



Hamilton

OUR PEOPLE SURVEY RESULTS

February 8, 2022



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

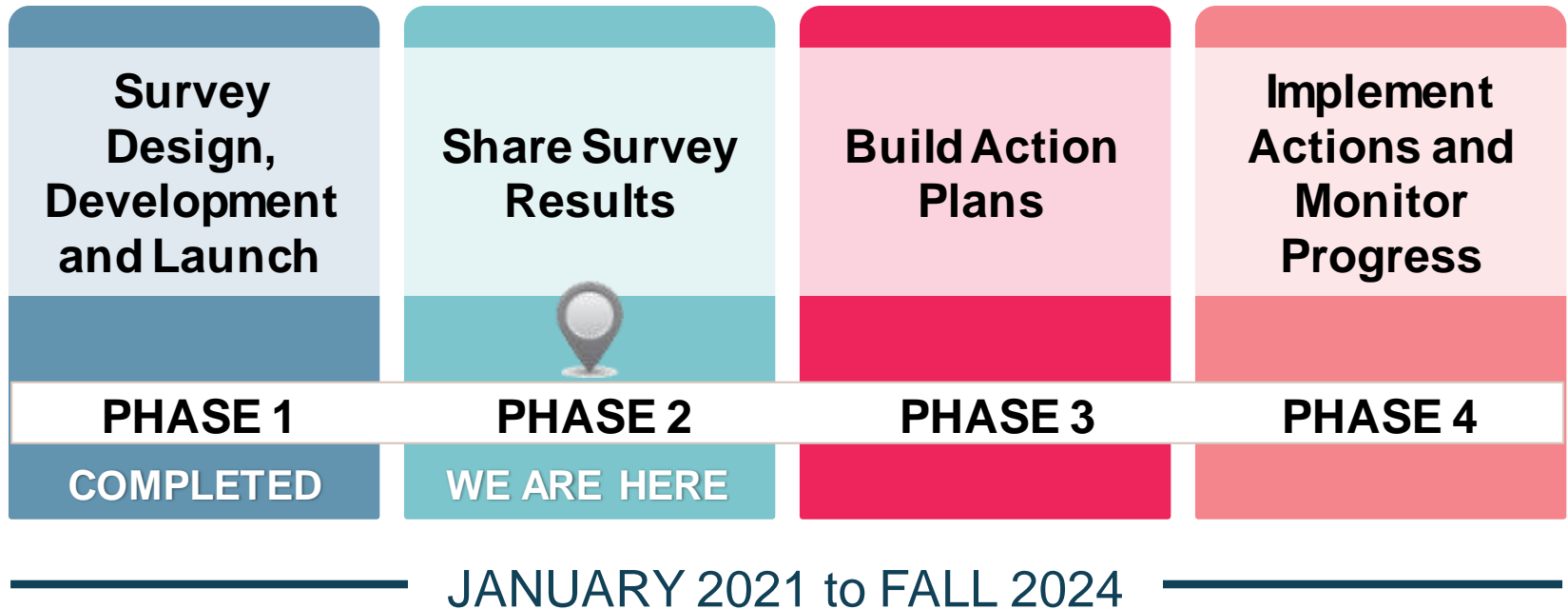


INTRODUCTION



The *Our People Survey*

A consistent corporate framework for the City of Hamilton





Survey Focus Areas





Participation

62%



relatively stable participation over 2017 OPS survey (65%), despite challenges due to the pandemic.

24

out of

36

divisions achieved a participation rate of **80%** or higher.

12

out of

36

divisions achieved a participation rate of **90%** or higher.



METRICS@WORK

BACKGROUND & METHODOLOGY

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.



Major Sector Surveys (incl. repeat surveys)

75 Municipal/Regional
38 Education

200+ Healthcare
30 Finance/Insurance

Cities/Municipalities Working with Metrics@Work

1. Regional Municipality of Niagara
2. Regional Municipality of York
3. Regional Municipality of Waterloo
4. Municipality of Meaford
5. Municipality of Muskoka
6. Municipality of Chatham-Kent
7. Halton Region
8. Haldimand County
9. County of Northumberland
10. County of Oxford
11. County of Lambton
12. City of Mississauga
13. City of Hamilton
14. City of Greater Sudbury
15. City of Guelph
16. City of St. Catharine's
17. City of Waterloo
18. City of Kitchener
19. City of Burlington
20. City of Brampton
21. City of Orillia
22. City of Kawartha Lakes
23. City of Niagara Falls
24. City of Barrie
25. City of Cornwall
26. City of Oshawa
27. City of Owen Sound
28. City of Markham
29. Town of Pelham
30. Town of Halton Hills
31. Town of Ajax
32. Town of Oakville
33. Town of Aurora
34. Town of Newmarket
35. Town of New Tecumseth
36. Town of Bradford West Gwillimbury
37. Town of The Archipelago
38. Town of Pelham
39. Town of Innisfil
40. Town of Richmond Hill

Levels of Measurement

Note: 2017 = 48 Drivers

30 Drivers (Predictors) of Engagement

New in 2021 = ***Bold / Italic***

Job Drivers

1. Physical Safety
2. Inspires / Sense of Accomplishment
3. Satisfied with Resources and Supplies
4. ***Good Work-Life Balance***
5. ***Psychologically Safety***
6. Support for Training Opportunities
7. Able to Be Innovative In My Work
8. Personal Recognition

Work Area Drivers

1. Pride in Work Area / Team
2. Supervisor Support / Communication / Safety
3. Provided with Equipment to Work Safely
4. Respectful Work Environment
5. ***Supervisor Has My Back / Positive Environment***
6. Comfortable Speaking Up
7. ***Supervisor Feedback / Manage Performance / Goals***
8. Demonstrate the Corp. Culture Values
9. Consistent Policies / Practices in my Area
10. Comfort Reporting Breach of Conduct
11. Ethics & Integrity - Conflict Resolution
12. Morale in Work Area / Team
13. Workload Distribution is Fair
14. ***Positive Action from Last Survey Results***
15. Two-way Communication

Organizational Drivers

1. Recommend City as Employer
2. Ethics & Integrity - Uphold Code of Conduct
3. ***Comm. from Sr. Leadership about Strategic Direction***
4. Employees can Demonstrate Corp. Culture Values
5. Opportunities for Career Advancement
6. ***Sr Leadership is Available / Accessible***

Additional Measures

1. ***City's Response to COVID-19***
2. ***Stress Level at Work***
3. ***Telecommuting***
4. ***Redeployment***
5. Workplace Behaviours



Overall City of Hamilton Results

Normal Overall Group
Range Approximately 50%



To 80%

Lowest City of Hamilton
Driver in 2021 58.8%

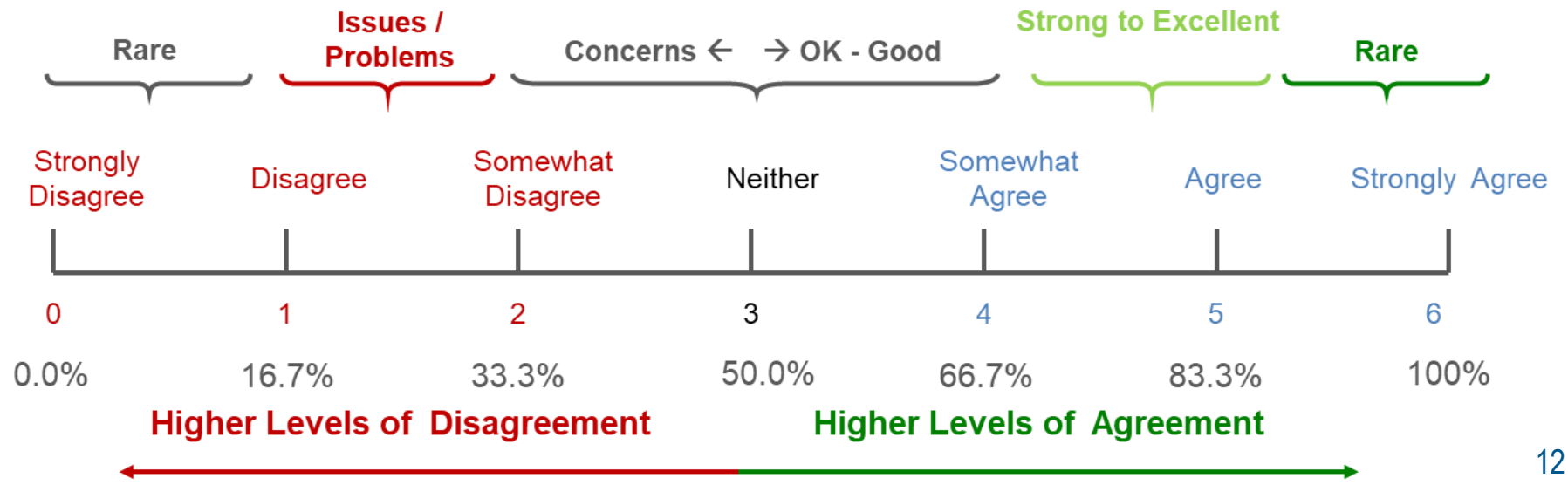


Highest City of Hamilton
Driver in 2021 80.4%

Lowest City of Hamilton
Driver in 2017 54.9%



Highest City of Hamilton
Driver in 2017 86.2%





Calculation of Scores

Two Approaches

Average Score

- Calculated as an arithmetic mean (average) of all responses received

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Percentage	3.0%	1.9%	2.4%	6.1%	9.6%	32.7%	44.2%
# of Responses	129	82	103	263	414	1409	1905

- Example: 82.1%**

$$= \{ [(129 \times 0) + (82 \times 1) + (103 \times 2) + (263 \times 3) + (414 \times 4) + (1409 \times 5) + (1905 \times 6)] / 4305 \text{ total responses} \} / 6$$

Agreement Level

- Calculated as the percentage of responses that were either Agree or Strongly Agree

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Percentage	3.0%	1.9%	2.4%	6.1%	9.6%	32.7%	44.2%
# of Responses	129	82	103	263	414	1409	1905

- Example: 76.9%**

$$= 32.7\% + 44.2\%$$



Impacts of Surveying During a Pandemic



- City of Hamilton made the decision to survey during the pandemic (not everyone is doing this) – kudo's!
- Most Cities put surveys on hold (some pulse surveys).

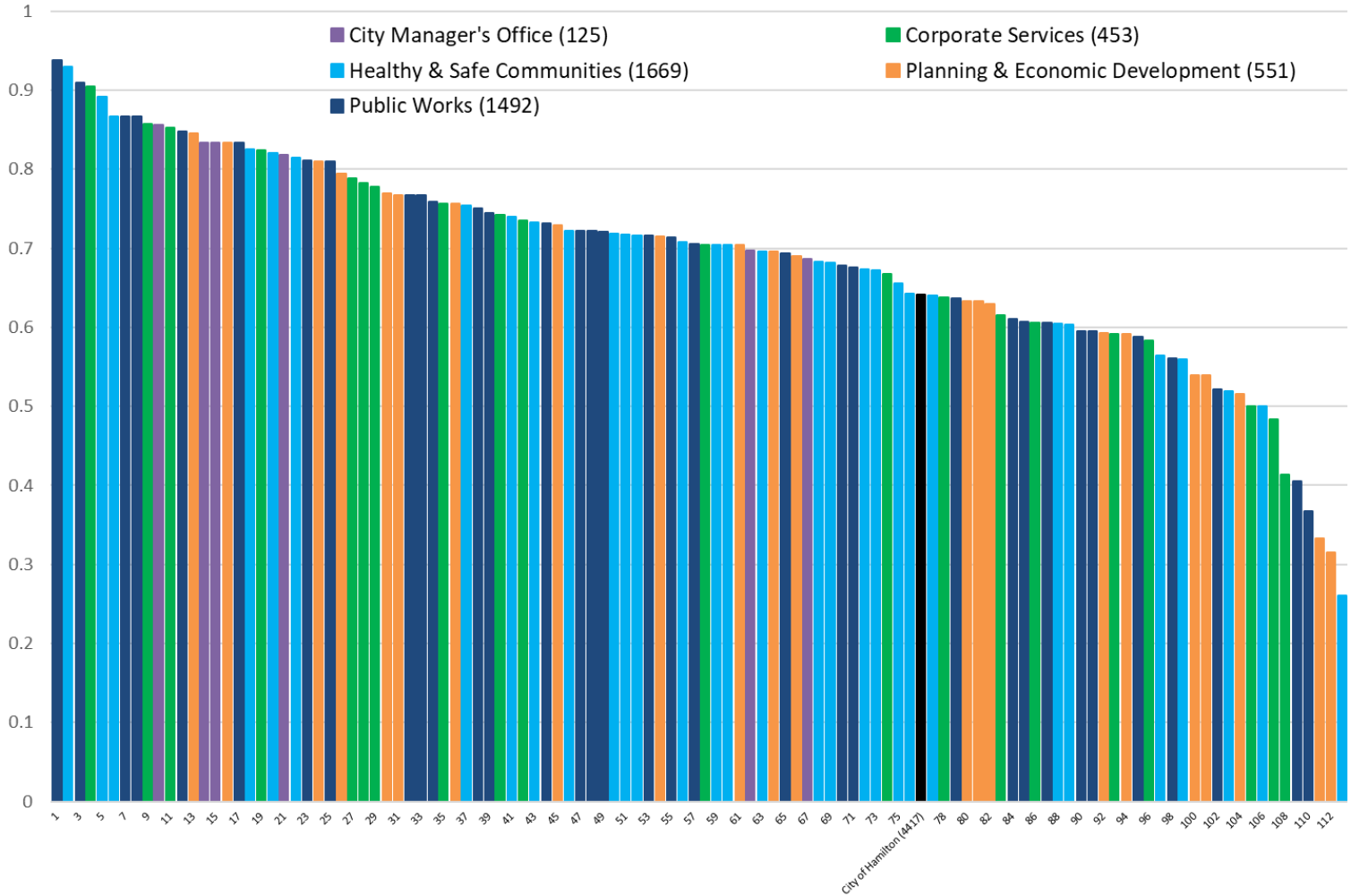
- Collecting feedback during a pandemic shows a commitment to employees and continuous improvement.
- Delays in re-surveying can send an implicit message that employee opinion and feedback is not important.



- We'll share two sets of benchmarking statistics - during the pandemic and municipal pre-pandemic.
- The during pandemic benchmark data is relatively small compared to pre-pandemic, and predominantly from healthcare sector.



Large Variation within Departments / Divisions



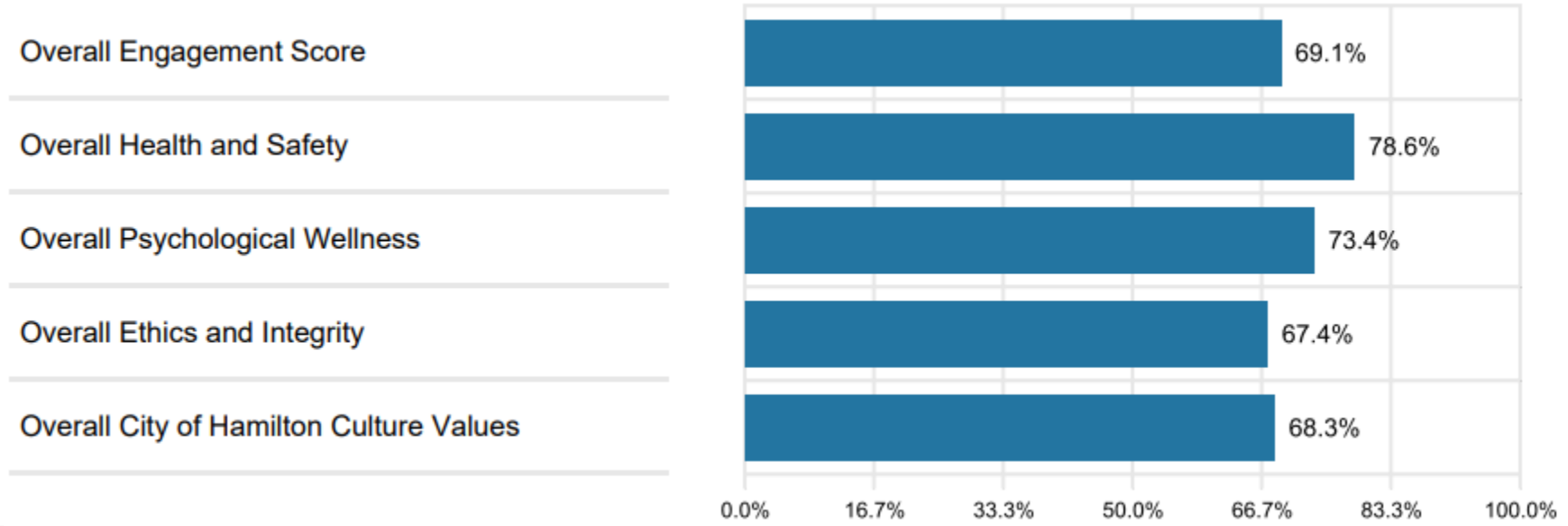
Example:
One
Driver At
Section
Level



OVERALL CITY RESULTS



Overall Scores



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



Focus Area **1**
ENGAGEMENT



Overall Internal Results

Top Drivers

Very High Scores Over 80% - high levels of agreement/engagement



Strong Positive Between 75 to 80% - large proportion of people in Agree ranges



Overall Internal Results

Mid-Range Results

Between 65 to 75% - large proportion of people in Agree ranges with some in Disagree range

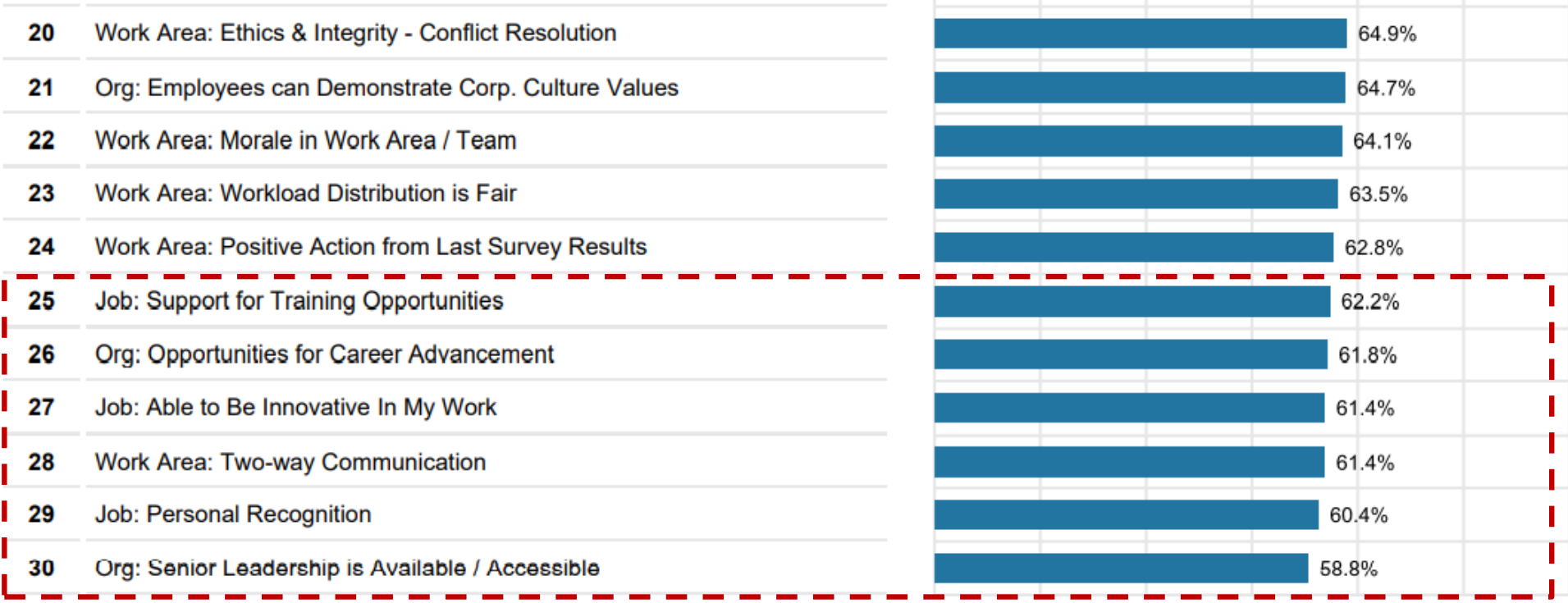




Overall Internal Results

Bottom Drivers

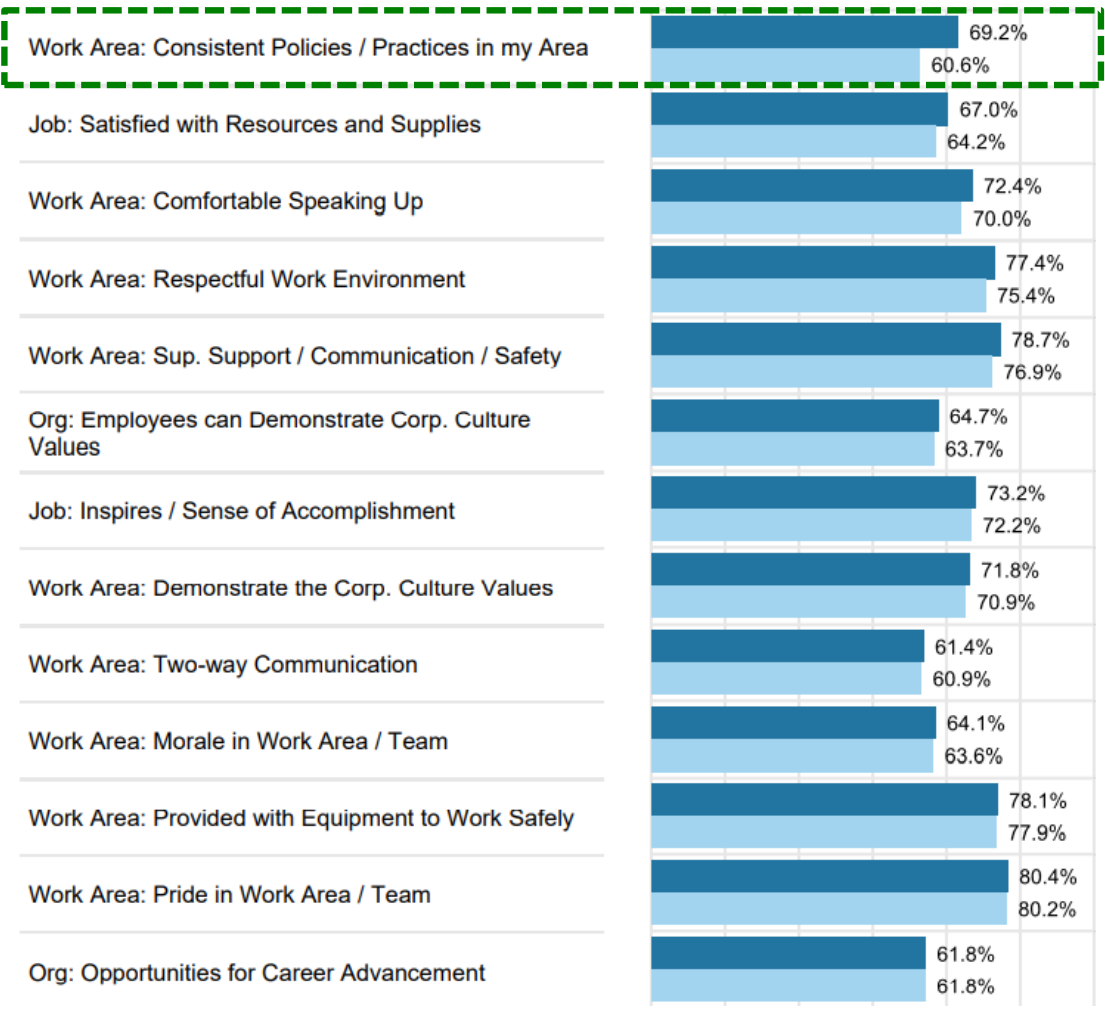
Bottom 5 Drivers – a larger proportion of people in the negative end of the rating scale



Nothing below 50% at the overall City level



Internal Benchmark 2021 compared to 2017



8.6%
2.8%
2.4%
2.0%
1.8%
1.0%
1.0%
0.9%
0.5%
0.5%
0.2%
0.2%
0.0%

+5% Improvement
1 Driver: Consistent policies / practices in my area

Within +/- 5%
12 Drivers at/above

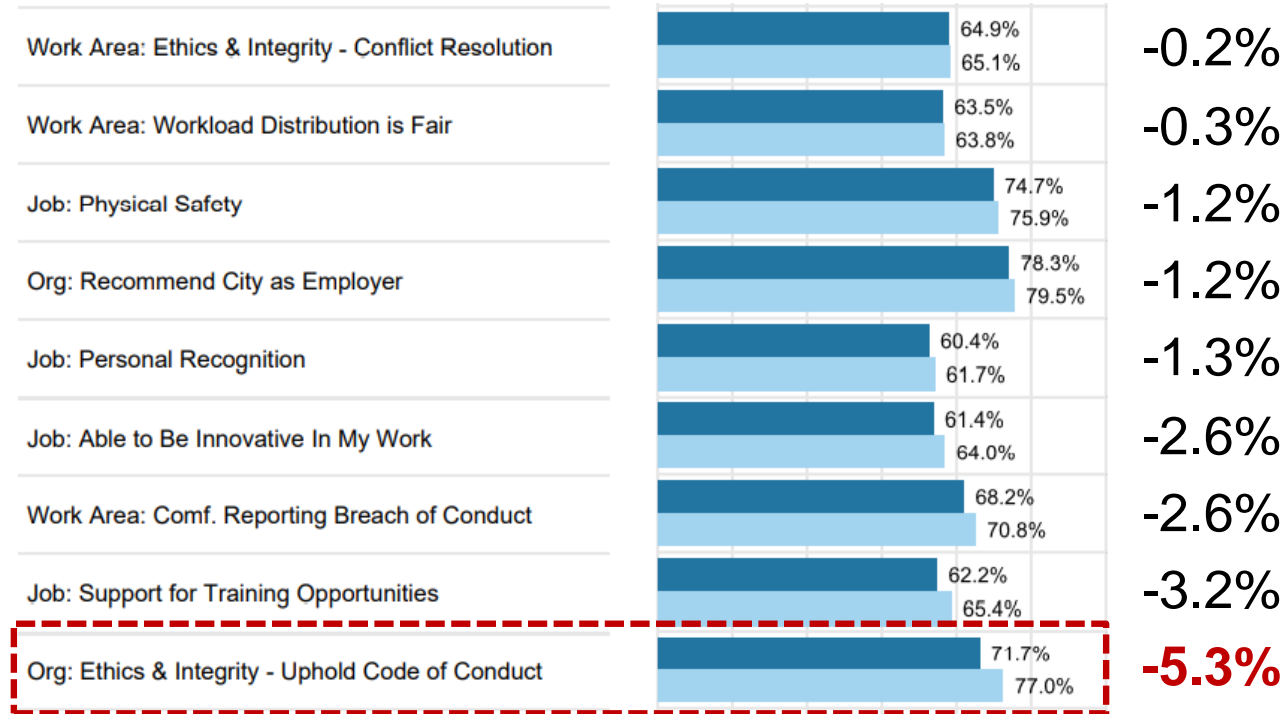
■ 2021 Average
■ 2017 Average

**22 Comparable Drivers*



Internal Benchmark

2021 compared to 2017



Within +/- 5%
8 Drivers below

-5% Decline
1 Driver: Uphold the Code of Conduct

■ 2021 Average
■ 2017 Average

**22 Comparable Drivers*



External Benchmark During Pandemic

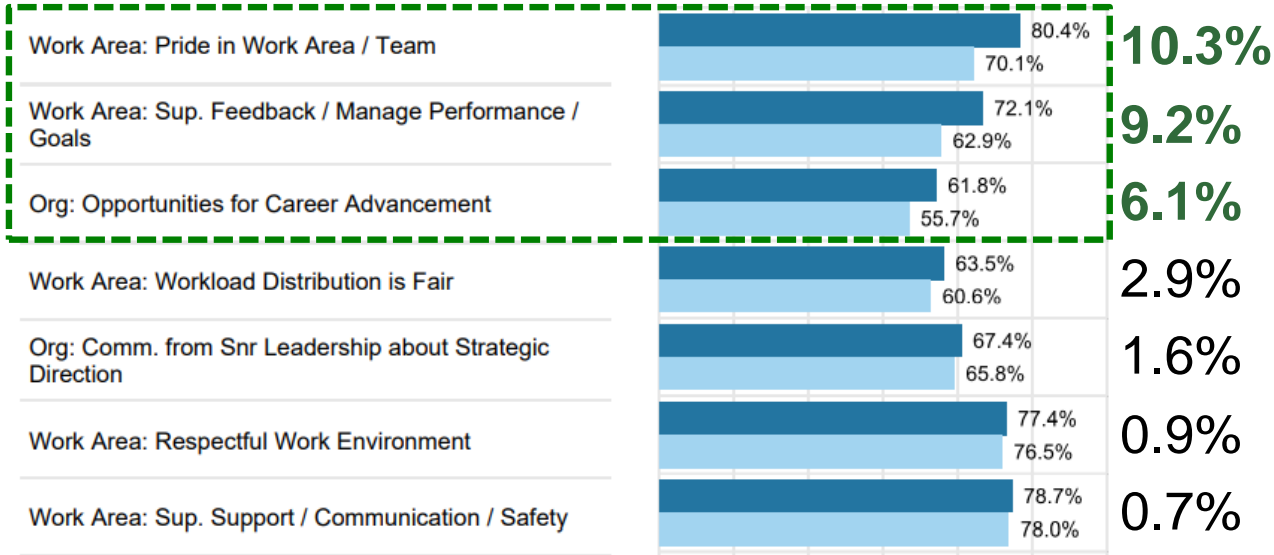
+5% Above

3 Drivers:

- Pride in Work Area / Team
- Supervisor Feedback / Manage Performance / Goals
- Opportunities for Career Advancement

Within +/- 5%

4 Drivers above

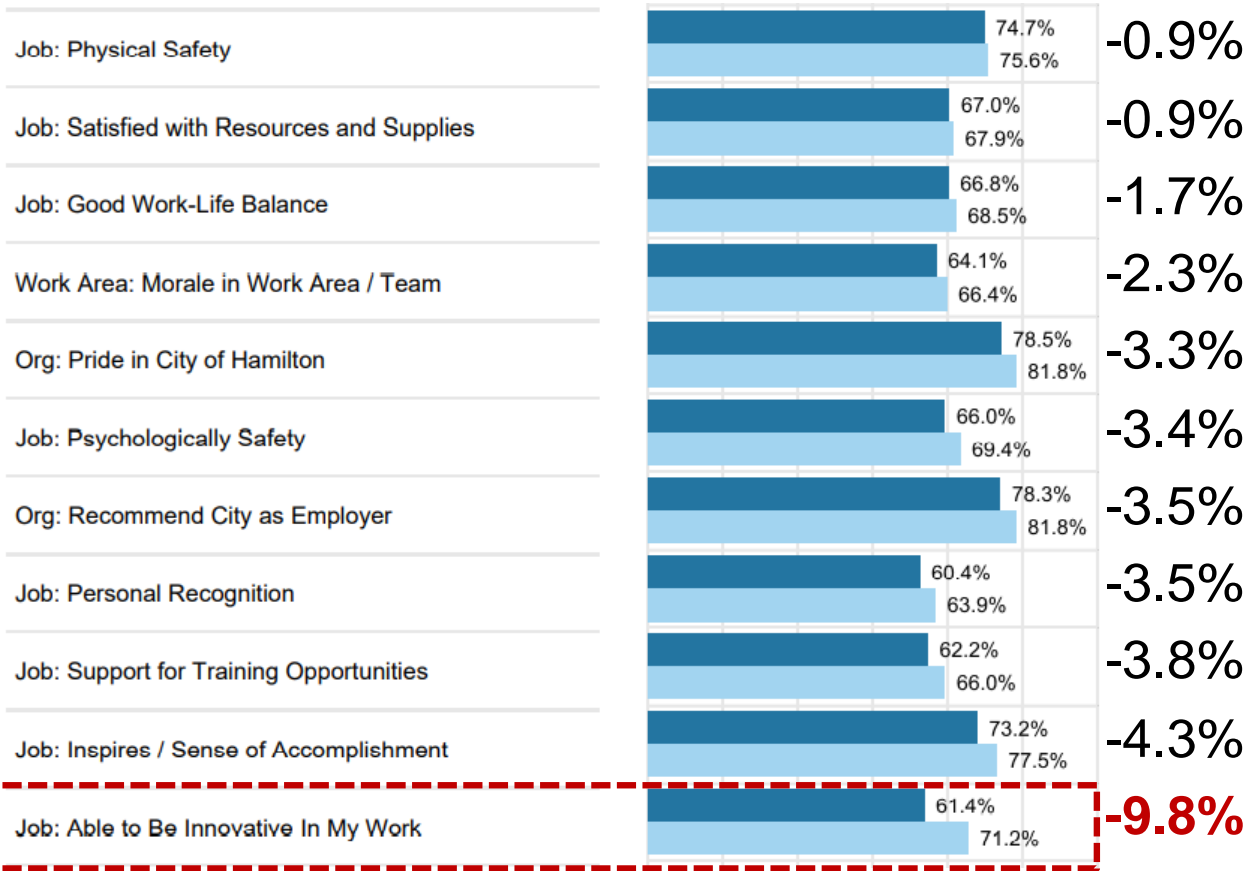


■ City of Hamilton Average
■ During Pandemic Database Average

**18 Comparable Drivers, Up to 15,000 responses*



External Benchmark During Pandemic



Within +/- 5%
10 Drivers below

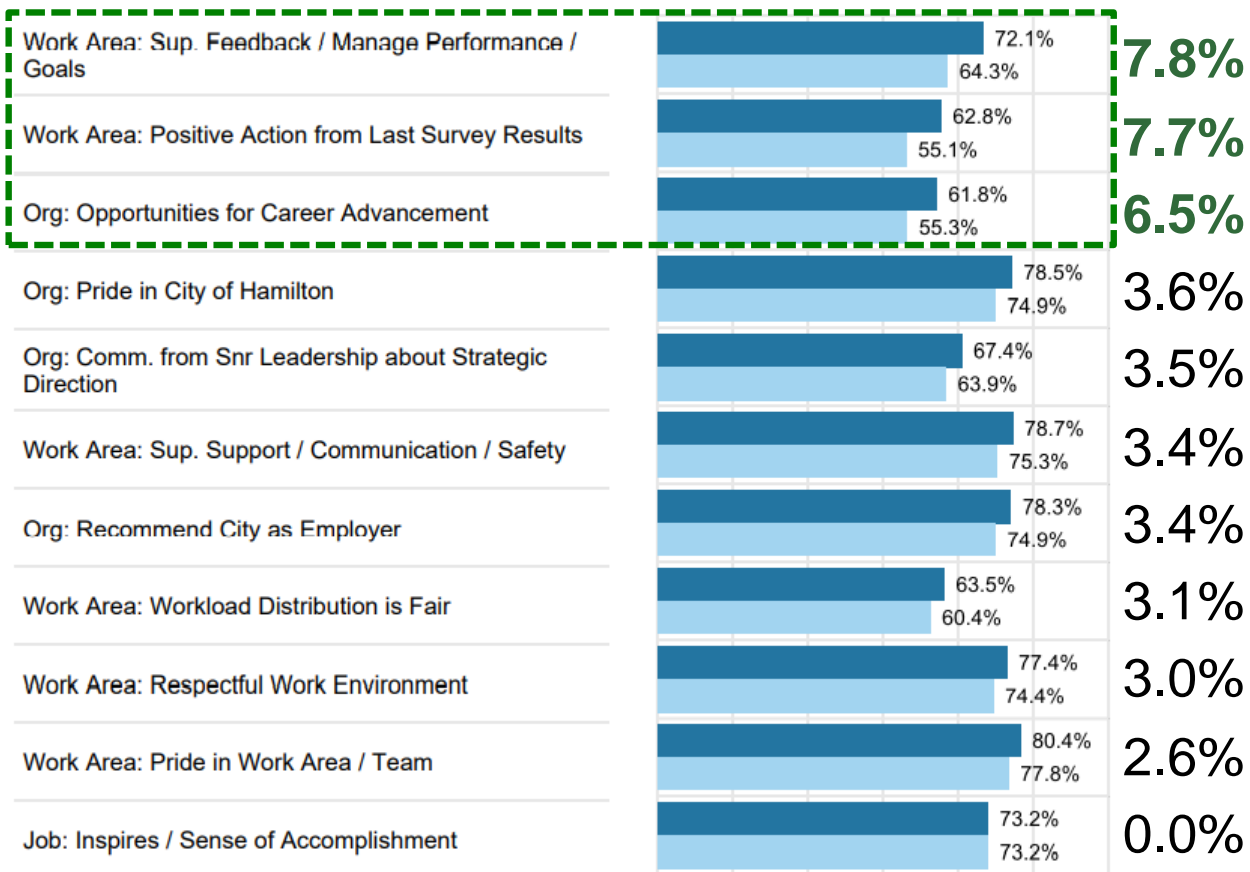
-5% Below
1 Driver: Able to be Innovative in my Work

■ City of Hamilton Average
■ During Pandemic Database Average

**18 Comparable Drivers, Up to 15,000 responses*



External Benchmark Municipal Pre-Pandemic



+5% Above

3 Drivers:

- Supervisor Feedback/ Manage Performance / Goals
- Positive Action from Last Survey Results
- Opportunities for Career Advancement

Within +/- 5%

8 Drivers at/above

■ City of Hamilton Average
■ Pre-Pandemic Municipal Sector

**19 Comparable Drivers, Up to 25,000 responses*



External Benchmark Municipal Pre-Pandemic



Within +/- 5%
7 Drivers below

-5% Below
1 Driver: Morale in Work Area / Team

■ City of Hamilton Average
■ Pre-Pandemic Municipal Sector

**19 Comparable Drivers, Up to 25,000 responses*



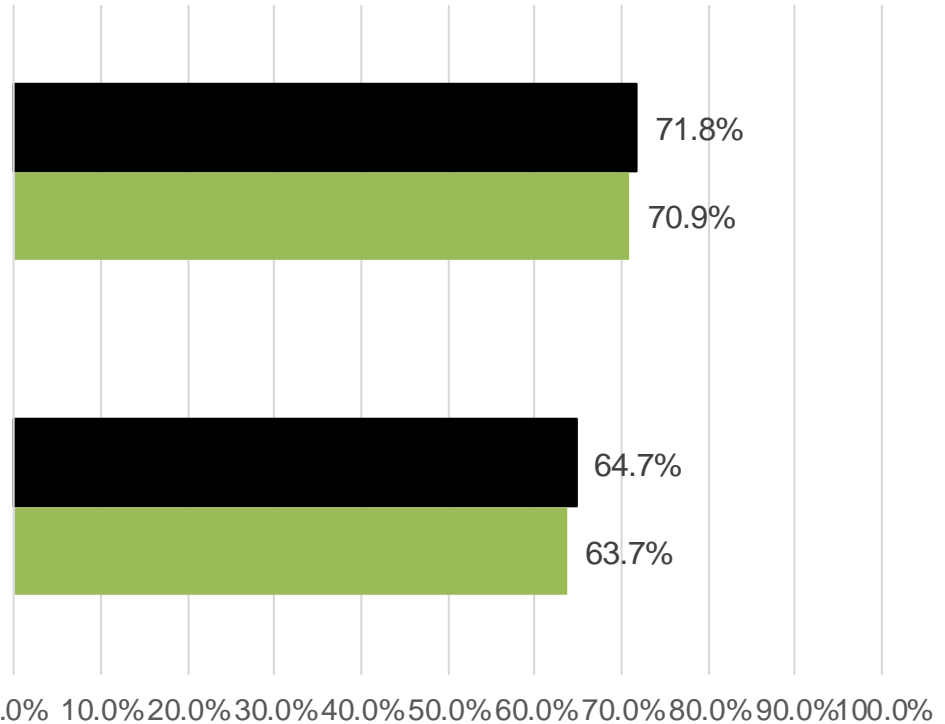
Focus Area **2**
CULTURE



■ 2021 Overall City

■ 2017 Overall City (recalculated to match)

People in my work area/team usually behave in ways that demonstrate the corporate culture values (N=4309)



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



Focus Area

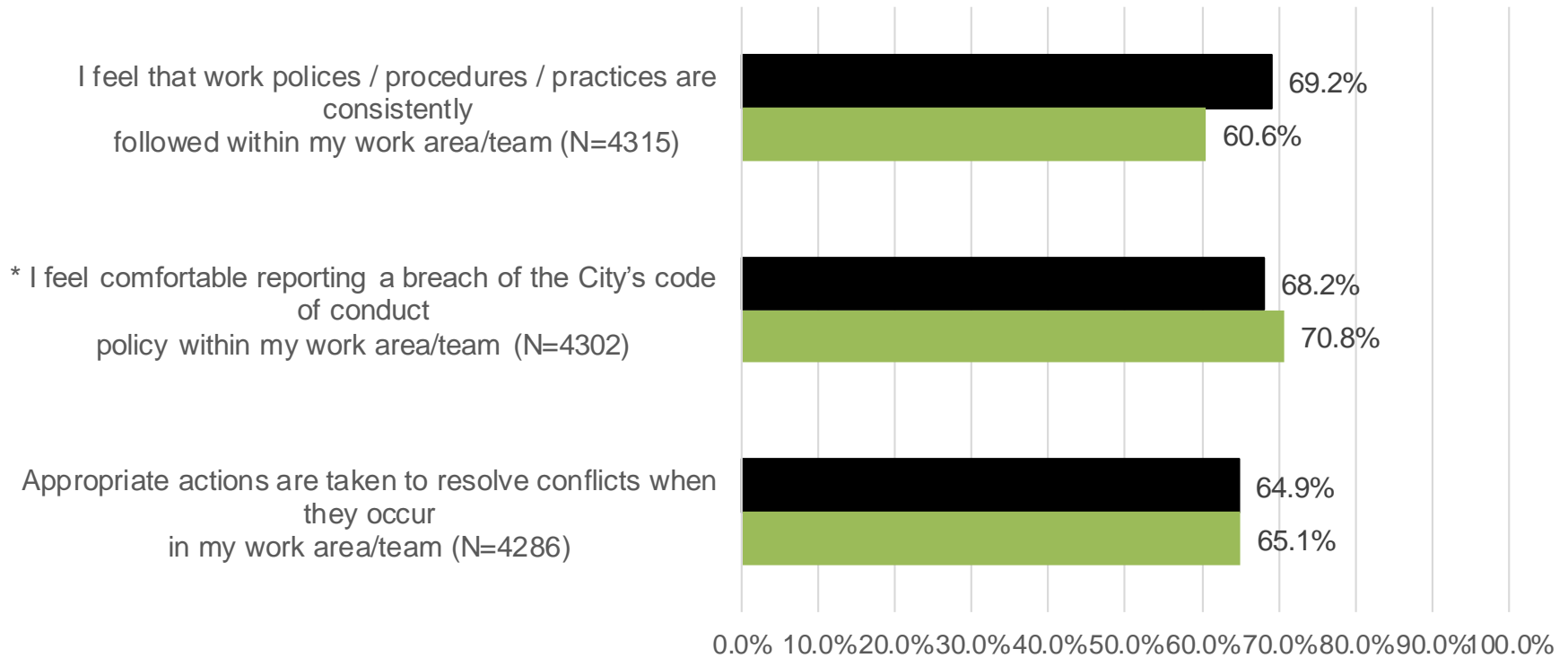
3

WORKPLACE ETHICS AND INTEGRITY



■ 2021 Overall City

■ 2017 Overall City (* minor wording differences)



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



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

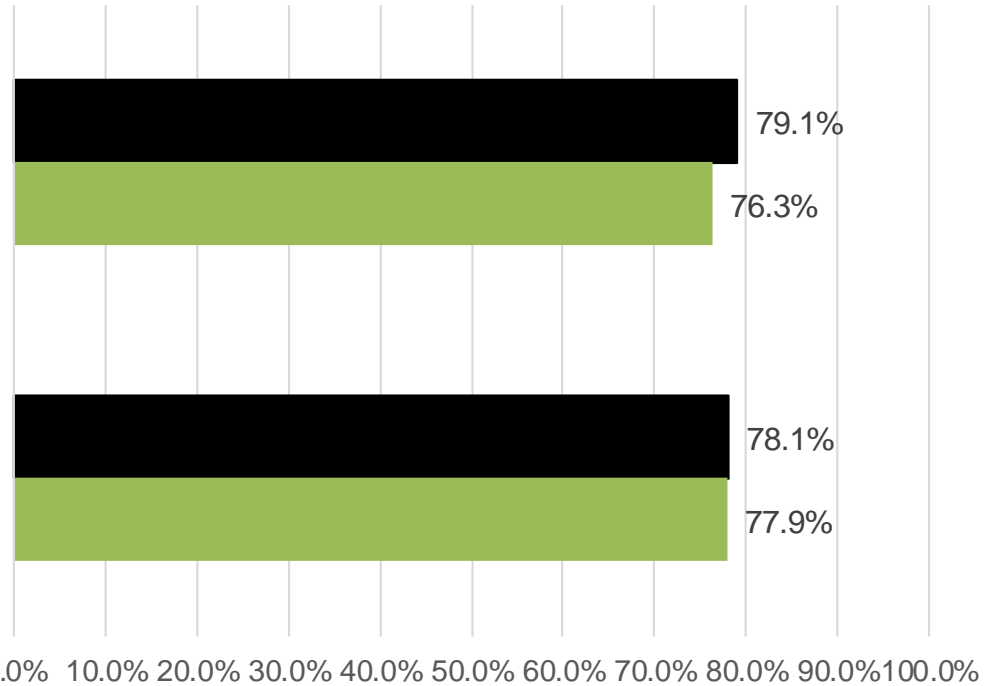


4a – Health & Safety

■ 2021 Overall City

■ 2017 Overall City

I feel that my direct supervisor(s) addresses health & safety concerns in a timely manner (N=4300)



I am provided with the equipment I need to work safely (N=4326)

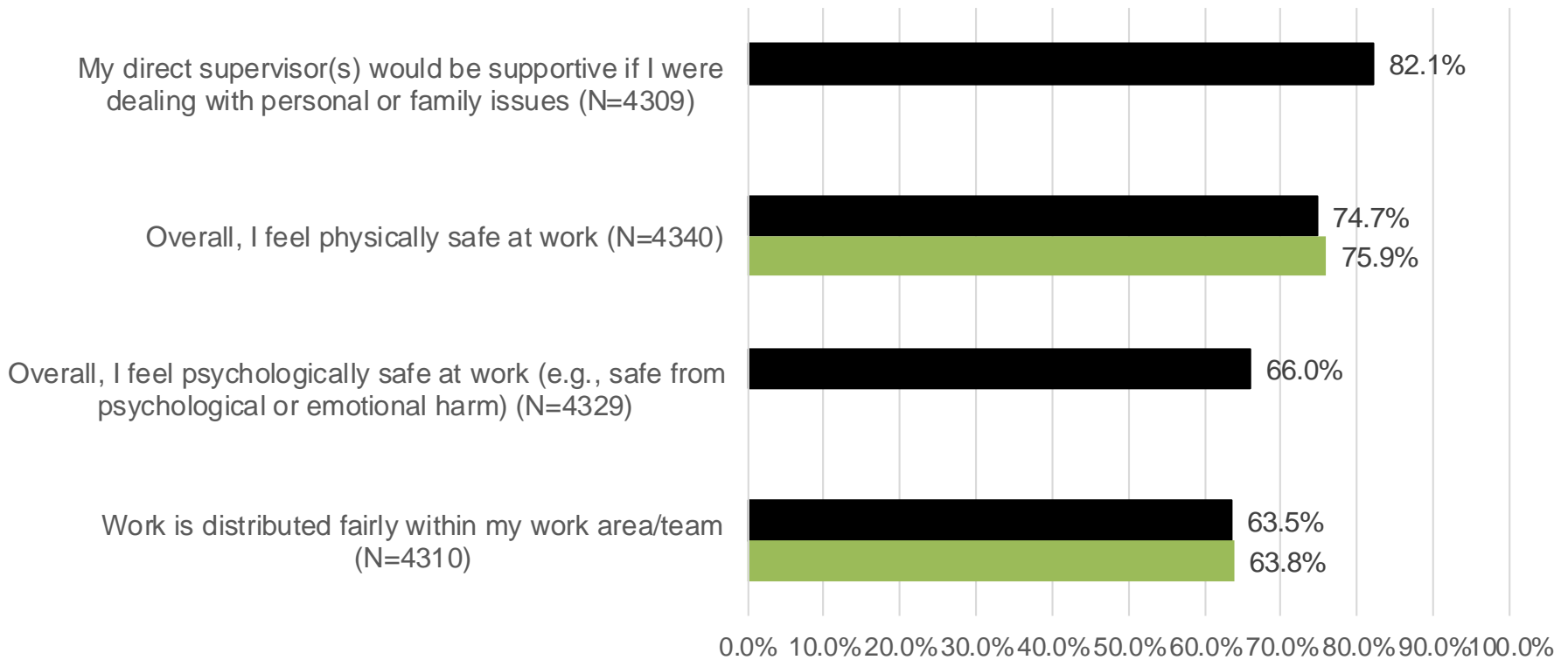
Scale	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
Range	0.0% - 8.2%	8.3% - 24.9%	25.0% - 41.6%	41.7% - 58.2%	58.3% - 74.9%	75.0% - 91.5%	91.6% - 100.0%



4b - Psychological Wellness

■ 2021 Overall City

■ 2017 Overall City



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%



Lateral Harassment = Bully Co-worker

	2021		2017		M@W Municipal Database	
Option	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage
Never	2832	69.1%	2930	64.1%	5902	62.6%
Occasionally	999	24.4%	1265	27.7%	2724	28.9%
Frequently	269	6.6%	376	8.2%	806	8.5%
	Total Responses: 4100		Total Responses: 4571		Total Responses: 9432	

Key Take-away: Higher % of Never and Lower % of Occasionally

Key Take-away: Lower % of Frequently



Downward Harassment = Bully Boss

	2021		2017		M@W Municipal Database	
Option	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage
Never	3334	82.2%	3535	78.6%	7231	77.3%
Occasionally	584	14.4%	750	16.7%	1664	17.8%
Frequently	140	3.4%	212	4.7%	454	4.9%
	Total Responses: 4058		Total Responses: 4497		Total Responses: 9349	

Key Take-away: Higher % of Never and Lower % of Occasionally

Key Take-away: Lower % of Frequently

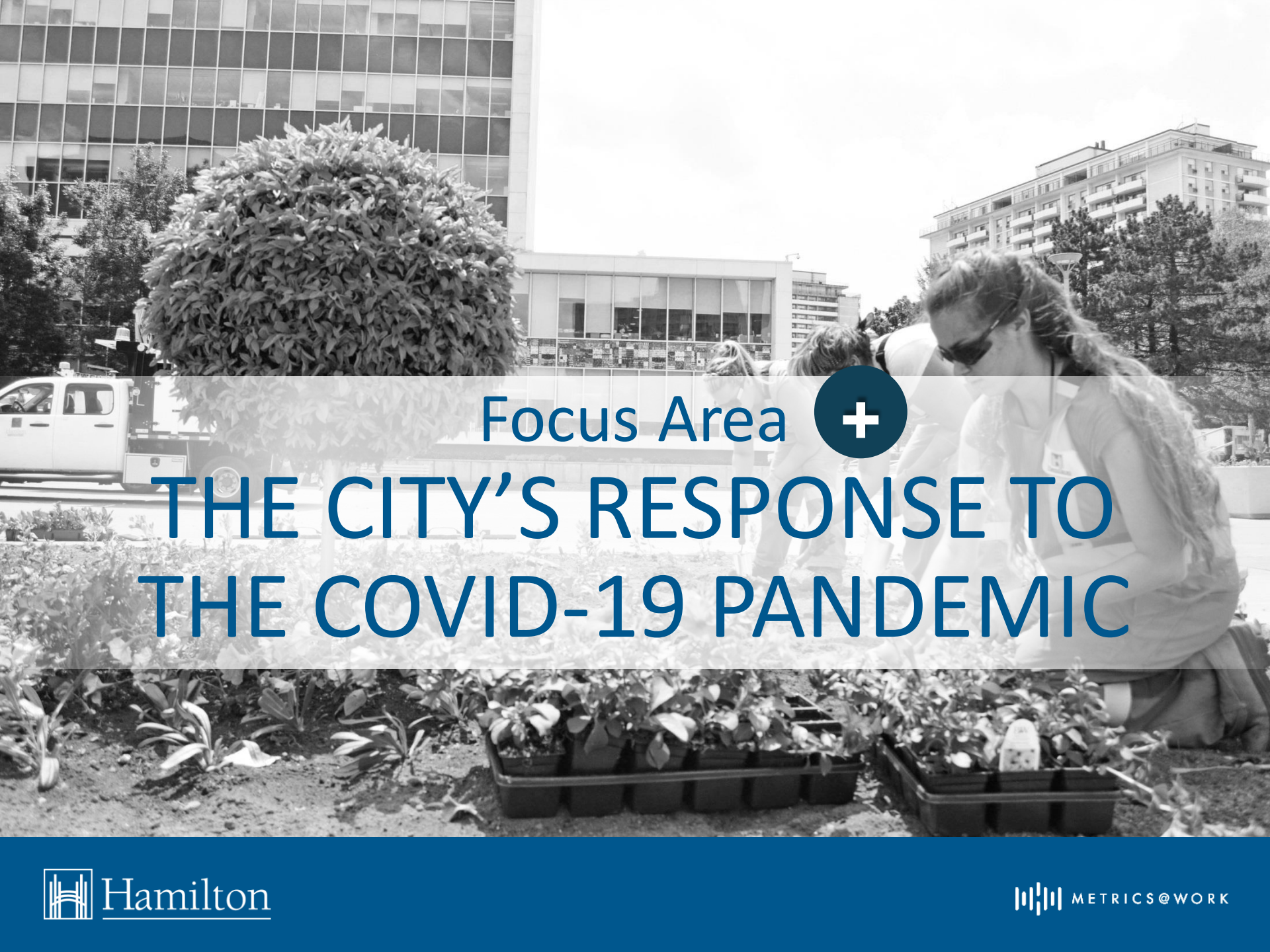


External Harassment = Bully Client

Option	2021		2017		M@W Municipal Database	
	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage
Never	1714	43.4%	1842	42.1%	3812	41.6%
Occasionally	1486	37.6%	1643	37.6%	3751	40.9%
Frequently	750	19.0%	888	20.3%	1611	17.6%
Total Responses: 3950		Total Responses: 4373		Total Responses: 9174		

Key Take-away: Marginally Higher % of Never and Same % of Occasionally

Key Take-away: Marginally Lower % of Frequently compared to 2017; still above the Municipal database



Focus Area



THE CITY'S RESPONSE TO THE COVID-19 PANDEMIC



Pandemic Response

Overall Impacts

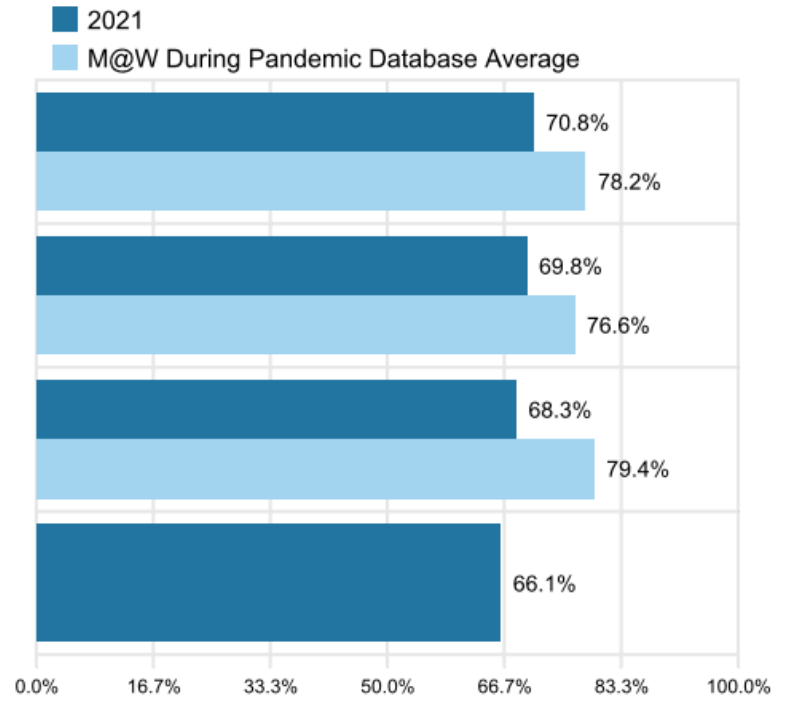
Fig. 1.1 Item Statement

- 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)



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%



Pandemic Response

Overall Impacts

**Stress
is
High**

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

**So Are
Support
Levels**

My direct supervisor(s) would be supportive if I were dealing with personal or family issues (N=4309)





Telecommuting Impacts

Pandemic Response

2106 responses
(48.2% of total)



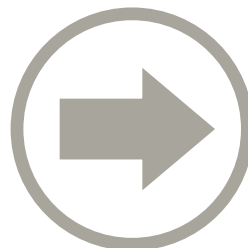
84.7% able to effectively perform job duties



92.2% have a designated workspace free from hazards



35% feel unsafe returning to in-office work



91.8% interested in continuing to telecommute

Top Benefits Identified:

- ✓ Financial savings (15.6%)
- ✓ Better work-life balance (14.7%)
- ✓ Increased productivity (13.9%)

Least Reported Benefit:

- ✓ Improved mental health (8.9%)

** Percentage represents those that responded agree or strongly agree*



Redeployment Impacts

Pandemic Response

502 responses
(11.6% of total)



70.8%
discovered
new skills



66.7%
tools & resources
needed to perform
well



68.7%
clear
expectations



69.2%
connected to
team

Lowest scores:

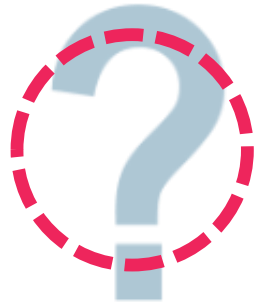
- Openness to being redeployed again in future (59.4%)
- Effort required to support the pandemic response is sustainable (56.1%)
- Received appropriate training (56.1%)

** Percentage represents the average across all responses received*




THEMED WRITTEN COMMENTS

Greatest Strengths Written Comment Themes



Tell us what you like most about working for the City of Hamilton?
(e.g., the biggest strength or most positive thing about your job)

3176 Comments 


17 Themes **105** Sub-Themes

- 1 Our Employees
- 2 Positive Work Environment
- 3 The City as an Employer
- 4 Compensation and Benefits
- 5 The Work / Job

Needs Improvement Written Comment Themes



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

3063 Comments 

14 Themes **111** Sub-Themes

- 1 More Employee Support
- 2 Leadership Improvements
- 3 Improve Communication
- 4 City Improvements
- 5 Work / Life Balance

SUMMARY & NEXT STEPS



Top Strengths and Challenges

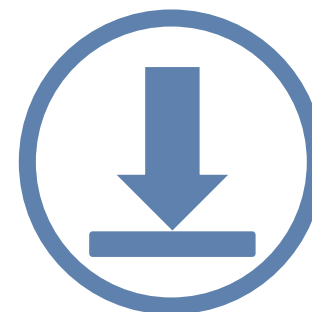
Highest Rated (Top 5 Drivers)

1. Pride in Work Area / Team
2. Supervisor Support / Communication / Safety
3. Pride in City of Hamilton
4. Recommend City as Employer
5. Provided with Equipment to Work Safely




Lowest Rated (Bottom 3 Drivers)

1. Senior Leadership is Available / Accessible
2. Personal Recognition
3. Two-way Communication




Biggest Change over 2017 Results

Top 5 Driver Improvements Compared to 2017

- | | | |
|---|---|------|
| 1. Consistent Policies and Practices in my Area |  | 8.6% |
| 2. Satisfied with Resources and Supplies | | 2.8% |
| 3. Comfortable Speaking Up | | 2.4% |
| 4. Respectful Work Environment | | 2.0% |
| 5. Supervisor Support / Communication / Safety | | 1.8% |

Bottom 3 Driver Declines Compared to 2017

- | | | |
|--|--|-------|
| 1. Ethics & Integrity - Uphold Code of Conduct |  | -5.3% |
| 2. Support for Training Opportunities | | -3.2% |
| 3. Comfortable Reporting Breach of Conduct | | -2.6% |

Closing Thoughts from the City Manager



Employees and Leaders stepped up to make the Our People Survey a priority.



Overall, our results were strong and we will continue to build on these strengths.



As we dig deeper, we'll see unique challenges in different parts of our organization



Our Leaders will be accountable and stay committed to actioning this feedback.



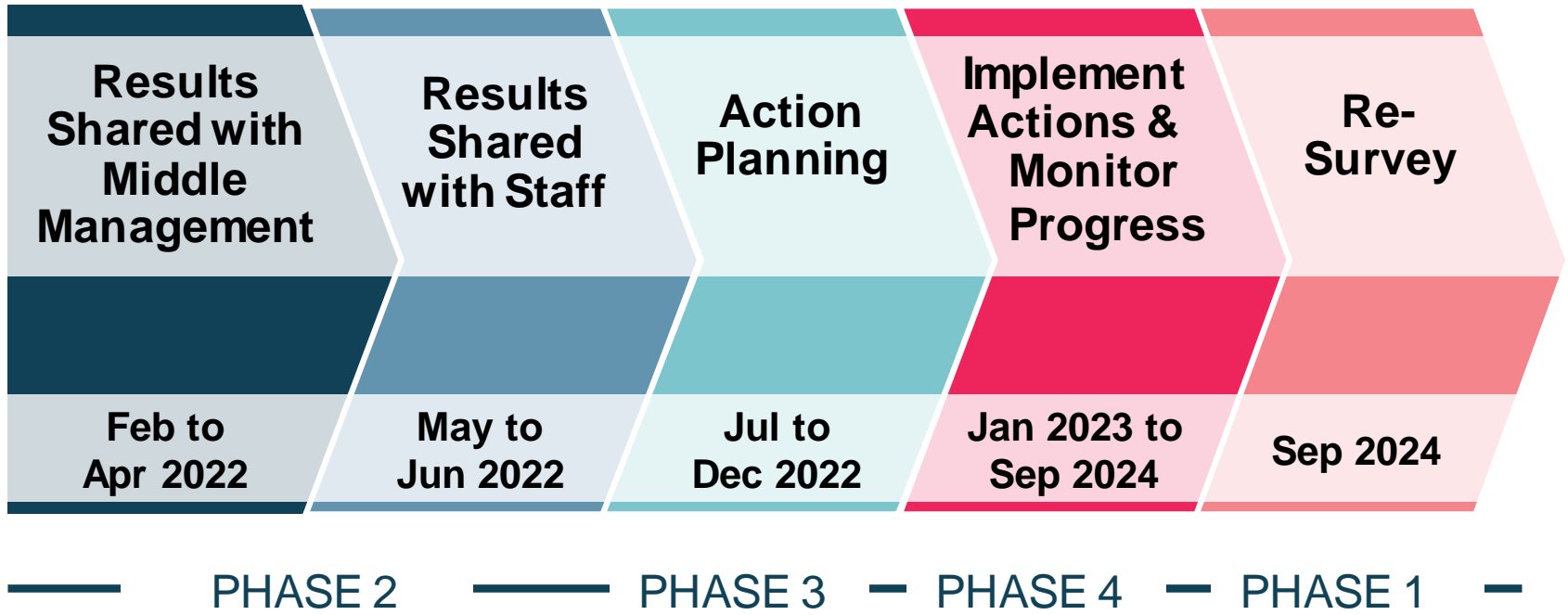
PAD Goal for All People Leaders

1. Performance Expectations

Goals or Core Job Responsibilities (Specify desired future results or outcome)	Measures (Describe how each goal will be measured for example; numeric, descriptive; timeframe)
Our People Survey - Implement Phase 2 (Sharing Results) and 3 (Build Action Plans) deliverables with your workgroup by December 31 2022	Results shared to the front line by <<DATE>> utilizing corporate tools and templates Action Planning Workshops scheduled by <<DATE>> Action plan workgroups held by <<DATE>> Final action plans developed and communicated to all staff by <<DATE>> Implementation of action plan items by <<Date>> Note: Action Plan attached as appendices to PAD



Next Steps



Accessing Your Results Report

OUR PEOPLE SURVEY 2021
CONNECTING WITH YOU

2021 Survey Results City of Hamilton 2021 Our People Survey

Instructions

Leader Name

4

Organizational Dashboard

1



Overall Survey Response Rate



Your Organization's Engagement Score



Previous Engagement Score



Comparable Sector Database Engagement Score

5

6

Detailed Reports

Strengths Challenges

Other Files

TEAM DASHBOARD

2

Example Department

3

125

Survey Responses

81%

Engagement Score

71%

Previous Engagement Score

69%

Internal Benchmark



1. Organizational Summary.
2. Leader dashboard for team.
3. Click arrow beside Team name to show lower level groups that report to you (if applicable).
4. Download full dashboard to PDF (for sharing with staff).
5. Download "Detailed" report to PDF (e.g., incl. all data results, group comparisons of lower levels).
6. Download "Strengths & Challenges" to PDF (for sharing with staff and action planning).

52



Your Support Resources

To support you with answering questions ...

- Phase 2 Resources (incl. Communication Map & FAQ) on
 - eNet: http://enet/DCOMM/CityLeadership/our_people_survey.htm
 - Howi: <https://howi.hamilton.ca/#/news/article:540327519>
- OPS Project Team: ourpeople@Hamilton.ca

To support you with interpreting the reports ...

- Invited to watch the GIC presentation of the City-wide results on February 16th
- Online training module (**coming soon!**) on how to interpret your OPS results, available through eNet and Howi



To support the cascade of information ...

- Department Working Groups, led by OPS Steering Committee Representatives
- Leader Toolkit (**coming soon!**) on eNet and Howi, including:
 - Sample agenda and presentation template for sharing results with your team
 - Action planning templates
 - Leader guide on how to share results and build interactivity via multiple channels



Questions

Dedicated OPS Email Address ourpeople@hamilton.ca