



City of Hamilton
GENERAL ISSUES COMMITTEE

Meeting #: 18-006
Date: February 27, 2018
Time: 10:00 a.m.
Location: Council Chambers, Hamilton City Hall
71 Main Street West

Stephanie Paparella, Legislative Coordinator (905) 546-2424 ext. 3993

Pages

1. APPROVAL OF AGENDA

(Added Items, if applicable, will be noted with *)

2. DECLARATIONS OF INTEREST

3. DELEGATION REQUESTS

4. PUBLIC HEARINGS / DELEGATIONS

5. STAFF PRESENTATIONS

5.1 Our People Survey Update (CM18006) (City Wide)

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6. MOTIONS

7. NOTICES OF MOTION

8. ADJOURNMENT



INFORMATION REPORT

TO:	Mayor and Members General Issue Committee
COMMITTEE DATE:	February 27, 2018
SUBJECT/REPORT NO:	Our People Survey Update (CM18006)(City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Lora Fontana 905-546-2424 Ext. 4091 Anna Filice 905-546-2424 Ext. 8910 Dawn Hannemann 905-546-2424 Ext. 4265
SUBMITTED BY:	Chris Murray City Manager
SIGNATURE:	

Council Direction:

At its November 23, 2015 meeting, Council approved report HUR15014 regarding the Our People Survey and provided staff direction to proceed with a one survey approach for all City of Hamilton (City) employees. This was in follow up to Council's request for a corporate methodology, incorporating a unified approach for employee surveying that would occur every three years.

Information:

After a competitive bid process, Metrics@Work was awarded a contract to partner with the City for the design, administration and execution of the Our People Survey. The partnership with Metrics@Work enabled the City to execute the survey in a confidential manner by having a third party receive and summarize all survey responses directly from employees. This partnership has also provided the City with access to external benchmark data through Metrics@Works' robust database of industry respondents. This will ensure the City is taking a best practice approach in both the design and execution of the survey and interpreting results in the most appropriate context.

The key objectives of the survey were to collect meaningful feedback from our employees that will lead to thoughtful actions, which will ultimately enable higher levels of engagement, performance, and trust and confidence in our City government.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

The Vendor:

Metrics@Work is a leading provider of organizational performance measurement and consulting services. Their core service and expertise lies with employee engagement surveys, action planning and organizational change, as well as leadership development aimed at supporting organizations that want to build and maintain productive and engaged workforces.

Metrics@Works' President, Dr John Yardley, is a retired Associate Professor and faculty member of Brock University. Since its establishment, Metrics@Work has provided consulting work and applied research using surveying, assessments, data mining and has conducted over 460 surveys for client organizations in the public and for-profit sector. Additionally, Dr Yardley has consulted for over 35 years across Canada and has been a speaker in the US, New Zealand, Australia and Canada, including as a keynote speaker.

The Survey Process and Results:

The Our People Survey initiative is occurring in four key phases:

1. Phase 1 – Survey Launch (September – October 2017)
- 2. Phase 2 – Sharing Results (current phase)**
3. Phase 3 – Building Action Plans (Q2 – Q4 2018)
4. Phase 4 – Implementing Action Plans, and monitoring Progress (Q4 2018 – 2020)

All City employees had the opportunity, on a voluntary and confidential basis, to participate in the Our People Survey. The survey was opened to all employees on September 22, 2017 and closed on October 15, 2017. The purpose of the survey was to measure key areas and gather meaningful feedback so that the City can continuously improve the employee experience and related performance.

The City had 4,877 respondents, which translates to a 65% overall employee participation rate. This is a 25% increase in participation rate over the previous employee survey in 2006. Specifically, 31 divisions achieved a participation rate of 80% or higher with 22 of those divisions achieving over 90% participation. This high participation rate means the results reflect the experience of the majority of employees and the survey has correctly identified strength and opportunities. This feedback will be used to develop meaningful and relevant action plans.

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Metrics@Work has analyzed the survey data and provided the City's result reports at the organizational, departmental, divisional and sectional, levels. The City's response rate was above the database average and the City's overall results were higher than the vendor's database average which is made up of other municipal, public, and private organizations. Overall, the City's results were very good and highlights include:

- Generally, City employees are very clear on the purpose of their job and feel a high sense of commitment to client/citizen service
- The City scored very high on questions related to work clarity and support for diversity in the workplace
- Employees indicated they are very proud to be City employees
- 35 out of 51 divisions had scores indicating high levels of agreement/engagement overall
- All divisions had notable areas of strength in their responses

Although the City's overall scores were very good, variation does exist when results are reported at the divisional and sectional levels. Here we find some areas which scored very high while others have scored lower compared to other City divisions. Some identified areas for improvement include:

- Top-down communication
- The need for more staff and increased training opportunities
- Better and more consistent work processes/policy & procedure practices
- Better and more consistent recognition for work performed
- Lower scores in some areas indicate that there are pockets of the organization that are experiencing lower levels of engagement overall
- While workplace behaviours scores between co-workers and Supervisors were positive and better than the vendor's database average, the external workplace behaviours (harassment from City clients) scored lower than the vendor's database average, indicating that staff are experiencing some challenges in their client facing work

Results have been shared and reviewed with senior leaders, with on-going plans to cascade results down through respective management teams to the front-line. All City leaders will be scheduling meetings to share the results to the front-line which is expected to take approximately 2 to 3 months, depending on the size of the department/division.

The Human Resources division will continue to support the City's leadership to ensure a fair, equitable, and consistent process across the organization, particularly with respect to the action planning and implementation phases that will follow.

Appendix "A" to Report CM18006 attached hereto.

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City of Hamilton 2017 Survey Results



METRICS@WORK

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Executive Summary

The City of Hamilton conducted the “Our People Survey” from September 22nd to October 15th, 2017. The Our People Survey measured 5 key focus areas:

- | | | |
|----|---------------------------------|--|
| 1. | Engagement | To determine how employees feel about their role at the City |
| 2. | Culture | To understand if employees feel our 5 culture values are lived in our everyday actions |
| 3. | Workplace Ethics & Integrity | To determine if employees perceive our behaviours to be aligned with our Code of Conduct |
| 4. | Health, Safety & Wellness | To understand how we are doing with regard to physical and psychological safety |
| 5. | Workforce Census & Demographics | To understand the composition of our workforce |

The enclosed report provides high level findings for the organization, summarized as averages of all respondent scores.

Response Rate

The overall response rate for the City of Hamilton was 65%. The average response rate within the City / Municipal Sector in the Metrics@Work database is 61.5%. More importantly, a response rate of 65% provides valid information which is reflective of the organization as a whole.

Overall Trends & Interpretations

The City of Hamilton scored above average compared to the Metrics@Work City / Municipal Database. Notably, the City of Hamilton has scored higher than average in both their highest and lowest ranked factors. For example, the City of Hamilton’s lowest ranked factor scored 54.9% compared to the norm of the database lowest ranked score of 50%. As well, the City of Hamilton’s highest ranked factor scored 86.2% compared to the norm of the database highest ranked score of 80%. Overall, the City of Hamilton did not score below 50% for any factor. This is a sign of strength for an organization, indicating on average, higher levels of agreement / engagement in the organization.

The 2017 survey results are generally very positive for the majority of City employee groups, however as is typically the case for most organizations in the Metrics@Work database, there are individual pockets of lower results when findings are explored deeper in the organization at the team levels. The survey methodology enables staff to fully explore both the positive results to ensure that good engagement continues, and the lower results to take the appropriate corrective actions. The most important key to success in using employee engagement surveys, particularly within large organizations, is to follow a strategy that supports incremental changes at the front-line level from the bottom up, rather than large top-down organizational initiatives.

Lastly, Metrics@Work recommends that it is critically important to preserve a high level of confidentiality when communicating the findings of an employee survey, which is why we provide lower level reports directly to Directors, Managers, and Supervisors. It is recommended that the survey follow-up take place within groups from the bottom up, utilizing section/team level reports. The responsibility for organizational change does not sit upon the shoulders of an organization’s human resources department, but rather it is a shared responsibility between front-line managers and staff.

It is imperative that any released reports beyond the enclosed report are kept confidential and any subsequent reports are cascaded with a level of trust and confidentiality to all staff. Metrics@Work recommends that the reports are shared and communicated in a very deliberate way to allow for their proper delivery across the organization.

Introduction

This report is based on results from all the respondents in your organization. It is important to remember that it is not what you find in this report, but what you do with what you find that really matters; therein lies the key to successful Human Resource Management change.

General Considerations

Review the report carefully and identify strengths and opportunities for improvement. The results provide important information about what employees think and feel about their jobs, the environment and people that surround their jobs, and about the organization. It is important to discuss the findings with employees to understand what may be ‘driving’ those opinions and answers to the survey. These discussions will also help to confirm the results that are most important for the organization as-a-whole and for groups within such as Departments, Divisions and Work Units.

Survey and Report Terminology

Drivers of Engagement:

The basic premise of the Metrics@Work model of employee engagement is that multiple levels of work factors, (e.g. those related to the job, work environment, or the organization as-a-whole), affect overall levels of employee engagement, which in turn affect organizational and work outcomes, such as employee health, job performance, and stress levels.

Percentages in this Report:

Percentages are based on the arithmetic mean of responses across a 7-point Likert response scale for all items in each specific Engagement Driver or Survey Outcome (see Appendix A for reference to the survey). The averages can range from 0% to 100%. An average rate of 0% would indicate that all respondents reported “Strongly Disagree” and an average rate of 100% would indicate that all respondents “Strongly Agree,” i.e., higher values represent higher overall levels of agreement. Therefore, the %’s represent the average **level** of engagement or satisfaction with each particular Engagement Driver or Survey Outcome and NOT the percentage of people who are engaged or satisfied.

Percent ranges associated with the response scale:

Range	Driver Rating System
0.0% - 8.2%	Strongly Disagree
8.3% - 24.9%	Disagree
25.0% - 41.6%	Somewhat Disagree
41.7% - 58.2%	Neither Agree nor Disagree
58.3% - 74.9%	Somewhat Agree
75.0% - 91.5%	Agree
91.6% - 100.0%	Strongly Agree

Difference from Rest Average (i.e., Diff. from Rest Avg.):

The Difference from Rest Average scores in your report represent an internal benchmark to the group that is the next level up from the group being reported (unless otherwise noted). This follows a parent-to-child relationship type of logic (e.g., every group is compared internally to the rest of its parent group – one level above). For statistical validity, a subgroup's own driver average is not included in the calculation used to determine the Rest Average of its parent group. Rather the Rest Average is a recalculated average for the “parent level group”, created by removing the child-group from the average. This creates a more valid internal benchmark that doesn’t inflate or deflate the parent groups’ average by the child groups’ own scores, or erroneously include the child group in both the comparison group and the comparator.

How to Interpret the Results

Averages:

The average is a very common measure of central tendency and it represents the “balance point” of all the respondents’ opinions. Its beauty is its simplicity and simple comparability from one construct to another or from one group to another. Survey Outcomes, Items, and Drivers of engagement are reported in rank order within this report, to allow for the easy identification of higher and lower scores. The Graph of Drivers allows for patterns to be identified within the ranking. The following offers some examples of normal patterns of results:

- Organizational drivers tend to be rated lower than work area drivers (e.g., organizational communication is typically rated lower than work area communication).
- Job and work area drivers tend to be in the top half of the Graph of Drivers.
- Co-worker cooperation is generally in the top 5 ranking, satisfaction with supervisor is typically among the top 8 ranked drivers and satisfaction with department management (e.g., Director) is generally ranked around the middle to lower half of the Graph of Drivers. Satisfaction with Senior Leadership is generally among the bottom 8 ranked drivers.
- If co-worker cooperation and satisfaction with direct supervisor are both high in the rankings, and with similar averages, and satisfaction with department and senior management are ranked low, and scored similarly, it is likely that there is a “them vs. us” mentality within that groups’ results.
- Employee Involvement, Workload, Recognition and Satisfaction with Leadership, Opportunities for Advancement and Performance Management are almost always ranked near the bottom of the Graph of Driver Averages.

Changes in any of the common patterns noted above can be the sign of a problem and should be looked at as possible opportunities for improvement. Averages can also be used to identify variability among groups. For example, the Group Analyses section of this report presents ranked averages for groups on an individual basis, as well as illustrating among groups averages for each individual driver (e.g., Personal Recognition).

Quick Tips for Highlighting Your Organization’s Strengths:

Create a list of your potential strengths. To establish strengths on an absolute basis refer to the Graph of Driver Averages in the Overall Analyses Section of this report. At the top of the Graph of Driver Averages are your strengths. Include any drivers that are 75.0% or higher (i.e., on average, falling in the Agree and Strongly Agree range), or Select the top 3 ranked Drivers.

Quick Tips for Highlighting your Organization’s Opportunities for Improvement:

Create a list of your potential opportunities for improvement. To establish opportunities for improvements on an absolute level refer to the Graph of Driver Averages in the Overall Analyses Section of this report. At the bottom of the Graph of Driver Averages are your ‘potential’ opportunities for improvements. Include any drivers that are below 41.7% (i.e., on average, falling in the Disagree Range of the response scale), or Select the bottom 3 ranked Drivers.

Favourable / Unfavourable:

The Graph of Frequencies follows the Graph of Driver Averages and presents the drivers in the same rank order but illustrates the top and bottom box results (i.e., the % of responses in the two most positive and two most negative response categories). This graph can provide an alternative to interpreting averages, by illustrating the strong positive and strong negative responses underlying the average score.

Frequency Distributions:

We provide, as our measure of variability, the frequency distributions for each construct (in the Overall Analyses section “Table of Frequencies”). Some of the readers may ask, “why is the standard deviation not provided?” There are multiple reasons, but quickly stated, typical work engagement survey distributions are not normally distributed (instead they are usually quite highly skewed), standard deviations are not in the original units of measurement, and many people are not sufficiently trained to read and understand standard deviations. Frankly, they are not useful to the majority of readers. In contrast, even the most arithmetic phobic person can read a frequency distribution. When reading your frequency distributions, particularly look for the following:

1. **High %’s of respondents in the positive end (right end of our tables),** i.e., high %’s of agreement and satisfaction. These distributions are an indicator of widespread good practices.
2. **Low %’s of respondents in the negative end (left end of our tables),** i.e., low %’s of disagreement and

dissatisfaction. These distributions usually occur with the bulge in the positive end and are an indicator of very few poor practices.

3. **Higher %'s of respondents in the negative end** i.e., higher %'s of disagreement and dissatisfaction. These distributions are a sign of a number of “dissatisfied people” who are likely upset about a few factors associated with that driver and / or poorer practices. This type of result is an indicator of a need for review and possible intervention, particularly if the results are due to groups of people such as in certain work units or departments.
4. **Very high %'s of respondents in the negative end** i.e., quite high %'s of people who are Strongly Disagreeing or Disagreeing. Fortunately these distributions are rare and usually only occur with average scores in the 30%'s and below. These low levels of scores usually occur for sub-groups and they are a clear sign of extreme dissatisfaction and arguably they should receive “Immediate Attention.”
5. **Bi-modal Splits** are where there are high %'s of respondents to the right and to the left with lower proportions in between. Rarely are these seen as clearly as shown in text books, normally the left side has a smaller % of respondents than the right. They are less often seen in large groups but are much more likely to show in small groups. They are clear “sign” of them and us issues, i.e., the group has split with strong proportions having diametrically opposite opinions. Any intervention or follow-up has to be sensitive to the two opposing opinions expressed by the distribution of scores.

Internal Benchmarking (i.e., Diff. From Rest Avg.):

A very important form of interpretation is by relative difference, of which one form of relative difference is compared with another group that is similar to your own. The Group Analyses section of this report not only depicts the drivers in rank order for easy identification of top and bottom absolute scores but each driver is compared to the average for that driver for the rest of a groups' parent group (i.e., superordinate group), unless otherwise indicated. Observable differences are coloured green (more than +5%) or red (less than -5%) for easy identification of possible strengths and opportunities for improvement. Note: the Summary of Results provides a quick and easy way to see the differences among groups by comparing the Grand Average (i.e., the average of all drivers), for each group in the form of a difference score. Differences in the positive and negative illustrate higher and lower levels of overall engagement for each group.

External Benchmarking:

External benchmarking (if applicable in your report), is very useful way to interpret whether your driver averages are higher or lower compared to a normative benchmark. Other possible external comparisons can be provided (if applicable), on a sector or geographical basis, among others. Again, observable differences are coloured green (more than +5%) or red (less than -5%) for easy identification of possible strengths and opportunities for improvement. The External Benchmarking section of this report (provided if applicable) also provides a comparison with the highest scoring company in the database comparison (e.g., a type of 'Best Practice' comparison).

Response Profile

	Count	Total	%
City of Hamilton	4877	7549	65%

Overall Driver Analyses

Section Overview

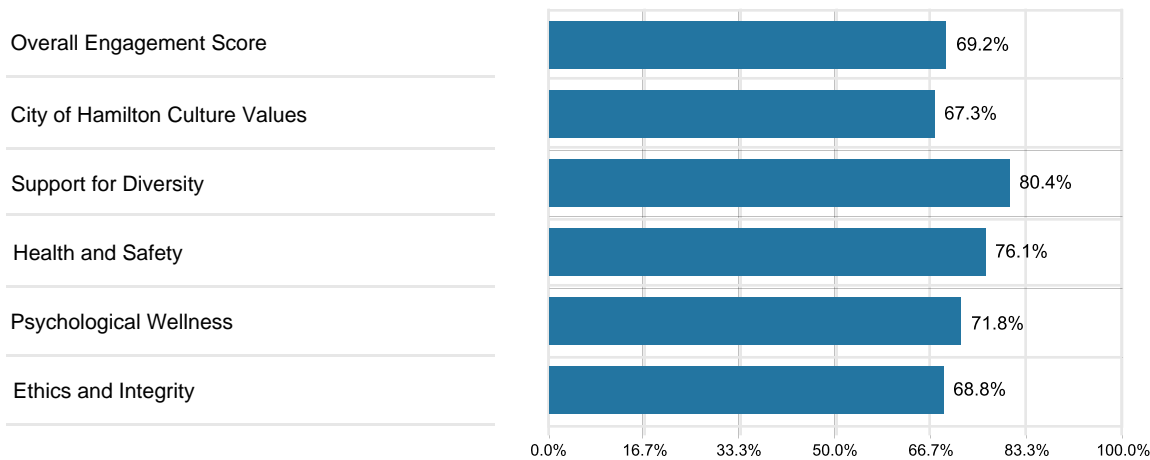
This section presents a summary of your most important employee engagement results, in the form of drivers of engagement. Drivers could be called “predictors” of engagement and are considered to be “causes” of lower or higher engagement. At the City of Hamilton, we categorized drivers into 5 levels that capture their greatest influence:

1. Job-Related (Job:)
2. Work Area (Work Area:)
3. Divisional (Div:)
4. Departmental (Dept:)
5. Organizational (Org:)

Information About Drivers and Survey Follow-up / Action Planning: A Driver at one level can have an influence at other levels, so the designations are not exact or precise. In particular, Job-Related, Work Area, and Divisional drivers tend to overlap the most. Drivers at these first three levels (Job, Work Area, and Div.) can be considered most within the sphere of influence by front line employees and leaders, and are therefore more able to be changed by such groups, as compared to Departmental and Organizational drivers. This is important to keep in mind when creating action plans from these results. See Appendix A for a breakdown of the questions associated with each of the 48 Drivers presented in this report.

Note: In some cases, where Divisions are quite large (e.g., > 200 employees), the Div. drivers could be considered more organizational in nature, and more within the sphere of influence of a Director and their leadership team. In such cases the Job and Work Area drivers should be considered most meaningful for creating change and action planning at the Team level.

Survey Indexes



Note: Average scores are based on the arithmetic mean across a 7-point scale from Strongly Disagree to Strongly Agree. Each persons' response is assigned a numeric value. Then, for a particular measure, all the responses are summed up and divided by the total number of respondents to create a mean score. Finally, the mean score is converted into an average percent ranging from 0% to 100%. The Average scores represent the average "Level" of agreement, or engagement for any particular measure. The scale below shows the range of average scores associated with each of the original response scales.

Scale	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
Range	0.0% - 8.2%	8.3% - 24.9%	25.0% - 41.6%	41.7% - 58.2%	58.3% - 74.9%	75.0% - 91.5%	91.6% - 100.0%

Explanation of Survey Indexes

Overall Engagement Score

The Overall Engagement Score is based on the average of all 48 distinct employee engagement factors measured in the Our People Survey. These 48 distinct employee engagement factors are referred to as the "Drivers" of Engagement throughout this report.

City of Hamilton Culture Values

The City of Hamilton Culture Values are based on the average of 10 questions relating to the five core values at the City of Hamilton (i.e., Sensational Service, Steadfast Integrity, Collective Ownership, Courageous Change, Engaged Empowered Employees). Each of these five core values were measured using two distinct questions, one from the Work Area / Team perspective (i.e., the extent to which "People in my Work Area / Team usually behave in ways that demonstrate" the core values), and another from the City perspective (i.e., the extent to which "The organization does a good job of creating and supporting work environments where employees can demonstrate" the core values).

Support for Diversity

The Support for Diversity score is based on the average of 2 questions from the following Drivers of Engagement: Work Area: Support for Diversity, and Div: Organizational Support for Diversity. Note: other measures of Diversity were included in the Our People Survey but they captured census level information, which is not comparable with the results presented in this section of the report, and has been reported separately within the City of Hamilton.

Health and Safety

The Health and Safety score is based on the average of 10 questions from the following Drivers of Engagement: Work Area: Health and Safety Practices, Work Area: Immediate Supervisor Support, Div: Divisional Health and Safety Practices, and Div: Support from Middle Management.

Psychological Wellness

The Psychological Wellness score is based on the average of 9 questions from the following Drivers of Engagement: Job: Workload Manageability, Work Area: Workload Distribution is Fair, Work Area: Inappropriate Behaviors Not Tolerated, Division: Inappropriate Behaviors Not Tolerated, Work Area: Importance of Mental Health, Work Area: Immediate Supervisor Support, Division: Support from Middle Management, and Job: Physical Safety.

Ethics and Integrity

The Ethics and Integrity score is based on the average of 8 questions from the following Drivers of Engagement: Work Area: Ethics and Integrity - Conflict Resolution, Div: Support from Division Leaders, Dept: Consistent Policies / Practices in my Department, and Job: Ethics and Integrity - Uphold Code of Conduct.

Graph of Driver Averages

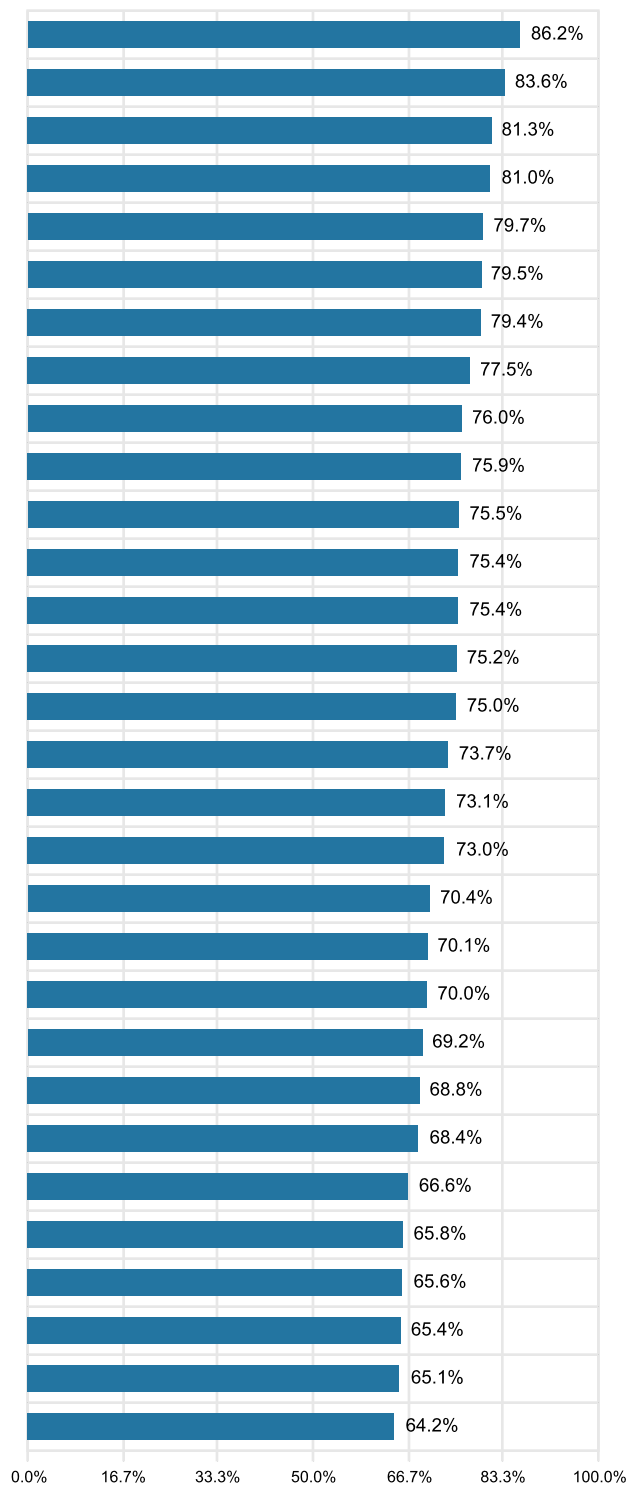
Note: Average scores are based on the arithmetic mean across a 7-point scale from Strongly Disagree to Strongly Agree. Each persons' response is assigned a numeric value. Then, for a particular measure, all the responses are summed up and divided by the total number of respondents to create a mean score. Finally, the mean score is converted into an average percent ranging from 0% to 100%. The Average scores represent the average "Level" of agreement, or engagement for any particular measure. The scale below shows the range of average scores associated with each of the original response scales.

Scale	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
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Ranked Drivers

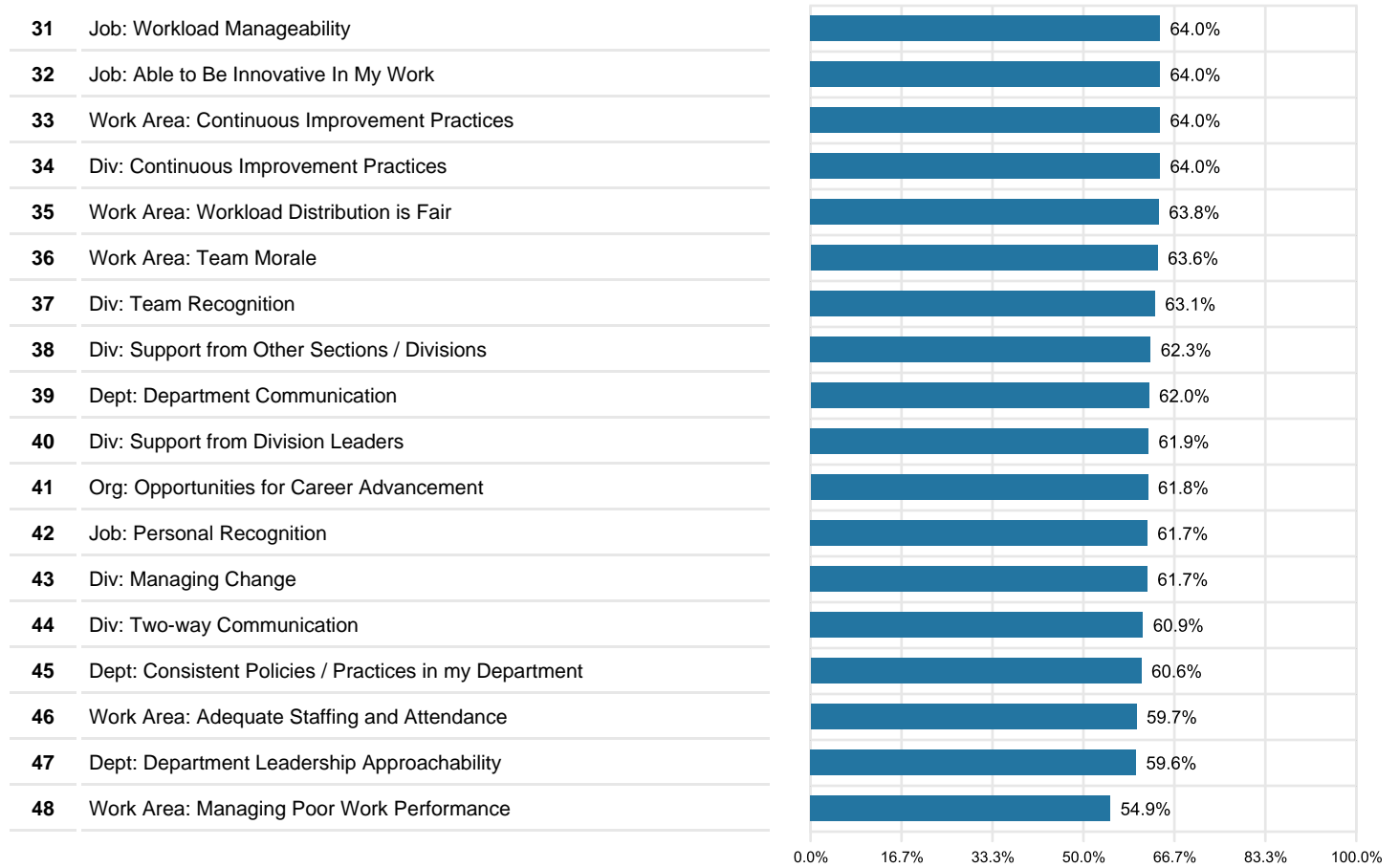
1	Job: Clarity
2	Div: Customer / Client / Citizen Service Important
3	Work Area: Support for Diversity
4	Org: Pride in Team / Division / Department
5	Job: My Work Contributes to City's Vision and Mission
6	Org: Would Recommend City as Employer
7	Div: Support for Diversity
8	Div: Divisional Health and Safety Practices
9	Work Area: Immediate Supervisor Support
10	Job: Physical Safety
11	Div: Inappropriate Behaviors Not Tolerated
12	Work Area: Respectful Work Environment
13	Work Area: Health and Safety Practices
14	Job: Sense of Accomplishment
15	Work Area: Inappropriate Behaviors Not Tolerated
16	Div: Communication
17	Job: Ethics and Integrity - Uphold Code of Conduct
18	Org: Organizational Communication
19	Work Area: Importance of Mental Health
20	Div: Support from Middle Management
21	Work Area: Comfortable Speaking Up
22	Job: Inspired to Go Above and Beyond
23	Org: Senior Leaders Support Vision and Mission
24	Work Area: Feedback About Your Work
25	Work Area: Involvement in Decision Making
26	Dept: Inter-Departmental Cooperation
27	Div: Customer / Client / Citizen Service Training
28	Job: Support for Training Opportunities
29	Work Area: Ethics and Integrity - Conflict Resolution
30	Job: Satisfied with Resources and Supplies

Driver Averages



Ranked Drivers (cont.)

Driver Averages



Note: Average scores are based on the arithmetic mean across a 7-point scale from Strongly Disagree to Strongly Agree. Each persons' response is assigned a numeric value. Then, for a particular measure, all the responses are summed up and divided by the total number of respondents to create a mean score. Finally, the mean score is converted into an average percent ranging from 0% to 100%. The Average scores represent the average "Level" of agreement, or engagement for any particular measure. The scale below shows the range of average scores associated with each of the original response scales.

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Table of Frequencies

The following table illustrates the percentages of all response categories for each driver. The red-coloured columns represent the two most negative (unfavourable) categories. The green-coloured columns represent the two most positive (favourable) categories.

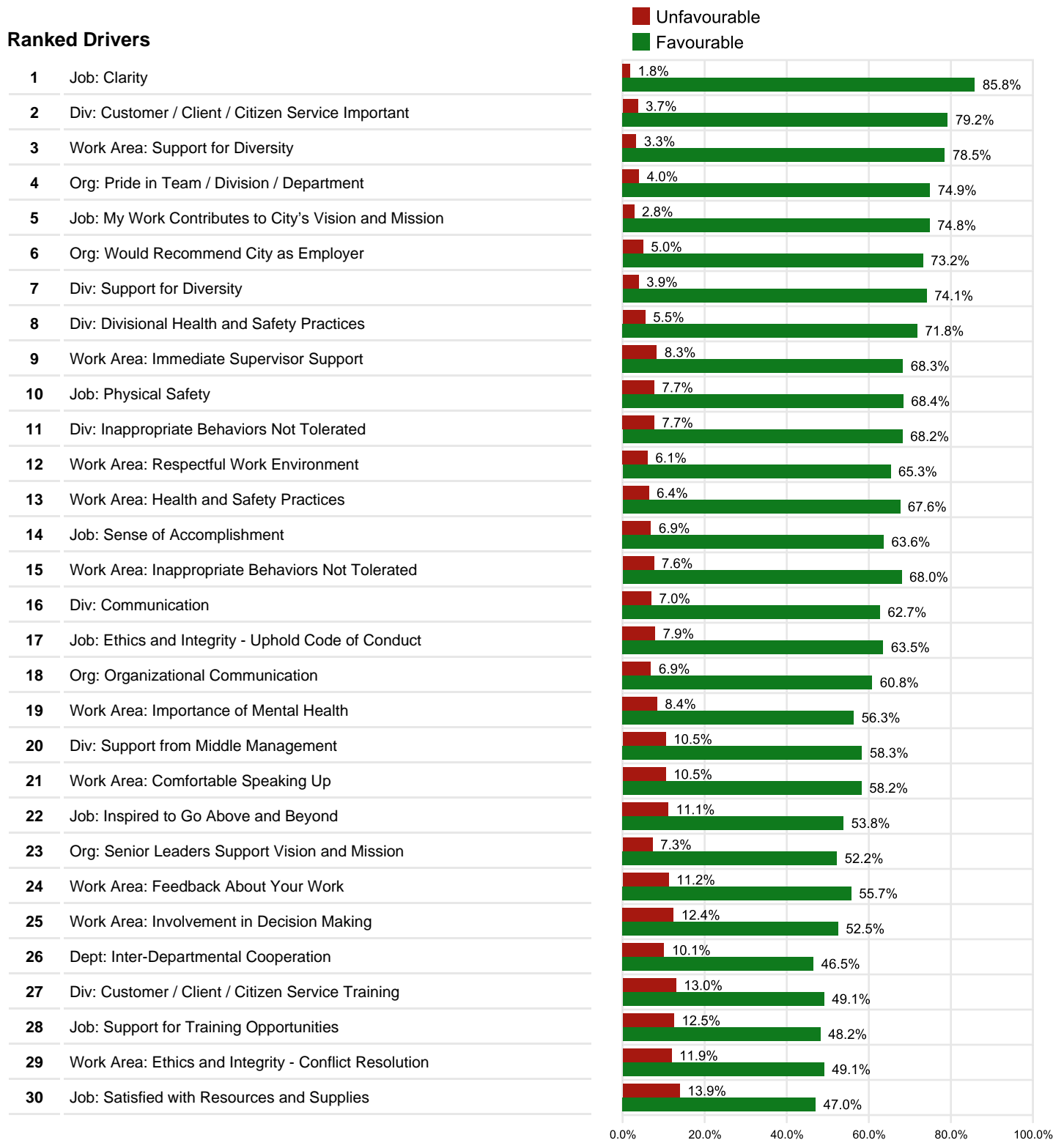
Ranked Drivers		Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	Job: Clarity	0.9%	0.9%	2.2%	1.4%	8.7%	42.3%	43.5%
2	Div: Customer / Client / Citizen Service Important	2.0%	1.7%	2.0%	5.9%	9.1%	33.8%	45.4%
3	Work Area: Support for Diversity	1.5%	1.8%	1.8%	9.3%	7.1%	45.2%	33.3%
4	Org: Pride in Team / Division / Department	1.8%	2.2%	2.6%	6.4%	12.2%	38.9%	36.0%
5	Job: My Work Contributes to City's Vision and Mission	1.0%	1.8%	1.7%	7.4%	13.3%	51.5%	23.3%
6	Org: Would Recommend City as Employer	2.6%	2.4%	2.7%	6.1%	13.0%	40.1%	33.1%
7	Div: Support for Diversity	2.3%	1.6%	2.8%	11.2%	8.0%	41.1%	33.0%
8	Div: Divisional Health and Safety Practices	2.4%	3.1%	4.3%	6.5%	12.0%	44.5%	27.3%
9	Work Area: Immediate Supervisor Support	4.2%	4.1%	4.1%	7.7%	11.7%	35.2%	33.1%
10	Job: Physical Safety	3.3%	4.4%	5.8%	6.1%	11.9%	37.2%	31.2%
11	Div: Inappropriate Behaviors Not Tolerated	3.8%	3.9%	5.7%	7.8%	10.6%	37.2%	31.0%
12	Work Area: Respectful Work Environment	2.3%	3.8%	5.9%	5.8%	16.9%	40.0%	25.3%
13	Work Area: Health and Safety Practices	2.8%	3.6%	4.1%	9.4%	12.6%	43.7%	23.9%
14	Job: Sense of Accomplishment	3.1%	3.8%	3.8%	6.9%	18.8%	37.6%	26.0%
15	Work Area: Inappropriate Behaviors Not Tolerated	3.5%	4.1%	5.4%	7.9%	11.2%	40.8%	27.2%
16	Div: Communication	2.8%	4.2%	6.3%	7.0%	16.8%	39.5%	23.2%
17	Job: Ethics and Integrity - Uphold Code of Conduct	3.7%	4.2%	5.0%	9.6%	13.9%	41.1%	22.4%
18	Org: Organizational Communication	3.0%	3.9%	5.2%	8.1%	19.2%	41.7%	19.1%
19	Work Area: Importance of Mental Health	3.7%	4.7%	6.9%	10.7%	17.6%	37.0%	19.3%
20	Div: Support from Middle Management	5.6%	4.9%	5.4%	12.4%	13.4%	35.5%	22.8%
21	Work Area: Comfortable Speaking Up	4.7%	5.8%	7.1%	7.5%	16.7%	38.6%	19.6%
22	Job: Inspired to Go Above and Beyond	4.4%	6.7%	6.0%	10.4%	18.8%	32.7%	21.1%
23	Org: Senior Leaders Support Vision and Mission	3.6%	3.7%	5.0%	17.4%	18.0%	38.5%	13.7%
24	Work Area: Feedback About Your Work	5.1%	6.1%	6.2%	10.6%	16.3%	39.5%	16.2%
25	Work Area: Involvement in Decision Making	5.6%	6.8%	7.3%	10.1%	17.8%	38.0%	14.5%
26	Dept: Inter-Departmental Cooperation	4.3%	5.8%	8.4%	11.9%	23.1%	34.9%	11.6%
27	Div: Customer / Client / Citizen Service Training	6.0%	7.0%	8.5%	10.2%	19.2%	32.5%	16.6%
28	Job: Support for Training Opportunities	5.2%	7.3%	9.6%	9.8%	19.9%	32.5%	15.7%
29	Work Area: Ethics and Integrity - Conflict Resolution	5.4%	6.5%	8.3%	14.1%	16.7%	35.7%	13.4%
30	Job: Satisfied with Resources and Supplies	5.6%	8.3%	10.9%	5.8%	22.3%	33.9%	13.1%
31	Job: Workload Manageability	6.4%	8.9%	11.1%	4.4%	22.3%	31.3%	15.6%
32	Job: Able to Be Innovative In My Work	5.5%	8.2%	7.9%	12.1%	22.5%	28.8%	15.0%

Ranked Drivers (cont.)		Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
33	Work Area: Continuous Improvement Practices	6.6%	7.3%	7.8%	12.4%	19.4%	32.6%	13.9%
34	Div: Continuous Improvement Practices	6.1%	7.6%	9.2%	11.1%	19.7%	31.7%	14.6%
35	Work Area: Workload Distribution is Fair	6.1%	7.7%	9.7%	9.7%	19.2%	36.4%	11.3%
36	Work Area: Team Morale	8.7%	7.9%	8.9%	7.0%	18.3%	33.5%	15.7%
37	Div: Team Recognition	6.7%	8.2%	8.9%	12.8%	17.4%	31.4%	14.6%
38	Div: Support from Other Sections / Divisions	5.5%	6.8%	9.1%	17.6%	19.6%	30.5%	10.8%
39	Dept: Department Communication	6.4%	8.3%	10.8%	8.7%	24.0%	30.6%	11.2%
40	Div: Support from Division Leaders	9.1%	9.2%	8.2%	12.3%	14.7%	29.7%	17.0%
41	Org: Opportunities for Career Advancement	9.0%	8.0%	9.4%	10.5%	18.9%	28.7%	15.6%
42	Job: Personal Recognition	8.2%	9.3%	8.2%	11.9%	17.9%	29.1%	15.2%
43	Div: Managing Change	9.7%	7.7%	8.8%	12.1%	16.6%	28.4%	16.8%
44	Div: Two-way Communication	9.4%	8.8%	11.3%	7.4%	19.8%	27.6%	15.8%
45	Dept: Consistent Policies / Practices in my Department	6.9%	8.7%	11.3%	11.1%	21.1%	31.3%	9.8%
46	Work Area: Adequate Staffing and Attendance	9.2%	9.0%	9.3%	14.4%	14.5%	33.2%	10.6%
47	Dept: Department Leadership Approachability	8.1%	9.3%	9.5%	15.8%	17.0%	28.0%	12.3%
48	Work Area: Managing Poor Work Performance	9.5%	11.0%	11.8%	17.9%	15.0%	27.3%	7.4%

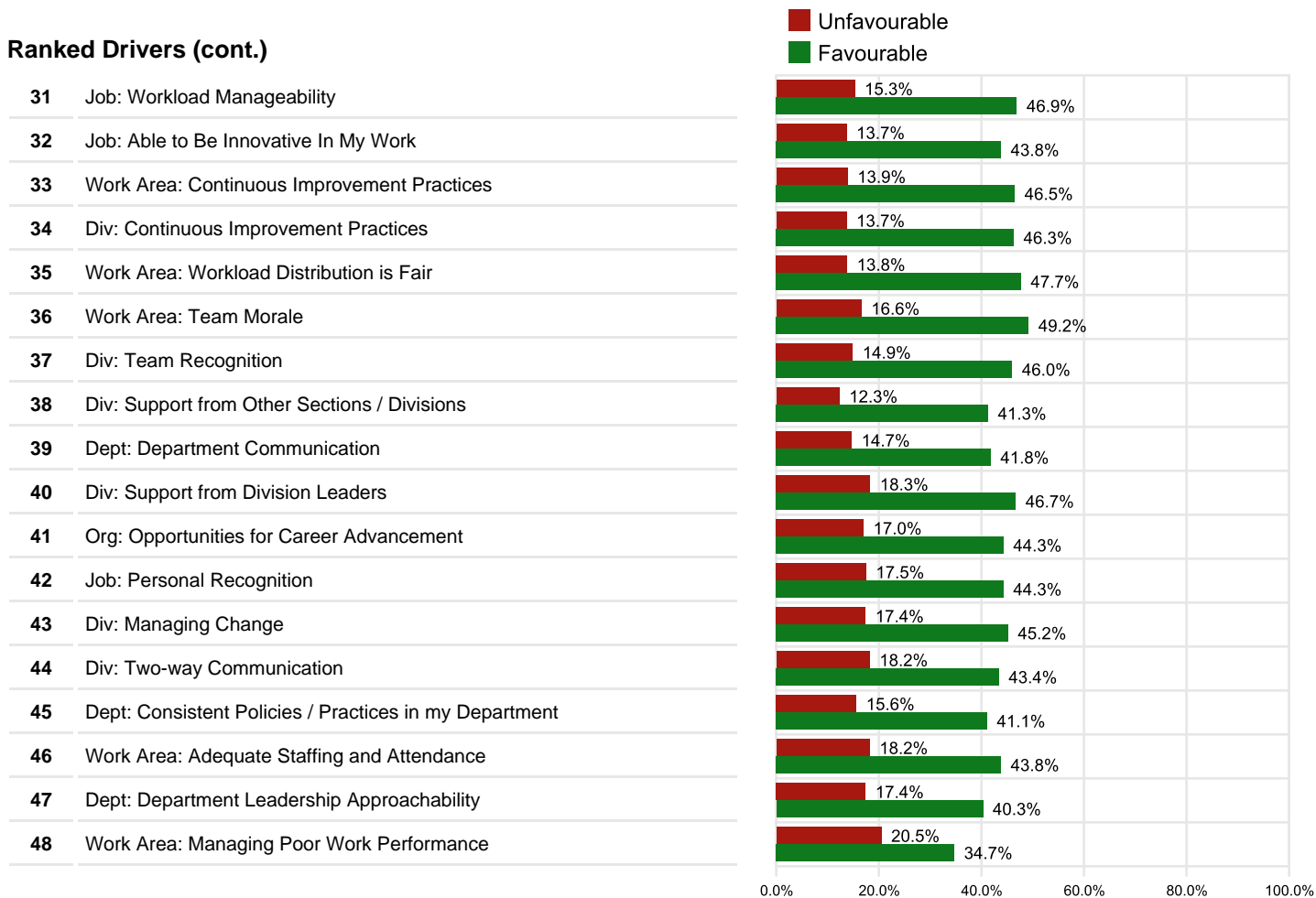
Graph of Frequencies

The following graph illustrates the percentages of combined response categories for each driver. The red bars represent the combination of the two least positive (unfavourable) responses (e.g. “Strongly Disagree” and “Disagree”), while the green bars represent the combination of the two most positive (favourable) responses (e.g. “Strongly Agree” and “Agree”).

Ranked Drivers



Ranked Drivers (cont.)



External Benchmarking Analyses

Section Overview

The full Metrics@Work database consists of approximately 220 organizations from Public and Private Sectors (e.g., Manufacturing, Health Care, Government, Municipalities, Education, and Financial Institutions), ranging in size from under 100 employees to more than 7000 employees. The benchmarking provided in this report is based on a subset of the full Metrics@Work database and is described in detail under the headings below (e.g., Database Average).

Colour coding is used throughout the benchmarking section. Green indicates that your difference score is more than 5% higher than the benchmark comparison being used. Black indicates that your difference score is within a +/-5% boundary of the benchmark. Finally, red indicates that your difference score is more than 5% lower than the benchmark comparison.

Database Average

The Database Average represents an external comparison between the drivers from your survey and those within the Metrics@Work database. This comparison is drawn from up to 200 organizations and over 100,000 survey respondents. Only organizations with 100 or more employees are included in this comparison.

Municipal Sector Average

The Municipal Sector Average is drawn from up to 33 organizations and 26,000 survey respondents. Caution: the number of organizations and similar survey questions fluctuates by driver and in some instances drivers are based on as few as 3 organizations which may result in a less representative comparison for your organization for some drivers.

Notes:

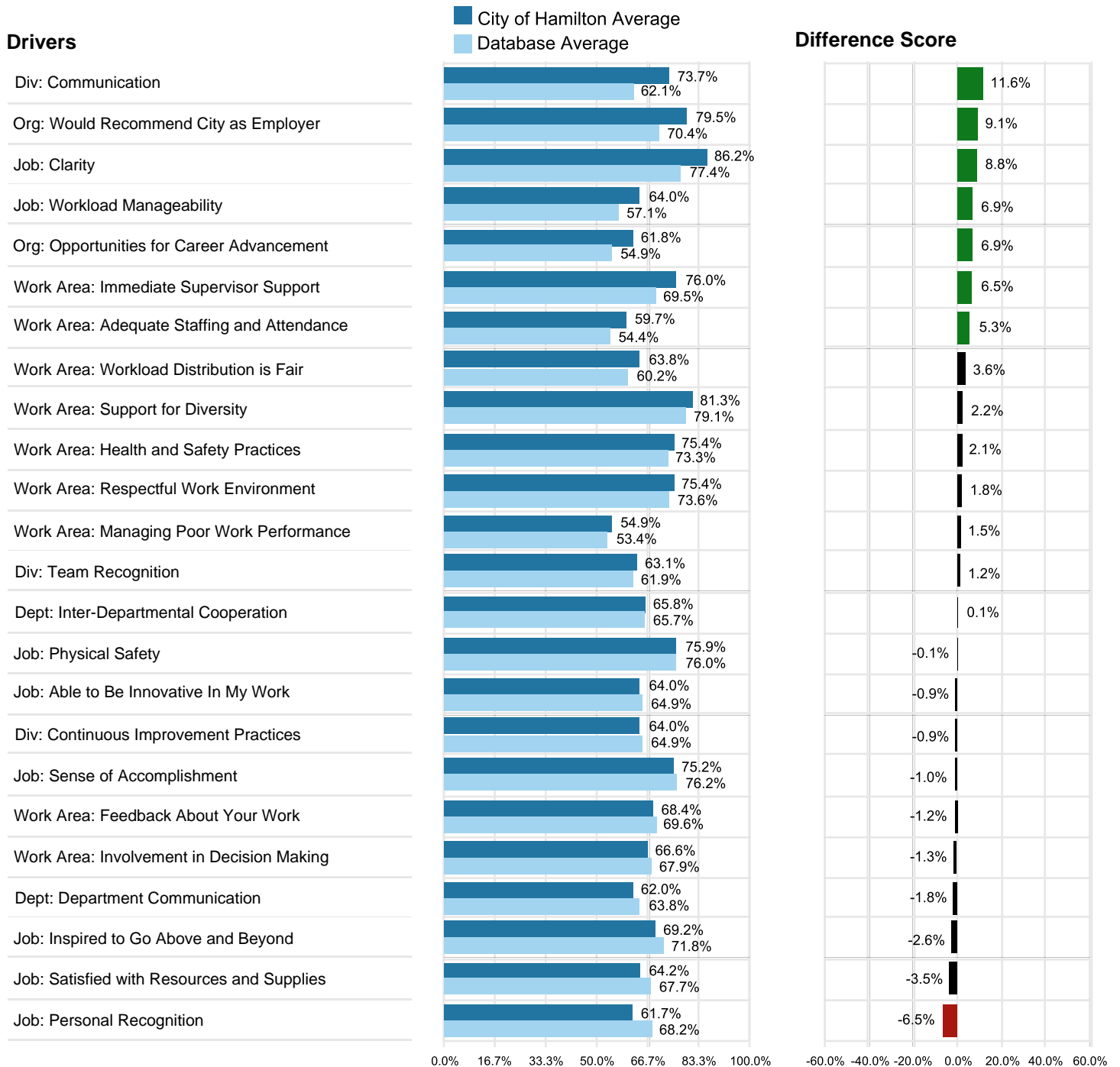
1. Please note that drivers that do not have enough respondents in a particular Metrics@Work database to produce a valid benchmark have been removed from the graphs in that section.

Database Average

The Database Average represents an external comparison between the drivers from your survey and those within the Metrics@Work database. This comparison is drawn from up to 200 organizations and over 100,000 survey respondents. Only organizations with 100 or more employees are included in this comparison.

Difference Score:

- **Green bar (Positive):** Your score is higher than the benchmark Average by more than 5 percentage points
- **Black bar (Neutral):** Your score is within +/-5.0 percentage points from benchmark Average
- **Red bar (Negative):** Your score is lower than the benchmark Average by more than 5 percentage points



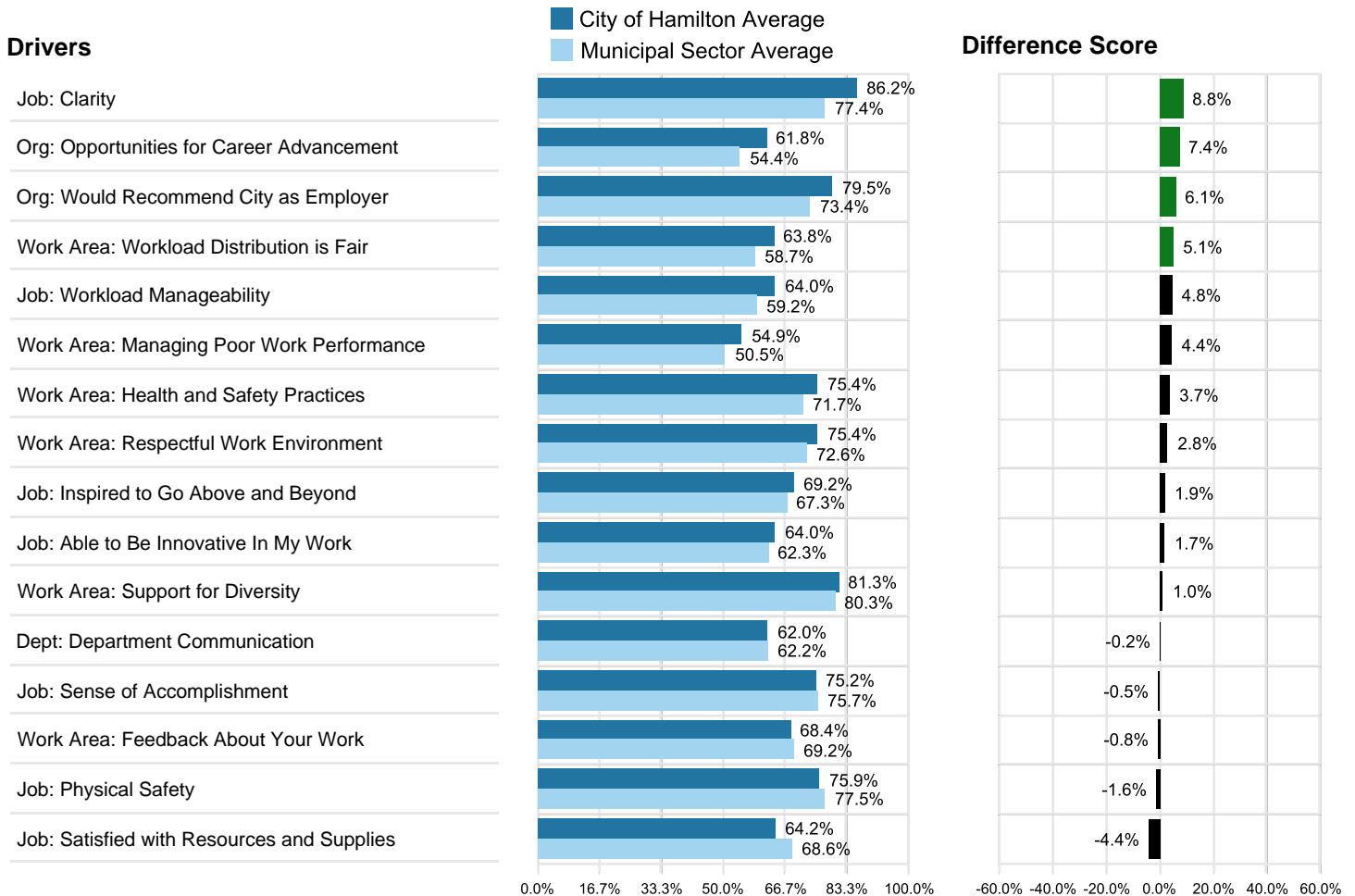
Note: Those drivers without valid benchmarks have been removed from the preceding graph (see Section Overview notes).

Municipal Sector Average

The Municipal Sector Average is drawn from up to 33 organizations and 26,000 survey respondents. Caution: the number of organizations and similar survey questions fluctuates by driver and in some instances drivers are based on as few as 3 organizations which may result in a less representative comparison for your organization for some drivers.

Difference Score:

- **Green bar (Positive):** Your score is higher than the benchmark Average by more than 5 percentage points
- **Black bar (Neutral):** Your score is within +/-5.0 percentage points from benchmark Average
- **Red bar (Negative):** Your score is lower than the benchmark Average by more than 5 percentage points



Note: Those drivers without valid benchmarks have been removed from the preceding graph (see Section Overview notes).

Detailed Reporting: Non-Standard Measures

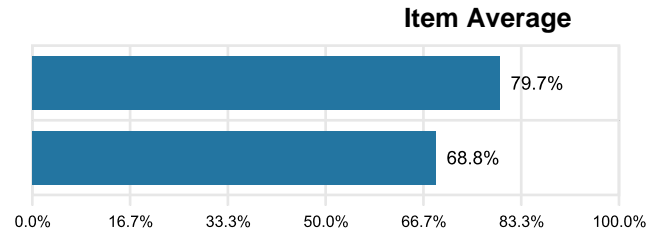
Section Overview

This section provides detailed results for Non-Standard Measures. There are four types of survey measures that have been specifically created for the City of Hamilton and are not comparable with the standard Drivers of Engagement or use a different response scale than the standard agreement scale used in all the Driver measures. The following measures are considered "Non-Standard" and are reported in this section of the report: Vision and Mission, Performance Accountability and Development, City of Hamilton Culture Values and Workplace Behaviours.

1. Vision and Mission

Fig. 1.1 Item Statement

- 6.3c** I understand how my work contributes to the City's Vision and Mission (N=4739)
- 6.3d** The Senior Leadership Team makes decisions that help the City of Hamilton achieve its Vision and Mission (N=4725)



6.3a I was aware of the City's Vision prior to reading it in this survey:

Option	Number of Responses	Percentage
Yes	4137	87.5%
No	592	12.5%
Total Responses: 4729		

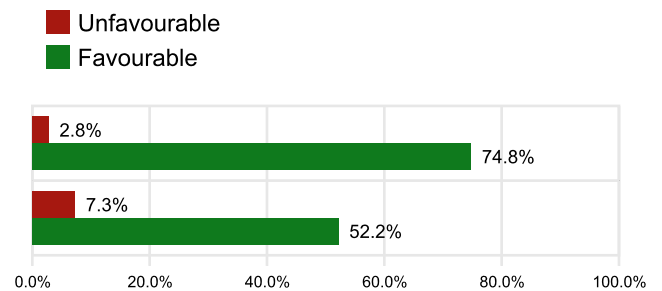
6.3b I was aware of the City's Mission prior to reading it in this survey:

Option	Number of Responses	Percentage
Yes	3903	82.6%
No	821	17.4%
Total Responses: 4724		

Fig. 1.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
6.3c	1.0%	1.8%	1.7%	7.4%	13.3%	51.5%	23.3%
6.3d	3.6%	3.7%	5.0%	17.4%	18.0%	38.5%	13.7%

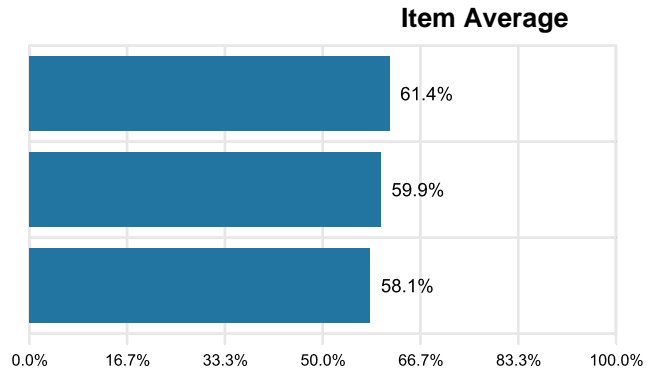
Fig. 1.3 Item Comparison Zones



2. Performance Accountability and Development

Fig. 2.1 Item Statement

6.4b	I feel that the PAD process is an effective way to provide feedback on work performance and track my progress on work goals (N=3617)
6.4d	I feel that the PAD process can positively impact the City's ability to achieve its Vision and Mission (N=3604)
6.4c	I feel that the PAD process helps to advance my learning and development (N=3609)
6.4a	I have participated in the PAD process within the last 12 months

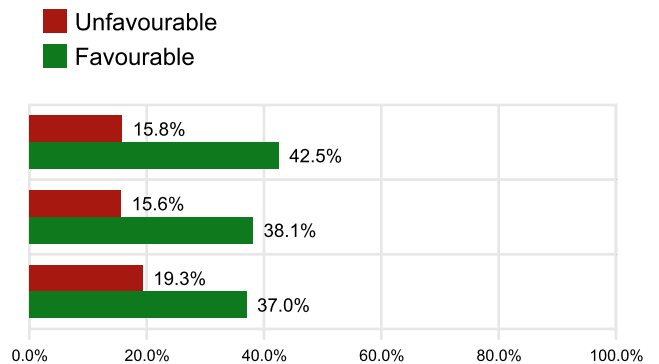


Option	Number of Responses	Percentage
Yes	3459	74.0%
No	1215	26.0%
Total Responses: 4674		

Fig. 2.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
6.4b	7.1%	8.7%	9.6%	10.5%	21.8%	32.2%	10.3%
6.4d	7.0%	8.6%	8.3%	17.7%	20.3%	28.7%	9.4%
6.4c	8.2%	11.1%	9.3%	13.4%	20.9%	27.6%	9.4%

Fig. 2.3 Item Comparison Zones



3. Culture Values

7.1a I was aware of the City's 5 Corporate Culture Pillars prior to reading it in this survey?

Option	Number of Responses	Percentage
Yes	4133	87.8%
No	574	12.2%
Total Responses: 4707		

4. Culture Values: Work Area / Team

Fig. 4.1 Item Statement

7.5a	Sensational Service (N=4716)
7.3a	Steadfast Integrity (N=4715)
7.2a	Collective Ownership (N=4723)
7.4a	Courageous Change (N=4711)
7.6a	Engaged Empowered Employees (N=4721)

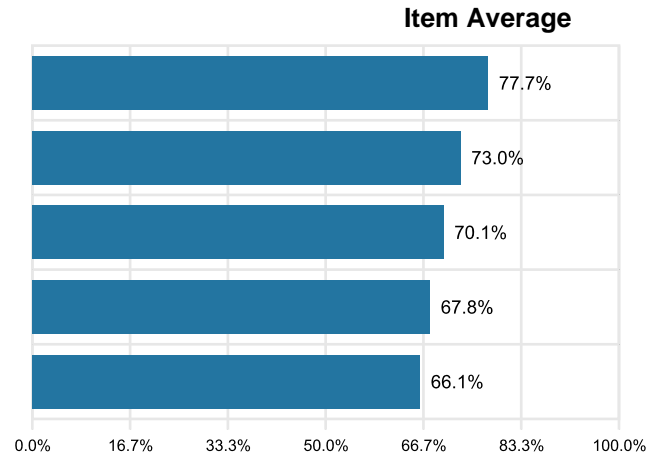
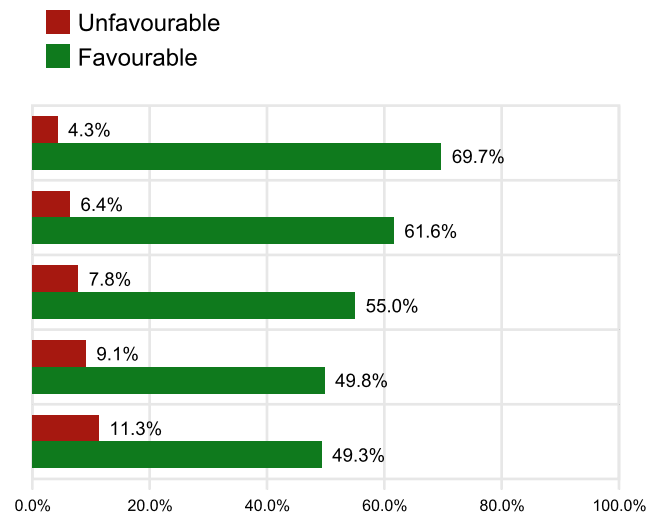


Fig. 4.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
7.5a	1.9%	2.4%	3.6%	6.0%	16.4%	45.2%	24.5%
7.3a	2.4%	4.0%	5.8%	7.4%	18.7%	44.9%	16.7%
7.2a	2.5%	5.3%	6.7%	9.1%	21.4%	40.8%	14.2%
7.4a	3.5%	5.6%	7.2%	11.4%	22.6%	36.7%	13.1%
7.6a	5.1%	6.2%	8.6%	10.1%	20.7%	36.0%	13.3%

Fig. 4.3 Item Comparison Zones



5. Culture Values: Organizational

Fig. 5.1 Item Statement

7.5b	Sensational Service (N=4697)
7.3b	Steadfast Integrity (N=4703)
7.2b	Collective Ownership (N=4699)
7.4b	Courageous Change (N=4700)
7.6b	Engaged Empowered Employees (N=4710)

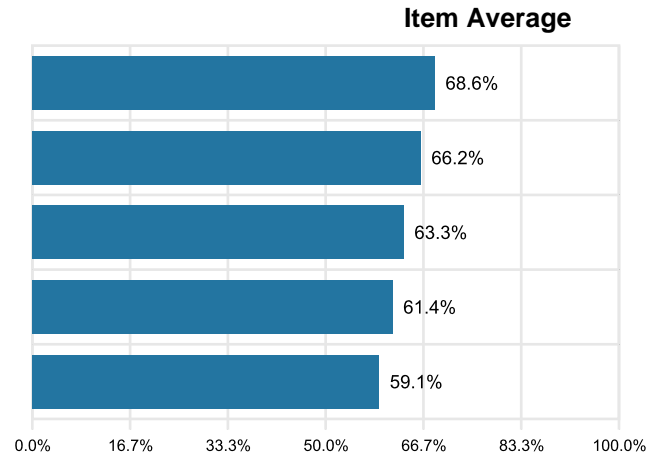
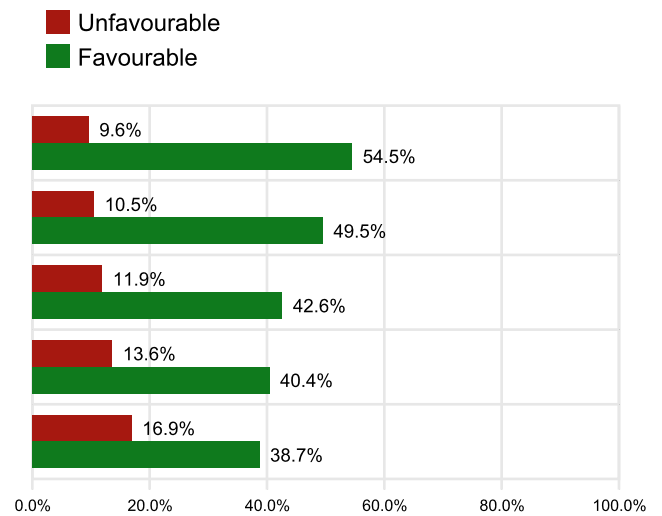


Fig. 5.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
7.5b	4.8%	4.8%	6.6%	10.7%	18.6%	39.9%	14.6%
7.3b	4.8%	5.7%	7.8%	11.5%	20.7%	38.3%	11.2%
7.2b	5.0%	6.9%	8.8%	13.1%	23.6%	33.9%	8.7%
7.4b	6.2%	7.4%	9.7%	14.8%	21.6%	31.5%	8.9%
7.6b	8.5%	8.4%	10.4%	13.2%	20.8%	29.7%	9.0%

Fig. 5.3 Item Comparison Zones



6. Workplace Behaviours

8.1a From Co-workers / Peers

Option	Frequency		Metrics@Work Database	
	Number of Responses	Percentage	Number of Responses	Percentage
Never	2930	64.1%	11137	65.2%
Once or Twice	1049	22.9%	3502	20.5%
Once a Month	216	4.7%	706	4.1%
Once a Week	219	4.8%	983	5.8%
Daily	157	3.4%	758	4.4%
Total Responses: 4571			Total Responses: 17086	

8.1b From people who supervise you (e.g. people you report to most often / most directly)

Option	Frequency		Metrics@Work Database	
	Number of Responses	Percentage	Number of Responses	Percentage
Never	3535	78.6%	13856	77.3%
Once or Twice	600	13.3%	2602	14.5%
Once a Month	150	3.3%	516	2.9%
Once a Week	118	2.6%	575	3.2%
Daily	94	2.1%	381	2.1%
Total Responses: 4497			Total Responses: 17930	

8.1c Management (e.g., Section Managers, Superintendents / Middle Managers)

Option	Number of Responses	Percentage
Never	3611	82.0%
Once or Twice	540	12.3%
Once a Month	107	2.4%
Once a Week	80	1.8%
Daily	68	1.5%
Total Responses: 4406		

8.1d Division Leaders (e.g., Directors, Exec. Directors, or Chief's)

Option	Number of Responses	Percentage
Never	3804	89.5%
Once or Twice	309	7.3%
Once a Month	59	1.4%
Once a Week	33	0.8%
Daily	44	1.0%
Total Responses: 4249		

8.1e From Someone You Supervise

Option	Frequency		Metrics@Work Database	
	Number of Responses	Percentage	Number of Responses	Percentage
Never	2916	86.7%	3144	85.1%
Once or Twice	305	9.1%	353	9.6%
Once a Month	50	1.5%	39	1.1%
Once a Week	50	1.5%	85	2.3%
Daily	44	1.3%	73	2.0%
Total Responses: 3365			Total Responses: 3694	

8.1f From Citizens / Customers

Option	Frequency		Metrics@Work Database	
	Number of Responses	Percentage	Number of Responses	Percentage
Never	1842	42.1%	3426	55.9%
Once or Twice	1221	27.9%	1279	20.9%
Once a Month	422	9.7%	558	9.1%
Once a Week	478	10.9%	471	7.7%
Daily	410	9.4%	398	6.5%
Total Responses: 4373			Total Responses: 6132	

8.1g If any of the above acts occurred, did you formally report the occurrence?

Option	Frequency		Metrics@Work Database	
	Number of Responses	Percentage	Number of Responses	Percentage
Yes	771	26.6%	2977	33.3%
No	2132	73.4%	5974	66.7%
Total Responses: 2903			Total Responses: 8951	

8.1h If no, why didn't you formally report the incident?

Option	Number of Responses	Percentage
Didn't need to, handled it on your own	1058	61.4%
Wasn't comfortable reporting it	197	11.4%
Didn't think it would make a difference	183	10.6%
Don't know the process (who or how to report it)	36	2.1%
Other	248	14.4%
Total Responses: 1722		

8.1i If you answered yes in question g), who did you report the occurrence to? (check all that apply)

Option	Number of Responses	Percentage
Your immediate supervisor	613	60.6%
Human Resources (human rights specialist)	55	5.4%
A union representative	85	8.4%
Peer / co-worker	161	15.9%
Employee and Family Assistance Provider (EFAP)	22	2.2%
Other	75	7.4%
Total Responses: 1011		

8.1j If you answered yes in question g), who at the City responded to the matter you reported?

Option	Number of Responses	Percentage
Your immediate supervisor	561	62.8%
Human Resources (human rights specialist)	53	5.9%
A union representative	87	9.7%
Peer / co-worker	95	10.6%
Other	98	11.0%
Total Responses: 894		

8.1k If you answered yes in question g), was there a reasonable effort made to address your concern?

Option	Frequency		Metrics@Work Database	
	Number of Responses	Percentage	Number of Responses	Percentage
Yes	509	67.1%	95	77.9%
No	250	32.9%	27	22.1%
Total Responses: 759			Total Responses: 122	

7. Age

9.1 What is your age group?

Option	Number of Responses	Percentage
Under 18 years	42	0.9%
18-24 years old	233	5.1%
25-34 years old	833	18.3%
35-44 years old	1082	23.8%
45-54 years old	1344	29.5%
55-64 years old	913	20.1%
65 years and above	105	2.3%
Total Responses: 4552		

8. Gender

9.2 What is your gender?

Option	Number of Responses	Percentage
Female	2344	55.7%
Male	1817	43.1%
Other	50	1.2%
Total Responses: 4211		

9. Sexual Orientation

9.3 What is your sexual orientation?

Option	Number of Responses	Percentage
Heterosexual	3847	86.7%
Bisexual	64	1.4%
Gay	33	0.7%
Lesbian	34	0.8%
Questioning	14	0.3%
Two-spirited	14	0.3%
Prefer not to answer	430	9.7%
Total Responses: 4436		

10. Indigenous Persons / Aboriginal Status

9.4 Based on the above definition, do you consider yourself to be an Aboriginal person?

Option	Number of Responses	Percentage
Yes	143	3.2%
No	4312	96.8%
Total Responses: 4455		

11. Visible Minority / Racialized Group/Community

9.5 Do you consider yourself to be a visible minority?

Option	Number of Responses	Percentage
Yes	596	13.4%
No	3842	86.6%
Total Responses: 4438		

12. New Immigrants to Canada

9.6 Please indicate which statement applies to you:

Option	Number of Responses	Percentage
I was born in Canada	3659	81.4%
I was born in another country and I immigrated to Canada within the last 5 years (on or after January 1, 2012)	52	1.2%
I was born in another country and I immigrated to Canada before 2012	785	17.5%
Total Responses: 4496		

13. Religious Observations

9.7a Do you practice a religion that requires accommodations (e.g., to pray) or time-off outside of the observed holidays by the City of Hamilton?

Option	Number of Responses	Percentage
Yes	339	7.5%
No	4152	92.5%
Total Responses: 4491		

9.7b If "Yes" have you requested accommodation from the City?

Option	Number of Responses	Percentage
Yes	73	22.9%
No	246	77.1%
Total Responses: 319		

9.7c If "Yes" was there a reasonable effort made to address your needs?

Option	Number of Responses	Percentage
Yes	62	86.1%
No	10	13.9%
Total Responses: 72		

14. Persons with Disabilities

9.8a Do you consider yourself a person with a disability?

Option	Number of Responses	Percentage
Yes	542	11.8%
No	4061	88.2%
Total Responses: 4603		

9.8b Do you have a health condition that requires any workplace assistance (e.g., modification or accommodation)?

Option	Number of Responses	Percentage
Yes	208	39.5%
No	319	60.5%
Total Responses: 527		

9.8c If "Yes" have you requested assistance from the City?

Option	Number of Responses	Percentage
Yes	149	72.7%
No	56	27.3%
Total Responses: 205		

9.8d If "Yes" was there a reasonable effort made to address your needs?

Option	Number of Responses	Percentage
Yes	108	74.0%
No	38	26.0%
Total Responses: 146		

15. Commuting to Work

9.9a How do you regularly get to and from work?

Option	Number of Responses	Percentage
Drive by yourself	3489	82.8%
Catch a ride with someone else (incl. car pool)	150	3.6%
Take public transit	280	6.6%
Bike to work	68	1.6%
Walk / run	136	3.2%
Other	93	2.2%
Total Responses: 4216		

9.9b How much time do you spend each work-day traveling to and from work?

Option	Number of Responses	Percentage
Less than 15 minutes	719	16.1%
15 to 30 minutes	1594	35.8%
31 to 45 minutes	910	20.4%
46 to 60 minutes	633	14.2%
Up to 1.5 hours	314	7.0%
Up to 2 hours	172	3.9%
Up to 2.5 hours	61	1.4%
Up to 3 hours	28	0.6%
Up to 3.5 hours	9	0.2%
Up to 4 hours	8	0.2%
More than 4 hours	7	0.2%
Total Responses: 4455		

16. Dependent Care

9.10a Do you provide care for a dependent

Option	Number of Responses	Percentage
Yes	2678	57.5%
No	1981	42.5%
Total Responses: 4659		

Appendix A: City of Hamilton 2017 Survey Measures

Drivers of Engagement Questions

Job-Related Drivers of Engagement:

Job: Clarity

I know what is expected of me to do my job

Job: Workload Manageability

I have enough time to do my job effectively

Job: Satisfied with Resources and Supplies

I am satisfied with the resources and supplies I am given to do my job

Job: Support for Training Opportunities

Job related training opportunities are available when I need them

Job: Able to Be Innovative In My Work

My job provides me with the opportunity to be innovative in my work

Job: Inspired to Go Above and Beyond

My job inspires me to go above and beyond in what I do

Job: Sense of Accomplishment

My job gives me a sense of accomplishment

Job: Personal Recognition

I am satisfied with the recognition I receive for my work

Job: Physical Safety

I feel physically safe at work

Job: My Work Contributes to City's Vision and Mission

I understand how my work contributes to the City's Vision and Mission

Job: Ethics and Integrity - Uphold Code of Conduct

I would say that I have not felt pressure to compromise my ethics and values while working at the City of Hamilton

I would feel comfortable reporting a breach of the code of conduct within my Division (e.g., to a Director or Manager)

I believe that a breach of the code of conduct would be handled appropriately

I would say my direct supervisor demonstrates high ethical standards consistent with the code of conduct

Overall, senior leaders (i.e., Directors and above) demonstrate high ethical standards consistent with the code of conduct

Work Area Drivers of Engagement:

Work Area: Support for Diversity

I feel people of diverse backgrounds are treated with respect in my Work Area / Team

Work Area: Inappropriate Behaviors Not Tolerated

Inappropriate behaviours are not tolerated in my Work Area / Team (e.g., yelling, name calling, or generally disrespectful behaviour)

Work Area: Comfortable Speaking Up

I feel comfortable speaking up about tough issues or questions within my Work Area / Team

Work Area: Ethics and Integrity - Conflict Resolution

Appropriate actions are taken to resolve conflicts when they occur in my Work Area / Team

Work Area: Feedback About Your Work

I am satisfied with the feedback I receive about my work

Work Area: Continuous Improvement Practices

I am satisfied with the continuous improvement efforts in my Work Area / Team (e.g., finding better ways to do our work)

Work Area: Team Morale

I feel that morale is generally good in my immediate Work Area / Team (e.g., morale can mean team spirit, or personal enthusiasm / commitment to the team and to the work being done)

Work Area: Respectful Work Environment

The employees in my Work Area / Team treat each other with respect

Work Area: Importance of Mental Health

I feel people in my Work Area / Team have a good understanding of the importance of mental health

Work Area: Involvement in Decision Making

I am satisfied with my level of involvement in decision-making in my Work Area / Team

Work Area: Workload Distribution is Fair

Work is distributed fairly within my Work Area / Team

Work Area: Managing Poor Work Performance

Poor work performance is dealt with appropriately in my Work Area / Team

Work Area: Adequate Staffing and Attendance

Attendance issues are appropriately dealt with in my Work Area / Team

Work Area: Health and Safety Practices

I feel workplace health and safety is a priority for my Work Area / Team

When a safety concern occurs, the focus is on fixing the problem rather than blaming the person involved

I feel confident that the people in my Work Area / Team are reporting safety incidents they observe

I feel the people at this organization have been given the proper training to prevent the transmission of disease to others and myself

Work Area: Immediate Supervisor Support

When I approach my direct supervisor(s) with a suggestion or idea, they listen to what I have to say and provide a response

I feel comfortable sharing my honest opinion to my direct supervisor(s)

I can talk to my supervisor(s) when I am having trouble maintaining work-life balance

I feel that my direct supervisor(s) addresses health and safety concerns in a timely manner

My supervisor(s) would be supportive if I were dealing with personal or family issues

Divisional Drivers of Engagement:**Div: Continuous Improvement Practices**

I am satisfied with the continuous improvement efforts in my Division (e.g., finding better ways to do our work)

Div: Support for Diversity

I feel that members of diverse groups have equal opportunities in my Division

Div: Inappropriate Behaviors Not Tolerated

Inappropriate behaviours are not tolerated in my Division (e.g., yelling, name calling, or generally disrespectful behaviour)

Div: Communication

I get enough information from my Division to do my job successfully

Div: Two-way Communication

There is enough two-way communication between management and employees in my Division

Div: Managing Change

My Division has done a good job of managing change over the past 12 months

Div: Team Recognition

I am satisfied with the way team work is recognized in my Division

Div: Support from Other Sections / Divisions

I am satisfied with the service / support I receive from other Divisions

Div: Customer / Client / Citizen Service Training

My Division provides enough resources and training for employees to provide excellent customer / client / citizen service

Div: Customer / Client / Citizen Service Important

Customer / client / citizen satisfaction is important in my Division

Div: Divisional Health and Safety Practices

I am provided with the training I need to work safely in my Division

I am provided with the equipment I need to work safely in my Division

I feel that the health and safety procedures are clear and effectively communicated to staff

I feel that health and safety is a priority in my Division

Div: Support from Middle Management

Middle Management in my Division contribute to the creation of a positive work environment

Middle Management in my Division address health and safety concerns in a timely manner

Middle Management in my Division encourages work-life balance

Div: Support from Division Leaders

Division leaders are available / accessible enough to employees like me

I feel comfortable raising concerns about fairness and appropriate business practices with the leaders in my Division

Departmental Drivers of Engagement:**Dept: Department Communication**

I am satisfied with the way information is shared within my Department

Dept: Inter-Departmental Cooperation

I am satisfied with the cooperation between the different groups that I work with in my Department (e.g., team cooperation)

Dept: Consistent Policies / Practices in my Department

I feel that work policies / procedures / practices are consistently followed within my Department

Dept: Department Leadership Approachability

I feel the leaders in my Department (City Manager, GM or Medical Officer of Health) are approachable / accessible to employees at my level, if needed

Organizational Drivers of Engagement:

Org: Would Recommend City as Employer

I would recommend the City of Hamilton to a friend as a potential employer

Org: Organizational Communication

Overall, I am satisfied with the communication I receive from the City (as my employer)

Org: Opportunities for Career Advancement

I have sufficient opportunities for career advancement at the City of Hamilton

Org: Senior Leaders Support Vision and Mission

The Senior Leadership Team makes decisions that help the City of Hamilton achieve its Vision and Mission

Org: Pride in Team / Division / Department

I am proud to be associated with my Work Area / Team

I am proud to be associated with the Division I work in at the City of Hamilton

I am proud of the work done in my Department



METRICS@WORK

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Hamilton

OUR PEOPLE SURVEY RESULTS

February 27, 2018



- **Introduction**
 - **Corporate Framework**
 - **Survey Focus Areas**
 - **Participation**
- **Metrics@Work Background and Methodology**
- **Overall City Results**
- **Next Steps**

INTRODUCTION

The “Our People Survey” A consistent corporate framework for the City of Hamilton



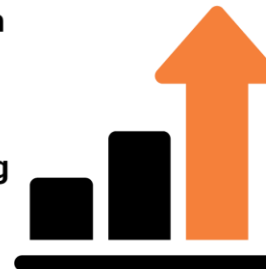
Survey Focus Areas



65% 

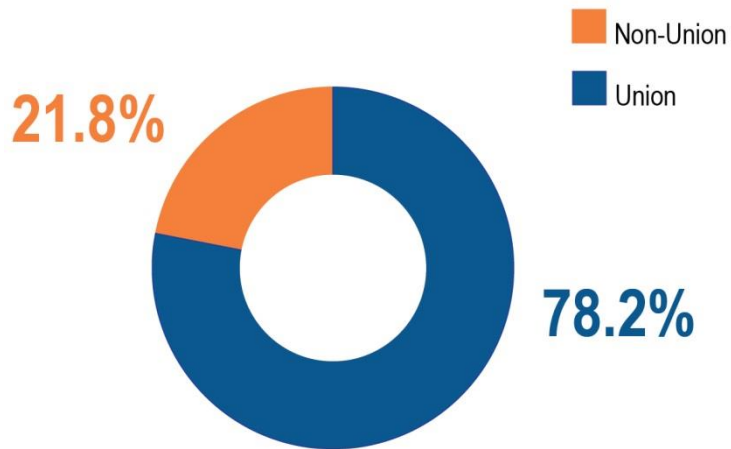
25% increase in participation rate over the previous employee survey.

70% of our division achieving participation rates of 80% and higher.

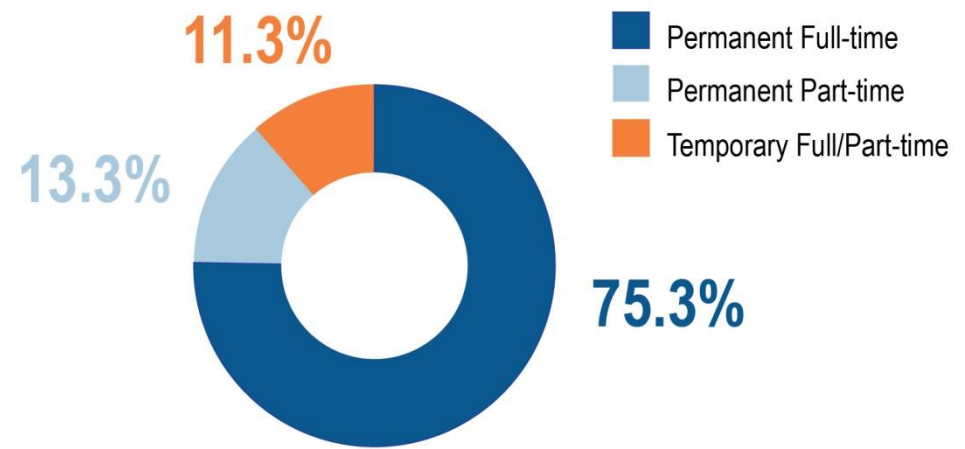


Participation

Union vs Non-Union



Employment Status



METRICS@WORK BACKGROUND AND METHODOLOGY

Brief Background



Established in 1999

- Metrics@Work emerged from Brock University's Workplace Health Research Lab (WHRL)
- Metrics@Work maintains processes and systems previously approved by Brock University's Research Ethics Board. Surveys peer approved by neutral 3rd party at University of Toronto.

Brief Background



Major Sector Projects

60 Municipal/Regional

23 Education

152 Healthcare

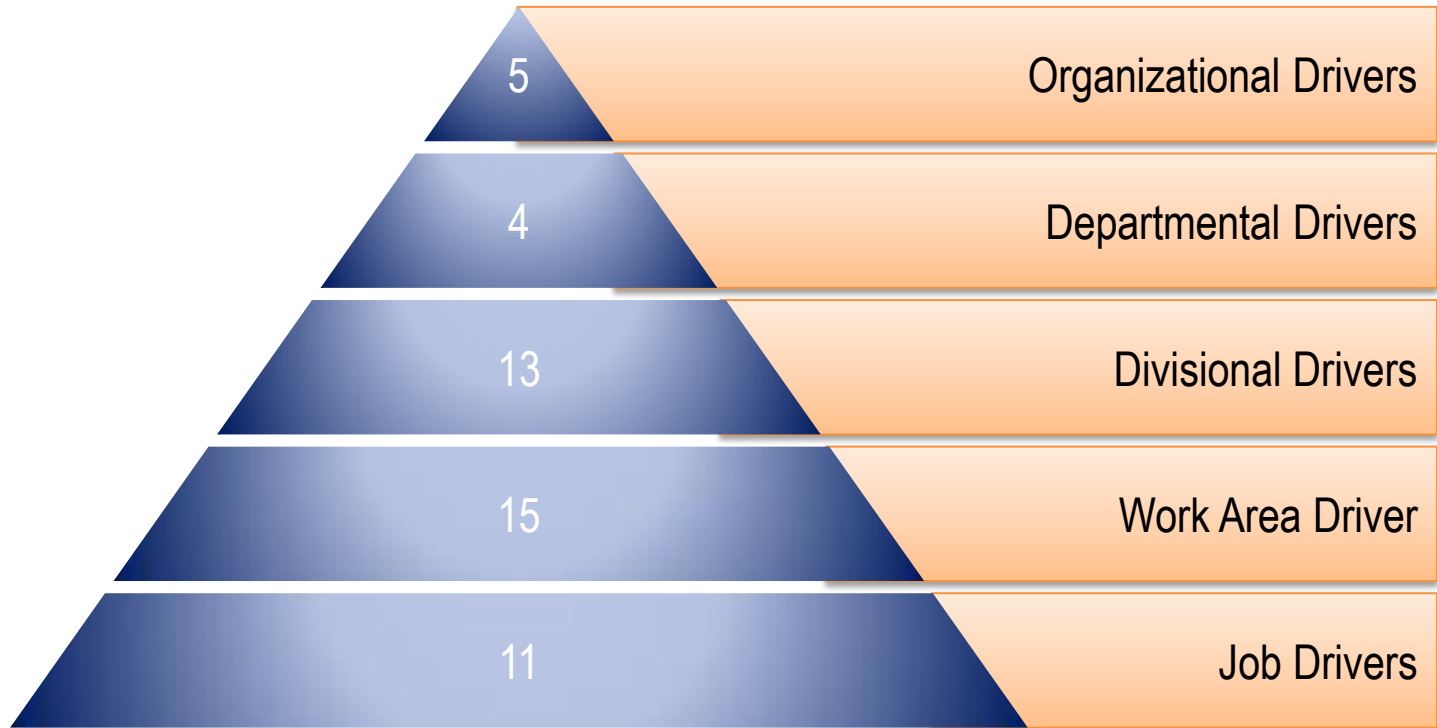
23 Finance/Insurance

Cities/Municipalities Working with Metrics@Work

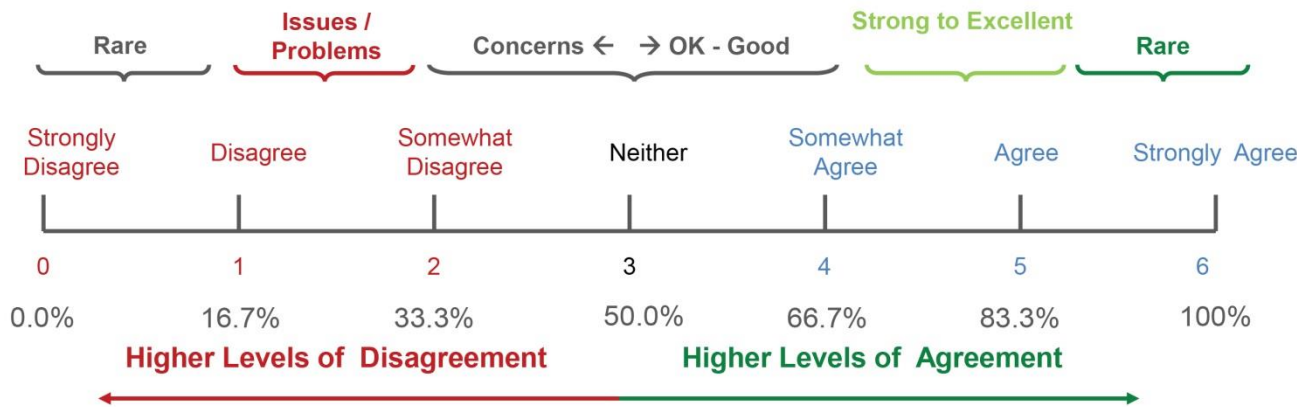
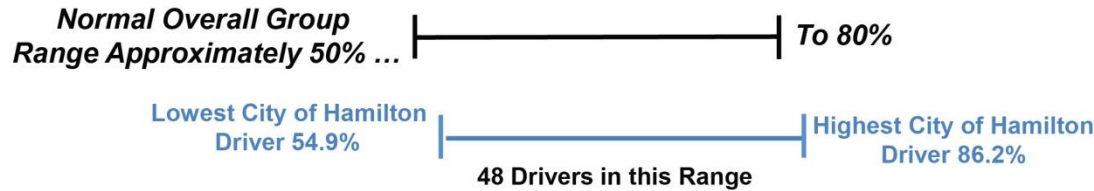
Cities, Towns, and Municipalities in the M@W Database:

1. City of Mississauga
2. City of Burlington
3. City of Brampton
4. City of Kitchener
5. City of Niagara Falls
6. City of Greater Sudbury
7. City of Guelph
8. City of Waterloo
9. City of Markham
10. City of Orillia
11. City of Kawartha Lakes
12. City of Barrie
13. City of Cornwall
14. City of Oshawa
15. Regional Municipality of Niagara
16. Regional Municipality of York
17. Regional Municipality of Waterloo
18. Municipality of Meaford
19. Municipality of Muskoka
20. Municipality of Chatham-Kent
21. Halton Region
22. Haldimand County
23. County of Northumberland
24. County of Oxford
25. County of Lambton
26. Town of Halton Hills
27. Town of Ajax
28. Town of Oakville
29. Town of Aurora
30. Town of Newmarket
31. Town of The Archipelago
32. Town of Innisfil

Levels of Measurement



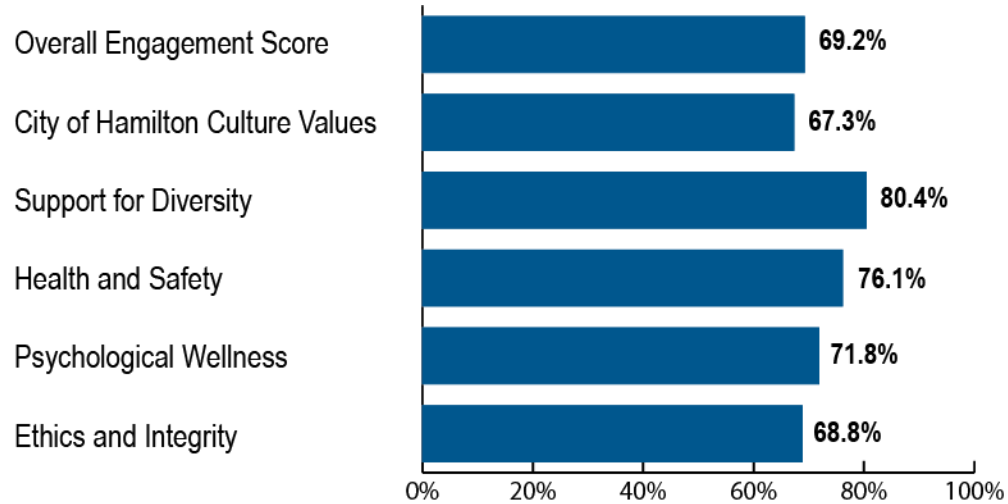
Overall City of Hamilton Scores



- Not like a report card - A's are 80's and so very few groups get all A's
- Averages are good for summarizing but they hide group differences (must look deeper)

OVERALL CITY RESULTS

Overall Scores

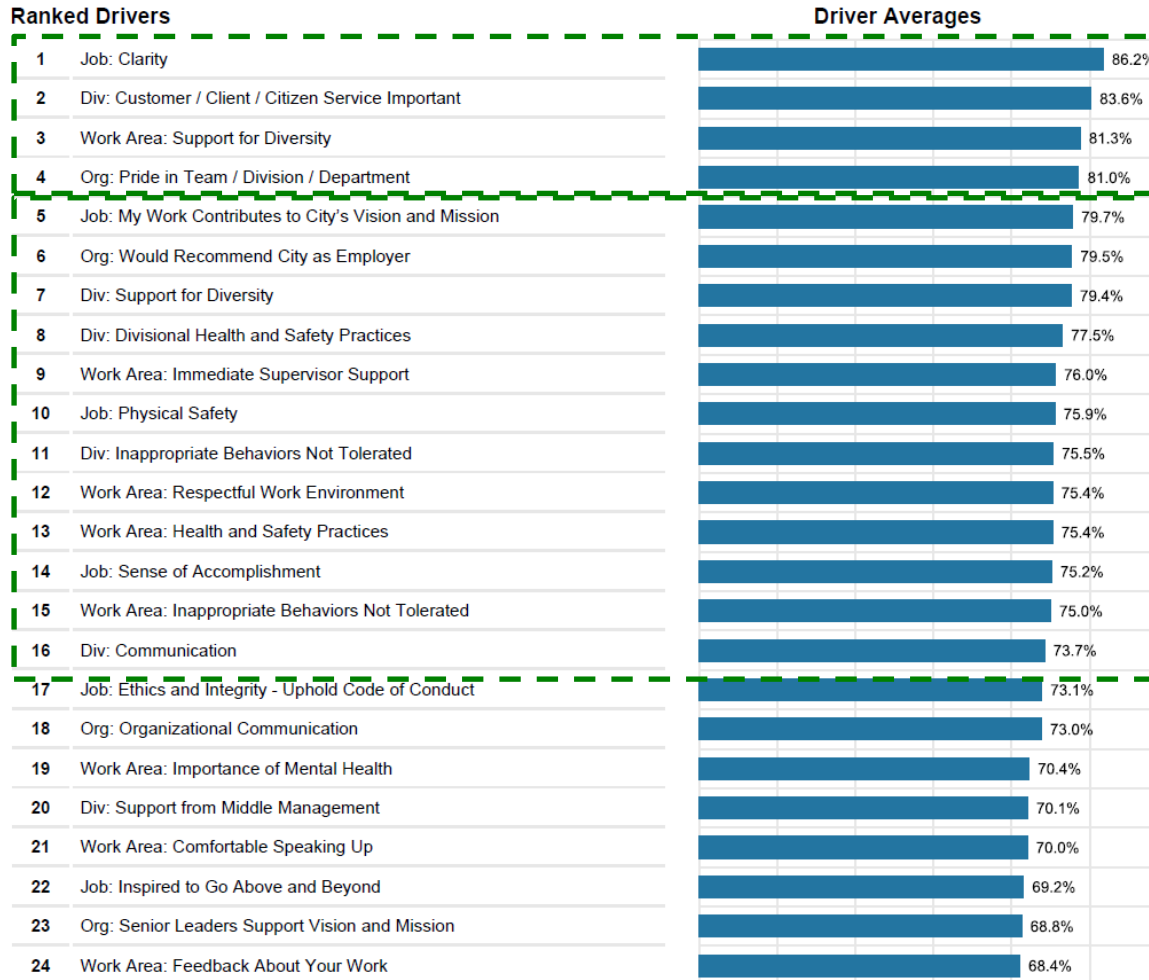


Scale	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
Range	0.0% - 8.2%	8.3% - 24.9%	25.0% - 41.6%	41.7% - 58.2%	58.3% - 74.9%	75.0% - 91.5%	91.6% - 100.0%



Focus Area **1**
ENGAGEMENT

Overall Internal Results

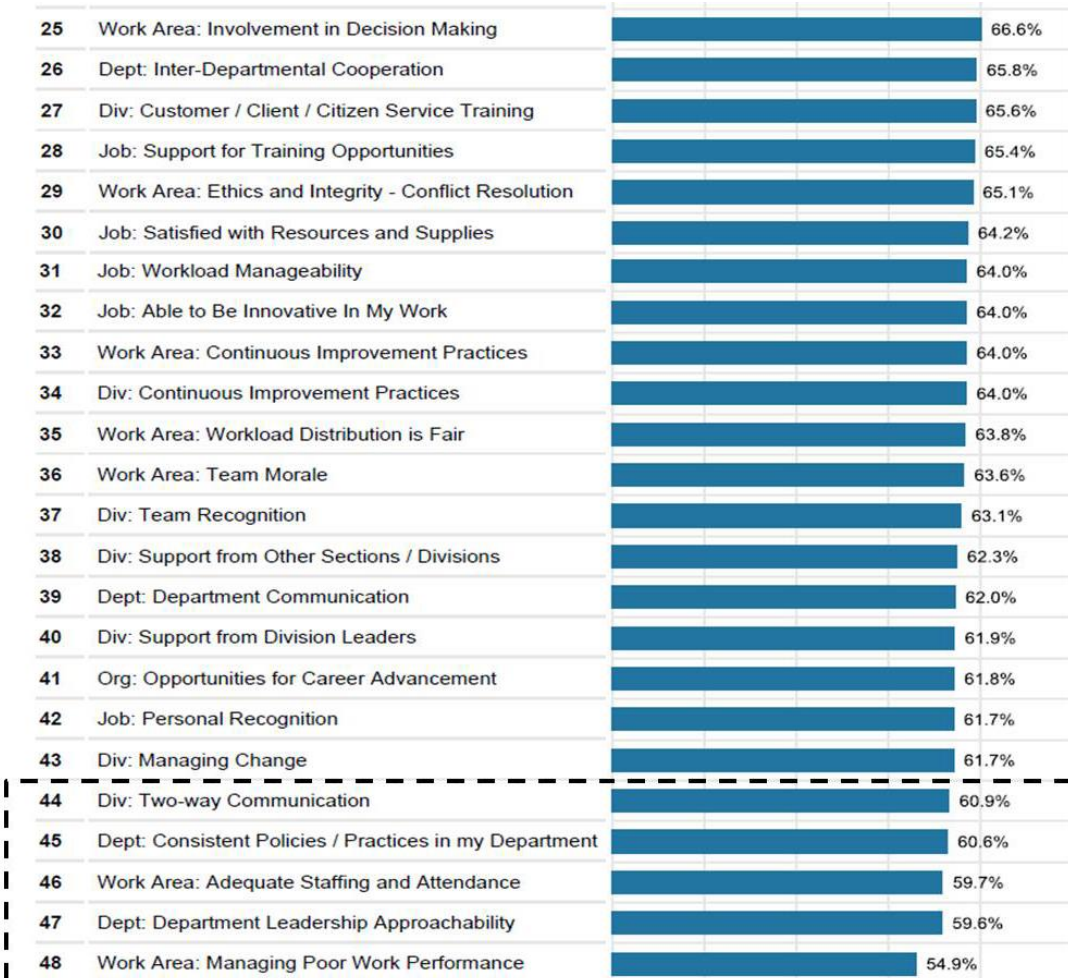


Very high scores over 80% - means high levels of agreement/engagement.

Between 75 to 80% Strong positive - means large proportions of people in the Agree ranges.

Between 60 to 75% - means large proportions of people in the Agree ranges with some in the disagree range.

Overall Internal Results



Between 60 to 75%

- means large proportions of people in the Agree ranges with some in the disagree range.

Lower than 60%

- there will be quite large minorities in the negative end of the rating scale.

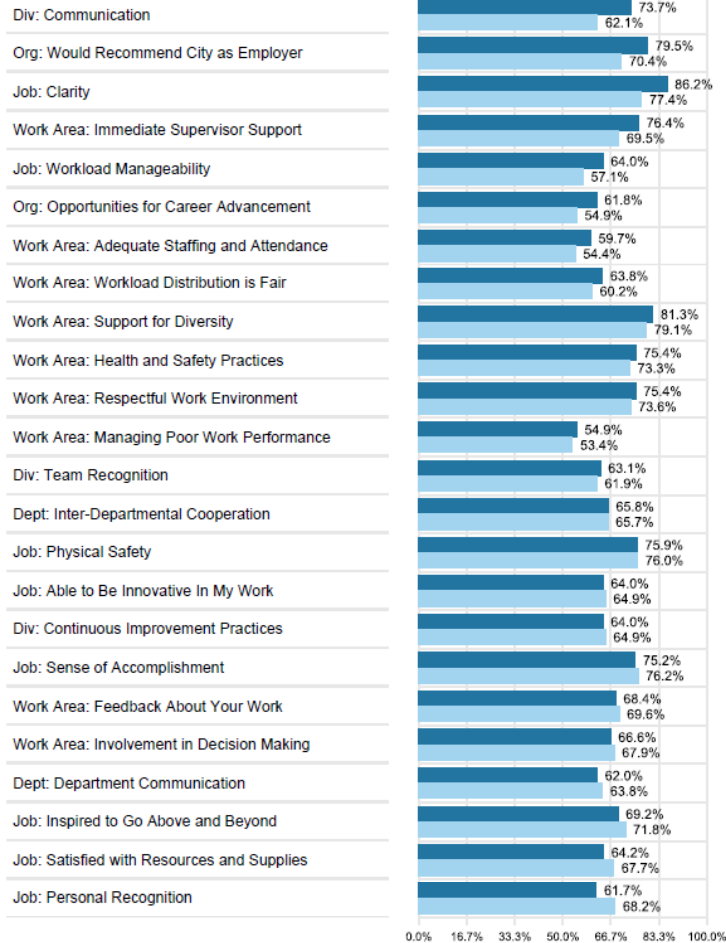
Bottom 5 Ranked Drivers

Nothing below 50% at the overall City level.

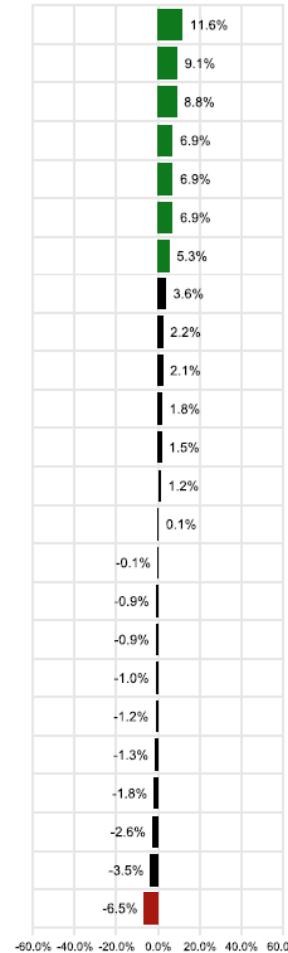
External Benchmarks

(up to 85,000 responses in 100+ organizations)

Drivers



Difference Score



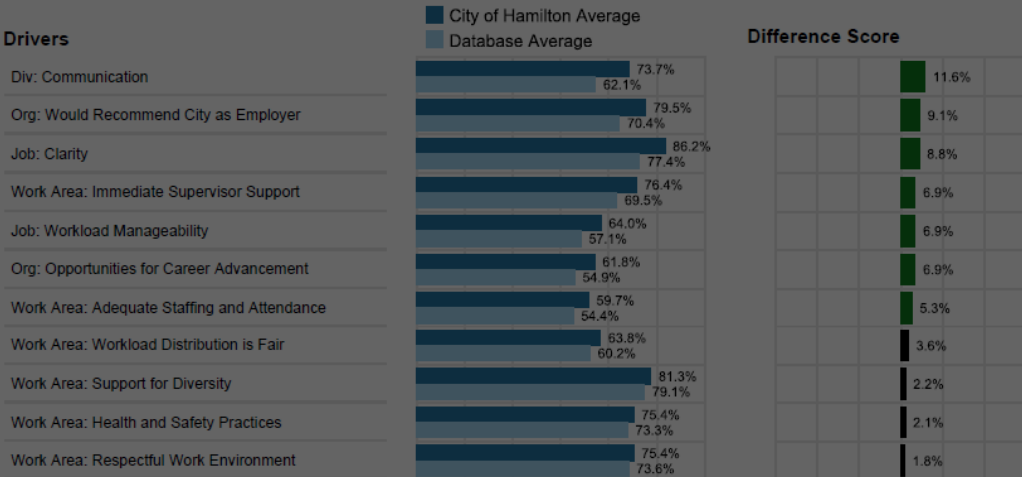
Green = 5%+ above Database Average: There are 7

Black are within +/-5% of the Database Average: There are 7 above and 9 below

Red = 5%- below the Database Average: There is 1

(up to 85,000 responses in 100+ organizations)

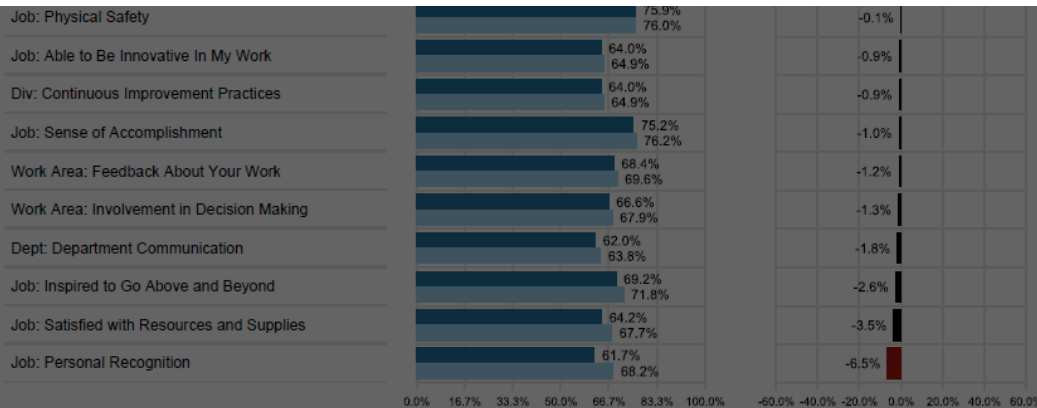
Drivers



Green = 5%+ above Database Average: There are 7

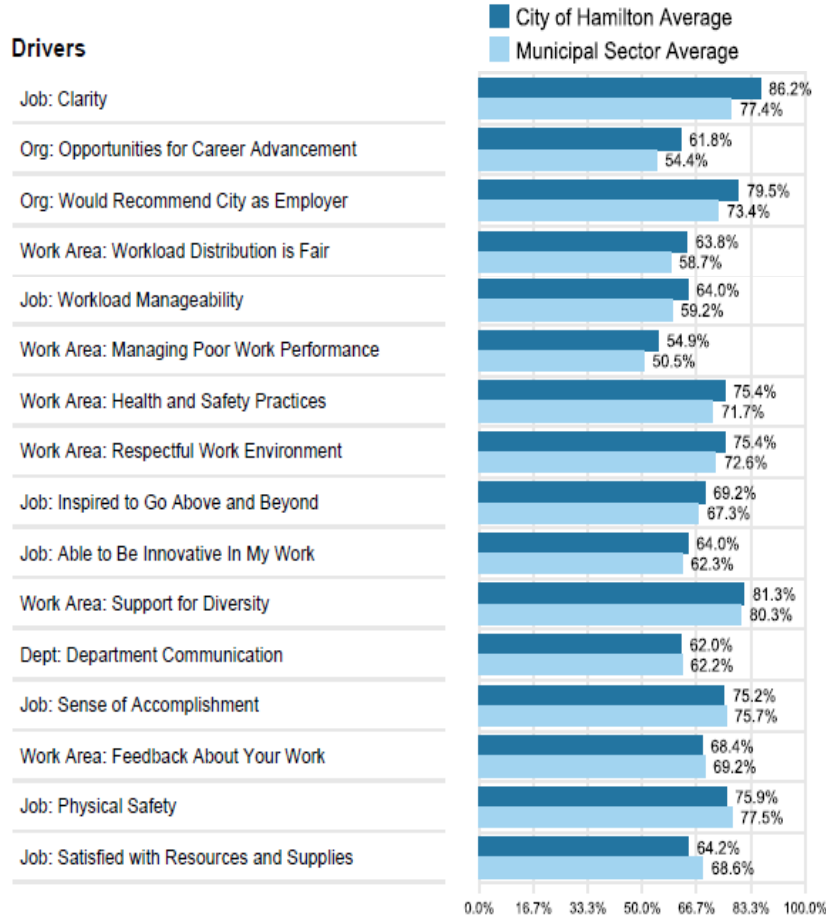
Black are within +/-5% of the Database Average: There are 7 above and 9 below

Work Area: Managing Poor Work Performance

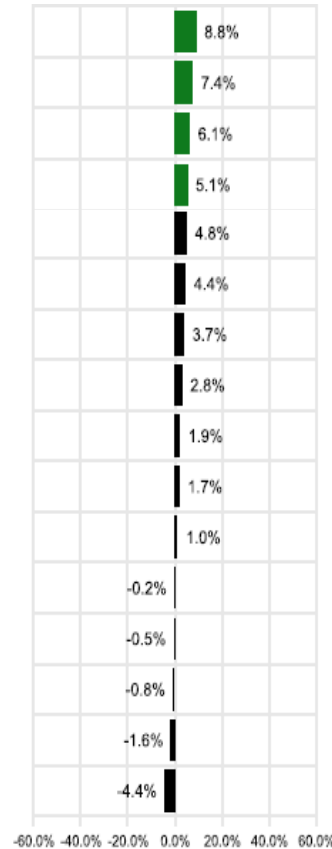


Red = 5%- below the Database Average: There is 1

Drivers



Difference Score



Green = 5%+ above

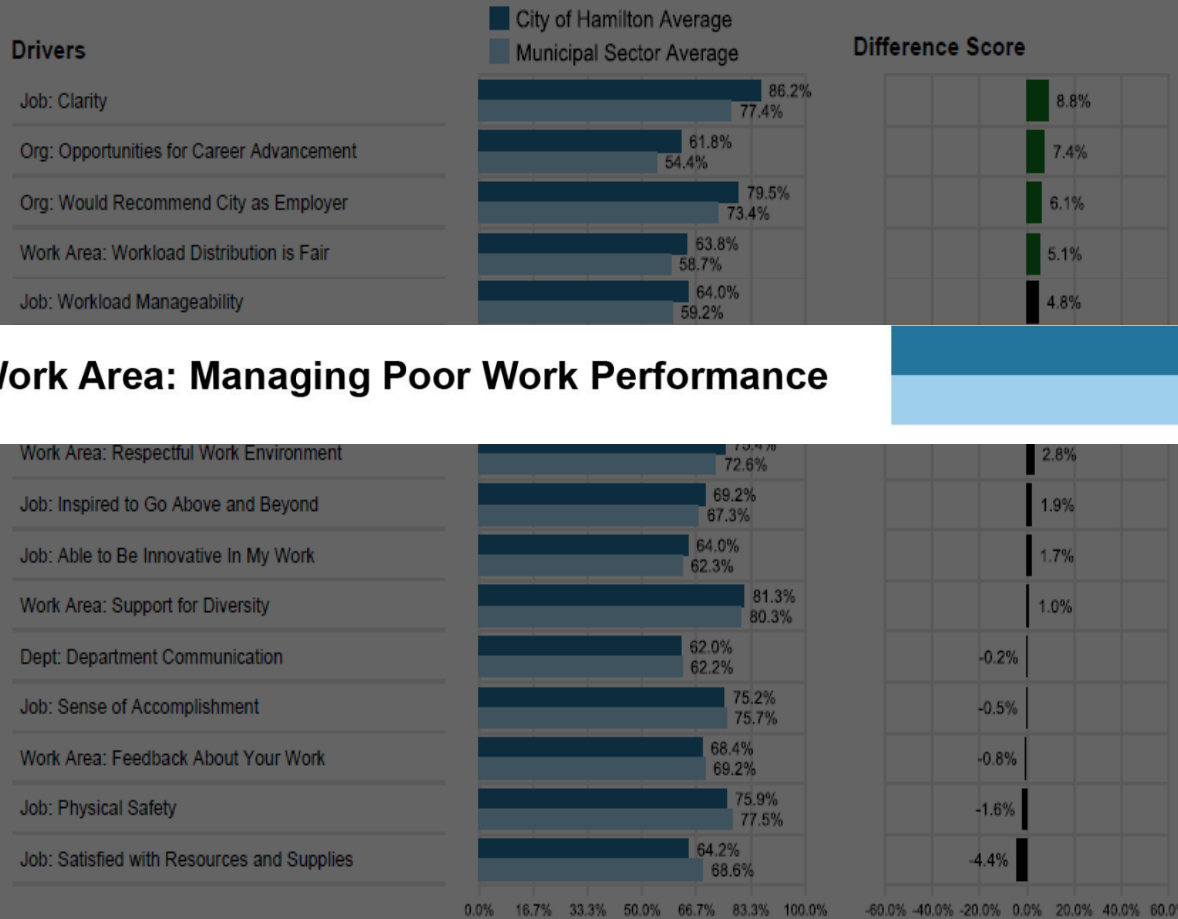
Database Average: There are 4

Black are within +/-5% of the Database Average: There are 7 above and 5 below

Red = 5%- below the Database Average: There are 0

Municipal Benchmark

(up to 25,000 responses in 35+ organizations)



Green = 5%+ above
Database Average: There are 4

There are 7 above and 5 below

Red = 5%- below the
Database Average: There are 0



THEMED WRITTEN COMMENTS

Written Comments

Our Greatest Strengths - Ranked Themes



Tell us how we could improve (e.g., if you could provide one suggestion, what would that be?)

3390

Comments



6677

Themes

134
subcategories

Rank	Subcategory	# of Themes
1	Pay	376
2	Working with People / Citizens	362
3	Co-Workers (General)	302
4	Helping Others	276
5	Benefits	258
6	A lot of Opportunity at the City	254
7	Job Security (General)	226
8	Enjoy Job	178
9	Proud to Work Here	171
10	Positive Work Environment (General)	169

Written Comments

Most in Need of Improvement - Ranked Themes



Tell us how we could improve (e.g., if you could provide one suggestion, what would that be?)

3338

Comments



6051

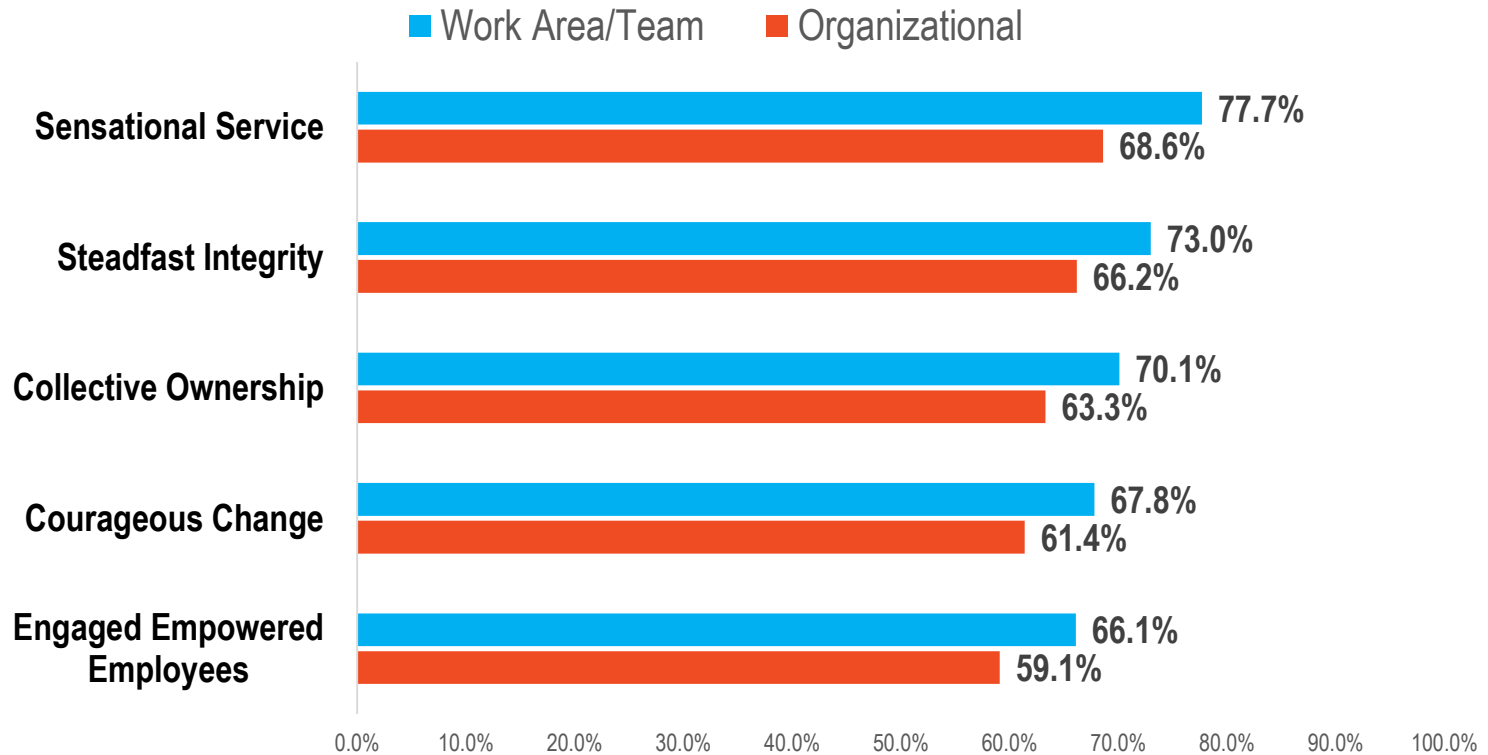
Themes

116
subcategories

Rank	Subcategory	# of Themes
1	Improve Top-Down Communication	237
2	Hire More Staff (General)	229
3	Better/More Training	226
4	Improve Policy and Procedure Practices	214
5	Improve Management (General)	211
6	Better Work Processes	182
7	Reduce Workload	158
8	Better Recognition for my Work	139
9	Improve Morale	136
10	Questionable Management Competence	106



Focus Area **2** CULTURE





Focus Area **3**
**WORKPLACE ETHICS
AND INTEGRITY**

■ Ethics & Integrity

Job: I would say my direct supervisor demonstrates high ethical standards consistent with the code of conduct

77.6%

Job: I would say that I have not felt pressure to compromise my ethics and values while working at the City of Hamilton

77.0%

Senior Leaders: Overall, senior leaders (i.e., Directors and above) demonstrate high ethical standards consistent with the code of conduct

71.2%

Job: I would feel comfortable reporting a breach of the code of conduct within my Division (e.g., to a Director or Manager)

70.8%

Job: I believe that a breach of the code of conduct would be handled appropriately

69.0%

Work Area: Appropriate actions are taken to resolve conflicts when they occur in my Work Area / Team

65.1%


Dept: I feel that work policies / procedures / practices are consistently followed within my Department

60.6%

Division Leaders: I feel comfortable raising concerns about fairness and appropriate business practices with the leaders in my Division

58.8%

0.0% 20.0% 40.0% 60.0% 80.0% 100.0%



Focus Area **4**
HEALTH, SAFETY
AND WELLNESS

■ Health & Safety Index



■ Psychological Wellness Index

Immediate Supervisor: My supervisor(s) would be supportive if I were dealing with personal or family issues



Job: I feel physically safe at work



Div: Inappropriate behaviours are not tolerated in my Division (e.g., yelling, name calling, or generally disrespectful behaviour)



Work Area: Inappropriate behaviours are not tolerated in my Work Area / Team (e.g., yelling, name calling, or generally disrespectful behaviour)



Immediate Supervisor: I can talk to my supervisor(s) when I am having trouble maintaining work-life balance



Work Area: I feel people in my Work Area / Team have a good understanding of the importance of mental health



Middle Management: Middle Management in my Division encourages work-life balance



Job: I have enough time to do my job effectively



Work Area: Work is distributed fairly within my Work Area / Team



0.0% 20.0% 40.0% 60.0% 80.0% 100.0%

Lateral Harassment = Bully Co-worker

From Co-workers / Peers

Option	Frequency		Metrics@Work Database	
	Number of Responses	Percentage	Number of Responses	Percentage
Never	2930	64.1%	11137	65.2%
Once or Twice	1049	22.9%	3502	20.5%
Once a Month	216	4.7%	706	4.1%
Once a Week	219	4.8%	983	5.8%
Daily	157	3.4%	758	4.4%
		Total Responses: 4571	Total Responses: 17086	

C of H: 87.0%; M@W
DB = 85.7%

C of H: 8.2%; M@W
DB = 10.2%

Downward Harassment = Bully Boss

From people who supervise you (e.g. people you report to most often / most directly)

Option	Frequency		Metrics@Work Database	
	Number of Responses	Percentage	Number of Responses	Percentage
Never	3535	78.6%	13856	77.3%
Once or Twice	600	13.3%	2602	14.5%
Once a Month	150	3.3%	516	2.9%
Once a Week	118	2.6%	575	3.2%
Daily	94	2.1%	381	2.1%
Total Responses: 4497			Total Responses: 17930	

C of H: 91.9%; M@W DB = 91.8%

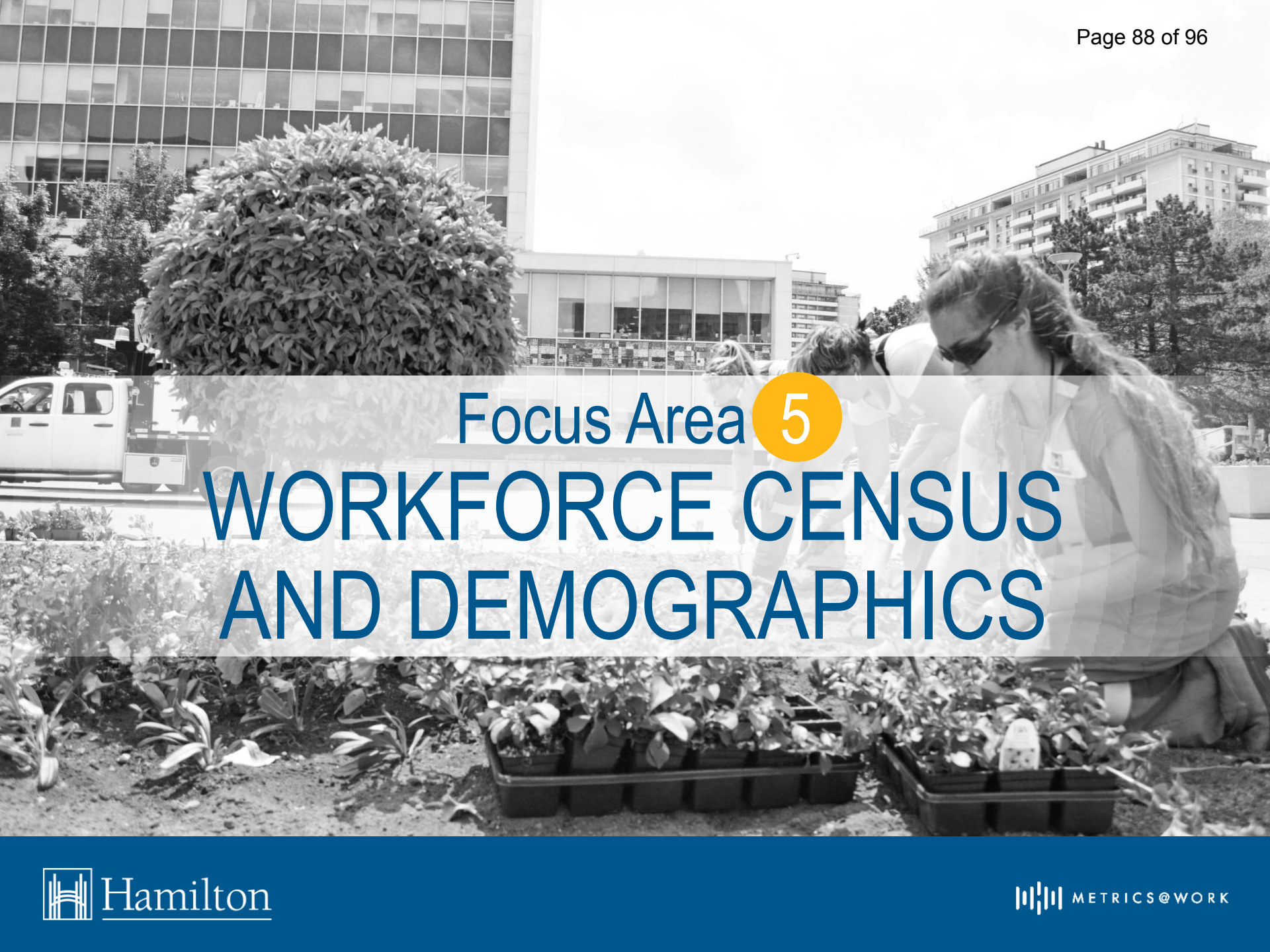
C of H: 4.7%; M@W DB = 5.3%

External Harassment = Bully Client

Option	Frequency		Metrics@Work Database	
	Number of Responses	Percentage	Number of Responses	Percentage
Never	1842	42.1%	3426	55.9%
Once or Twice	1221	27.9%	1279	20.9%
Once a Month	422	9.7%	558	9.1%
Once a Week	478	10.9%	471	7.7%
Daily	410	9.4%	398	6.5%
Total Responses: 4373			Total Responses: 6132	

C of H: 70.0%; M@W
 DB = 76.8%

C of H: 20.3%;
 M@W DB = 14.2%



Focus Area **5**
**WORKFORCE CENSUS
AND DEMOGRAPHICS**

Why We Collected Data

Understand the composition of our workforce



Inputs to policy/program development



Inclusive and Supportive workplace



Reflect the community we serve

Terms & definitions adopted from the Federal Government's Census

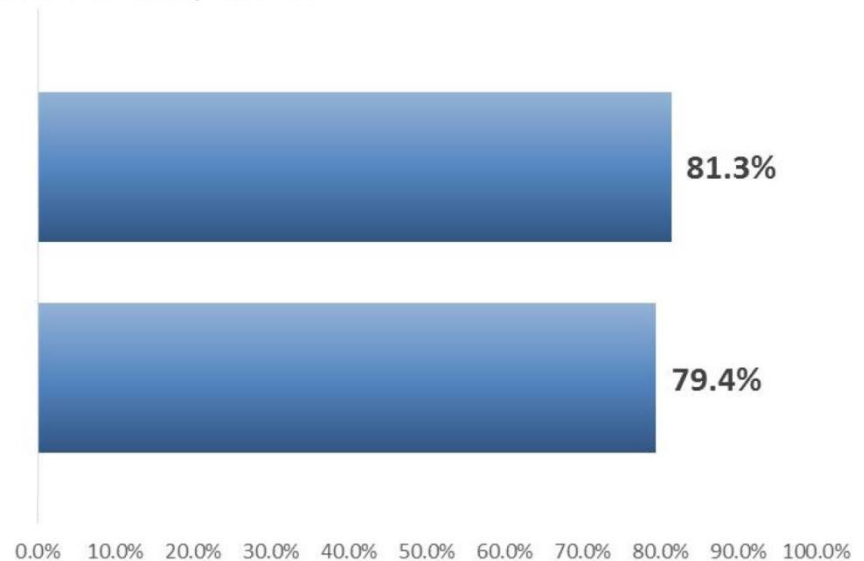
All participation/disclosures were Voluntary

Support for Diversity

■ Support for Diversity Index

Work Area: I feel people of diverse backgrounds are treated with respect in my Work Area / Team (e.g., diverse groups include people with disabilities, members of ethnic or racial minority groups, different sexual orientations, or other minority groups)

Div: I feel that members of diverse groups have equal opportunities in my Division (e.g., including people with disabilities, members of ethnic, religious or racial minority groups, new immigrants, aboriginal people, ages and various gender and sexual identities)



Analyze data during action planning phase

Create actions plans for integration into corporate policies and programs

NEXT STEPS





<https://www.youtube.com/watch?v=6xuVarYKyWg>

Questions?