City of Hamilton
2021 Survey Results

M E T R I C S @ W O R K

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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.

Driver Items:

In this report the word "item" or "driver item" refers to an individual statement that the respondent rated in the original survey. A "driver" refers to the average of a single item (when single items represent a driver) or a series of items measuring one driver (when multiple items represent a driver). Note: the rating systems referred to throughout this report represent the response scales used in the survey.

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.

Colour Coding:

In most areas of the report, scores are displayed in green, red, or black, to indicate a positive, negative, or 'on par' relationship to Metrics@Work's database, or the benchmark group (e.g., Rest Avg.). Red numbers represent benchmark comparisons with a negative difference of more than -5%, which indicates an observably lower average than the benchmark. Black numbers represent differences within +/-5% of the benchmark comparison. Green numbers represent benchmark comparisons with a positive difference of more than +5%, which indicates an observably higher average than the benchmark.

NOTE: Colour Code Exceptions: Because one would expect larger differences in comparisons with Best Practices we use a cut off of -20% for those comparison groups. Therefore, black numbers range from -20% to 5%. Any difference in a Best Practice larger than -20% is red.

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 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 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).

Year-Over-Year Analyses:

Year-over-year comparisons are provided (if applicable) throughout this report where drivers, outcomes, and custom measures are reported. The group that is the basis of this report will include year-over-year comparisons in the Overall Analyses section of this report, while other such comparisons for lower level groups are included in the Group Analyses section of this report. 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.

Response Profile

	# of Responses	# of Employees	%
City of Hamilton	4417	7181	61.5%

Overall Driver Analyses

Section Overview

Survey Index Reporting

The 2021 City of Hamilton survey measured five broad categories of work environment factors that are reported in the following pages as overall index scores.

1. Engagement
2. Health and Safety
3. Psychological Wellness
4. Ethics and Integrity
5. City of Hamilton Culture Values

Notes: these high level index scores are not compared to 2017 in this report due to survey changes and new questions added in 2021. The overall engagement score is the average of all the drivers, at all levels.

Engagement Index Reporting

At Metrics@Work, we categorize the drivers (i.e., predictors of engagement) into 3 levels associated with the way employees relate to aspects of their job, their work area (i.e., the local work environment), and the overall organization. The scores for these three levels of drivers in this section of the report are based on the average of all drivers in each level. All drivers are also reported separately in the Graph of Driver Averages in this section of the report.

1. Overall Job Engagement Score
2. Overall Work Area Engagement Score
3. Overall Organizational Engagement Score

Engagement Driver Levels

Job Related Drivers

Job Related drivers tend to be more related and predictive of Job Engagement and impact elements of a job such as how interesting and absorbing a job might be to a worker. Job Related drivers of engagement contain elements that are intrinsic aspects of a persons' job (e.g., associated with a bus driver, nurse, or anything that would typically be considered "the nature of the job") and so some elements are not easily amenable to change. Job Related drivers can be considered as potential action items for both local work teams, and can be affected at the organizational level by Organizational Development initiatives.

Work Unit Drivers

Work Area drivers tend to be more highly related and predictive of Job and Work Area Engagement than Organizational Engagement, but because some Work Area Drivers are influenced by organizational decisions and structures they can be characterized as "Mixed Drivers." These drivers are more amenable to change by workers and Supervisors / Managers as they are mostly within the sphere of control of front-line Supervisors / Managers and their staffs. Therefore, these drivers usually make better action items for local work environment teams, or leaders, than at the organizational level.

Organizational Drivers

Organizational Drivers tend to be most highly related and predictive of Organizational Engagement. Organizational Drivers of Engagement also tend to be more within the sphere of control of organizational decision making (e.g., Senior Management or Organizational Development / HR) authorities and, therefore, can be action items for the organization as-a-whole, rather than front line Supervisors / Managers. However, this should not prevent teams from taking action in their immediate work environments to improve organizational drivers, if such areas are identified as needing improvements.

Survey Index Scores

Survey Index Scores

Overall Engagement Score	69.1%
Overall Health and Safety	78.6%
Overall Psychological Wellness	73.4%
Overall Ethics and Integrity	67.4%
Overall City of Hamilton Culture Values	68.3%

0.0% 16.7% 33.3% 50.0% 66.7% 83.3% 100.0%
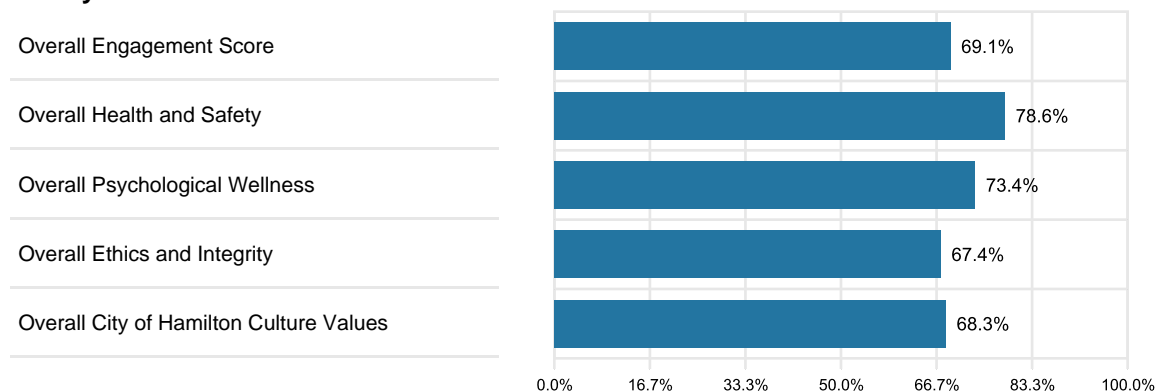
Definitions of Survey Index Scores

Overall Engagement Score

The Overall Engagement Score is based on the average of all 30 distinct employee engagement factors measured in the Our People Survey. These 30 distinct employee engagement factors are referred to as the "Drivers" of Engagement throughout this report.

Overall Health and Safety

The Overall Health and Safety score is based on the average of the following 2 questions: "I am provided with the equipment I need to work safely" and "I feel that my direct supervisor(s) addresses health & safety concerns in a timely manner".

Overall Psychological Wellness

The Overall Psychological Wellness score is based on the average of the following 4 questions: "Overall, I feel physically safe at work", "Work is distributed fairly within my work area/team", "My direct supervisor(s) would be supportive if I were dealing with personal or family issues" and "Overall, I feel psychologically safe at work (e.g., safe from psychological or emotional harm)".

Overall Ethics and Integrity

The Overall Ethics and Integrity score is based on the average of the following 3 questions: "I feel that work polices / procedures / practices are consistently followed within my work area/team", "Appropriate actions are taken to resolve conflicts when they occur in my work area/team" and "I feel comfortable reporting a breach of the City's code of conduct policy within my work area/team".

Overall City of Hamilton Culture Values

The Overall City of Hamilton Culture Values score is based on the average of the following 2 questions: "People in my work area/team usually behave in ways that demonstrate the corporate culture values (collective ownership, steadfast integrity, courageous change, sensational service and engaged empowered employees)" and "The City does a good job creating and supporting work environments where employees can demonstrate the corporate culture values (collective ownership, steadfast integrity, courageous change, sensational service and engaged empowered employees)".

Engagement Index Scores

Engagement Index Scores

Overall Job Engagement Score	66.5%
Overall Work Area Engagement Score	70.6%
Overall Organizational Engagement Score	68.7%

0.0%   16.7%   33.3%   50.0%   66.7%   83.3%   100.0%
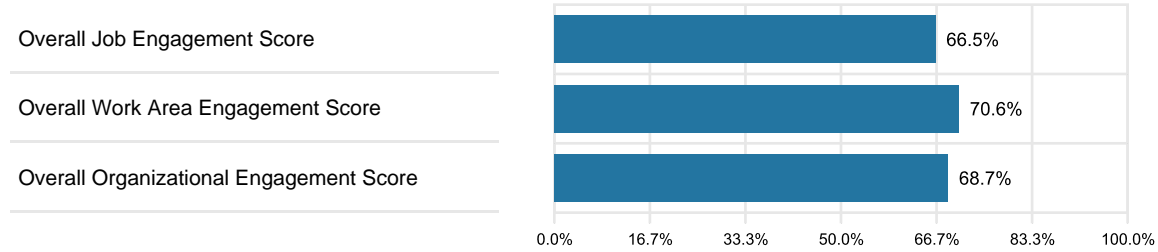
Explanation of Engagement Index Scores

Overall Job Engagement Score

The Overall Job Engagement Score is measured by 8 factors that are considered 'Drivers' of Job Related Engagement.

Overall Work Area Engagement Score

The Overall Work Area Engagement Score is measured by 15 factors that are considered 'Drivers' of Work Area Related Engagement.

Overall Organizational Engagement Score

The Overall Organizational Engagement Score is measured by 7 factors that are considered 'Drivers' of Organizational Related Engagement.

Graph of Driver Averages

The following graph illustrates the averages, in percent, for each driver in order from highest to lowest. The City of Hamilton Grand Driver Average is 69.1%, which is the result of averaging all engagement driver averages together into a single representative score.

Ranked Drivers

		Driver Averages
1	Work Area: Pride in Work Area / Team	80.4%
2	Work Area: Sup. Support / Communication / Safety	78.7%
3	Org: Pride in City of Hamilton	78.5%
4	Org: Recommend City as Employer	78.3%
5	Work Area: Provided with Equipment to Work Safely	78.1%
6	Work Area: Respectful Work Environment	77.4%
7	Job: Physical Safety	74.7%
8	Work Area: Sup. Has My Back / Positive Environment	74.3%
9	Job: Inspires / Sense of Accomplishment	73.2%
10	Work Area: Comfortable Speaking Up	72.4%
11	Work Area: Sup. Feedback / Manage Performance / Goals	72.1%
12	Work Area: Demonstrate the Corp. Culture Values	71.8%
13	Org: Ethics & Integrity - Uphold Code of Conduct	71.7%
14	Work Area: Consistent Policies / Practices in my Area	69.2%
15	Work Area: Comf. Reporting Breach of Conduct	68.2%
16	Org: Comm. from Snr Leadership about Strategic Direction	67.4%
17	Job: Satisfied with Resources and Supplies	67.0%
18	Job: Good Work-Life Balance	66.8%
19	Job: Psychologically Safety	66.0%
20	Work Area: Ethics & Integrity - Conflict Resolution	64.9%
21	Org: Employees can Demonstrate Corp. Culture Values	64.7%
22	Work Area: Morale in Work Area / Team	64.1%
23	Work Area: Workload Distribution is Fair	63.5%
24	Work Area: Positive Action from Last Survey Results	62.8%
25	Job: Support for Training Opportunities	62.2%
26	Org: Opportunities for Career Advancement	61.8%
27	Job: Able to Be Innovative In My Work	61.4%
28	Work Area: Two-way Communication	61.4%
29	Job: Personal Recognition	60.4%
30	Org: Senior Leadership is Available / Accessible	58.8%

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

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.

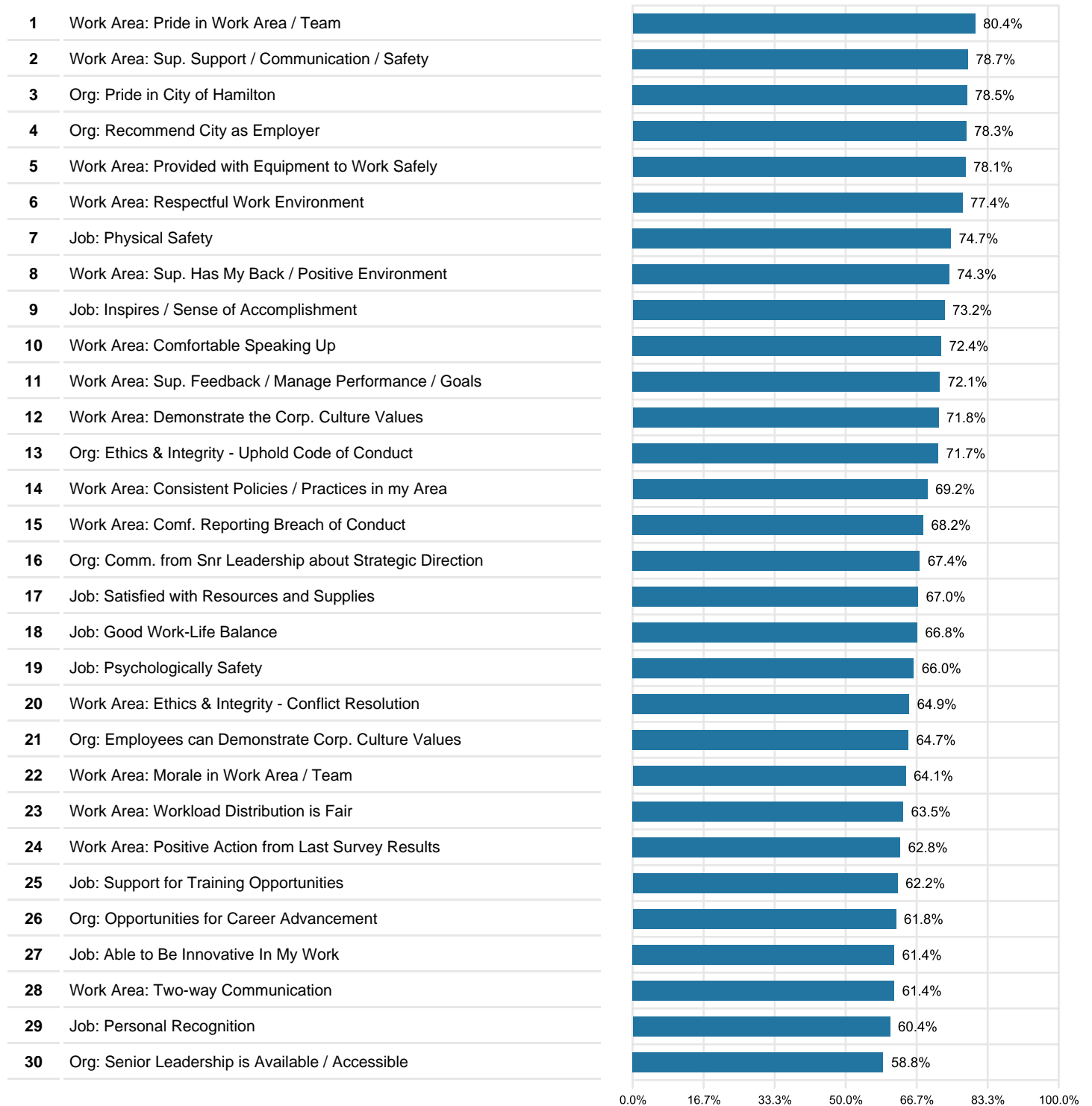|	Ranked Drivers	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	Work Area: Pride in Work Area / Team	1.5%	2.1%	2.7%	6.8%	13.4%	40.7%	33.0%
2	Work Area: Sup. Support / Communication / Safety	3.4%	3.3%	3.4%	6.3%	11.5%	36.0%	36.2%
3	Org: Pride in City of Hamilton	1.8%	2.4%	3.0%	8.2%	16.2%	37.5%	31.0%
4	Org: Recommend City as Employer	2.1%	2.5%	3.5%	7.4%	15.0%	38.9%	30.5%
5	Work Area: Provided with Equipment to Work Safely	2.0%	2.5%	3.8%	5.5%	13.1%	49.3%	23.8%
6	Work Area: Respectful Work Environment	2.3%	2.8%	3.9%	5.8%	16.8%	41.2%	27.2%
7	Job: Physical Safety	3.4%	3.5%	5.4%	7.5%	14.2%	41.2%	24.8%
8	Work Area: Sup. Has My Back / Positive Environment	5.0%	4.1%	4.4%	9.0%	13.0%	34.1%	30.6%
9	Job: Inspires / Sense of Accomplishment	3.2%	4.5%	3.8%	9.2%	19.2%	38.4%	21.9%
10	Work Area: Comfortable Speaking Up	4.2%	4.5%	5.7%	7.5%	17.2%	38.9%	22.0%
11	Work Area: Sup. Feedback / Manage Performance / Goals	4.8%	4.8%	3.9%	12.6%	12.9%	35.0%	25.9%
12	Work Area: Demonstrate the Corp. Culture Values	3.5%	4.1%	5.9%	9.9%	17.7%	39.4%	19.5%
13	Org: Ethics & Integrity - Uphold Code of Conduct	5.3%	5.1%	5.6%	9.1%	11.5%	39.3%	24.1%
14	Work Area: Consistent Policies / Practices in my Area	4.3%	4.8%	7.2%	9.2%	18.7%	41.6%	14.2%
15	Work Area: Comf. Reporting Breach of Conduct	5.0%	4.8%	4.8%	17.3%	14.9%	35.9%	17.3%
16	Org: Comm. from Snr Leadership about Strategic Direction	3.7%	5.3%	6.2%	15.0%	21.7%	34.0%	14.1%
17	Job: Satisfied with Resources and Supplies	5.0%	6.2%	8.8%	7.5%	21.2%	37.4%	13.9%
18	Job: Good Work-Life Balance	5.3%	6.5%	8.0%	9.0%	20.3%	34.8%	16.0%
19	Job: Psychologically Safety	7.3%	7.1%	8.3%	9.3%	14.4%	34.6%	19.0%
20	Work Area: Ethics & Integrity - Conflict Resolution	6.2%	6.0%	6.8%	16.5%	15.8%	35.1%	13.5%
21	Org: Employees can Demonstrate Corp. Culture Values	4.4%	6.2%	7.3%	17.4%	21.0%	31.5%	12.4%
22	Work Area: Morale in Work Area / Team	7.9%	7.6%	8.5%	8.0%	19.2%	33.3%	15.4%
23	Work Area: Workload Distribution is Fair	7.1%	6.9%	9.1%	11.6%	17.8%	35.1%	12.4%
24	Work Area: Positive Action from Last Survey Results	5.0%	4.9%	3.9%	33.7%	11.2%	29.5%	11.8%
25	Job: Support for Training Opportunities	6.5%	7.8%	8.7%	14.1%	20.2%	31.3%	11.4%
26	Org: Opportunities for Career Advancement	6.9%	7.4%	8.5%	15.6%	20.3%	29.2%	12.1%
27	Job: Able to Be Innovative In My Work	6.3%	8.3%	7.8%	16.2%	23.0%	26.7%	11.7%
28	Work Area: Two-way Communication	9.7%	8.7%	9.5%	8.5%	17.2%	31.4%	15.0%
29	Job: Personal Recognition	9.9%	8.2%	7.0%	13.9%	18.5%	30.1%	12.4%
30	Org: Senior Leadership is Available / Accessible	8.2%	7.8%	8.3%	23.0%	16.3%	24.4%	12.1%

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

Legend: ■ Unfavourable   ■ Favourable

Rank	Driver	Unfavourable	Favourable
1	Work Area: Pride in Work Area / Team	3.6%	73.7%
2	Work Area: Sup. Support / Communication / Safety	6.7%	72.2%
3	Org: Pride in City of Hamilton	4.2%	68.5%
4	Org: Recommend City as Employer	4.6%	69.4%
5	Work Area: Provided with Equipment to Work Safely	4.5%	73.1%
6	Work Area: Respectful Work Environment	5.1%	68.4%
7	Job: Physical Safety	6.9%	66.0%
8	Work Area: Sup. Has My Back / Positive Environment	9.1%	64.7%
9	Job: Inspires / Sense of Accomplishment	7.7%	60.3%
10	Work Area: Comfortable Speaking Up	8.7%	60.9%
11	Work Area: Sup. Feedback / Manage Performance / Goals	9.6%	60.9%
12	Work Area: Demonstrate the Corp. Culture Values	7.6%	58.9%
13	Org: Ethics & Integrity - Uphold Code of Conduct	10.4%	63.4%
14	Work Area: Consistent Policies / Practices in my Area	9.1%	55.8%
15	Work Area: Comf. Reporting Breach of Conduct	9.8%	53.2%
16	Org: Comm. from Snr Leadership about Strategic Direction	9.0%	48.1%
17	Job: Satisfied with Resources and Supplies	11.2%	51.3%
18	Job: Good Work-Life Balance	11.8%	50.8%
19	Job: Psychologically Safety	14.4%	53.6%
20	Work Area: Ethics & Integrity - Conflict Resolution	12.2%	48.6%
21	Org: Employees can Demonstrate Corp. Culture Values	10.6%	43.9%
22	Work Area: Morale in Work Area / Team	15.5%	48.7%
23	Work Area: Workload Distribution is Fair	14.0%	47.5%
24	Work Area: Positive Action from Last Survey Results	9.9%	41.3%
25	Job: Support for Training Opportunities	14.3%	42.7%
26	Org: Opportunities for Career Advancement	14.3%	41.3%
27	Job: Able to Be Innovative In My Work	14.6%	38.4%
28	Work Area: Two-way Communication	18.4%	46.4%
29	Job: Personal Recognition	18.1%	42.5%
30	Org: Senior Leadership is Available / Accessible	16.0%	36.5%

(Axis: 0.0% — 20.0% — 40.0% — 60.0% — 80.0% — 100.0%)

Year-Over-Year Analyses

These averages are compiled by selecting employee responses based on those items that are common between the current and previous surveys.

Year-Over-Year Difference Scores

These scores are calculated by subtracting the adjusted averages obtained from your organization's previous survey from your current driver averages. A positive difference indicates that your current average is higher than that obtained from the previous survey. Conversely, a negative difference indicates that your current average is lower. 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.

Cautions:

In larger groups, scores tend to be more stable and changes tend to be smaller, unless specific and strong efforts have been implemented to create improvements. Large decreases usually occur due to some dramatic negative event or disruption to the group.

In small groups, e.g., with less than 10 respondents, large changes are more frequently observed. In these circumstances, significant changes can occur, i.e., changes of +/-10% or greater because in these groups a small sub-group (e.g., 2-3 people) with very high or very low scores can have dramatic effects on the obtained scores of the group and resulting differences from one survey to another.

Large changes, i.e., changes of +/-10% or greater, are also more frequently observed within groups with original (previous survey) extreme scores (high or low). In statistics this phenomenon is known as "regression toward the mean." All other things being equal groups with very high scores tend to go down and groups with very low scores tend to go up.

Year-Over-Year Analyses (2021 to 2017)

Drivers

Legend: ■ 2021 Average ■ 2017 Average

Difference Score

Driver	2021 Average	2017 Average	Difference Score
Work Area: Consistent Policies / Practices in my Area	69.2%	60.6%	8.6%
Job: Satisfied with Resources and Supplies	67.0%	64.2%	2.8%
Work Area: Comfortable Speaking Up	72.4%	70.0%	2.4%
Work Area: Respectful Work Environment	77.4%	75.4%	2.0%
Work Area: Sup. Support / Communication / Safety	78.7%	76.9%	1.8%
Org: Employees can Demonstrate Corp. Culture Values	64.7%	63.7%	1.0%
Job: Inspires / Sense of Accomplishment	73.2%	72.2%	1.0%
Work Area: Demonstrate the Corp. Culture Values	71.8%	70.9%	0.9%
Work Area: Two-way Communication	61.4%	60.9%	0.5%
Work Area: Morale in Work Area / Team	64.1%	63.6%	0.5%
Work Area: Provided with Equipment to Work Safely	78.1%	77.9%	0.2%
Work Area: Pride in Work Area / Team	80.4%	80.2%	0.2%
Org: Opportunities for Career Advancement	61.8%	61.8%	0.0%
Work Area: Ethics & Integrity - Conflict Resolution	64.9%	65.1%	-0.2%
Work Area: Workload Distribution is Fair	63.5%	63.8%	-0.3%
Job: Physical Safety	74.7%	75.9%	-1.2%
Org: Recommend City as Employer	78.3%	79.5%	-1.2%
Job: Personal Recognition	60.4%	61.7%	-1.3%
Job: Able to Be Innovative In My Work	61.4%	64.0%	-2.6%
Work Area: Comf. Reporting Breach of Conduct	68.2%	70.8%	-2.6%
Job: Support for Training Opportunities	62.2%	65.4%	-3.2%
Org: Ethics & Integrity - Uphold Code of Conduct	71.7%	77.0%	-5.3%

Left chart axis: 0.0% 16.7% 33.3% 50.0% 66.7% 83.3% 100.0%

Difference Score axis: -60.0% -40.0% -20.0% 0.0% 20.0% 40.0% 60.0%

Metrics@Work 2021   *Overall Driver Analyses*

Summary

Grand Average for 2021: 69.3%	Grand Average for 2017: 69.2%
Number of drivers increased: 12	Number of drivers decreased: 9
Number of observably higher drivers: 1	Number of observably lower drivers: 1

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.
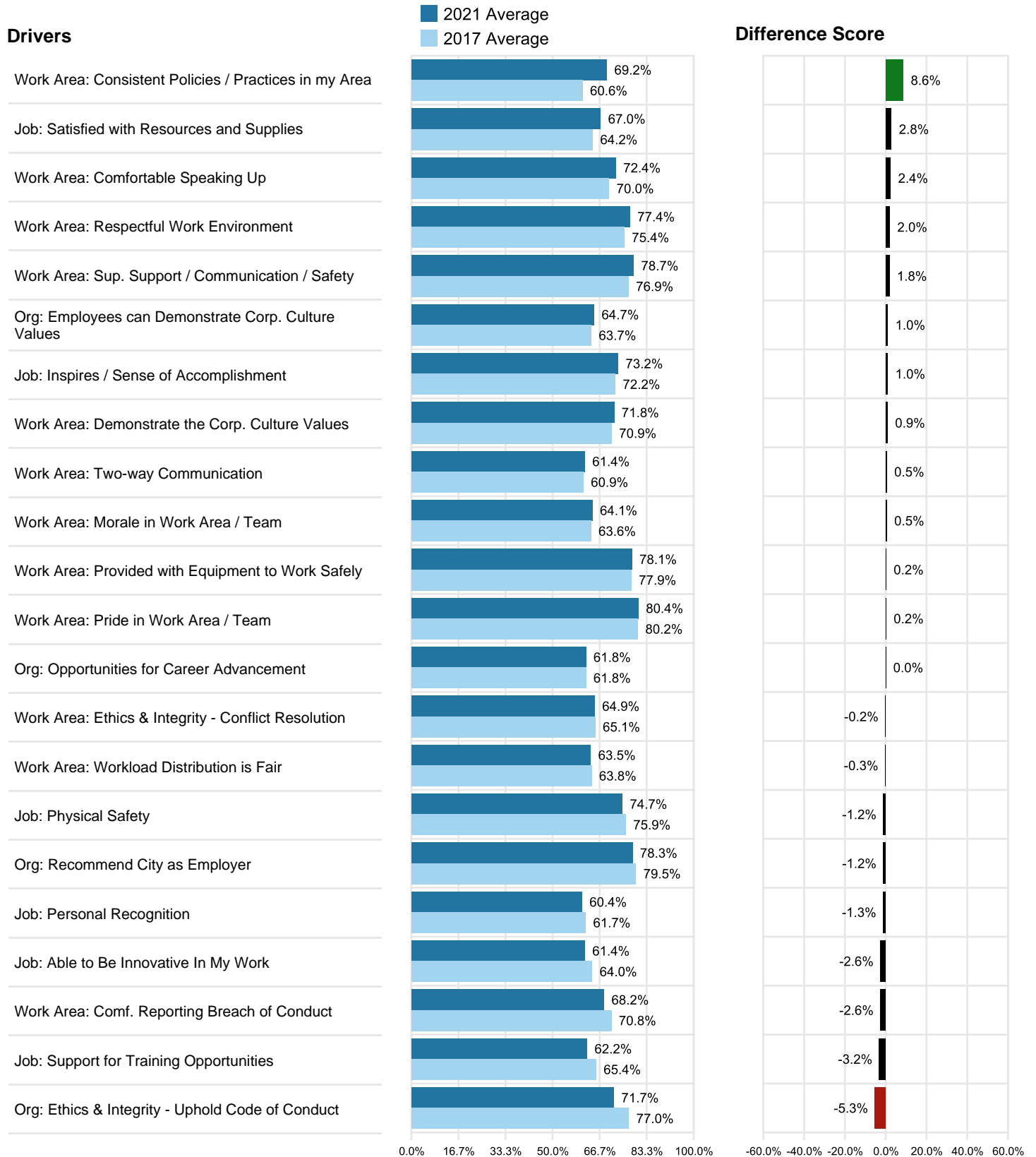
Pre-Pandemic Municipal Sector Average

The Pre-Pandemic Municipal Sector Average compares your organization's driver averages against the driver averages of all the municipalities in the Metrics@Work database prior to the pandemic. This comparison is drawn from up to 30 survey projects and 25,000 survey respondents. Note: very few Cities / Municipalities ran full engagement surveys since March 2020, therefore the Pre-Pandemic Municipal Benchmark is the only sector comparison available at this time.

Pre-Pandemic Municipal Sector Highest Score

The Pre-Pandemic Municipal Sector Highest Score compares each of your organization's driver averages to the comparable municipality in the database that has achieved the highest average for that driver. This comparison is drawn from up to 30 survey projects and 25,000 survey respondents. Note: very few Cities / Municipalities ran full engagement surveys since March 2020, therefore the Pre-Pandemic Municipal Benchmark is the only sector comparison available at this time.

During Pandemic Database Average

The During Pandemic Database Average represents an external comparison between the drivers from your survey and those within the Metrics@Work database during the pandemic. This comparison can help you to understand and interpret your organization's results by providing a reference to the average level of performance in all the organizations within the Metrics@Work database during the pandemic. This comparison is drawn from up to 15 organizations and 15,000 survey respondents. Note: more engagement surveys have been conducted within healthcare / hospitals since March 2020, therefore, this comparison is weighted more heavily with responses from Ontario healthcare public sector employee responses.

During Pandemic Database Highest Score

The During Pandemic Database Highest Score comparison reflects the difference between your organization's driver averages and the highest equivalent driver averages achieved in the Metrics@Work database during the pandemic. This provides a reference between your organization and the top-performing organizations within the Metrics@Work database during the pandemic. This comparison is drawn from up to 15 organizations and 15,000 survey respondents. Note: more engagement surveys have been conducted within healthcare / hospitals since March 2020, therefore, this comparison is weighted more heavily with responses from Ontario healthcare public sector employee responses.

Pre-Pandemic Municipal Sector Average

The Pre-Pandemic Municipal Sector Average compares your organization's driver averages against the driver averages of all the municipalities in the Metrics@Work database prior to the pandemic. This comparison is drawn from up to 30 survey projects and 25,000 survey respondents. Note: very few Cities / Municipalities ran full engagement surveys since March 2020, therefore the Pre-Pandemic Municipal Benchmark is the only sector comparison available at this time.

Drivers

■ City of Hamilton Average
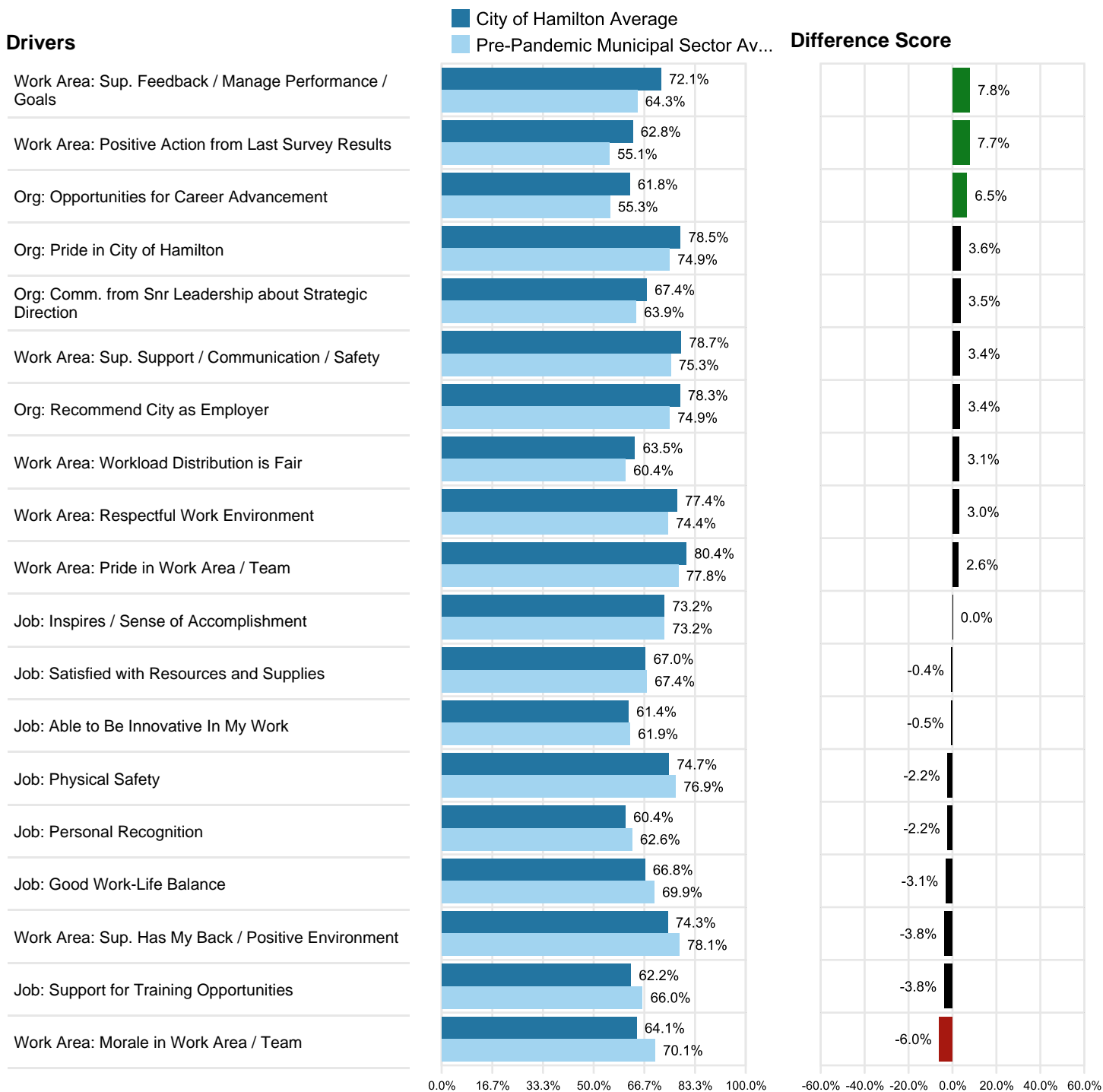■ Pre-Pandemic Municipal Sector Av...

Difference Score

Driver	City of Hamilton Average	Pre-Pandemic Municipal Sector Average	Difference Score
Work Area: Sup. Feedback / Manage Performance / Goals	72.1%	64.3%	7.8%
Work Area: Positive Action from Last Survey Results	62.8%	55.1%	7.7%
Org: Opportunities for Career Advancement	61.8%	55.3%	6.5%
Org: Pride in City of Hamilton	78.5%	74.9%	3.6%
Org: Comm. from Snr Leadership about Strategic Direction	67.4%	63.9%	3.5%
Work Area: Sup. Support / Communication / Safety	78.7%	75.3%	3.4%
Org: Recommend City as Employer	78.3%	74.9%	3.4%
Work Area: Workload Distribution is Fair	63.5%	60.4%	3.1%
Work Area: Respectful Work Environment	77.4%	74.4%	3.0%
Work Area: Pride in Work Area / Team	80.4%	77.8%	2.6%
Job: Inspires / Sense of Accomplishment	73.2%	73.2%	0.0%
Job: Satisfied with Resources and Supplies	67.0%	67.4%	-0.4%
Job: Able to Be Innovative In My Work	61.4%	61.9%	-0.5%
Job: Physical Safety	74.7%	76.9%	-2.2%
Job: Personal Recognition	60.4%	62.6%	-2.2%
Job: Good Work-Life Balance	66.8%	69.9%	-3.1%
Work Area: Sup. Has My Back / Positive Environment	74.3%	78.1%	-3.8%
Job: Support for Training Opportunities	62.2%	66.0%	-3.8%
Work Area: Morale in Work Area / Team	64.1%	70.1%	-6.0%

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

-60.0% -40.0% -20.0% 0.0% 20.0% 40.0% 60.0%

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

Pre-Pandemic Municipal Sector Highest Score

The Pre-Pandemic Municipal Sector Highest Score compares each of your organization's driver averages to the comparable municipality in the database that has achieved the highest average for that driver. This comparison is drawn from up to 30 survey projects and 25,000 survey respondents. Note: very few Cities / Municipalities ran full engagement surveys since March 2020, therefore the Pre-Pandemic Municipal Benchmark is the only sector comparison available at this time.

Drivers | City of Hamilton Average / Pre-Pandemic Municipal Sector Hi... | **Difference Score**

Driver	City of Hamilton Average	Pre-Pandemic Municipal Sector High	Difference Score
Work Area: Positive Action from Last Survey Results	62.8%	59.0%	3.8%
Org: Opportunities for Career Advancement	61.8%	60.7%	1.1%
Org: Comm. from Snr Leadership about Strategic Direction	67.4%	70.3%	-2.9%
Work Area: Sup. Feedback / Manage Performance / Goals	72.1%	75.1%	-3.0%
Work Area: Sup. Support / Communication / Safety	78.7%	82.0%	-3.3%
Work Area: Respectful Work Environment	77.4%	80.7%	-3.3%
Work Area: Pride in Work Area / Team	80.4%	86.7%	-6.3%
Work Area: Sup. Has My Back / Positive Environment	74.3%	80.8%	-6.5%
Org: Pride in City of Hamilton	78.5%	85.5%	-7.0%
Org: Recommend City as Employer	78.3%	85.5%	-7.2%
Job: Personal Recognition	60.4%	68.1%	-7.7%
Job: Support for Training Opportunities	62.2%	70.6%	-8.4%
Job: Satisfied with Resources and Supplies	67.0%	77.2%	-10.2%
Job: Physical Safety	74.7%	86.7%	-12.0%
Job: Able to Be Innovative In My Work	61.4%	73.7%	-12.3%
Job: Good Work-Life Balance	66.8%	79.5%	-12.7%
Job: Inspires / Sense of Accomplishment	73.2%	87.6%	-14.4%
Work Area: Workload Distribution is Fair	63.5%	80.3%	-16.8%
Work Area: Morale in Work Area / Team	64.1%	89.5%	-25.4%

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

During Pandemic Database Average

The During Pandemic Database Average represents an external comparison between the drivers from your survey and those within the Metrics@Work database during the pandemic. This comparison can help you to understand and interpret your organization's results by providing a reference to the average level of performance in all the organizations within the Metrics@Work database during the pandemic. This comparison is drawn from up to 15 organizations and 15,000 survey respondents. Note: more engagement surveys have been conducted within healthcare / hospitals since March 2020, therefore, this comparison is weighted more heavily with responses from Ontario healthcare public sector employee responses.

Drivers

Legend:
- City of Hamilton Average
- During Pandemic Database Average

Difference Score

Driver	City of Hamilton Average	During Pandemic Database Average	Difference Score
Work Area: Pride in Work Area / Team	80.4%	70.1%	10.3%
Work Area: Sup. Feedback / Manage Performance / Goals	72.1%	62.9%	9.2%
Org: Opportunities for Career Advancement	61.8%	55.7%	6.1%
Work Area: Workload Distribution is Fair	63.5%	60.6%	2.9%
Org: Comm. from Snr Leadership about Strategic Direction	67.4%	65.8%	1.6%
Work Area: Respectful Work Environment	77.4%	76.5%	0.9%
Work Area: Sup. Support / Communication / Safety	78.7%	78.0%	0.7%
Job: Physical Safety	74.7%	75.6%	-0.9%
Job: Satisfied with Resources and Supplies	67.0%	67.9%	-0.9%
Job: Good Work-Life Balance	66.8%	68.5%	-1.7%
Work Area: Morale in Work Area / Team	64.1%	66.4%	-2.3%
Org: Pride in City of Hamilton	78.5%	81.8%	-3.3%
Job: Psychologically Safety	66.0%	69.4%	-3.4%
Org: Recommend City as Employer	78.3%	81.8%	-3.5%
Job: Personal Recognition	60.4%	63.9%	-3.5%
Job: Support for Training Opportunities	62.2%	66.0%	-3.8%
Job: Inspires / Sense of Accomplishment	73.2%	77.5%	-4.3%
Job: Able to Be Innovative In My Work	61.4%	71.2%	-9.8%

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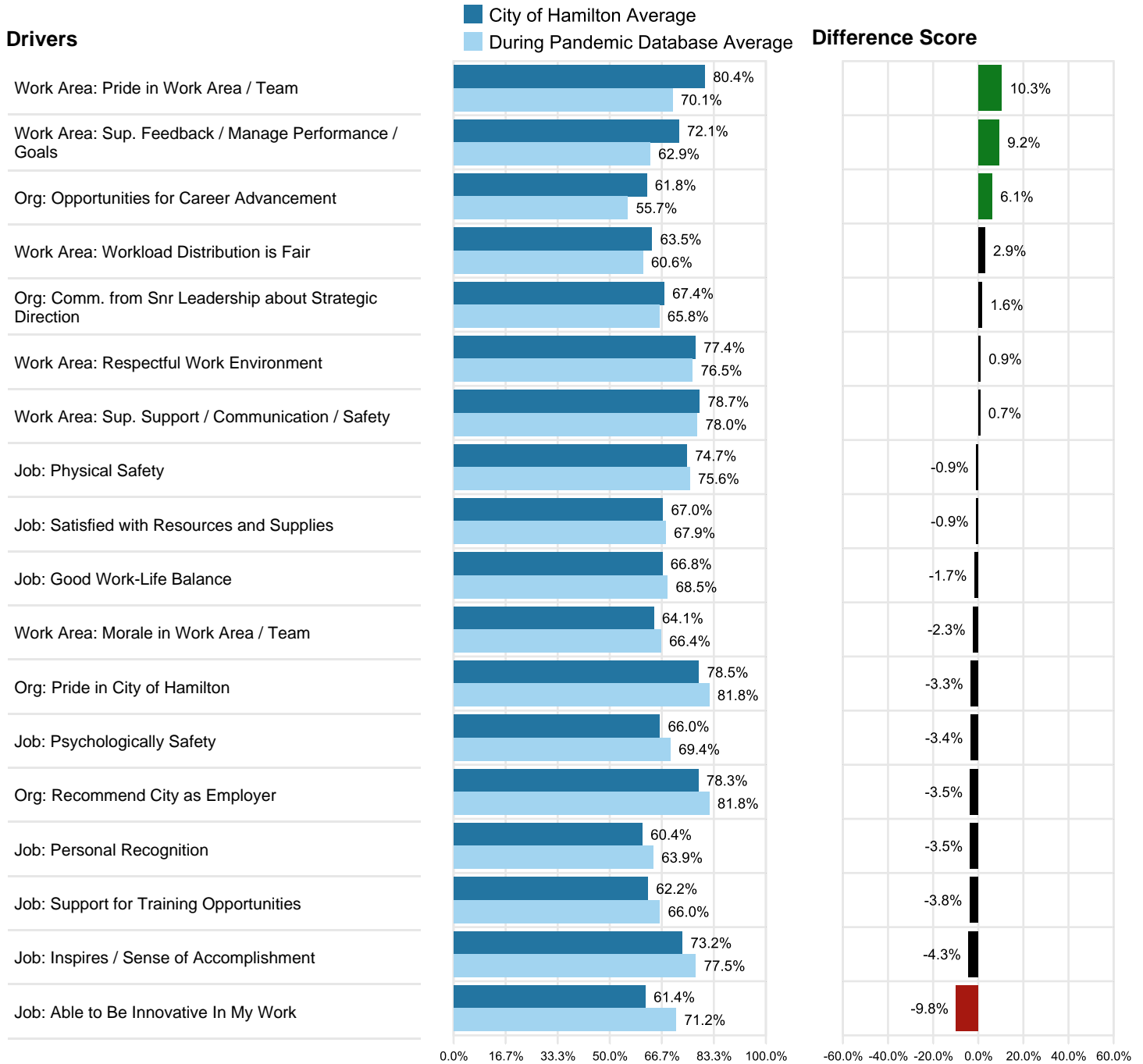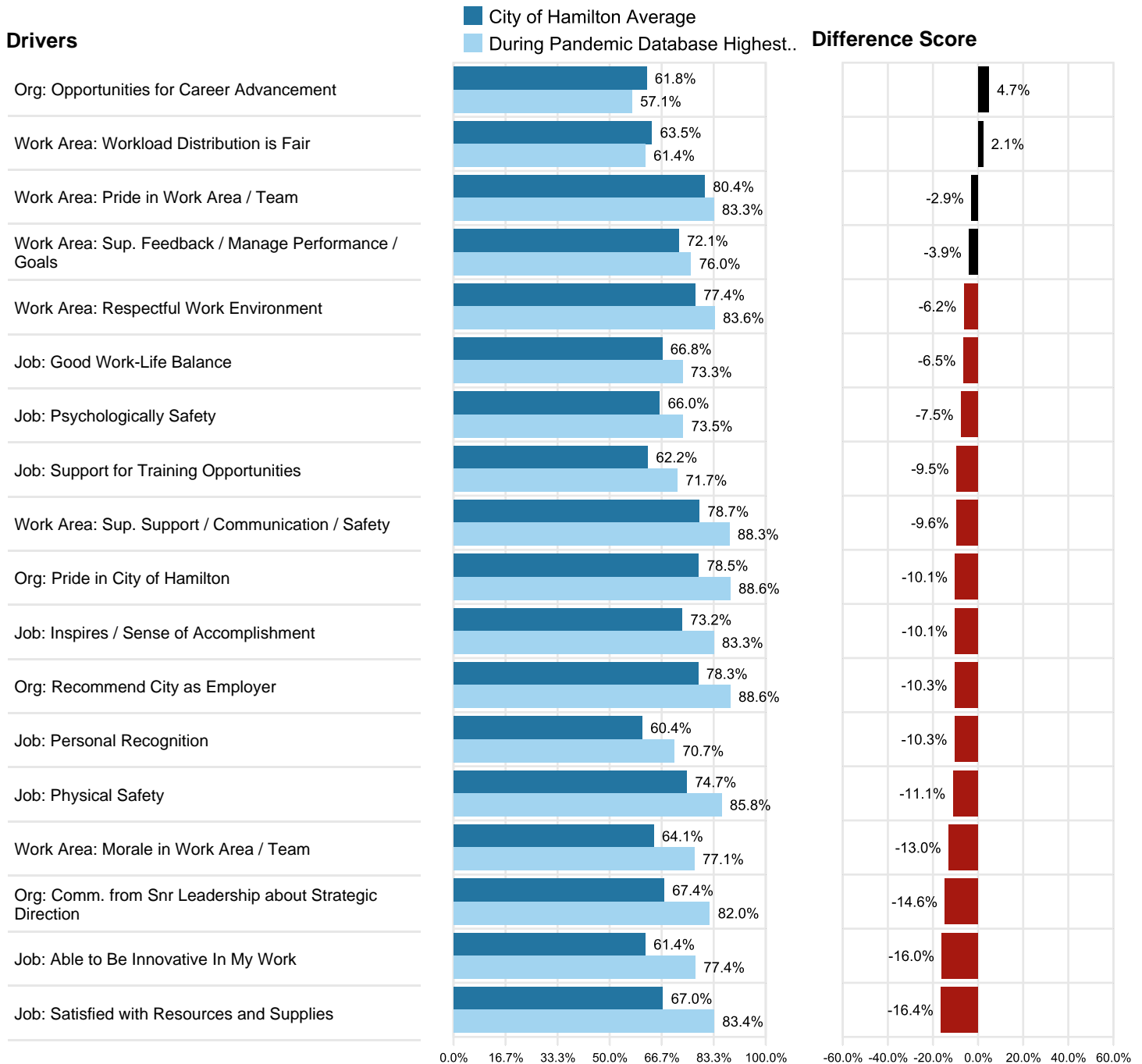
During Pandemic Database Highest Score

The During Pandemic Database Highest Score comparison reflects the difference between your organization's driver averages and the highest equivalent driver averages achieved in the Metrics@Work database during the pandemic. This provides a reference between your organization and the top-performing organizations within the Metrics@Work database during the pandemic. This comparison is drawn from up to 15 organizations and 15,000 survey respondents. Note: more engagement surveys have been conducted within healthcare / hospitals since March 2020, therefore, this comparison is weighted more heavily with responses from Ontario healthcare public sector employee responses.

Drivers

■ City of Hamilton Average
■ During Pandemic Database Highest..

Difference Score

Drivers	City of Hamilton Average	During Pandemic Database Highest	Difference Score
Org: Opportunities for Career Advancement	61.8%	57.1%	4.7%
Work Area: Workload Distribution is Fair	63.5%	61.4%	2.1%
Work Area: Pride in Work Area / Team	80.4%	83.3%	-2.9%
Work Area: Sup. Feedback / Manage Performance / Goals	72.1%	76.0%	-3.9%
Work Area: Respectful Work Environment	77.4%	83.6%	-6.2%
Job: Good Work-Life Balance	66.8%	73.3%	-6.5%
Job: Psychologically Safety	66.0%	73.5%	-7.5%
Job: Support for Training Opportunities	62.2%	71.7%	-9.5%
Work Area: Sup. Support / Communication / Safety	78.7%	88.3%	-9.6%
Org: Pride in City of Hamilton	78.5%	88.6%	-10.1%
Job: Inspires / Sense of Accomplishment	73.2%	83.3%	-10.1%
Org: Recommend City as Employer	78.3%	88.6%	-10.3%
Job: Personal Recognition	60.4%	70.7%	-10.3%
Job: Physical Safety	74.7%	85.8%	-11.1%
Work Area: Morale in Work Area / Team	64.1%	77.1%	-13.0%
Org: Comm. from Snr Leadership about Strategic Direction	67.4%	82.0%	-14.6%
Job: Able to Be Innovative In My Work	61.4%	77.4%	-16.0%
Job: Satisfied with Resources and Supplies	67.0%	83.4%	-16.4%

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

-60.0% -40.0% -20.0% 0.0% 20.0% 40.0% 60.0%

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

City of Hamilton's Response to COVID-19

Section Overview

City of Hamilton's Response to COVID-19 This section is to be completed by all employees. The following section contains questions about the City of Hamilton's response to the COVID-19 pandemic (as your employer).

1. City of Hamilton's Response to COVID-19

Fig. 1.1 Item Statement

1.1d	I'm satisfied with the communication I received throughout the COVID-19 pandemic (e.g., From my supervisor, Hamilton Responds Newsletter, Town Halls, Communications from the City Manager etc.) (N=4372)
1.1b	The tools and resources provided by the City during the COVID-19 pandemic were useful to me and my family (e.g., to stay informed about COVID-19, health and safety protocols or managing stress etc.) (N=4386)
1.1a	I feel the City has done a good job supporting employees throughout the COVID-19 pandemic (N=4400)
1.1c	I feel the City made the health and wellbeing of its employees a top priority in how they responded to the COVID-19 pandemic (N=4372)

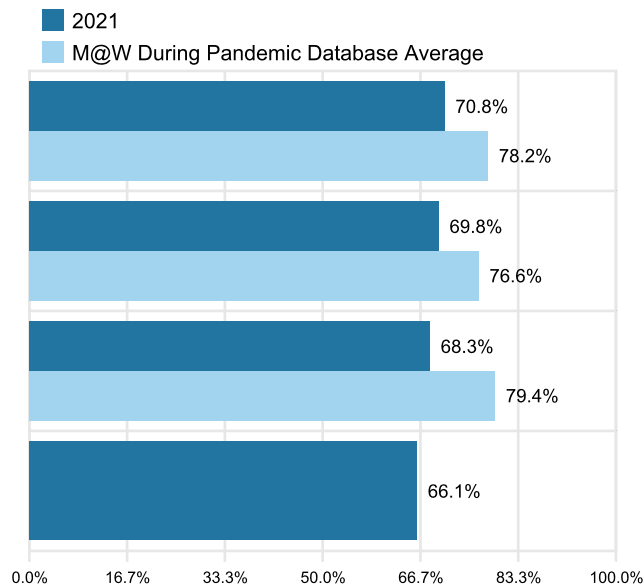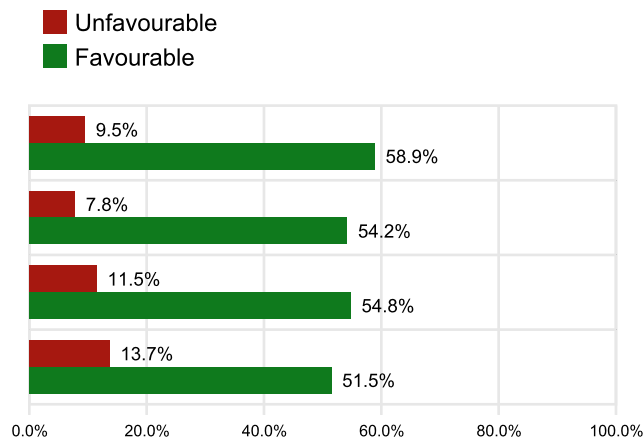Legend:
- 2021
- M@W During Pandemic Database Average

2021 / Database Average values:
- 1.1d: 70.8% / 78.2%
- 1.1b: 69.8% / 76.6%
- 1.1a: 68.3% / 79.4%
- 1.1c: 66.1%

(Axis: 0.0%, 16.7%, 33.3%, 50.0%, 66.7%, 83.3%, 100.0%)

Fig. 1.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
1.1d	4.4%	5.1%	5.2%	9.8%	16.5%	39.6%	19.3%
1.1b	3.5%	4.3%	4.6%	13.8%	19.6%	39.6%	14.6%
1.1a	5.6%	5.9%	7.5%	7.5%	18.8%	37.6%	17.2%
1.1c	6.7%	7.0%	8.1%	8.8%	17.9%	33.3%	18.2%

Fig. 1.3 Item Comparison Zones

Legend:
- Unfavourable
- Favourable

Unfavourable / Favourable values:
- 1.1d: 9.5% / 58.9%
- 1.1b: 7.8% / 54.2%
- 1.1a: 11.5% / 54.8%
- 1.1c: 13.7% / 51.5%

(Axis: 0.0%, 20.0%, 40.0%, 60.0%, 80.0%, 100.0%)

2. Stress Level at Work

1.1e   In the last 6 months, my stress level at work, whether working from home or onsite, has been

Option	Number of Responses	Percentage
Low	759	17.4%
Moderate	1843	42.2%
High	1765	40.4%
	Total Responses: **4367**	

3. Telecommuting

1.2a Since March 2020, I have telecommuted (i.e., worked from home) as part of the City's response to the COVID-19 pandemic?

Option	Frequency		M@W During Pandemic Database Average	
	Number of Responses	Percentage	Number of Responses	Percentage
Yes	2106	48.2%	668	51.9%
No	2264	51.8%	620	48.1%
	Total Responses: **4370**		Total Responses: **1288**	

1.2b While telecommuting (i.e., working from home), I have set up a primary/designated work location that is safe and free from hazards and distractions?

Option	Number of Responses	Percentage
Yes	1886	92.2%
No	159	7.8%
	Total Responses: **2045**	

1.2h I am interested in continuing to telecommute (i.e., working from home) even after it is safe to return to work?

Option	Frequency		M@W During Pandemic Database Average	
	Number of Responses	Percentage	Number of Responses	Percentage
Yes	1909	91.8%	2814	92.1%
No	171	8.2%	240	7.9%
	Total Responses: **2080**		Total Responses: **3054**	

1.2i Given the choice, I would prefer telecommuting (i.e., working from home):

Option	Frequency		M@W During Pandemic Database Average	
	Number of Responses	Percentage	Number of Responses	Percentage
Hybrid model; Most days from home, and 1-2 days per week in the office	892	43.3%	1469	52.9%
Every day from home	693	33.6%	865	31.2%
Hybrid model; Most days from the office, and 1-2 days per week from home	271	13.2%	117	4.2%
Hybrid model; Equal days in the office and from home (spread over a period of time)	204	9.9%	324	11.7%
	Total Responses: **2060**		Total Responses: **2775**	

1.2j How safe do you feel returning to in-office-work when the City commences a gradual return to the workplace?

Option	Number of Responses	Percentage
Very safe	301	14.4%
Somewhat safe	549	26.3%
Neutral	505	24.2%
Somewhat unsafe	533	25.6%
Very unsafe	197	9.4%
	Total Responses: **2085**	

4. While Telecommuting (i.e., working from home):

Fig. 4.1 Item Statement

■ 2021
■ M@W During Pandemic Database Average

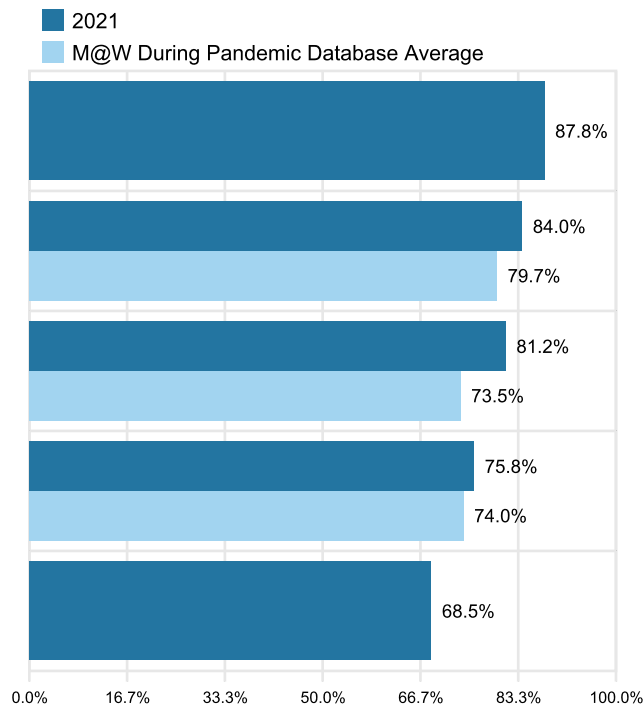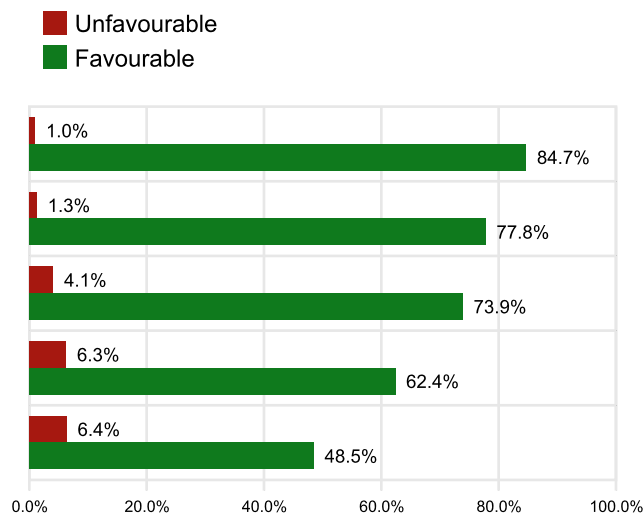|		
1.2c	I have been able to effectively perform my job duties and responsibilities (N=2089)	
1.2d	I have the tools and resources required to perform my job (N=2086)	
1.2e	I feel connected with my immediate supervisor(s) (N=2086)	
1.2f	I feel connected with my team (N=2085)	
1.2	The resources provided to me by the City were helpful in assessing my primary/designated work location to ensure it is safe and free from hazards and distractions (e.g., Telecommuting Safety Checklist, Ergonomic Tips for Working at Home) (N=1882)	

Chart values (2021 / Database Average):
- 1.2c: 87.8%
- 1.2d: 84.0% / 79.7%
- 1.2e: 81.2% / 73.5%
- 1.2f: 75.8% / 74.0%
- 1.2: 68.5%

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

Fig. 4.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
1.2c	0.2%	0.8%	2.3%	2.3%	9.6%	32.2%	52.5%
1.2d	0.3%	1.0%	3.8%	2.6%	14.5%	37.0%	40.8%
1.2e	2.2%	1.9%	4.1%	5.2%	12.8%	32.8%	41.1%
1.2f	2.2%	4.1%	5.8%	5.0%	20.5%	32.5%	29.9%
1.2	2.0%	4.4%	4.0%	23.0%	18.2%	33.7%	14.8%

Fig. 4.3 Item Comparison Zones

■ Unfavourable
■ Favourable

Chart values (Unfavourable / Favourable):
- 1.0% / 84.7%
- 1.3% / 77.8%
- 4.1% / 73.9%
- 6.3% / 62.4%
- 6.4% / 48.5%

Axis: 0.0% 20.0% 40.0% 60.0% 80.0% 100.0%

5. Since Telecommuting (i.e., working from home):

1.2a Since telecommuting (i.e. working from home), I have experienced the following (Check All that Apply)

Option	Number of Responses	Percentage
Financial savings (e.g., parking, commuting)	1602	15.6%
Better work-life balance	1511	14.7%
Increased productivity	1432	13.9%
Improved environmental awareness (e.g., reduced carbon footprint or reduced waste)	1314	12.8%
More time for self or loved ones	1264	12.3%
More time to focus on physical health and wellness	1152	11.2%
Increase in skill set (e.g., learning new technology)	1087	10.6%
Improved mental health	910	8.9%

Total Responses: **10272**

6. Redeployments

1.3a   Since March 2020, I was redeployed to another job as part of the City's response to the COVID-19 pandemic?

Option	Frequency		M@W During Pandemic Database Average	
	Number of Responses	Percentage	Number of Responses	Percentage
Yes	502	11.6%	194	14.5%
No	3822	88.4%	1142	85.5%
	Total Responses: **4324**		Total Responses: **1336**	

7. While Redeployed:

Fig. 7.1 Item Statement

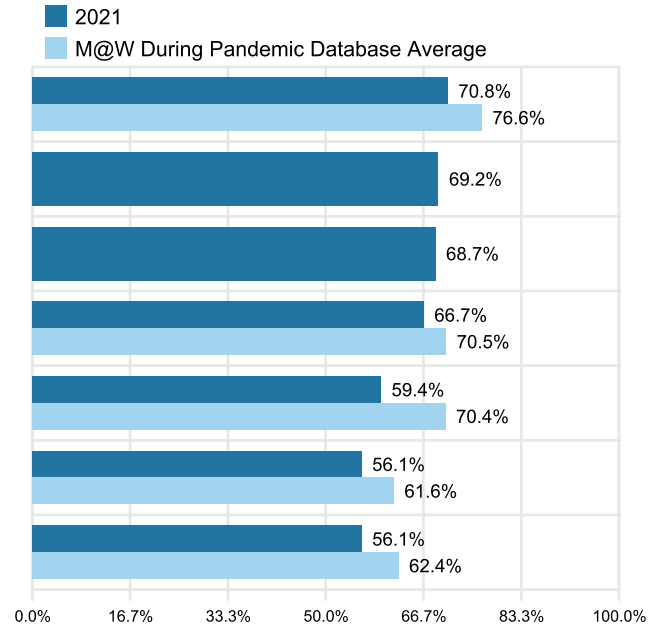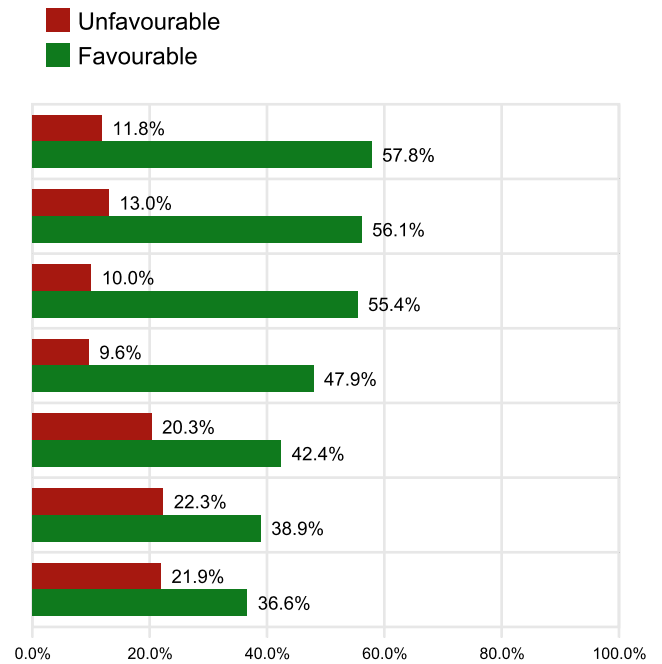|		
1.3h	I discovered new skills (N=493)	
1.3f	In my redeployed position I felt connected to my team (N=494)	
1.3c	I was/am clear of what was/is expected of me (N=496)	
1.3e	I had/have the tools and resources required to perform well (N=493)	
1.3g	I would be open to being redeployed again in the future (N=493)	
1.3b	Overall, the effort required to support the pandemic response was/is sustainable (N=493)	
1.3d	I received appropriate training (N=494)	

Legend: ■ 2021 ■ M@W During Pandemic Database Average

Item	2021	M@W During Pandemic Database Average
1.3h	70.8%	76.6%
1.3f	69.2%	
1.3c	68.7%	
1.3e	66.7%	70.5%
1.3g	59.4%	70.4%
1.3b	56.1%	61.6%
1.3d	56.1%	62.4%

Fig. 7.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
1.3h	5.7%	6.1%	2.8%	15.6%	12.0%	28.8%	29.0%
1.3f	6.7%	6.3%	5.1%	7.5%	18.4%	34.0%	22.1%
1.3c	4.6%	5.4%	8.9%	7.3%	18.3%	38.9%	16.5%
1.3e	4.9%	4.7%	7.7%	11.6%	23.3%	35.3%	12.6%
1.3g	13.6%	6.7%	6.3%	16.2%	14.8%	25.2%	17.2%
1.3b	9.9%	12.4%	11.2%	11.8%	15.8%	30.6%	8.3%
1.3d	9.1%	12.8%	12.6%	10.3%	18.6%	26.7%	9.9%

Fig. 7.3 Item Comparison Zones

Legend: ■ Unfavourable ■ Favourable

Item	Unfavourable	Favourable
1.3h	11.8%	57.8%
1.3f	13.0%	56.1%
1.3c	10.0%	55.4%
1.3e	9.6%	47.9%
1.3g	20.3%	42.4%
1.3b	22.3%	38.9%
1.3d	21.9%	36.6%

Workplace Behaviours Assessment

Section Overview

Workplace Behaviours Assessment During the last 6 months, how often have you been subjected to negative behaviours directed to your psychological well-being (i.e., yelling, bullying, ridicule, insults, rumours about you or discrimination, someone withholding necessary information, devaluation, silence or hostility, etc.).

1. Workplace Behaviours

IMPORTANT NOTE: The response categories for these questions have been regrouped as follows: Never=Never, Occasionally =Once or Twice, A Few Times and Once a Month, Frequently = Once a Week and Daily. The category for "Frequently" is most important to pay attention to as it implies chronic occurrences of harassment which can lead to increased negative outcomes (e.g., physical and emotional distress, higher absenteeism, as well as more short/long term leaves, and higher turnover rates).

4.1a From Co-workers / Peers

Option	2021 Number of Responses	2021 Percentage	2017 Number of Responses	2017 Percentage
Never	2832	69.1%	2930	64.1%
Occasionally	999	24.4%	1265	27.7%
Frequently	269	6.6%	376	8.2%
	Total Responses: **4100**		Total Responses: **4571**	

4.1b From people who supervise you (e.g. people you report to most often / most directly)

Option	2021 Number of Responses	2021 Percentage	2017 Number of Responses	2017 Percentage
Never	3334	82.2%	3535	78.6%
Occasionally	584	14.4%	750	16.7%
Frequently	140	3.4%	212	4.7%
	Total Responses: **4058**		Total Responses: **4497**	

4.1c Management (e.g., Section Managers, Superintendents / Middle Managers)

Option	2021 Number of Responses	2021 Percentage	2017 Number of Responses	2017 Percentage
Never	3318	83.4%	3611	82.0%
Occasionally	550	13.8%	647	14.7%
Frequently	110	2.8%	148	3.4%
	Total Responses: **3978**		Total Responses: **4406**	

4.1d Division Leaders (e.g., Directors, Exec. Directors, or Chief's)

Option	2021 Number of Responses	2021 Percentage	2017 Number of Responses	2017 Percentage
Never	3398	89.7%	3804	89.5%
Occasionally	330	8.7%	368	8.7%
Frequently	62	1.6%	77	1.8%
	Total Responses: **3790**		Total Responses: **4249**	

4.1e   From Someone You Supervise

Option	2021		2017	
	Number of Responses	Percentage	Number of Responses	Percentage
Never	2811	87.9%	2916	86.7%
Occasionally	317	9.9%	355	10.5%
Frequently	71	2.2%	94	2.8%
	Total Responses: **3199**		Total Responses: **3365**	

4.1f   From Citizens / Customers

Option	2021		2017	
	Number of Responses	Percentage	Number of Responses	Percentage
Never	1714	43.4%	1842	42.1%
Occasionally	1486	37.6%	1643	37.6%
Frequently	750	19.0%	888	20.3%
	Total Responses: **3950**		Total Responses: **4373**	

4.1g   Did you formally report the occurrence?

Option	2021		2017	
	Number of Responses	Percentage	Number of Responses	Percentage
Yes	499	22.2%	771	26.6%
No	1752	77.8%	2132	73.4%
	Total Responses: **2251**		Total Responses: **2903**	

4.1h   Why didn't you formally report the incident?

Option	2021		2017	
	Number of Responses	Percentage	Number of Responses	Percentage
Didn't need to, handled it on your own	737	42.6%	1058	61.4%
Wasn't comfortable reporting it	135	7.8%	197	11.4%
Didn't think it would make a difference	515	29.8%	183	10.6%
Don't know the process (who or how to report it)	28	1.6%	36	2.1%
Other, please specify	315	18.2%	248	14.4%
	Total Responses: **1730**		Total Responses: **1722**	

4.1i Who did you report the occurrence to? (check all that apply)

Option	2021		2017	
	Number of Responses	Percentage	Number of Responses	Percentage
Your immediate supervisor	426	52.7%	613	60.6%
Human Resources (human rights specialist)	61	7.5%	55	5.4%
A union representative	105	13.0%	85	8.4%
Peer / co-worker	126	15.6%	161	15.9%
Employee and Family Assistance Provider	13	1.6%	22	2.2%
(EFAP)	8	1.0%	0	0.0%
Other, please specify	69	8.5%	75	7.4%
	Total Responses: **808**		Total Responses: **1011**	

4.1j Who at the City responded to the matter you reported? (check all that apply)

Option	2021		2017	
	Number of Responses	Percentage	Number of Responses	Percentage
Your immediate supervisor	348	55.9%	561	62.8%
Human Resources (human rights specialist)	54	8.7%	53	5.9%
A union representative	80	12.8%	87	9.7%
Peer / co-worker	48	7.7%	95	10.6%
Other, please specify	93	14.9%	98	11.0%
	Total Responses: **623**		Total Responses: **894**	

4.1k Was there a reasonable effort made to address your concern?

Option	2021		2017	
	Number of Responses	Percentage	Number of Responses	Percentage
Yes	720	71.9%	509	67.1%
No	282	28.1%	250	32.9%
	Total Responses: **1002**		Total Responses: **759**	

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