

February 27, 2018









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









Corporate Framework

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

Share Survey Survey Design, **Build Action Implement Development** Results Actions and **Plans** and Launch **Monitor Progress** PHASE 1 PHASE 2 PHASE 3 PHASE 4 **COMPLETED WE ARE HERE**

JANUARY 2017 to FALL 2020





Survey Focus Areas









increase in participation rate over the previous employee survey.

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



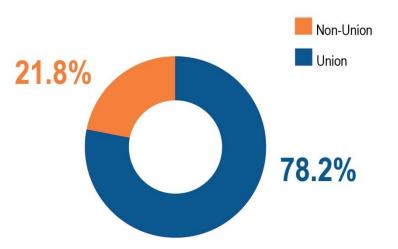




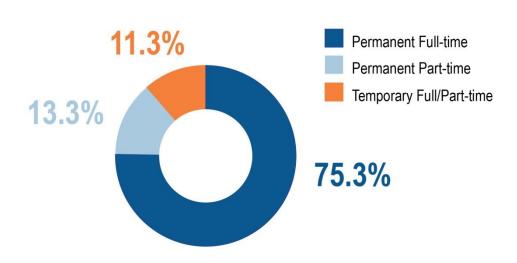


Participation

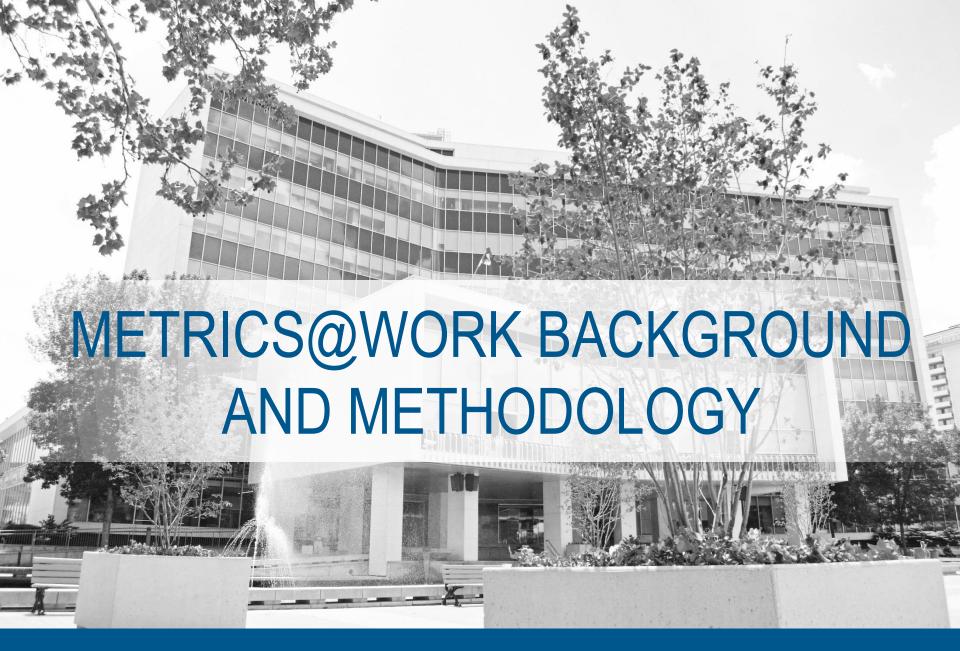
Union vs Non-Union



Employment Status









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 152 Healthcare

23 Education

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

- 15. Regional Municipality of Waterloo
- 16. Municipality of Meaford
- 17. Municipality of Muskoka
- 18. Municipality of Chatham-Kent
- 19. Halton Region
- 20. Haldimand County
- 21. County of Northumberland
- 22. County of Oxford
- 23. County of Lambton
- 24. Town of Halton Hills
- 25. Town of Ajax
- 26. Town of Oakville
- 27. Town of Aurora
- 28. Town of Newmarket
- 29. Town of The Archipelago
- 30. Town of Innisfil





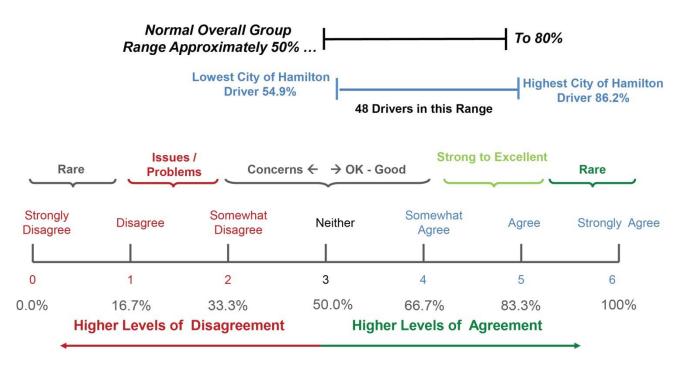
Levels of Measurement







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)

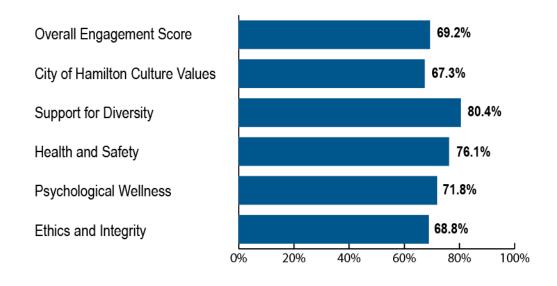








Overall Scores



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%

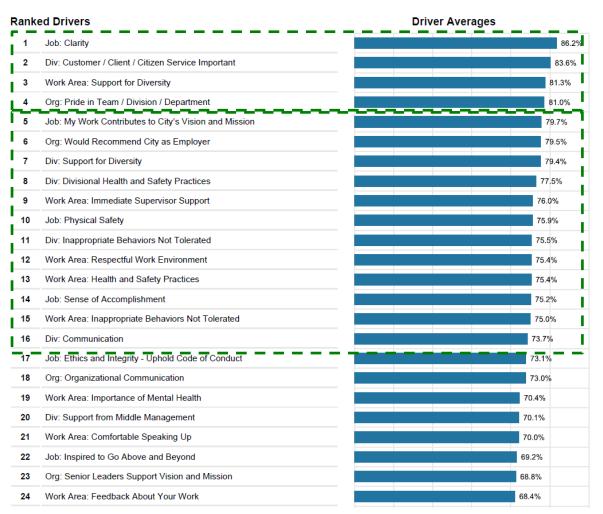








Overall Internal Results



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%

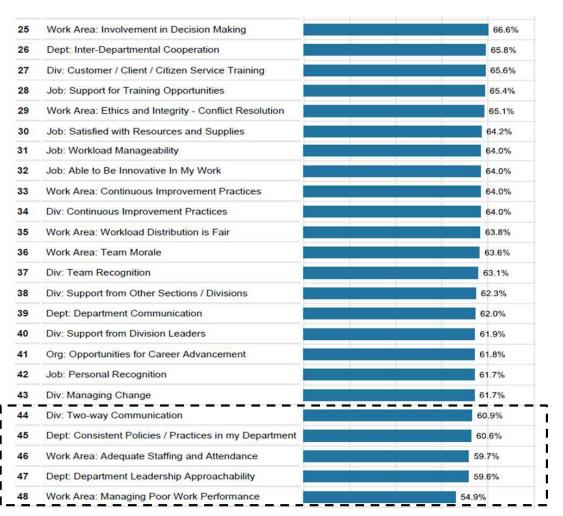
- means large proportions of people in the Agree ranges with some in the disagree range.







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.

Nothing below 50% at the overall City level.







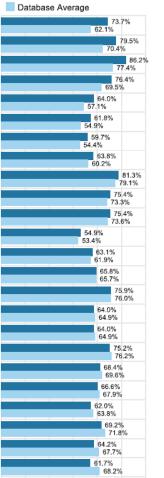
External Benchmarks

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



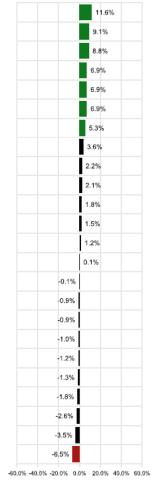
Div: Communication Org: Would Recommend City as Employer Job: Clarity Work Area: Immediate Supervisor Support Job: Workload Manageability Org: Opportunities for Career Advancement Work Area: Adequate Staffing and Attendance Work Area: Workload Distribution is Fair Work Area: Support for Diversity Work Area: Health and Safety Practices Work Area: Respectful Work Environment Work Area: Managing Poor Work Performance Div: Team Recognition Dept: Inter-Departmental Cooperation Job: Physical Safety Job: Able to Be Innovative In My Work Div: Continuous Improvement Practices Job: Sense of Accomplishment Work Area: Feedback About Your Work Work Area: Involvement in Decision Making Dept: Department Communication Job: Inspired to Go Above and Beyond Job: Satisfied with Resources and Supplies

City of Hamilton Average



0.0% 16.7% 33.3% 50.0% 66.7% 83.3% 100.0%

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**

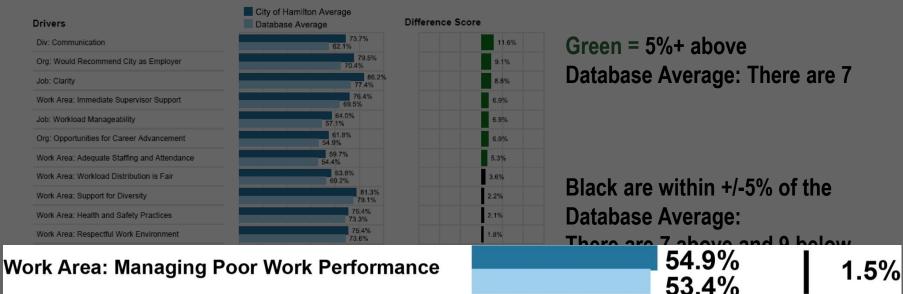


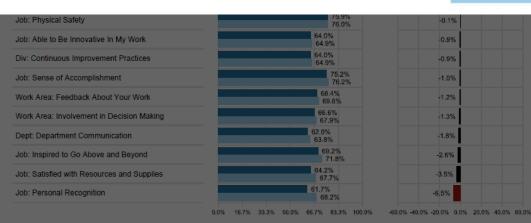
Job: Personal Recognition

THE CONVERSATION OUR PEOPLE SURVEY

External Benchmark

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





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





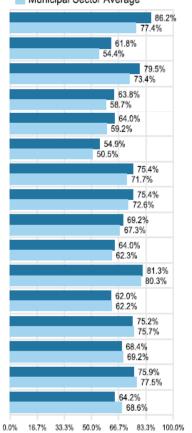
Municipal Benchmarks

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

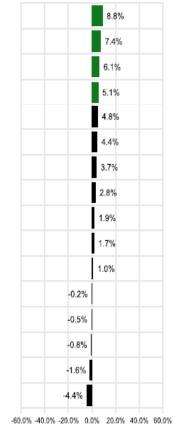
Drivers

Job: Clarity Org: Opportunities for Career Advancement Org: Would Recommend City as Employer Work Area: Workload Distribution is Fair Job: Workload Manageability Work Area: Managing Poor Work Performance Work Area: Health and Safety Practices Work Area: Respectful Work Environment Job: Inspired to Go Above and Beyond Job: Able to Be Innovative In My Work Work Area: Support for Diversity Dept: Department Communication Job: Sense of Accomplishment Work Area: Feedback About Your Work Job: Physical Safety

City of Hamilton Average Municipal Sector Average



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



Job: Satisfied with Resources and Supplies

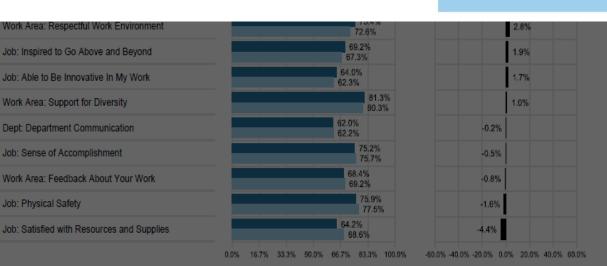


Municipal Benchmark

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



Work Area: Managing Poor Work Performance



50.5% There are 7 above and 5 below

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











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

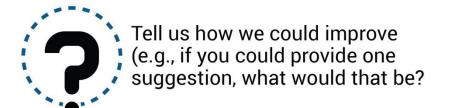
Rank	Subcategory	# of Themes
1	Pay	376
2	Working with People / Citizens	362
3	Co-Workers (General)	302
4	Helping Others	276
5	Benefits	258
6	A lot of Opportunity at the City	254
7	Job Security (General)	226
8	Enjoy Job	178
9	Proud to Work Here	171
10	Positive Work Environment (General)	169





Written Comments

Most in Need of Improvement - Ranked Themes



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

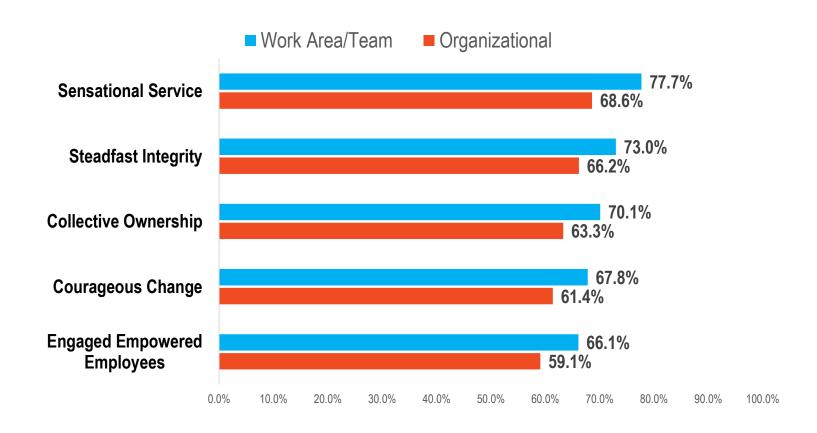








Culture Values











Ethics & Integrity

■ Ethics & Integrity

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

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

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

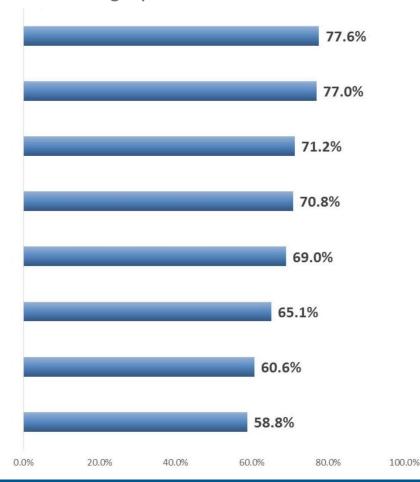
Job: I would feel comfortable reporting a breach of the code of conduct within my Division (e.g., to a Director or Manager)

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

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

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

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











4a - Health & Safety

■ Health & Safety Index

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

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

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

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

Div: I feel that health & safety is a priority in my Division

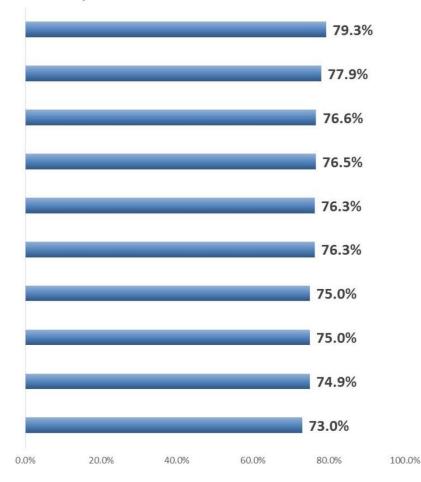
Immediate Supervisor: I feel that my direct supervisor(s) addresses health & safety concerns in a timely manner

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

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

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

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







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)

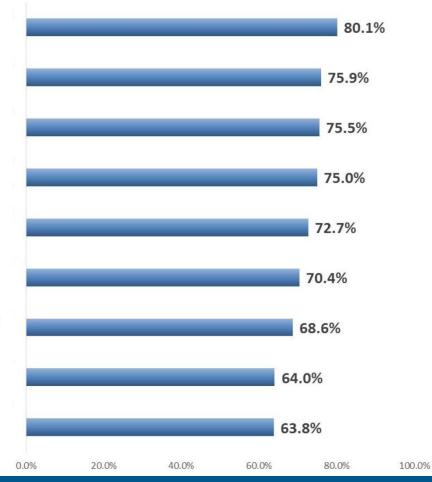
Immediate Supervisor: I can talk to my supervisor(s) when I am having trouble maintaining work-life balance

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







Lateral Harassment = Bully Co-worker

From Co-workers / Peers

	Frequ	Frequency		Metrics@Work Database	
Option	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 R	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)

	Frequ	Frequency		Metrics@Work Database	
Option	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 R	esponses: 4497	Total Res	sponses: 17930	

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

C of H: 4.7%;

M@W DB = 5.3%





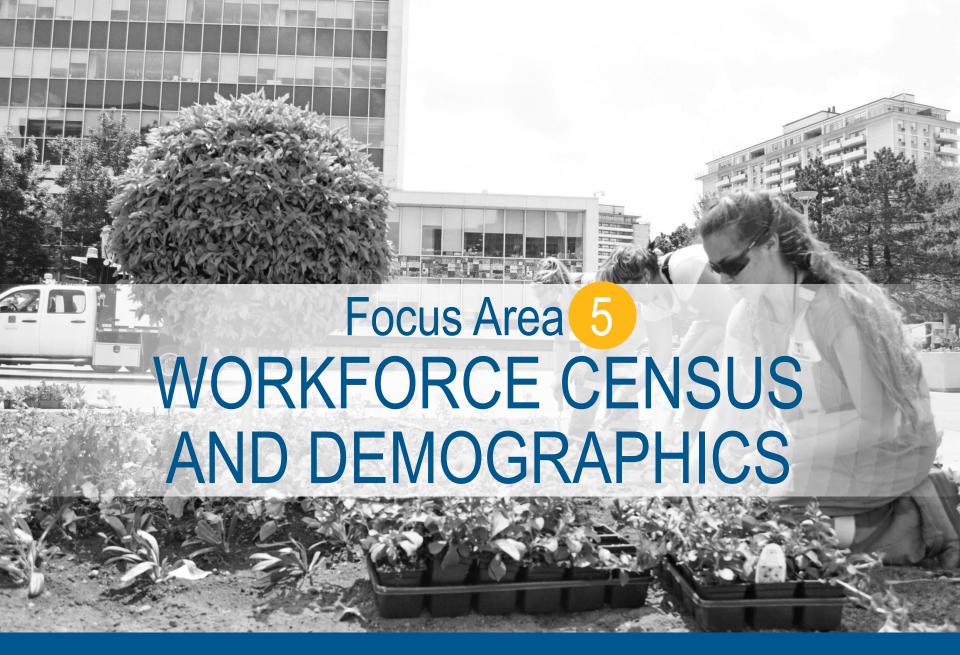
External Harassment = Bully Client

	Frequency		Metrics@Work Database	
Option	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 Re	esponses: 6132

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

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









Why We Collected Data

Understand the composition of our workforce



Inputs to policy/program development



Inclusive and Supportive workplace



Reflect the community were serve







Terms & definitions adopted from the Federal Government's Census

All participation/disclosures were Voluntary



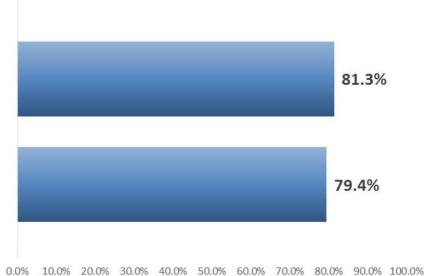


Support for Diversity

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

Results Shared with Middle Management

Feb to Mar 2018

Results
Shared with
Front Line Staff

Mar to April 2018

Action Planning

April to Aug

Implement
Actions and
Monitor Progress

Sept 2018 to Sept 2020

Re-Survey

Sept 2020





SLT Challenge

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





Questions?

