



Appendix E - Equity, Diversity and Inclusion Cultural Assessment Survey Results by Department

City of Hamilton
August 2021



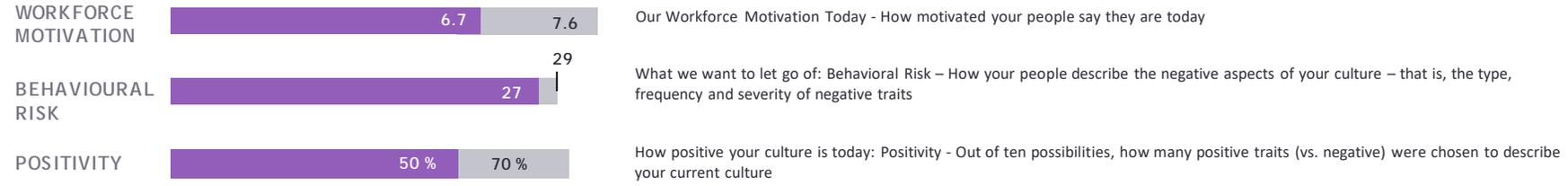
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Overall Results EDI Diagnostic Survey Dashboard

The City of Hamilton has a cultural health of 55%. This ranks significantly below the sector benchmark of 73%. Workforce motivation, behavioural risk and trait positivity are all factored into the cultural health score. The main driver of the City's score is the 50%:50% split between positive and negative traits used by survey respondents to describe the culture at the City.

CURRENT CULTURAL HEALTH

Overall health score is determined from 3 inputs:



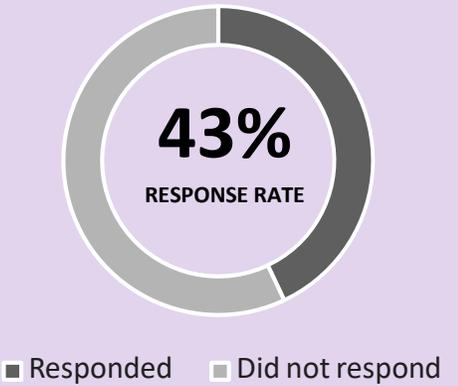
55%*

73%

= Moderate Cultural Health.
A motivated workforce + low behavioural risk + highly positive (vs. negative) traits

■ Benchmark - compared to data from other municipalities

EDI Survey Participation



Behaviours to KEEP, START and STOP

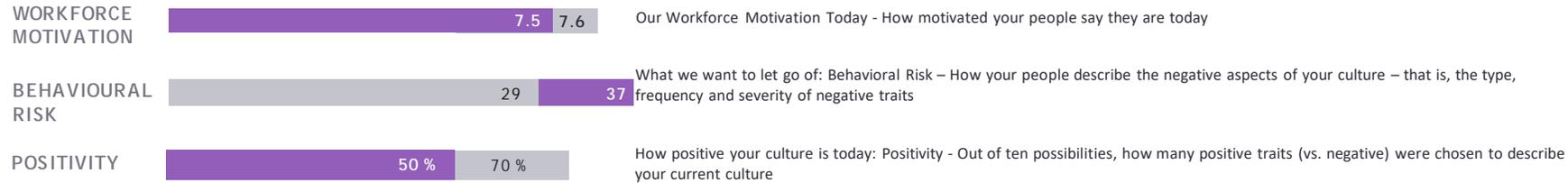
KEEP	START	STOP
Customer-centric	Transparent	Undervalue people
Collaborative	Proactive	Stuck in our ways
Ethical	Well-organized	Overworked

- ▶ 56% of EDI survey respondents agree that the City has a diverse workforce
- ▶ 49% of EDI survey respondents agree that equity, diversity and inclusion is a priority for the City

The following results are reflective of the City Council's Department.

CURRENT CULTURAL HEALTH

Overall health score is determined from 3 inputs:



53%*

73%

= Moderate Cultural Health.
A motivated workforce + low behavioural risk + highly positive (vs. negative) traits

■ Benchmark - compared to data from other municipalities

EDI Survey Participation



■ Responded ■ Did not respond

Behaviours to KEEP, START and STOP

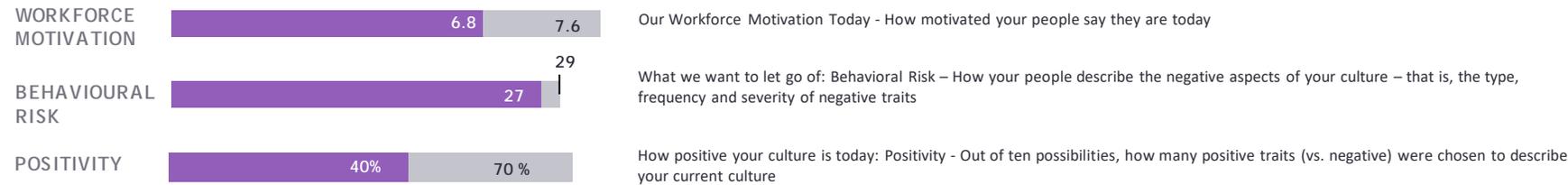
KEEP	START	STOP
Customer-centric	Curious / Always Learning	Resistant to Change
Accountable	Accountable	Lack Praise
Talent / People-Centric	Collaborative	Not Taking Responsibility

- ▶ #1 Motivator – Impact on Community
- ▶ #1 Risk – Not Taking Responsibility
- ▶ #1 Organizational Lever to make a change – Leadership
- ▶ 23% of EDI survey respondents agree that the City has a diverse workforce

The following results are reflective of the City Housing Department.

CURRENT CULTURAL HEALTH

Overall health score is determined from 3 inputs:



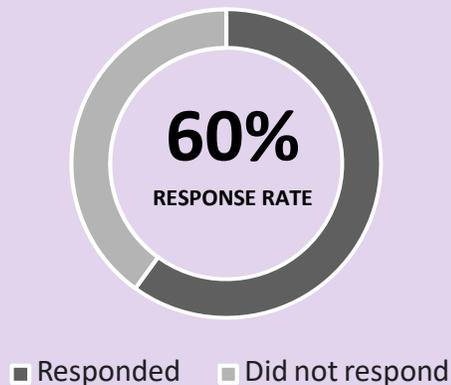
49%*

73%

= Moderate Cultural Health.
A motivated workforce + low behavioural risk + highly positive (vs. negative) traits

■ Benchmark - compared to data from other municipalities

EDI Survey Participation



Behaviours to KEEP, START and STOP

KEEP	START	STOP
Accountable	Transparent	Resistant to Change
Ethical	Open-minded	Undervalue People
Customer-centric	Well-organized	Disconnected

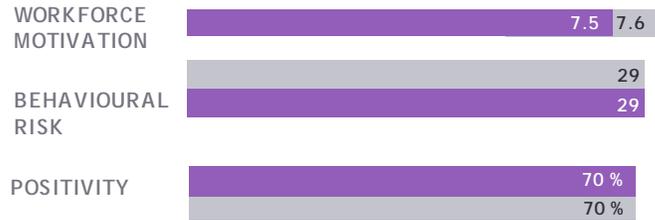
- ▶ #1 Motivator – Growth of Skills and Capabilities
- ▶ #1 Risk – Overworked
- ▶ #1 Organizational Lever to make a change – Teaming
- ▶ 58% of EDI survey respondents agree that the City has a diverse workforce

The following results are reflective of the City Manager's Department.

CURRENT CULTURAL HEALTH

Overall health score is determined from 3 inputs:

Your Score Benchmark



Our Workforce Motivation Today - How motivated your people say they are today

What we want to let go of: Behavioral Risk – How your people describe the negative aspects of your culture – that is, the type, frequency and severity of negative traits

How positive your culture is today: Positivity - Out of ten possibilities, how many positive traits (vs. negative) were chosen to describe your current culture

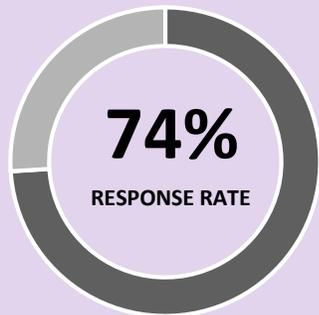
67%*

73%

= Moderate Cultural Health.
A motivated workforce + low behavioural risk + highly positive (vs. negative) traits

■ Benchmark - compared to data from other municipalities

EDI Survey Participation



■ Responded ■ Did not respond

Behaviours to KEEP, START and STOP

KEEP	START	STOP
Collaborative	Empowering	Stuck in our ways
Customer-centric	Proactive	Overworked
Accountable	Innovative	Resistant to Change

- ▶ #1 Motivator – Growth of Skills and Capabilities
- ▶ #1 Risk – Overworked
- ▶ #1 Organizational Lever to make a change – Talent Acquisition & Development
- ▶ 50% of EDI survey respondents agree that the City has a diverse workforce

The following results are reflective of the Corporate Services Department.

CURRENT CULTURAL HEALTH

Overall health score is determined from 3 inputs:



Your Score Benchmark

Our Workforce Motivation Today - How motivated your people say they are today

What we want to let go of: Behavioral Risk – How your people describe the negative aspects of your culture – that is, the type, frequency and severity of negative traits

How positive your culture is today: Positivity - Out of ten possibilities, how many positive traits (vs. negative) were chosen to describe your current culture

66%*

73%

= Moderate Cultural Health.
A motivated workforce + low behavioural risk + highly positive (vs. negative) traits

Benchmark - compared to data from other municipalities

EDI Survey Participation



■ Responded ■ Did not respond

Behaviours to KEEP, START and STOP

KEEP	START	STOP
Customer-centric	Proactive	Stuck in our ways
Accountable	Transparent	Undervalue people
Ethical	Recognition focused	Overworked

- ▶ #1 Motivator – Growth of Skills and Capabilities
- ▶ #1 Risk – Not taking responsibility
- ▶ #1 Organizational Lever to make a change – Talent Acquisition & Development
- ▶ 64% of EDI survey respondents agree that the City has a diverse workforce

The following results are reflective of the Healthy and Safe Communities Department.

CURRENT CULTURAL HEALTH

Overall health score is determined from 3 inputs:



Our Workforce Motivation Today - How motivated your people say they are today

What we want to let go of: Behavioral Risk – How your people describe the negative aspects of your culture – that is, the type, frequency and severity of negative traits

How positive your culture is today: Positivity - Out of ten possibilities, how many positive traits (vs. negative) were chosen to describe your current culture

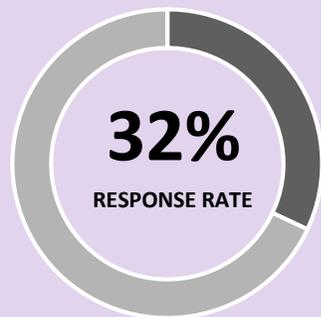
60%*

73%

= Moderate Cultural Health.
 A motivated workforce + low behavioural risk + highly positive (vs. negative) traits

■ Benchmark - compared to data from other municipalities

EDI Survey Participation



■ Responded □ Did not respond

Behaviours to KEEP, START and STOP

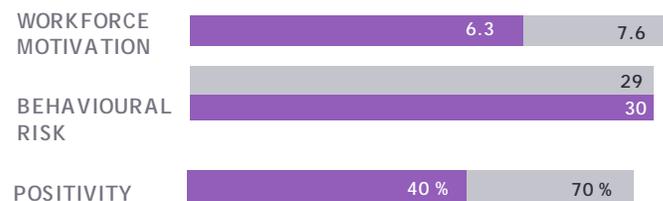
KEEP	START	STOP
Collaborative	Transparent	Undervalue people
Customer-centric	Proactive	Overworked
Adaptive	Empowering	Micromanaged

- ▶ #1 Motivator – Growth of Skills and Capabilities
- ▶ #1 Risk – Overworked
- ▶ #1 Organizational Lever to make a change – Teaming
- ▶ 53% of EDI survey respondents agree that the City has a diverse workforce

The following results are reflective of the Planning and Economic Development Department.

CURRENT CULTURAL HEALTH

Overall health score is determined from 3 inputs:



Your Score Benchmark

Our Workforce Motivation Today - How motivated your people say they are today

What we want to let go of: Behavioral Risk – How your people describe the negative aspects of your culture – that is, the type, frequency and severity of negative traits

How positive your culture is today: Positivity - Out of ten possibilities, how many positive traits (vs. negative) were chosen to describe your current culture

46%*

73%

= Moderate Cultural Health.
A motivated workforce + low behavioural risk + highly positive (vs. negative) traits

Benchmark - compared to data from other municipalities

EDI Survey Participation



■ Responded ■ Did not respond

Behaviours to KEEP, START and STOP

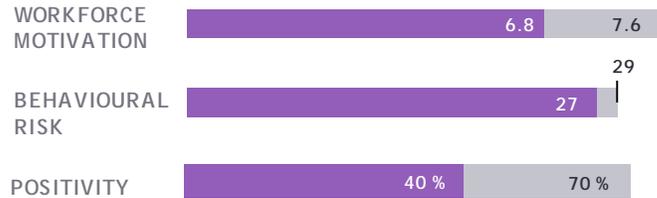
KEEP	START	STOP
Customer-centric	Transparent	Undervalue people
Ethical	Proactive	Overworked
Collaborative	Talent / People-centric	Playing Favourites

- ▶ #1 Motivator – Growth of Skills and Capabilities
- ▶ #1 Risk – Overworked
- ▶ #1 Organizational Lever to make a change – Teaming
- ▶ 54% of EDI survey respondents agree that the City has a diverse workforce

The following results are reflective of the Public Works Department.

CURRENT CULTURAL HEALTH

Overall health score is determined from 3 inputs:



Our Workforce Motivation Today - How motivated your people say they are today

What we want to let go of: Behavioral Risk – How your people describe the negative aspects of your culture – that is, the type, frequency and severity of negative traits

How positive your culture is today: Positivity - Out of ten possibilities, how many positive traits (vs. negative) were chosen to describe your current culture

49%*

73%

= Moderate Cultural Health.
A motivated workforce + low behavioural risk + highly positive (vs. negative) traits

Benchmark - compared to data from other municipalities

EDI Survey Participation



Responded Did not respond

Behaviours to KEEP, START and STOP

KEEP	START	STOP
Customer-centric	Transparent	Stuck in our ways
Accountable	Proactive	Undervalue people
Collaborative	Well-organized	Micromanaged

- ▶ #1 Motivator – Growth of Skills and Capabilities
- ▶ #1 Risk – Not taking responsibility
- ▶ #1 Organizational Lever to make a change – Teaming
- ▶ 61% of EDI survey respondents agree that the City has a diverse workforce

Base EDI Survey Results

- ▶ Culture Health Index of Motivation, Positivity, and Behaviour Risk
- ▶ Top Behavioural Traits
- ▶ Aspects of your operating environment that most and least support your values
- ▶ Priority areas to shift the culture
- ▶ Behaviours to KEEP, STOP and START
- ▶ Motivators for your people to shift the culture
- ▶ Culture risk by severity
- ▶ Top traits employees want to see in their leaders



CULTURE RESULTS - OVERALL RESULTS

The EDI survey dashboard results provide insight into different cultural elements of your organization such as your cultural health and top current cultural traits.

Cultural Health

55%
Moderate Cultural Health

Cultural Health
= a motivated workforce + highly positive (vs. negative) traits + low behavioral risk



The above Culture Health Score is comprised of the following three metrics. Improving any one of them (i.e., increasing workforce motivation / engagement, improving your ratio of positive to negative traits selected to describe your current culture, and lowering your behavioral risk) will improve your overall Cultural Health.

Workforce Motivation	Positivity	Behavioral Risk
6.7	50 %	27
7.6	70 %	29

INSIGHTS

- ▶ Cultural health is significantly lower than benchmark, driven primarily by an evenly divided sentiment
- ▶ Of the top 10 traits selected by City of Hamilton employees to describe the culture, 50% were selected from the negative half of a 60-trait list

Current Cultural Traits

Positivity = 50 %

The Positivity Score is calculated by the number of positive traits that were chosen out of 10 total traits to describe the current culture.

Benchmark

- % Selected as positive trait
- % Selected as negative trait
- Selected Start traits
- Selected Keep traits
- Selected Stop traits

Circle to the right of the bars indicates the trait was selected as a top 15 keep(yellow), stop(red) or starts(green) trait. The number in the center indicates the traits' selected ranking.

Top traits selected to describe your current culture. The traits that appear must have been selected by over 19.9% of the respondents (default view displays no more than ten traits). Click the '+' to see how all 60 positive and negative traits were ranked today.

Current positive

Process-oriented - 38%
Challenging - 37%
Collaborative - 33%
Results-driven - 30%
Adaptive - 27%

Benchmark Score

Current negative

Bureaucratic - 37%
Overworked - 36%
Undervalue people - 30%
Stuck in our ways - 27%
Hierarchical - 27%

Benchmark Score



RESULTS - ORGANIZATIONAL LEVERS

The data outlined below shows which aspects of your operating model/operating environment most and least support your values. Green indicates it was selected as supportive. Red indicates it was selected as acting against your values. It also indicates which organizational levers to prioritize to begin evolving your culture.

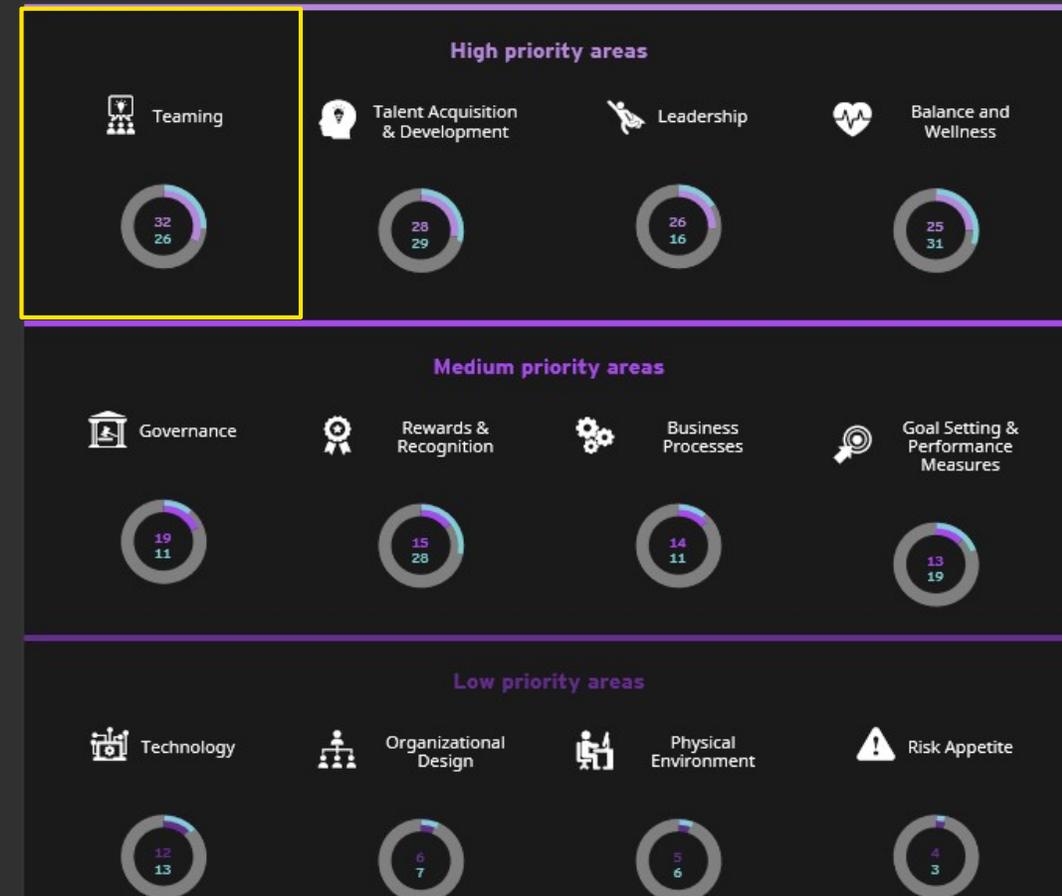
Levers that Support City of Hamilton Values



INSIGHTS

- ▶ Teaming was identified as the #1 lever to prioritize
- ▶ Similarly, it was identified as the #1 lever that most supports City of Hamilton's values
- ▶ In both cases, the results were also significantly above benchmark; this means that this is a unique opportunity for City of Hamilton

Levers to Prioritize to Shift the Culture



Least Supportive (% selected) █ Benchmark █ Most Supportive (% selected) █

RESULTS - ORGANIZATIONAL MOTIVATORS

Motivating people to change the way they work is at the core of evolving culture. Culture adoption activities should be informed by what your people hope to gain by making the shift. The data below outlines what are key motivators for your employees alongside the current and potential motivation levels of the organization.

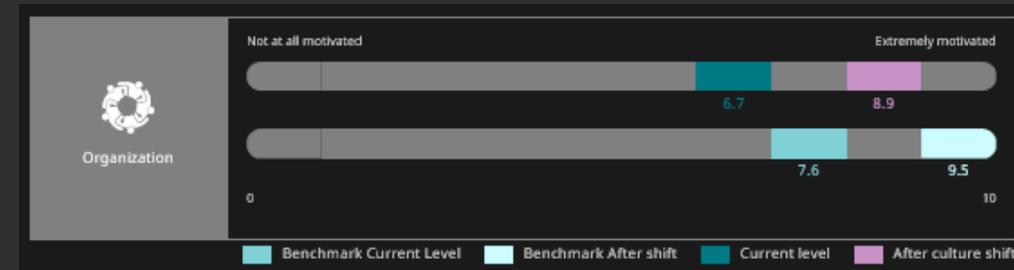
Motivators



INSIGHTS

- ▶ 'Growth of my skills' was rated the #1 motivator amongst employees
- ▶ 'Impact on the community' was ranked as the #3 motivator for City of Hamilton, it ranked significantly higher than the benchmark for this motivator (5%)
- ▶ City of Hamilton employees are currently slightly less motivated than the benchmark, but share a similar gap between current and potential motivation

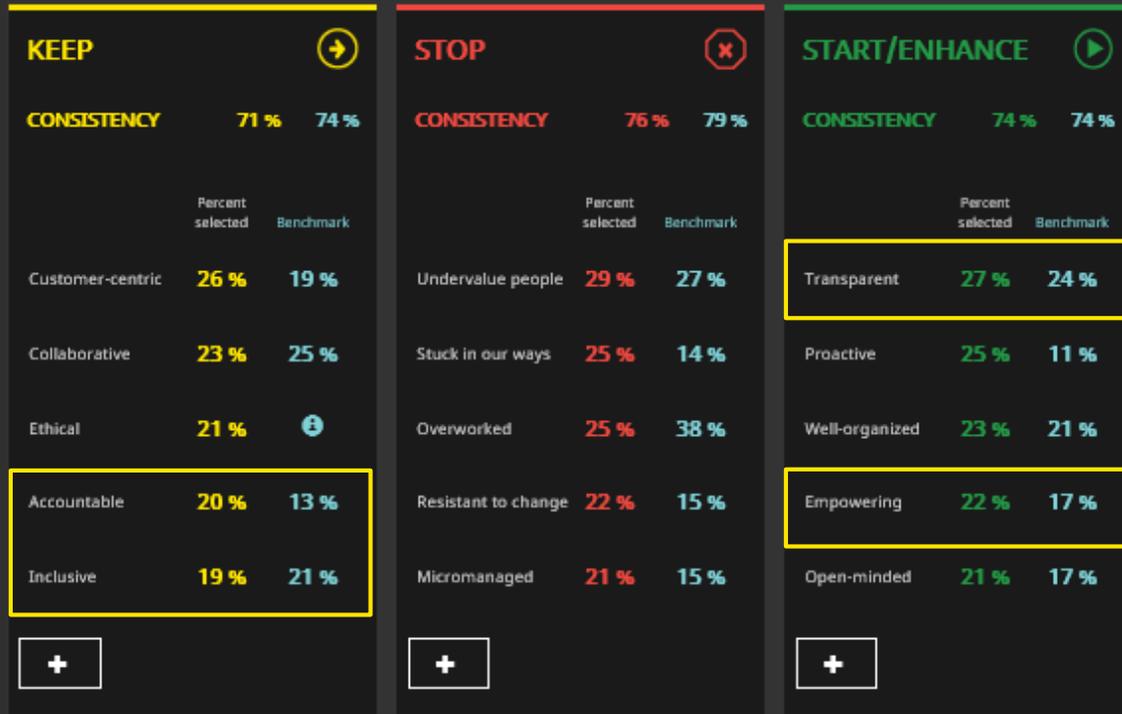
Current and Potential Motivation



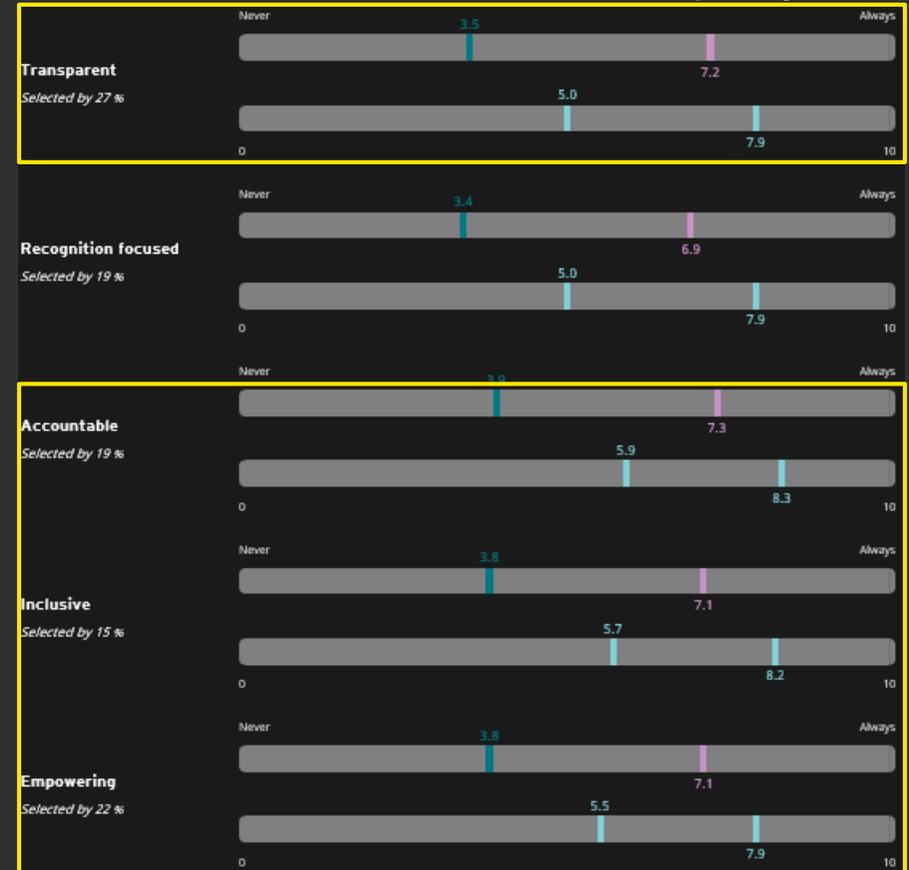
CULTURE RESULTS - ORGANIZATIONAL BEHAVIOURS

These are the traits **your people selected to keep, stop and start** when describing your current and desired culture. The consistency scores for keep, stop and start reflect how consistently your culture is described. Specifically, it is the percent of your respondents who selected one of your top 5 most-selected traits.

Behaviours to Keep, Stop and Start



Current and Potential Behaviour Frequency



RESULTS - CULTURE RISK

This chart identifies how much and where culture risk may exist based on respondents' selections of traits to stop or de-emphasize in the organization. The Trait Risk Score is calculated based on the selection rate, occurrence and severity of each trait respondents selected to stop or de-emphasize.

Risk Culture Score by Trait (from highest to lowest severity weight)

INSIGHTS

- ▶ 'Not taking responsibility' was rated the **most severe** culture risk across all departments with a significantly high severity in the Planning & Economic Development department
- ▶ 'Lack of Inclusion' was ranked as the second most severe culture risk in all departments excluding City Council

	Overall Trait Score	City Manager's Office	Corporate Services	Planning & Economic Development	Public Works	City Council	City Housing Hamilton	Healthy & Safe Communities	
Not taking responsibility Benchmark	29 6.07	27	27	48	31	28	31	29	High
Lack of inclusion Benchmark	25 6.05	24	24	29	25	-	24	26	
Controlling Benchmark	22 6.07	20	16	17	24	-	23	22	Risk
Disrespectful Benchmark	21 5.99	20	28	-	21	24	21	-	
Fear Benchmark	20 6.04	20	21	20	18	0	24	20	Low

- The risk score is comprised of the severity of the trait (ranging from a severity of low (1) to high (3)), the frequency it was selected and the level to which it exists in the organization (ranging from 1 to 10)
- 0 = low severity, low frequency and low existence
- 100 = highest severity, 100% frequency and existence of 10

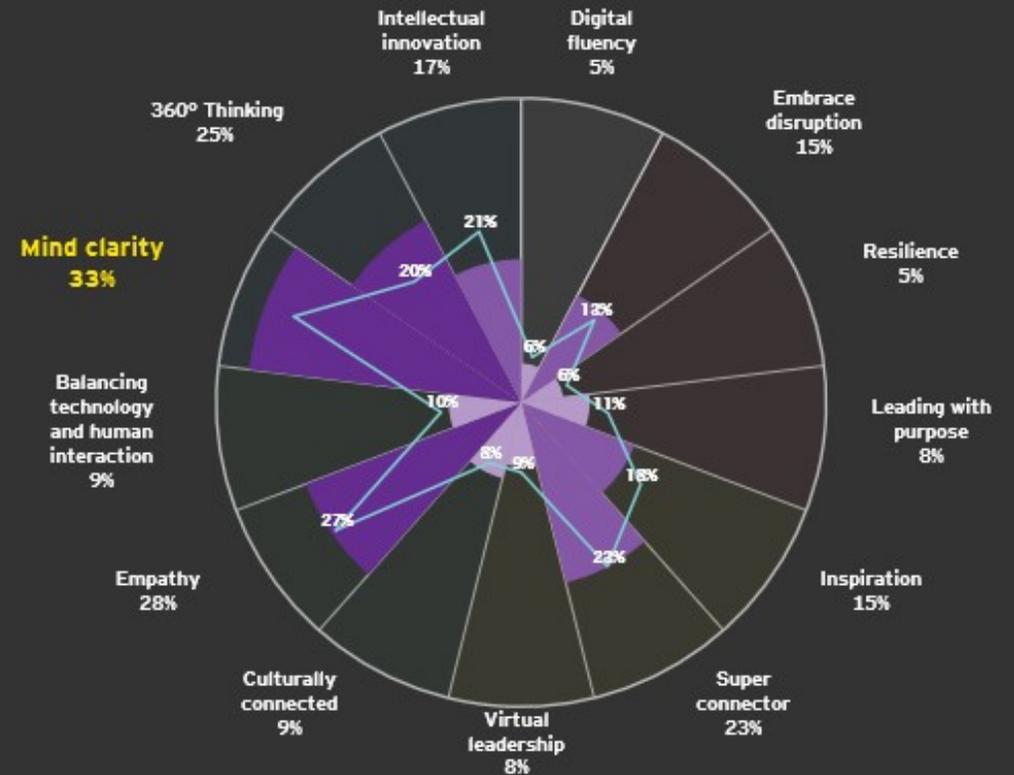
RESULTS - LEADER TRAITS

Leaders play a critical role in modeling the desired ways of working for the organization. This chart identifies the traits that the City's employees want to see most in their leaders.

INSIGHTS

- ▶ The distribution of traits selected is very similar to benchmark organizations
- ▶ The top 3 most important leader traits in order of selection are 'mind clarity', 'empathy' and '360 thinking'
- ▶ By definition of the 'mind clarity' trait, City employees most want their leaders to 'be fully present and lead with an open mind'
- ▶ By definition of the 'empathy' trait, they also want their leaders to 'understand the perspective of others'

Leadership Traits



Benchmark



▲ Least needed (0% - 9%)
 ▲ Somewhat needed (10% - 24%)
 ▲ Most needed (25% - 100%)
 — Benchmark
 T Most needed

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