

Calgary



2023 Corporate Employee Survey

City Wide

Prepared for The City of Calgary by:

Leger

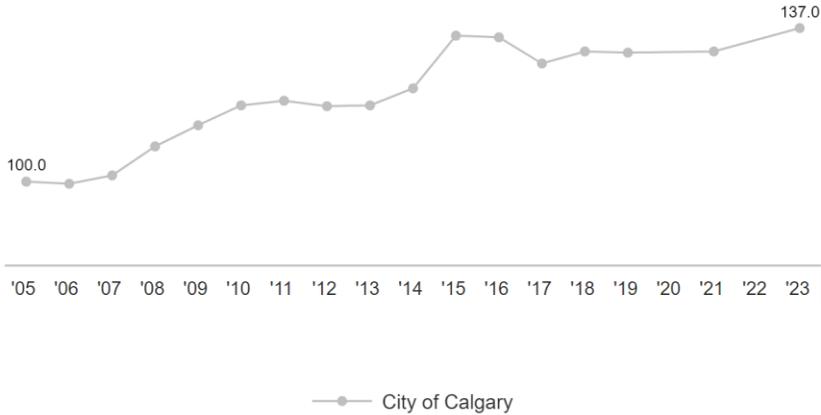
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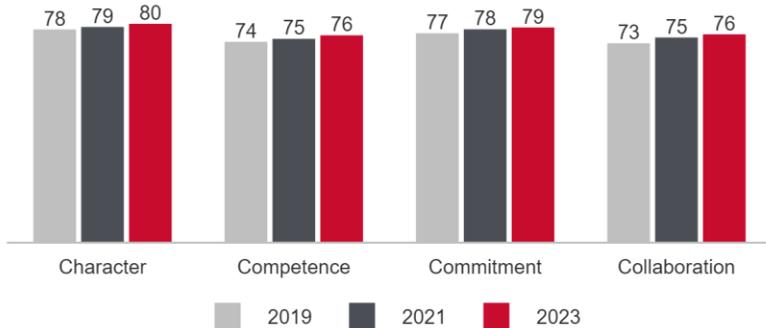
Satisfaction

Corporate Employee Satisfaction Index



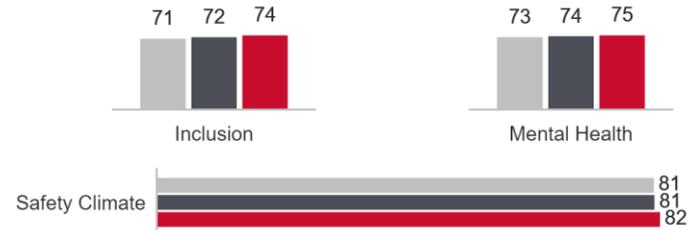
4 Cs Framework

The essential qualities of The City



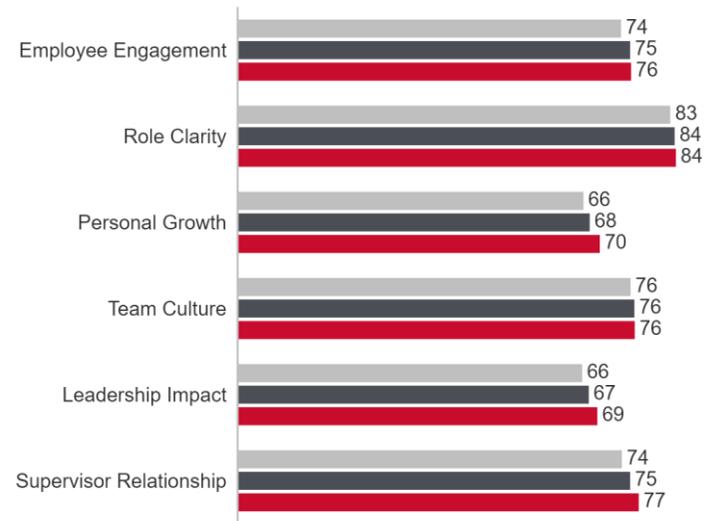
Inclusion & Mental Health

An inclusive and psychologically safe workplace



Engagement

Employee Engagement Index & Key Drivers



Note: Indices are calculated out of 100 and do not represent percentage of employees. The Satisfaction Index was given a baseline score of 100 in 2005, year-over-year differences are based on this baseline score. In 2023, Inclusion was added to the Mental Health Index. Please interpret Mental Health Index with caution.

Executive Summary

Overview of Employee Engagement and Key Drivers



The Employee Satisfaction Index reached an all-time high of 137.0 in 2023.



Employee Engagement scores increased by 1 at 76 points out of 100.



Employees related most strongly to Character and Commitment from the 4Cs, consistent with 2021.



Employees rated the Inclusion Index at 74 (on a scale of 0-100) and the Mental Health Index at 75.

In 2023, The City continues to collect feedback on measures that enable the new corporate culture. To reflect the latest industry standards, new measures were added in 2016. These new measures include a Mental Health Index and an Inclusion Index which will be key in creating an accessible, safe and inclusive workplace. These new measures supplement the Employee Engagement Index, the 4 Cs Framework and the Employee Satisfaction Index.

In total, 6,900 City of Calgary employees completed the survey out of a total of 15,475 employees, yielding an overall completion rate of 44.6%. This is a decrease of 2.3% from 2021.

Response rates among:

- permanent employees decreased 2.23 percentage points to 47.56%
- temporary employees decreased 0.8 percentage points to 33.68%
- seasonal employees increased 4.88 percentage points to 29.21%



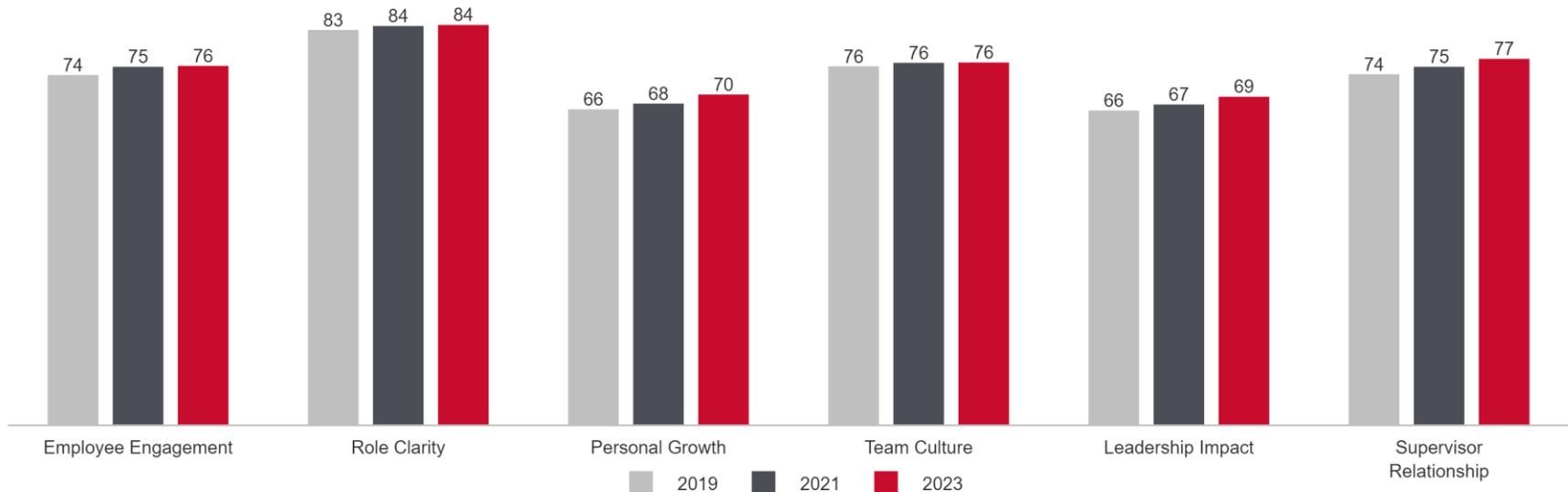
Executive Summary

Overview of Employee Engagement and Key Drivers

Employee Engagement

Employee Engagement held strong with a steady increase to 76 (out of 100) since 2019, with Role Clarity (84) remaining the strongest performer.

All attributes saw a continual improvement except Role Clarity and Team Culture which remained stable. Supervisor Relationship (77) surpassed Team Culture (76) and became the second most satisfied area in 2023. Personal Growth (70) and Leadership Impact (69), the weakest factors, have increased by 2 points, respectively.





Executive Summary

Overview of Key Drivers by Department

	2023					
	Employee Engagement	Role Clarity	Personal Growth	Team Culture	Leadership Impact	Supervisor Relationship
The City of Calgary	76 (0)	84 (0)	70 (+2)	76 (0)	69 (+2)	77 (+2)
Community Services	76 (+1)	84 (+1)	69 (+4)	76 (+2)	68 (+4)	78 (+4)
Corp Planning and Fin Srv	78	86	75	79	73	83
Corporate Administration	75 (-3)	85 (-6)	79 (-3)	83 (-4)	79 (-7)	85 (-4)
Green Line	78 (+5)	88 (+8)	70 (+5)	79 (-1)	69 (0)	79 (0)
Infrastructure Services	77	85	73	80	74	81
Law-Legis Svcs-Security	78	87	76	79	74	82
Operational Services	74	83	65	73	66	72
People Innov and Collab Srv	77	86	74	80	73	82
Planning and Development	76 (+2)	85 (+1)	74 (+3)	79 (0)	73 (+3)	81 (+2)

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



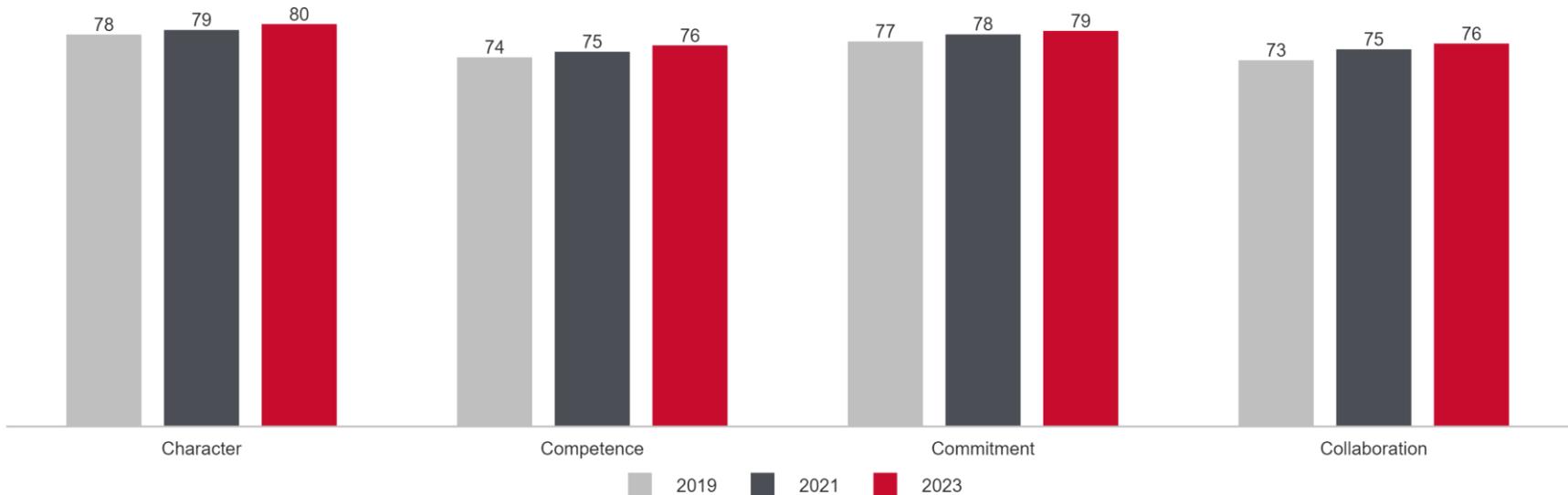
Executive Summary

Overview of 4 Cs Framework

4 Cs Framework

Character, Competence, Commitment and Collaboration (4 Cs) are the essential employee qualities of The City. Questions about employee connection to each C were added in 2015.

Ratings on all 4 Cs continued to increase in 2023 with Character (80 out of 100) and Commitment (79) being the strongest qualities. Both Competence and Collaboration, the comparatively weaker areas, rose to 76 by 1 point.





Executive Summary

Overview of 4 Cs Framework by Department

	2023			
	Character	Competence	Commitment	Collaboration
The City of Calgary	80 (+1)	76 (+1)	79 (+1)	76 (+1)
Community Services	81 (+3)	76 (+3)	79 (+2)	76 (+2)
Corp Planning and Fin Srv	84	80	80	81
Corporate Administration	86 (-3)	82 (-5)	81 (-6)	86 (-2)
Green Line	83 (+1)	78 (+7)	81 (+5)	77 (-3)
Infrastructure Services	83	78	81	82
Law-Legis Svcs-Security	84	80	82	83
Operational Services	77	73	77	72
People Innov and Collab Srv	84	79	81	82
Planning and Development	83 (+1)	79 (+3)	80 (+2)	81 (+2)

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



Executive Summary

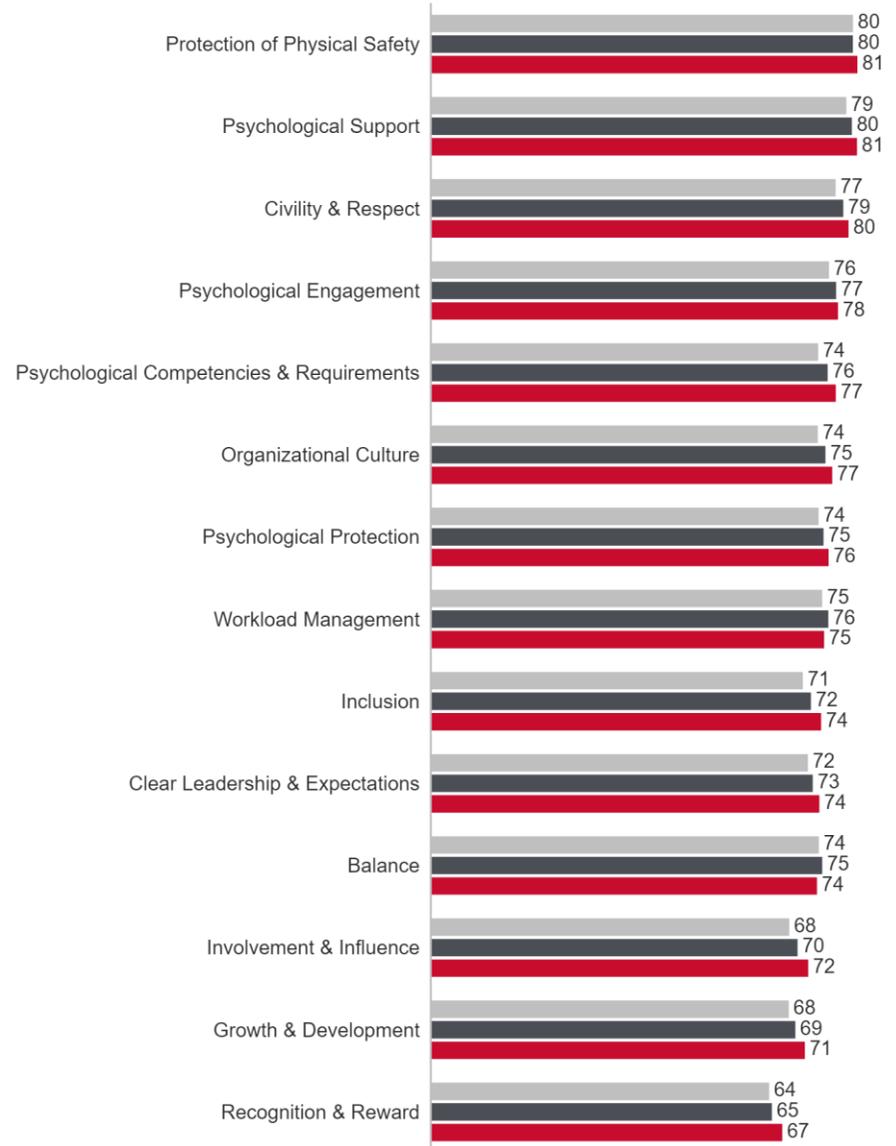
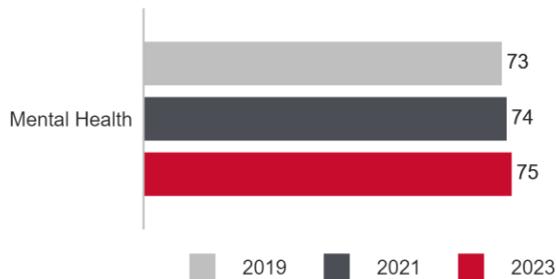
Overview of Inclusion & Mental Health Indices

Mental Health Index

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

The Mental Health Index increased to 75 (out of 100) by 1 point in 2023. All factors noted improved ratings except Workload Management and Balance with 1 point slide.

Protection of Physical Safety and Psychological Support continued to be the strongest performers while Recognition & Reward remained the area for improvement.



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



Executive Summary

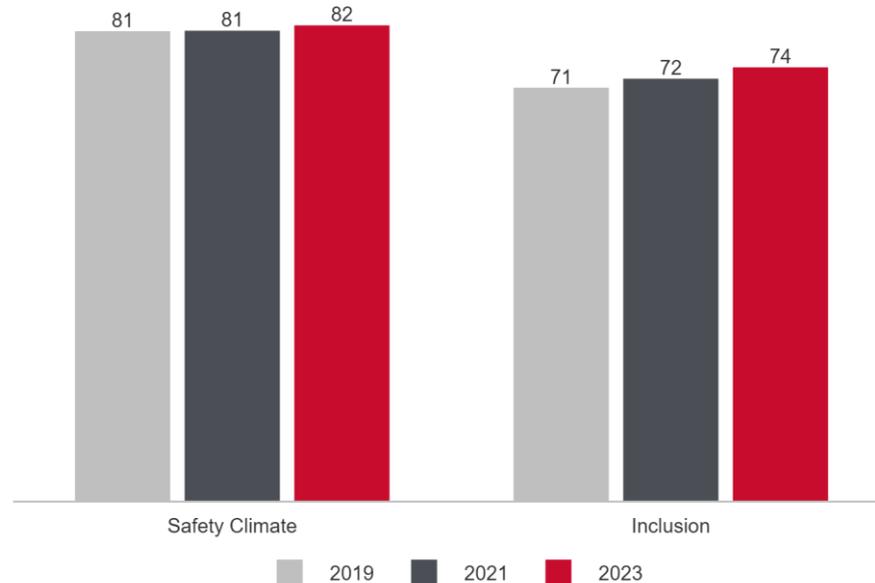
Overview of Safety Climate & Inclusion Index

Safety Climate

The Safety Climate tracks safe and responsible workplace practices. It increased to 82 (out of 100) by 1 point in 2023.

Inclusion Index

The Inclusion Index measures how inclusive employees perceive The City's workplace to be. It has been trending upward since 2019 and reached 74 in 2023.





Executive Summary

Overview of Psychological Health & Safety in the Workplace

	2023														
	Mental Health	Psych. Support	Organizational Culture	Clear Leadership & Expectations	Civility & Respect	Psych. Competencies & Requirements	Growth & Development	Recognition & Reward	Involvement & Influence	Workload Management	Psych. Engagement	Balance	Psych. Protection	Protection of Physical Safety	Inclusion
The City of Calgary	75 (+1)	81 (+1)	77 (+1)	74 (+1)	80 (+1)	77 (+2)	71 (+2)	67 (+2)	72 (+2)	75 (-1)	78 (0)	74 (-1)	76 (+1)	81 (+1)	74 (+2)
Community Services	75 (+3)	82 (+3)	77 (+3)	74 (+2)	80 (+3)	78 (+3)	71 (+4)	68 (+5)	70 (+4)	74 (+2)	78 (+1)	74 (+2)	76 (+3)	79 (+1)	74 (+4)
Corp Planning and Fin Srv	79	85	80	77	83	81	77	73	77	78	80	77	80	85	79
Corporate Administration	82 (-3)	90 (-1)	84 (-3)	82 (-5)	86 (-2)	86 (-2)	83 (-1)	75 (-6)	82 (-5)	82 (-5)	77 (-5)	81 (-5)	83 (-4)	90 (0)	82 (-3)
Green Line	78 (+2)	85 (-2)	79 (0)	74 (+3)	82 (0)	79 (+1)	70 (+2)	68 (+3)	72 (-3)	75 (-2)	82 (+7)	74 (-5)	79 (-1)	88 (+1)	76 (+3)
Infrastructure Services	79	83	79	77	82	80	76	71	78	79	79	79	79	86	77
Law-Legis Svcs-Security	79	85	80	79	83	81	77	72	76	79	79	75	79	83	79
Operational Services	72	77	73	71	76	73	66	62	68	72	76	70	72	79	70
People Innov and Collab Srv	79	85	80	77	83	82	76	72	77	79	79	77	80	84	79
Planning and Development	78 (+2)	85 (+2)	80 (+2)	76 (+2)	83 (+2)	81 (+2)	76 (+3)	70 (+1)	75 (+2)	77 (-1)	78 (+2)	76 (-2)	79 (+2)	84 (+2)	78 (+3)

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

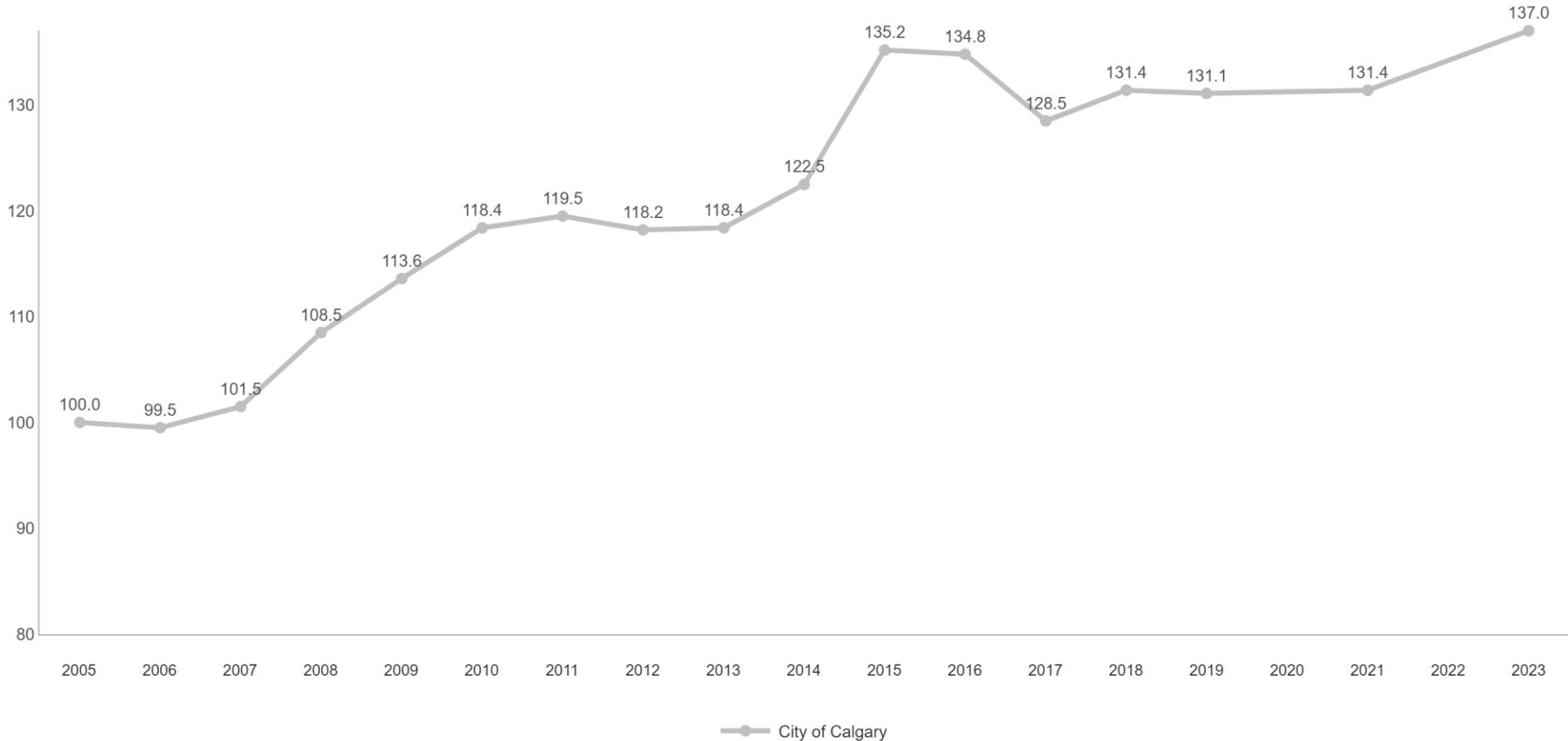


Executive Summary

Overview of Employee Satisfaction Index

Employee Satisfaction

The Employee Satisfaction Index reached an all-time high of 137.0 in 2023.



Background & Methodology

BACKGROUND

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

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

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

METHODOLOGY

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

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

The survey was open for City employees from September 5-29, 2023. Reminders were sent to those with network email addresses: three reminders were sent to employees who had not yet completed the survey. To ensure confidentiality, Leger received, analyzed and reported the results to The City. The City had no access to individual results. As further assurance of anonymity, results were only summarized for groups with more than 10 respondents.



Reading this Report

EMPLOYEE ENGAGEMENT

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

Key Drivers

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

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

FOCUS MAPS

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

SATISFACTION INDEX

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

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

Using the Results

ACTION PLANNING

While there is no set schedule, it is expected that leaders will receive, review and interpret their results by the end of 2023. Plans should be developed to share the results with employees in the first quarter of 2024. HR Business Partners and communicators are available to help leaders through this process.

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

Part of the process may include:

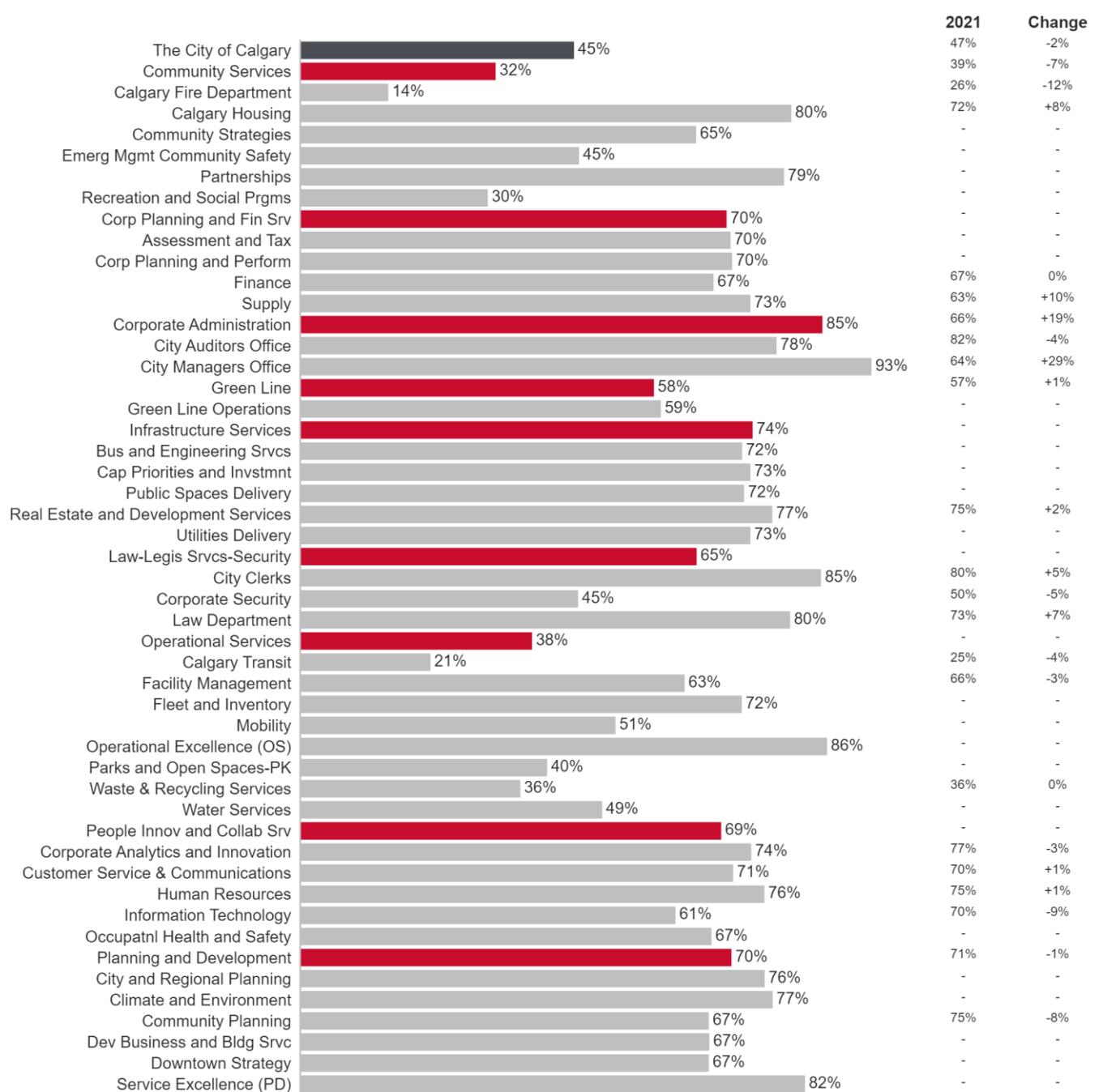
1. Set-up an action planning session with employees and let employees know the purpose of this meeting.
2. Allow for open and honest communication of the results. We recommend you partner with your HR Business Partner and communicator to develop effective ways to discuss this with your staff.
3. Brainstorm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

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



Response Rates

By Department & Business Unit -
All Employees



2021

Change

Corporate Employee Satisfaction Index



Corporate Employee Satisfaction Index

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

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

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

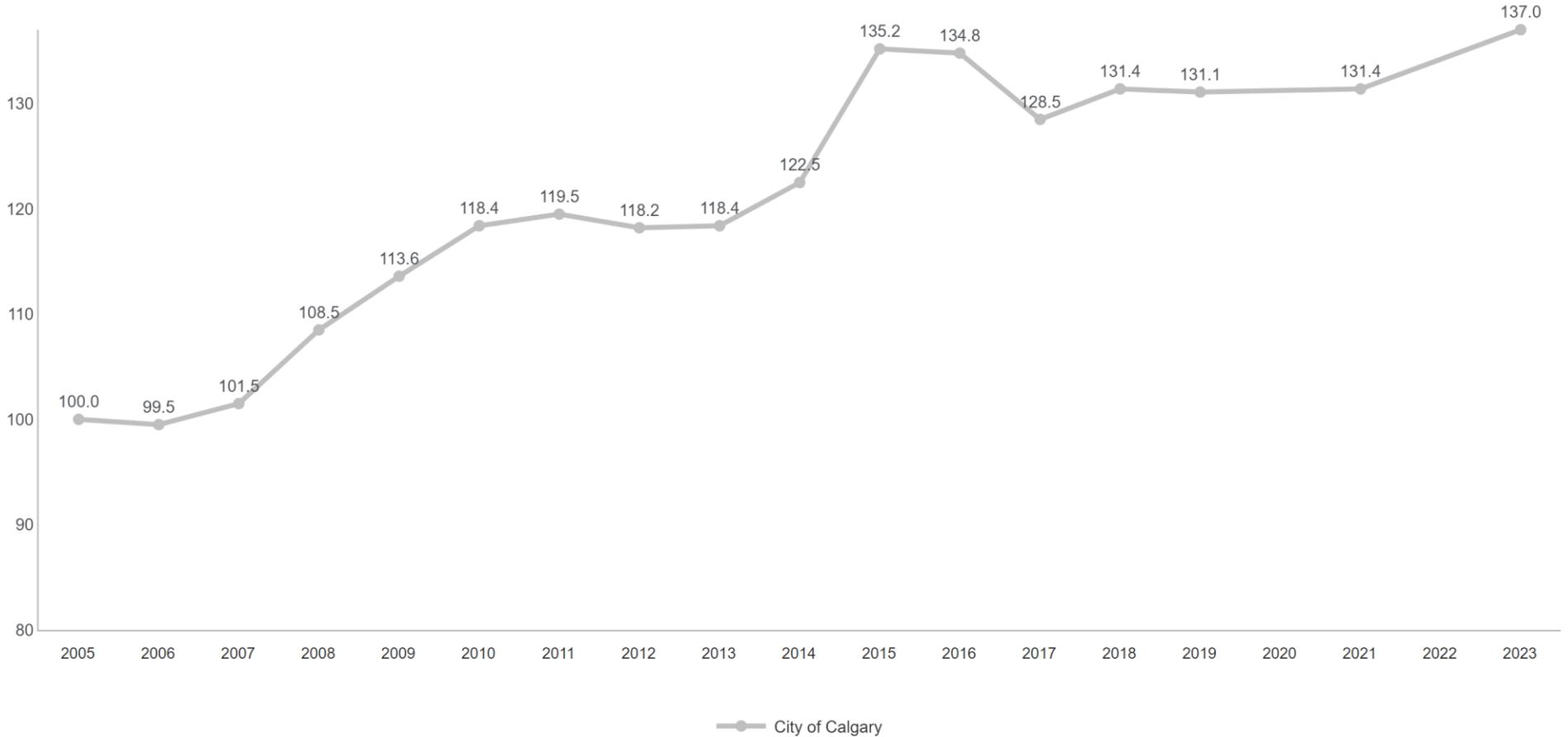
1. My work related stress is manageable (17.04%)
2. I am truly appreciated for the contribution I make to my business unit (14.55%)
3. I am satisfied with the fairness and respect I receive on the job from the person I report to directly (13.33%)
4. I am meaningfully involved in decisions that affect my job and me (13.05%)
5. Overall, I am satisfied with development opportunities and/or training (12.54%)
6. I am sufficiently rewarded for the effort that I put into my job (10.96%)
7. I have the resources to do my job (10.64%)
8. I know and understand the current objectives of my business unit (7.89%)

Based on the weights, "My work related stress is manageable" accounts for 17.04% of an employee's overall job satisfaction while "I know and understand the current objectives of my business unit" accounts for 7.89%. Knowing how each aspect of an employee's job contributes to their overall satisfaction allows The City to target resources where they will have the greatest impact and to effectively manage trade-offs.

In 2005, the weights above were used to create a combined measure of employee satisfaction. The combined measure is a weighted average of the top box percentages (combined percentage of agree and strongly agree responses) for these eight statements. At that time, this percentage was deemed the baseline and given a score of 100 similar to a consumer satisfaction index. The 2005 Employee Satisfaction Index weights have been used as the basis for weighting the top box percentages each year since.



Corporate Employee Satisfaction Index





The City of Calgary	
2021	131
2023	137

Corporate Employee Satisfaction Attributes

Strengths:

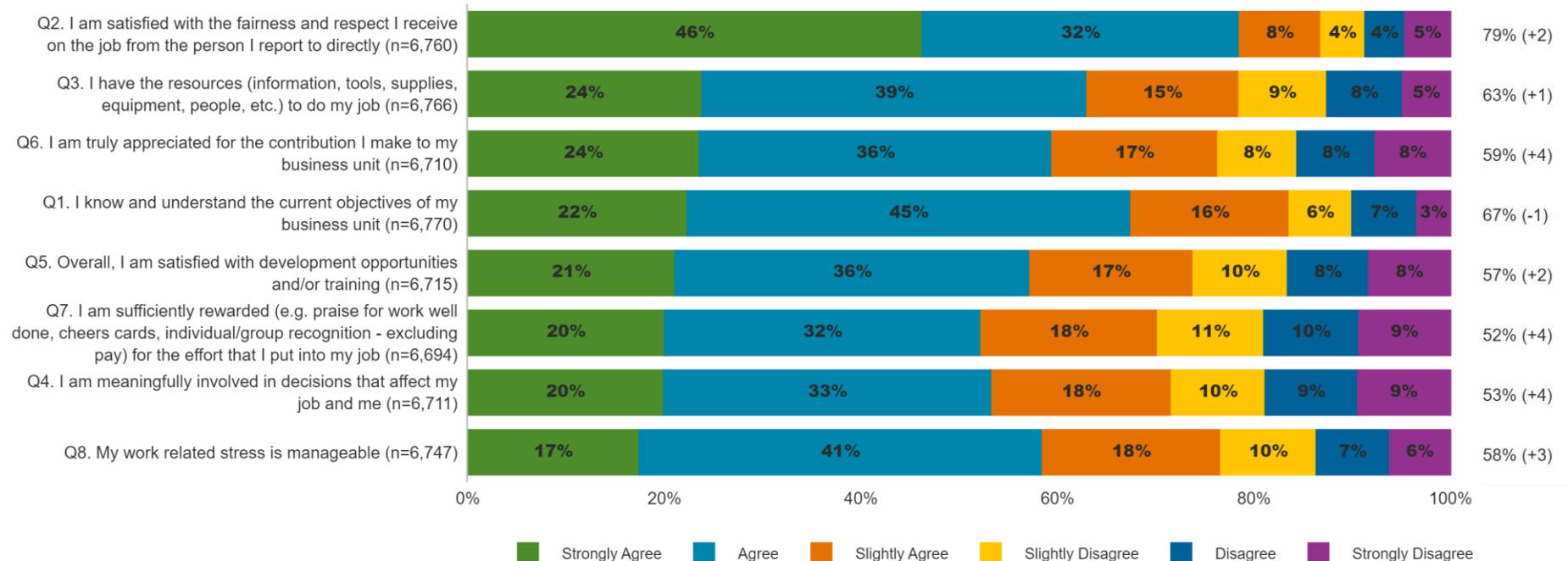
- Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly
- Q1. I know and understand the current objectives of my business unit

Opportunities:

- Q4. I am meaningfully involved in decisions that affect my job and me
- Q7. I am sufficiently rewarded (e.g. praise for work well done, cheers cards, individual/group recognition - excluding pay) for the effort that I put into my job

Action Items: Ensure transparent communication about decision-making processes and actively seek employee input on decisions that directly affect their roles and responsibilities. Acknowledge and credit employees for both individual and team contributions in ways that are meaningful to them.

Top 2 Box (+/- vs 2021)



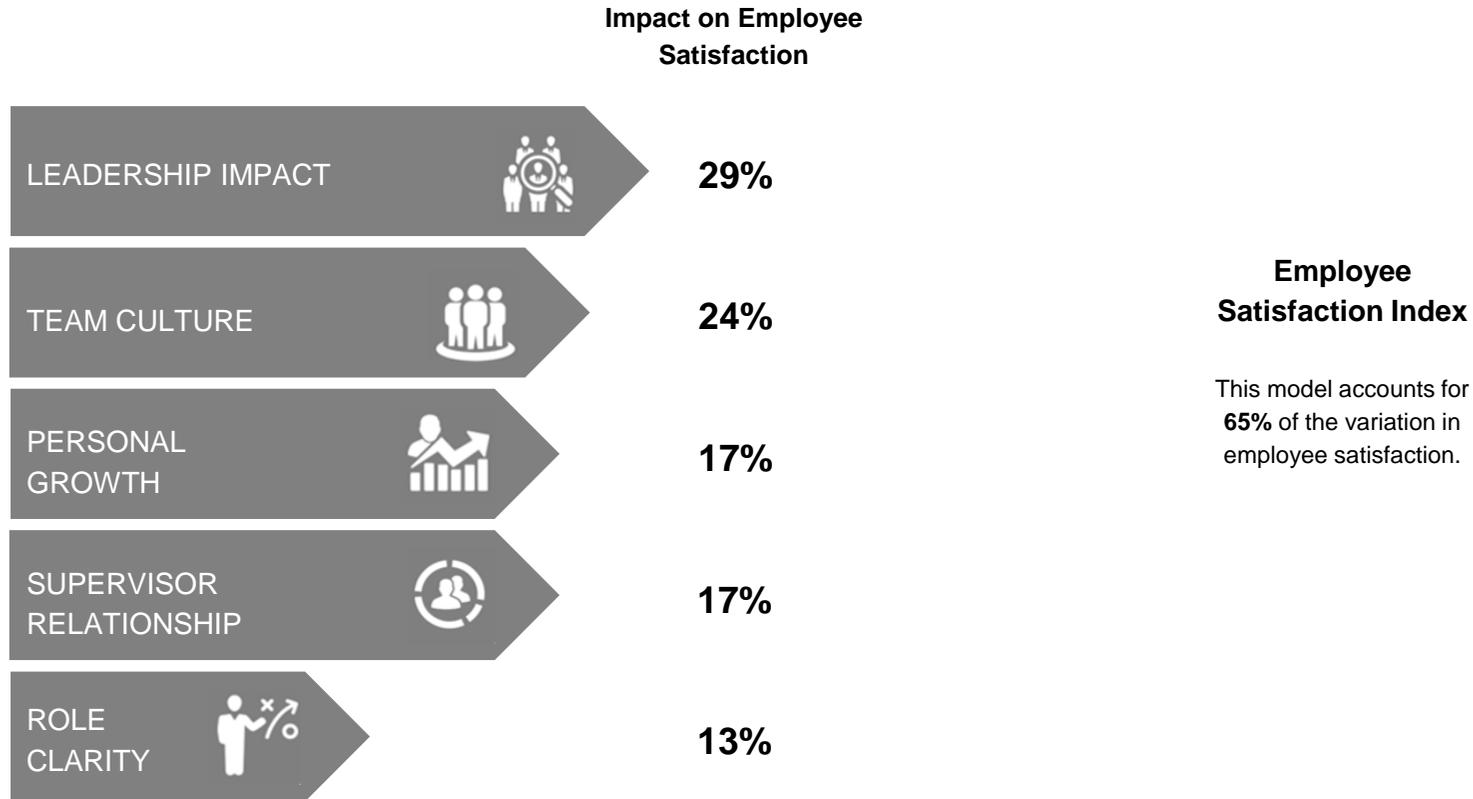
Note: Totals may differ due to rounding



Key Drivers of Employee Satisfaction

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

The predictive model explains 65% of the variation in employee satisfaction and identifies Leadership Impact and Team Culture to be the key satisfaction drivers. Efforts focusing on building these two areas are most efficient in maintaining high employee satisfaction.



4 Cs Framework





The City of Calgary	
2021	79
2023	80

Character

Behaving the right way

Strengths:

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

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

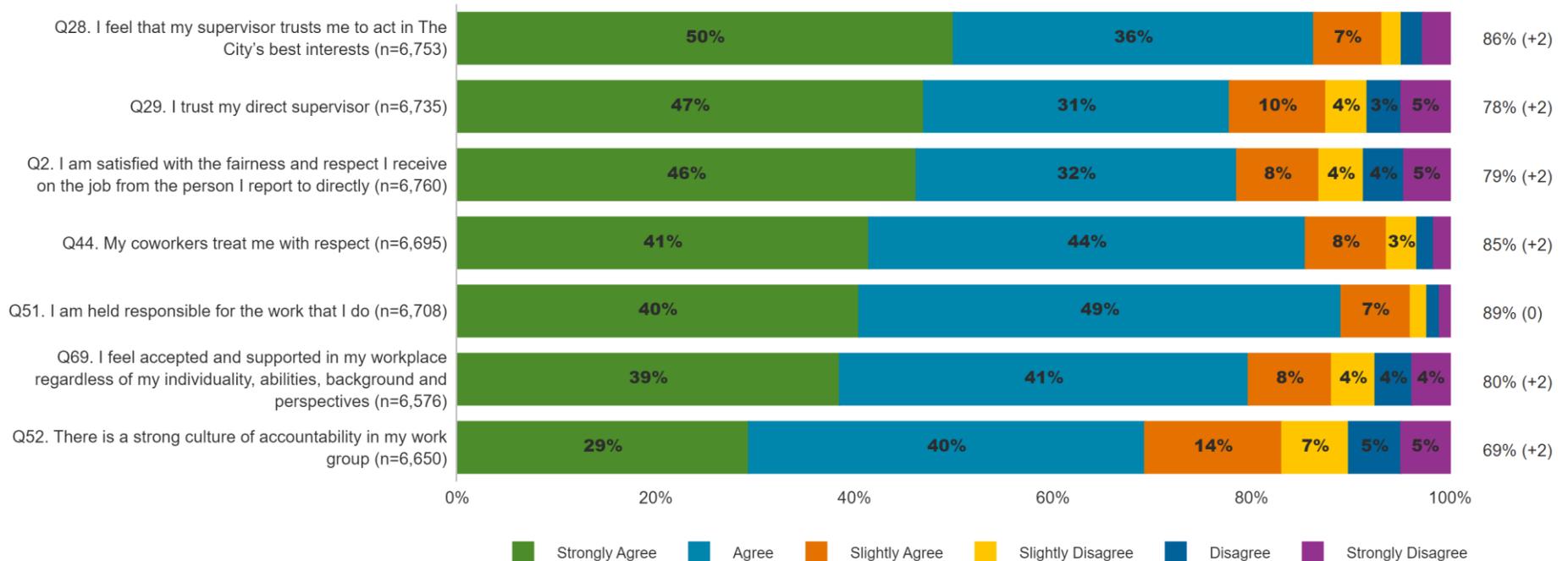
Opportunities:

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

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

Action Items: Build an inclusive and supportive work environment that encourages collaboration and celebrates diversity. Schedule time with leaders to discuss feedback on employee scores and business unit performance to reinforce individual responsibility and collective accountability.

Top 2 Box (+/- vs 2021)



Note: Totals may differ due to rounding



The City of Calgary	
2021	75
2023	76

Competence

Doing the right things the right way.

Strengths:

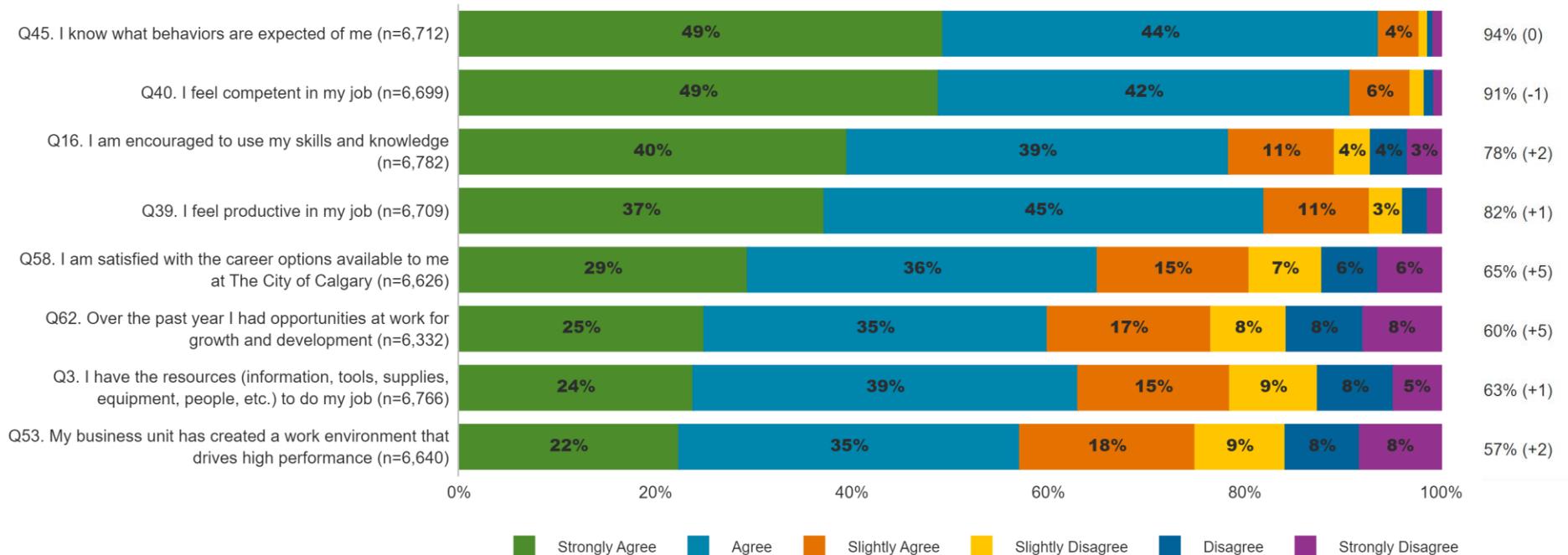
- Q45. I know what behaviors are expected of me
- Q40. I feel competent in my job

Opportunities:

- Q62. Over the past year I had opportunities at work for growth and development
- Q53. My business unit has created a work environment that drives high performance

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

Top 2 Box (+/- vs 2021)



Note: Totals may differ due to rounding



The City of Calgary	
2021	78
2023	79

Commitment

Dedication to the greater public good.

Strengths:

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

Q41. The work that I do is meaningful

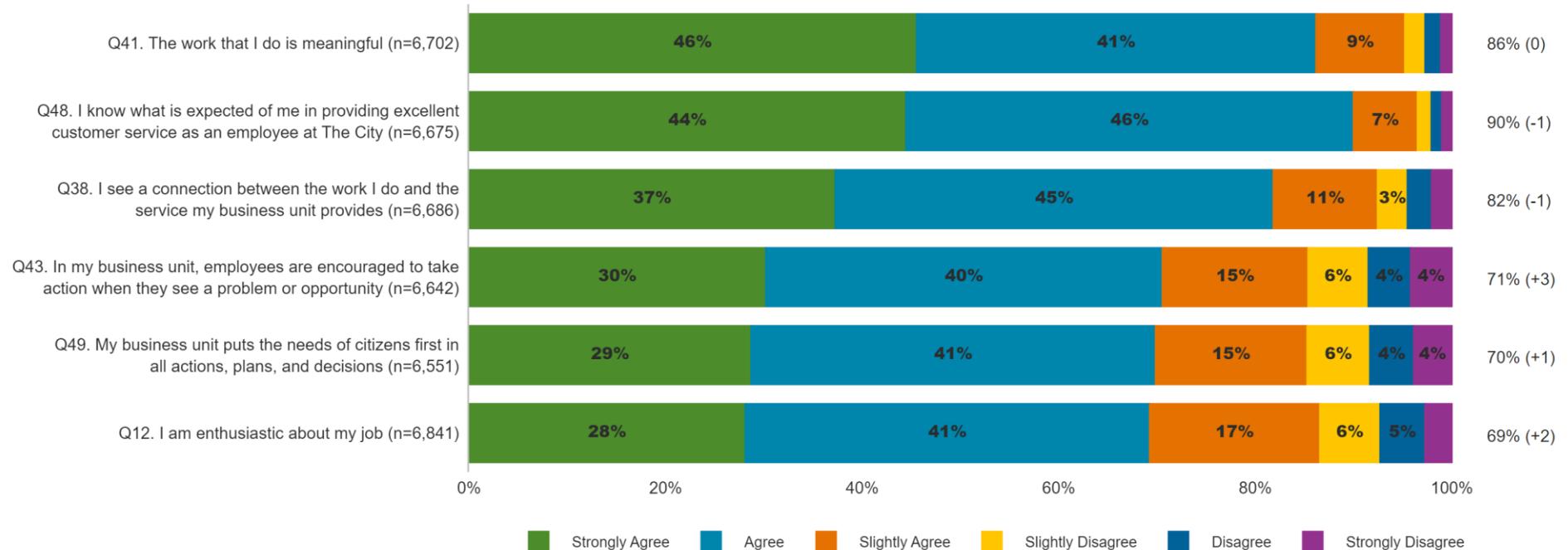
Opportunities:

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

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

Action Items: Provide leaders with guidelines and coaching to make decisions, and clear communication to all. Prioritize citizen needs and ensure the commitment is clear and followed by all employees.

Top 2 Box (+/- vs 2021)



Note: Totals may differ due to rounding



The City of Calgary	
2021	75
2023	76

Collaboration

Working together for a common purpose.

Strengths:

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

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

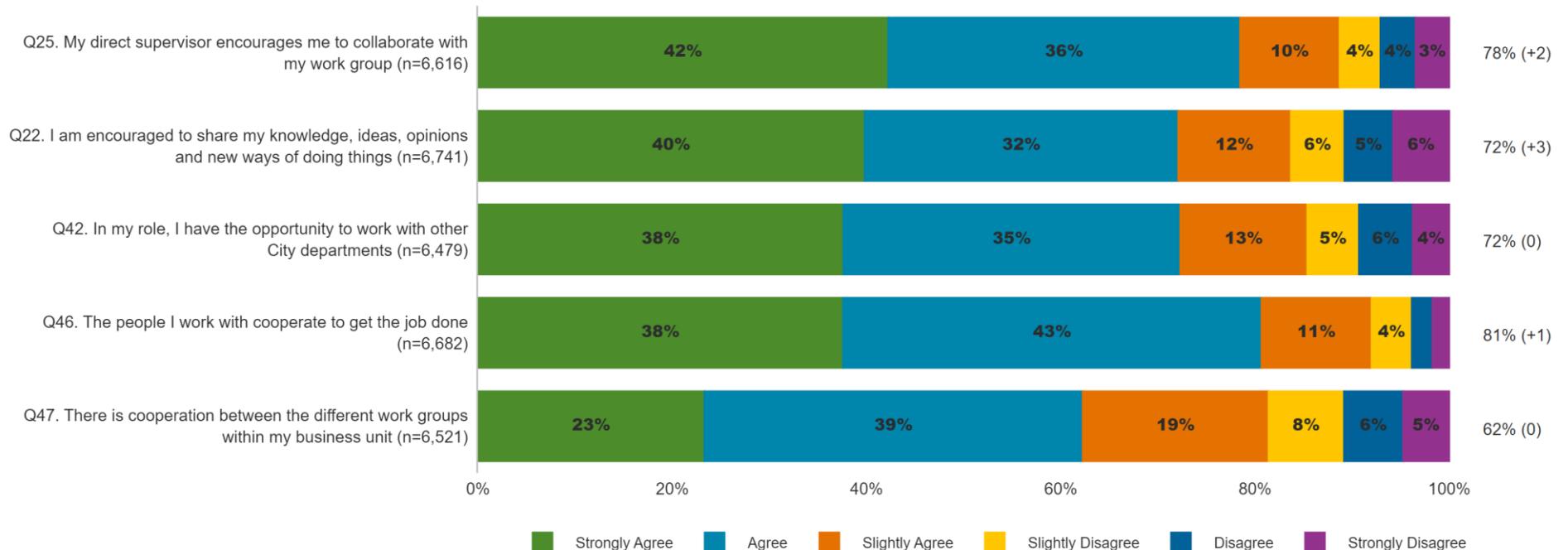
Opportunities:

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

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

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

Top 2 Box (+/- vs 2021)



Note: Totals may differ due to rounding

Employee Engagement Index





Employee Engagement Index

Feeling responsible for and committed to superior job performance.

Why Measure Employee Engagement?

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

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



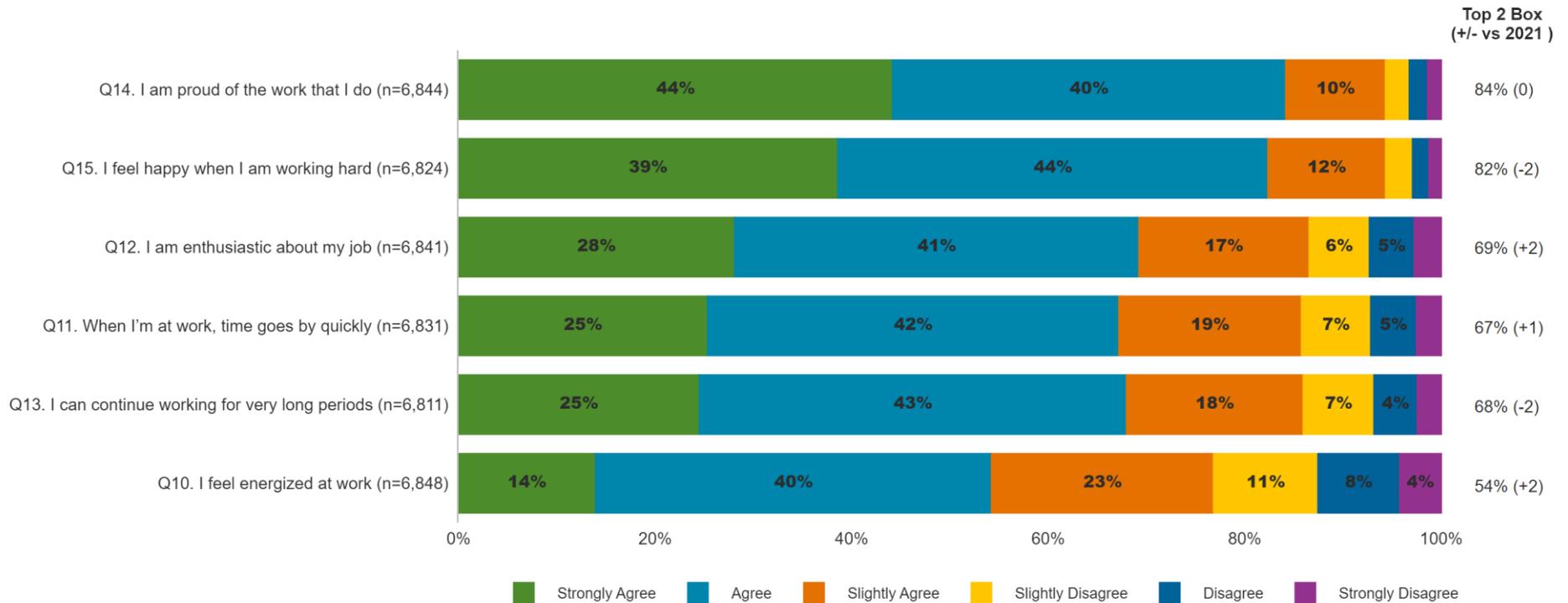
Further analysis was conducted to quantify the impact each theme has on employee engagement. Each index score was calculated by taking a simple average of scores for the related questions. Each index score was then standardized within a range of 0 to 100 (the index scores are not percentages). The identified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



The City of Calgary	
2021	75
2023	76

Employee Engagement

Feeling responsible for and committed to superior job performance.

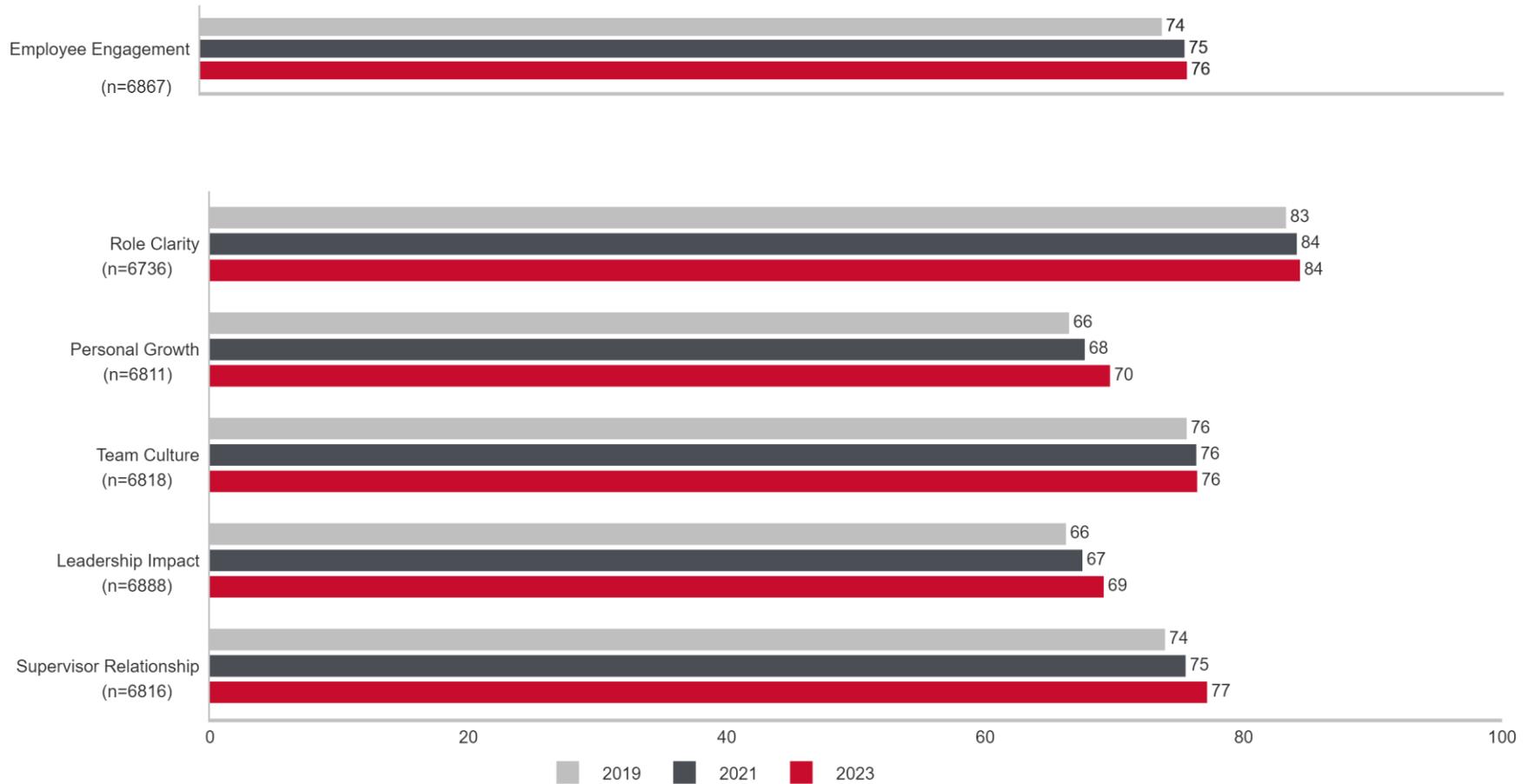


Note: Totals may differ due to rounding



Engagement Index Performance

Feeling responsible for and committed to superior performance.



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

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

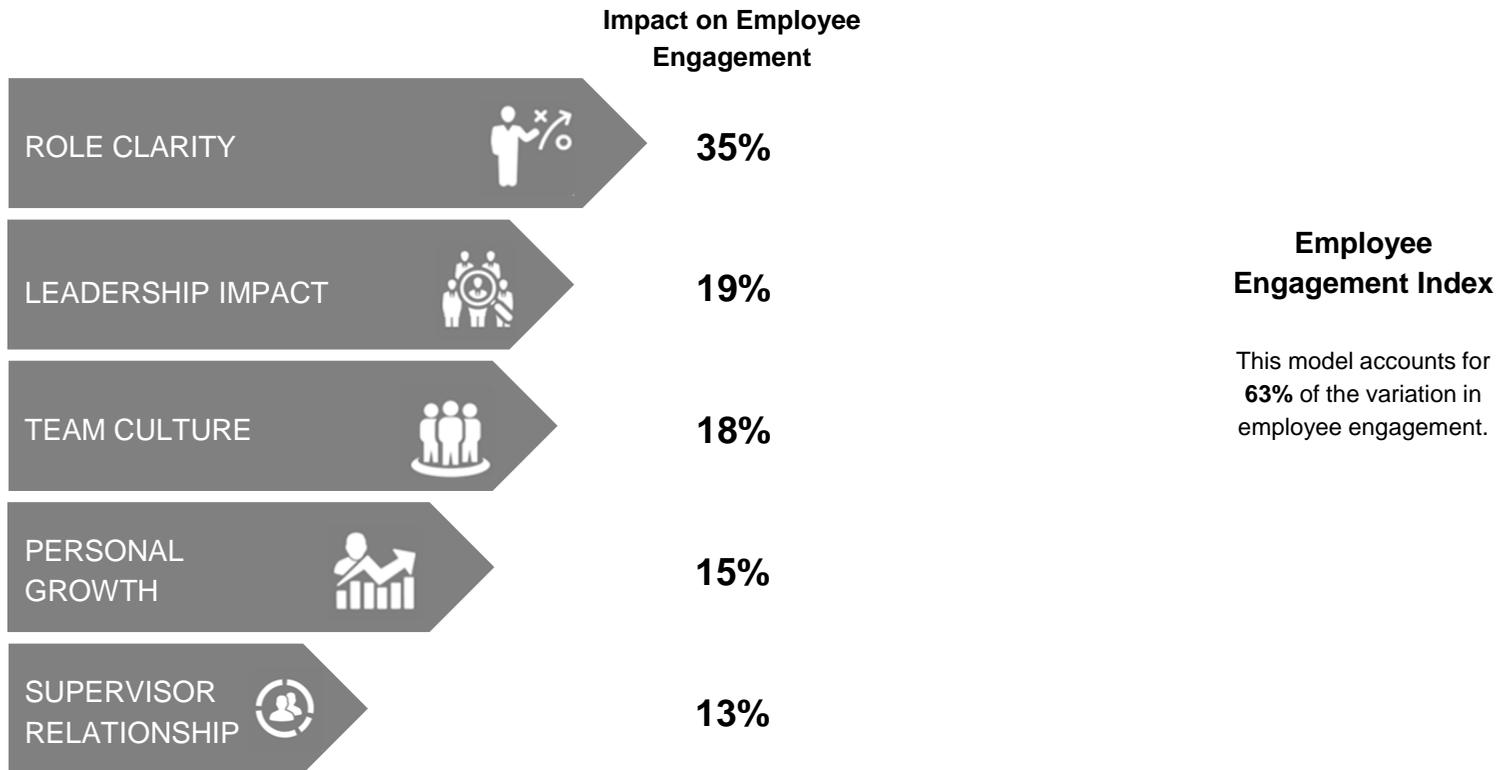


Key Drivers of Employee Engagement

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

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

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





Relationship Between Key Drivers

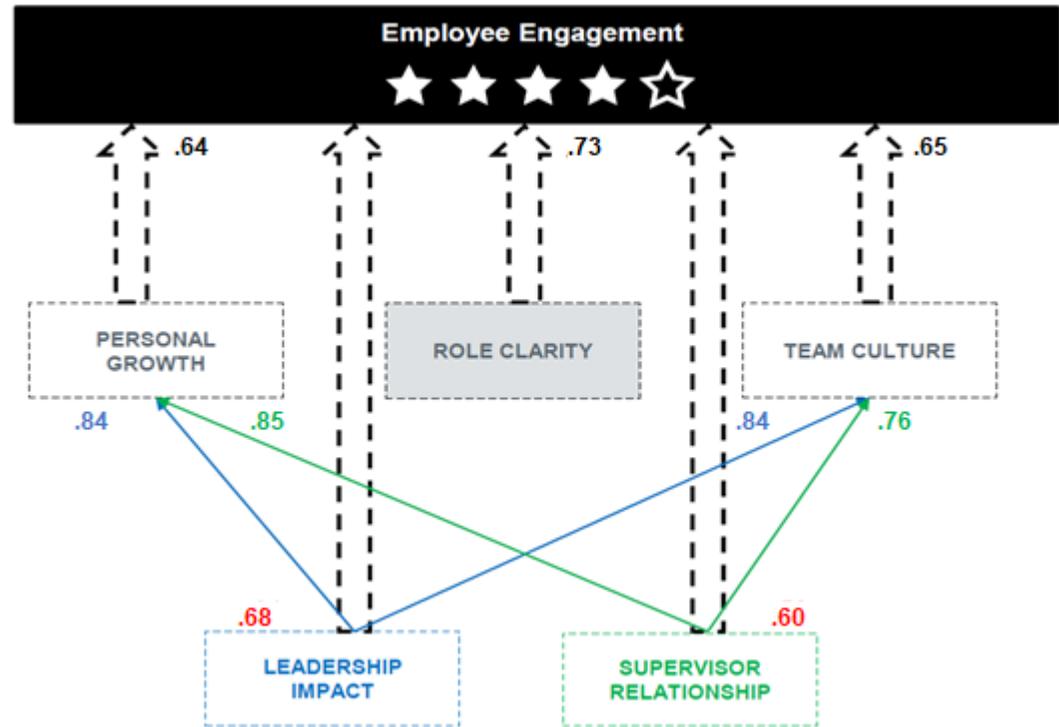
Every work environment is unique in its nature and there are many aspects of an employee's experience that affect their level of engagement on the job. Some aspects of the work culture act as *direct influencers*, determining the level of engagement among its employees, while some act as *enablers* for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

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

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

The analysis reveals that Supervisor Relationship is crucial to promote Team Culture (.76) and Personal Growth (.85) drivers. Similarly, Leadership Impact is crucial for promoting Personal Growth (.84) and Team Culture (.84).

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





The City of Calgary	
2021	84
2023	84

Role Clarity

Connect job responsibilities and individual contribution to prioritized organizational outcomes.

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

Strengths:

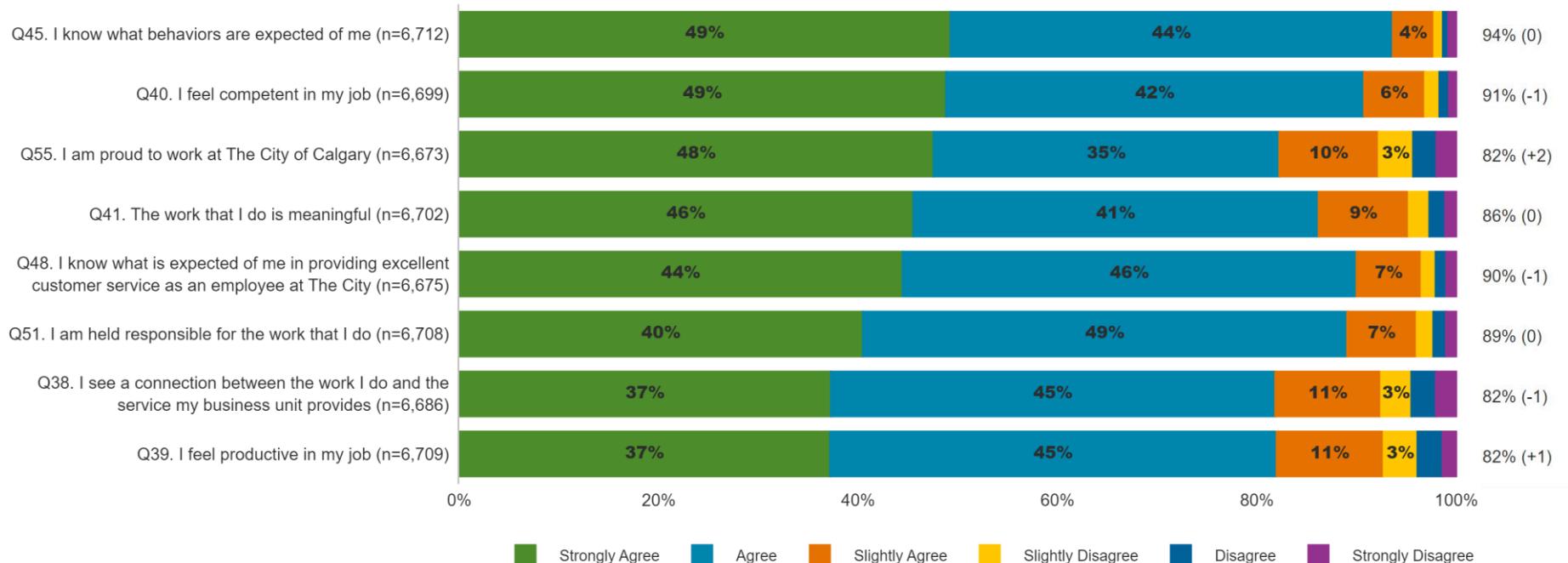
- Q45. I know what behaviors are expected of me
- Q40. I feel competent in my job

Opportunities:

- Q39. I feel productive in my job
- Q38. I see a connection between the work I do and the service my business unit provides

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

Top 2 Box (+/- vs 2021)



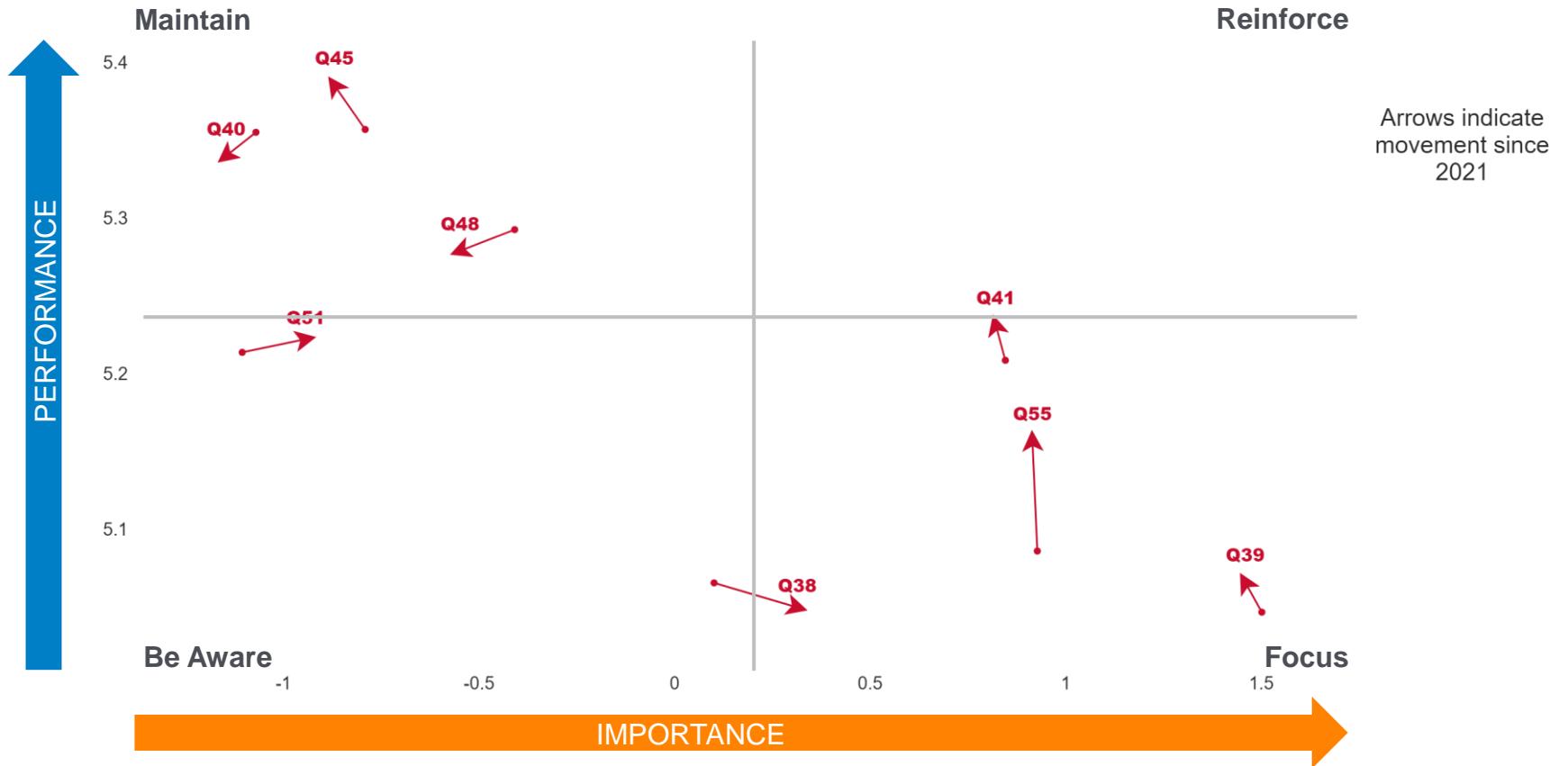
Note: Totals may differ due to rounding



Role Clarity Focus Map

Connect job responsibilities and individual contribution to prioritized organizational outcomes

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



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



The City of Calgary	
2021	68
2023	70

Personal Growth

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

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

Strengths:

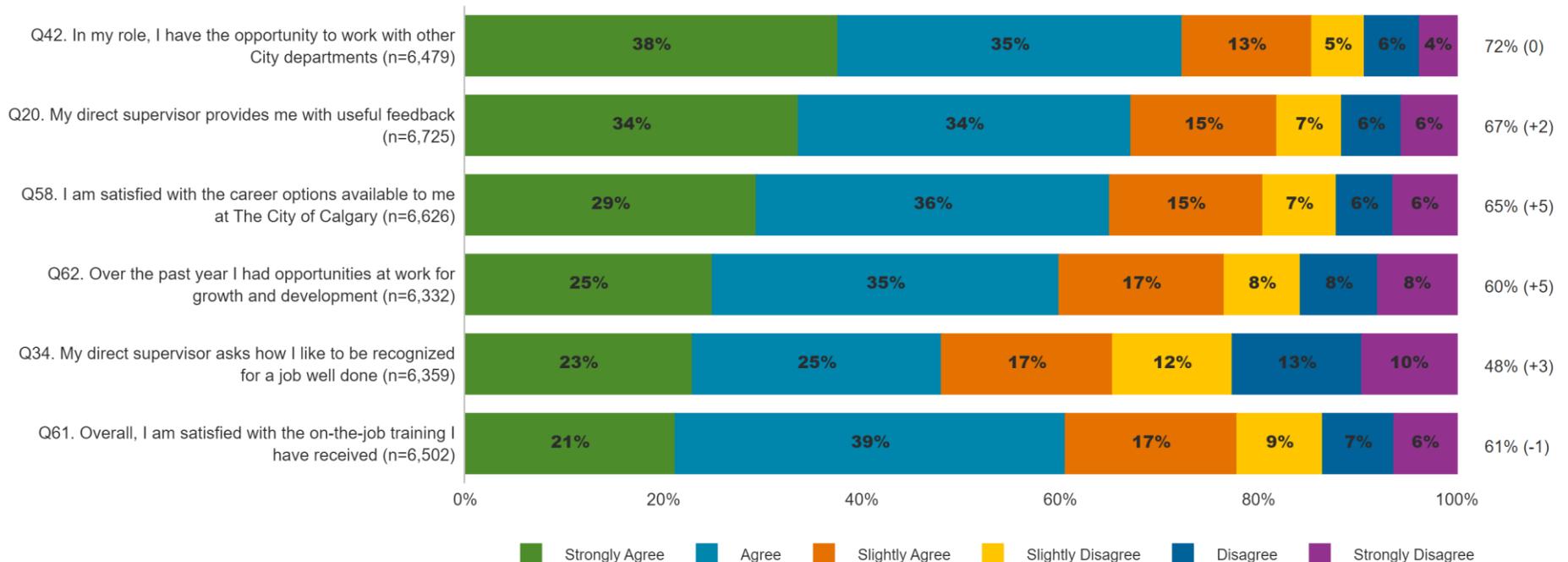
- Q42. In my role, I have the opportunity to work with other City departments
- Q20. My direct supervisor provides me with useful feedback

Opportunities:

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

Action Items: Have regular dialogues with employees to understand their needs for growth and provide opportunities and resources accordingly. Get to know how each employee would like to be recognized for a job well done. For example, not all employees want to be recognized in front of a large group.

Top 2 Box (+/- vs 2021)



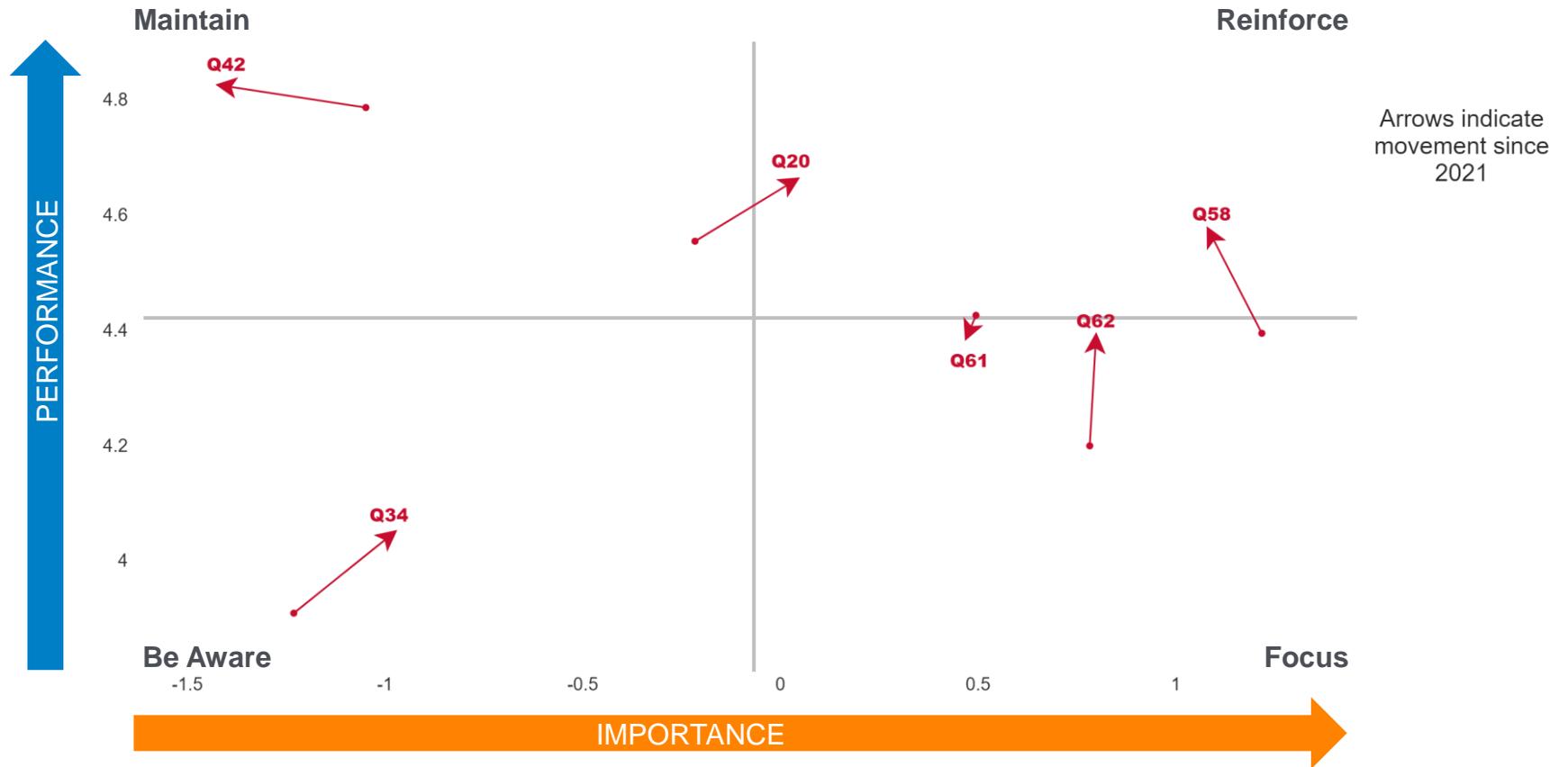
Note: Totals may differ due to rounding



Personal Growth Focus Map

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

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



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



The City of Calgary	
2021	76
2023	76

Team Culture

Build team interaction and organizational systems that encourage contribution.

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

Strengths:

Q44. My coworkers treat me with respect

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

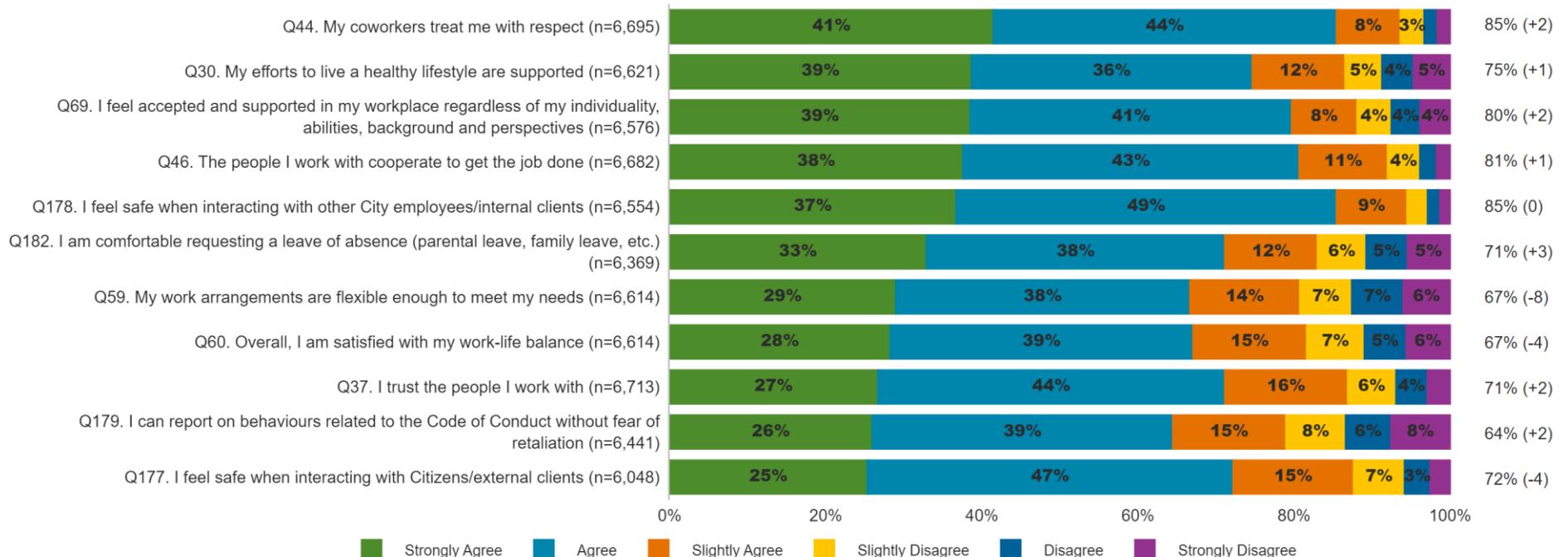
Opportunities:

Q59. My work arrangements are flexible enough to meet my needs

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

Action Items: Trust is challenging to build and easy to break. Increase trust among employees by following through with what you say, being consistent in modeling the behaviour you seek and establishing accountability within the team. Explore more flexible work arrangements to promote work-life balance.

Top 2 Box (+/- vs 2021)



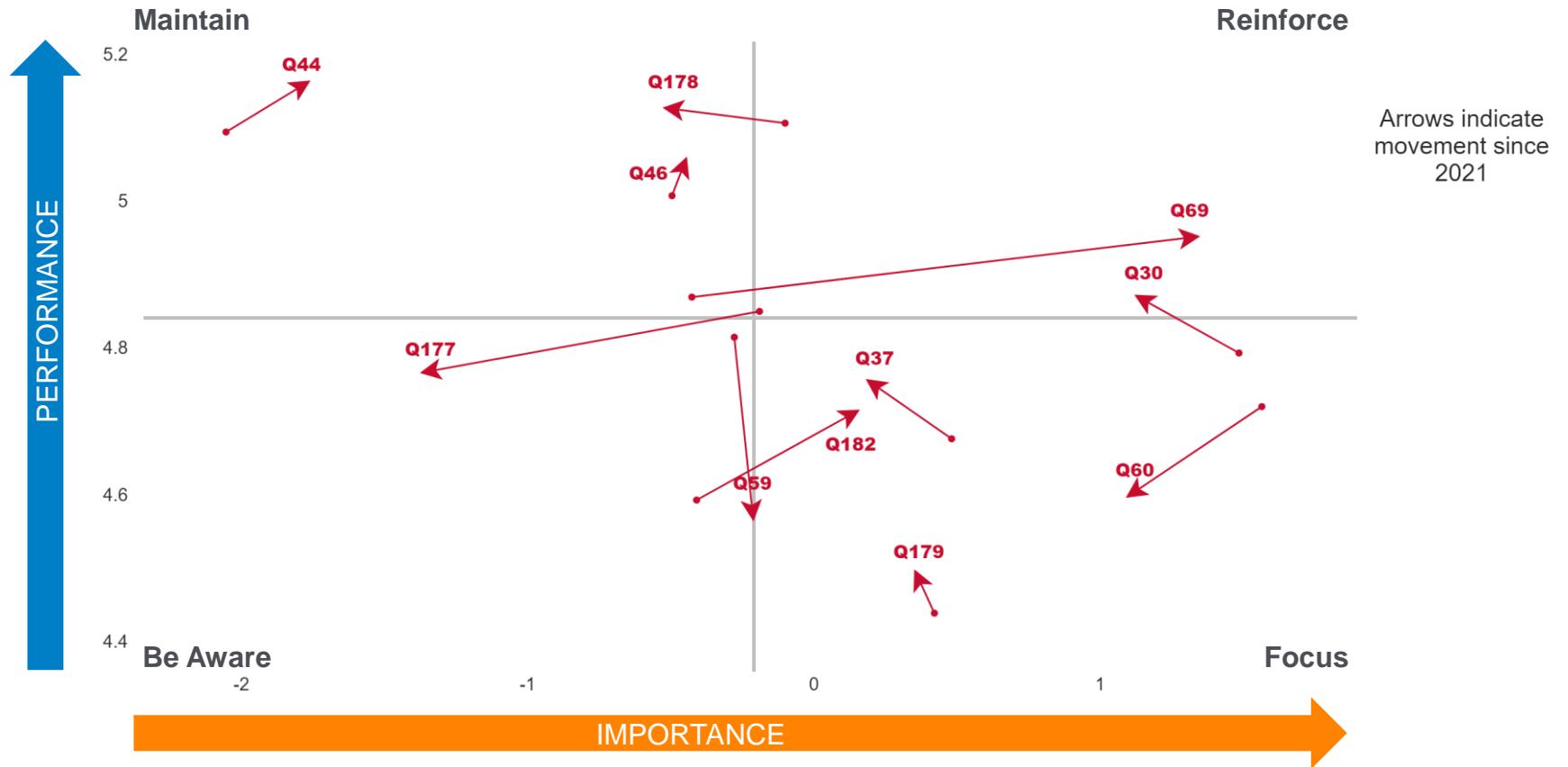
Note: Totals may differ due to rounding



Team Culture Focus Map

Build team interaction and organizational systems that encourage contribution.

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



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



The City of Calgary	
2021	67
2023	69

Leadership Impact

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

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

Strengths:

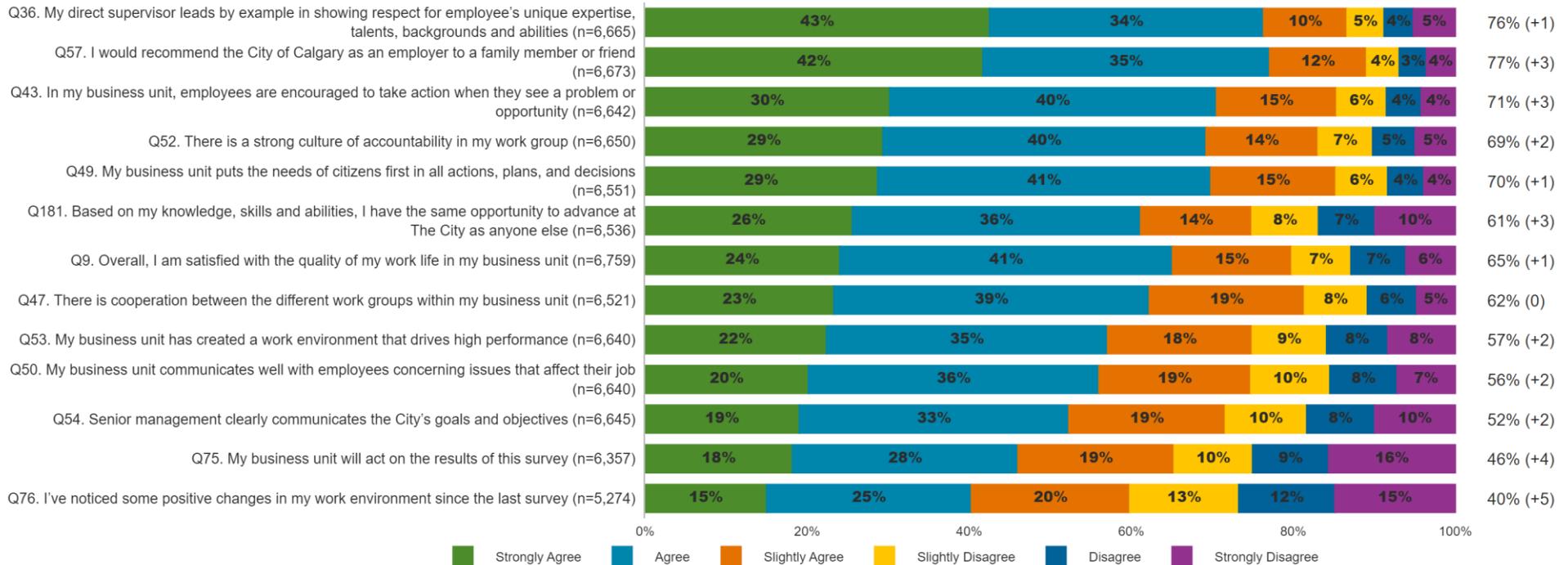
- Q57. I would recommend the City of Calgary as an employer to a family member or friend
- Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities

Opportunities:

- Q75. My business unit will act on the results of this survey
- Q76. I've noticed some positive changes in my work environment since the last survey

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

Top 2 Box (+/- vs 2021)



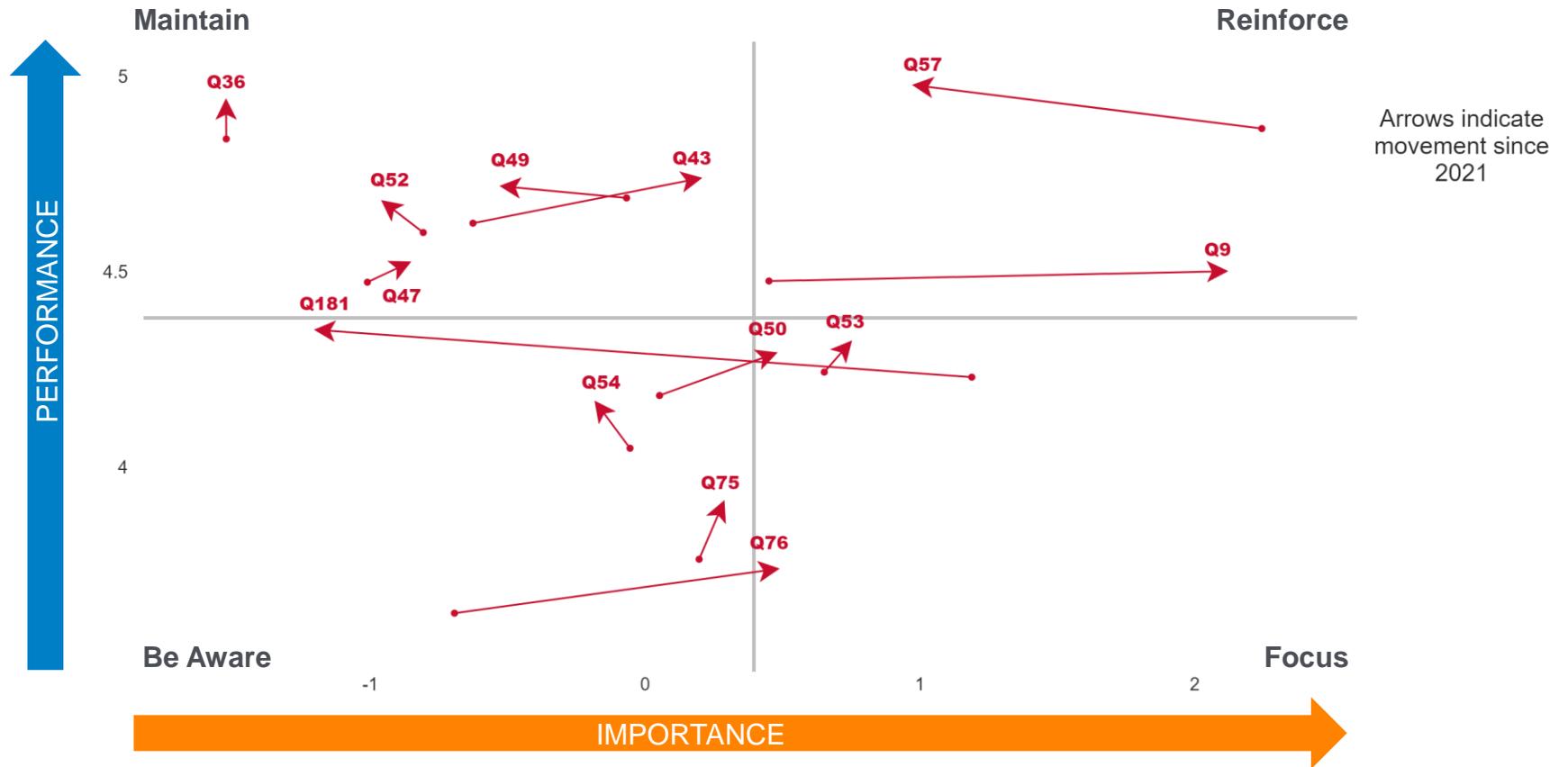
Note: Totals may differ due to rounding



Leadership Impact Focus Map

Build team interaction and organizational systems that encourage contribution.

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



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



The City of Calgary	
2021	75
2023	77

Supervisor Relationships

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

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

Strengths:

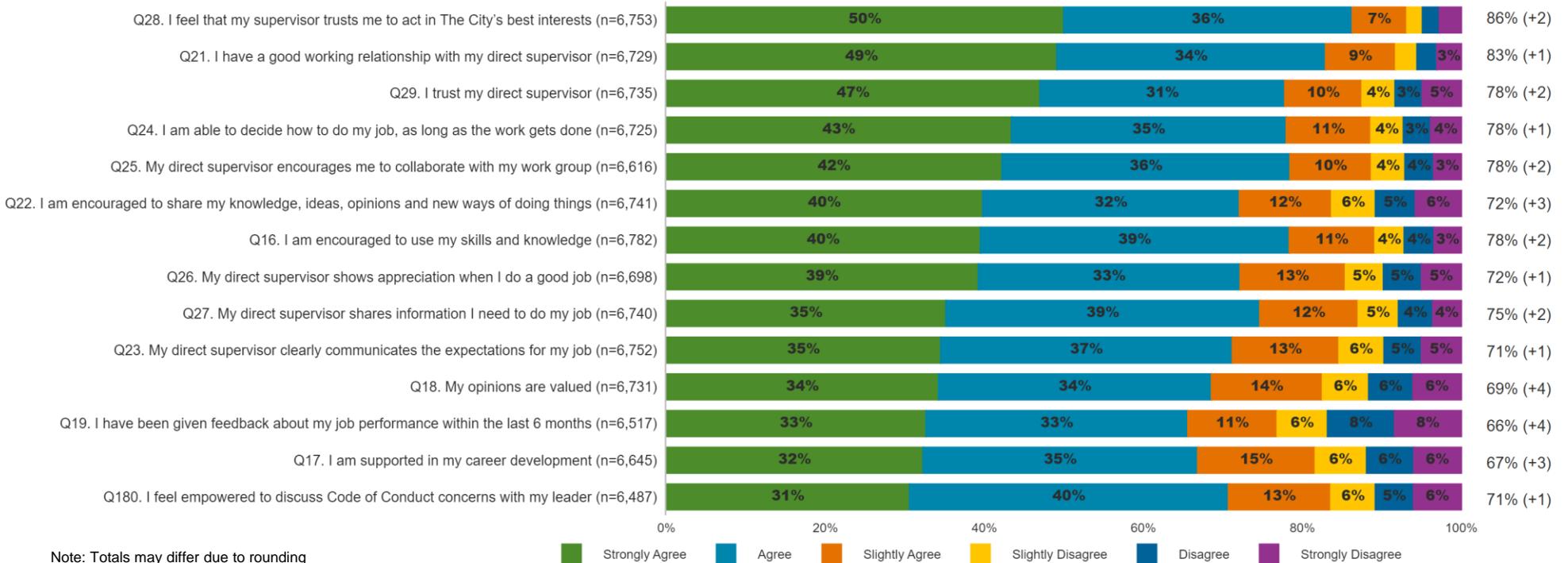
- Q28. I feel that my supervisor trusts me to act in The City's best interests
- Q21. I have a good working relationship with my direct supervisor

Opportunities:

- Q17. I am supported in my career development
- Q19. I have been given feedback about my job performance within the last 6 months

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

Top 2 Box (+/- vs 2021)



Note: Totals may differ due to rounding

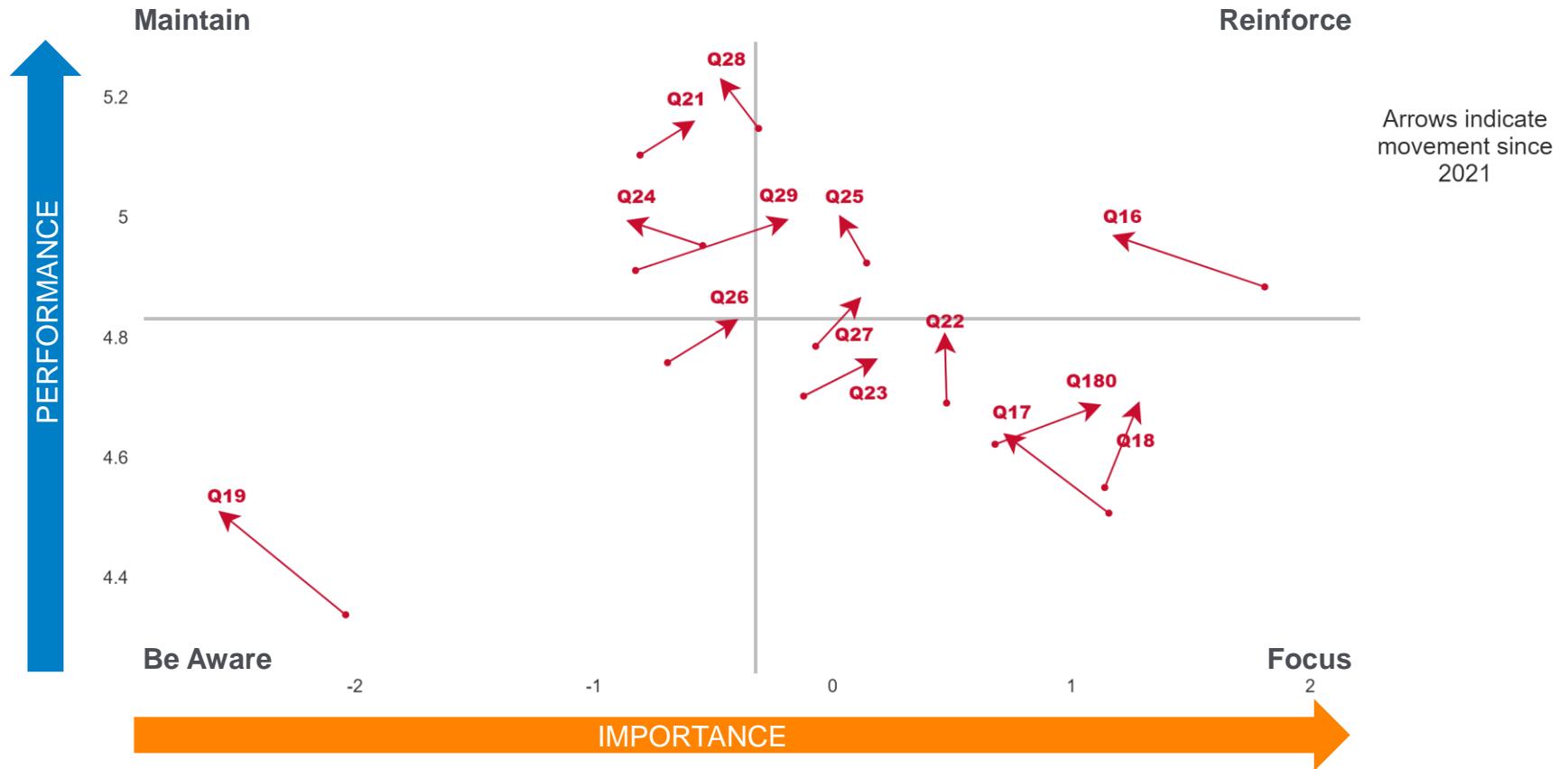
Legend: Strongly Agree (Green), Agree (Blue), Slightly Agree (Orange), Slightly Disagree (Yellow), Disagree (Dark Blue), Strongly Disagree (Purple)



Supervisor Relationships Focus Map

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

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



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

Mental Health Index





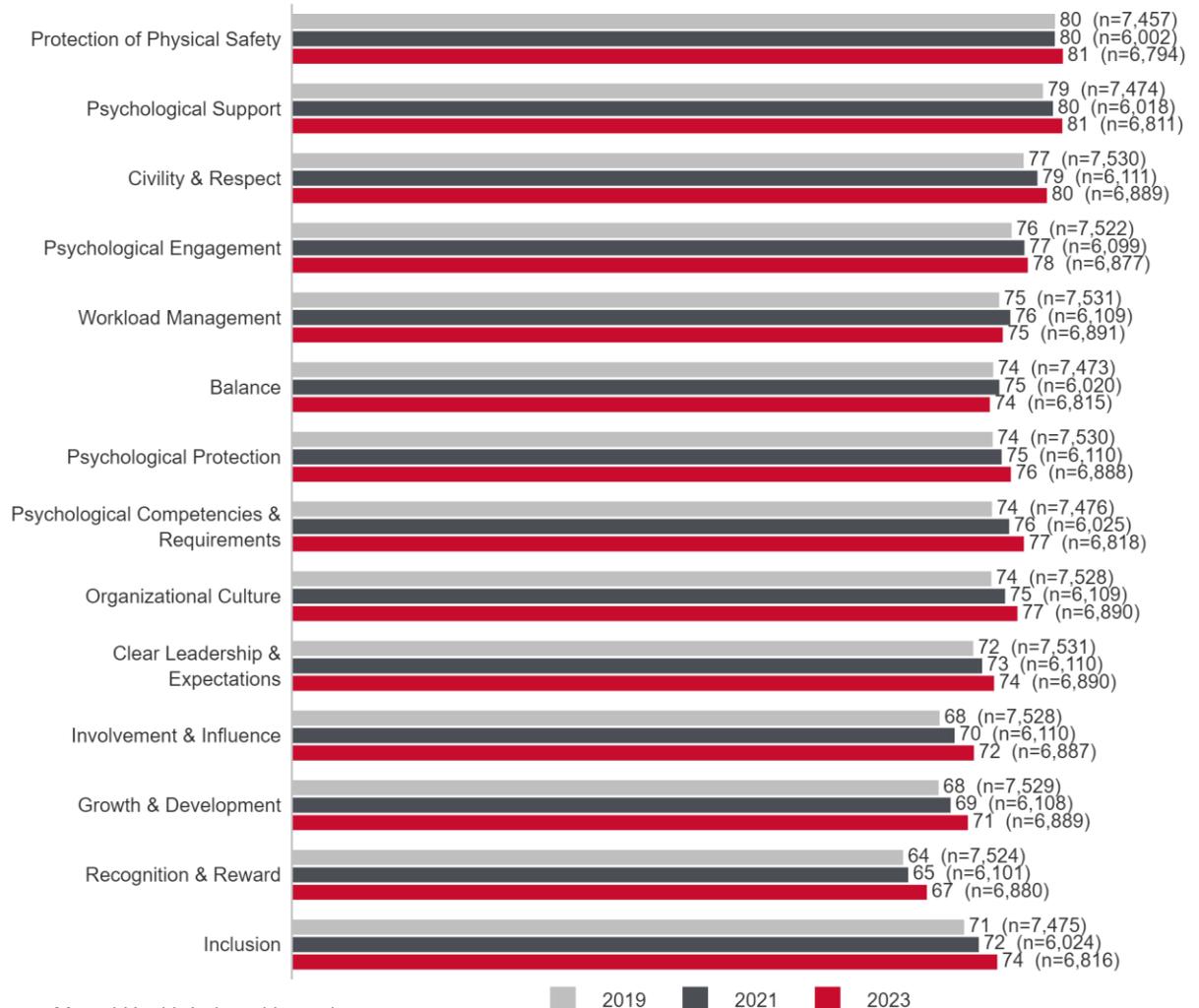
Mental Health Index

Promoting psychological well-being.

	The City of Calgary
2021	74
2023	75

The Mental Health Index identifies 14 factors that can prevent harm to employee psychological health and promote psychological well-being.

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



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

2019 2021 2023

Safety Climate





The City of Calgary	
2021	81
2023	82

Safety Climate

Promoting safe and responsible workplace practices.

Strengths:

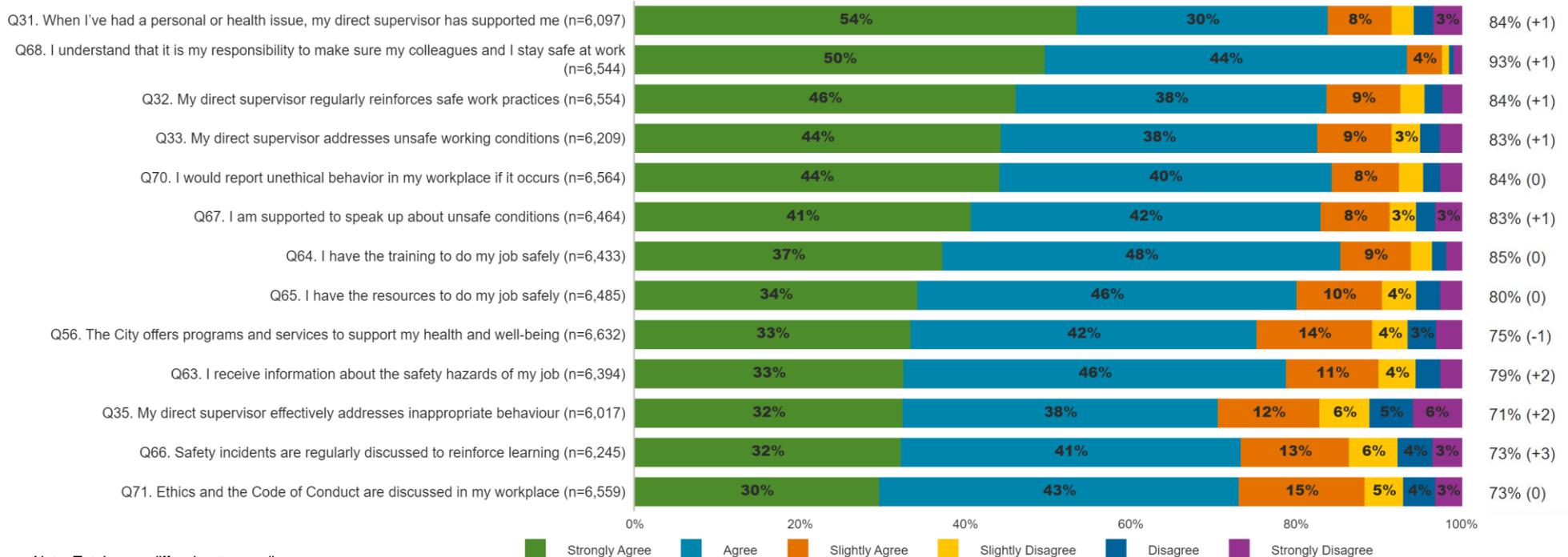
- Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work
- Q31. When I've had a personal or health issue, my direct supervisor has supported me

Opportunities:

- Q66. Safety incidents are regularly discussed to reinforce learning
- Q35. My direct supervisor effectively addresses inappropriate behaviour

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

Top 2 Box (+/- vs 2021)



Note: Totals may differ due to rounding

Legend: Strongly Agree (Green), Agree (Blue), Slightly Agree (Orange), Slightly Disagree (Yellow), Disagree (Dark Blue), Strongly Disagree (Purple)

Inclusion Index





Inclusion Index

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

The City of Calgary	
2021	72
2023	74

Strengths:

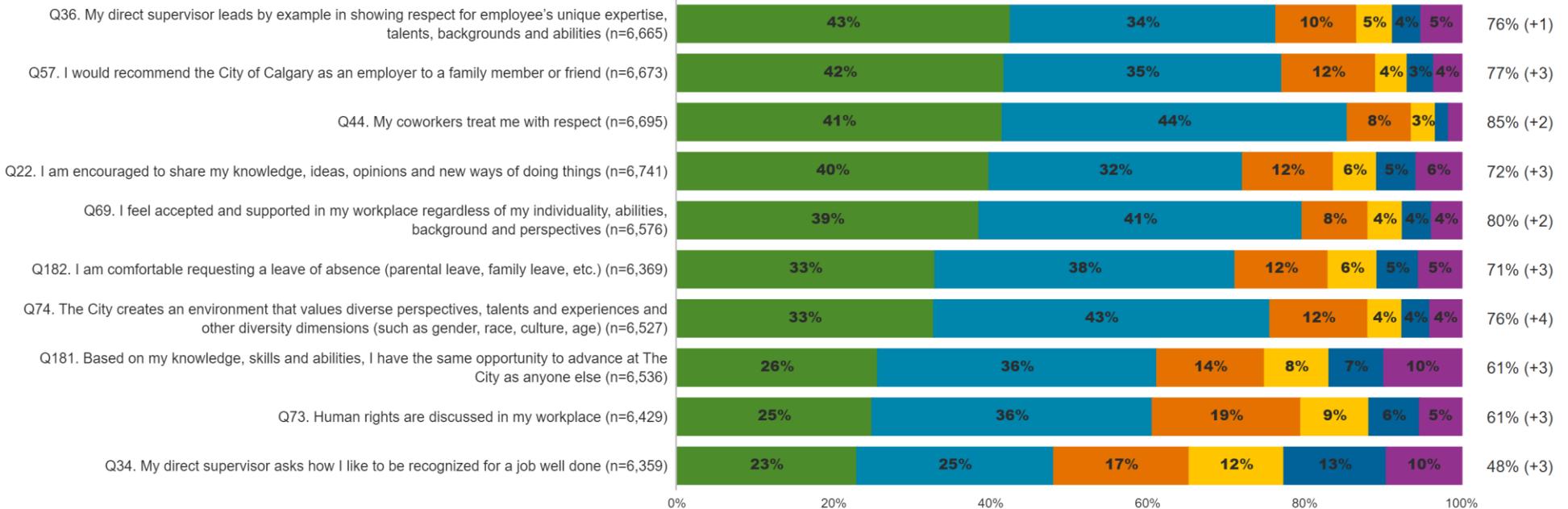
- Q44. My coworkers treat me with respect
- Q57. I would recommend the City of Calgary as an employer to a family member or friend

Opportunities:

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

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

Top 2 Box (+/- vs 2021)



Note: Totals may differ due to rounding



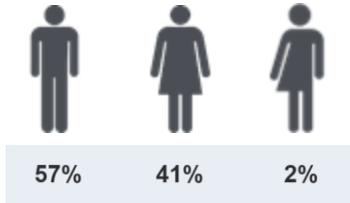
Appendix A - Demographics





Appendix A - Demographics

GENDER



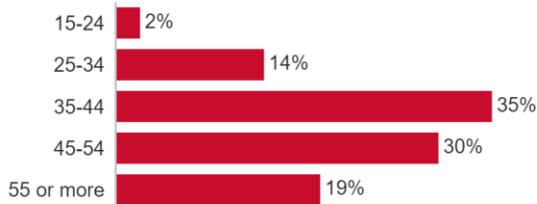
Base: 6,451

LGBT COMMUNITY



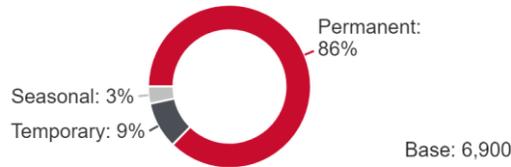
Base: 6,365

AGE



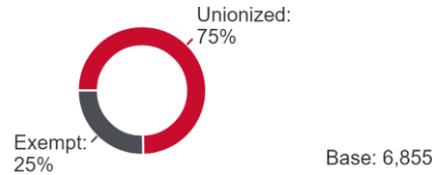
Base: 6,339

EMPLOYMENT STATUS



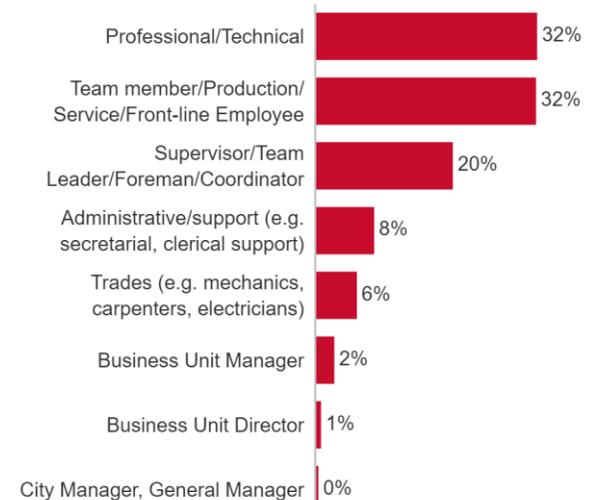
Base: 6,900

UNION STATUS



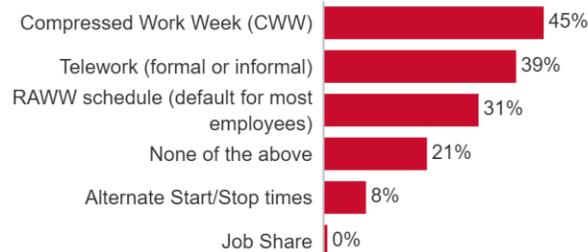
Base: 6,855

JOB TYPE



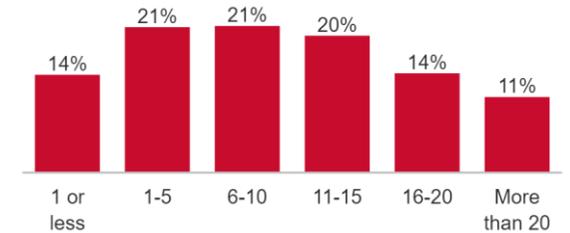
Base: 6,502

FLEXIBLE WORK OPTIONS



Base: 5,953

YEARS OF SERVICE

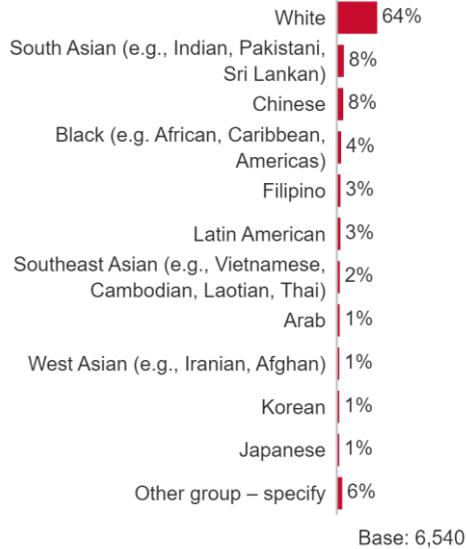


Base: 6,419

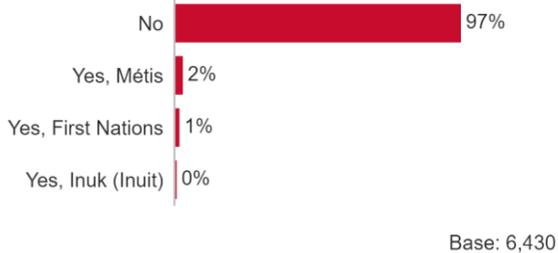


Appendix A - Demographics

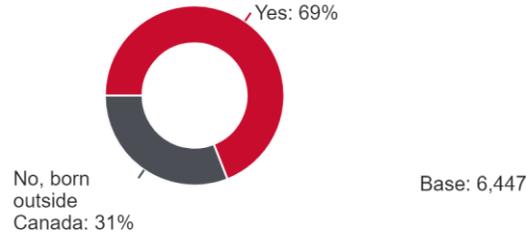
ETHNIC/CULTURAL GROUPS



INDIGENOUS STATUS

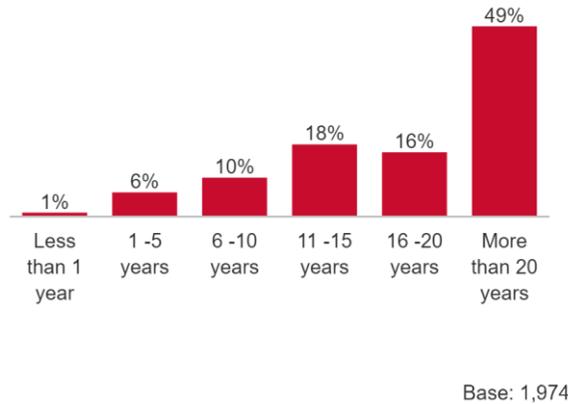


BORN IN CANADA

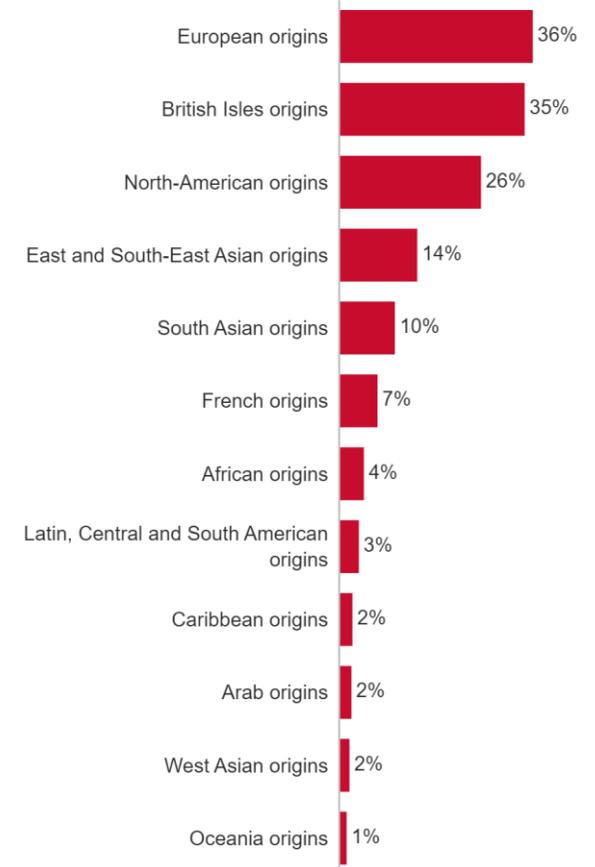


YEARS IN CANADA

(among those born outside Canada)



ETHNIC/CULTURAL GROUP(S) OF ANCESTORS



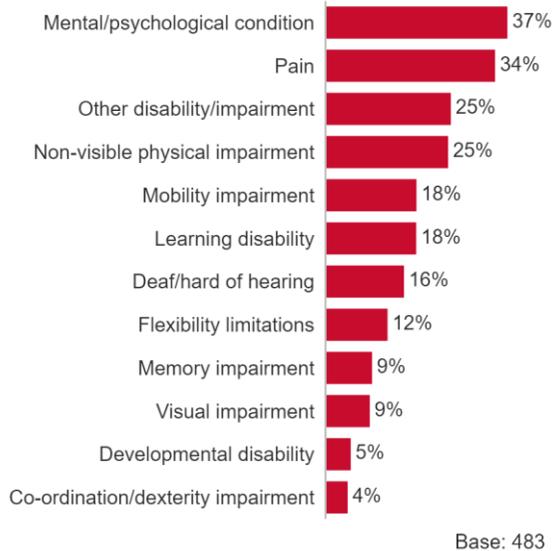


Appendix A - Demographics

WORKING WITH A DISABILITY



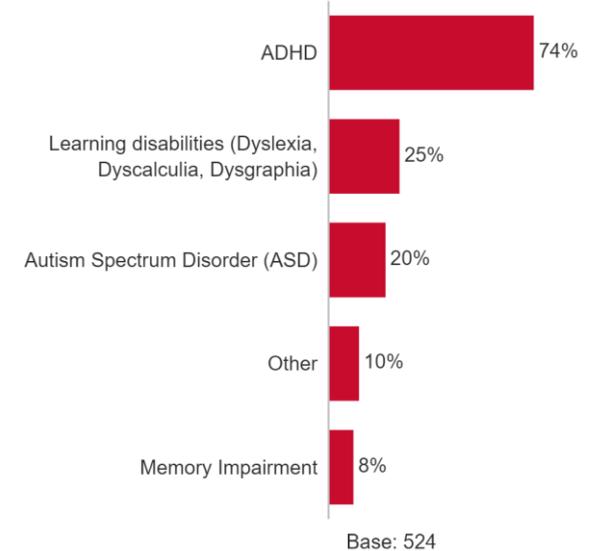
TYPE OF DISABILITY *(among those working with a disability)*



WORKING WITH A NEURODIVERSITY



TYPE OF NEURODIVERSITY *(among those working with a neurodiversity)*





Appendix B – Response Rates

By Department, Business Unit,
and Employee Type

	Overall	Permanent	Temporary	Seasonal
The City of Calgary	44.59%	47.56%	33.68%	29.21%
Community Services	31.75%	34.57%	24.89%	-
Calgary Fire Department	14.16%	14.15%	N/A	-
Calgary Housing	80.19%	82.39%	69.44%	-
Community Strategies	64.60%	65.35%	N/A	-
Emerg Mgmt Community Safety	45.41%	48.23%	21.21%	-
Partnerships	79.00%	79.52%	76.47%	-
Recreation and Social Prgms	30.47%	56.77%	22.29%	-
Corp Planning and Fin Srv	69.60%	73.01%	52.17%	-
Assessment and Tax	70.23%	76.88%	50.91%	-
Corp Planning and Perform	70.49%	80.39%	N/A	-
Finance	67.46%	67.58%	66.67%	-
Supply	73.49%	78.67%	N/A	-
Corporate Administration	85.29%	85.29%	-	-
City Auditors Office	77.78%	77.78%	-	-
City Managers Office	93.33%	93.33%	-	-
Green Line	57.69%	59.18%	N/A	-
Green Line Operations	58.82%	60.42%	N/A	-
Infrastructure Services	73.86%	76.41%	56.06%	-
Bus and Engineering Svcs	72.13%	79.57%	48.28%	-
Cap Priorities and Invstmnt	73.49%	75.68%	N/A	-
Public Spaces Delivery	72.46%	73.33%	66.67%	-
Real Estate and Development Services	77.08%	79.55%	N/A	-
Utilities Delivery	73.49%	72.84%	N/A	-
Law-Legis Svcs-Security	64.69%	69.68%	37.1%	-
City Clerks	85.06%	89.04%	N/A	-
Corporate Security	45.26%	52.00%	N/A	-
Law Department	80.00%	79.66%	N/A	-
Operational Services	37.71%	39.30%	32.33%	29.21%
Calgary Transit	21.07%	20.80%	24.75%	-
Facility Management	62.72%	64.25%	47.62%	-
Fleet and Inventory	72.08%	73.13%	61.29%	-
Mobility	51.38%	54.96%	47.73%	N/A
Operational Excellence (OS)	86.05%	85.00%	N/A	-
Parks and Open Spaces-PK	40.19%	67.00%	17.42%	31.59%
Waste & Recycling Services	35.80%	36.21%	N/A	31.72%
Water Services	49.20%	50.47%	44.44%	28.26%
People Innov and Collab Srv	68.71%	70.82%	58.09%	-
Corporate Analytics and Innovation	73.63%	77.50%	58.54%	-
Customer Service & Communications	70.66%	71.20%	68.67%	-
Human Resources	75.79%	78.21%	64.71%	-
Information Technology	61.22%	63.98%	40%	-
Occupatnl Health and Safety	67.12%	70.77%	N/A	-
Planning and Development	70.39%	72.99%	46.07%	-
City and Regional Planning	75.83%	79.82%	N/A	-
Climate and Environment	77.14%	80.43%	N/A	-
Community Planning	66.67%	67.74%	N/A	-
Dev Business and Bldg Srv	66.76%	69.80%	45.24%	-
Downtown Strategy	66.67%	85.71%	-	-
Service Excellence (PD)	82.43%	82.35%	N/A	-

Note: Response rates for groups with fewer than 10 respondents are reported as N/A. Dashes indicate that there are no employees in the category.



Appendix C – Detailed Demographic Results

	Total	Gender			Age Groups				
		Male	Female	Other	15-24	25-34	35-44	45-54	55+
Base Size	6,900	3,663	2,677	111	133	870	2,225	1,907	1,204
Employee Engagement	76	76	77	62	78	74	75	77	77
Q10. I feel energized at work	54%	55%	56%	36%	61%	51%	52%	57%	59%
Q11. When I'm at work, time goes by quickly	67%	67%	70%	45%	58%	59%	66%	71%	73%
Q12. I am enthusiastic about my job	69%	69%	71%	49%	82%	69%	68%	71%	72%
Q13. I can continue working for very long periods	68%	70%	67%	55%	70%	64%	67%	70%	70%
Q14. I am proud of the work that I do	84%	84%	86%	64%	85%	79%	82%	87%	89%
Q15. I feel happy when I am working hard	82%	81%	85%	64%	84%	79%	82%	85%	83%
Supervisor Relationship	77	77	79	58	82	78	78	78	76
Q16. I am encouraged to use my skills and knowledge	78%	77%	82%	52%	83%	79%	80%	80%	77%
Q17. I am supported in my career development	67%	66%	72%	38%	76%	69%	68%	68%	66%
Q18. My opinions are valued	69%	67%	75%	36%	75%	70%	71%	71%	66%
Q19. I have been given feedback about my job performance within the last 6 months	66%	65%	70%	37%	75%	68%	66%	68%	63%
Q21. I have a good working relationship with my direct supervisor	83%	83%	85%	63%	84%	84%	83%	84%	83%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	71%	77%	43%	76%	72%	74%	74%	70%
Q23. My direct supervisor clearly communicates the expectations for my job	71%	72%	72%	54%	82%	71%	71%	73%	72%
Q24. I am able to decide how to do my job, as long as the work gets done	78%	78%	80%	57%	74%	74%	80%	80%	80%
Q25. My direct supervisor encourages me to collaborate with my work group	78%	77%	82%	56%	81%	79%	80%	80%	76%
Q26. My direct supervisor shows appreciation when I do a good job	72%	72%	75%	44%	77%	71%	74%	75%	70%
Q27. My direct supervisor shares information I need to do my job	75%	75%	76%	50%	80%	75%	74%	78%	74%
Q28. I feel that my supervisor trusts me to act in The City's best interests	86%	86%	88%	66%	88%	89%	86%	87%	86%
Q29. I trust my direct supervisor	78%	78%	79%	50%	85%	80%	78%	79%	77%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader	71%	71%	73%	40%	75%	68%	71%	74%	72%
Leadership Impact	69	69	72	48	78	69	68	70	70
Q9. Overall, I am satisfied with the quality of my work life in my business unit	65%	65%	68%	40%	81%	63%	65%	67%	68%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities	76%	76%	79%	51%	82%	77%	77%	78%	75%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity	71%	71%	72%	44%	79%	69%	69%	72%	73%
Q47. There is cooperation between the different work groups within my business unit	62%	61%	66%	41%	72%	62%	60%	65%	64%
Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions	70%	68%	74%	47%	77%	69%	68%	72%	72%
Q50. My business unit communicates well with employees concerning issues that affect their job	56%	57%	58%	32%	71%	57%	54%	58%	59%
Q52. There is a strong culture of accountability in my work group	69%	68%	73%	49%	76%	68%	67%	72%	72%
Q53. My business unit has created a work environment that drives high performance	57%	55%	62%	30%	72%	58%	55%	59%	60%
Q54. Senior management clearly communicates the City's goals and objectives	52%	51%	57%	28%	63%	53%	51%	55%	53%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	77%	77%	80%	51%	85%	79%	76%	78%	80%
Q75. My business unit will act on the results of this survey	46%	45%	50%	17%	54%	43%	45%	49%	50%
Q76. I've noticed some positive changes in my work environment since the last survey	40%	40%	44%	14%	55%	40%	39%	41%	44%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	61%	61%	64%	29%	77%	64%	61%	61%	63%
Role Clarity	84	84	86	72	88	83	84	85	85
Q38. I see a connection between the work I do and the service my business unit provides	82%	81%	84%	65%	87%	80%	80%	84%	84%
Q39. I feel productive in my job	82%	80%	86%	67%	86%	77%	81%	85%	84%
Q40. I feel competent in my job	91%	91%	91%	83%	95%	87%	91%	91%	93%
Q41. The work that I do is meaningful	86%	86%	87%	70%	87%	81%	85%	88%	90%
Q45. I know what behaviors are expected of me	94%	93%	95%	76%	96%	93%	94%	94%	94%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City	90%	89%	92%	73%	95%	89%	89%	91%	91%
Q51. I am held responsible for the work that I do	89%	88%	92%	71%	92%	86%	87%	91%	91%
Q55. I am proud to work at The City of Calgary	82%	82%	85%	51%	84%	81%	81%	84%	85%
Personal Growth	70	69	72	50	76	70	70	71	70
Q20. My direct supervisor provides me with useful feedback	67%	68%	69%	40%	74%	67%	67%	70%	66%
Q34. My direct supervisor asks how I like to be recognized for a job well done	48%	48%	51%	25%	48%	49%	49%	51%	45%
Q42. In my role, I have the opportunity to work with other City departments	72%	71%	76%	54%	56%	69%	72%	76%	73%
Q58. I am satisfied with the career options available to me at The City of Calgary	65%	65%	68%	29%	82%	67%	64%	64%	70%
Q61. Overall, I am satisfied with the on-the-job training I have received	61%	60%	63%	38%	74%	57%	58%	63%	67%
Q62. Over the past year I had opportunities at work for growth and development	60%	58%	65%	26%	77%	63%	60%	60%	59%

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



Appendix C – Detailed Demographic Results

	Gender				Age Groups				
	Total	Male	Female	Other	15-24	25-34	35-44	45-54	55+
Base Size	6,900	3,663	2,677	111	133	870	2,225	1,907	1,204
Team Culture	76	77	77	62	81	76	76	77	77
Q30. My efforts to live a healthy lifestyle are supported	75%	74%	79%	53%	77%	76%	75%	77%	75%
Q37. I trust the people I work with	71%	71%	73%	53%	77%	71%	71%	73%	72%
Q44. My coworkers treat me with respect	85%	86%	86%	72%	87%	87%	85%	87%	85%
Q46. The people I work with cooperate to get the job done	81%	81%	82%	72%	81%	80%	80%	82%	83%
Q59. My work arrangements are flexible enough to meet my needs	67%	69%	67%	45%	79%	62%	64%	70%	74%
Q60. Overall, I am satisfied with my work-life balance	67%	69%	66%	45%	78%	68%	64%	69%	72%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	80%	80%	81%	53%	81%	82%	80%	81%	79%
Q177. I feel safe when interacting with Citizens/external clients	72%	73%	74%	45%	76%	68%	71%	75%	75%
Q178. I feel safe when interacting with other City employees/internal clients	85%	86%	87%	66%	90%	85%	86%	87%	86%
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation	64%	67%	64%	37%	74%	65%	63%	66%	67%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	71%	72%	72%	49%	68%	68%	70%	74%	75%
Safety Climate	82	82	83	67	85	81	82	83	82
Q31. When I've had a personal or health issue, my direct supervisor has supported me	84%	83%	87%	62%	84%	80%	85%	86%	83%
Q32. My direct supervisor regularly reinforces safe work practices	84%	84%	86%	66%	88%	84%	84%	86%	83%
Q33. My direct supervisor addresses unsafe working conditions	83%	83%	85%	58%	85%	82%	83%	85%	83%
Q35. My direct supervisor effectively addresses inappropriate behaviour	71%	73%	70%	47%	79%	72%	71%	72%	70%
Q56. The City offers programs and services to support my health and well-being	75%	75%	78%	50%	70%	70%	72%	79%	83%
Q63. I receive information about the safety hazards of my job	79%	79%	81%	57%	84%	78%	78%	81%	80%
Q64. I have the training to do my job safely	85%	84%	88%	67%	91%	84%	84%	88%	89%
Q65. I have the resources to do my job safely	80%	79%	84%	58%	85%	80%	80%	81%	83%
Q66. Safety incidents are regularly discussed to reinforce learning	73%	74%	74%	55%	81%	71%	72%	75%	75%
Q67. I am supported to speak up about unsafe conditions	83%	83%	86%	58%	82%	82%	82%	85%	85%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work	93%	94%	94%	85%	92%	92%	93%	95%	93%
Q70. I would report unethical behavior in my workplace if it occurs	84%	86%	84%	61%	84%	84%	85%	85%	85%
Q71. Ethics and the Code of Conduct are discussed in my workplace	73%	74%	74%	49%	74%	72%	72%	75%	75%
Employee Satisfaction Elements									
Q1. I know and understand the current objectives of my business unit	67%	69%	68%	43%	72%	68%	66%	69%	68%
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly	79%	79%	81%	55%	80%	80%	79%	80%	79%
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job	63%	62%	67%	40%	76%	61%	63%	64%	67%
Q4. I am meaningfully involved in decisions that affect my job and me	53%	55%	55%	22%	55%	53%	54%	57%	54%
Q5. Overall, I am satisfied with development opportunities and/or training	57%	57%	60%	28%	68%	56%	55%	59%	61%
Q6. I am truly appreciated for the contribution I make to my business unit	59%	59%	63%	31%	73%	58%	59%	62%	61%
Q7. I am sufficiently rewarded (e.g. praise for work well done, cheers cards, individual/group recognition - excluding pay) for the effort that I put into my job	52%	50%	58%	24%	57%	53%	52%	56%	53%
Q8. My work related stress is manageable	58%	59%	60%	33%	71%	60%	58%	59%	62%
Employee Engagement Outcomes									
Q9. Overall, I am satisfied with the quality of my work life in my business unit	65%	65%	68%	40%	81%	63%	65%	67%	68%
Q55. I am proud to work at The City of Calgary	82%	82%	85%	51%	84%	81%	81%	84%	85%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	77%	77%	80%	51%	85%	79%	76%	78%	80%
Inclusion	74	74	76	55	80	75	75	76	74
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	71%	77%	43%	76%	72%	74%	74%	70%
Q34. My direct supervisor asks how I like to be recognized for a job well done	48%	48%	51%	25%	48%	49%	49%	51%	45%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities	76%	76%	79%	51%	82%	77%	77%	78%	75%
Q44. My coworkers treat me with respect	85%	86%	86%	72%	87%	87%	85%	87%	85%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	77%	77%	80%	51%	85%	79%	76%	78%	80%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	80%	80%	81%	53%	81%	82%	80%	81%	79%
Q73. Human rights are discussed in my workplace	61%	60%	63%	38%	60%	59%	60%	63%	62%
Q74. The City creates an environment that values diverse perspectives, talents and experiences and other diversity dimensions (such as gender, race, culture, age)	76%	75%	79%	41%	81%	77%	75%	78%	75%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	61%	61%	64%	29%	77%	64%	61%	61%	63%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	71%	72%	72%	49%	68%	68%	70%	74%	75%
4 Cs Framework									
Character	80	80	82	65	85	81	80	81	80
Competence	76	76	79	58	83	76	76	77	77
Commitment	79	79	81	65	84	78	78	80	80
Collaboration	76	76	79	62	78	76	77	78	76

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Appendix C – Detailed Demographic Results

	Gender				Age Groups				
	Total	Male	Female	Other	15-24	25-34	35-44	45-54	55+
Base Size	6,900	3,663	2,677	111	133	870	2,225	1,907	1,204
Mental Health	75	75	77	58	80	75	75	77	76
Psychological Support	81	81	83	63	83	81	82	82	81
Q21. I have a good working relationship with my direct supervisor	83%	83%	85%	63%	84%	84%	83%	84%	83%
Q31. When I've had a personal or health issue, my direct supervisor has supported me	84%	83%	87%	62%	80%	84%	85%	86%	83%
Q72. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation	76%	76%	78%	47%	81%	73%	75%	78%	79%
Organizational Culture	77	76	78	59	82	77	77	78	77
Q9. Overall, I am satisfied with the quality of my work life in my business unit	65%	65%	68%	40%	81%	63%	65%	67%	68%
Q25. My direct supervisor encourages me to collaborate with my work group	78%	77%	82%	56%	81%	79%	80%	80%	76%
Q28. I feel that my supervisor trusts me to act in The City's best interests	86%	86%	88%	66%	88%	89%	86%	87%	86%
Q29. I trust my direct supervisor	78%	78%	79%	50%	85%	80%	78%	79%	77%
Q35. My direct supervisor effectively addresses inappropriate behaviour	71%	73%	70%	47%	79%	72%	71%	72%	70%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities	76%	76%	79%	51%	82%	77%	77%	78%	75%
Q37. I trust the people I work with	71%	71%	73%	53%	77%	71%	71%	73%	72%
Q45. I know what behaviors are expected of me	94%	93%	95%	76%	96%	93%	94%	94%	94%
Q46. The people I work with cooperate to get the job done	81%	81%	82%	72%	81%	80%	80%	82%	83%
Q47. There is cooperation between the different work groups within my business unit	62%	61%	66%	41%	72%	62%	60%	65%	64%
Q52. There is a strong culture of accountability in my work group	69%	68%	73%	49%	76%	68%	67%	72%	72%
Q70. I would report unethical behavior in my workplace if it occurs	84%	86%	84%	61%	84%	84%	85%	85%	85%
Q74. The City creates an environment that values diverse perspectives, talents and experiences and other diversity dimensions (such as gender, race, culture, age)	76%	75%	79%	41%	81%	77%	75%	78%	75%
Q76. I've noticed some positive changes in my work environment since the last survey	40%	40%	44%	14%	55%	40%	39%	41%	44%
Clear Leadership & Expectations	74	74	76	57	80	74	74	75	74
Q1. I know and understand the current objectives of my business unit	67%	69%	68%	43%	72%	68%	66%	69%	68%
Q19. I have been given feedback about my job performance within the last 6 months	66%	65%	70%	37%	75%	68%	66%	68%	63%
Q20. My direct supervisor provides me with useful feedback	67%	68%	69%	40%	74%	67%	67%	70%	66%
Q23. My direct supervisor clearly communicates the expectations for my job	71%	72%	72%	54%	82%	71%	71%	73%	72%
Q27. My direct supervisor shares information I need to do my job	75%	75%	76%	50%	80%	75%	74%	78%	74%
Q45. I know what behaviors are expected of me	94%	93%	95%	76%	96%	93%	94%	94%	94%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City	90%	89%	92%	73%	95%	89%	89%	91%	91%
Q50. My business unit communicates well with employees concerning issues that affect their job	56%	57%	58%	32%	71%	57%	54%	58%	59%
Q54. Senior management clearly communicates the City's goals and objectives	52%	51%	57%	28%	63%	53%	51%	55%	53%
Q71. Ethics and the Code of Conduct are discussed in my workplace	73%	74%	74%	49%	74%	72%	72%	75%	75%
Q73. Human rights are discussed in my workplace	61%	60%	63%	38%	60%	59%	60%	63%	62%
Civility & Respect	80	80	81	64	84	81	80	81	79
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly	79%	79%	81%	55%	80%	80%	79%	80%	79%
Q35. My direct supervisor effectively addresses inappropriate behaviour	71%	73%	70%	47%	79%	72%	71%	72%	70%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities	76%	76%	79%	51%	82%	77%	77%	78%	75%
Q44. My coworkers treat me with respect	85%	86%	86%	72%	87%	87%	85%	87%	85%
Q46. The people I work with cooperate to get the job done	81%	81%	82%	72%	81%	80%	80%	82%	83%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	80%	80%	81%	53%	81%	82%	80%	81%	79%
Q70. I would report unethical behavior in my workplace if it occurs	84%	86%	84%	61%	84%	84%	85%	85%	85%
Psychological Competencies & Requirements	77	77	79	60	83	78	78	78	77
Q16. I am encouraged to use my skills and knowledge	78%	77%	82%	52%	83%	79%	80%	80%	77%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	71%	77%	43%	76%	72%	74%	74%	70%
Q29. I trust my direct supervisor	78%	78%	79%	50%	85%	80%	78%	79%	77%
Q37. I trust the people I work with	71%	71%	73%	53%	77%	71%	71%	73%	72%
Q44. My coworkers treat me with respect	85%	86%	86%	72%	87%	87%	85%	87%	85%
Q46. The people I work with cooperate to get the job done	81%	81%	82%	72%	81%	80%	80%	82%	83%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	61%	61%	64%	29%	77%	64%	61%	61%	63%
Growth & Development	71	71	74	50	78	72	72	73	71
Q5. Overall, I am satisfied with development opportunities and/or training	57%	57%	60%	28%	68%	56%	55%	59%	61%
Q17. I am supported in my career development	67%	66%	72%	38%	76%	69%	68%	68%	66%
Q19. I have been given feedback about my job performance within the last 6 months	66%	65%	70%	37%	75%	68%	66%	68%	63%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	71%	77%	43%	76%	72%	74%	74%	70%
Q42. In my role, I have the opportunity to work with other City departments	72%	71%	76%	54%	56%	68%	72%	76%	73%
Q58. I am satisfied with the career options available to me at The City of Calgary	65%	65%	68%	29%	82%	67%	64%	64%	70%
Q60. Overall, I am satisfied with my work-life balance	67%	69%	66%	45%	78%	68%	64%	69%	72%
Q62. Over the past year I had opportunities at work for growth and development	60%	58%	65%	26%	77%	63%	60%	60%	59%

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



Appendix C – Detailed Demographic Results

	Total	Gender			Age Groups				
		Male	Female	Other	15-24	25-34	35-44	45-54	55+
Base Size	6,900	3,663	2,677	111	133	870	2,225	1,907	1,204
Recognition & Reward	67	66	70	44	73	67	68	69	66
Q6. I am truly appreciated for the contribution I make to my business unit	59%	59%	63%	31%	73%	58%	59%	62%	61%
Q7. I am sufficiently rewarded (e.g. praise for work well done, cheers cards, individual/group recognition - excluding pay) for the effort that I put into my job	52%	50%	58%	24%	57%	53%	52%	56%	53%
Q26. My direct supervisor shows appreciation when I do a good job	72%	72%	75%	44%	77%	71%	74%	75%	70%
Q34. My direct supervisor asks how I like to be recognized for a job well done	48%	48%	51%	25%	48%	49%	49%	51%	45%
Involvement & Influence	72	72	74	50	77	72	73	73	72
Q4. I am meaningfully involved in decisions that affect my job and me	53%	55%	55%	22%	55%	53%	54%	57%	54%
Q18. My opinions are valued	69%	67%	75%	36%	75%	70%	71%	71%	66%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	71%	77%	43%	76%	72%	74%	74%	70%
Q24. I am able to decide how to do my job, as long as the work gets done	78%	78%	80%	57%	74%	74%	80%	80%	80%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity	71%	71%	72%	44%	79%	69%	69%	72%	73%
Q50. My business unit communicates well with employees concerning issues that affect their job	56%	57%	58%	32%	71%	57%	54%	58%	59%
Workload Management	75	75	77	60	79	73	75	76	77
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job	63%	62%	67%	40%	76%	61%	63%	64%	67%
Q24. I am able to decide how to do my job, as long as the work gets done	78%	78%	80%	57%	74%	74%	80%	80%	80%
Q39. I feel productive in my job	82%	80%	86%	67%	86%	77%	81%	85%	84%
Q42. In my role, I have the opportunity to work with other City departments	72%	71%	76%	54%	76%	69%	72%	76%	73%
Q59. My work arrangements are flexible enough to meet my needs	67%	69%	67%	45%	79%	62%	64%	70%	74%
Q60. Overall, I am satisfied with my work-life balance	67%	69%	66%	45%	78%	68%	64%	69%	72%
Psychological Engagement	78	78	79	64	80	76	77	79	79
Q10. I feel energized at work	54%	55%	56%	36%	61%	51%	52%	57%	59%
Q11. When I'm at work, time goes by quickly	67%	67%	70%	45%	58%	59%	66%	71%	73%
Q12. I am enthusiastic about my job	69%	69%	71%	49%	82%	69%	68%	71%	72%
Q13. I can continue working for very long periods	68%	70%	67%	55%	70%	64%	67%	70%	70%
Q14. I am proud of the work that I do	84%	84%	86%	64%	85%	79%	82%	87%	89%
Q15. I feel happy when I am working hard	82%	81%	85%	64%	84%	79%	82%	85%	83%
Q41. The work that I do is meaningful	86%	86%	87%	70%	87%	81%	85%	88%	90%
Q55. I am proud to work at The City of Calgary	82%	82%	85%	51%	84%	81%	81%	84%	85%
Balance	74	74	75	57	79	72	73	75	76
Q30. My efforts to live a healthy lifestyle are supported	75%	74%	79%	53%	77%	76%	75%	77%	75%
Q59. My work arrangements are flexible enough to meet my needs	67%	69%	67%	45%	79%	62%	64%	70%	74%
Q60. Overall, I am satisfied with my work-life balance	67%	69%	66%	45%	78%	68%	64%	69%	72%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	71%	72%	72%	49%	68%	68%	70%	74%	75%
Psychological Protection	76	76	77	58	81	76	76	77	76
Q8. My work related stress is manageable	58%	59%	60%	33%	71%	60%	58%	59%	62%
Q18. My opinions are valued	69%	67%	75%	36%	75%	70%	71%	71%	66%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	71%	77%	43%	76%	72%	74%	74%	70%
Q35. My direct supervisor effectively addresses inappropriate behaviour	71%	73%	70%	47%	79%	72%	71%	72%	70%
Q44. My coworkers treat me with respect	85%	86%	86%	72%	87%	87%	85%	87%	85%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	80%	80%	81%	53%	81%	82%	80%	81%	79%
Q70. I would report unethical behavior in my workplace if it occurs	84%	86%	84%	61%	84%	84%	85%	85%	85%
Q178. I feel safe when interacting with other City employees/internal clients	85%	86%	87%	66%	90%	85%	86%	87%	86%
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation	64%	67%	64%	37%	74%	65%	63%	66%	67%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader	71%	71%	73%	40%	75%	68%	71%	74%	72%
Protection of Physical Safety	81	81	83	67	85	81	81	82	82
Q32. My direct supervisor regularly reinforces safe work practices	84%	84%	86%	66%	88%	84%	84%	86%	83%
Q33. My direct supervisor addresses unsafe working conditions	83%	83%	85%	58%	85%	82%	83%	85%	83%
Q63. I receive information about the safety hazards of my job	79%	79%	81%	57%	84%	78%	78%	81%	80%
Q64. I have the training to do my job safely	85%	84%	88%	67%	91%	84%	84%	88%	89%
Q65. I have the resources to do my job safely	80%	79%	84%	58%	85%	80%	80%	81%	83%
Q66. Safety incidents are regularly discussed to reinforce learning	73%	74%	74%	55%	81%	71%	72%	75%	75%
Q67. I am supported to speak up about unsafe conditions	83%	83%	86%	58%	82%	82%	82%	85%	85%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work	93%	94%	94%	85%	92%	92%	93%	95%	93%

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Appendix C – Detailed Demographic Results

	Union Status			Job Type								Years with The City					
	Total	Union	Exempt	Admin/Support	City Mgr., Gen. Mgr.	Bus. Unit Dir.	Bus. Unit Mgr.	Pro/Tech	Spvr., Tm Ldr., Frmn, Fr-In	Tm Mbr., Prod., Svcs., Fr-In	Trades	1 or less	1-5	6-10	11-15	16-20	More than 20
Base Size	6,900	5,120	1,735	534	10	35	160	2,064	1,273	2,054	372	892	1,335	1,345	1,256	906	685
Employee Engagement	76	74	80	77	83	92	86	76	79	73	70	81	77	75	74	74	75
Q10. I feel energized at work	54%	52%	61%	58%	80%	89%	74%	56%	58%	50%	43%	69%	56%	52%	52%	50%	53%
Q11. When I'm at work, time goes by quickly	67%	63%	79%	72%	80%	100%	90%	69%	77%	59%	53%	71%	66%	68%	67%	67%	69%
Q12. I am enthusiastic about my job	69%	67%	75%	73%	80%	97%	81%	71%	74%	66%	58%	83%	73%	67%	66%	65%	66%
Q13. I can continue working for very long periods	68%	67%	72%	71%	70%	88%	86%	66%	74%	65%	64%	74%	67%	66%	67%	67%	69%
Q14. I am proud of the work that I do	84%	83%	88%	87%	90%	94%	93%	84%	88%	81%	77%	89%	84%	82%	83%	85%	87%
Q15. I feel happy when I am working hard	82%	81%	87%	86%	90%	97%	91%	83%	87%	79%	72%	89%	82%	80%	82%	82%	83%
Supervisor Relationship	77	75	84	79	83	94	90	82	81	72	66	84	79	76	75	75	76
Q16. I am encouraged to use my skills and knowledge	78%	75%	89%	79%	80%	100%	95%	85%	84%	70%	63%	86%	81%	78%	77%	76%	78%
Q17. I am supported in my career development	67%	62%	80%	70%	80%	91%	89%	74%	74%	57%	46%	79%	69%	65%	63%	65%	67%
Q18. My opinions are valued	69%	64%	83%	72%	80%	94%	94%	78%	76%	57%	48%	81%	74%	68%	66%	64%	66%
Q19. I have been given feedback about my job performance within the last 6 months	66%	62%	77%	69%	80%	91%	86%	71%	71%	59%	42%	82%	70%	62%	64%	60%	63%
Q21. I have a good working relationship with my direct supervisor	83%	80%	90%	84%	90%	100%	96%	88%	87%	77%	70%	90%	85%	82%	82%	81%	82%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	68%	85%	76%	80%	100%	95%	80%	80%	60%	51%	81%	74%	71%	71%	71%	71%
Q23. My direct supervisor clearly communicates the expectations for my job	71%	69%	76%	74%	90%	86%	84%	75%	73%	67%	56%	81%	73%	69%	69%	69%	70%
Q24. I am able to decide how to do my job, as long as the work gets done	78%	75%	88%	78%	80%	97%	91%	85%	83%	69%	68%	82%	78%	78%	77%	78%	79%
Q25. My direct supervisor encourages me to collaborate with my work group	78%	75%	90%	82%	70%	100%	94%	85%	86%	69%	59%	88%	81%	76%	77%	76%	79%
Q26. My direct supervisor shows appreciation when I do a good job	72%	69%	83%	76%	80%	97%	91%	79%	78%	63%	57%	82%	75%	70%	70%	71%	70%
Q27. My direct supervisor shares information I need to do my job	75%	72%	82%	78%	80%	86%	89%	79%	78%	69%	56%	83%	78%	73%	72%	72%	74%
Q28. I feel that my supervisor trusts me to act in The City's best interests	86%	85%	91%	89%	80%	97%	94%	90%	90%	82%	74%	92%	89%	86%	84%	84%	85%
Q29. I trust my direct supervisor	78%	75%	86%	80%	90%	94%	92%	83%	81%	72%	62%	89%	82%	76%	75%	73%	76%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader	71%	67%	83%	71%	80%	91%	93%	77%	78%	62%	51%	82%	72%	70%	67%	70%	70%
Leadership Impact	69	67	75	73	83	90	83	72	70	65	58	80	71	67	66	67	67
Q9. Overall, I am satisfied with the quality of my work life in my business unit	65%	63%	71%	69%	80%	86%	79%	71%	66%	59%	55%	79%	69%	61%	62%	63%	66%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities	76%	73%	86%	79%	80%	94%	92%	83%	81%	79%	69%	87%	78%	74%	75%	75%	76%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity	71%	68%	79%	74%	70%	97%	87%	74%	78%	63%	56%	80%	72%	68%	66%	70%	72%
Q47. There is cooperation between the different work groups within my business unit	62%	60%	69%	70%	90%	91%	77%	67%	61%	56%	51%	77%	64%	61%	59%	58%	59%
Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions	70%	68%	75%	79%	80%	97%	88%	72%	72%	66%	54%	84%	71%	67%	66%	69%	65%
Q50. My business unit communicates well with employees concerning issues that affect their job	56%	54%	63%	63%	80%	86%	78%	62%	56%	49%	41%	75%	58%	53%	52%	53%	54%
Q52. There is a strong culture of accountability in my work group	69%	66%	78%	76%	90%	89%	85%	76%	71%	62%	49%	82%	70%	67%	65%	67%	68%
Q53. My business unit has created a work environment that drives high performance	57%	54%	66%	66%	80%	86%	80%	63%	57%	50%	38%	73%	59%	54%	54%	54%	54%
Q54. Senior management clearly communicates the City's goals and objectives	52%	51%	56%	65%	70%	85%	67%	56%	53%	47%	37%	71%	54%	50%	47%	49%	47%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	77%	76%	81%	83%	90%	94%	77%	81%	77%	74%	65%	89%	81%	76%	74%	74%	73%
Q75. My business unit will act on the results of this survey	46%	42%	58%	54%	80%	97%	86%	50%	48%	38%	30%	65%	47%	45%	41%	44%	42%
Q76. I've noticed some positive changes in my work environment since the last survey	40%	37%	50%	45%	78%	94%	71%	40%	46%	34%	25%	70%	44%	38%	36%	40%	37%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	61%	59%	69%	64%	78%	85%	85%	64%	65%	56%	46%	80%	63%	58%	56%	58%	58%
Role Clarity	84	83	87	87	87	95	91	85	86	82	79	88	85	84	83	84	84
Q38. I see a connection between the work I do and the service my business unit provides	82%	80%	89%	83%	90%	97%	97%	84%	87%	77%	70%	89%	84%	80%	79%	82%	81%
Q39. I feel productive in my job	82%	81%	86%	87%	90%	91%	93%	83%	84%	78%	74%	88%	83%	80%	80%	82%	81%
Q40. I feel competent in my job	91%	90%	92%	93%	90%	97%	96%	91%	92%	89%	89%	91%	92%	91%	91%	90%	91%
Q41. The work that I do is meaningful	86%	85%	90%	88%	90%	100%	98%	86%	90%	83%	79%	90%	87%	83%	86%	86%	87%
Q45. I know what behaviors are expected of me	94%	93%	95%	97%	90%	100%	98%	94%	95%	92%	88%	95%	94%	92%	93%	94%	94%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City	90%	89%	92%	95%	90%	94%	92%	91%	92%	88%	81%	93%	90%	89%	89%	91%	90%
Q51. I am held responsible for the work that I do	89%	88%	93%	94%	90%	100%	98%	91%	90%	86%	78%	94%	88%	88%	88%	90%	89%
Q55. I am proud to work at The City of Calgary	82%	81%	85%	88%	90%	97%	85%	84%	82%	80%	71%	92%	84%	80%	80%	80%	79%
Personal Growth	70	67	77	73	80	87	83	73	73	64	56	78	71	68	67	68	70
Q20. My direct supervisor provides me with useful feedback	67%	64%	76%	69%	70%	89%	86%	73%	72%	61%	49%	80%	71%	64%	66%	64%	64%
Q34. My direct supervisor asks how I like to be recognized for a job well done	48%	45%	56%	56%	29%	43%	66%	55%	51%	39%	31%	56%	50%	48%	47%	47%	45%
Q42. In my role, I have the opportunity to work with other City departments	72%	67%	89%	78%	78%	94%	92%	82%	82%	58%	48%	74%	69%	74%	73%	73%	76%
Q58. I am satisfied with the career options available to me at The City of Calgary	65%	63%	70%	68%	88%	94%	79%	66%	69%	61%	50%	83%	68%	60%	59%	63%	65%
Q61. Overall, I am satisfied with the on-the-job training I have received	61%	58%	68%	67%	70%	89%	81%	63%	63%	57%	40%	70%	60%	57%	58%	60%	66%
Q62. Over the past year I had opportunities at work for growth and development	60%	55%	73%	61%	70%	89%	83%	63%	70%	52%	39%	78%	62%	58%	55%	56%	58%

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Appendix C – Detailed Demographic Results

	Union Status			Job Type								Years with The City					
	Total	Union	Exempt	Admin/Support	City Mgr., Gen. Mgr.	Bus. Unit Dir.	Bus. Unit	Pro/Tech	Sprv., Tm Ldr., Frmn, Coord.	Tm Mbr., Prod., Svc., Fr-In	Trades	1 or less	1-5	6-10	11-15	16-20	More than 20
Base Size	6,900	5,120	1,735	534	10	35	160	2,064	1,273	2,054	372	892	1,335	1,345	1,256	906	685
Team Culture	76	75	81	78	83	88	85	80	77	73	70	82	78	75	74	75	76
Q30. My efforts to live a healthy lifestyle are supported	75%	71%	84%	79%	88%	83%	86%	83%	79%	66%	58%	84%	77%	74%	72%	75%	73%
Q37. I trust the people I work with	71%	68%	79%	71%	80%	94%	90%	79%	72%	65%	57%	83%	71%	67%	67%	68%	68%
Q44. My coworkers treat me with respect	85%	84%	91%	86%	90%	100%	96%	90%	88%	81%	74%	91%	86%	85%	84%	83%	85%
Q46. The people I work with cooperate to get the job done	81%	80%	84%	82%	90%	94%	85%	85%	82%	76%	77%	88%	82%	80%	77%	80%	81%
Q59. My work arrangements are flexible enough to meet my needs	67%	65%	70%	73%	90%	71%	66%	71%	65%	62%	62%	73%	68%	63%	64%	67%	71%
Q60. Overall, I am satisfied with my work-life balance	67%	67%	68%	72%	70%	63%	67%	73%	64%	63%	66%	79%	68%	62%	63%	68%	70%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	80%	78%	87%	79%	80%	97%	92%	84%	83%	75%	69%	89%	83%	79%	77%	75%	79%
Q177. I feel safe when interacting with Citizens/external clients	72%	70%	78%	76%	80%	88%	82%	77%	74%	66%	64%	83%	72%	68%	70%	73%	73%
Q178. I feel safe when interacting with other City employees/internal clients	85%	84%	90%	87%	90%	97%	93%	90%	86%	81%	78%	91%	87%	85%	82%	86%	84%
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation	64%	61%	74%	63%	80%	91%	82%	70%	68%	58%	50%	79%	67%	63%	59%	62%	64%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	71%	68%	81%	73%	90%	88%	86%	76%	77%	63%	57%	74%	73%	69%	70%	70%	75%
Safety Climate	82	80	87	83	83	94	91	85	85	77	75	86	83	81	81	81	82
Q31. When I've had a personal or health issue, my direct supervisor has supported me	84%	81%	93%	85%	89%	97%	97%	91%	83%	76%	66%	91%	86%	82%	82%	83%	84%
Q32. My direct supervisor regularly reinforces safe work practices	84%	81%	91%	84%	80%	94%	96%	88%	89%	77%	72%	89%	85%	83%	82%	83%	85%
Q33. My direct supervisor addresses unsafe working conditions	83%	80%	92%	85%	80%	94%	94%	89%	88%	75%	70%	89%	84%	81%	82%	82%	84%
Q35. My direct supervisor effectively addresses inappropriate behaviour	71%	68%	80%	72%	67%	88%	89%	76%	76%	64%	56%	82%	73%	69%	68%	69%	69%
Q56. The City offers programs and services to support my health and well-being	75%	74%	80%	80%	90%	88%	79%	79%	77%	70%	66%	83%	74%	72%	73%	78%	78%
Q63. I receive information about the safety hazards of my job	79%	76%	82%	82%	80%	88%	84%	84%	84%	72%	66%	87%	79%	76%	78%	79%	80%
Q64. I have the training to do my job safely	85%	83%	92%	87%	78%	94%	96%	90%	88%	80%	75%	90%	85%	84%	83%	85%	89%
Q65. I have the resources to do my job safely	80%	78%	88%	85%	90%	97%	89%	87%	82%	73%	67%	88%	82%	79%	78%	77%	80%
Q66. Safety incidents are regularly discussed to reinforce learning	73%	71%	81%	77%	80%	91%	88%	78%	80%	64%	66%	81%	73%	73%	72%	74%	72%
Q67. I am supported to speak up about unsafe conditions	83%	80%	92%	86%	90%	97%	97%	88%	89%	75%	71%	89%	83%	83%	82%	84%	82%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work	93%	92%	97%	95%	90%	100%	99%	95%	96%	90%	90%	95%	93%	94%	94%	94%	91%
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	90%	85%	80%	100%	97%	85%	90%	81%	74%	92%	87%	83%	82%	83%	83%
Q71. Ethics and the Code of Conduct are discussed in my workplace	73%	71%	80%	78%	90%	97%	89%	75%	80%	67%	59%	80%	72%	72%	74%	72%	72%
Employee Satisfaction Elements																	
Q1. I know and understand the current objectives of my business unit	67%	65%	74%	73%	90%	100%	90%	67%	70%	65%	54%	77%	69%	66%	65%	67%	64%
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly	79%	76%	87%	79%	80%	97%	94%	83%	83%	72%	68%	88%	81%	77%	77%	77%	78%
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job	63%	62%	67%	74%	90%	77%	76%	68%	59%	50%	50%	72%	64%	62%	60%	61%	64%
Q4. I am meaningfully involved in decisions that affect my job and me	53%	49%	68%	56%	90%	94%	82%	59%	61%	43%	37%	66%	57%	52%	50%	50%	53%
Q5. Overall, I am satisfied with development opportunities and/or training	57%	53%	69%	60%	80%	88%	85%	61%	64%	50%	39%	72%	56%	53%	53%	56%	60%
Q6. I am truly appreciated for the contribution I make to my business unit	59%	56%	69%	65%	80%	91%	85%	64%	61%	54%	42%	73%	63%	58%	55%	56%	56%
Q7. I am sufficiently rewarded (e.g. praise for work well done, cheers cards, individual/group recognition - excluding pay) for the effort that I put into my job	52%	48%	64%	58%	70%	83%	78%	59%	57%	43%	34%	68%	56%	49%	49%	49%	51%
Q8. My work related stress is manageable	58%	59%	58%	65%	50%	57%	59%	64%	54%	56%	54%	77%	62%	55%	54%	54%	55%
Employee Engagement Outcomes																	
Q9. Overall, I am satisfied with the quality of my work life in my business unit	65%	63%	71%	69%	80%	86%	79%	71%	66%	59%	55%	79%	69%	61%	62%	63%	66%
Q55. I am proud to work at The City of Calgary	82%	81%	85%	88%	90%	97%	85%	84%	82%	80%	71%	92%	84%	80%	80%	80%	79%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	77%	76%	81%	83%	90%	94%	77%	81%	77%	74%	65%	89%	81%	76%	74%	74%	73%
Inclusion	74	72	80	77	83	90	86	78	77	70	64	82	77	73	72	72	73
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	68%	85%	76%	80%	100%	95%	80%	80%	60%	51%	81%	74%	71%	71%	71%	71%
Q34. My direct supervisor asks how I like to be recognized for a job well done	48%	45%	56%	56%	29%	43%	66%	55%	51%	39%	31%	56%	50%	47%	47%	47%	45%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities	76%	73%	86%	79%	80%	94%	92%	83%	81%	69%	57%	87%	78%	74%	75%	75%	76%
Q44. My coworkers treat me with respect	85%	84%	91%	86%	90%	100%	96%	90%	88%	81%	74%	91%	86%	85%	84%	83%	85%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	77%	76%	81%	83%	90%	94%	77%	81%	77%	74%	65%	89%	81%	76%	74%	74%	73%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	80%	78%	87%	79%	80%	97%	92%	84%	83%	75%	69%	89%	83%	79%	77%	75%	79%
Q73. Human rights are discussed in my workplace	61%	57%	71%	63%	80%	86%	84%	61%	68%	55%	45%	70%	60%	60%	57%	60%	62%
Q74. The City creates an environment that values diverse perspectives, talents and experiences and other diversity dimensions (such as gender, race, culture, age)	76%	74%	81%	80%	90%	94%	85%	81%	78%	70%	61%	86%	79%	73%	72%	73%	72%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	61%	59%	69%	64%	78%	85%	85%	64%	65%	56%	46%	80%	63%	58%	56%	58%	58%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	71%	68%	81%	73%	90%	88%	86%	76%	77%	63%	57%	74%	73%	69%	70%	70%	75%
4 Cs Framework																	
Character	80	79	86	82	85	94	91	84	83	77	71	87	82	80	78	78	80
Competence	76	75	81	79	84	92	86	79	78	73	67	83	78	75	74	74	75
Commitment	79	78	83	81	85	95	89	80	82	76	72	85	80	78	77	78	78
Collaboration	76	74	84	80	85	95	89	81	80	70	66	82	78	76	75	75	76

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Appendix C – Detailed Demographic Results

	Union Status			Job Type								Years with The City					
	Total	Union	Exempt	Admin/Support	City Mgr., Gen. Mgr.	Bus. Unit Dir.	Bus. Unit Mgr.	Pro/Tech	Spvr., Tm Ldr., Frmn, Coord.	Tm Mbr., Prod., Svc., Fr-In	Trades	1 or less	1-5	6-10	11-15	16-20	More than 20
Base Size	6,900	5,120	1,735	534	10	35	160	2,064	1,273	2,054	372	892	1,335	1,345	1,256	906	685
Mental Health	75	74	81	78	83	91	87	78	78	71	67	82	77	74	73	74	75
Psychological Support	81	79	87	82	84	95	92	85	85	77	72	86	83	80	80	80	81
Q21. I have a good working relationship with my direct supervisor	83%	80%	90%	84%	90%	100%	96%	88%	87%	77%	70%	90%	85%	82%	82%	81%	82%
Q31. When I've had a personal or health issue, my direct supervisor has supported me	84%	81%	93%	85%	89%	97%	91%	91%	89%	76%	66%	91%	86%	82%	82%	83%	84%
Q72. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation	76%	73%	84%	78%	80%	94%	93%	79%	82%	70%	61%	84%	77%	73%	74%	76%	77%
Organizational Culture	77	75	82	79	83	93	87	80	79	73	68	84	79	75	74	75	75
Q9. Overall, I am satisfied with the quality of my work life in my business unit	65%	63%	71%	69%	80%	86%	79%	71%	66%	59%	55%	79%	69%	61%	62%	63%	66%
Q25. My direct supervisor encourages me to collaborate with my work group	78%	75%	90%	82%	70%	100%	94%	85%	86%	69%	59%	88%	81%	76%	77%	76%	79%
Q28. I feel that my supervisor trusts me to act in The City's best interests	86%	85%	91%	89%	80%	97%	90%	89%	86%	69%	59%	92%	89%	86%	84%	84%	85%
Q29. I trust my direct supervisor	78%	75%	86%	80%	90%	94%	92%	83%	81%	72%	62%	89%	82%	76%	75%	73%	76%
Q35. My direct supervisor effectively addresses inappropriate behaviour	71%	68%	80%	72%	67%	88%	89%	76%	76%	64%	56%	82%	73%	69%	68%	69%	69%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities	76%	73%	86%	79%	80%	94%	92%	83%	81%	69%	57%	87%	78%	74%	75%	75%	76%
Q37. I trust the people I work with	71%	68%	79%	71%	80%	94%	90%	79%	72%	65%	57%	83%	73%	71%	67%	67%	68%
Q45. I know what behaviors are expected of me	94%	93%	95%	97%	90%	100%	98%	94%	95%	92%	88%	95%	94%	92%	93%	94%	94%
Q46. The people I work with cooperate to get the job done	81%	80%	84%	82%	90%	94%	85%	85%	82%	76%	77%	88%	82%	80%	77%	80%	81%
Q47. There is cooperation between the different work groups within my business unit	62%	60%	69%	70%	90%	91%	77%	67%	61%	56%	51%	77%	64%	61%	59%	58%	59%
Q52. There is a strong culture of accountability in my work group	69%	66%	78%	76%	90%	89%	85%	76%	71%	62%	49%	82%	70%	67%	65%	67%	68%
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	90%	85%	80%	100%	97%	85%	90%	81%	74%	92%	87%	83%	82%	83%	83%
Q74. The City creates an environment that values diverse perspectives, talents and experiences and other diversity dimensions (such as gender, race, culture, age)	76%	74%	81%	80%	90%	94%	85%	81%	78%	70%	61%	86%	79%	73%	72%	73%	72%
Q76. I've noticed some positive changes in my work environment since the last survey	40%	37%	50%	45%	78%	94%	71%	40%	46%	34%	25%	70%	44%	38%	36%	40%	37%
Clear Leadership & Expectations	74	72	79	77	84	91	86	76	76	71	64	81	76	73	72	72	73
Q1. I know and understand the current objectives of my business unit	67%	65%	74%	73%	90%	100%	90%	67%	70%	65%	54%	77%	69%	66%	65%	67%	64%
Q19. I have been given feedback about my job performance within the last 6 months	66%	62%	77%	69%	80%	91%	86%	71%	71%	59%	42%	82%	70%	62%	64%	60%	63%
Q20. My direct supervisor provides me with useful feedback	67%	64%	76%	69%	70%	89%	86%	73%	72%	61%	49%	80%	71%	64%	66%	64%	64%
Q23. My direct supervisor clearly communicates the expectations for my job	71%	69%	76%	74%	90%	86%	84%	75%	73%	67%	56%	81%	73%	69%	69%	69%	70%
Q27. My direct supervisor shares information I need to do my job	75%	72%	82%	78%	80%	86%	89%	79%	78%	69%	56%	83%	78%	73%	72%	72%	74%
Q45. I know what behaviors are expected of me	94%	93%	95%	97%	90%	100%	98%	94%	95%	92%	88%	95%	94%	92%	93%	94%	94%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City	90%	89%	92%	95%	90%	94%	92%	91%	92%	88%	81%	93%	90%	89%	89%	91%	90%
Q50. My business unit communicates well with employees concerning issues that affect their job	56%	54%	63%	63%	90%	86%	78%	62%	63%	49%	41%	75%	58%	53%	52%	53%	54%
Q54. Senior management clearly communicates the City's goals and objectives	52%	51%	56%	65%	70%	85%	67%	56%	53%	47%	37%	71%	54%	50%	47%	49%	47%
Q71. Ethics and the Code of Conduct are discussed in my workplace	73%	71%	80%	78%	90%	97%	89%	75%	80%	67%	59%	80%	72%	72%	74%	72%	72%
Q73. Human rights are discussed in my workplace	61%	57%	71%	63%	80%	86%	84%	61%	68%	55%	45%	70%	60%	60%	57%	60%	62%
Civility & Respect	80	78	85	80	83	94	90	83	82	76	72	86	82	79	78	78	79
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly	79%	76%	87%	79%	80%	97%	94%	83%	83%	72%	68%	88%	81%	77%	77%	77%	78%
Q35. My direct supervisor effectively addresses inappropriate behaviour	71%	68%	80%	72%	67%	88%	89%	76%	76%	64%	56%	82%	73%	69%	68%	69%	69%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities	76%	73%	86%	79%	80%	94%	92%	83%	81%	69%	57%	87%	78%	74%	75%	75%	76%
Q44. My coworkers treat me with respect	85%	84%	91%	86%	90%	100%	96%	90%	86%	81%	74%	91%	86%	85%	84%	83%	85%
Q46. The people I work with cooperate to get the job done	81%	80%	84%	82%	90%	94%	85%	85%	82%	76%	77%	88%	82%	80%	77%	80%	81%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	80%	78%	87%	79%	80%	97%	92%	84%	83%	75%	69%	89%	83%	79%	77%	75%	79%
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	90%	85%	80%	100%	97%	85%	90%	81%	74%	92%	87%	83%	82%	83%	83%
Psychological Competencies & Requirements	77	75	83	79	85	94	89	81	80	73	68	84	79	76	75	75	76
Q16. I am encouraged to use my skills and knowledge	78%	75%	89%	79%	80%	100%	95%	85%	84%	70%	63%	86%	81%	78%	77%	76%	78%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	68%	85%	76%	80%	100%	95%	80%	80%	60%	51%	81%	74%	71%	71%	71%	71%
Q29. I trust my direct supervisor	78%	75%	86%	80%	90%	94%	92%	83%	81%	72%	62%	89%	82%	76%	75%	73%	76%
Q37. I trust the people I work with	71%	68%	79%	71%	80%	94%	90%	79%	72%	65%	57%	83%	73%	71%	67%	67%	68%
Q44. My coworkers treat me with respect	85%	84%	91%	86%	90%	100%	96%	90%	88%	81%	74%	91%	86%	85%	84%	83%	85%
Q46. The people I work with cooperate to get the job done	81%	80%	84%	82%	90%	94%	85%	85%	82%	76%	77%	88%	82%	80%	77%	80%	81%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	61%	59%	69%	64%	78%	85%	64%	65%	65%	56%	46%	80%	63%	58%	56%	58%	58%
Growth & Development	71	69	79	74	82	90	85	76	75	66	59	80	73	70	69	69	71
Q5. Overall, I am satisfied with development opportunities and/or training	57%	53%	69%	60%	80%	88%	85%	61%	64%	50%	39%	72%	58%	53%	53%	56%	60%
Q17. I am supported in my career development	67%	62%	80%	70%	80%	91%	89%	74%	74%	50%	46%	79%	69%	65%	63%	65%	67%
Q19. I have been given feedback about my job performance within the last 6 months	66%	62%	77%	69%	80%	91%	86%	71%	71%	59%	42%	82%	70%	62%	64%	60%	63%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	68%	85%	76%	80%	100%	95%	80%	80%	60%	51%	81%	74%	71%	71%	71%	71%
Q42. In my role, I have the opportunity to work with other City departments	72%	67%	89%	78%	78%	94%	92%	82%	82%	58%	48%	74%	69%	74%	73%	73%	76%
Q58. I am satisfied with the career options available to me at The City of Calgary	65%	63%	70%	68%	88%	94%	79%	66%	69%	61%	50%	83%	68%	60%	59%	63%	65%
Q60. Overall, I am satisfied with my work-life balance	67%	67%	68%	72%	70%	63%	67%	63%	66%	63%	66%	79%	68%	62%	63%	66%	70%
Q62. Over the past year I had opportunities at work for growth and development	60%	55%	73%	61%	70%	89%	83%	63%	70%	52%	39%	78%	62%	58%	55%	56%	58%

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Appendix C – Detailed Demographic Results

	Union Status			Job Type								Years with The City					
	Total	Union	Exempt	Administrat (e.g. secretarial, clerical support)	City Mgr., Gen. Mgr.	Bus. Unit Dir.	Bus. Unit Mgr.	Pro/Tech	Spvr., Tm Ldr., Frmn, Coord.	Team member/Product Service/Front-line Employee	Trades (e.g. mechanic, carpenter, electrician)	1 or less	1-5	6-10	11-15	16-20	More than 20
Base Size	6,900	5,120	1,735	534	10	35	160	2,064	1,273	2,054	372	892	1,335	1,345	1,256	906	685
Recognition & Reward	67	64	75	71	78	85	83	72	70	61	55	76	70	66	65	65	65
Q6. I am truly appreciated for the contribution I make to my business unit	59%	56%	69%	65%	80%	91%	85%	64%	61%	54%	42%	76%	63%	58%	55%	56%	56%
Q7. I am sufficiently rewarded (e.g. praise for work well done, cheers cards, individual/group recognition - excluding pay) for the effort that I put into my job	52%	48%	64%	58%	70%	83%	78%	59%	57%	43%	34%	68%	56%	49%	49%	49%	51%
Q26. My direct supervisor shows appreciation when I do a good job	72%	69%	83%	76%	80%	97%	91%	79%	78%	63%	57%	82%	75%	70%	70%	71%	70%
Q34. My direct supervisor asks how I like to be recognized for a job well done	48%	45%	56%	56%	29%	43%	66%	55%	51%	39%	31%	56%	50%	48%	47%	47%	45%
Involvement & Influence	72	69	80	75	83	94	88	77	76	65	61	79	74	71	70	70	71
Q4. I am meaningfully involved in decisions that affect my job and me	53%	49%	68%	56%	90%	94%	82%	59%	61%	43%	37%	66%	57%	52%	50%	50%	53%
Q18. My opinions are valued	69%	64%	83%	72%	80%	94%	94%	78%	76%	57%	48%	81%	74%	68%	66%	64%	66%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	68%	85%	76%	80%	100%	95%	80%	80%	60%	51%	81%	74%	71%	71%	71%	71%
Q24. I am able to decide how to do my job, as long as the work gets done	78%	75%	88%	78%	80%	97%	91%	85%	83%	69%	68%	82%	78%	78%	77%	78%	79%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity	71%	68%	79%	74%	70%	97%	87%	74%	78%	63%	56%	80%	72%	69%	66%	70%	72%
Q50. My business unit communicates well with employees concerning issues that affect their job	56%	54%	63%	63%	90%	86%	78%	62%	56%	49%	41%	75%	58%	53%	52%	53%	54%
Workload Management	75	73	80	78	81	86	83	79	76	71	69	80	76	74	74	74	76
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job	63%	62%	67%	74%	90%	77%	76%	68%	59%	59%	50%	72%	64%	62%	60%	61%	64%
Q24. I am able to decide how to do my job, as long as the work gets done	78%	75%	88%	78%	80%	97%	82%	85%	83%	69%	68%	82%	78%	78%	77%	78%	79%
Q39. I feel productive in my job	82%	81%	86%	87%	90%	91%	93%	83%	84%	78%	74%	88%	83%	80%	80%	82%	81%
Q42. In my role, I have the opportunity to work with other City departments	72%	67%	89%	78%	78%	94%	92%	82%	82%	58%	48%	74%	69%	74%	73%	73%	76%
Q59. My work arrangements are flexible enough to meet my needs	67%	65%	70%	73%	90%	71%	66%	71%	65%	62%	62%	73%	68%	63%	64%	67%	71%
Q60. Overall, I am satisfied with my work-life balance	67%	67%	68%	72%	70%	63%	67%	73%	64%	63%	66%	79%	68%	62%	63%	68%	70%
Psychological Engagement	78	76	81	79	84	93	87	78	80	75	72	83	79	77	76	76	77
Q10. I feel energized at work	54%	52%	61%	58%	80%	89%	74%	56%	58%	50%	43%	69%	56%	52%	52%	50%	53%
Q11. When I'm at work, time goes by quickly	67%	63%	79%	72%	80%	100%	90%	69%	77%	59%	53%	71%	66%	68%	67%	67%	69%
Q12. I am enthusiastic about my job	69%	67%	75%	73%	80%	97%	81%	71%	74%	66%	58%	83%	73%	67%	66%	65%	66%
Q13. I can continue working for very long periods	68%	67%	72%	71%	70%	88%	86%	66%	74%	65%	64%	74%	67%	66%	67%	67%	69%
Q14. I am proud of the work that I do	84%	83%	88%	87%	90%	94%	93%	84%	88%	81%	77%	89%	84%	82%	83%	85%	87%
Q15. I feel happy when I am working hard	82%	81%	87%	86%	90%	97%	91%	83%	87%	79%	72%	89%	82%	80%	82%	82%	83%
Q41. The work that I do is meaningful	86%	85%	90%	88%	90%	100%	98%	86%	90%	83%	79%	90%	87%	83%	86%	86%	87%
Q55. I am proud to work at The City of Calgary	82%	81%	85%	88%	90%	97%	85%	84%	82%	80%	71%	92%	84%	80%	80%	80%	79%
Balance	74	72	78	76	80	81	80	78	74	69	68	79	75	72	72	73	75
Q30. My efforts to live a healthy lifestyle are supported	75%	71%	84%	79%	88%	83%	86%	83%	79%	66%	58%	84%	77%	74%	72%	75%	73%
Q59. My work arrangements are flexible enough to meet my needs	67%	65%	70%	73%	90%	71%	66%	71%	65%	62%	62%	73%	68%	63%	64%	67%	71%
Q60. Overall, I am satisfied with my work-life balance	67%	67%	68%	72%	70%	63%	67%	73%	64%	63%	66%	79%	68%	62%	63%	68%	70%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	71%	68%	81%	73%	90%	88%	86%	76%	77%	63%	57%	74%	73%	69%	70%	70%	75%
Psychological Protection	76	74	82	77	82	90	87	80	79	72	67	83	78	75	74	74	75
Q8. My work related stress is manageable	58%	59%	58%	65%	50%	57%	59%	64%	54%	56%	54%	77%	62%	55%	54%	54%	55%
Q18. My opinions are valued	69%	64%	83%	72%	80%	94%	94%	78%	76%	57%	48%	81%	74%	68%	66%	64%	66%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	68%	85%	76%	80%	100%	95%	80%	80%	60%	51%	81%	74%	71%	71%	71%	71%
Q35. My direct supervisor effectively addresses inappropriate behaviour	71%	68%	80%	72%	67%	88%	89%	76%	76%	64%	56%	82%	73%	69%	68%	69%	69%
Q44. My coworkers treat me with respect	85%	84%	91%	86%	90%	100%	96%	90%	88%	81%	74%	91%	86%	85%	84%	83%	85%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	80%	78%	87%	79%	80%	97%	92%	84%	83%	75%	69%	89%	83%	79%	77%	75%	79%
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	90%	85%	80%	100%	97%	85%	90%	81%	74%	92%	87%	83%	82%	83%	83%
Q178. I feel safe when interacting with other City employees/internal clients	85%	84%	90%	87%	90%	97%	93%	90%	86%	81%	78%	91%	87%	85%	82%	86%	84%
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation	64%	61%	74%	63%	80%	91%	82%	70%	68%	58%	50%	79%	67%	63%	59%	62%	64%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader	71%	67%	83%	71%	80%	91%	93%	77%	78%	62%	51%	82%	72%	70%	67%	70%	70%
Protection of Physical Safety	81	80	86	83	83	93	90	84	84	77	75	85	82	81	80	80	81
Q32. My direct supervisor regularly reinforces safe work practices	84%	81%	91%	84%	80%	94%	96%	88%	89%	77%	72%	89%	85%	83%	82%	83%	85%
Q33. My direct supervisor addresses unsafe working conditions	83%	80%	92%	85%	80%	94%	94%	89%	88%	75%	70%	89%	84%	81%	82%	82%	84%
Q63. I receive information about the safety hazards of my job	79%	76%	87%	82%	80%	88%	94%	84%	84%	72%	66%	87%	79%	76%	78%	79%	80%
Q64. I have the training to do my job safely	85%	83%	92%	87%	78%	94%	96%	90%	88%	80%	75%	90%	85%	84%	83%	85%	89%
Q65. I have the resources to do my job safely	80%	78%	88%	85%	90%	97%	89%	87%	82%	73%	67%	88%	82%	79%	78%	77%	80%
Q66. Safety incidents are regularly discussed to reinforce learning	73%	71%	81%	77%	80%	91%	88%	78%	80%	64%	66%	81%	73%	73%	72%	74%	72%
Q67. I am supported to speak up about unsafe conditions	83%	80%	92%	88%	80%	97%	97%	88%	89%	75%	71%	89%	83%	83%	82%	84%	82%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work	93%	92%	97%	95%	90%	100%	99%	95%	96%	90%	90%	95%	93%	94%	94%	94%	91%

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Appendix C – Detailed Demographic Results

	LGBTQ+		Indigenous		Disability		Neurodiversity		Born in Canada		Ethnicity												
	Total	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Arab	Black	Chinese	Filipino	Japanese	Korean	Latin American	South Asian	South-east Asian	West Asian	White	Other
Base Size	6,900	411	5,954	210	6,220	575	5,873	575	5,815	4,450	1,997	95	257	491	187	49	53	183	555	109	56	4,216	373
Employee Engagement	76	74	76	72	76	69	77	70	77	74	80	72	80	79	77	70	72	76	81	75	73	75	71
Q10. I feel energized at work	54%	48%	56%	49%	55%	39%	57%	40%	57%	49%	67%	51%	72%	66%	59%	53%	56%	60%	68%	57%	54%	51%	43%
Q11. When I'm at work, time goes by quickly	67%	62%	68%	63%	68%	57%	69%	54%	69%	64%	77%	59%	74%	77%	73%	67%	68%	65%	77%	68%	62%	65%	62%
Q12. I am enthusiastic about my job	69%	70%	70%	64%	70%	60%	71%	61%	71%	65%	80%	64%	80%	75%	78%	55%	64%	73%	80%	72%	71%	67%	63%
Q13. I can continue working for very long periods	68%	61%	69%	67%	68%	58%	69%	59%	69%	67%	72%	60%	74%	71%	64%	63%	68%	71%	73%	67%	71%	66%	66%
Q14. I am proud of the work that I do	84%	85%	84%	78%	85%	79%	85%	79%	85%	83%	88%	77%	91%	87%	83%	71%	73%	85%	88%	83%	73%	83%	79%
Q15. I feel happy when I am working hard	82%	77%	83%	77%	83%	71%	84%	74%	84%	81%	87%	72%	84%	86%	79%	76%	75%	79%	88%	81%	76%	82%	78%
Supervisor Relationship	77	76	78	72	78	69	78	71	78	76	80	74	81	83	77	68	72	78	79	77	70	77	72
Q16. I am encouraged to use my skills and knowledge	78%	76%	79%	75%	79%	67%	80%	71%	80%	77%	81%	77%	83%	86%	81%	73%	75%	78%	79%	79%	73%	79%	73%
Q17. I am supported in my career development	67%	66%	68%	59%	68%	53%	69%	56%	69%	66%	72%	66%	77%	77%	75%	52%	71%	68%	68%	72%	62%	67%	58%
Q18. My opinions are valued	69%	66%	70%	61%	70%	56%	71%	58%	71%	67%	74%	65%	76%	79%	74%	59%	64%	67%	71%	67%	64%	69%	60%
Q19. I have been given feedback about my job performance within the last 6 months	66%	65%	67%	56%	67%	55%	67%	59%	67%	63%	74%	62%	74%	74%	72%	40%	59%	69%	71%	64%	54%	64%	62%
Q21. I have a good working relationship with my direct supervisor	83%	82%	83%	80%	83%	74%	84%	73%	84%	82%	87%	77%	89%	87%	81%	73%	79%	82%	86%	88%	77%	82%	77%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	71%	73%	65%	73%	59%	74%	64%	74%	71%	78%	69%	79%	83%	76%	61%	70%	73%	74%	77%	65%	72%	62%
Q23. My direct supervisor clearly communicates the expectations for my job	71%	70%	72%	67%	72%	61%	73%	60%	73%	69%	79%	68%	81%	81%	75%	57%	70%	76%	78%	74%	62%	69%	66%
Q24. I am able to decide how to do my job, as long as the work gets done	78%	76%	79%	69%	79%	70%	79%	69%	79%	77%	82%	74%	79%	88%	82%	67%	77%	78%	79%	79%	75%	78%	71%
Q25. My direct supervisor encourages me to collaborate with my work group	78%	80%	79%	67%	80%	69%	80%	71%	80%	77%	83%	75%	86%	87%	78%	67%	73%	79%	77%	79%	67%	78%	72%
Q26. My direct supervisor shows appreciation when I do a good job	72%	70%	73%	67%	73%	60%	74%	63%	74%	70%	78%	67%	81%	83%	74%	65%	64%	72%	77%	75%	64%	71%	66%
Q27. My direct supervisor shares information I need to do my job	75%	69%	76%	67%	75%	64%	76%	63%	76%	73%	80%	74%	84%	83%	77%	67%	72%	80%	80%	81%	75%	73%	66%
Q28. I feel that my supervisor trusts me to act in The City's best interests	86%	86%	87%	82%	87%	79%	87%	79%	88%	86%	87%	83%	88%	90%	83%	82%	85%	86%	88%	90%	82%	87%	80%
Q29. I trust my direct supervisor	78%	76%	78%	75%	78%	68%	79%	68%	79%	76%	82%	73%	84%	86%	77%	67%	77%	79%	82%	82%	77%	77%	71%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader	71%	67%	72%	64%	72%	55%	73%	61%	72%	69%	77%	64%	73%	76%	74%	59%	60%	68%	76%	66%	61%	70%	61%
Leadership Impact	69	66	70	62	70	59	70	61	70	67	75	66	76	75	74	55	62	71	73	66	64	68	62
Q9. Overall, I am satisfied with the quality of my work life in my business unit	65%	61%	66%	58%	66%	50%	67%	52%	67%	63%	72%	57%	78%	75%	69%	57%	62%	69%	67%	69%	62%	64%	55%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities	76%	73%	77%	73%	77%	65%	78%	66%	78%	75%	81%	75%	83%	83%	75%	71%	79%	78%	77%	77%	76%	72%	
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity	71%	65%	72%	65%	71%	57%	72%	60%	72%	69%	76%	64%	76%	77%	74%	53%	63%	68%	71%	61%	64%	70%	64%
Q47. There is cooperation between the different work groups within my business unit	62%	59%	63%	51%	63%	48%	64%	49%	64%	58%	73%	59%	69%	76%	74%	43%	60%	63%	70%	61%	62%	59%	57%
Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions	70%	63%	71%	60%	71%	56%	72%	57%	72%	65%	81%	65%	82%	79%	80%	49%	67%	74%	80%	63%	69%	67%	60%
Q50. My business unit communicates well with employees concerning issues that affect their job	56%	51%	57%	49%	57%	40%	58%	40%	58%	51%	68%	59%	72%	66%	67%	29%	53%	57%	68%	50%	60%	53%	49%
Q52. There is a strong culture of accountability in my work group	69%	61%	70%	63%	70%	57%	71%	57%	71%	65%	79%	71%	81%	78%	79%	51%	70%	75%	77%	71%	67%	66%	62%
Q53. My business unit has created a work environment that drives high performance	57%	52%	58%	47%	58%	46%	59%	47%	59%	53%	68%	56%	70%	72%	71%	38%	52%	58%	67%	58%	56%	54%	44%
Q54. Senior management clearly communicates the City's goals and objectives	52%	47%	53%	40%	53%	41%	54%	36%	54%	47%	65%	49%	73%	65%	67%	26%	47%	59%	62%	48%	44%	49%	42%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	77%	72%	78%	70%	78%	65%	79%	67%	79%	74%	85%	61%	86%	85%	83%	57%	62%	81%	82%	76%	70%	75%	68%
Q75. My business unit will act on the results of this survey	46%	41%	47%	32%	47%	32%	48%	31%	48%	40%	61%	43%	60%	58%	63%	19%	38%	52%	58%	42%	50%	42%	35%
Q76. I've noticed some positive changes in my work environment since the last survey	40%	37%	41%	29%	41%	26%	42%	29%	42%	36%	52%	40%	55%	53%	59%	20%	34%	46%	51%	40%	37%	37%	31%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	61%	53%	63%	55%	62%	42%	64%	44%	63%	59%	68%	55%	61%	65%	69%	53%	64%	64%	64%	55%	52%	61%	48%
Role Clarity	84	83	85	80	85	79	85	80	85	83	87	81	87	86	86	76	77	85	87	81	80	84	81
Q38. I see a connection between the work I do and the service my business unit provides	82%	80%	82%	77%	82%	73%	83%	74%	83%	80%	86%	75%	88%	85%	86%	76%	74%	82%	86%	80%	79%	81%	76%
Q39. I feel productive in my job	82%	79%	83%	74%	83%	73%	83%	70%	84%	80%	88%	78%	89%	88%	87%	77%	74%	85%	86%	80%	77%	81%	77%
Q40. I feel competent in my job	91%	87%	91%	86%	91%	85%	91%	84%	92%	90%	92%	88%	92%	92%	93%	82%	83%	92%	91%	89%	88%	91%	89%
Q41. The work that I do is meaningful	86%	85%	86%	82%	86%	80%	87%	77%	87%	84%	91%	81%	91%	89%	90%	78%	79%	88%	92%	86%	79%	85%	83%
Q45. I know what behaviors are expected of me	94%	91%	94%	87%	94%	88%	94%	89%	94%	93%	95%	90%	95%	95%	94%	86%	89%	92%	94%	90%	91%	93%	89%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City	90%	88%	90%	85%	90%	83%	91%	84%	91%	89%	93%	86%	94%	93%	92%	84%	81%	90%	93%	86%	91%	90%	85%
Q51. I am held responsible for the work that I do	89%	87%	89%	84%	89%	83%	90%	85%	90%	87%	93%	87%	93%	92%	93%	78%	85%	92%	93%	90%	88%	88%	85%
Q55. I am proud to work at The City of Calgary	82%	79%	83%	77%	83%	73%	83%	74%	83%	79%	90%	78%	90%	88%	85%	62%	69%	84%	89%	81%	75%	80%	77%
Personal Growth	70	68	70	63	70	60	71	62	71	68	74	66	75	76	74	59	65	71	72	69	64	69	64
Q20. My direct supervisor provides me with useful feedback	67%	64%	68%	62%	66%	56%	69%	56%	69%	64%	75%	65%	82%	76%	71%	51%	66%	69%	74%	72%	62%	65%	61%
Q34. My direct supervisor asks how I like to be recognized for a job well done	48%	45%	49%	37%	49%	35%	50%	38%	50%	44%	59%	47%	54%	64%	54%	37%	54%	53%	58%	52%	51%	45%	44%
Q42. In my role, I have the opportunity to work with other City departments	72%	69%	73%	61%	73%	59%	74%	62%	74%	70%	79%	71%	77%	79%	73%	62%	66%	75%	76%	69%	73%	71%	68%
Q58. I am satisfied with the career options available to me at The City of Calgary	65%	62%	66%	56%	66%	50%	67%	51%	67%	62%	72%	53%	74%	73%	76%	43%	58%	66%	68%	65%	58%	64%	54%
Q61. Overall, I am satisfied with the on-the-job training I have received	61%	55%	62%	52%	61%	49%	62%	46%	62%	58%	67%	65%	67%	67%	65%	44%	57%	64%	67%	54%	50%	59%	53%
Q62. Over the past year I had opportunities at work for growth and development	60%	59%	61%	49%	61%	47%	62%	52%	61%	59%	63%	54%	63%	69%	69%	37%	51%	60%	58%	58%	49%	60%	51%

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Appendix C – Detailed Demographic Results

	LGBTQ+		Indigenous		Disability		Neurodiversity		Born in Canada		Ethnicity												
	Total	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Arab	Black	Chinese	Filipino	Japanese	Korean	Latin American	South Asian	South-east Asian	West Asian	White	Other
Base Size	6,900	411	5,954	210	6,220	575	5,873	575	5,815	4,450	1,997	95	257	491	187	49	53	183	555	109	56	4,216	373
Team Culture	76	73	77	71	77	68	78	70	77	75	80	74	79	81	79	68	69	77	78	74	73	76	71
Q30. My efforts to live a healthy lifestyle are supported	75%	71%	76%	67%	76%	62%	77%	64%	77%	74%	79%	70%	82%	85%	76%	66%	69%	71%	77%	76%	67%	75%	66%
Q37. I trust the people I work with	71%	68%	72%	68%	72%	58%	73%	63%	72%	68%	79%	72%	77%	81%	75%	67%	70%	71%	76%	69%	73%	70%	64%
Q44. My coworkers treat me with respect	85%	82%	86%	80%	86%	75%	87%	79%	86%	84%	89%	83%	87%	91%	87%	73%	79%	85%	87%	85%	86%	85%	83%
Q46. The people I work with cooperate to get the job done	81%	76%	81%	76%	81%	68%	82%	72%	82%	78%	86%	78%	88%	86%	84%	78%	79%	81%	86%	80%	86%	80%	77%
Q59. My work arrangements are flexible enough to meet my needs	67%	60%	68%	62%	67%	56%	68%	54%	68%	65%	73%	57%	74%	77%	75%	59%	55%	68%	68%	64%	59%	65%	62%
Q60. Overall, I am satisfied with my work-life balance	67%	60%	68%	61%	68%	53%	69%	53%	69%	65%	73%	64%	77%	78%	76%	58%	63%	72%	70%	69%	64%	65%	63%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	80%	72%	81%	70%	81%	62%	82%	69%	81%	78%	84%	77%	82%	86%	85%	65%	68%	81%	82%	77%	77%	80%	73%
Q177. I feel safe when interacting with Citizens/external clients	72%	63%	74%	61%	73%	60%	74%	60%	74%	70%	78%	74%	78%	77%	76%	63%	62%	79%	75%	65%	71%	72%	64%
Q178. I feel safe when interacting with other City employees/internal clients	85%	79%	86%	78%	86%	74%	87%	77%	87%	85%	87%	80%	85%	87%	87%	75%	69%	86%	84%	79%	80%	87%	79%
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation	64%	61%	65%	56%	65%	48%	67%	52%	66%	61%	73%	60%	67%	72%	72%	45%	51%	63%	72%	58%	61%	63%	54%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	71%	66%	72%	59%	72%	58%	73%	59%	73%	70%	75%	65%	73%	82%	77%	60%	59%	66%	72%	72%	60%	71%	59%
Safety Climate	82	79	82	75	82	75	83	77	82	81	84	80	83	85	82	75	75	83	82	80	76	82	77
Q31. When I've had a personal or health issue, my direct supervisor has supported me	84%	81%	85%	79%	85%	73%	85%	76%	85%	83%	86%	80%	87%	90%	82%	78%	78%	80%	83%	84%	78%	84%	78%
Q32. My direct supervisor regularly reinforces safe work practices	84%	82%	85%	77%	85%	75%	85%	79%	85%	83%	86%	86%	88%	89%	84%	79%	77%	84%	84%	85%	78%	84%	79%
Q33. My direct supervisor addresses unsafe working conditions	83%	81%	84%	75%	84%	71%	84%	75%	84%	82%	86%	82%	86%	88%	82%	83%	73%	80%	84%	83%	79%	83%	78%
Q35. My direct supervisor effectively addresses inappropriate behaviour	71%	66%	71%	66%	71%	56%	72%	59%	72%	68%	77%	74%	76%	78%	76%	59%	65%	72%	79%	66%	65%	69%	67%
Q56. The City offers programs and services to support my health and well-being	75%	71%	76%	62%	76%	64%	77%	63%	77%	73%	81%	72%	83%	82%	84%	63%	65%	71%	78%	75%	71%	75%	66%
Q63. I receive information about the safety hazards of my job	79%	74%	80%	69%	80%	66%	81%	70%	80%	73%	83%	79%	82%	83%	84%	83%	77%	85%	79%	81%	80%	78%	74%
Q64. I have the training to do my job safely	85%	84%	86%	77%	86%	78%	87%	79%	87%	85%	87%	79%	83%	86%	86%	75%	75%	86%	86%	79%	78%	86%	78%
Q65. I have the resources to do my job safely	80%	76%	81%	70%	81%	67%	82%	70%	82%	79%	84%	74%	83%	86%	85%	73%	77%	85%	82%	81%	76%	80%	69%
Q66. Safety incidents are regularly discussed to reinforce learning	73%	68%	74%	62%	74%	60%	75%	64%	75%	71%	80%	79%	78%	80%	79%	66%	65%	80%	77%	72%	70%	72%	67%
Q67. I am supported to speak up about unsafe conditions	83%	78%	84%	71%	84%	70%	85%	75%	84%	82%	86%	80%	85%	89%	85%	76%	73%	84%	80%	85%	78%	84%	75%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work	93%	93%	94%	85%	94%	89%	94%	91%	94%	93%	95%	90%	92%	95%	92%	90%	88%	95%	93%	91%	87%	94%	88%
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	85%	76%	85%	73%	86%	77%	85%	83%	89%	81%	85%	87%	89%	71%	72%	83%	90%	81%	84%	84%	77%
Q71. Ethics and the Code of Conduct are discussed in my workplace	73%	65%	74%	67%	74%	59%	75%	61%	75%	70%	80%	73%	75%	80%	77%	55%	60%	77%	78%	70%	73%	72%	67%
Employee Satisfaction Elements																							
Q1. I know and understand the current objectives of my business unit	67%	63%	68%	59%	68%	55%	69%	56%	69%	65%	75%	64%	75%	75%	72%	57%	60%	72%	76%	67%	62%	66%	57%
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly	79%	74%	79%	74%	79%	68%	80%	72%	80%	78%	82%	77%	86%	86%	77%	69%	75%	80%	78%	83%	71%	79%	67%
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job	63%	58%	64%	54%	64%	51%	65%	48%	65%	60%	72%	63%	72%	74%	71%	43%	53%	62%	69%	68%	51%	61%	51%
Q4. I am meaningfully involved in decisions that affect my job and me	53%	48%	55%	42%	55%	40%	56%	41%	55%	50%	63%	52%	64%	69%	61%	33%	51%	57%	60%	58%	45%	51%	41%
Q5. Overall, I am satisfied with development opportunities and/or training	57%	53%	58%	48%	58%	42%	59%	45%	59%	55%	64%	57%	64%	68%	67%	41%	58%	58%	62%	61%	47%	56%	43%
Q6. I am truly appreciated for the contribution I make to my business unit	59%	54%	61%	50%	61%	45%	62%	49%	61%	56%	69%	51%	74%	71%	67%	47%	58%	60%	69%	62%	56%	57%	48%
Q7. I am sufficiently rewarded (e.g. praise for work well done, cheers cards, individual/group recognition - excluding pay) for the effort that I put into my job	52%	49%	54%	43%	53%	39%	55%	43%	54%	51%	59%	49%	64%	63%	59%	45%	48%	51%	53%	51%	42%	52%	43%
Q8. My work related stress is manageable	58%	56%	59%	49%	59%	46%	60%	45%	60%	55%	67%	58%	70%	71%	66%	41%	57%	62%	64%	62%	55%	57%	47%
Employee Engagement Outcomes																							
Q9. Overall, I am satisfied with the quality of my work life in my business unit	65%	61%	66%	58%	66%	50%	67%	52%	67%	63%	72%	57%	78%	75%	69%	57%	62%	69%	67%	69%	62%	64%	55%
Q55. I am proud to work at The City of Calgary	82%	79%	83%	77%	83%	73%	83%	74%	83%	79%	90%	78%	90%	88%	85%	62%	69%	84%	89%	81%	75%	80%	77%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	77%	72%	78%	70%	78%	65%	79%	67%	79%	74%	85%	61%	86%	85%	83%	57%	62%	81%	82%	76%	70%	75%	68%
Inclusion	74	72	75	68	75	65	76	67	76	73	78	71	77	80	77	63	66	75	76	72	68	74	68
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	71%	73%	65%	73%	59%	74%	64%	74%	71%	78%	69%	79%	83%	76%	61%	70%	73%	74%	77%	65%	72%	62%
Q34. My direct supervisor asks how I like to be recognized for a job well done	48%	45%	49%	37%	49%	35%	50%	38%	50%	44%	59%	47%	54%	64%	64%	37%	54%	53%	58%	52%	51%	45%	44%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities	76%	73%	77%	73%	77%	65%	78%	66%	78%	75%	81%	75%	83%	83%	75%	71%	71%	79%	78%	77%	77%	76%	72%
Q44. My coworkers treat me with respect	85%	82%	86%	80%	86%	75%	87%	79%	86%	84%	89%	83%	87%	91%	87%	73%	79%	85%	87%	85%	86%	85%	83%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	77%	72%	78%	70%	78%	65%	79%	67%	79%	74%	85%	61%	86%	85%	83%	57%	62%	81%	82%	76%	70%	75%	68%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	80%	72%	81%	70%	81%	62%	82%	69%	81%	78%	84%	77%	82%	86%	85%	65%	68%	81%	82%	77%	77%	80%	73%
Q73. Human rights are discussed in my workplace	61%	54%	62%	56%	61%	46%	62%	51%	62%	59%	66%	59%	61%	66%	69%	45%	49%	59%	65%	57%	58%	61%	54%
Q74. The City creates an environment that values diverse perspectives, talents and experiences and other diversity dimensions (such as gender, race, culture, age)	76%	70%	77%	67%	76%	59%	78%	63%	77%	74%	80%	68%	75%	83%	81%	53%	54%	71%	75%	74%	61%	76%	63%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	61%	53%	63%	55%	62%	42%	64%	44%	63%	59%	68%	55%	61%	65%	69%	39%	53%	64%	64%	55%	52%	61%	48%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	71%	66%	72%	59%	72%	58%	73%	59%	73%	70%	75%	65%	73%	82%	77%	60%	59%	66%	72%	72%	60%	71%	59%
4 Cs Framework																							
Character	80	78	81	76	81	73	82	75	81	79	84	79	83	84	81	71	75	82	83	80	77	80	76
Competence	76	75	77	70	77	69	77	70	77	75	80	73	80	80	79	65	69	77	78	74	70	76	71
Commitment	79	77	80	75	80	72	80	73	80	78	83	76	84	82	82	70	74	80	83	75	76	78	75
Collaboration	76	75	77	70	77	68	78	71	77	75	80	74	81	82	78	69	72	78	78	75	73	76	72

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	LGBTQ+		Indigenous		Disability		Neurodiversity		Born in Canada		Ethnicity												
	Total	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Arab	Black	Chinese	Filipino	Japanese	Korean	Latin American	South Asian	South-east Asian	West Asian	White	Other
Base Size	6,900	411	5,954	210	6,220	575	5,873	575	5,815	4,450	1,997	95	257	491	187	49	53	183	555	109	56	4,216	373
Mental Health	75	73	76	70	76	67	77	69	76	74	79	73	79	80	78	66	69	76	78	74	70	75	70
Psychological Support	81	79	82	76	82	74	82	75	82	81	84	77	83	85	80	74	75	81	83	80	73	81	76
Q21. I have a good working relationship with my direct supervisor	83%	82%	83%	80%	83%	74%	84%	73%	84%	82%	87%	77%	89%	87%	81%	73%	79%	82%	86%	88%	77%	82%	77%
Q31. When I've had a personal or health issue, my direct supervisor has supported me	84%	81%	85%	79%	85%	73%	85%	76%	85%	83%	86%	80%	87%	90%	82%	78%	78%	80%	83%	84%	78%	84%	78%
Q72. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation	76%	69%	77%	71%	77%	63%	78%	64%	78%	75%	80%	68%	74%	80%	76%	63%	60%	73%	77%	72%	66%	76%	66%
Organizational Culture	77	74	77	71	77	68	78	71	78	75	80	74	80	81	78	67	70	78	79	75	72	76	71
Q9. Overall, I am satisfied with the quality of my work life in my business unit	65%	61%	66%	58%	66%	50%	67%	52%	67%	63%	72%	57%	78%	75%	69%	57%	62%	69%	67%	69%	62%	64%	55%
Q25. My direct supervisor encourages me to collaborate with my work group	78%	80%	79%	67%	80%	69%	80%	71%	80%	77%	83%	75%	86%	87%	78%	67%	73%	79%	77%	79%	67%	78%	72%
Q28. I feel that my supervisor trusts me to act in The City's best interests	86%	86%	87%	82%	87%	79%	87%	79%	89%	86%	87%	83%	88%	90%	83%	82%	85%	86%	88%	90%	82%	87%	80%
Q29. I trust my direct supervisor	78%	76%	78%	75%	78%	68%	79%	68%	79%	76%	82%	73%	84%	86%	77%	67%	77%	79%	82%	82%	77%	77%	71%
Q35. My direct supervisor effectively addresses inappropriate behaviour	71%	66%	71%	66%	71%	56%	72%	59%	72%	66%	77%	74%	76%	78%	76%	59%	65%	72%	79%	66%	65%	69%	67%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities	76%	73%	77%	73%	77%	65%	78%	66%	78%	75%	81%	75%	83%	83%	75%	71%	71%	79%	78%	77%	77%	76%	72%
Q37. I trust the people I work with	71%	68%	72%	68%	72%	58%	73%	63%	72%	68%	79%	72%	77%	81%	75%	67%	70%	71%	76%	69%	73%	70%	64%
Q45. I know what behaviors are expected of me	94%	91%	94%	87%	94%	88%	94%	89%	94%	93%	95%	90%	95%	95%	94%	86%	89%	92%	94%	90%	91%	93%	89%
Q46. The people I work with cooperate to get the job done	81%	76%	81%	76%	81%	68%	82%	72%	82%	78%	86%	78%	88%	86%	84%	78%	79%	81%	86%	80%	86%	80%	77%
Q47. There is cooperation between the different work groups within my business unit	62%	59%	63%	51%	63%	48%	64%	49%	64%	58%	73%	59%	69%	76%	74%	43%	60%	63%	70%	61%	62%	59%	57%
Q52. There is a strong culture of accountability in my work group	69%	61%	70%	63%	70%	57%	71%	57%	71%	65%	79%	71%	81%	78%	79%	51%	70%	75%	77%	67%	71%	66%	62%
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	85%	76%	85%	73%	86%	77%	85%	83%	89%	81%	85%	87%	89%	71%	72%	83%	90%	81%	84%	84%	77%
Q74. The City creates an environment that values diverse perspectives, talents and experiences and other diversity dimensions (such as gender, race, culture, age)	76%	70%	77%	67%	76%	59%	78%	63%	77%	74%	80%	68%	75%	83%	81%	53%	54%	71%	75%	74%	61%	76%	63%
Q76. I've noticed some positive changes in my work environment since the last survey	40%	37%	41%	29%	41%	26%	42%	29%	42%	36%	52%	40%	55%	53%	59%	20%	34%	46%	51%	40%	37%	37%	31%
Clear Leadership & Expectations	74	72	75	68	75	66	75	67	75	72	79	72	79	79	77	63	69	75	78	73	69	73	69
Q1. I know and understand the current objectives of my business unit	67%	63%	68%	59%	68%	55%	69%	56%	69%	65%	75%	64%	75%	75%	72%	57%	60%	72%	76%	67%	62%	66%	57%
Q19. I have been given feedback about my job performance within the last 6 months	66%	65%	67%	56%	67%	55%	67%	59%	67%	63%	74%	62%	74%	74%	72%	40%	59%	69%	71%	64%	54%	64%	62%
Q20. My direct supervisor provides me with useful feedback	67%	64%	68%	62%	68%	56%	69%	56%	69%	64%	75%	65%	82%	82%	76%	71%	51%	66%	69%	74%	72%	62%	65%
Q23. My direct supervisor clearly communicates the expectations for my job	71%	70%	72%	67%	72%	61%	73%	60%	73%	69%	79%	68%	81%	81%	75%	57%	70%	76%	78%	74%	62%	69%	66%
Q27. My direct supervisor shares information I need to do my job	75%	69%	76%	67%	75%	64%	76%	63%	76%	73%	80%	74%	84%	83%	77%	67%	72%	80%	80%	81%	75%	73%	66%
Q45. I know what behaviors are expected of me	94%	91%	94%	87%	94%	88%	94%	89%	94%	93%	95%	90%	95%	95%	94%	86%	89%	92%	94%	90%	91%	93%	89%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City	90%	88%	90%	85%	90%	83%	91%	84%	91%	89%	93%	86%	94%	93%	92%	84%	81%	90%	93%	86%	91%	90%	85%
Q50. My business unit communicates well with employees concerning issues that affect their job	56%	51%	57%	49%	57%	40%	58%	40%	58%	51%	68%	59%	72%	66%	67%	29%	53%	57%	68%	50%	60%	53%	49%
Q54. Senior management clearly communicates the City's goals and objectives	52%	47%	53%	40%	53%	41%	54%	36%	54%	47%	65%	49%	73%	65%	67%	28%	47%	59%	62%	48%	44%	49%	42%
Q71. Ethics and the Code of Conduct are discussed in my workplace	73%	65%	74%	67%	74%	59%	75%	61%	75%	70%	80%	73%	75%	80%	77%	55%	60%	77%	78%	70%	73%	72%	67%
Q73. Human rights are discussed in my workplace	61%	54%	62%	56%	61%	46%	62%	51%	62%	59%	66%	59%	61%	66%	69%	45%	49%	65%	65%	57%	58%	61%	54%
Civility & Respect	80	78	80	75	80	71	81	74	81	79	83	78	82	83	81	71	74	81	82	78	76	80	75
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly	79%	74%	79%	74%	79%	68%	80%	72%	80%	78%	82%	77%	86%	86%	77%	69%	75%	80%	78%	83%	71%	79%	67%
Q35. My direct supervisor effectively addresses inappropriate behaviour	71%	66%	71%	66%	71%	56%	72%	59%	72%	66%	77%	74%	76%	78%	76%	59%	65%	72%	79%	66%	65%	69%	67%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities	76%	73%	77%	73%	77%	65%	78%	66%	78%	75%	81%	75%	83%	83%	75%	71%	71%	79%	78%	77%	77%	76%	72%
Q44. My coworkers treat me with respect	85%	82%	86%	80%	86%	75%	87%	79%	86%	84%	89%	83%	87%	91%	87%	73%	79%	85%	87%	85%	86%	85%	83%
Q46. The people I work with cooperate to get the job done	81%	76%	81%	76%	81%	68%	82%	72%	82%	78%	86%	78%	88%	86%	84%	78%	79%	81%	86%	80%	86%	80%	77%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	80%	72%	81%	70%	81%	62%	82%	69%	81%	78%	84%	77%	82%	86%	85%	65%	68%	81%	82%	77%	77%	80%	73%
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	85%	76%	85%	73%	86%	77%	85%	83%	89%	81%	85%	87%	89%	71%	72%	83%	90%	81%	84%	84%	77%
Psychological Competencies & Requirements	77	75	78	73	78	68	78	71	78	76	81	75	80	82	78	67	71	78	79	75	73	77	72
Q16. I am encouraged to use my skills and knowledge	78%	76%	79%	75%	79%	67%	80%	71%	80%	77%	81%	77%	83%	86%	81%	73%	75%	78%	79%	79%	73%	79%	73%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	71%	73%	65%	73%	59%	74%	64%	74%	71%	78%	69%	79%	83%	76%	61%	70%	73%	74%	77%	65%	72%	62%
Q29. I trust my direct supervisor	78%	76%	78%	75%	78%	68%	79%	68%	79%	76%	82%	73%	84%	86%	77%	67%	77%	79%	82%	82%	77%	77%	71%
Q37. I trust the people I work with	71%	68%	72%	68%	72%	58%	73%	63%	72%	68%	79%	72%	77%	81%	75%	67%	70%	71%	76%	69%	73%	70%	64%
Q44. My coworkers treat me with respect	85%	82%	86%	80%	86%	75%	87%	79%	86%	84%	89%	83%	87%	91%	87%	73%	79%	85%	87%	85%	86%	85%	83%
Q46. The people I work with cooperate to get the job done	81%	76%	81%	76%	81%	68%	82%	72%	82%	78%	86%	78%	88%	86%	84%	78%	79%	81%	86%	80%	86%	80%	77%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	61%	53%	63%	55%	62%	42%	64%	44%	63%	59%	68%	55%	61%	65%	69%	39%	53%	64%	64%	55%	52%	61%	48%
Growth & Development	71	70	72	64	72	62	73	64	73	70	76	68	77	77	75	60	66	73	73	71	65	71	65
Q5. Overall, I am satisfied with development opportunities and/or training	57%	53%	58%	48%	58%	42%	59%	45%	59%	55%	64%	57%	64%	68%	67%	41%	58%	58%	62%	61%	47%	56%	43%
Q17. I am supported in my career development	67%	66%	68%	59%	68%	53%	69%	56%	69%	66%	72%	66%	77%	77%	75%	52%	71%	68%	68%	72%	62%	67%	58%
Q19. I have been given feedback about my job performance within the last 6 months	66%	65%	67%	56%	67%	55%	67%	59%	67%	63%	74%	62%	74%	74%	72%	40%	59%	69%	71%	64%	54%	64%	62%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	71%	73%	65%	73%	59%	74%	64%	74%	71%	78%	69%	79%	83%	76%	61%	70%	73%	74%	77%	65%	72%	62%
Q42. In my role, I have the opportunity to work with other City departments	72%	69%	73%	61%	73%	59%	74%	62%	74%	70%	79%	71%	77%	79%	73%	62%	66%	75%	76%	69%	73%	71%	68%
Q58. I am satisfied with the career options available to me at The City of Calgary	65%	62%	66%	56%	66%	50%	67%	51%	67%	62%	72%	53%	74%	73%	76%	43%	58%	66%	68%	65%	58%	64%	54%
Q60. Overall, I am satisfied with my work-life balance	67%	60%																					



Appendix C – Detailed Demographic Results

	LGBTQ+		Indigenous		Disability		Neurodiversity		Born In Canada		Ethnicity												
	Total	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Arab	Black	Chinese	Filipino	Japanese	Korean	Latin American	South Asian	South-east Asian	West Asian	White	Other
Base Size	6,900	411	5,954	210	6,220	575	5,873	575	5,815	4,450	1,997	95	257	491	187	49	53	183	555	109	56	4,216	373
Recognition & Reward	67	65	68	61	68	57	69	60	68	65	72	63	73	75	70	59	64	67	70	67	59	66	61
Q6. I am truly appreciated for the contribution I make to my business unit	59%	54%	61%	50%	61%	45%	62%	49%	61%	56%	69%	51%	74%	71%	67%	47%	58%	60%	69%	62%	56%	57%	48%
Q7. I am sufficiently rewarded (e.g. praise for work well done, cheers cards, individual/group recognition - excluding pay) for the effort that I put into my job	52%	49%	54%	43%	53%	39%	55%	43%	54%	51%	59%	49%	64%	83%	59%	45%	48%	51%	53%	51%	42%	52%	43%
Q26. My direct supervisor shows appreciation when I do a good job	72%	70%	73%	67%	73%	60%	74%	63%	74%	70%	78%	67%	81%	83%	74%	65%	64%	72%	77%	75%	64%	71%	66%
Q34. My direct supervisor asks how I like to be recognized for a job well done	48%	45%	49%	37%	49%	35%	50%	38%	50%	44%	59%	47%	54%	64%	64%	37%	54%	53%	58%	52%	51%	45%	44%
Involvement & Influence	72	69	73	65	73	63	73	65	73	71	76	70	77	79	74	61	67	73	74	71	67	72	65
Q4. I am meaningfully involved in decisions that affect my job and me	53%	48%	55%	42%	55%	40%	56%	41%	55%	50%	63%	52%	64%	69%	61%	33%	51%	57%	60%	58%	45%	51%	41%
Q18. My opinions are valued	69%	66%	70%	61%	70%	56%	71%	58%	71%	67%	74%	65%	76%	79%	74%	59%	64%	67%	71%	67%	64%	69%	60%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	71%	73%	65%	73%	59%	74%	64%	74%	71%	78%	69%	79%	83%	76%	61%	70%	73%	74%	77%	65%	72%	62%
Q24. I am able to decide how to do my job, as long as the work gets done	78%	76%	79%	69%	79%	70%	79%	69%	79%	77%	82%	74%	79%	88%	82%	67%	77%	78%	79%	79%	75%	78%	71%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity	71%	65%	72%	65%	71%	57%	72%	60%	72%	69%	76%	64%	76%	77%	74%	53%	63%	68%	71%	61%	64%	70%	64%
Q50. My business unit communicates well with employees concerning issues that affect their job	56%	51%	57%	49%	57%	40%	58%	40%	58%	51%	68%	59%	72%	66%	67%	29%	53%	57%	68%	50%	60%	53%	49%
Workload Management	75	73	76	70	76	67	76	68	76	74	79	73	79	81	78	66	69	77	77	74	70	74	70
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job	63%	58%	64%	54%	64%	51%	65%	48%	65%	60%	72%	63%	72%	74%	71%	43%	53%	62%	69%	68%	51%	61%	51%
Q24. I am able to decide how to do my job, as long as the work gets done	78%	76%	79%	69%	79%	70%	79%	69%	79%	77%	82%	74%	79%	88%	82%	67%	77%	78%	79%	79%	75%	78%	71%
Q39. I feel productive in my job	82%	79%	83%	74%	83%	73%	83%	70%	84%	80%	88%	78%	89%	88%	87%	77%	74%	85%	86%	80%	77%	81%	77%
Q42. In my role, I have the opportunity to work with other City departments	72%	69%	73%	61%	73%	59%	74%	62%	74%	70%	79%	71%	77%	79%	73%	62%	66%	75%	76%	69%	73%	71%	68%
Q59. My work arrangements are flexible enough to meet my needs	67%	60%	68%	62%	67%	56%	68%	54%	68%	65%	73%	57%	74%	77%	75%	59%	55%	68%	68%	64%	59%	65%	62%
Q60. Overall, I am satisfied with my work-life balance	67%	60%	68%	61%	68%	53%	69%	53%	69%	65%	73%	64%	77%	78%	76%	58%	63%	72%	70%	69%	64%	65%	63%
Psychological Engagement	78	76	78	74	78	71	79	72	79	76	82	74	82	81	79	70	72	78	83	76	74	77	74
Q10. I feel energized at work	54%	48%	56%	49%	55%	39%	57%	40%	57%	49%	67%	51%	72%	66%	59%	53%	56%	60%	68%	57%	54%	51%	43%
Q11. When I'm at work, time goes by quickly	67%	62%	68%	63%	68%	57%	69%	54%	69%	64%	77%	59%	74%	77%	73%	67%	68%	65%	77%	68%	62%	65%	62%
Q12. I am enthusiastic about my job	69%	70%	70%	64%	70%	60%	71%	61%	71%	65%	80%	64%	80%	75%	78%	55%	64%	73%	80%	72%	71%	67%	63%
Q13. I can continue working for very long periods	68%	61%	69%	67%	68%	58%	69%	59%	69%	67%	72%	60%	74%	71%	64%	63%	68%	71%	73%	67%	71%	68%	66%
Q14. I am proud of the work that I do	84%	85%	84%	78%	85%	79%	85%	79%	85%	83%	88%	77%	91%	87%	83%	71%	73%	85%	88%	83%	73%	83%	79%
Q15. I feel happy when I am working hard	82%	77%	83%	77%	83%	71%	84%	74%	84%	81%	87%	72%	84%	86%	79%	76%	75%	79%	88%	81%	76%	82%	78%
Q41. The work that I do is meaningful	86%	85%	86%	82%	86%	80%	87%	77%	87%	84%	91%	81%	91%	89%	90%	78%	79%	88%	92%	86%	79%	85%	83%
Q55. I am proud to work at The City of Calgary	82%	79%	83%	77%	83%	73%	83%	74%	83%	79%	90%	78%	90%	88%	85%	62%	69%	84%	89%	81%	75%	80%	77%
Balance	74	70	74	68	74	65	75	66	75	73	77	70	78	80	77	65	66	73	74	72	67	73	68
Q30. My efforts to live a healthy lifestyle are supported	75%	71%	76%	67%	76%	62%	77%	64%	77%	74%	79%	70%	82%	85%	76%	66%	69%	71%	77%	76%	67%	75%	66%
Q59. My work arrangements are flexible enough to meet my needs	67%	60%	68%	62%	67%	56%	68%	54%	68%	65%	73%	57%	74%	77%	75%	59%	55%	68%	68%	64%	59%	65%	62%
Q60. Overall, I am satisfied with my work-life balance	67%	60%	68%	61%	68%	53%	69%	53%	69%	65%	73%	64%	77%	78%	76%	58%	63%	72%	70%	69%	64%	65%	63%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	71%	66%	72%	59%	72%	58%	73%	59%	73%	70%	75%	65%	73%	82%	77%	60%	59%	66%	72%	62%	60%	71%	59%
Psychological Protection	76	73	77	70	77	67	77	70	77	75	80	74	79	80	78	66	69	77	78	74	71	76	70
Q8. My work related stress is manageable	58%	56%	59%	49%	59%	46%	60%	45%	60%	55%	67%	58%	70%	71%	66%	41%	57%	62%	64%	62%	55%	57%	47%
Q18. My opinions are valued	69%	66%	70%	61%	70%	56%	71%	58%	71%	67%	74%	65%	76%	79%	74%	59%	64%	67%	71%	67%	64%	69%	60%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	71%	73%	65%	73%	59%	74%	64%	74%	71%	78%	69%	79%	83%	76%	61%	70%	73%	74%	77%	65%	72%	62%
Q35. My direct supervisor effectively addresses inappropriate behaviour	71%	66%	71%	66%	71%	56%	72%	59%	72%	68%	77%	74%	76%	78%	76%	59%	65%	72%	79%	66%	65%	69%	67%
Q44. My coworkers treat me with respect	85%	82%	86%	80%	86%	75%	87%	79%	86%	84%	89%	83%	87%	91%	87%	73%	79%	85%	87%	85%	86%	85%	83%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	80%	72%	81%	70%	81%	62%	82%	69%	81%	78%	84%	77%	82%	86%	85%	65%	68%	81%	82%	77%	77%	80%	73%
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	85%	76%	85%	73%	86%	77%	85%	83%	89%	81%	85%	87%	89%	71%	72%	83%	90%	81%	84%	84%	77%
Q178. I feel safe when interacting with other City employees/internal clients	85%	79%	86%	78%	86%	74%	87%	77%	87%	85%	87%	80%	85%	87%	87%	75%	69%	86%	84%	79%	80%	87%	79%
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation	64%	61%	65%	56%	65%	48%	67%	52%	66%	61%	73%	60%	67%	72%	72%	45%	51%	63%	72%	58%	61%	63%	54%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader	71%	67%	72%	64%	72%	55%	73%	61%	72%	69%	77%	64%	73%	76%	74%	59%	60%	68%	76%	66%	61%	70%	61%
Protection of Physical Safety	81	79	82	75	82	75	82	77	82	81	84	80	82	84	82	75	75	83	82	80	76	81	77
Q32. My direct supervisor regularly reinforces safe work practices	84%	82%	85%	77%	85%	75%	85%	79%	85%	83%	86%	86%	88%	89%	84%	79%	77%	84%	84%	85%	78%	84%	79%
Q33. My direct supervisor addresses unsafe working conditions	83%	81%	84%	75%	84%	71%	84%	75%	84%	82%	86%	82%	86%	88%	82%	83%	73%	80%	84%	83%	79%	83%	78%
Q63. I receive information about the safety hazards of my job	79%	74%	80%	69%	80%	66%	81%	70%	80%	77%	83%	79%	82%	83%	84%	83%	77%	85%	79%	81%	80%	78%	74%
Q64. I have the training to do my job safely	85%	84%	86%	77%	86%	78%	87%	79%	87%	85%	87%	79%	83%	86%	86%	75%	75%	86%	86%	79%	78%	86%	78%
Q65. I have the resources to do my job safely	80%	76%	81%	70%	81%	67%	82%	70%	82%	79%	84%	74%	83%	86%	85%	73%	77%	85%	82%	81%	76%	80%	69%
Q66. Safety incidents are regularly discussed to reinforce learning	73%	68%	74%	62%	74%	60%	75%	64%	75%	71%	80%	79%	78%	80%	79%	66%	65%	80%	77%	72%	70%	72%	67%
Q67. I am supported to speak up about unsafe conditions	83%	78%	84%	71%	84%	70%	85%	75%	84%	82%	86%	80%	85%	89%	86%	76%	73%	84%	80%	85%	78%	84%	75%



Appendix C – Detailed Demographic Results

	Ethnocultural Origins												
	Total	African	Arab	British Isles	Caribbean	East and South-East Asian	European	French	Latin, Central and South American	North-American	Oceania	South Asian	West Asian
Base Size	6,900	255	114	2,112	126	859	2,211	408	198	1,605	60	607	92
Employee Engagement	76	78	71	74	72	78	74	73	75	74	63	80	71
Q10. I feel energized at work	54%	68%	49%	50%	51%	63%	50%	48%	57%	49%	63%	67%	47%
Q11. When I'm at work, time goes by quickly	67%	71%	58%	63%	62%	76%	66%	61%	64%	62%	51%	77%	58%
Q12. I am enthusiastic about my job	69%	78%	62%	67%	63%	75%	66%	66%	70%	64%	47%	80%	66%
Q13. I can continue working for very long periods	68%	71%	63%	67%	71%	69%	68%	71%	67%	69%	58%	72%	69%
Q14. I am proud of the work that I do	84%	85%	75%	82%	79%	86%	83%	82%	81%	82%	53%	87%	71%
Q15. I feel happy when I am working hard	82%	83%	72%	82%	77%	84%	80%	79%	80%	81%	62%	89%	71%
Supervisor Relationship	77	81	74	78	75	81	78	75	77	76	70	78	71
Q16. I am encouraged to use my skills and knowledge	78%	81%	72%	80%	79%	83%	80%	79%	75%	77%	63%	78%	65%
Q17. I am supported in my career development	67%	74%	64%	68%	69%	75%	68%	63%	64%	65%	60%	68%	58%
Q18. My opinions are valued	69%	74%	63%	70%	69%	66%	70%	69%	66%	67%	57%	70%	59%
Q19. I have been given feedback about my job performance within the last 6 months	66%	77%	64%	63%	61%	74%	66%	61%	70%	62%	58%	72%	61%
Q21. I have a good working relationship with my direct supervisor	83%	89%	75%	83%	80%	87%	84%	81%	81%	81%	73%	85%	75%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	80%	69%	73%	69%	80%	73%	72%	74%	71%	65%	74%	67%
Q23. My direct supervisor clearly communicates the expectations for my job	71%	81%	70%	69%	76%	79%	70%	68%	74%	67%	58%	77%	68%
Q24. I am able to decide how to do my job, as long as the work gets done	78%	79%	71%	79%	78%	85%	78%	76%	77%	77%	76%	78%	70%
Q25. My direct supervisor encourages me to collaborate with my work group	78%	86%	73%	79%	75%	85%	79%	77%	78%	76%	69%	76%	72%
Q26. My direct supervisor shows appreciation when I do a good job	72%	81%	67%	72%	71%	80%	72%	72%	72%	70%	58%	75%	66%
Q27. My direct supervisor shares information I need to do my job	75%	82%	67%	74%	75%	81%	74%	71%	76%	72%	59%	78%	68%
Q28. I feel that my supervisor trusts me to act in The City's best interests	86%	89%	79%	88%	79%	89%	87%	84%	84%	84%	75%	86%	77%
Q29. I trust my direct supervisor	78%	85%	72%	78%	74%	84%	78%	77%	77%	75%	72%	81%	73%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader	71%	69%	63%	71%	66%	75%	71%	68%	67%	67%	58%	75%	58%
Leadership Impact	69	75	65	67	65	75	67	65	70	66	58	73	63
Q9. Overall, I am satisfied with the quality of my work life in my business unit	65%	75%	56%	64%	62%	73%	63%	62%	68%	62%	50%	66%	54%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities	76%	83%	76%	77%	81%	81%	78%	76%	78%	76%	70%	78%	76%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity	71%	74%	62%	70%	61%	76%	69%	69%	65%	68%	50%	72%	58%
Q47. There is cooperation between the different work groups within my business unit	62%	72%	61%	59%	60%	74%	58%	58%	63%	57%	53%	70%	63%
Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions	70%	79%	65%	65%	67%	78%	66%	64%	72%	64%	51%	79%	69%
Q50. My business unit communicates well with employees concerning issues that affect their job	56%	71%	57%	52%	56%	64%	51%	51%	56%	51%	47%	68%	60%
Q52. There is a strong culture of accountability in my work group	69%	80%	69%	67%	70%	77%	68%	64%	73%	63%	64%	77%	67%
Q53. My business unit has created a work environment that drives high performance	57%	69%	55%	53%	50%	70%	54%	53%	57%	50%	40%	67%	51%
Q54. Senior management clearly communicates the City's goals and objectives	52%	69%	50%	47%	53%	63%	47%	45%	56%	46%	33%	62%	40%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	77%	82%	62%	75%	72%	83%	75%	70%	75%	74%	54%	80%	66%
Q75. My business unit will act on the results of this survey	46%	57%	43%	41%	42%	57%	42%	38%	51%	39%	32%	58%	48%
Q76. I've noticed some positive changes in my work environment since the last survey	40%	48%	38%	36%	40%	52%	36%	32%	45%	34%	27%	50%	34%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	61%	58%	50%	60%	56%	66%	60%	56%	66%	57%	64%	64%	49%
Role Clarity	84	86	80	84	80	85	83	82	84	83	74	87	79
Q38. I see a connection between the work I do and the service my business unit provides	82%	86%	74%	83%	78%	85%	82%	81%	79%	78%	66%	85%	73%
Q39. I feel productive in my job	82%	86%	71%	80%	79%	87%	80%	77%	81%	78%	58%	85%	70%
Q40. I feel competent in my job	91%	93%	85%	91%	86%	91%	91%	90%	90%	91%	83%	90%	83%
Q41. The work that I do is meaningful	86%	88%	74%	85%	80%	90%	84%	84%	83%	82%	64%	91%	75%
Q45. I know what behaviors are expected of me	94%	94%	88%	93%	89%	94%	90%	90%	91%	91%	85%	94%	90%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City	90%	93%	82%	90%	86%	92%	89%	90%	89%	89%	80%	93%	86%
Q51. I am held responsible for the work that I do	89%	92%	83%	88%	84%	92%	88%	86%	89%	86%	77%	92%	81%
Q55. I am proud to work at The City of Calgary	82%	87%	75%	80%	75%	79%	77%	79%	79%	79%	49%	88%	72%
Personal Growth	70	74	66	69	67	75	69	66	70	67	59	72	62
Q20. My direct supervisor provides me with useful feedback	67%	81%	65%	66%	71%	74%	67%	61%	69%	63%	63%	73%	64%
Q34. My direct supervisor asks how I like to be recognized for a job well done	48%	54%	45%	45%	49%	62%	44%	40%	51%	42%	39%	57%	44%
Q42. In my role, I have the opportunity to work with other City departments	72%	76%	72%	70%	67%	77%	73%	70%	73%	68%	63%	77%	70%
Q58. I am satisfied with the career options available to me at The City of Calgary	65%	71%	49%	63%	59%	72%	63%	60%	63%	61%	41%	68%	55%
Q61. Overall, I am satisfied with the on-the-job training I have received	61%	64%	56%	59%	59%	57%	60%	56%	62%	60%	45%	66%	44%
Q62. Over the past year I had opportunities at work for growth and development	60%	61%	49%	60%	53%	66%	60%	56%	58%	58%	34%	59%	41%

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Appendix C – Detailed Demographic Results

	Ethnocultural												
	Total	African	Arab	British Isles	Caribbean	East and South-East Asian	European	French	Latin, Central and South American	North-American	Oceania	South Asian	West Asian
Base Size	6,900	255	114	2,112	126	859	2,211	408	198	1,605	60	607	92
Team Culture	76	79	74	76	72	80	76	75	75	75	68	78	71
Q30. My efforts to live a healthy lifestyle are supported	75%	85%	72%	75%	72%	83%	75%	75%	72%	73%	83%	72%	67%
Q37. I trust the people I work with	71%	76%	70%	71%	65%	79%	70%	70%	68%	67%	58%	76%	63%
Q44. My coworkers treat me with respect	85%	88%	80%	85%	81%	89%	86%	84%	84%	83%	75%	87%	77%
Q46. The people I work with cooperate to get the job done	81%	86%	76%	80%	79%	84%	80%	79%	77%	78%	68%	85%	80%
Q59. My work arrangements are flexible enough to meet my needs	67%	73%	56%	63%	62%	74%	64%	64%	64%	65%	53%	68%	56%
Q60. Overall, I am satisfied with my work-life balance	67%	74%	59%	64%	64%	74%	65%	65%	66%	65%	58%	69%	55%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	80%	80%	71%	80%	73%	84%	79%	75%	77%	77%	63%	82%	70%
Q177. I feel safe when interacting with Citizens/external clients	72%	75%	68%	72%	64%	75%	71%	68%	73%	69%	60%	75%	68%
Q178. I feel safe when interacting with other City employees/internal clients	85%	83%	76%	87%	78%	86%	87%	84%	82%	84%	75%	83%	77%
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation	64%	63%	59%	63%	55%	70%	62%	61%	59%	60%	51%	71%	58%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	71%	71%	64%	71%	65%	78%	70%	70%	63%	67%	56%	71%	57%
Safety Climate	82	83	79	82	77	84	82	80	82	81	75	82	77
Q31. When I've had a personal or health issue, my direct supervisor has supported me	84%	89%	82%	84%	78%	89%	81%	85%	85%	83%	78%	83%	79%
Q32. My direct supervisor regularly reinforces safe work practices	84%	89%	81%	85%	81%	87%	85%	83%	84%	83%	81%	84%	78%
Q33. My direct supervisor addresses unsafe working conditions	83%	87%	78%	83%	77%	86%	84%	82%	80%	82%	76%	83%	77%
Q35. My direct supervisor effectively addresses inappropriate behaviour	71%	79%	70%	69%	65%	76%	71%	67%	68%	61%	61%	77%	64%
Q56. The City offers programs and services to support my health and well-being	75%	79%	65%	74%	71%	80%	73%	69%	67%	73%	64%	77%	64%
Q63. I receive information about the safety hazards of my job	79%	81%	75%	78%	81%	84%	79%	75%	82%	77%	70%	79%	74%
Q64. I have the training to do my job safely	85%	82%	79%	87%	79%	86%	87%	84%	83%	85%	69%	84%	76%
Q65. I have the resources to do my job safely	80%	81%	71%	80%	72%	86%	80%	78%	81%	78%	62%	80%	67%
Q66. Safety incidents are regularly discussed to reinforce learning	73%	79%	77%	71%	70%	79%	73%	72%	79%	70%	72%	77%	72%
Q67. I am supported to speak up about unsafe conditions	83%	84%	76%	84%	75%	87%	83%	80%	83%	82%	70%	80%	78%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work	93%	92%	87%	94%	84%	94%	94%	92%	92%	93%	80%	93%	86%
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	79%	84%	81%	83%	84%	83%	85%	83%	78%	89%	80%
Q71. Ethics and the Code of Conduct are discussed in my workplace	73%	75%	70%	71%	67%	77%	72%	67%	73%	71%	62%	78%	69%
Employee Satisfaction Elements													
Q1. I know and understand the current objectives of my business unit	67%	70%	62%	64%	60%	73%	65%	63%	69%	64%	50%	76%	61%
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly	79%	85%	72%	80%	77%	83%	80%	77%	76%	78%	68%	77%	70%
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job	63%	71%	60%	59%	51%	60%	60%	55%	59%	58%	47%	69%	49%
Q4. I am meaningfully involved in decisions that affect my job and me	53%	60%	51%	50%	51%	67%	49%	47%	57%	48%	33%	61%	40%
Q5. Overall, I am satisfied with development opportunities and/or training	57%	60%	51%	56%	52%	66%	55%	51%	55%	53%	43%	62%	42%
Q6. I am truly appreciated for the contribution I make to my business unit	59%	69%	53%	57%	55%	71%	56%	56%	60%	55%	48%	68%	51%
Q7. I am sufficiently rewarded (e.g. praise for work well done, cheers cards, individual/group recognition - excluding pay) for the effort that I put into my job	52%	60%	48%	54%	47%	61%	51%	49%	51%	49%	42%	53%	38%
Q8. My work related stress is manageable	58%	68%	54%	56%	53%	68%	56%	52%	59%	55%	45%	63%	47%
Employee Engagement Outcomes													
Q9. Overall, I am satisfied with the quality of my work life in my business unit	65%	75%	56%	64%	62%	73%	63%	62%	68%	62%	50%	66%	54%
Q55. I am proud to work at The City of Calgary	82%	87%	75%	80%	75%	87%	79%	77%	79%	79%	49%	88%	72%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	77%	82%	62%	75%	72%	83%	75%	70%	75%	74%	54%	80%	66%
Inclusion	74	77	70	74	70	78	74	71	73	73	64	76	67
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	80%	69%	73%	69%	80%	73%	72%	74%	71%	65%	74%	67%
Q34. My direct supervisor asks how I like to be recognized for a job well done	48%	54%	45%	45%	49%	62%	44%	40%	51%	42%	39%	57%	44%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities	76%	83%	76%	77%	81%	81%	78%	76%	78%	76%	70%	78%	76%
Q44. My coworkers treat me with respect	85%	88%	80%	85%	81%	89%	86%	84%	84%	83%	75%	87%	77%
Q57. I would recommend the City of Calgary as an employer to a family member or friend	77%	82%	62%	75%	72%	83%	75%	70%	75%	74%	54%	80%	66%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	80%	80%	71%	80%	73%	84%	79%	75%	77%	77%	63%	82%	70%
Q73. Human rights are discussed in my workplace	61%	61%	55%	59%	56%	63%	59%	56%	57%	59%	52%	64%	56%
Q74. The City creates an environment that values diverse perspectives, talents and experiences and other diversity dimensions (such as gender, race, culture, age)	76%	73%	69%	75%	61%	80%	75%	71%	69%	73%	52%	75%	66%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	61%	58%	50%	60%	56%	66%	60%	56%	60%	57%	42%	64%	49%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	71%	71%	64%	71%	65%	78%	70%	70%	63%	67%	56%	71%	57%
4 Cs Framework													
Character	80	84	78	81	78	83	80	79	81	79	74	82	76
Competence	76	79	71	76	72	80	76	73	75	74	65	78	69
Commitment	79	82	75	78	75	82	78	77	78	77	68	82	74
Collaboration	76	81	75	76	75	81	77	75	78	75	71	78	74

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Appendix C – Detailed Demographic Results

	Ethnocultural												
	Total	African	Arab	British Isles	Caribbean	East and South-East Asian	European	French	Latin, Central and South American	North-American	Oceania	South Asian	West Asian
Base Size	6,900	255	114	2,112	126	859	2,211	408	198	1,605	60	607	92
Mental Health	75	79	72	75	72	79	75	73	75	74	66	77	69
Psychological Support	81	84	78	82	77	84	81	79	81	80	75	82	75
Q21. I have a good working relationship with my direct supervisor	83%	89%	75%	83%	80%	87%	84%	81%	81%	81%	73%	85%	75%
Q31. When I've had a personal or health issue, my direct supervisor has supported me	84%	89%	82%	84%	78%	89%	85%	85%	81%	83%	78%	83%	79%
Q72. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation	76%	77%	66%	77%	66%	79%	76%	71%	71%	74%	60%	77%	62%
Organizational Culture	77	80	74	76	74	80	76	74	77	75	68	79	72
Q9. Overall, I am satisfied with the quality of my work life in my business unit	65%	75%	56%	64%	62%	73%	63%	62%	68%	62%	50%	66%	54%
Q25. My direct supervisor encourages me to collaborate with my work group	78%	86%	73%	79%	75%	85%	79%	77%	78%	76%	69%	76%	72%
Q28. I feel that my supervisor trusts me to act in The City's best interests	86%	89%	79%	88%	79%	89%	87%	84%	84%	86%	75%	86%	77%
Q29. I trust my direct supervisor	78%	85%	72%	78%	74%	84%	78%	77%	77%	75%	72%	81%	73%
Q35. My direct supervisor effectively addresses inappropriate behaviour	71%	79%	70%	69%	65%	76%	71%	67%	70%	68%	61%	77%	64%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities	76%	83%	76%	77%	81%	81%	78%	76%	78%	76%	70%	78%	76%
Q37. I trust the people I work with	71%	76%	70%	71%	65%	79%	70%	70%	68%	67%	58%	76%	63%
Q45. I know what behaviors are expected of me	94%	94%	88%	93%	89%	95%	94%	90%	91%	93%	85%	94%	90%
Q46. The people I work with cooperate to get the job done	81%	86%	76%	80%	79%	84%	80%	79%	77%	78%	68%	85%	80%
Q47. There is cooperation between the different work groups within my business unit	62%	72%	61%	59%	60%	74%	58%	58%	63%	57%	53%	70%	63%
Q52. There is a strong culture of accountability in my work group	69%	80%	69%	67%	70%	77%	68%	64%	73%	63%	64%	77%	67%
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	79%	84%	81%	85%	84%	83%	81%	83%	78%	89%	80%
Q74. The City creates an environment that values diverse perspectives, talents and experiences and other diversity dimensions (such as gender, race, culture, age)	76%	73%	69%	75%	61%	80%	75%	71%	69%	73%	52%	75%	66%
Q76. I've noticed some positive changes in my work environment since the last survey	40%	48%	38%	36%	40%	52%	36%	32%	45%	34%	27%	50%	34%
Clear Leadership & Expectations	74	79	72	73	71	78	73	71	75	72	66	78	70
Q1. I know and understand the current objectives of my business unit	67%	70%	62%	64%	60%	73%	65%	63%	69%	64%	50%	76%	61%
Q19. I have been given feedback about my job performance within the last 6 months	66%	77%	64%	63%	61%	74%	66%	61%	70%	62%	58%	72%	61%
Q20. My direct supervisor provides me with useful feedback	67%	81%	65%	66%	71%	74%	67%	61%	69%	63%	63%	73%	64%
Q23. My direct supervisor clearly communicates the expectations for my job	71%	81%	70%	69%	76%	79%	70%	68%	74%	67%	58%	77%	68%
Q27. My direct supervisor shares information I need to do my job	75%	82%	67%	74%	75%	81%	74%	71%	76%	72%	59%	78%	68%
Q45. I know what behaviors are expected of me	94%	94%	88%	93%	89%	95%	94%	90%	91%	93%	85%	94%	90%
Q46. I know what is expected of me in providing excellent customer service as an employee at The City	90%	93%	82%	90%	86%	92%	89%	90%	89%	89%	80%	93%	86%
Q50. My business unit communicates well with employees concerning issues that affect their job	56%	71%	57%	52%	56%	64%	51%	51%	56%	51%	47%	68%	60%
Q54. Senior management clearly communicates the City's goals and objectives	52%	69%	50%	47%	53%	63%	47%	45%	56%	46%	33%	62%	40%
Q71. Ethics and the Code of Conduct are discussed in my workplace	73%	75%	70%	71%	67%	77%	72%	67%	73%	71%	62%	78%	69%
Q73. Human rights are discussed in my workplace	61%	61%	55%	59%	56%	63%	59%	56%	57%	59%	52%	64%	56%
Civility & Respect	80	83	77	80	78	82	80	78	80	79	73	81	76
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly	79%	85%	72%	80%	77%	83%	80%	77%	76%	78%	68%	77%	70%
Q35. My direct supervisor effectively addresses inappropriate behaviour	71%	79%	70%	69%	65%	76%	71%	67%	70%	68%	61%	77%	64%
Q36. My direct supervisor leads by example in showing respect for employee's unique expertise, talents, backgrounds and abilities	76%	83%	76%	77%	81%	81%	78%	76%	78%	76%	70%	78%	76%
Q44. My coworkers treat me with respect	85%	88%	80%	85%	81%	89%	86%	84%	84%	83%	75%	87%	77%
Q46. The people I work with cooperate to get the job done	81%	86%	76%	80%	79%	84%	80%	79%	77%	78%	68%	85%	80%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	80%	80%	71%	80%	73%	84%	79%	75%	77%	77%	63%	82%	70%
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	79%	84%	81%	85%	84%	83%	81%	83%	78%	89%	80%
Psychological Competencies & Requirements	77	80	74	77	74	80	77	76	77	76	68	79	72
Q16. I am encouraged to use my skills and knowledge	78%	81%	72%	80%	79%	83%	80%	79%	75%	77%	63%	78%	65%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	80%	69%	73%	69%	80%	73%	72%	74%	71%	65%	74%	67%
Q29. I trust my direct supervisor	78%	85%	72%	78%	74%	84%	78%	77%	77%	75%	72%	81%	73%
Q37. I trust the people I work with	71%	76%	70%	71%	65%	79%	70%	70%	68%	67%	58%	76%	63%
Q44. My coworkers treat me with respect	85%	88%	80%	85%	81%	89%	86%	84%	84%	83%	75%	87%	77%
Q46. The people I work with cooperate to get the job done	81%	86%	76%	80%	79%	84%	80%	79%	77%	78%	68%	85%	80%
Q181. Based on my knowledge, skills and abilities, I have the same opportunity to advance at The City as anyone else	61%	58%	50%	60%	56%	66%	60%	56%	60%	57%	42%	64%	49%
Growth & Development	71	76	67	71	68	76	71	69	71	70	62	73	64
Q5. Overall, I am satisfied with development opportunities and/or training	57%	60%	51%	56%	52%	66%	55%	51%	55%	53%	43%	62%	42%
Q17. I am supported in my career development	67%	74%	64%	68%	69%	75%	68%	63%	64%	65%	60%	68%	58%
Q19. I have been given feedback about my job performance within the last 6 months	66%	77%	64%	63%	61%	74%	66%	61%	70%	62%	58%	72%	61%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	80%	69%	73%	69%	80%	73%	72%	74%	71%	65%	74%	67%
Q42. In my role, I have the opportunity to work with other City departments	72%	76%	72%	70%	67%	77%	73%	70%	73%	68%	63%	77%	70%
Q58. I am satisfied with the career options available to me at The City of Calgary	65%	71%	49%	63%	59%	72%	63%	60%	63%	61%	41%	68%	55%
Q60. Overall, I am satisfied with my work-life balance	67%	74%	59%	64%	64%	74%	65%	65%	66%	65%	58%	69%	55%
Q62. Over the past year I had opportunities at work for growth and development	60%	61%	49%	60%	53%	66%	60%	56%	58%	58%	34%	59%	41%

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Appendix C – Detailed Demographic Results

	Ethnocultural												
	Total	African	Arab	British Isles	Caribbean	East and South-East Asian	European	French	Latin, Central and South American	North-American	Oceania	South Asian	West Asian
Base Size	6,900	255	114	2,112	126	859	2,211	408	198	1,605	60	607	92
Recognition & Reward	67	73	64	66	65	74	66	64	67	65	58	70	60
Q6. I am truly appreciated for the contribution I make to my business unit	59%	69%	53%	57%	55%	71%	56%	56%	60%	55%	48%	68%	51%
Q7. I am sufficiently rewarded (e.g. praise for work well done, cheers cards, individual/group recognition - excluding pay) for the effort that I put into my job	52%	60%	48%	54%	47%	61%	51%	49%	51%	49%	42%	53%	38%
Q26. My direct supervisor shows appreciation when I do a good job	72%	81%	67%	72%	71%	80%	72%	72%	72%	70%	58%	75%	66%
Q34. My direct supervisor asks how I like to be recognized for a job well done	48%	54%	45%	45%	49%	62%	44%	40%	51%	42%	39%	57%	44%
Involvement & Influence	72	77	70	72	69	77	72	70	73	70	64	73	66
Q4. I am meaningfully involved in decisions that affect my job and me	53%	60%	51%	50%	51%	67%	49%	51%	57%	48%	33%	61%	40%
Q18. My opinions are valued	69%	74%	63%	70%	69%	77%	70%	69%	66%	67%	57%	70%	59%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	80%	69%	73%	68%	80%	73%	72%	74%	71%	65%	74%	67%
Q24. I am able to decide how to do my job, as long as the work gets done	78%	79%	71%	79%	78%	85%	78%	76%	77%	77%	76%	78%	70%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity	71%	74%	62%	70%	61%	78%	69%	69%	65%	68%	50%	72%	58%
Q50. My business unit communicates well with employees concerning issues that affect their job	56%	71%	57%	52%	56%	64%	51%	51%	56%	51%	47%	68%	60%
Workload Management	75	79	71	74	71	79	74	72	75	73	66	76	69
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job	63%	71%	60%	59%	51%	73%	60%	55%	59%	58%	47%	69%	49%
Q24. I am able to decide how to do my job, as long as the work gets done	78%	79%	71%	79%	78%	85%	78%	76%	77%	77%	76%	78%	70%
Q39. I feel productive in my job	82%	86%	71%	80%	79%	87%	80%	77%	81%	78%	58%	85%	70%
Q42. In my role, I have the opportunity to work with other City departments	72%	76%	72%	70%	67%	77%	73%	70%	73%	68%	63%	77%	70%
Q59. My work arrangements are flexible enough to meet my needs	67%	73%	56%	63%	62%	74%	64%	64%	64%	65%	53%	68%	56%
Q60. Overall, I am satisfied with my work-life balance	67%	74%	59%	64%	64%	74%	65%	65%	66%	65%	58%	69%	55%
Psychological Engagement	78	80	73	76	74	80	76	75	76	76	64	82	72
Q10. I feel energized at work	54%	68%	49%	50%	51%	63%	50%	48%	57%	49%	39%	67%	47%
Q11. When I'm at work, time goes by quickly	67%	71%	58%	63%	62%	76%	66%	61%	64%	62%	51%	77%	58%
Q12. I am enthusiastic about my job	69%	78%	62%	67%	63%	75%	66%	66%	70%	64%	57%	80%	66%
Q13. I can continue working for very long periods	68%	71%	63%	67%	71%	69%	68%	64%	71%	67%	58%	72%	69%
Q14. I am proud of the work that I do	84%	85%	75%	82%	79%	86%	83%	82%	81%	82%	53%	87%	71%
Q15. I feel happy when I am working hard	82%	83%	72%	82%	77%	84%	80%	79%	80%	81%	62%	89%	71%
Q41. The work that I do is meaningful	86%	88%	74%	85%	80%	90%	84%	84%	83%	84%	64%	91%	75%
Q55. I am proud to work at The City of Calgary	82%	87%	75%	80%	75%	87%	79%	77%	79%	79%	48%	88%	72%
Balance	74	77	70	73	69	78	73	72	72	72	65	74	65
Q30. My efforts to live a healthy lifestyle are supported	75%	85%	72%	75%	72%	83%	75%	75%	72%	73%	72%	77%	67%
Q59. My work arrangements are flexible enough to meet my needs	67%	73%	56%	63%	62%	74%	64%	64%	64%	65%	53%	68%	56%
Q60. Overall, I am satisfied with my work-life balance	67%	74%	59%	64%	64%	74%	65%	65%	66%	65%	58%	69%	55%
Q182. I am comfortable requesting a leave of absence (parental leave, family leave, etc.)	71%	71%	64%	71%	65%	78%	70%	70%	63%	67%	56%	71%	57%
Psychological Protection	76	78	73	76	73	79	76	74	76	74	68	78	70
Q8. My work related stress is manageable	58%	68%	54%	56%	53%	68%	56%	52%	59%	55%	45%	63%	47%
Q18. My opinions are valued	69%	74%	63%	70%	69%	77%	70%	66%	67%	67%	57%	70%	59%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things	72%	80%	69%	73%	69%	80%	73%	72%	74%	71%	65%	74%	67%
Q35. My direct supervisor effectively addresses inappropriate behaviour	71%	79%	70%	69%	65%	76%	71%	67%	70%	68%	61%	77%	64%
Q44. My coworkers treat me with respect	85%	88%	80%	85%	81%	83%	84%	84%	83%	83%	75%	87%	77%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives	80%	80%	71%	80%	73%	84%	79%	75%	77%	77%	63%	82%	70%
Q70. I would report unethical behavior in my workplace if it occurs	84%	82%	79%	84%	81%	85%	84%	83%	81%	83%	78%	89%	80%
Q178. I feel safe when interacting with other City employees/internal clients	85%	83%	76%	87%	78%	86%	87%	84%	82%	84%	75%	83%	77%
Q179. I can report on behaviours related to the Code of Conduct without fear of retaliation	64%	63%	59%	63%	55%	70%	62%	61%	62%	60%	51%	71%	58%
Q180. I feel empowered to discuss Code of Conduct concerns with my leader	71%	69%	63%	71%	66%	75%	71%	68%	67%	67%	58%	75%	58%
Protection of Physical Safety	81	82	79	81	77	83	82	80	82	81	74	82	77
Q32. My direct supervisor regularly reinforces safe work practices	84%	89%	81%	85%	81%	87%	85%	83%	84%	83%	81%	84%	78%
Q33. My direct supervisor addresses unsafe working conditions	83%	87%	78%	83%	77%	86%	84%	82%	80%	82%	76%	83%	77%
Q63. I receive information about the safety hazards of my job	79%	81%	75%	78%	81%	84%	79%	77%	82%	77%	70%	79%	74%
Q64. I have the training to do my job safely	85%	82%	79%	87%	79%	85%	87%	84%	83%	85%	86%	84%	76%
Q65. I have the resources to do my job safely	80%	81%	71%	80%	72%	86%	80%	78%	81%	78%	62%	80%	67%
Q66. Safety incidents are regularly discussed to reinforce learning	73%	79%	77%	71%	70%	79%	73%	72%	79%	70%	72%	77%	72%
Q67. I am supported to speak up about unsafe conditions	83%	84%	76%	84%	75%	87%	83%	80%	83%	82%	70%	80%	78%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work	93%	92%	87%	94%	84%	94%	94%	92%	92%	93%	80%	93%	86%

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