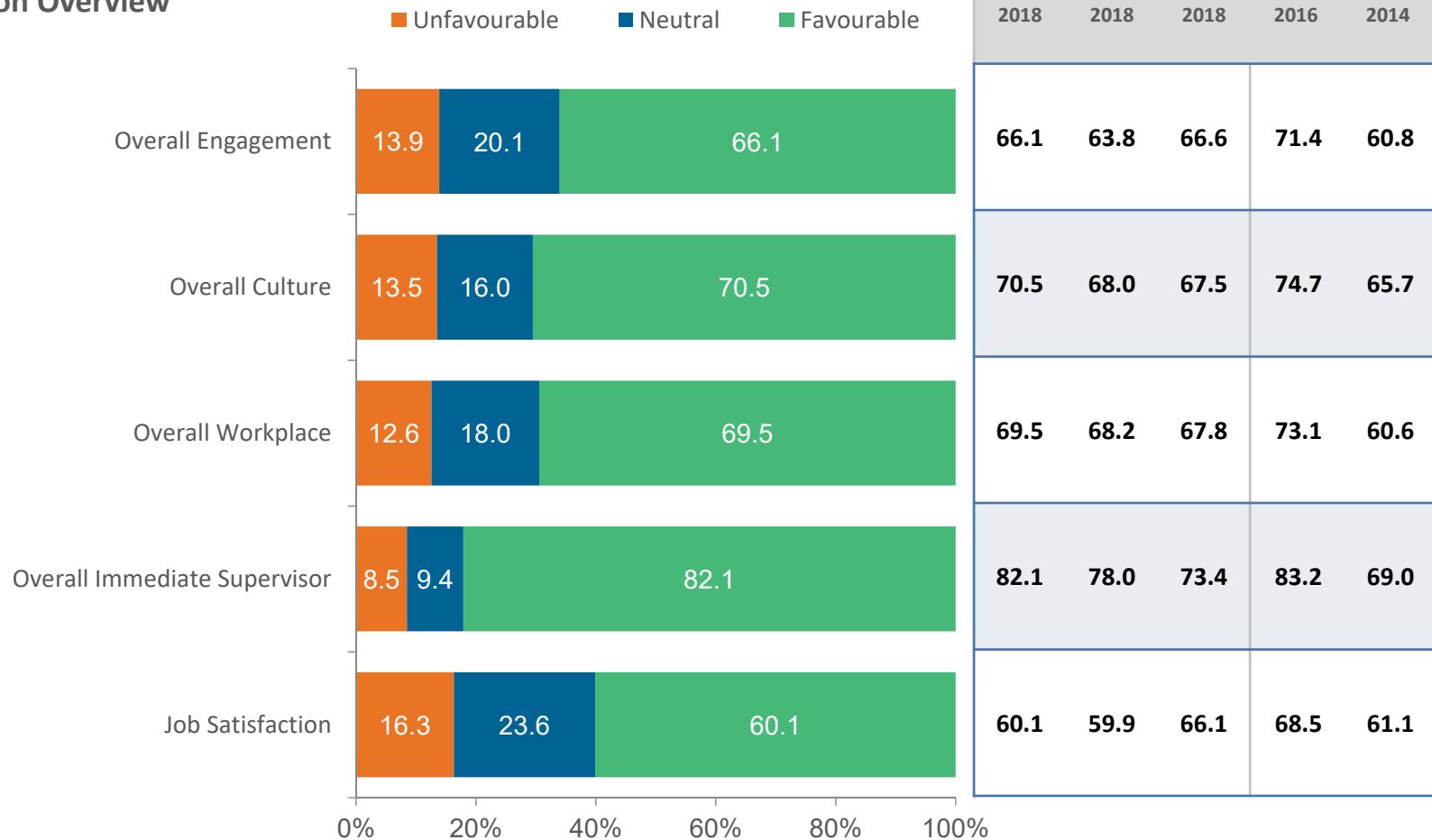
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Snapshot Report

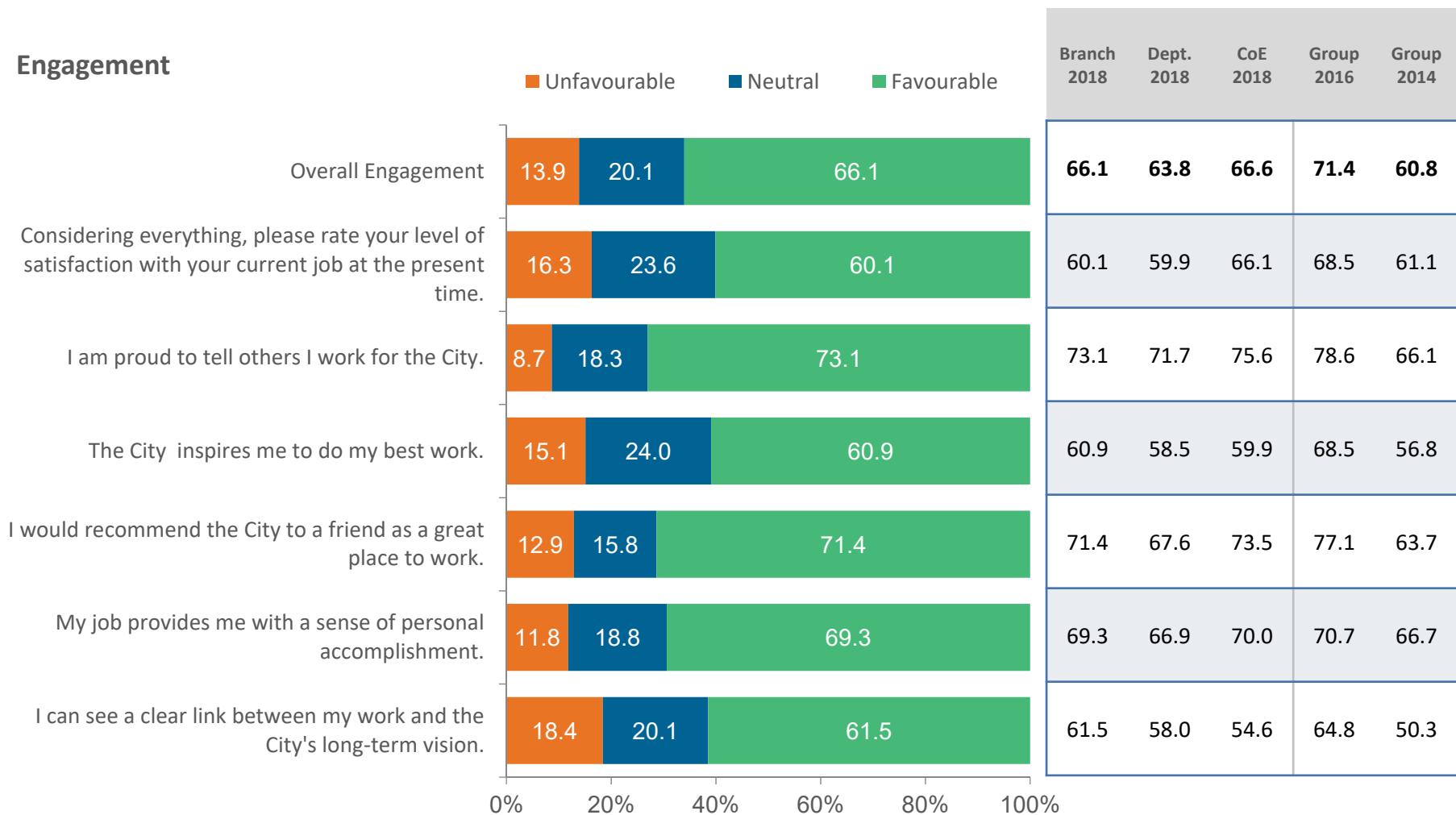
Open City and Technology

Key Dimension Overview



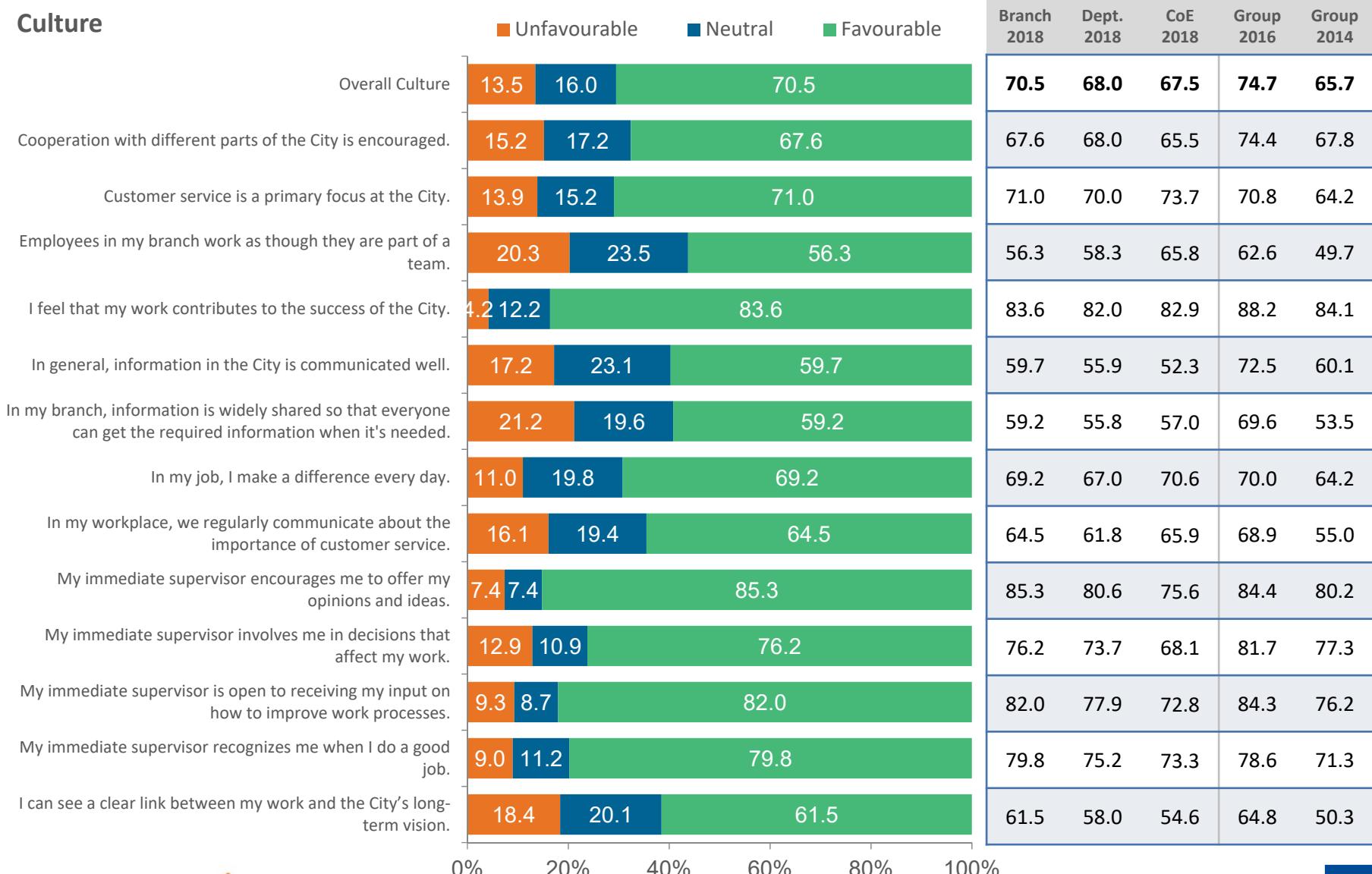
Snapshot Report

Open City and Technology



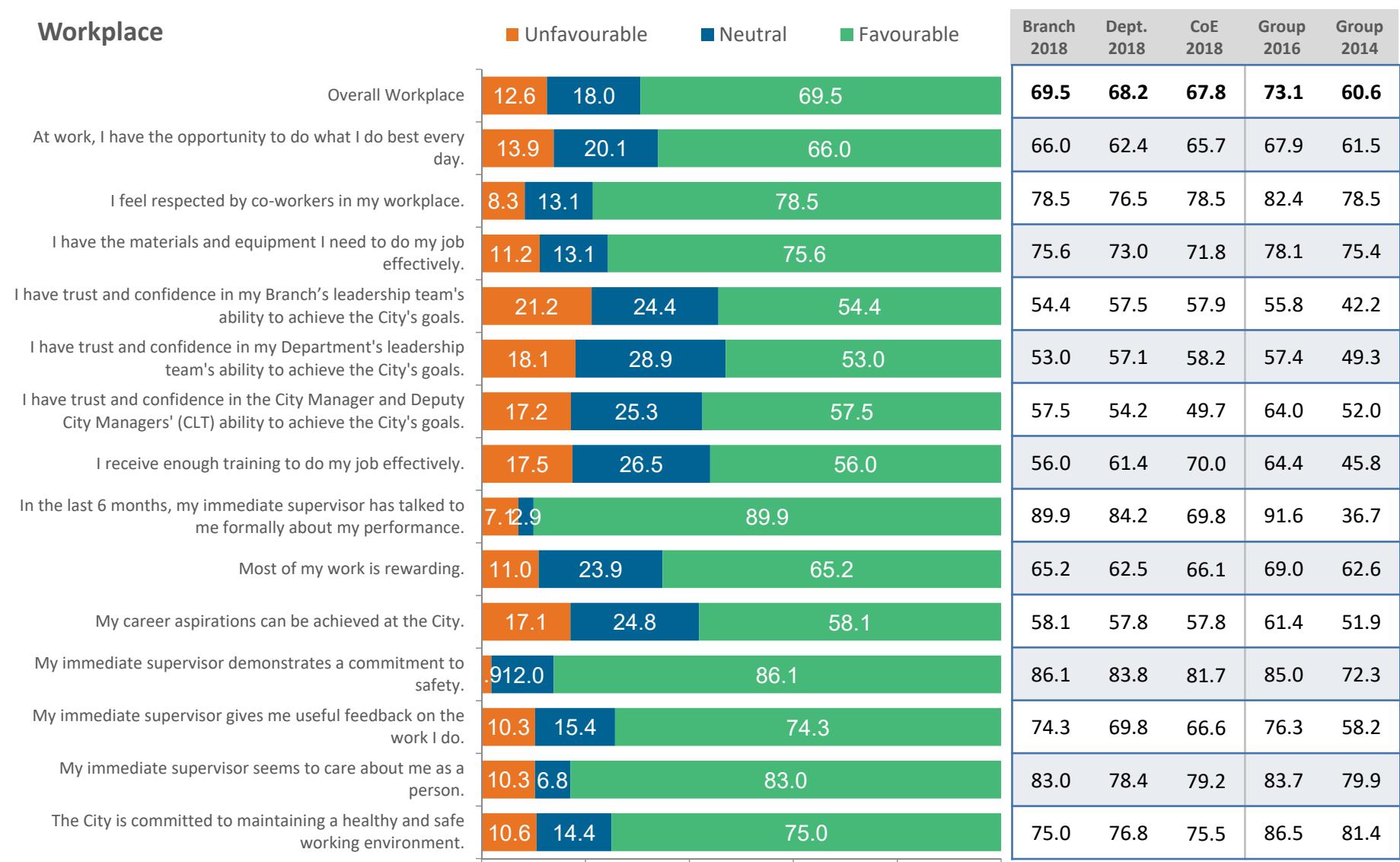
Snapshot Report

Open City and Technology



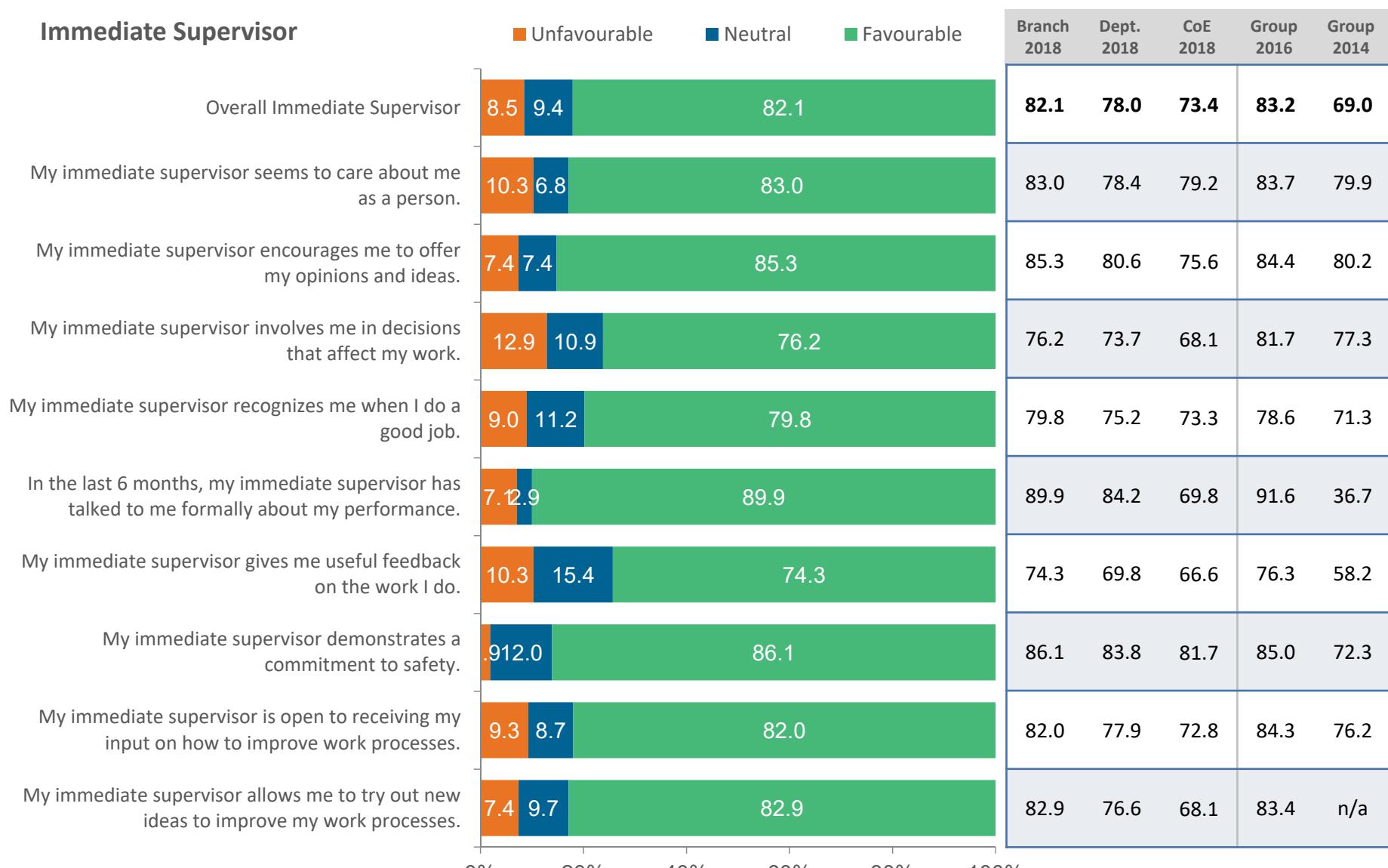
Snapshot Report

Open City and Technology



Snapshot Report

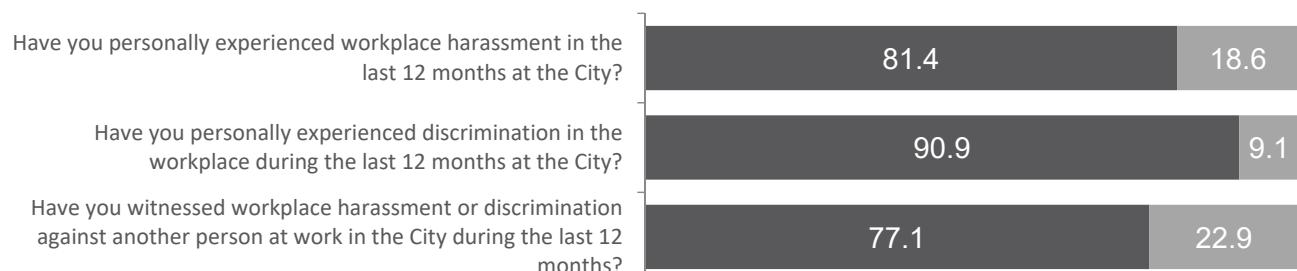
Open City and Technology



Snapshot Report

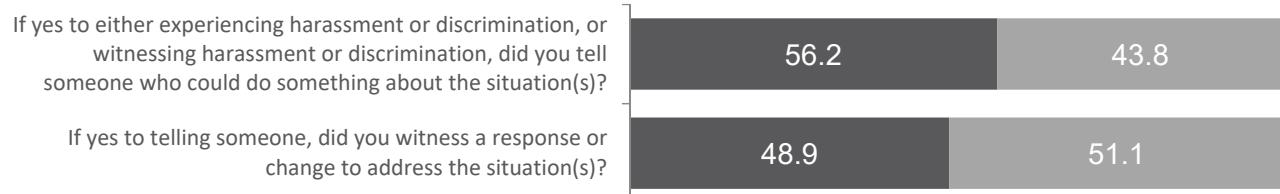
Open City and Technology

Harassment / Discrimination



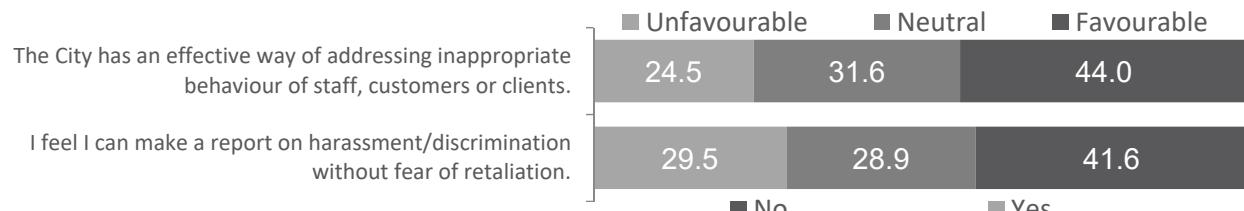
Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
18.6	21.7	23.8	13.3	11.7
9.1	10.6	14.0	5.4	7.7
22.9	25.8	25.6	11.1	14.7

For the questions above, % No represents a favourable score



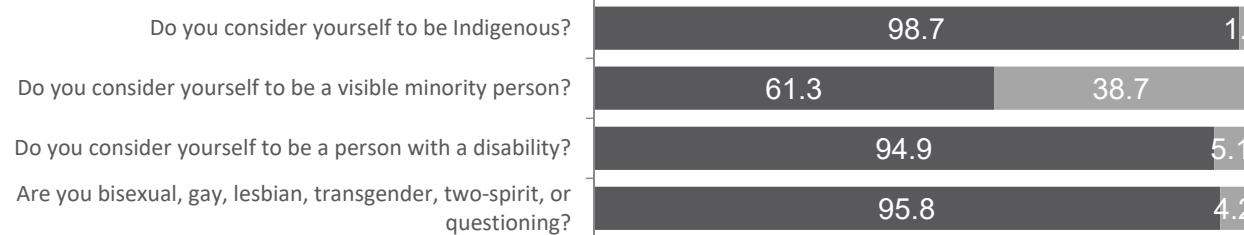
Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
43.8	44.2	43.4	25.7	29.5
51.1	44.5	37.3	46.2	14.3

For the questions above, % Yes represents a favourable score



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
44.0	42.1	45.8	n/a	n/a
41.6	43.7	52.1	n/a	n/a

Diversity

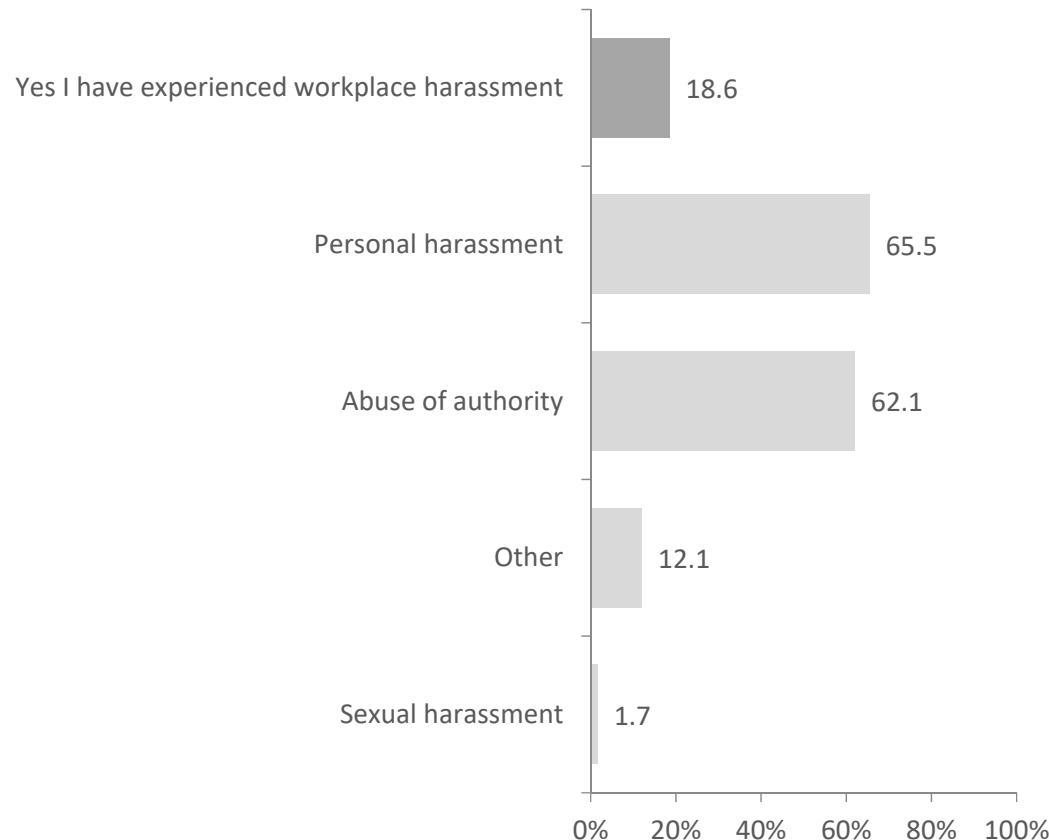


Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
1.3	3.0	5.4	1.0	1.4
38.7	33.2	23.6	38.9	35.2
5.1	6.0	8.2	4.5	6.0

Snapshot Report

Open City and Technology

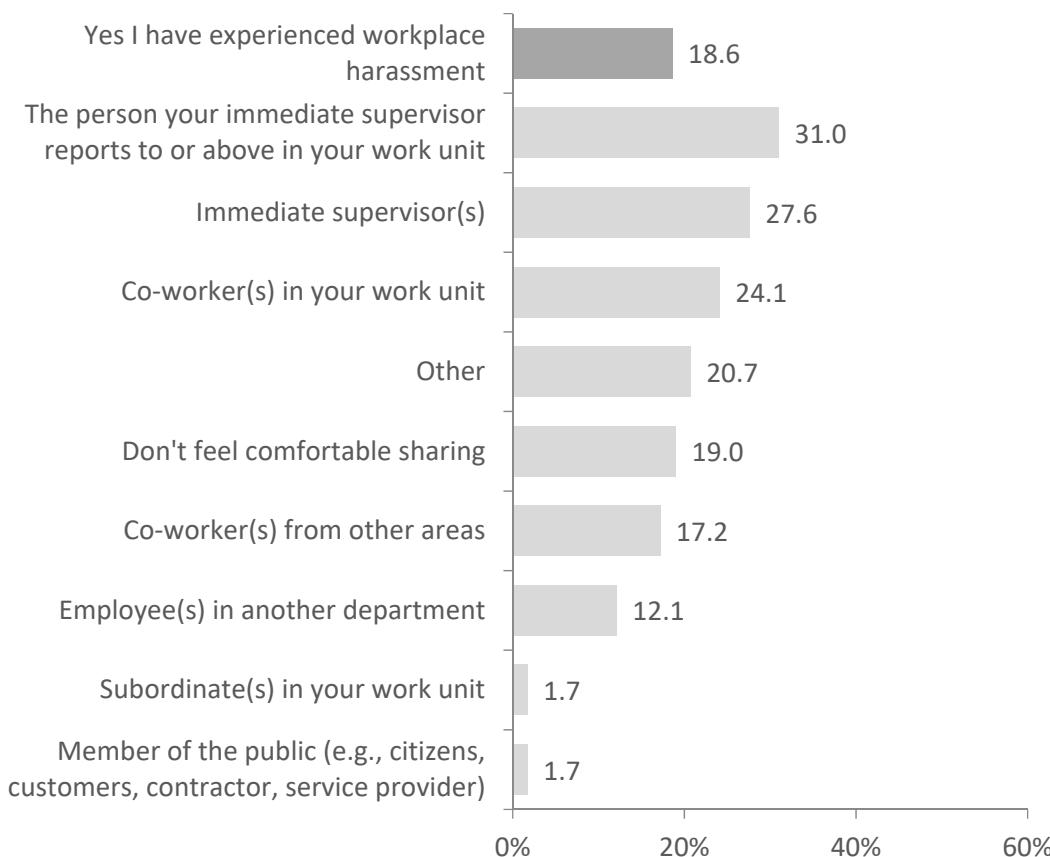
*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate the type of harassment you experienced as a City Employee.*



Snapshot Report

Open City and Technology

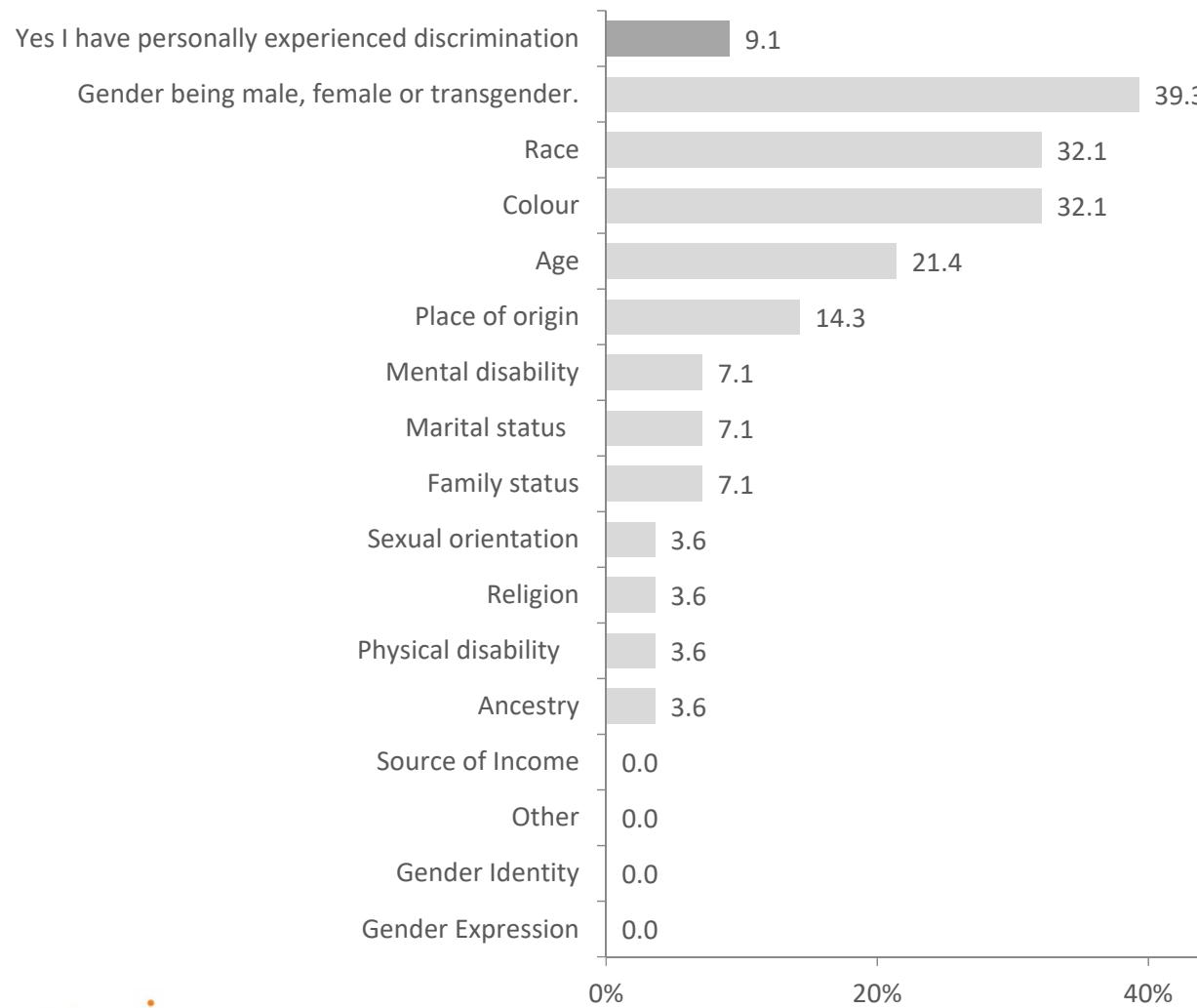
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Please indicate who was harassing you.*



Snapshot Report

Open City and Technology

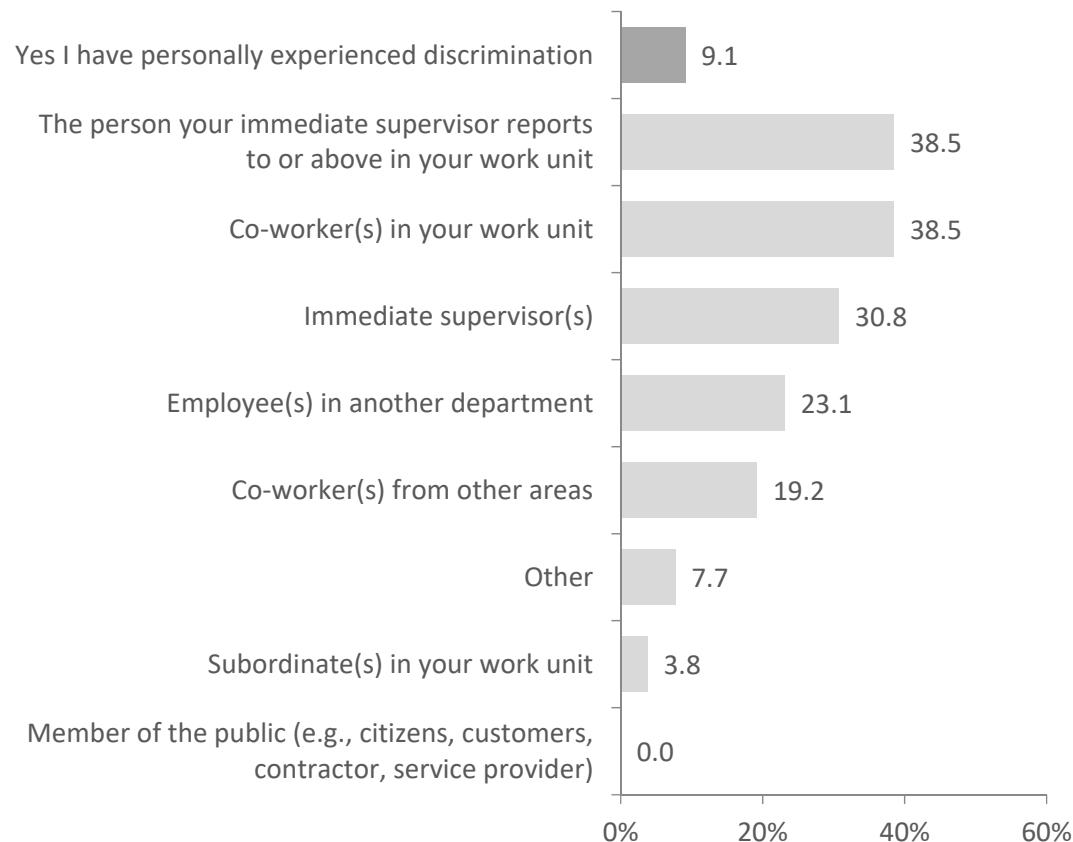
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate the type of discrimination you experienced as a City employee.



Snapshot Report

Open City and Technology

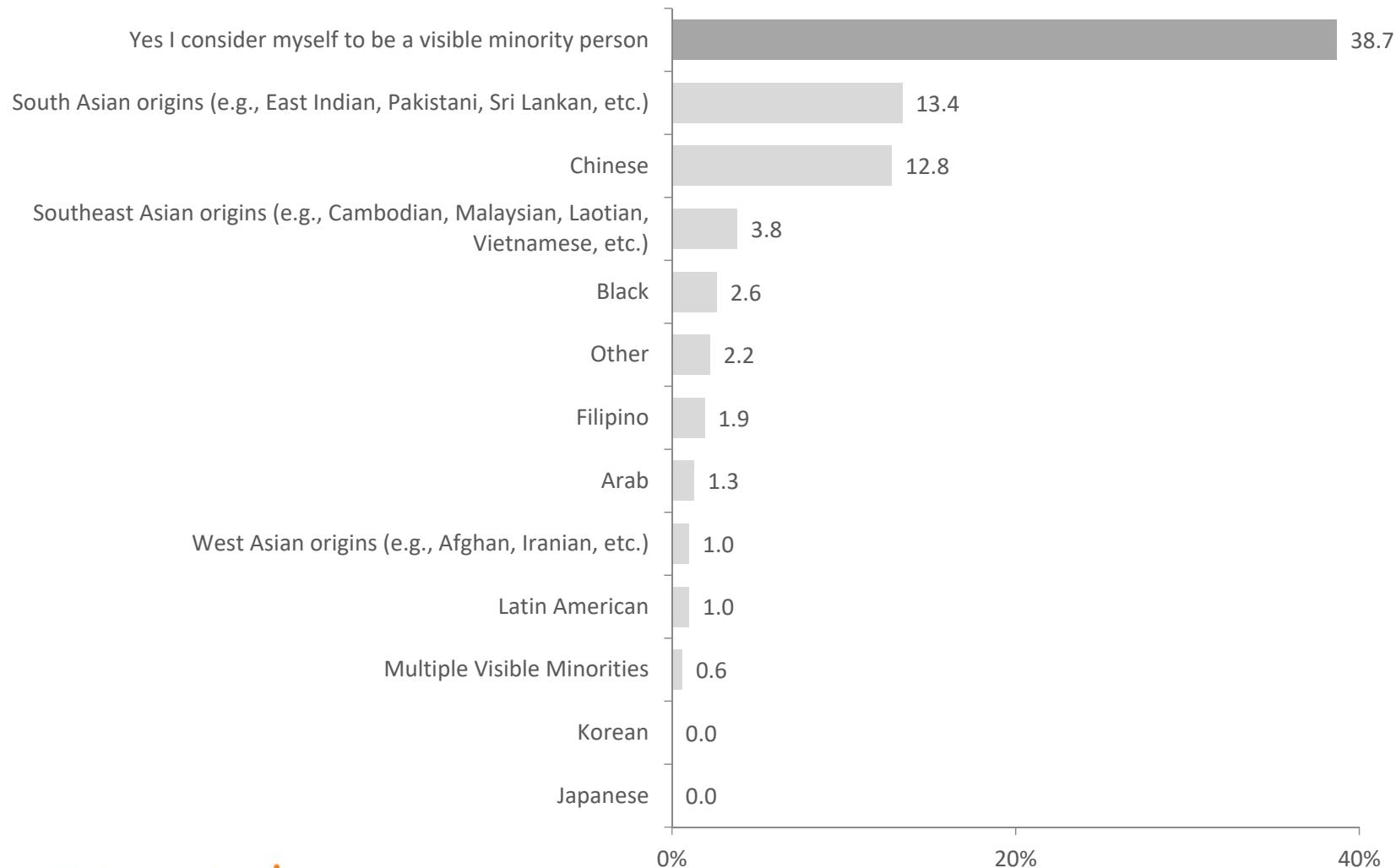
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate who discriminated against you.



Snapshot Report

Open City and Technology

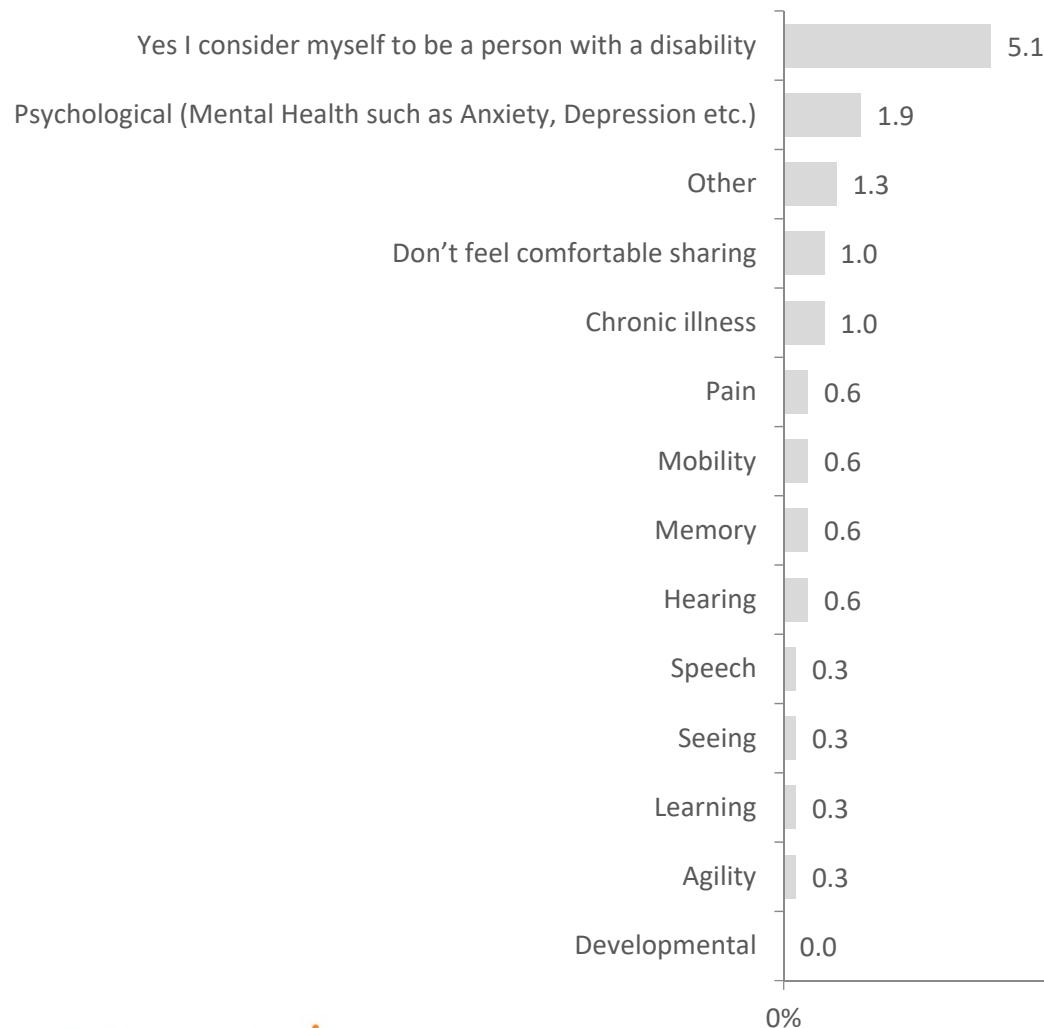
Do you consider yourself to be a visible minority person?
Please indicate your group(s) according to the following Statistics Canada categories.



Snapshot Report

Open City and Technology

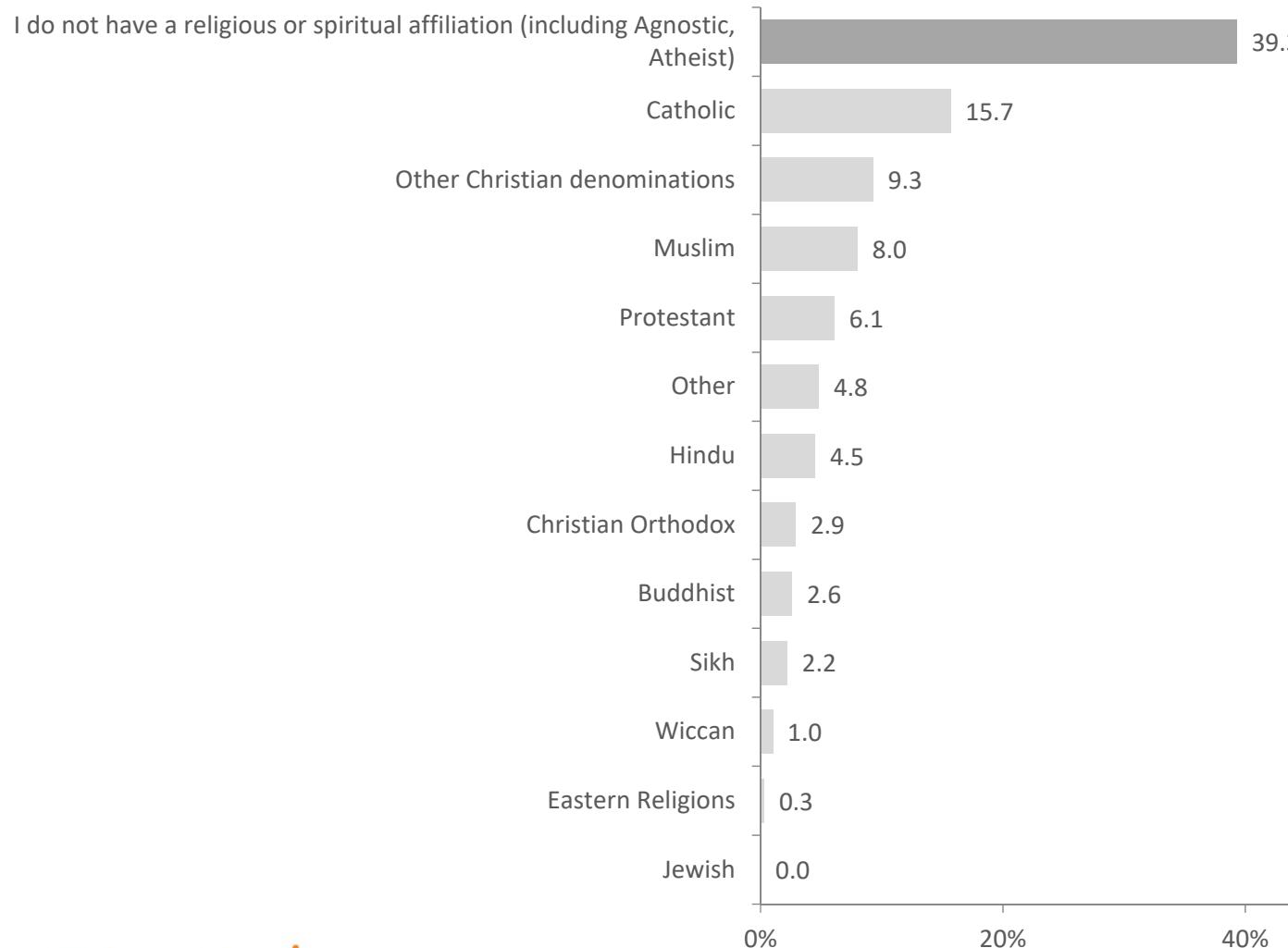
**Do you consider yourself to be a person with a disability?
What is the nature of your disability.**



Snapshot Report

Open City and Technology

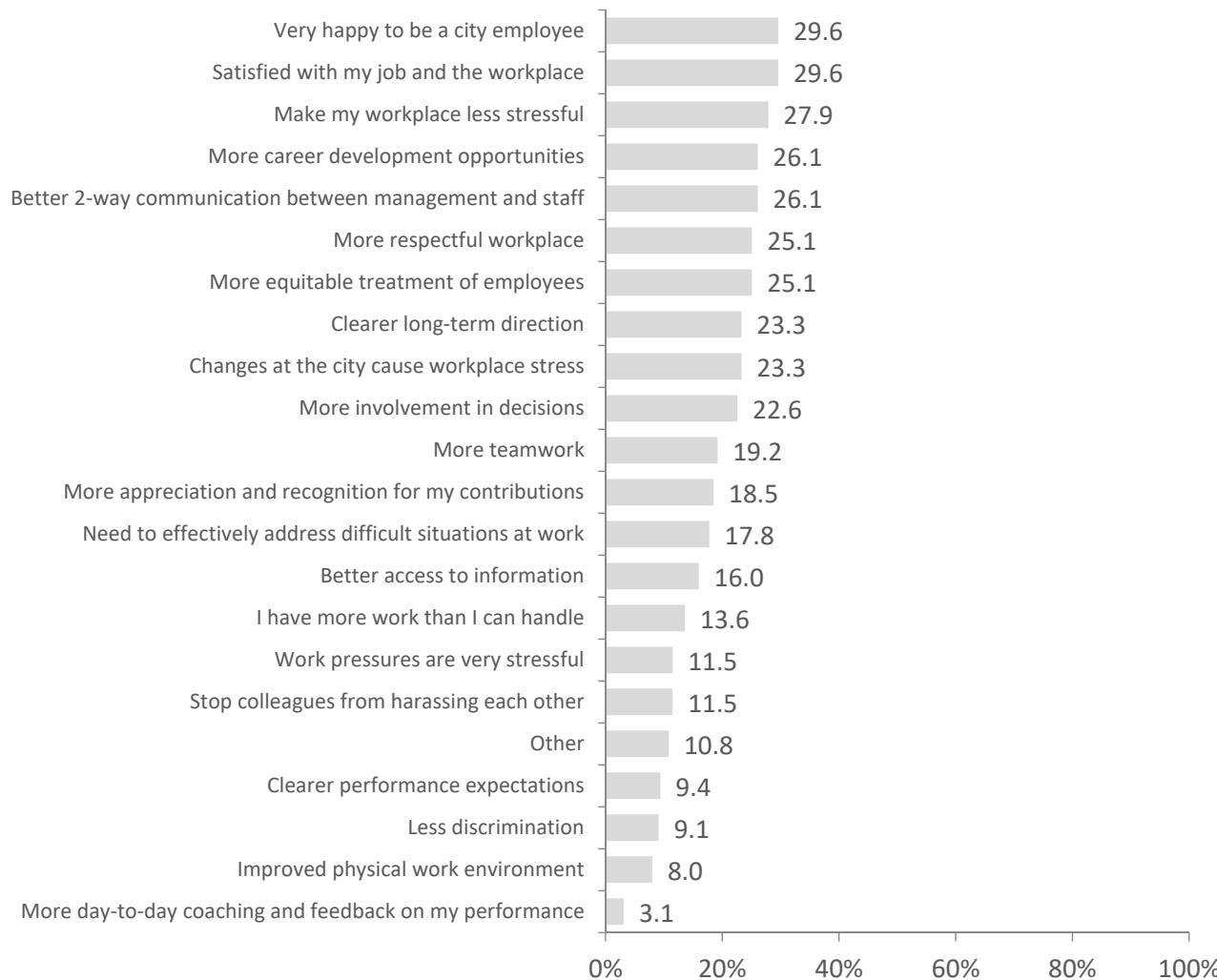
Please indicate your religious or spiritual affiliation.



Snapshot Report

Open City and Technology

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
29.6	30.4	36.2	37.9	n/a
29.6	35.3	41.9	44.8	34.8
27.9	30.4	30.5	27.6	36.4
26.1	24.8	24.6	24.1	35.2
26.1	28.0	30.9	22.1	38.8
25.1	23.4	21.6	18.3	21.6
25.1	26.4	22.0	19.7	30.0
23.3	21.8	19.8	17.2	34.8
23.3	25.8	22.6	13.8	n/a
22.6	19.2	19.4	17.9	30.0
19.2	19.8	19.8	19.7	24.8
18.5	21.3	21.7	16.9	26.8
17.8	20.2	21.1	13.1	n/a
16.0	17.6	18.8	14.1	21.2
13.6	19.6	13.4	12.4	n/a
11.5	20.2	18.5	13.4	n/a
11.5	11.4	11.4	5.5	n/a
10.8	13.2	12.3	14.8	10.8
9.4	13.0	13.1	7.6	23.6
9.1	9.4	9.8	3.8	4.0
8.0	9.0	11.7	9.0	13.6
3.1	6.7	7.5	4.1	9.6



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Waste Management Services

Department: City Operations

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Waste Management Services

HOW TO READ YOUR REPORT

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Snapshot Report

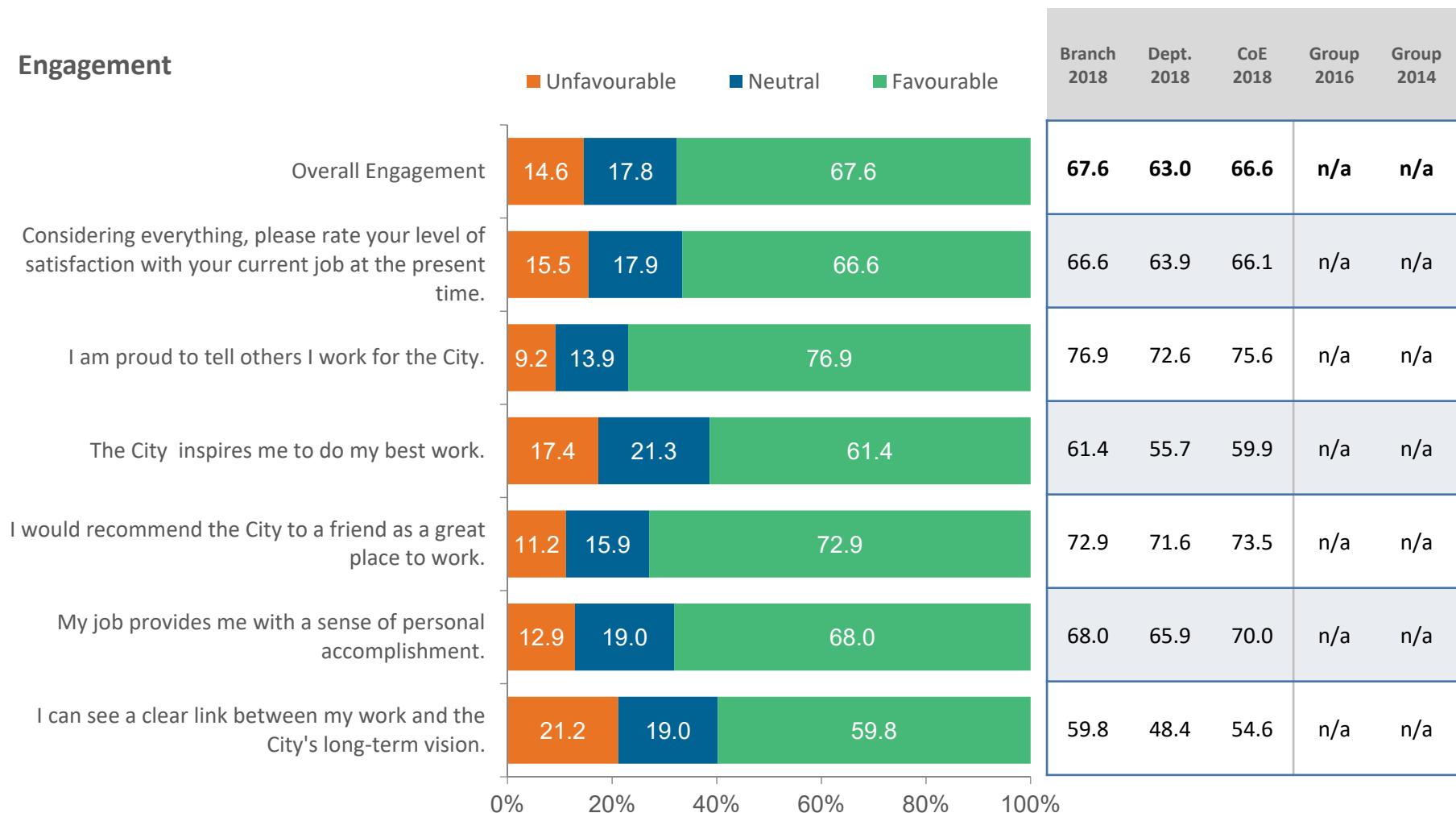
Waste Management Services

Key Dimension Overview



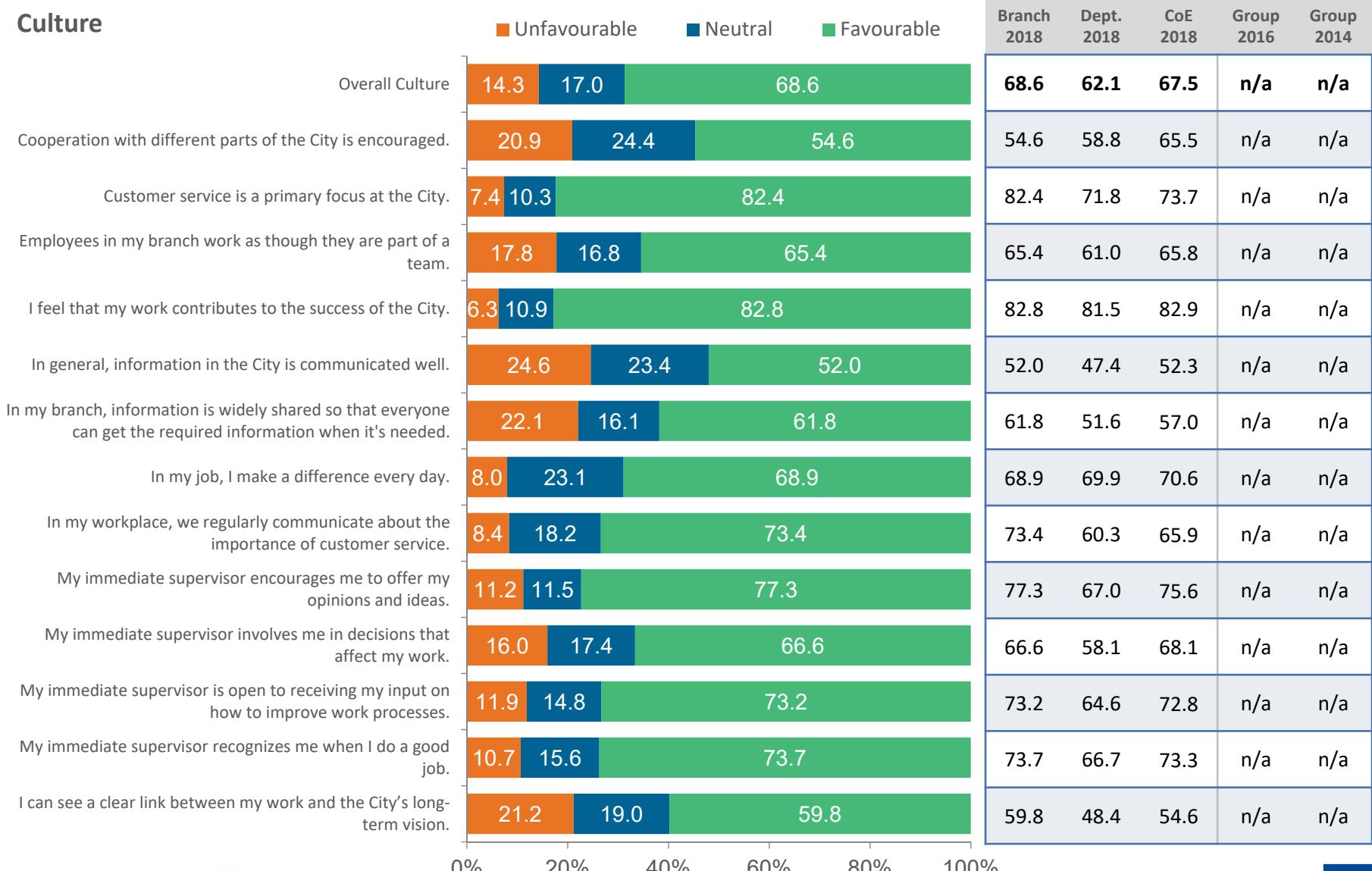
Snapshot Report

Waste Management Services



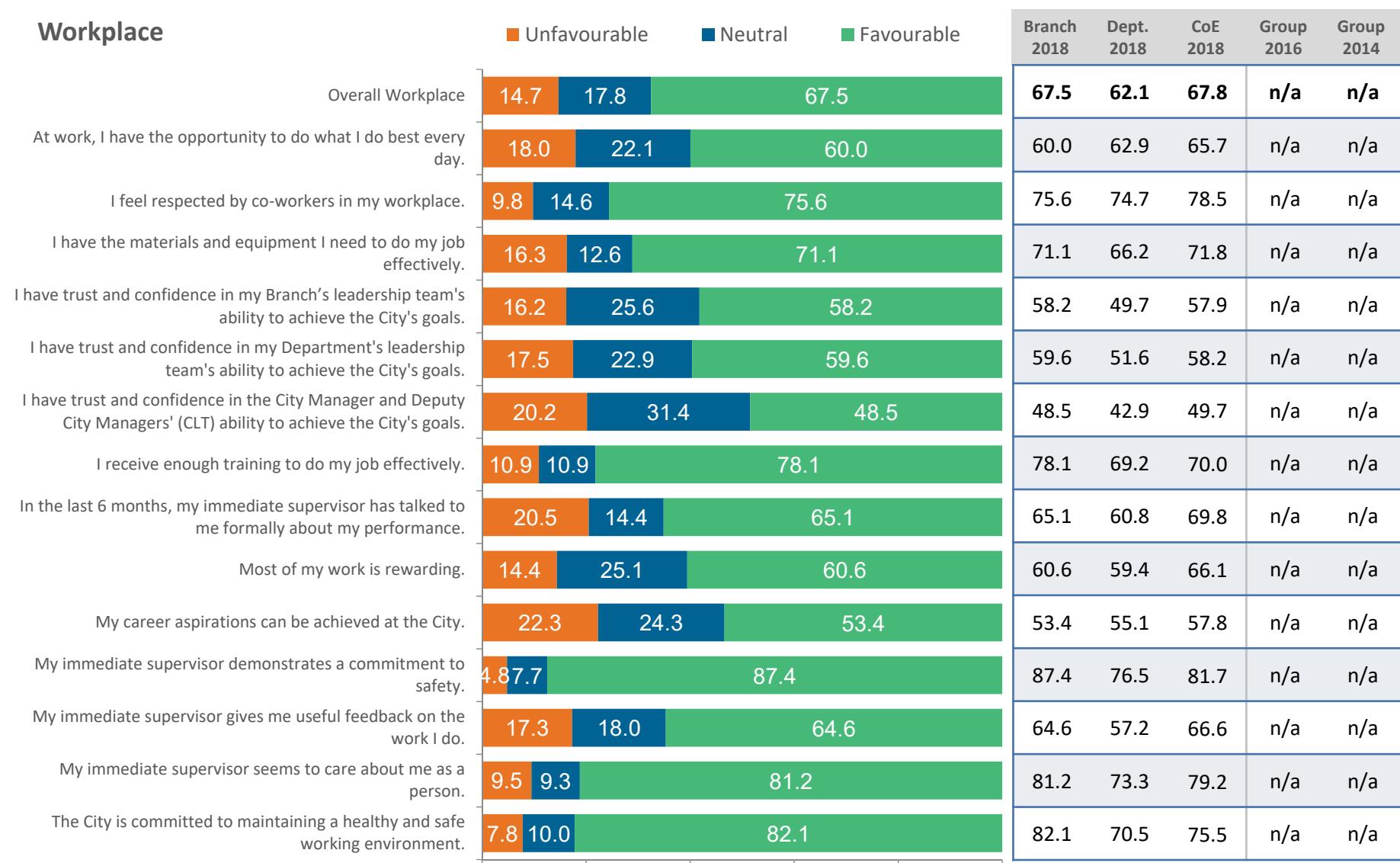
Snapshot Report

Waste Management Services



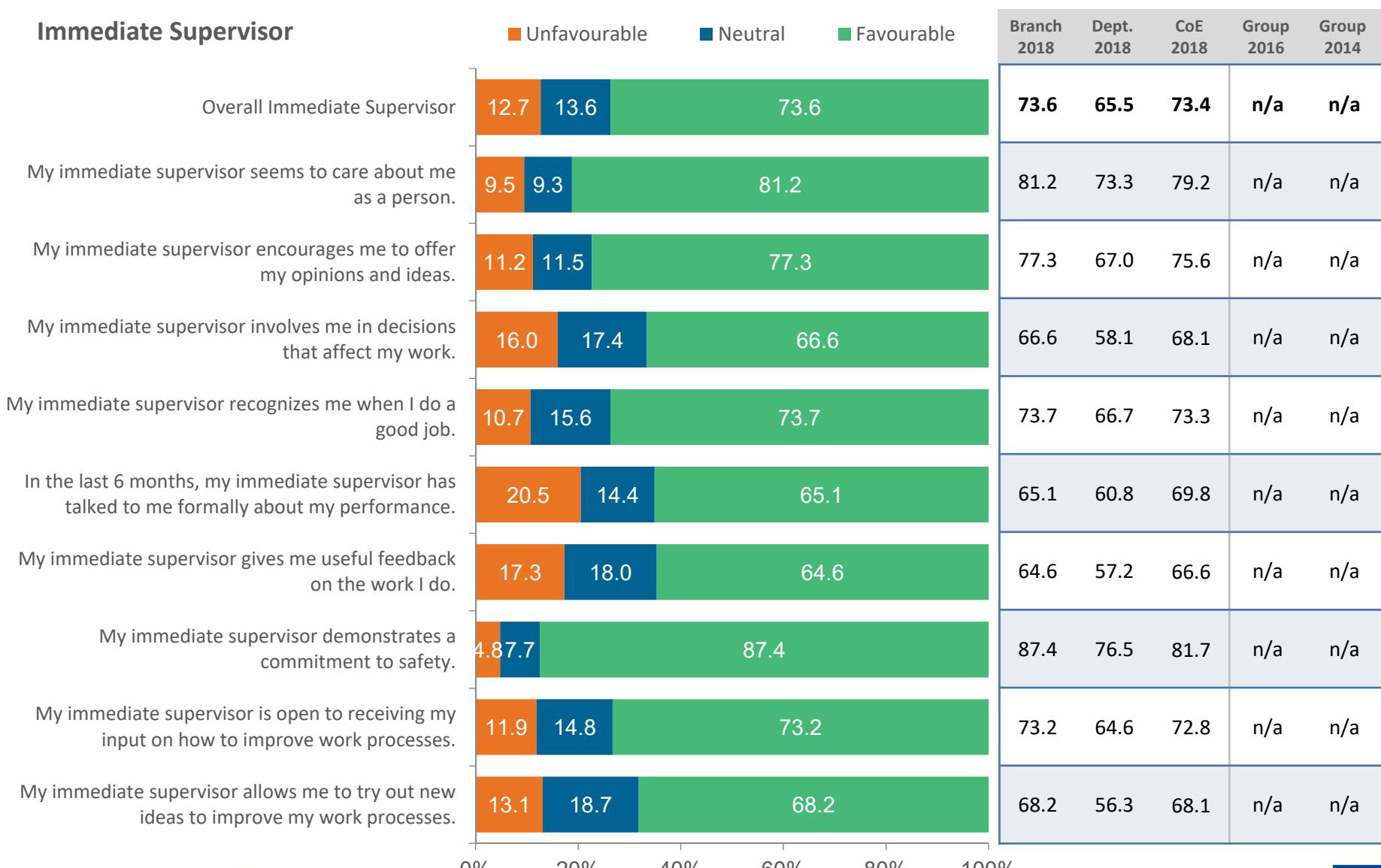
Snapshot Report

Waste Management Services



Snapshot Report

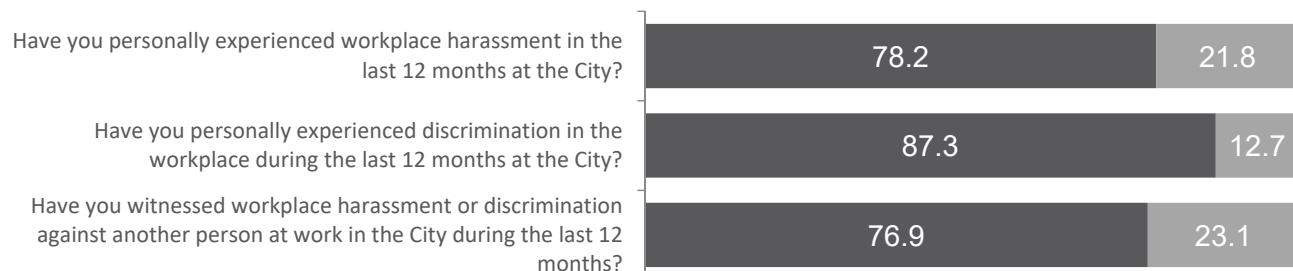
Waste Management Services



Snapshot Report

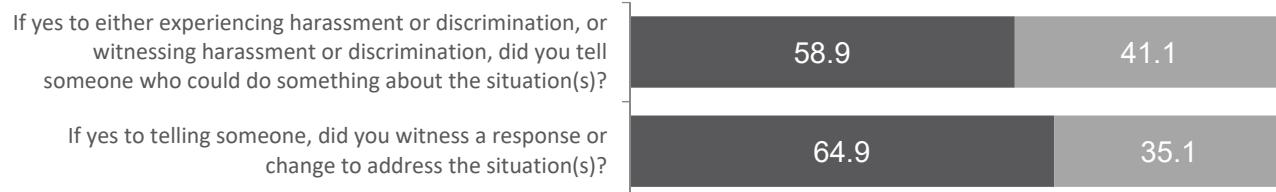
Waste Management Services

Harassment / Discrimination



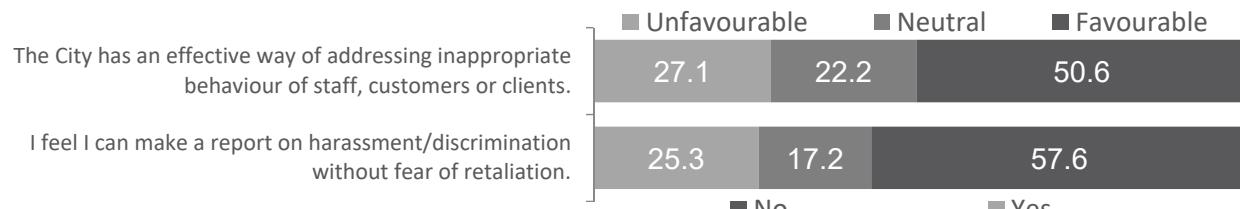
Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
21.8	27.2	23.8	n/a	n/a
12.7	17.2	14.0	n/a	n/a
23.1	27.5	25.6	n/a	n/a

For the questions above, % No represents a favourable score



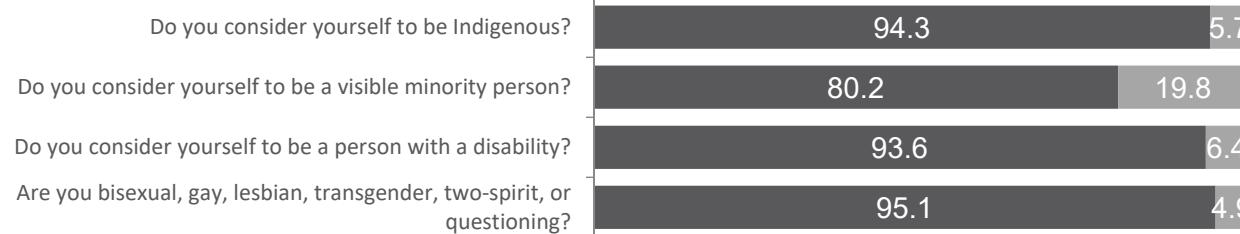
Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
41.1	39.5	43.4	n/a	n/a
35.1	32.1	37.3	n/a	n/a

For the questions above, % Yes represents a favourable score



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
50.6	43.3	45.8	n/a	n/a
57.6	51.0	52.1	n/a	n/a

Diversity

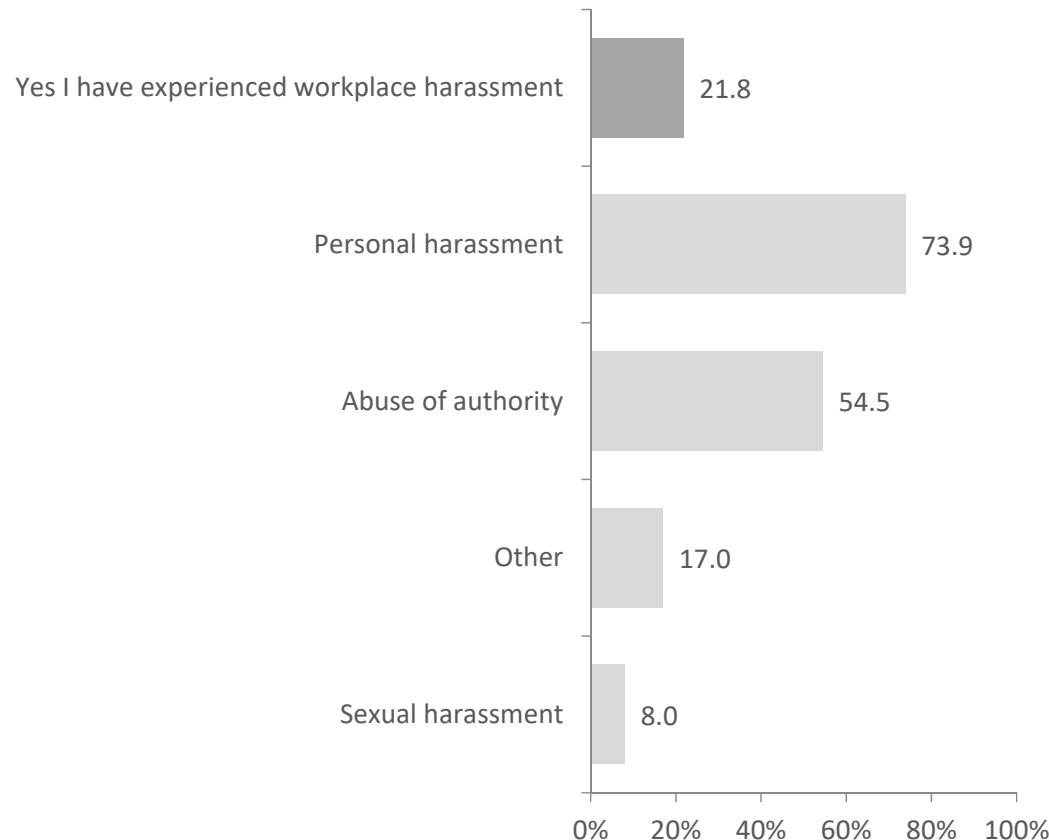


Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
5.7	5.9	5.4	n/a	n/a
19.8	25.9	23.6	n/a	n/a
6.4	9.8	8.2	n/a	n/a
4.9	4.9	5.7	n/a	n/a

Snapshot Report

Waste Management Services

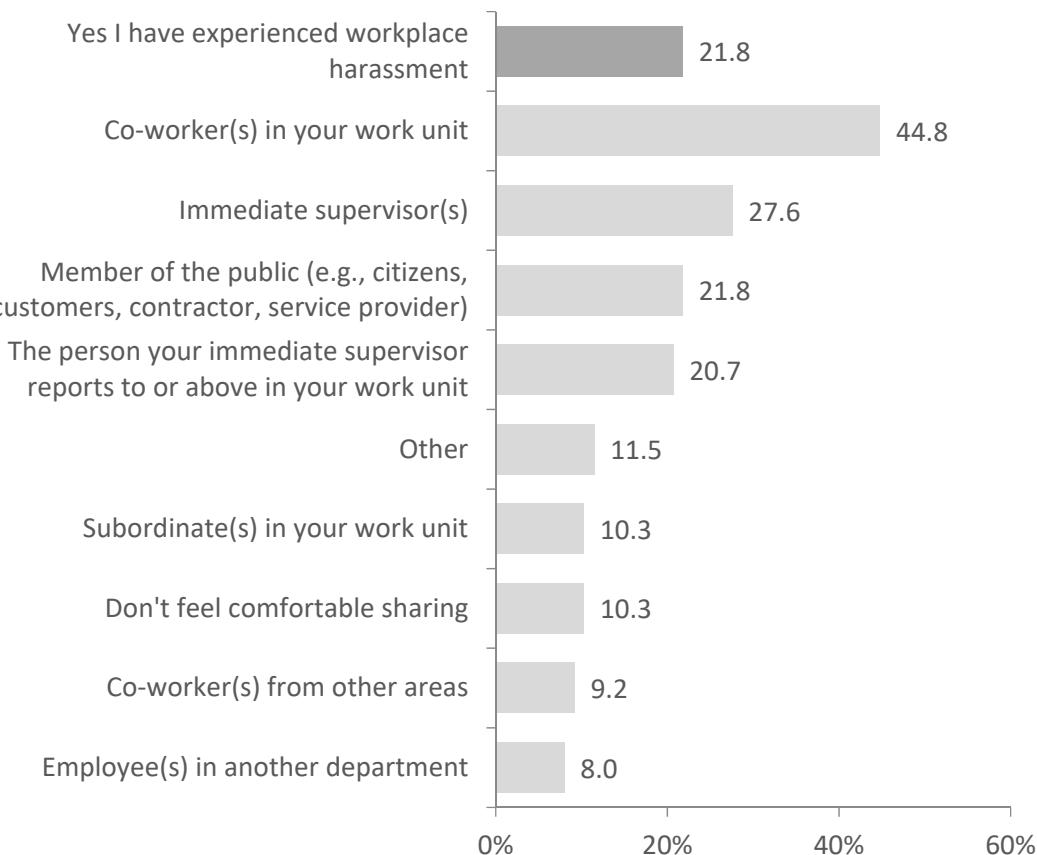
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Please indicate the type of harassment you experienced as a City Employee.*



Snapshot Report

Waste Management Services

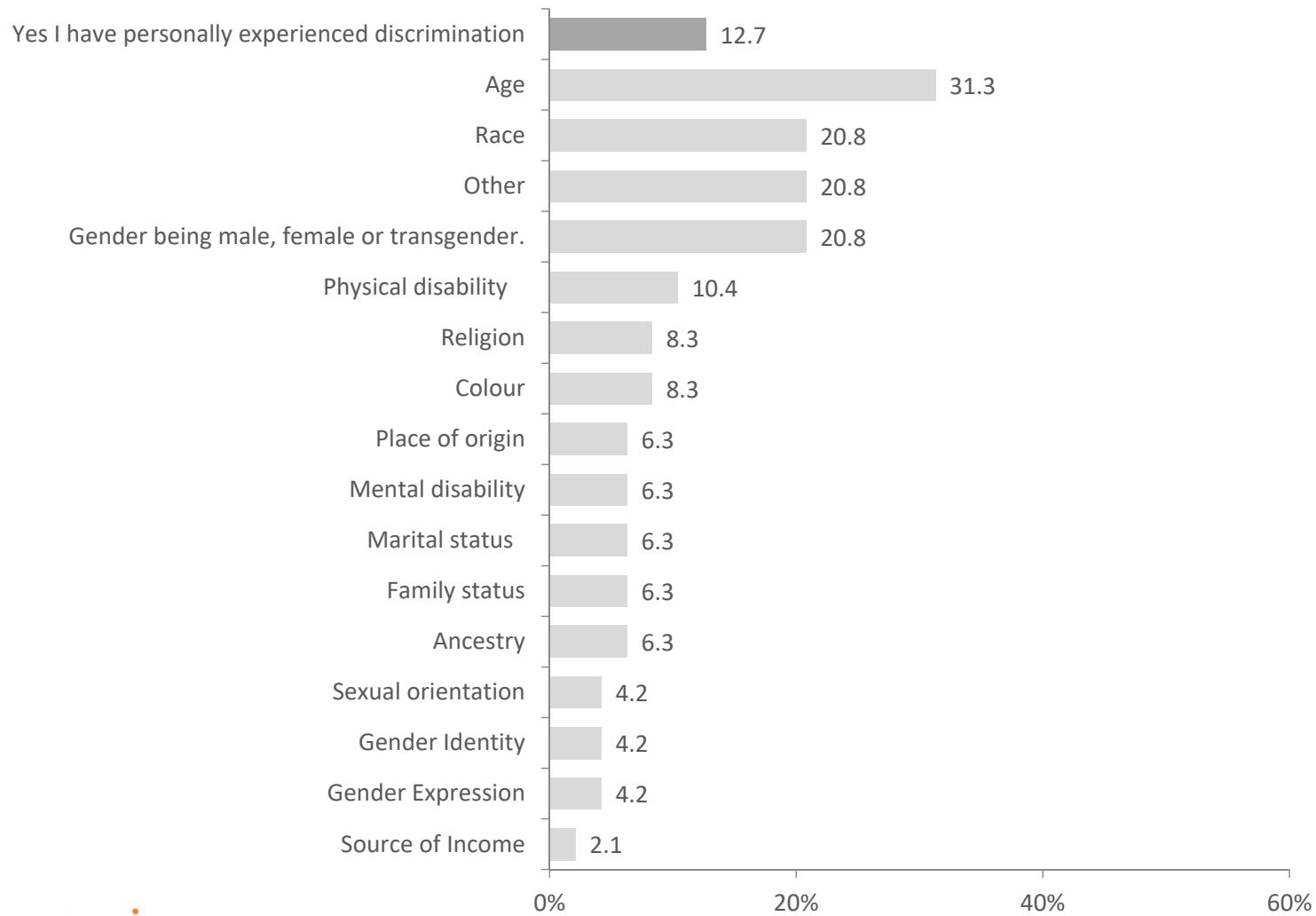
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Snapshot Report

Waste Management Services

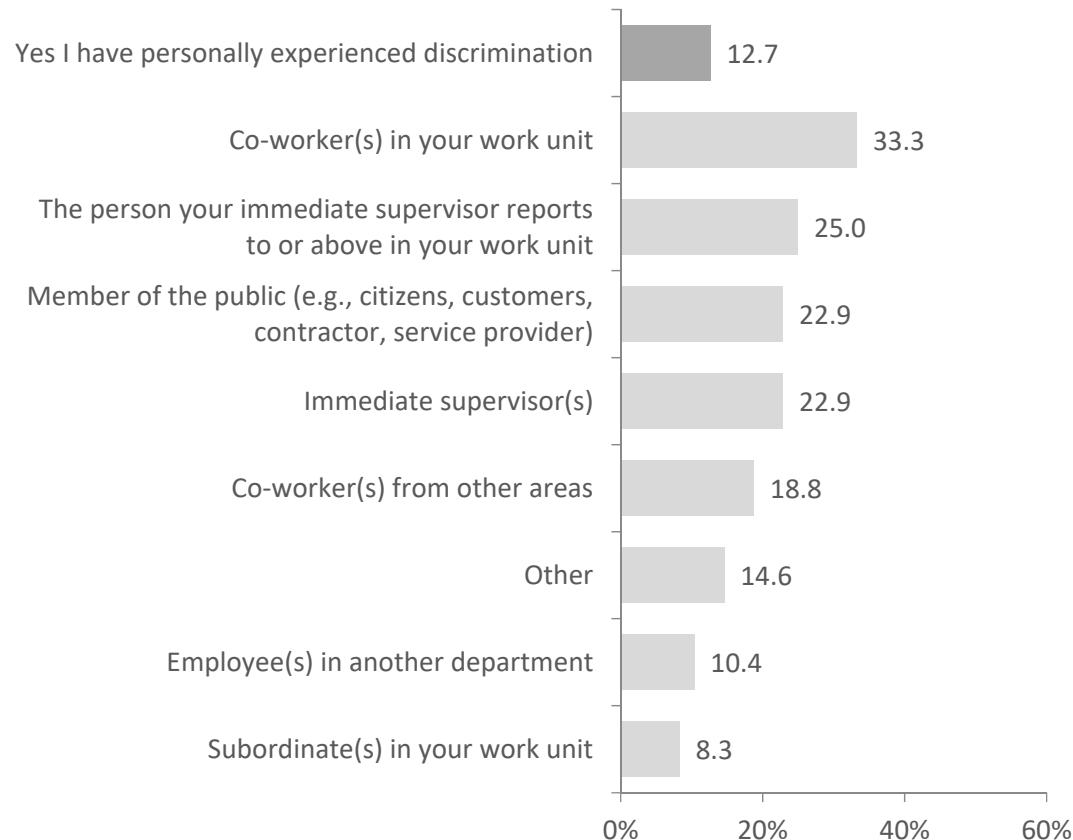
Have you personally experienced discrimination in the last 12 months at the City?
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Snapshot Report

Waste Management Services

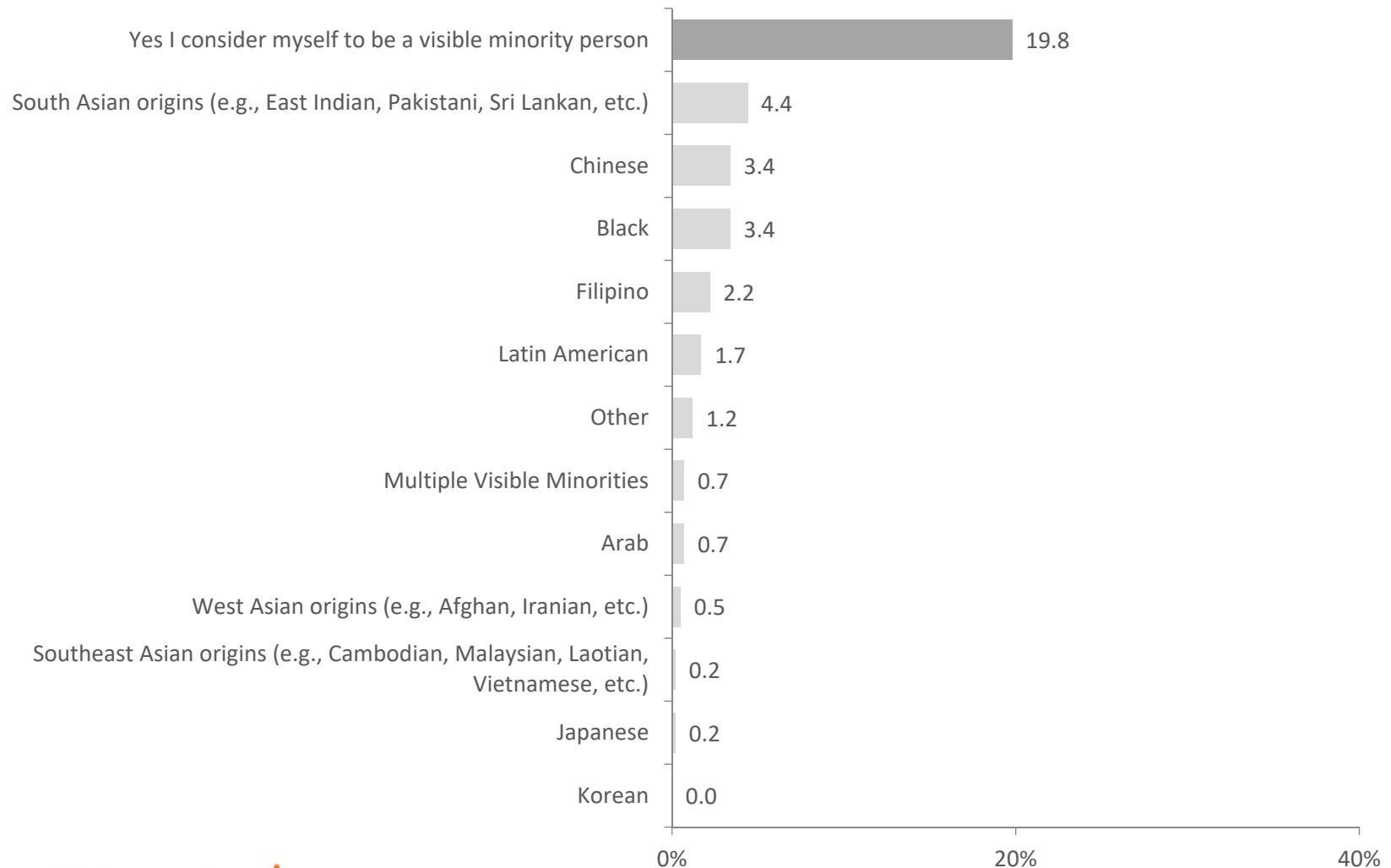
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Snapshot Report

Waste Management Services

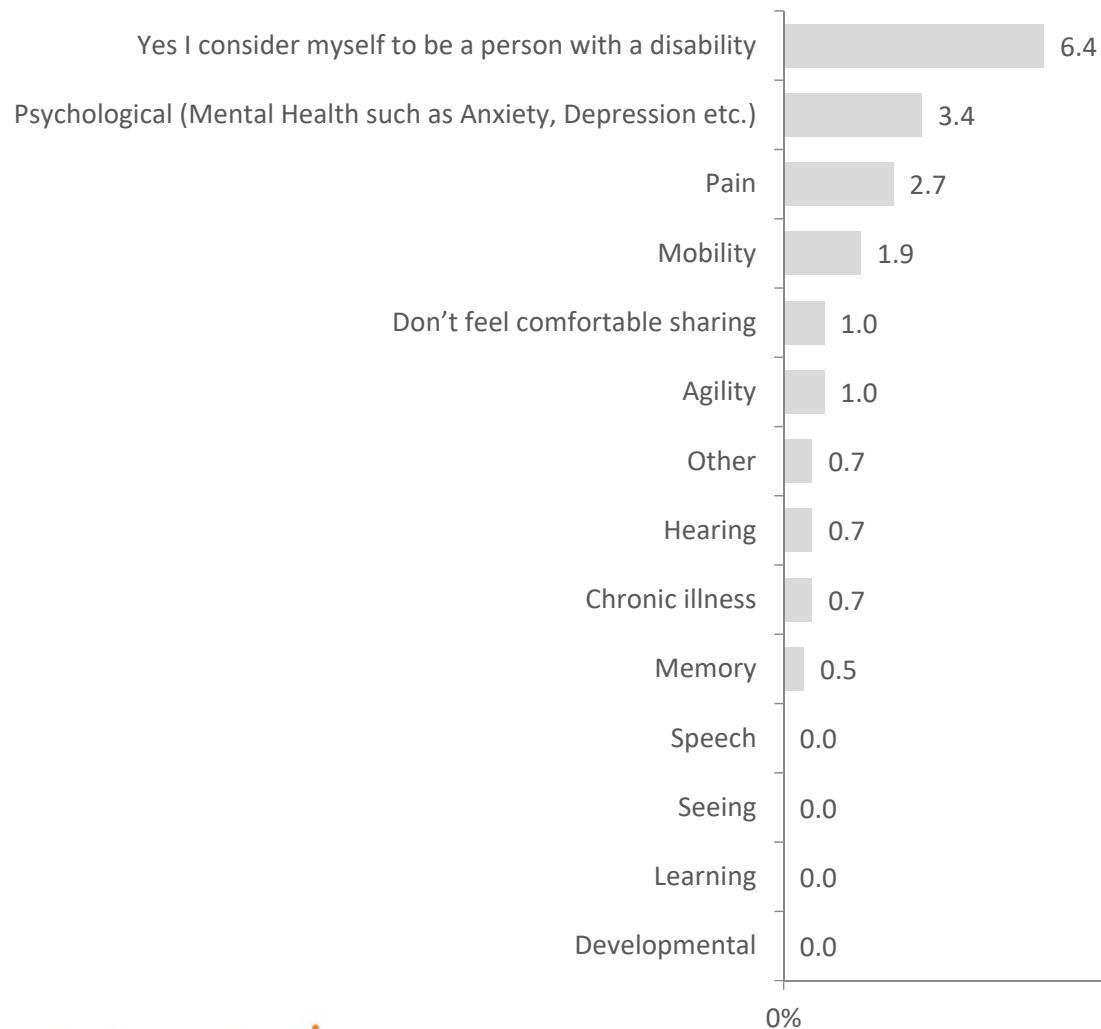
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Please indicate your group(s) according to the following Statistics Canada categories.*



Snapshot Report

Waste Management Services

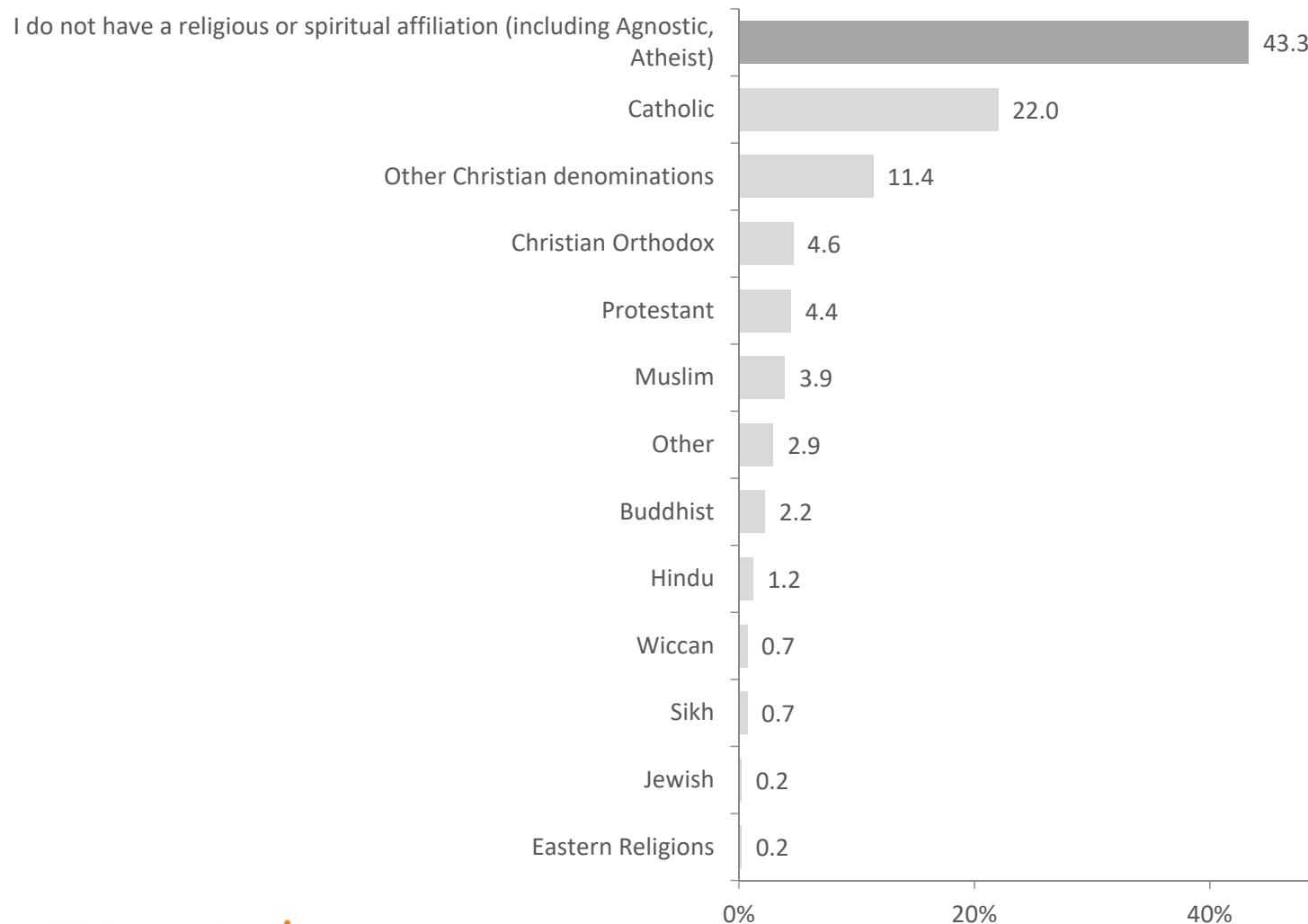
*Do you consider yourself to be a person with a disability?
What is the nature of your disability.*



Snapshot Report

Waste Management Services

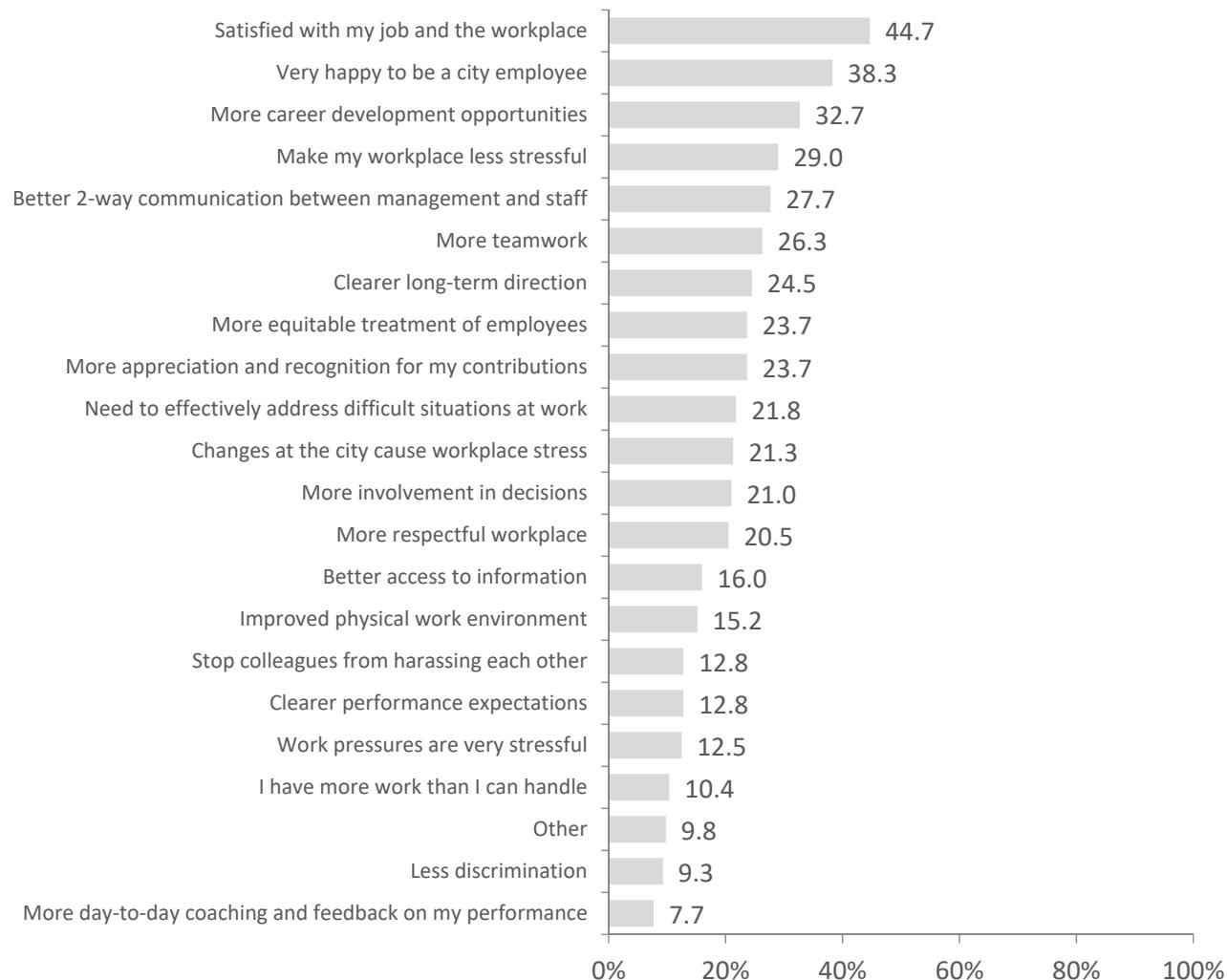
Please indicate your religious or spiritual affiliation.



Snapshot Report

Waste Management Services

If your management team could make only one or two improvements to your job or the workplace, what would they be?



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24.5	21.7	19.8	n/a	n/a
23.7	23.0	22.0	n/a	n/a
23.7	25.6	21.7	n/a	n/a
21.8	22.6	21.1	n/a	n/a
21.3	23.5	22.6	n/a	n/a
21.0	22.1	19.4	n/a	n/a
20.5	24.9	21.6	n/a	n/a
16.0	20.6	18.8	n/a	n/a
15.2	13.2	11.7	n/a	n/a
12.8	13.6	11.4	n/a	n/a
12.8	13.9	13.1	n/a	n/a
12.5	18.9	18.5	n/a	n/a
10.4	11.9	13.4	n/a	n/a
9.8	10.7	12.3	n/a	n/a
9.3	12.0	9.8	n/a	n/a
7.7	8.7	7.5	n/a	n/a



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Fleet and Facility Services

Department: City Operations

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Fleet and Facility Services

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Snapshot Report

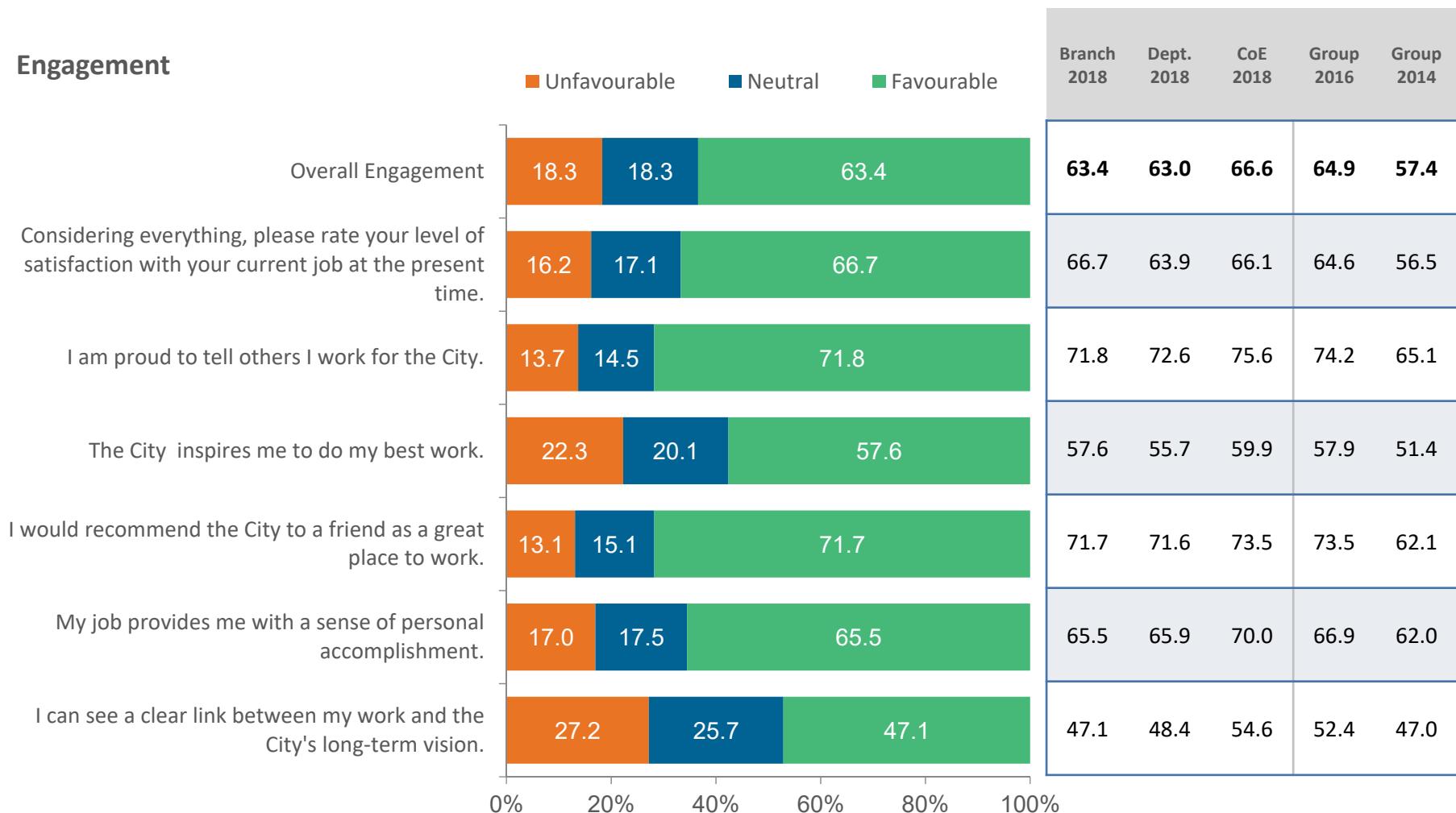
Fleet and Facility Services

Key Dimension Overview



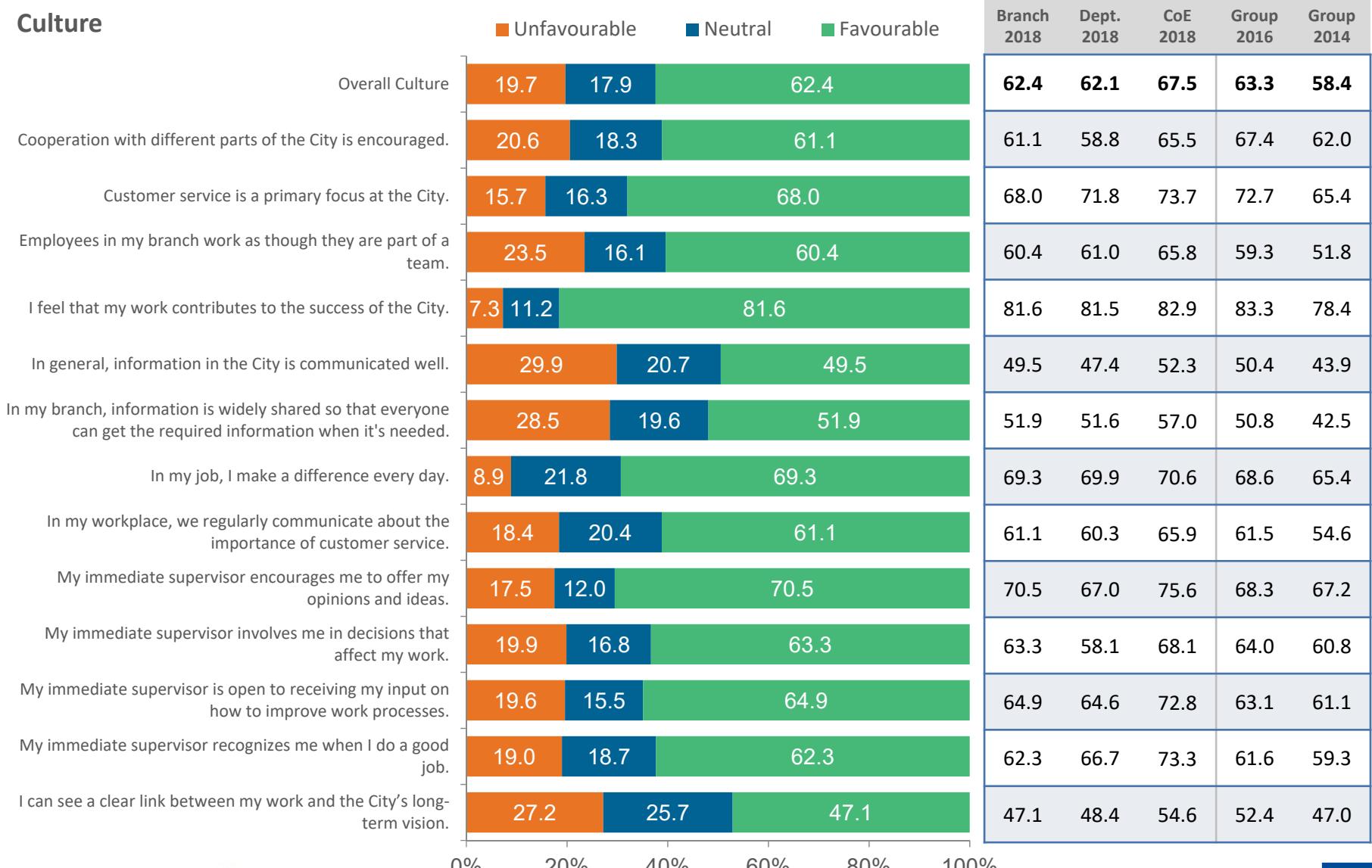
Snapshot Report

Fleet and Facility Services



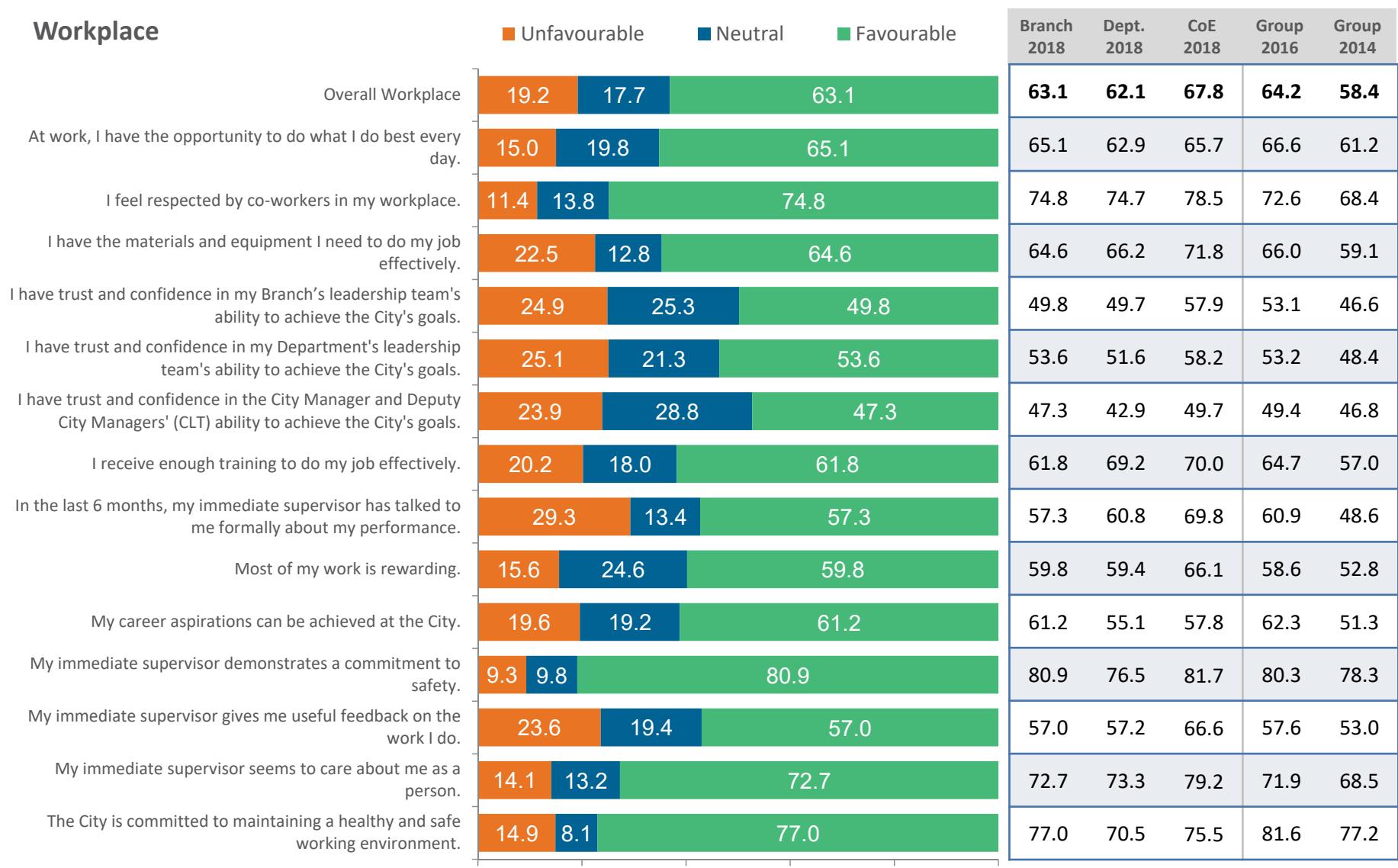
Snapshot Report

Fleet and Facility Services



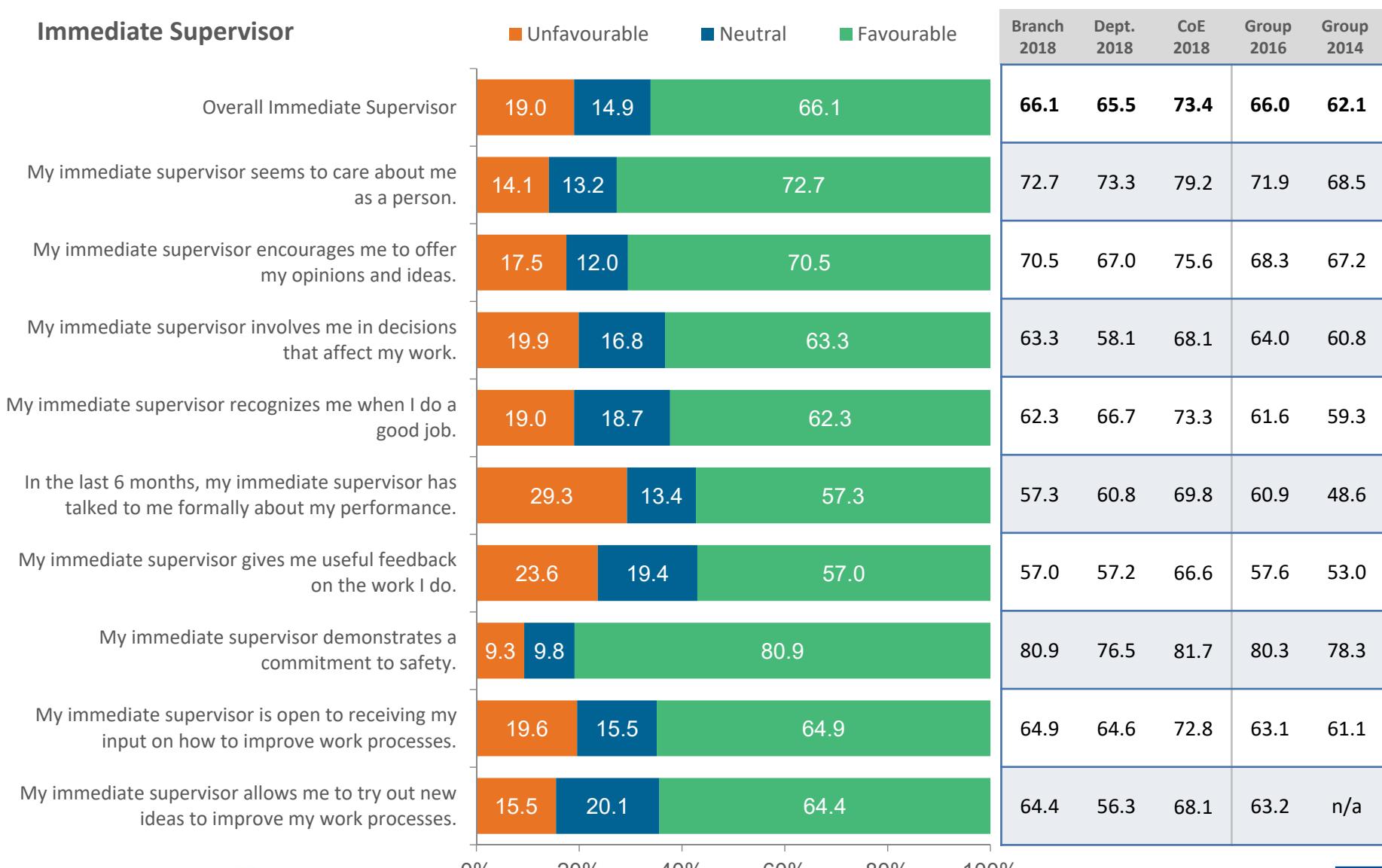
Snapshot Report

Fleet and Facility Services



Snapshot Report

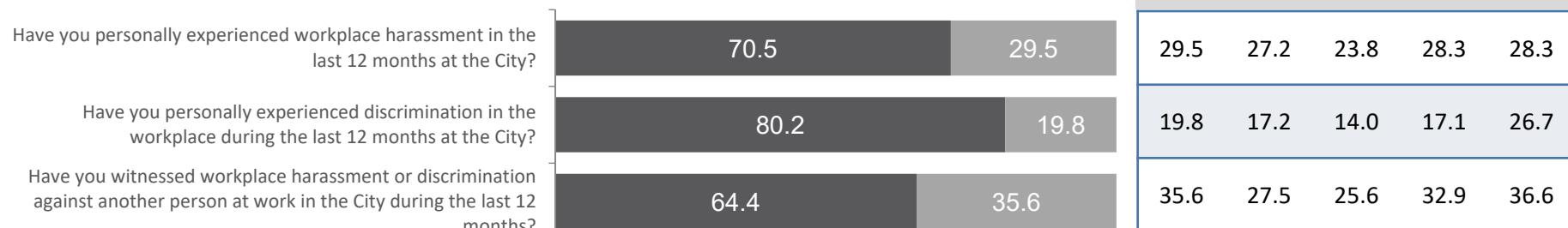
Fleet and Facility Services



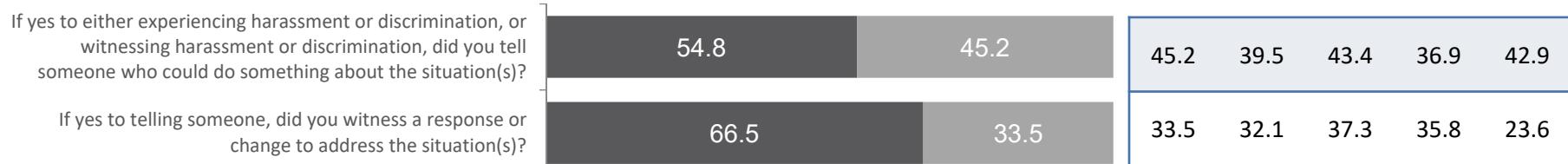
Snapshot Report

Fleet and Facility Services

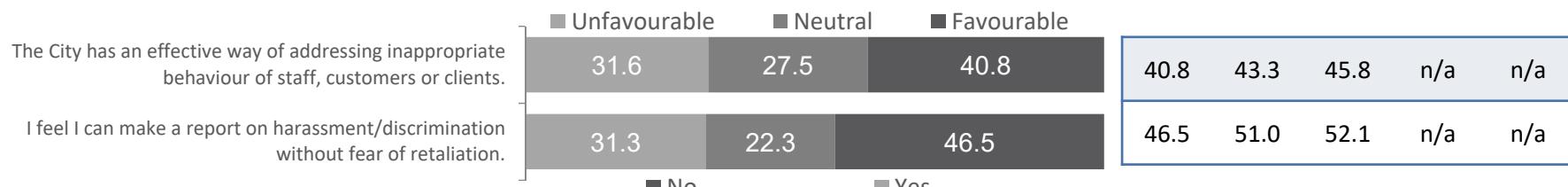
Harassment / Discrimination



For the questions above, % No represents a favourable score



For the questions above, % Yes represents a favourable score



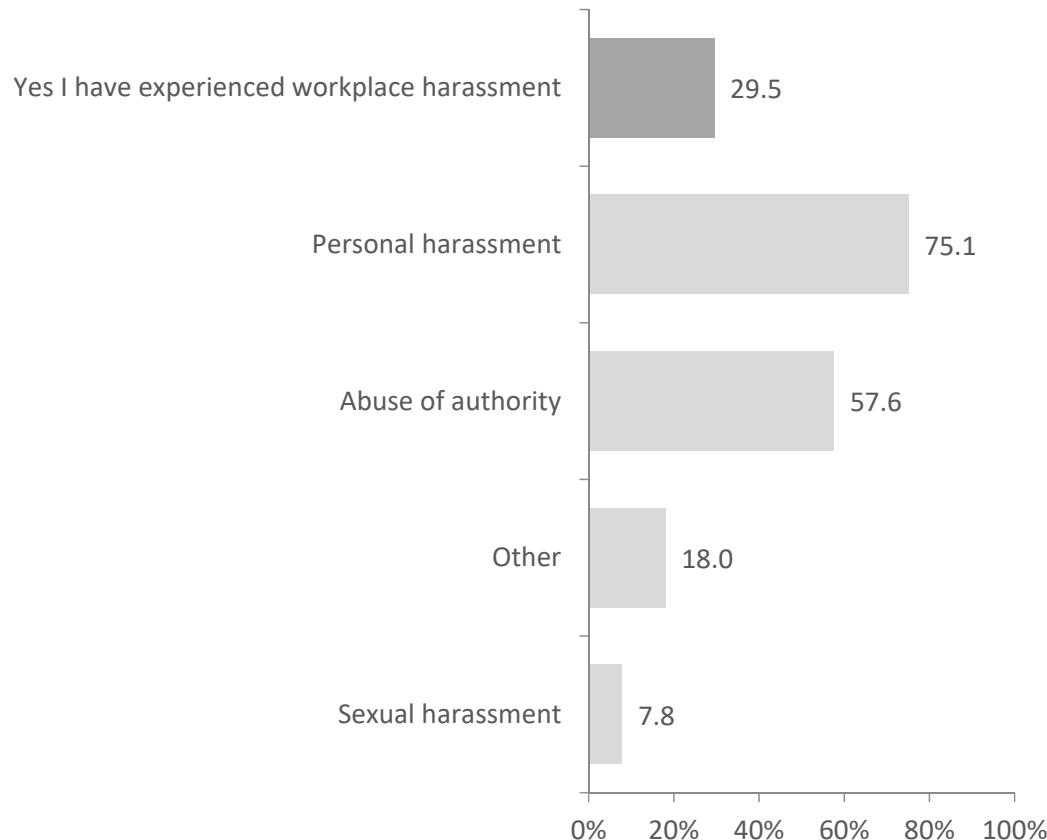
Diversity



Snapshot Report

Fleet and Facility Services

*Have you personally experienced workplace harassment in the last 12 months at the City?
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Snapshot Report

Fleet and Facility Services

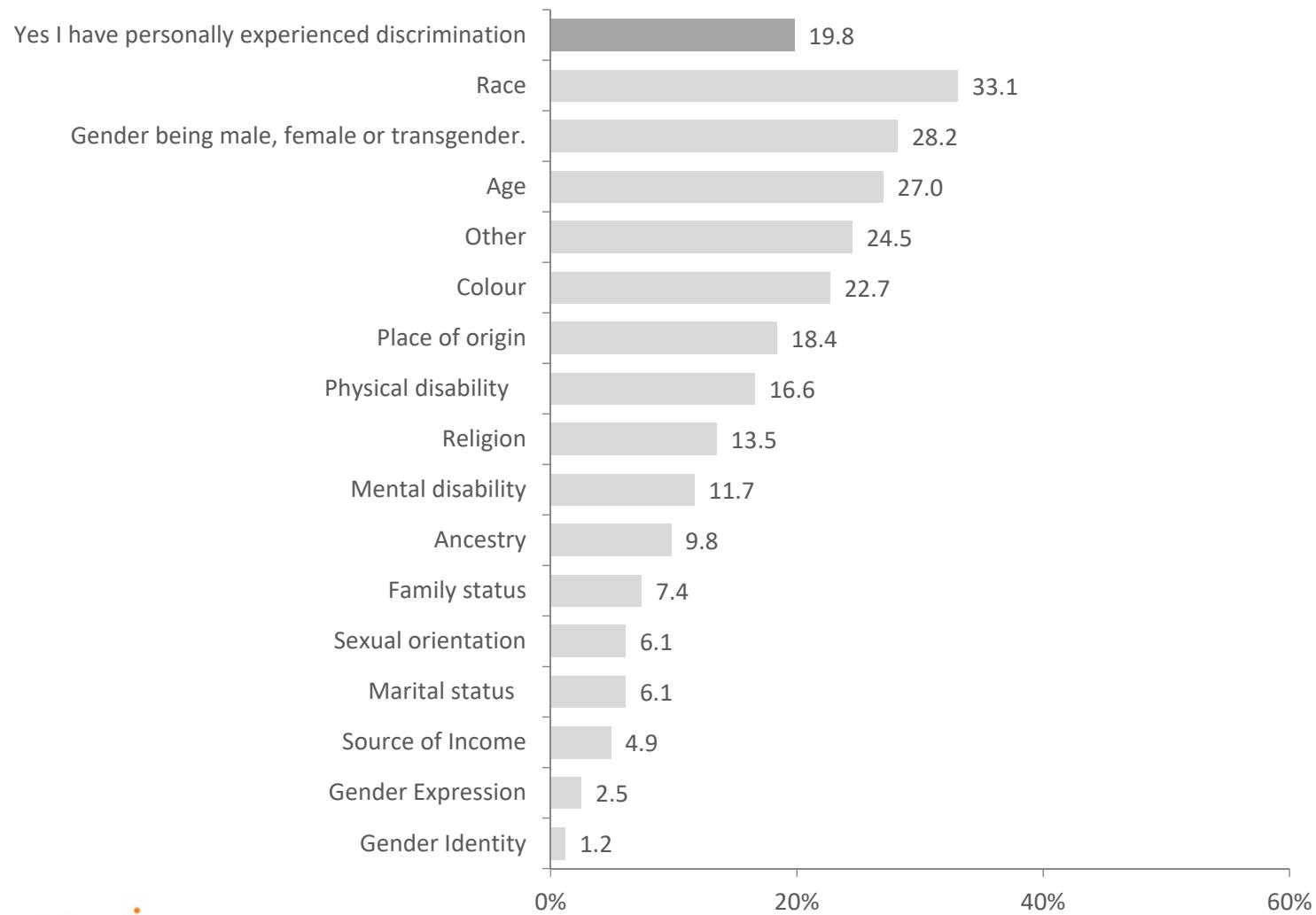
**Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate who was harassing you.**



Snapshot Report

Fleet and Facility Services

Have you personally experienced discrimination in the last 12 months at the City?
Please indicate the type of discrimination you experienced as a City employee.



Snapshot Report

Fleet and Facility Services

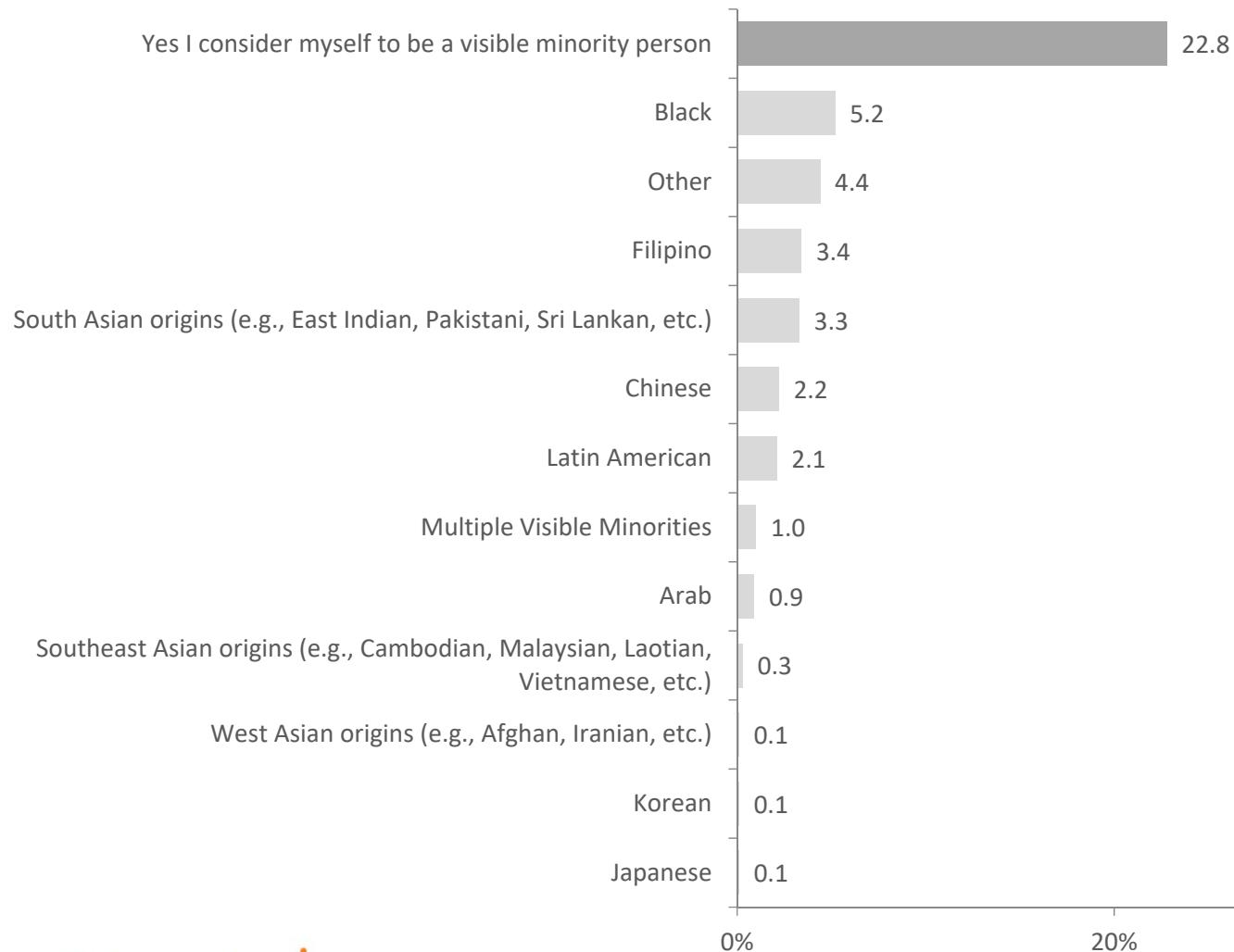
*Have you personally experienced discrimination in the last 12 months at the City?
Please indicate who discriminated against you.*



Snapshot Report

Fleet and Facility Services

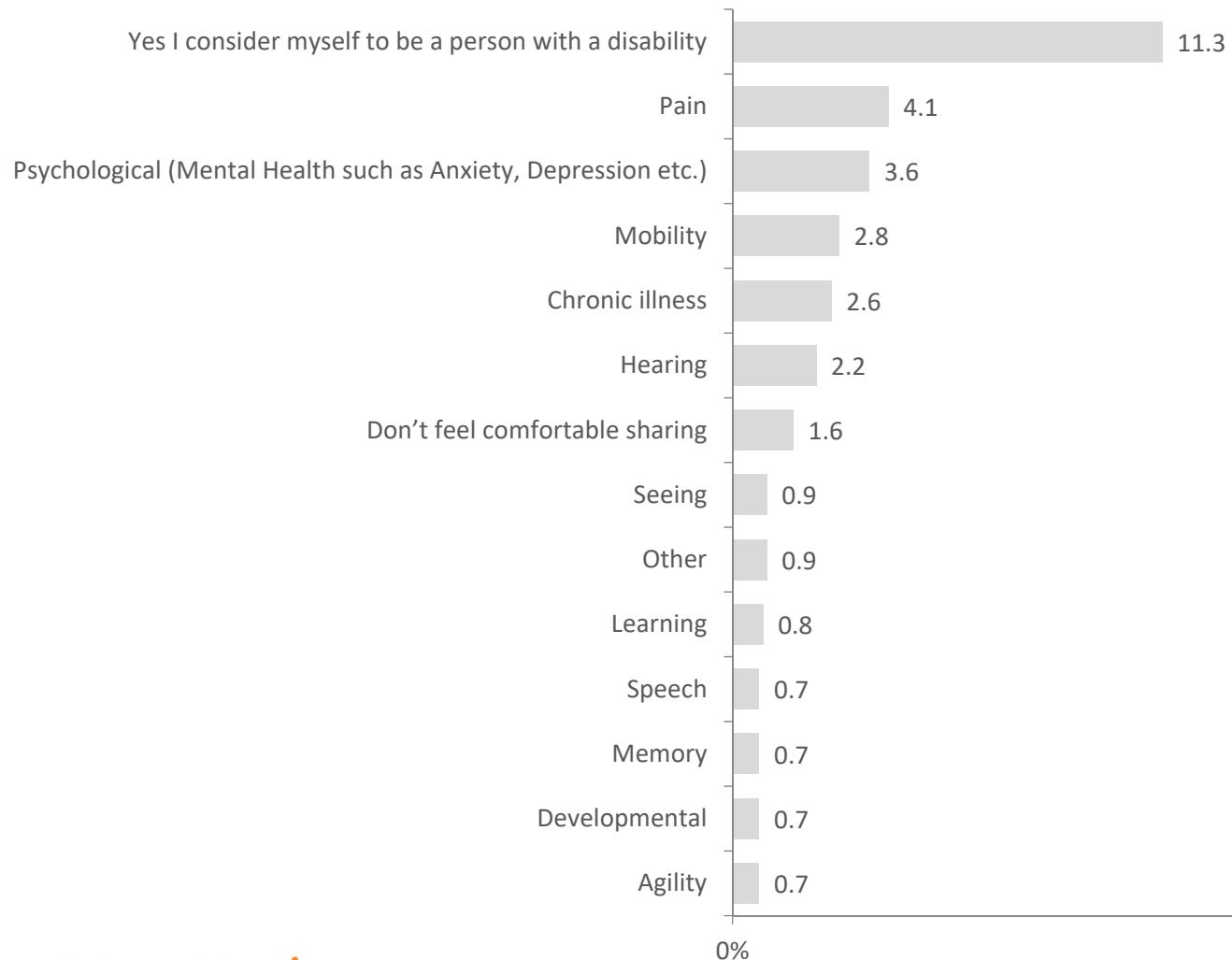
*Do you consider yourself to be a visible minority person?
Please indicate your group(s) according to the following Statistics Canada categories.*



Snapshot Report

Fleet and Facility Services

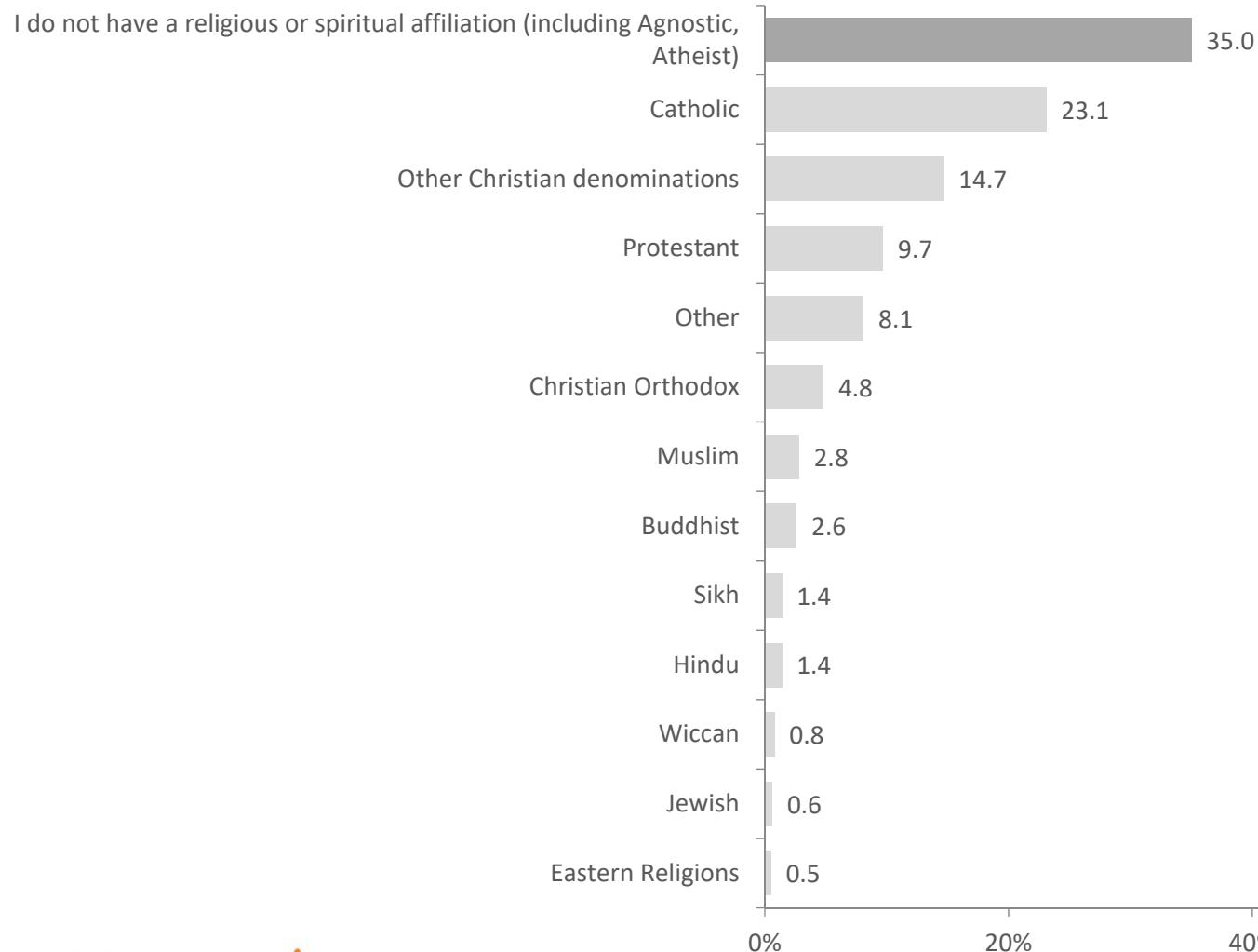
*Do you consider yourself to be a person with a disability?
What is the nature of your disability.*



Snapshot Report

Fleet and Facility Services

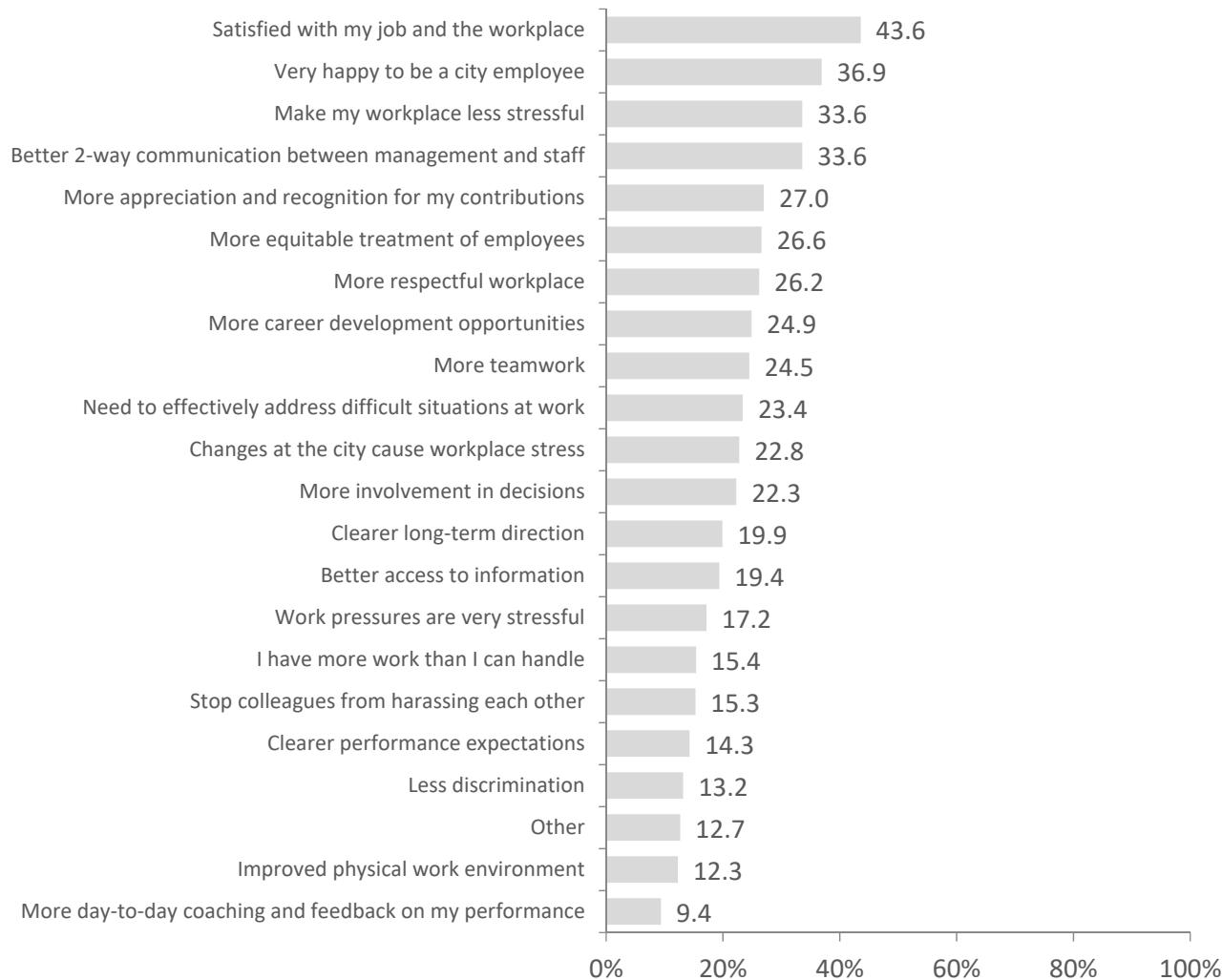
Please indicate your religious or spiritual affiliation.



Snapshot Report

Fleet and Facility Services

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
43.6	42.4	41.9	45.5	31.2
36.9	38.4	36.2	42.0	n/a
33.6	34.6	30.5	31.6	36.3
33.6	35.4	30.9	37.9	43.7
27.0	25.6	21.7	28.8	35.3
26.6	23.0	22.0	28.6	36.6
26.2	24.9	21.6	24.6	31.2
24.9	28.2	24.6	27.9	30.9
24.5	23.5	19.8	27.0	36.6
23.4	22.6	21.1	19.9	n/a
22.8	23.5	22.6	17.1	n/a
22.3	22.1	19.4	23.1	24.0
19.9	21.7	19.8	18.4	23.5
19.4	20.6	18.8	23.8	27.6
17.2	18.9	18.5	15.0	n/a
15.4	11.9	13.4	11.5	n/a
15.3	13.6	11.4	12.8	n/a
14.3	13.9	13.1	15.5	21.7
13.2	12.0	9.8	11.5	17.1
12.7	10.7	12.3	8.6	11.0
12.3	13.2	11.7	14.4	13.0
9.4	8.7	7.5	8.4	13.0



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Fire Rescue Services

Department: Citizen Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Fire Rescue Services

HOW TO READ YOUR REPORT

This report is designed to summarize the opinions made by individuals regarding the job and work environment at the City of Edmonton. The information below describes how to read the results.

Your agreement percentages are graphically depicted as bar charts in % Favourable, % Neutral, and % Unfavourable formats.

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This report displays the survey items by dimension.

Branch 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

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% Unfavourable: represents the respondents who chose "Very Dissatisfied/Dissatisfied" or "Strongly Disagree/Disagree".

% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

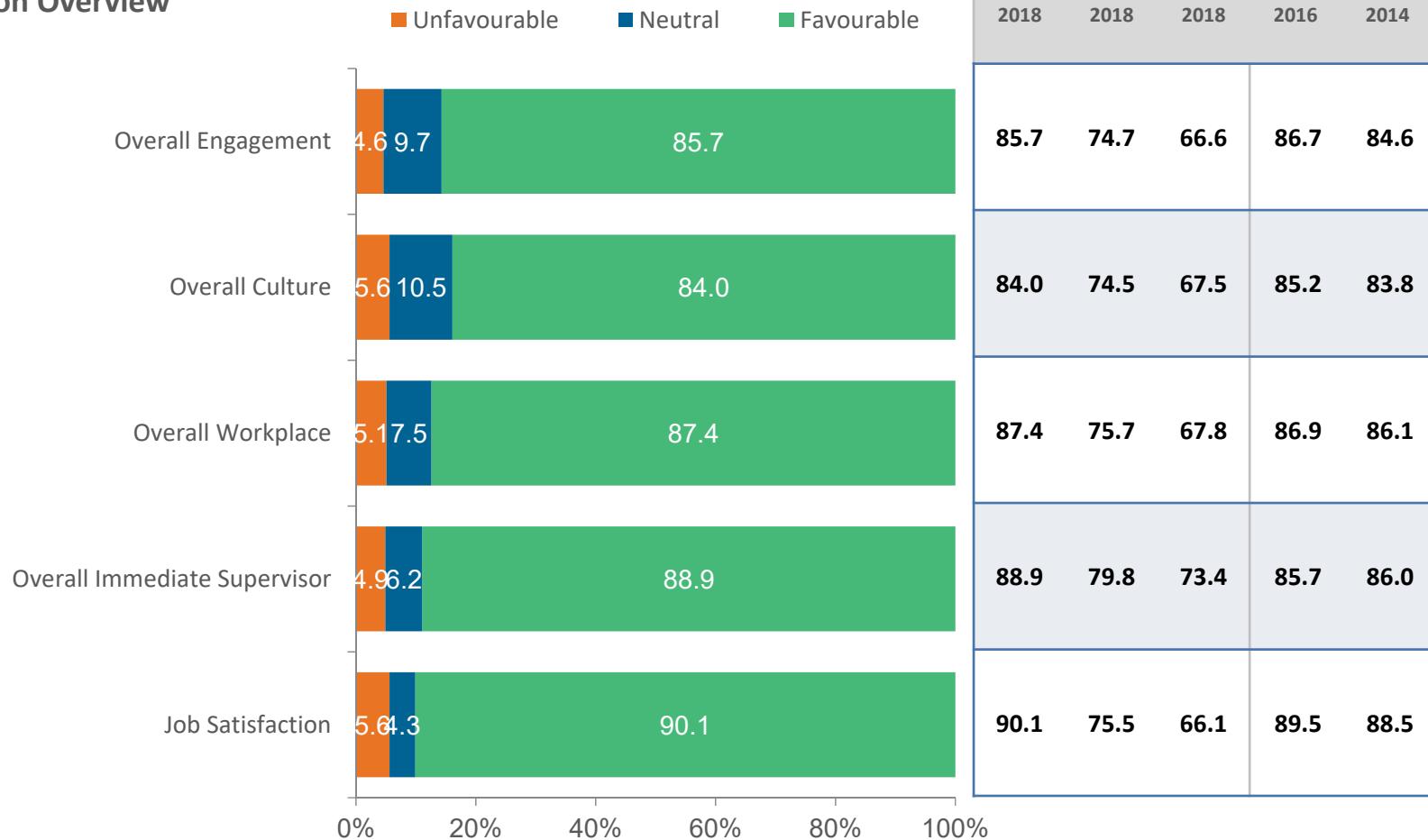
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Snapshot Report

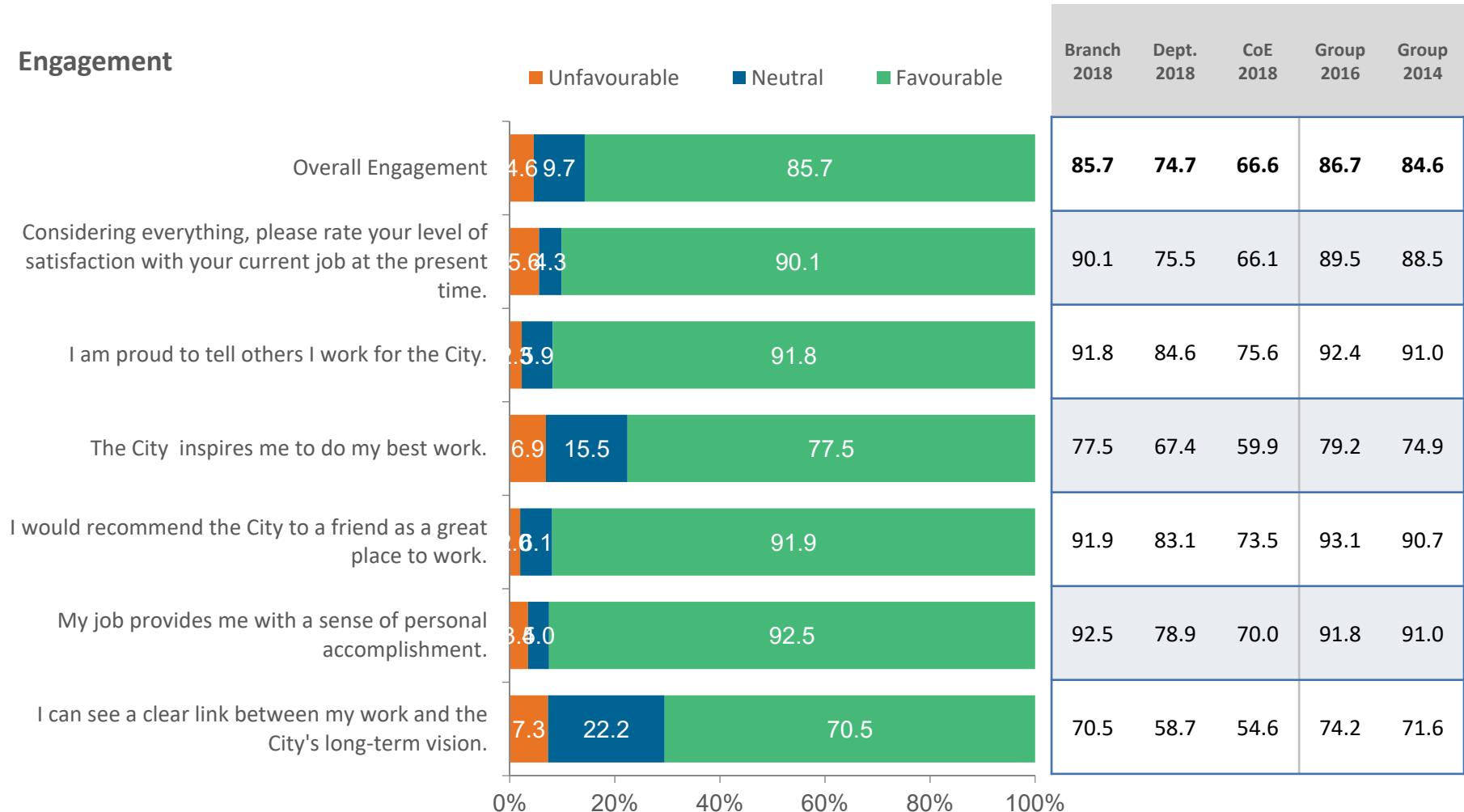
Fire Rescue Services

Key Dimension Overview



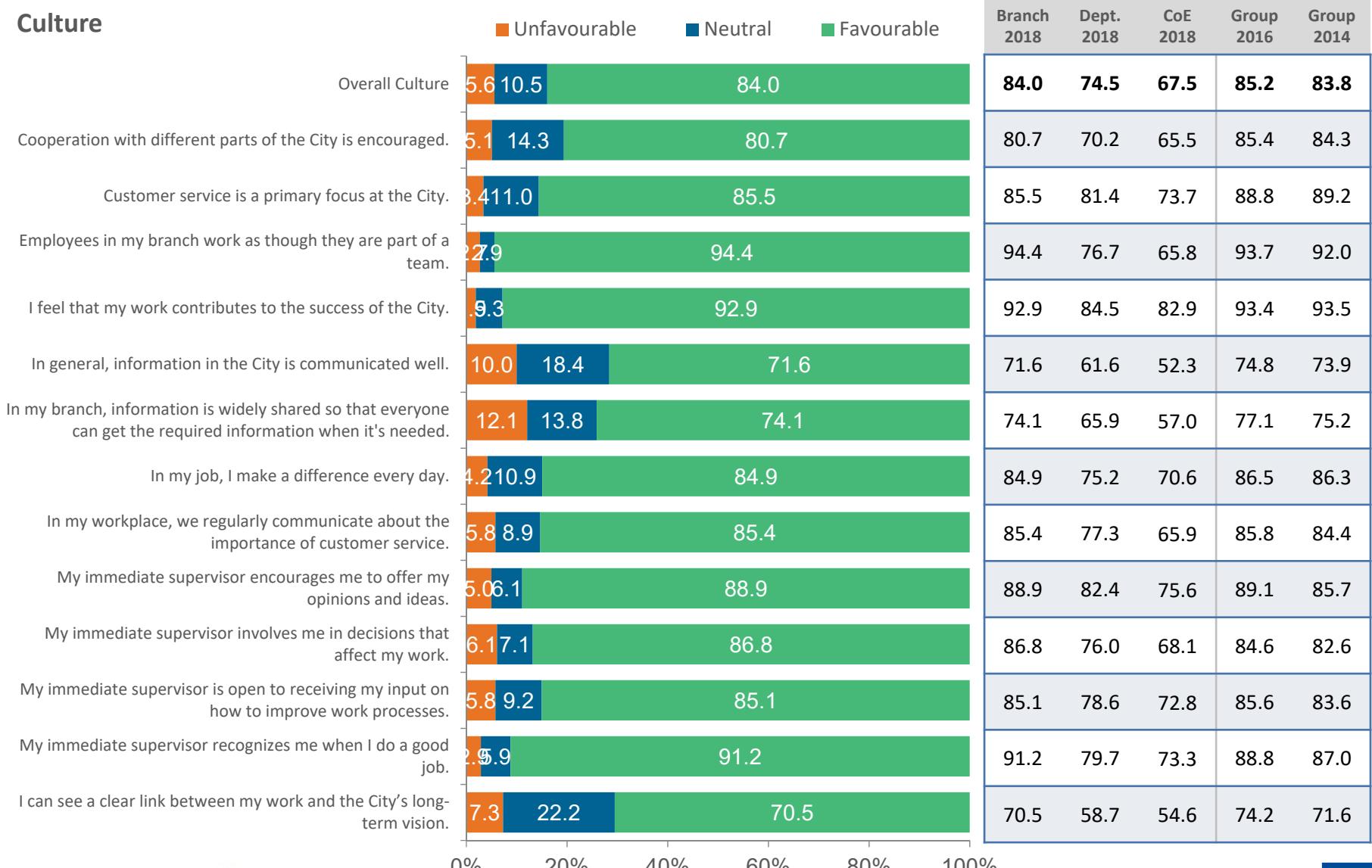
Snapshot Report

Fire Rescue Services



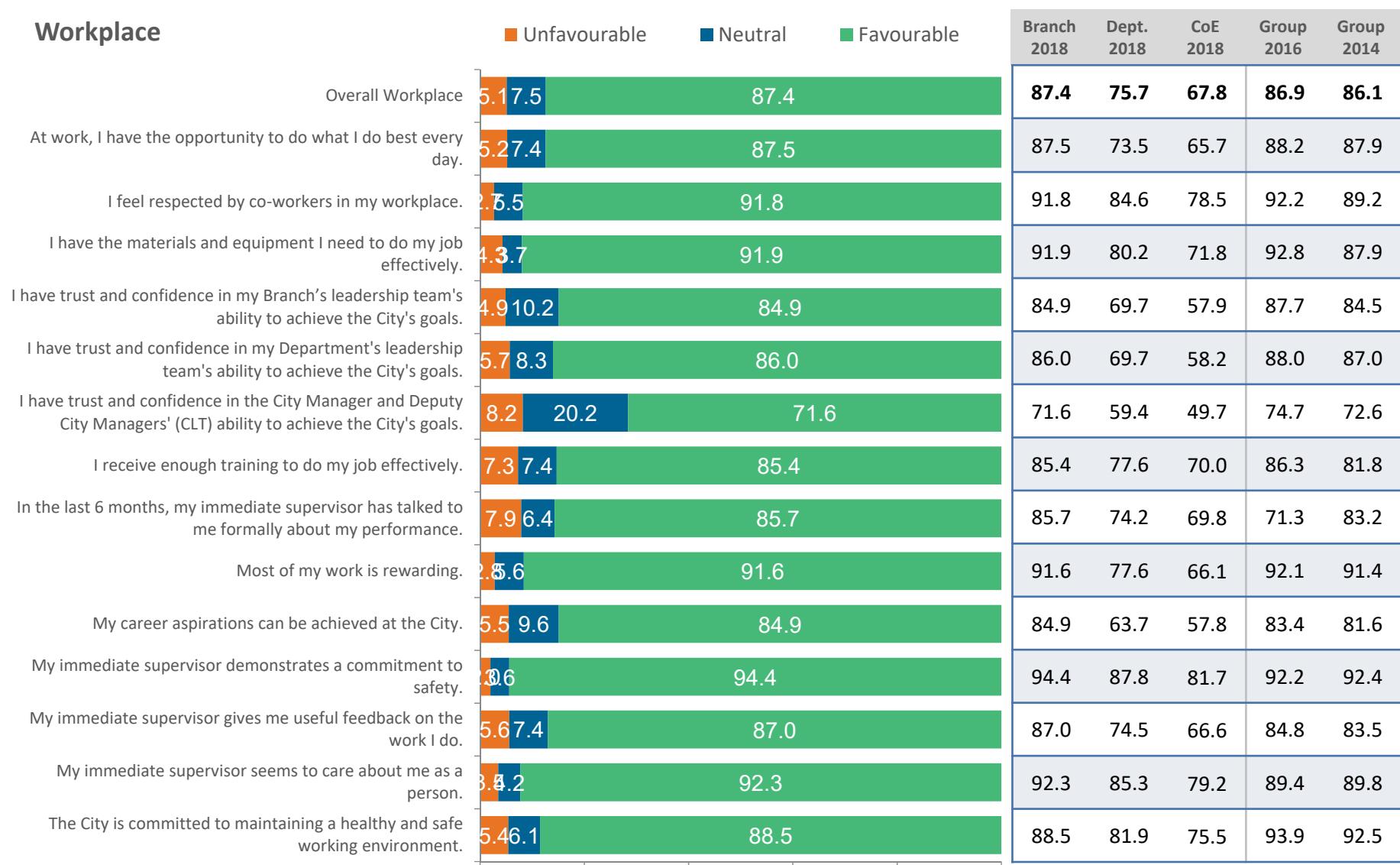
Snapshot Report

Fire Rescue Services



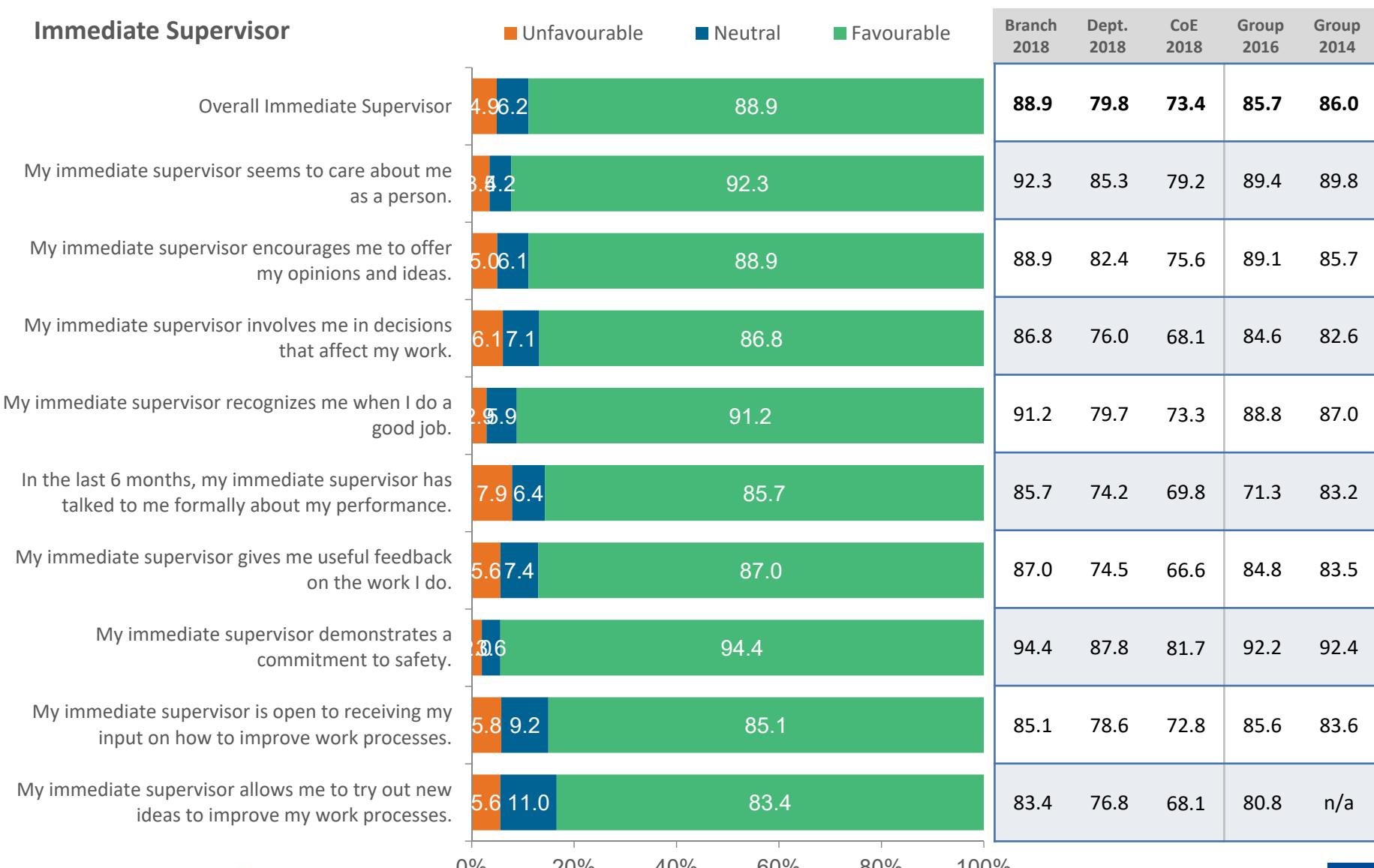
Snapshot Report

Fire Rescue Services



Snapshot Report

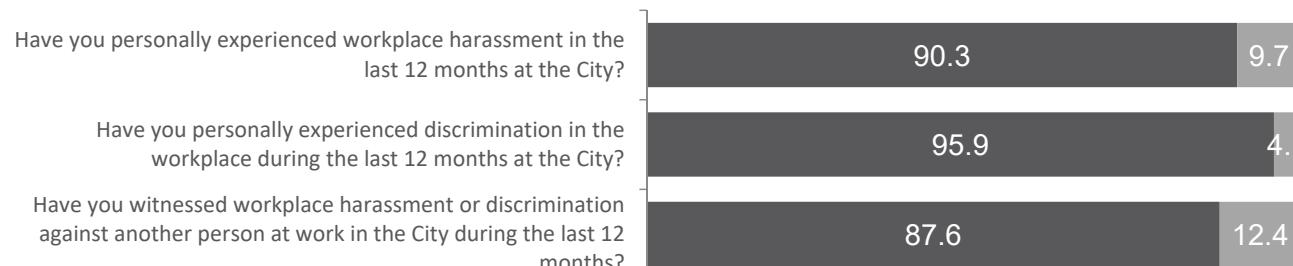
Fire Rescue Services



Snapshot Report

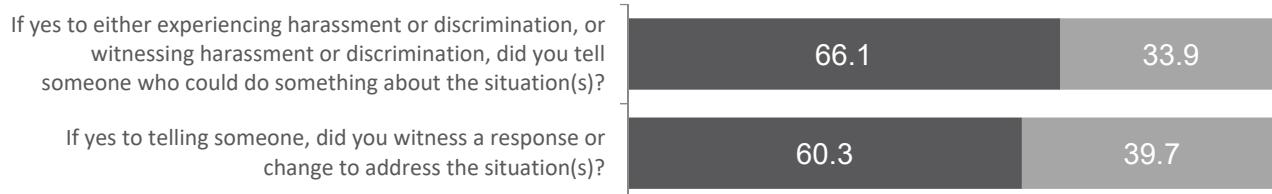
Fire Rescue Services

Harassment / Discrimination



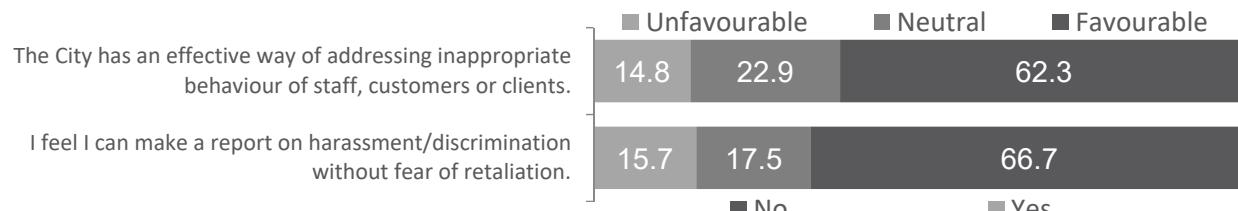
Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
9.7	20.2	23.8	8.8	9.9
4.1	11.5	14.0	5.1	8.8
12.4	24.0	25.6	11.1	18.2

For the questions above, % No represents a favourable score



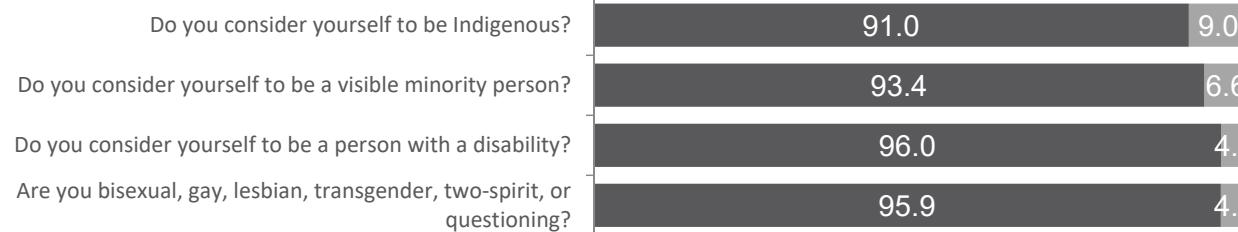
33.9	48.5	43.4	23.6	39.1
39.7	42.6	37.3	39.4	31.2

For the questions above, % Yes represents a favourable score



62.3	53.2	45.8	n/a	n/a
66.7	59.3	52.1	n/a	n/a

Diversity

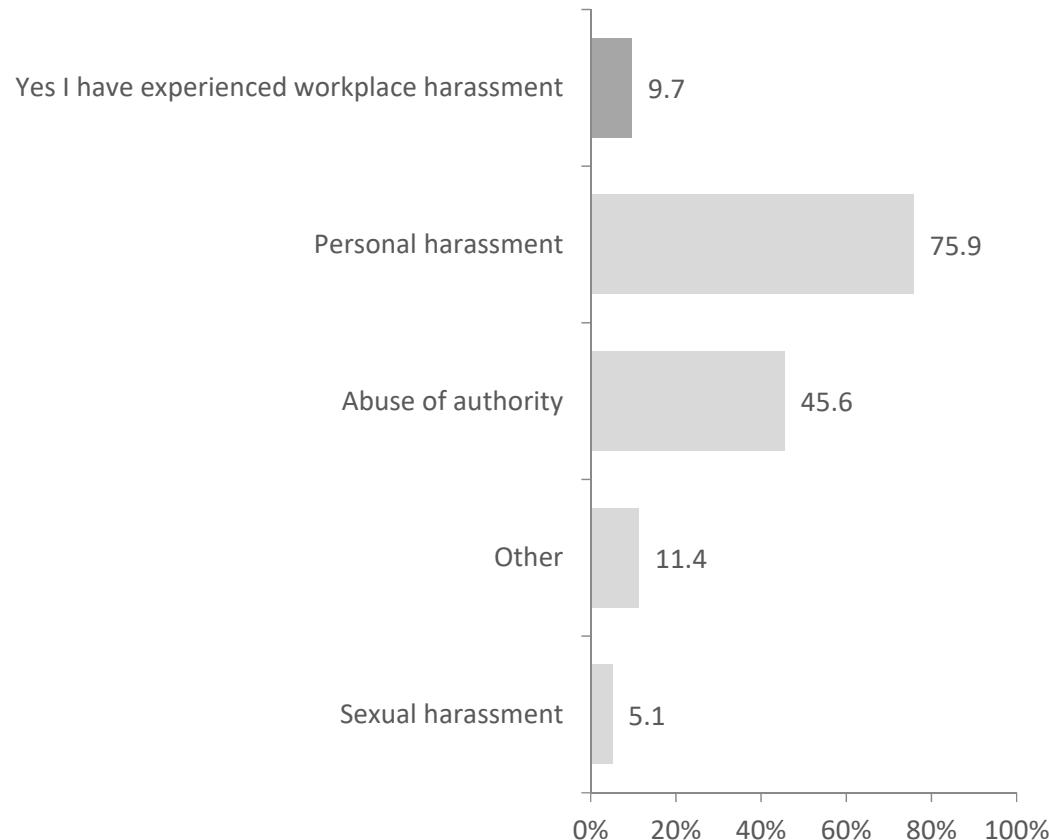


9.0	7.1	5.4	7.5	7.2
6.6	12.6	23.6	5.3	4.3
4.0	6.9	8.2	2.1	4.7
4.1	7.4	5.7	2.8	3.2

Snapshot Report

Fire Rescue Services

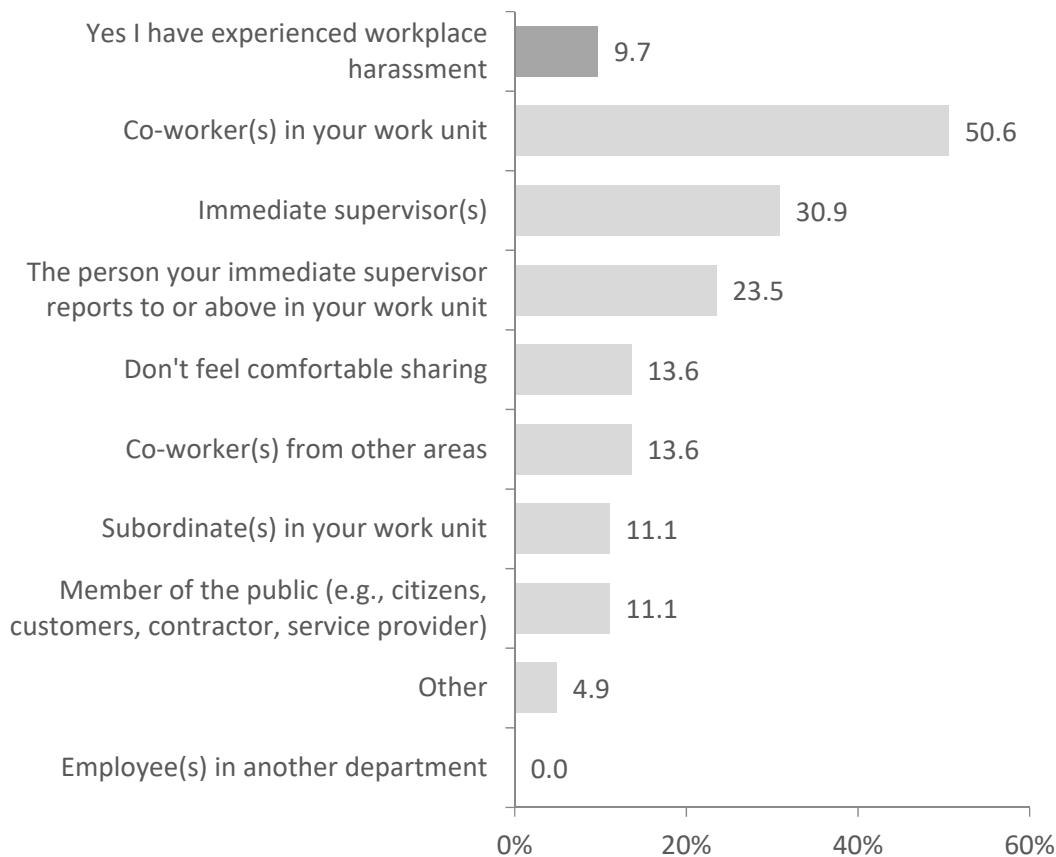
*Have you personally experienced workplace harassment in the last 12 months at the City?
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Snapshot Report

Fire Rescue Services

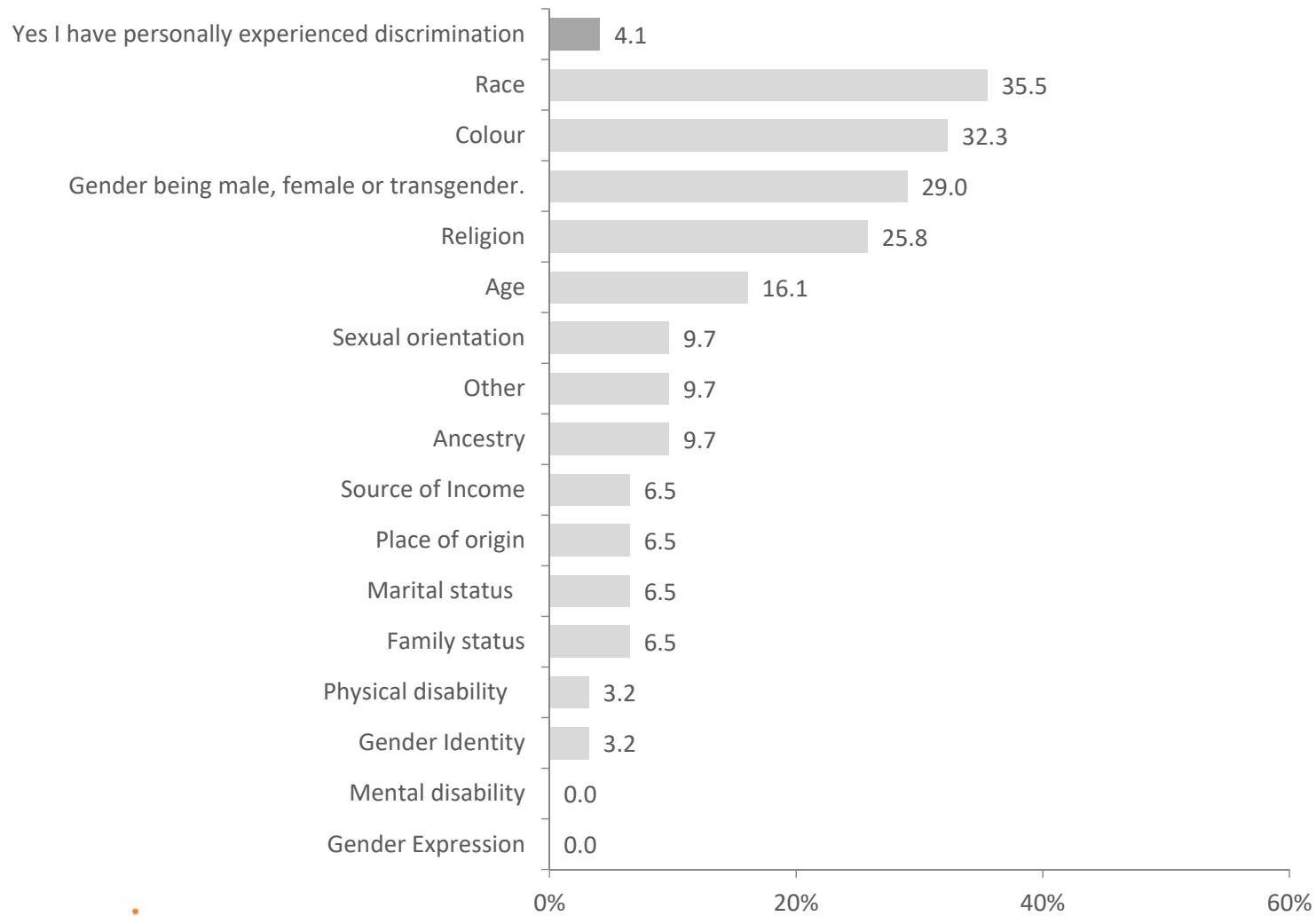
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Snapshot Report

Fire Rescue Services

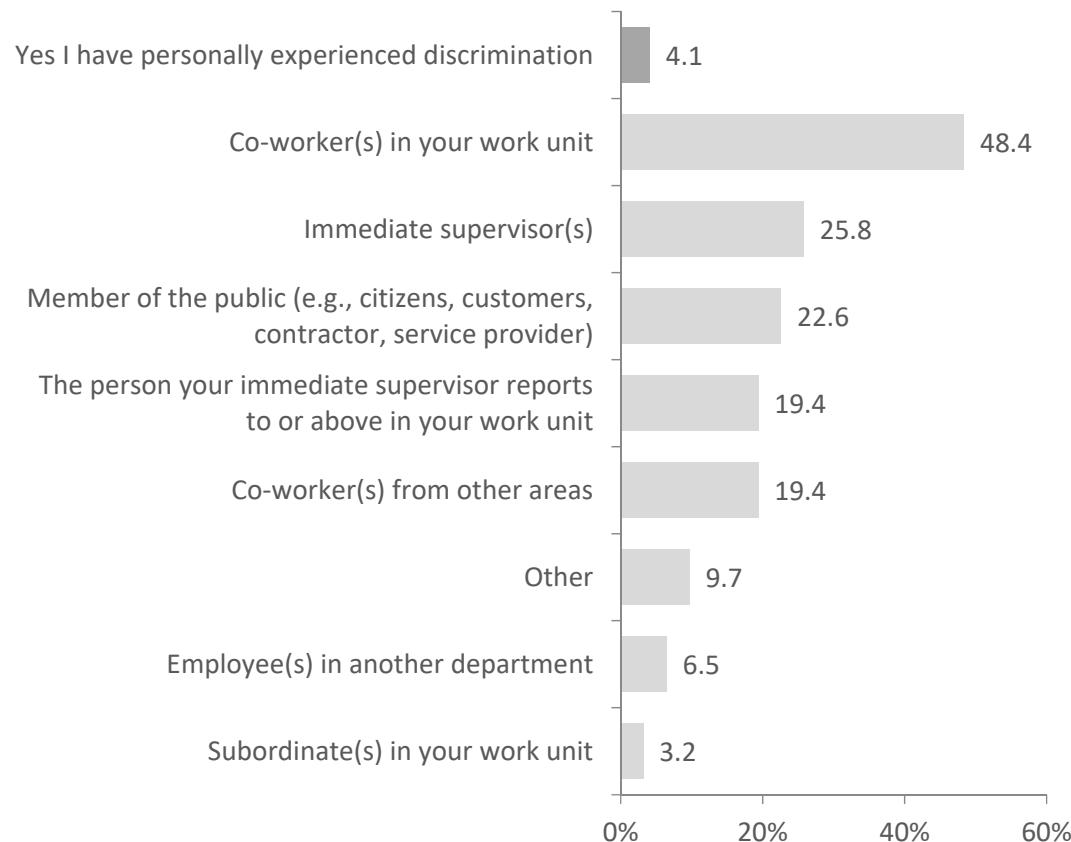
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate the type of discrimination you experienced as a City employee.



Snapshot Report

Fire Rescue Services

*Have you personally experienced discrimination in the last 12 months at the City?
Please indicate who discriminated against you.*



Snapshot Report

Fire Rescue Services

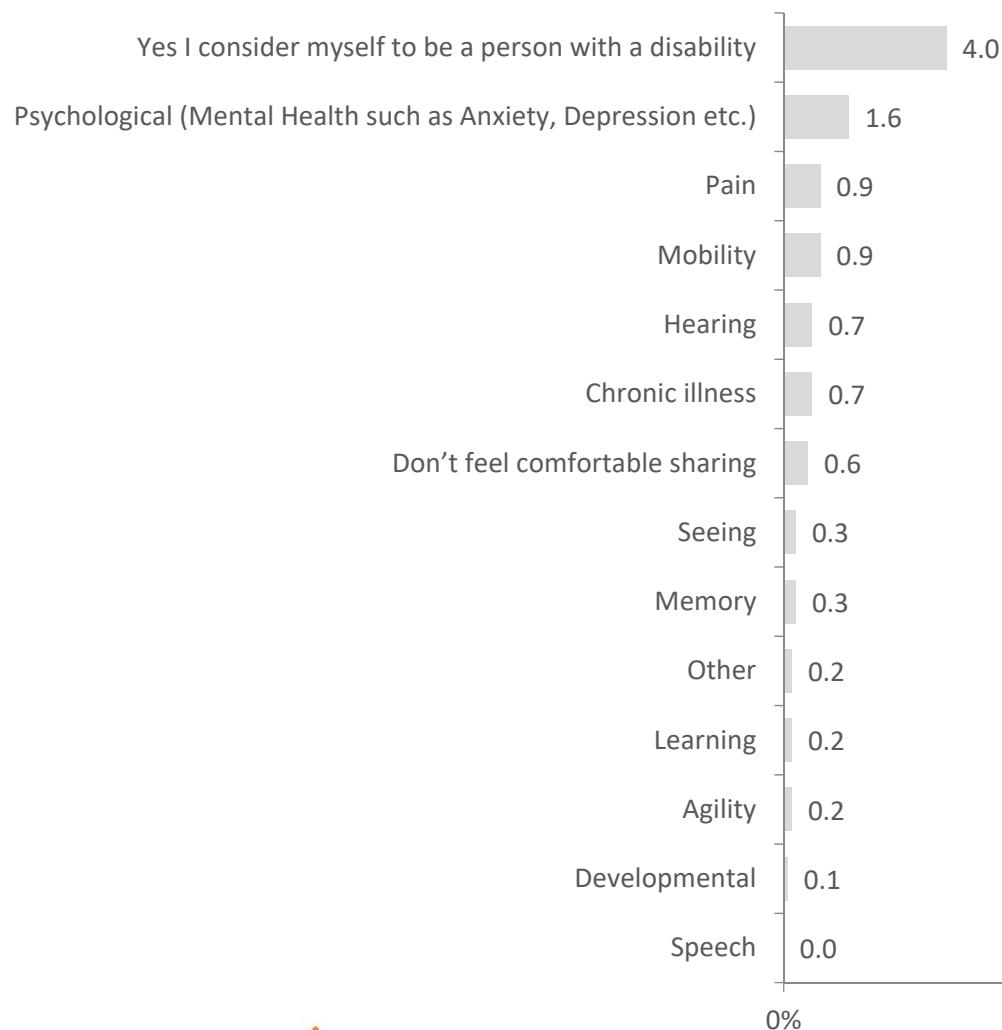
Do you consider yourself to be a visible minority person?
Please indicate your group(s) according to the following Statistics Canada categories.



Snapshot Report

Fire Rescue Services

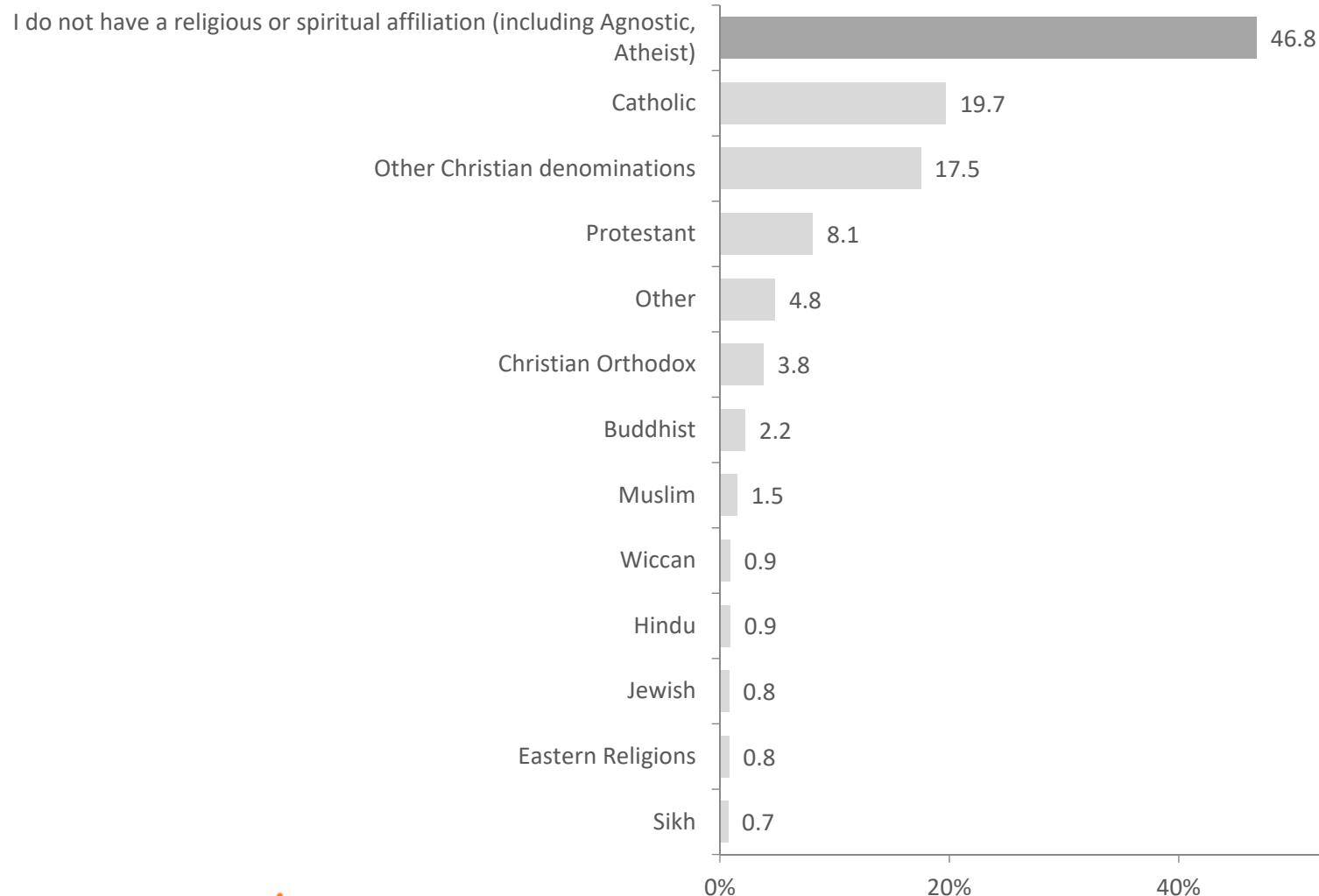
*Do you consider yourself to be a person with a disability?
What is the nature of your disability.*



Snapshot Report

Fire Rescue Services

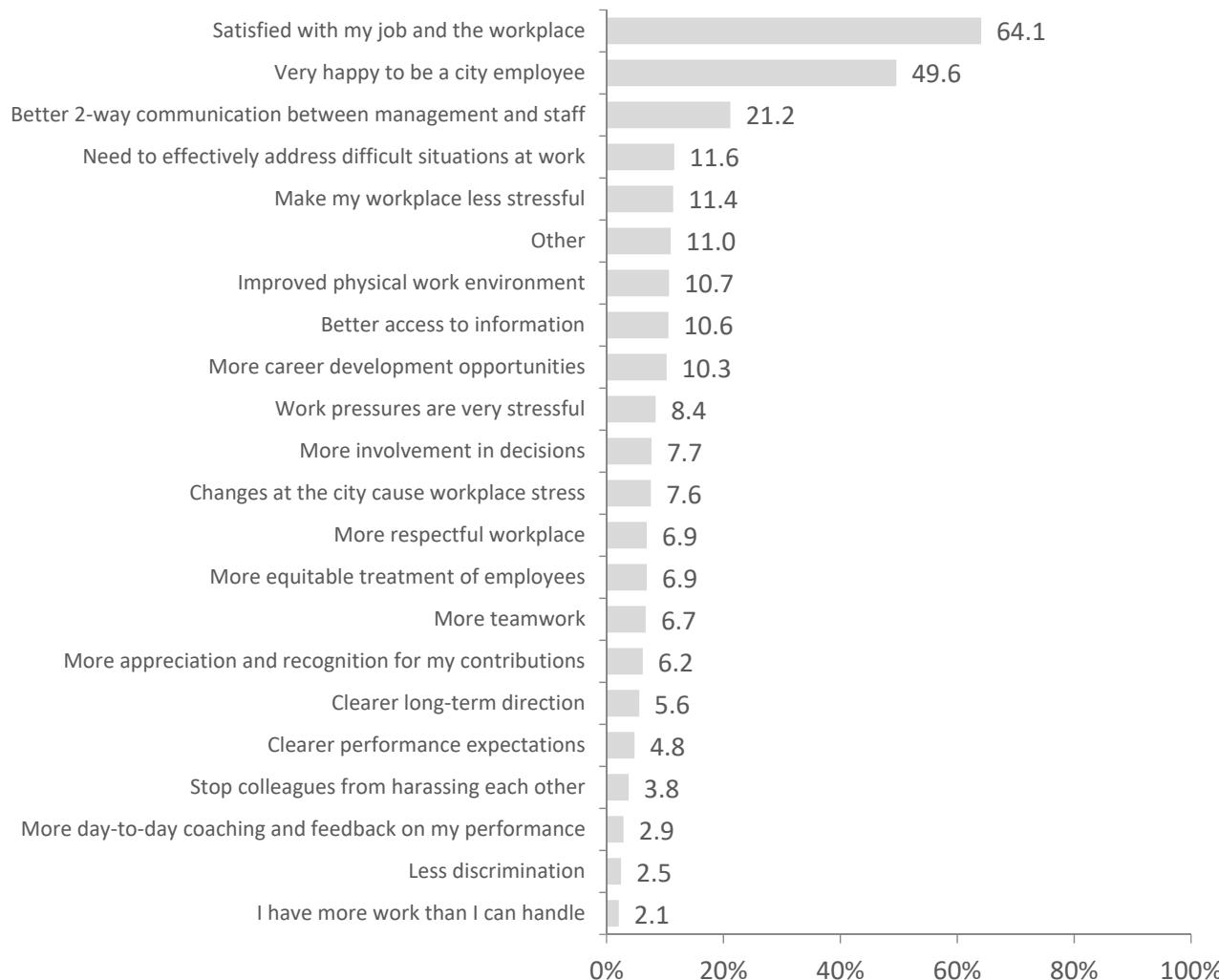
Please indicate your religious or spiritual affiliation.



Snapshot Report

Fire Rescue Services

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
64.1	48.4	41.9	70.6	54.4
49.6	39.3	36.2	55.8	n/a
21.2	26.0	30.9	16.3	22.8
11.6	18.5	21.1	7.3	n/a
11.4	21.5	30.5	8.5	13.3
11.0	12.8	12.3	8.1	11.7
10.7	11.7	11.7	9.9	7.5
10.6	15.1	18.8	9.9	12.9
10.3	18.5	24.6	10.4	11.9
8.4	12.0	18.5	6.9	n/a
7.7	15.6	19.4	6.8	12.9
7.6	12.7	22.6	3.9	n/a
6.9	16.7	21.6	5.6	10.3
6.9	17.5	22.0	5.7	8.3
6.7	15.7	19.8	5.9	8.1
6.2	15.9	21.7	7.4	12.5
5.6	12.0	19.8	6.2	10.3
4.8	9.7	13.1	6.2	7.3
3.8	9.6	11.4	4.8	n/a
2.9	5.8	7.5	2.5	3.0
2.5	7.6	9.8	2.2	4.4
2.1	8.7	13.4	4.4	n/a



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Parks and Roads Services

Department: City Operations

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Parks and Roads Services

HOW TO READ YOUR REPORT

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Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

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% Unfavourable: represents the respondents who chose "Very Dissatisfied/Dissatisfied" or "Strongly Disagree/Disagree".

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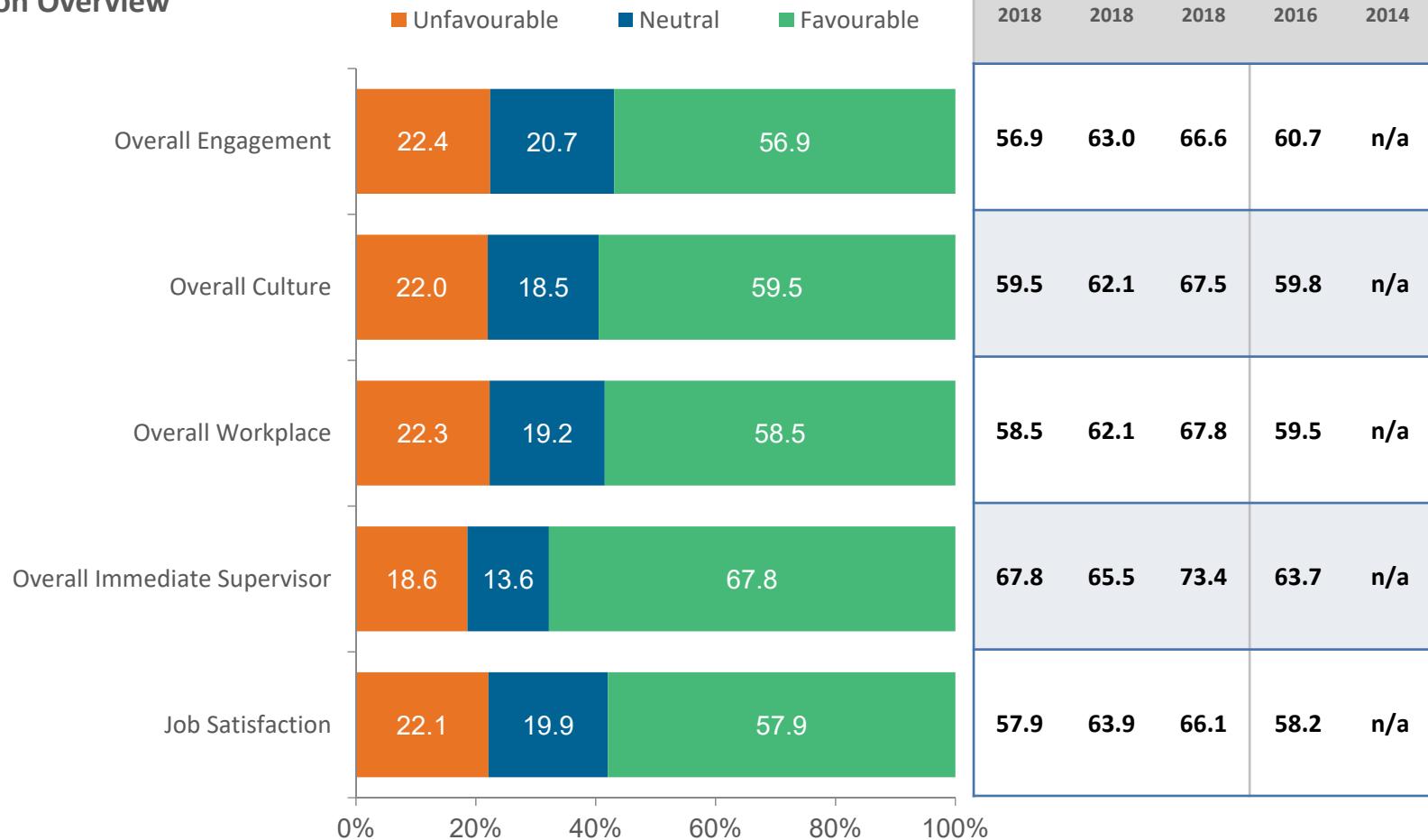
% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.

Snapshot Report

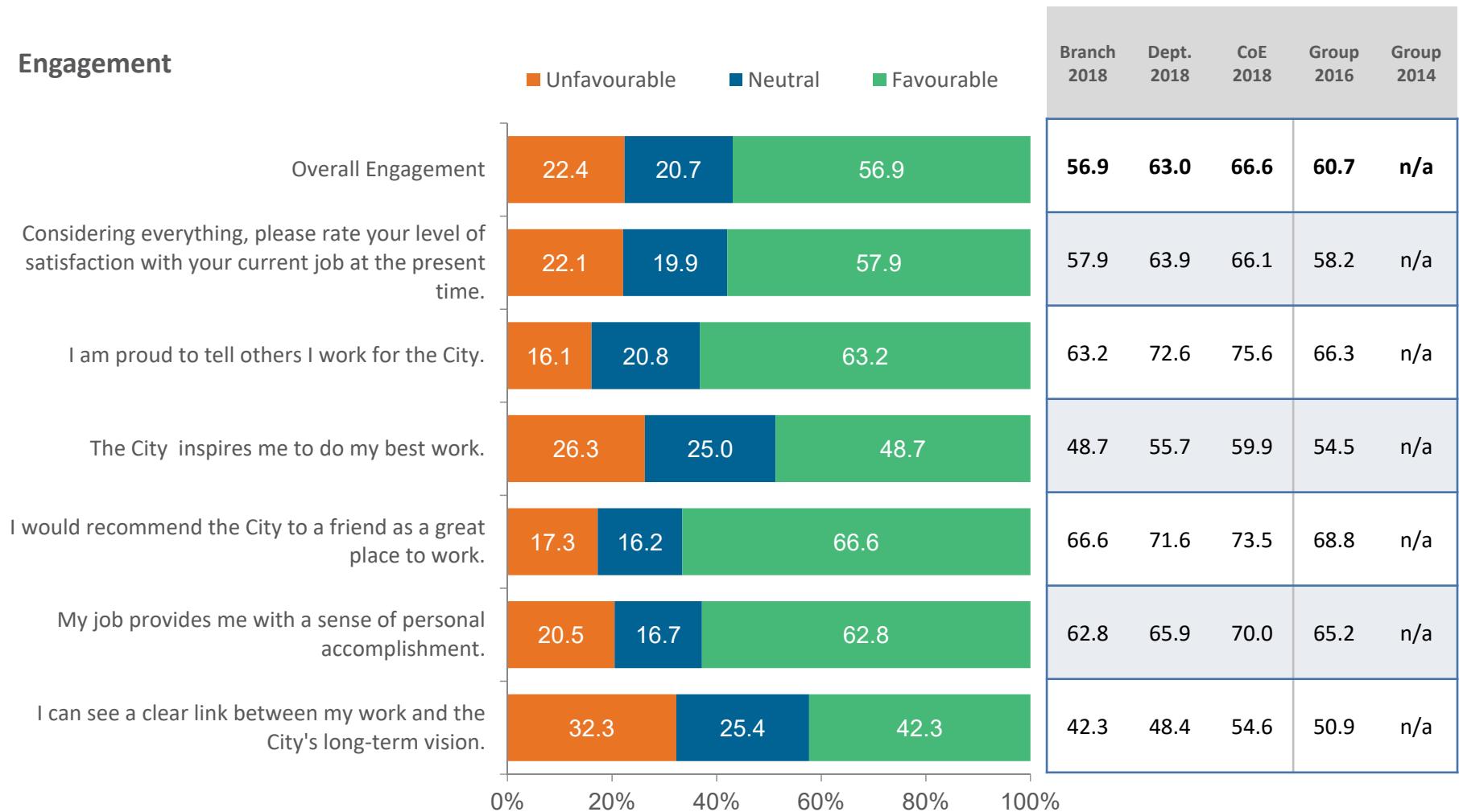
Parks and Roads Services

Key Dimension Overview



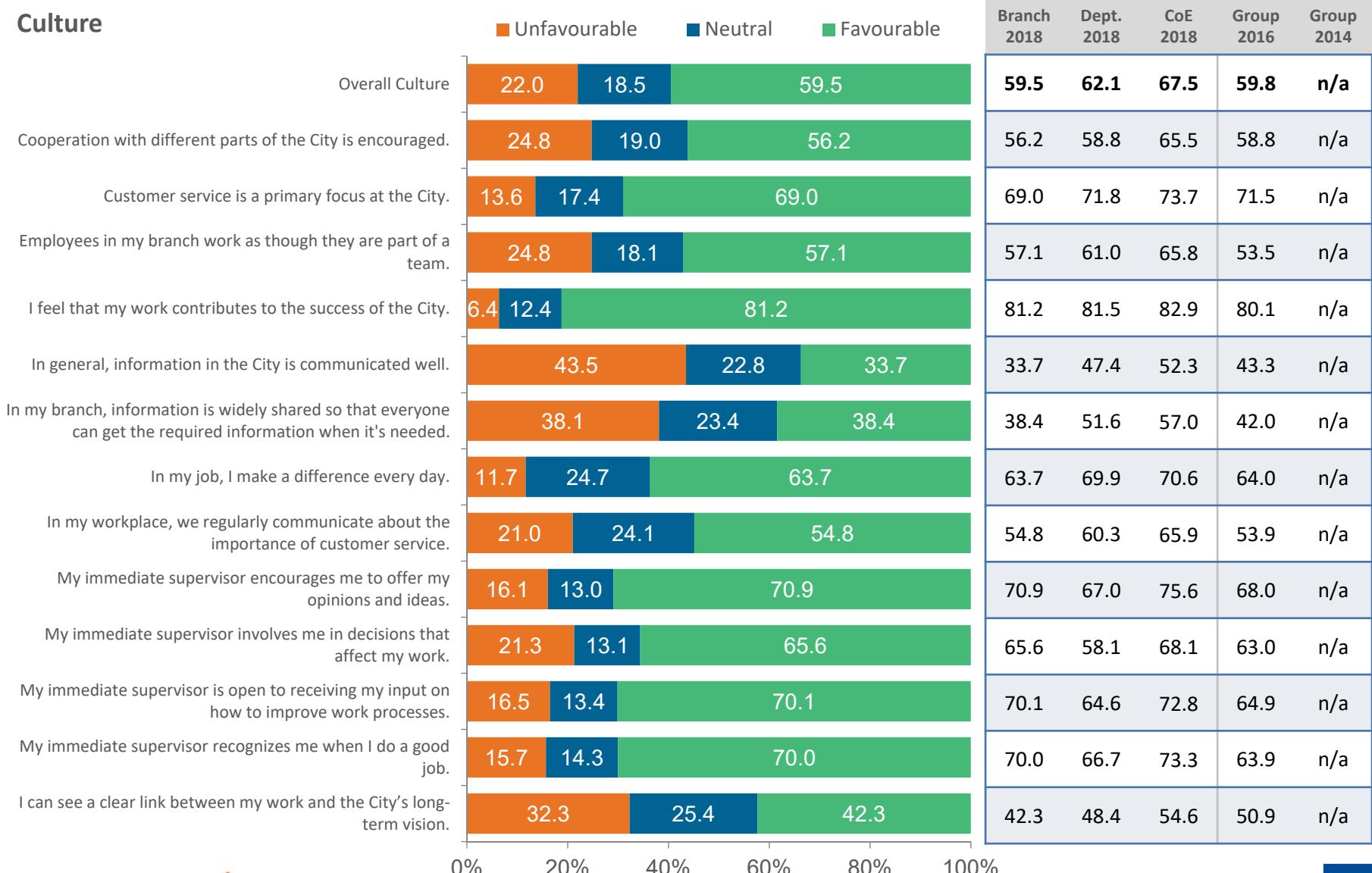
Snapshot Report

Parks and Roads Services



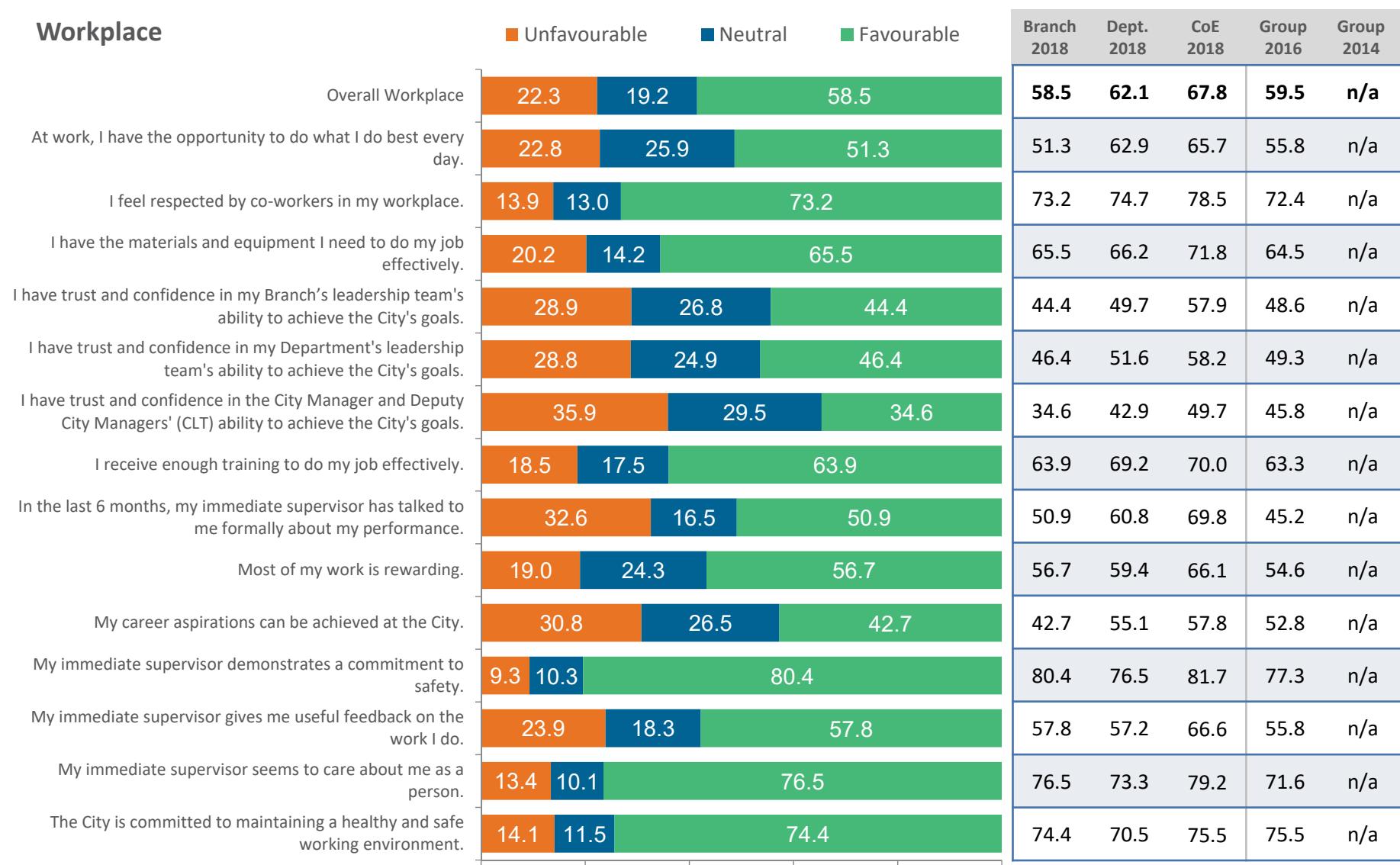
Snapshot Report

Parks and Roads Services



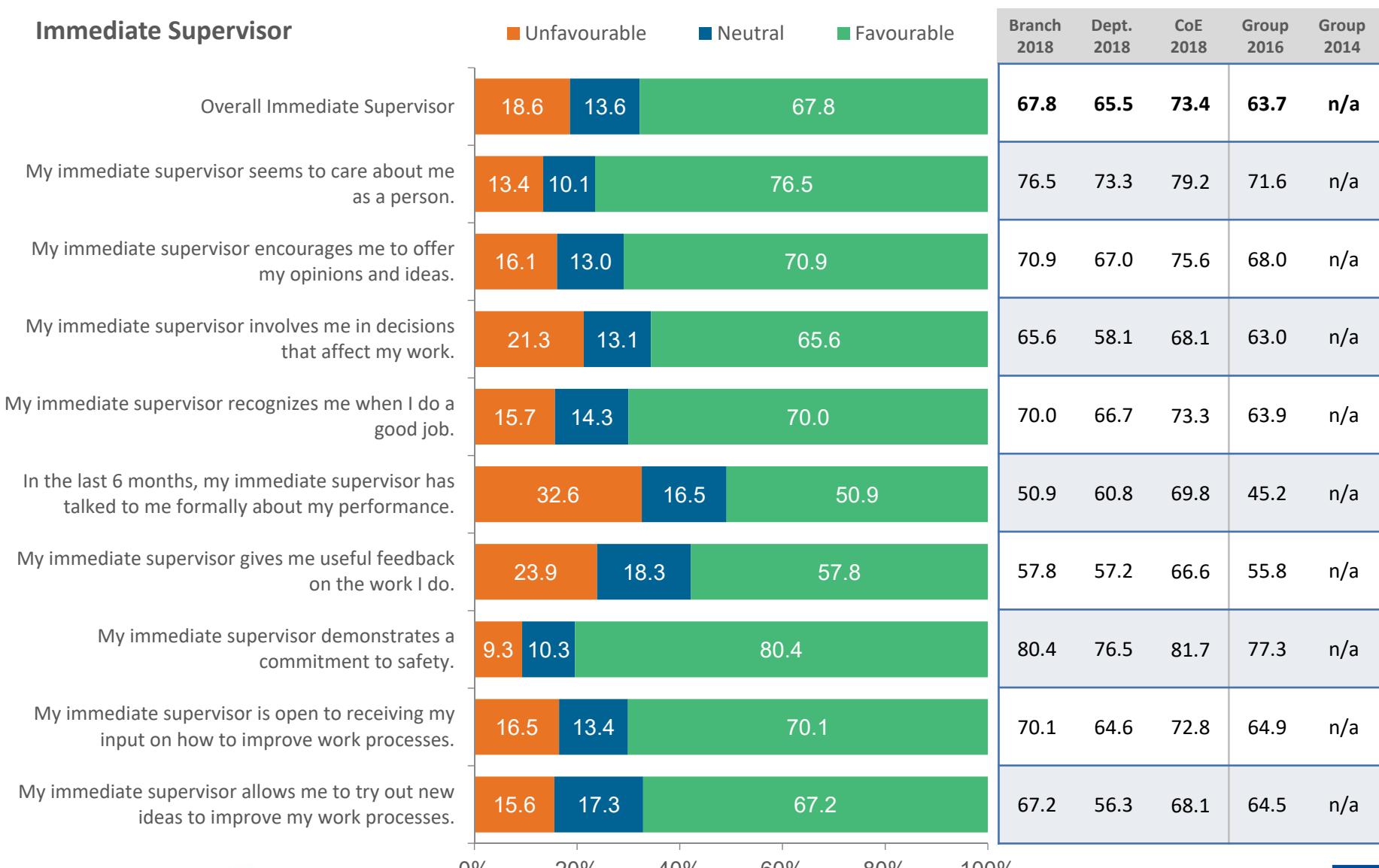
Snapshot Report

Parks and Roads Services



Snapshot Report

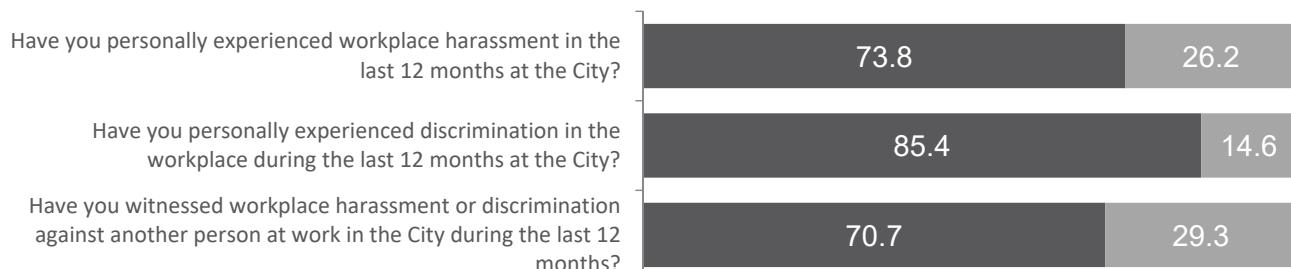
Parks and Roads Services



Snapshot Report

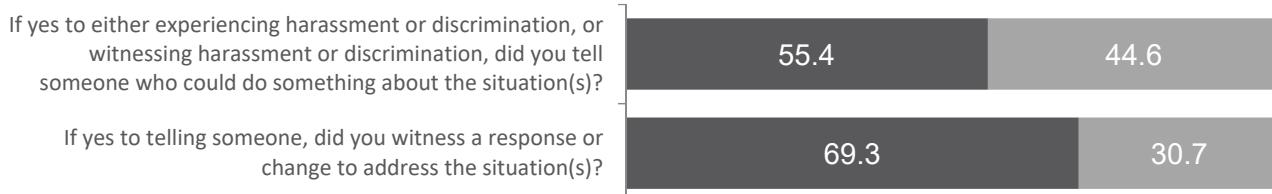
Parks and Roads Services

Harassment / Discrimination



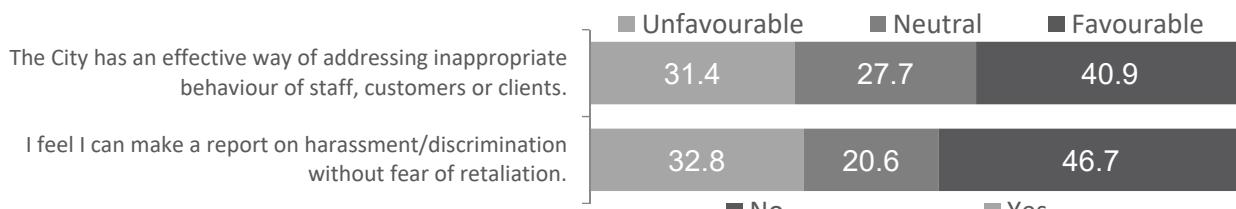
Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
26.2	27.2	23.8	22.4	n/a
14.6	17.2	14.0	11.0	n/a
29.3	27.5	25.6	26.8	n/a

For the questions above, % No represents a favourable score



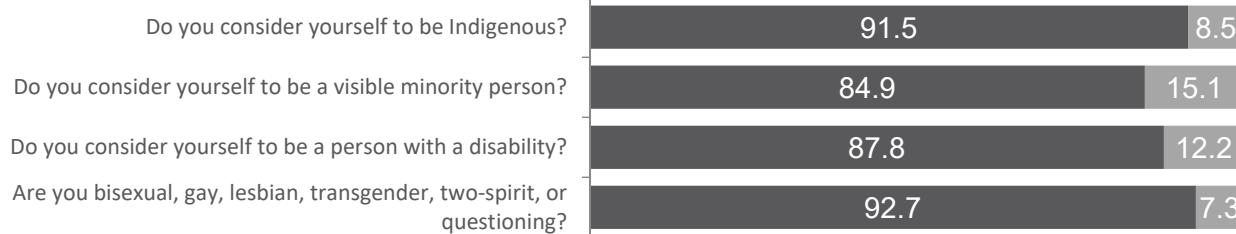
Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
44.6	39.5	43.4	41.6	n/a
30.7	32.1	37.3	44.1	n/a

For the questions above, % Yes represents a favourable score



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
40.9	43.3	45.8	n/a	n/a
46.7	51.0	52.1	n/a	n/a

Diversity

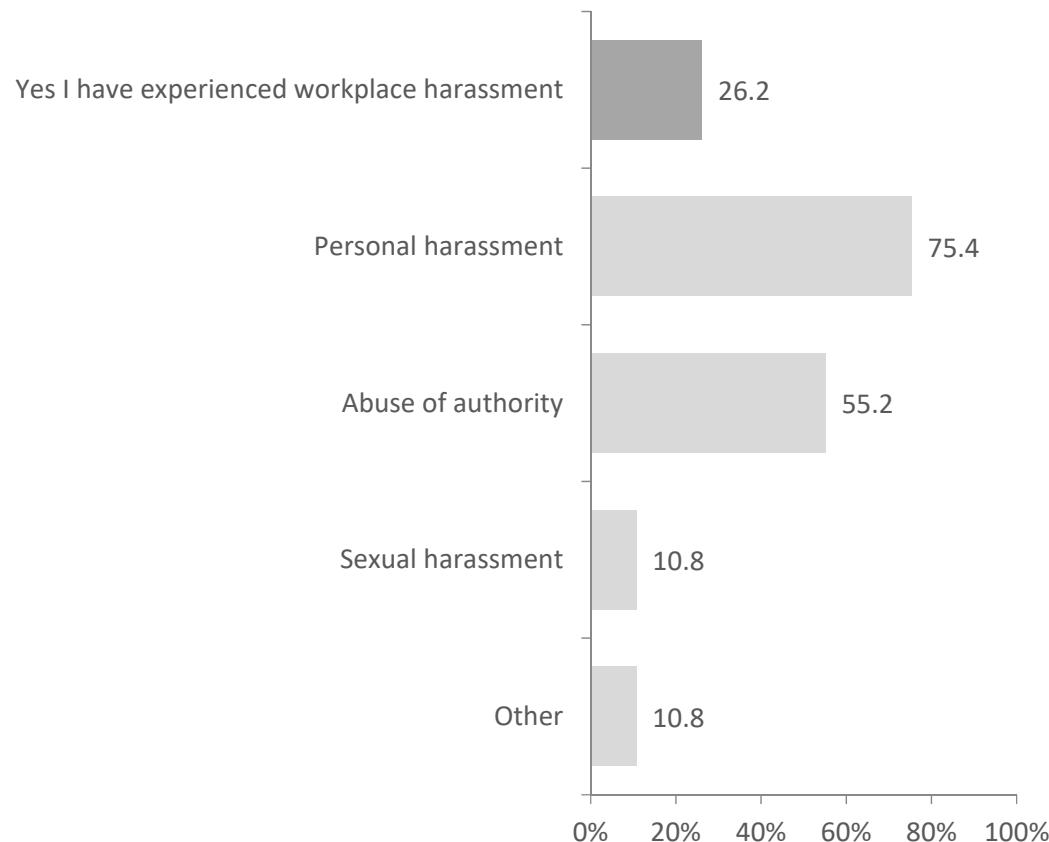


Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
8.5	5.9	5.4	7.3	n/a
15.1	25.9	23.6	16.4	n/a
12.2	9.8	8.2	8.4	n/a
7.3	4.9	5.7	2.8	n/a

Snapshot Report

Parks and Roads Services

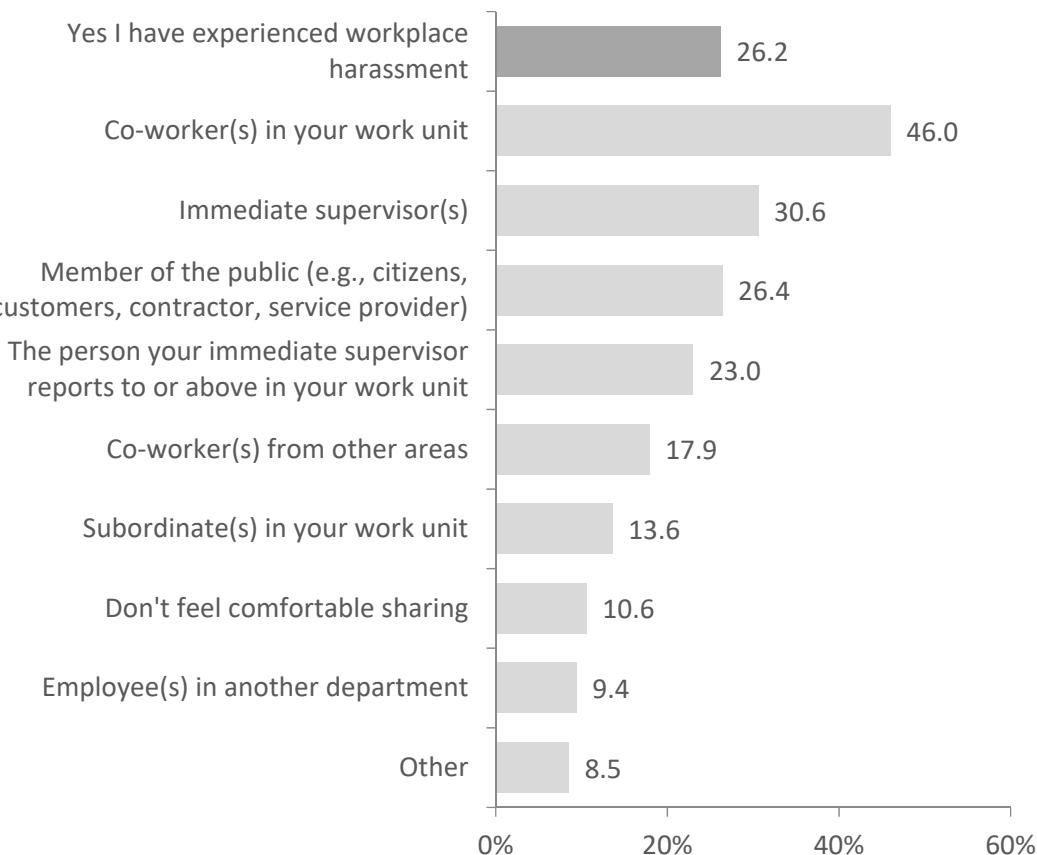
*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate the type of harassment you experienced as a City Employee.*



Snapshot Report

Parks and Roads Services

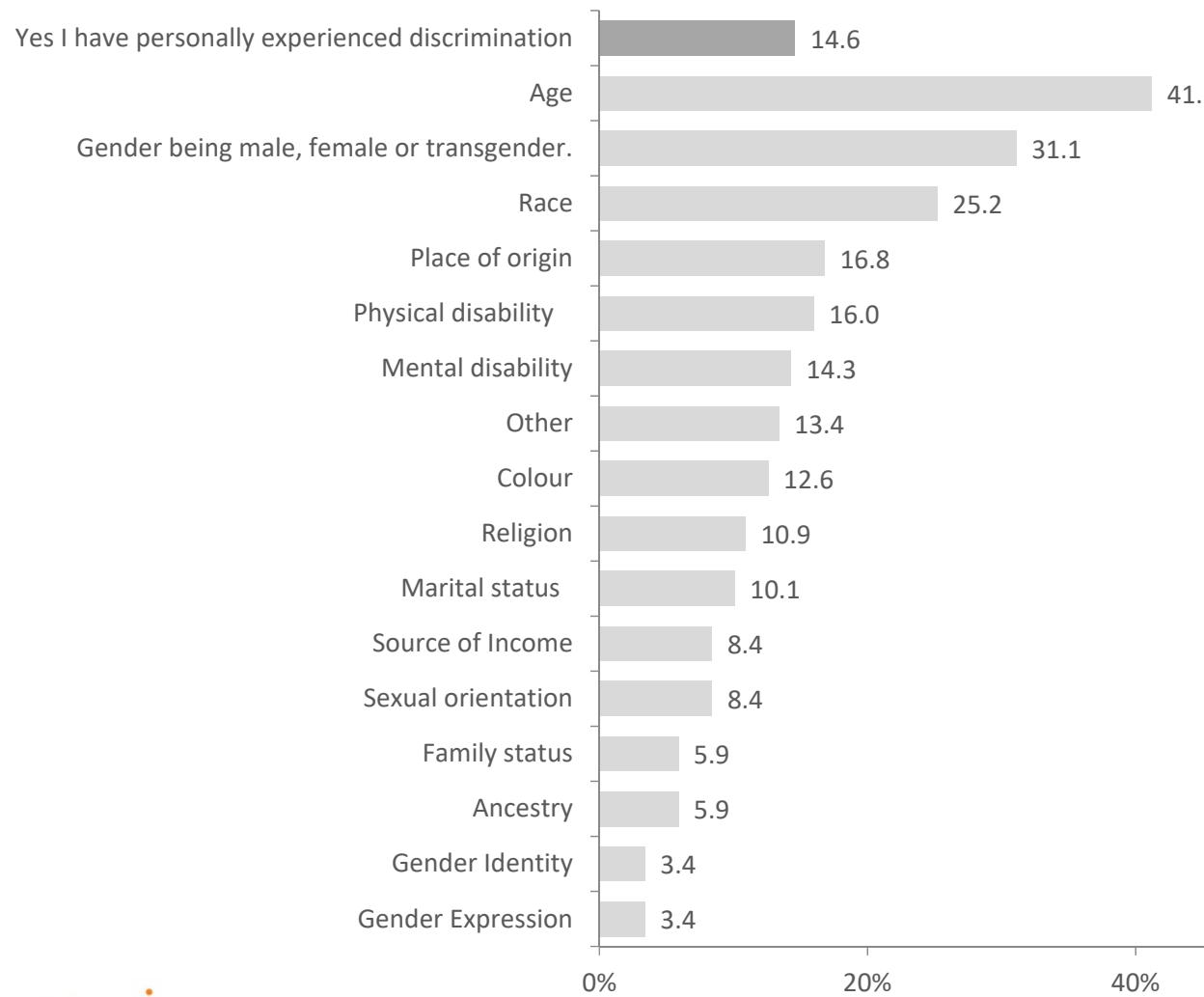
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Snapshot Report

Parks and Roads Services

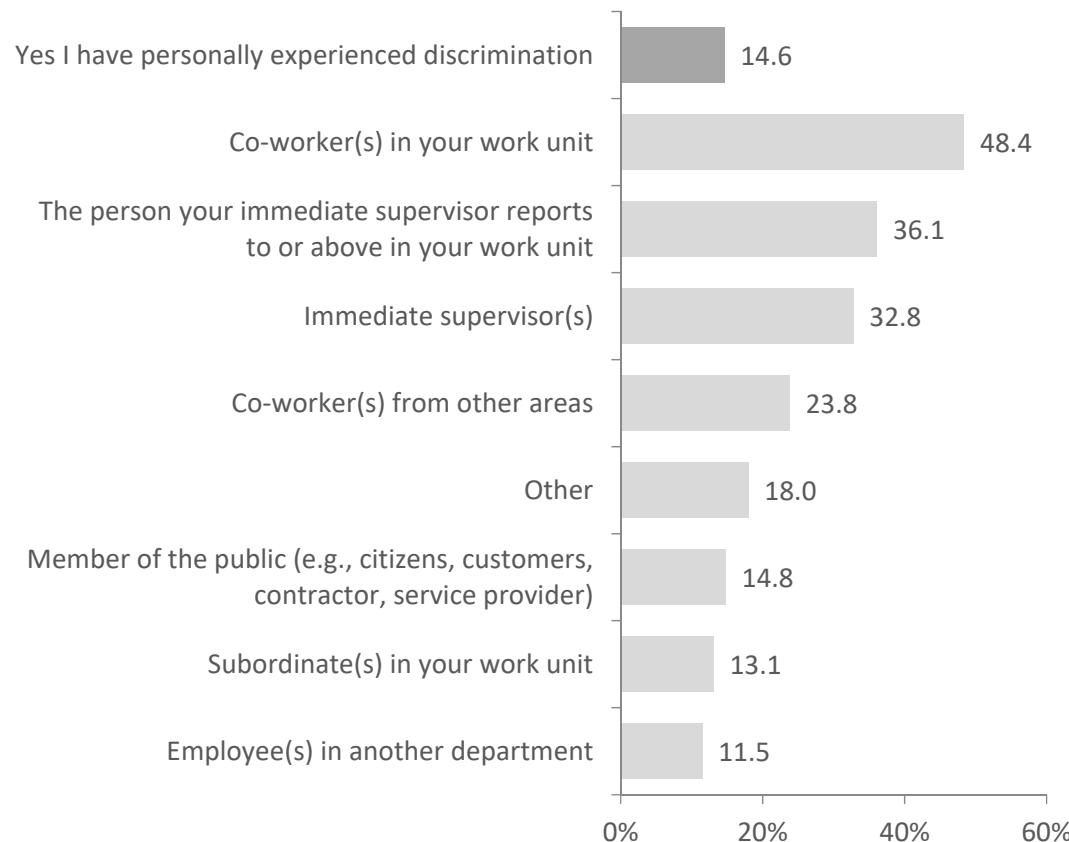
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate the type of discrimination you experienced as a City employee.



Snapshot Report

Parks and Roads Services

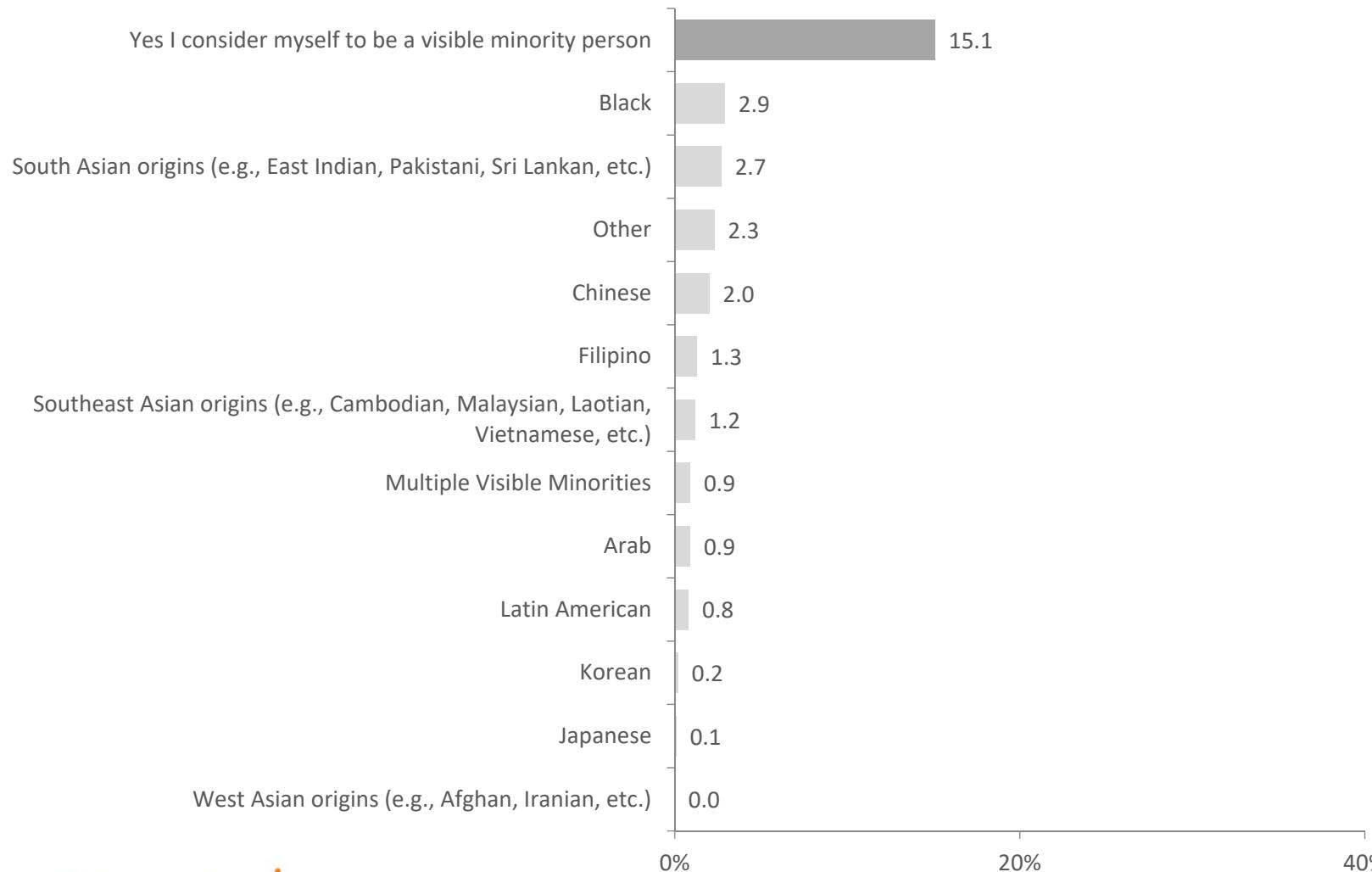
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Snapshot Report

Parks and Roads Services

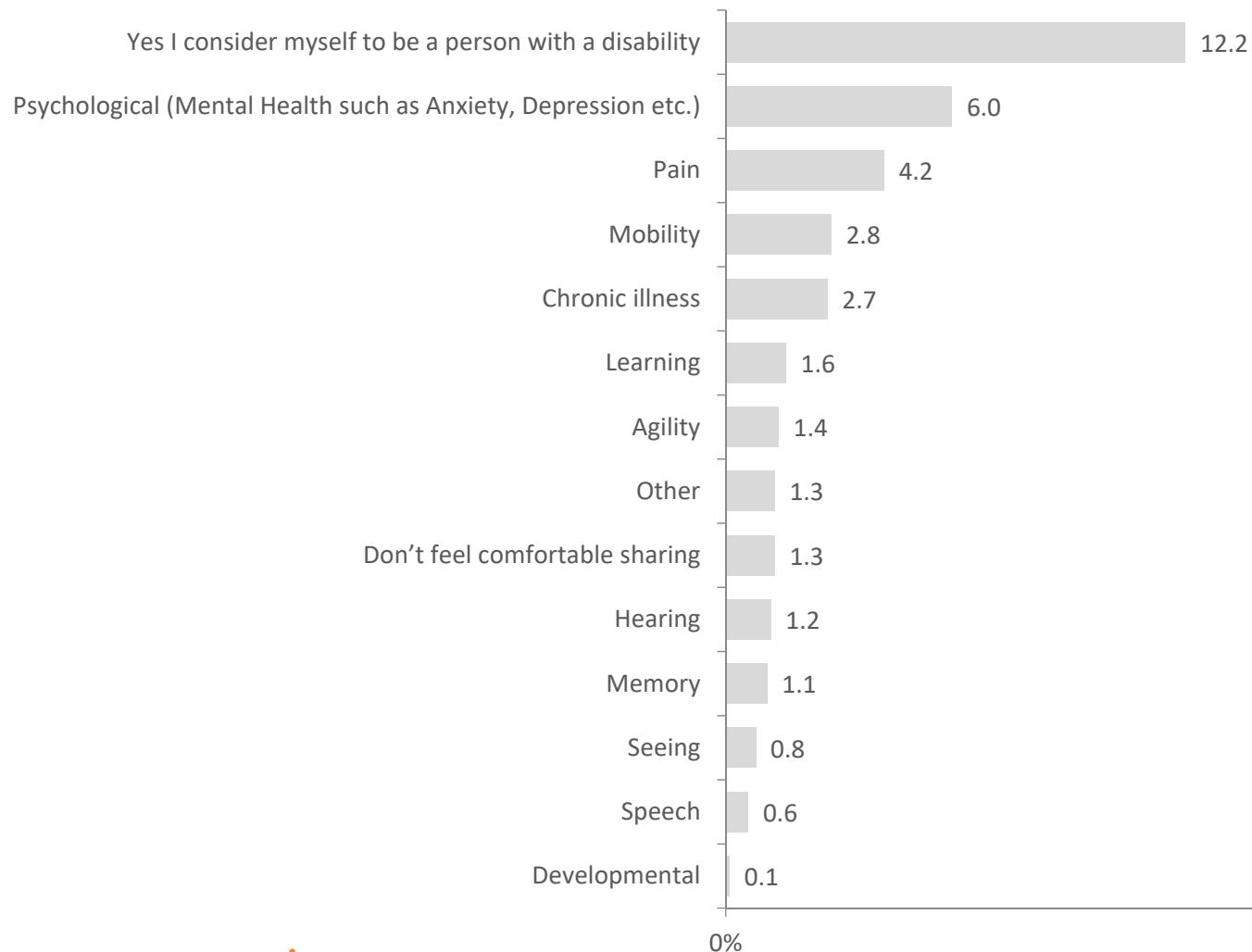
*Do you consider yourself to be a visible minority person?
Please indicate your group(s) according to the following Statistics Canada categories.*



Snapshot Report

Parks and Roads Services

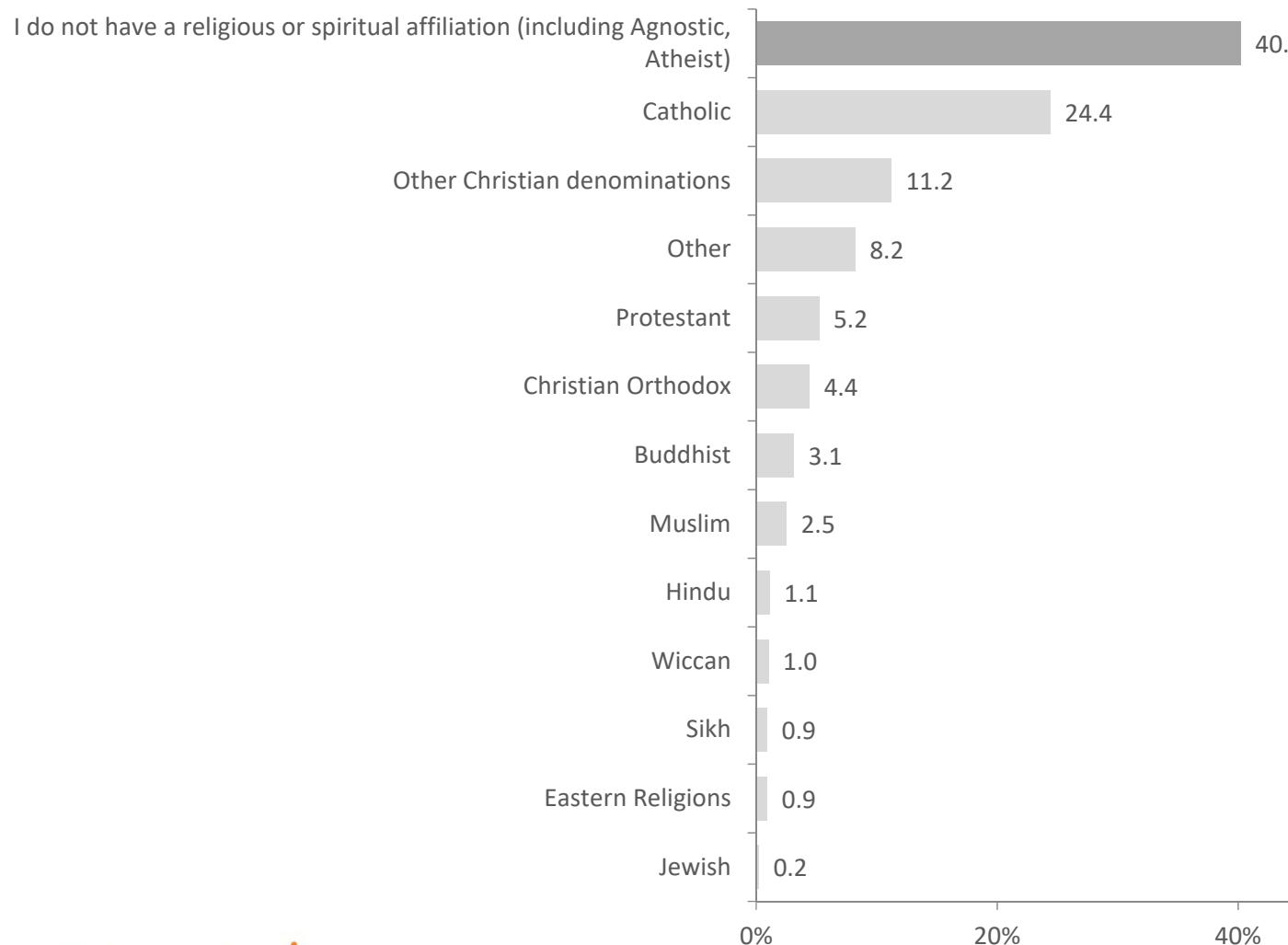
**Do you consider yourself to be a person with a disability?
What is the nature of your disability.**



Snapshot Report

Parks and Roads Services

Please indicate your religious or spiritual affiliation.



Snapshot Report

Parks and Roads Services

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
41.9	35.4	30.9	40.2	n/a
38.3	42.4	41.9	38.9	n/a
34.6	34.6	30.5	33.7	n/a
32.8	38.4	36.2	29.7	n/a
32.6	28.2	24.6	25.2	n/a
32.3	23.5	22.6	24.4	n/a
29.4	21.7	19.8	22.8	n/a
24.5	20.6	18.8	20.2	n/a
24.4	23.5	19.8	27.6	n/a
23.2	23.0	22.0	23.3	n/a
22.7	25.6	21.7	25.7	n/a
22.5	22.1	19.4	23.3	n/a
20.3	24.9	21.6	20.4	n/a
19.3	22.6	21.1	20.2	n/a
18.8	18.9	18.5	16.2	n/a
18.5	13.9	13.1	18.1	n/a
16.1	11.9	13.4	15.7	n/a
15.3	13.6	11.4	10.9	n/a
13.1	10.7	12.3	11.1	n/a
11.4	13.2	11.7	8.3	n/a
9.6	8.7	7.5	13.1	n/a
9.5	12.0	9.8	7.8	n/a



CITY OF EDMONTON

2016 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Community & Recreation Facilities

Department: Citizen Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Community & Recreation Facilities

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This report displays the survey items by dimension.

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% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

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Branch 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.



Invited: 2056
Responded: 1027

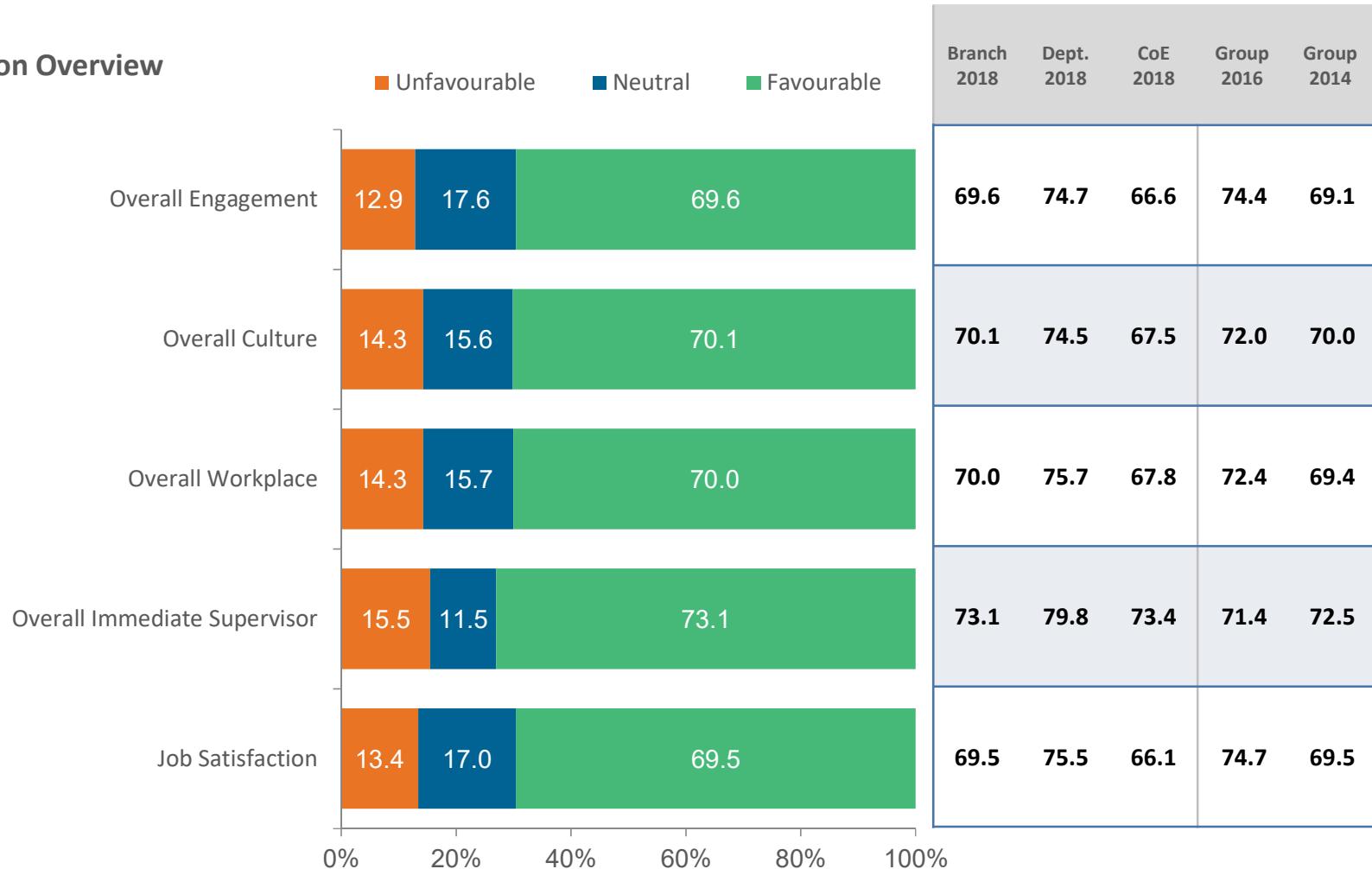
Participation Rate 2018: 50%
Participation Rate 2016: 56%
Participation Rate 2014: 43%



Snapshot Report

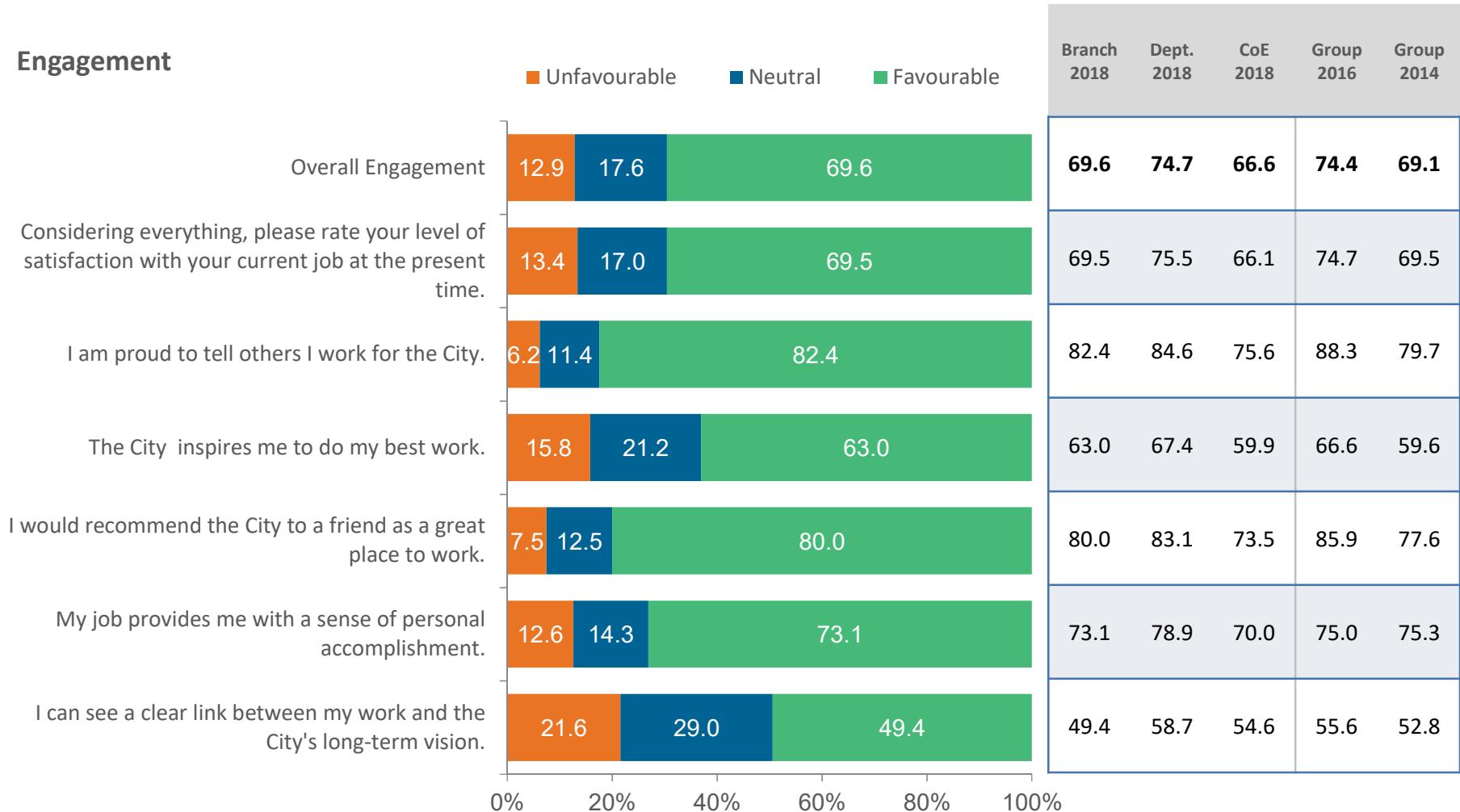
Community & Recreation Facilities

Key Dimension Overview



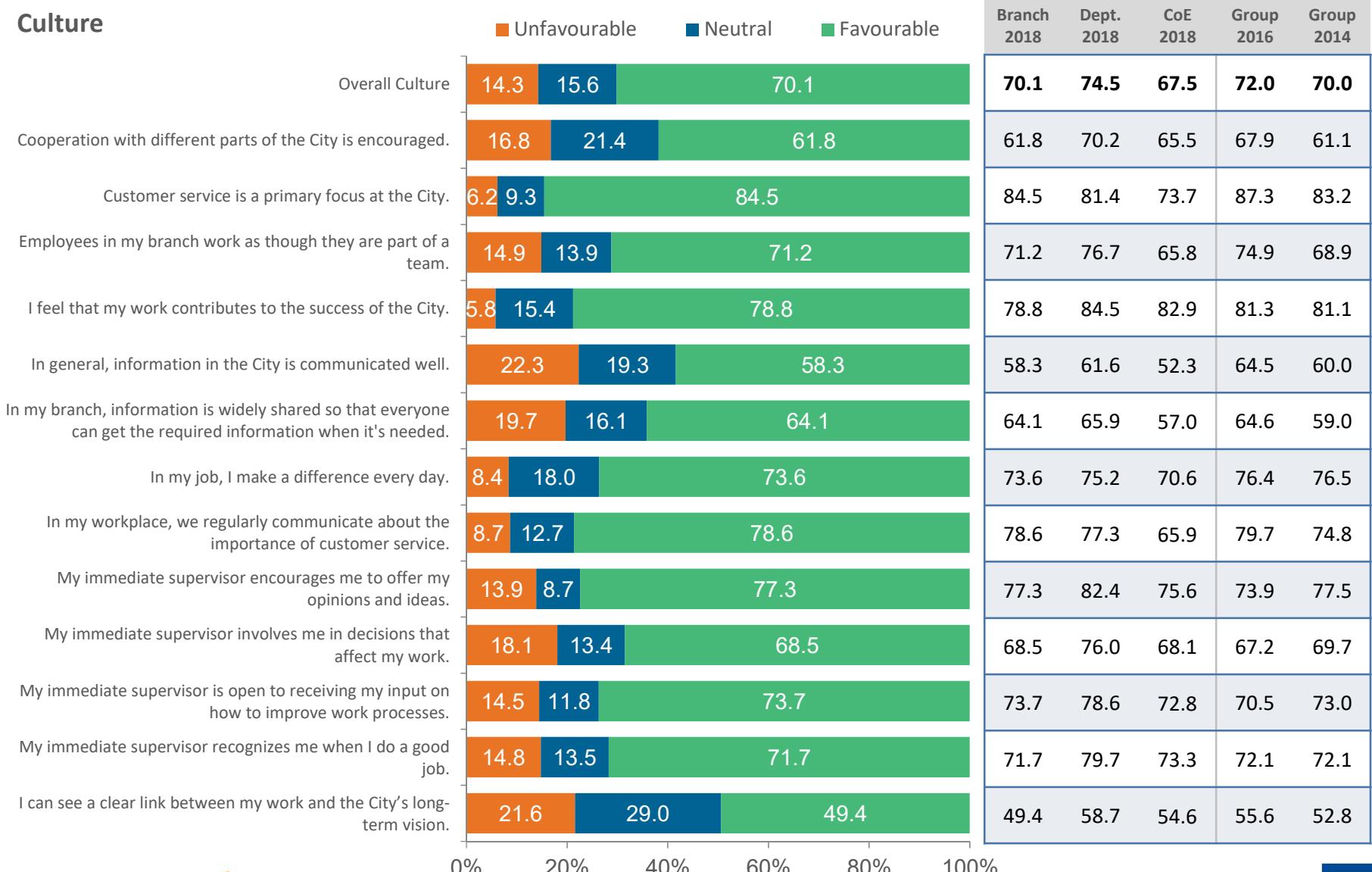
Snapshot Report

Community & Recreation Facilities



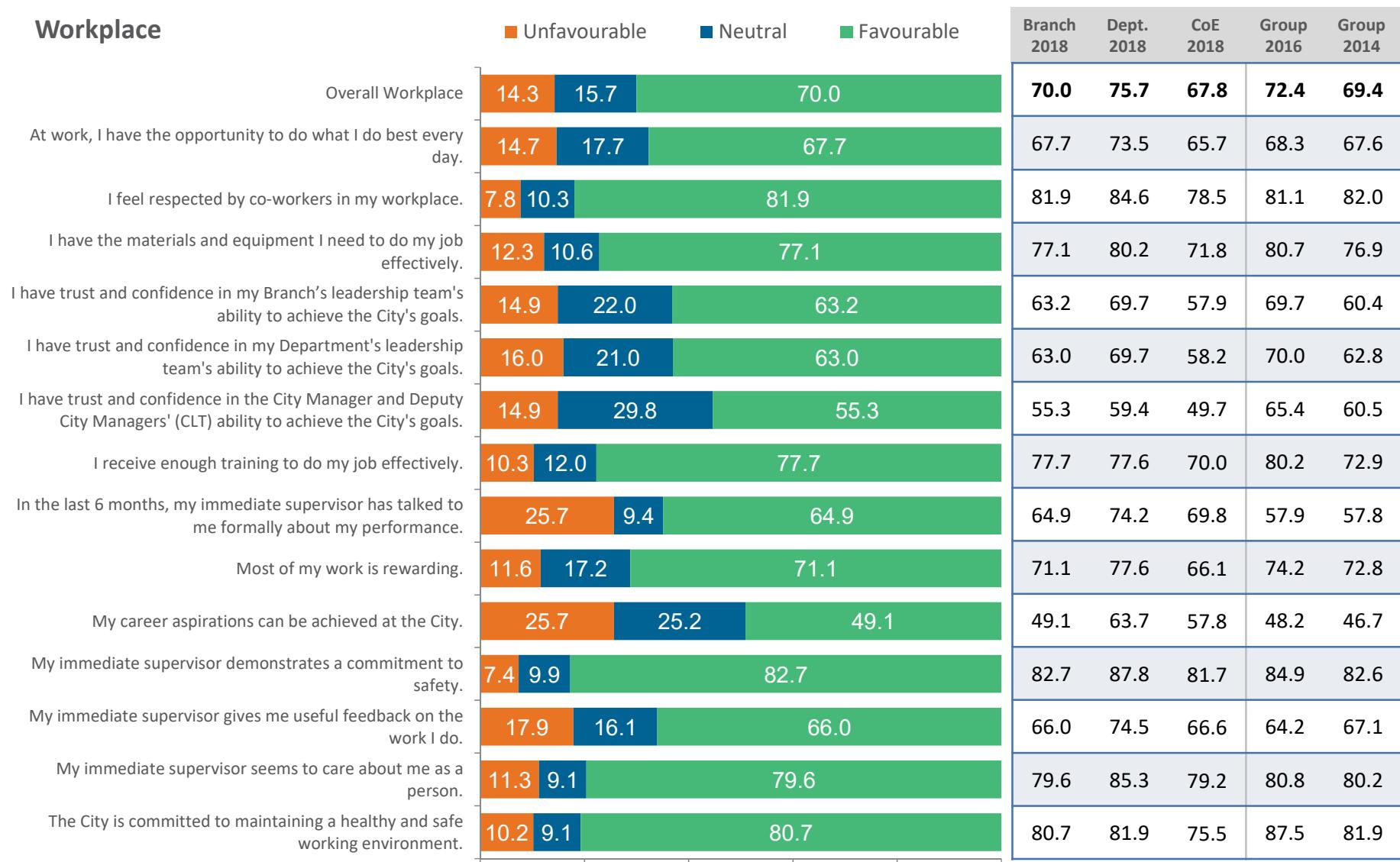
Snapshot Report

Community & Recreation Facilities



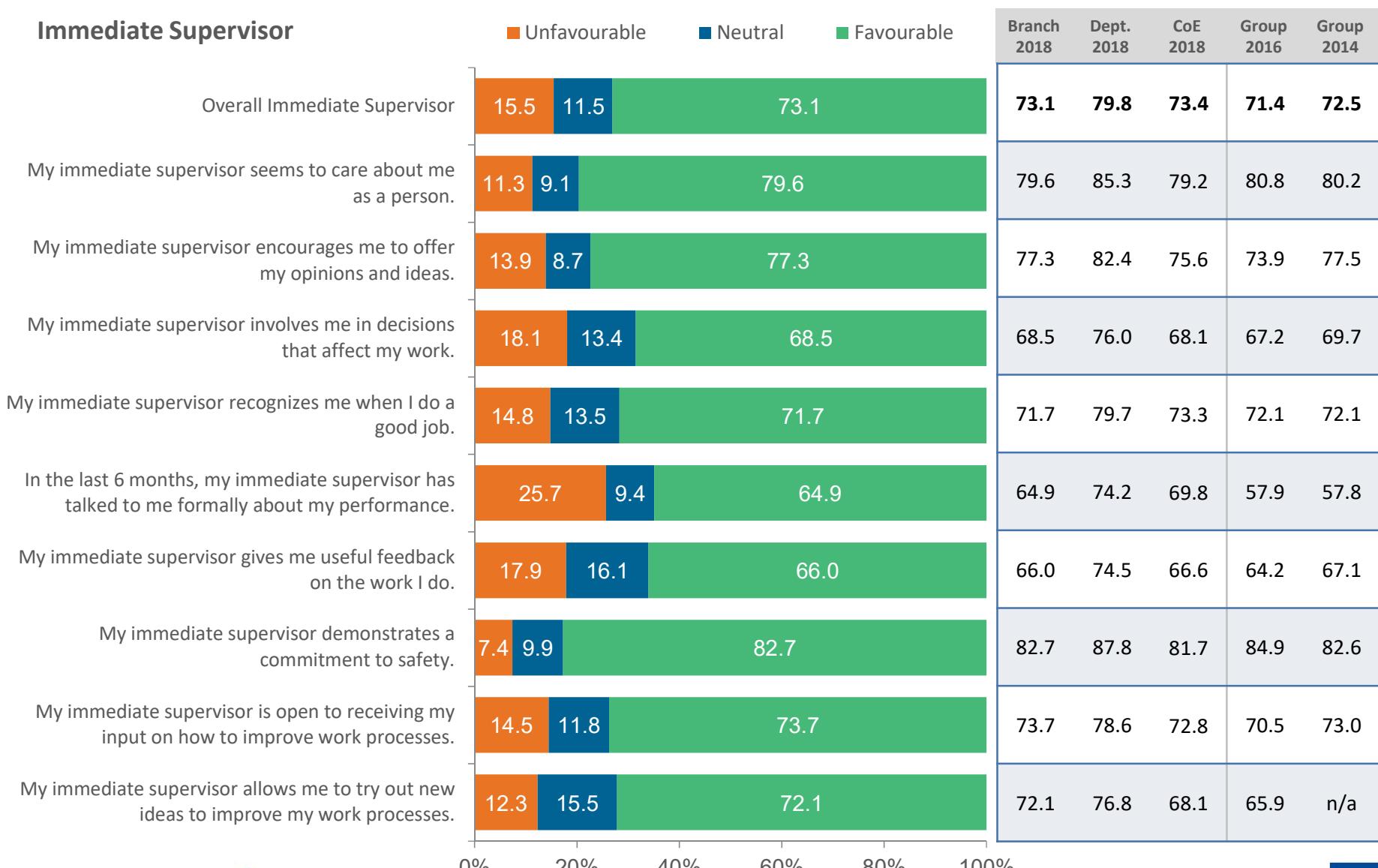
Snapshot Report

Community & Recreation Facilities



Snapshot Report

Community & Recreation Facilities



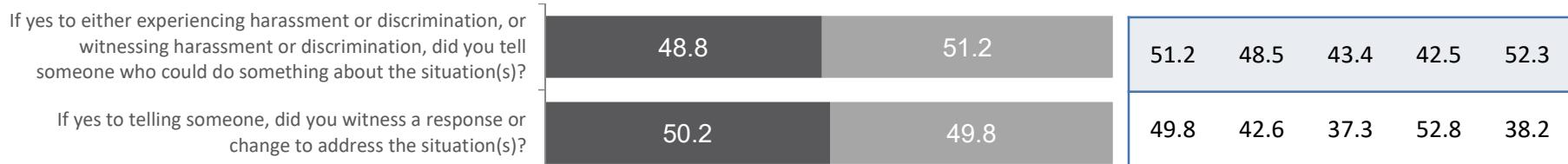
Snapshot Report

Community & Recreation Facilities

Harassment / Discrimination



For the questions above, % No represents a favourable score



For the questions above, % Yes represents a favourable score



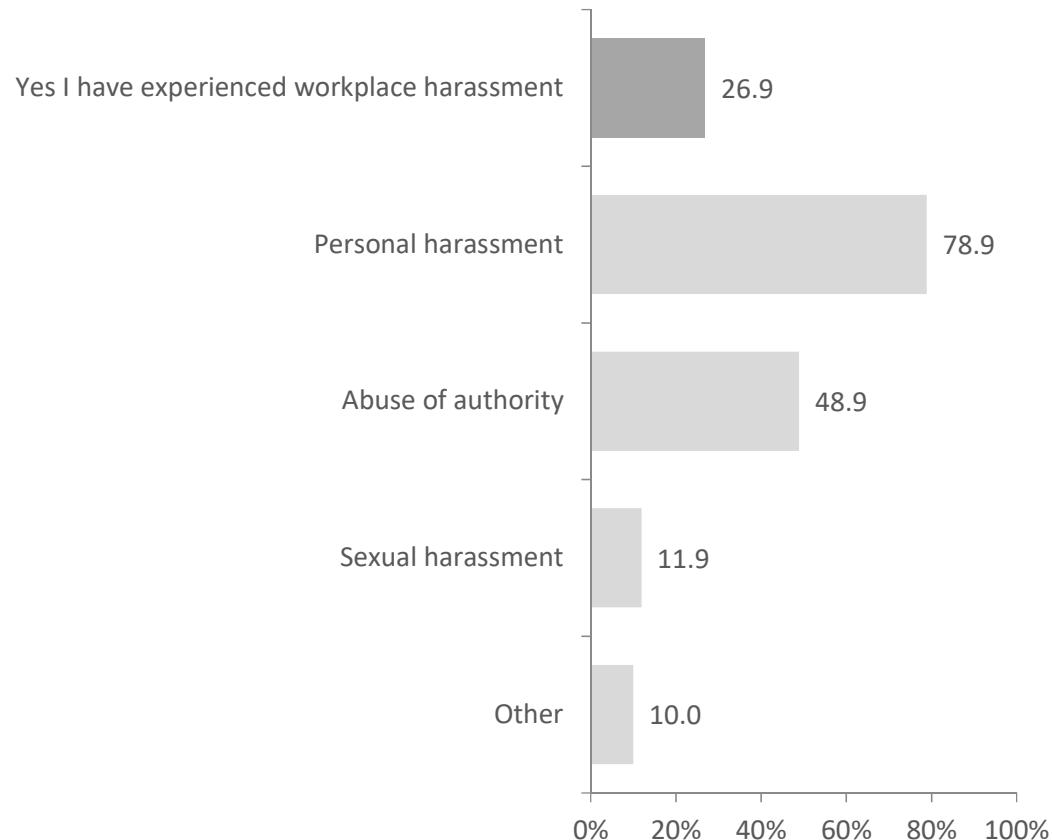
Diversity



Snapshot Report

Community & Recreation Facilities

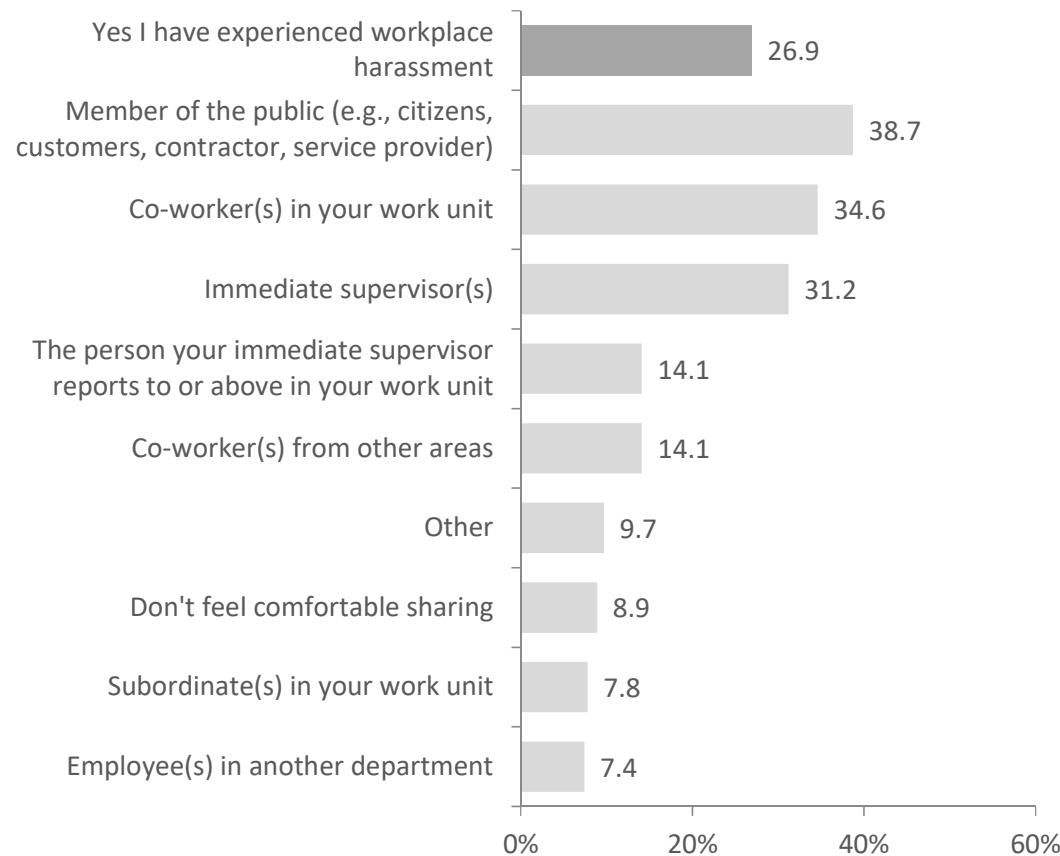
*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate the type of harassment you experienced as a City Employee.*



Snapshot Report

Community & Recreation Facilities

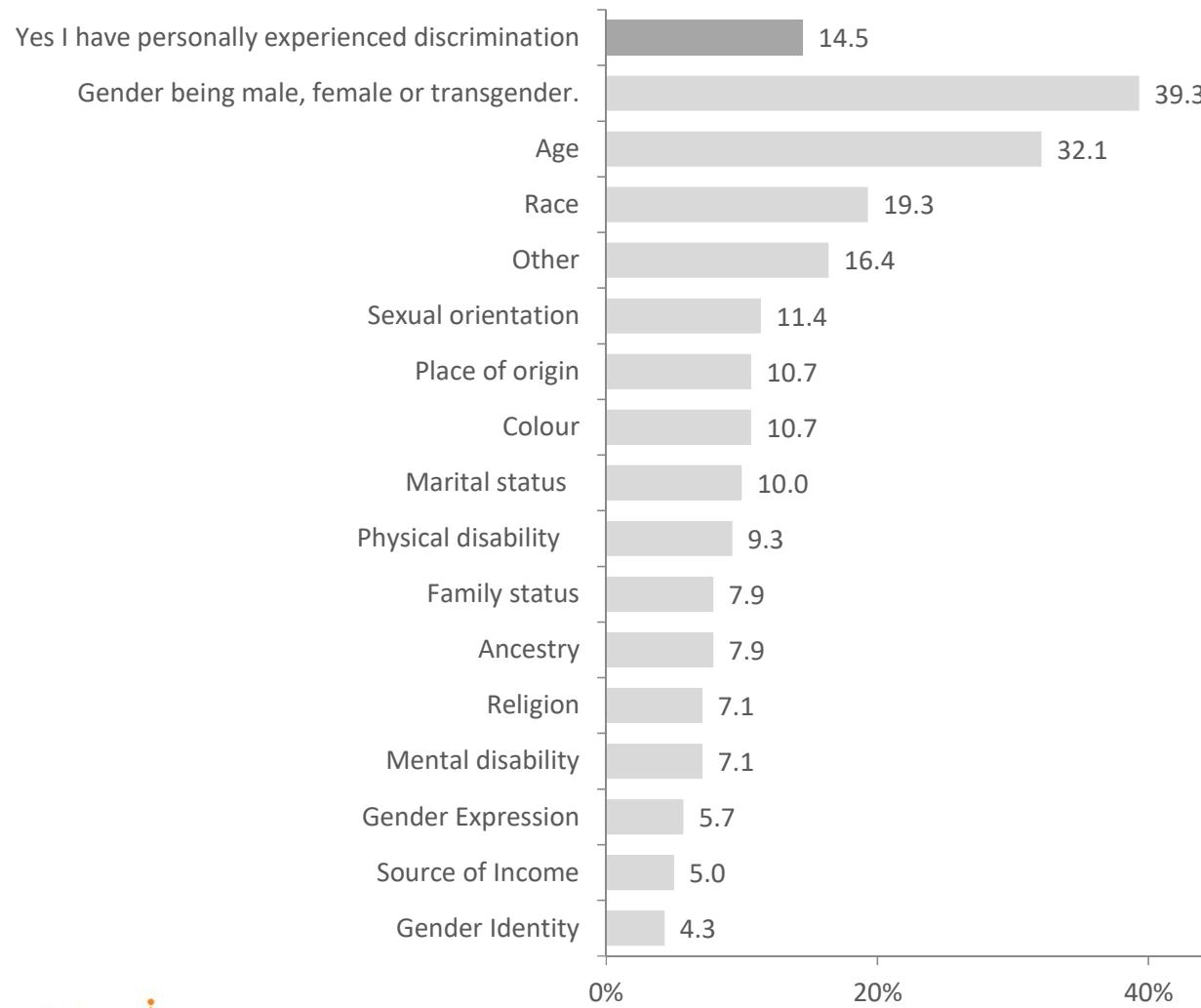
**Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate who was harassing you.**



Snapshot Report

Community & Recreation Facilities

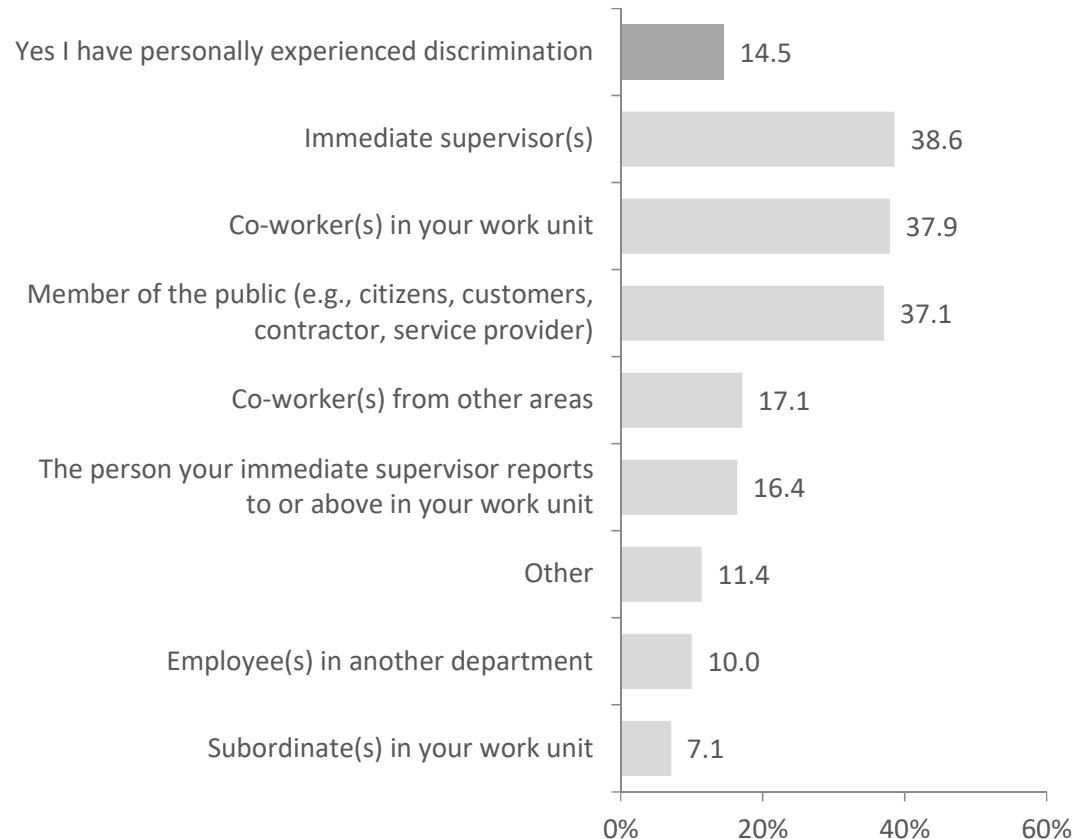
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate the type of discrimination you experienced as a City employee.



Snapshot Report

Community & Recreation Facilities

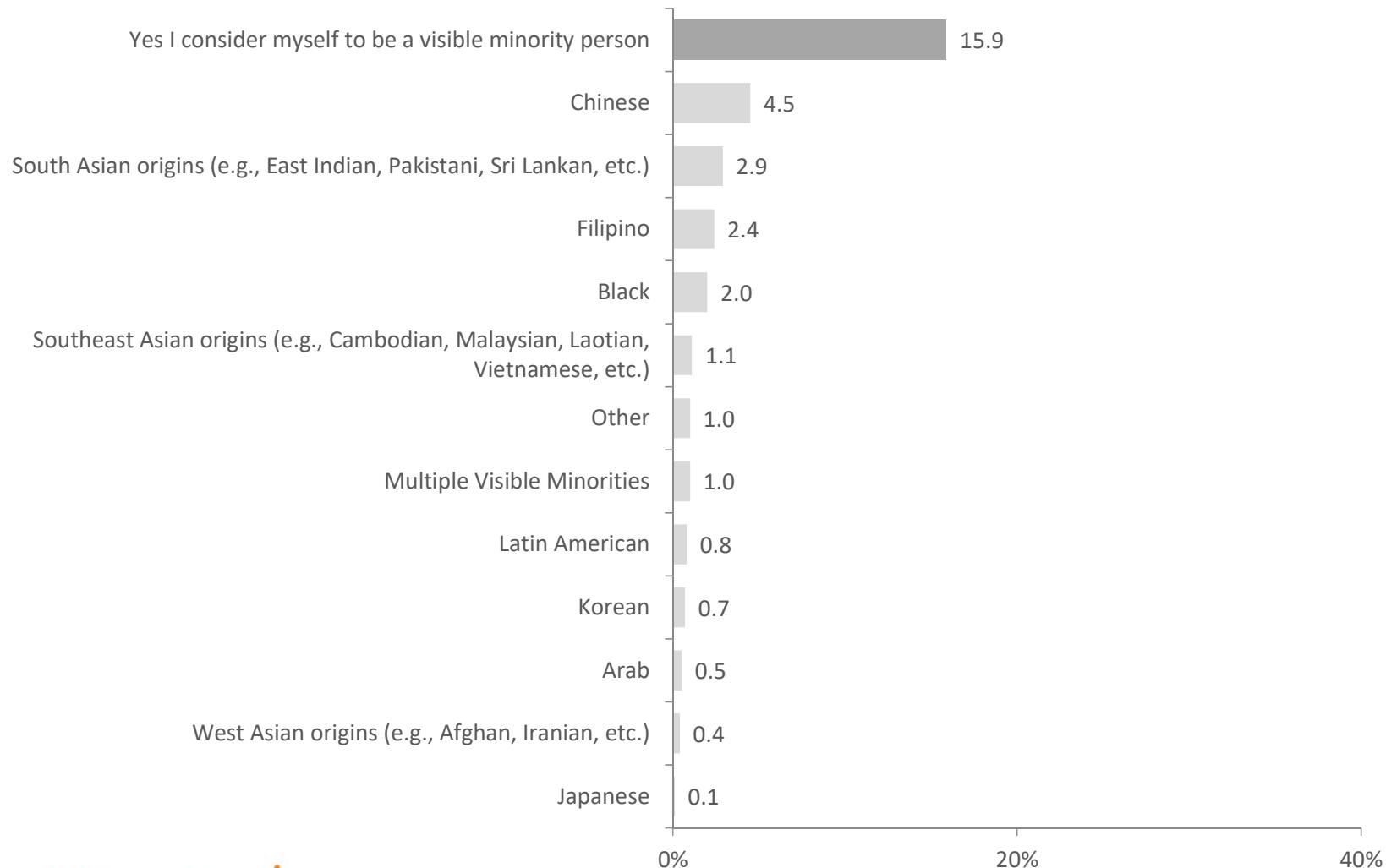
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate who discriminated against you.



Snapshot Report

Community & Recreation Facilities

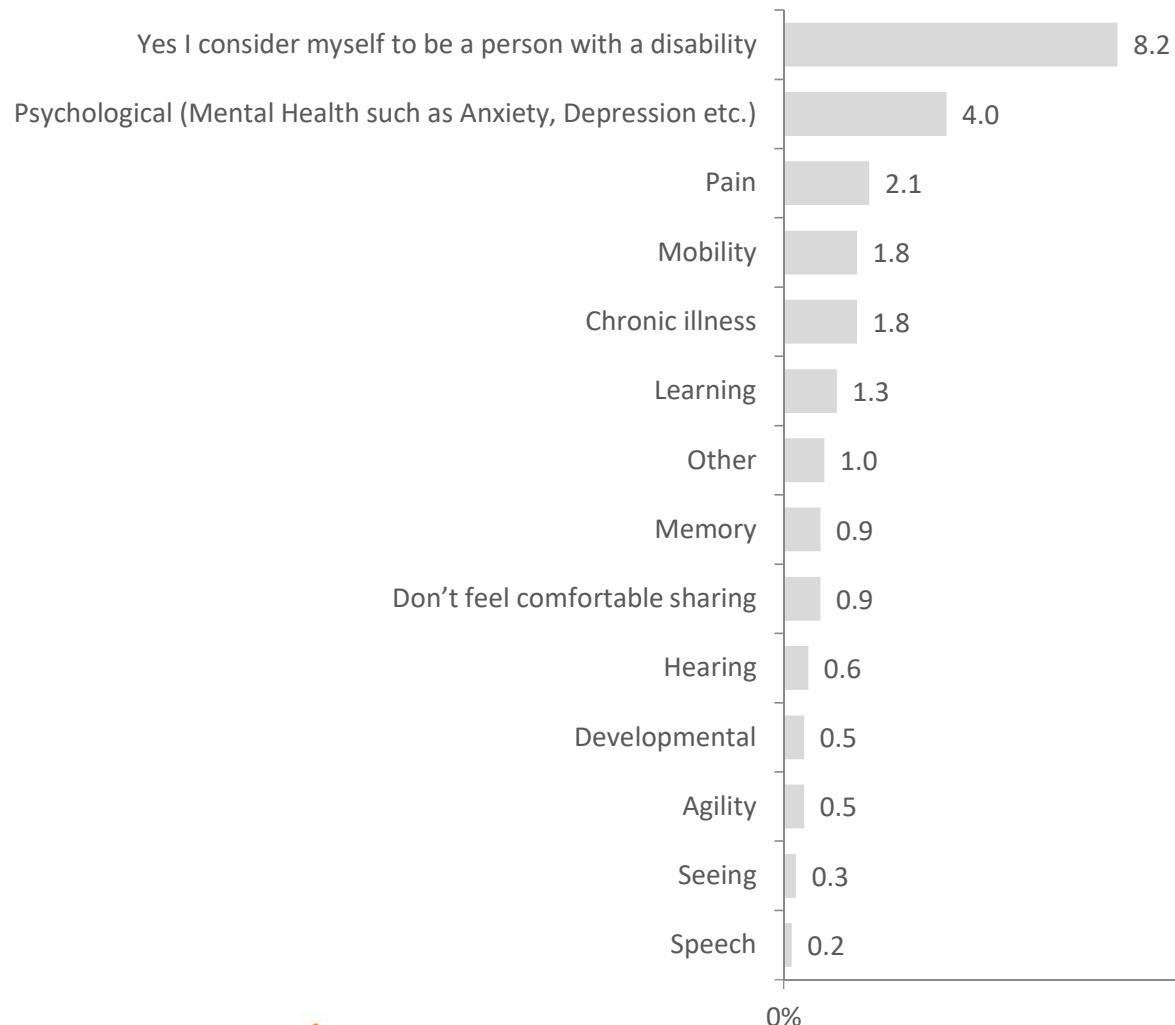
Do you consider yourself to be a visible minority person?
Please indicate your group(s) according to the following Statistics Canada categories.



Snapshot Report

Community & Recreation Facilities

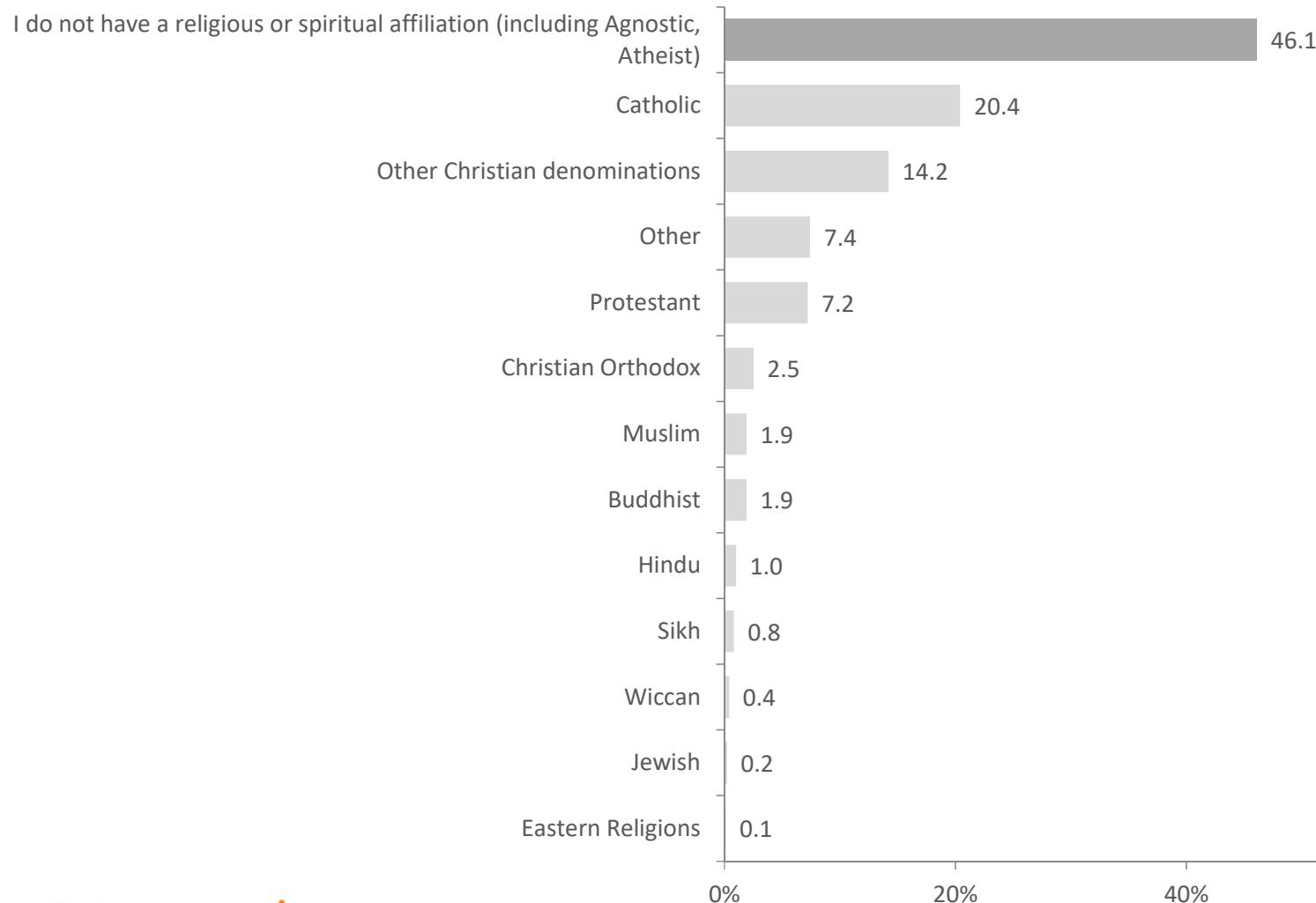
**Do you consider yourself to be a person with a disability?
What is the nature of your disability.**



Snapshot Report

Community & Recreation Facilities

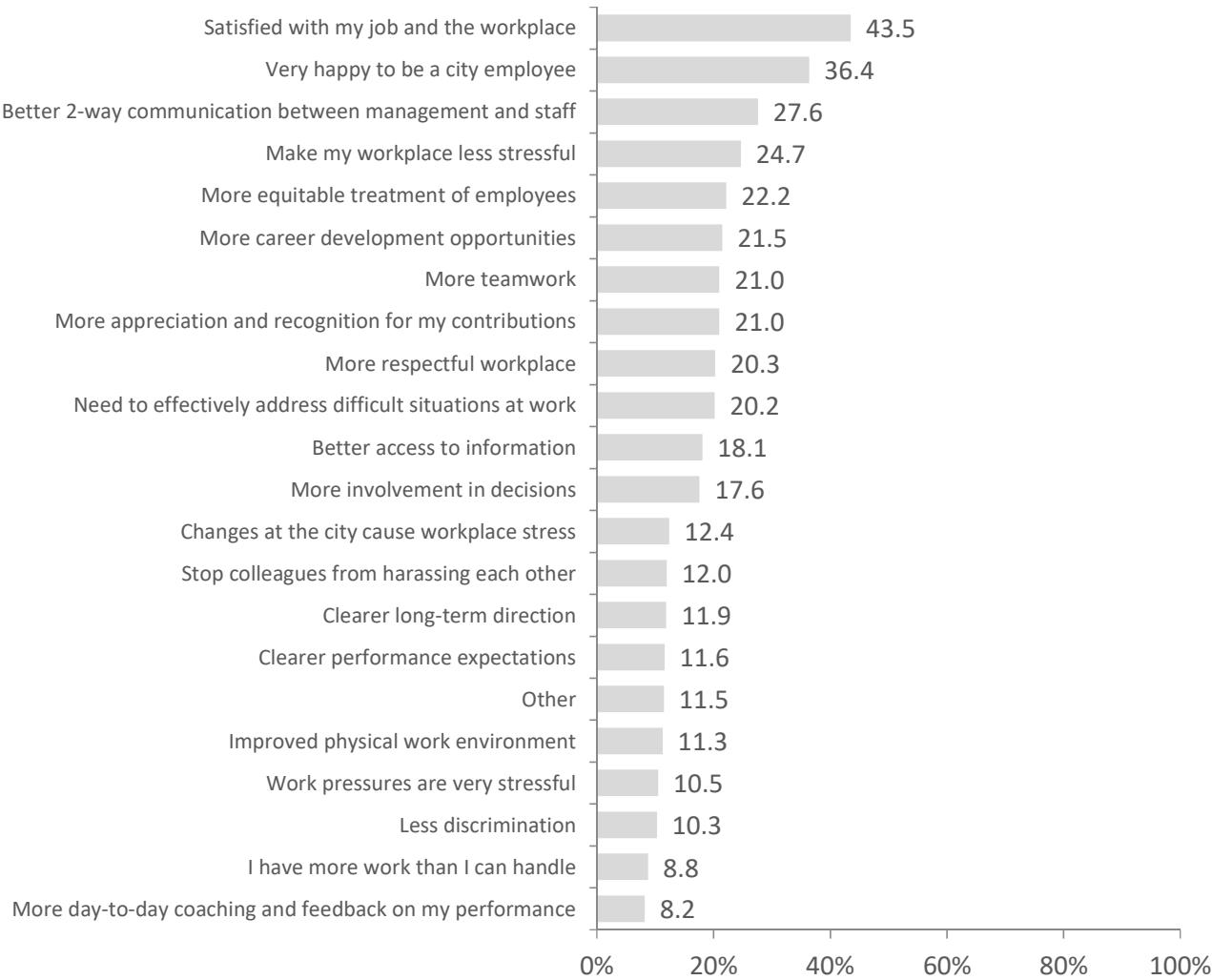
Please indicate your religious or spiritual affiliation.



Snapshot Report

Community & Recreation Facilities

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
43.5	48.4	41.9	48.0	35.2
36.4	39.3	36.2	40.5	n/a
27.6	26.0	30.9	31.4	34.6
24.7	21.5	30.5	22.9	30.4
22.2	17.5	22.0	18.2	23.9
21.5	18.5	24.6	21.7	26.0
21.0	15.7	19.8	21.7	27.8
21.0	15.9	21.7	22.6	28.6
20.3	16.7	21.6	15.3	24.3
20.2	18.5	21.1	16.7	n/a
18.1	15.1	18.8	18.9	19.5
17.6	15.6	19.4	18.3	22.7
12.4	12.7	22.6	9.7	n/a
12.0	9.6	11.4	8.3	n/a
11.9	12.0	19.8	11.7	17.9
11.6	9.7	13.1	11.3	19.3
11.5	12.8	12.3	10.4	12.7
11.3	11.7	11.7	13.4	12.9
10.5	12.0	18.5	8.7	n/a
10.3	7.6	9.8	6.8	9.3
8.8	8.7	13.4	6.8	n/a
8.2	5.8	7.5	9.7	14.3



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Edmonton Transit Service

Department: City Operations

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Edmonton Transit Services

HOW TO READ YOUR REPORT

This report is designed to summarize the opinions made by individuals regarding the job and work environment at the City of Edmonton. The information below describes how to read the results.

Your agreement percentages are graphically depicted as bar charts in % Favourable, % Neutral, and % Unfavourable formats.

The box to the right displays how each percentage was calculated. A % Favourable score of 100% means that all employees indicated they "Strongly Agreed" or "Agreed". While a % Neutral score is technically the middle value on the scale, the score can represent a response that is more unfavourable than it is favourable.

Each organization is different and your survey results should be used as a guide for further investigation. Generally, a % Favourable of 70 or above is considered good, a % Favourable in the 60s is acceptable, and a % Favourable lower than 60 would indicate the need to investigate further. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (**N/A**: refers to the organizational change and that there is no previous comparator.)

Interpreting "Neutral" scores: It is a common temptation to view the neutral scores as "mildly positive" or "on the fence" and to combine neutral with positive scores. TalentMap's experience, corroborated with academic and industry research, indicates that neutral scores should be interpreted as "mildly negative" given the positive bias of the survey instrument. Respondents who select "neither agree nor disagree" to a particular question are not in agreement and are therefore sending a mildly negative message.

This report displays the survey items by dimension.

Branch 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% Unfavourable: represents the respondents who chose "Very Dissatisfied/Dissatisfied" or "Strongly Disagree/Disagree".

% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

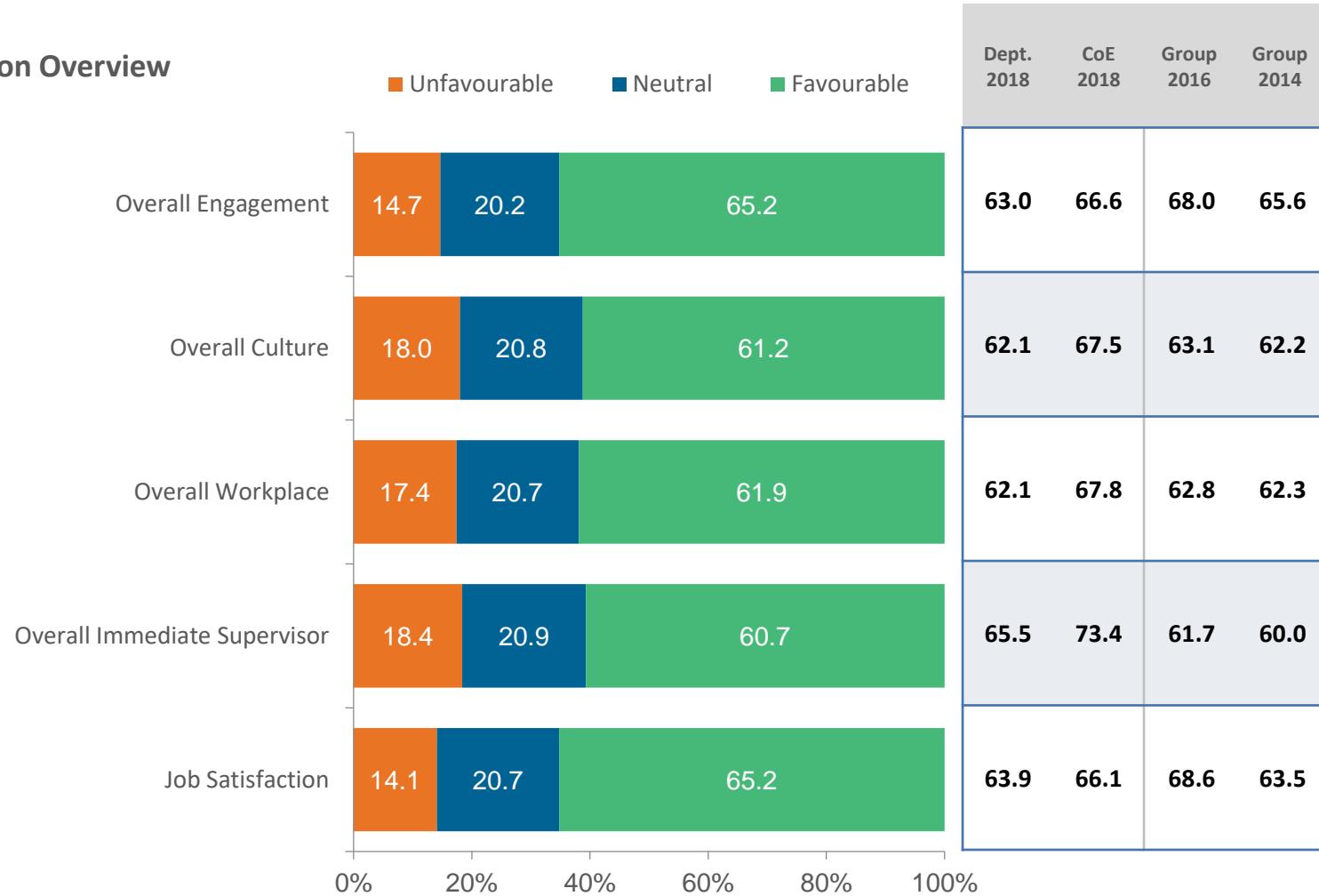
% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

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Snapshot Report

Edmonton Transit Services

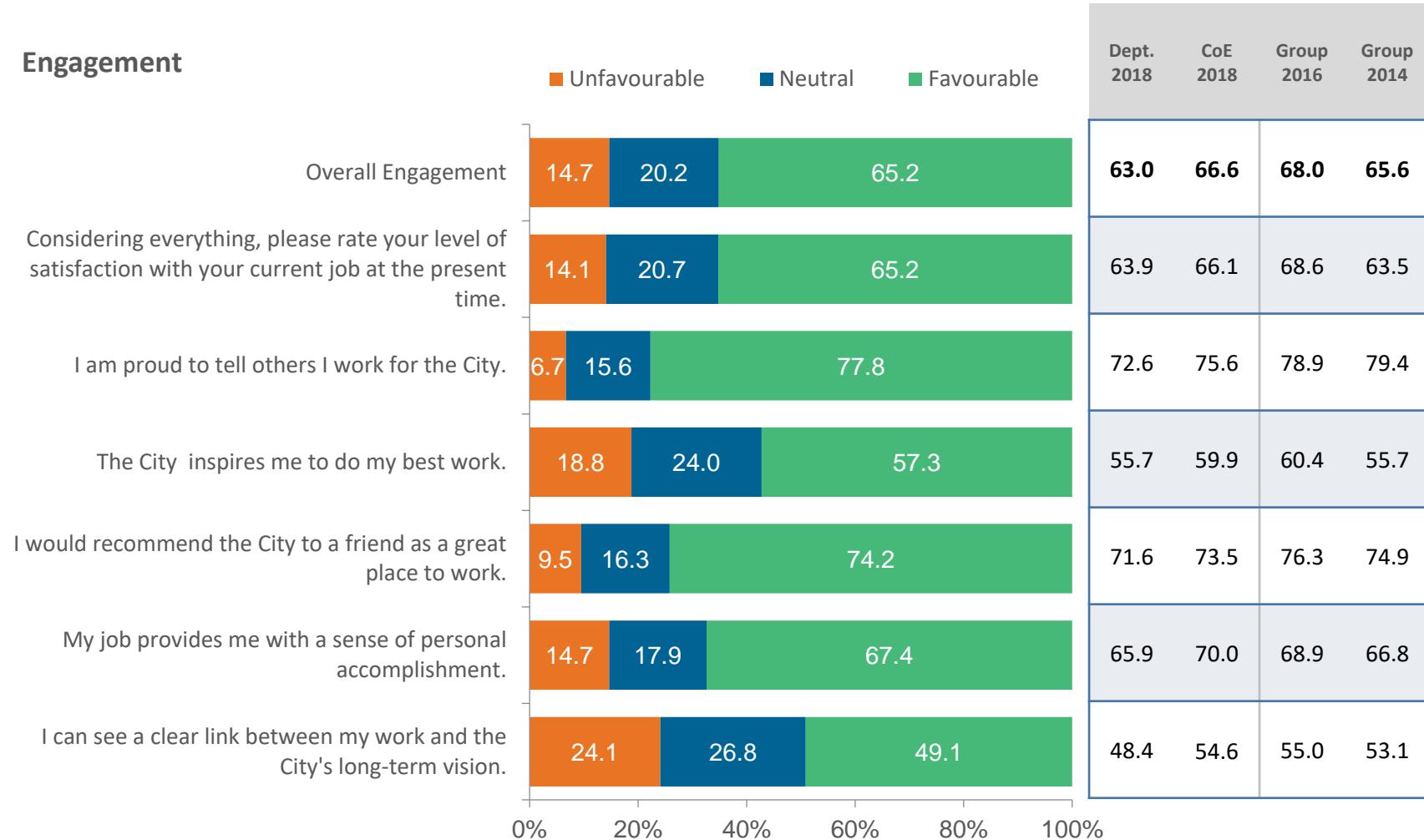
Key Dimension Overview



Snapshot Report

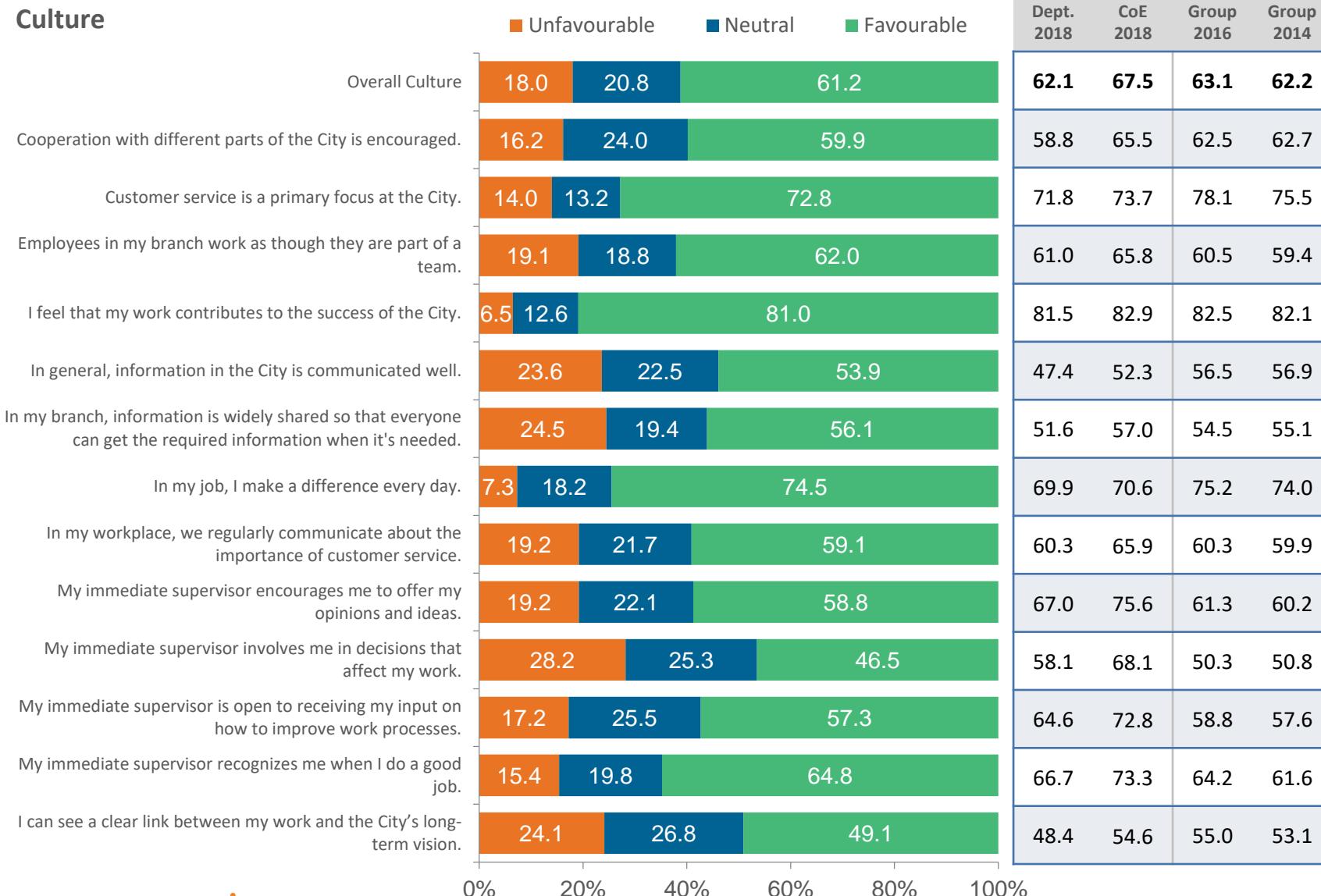
Edmonton Transit Services

Engagement



Snapshot Report

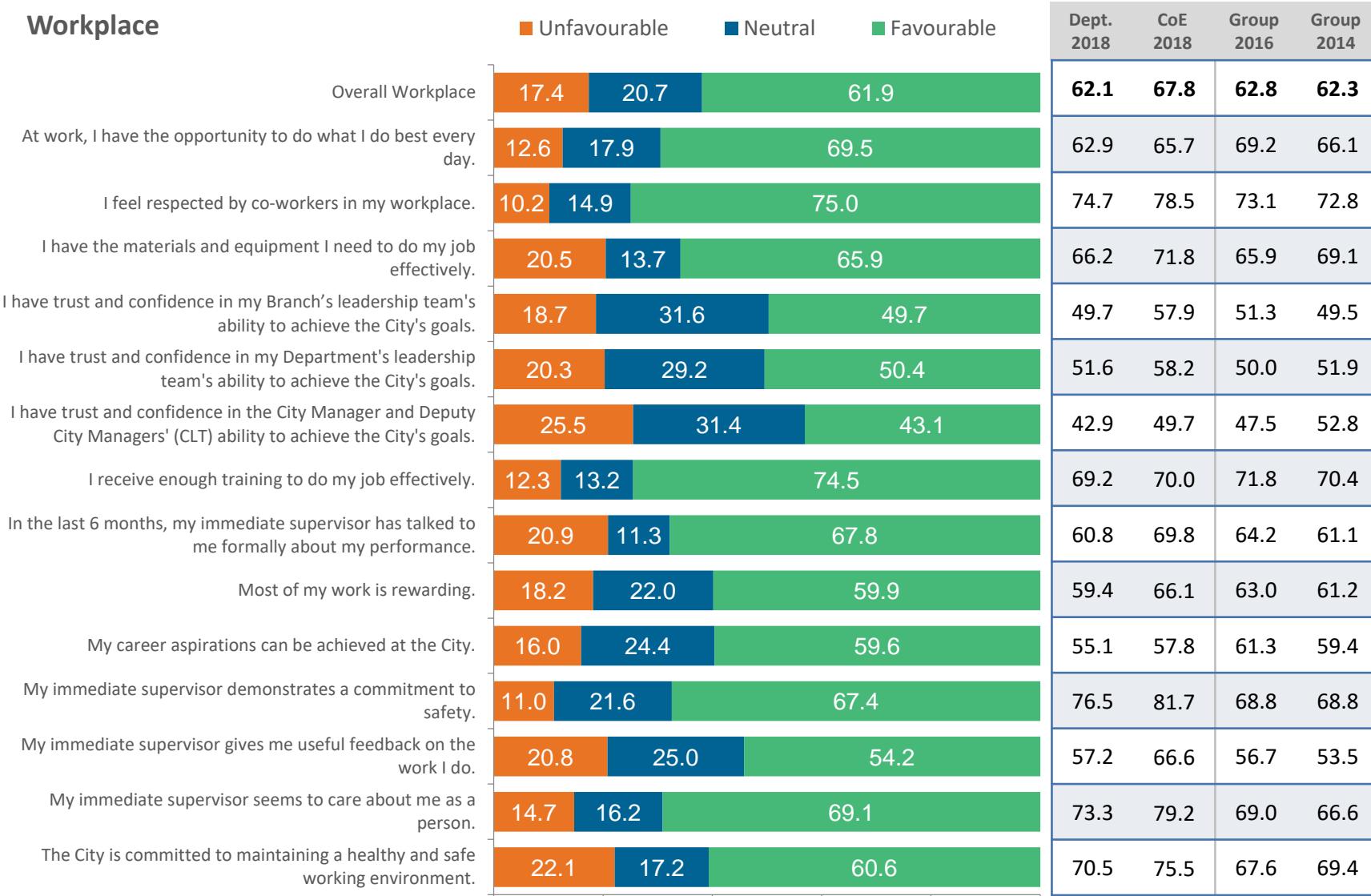
Edmonton Transit Services



Snapshot Report

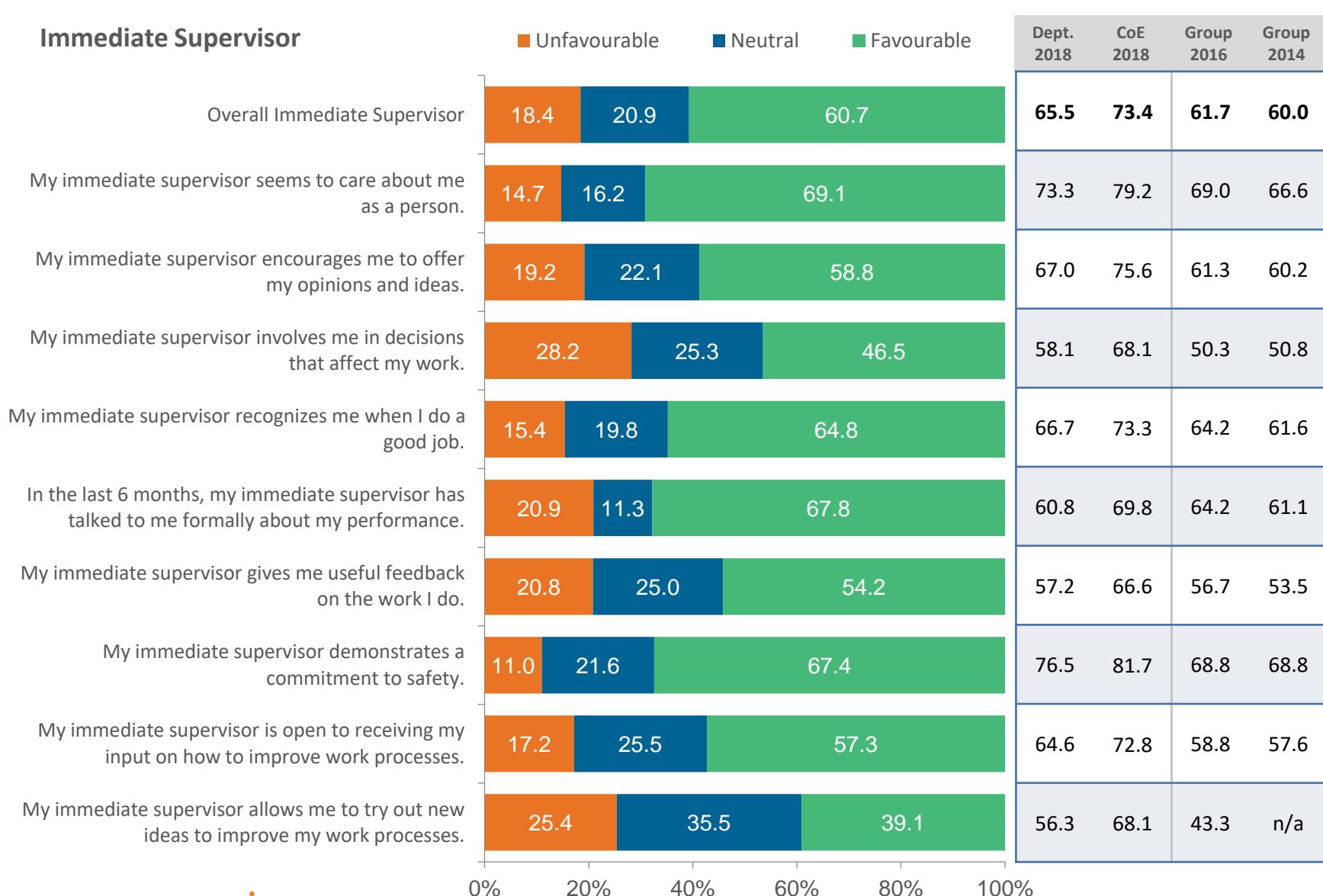
Edmonton Transit Services

Workplace



Snapshot Report

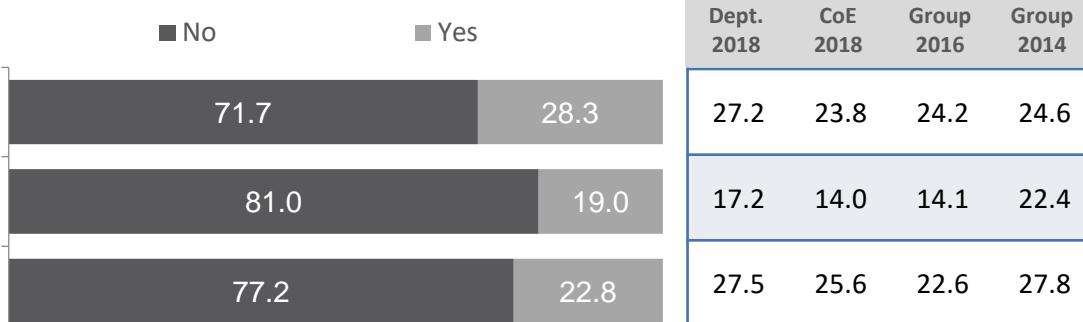
Edmonton Transit Services



Snapshot Report

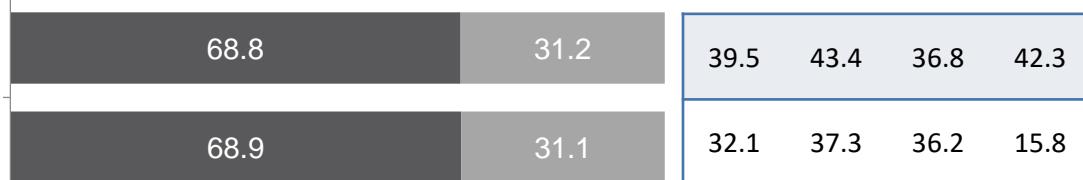
Edmonton Transit Services

Harassment / Discrimination

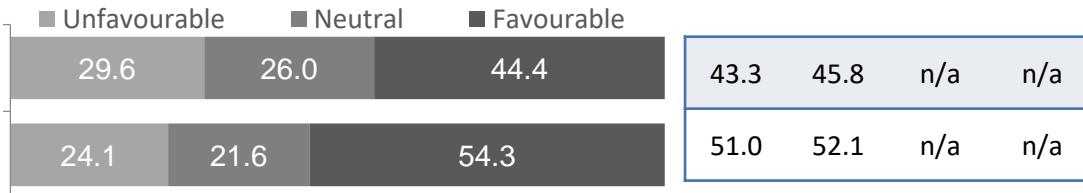


For the questions above, % No represents a favourable score

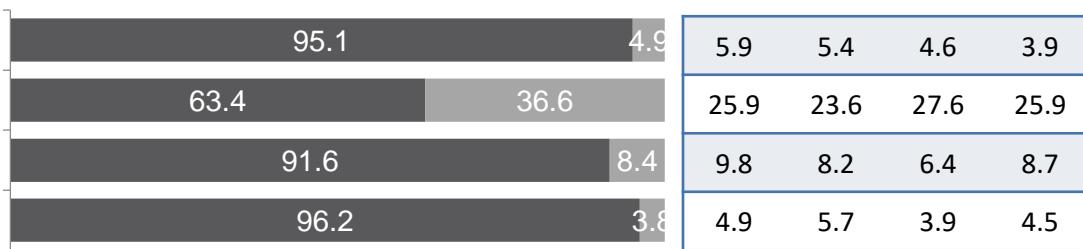
If yes to either experiencing harassment or discrimination, or witnessing harassment or discrimination, did you tell someone who could do something about the situation(s)?



For the questions above, % Yes represents a favourable score



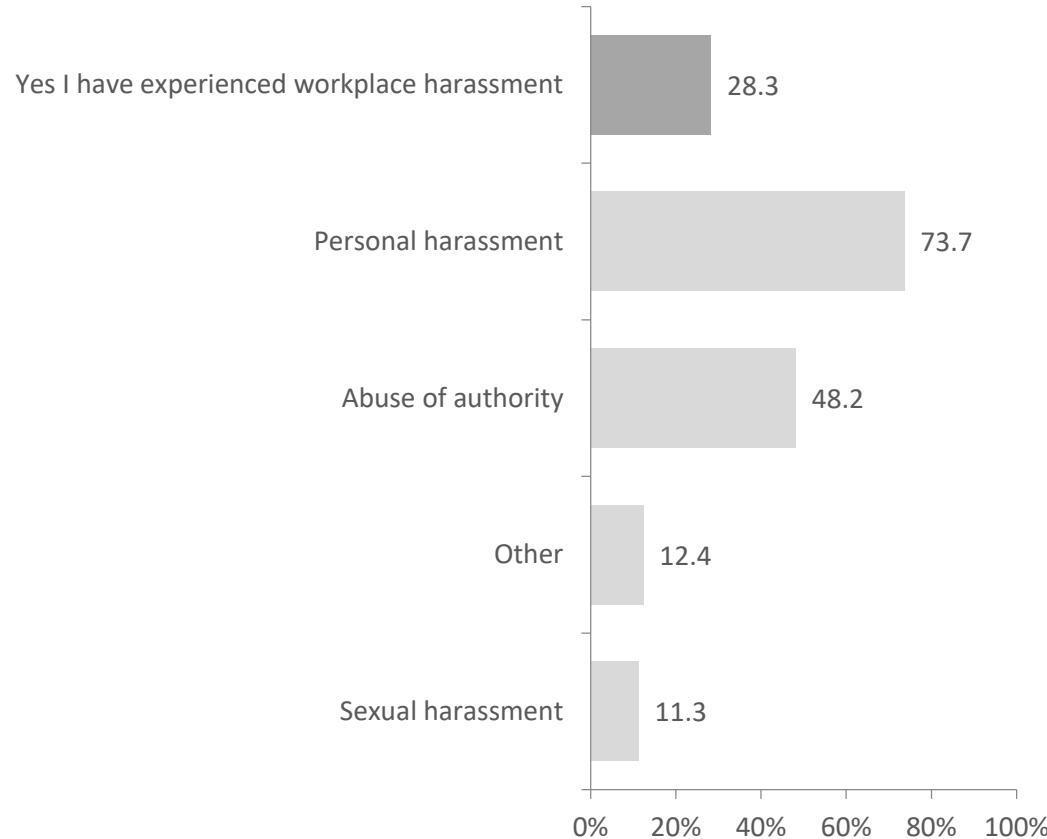
Diversity



Snapshot Report

Edmonton Transit Services

*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate the type of harassment you experienced as a City Employee.*



Snapshot Report

Edmonton Transit Services

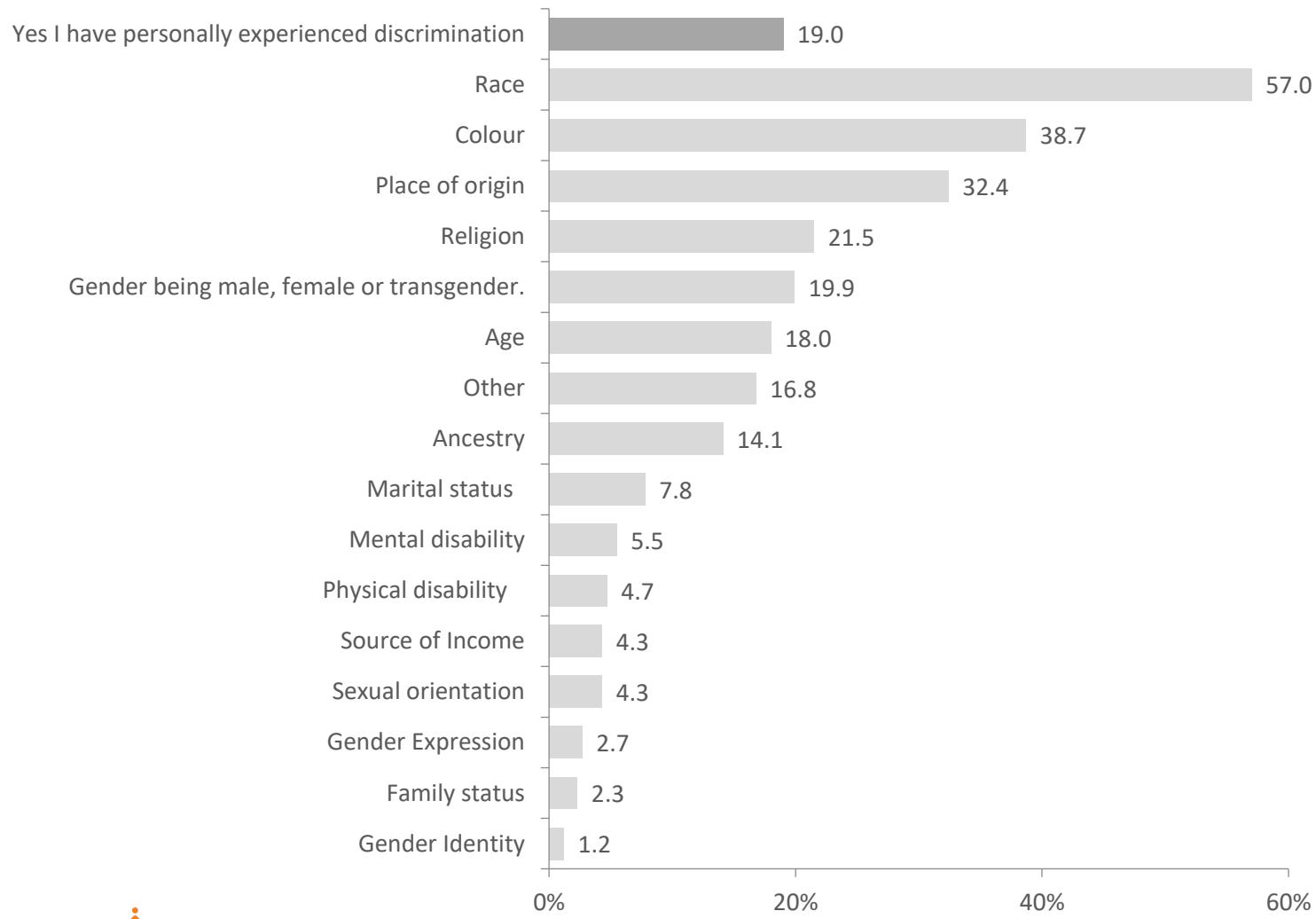
*Have you personally experienced workplace harassment in the last 12 months at the City?
Please indicate who was harassing you.*



Snapshot Report

Edmonton Transit Services

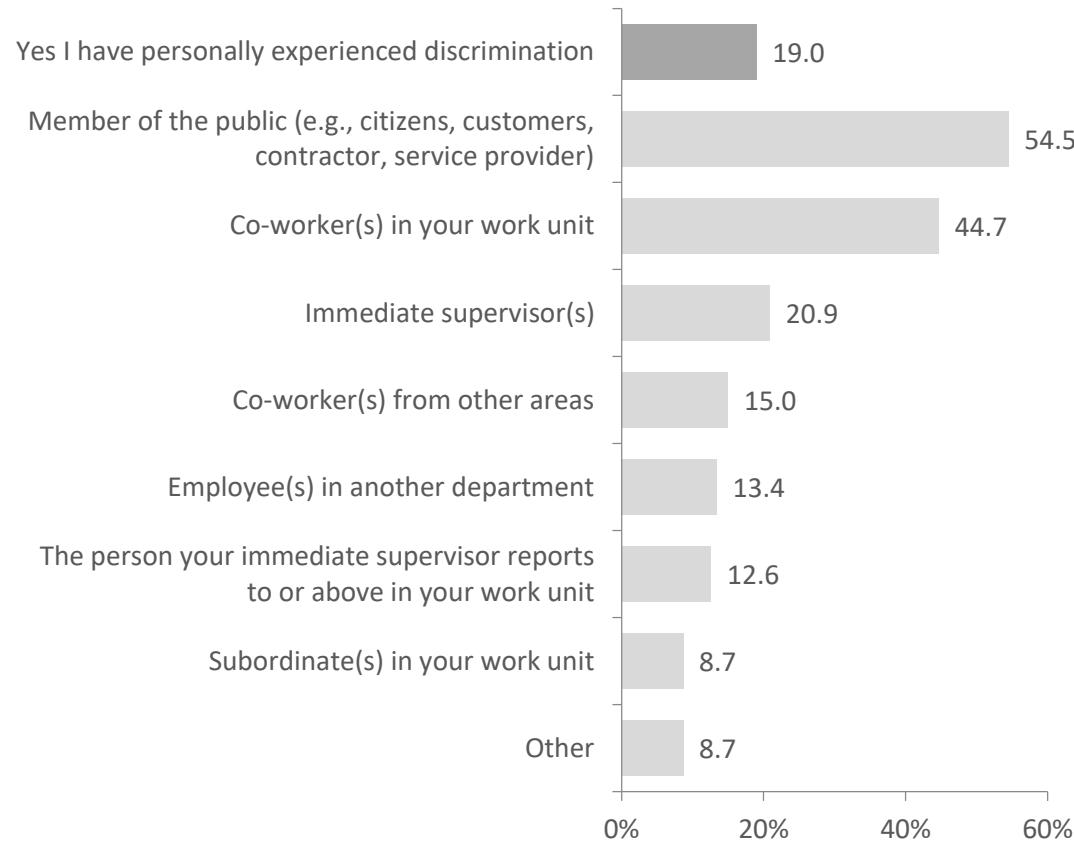
Have you personally experienced discrimination in the last 12 months at the City?
Please indicate the type of discrimination you experienced as a City employee.



Snapshot Report

Edmonton Transit Services

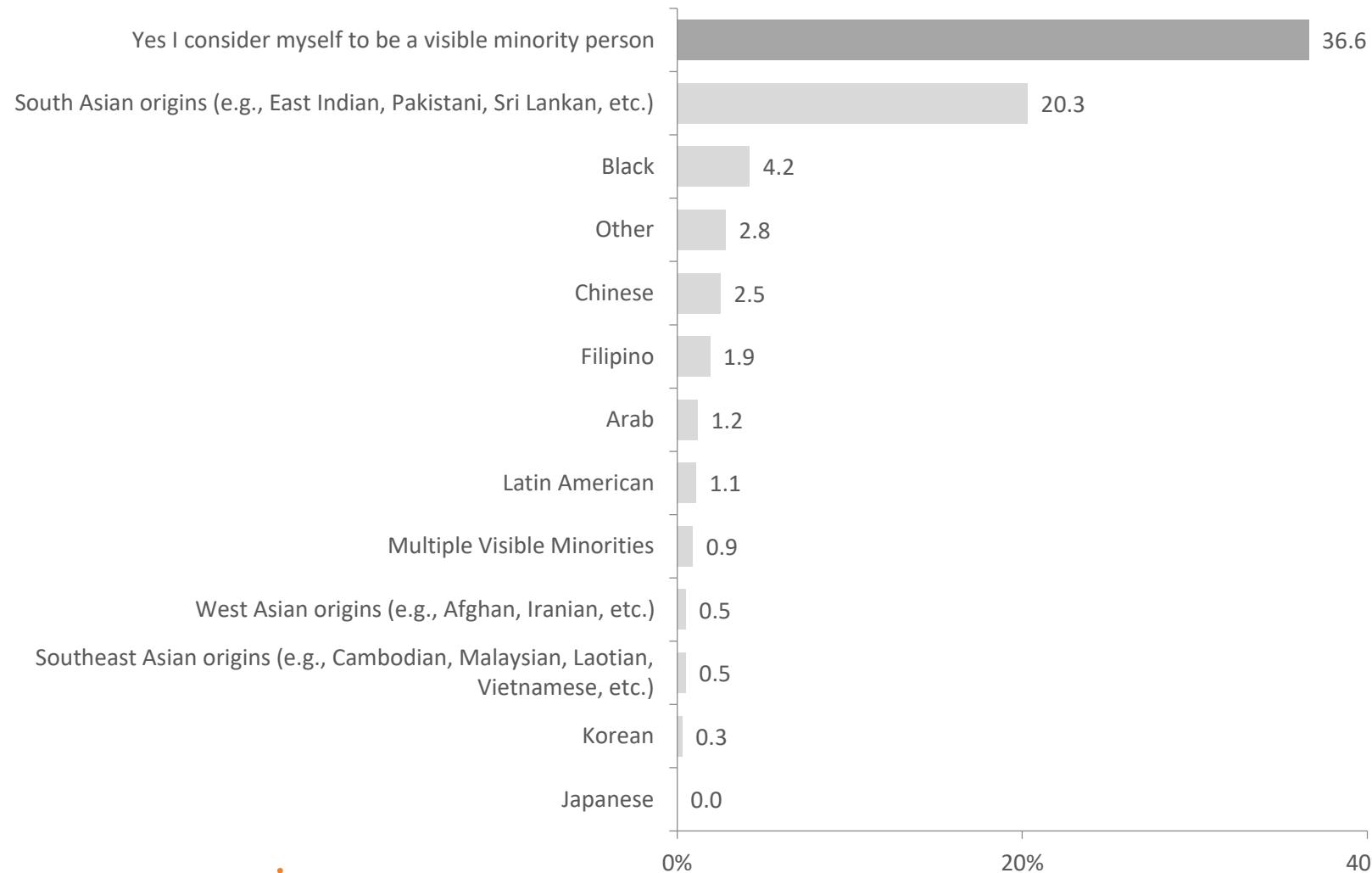
*Have you personally experienced discrimination in the last 12 months at the City?
Please indicate who discriminated against you.*



Snapshot Report

Edmonton Transit Services

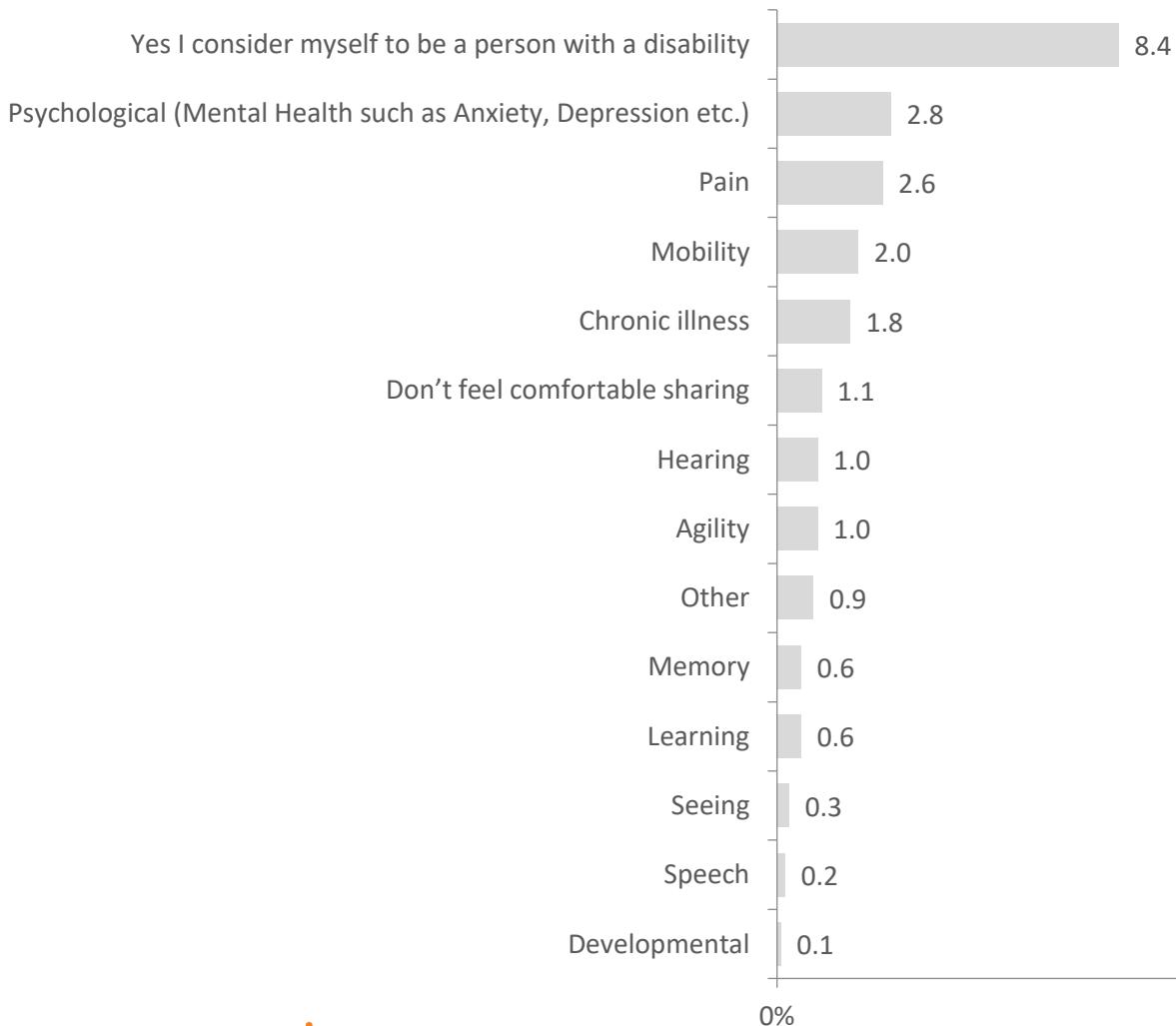
*Do you consider yourself to be a visible minority person?
Please indicate your group(s) according to the following Statistics Canada categories.*



Snapshot Report

Edmonton Transit Services

*Do you consider yourself to be a person with a disability?
What is the nature of your disability.*



Snapshot Report

Edmonton Transit Services

Please indicate your religious or spiritual affiliation.

I do not have a religious or spiritual affiliation (including Agnostic, Atheist) 21.8

Catholic 17.4

Sikh 17.1

Other Christian denominations 13.0

Protestant 8.3

Muslim 5.5

Other 5.4

Christian Orthodox 4.2

Hindu 4.0

Buddhist 1.8

Jewish 0.6

Wiccan 0.4

Eastern Religions 0.2

0%

20%

40%

60%

516 of 573

Snapshot Report

Edmonton Transit Services

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Dept. 2018	CoE 2018	Group 2016	Group 2014
42.4	41.9	46.2	32.4
38.4	36.2	42.7	n/a
34.6	30.5	33.7	39.3
35.4	30.9	35.8	32.4
24.9	21.6	23.4	27.9
25.6	21.7	25.0	31.1
28.2	24.6	27.2	27.8
22.6	21.1	21.3	n/a
22.1	19.4	23.4	21.9
18.9	18.5	20.8	n/a
23.5	19.8	24.3	25.1
23.0	22.0	21.3	30.3
20.6	18.8	19.9	17.4
23.5	22.6	18.3	n/a
21.7	19.8	17.3	19.7
13.2	11.7	14.2	15.5
12.0	9.8	9.7	14.2
13.6	11.4	12.1	n/a
13.9	13.1	11.3	16.2
10.7	12.3	10.0	11.2
8.7	7.5	8.7	8.4
11.9	13.4	9.0	n/a



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Workforce Safety and Employee Health

Department: Employee Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Workforce Safety and Employee Health

HOW TO READ YOUR REPORT

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This report displays the survey items by dimension.

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Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% Unfavourable: represents the respondents who chose "Very Dissatisfied/Dissatisfied" or "Strongly Disagree/Disagree".

% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

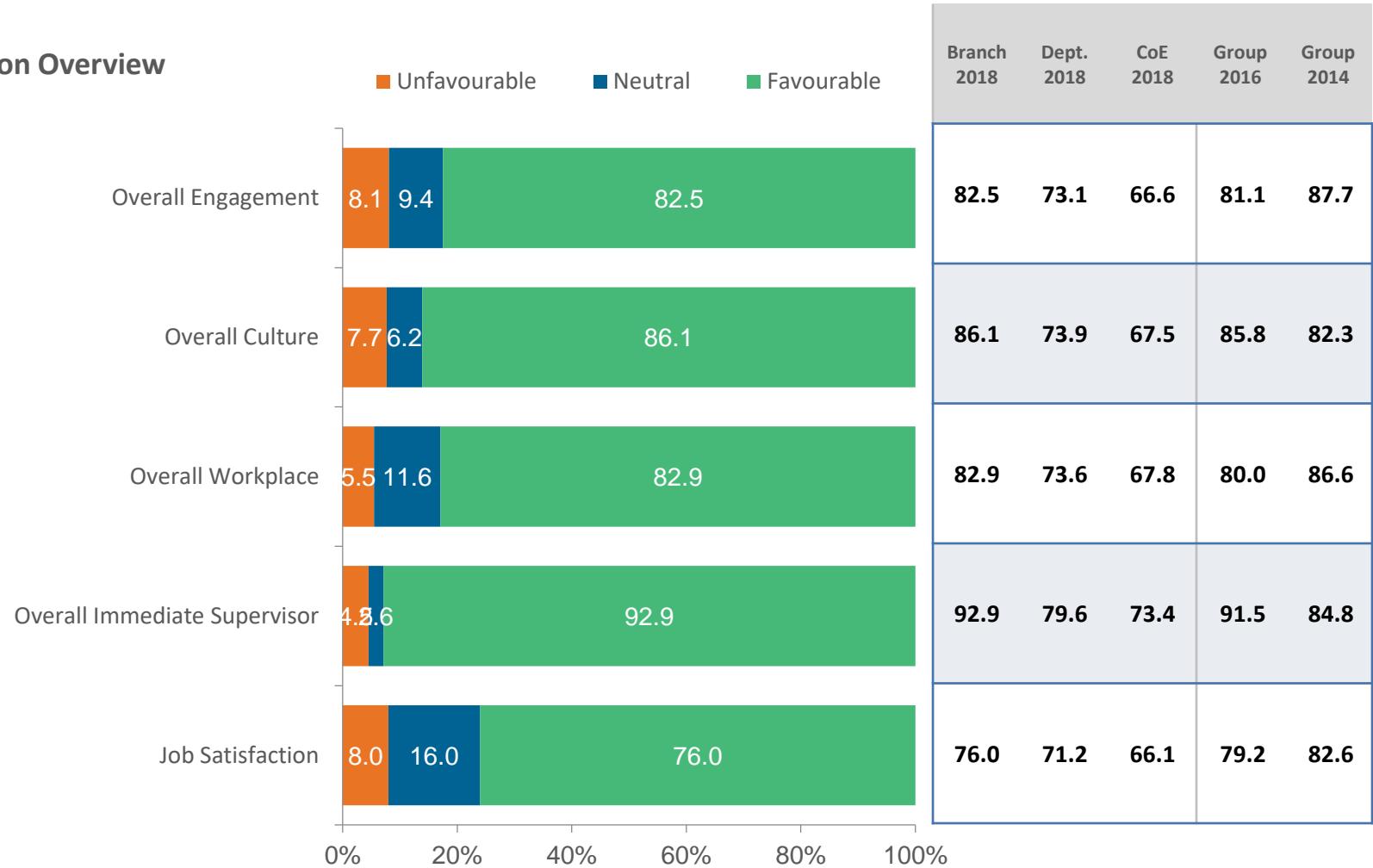
% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

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Snapshot Report

Workforce Safety and Employee Health

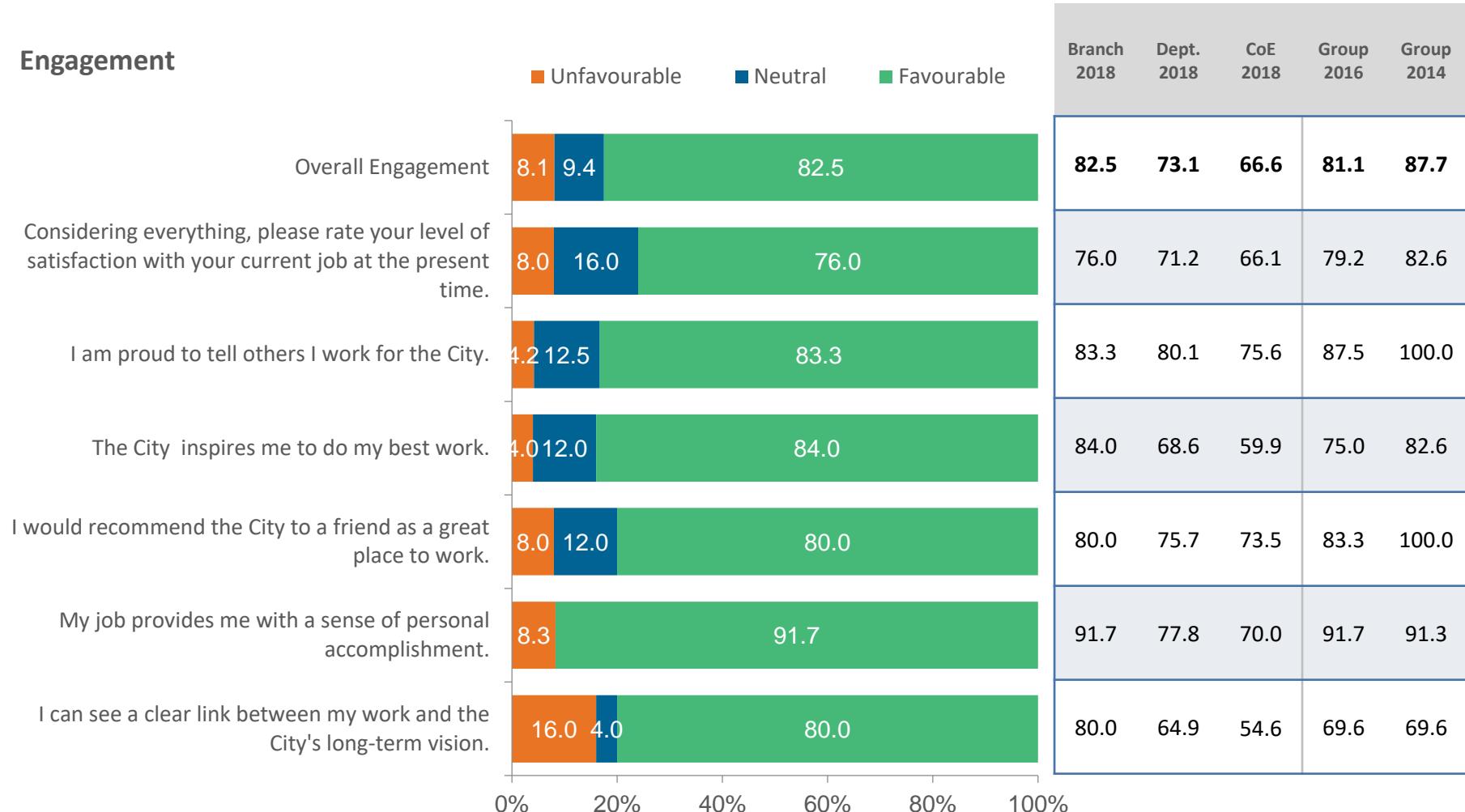
Key Dimension Overview



Snapshot Report

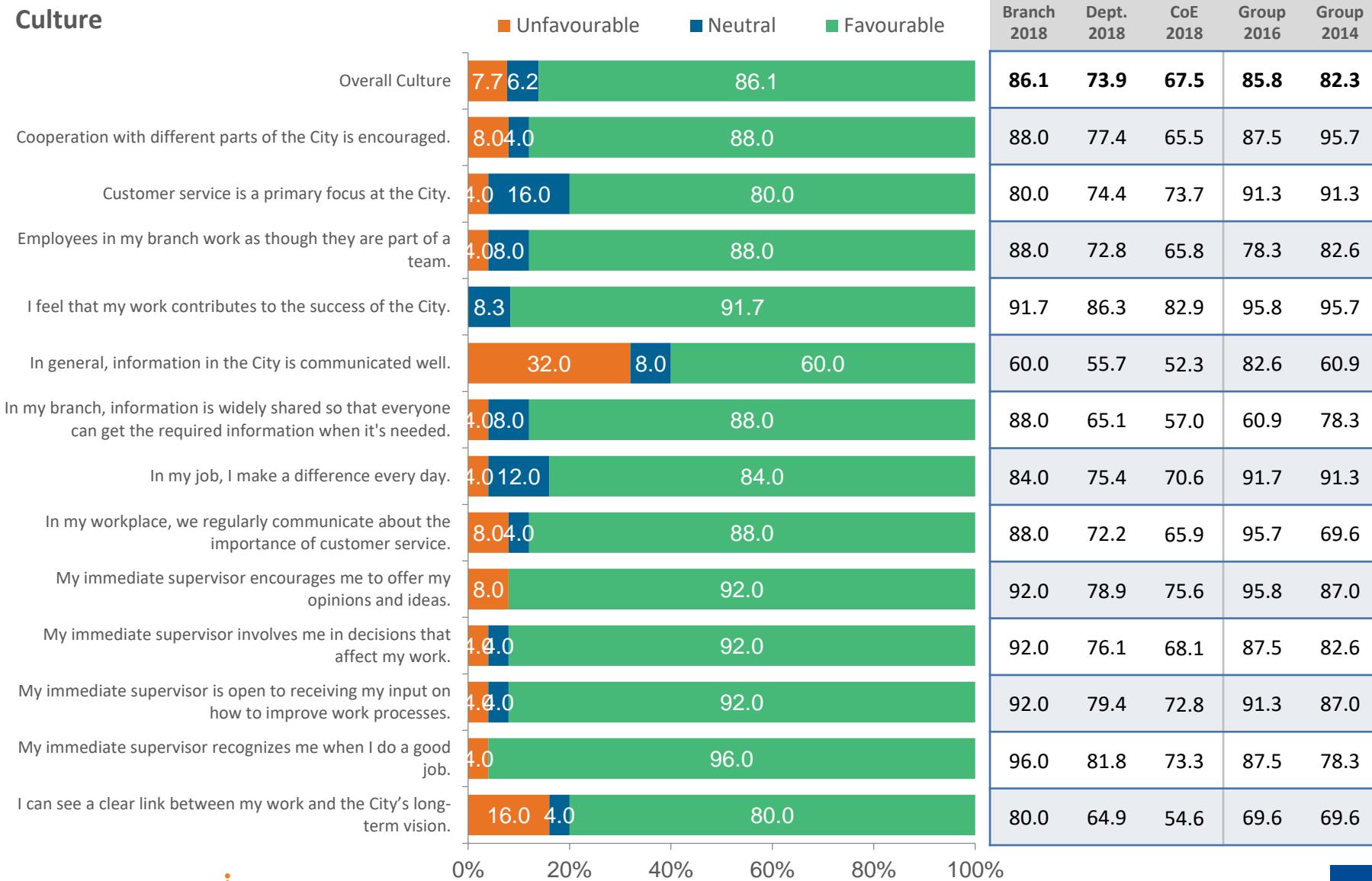
Workforce Safety and Employee Health

Engagement



Snapshot Report

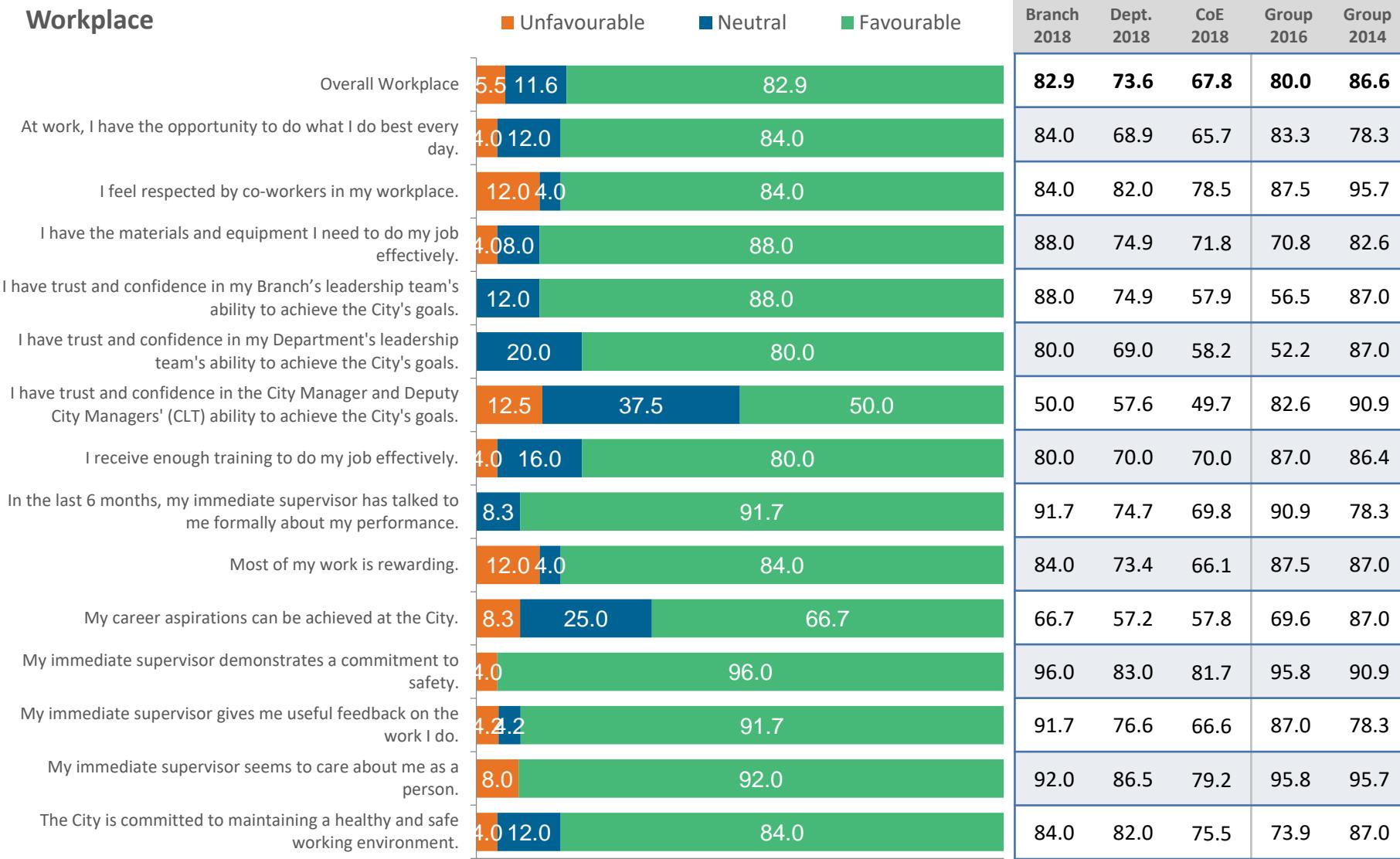
Workforce Safety and Employee Health



Snapshot Report

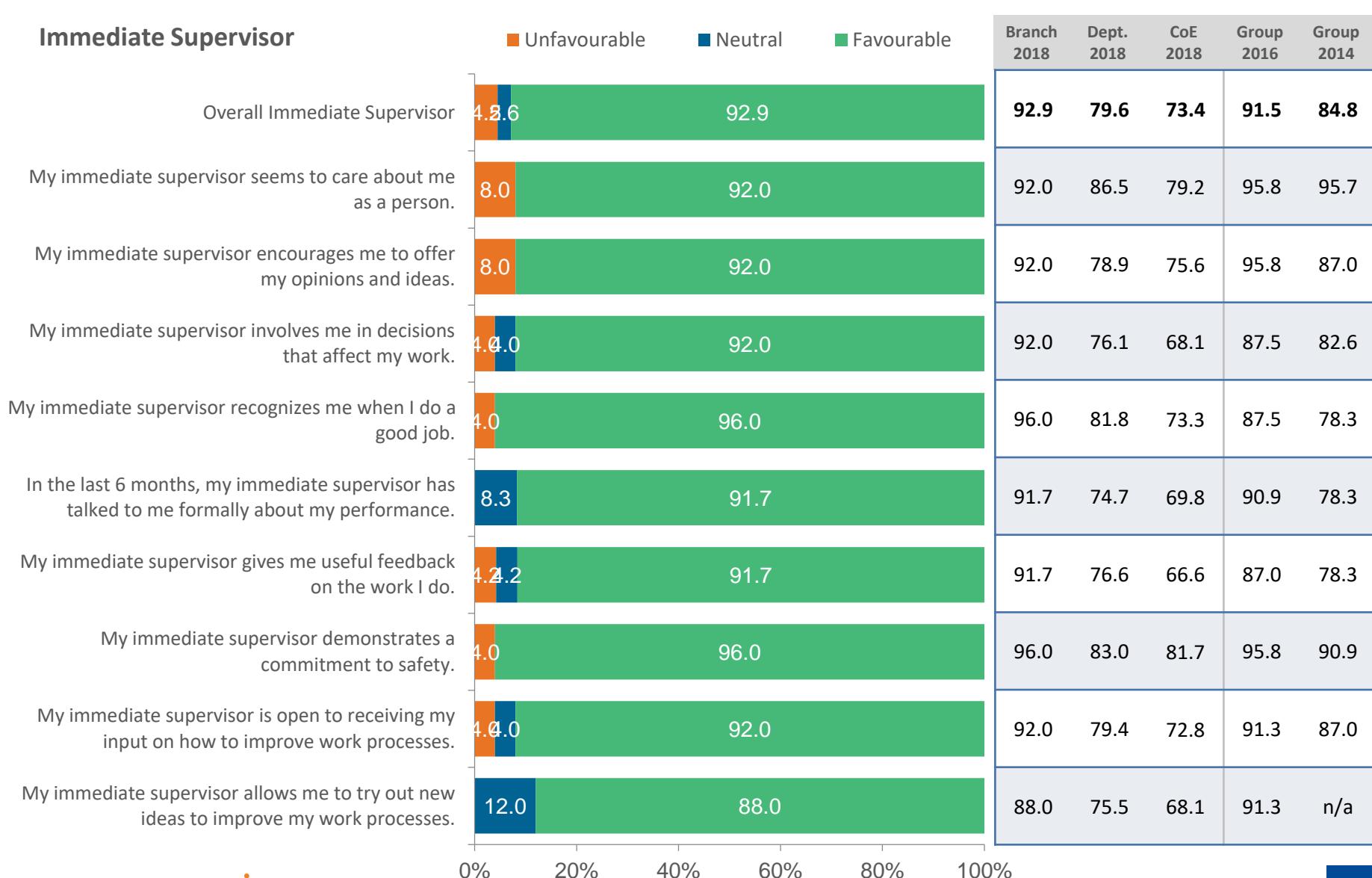
Workforce Safety and Employee Health

Workplace



Snapshot Report

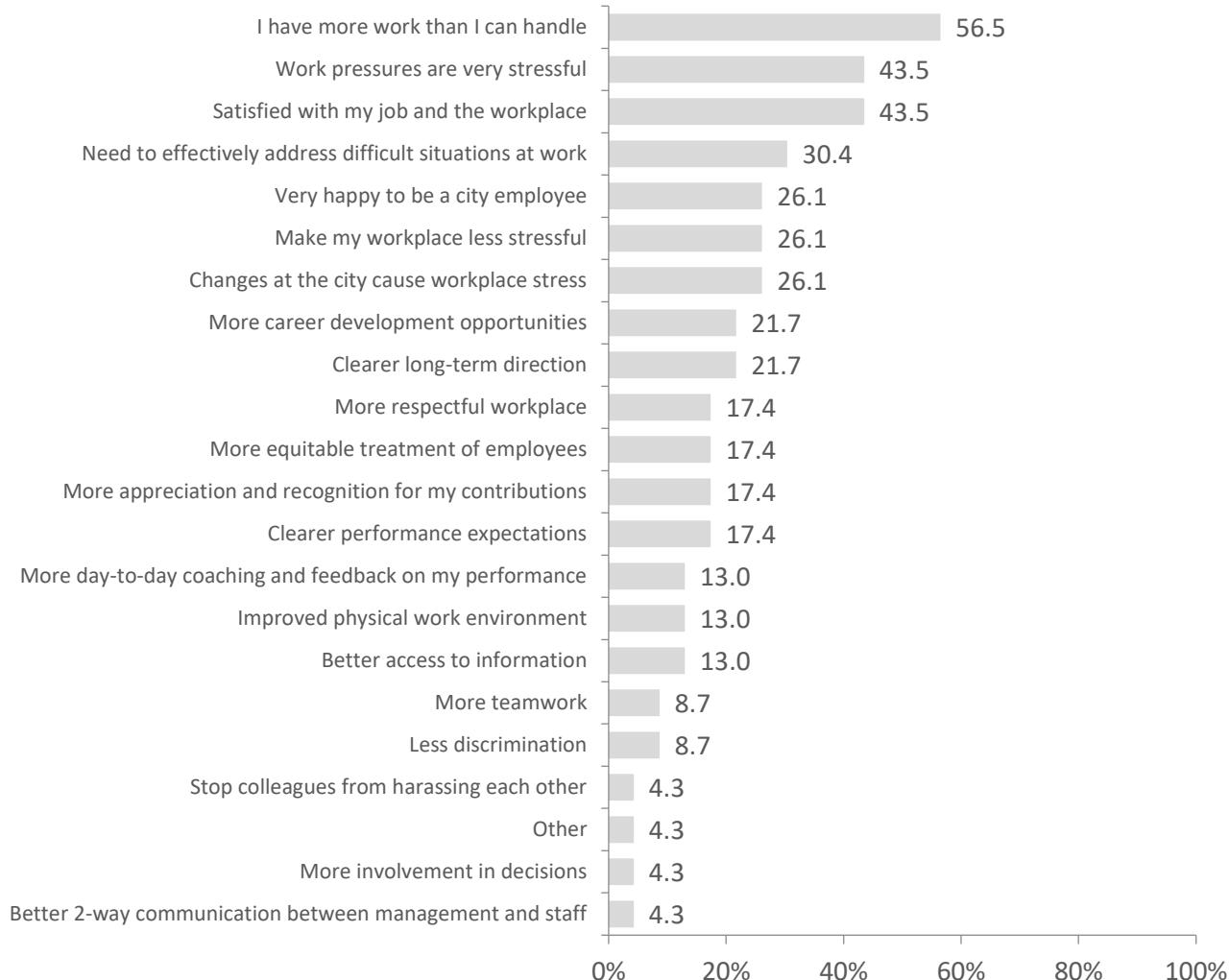
Workforce Safety and Employee Health



Snapshot Report

Workforce Safety and Employee Health

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
56.5	24.1	13.4	34.8	n/a
43.5	23.6	18.5	39.1	n/a
43.5	43.5	41.9	39.1	33.3
30.4	17.8	21.1	21.7	n/a
26.1	33.0	36.2	34.8	n/a
26.1	26.7	30.5	39.1	27.8
26.1	20.4	22.6	17.4	n/a
21.7	27.2	24.6	8.7	5.6
21.7	23.6	19.8	43.5	27.8
17.4	20.9	21.6	30.4	11.1
17.4	25.1	22.0	21.7	11.1
17.4	19.4	21.7	30.4	27.8
17.4	9.4	13.1	13.0	11.1
13.0	5.8	7.5	0.0	11.1
13.0	10.5	11.7	8.7	11.1
13.0	16.2	18.8	8.7	0.0
8.7	16.2	19.8	8.7	22.2
8.7	8.9	9.8	13.0	0.0
4.3	8.9	11.4	8.7	n/a
4.3	9.4	12.3	8.7	22.2
4.3	15.2	19.4	17.4	22.2
4.3	21.5	30.9	34.8	33.3



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: LRT Delivery

Department: Integrated Infrastructure Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

LRT Delivery

HOW TO READ YOUR REPORT

This report is designed to summarize the opinions made by individuals regarding the job and work environment at the City of Edmonton. The information below describes how to read the results.

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This report displays the survey items by dimension.

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Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% Unfavourable: represents the respondents who chose "Very Dissatisfied/Dissatisfied" or "Strongly Disagree/Disagree".

% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

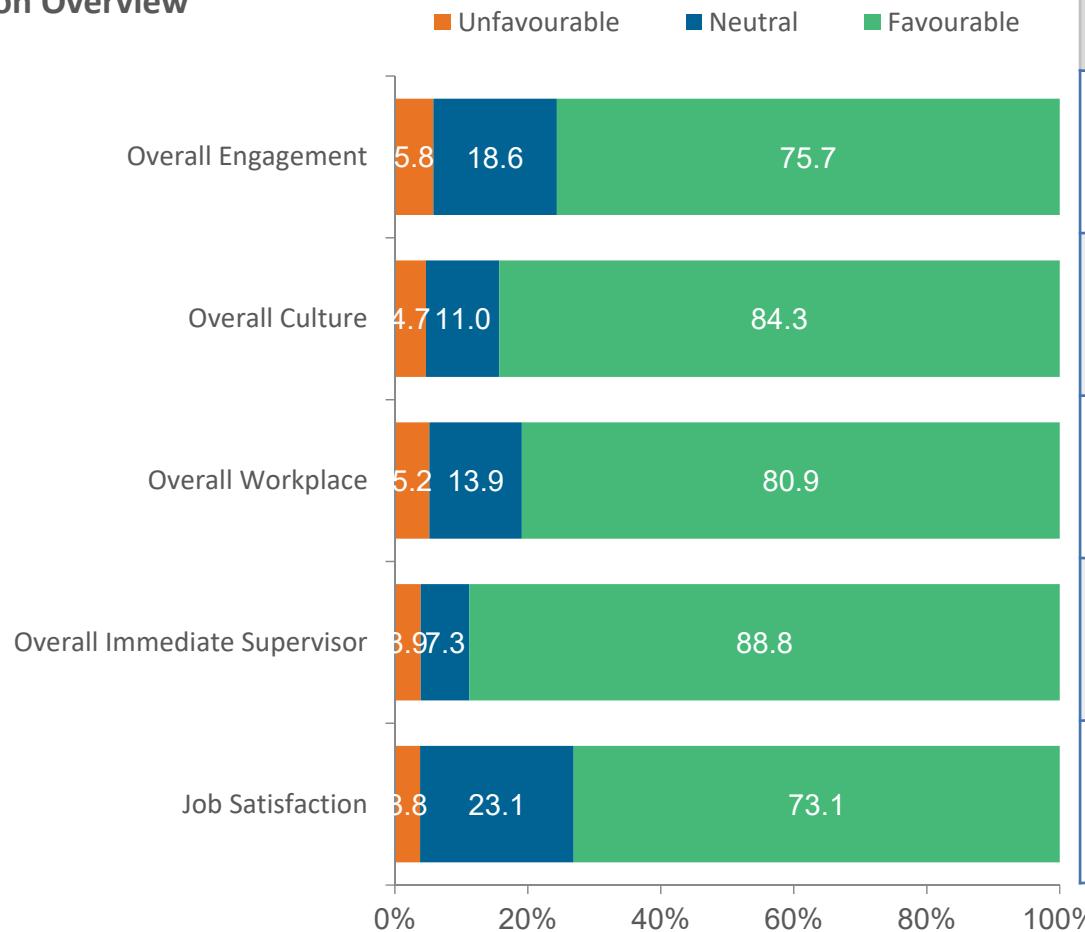
% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

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Snapshot Report

LRT Delivery

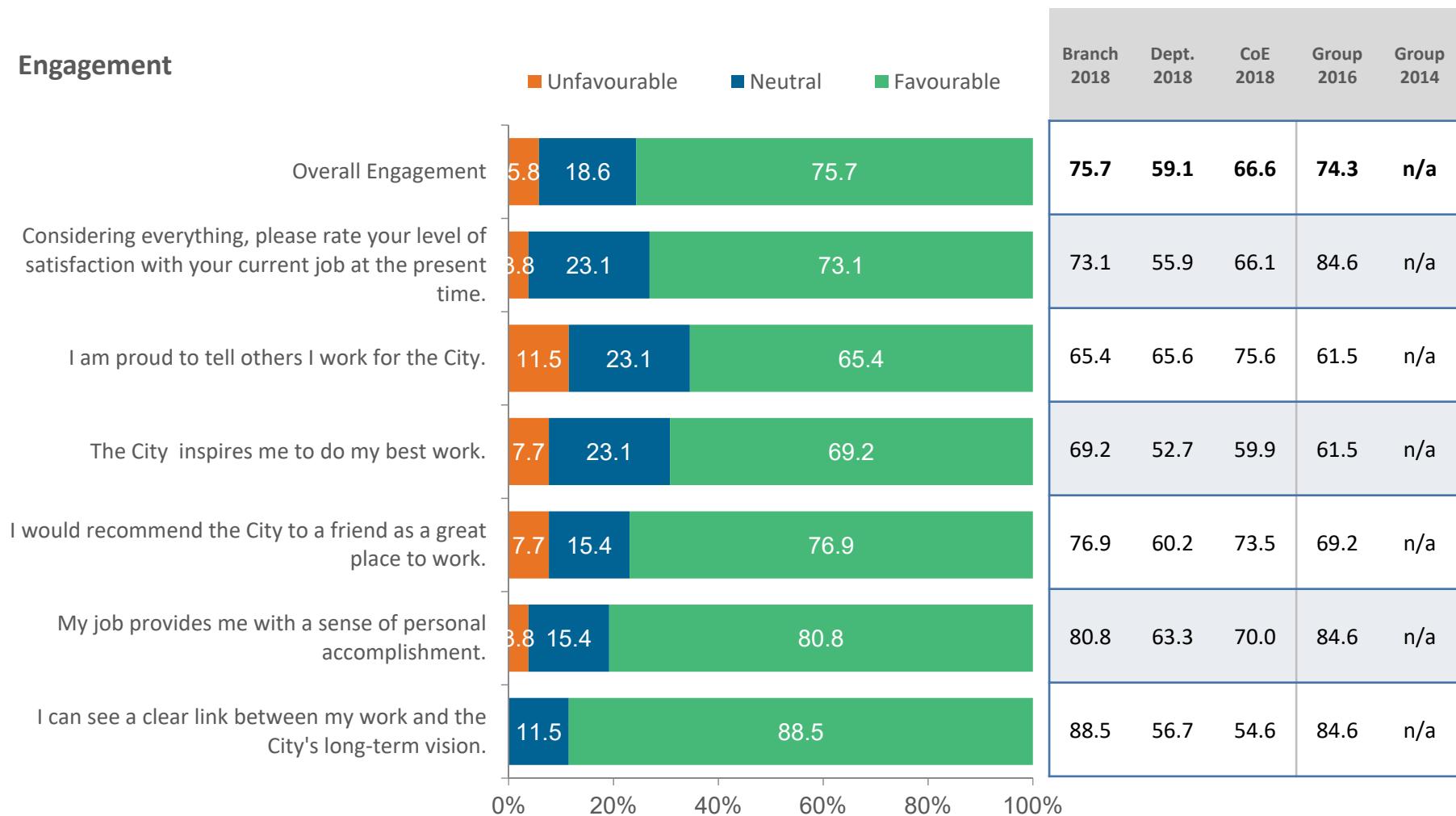
Key Dimension Overview



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
75.7	59.1	66.6	74.3	n/a
84.3	68.3	67.5	84.0	n/a
80.9	67.5	67.8	78.4	n/a
88.8	79.6	73.4	80.8	n/a
73.1	55.9	66.1	84.6	n/a

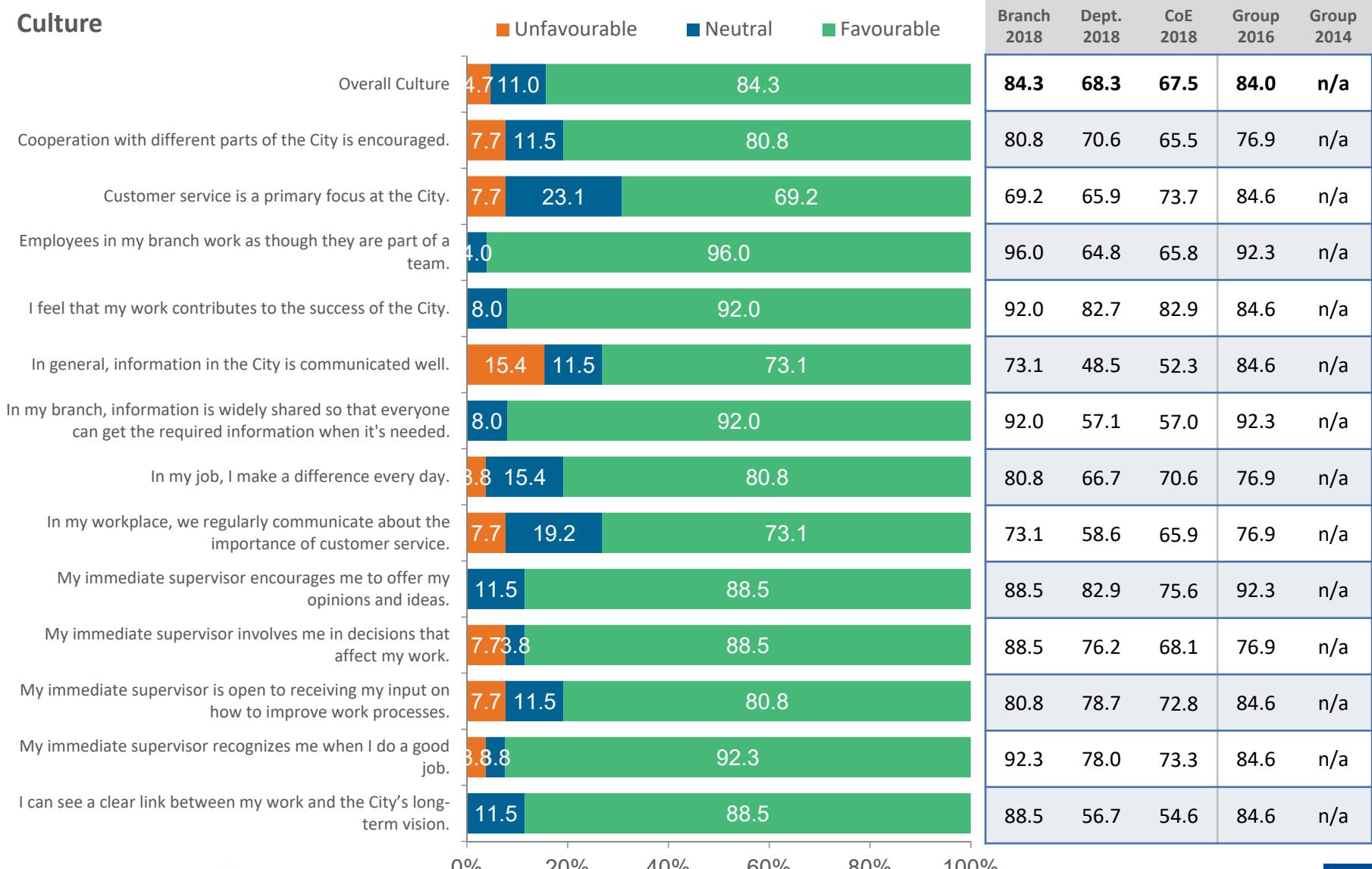
Snapshot Report

LRT Delivery



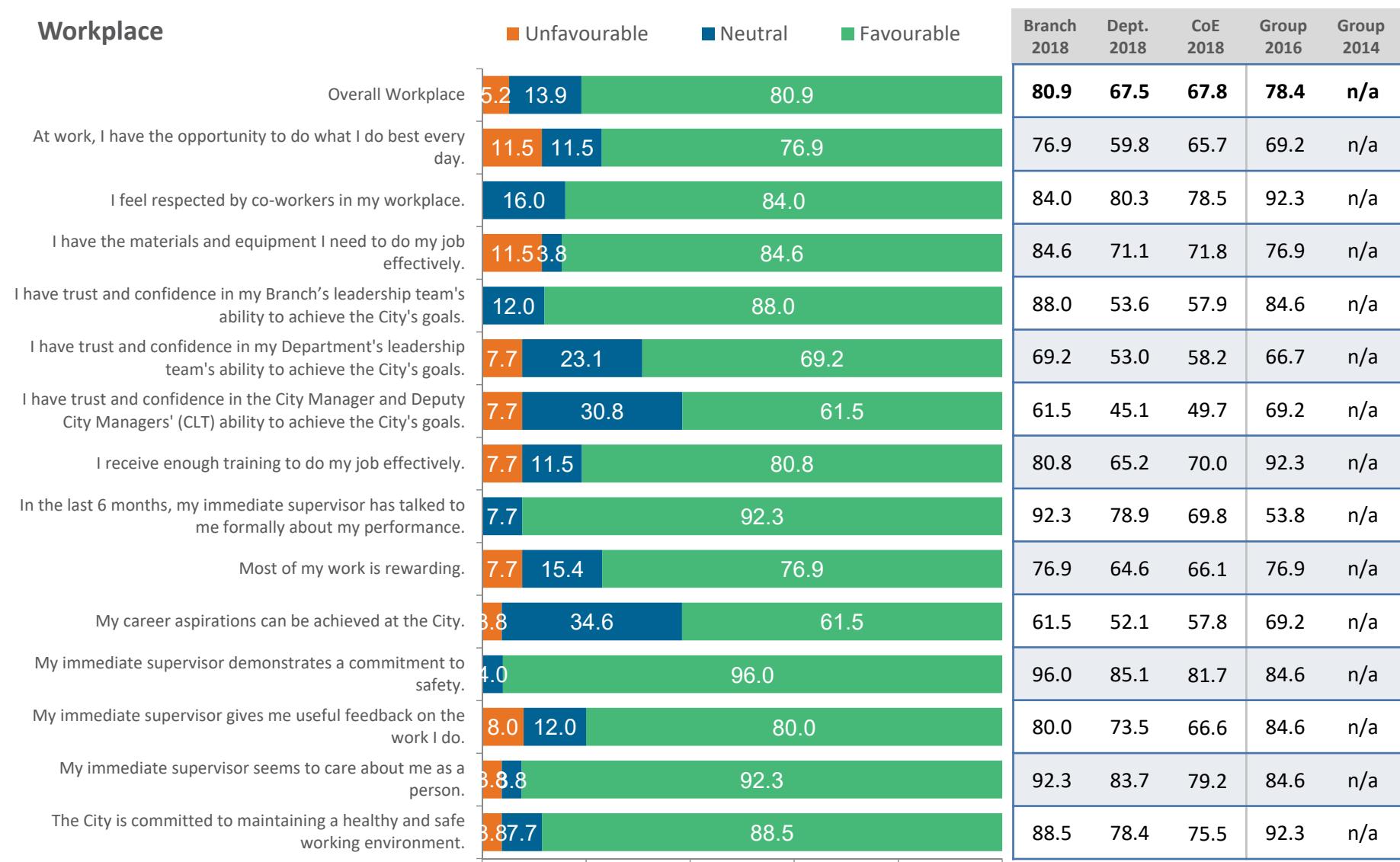
Snapshot Report

LRT Delivery



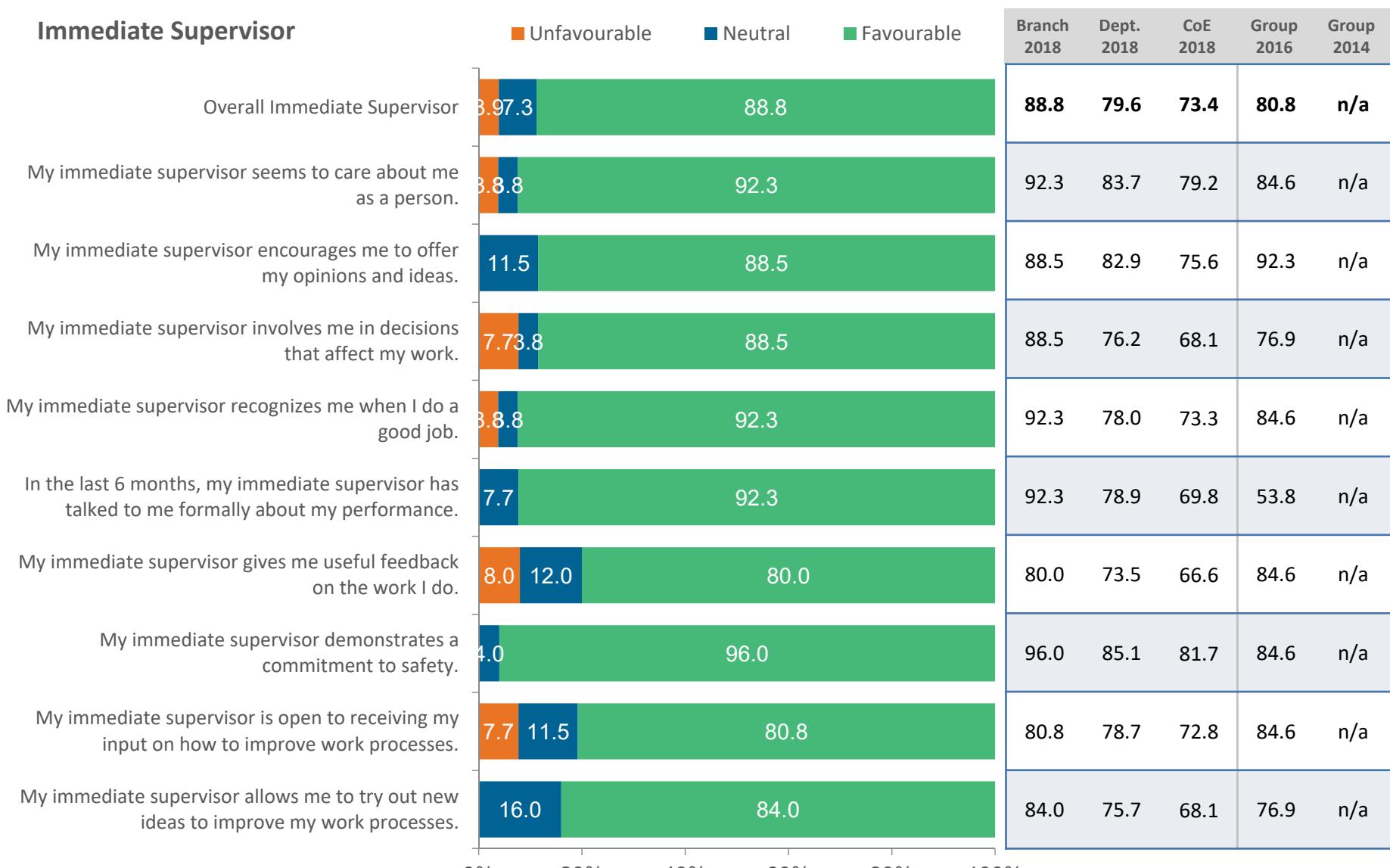
Snapshot Report

LRT Delivery



Snapshot Report

LRT Delivery



Snapshot Report

LRT Delivery

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
44.0	26.5	18.5	25.0	n/a
44.0	34.0	41.9	75.0	n/a
44.0	26.3	21.7	25.0	n/a
40.0	42.2	22.6	25.0	n/a
36.0	25.4	13.4	16.7	n/a
28.0	28.6	36.2	75.0	n/a
28.0	22.4	21.1	8.3	n/a
28.0	34.7	30.5	16.7	n/a
24.0	9.3	11.4	0.0	n/a
24.0	25.2	24.6	8.3	n/a
20.0	19.7	21.6	16.7	n/a
20.0	24.9	22.0	8.3	n/a
20.0	29.9	19.8	16.7	n/a
20.0	30.6	30.9	8.3	n/a
16.0	17.5	13.1	0.0	n/a
12.0	21.5	19.4	8.3	n/a
12.0	7.5	7.5	0.0	n/a
12.0	17.9	18.8	8.3	n/a
8.0	14.3	12.3	0.0	n/a
8.0	7.5	9.8	0.0	n/a
4.0	16.1	19.8	8.3	n/a
0.0	9.1	11.7	0.0	n/a



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Organizational Development

Department: Employee Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Organizational Development

HOW TO READ YOUR REPORT

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This report displays the survey items by dimension.

Branch 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% Unfavourable: represents the respondents who chose "Very Dissatisfied/Dissatisfied" or "Strongly Disagree/Disagree".

% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.



Invited: 29
Responded: 28

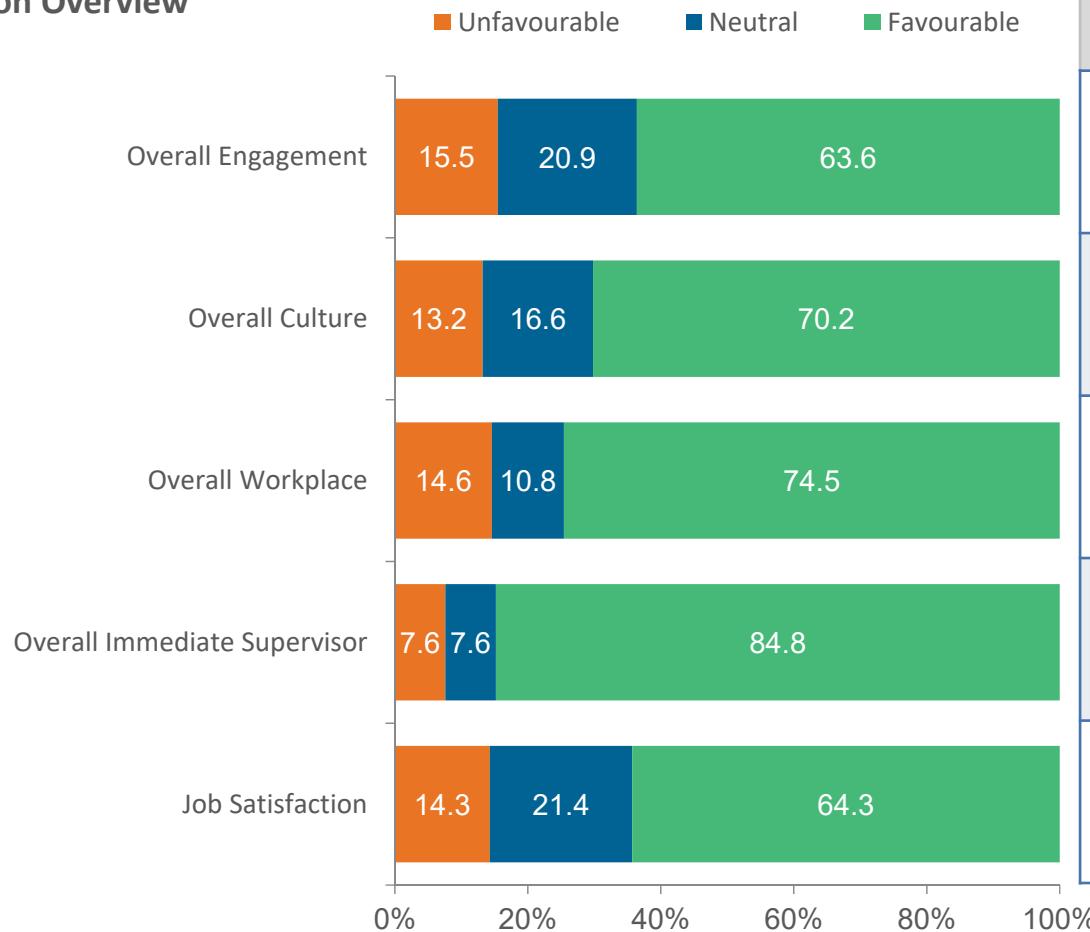
Participation Rate 2018: 97%
Participation Rate 2016: n/a
Participation Rate 2014: n/a



Snapshot Report

Organizational Development

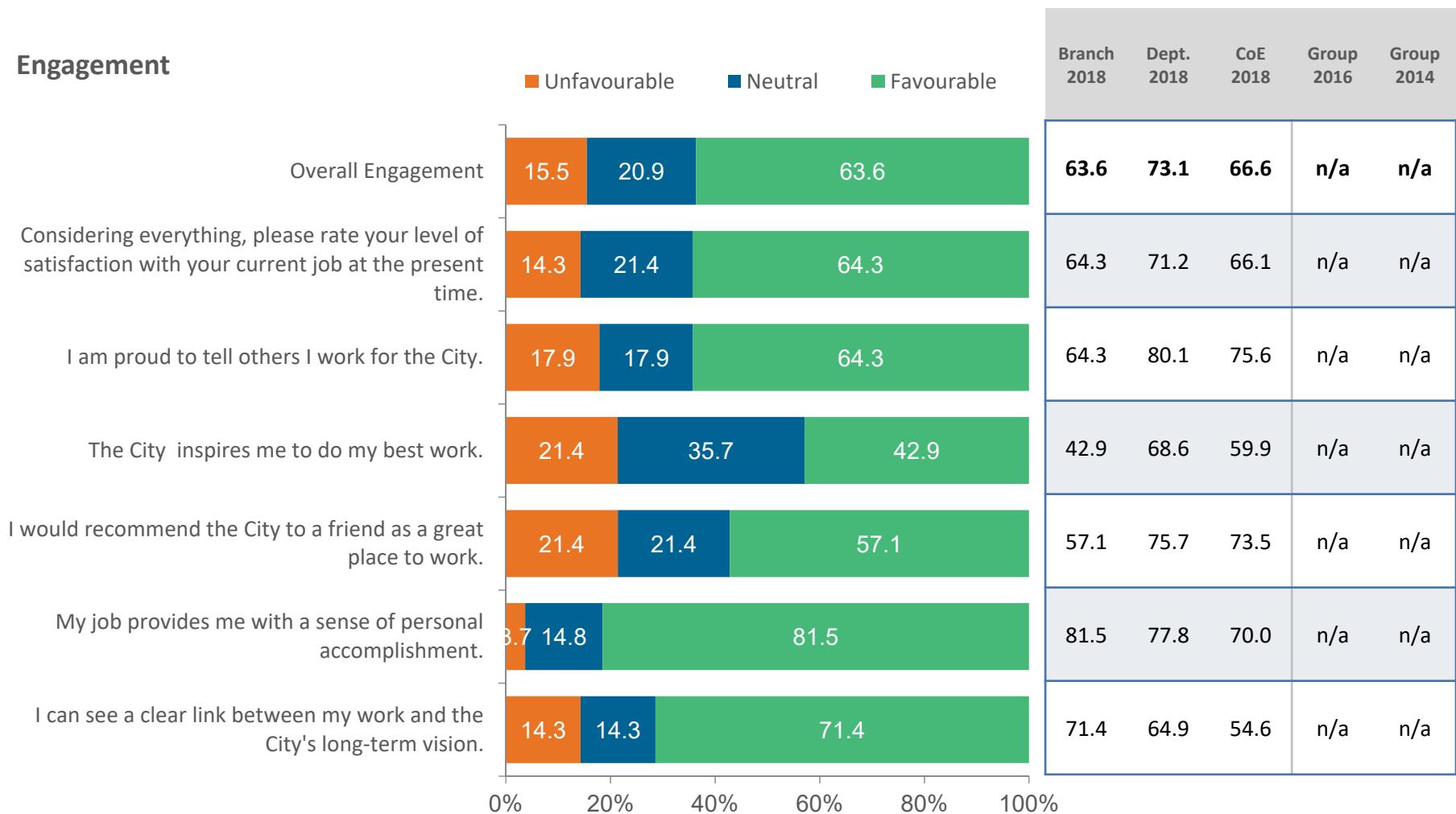
Key Dimension Overview



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
63.6	73.1	66.6	n/a	n/a
70.2	73.9	67.5	n/a	n/a
74.5	73.6	67.8	n/a	n/a
84.8	79.6	73.4	n/a	n/a
64.3	71.2	66.1	n/a	n/a

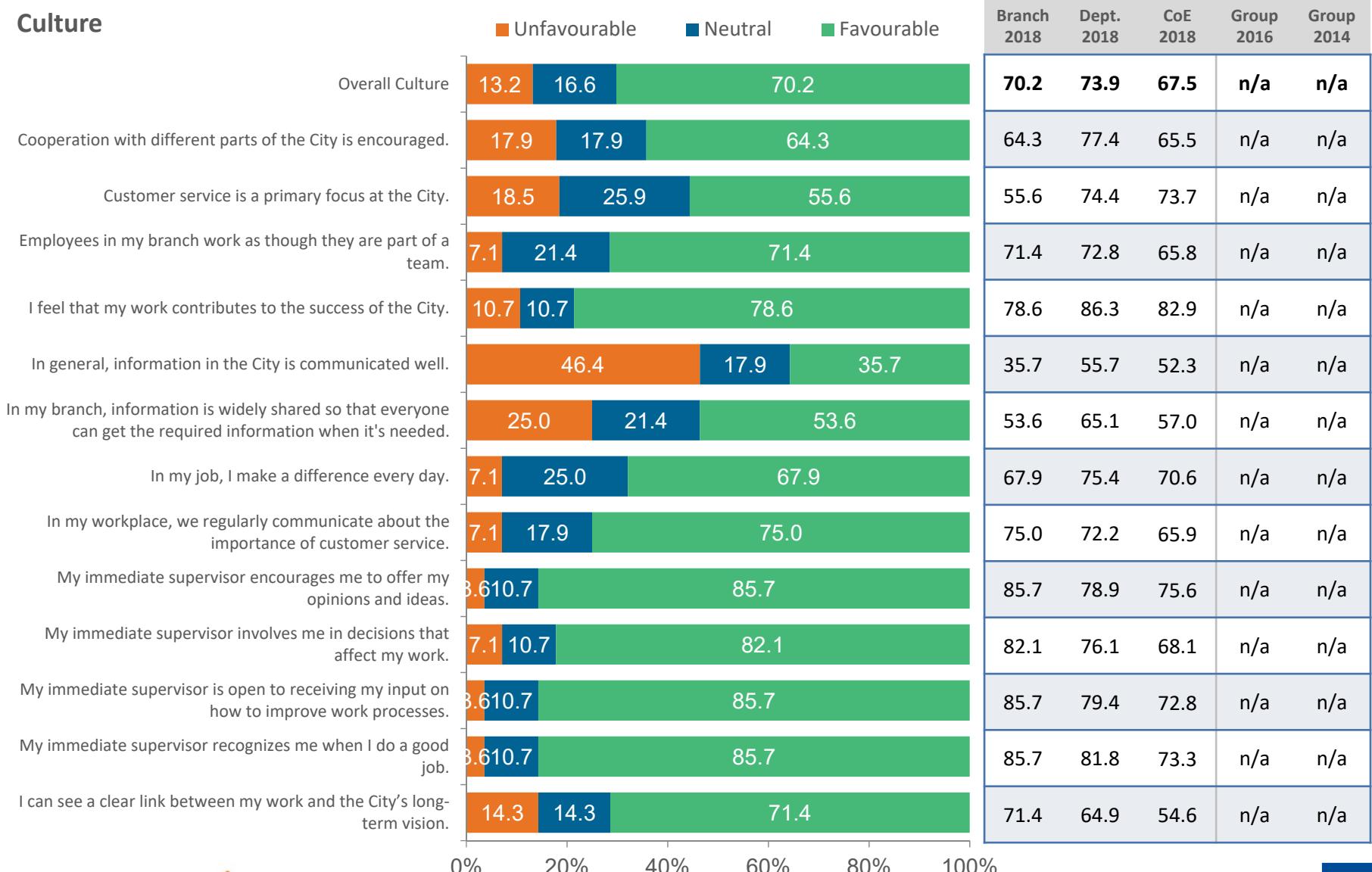
Snapshot Report

Organizational Development



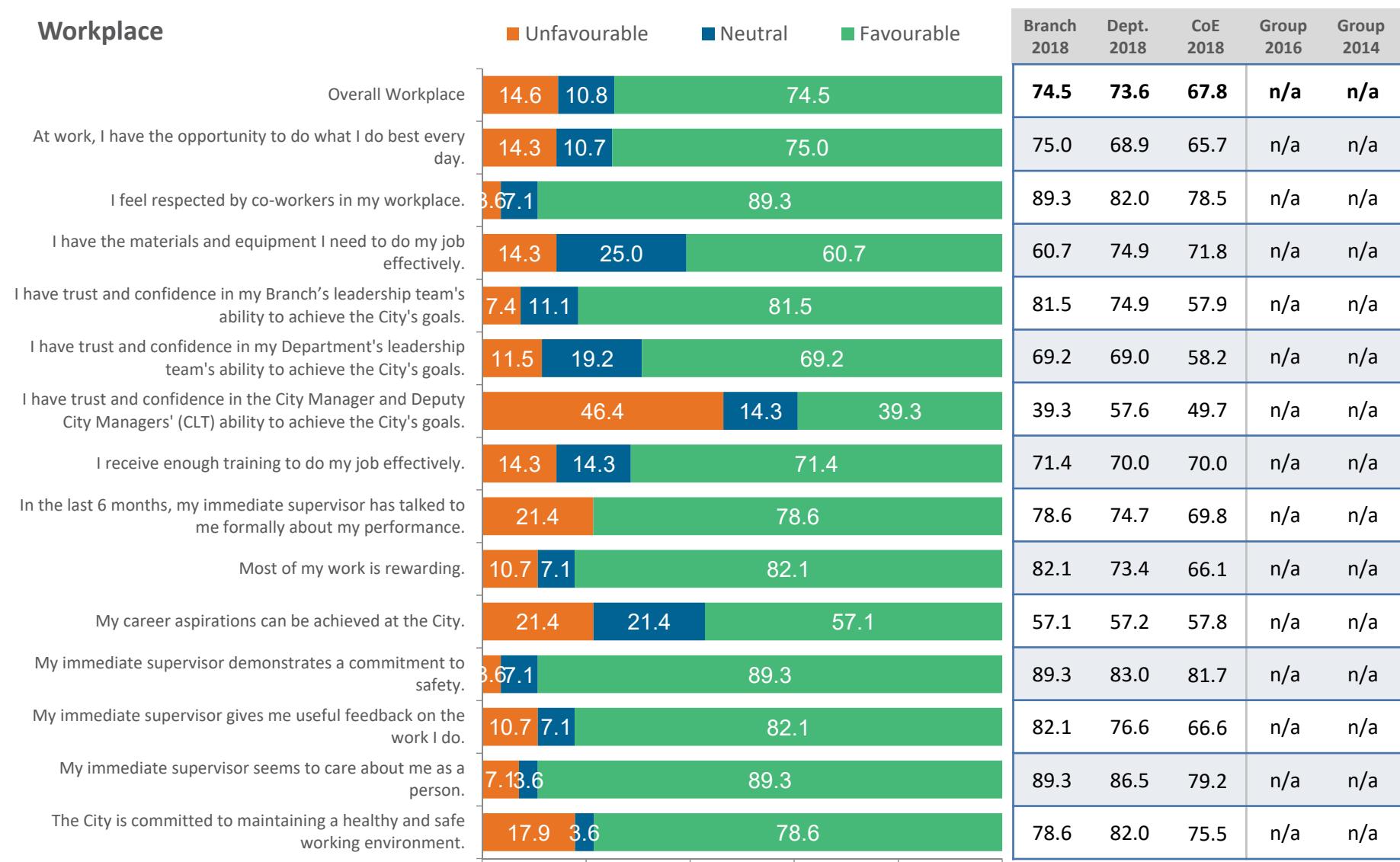
Snapshot Report

Organizational Development



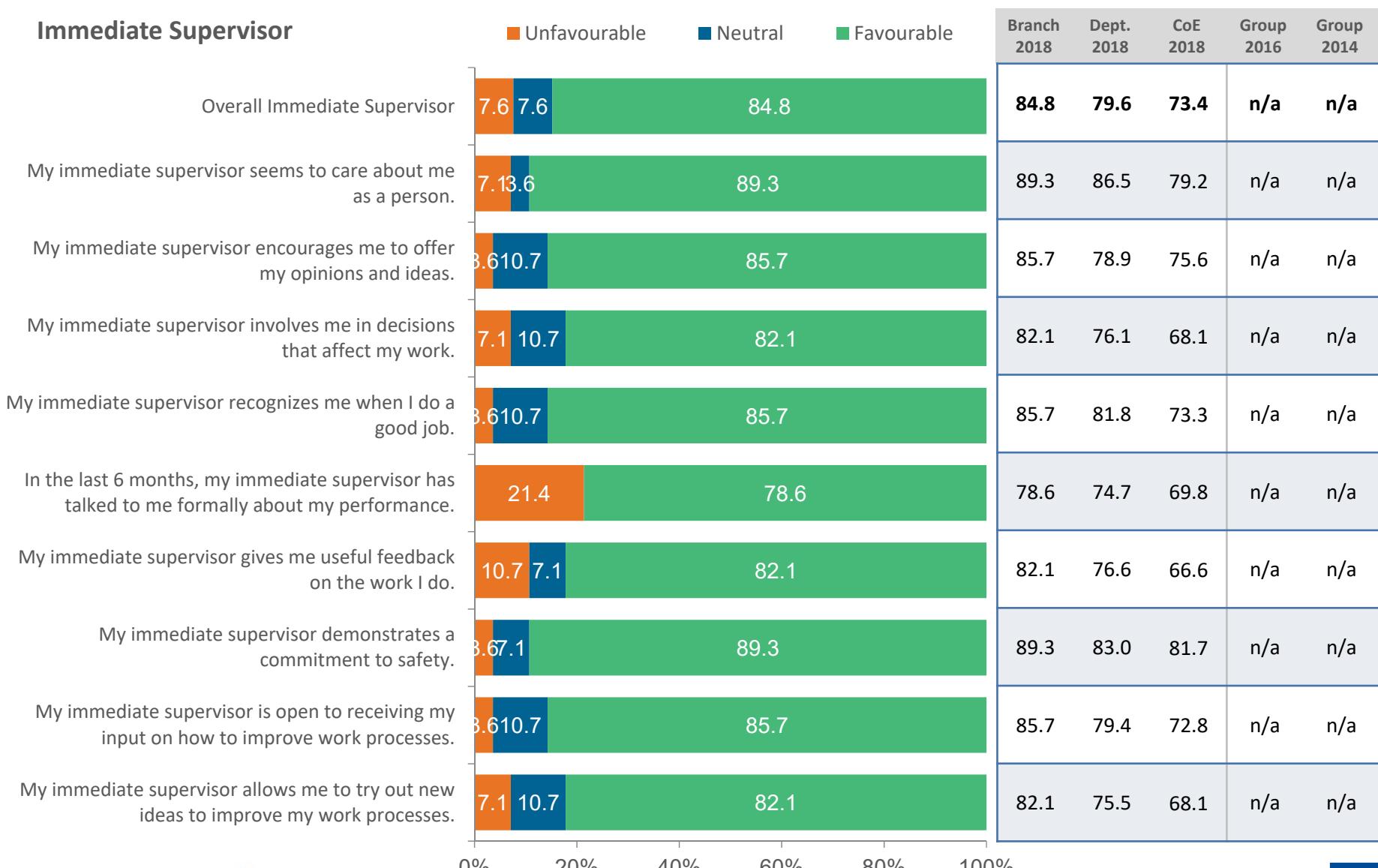
Snapshot Report

Organizational Development



Snapshot Report

Organizational Development



Snapshot Report

Organizational Development

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
44.0	23.6	19.8	n/a	n/a
36.0	25.1	22.0	n/a	n/a
32.0	20.9	21.6	n/a	n/a
32.0	20.4	22.6	n/a	n/a
28.0	43.5	41.9	n/a	n/a
24.0	27.2	24.6	n/a	n/a
24.0	26.7	30.5	n/a	n/a
24.0	21.5	30.9	n/a	n/a
20.0	33.0	36.2	n/a	n/a
20.0	19.4	21.7	n/a	n/a
20.0	9.4	13.1	n/a	n/a
16.0	17.8	21.1	n/a	n/a
16.0	15.2	19.4	n/a	n/a
16.0	10.5	11.7	n/a	n/a
16.0	24.1	13.4	n/a	n/a
12.0	16.2	19.8	n/a	n/a
12.0	16.2	18.8	n/a	n/a
8.0	23.6	18.5	n/a	n/a
8.0	8.9	11.4	n/a	n/a
8.0	9.4	12.3	n/a	n/a
8.0	5.8	7.5	n/a	n/a
4.0	8.9	9.8	n/a	n/a



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Employee Relations

Department: Employee Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Employee Relations

HOW TO READ YOUR REPORT

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Dept. 2018: refers to your department's 2018 overall % Favourable score.

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% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

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Invited: 33
Responded: 31

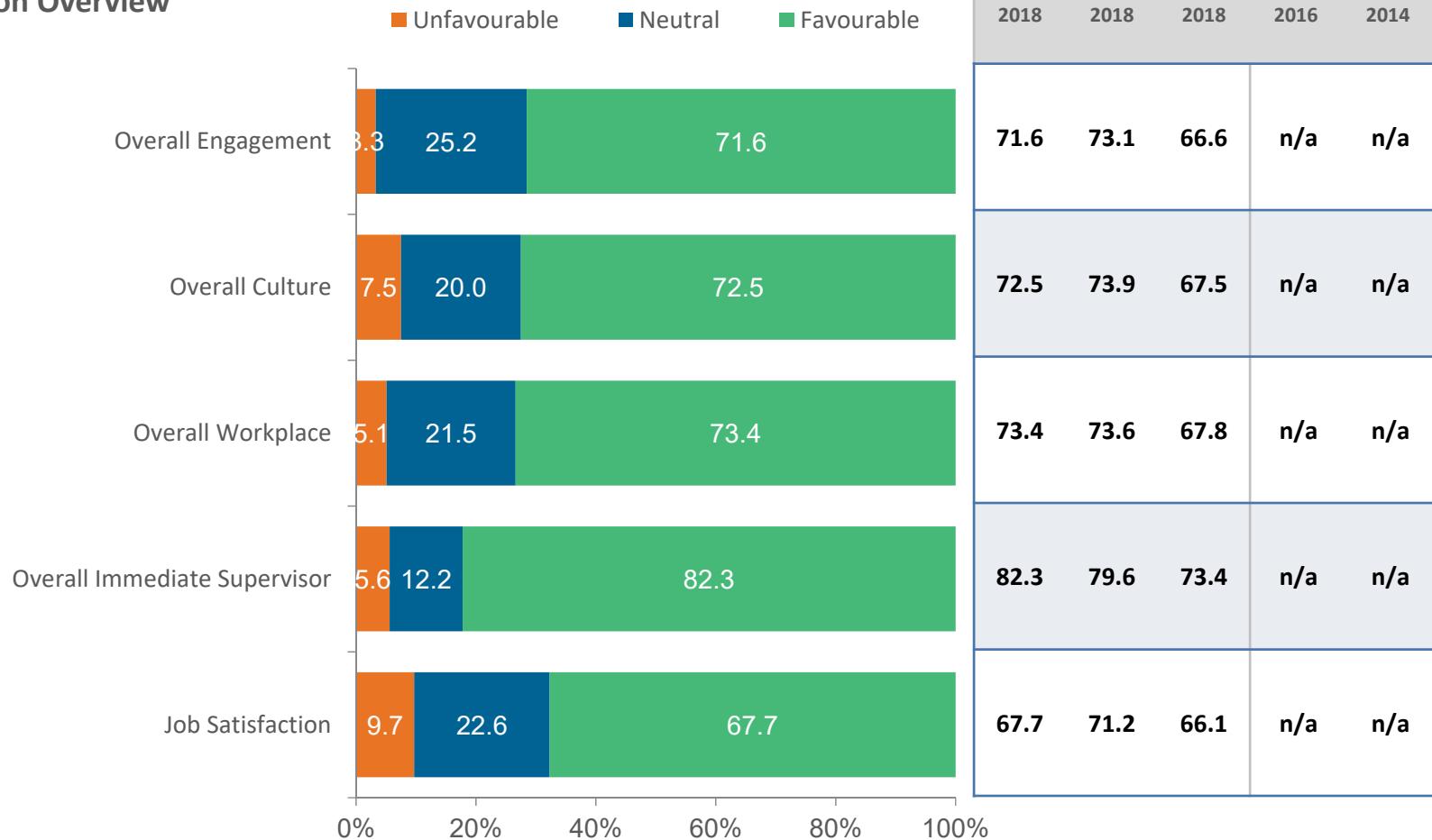
Participation Rate 2018: 94%
Participation Rate 2016: n/a
Participation Rate 2014: n/a



Snapshot Report

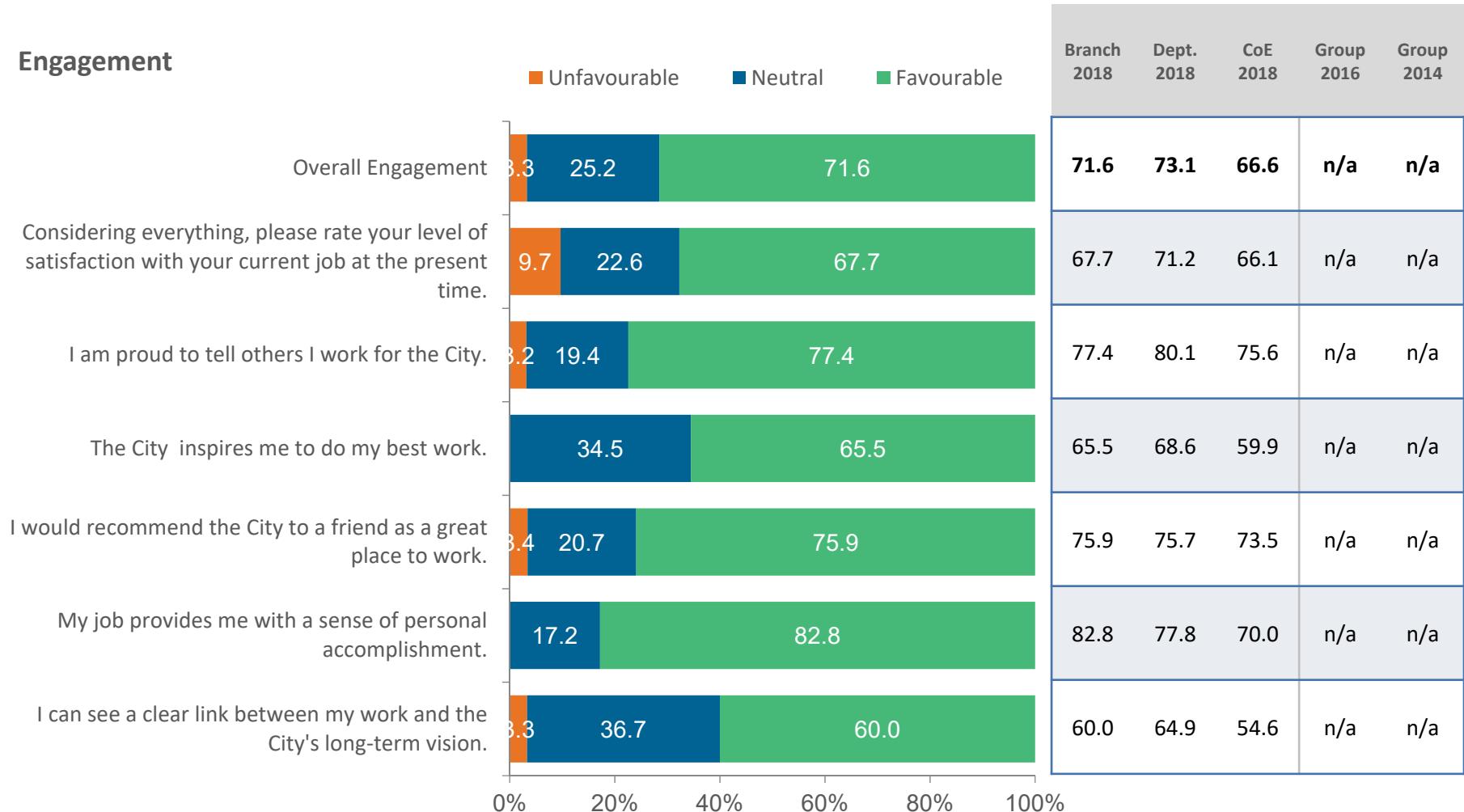
Employee Relations

Key Dimension Overview



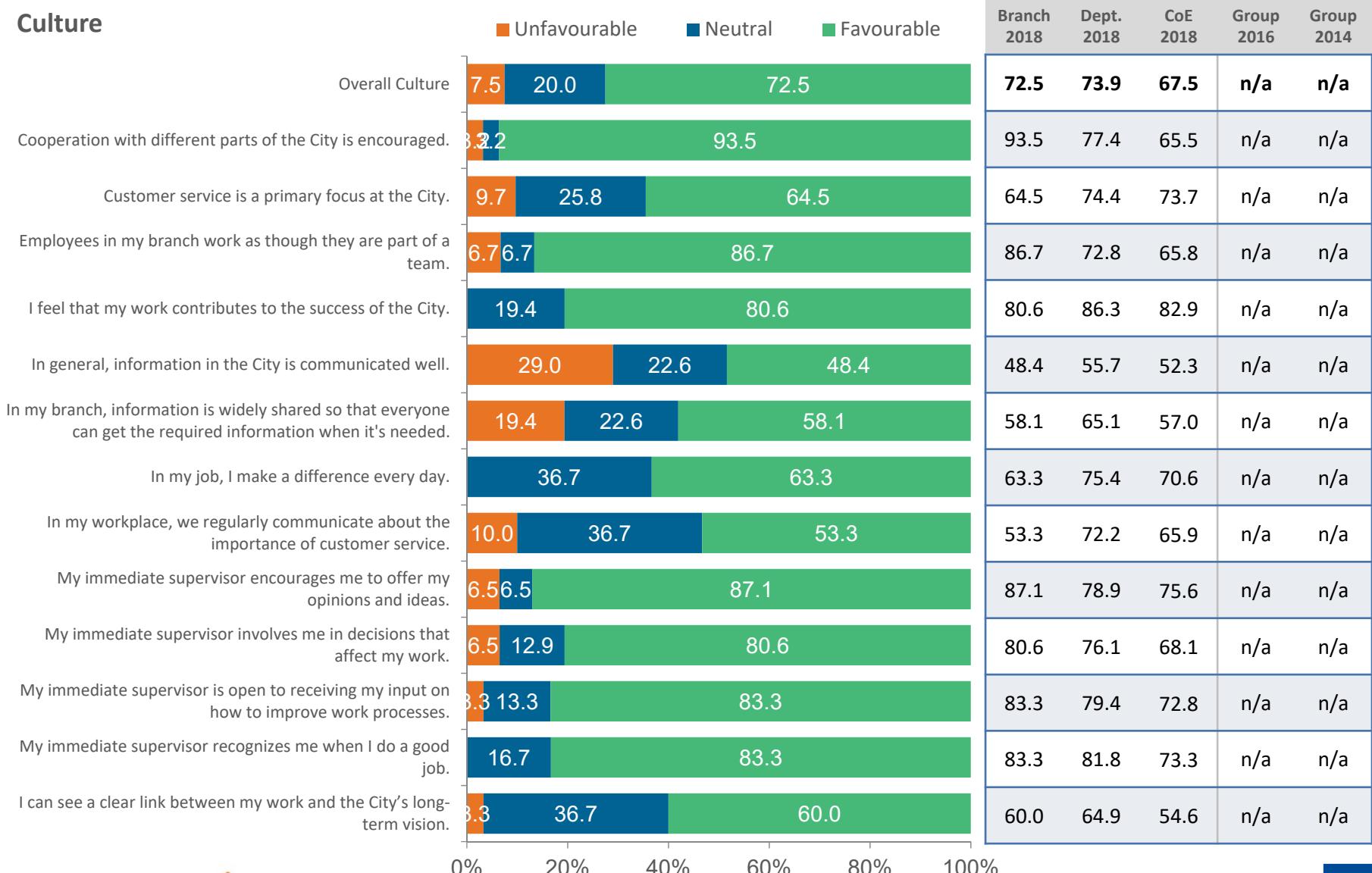
Snapshot Report

Employee Relations



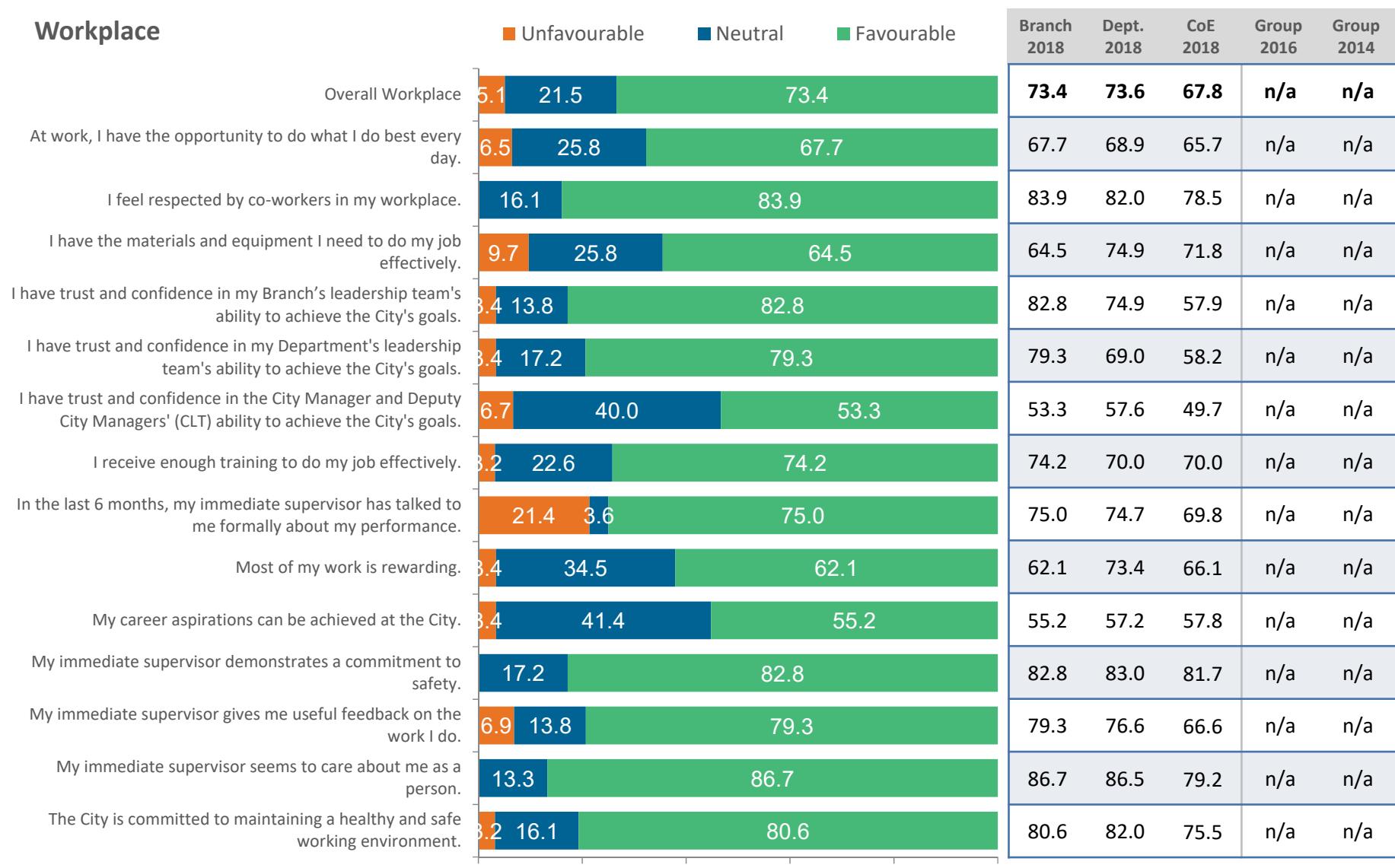
Snapshot Report

Employee Relations



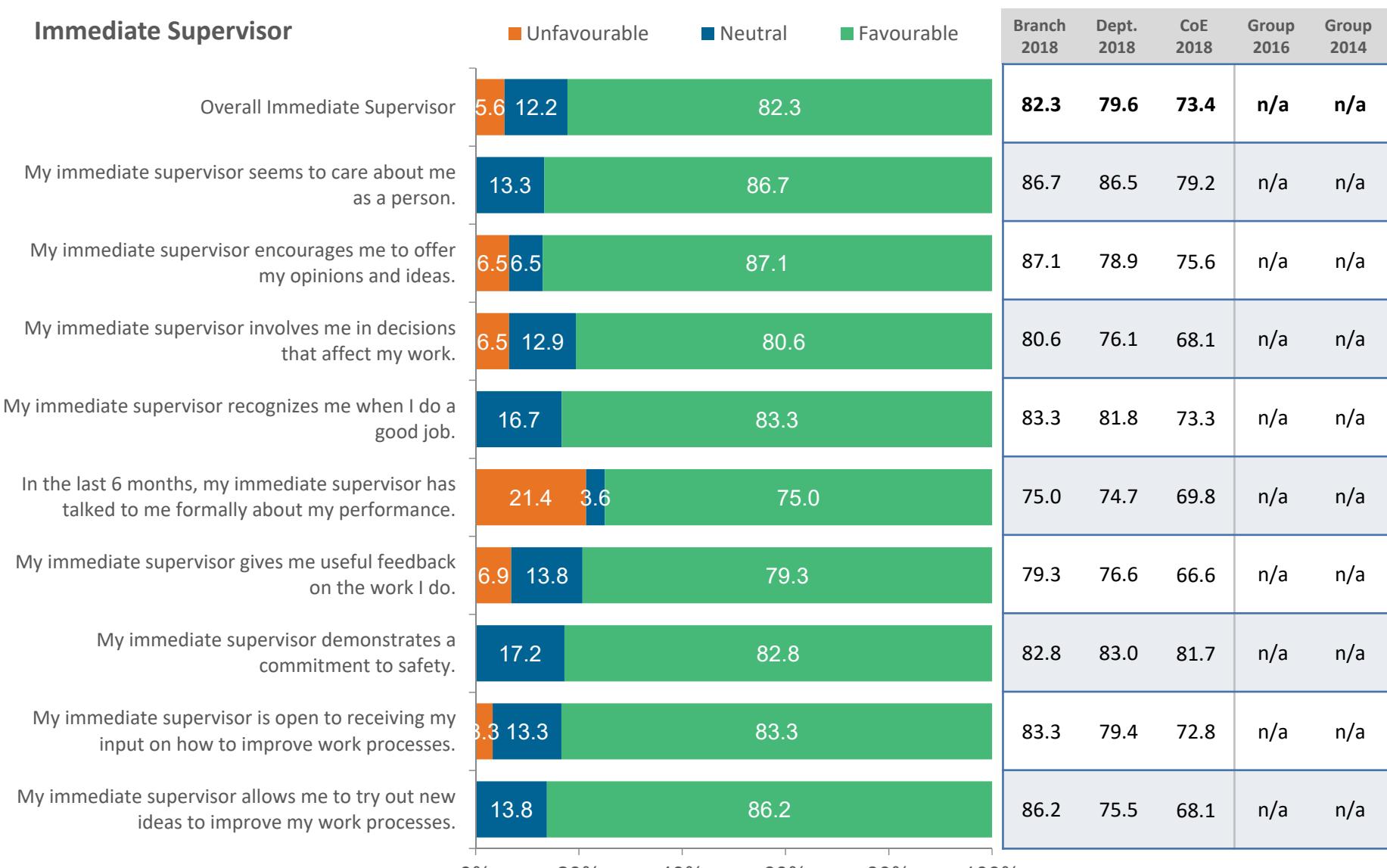
Snapshot Report

Employee Relations



Snapshot Report

Employee Relations



Snapshot Report

Employee Relations

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
44.0	20.4	22.6	n/a	n/a
40.0	43.5	41.9	n/a	n/a
32.0	26.7	30.5	n/a	n/a
28.0	23.6	18.5	n/a	n/a
24.0	16.2	18.8	n/a	n/a
20.0	9.4	12.3	n/a	n/a
20.0	16.2	19.8	n/a	n/a
20.0	27.2	24.6	n/a	n/a
20.0	23.6	19.8	n/a	n/a
16.0	33.0	36.2	n/a	n/a
16.0	17.8	21.1	n/a	n/a
16.0	20.9	21.6	n/a	n/a
16.0	24.1	13.4	n/a	n/a
16.0	21.5	30.9	n/a	n/a
12.0	15.2	19.4	n/a	n/a
12.0	10.5	11.7	n/a	n/a
8.0	9.4	13.1	n/a	n/a
4.0	8.9	11.4	n/a	n/a
4.0	25.1	22.0	n/a	n/a
4.0	5.8	7.5	n/a	n/a
4.0	19.4	21.7	n/a	n/a
0.0	8.9	9.8	n/a	n/a



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Strategic Development

Department: Citizen Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Strategic Development

HOW TO READ YOUR REPORT

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CoE 2018: refers to the 2018 overall score for the City of Edmonton.

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Group 2014: refers to your comparable 2014 group's % Favourable score.

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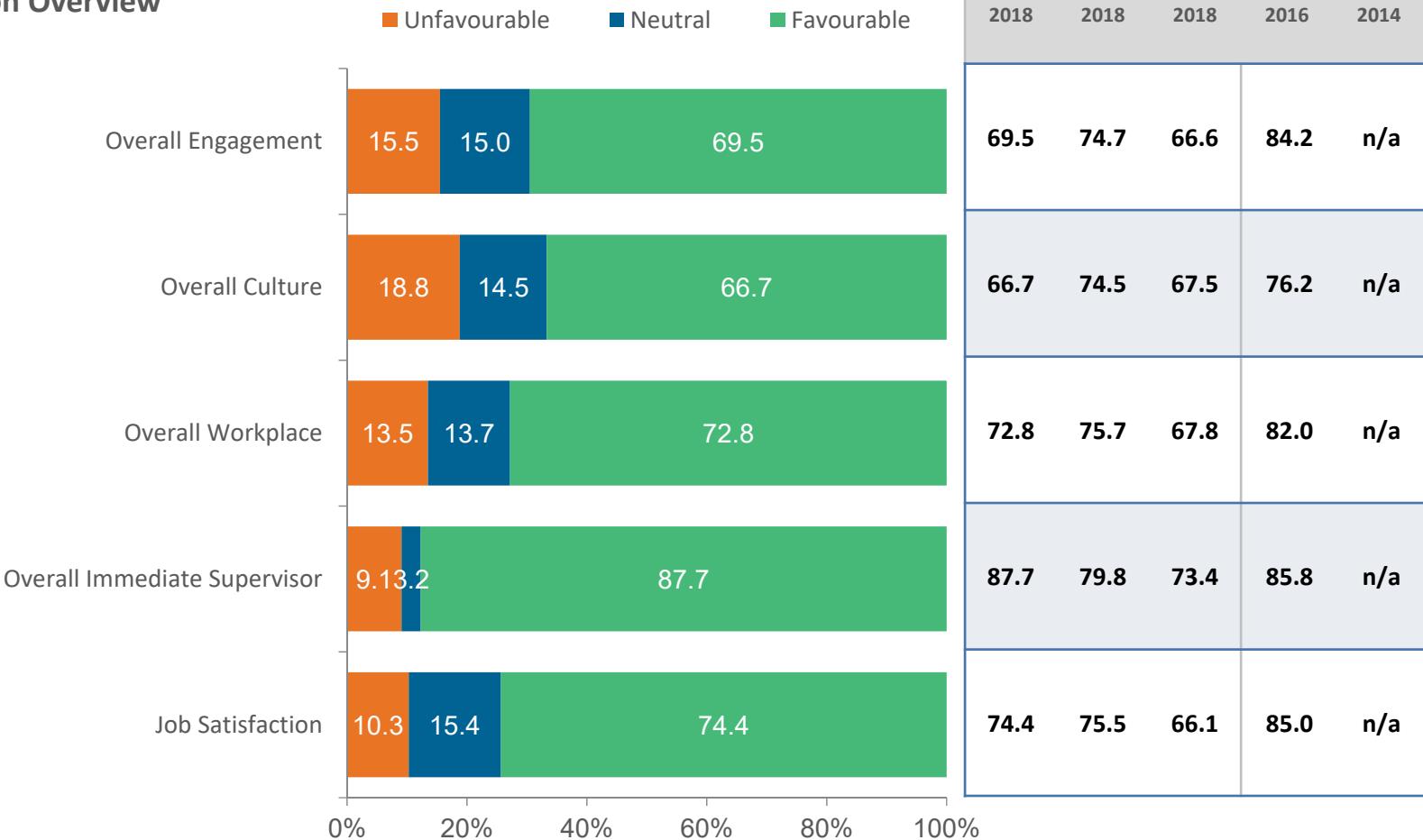
% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

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Snapshot Report

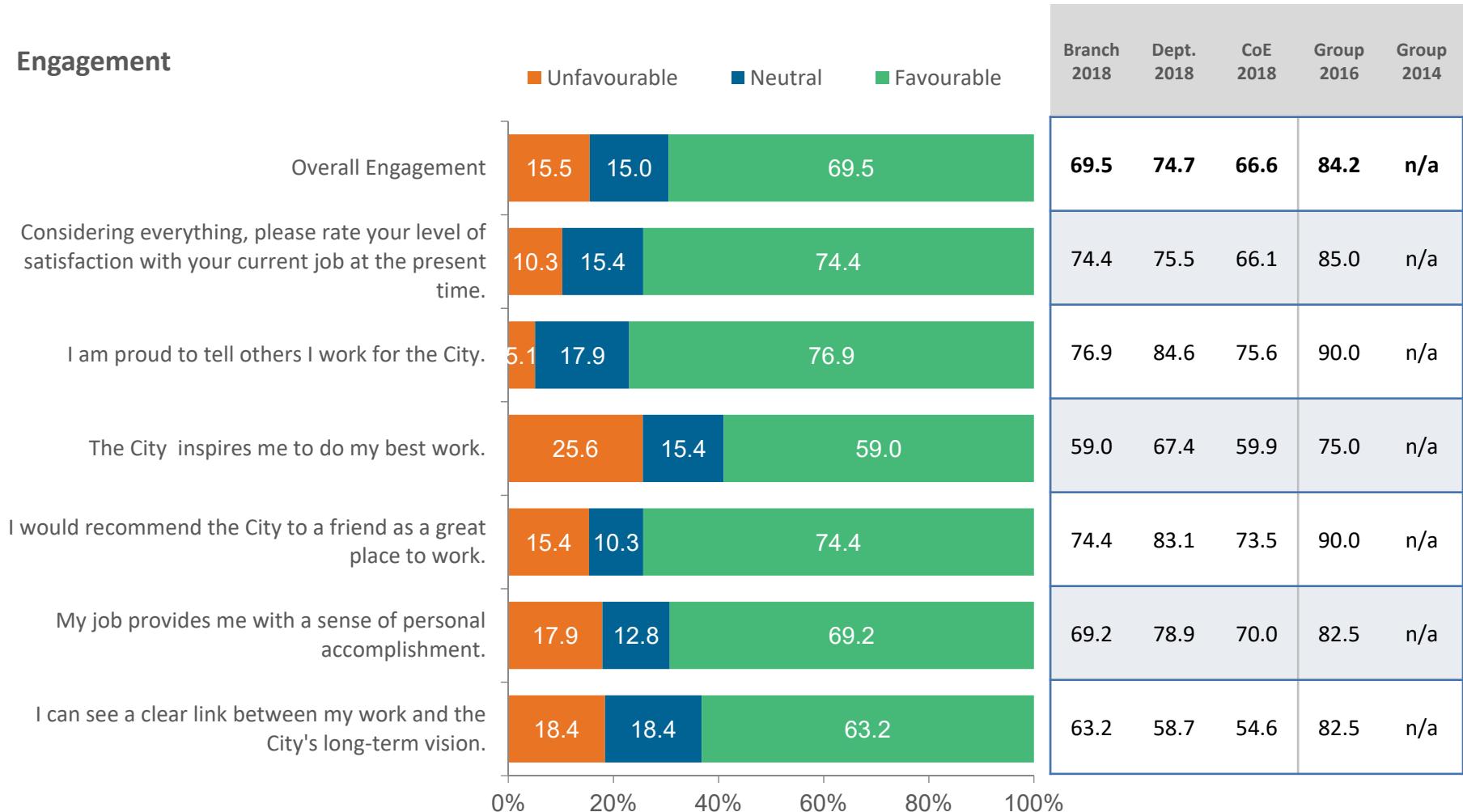
Strategic Development

Key Dimension Overview



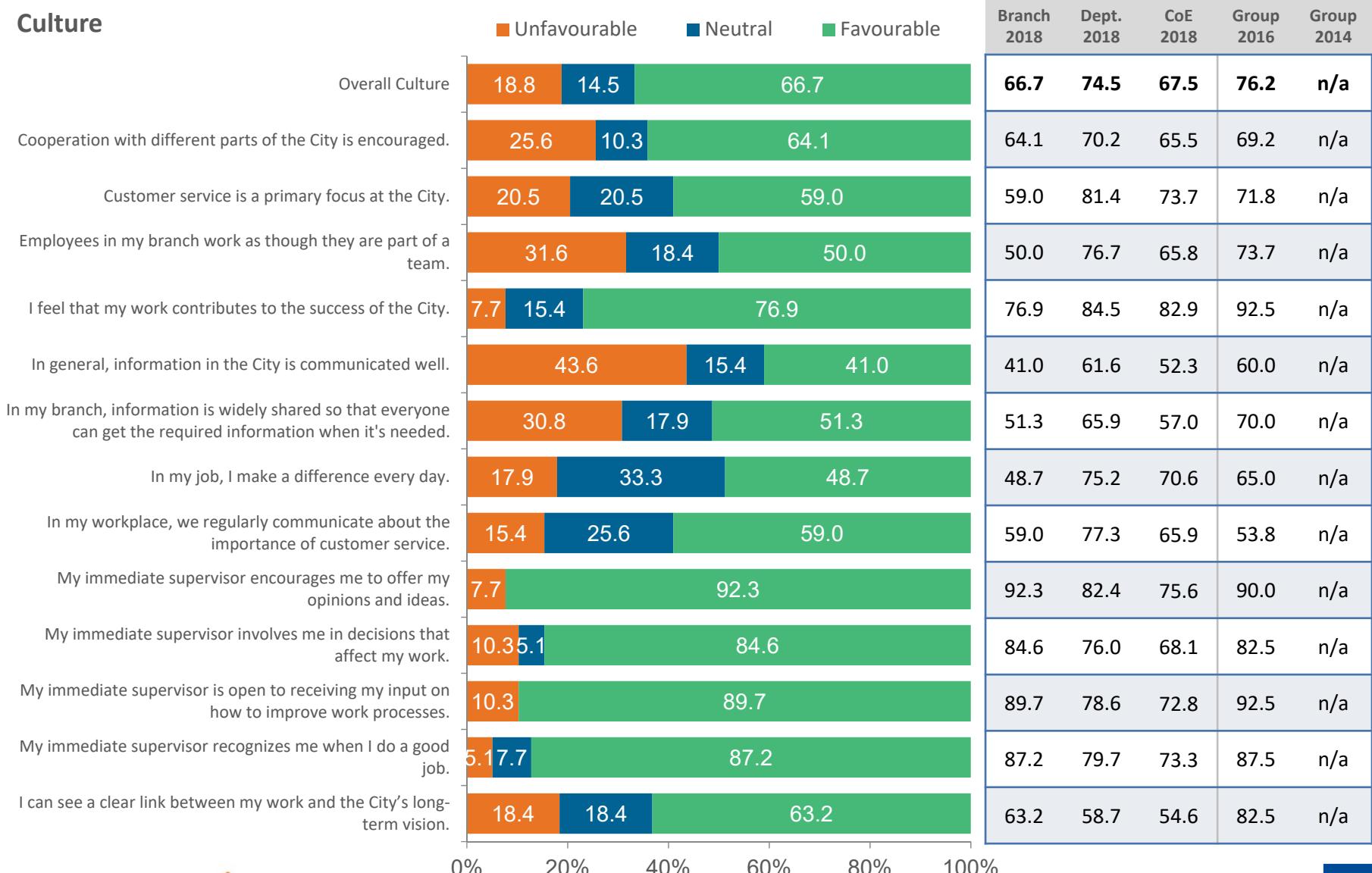
Snapshot Report

Strategic Development



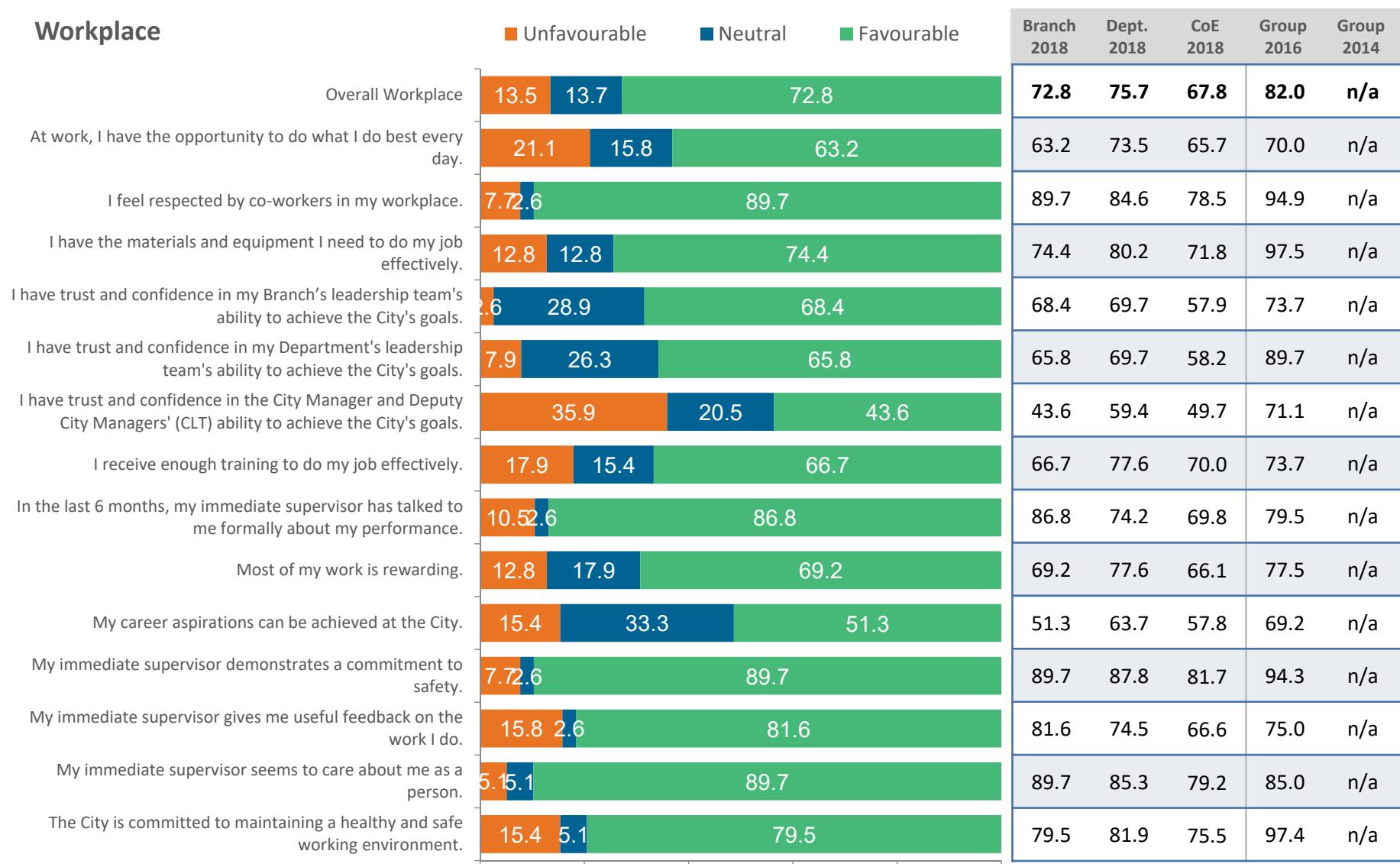
Snapshot Report

Strategic Development



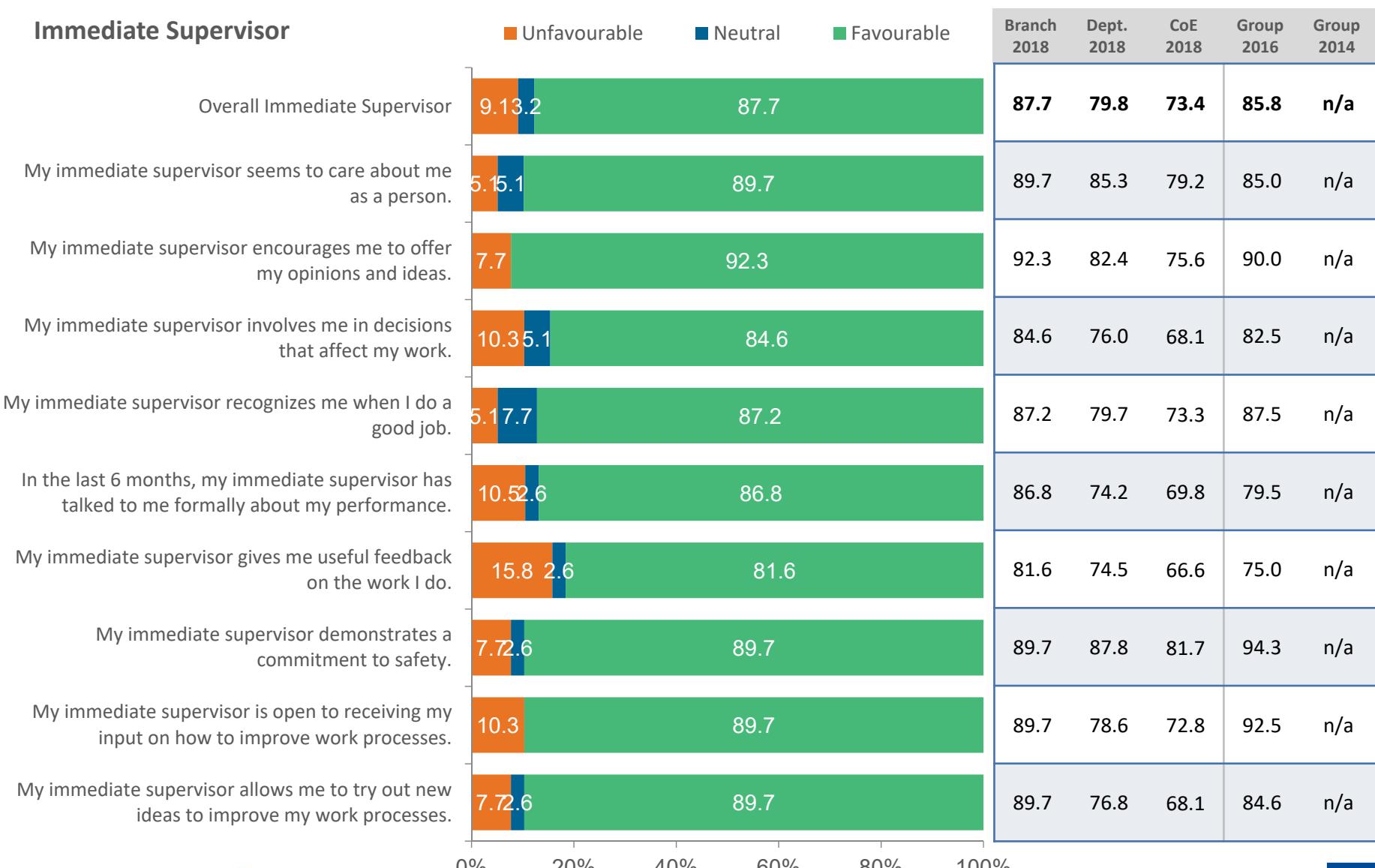
Snapshot Report

Strategic Development



Snapshot Report

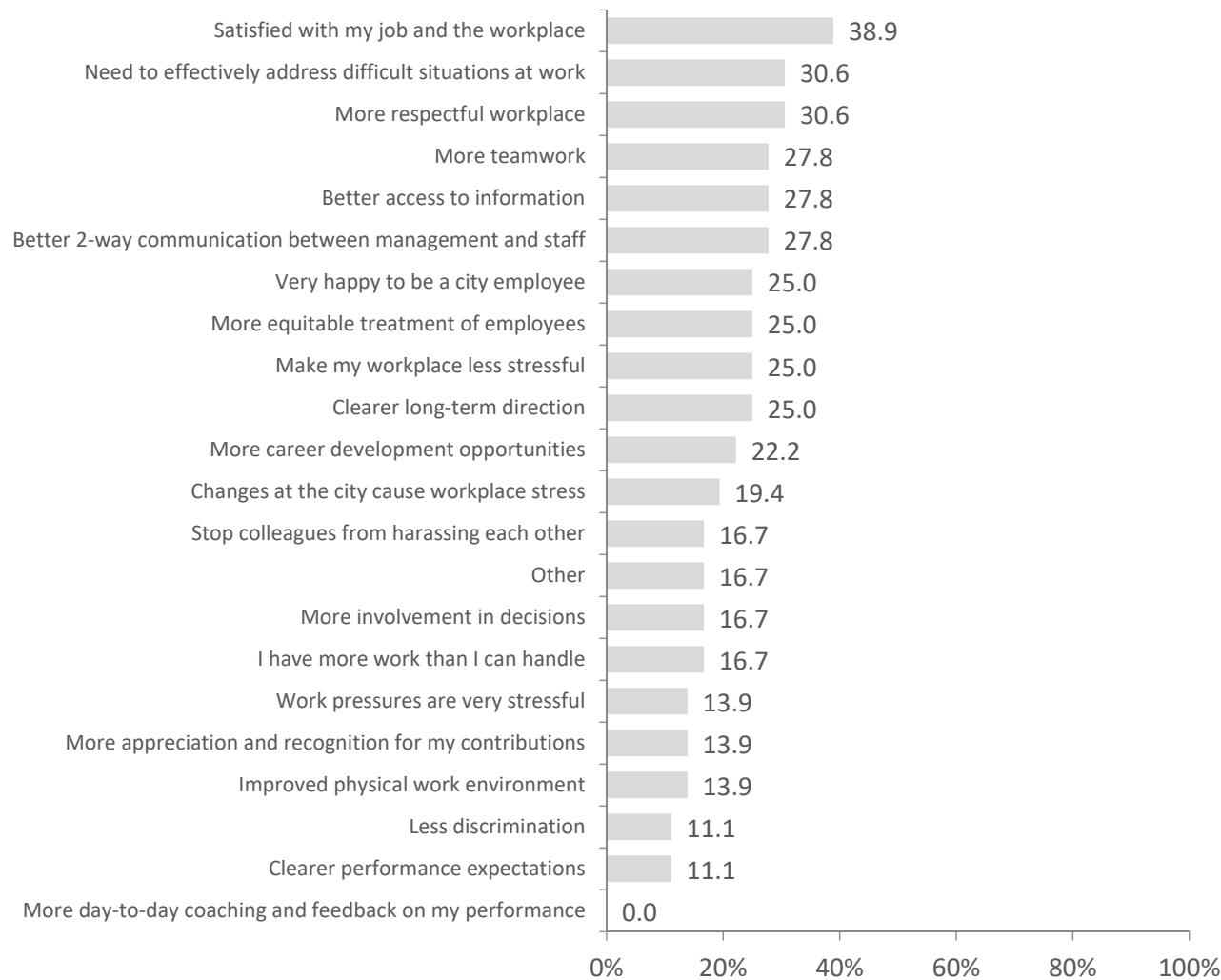
Strategic Development



Snapshot Report

Strategic Development

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
38.9	48.4	41.9	44.4	n/a
30.6	18.5	21.1	16.7	n/a
30.6	16.7	21.6	2.8	n/a
27.8	15.7	19.8	22.2	n/a
27.8	15.1	18.8	25.0	n/a
27.8	26.0	30.9	13.9	n/a
25.0	39.3	36.2	36.1	n/a
25.0	17.5	22.0	11.1	n/a
25.0	21.5	30.5	8.3	n/a
25.0	12.0	19.8	22.2	n/a
22.2	18.5	24.6	16.7	n/a
19.4	12.7	22.6	11.1	n/a
16.7	9.6	11.4	2.8	n/a
16.7	12.8	12.3	22.2	n/a
16.7	15.6	19.4	13.9	n/a
16.7	8.7	13.4	8.3	n/a
13.9	12.0	18.5	2.8	n/a
13.9	15.9	21.7	8.3	n/a
13.9	11.7	11.7	8.3	n/a
11.1	7.6	9.8	0.0	n/a
11.1	9.7	13.1	22.2	n/a
0.0	5.8	7.5	5.6	n/a



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Building Great Neighbourhoods

Department: Integrated Infrastructure Services

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Building Great Neighbourhoods

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Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

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% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

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Invited: 42
Responded: 40

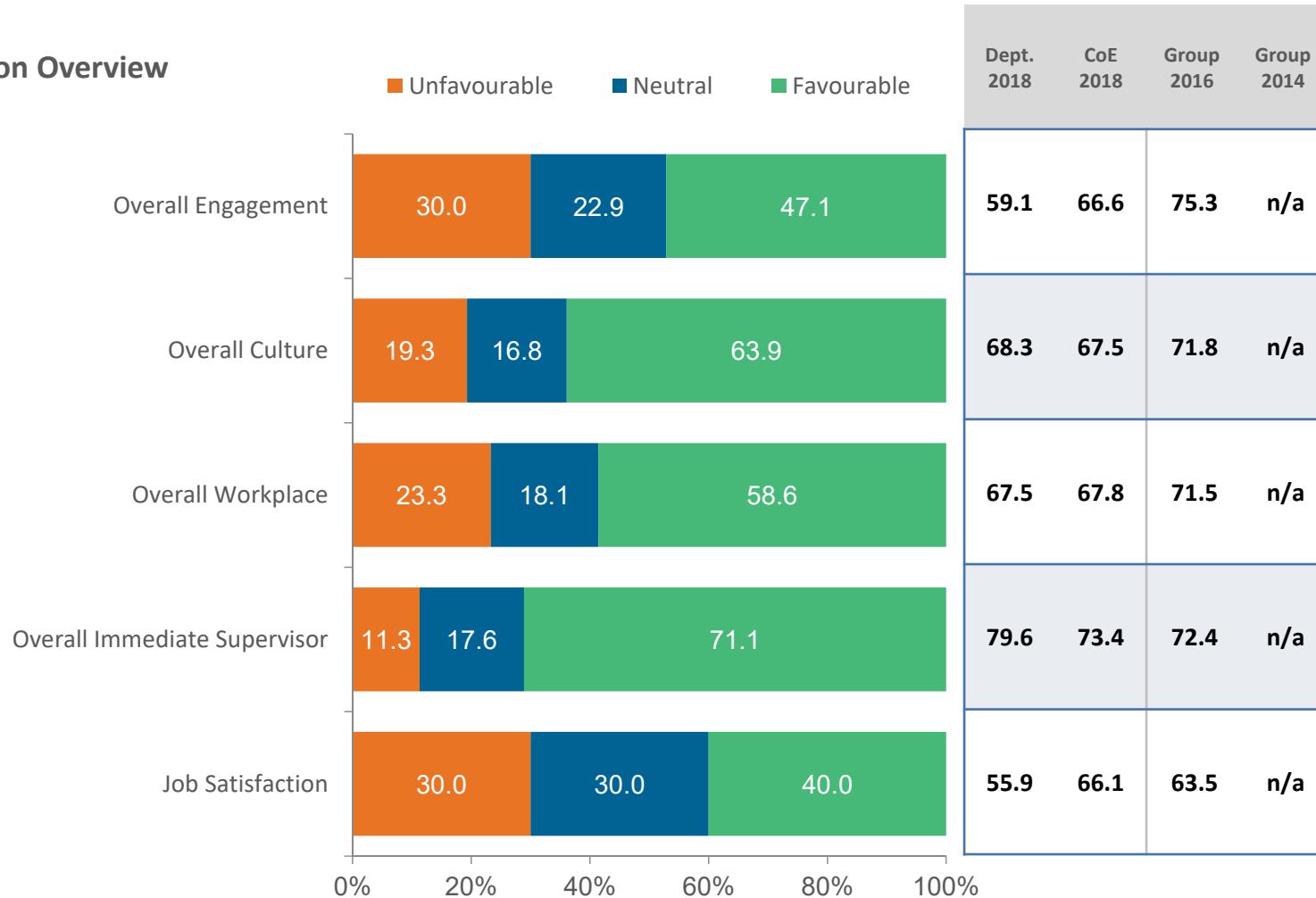
Participation Rate 2018: 95%
Participation Rate 2016: 91%
Participation Rate 2014: n/a



Snapshot Report

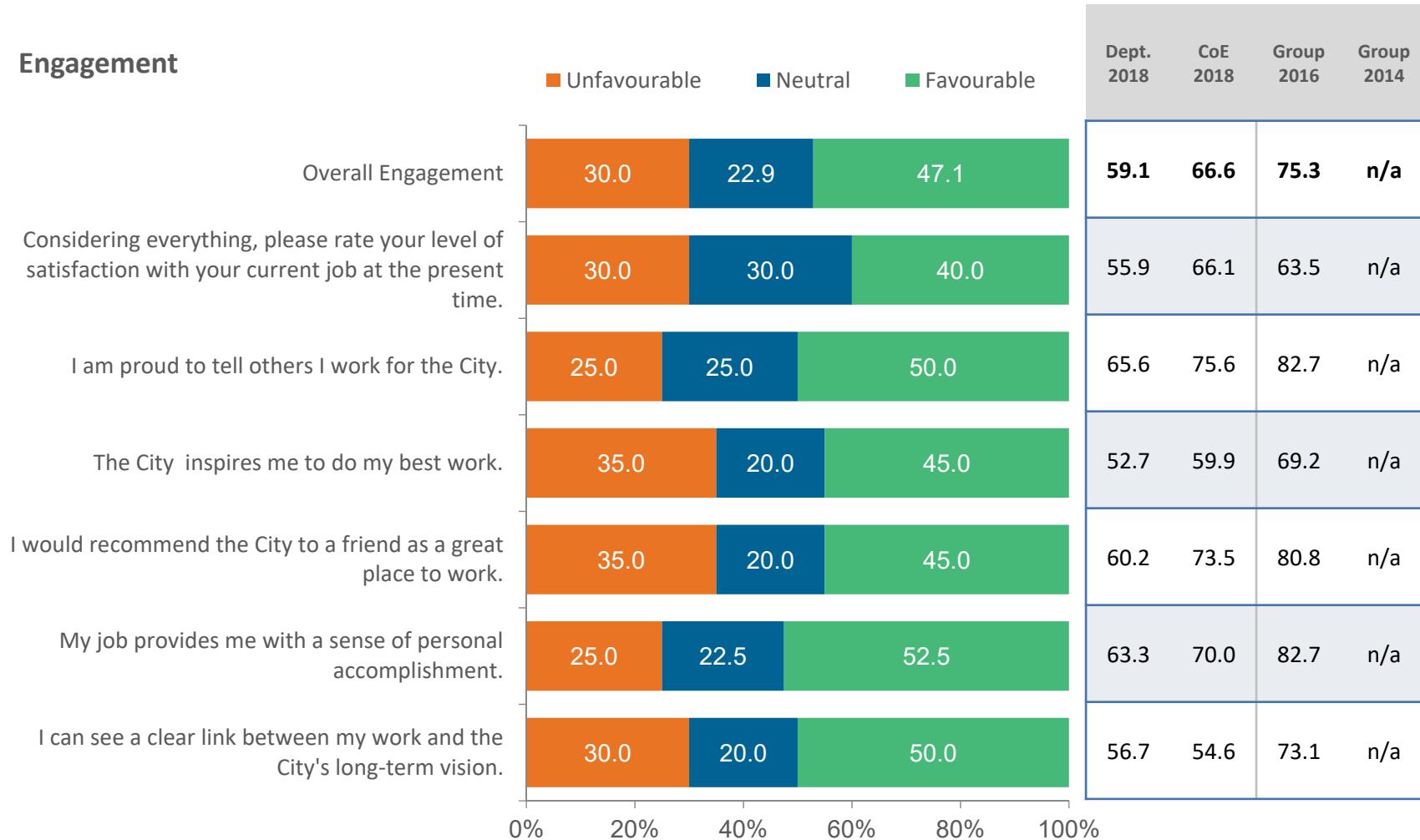
Building Great Neighbourhoods

Key Dimension Overview



Snapshot Report

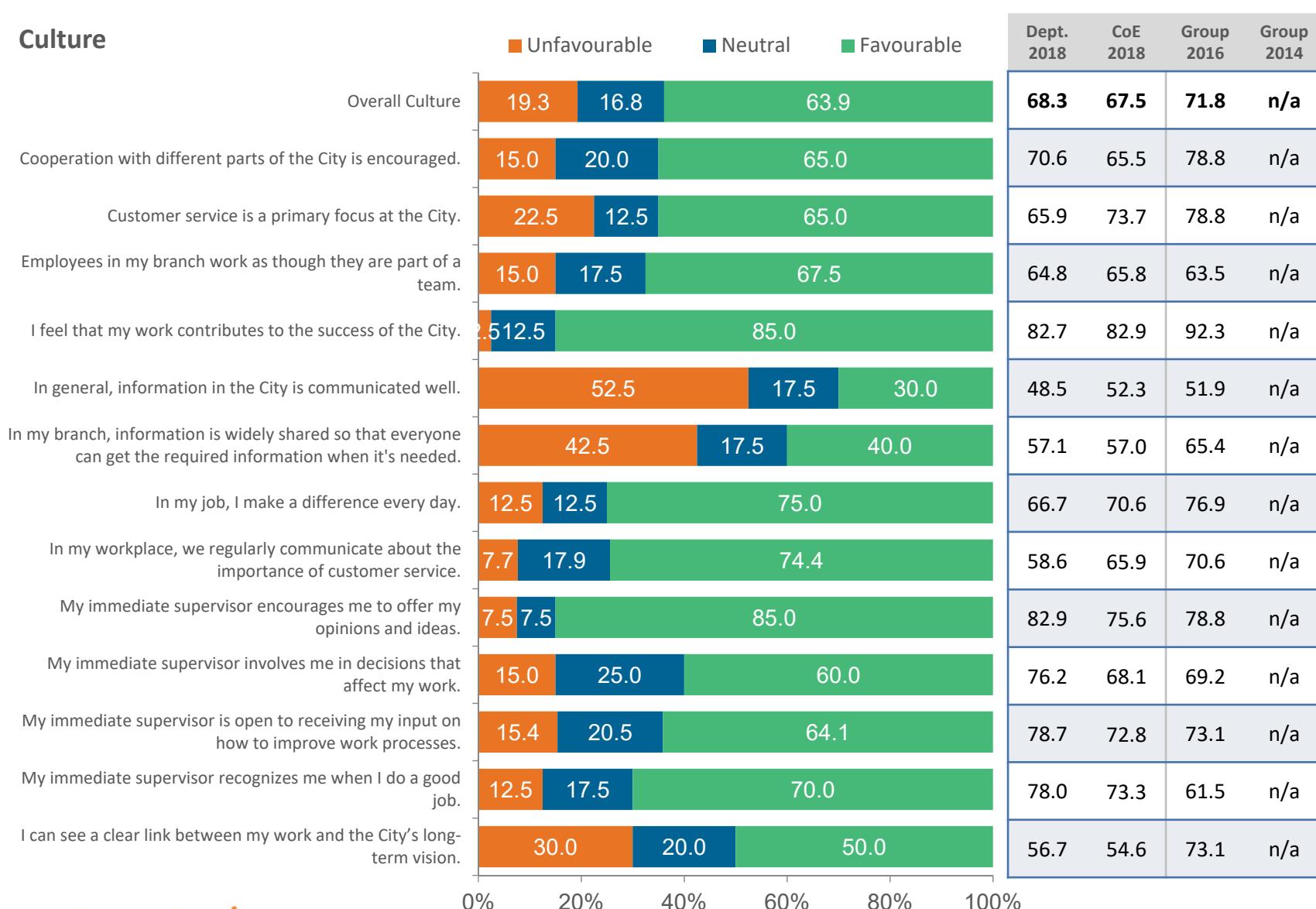
Building Great Neighbourhoods



Snapshot Report

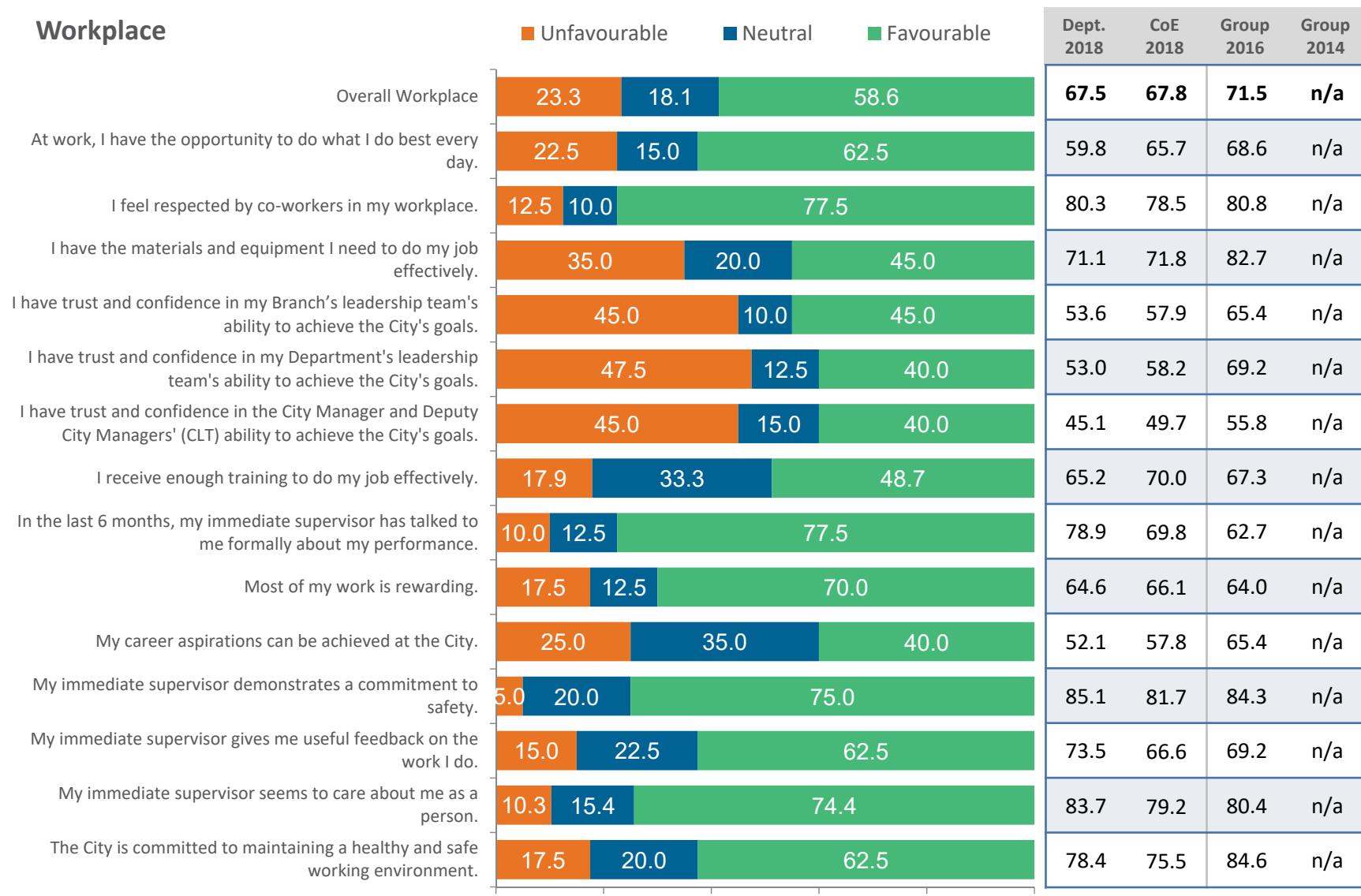
Building Great Neighbourhoods

Culture



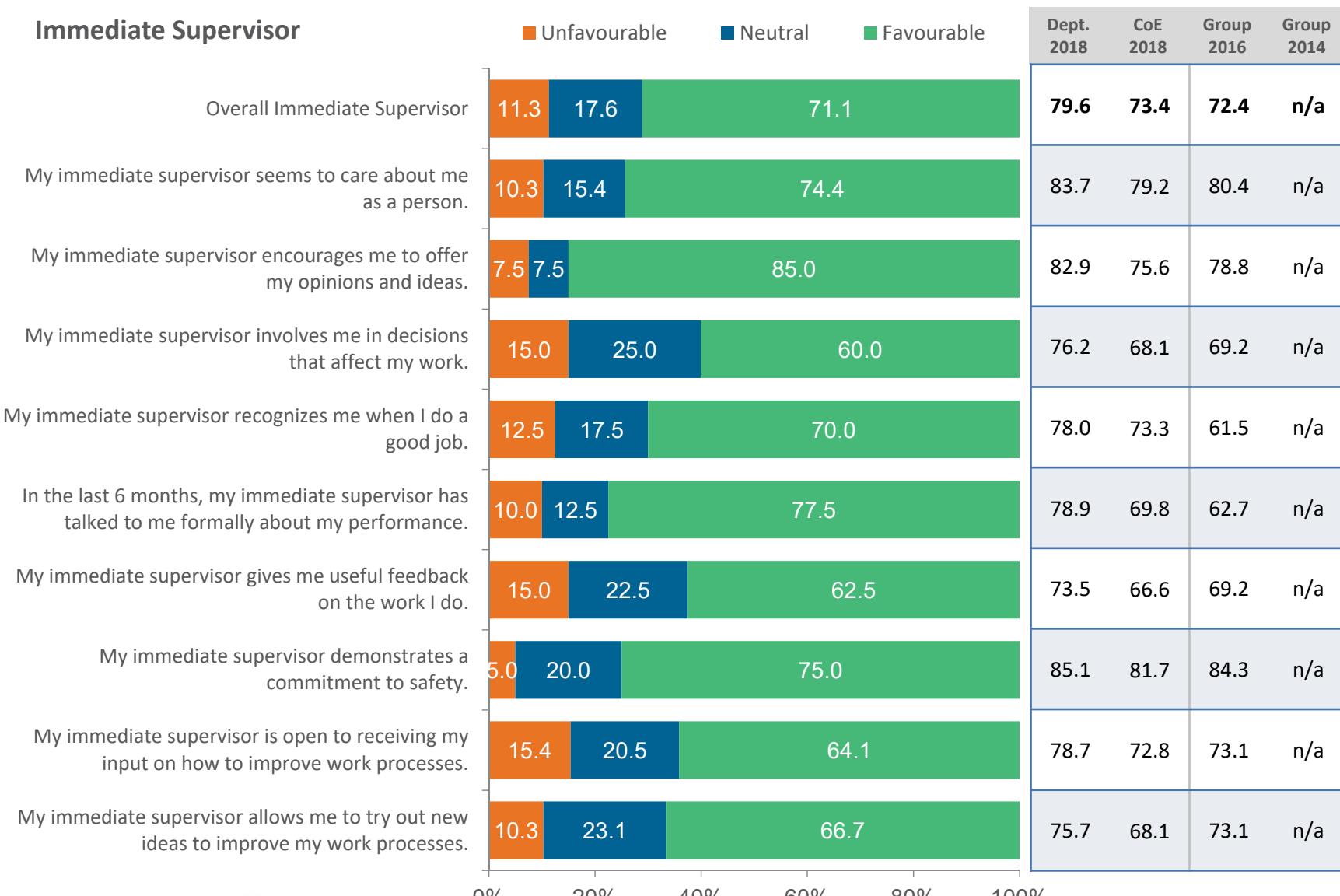
Snapshot Report

Building Great Neighbourhoods



Snapshot Report

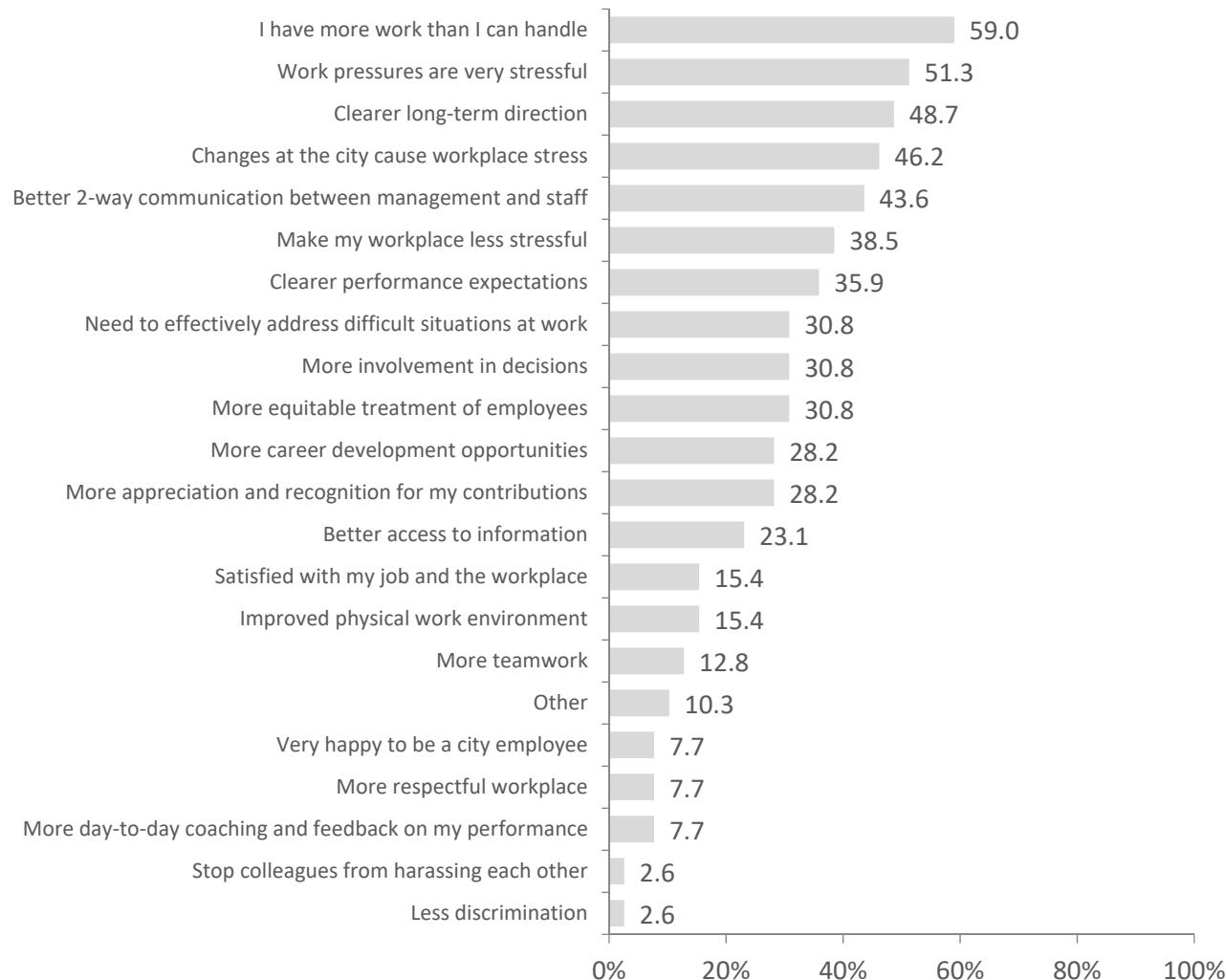
Building Great Neighbourhoods



Snapshot Report

Building Great Neighbourhoods

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Dept. 2018	CoE 2018	Group 2016	Group 2014
25.4	13.4	22.4	n/a
26.5	18.5	20.4	n/a
29.9	19.8	38.8	n/a
42.2	22.6	34.7	n/a
30.6	30.9	30.6	n/a
34.7	30.5	32.7	n/a
17.5	13.1	26.5	n/a
22.4	21.1	24.5	n/a
21.5	19.4	18.4	n/a
24.9	22.0	24.5	n/a
25.2	24.6	46.9	n/a
26.3	21.7	34.7	n/a
17.9	18.8	18.4	n/a
34.0	41.9	46.9	n/a
9.1	11.7	14.3	n/a
16.1	19.8	22.4	n/a
14.3	12.3	12.2	n/a
28.6	36.2	32.7	n/a
19.7	21.6	20.4	n/a
7.5	7.5	10.2	n/a
9.3	11.4	6.1	n/a
7.5	9.8	6.1	n/a



CITY OF EDMONTON

2018 EMPLOYEE ENGAGEMENT AND DIVERSITY SURVEY

Snapshot Report

Section / (Sub) Sub-Section: n/a

Branch: Corporate Strategy

Department: Urban Form & Corporate Strategic Development

Survey Start Date: September 5, 2018

Survey Close Date: September 28, 2018

Powered by:



Snapshot Report

Corporate Strategy

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Your agreement percentages are graphically depicted as bar charts in % Favourable, % Neutral, and % Unfavourable formats.

The box to the right displays how each percentage was calculated. A % Favourable score of 100% means that all employees indicated they "Strongly Agreed" or "Agreed". While a % Neutral score is technically the middle value on the scale, the score can represent a response that is more unfavourable than it is favourable.

Each organization is different and your survey results should be used as a guide for further investigation. Generally, a % Favourable of 70 or above is considered good, a % Favourable in the 60s is acceptable, and a % Favourable lower than 60 would indicate the need to investigate further. If there is a previous period score, its relation either higher or lower than the current score is very valuable information. If it has moved either direction it shows that employees are experiencing an impact and you will want to explore those. (N/A: refers to the organizational change and that there is no previous comparator.)

Interpreting "Neutral" scores: It is a common temptation to view the neutral scores as "mildly positive" or "on the fence" and to combine neutral with positive scores. TalentMap's experience, corroborated with academic and industry research, indicates that neutral scores should be interpreted as "mildly negative" given the positive bias of the survey instrument. Respondents who select "neither agree nor disagree" to a particular question are not in agreement and are therefore sending a mildly negative message.

This report displays the survey items by dimension.

Branch 2018: refers to your 2018 branch's % Favourable score.

Dept. 2018: refers to your department's 2018 overall % Favourable score.

CoE 2018: refers to the 2018 overall score for the City of Edmonton.

Group 2016: refers to your comparable 2016 group's % Favourable score.

Group 2014: refers to your comparable 2014 group's % Favourable score.

% Unfavourable: represents the respondents who chose "Very Dissatisfied/Dissatisfied" or "Strongly Disagree/Disagree".

% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

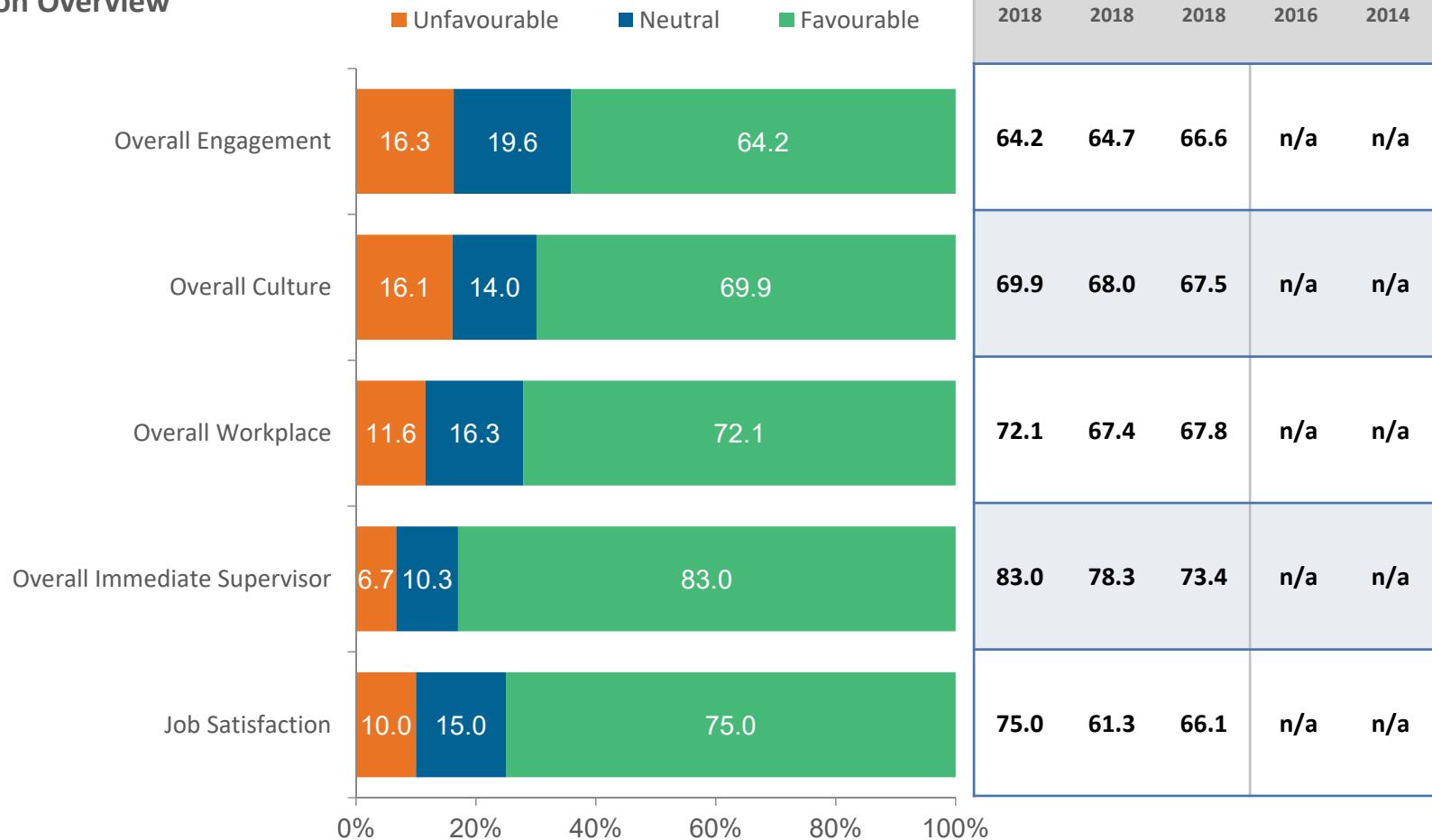
% Favourable: represents the respondents who chose "Very Satisfied/Satisfied" or "Strongly Agree/Agree".

TalentMap converts the 5-point Likert scale to a 3-point scale for reporting purposes. This allows for more variation in the data, thus it is easier to identify the attributes where an organization is performing well as well as the attributes that need improvement.

Snapshot Report

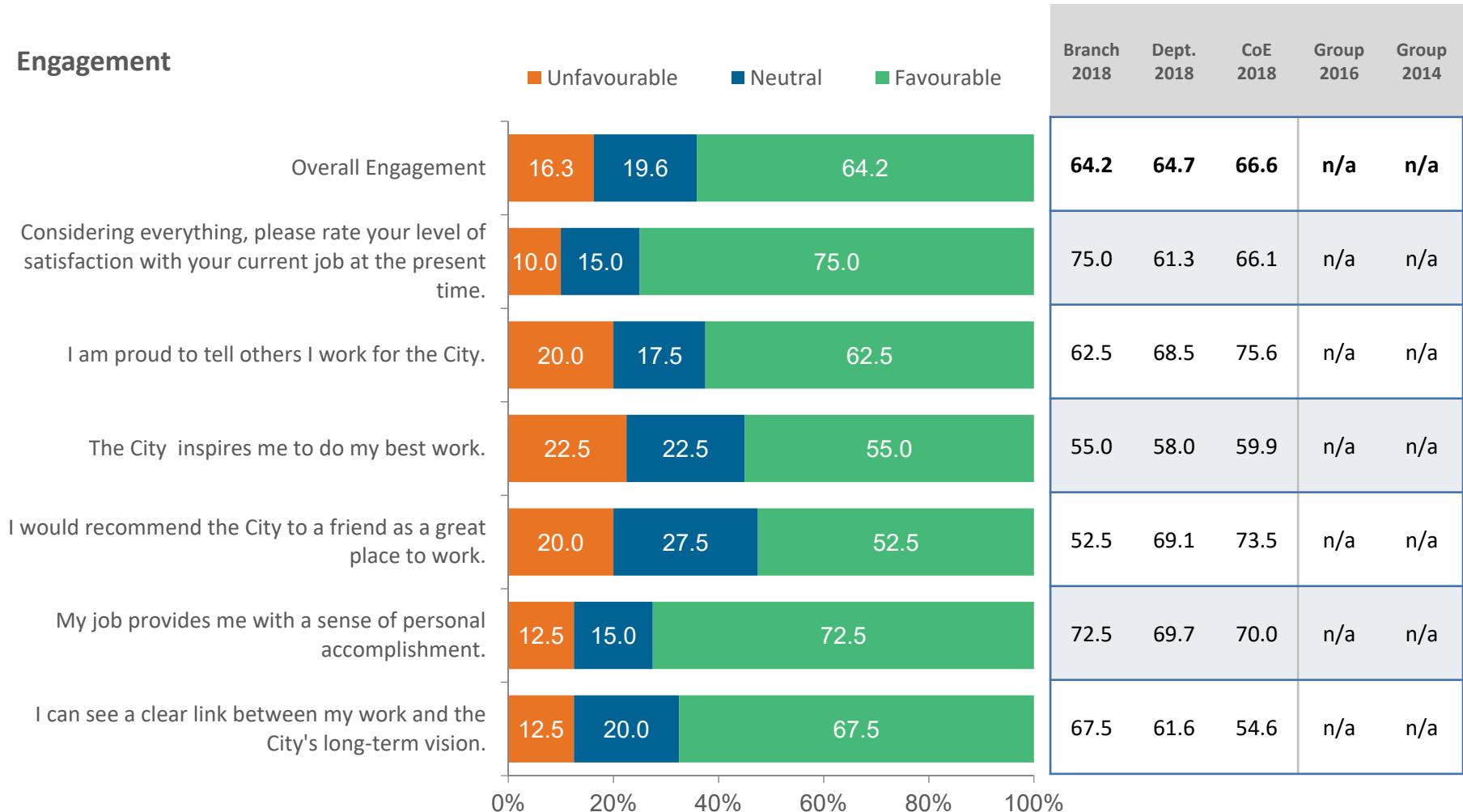
Corporate Strategy

Key Dimension Overview



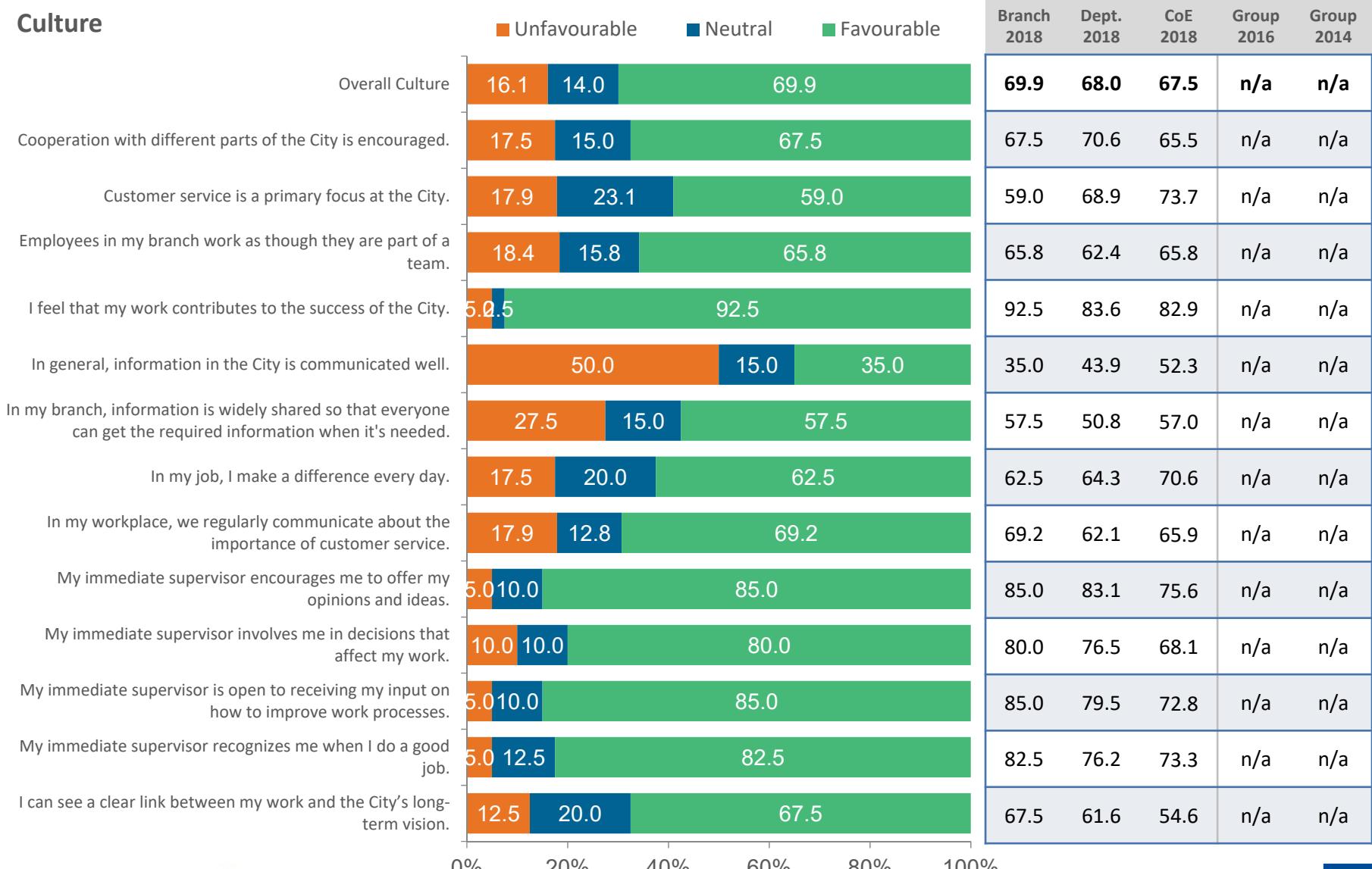
Snapshot Report

Corporate Strategy



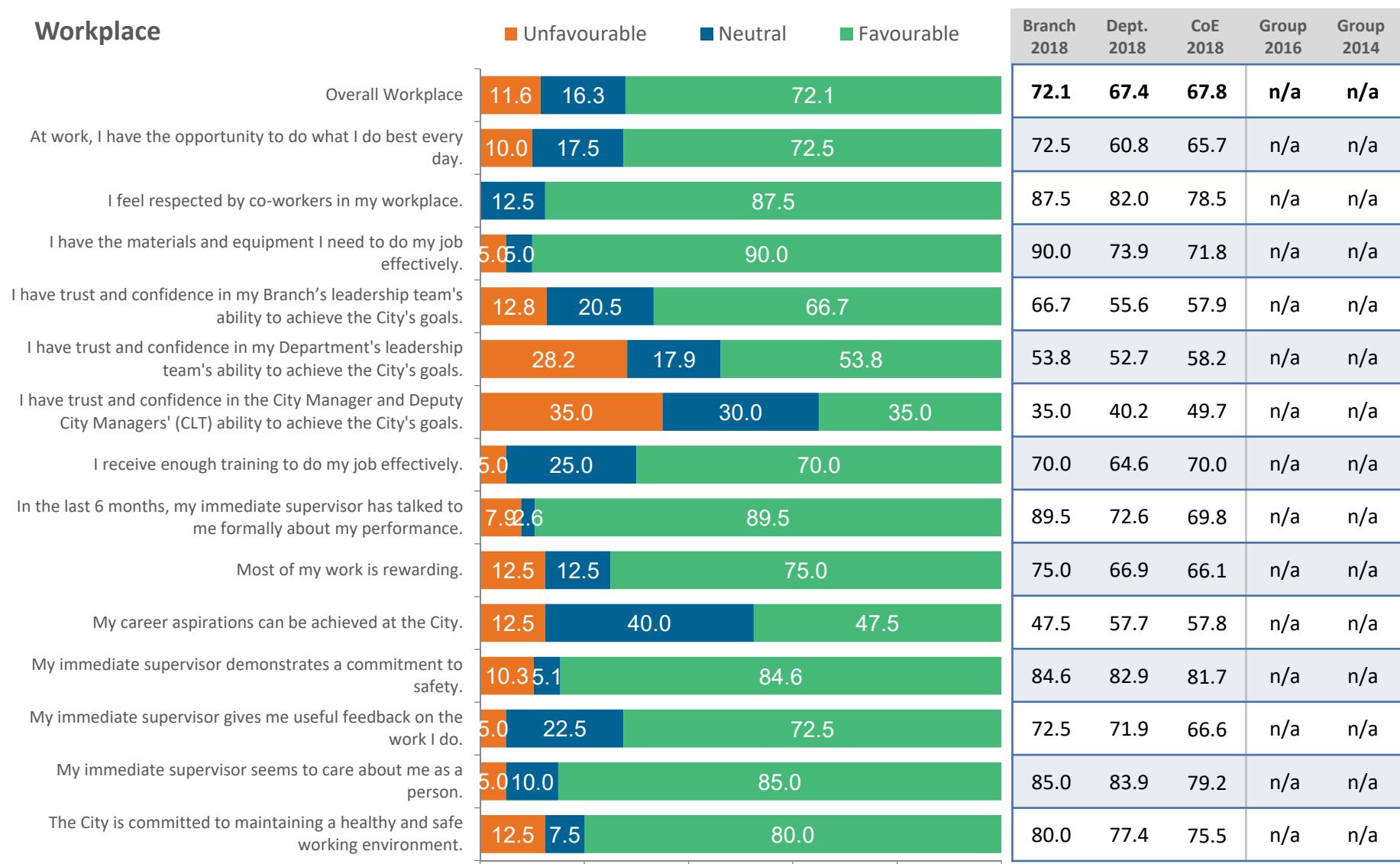
Snapshot Report

Corporate Strategy



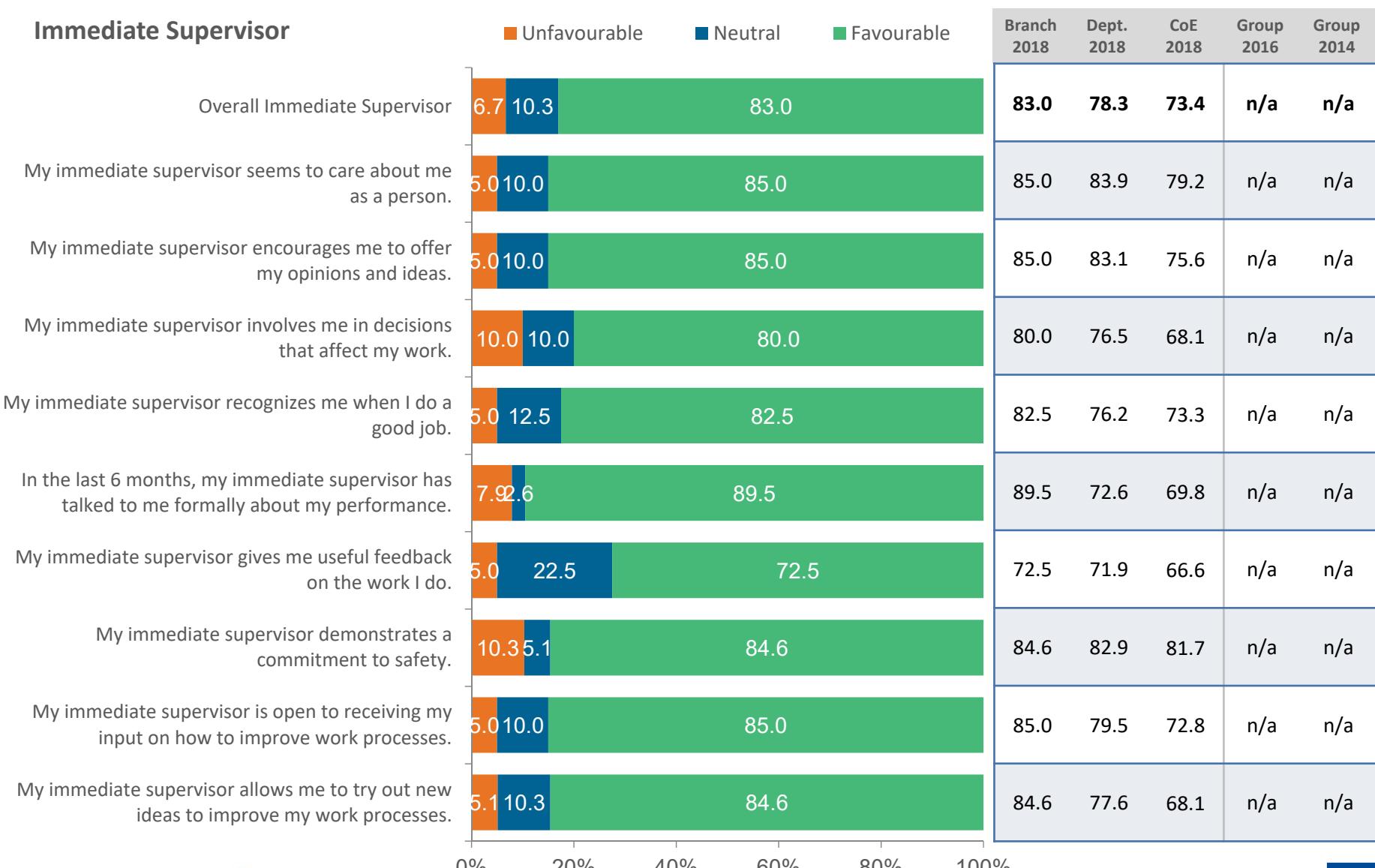
Snapshot Report

Corporate Strategy



Snapshot Report

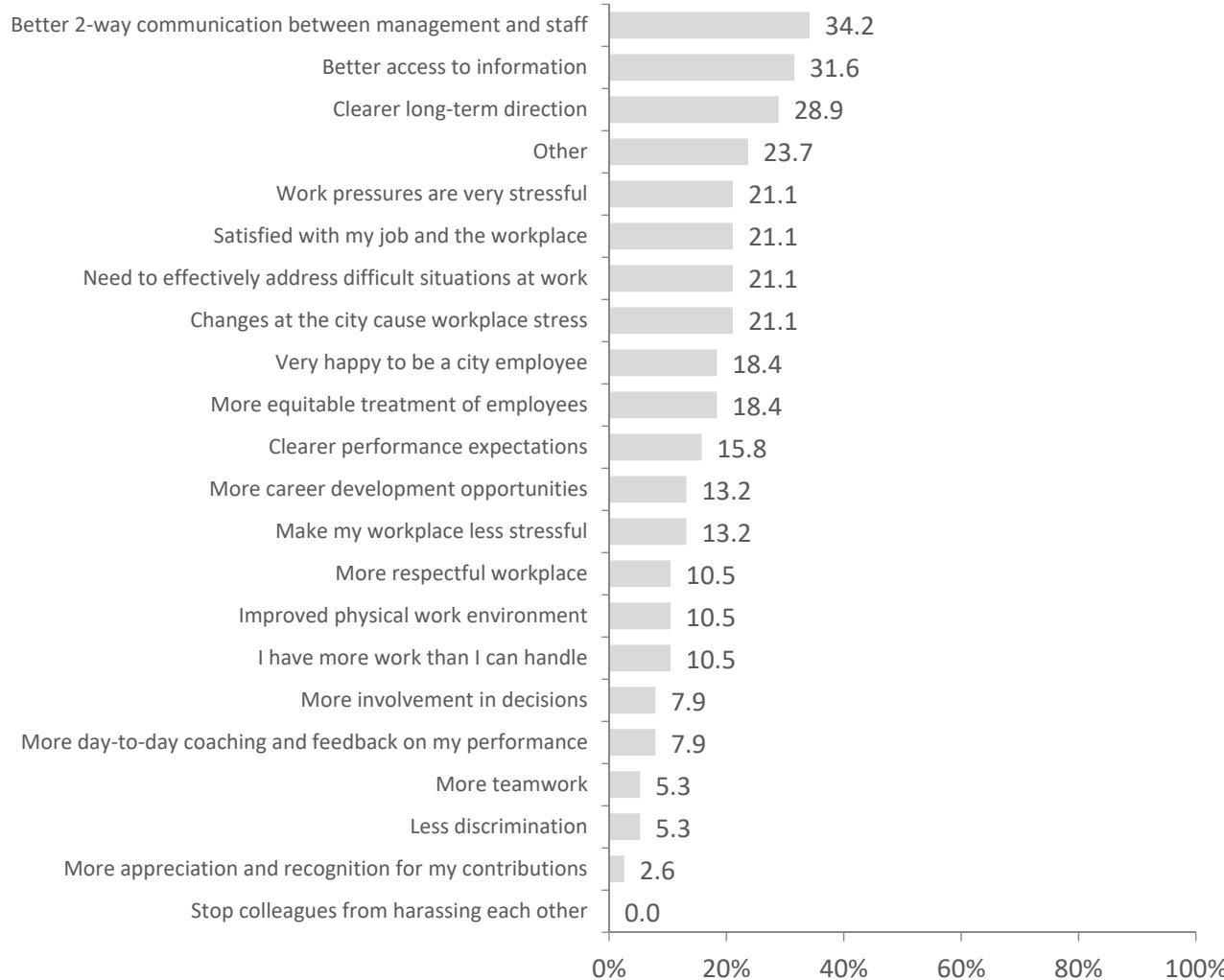
Corporate Strategy



Snapshot Report

Corporate Strategy

If your management team could make only one or two improvements to your job or the workplace, what would they be?



Branch 2018	Dept. 2018	CoE 2018	Group 2016	Group 2014
34.2	32.9	30.9	n/a	n/a
31.6	22.9	18.8	n/a	n/a
28.9	25.6	19.8	n/a	n/a
23.7	18.1	12.3	n/a	n/a
21.1	25.4	18.5	n/a	n/a
21.1	33.6	41.9	n/a	n/a
21.1	18.1	21.1	n/a	n/a
21.1	35.5	22.6	n/a	n/a
18.4	28.0	36.2	n/a	n/a
18.4	21.8	22.0	n/a	n/a
15.8	18.1	13.1	n/a	n/a
13.2	26.0	24.6	n/a	n/a
13.2	33.5	30.5	n/a	n/a
10.5	17.0	21.6	n/a	n/a
10.5	9.3	11.7	n/a	n/a
10.5	20.8	13.4	n/a	n/a
7.9	19.4	19.4	n/a	n/a
7.9	8.4	7.5	n/a	n/a
5.3	16.8	19.8	n/a	n/a
5.3	8.2	9.8	n/a	n/a
2.6	19.0	21.7	n/a	n/a
0.0	7.9	11.4	n/a	n/a