



CITY OF EDMONTON EXECUTIVE REPORT

January 2019



EXECUTIVE SUMMARY

This report summarizes the results from 2018 City of Edmonton Employee Engagement and Diversity Survey. The first administration was in 2010, followed by bi-annual surveys in years following: 2012, 2014, 2016 and now 2018.

Survey Participation

The overall participation rate in 2018 was 70%, a slight (2%) decrease from the 72% response obtained in the 2016 survey. Of the 8,732 respondents, 7,086 submitted an online response (of which 829 used the mobile version) , while 1,646 submitted a paper copy of the survey questionnaire. We note that after successive years of substantial increases, participation has plateaued at a level which is slightly higher than our municipal benchmark (65%). As with the previous survey, this rise can be largely attributed to widespread efforts on the part of management at all levels within the organization to promote and encourage participation in the survey initiative.

As stated, during the survey period 8,732 employees responded to the survey. This provides a strong representation of the organization and allows for strong statistical validity in interpreting the results. Overall results are accurate to within +/- 0.58%, at the 95% confidence level. With this level of participation, the results can be clearly deemed as representative of all City employees, therefore these are a reflection of employees' thoughts and feeling with regard to their employment at the City.

Most demographic data was “pre-loaded” and is an accurate reflection of what was provided by the City. The only self-reported demographics were in the Diversity area (race, religion, bisexual, gay, lesbian, transgender, two-spirit or questioning). Employees completed surveys with unique PINs to ensure confidentiality.

Questionnaire

The 2018 survey consisted of 31 questions related to Engagement, Workplace and Culture, 9 self-report questions related to Discrimination and Harassment, 7 self-report questions related to Diversity, and a comments section related to recommendations for workplace improvement.

Engagement, Culture, Workplace, Immediate Supervisor

Engagement, Culture, and Workplace measures have shown a statistically significant decline of between 2.8% [Culture, Workplace] and 6% [Engagement]. The Overall Immediate Supervisor score has remained the same, with a directional (not statistically significant) increase of 0.3%. In addition, attitudes towards one's immediate supervisor remain significantly more favourable (73.4% favourable), compared to Engagement, Culture or Workplace measures, where scores ranged from 67.8% (Workplace) to 66.6% (Engagement).

The results show there have been significant declines on 21 attitudes, 10 attitudes have shown no significant change, and only two items have shown a significant increase, both in regards to one's immediate supervisor. The greatest improvement in attitude (+3%) is with regards to speaking to an immediate supervisor formally about performance.

The most significant declines (shown on the next two slides), and also the lowest absolute favourable scores, relate to trust and confidence in the City Manager and Deputy City Managers' ability to achieve the City's goals (-10%), seeing a clear link between one's work and the City's long-term vision (-8%), the commitment to maintaining a healthy and safe work environment (-7%), and whether information in the City is communicated well (-7%). These declines have been experienced fairly evenly across almost all of the departments.

In almost all departments, those attitudes which have the greatest impact on employee engagement (the drivers of engagement) tend to be whether one feels career aspirations can be met in the City, feeling one makes a contribution to the success of the City, trust and confidence in leadership (ELT, department, and branch) to achieve the City's goals, and attitudes towards one's immediate supervisor. The more favourable one's attitudes primarily towards these attributes, the more engaged employees will be.

Most and Least Favourable Attitudes

Most Favourable Attitudes	% Favourable 2018	% Favourable 2016
I feel that my work contributes to the success of the City.	82.9%	85.5%
My immediate supervisor demonstrates a commitment to safety.	81.7%	81.6%
My immediate supervisor seems to care about me as a person.	79.2%	78.9%
I feel respected by co-workers in my workplace.	78.5%	78.9%
My immediate supervisor encourages me to offer my opinions and ideas.	75.6%	76.0%

Least Favourable Attitudes	% Favourable 2018	% Favourable 2016
My career aspirations can be achieved at the City.	57.8%	61.8%
In my branch, information is widely shared so that everyone can get the required information when it's needed.	57.0%	58.8%
I can see a clear link between my work and the City's long-term vision.	54.6%	62.3%
In general, information in the City is communicated well.	52.3%	58.9%
I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	49.7%	59.3%

Most Significant Declines since 2016

Most significant declines in favourability since 2016	
I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	-9.6%
I can see a clear link between my work and the City's long-term vision.	-7.7%
The City is committed to maintaining a healthy and safe working environment.	-7.0%
In general, information in the City is communicated well.	-6.6%
I would recommend the City to a friend as a great place to work.	-6.1%

Executive Summary (cont'd)

Perception of Discrimination and Harassment

With regard to discrimination and harassment, the percentage of employees claiming they have experienced discrimination has risen from 11.4% in 2016 to 14.0% in 2018. Those claiming to have experienced harassment has also risen from 19.0% to 23.8%, and those claiming to have witnessed either harassment or discrimination has also increased from 20.2% to 25.6%. It is worth noting that all internal sources of harassment have decreased (i.e. Supervisor, Coworker etc.) from 2016, the exception being harassment coming from members of the public.

Perception of harassment and discrimination tends to be relatively higher among those claiming to belong to a minority group (with the exception of visible minorities), with the highest proportions among those declaring a disability, where almost half (47.9%) of those individuals claimed to have experienced harassment, and 33% claimed to have experienced discrimination. Perceptions of discrimination and harassment are also significantly higher among certain union groups, including ATU 569, Civic Service Union 52 and CUPE Local 30.

We must also note that relatively more employees who claimed to have witnessed harassment or discrimination claim to have told someone who could do something about the situation (43.4% compared to 36.2% in 2016). Also, more than half (52.1%) of employees say they feel they can make a report on harassment/discrimination without fear of retaliation. Given these results, we may infer that some of the increase in perception may be attributable to increased comfort in disclosing this behaviour.

As one would expect, employees having claimed to experience either discrimination or harassment are significantly less engaged than those who have not. Engagement among those claiming to have experienced harassment is 46.2%, compared to 73.1% among others, and engagement among those claiming to have experienced discrimination is 44.3%, compared to 70.4%.

INTRODUCTION

Survey Framework

Engagement, Workplace, Culture and Immediate Supervisor were assessed using 33 key questions that form the core of the survey. Diversity and Inclusion were measured using 2016 census questions to present an overall view of the current make-up of the City. The experience of respectful workplace behaviour was also assessed using very specific questions related to harassment and discrimination experiences. Finally, all employees were provided the opportunity to provide comments on ways the organization can improve. A summary of the themes of these recommendations are included in this report and the actual comments will be provided in each of the departmental reports to provide further clarification.

Benchmark Data

Where possible, the City's responses have been compared to normative data to provide an indication of how the City compares to external organizations. All external comparisons have been compared to TalentMap's normative data (benchmark), which is based on large organizations which TalentMap has surveyed over the last 5 years. The TalentMap large organization benchmark consists of 36 different large organizations (having more than 1,000 employees). The benchmark includes responses from 91,703 employees in these organizations. Organizations are from across Canada, but concentrated more highly in Alberta and Ontario, and are from a range of sectors, including the public sector. Example organizations include Great West Life Assurance Company, Stantec Inc., Edmonton Police Service, MD Financial Services, EPCOR, Canon Canada, The City of Red Deer, SaskPower, Saskatchewan Polytechnic, and others.

For the Diversity portion of the survey, the benchmark data was based on population statistics adapted from the 2016 National Household Survey Labour Force Data for the City of Edmonton.

In terms of benchmark data for the questions regarding harassment and discrimination, TalentMap is currently working on finalizing a benchmark for these questions, which will likely be available within six months to a year. Prior to publishing a benchmark, TalentMap requires a minimum of six similar organizations (large/public sector) asking the same questions to consider a benchmark comparator has sufficient validity. An increasing number of organizations are now asking similar questions. The City of Edmonton has been a pioneer in this area, and was one of the first to begin asking these questions.

The City of Edmonton survey responses for the current period are not included in the benchmark numbers.

Survey Design/Report Overview

Notwithstanding the fact that benchmark data is useful for providing context as to how the City of Edmonton compares with like organizations, it is our view that once an organization has conducted an engagement survey before, then the best and most useful comparator should be one's own previous engagement scores. In the spirit of continuous improvement, the true goal should be to continuously increase one's own level of engagement; therefore, how other organizations perform should be of little, and decreasing, relevance. This is indeed the case here, as the most noteworthy conclusion arising from analysis of the 2016 survey results is the consistent improvement in favourability on all four "engagement" indices (i.e. engagement, culture, workplace and immediate management).

Confidentiality

It is important to remember that all information collected in this survey is strictly confidential. To ensure confidentiality, TalentMap does not divulge individual survey responses to anyone and only aggregate reports have been provided where there are a minimum of 10 respondents in a group. TalentMap is a member of the Council of American Survey Research Organizations (CASRO) and the Marketing Research and Intelligence Association (MRIA). TalentMap subscribes to CASRO's Code of Standards and MRIA's Good Practice. In order to understand the diversity in the organization, there were some self-report demographic questions included in the survey. In instances where an organizational division or group has fewer than 50 respondents, the results will not be provided, but will be aggregated to a higher level that meets the minimum number of respondents.

How to Read this Report

All results are presented in charts or table format. As a guideline, it is recommended to focus in on the positive results first as it is easy to get distracted by the less favourable ones and overlook some key strengths in the process. It is also important to remember that sometimes the issues identified can be symptoms of more fundamental "root cause" issues so clarification of the results by reading comments and having further discussions with employees is critical to creating action plans that address root causes and ensure effective use of resources.

Similar to reports delivered in 2016, 2014 and 2012, this report rounds data points to one decimal place. This was done in order to add an extra level of precision to the statistics. With larger groups, the decimal places become more important in terms of interpretation.

How to Read this Report

To assist in identifying data patterns of interest, we have circled the corresponding previous period data (this is more easily visible than circling the number in the chart). **Green** boxes represent a notable positive change (at least 2% change), and **red** boxes indicate a notable, but less desirable, change. Alternatively, we have used **green** or **red** circles to indicate the same in heatmaps and other graphs. The only difference between circles and boxes is the aesthetics: sometimes we felt that circles are more pleasing to the eye, other times boxes. In cases where the change is greater than +/- 2% and it is not circled, it is either because all groups are exhibiting the same trend, or more likely that the smaller group size means the change is not statistically significant. Finally, city-wide results do not adjust for differences in participation rates, thus areas with higher participation rates will have a slightly higher impact on final results, per employee, than they would otherwise have. Due to restructuring in the City of Edmonton over the last two years, there are multiple departments that do not have a previous period comparison.

Finally, the reader will note that the interpretation focuses on changes since the previous period, as opposed to items which are rated more favourably than others. Over time, the strategic objective of any organization should be the overall improvement of employee engagement, through the improvement of its key engagement drivers. Attitudes rated very favourably over time are likely to improve at a similar rate to attitudes rated less favourably. To use a metaphor: improving engagement is similar to the tide raising all the boats. We are more concerned with the overall trend than focusing specific items which score lower.

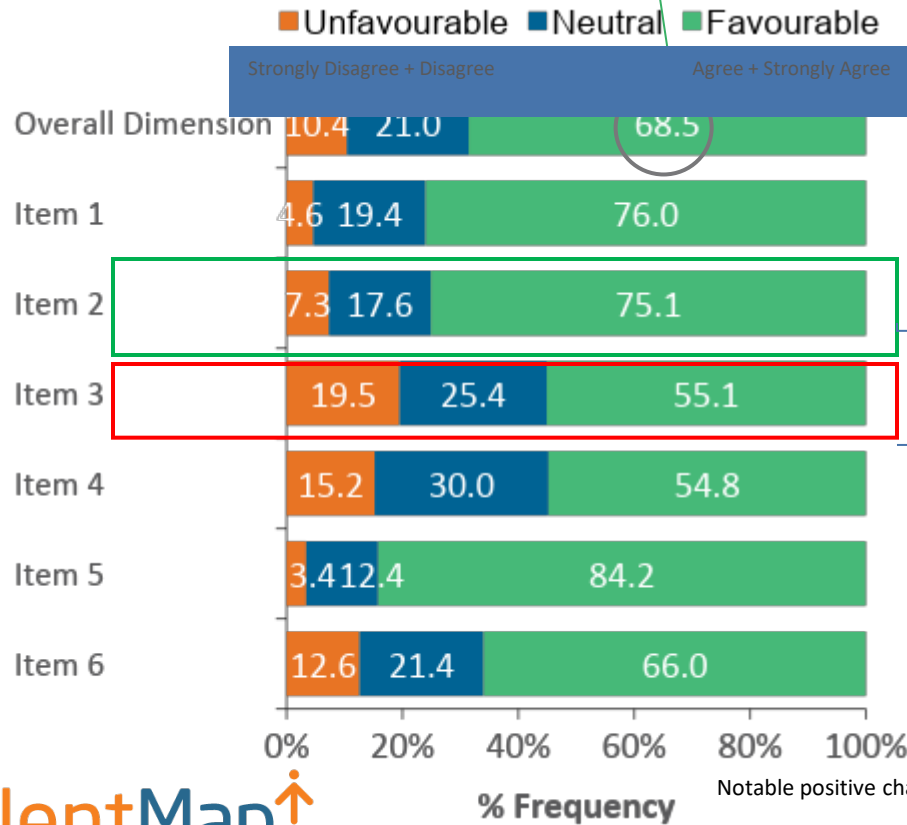
% Unfavourable: represents the respondents who chose "Strongly Disagree/Disagree".

% Neutral: represents the respondents who chose "Neither Agree nor Disagree" or "Neutral".

% Favourable: represents the respondents who chose "Strongly Agree/Agree".

Unless otherwise stated, the overall dimension is the mean (average) of all items excluding custom item(s).

The previous periods' % favourable scores (i.e. 2016, 2014).



Company Previous Period #1	Company Previous Period #2	TM Benchmark
71.5	69.3	71.7
75.4	72.1	77.3
63.2	69.1	70.0
65.4	63.3	67.5
55.6	54.0	52.4
89.2	87.9	91.1
70.1	69.3	n/a

TalentMap overall benchmark calculated using standard TalentMap questionnaire items

Indicates that benchmark data for the item is unavailable for comparison

Notable positive change (at least 2% improvement)

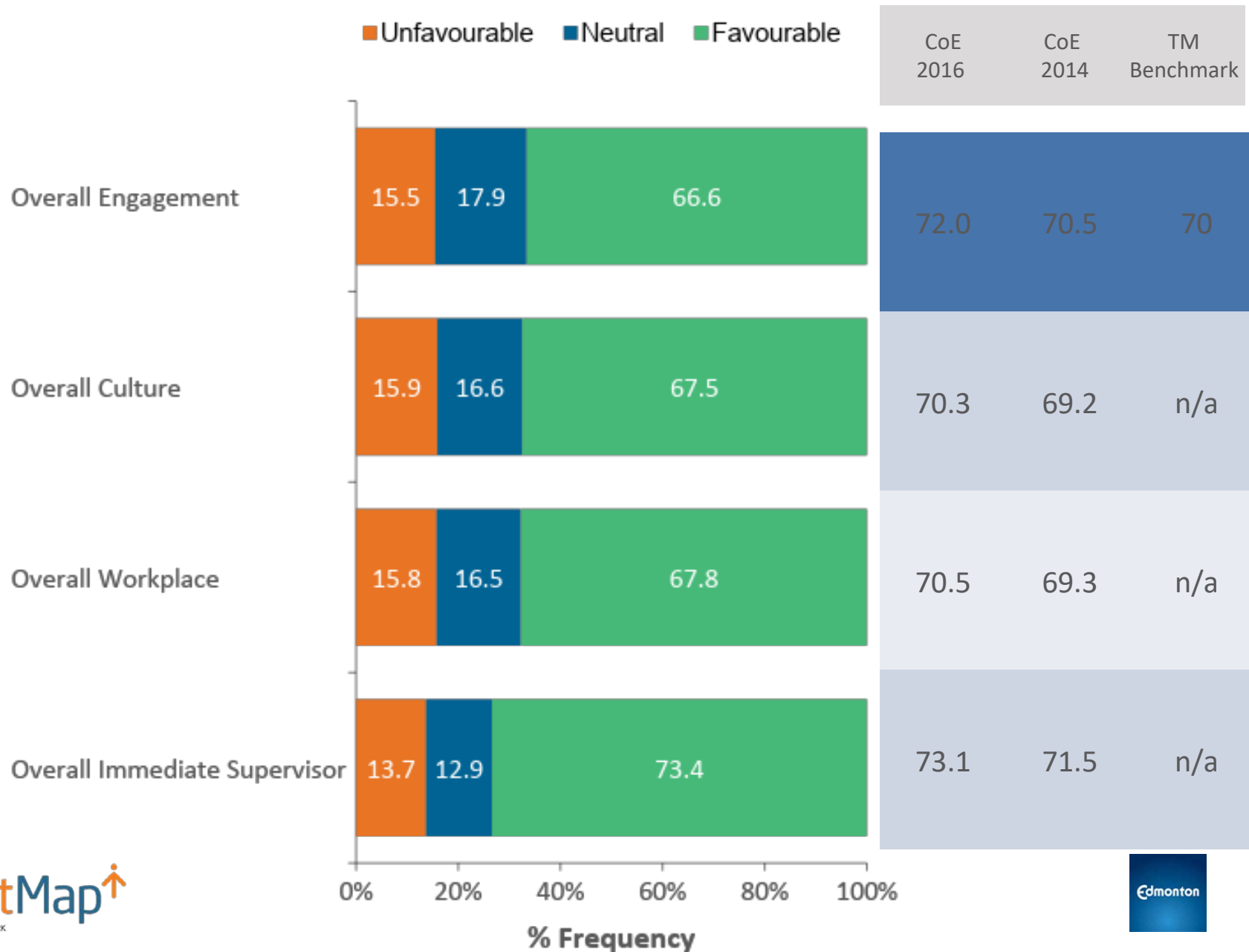
Notable negative change (at least 2% decline)

DEPARTMENT	2018	2016	2014
Citizen Services	61%	66%	59%
City Operations	64%	65%	n/a
Communications and Engagement	90%	95%	n/a
Employee Services	88%	97%	97%
Financial & Corporate Services	88%	n/a	n/a
Integrated Infrastructure Services	91%	84%	n/a
Office of the City Manager	90%	91%	n/a
Urban Form & Corporate Strategic Development	87%	n/a	n/a
Overall City of Edmonton	70%	72%	62%

Surveys Completed by paper: 1,646 (19%)
 Surveys Completed (Desktop) : 6,257 (72%)
 Surveys Completed (Mobile) : 829 (9%)
 Total Surveys completed: 8,732 (100%)

Survey Dimensions – Overall City of Edmonton

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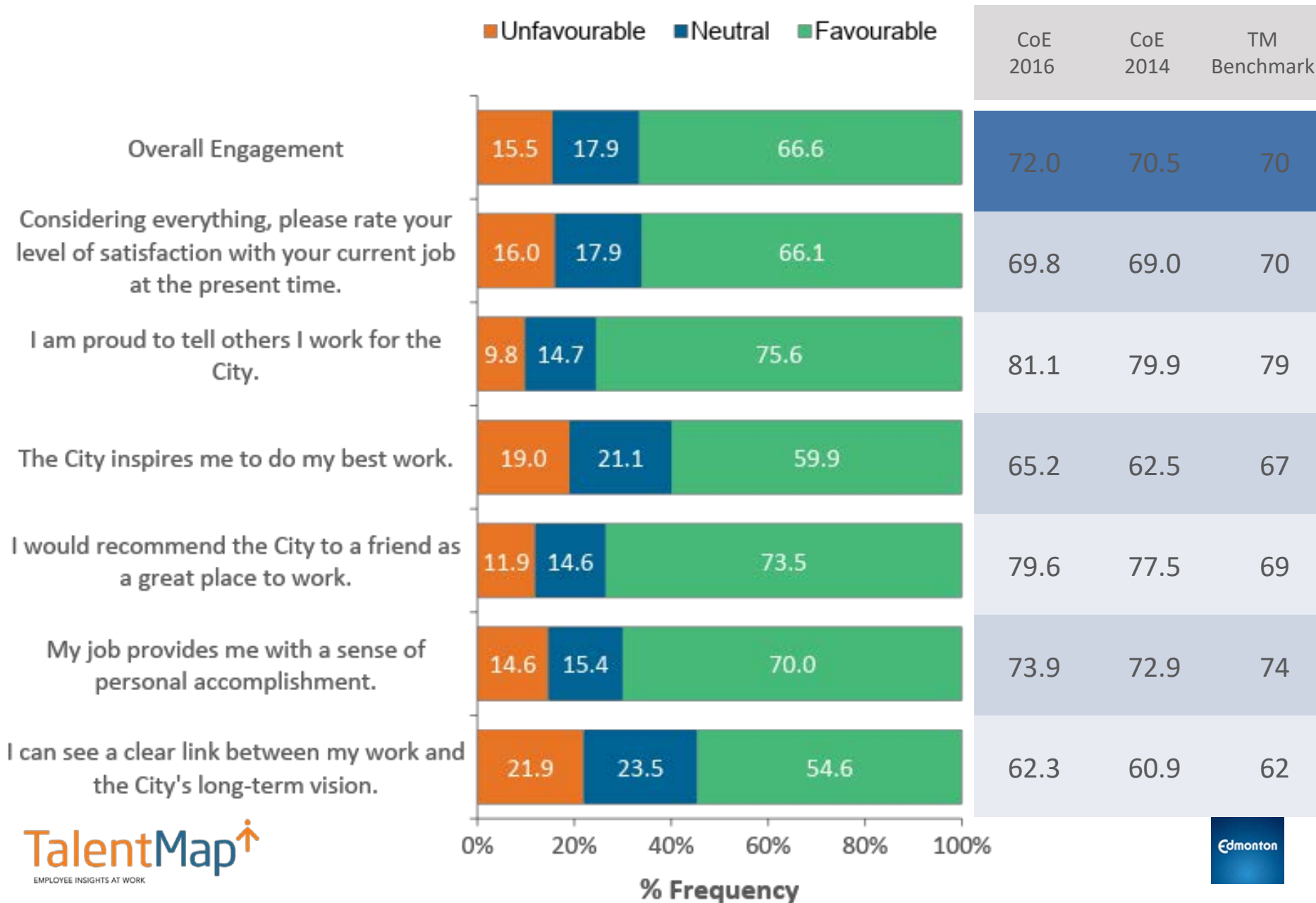


Engagement

Logical connection employees have to their work, emotional connection and their willingness to put in discretionary effort

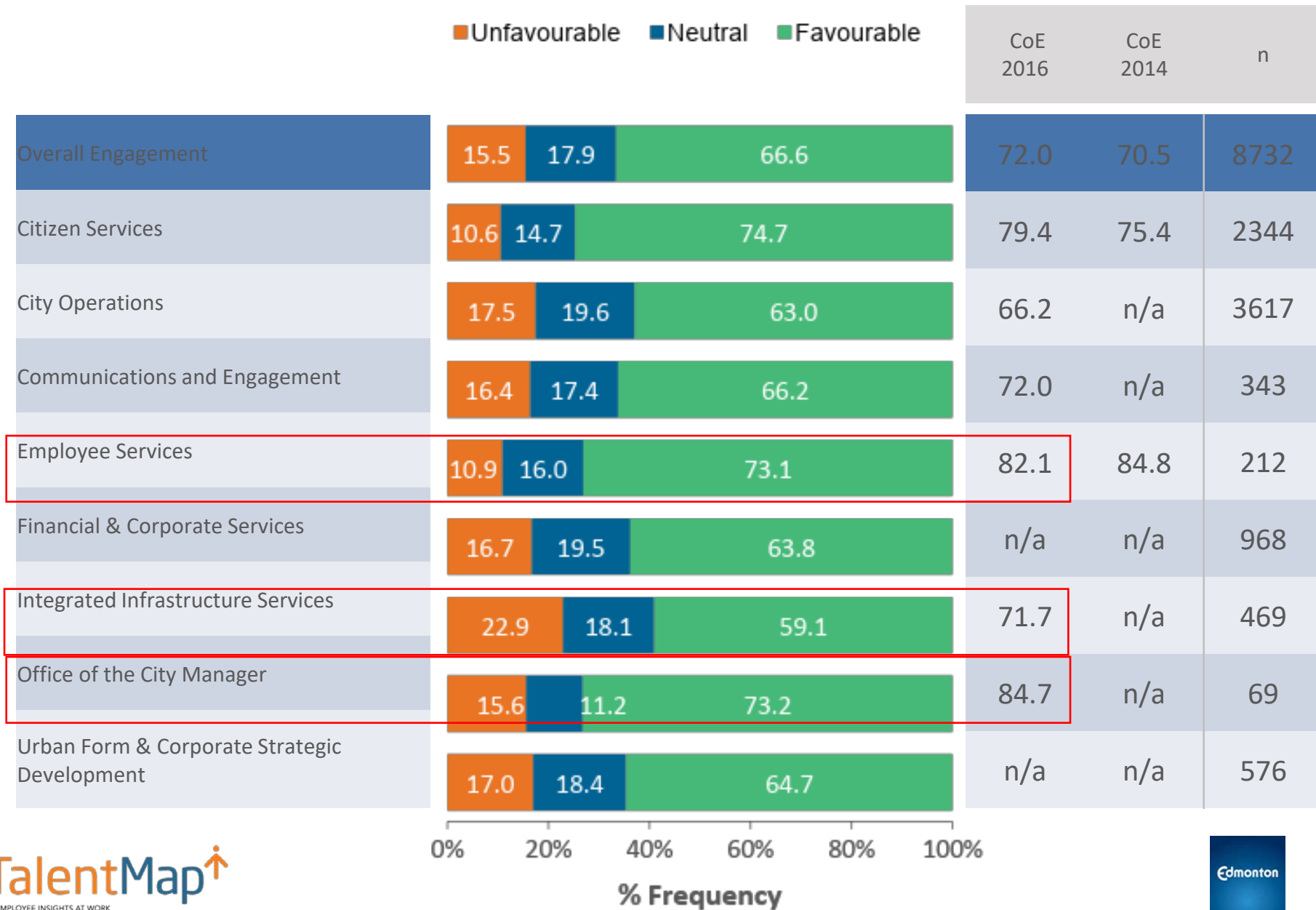
Engagement – Overall City of Edmonton

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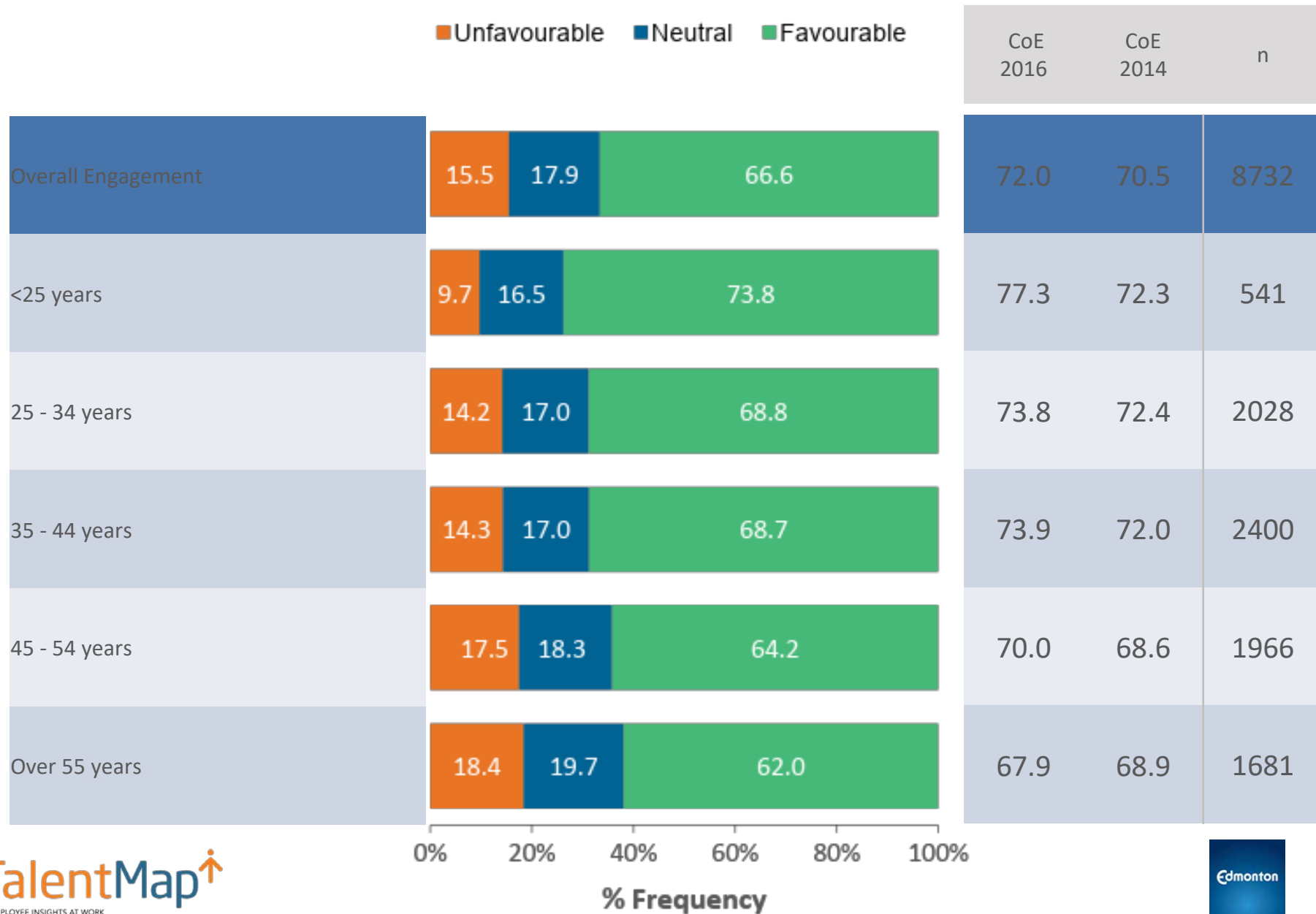
Engagement by Department

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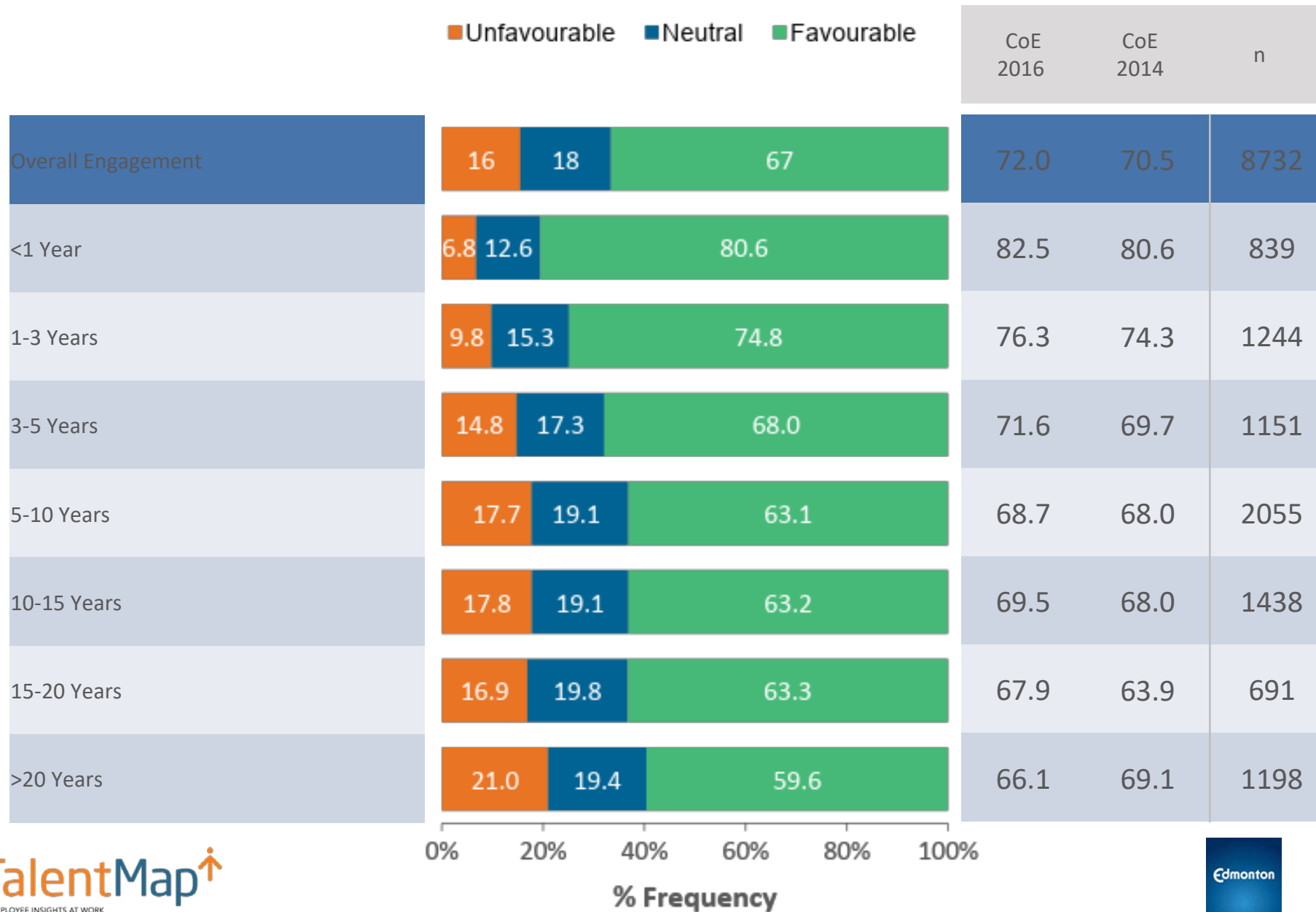
Engagement by Age

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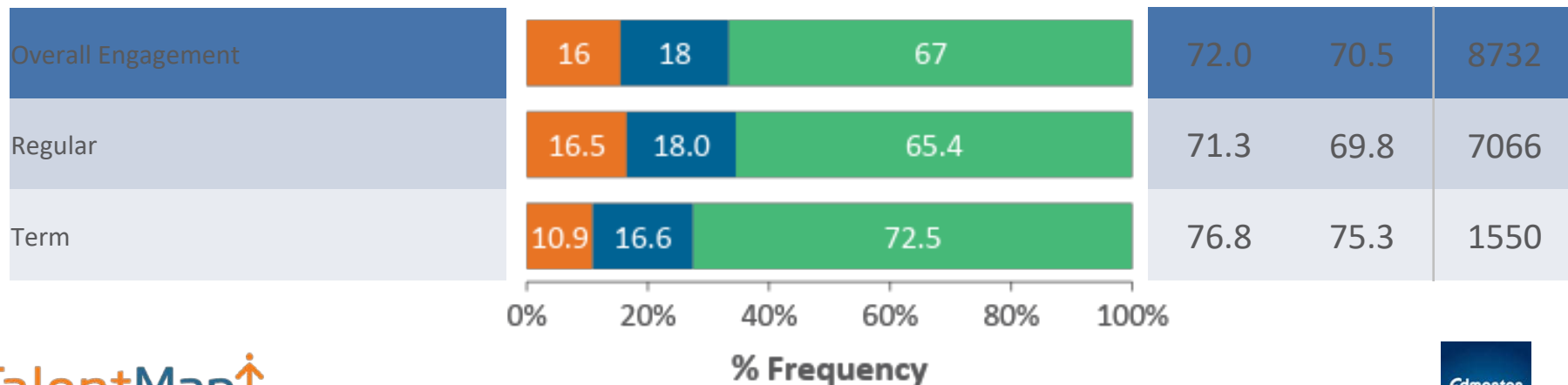
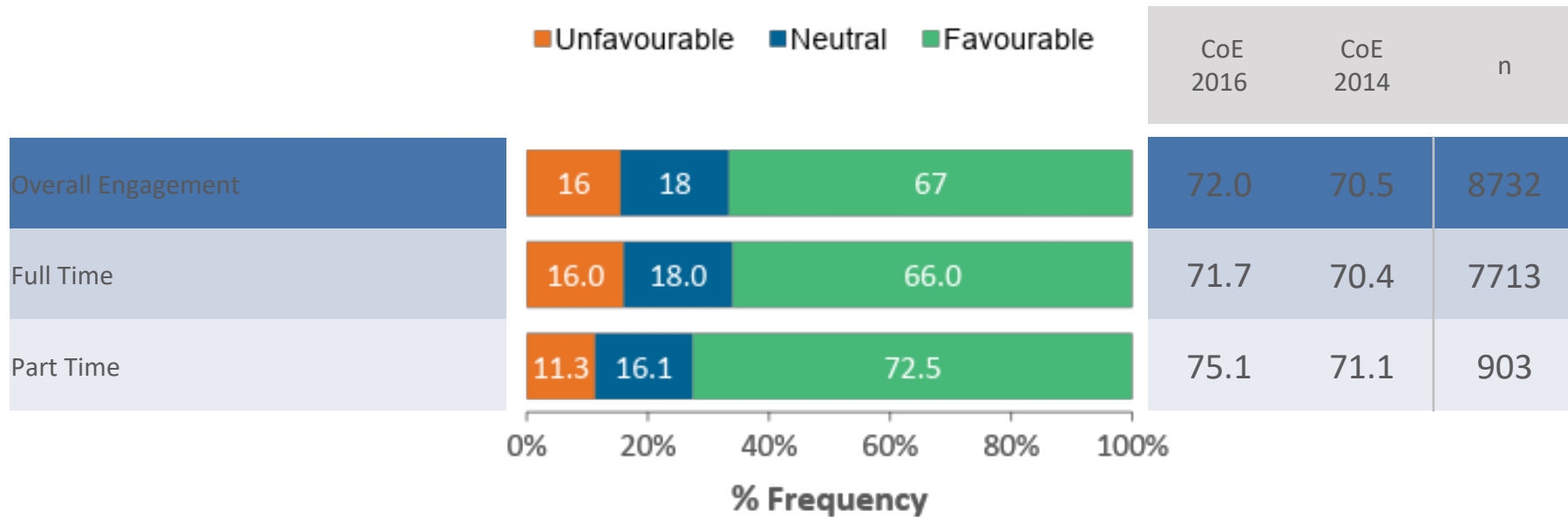
Engagement by Length of Service

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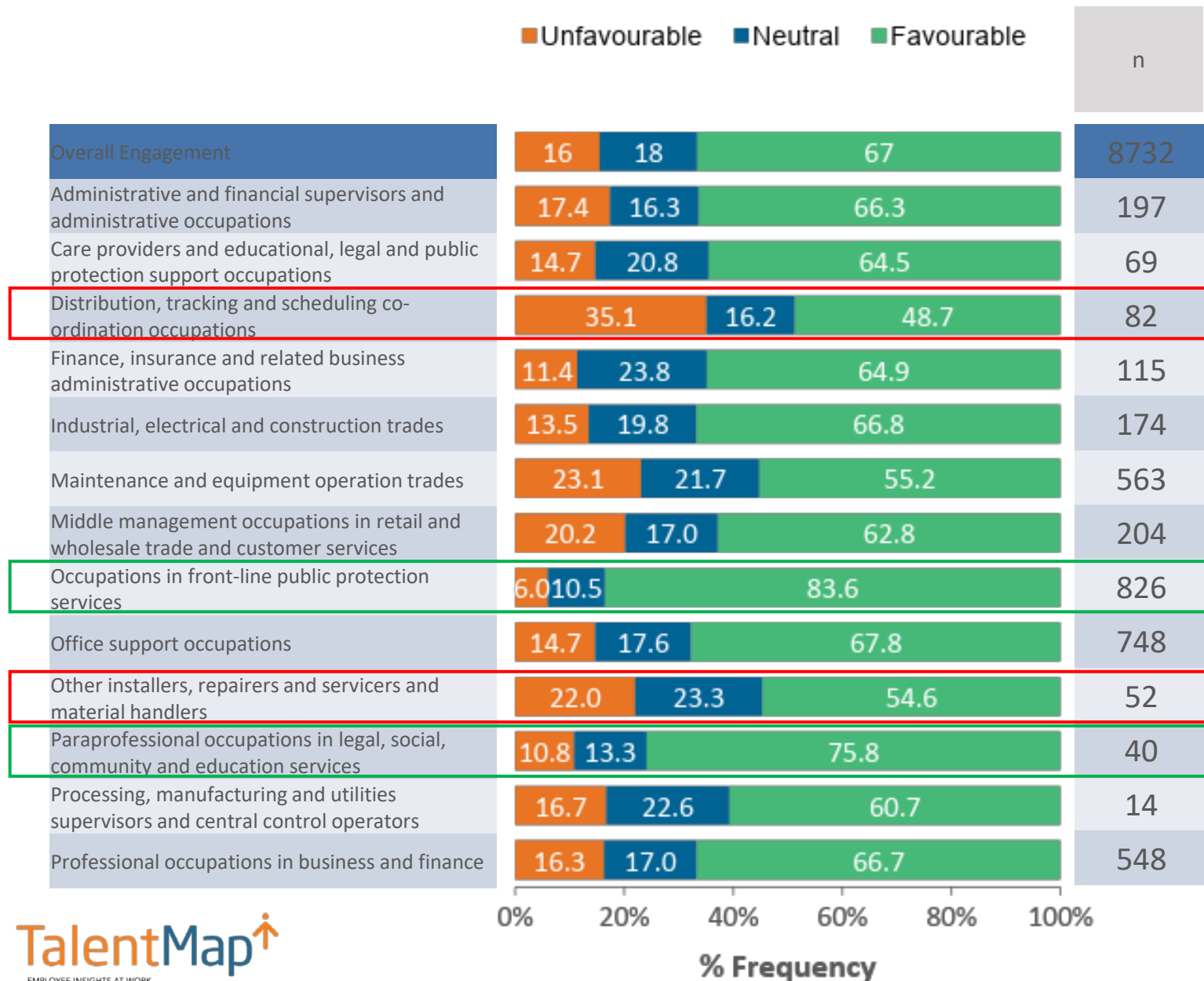
Engagement by Status

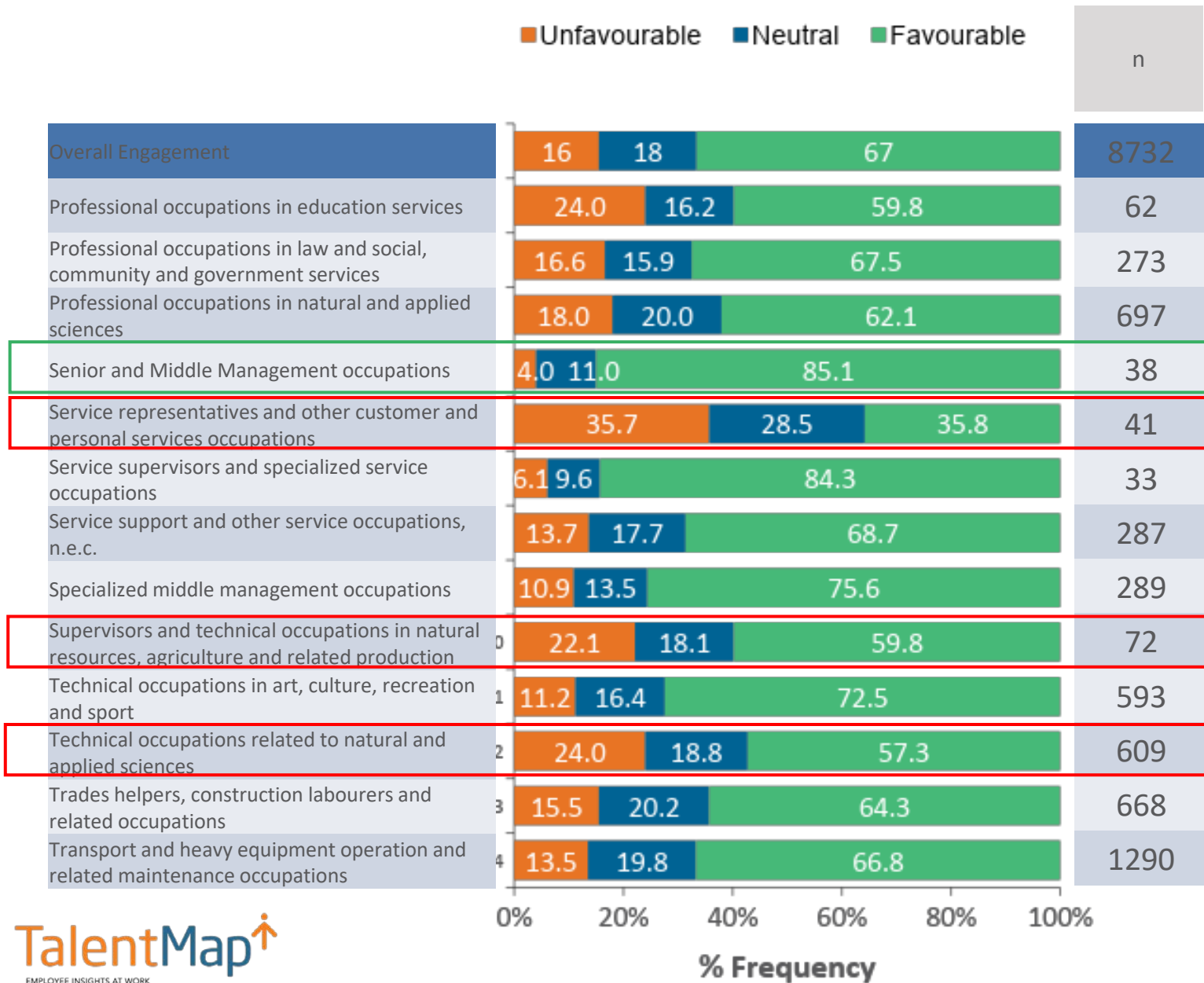
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Engagement by Job Family (Page 1)

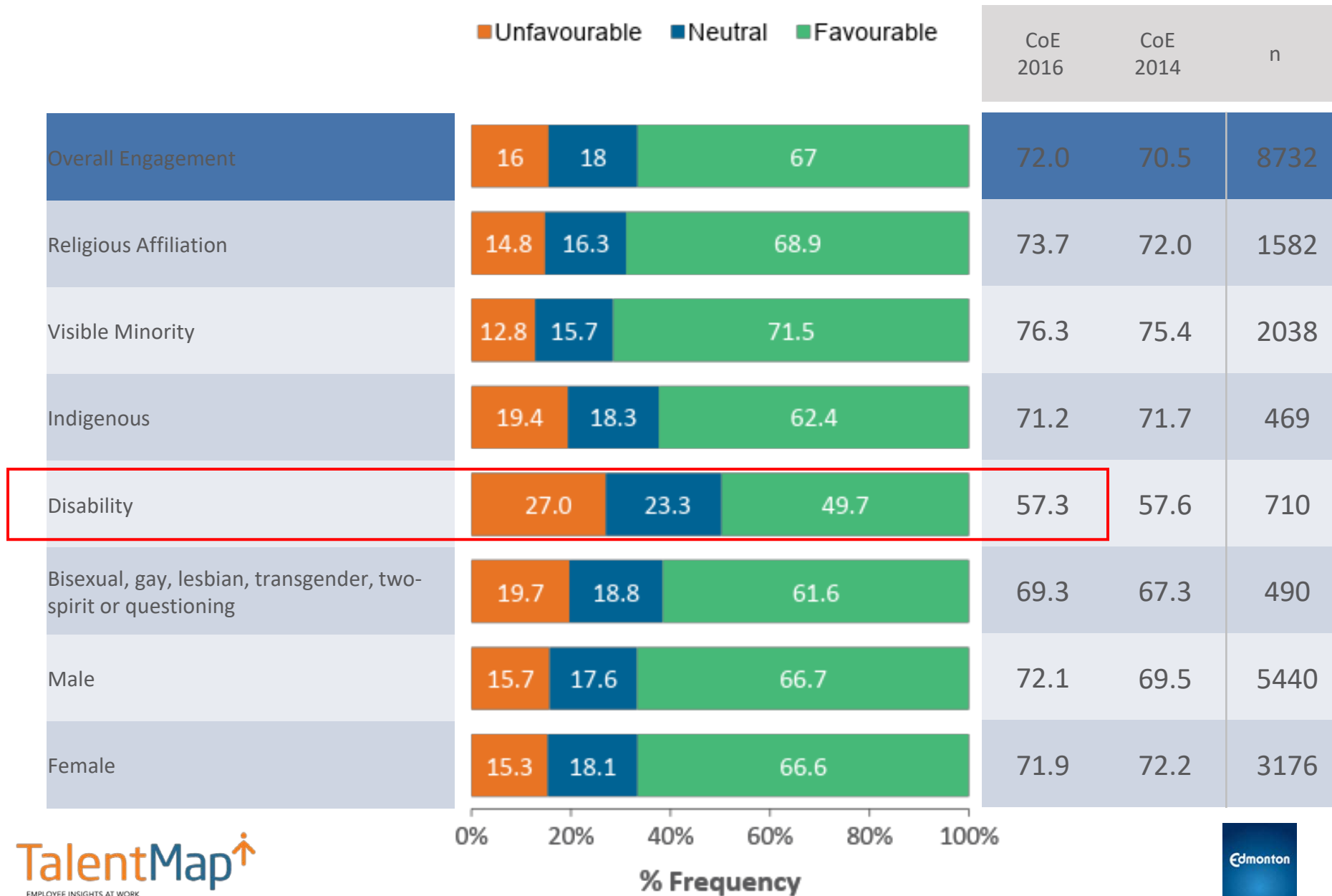
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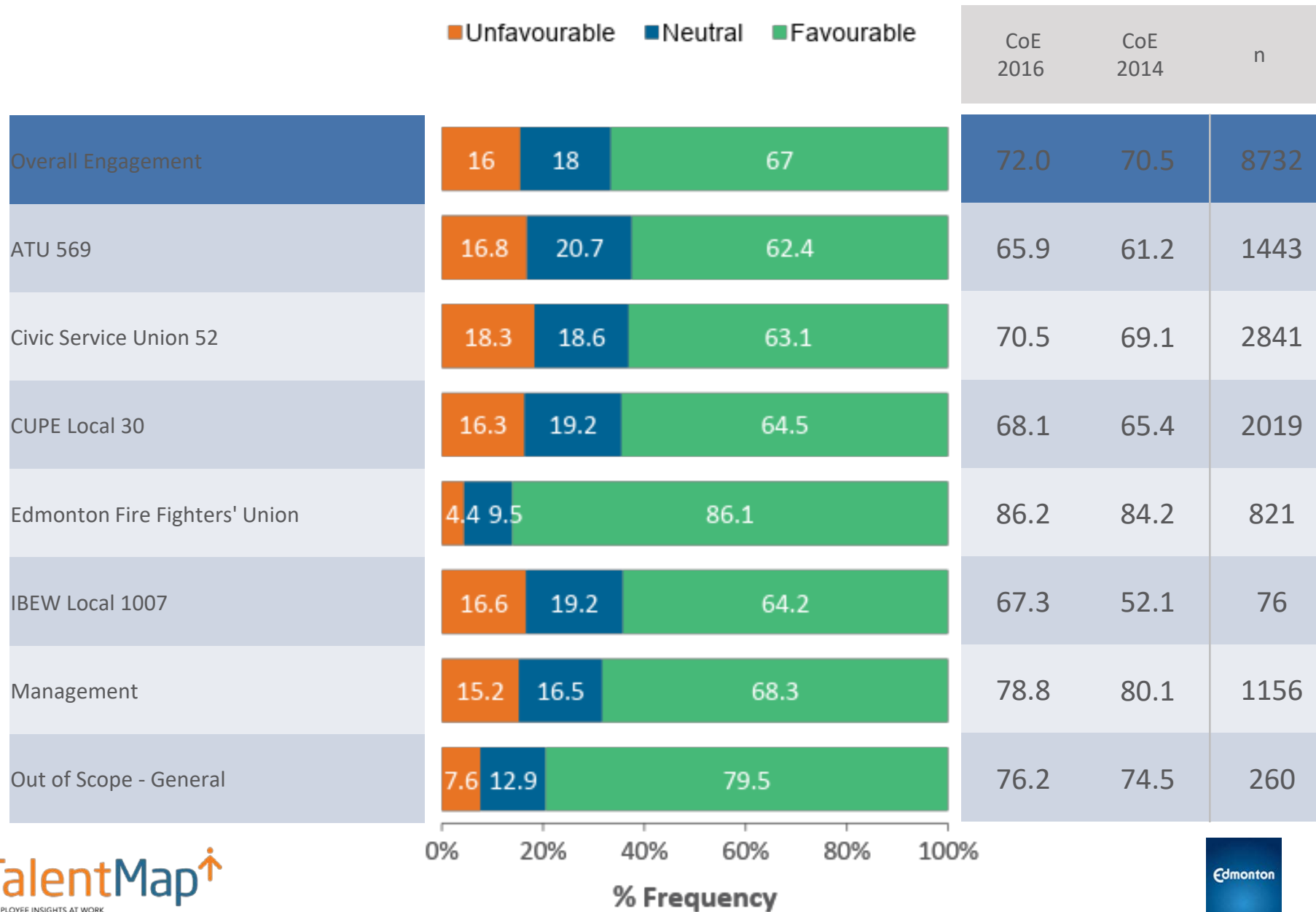
Engagement by Diversity Group

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Engagement by Union Affiliation

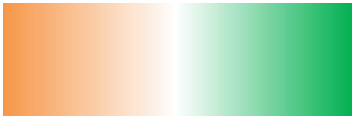
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Engagement Heatmap 2018

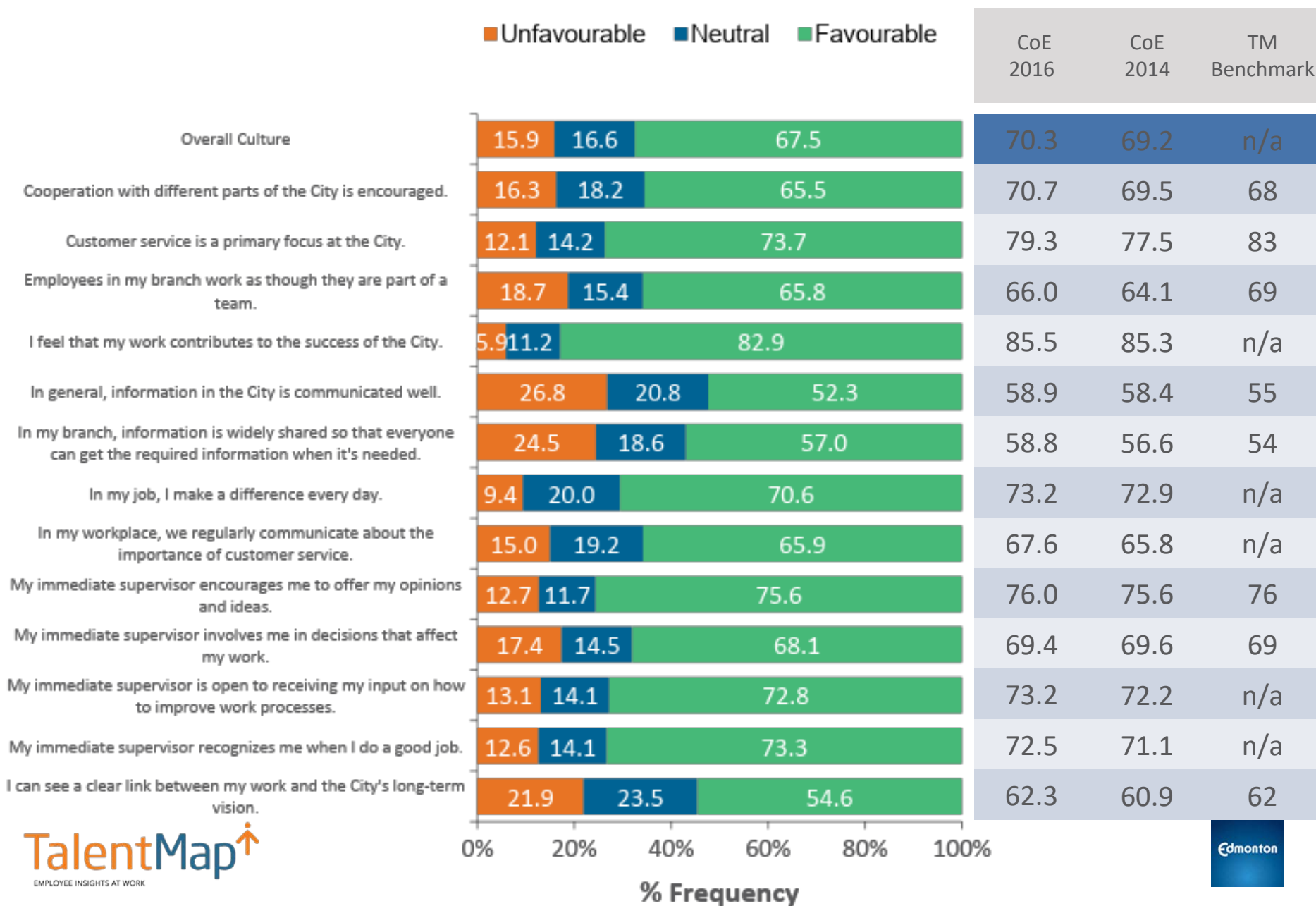
Difference Between Department and City of Edmonton Overall

26

<div> <div>Lower</div> <div>Same</div> <div>Better</div> </div> 	COE Overall 2018	Citizen Services	City Operations	Communications and Engagement	Employee Services	Financial & Corporate Services	Integrated Infrastructure Services	Office of the City Manager	Urban Form & Corporate Strategic Development
Participation Count	8732	2344	3617	343	212	968	469	69	576
Considering everything, please rate your level of satisfaction with your current job at the present time.	66.1	75.5	63.9	60.6	71.2	59.9	55.9	72.5	61.3
I am proud to tell others I work for the City.	75.6	84.6	72.6	77.4	80.1	71.7	65.6	81.2	68.5
The City inspires me to do my best work.	59.9	67.4	55.7	63.3	68.6	58.5	52.7	69.1	58.0
I would recommend the City to a friend as a great place to work.	73.5	83.1	71.6	67.9	75.7	67.6	60.2	76.8	69.1
My job provides me with a sense of personal accomplishment.	70.0	78.9	65.9	67.3	77.8	66.9	63.3	70.6	69.7
I can see a clear link between my work and the City's long-term vision.	54.6	58.7	48.4	60.7	64.9	58.0	56.7	69.1	61.6
Overall Engagement	66.6	74.7	63.0	66.2	73.1	63.8	59.1	73.2	64.7

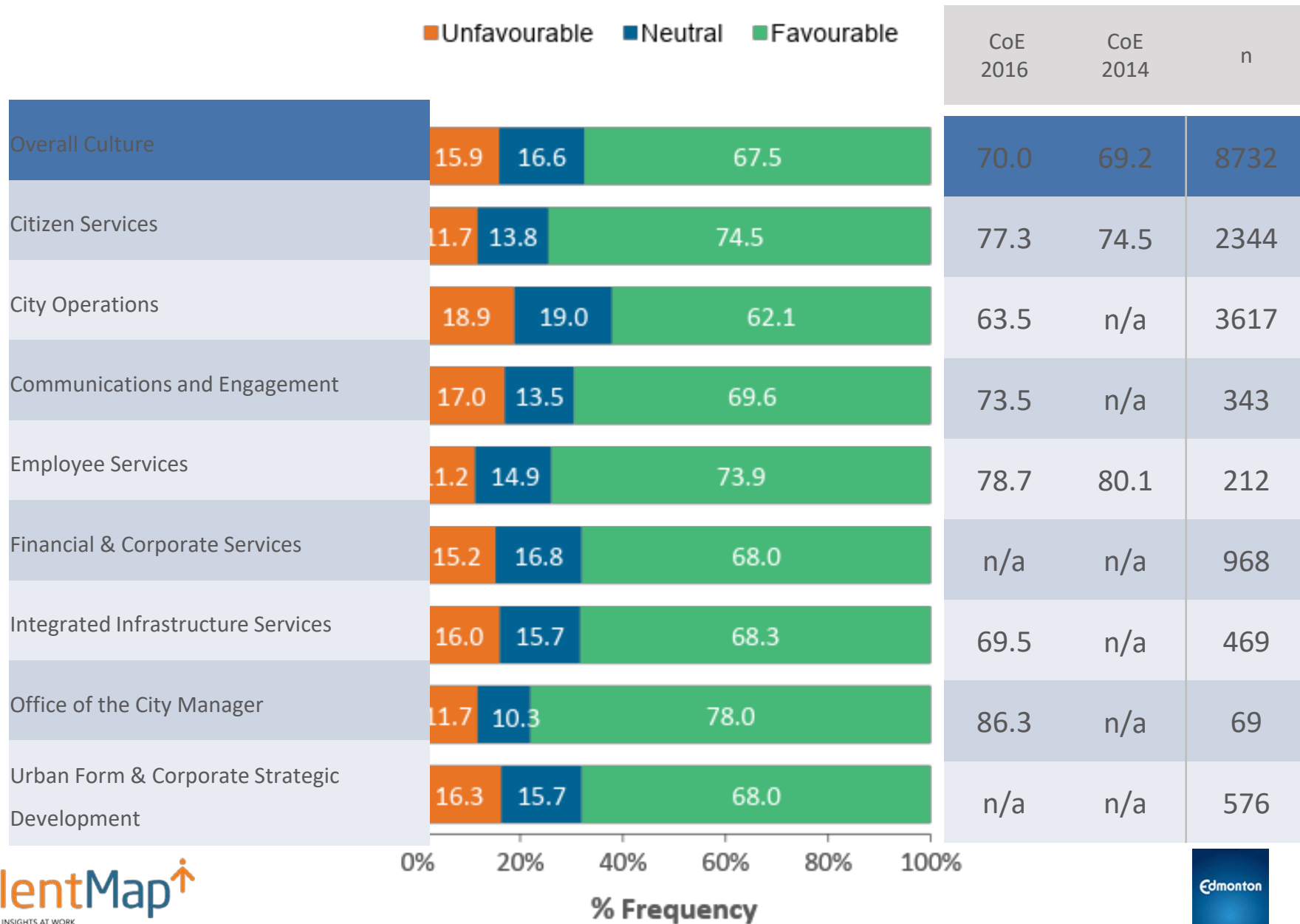
Culture

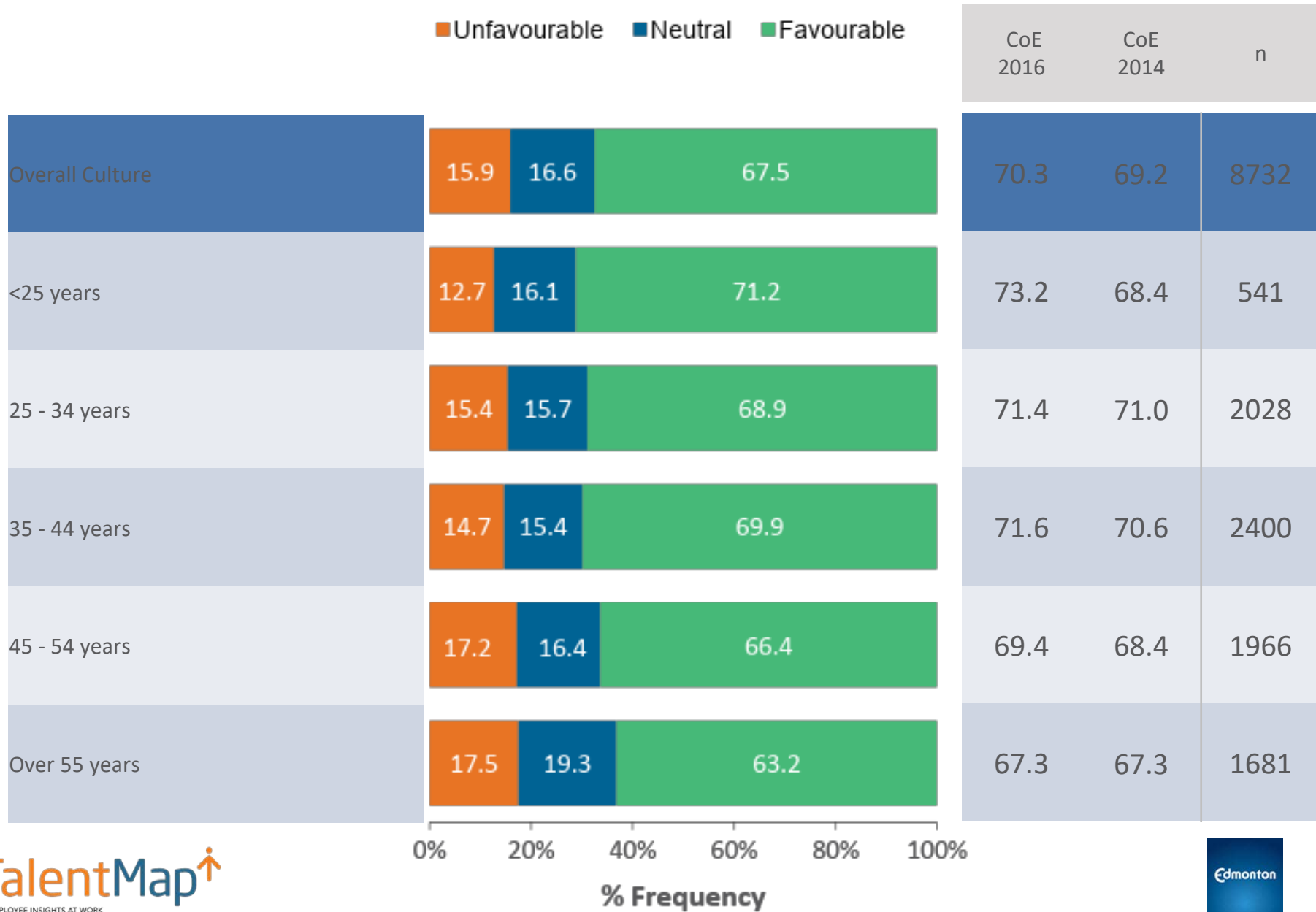
The culture of the corporation reflects how we choose to work together and how we interact with council, our citizens and other stakeholders. It is our behaviour, attitude and approach. Culture creates an image of what it is like to work and live in Edmonton.



Culture by Department

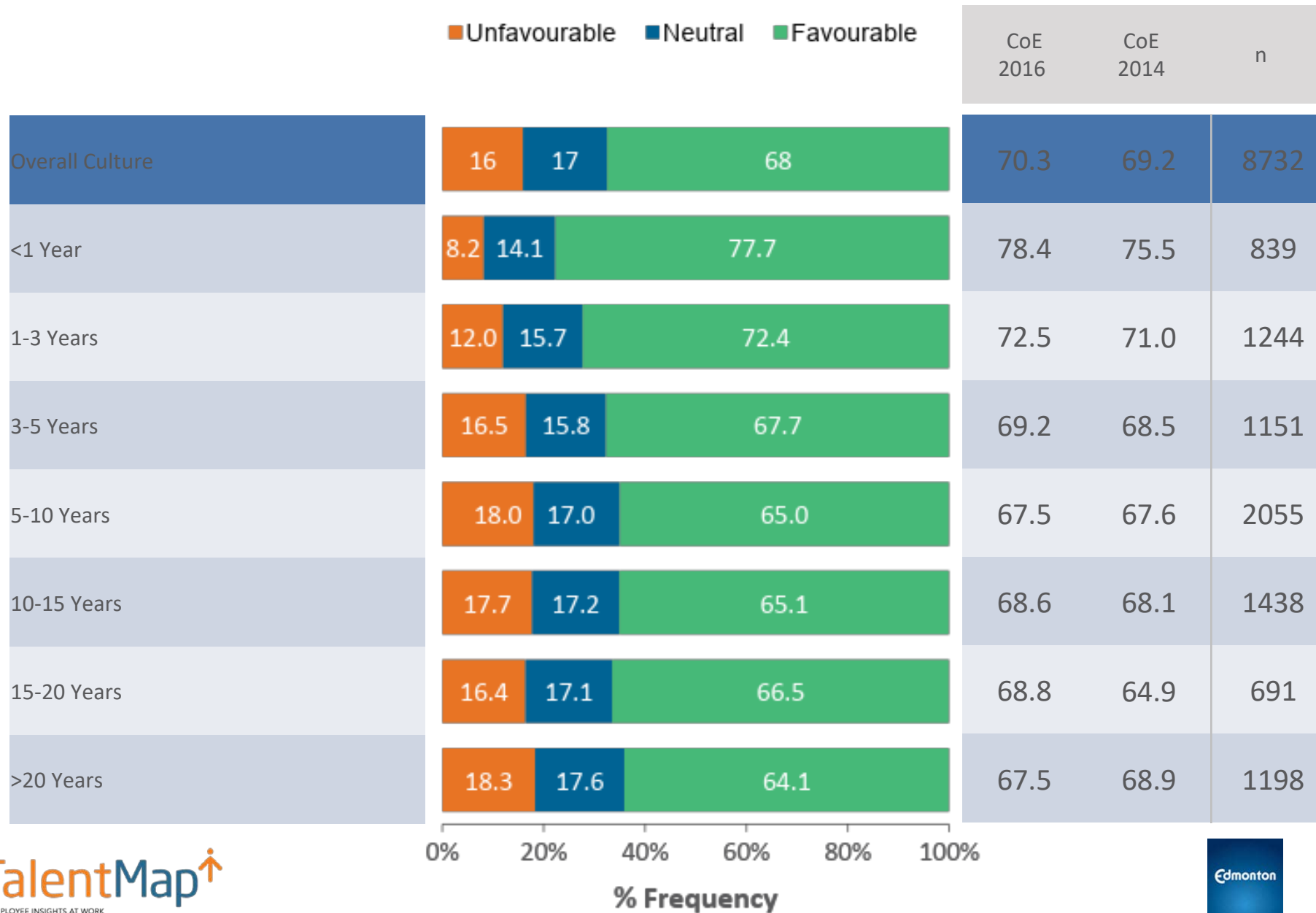
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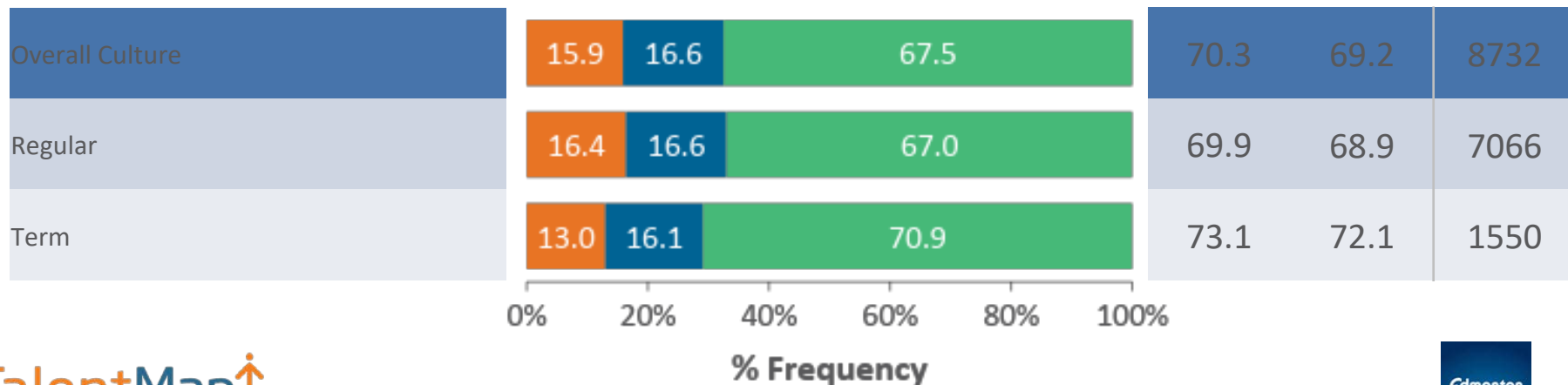
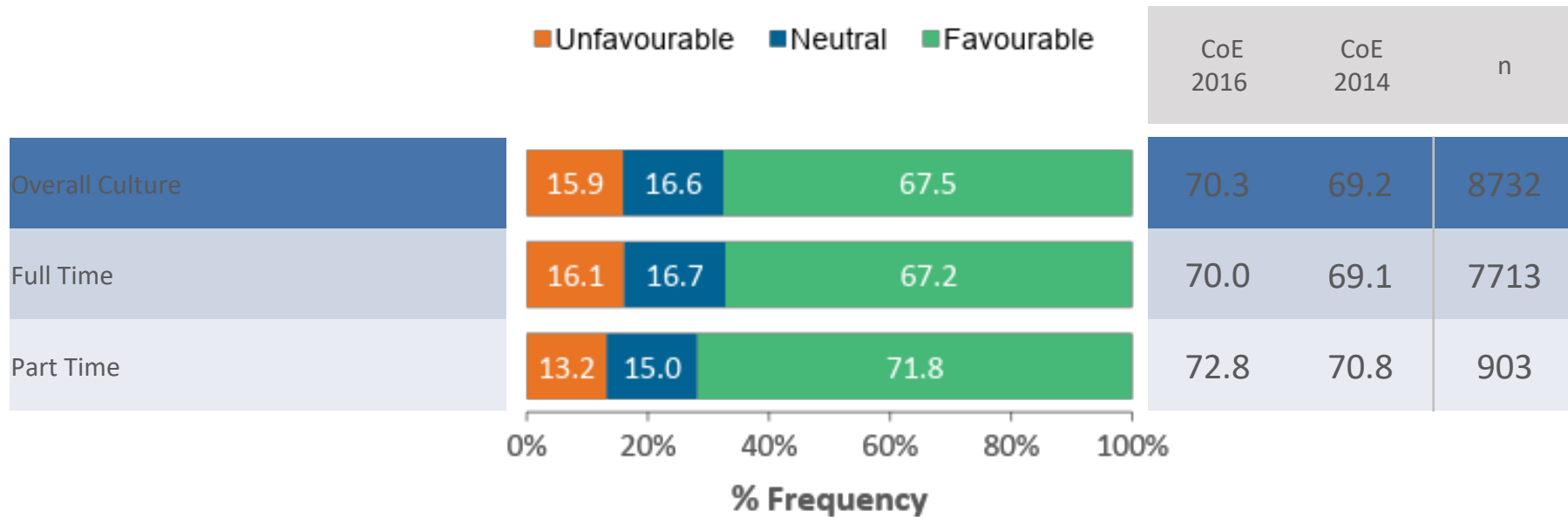


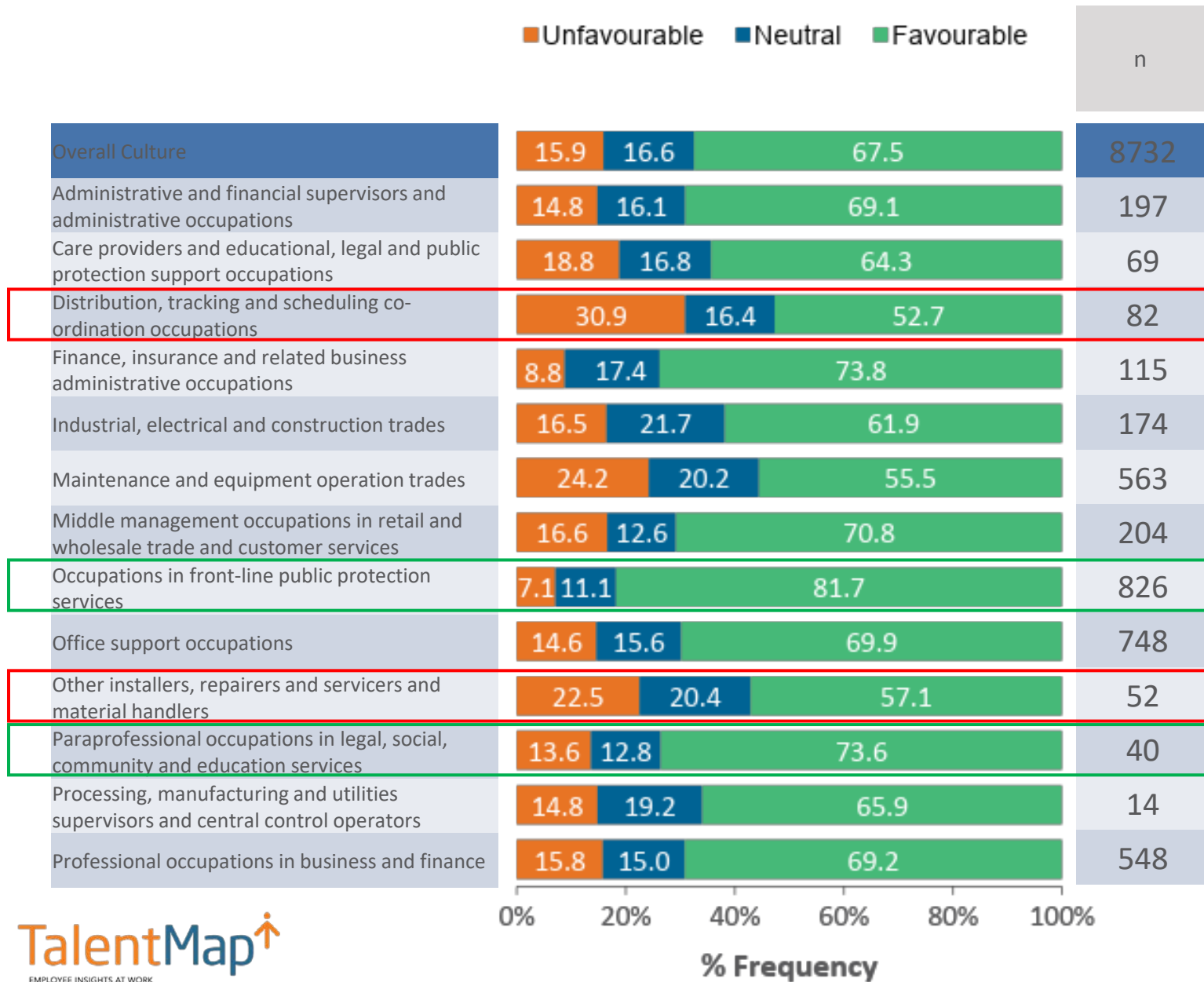


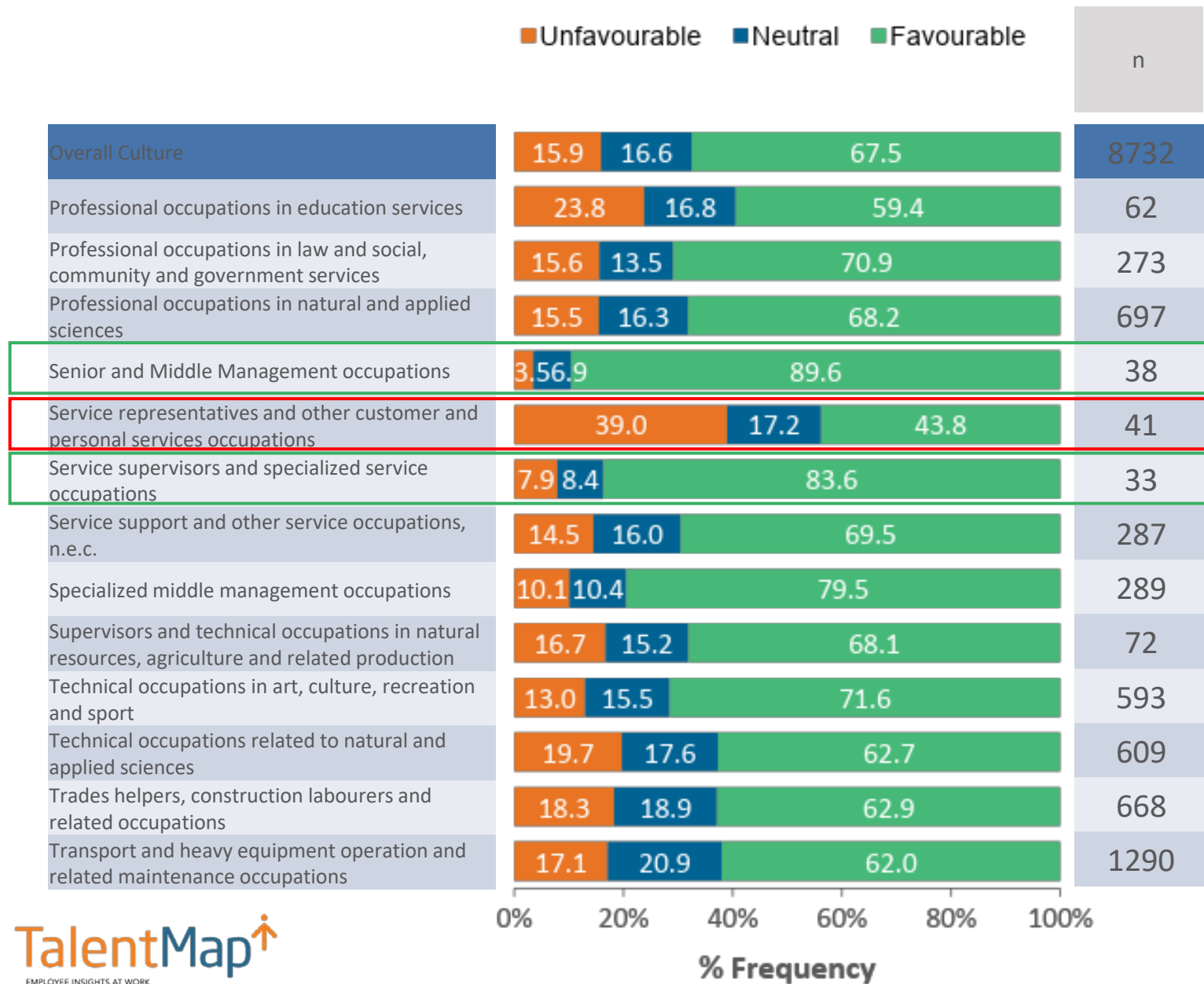
Culture by Length of Service

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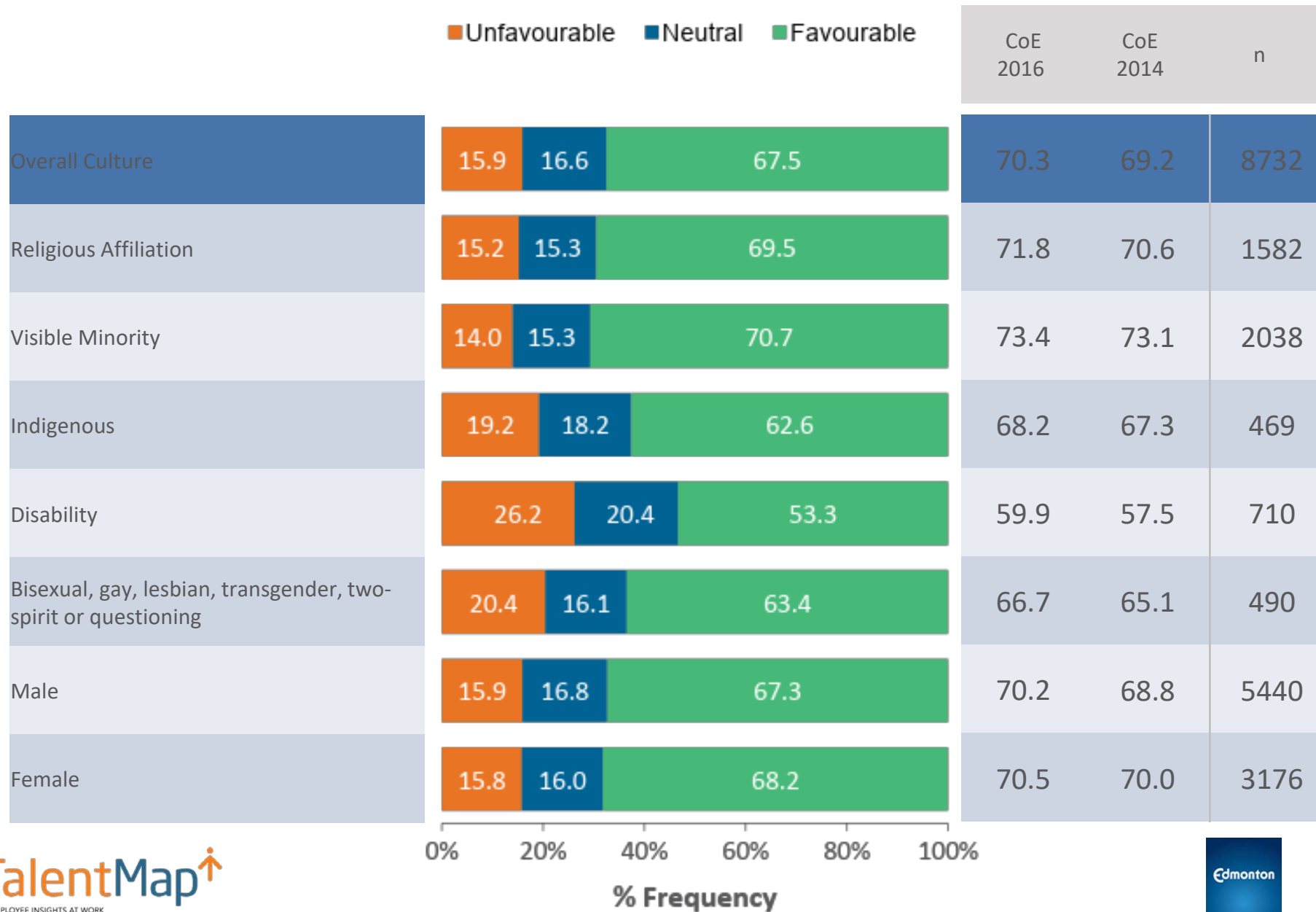






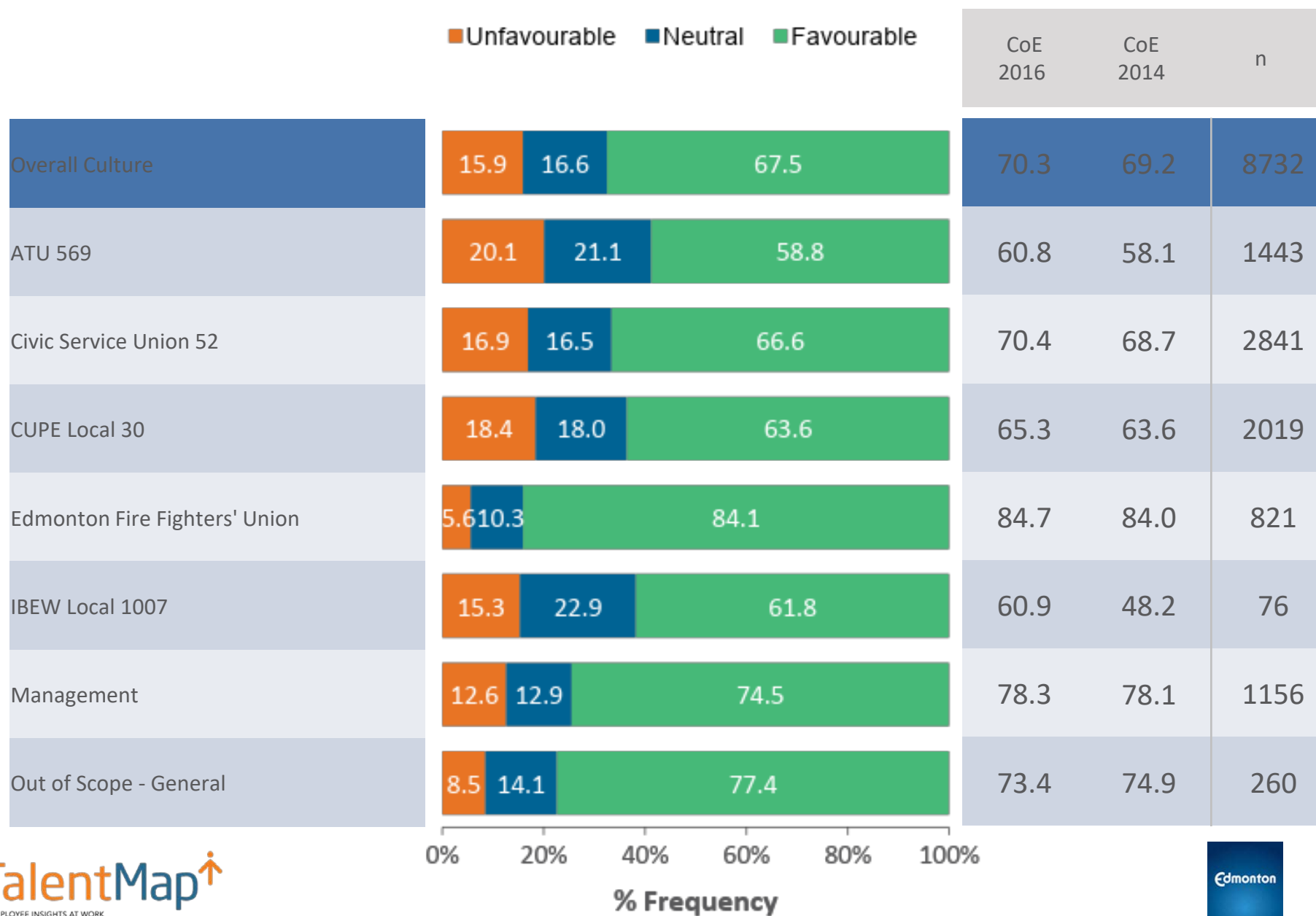
Culture by Diversity Group

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Culture by Union Affiliation

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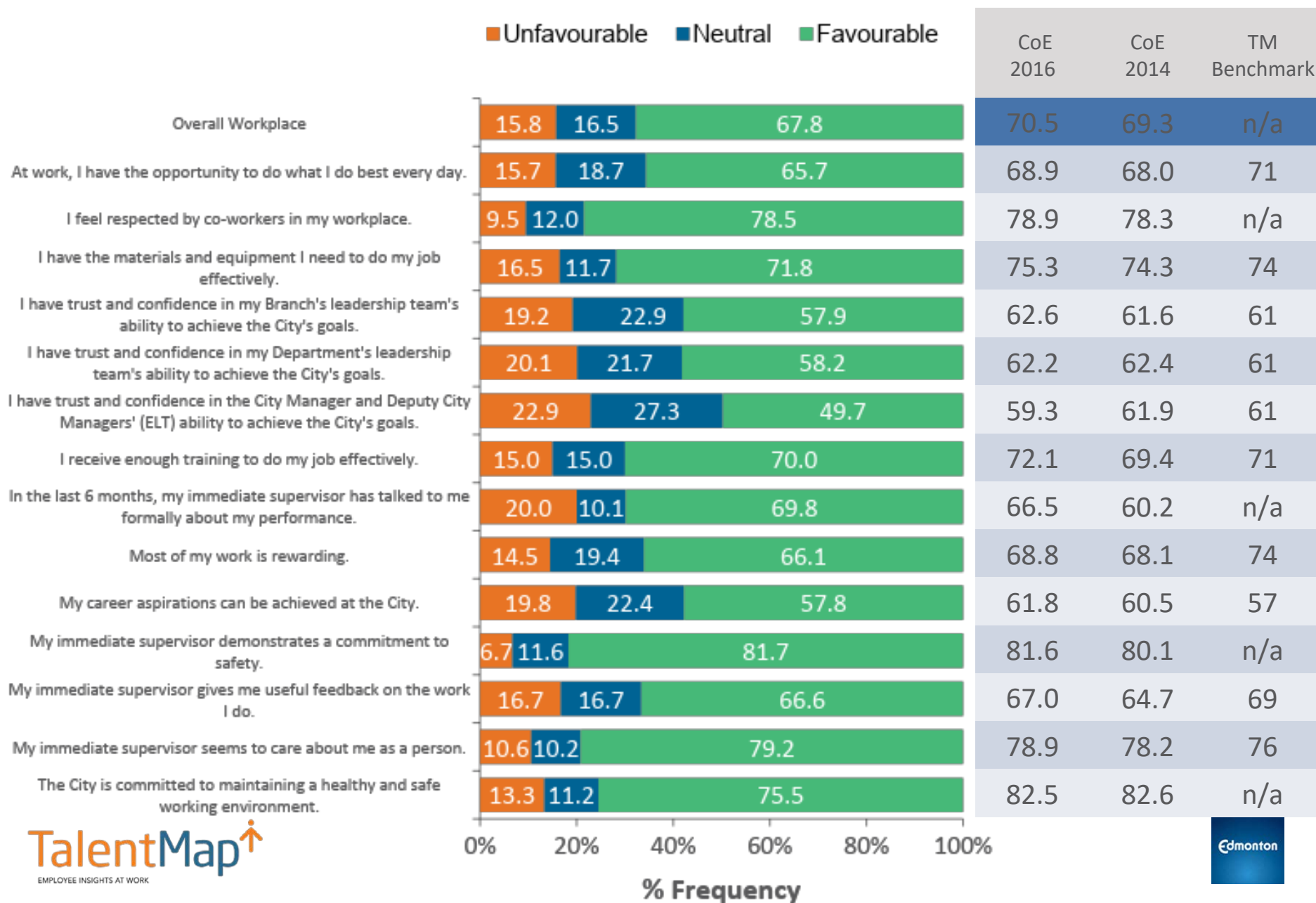
<div> <div>Lower</div> <div>Same</div> <div>Better</div> </div>	COE Overall 2018	Citizen Services	City Operations	Communications and Engagement	Employee Services	Financial & Corporate Services	Integrated Infrastructure Services	Office of the City Manager	Urban Form & Corporate Strategic Development
Participation Count	8732	2344	3617	343	212	968	469	69	576
Cooperation with different parts of the City is encouraged.	65.5	70.2	58.8	71.6	77.4	68.0	70.6	79.1	70.6
Customer service is a primary focus at the City.	73.7	81.4	71.8	66.2	74.4	70.0	65.9	80.9	68.9
Employees in my branch work as though they are part of a team.	65.8	76.7	61.0	62.6	72.8	58.3	64.8	80.9	62.4
I feel that my work contributes to the success of the City.	82.9	84.5	81.5	86.0	86.3	82.0	82.7	88.1	83.6
In general, information in the City is communicated well.	52.3	61.6	47.4	48.2	55.7	55.9	48.5	57.4	43.9
In my branch, information is widely shared so that everyone can get the required information when it's needed.	57.0	65.9	51.6	57.2	65.1	55.8	57.1	80.3	50.8
In my job, I make a difference every day.	70.6	75.2	69.9	67.1	75.4	67.0	66.7	80.6	64.3
In my workplace, we regularly communicate about the importance of customer service.	65.9	77.3	60.3	68.8	72.2	61.8	58.6	72.1	62.1
My immediate supervisor encourages me to offer my opinions and ideas.	75.6	82.4	67.0	82.7	78.9	80.6	82.9	82.6	83.1
My immediate supervisor involves me in decisions that affect my work.	68.1	76.0	58.1	74.7	76.1	73.7	76.2	79.7	76.5
My immediate supervisor is open to receiving my input on how to improve work processes.	72.8	78.6	64.6	81.0	79.4	77.9	78.7	80.9	79.5
My immediate supervisor recognizes me when I do a good job.	73.3	79.7	66.7	77.5	81.8	75.2	78.0	82.6	76.2
I can see a clear link between my work and the City's long-term vision.	54.6	58.7	48.4	60.7	64.9	58.0	56.7	69.1	61.6
Overall Culture	67.5	74.5	62.1	69.6	73.9	68.0	68.3	78.0	68.0

Workplace

These are the shared “experiences” of what it is like to work at the City – including confidence in leadership (Branch and ELT); career aspirations and supervisors’ feedback – formal and useful

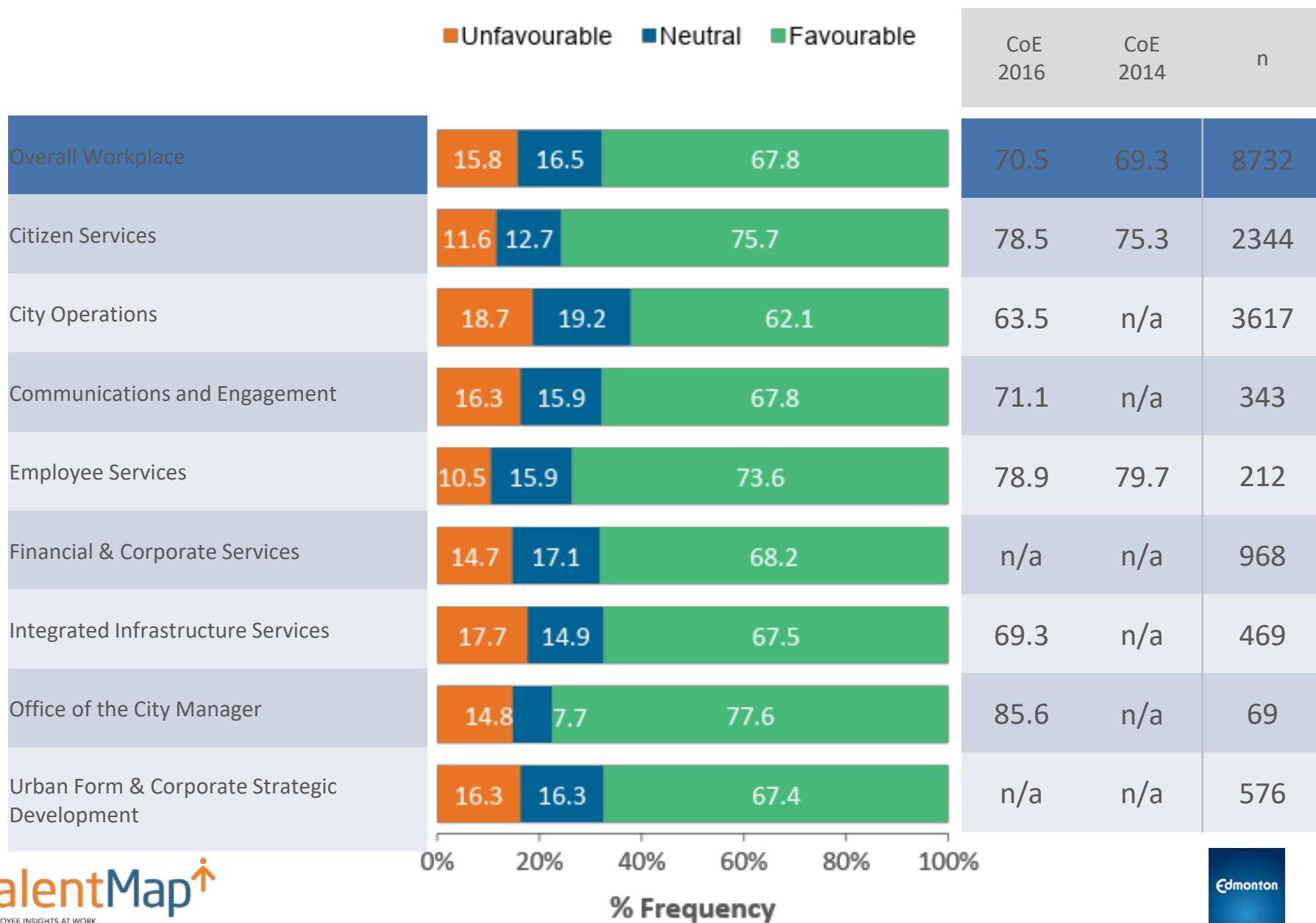
Workplace – Overall City of Edmonton

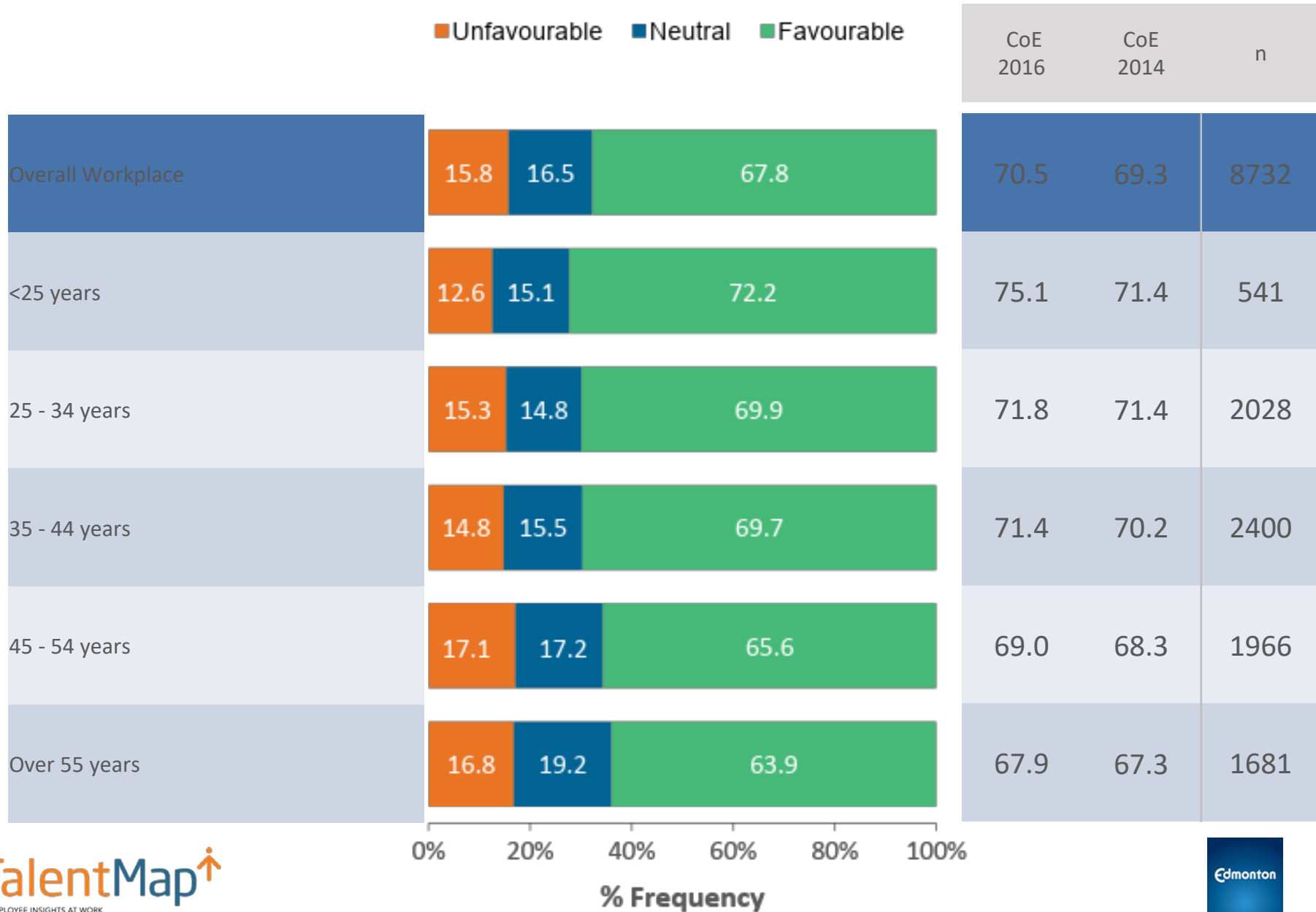
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Workplace by Department

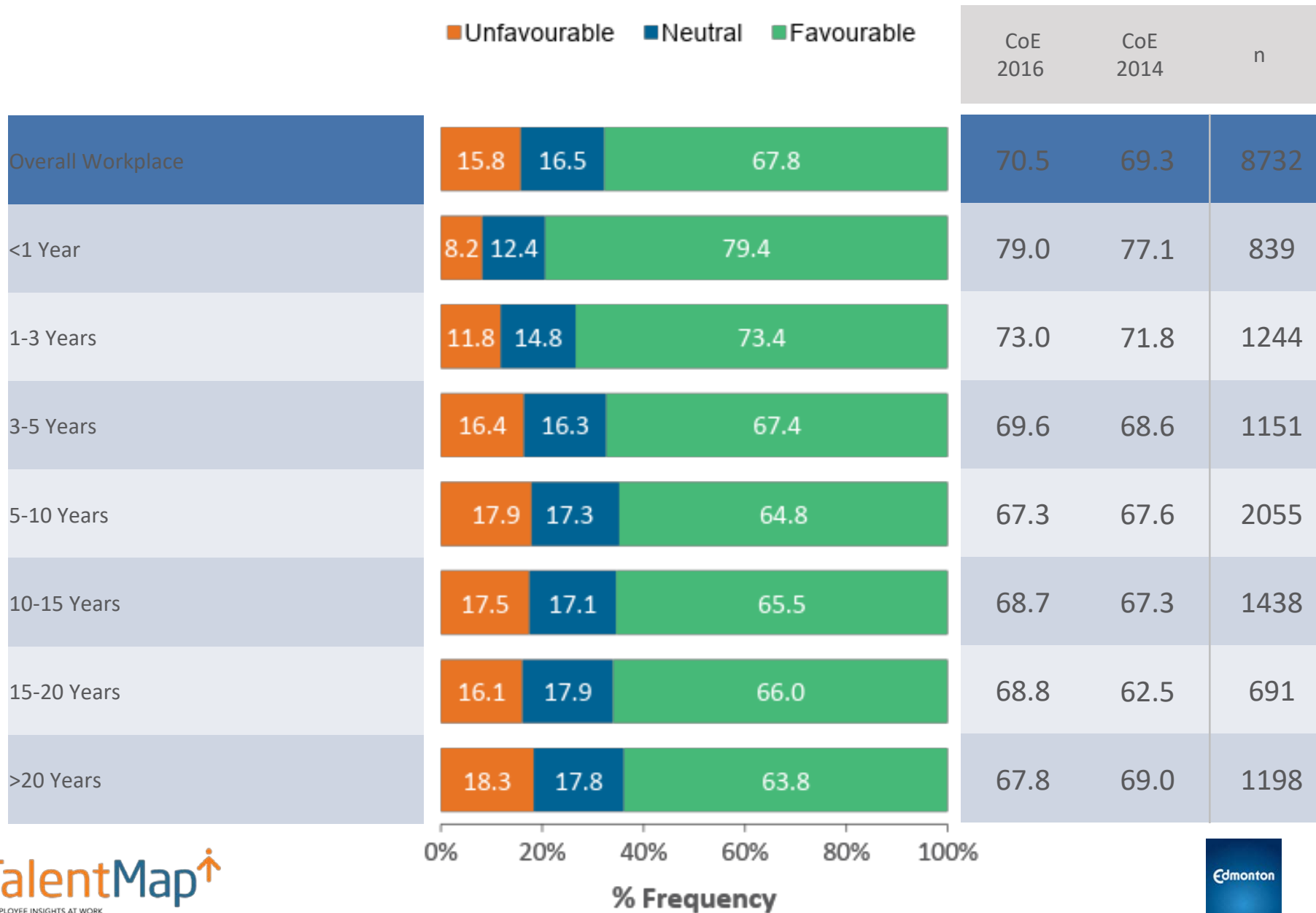
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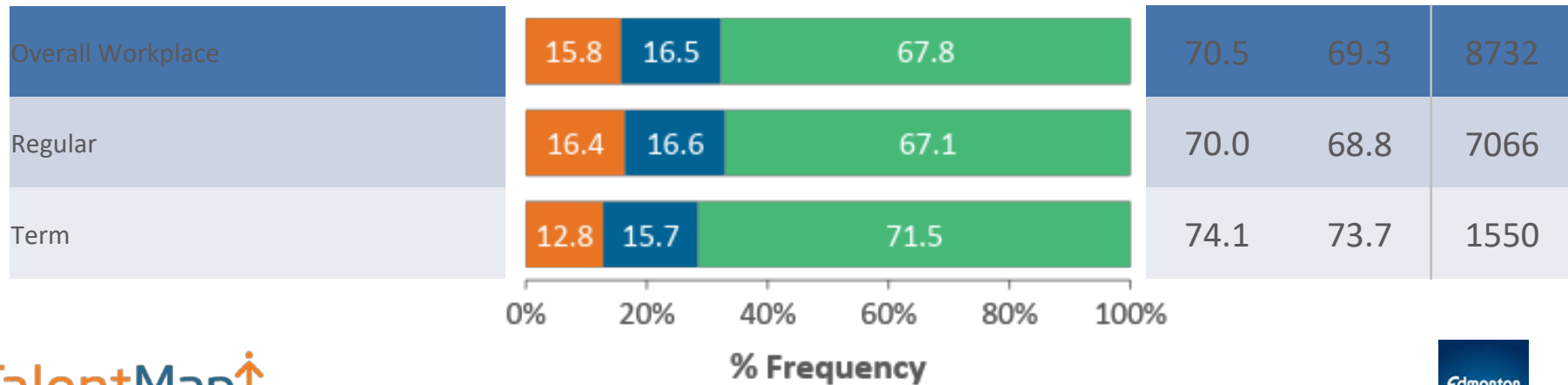
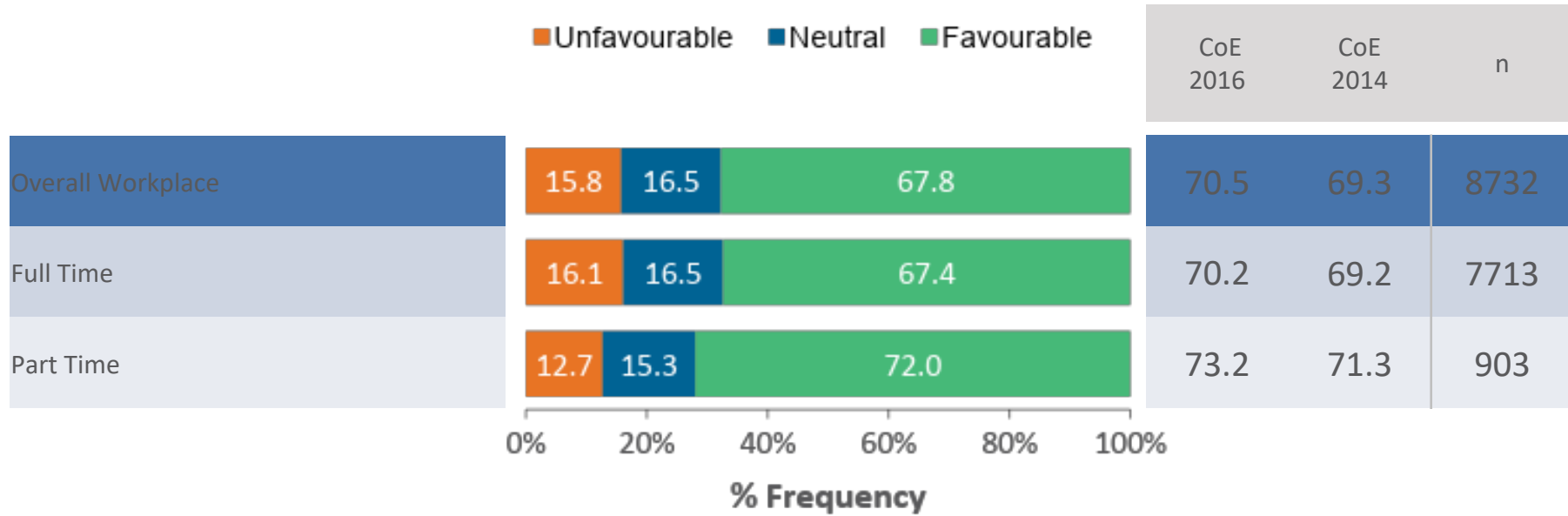




Workplace by Length of Service

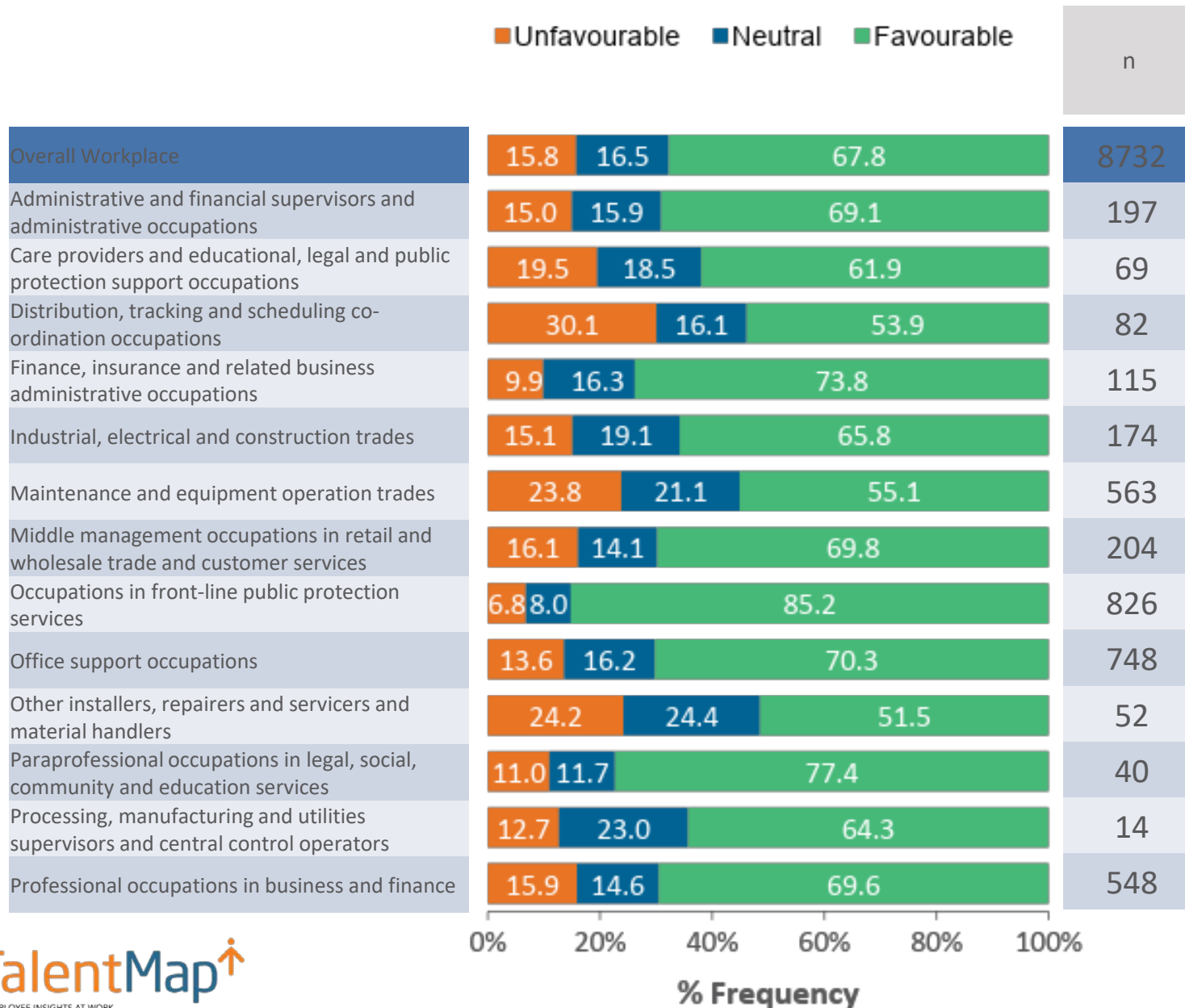
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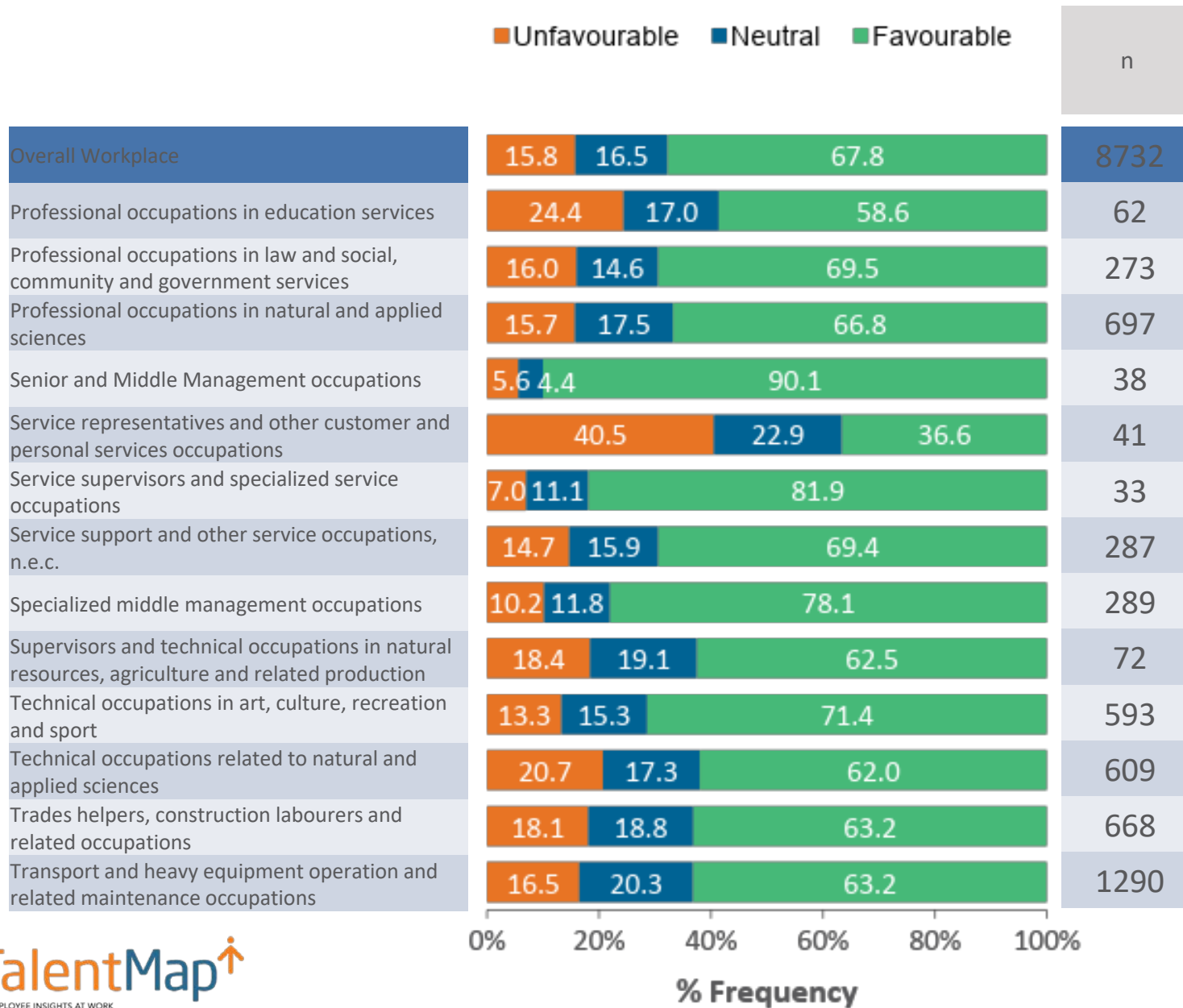




Workplace by Job Family

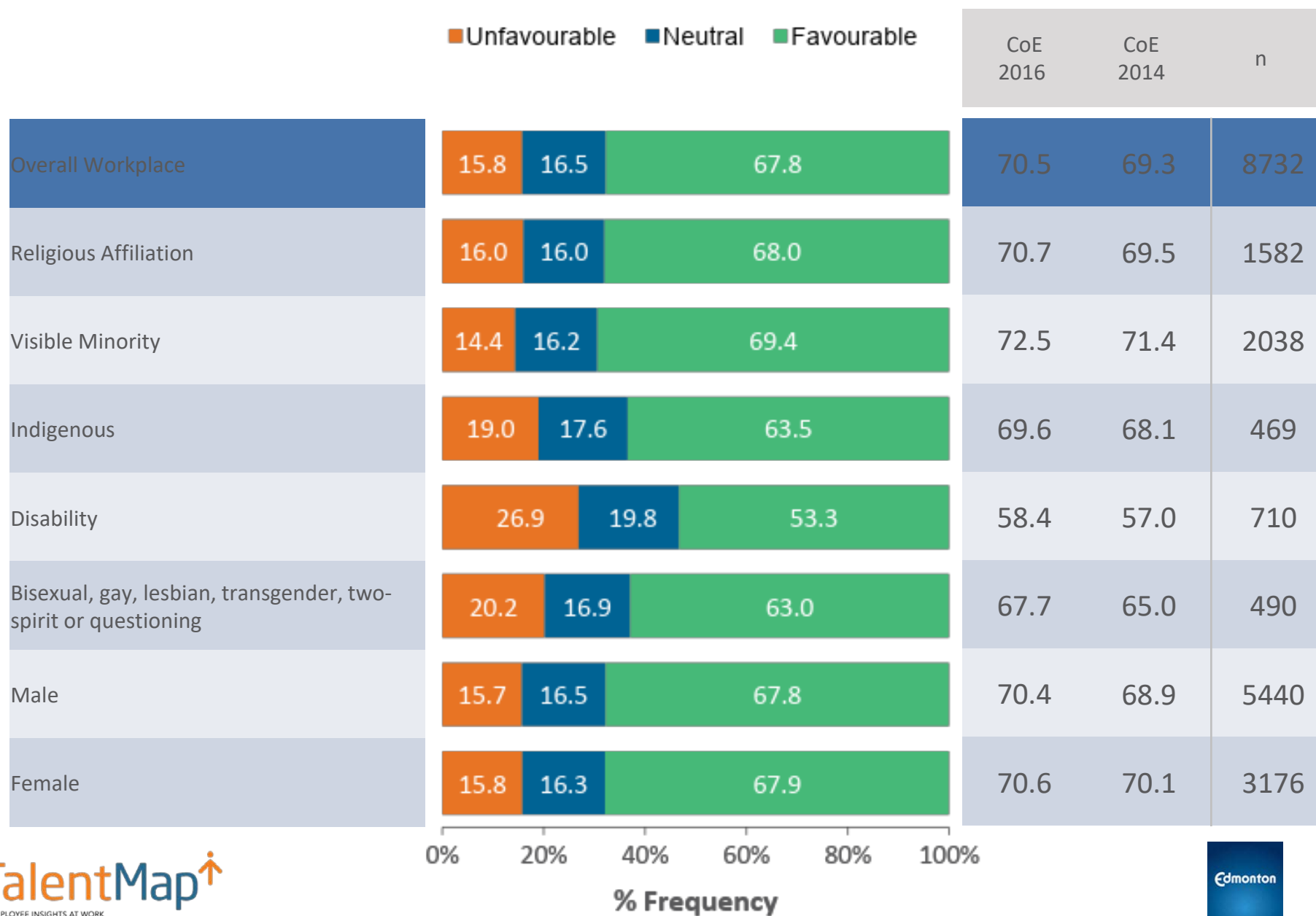
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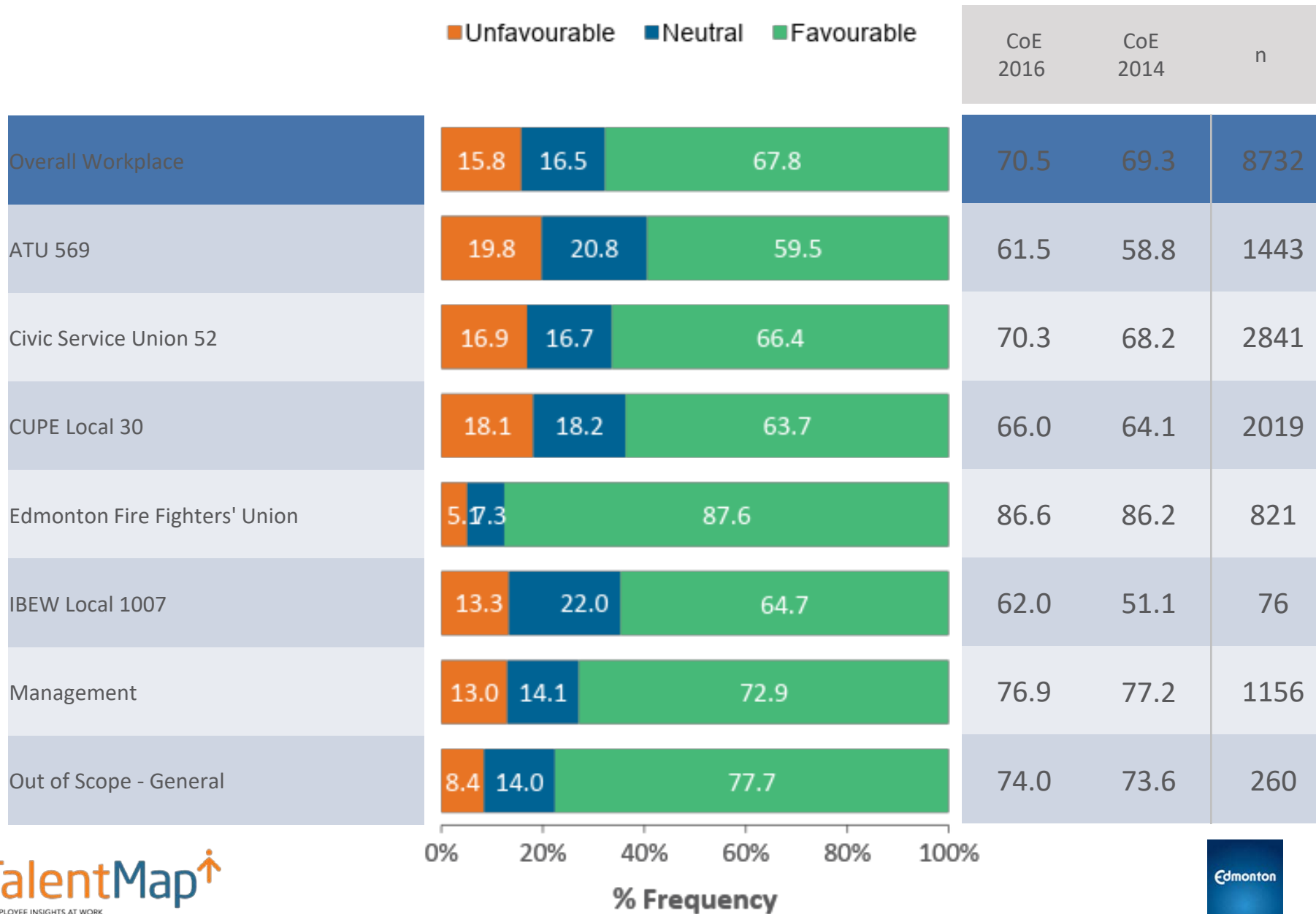
Workplace by Diversity Group

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Workplace by Union Affiliation


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Workplace Heatmap – 2016

Difference Between Department and City of Edmonton Overall

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<div> <div>Lower</div> <div>Same</div> <div>Better</div> </div> 	COE Overall 2018	Citizen Services	City Operations	Communications and Engagement	Employee Services	Financial & Corporate Services	Integrated Infrastructure Services	Office of the City Manager	Urban Form & Corporate Strategic Development
Participation Count	8732	2344	3617	343	212	968	469	69	576
At work, I have the opportunity to do what I do best every day.	65.7	73.5	62.9	60.9	68.9	62.4	59.8	72.1	60.8
I feel respected by co-workers in my workplace.	78.5	84.6	74.7	73.0	82.0	76.5	80.3	81.2	82.0
I have the materials and equipment I need to do my job effectively.	71.8	80.2	66.2	65.3	74.9	73.0	71.1	82.6	73.9
I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	57.9	69.7	49.7	62.1	74.9	57.5	53.6	80.9	55.6
I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	58.2	69.7	51.6	61.4	69.0	57.1	53.0	71.6	52.7
I have trust and confidence in the City Manager and General Managers' (ELT) ability to achieve the City's goals.	49.7	59.4	42.9	56.7	57.6	54.2	45.1	67.7	40.2
I receive enough training to do my job effectively.	70.0	77.6	69.2	62.2	70.0	61.4	65.2	81.2	64.6
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	69.8	74.2	60.8	75.4	74.7	84.2	78.9	82.3	72.6
Most of my work is rewarding.	66.1	77.6	59.4	62.7	73.4	62.5	64.6	73.9	66.9
My career aspirations can be achieved at the City.	57.8	63.7	55.1	53.6	57.2	57.8	52.1	66.2	57.7
My immediate supervisor demonstrates a commitment to safety.	81.7	87.8	76.5	81.2	83.0	83.8	85.1	86.8	82.9
My immediate supervisor gives me useful feedback on the work I do.	66.6	74.5	57.2	77.7	76.6	69.8	73.5	79.1	71.9
My immediate supervisor seems to care about me as a person.	79.2	85.3	73.3	85.7	86.5	78.4	83.7	84.1	83.9
The City is committed to maintaining a healthy and safe working environment.	75.5	81.9	70.5	71.3	82.0	76.8	78.4	76.5	77.4
Overall Workplace	67.8	75.7	62.1	67.8	73.6	68.2	67.5	77.6	67.4

Immediate Supervisor

The experience of a supervisor is key in a work environment. The survey asks employees to answer the questions thinking about the person you directly report to or, if you report to more than one person, the primary supervisor.

The immediate supervisor questions are pulled from Culture and Workplace questions to provide one score

Immediate Supervisor – Overall City of Edmonton

50

Unfavourable Neutral Favourable

CoE
2016

CoE
2014

TM
Benchmark

Overall Immediate Supervisor



73.1

71.5

n/a

My immediate supervisor seems to care about me as a person.



78.9

78.2

76

My immediate supervisor encourages me to offer my opinions and ideas.



76.0

75.6

76

My immediate supervisor involves me in decisions that affect my work.



69.4

69.6

69

My immediate supervisor recognizes me when I do a good job.



72.5

71.1

n/a

In the last 6 months, my immediate supervisor has talked to me formally about my performance.



66.5

60.2

n/a

My immediate supervisor gives me useful feedback on the work I do.



67.0

64.7

69

My immediate supervisor demonstrates a commitment to safety.



81.6

80.1

n/a

My immediate supervisor is open to receiving my input on how to improve work processes.



73.2

72.2

n/a

My immediate supervisor allows me to try out new ideas to improve my work processes.



68.8

n/a

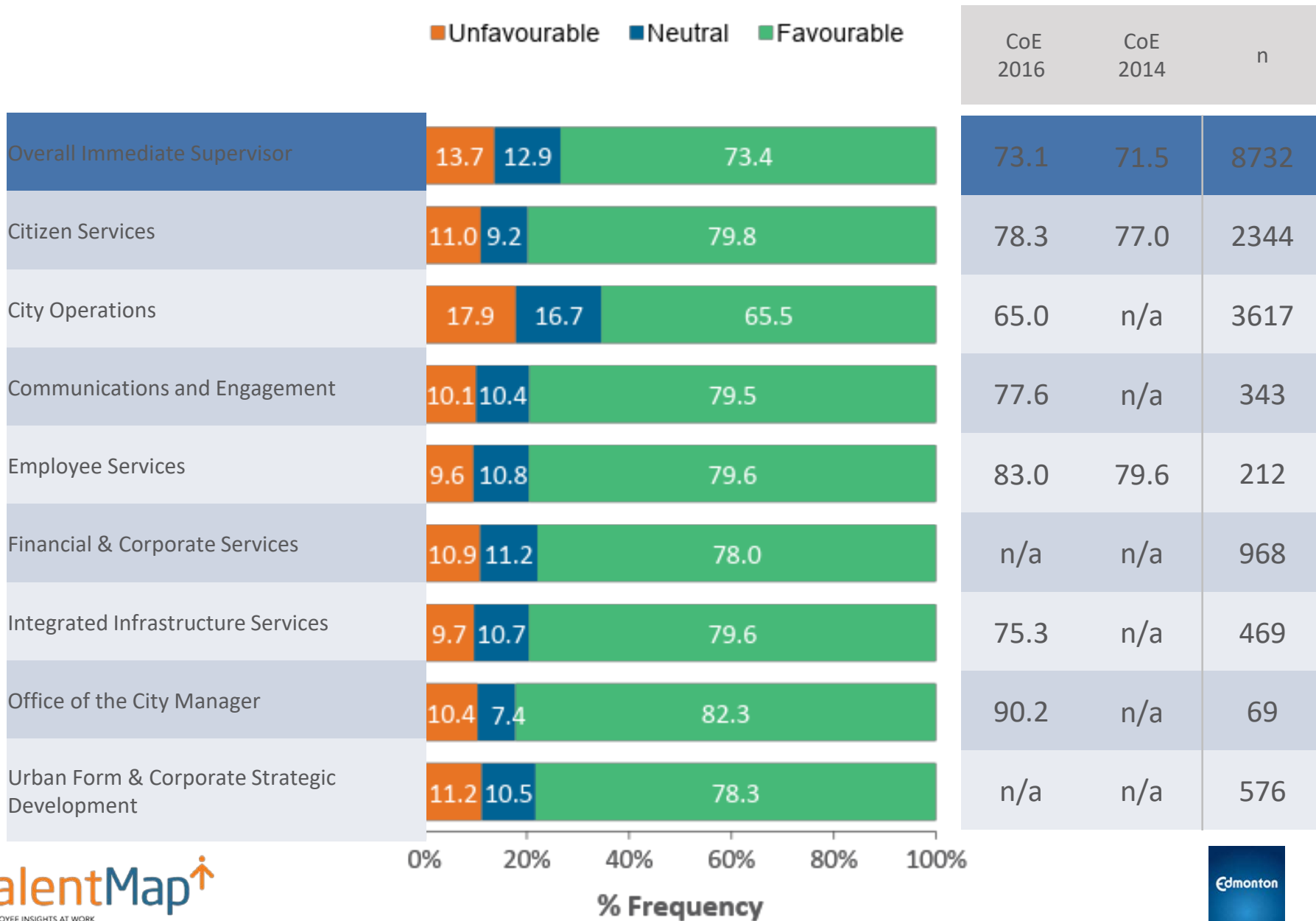
n/a

0% 20% 40% 60% 80% 100%

% Frequency

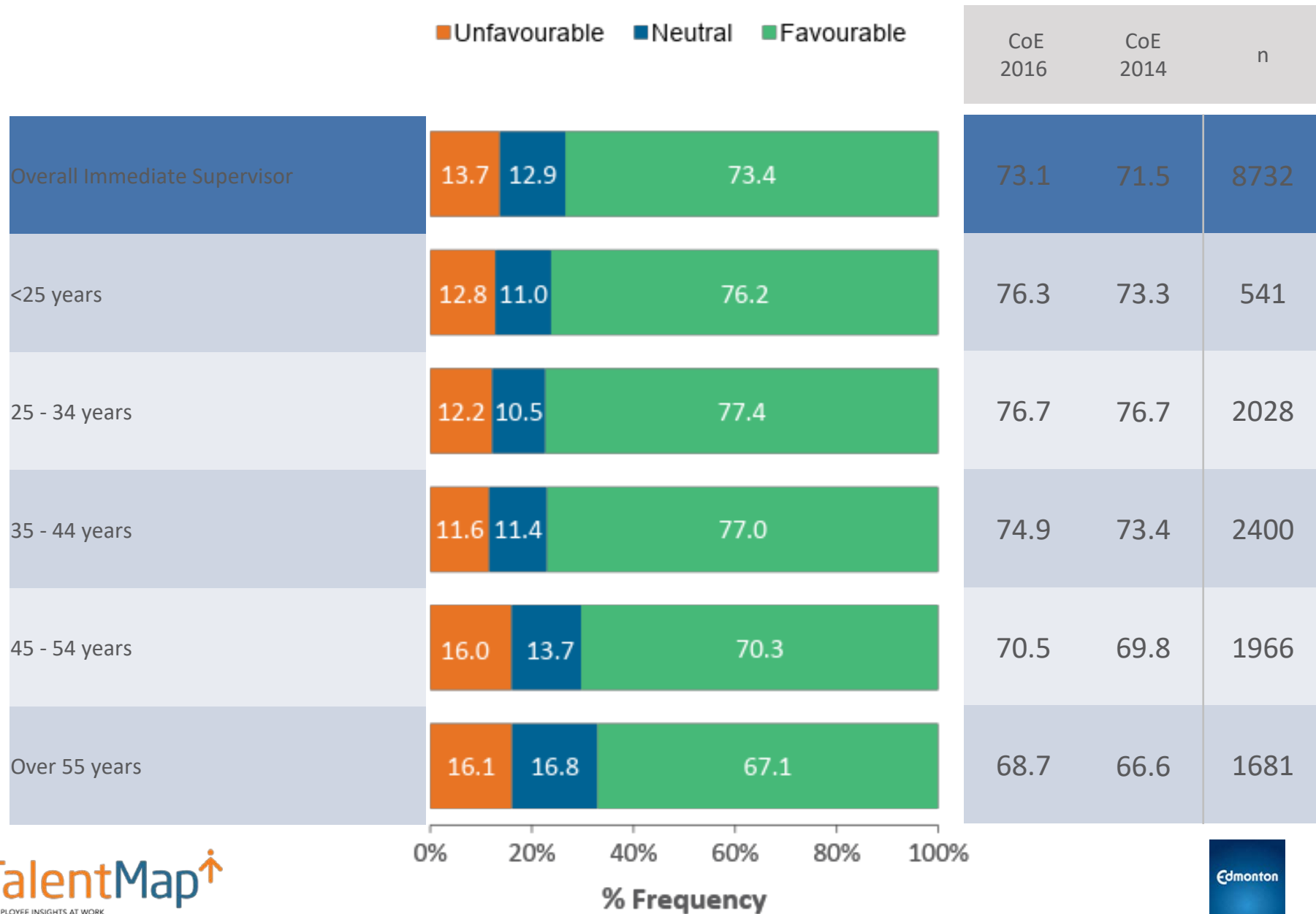
Immediate Supervisor by Department

51



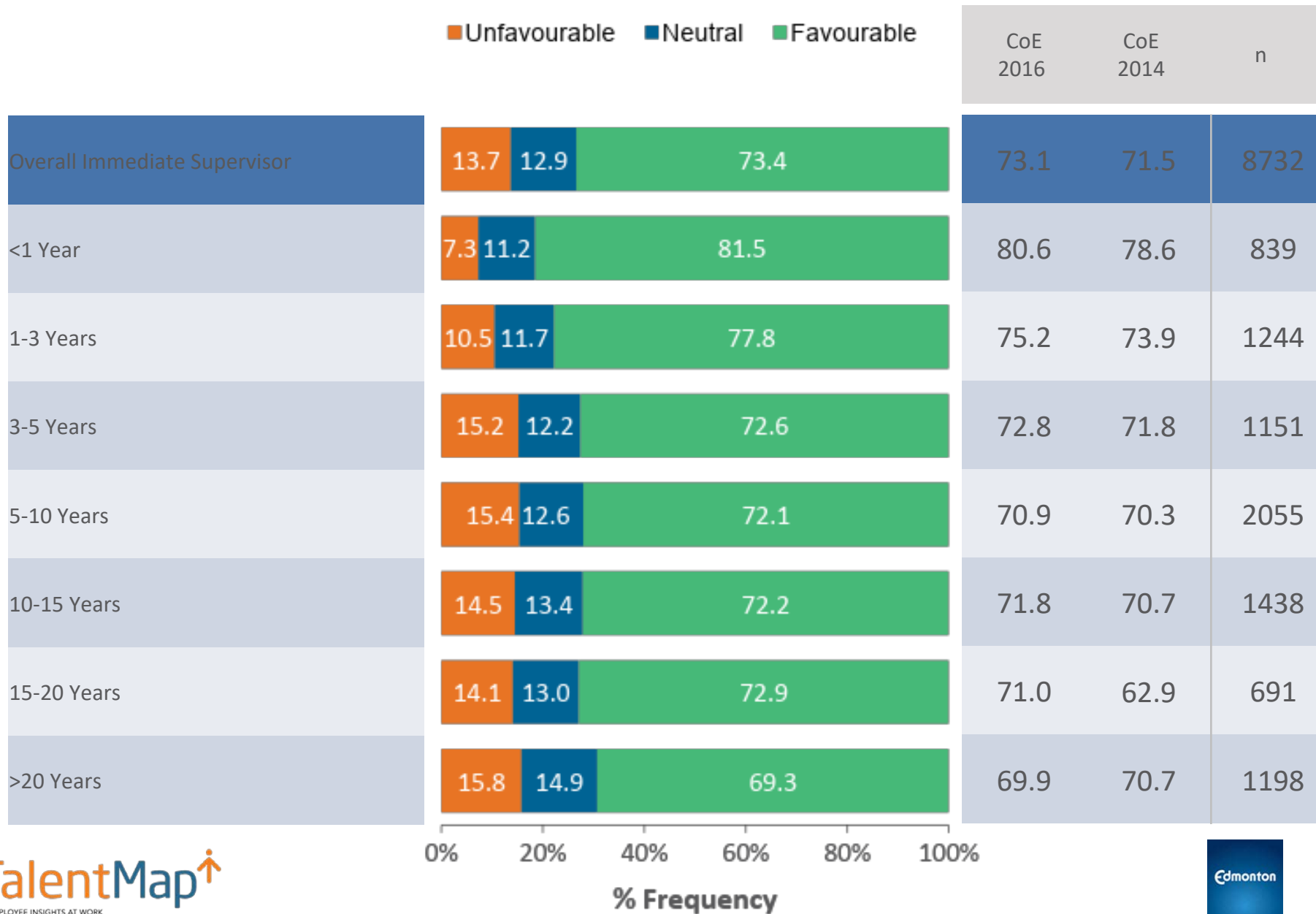
Immediate Supervisor by Age

52



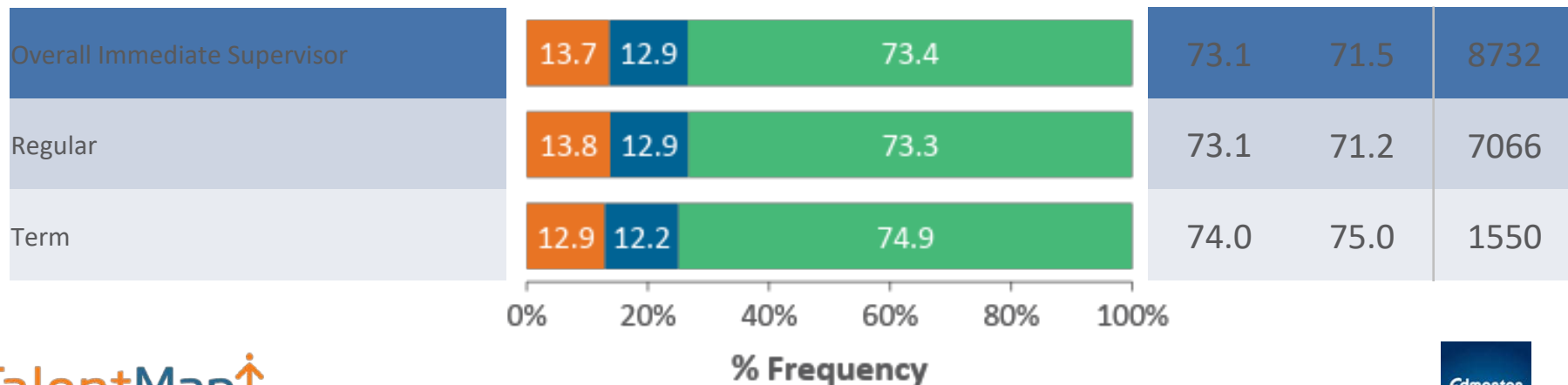
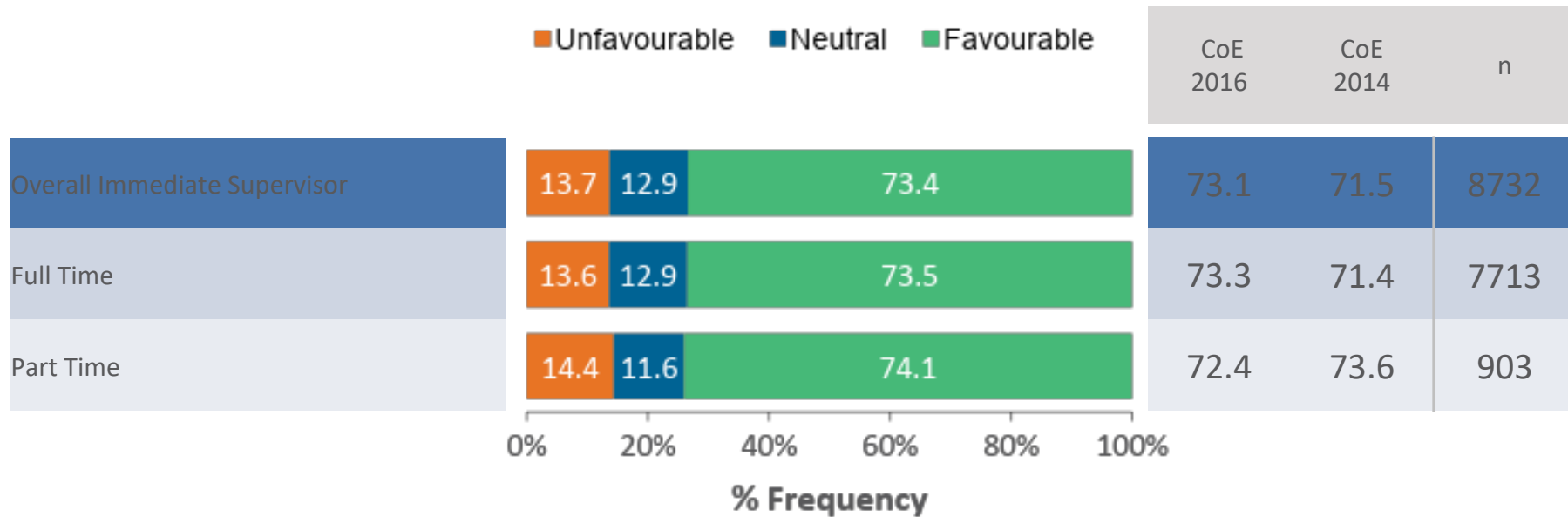
Immediate Supervisor by Length of Service

53



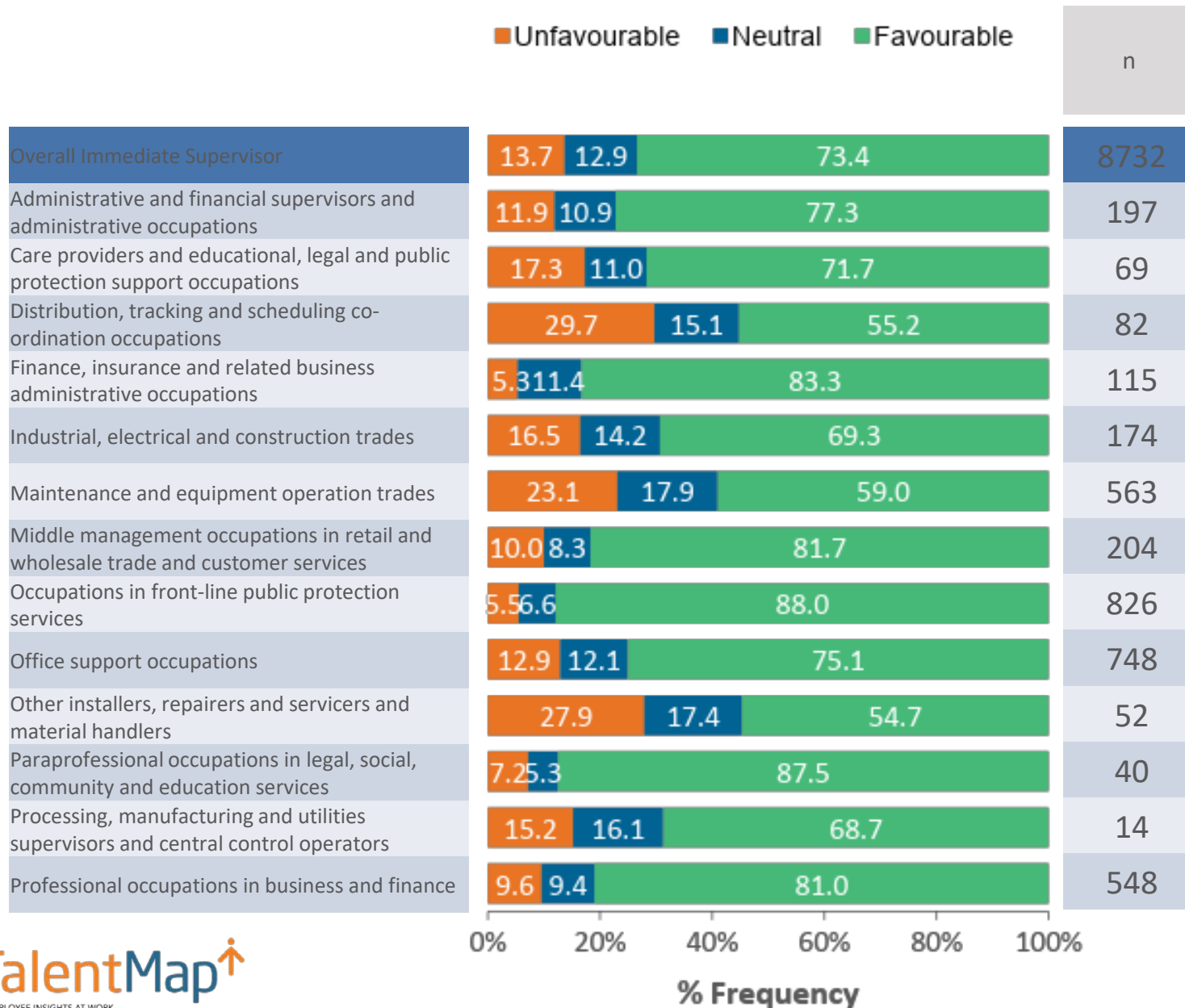
Immediate Supervisor by Status

54



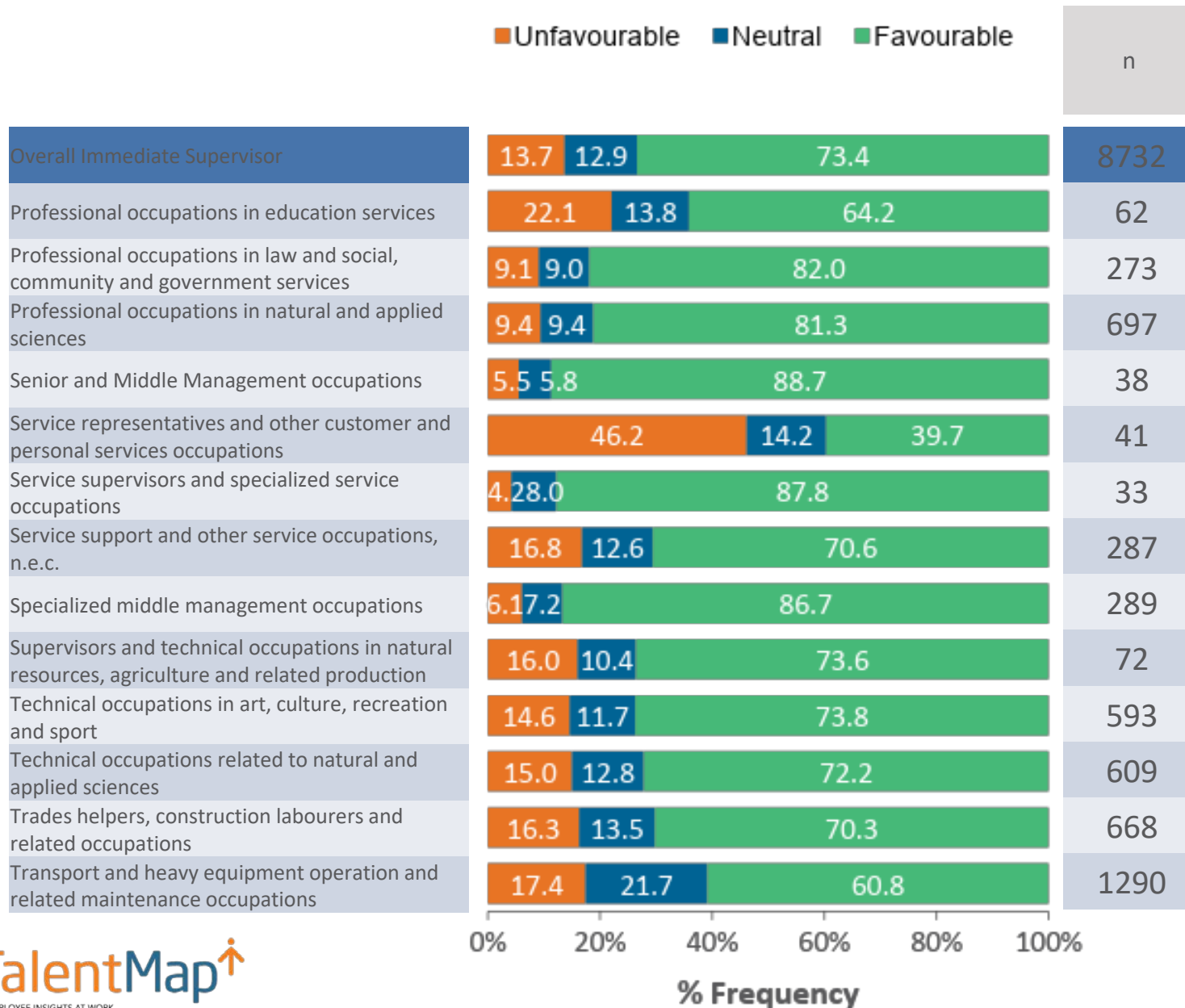
Immediate Supervisor by Job Family

55



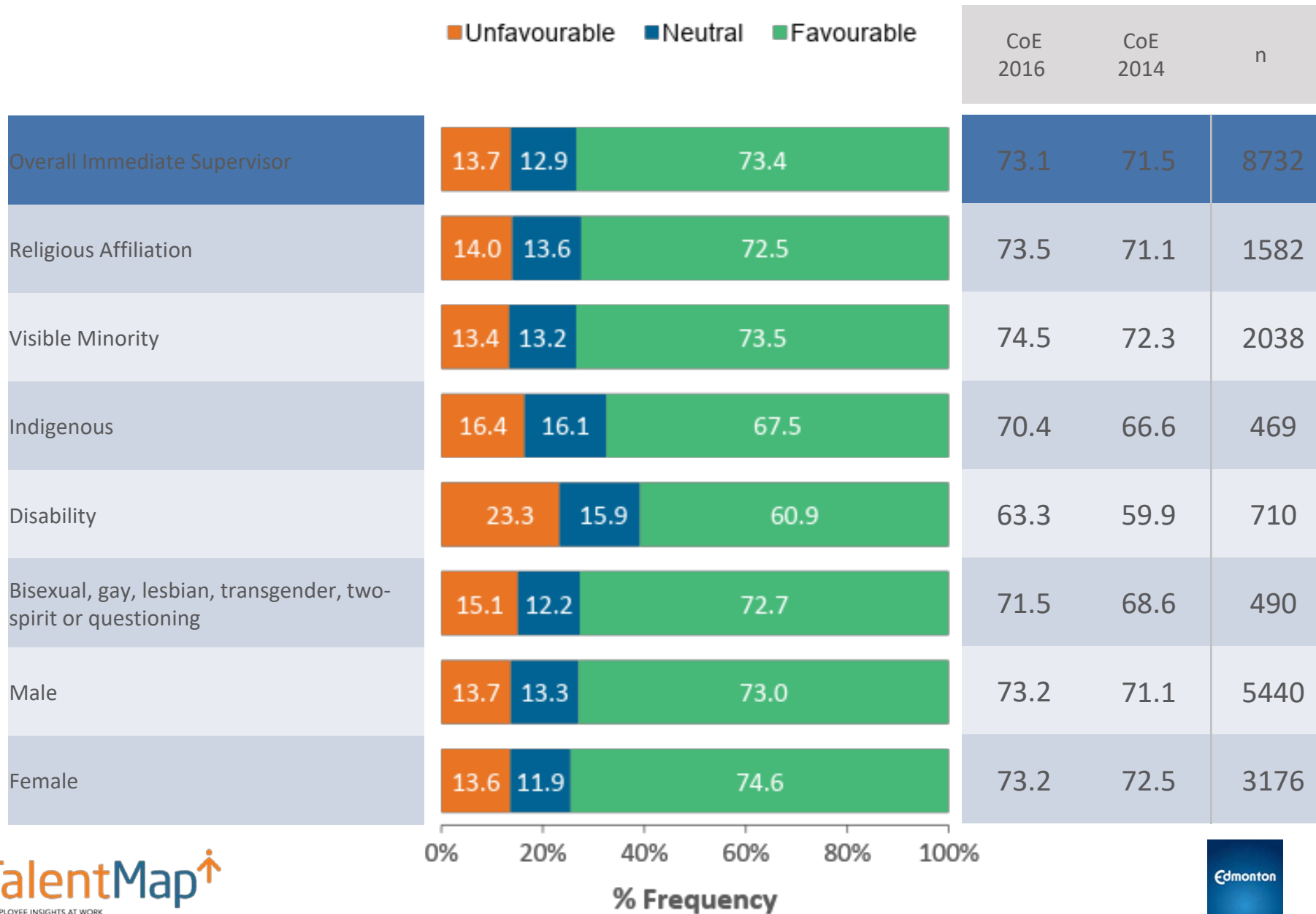
Immediate Supervisor by Job Family

56



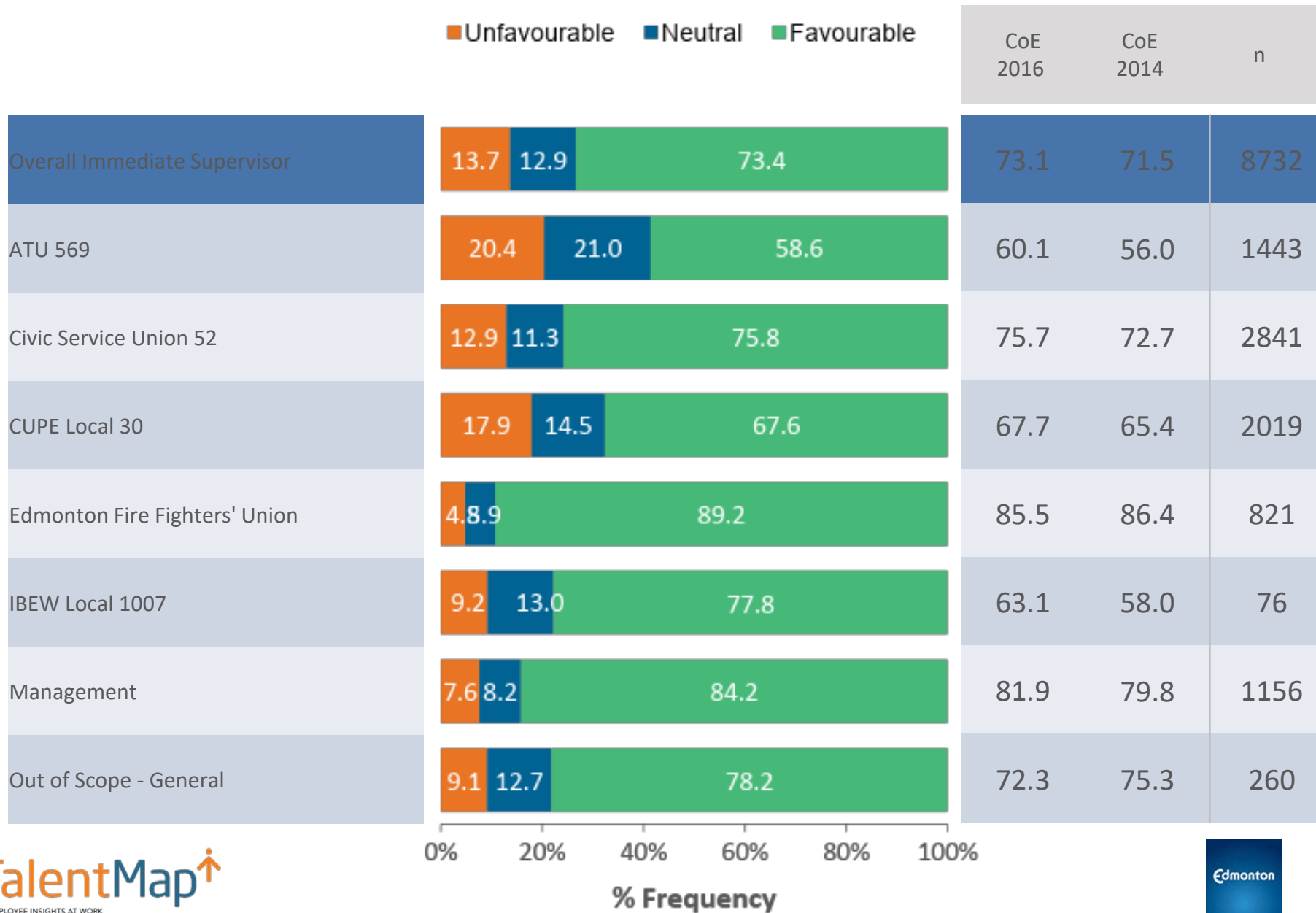
Immediate Supervisor by Diversity Group

57



Immediate Supervisor by Union Affiliation


58



Immediate Supervisor Heatmap – 2018

Difference Between Department and City of Edmonton Overall

59

<div> <div>Lower</div> <div>Same</div> <div>Better</div>  </div>	COE Overall 2018	Citizen Services	City Operations	Communications and Engagement	Employee Services	Financial & Corporate Services	Integrated Infrastructure Services	Office of the City Manager	Urban Form & Corporate Strategic Development
Participation Count	8732	2344	3617	343	212	968	469	69	576
My immediate supervisor seems to care about me as a person.	79.2	85.3	73.3	85.7	86.5	78.4	83.7	84.1	83.9
My immediate supervisor encourages me to offer my opinions and ideas.	75.6	82.4	67.0	82.7	78.9	80.6	82.9	82.6	83.1
My immediate supervisor involves me in decisions that affect my work.	68.1	76.0	58.1	74.7	76.1	73.7	76.2	79.7	76.5
My immediate supervisor recognizes me when I do a good job.	73.3	79.7	66.7	77.5	81.8	75.2	78.0	82.6	76.2
In the last 6 months, my immediate supervisor has talked to me formally about my performance.	69.8	74.2	60.8	75.4	74.7	84.2	78.9	82.3	72.6
My immediate supervisor gives me useful feedback on the work I do.	66.6	74.5	57.2	77.7	76.6	69.8	73.5	79.1	71.9
My immediate supervisor demonstrates a commitment to safety.	81.7	87.8	76.5	81.2	83.0	83.8	85.1	86.8	82.9
My immediate supervisor is open to receiving my input on how to improve work processes.	72.8	78.6	64.6	81.0	79.4	77.9	78.7	80.9	79.5
My immediate supervisor allows me to try out new ideas to improve my work processes.	68.1	76.8	56.3	75.6	75.5	76.6	75.7	83.8	77.6
Overall Immediate Supervisor	73.4	79.8	65.5	79.5	79.6	78.0	79.6	82.3	78.3

Drivers of Employee Engagement

How to Interpret Drivers of Engagement

In the effort to improve employee engagement, best practice shows that focusing strategic effort and resources on those attitudes which have the greatest impact on employee engagement has greater effect than the more common practice of attempting to improve the attitudes deemed least favourable by employees. In this section, we provide the results of multiple regression analyses. Each number provided (Beta score) represents the coefficient in a formula where employee engagement equals the sum of each attitude multiplied by its coefficient. More simply put, the higher the Beta coefficient, the greater the impact of that attitude, positive or negative, on employee engagement. Those attitudes which have the highest beta coefficients are called “the drivers of engagement” and are indicated in shades of red. Bold red for the most important drivers, and red for secondary drivers.

In the first example (next slide), the two most important attitudes in the culture dimension which influence engagement are: “My career aspirations can be achieved at the City” and “Customer service is a primary focus at the City”. This means that those who score very favourably on these two attitudes are also likely to have a higher score on engagement, and vice-versa. Most importantly, improving employees’ favourability on these two attitudes will have considerably more impact on the overall engagement than any of the rest.

Please also note that a higher “Beta” score doesn’t mean that employees are more positive or negative on that attitude, only that is more closely linked to the perception of Culture, Workplace or Immediate Supervisor.

Dimension	Questionnaire Item	Beta Score
Culture	Customer service is a primary focus at the City.	0.121
	I feel that my work contributes to the success of the City.	0.095
	Cooperation with different parts of the City is encouraged.	0.038
	In my job, I make a difference every day.	0.034
	Employees in my branch work as though they are part of a team.	0.032
	In general, information in the City is communicated well.	0.024
	My immediate supervisor involves me in decisions that affect my work.	0.016
	My immediate supervisor encourages me to offer my opinions and ideas.	0.011
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.01
	My immediate supervisor recognizes me when I do a good job.	0.006
	In my workplace, we regularly communicate about the importance of customer service.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
Workplace	My career aspirations can be achieved at the City.	0.214
	Most of my work is rewarding.	0.112
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.106
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.104
	At work, I have the opportunity to do what I do best every day.	0.103
	The City is committed to maintaining a healthy and safe working environment.	0.091
	My immediate supervisor seems to care about me as a person.	0.061
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.038
	I receive enough training to do my job effectively.	0.027
	I have the materials and equipment I need to do my job effectively.	0.020
	My immediate supervisor gives me useful feedback on the work I do.	0.011
	I feel respected by co-workers in my workplace.	0.009
Immediate Supervisor	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor seems to care about me as a person.	0.061
	My immediate supervisor involves me in decisions that affect my work.	0.016
	My immediate supervisor gives me useful feedback on the work I do.	0.011
	My immediate supervisor encourages me to offer my opinions and ideas.	0.011
	My immediate supervisor recognizes me when I do a good job.	0.006
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.000

Dimension	Questionnaire Item	Beta Score
Culture	I feel that my work contributes to the success of the City.	0.111
	Customer service is a primary focus at the City.	0.110
	In general, information in the City is communicated well.	0.043
	Cooperation with different parts of the City is encouraged.	0.041
	My immediate supervisor involves me in decisions that affect my work.	0.040
	Employees in my branch work as though they are part of a team.	0.030
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.012
	In my job, I make a difference every day.	0.010
	My immediate supervisor encourages me to offer my opinions and ideas.	0.009
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.000
	In my workplace, we regularly communicate about the importance of customer service.	0.000
Workplace	My career aspirations can be achieved at the City.	0.201
	Most of my work is rewarding.	0.137
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.099
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.091
	The City is committed to maintaining a healthy and safe working environment.	0.091
	At work, I have the opportunity to do what I do best every day.	0.078
	My immediate supervisor seems to care about me as a person.	0.044
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.043
	I have the materials and equipment I need to do my job effectively.	0.032
	I receive enough training to do my job effectively.	0.018
	My immediate supervisor gives me useful feedback on the work I do.	0.017
	I feel respected by co-workers in my workplace.	0.005
Immediate Supervisor	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor seems to care about me as a person.	0.044
	My immediate supervisor involves me in decisions that affect my work.	0.040
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.024
	My immediate supervisor gives me useful feedback on the work I do.	0.017
	My immediate supervisor encourages me to offer my opinions and ideas.	0.009
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000

Dimension	Questionnaire Item	Beta Score
Culture	Customer service is a primary focus at the City.	0.134
	I feel that my work contributes to the success of the City.	0.078
	In my job, I make a difference every day.	0.064
	Employees in my branch work as though they are part of a team.	0.044
	Cooperation with different parts of the City is encouraged.	0.042
	In general, information in the City is communicated well.	0.024
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.006
	My immediate supervisor encourages me to offer my opinions and ideas.	0.002
	My immediate supervisor involves me in decisions that affect my work.	0.002
	My immediate supervisor recognizes me when I do a good job.	0.001
	In my workplace, we regularly communicate about the importance of customer service.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
Workplace	My career aspirations can be achieved at the City.	0.207
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.123
	The City is committed to maintaining a healthy and safe working environment.	0.114
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.108
	At work, I have the opportunity to do what I do best every day.	0.102
	Most of my work is rewarding.	0.088
	My immediate supervisor seems to care about me as a person.	0.082
	I receive enough training to do my job effectively.	0.031
	I have the materials and equipment I need to do my job effectively.	0.019
	My immediate supervisor gives me useful feedback on the work I do.	0.016
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.005
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.001
Immediate Supervisor	My immediate supervisor demonstrates a commitment to safety.	0.000
	I feel respected by co-workers in my workplace.	0.000
	My immediate supervisor seems to care about me as a person.	0.082
	My immediate supervisor gives me useful feedback on the work I do.	0.016
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.005
	My immediate supervisor encourages me to offer my opinions and ideas.	0.002
	My immediate supervisor involves me in decisions that affect my work.	0.002
	My immediate supervisor recognizes me when I do a good job.	0.001
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.000

Dimension	Questionnaire Item	Beta Score
Culture	I feel that my work contributes to the success of the City.	0.180
	My immediate supervisor encourages me to offer my opinions and ideas.	0.124
	In my job, I make a difference every day.	0.095
	Employees in my branch work as though they are part of a team.	0.087
	Customer service is a primary focus at the City.	0.080
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.056
	In general, information in the City is communicated well.	0.028
	My immediate supervisor recognizes me when I do a good job.	0.012
	My immediate supervisor involves me in decisions that affect my work.	0.000
	Cooperation with different parts of the City is encouraged.	0.000
	In my workplace, we regularly communicate about the importance of customer service.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
Workplace	My career aspirations can be achieved at the City.	0.271
	At work, I have the opportunity to do what I do best every day.	0.099
	My immediate supervisor seems to care about me as a person.	0.084
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.084
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.078
	The City is committed to maintaining a healthy and safe working environment.	0.048
	I receive enough training to do my job effectively.	0.043
	Most of my work is rewarding.	0.037
	I feel respected by co-workers in my workplace.	0.035
	I have the materials and equipment I need to do my job effectively.	0.017
	My immediate supervisor demonstrates a commitment to safety.	0.014
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.005
Immediate Supervisor	My immediate supervisor gives me useful feedback on the work I do.	0.001
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor encourages me to offer my opinions and ideas.	0.124
	My immediate supervisor seems to care about me as a person.	0.084
	My immediate supervisor demonstrates a commitment to safety.	0.014
	My immediate supervisor recognizes me when I do a good job.	0.012
	My immediate supervisor gives me useful feedback on the work I do.	0.001
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor involves me in decisions that affect my work.	0.000
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000

Drivers of Engagement: Employee Services

66

Dimension	Questionnaire Item	Beta Score
Culture	I feel that my work contributes to the success of the City.	0.158
	In general, information in the City is communicated well.	0.133
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.088
	Customer service is a primary focus at the City.	0.071
	Employees in my branch work as though they are part of a team.	0.064
	Cooperation with different parts of the City is encouraged.	0.062
	In my workplace, we regularly communicate about the importance of customer service.	0.051
	My immediate supervisor recognizes me when I do a good job.	0.000
	My immediate supervisor encourages me to offer my opinions and ideas.	0.000
	In my job, I make a difference every day.	0.000
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.000
	My immediate supervisor involves me in decisions that affect my work.	0.000
Workplace	My immediate supervisor seems to care about me as a person.	0.309
	Most of my work is rewarding.	0.245
	The City is committed to maintaining a healthy and safe working environment.	0.169
	At work, I have the opportunity to do what I do best every day.	0.147
	My career aspirations can be achieved at the City.	0.112
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.084
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.059
	I have the materials and equipment I need to do my job effectively.	0.045
	I feel respected by co-workers in my workplace.	0.042
	I receive enough training to do my job effectively.	0.039
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.025
	My immediate supervisor gives me useful feedback on the work I do.	0.000
Immediate Supervisor	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor seems to care about me as a person.	0.309
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.102
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.088
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.059
	My immediate supervisor gives me useful feedback on the work I do.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.000
	My immediate supervisor encourages me to offer my opinions and ideas.	0.000
	My immediate supervisor involves me in decisions that affect my work.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000

Drivers of Engagement: Financial & Corporate Services

67

Dimension	Questionnaire Item	Beta Score
Culture	Customer service is a primary focus at the City.	0.126
	I feel that my work contributes to the success of the City.	0.119
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.059
	My immediate supervisor involves me in decisions that affect my work.	0.050
	Cooperation with different parts of the City is encouraged.	0.039
	In my job, I make a difference every day.	0.010
	My immediate supervisor encourages me to offer my opinions and ideas.	0.009
	My immediate supervisor recognizes me when I do a good job.	0.007
	In general, information in the City is communicated well.	0.000
	Employees in my branch work as though they are part of a team.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	In my workplace, we regularly communicate about the importance of customer service.	0.000
Workplace	My career aspirations can be achieved at the City.	0.240
	Most of my work is rewarding.	0.158
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.119
	At work, I have the opportunity to do what I do best every day.	0.088
	I have the materials and equipment I need to do my job effectively.	0.064
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.062
	The City is committed to maintaining a healthy and safe working environment.	0.042
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.042
	I feel respected by co-workers in my workplace.	0.010
	My immediate supervisor gives me useful feedback on the work I do.	0.003
	I receive enough training to do my job effectively.	0.000
	My immediate supervisor seems to care about me as a person.	0.000
Immediate Supervisor	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.077
	My immediate supervisor involves me in decisions that affect my work.	0.050
	My immediate supervisor encourages me to offer my opinions and ideas.	0.009
	My immediate supervisor recognizes me when I do a good job.	0.007
	My immediate supervisor gives me useful feedback on the work I do.	0.003
	My immediate supervisor seems to care about me as a person.	0.000
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000

Dimension	Questionnaire Item	Beta Score
Culture	Customer service is a primary focus at the City.	0.085
	My immediate supervisor encourages me to offer my opinions and ideas.	0.064
	I feel that my work contributes to the success of the City.	0.054
	My immediate supervisor involves me in decisions that affect my work.	0.045
	Cooperation with different parts of the City is encouraged.	0.042
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.033
	In general, information in the City is communicated well.	0.001
	In my job, I make a difference every day.	0.000
	Employees in my branch work as though they are part of a team.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	In my workplace, we regularly communicate about the importance of customer service.	0.000
Workplace	My career aspirations can be achieved at the City.	0.260
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.221
	Most of my work is rewarding.	0.140
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.121
	The City is committed to maintaining a healthy and safe working environment.	0.099
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.095
	I feel respected by co-workers in my workplace.	0.056
	My immediate supervisor seems to care about me as a person.	0.045
	I receive enough training to do my job effectively.	0.035
	At work, I have the opportunity to do what I do best every day.	0.025
	My immediate supervisor demonstrates a commitment to safety.	0.000
	I have the materials and equipment I need to do my job effectively.	0.000
Immediate Supervisor	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor gives me useful feedback on the work I do.	0.000
	My immediate supervisor encourages me to offer my opinions and ideas.	0.064
	My immediate supervisor seems to care about me as a person.	0.045
	My immediate supervisor involves me in decisions that affect my work.	0.045
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.023
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.000
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor gives me useful feedback on the work I do.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000

Drivers of Engagement: Office of the City Manager

69

Dimension	Questionnaire Item	Beta Score
Culture	My immediate supervisor encourages me to offer my opinions and ideas.	0.543
	Customer service is a primary focus at the City.	0.278
	Employees in my branch work as though they are part of a team.	0.212
	In general, information in the City is communicated well.	0.094
	In my job, I make a difference every day.	0.011
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.000
	Cooperation with different parts of the City is encouraged.	0.000
	I feel that my work contributes to the success of the City.	0.000
	In my workplace, we regularly communicate about the importance of customer service.	0.000
	My immediate supervisor involves me in decisions that affect my work.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
Workplace	My immediate supervisor gives me useful feedback on the work I do.	0.278
	My career aspirations can be achieved at the City.	0.249
	Most of my work is rewarding.	0.208
	The City is committed to maintaining a healthy and safe working environment.	0.192
	My immediate supervisor demonstrates a commitment to safety.	0.183
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.145
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.119
	I receive enough training to do my job effectively.	0.062
	At work, I have the opportunity to do what I do best every day.	0.036
	I have the materials and equipment I need to do my job effectively.	0.000
	I feel respected by co-workers in my workplace.	0.000
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.000
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.000
	My immediate supervisor seems to care about me as a person.	0.000
Immediate Supervisor	My immediate supervisor encourages me to offer my opinions and ideas.	0.543
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.313
	My immediate supervisor gives me useful feedback on the work I do.	0.278
	My immediate supervisor demonstrates a commitment to safety.	0.183
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.119
	My immediate supervisor involves me in decisions that affect my work.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.000
	My immediate supervisor seems to care about me as a person.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000

Drivers of Engagement: Urban Form & Corporate Strategic Development

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Dimension	Questionnaire Item	Beta Score
Culture	I feel that my work contributes to the success of the City.	0.150
	My immediate supervisor recognizes me when I do a good job.	0.148
	My immediate supervisor encourages me to offer my opinions and ideas.	0.133
	Customer service is a primary focus at the City.	0.113
	Employees in my branch work as though they are part of a team.	0.070
	Cooperation with different parts of the City is encouraged.	0.068
	In my job, I make a difference every day.	0.018
	In my branch, information is widely shared so that everyone can get the required information when it's needed.	0.000
	In general, information in the City is communicated well.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	My immediate supervisor involves me in decisions that affect my work.	0.000
	In my workplace, we regularly communicate about the importance of customer service.	0.000
Workplace	My career aspirations can be achieved at the City.	0.188
	At work, I have the opportunity to do what I do best every day.	0.172
	The City is committed to maintaining a healthy and safe working environment.	0.105
	I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.	0.103
	I have trust and confidence in the City Manager and Deputy City Managers' (ELT) ability to achieve the City's goals.	0.099
	Most of my work is rewarding.	0.090
	I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.	0.072
	I feel respected by co-workers in my workplace.	0.002
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor gives me useful feedback on the work I do.	0.000
	I have the materials and equipment I need to do my job effectively.	0.000
	I receive enough training to do my job effectively.	0.000
Immediate Supervisor	My immediate supervisor seems to care about me as a person.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor recognizes me when I do a good job.	0.148
	My immediate supervisor encourages me to offer my opinions and ideas.	0.133
	My immediate supervisor allows me to try out new ideas to improve my work processes.	0.009
	In the last 6 months, my immediate supervisor has talked to me formally about my performance.	0.000
	My immediate supervisor gives me useful feedback on the work I do.	0.000
	My immediate supervisor is open to receiving my input on how to improve work processes.	0.000
	My immediate supervisor seems to care about me as a person.	0.000
	My immediate supervisor demonstrates a commitment to safety.	0.000
	My immediate supervisor involves me in decisions that affect my work.	0.000

Workforce Diversity

One of the four goals of the City's Diversity and Inclusion Framework is to have a workforce broadly reflective of the community.

For the Diversity portion of the survey, the benchmark data was based on population statistics adapted from the 2016 National Household Survey Labour Force Data for the City of Edmonton.

		# Responses CoE	% CoE 2018	% CoE 2016	% CoE 2014	% Benchmark (Labour Force City Population)
Gender	Male	5440	63.1%	62.7%	63.1%	53.4%
	Female	3176	36.9%	37.3%	36.9%	46.6%

		# Responses CoE	% CoE 2018	% CoE 2016	% CoE 2014	% Benchmark (Labour Force City Population)
Indigenous	No	8170	94.6%	95.2%	95.7%	95.4%
	Yes	469	5.4%	4.8%	4.3%	4.6%
	Yes, First Nations (Status)	89	1.0%	1.1%	0.7%	1.9%
	Yes, First Nations (Non-Status)	63	0.7%	0.6%	0.4%	
	Yes, Inuit	5	0.1%	0.1%	0.1%	0.1%
	Yes, Métis	252	2.9%	2.4%	2.5%	2.6%
	Yes, Other	60	0.7%	0.7%	0.6%	0.1%

		# Responses CoE	% CoE 2018	% CoE 2016	% CoE 2014	% Benchmark (Labour Force City Population)
Visible Minority	No	6602	76.4%	78.9%	80.8%	73.2%
	Yes	2038	23.6%	21.1%	19.2%	26.8%
Visible Minority groups	Arab	67	0.8%	0.8%	0.7%	1.5%
	Black	271	3.1%	2.5%	2.0%	3.9%
	Chinese	390	4.5%	4.7%	4.5%	4.4%
	Filipino	219	2.5%	2.6%	2.3%	5.1%
	Japanese	14	0.2%	0.1%	0.1%	0.2%
	Korean	31	0.4%	0.3%	0.3%	0.5%
	Latin American	99	1.1%	1.4%	1.2%	1.6%
	Multiple Visible Minorities	107	1.2%	1.6%	1.2%	0.7%
	South Asian origins	610	7.0%	5.4%	5.0%	6.8%
	Southeast Asian origins	83	1.0%	0.9%	0.8%	1.3%
	West Asian origins	33	0.4%	0.2%	0.2%	0.5%
	Other	203	2.3%	1.7%	1.6%	n/a

Workforce Diversity – Persons with Disabilities

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		# Responses CoE	% CoE 2018	% CoE 2016	% CoE 2014	% Benchmark (Labour Force City Population)
Person with disability	No	7972	91.8%	93.5%	91.3%	95.1%
	Yes	710	8.2%	6.5%	8.7%	4.9%
Nature of disability	Hearing	86	1.0%	0.9%	1.6%	n/a
	Mobility	154	1.8%	1.4%	1.8%	
	Chronic illness	161	1.8%	1.8%	2.4%	
	Developmental	18	0.2%	0.2%	0.1%	
	Seeing	38	0.4%	0.5%	0.6%	
	Agility	62	0.7%	0.8%	1.0%	
	Learning	65	0.7%	0.8%	0.8%	
	Psychological (Mental Health such as Anxiety, Depression etc.)	296	3.4%	2.4%	1.4%	
	Speech	23	0.3%	0.2%	0.3%	
	Pain	204	2.3%	2.3%	2.8%	
	Memory	61	0.7%	0.5%	0.7%	
	Don't feel comfortable sharing	91	1.0%	n/a	n/a	
	Other	84	1.0%	0.8%	1.2%	

Workforce Diversity – Religious or Spiritual Affiliation

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		# Responses CoE	% CoE 2018	% CoE 2016	% CoE 2014	% Benchmark (Labour Force City Population)
Religious or Spiritual Affiliation	I do not have a religious or spiritual affiliation	3259	37.3%	34.6%	32.5%	n/a
	Buddhist	195	2.2%	2.8%	2.5%	
	Catholic	1818	20.8%	23.5%	23.7%	
	Christian Orthodox	355	4.1%	4.3%	4.2%	
	Other Christian denominations	1195	13.7%	14.9%	14.4%	
	Eastern Religions	35	0.4%	0.3%	0.4%	
	Hindu	178	2.0%	2.0%	1.4%	
	Jewish	38	0.4%	0.6%	0.5%	
	Muslim	312	3.6%	3.2%	2.6%	
	Protestant	663	7.6%	9.1%	9.9%	
	Sikh	323	3.7%	2.8%	1.8%	
	Wiccan	58	0.7%	0.8%	0.6%	
	Other	550	6.3%	6.4%	5.6%	

Workforce Diversity — Bisexual, gay, lesbian, transgender, two-spirit or questioning 77

		# Responses CoE	% CoE 2018	% CoE 2016	% CoE 2014	% Benchmark (Labour Force City Population)
Bisexual, gay, lesbian, transgender, two- spirit or questioning	No	8089	94.3%	95.4%	95.8%	n/a
	Yes	490	5.7%	4.6%	4.2%	

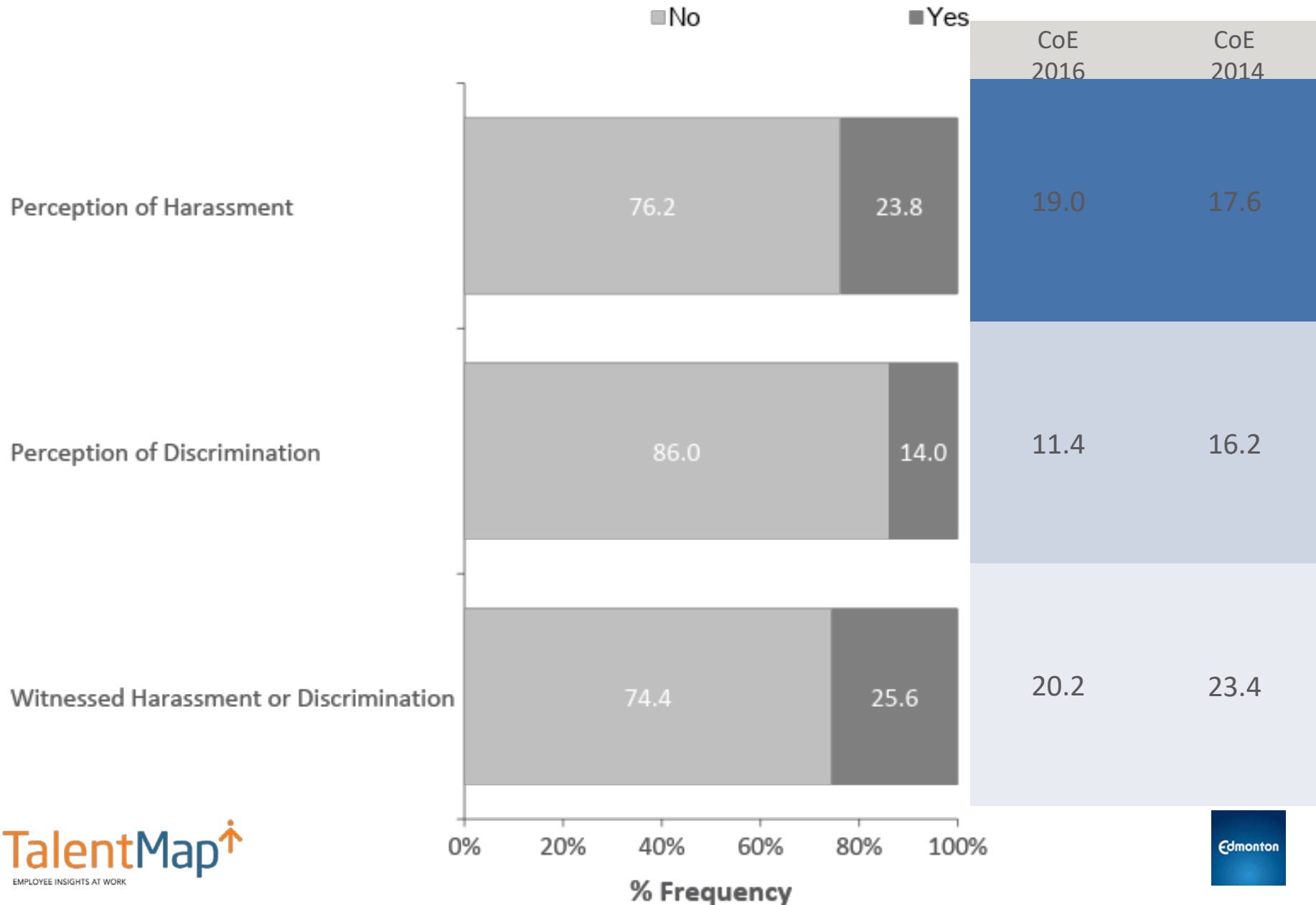
Perceptions of Harassment and Discrimination

Harassment is any improper conduct by an individual, that is directed at and offensive to another person or persons in the workplace, and that the individual knew or ought reasonably to have known it would cause offence or harm. It comprises any objectionable act, comment or display that bullies, demeans, belittles or causes personal humiliation or embarrassment, and any act of intimidation or threat.

Discrimination means treating people negatively, adversely or not fairly based on the categories in Alberta Human Rights protected grounds. This treatment can be public or done quietly through actions, words, pictures or written material.

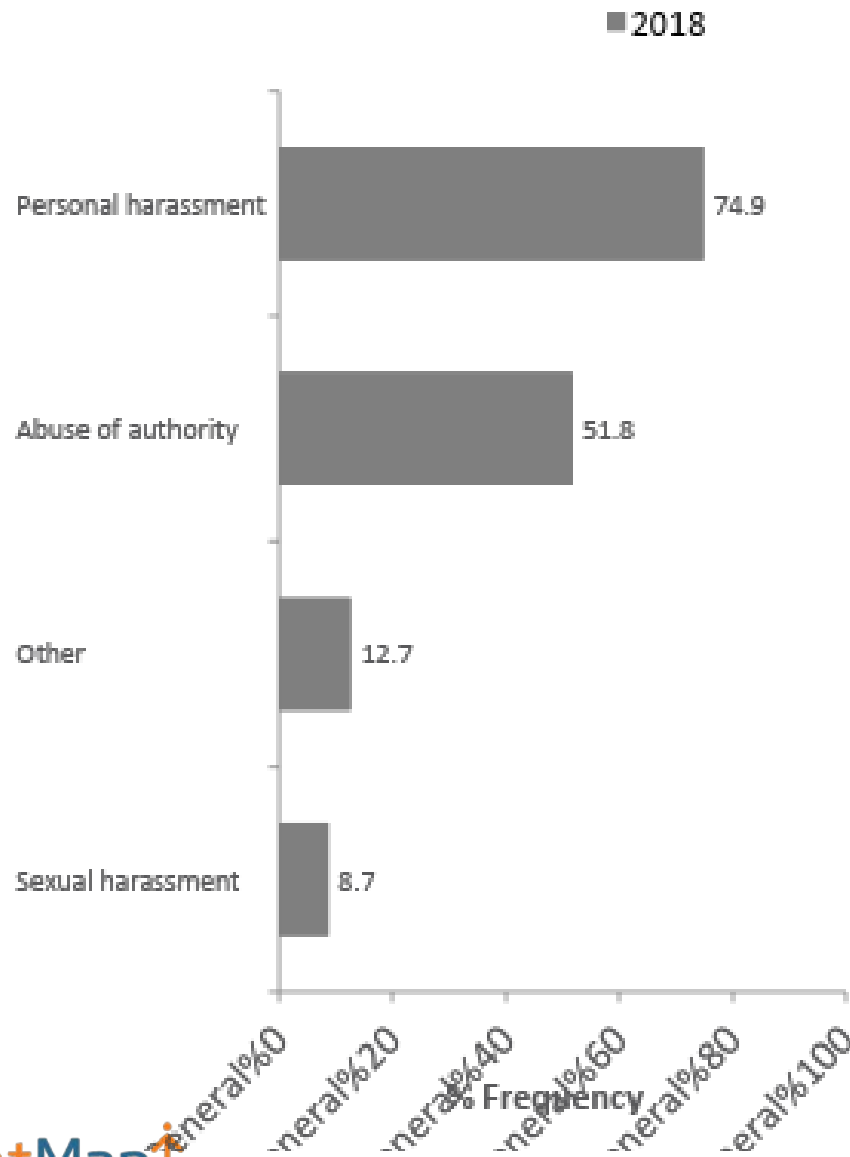
The City of Edmonton has been a pioneer as one of the first to begin asking questions on harassment and discrimination. TalentMap is experiencing an increasing number of organizations are now asking similar questions.

In terms of benchmark data for the questions regarding harassment and discrimination, TalentMap is currently working on finalizing a benchmark for these questions, which will likely be available within six months to a year.

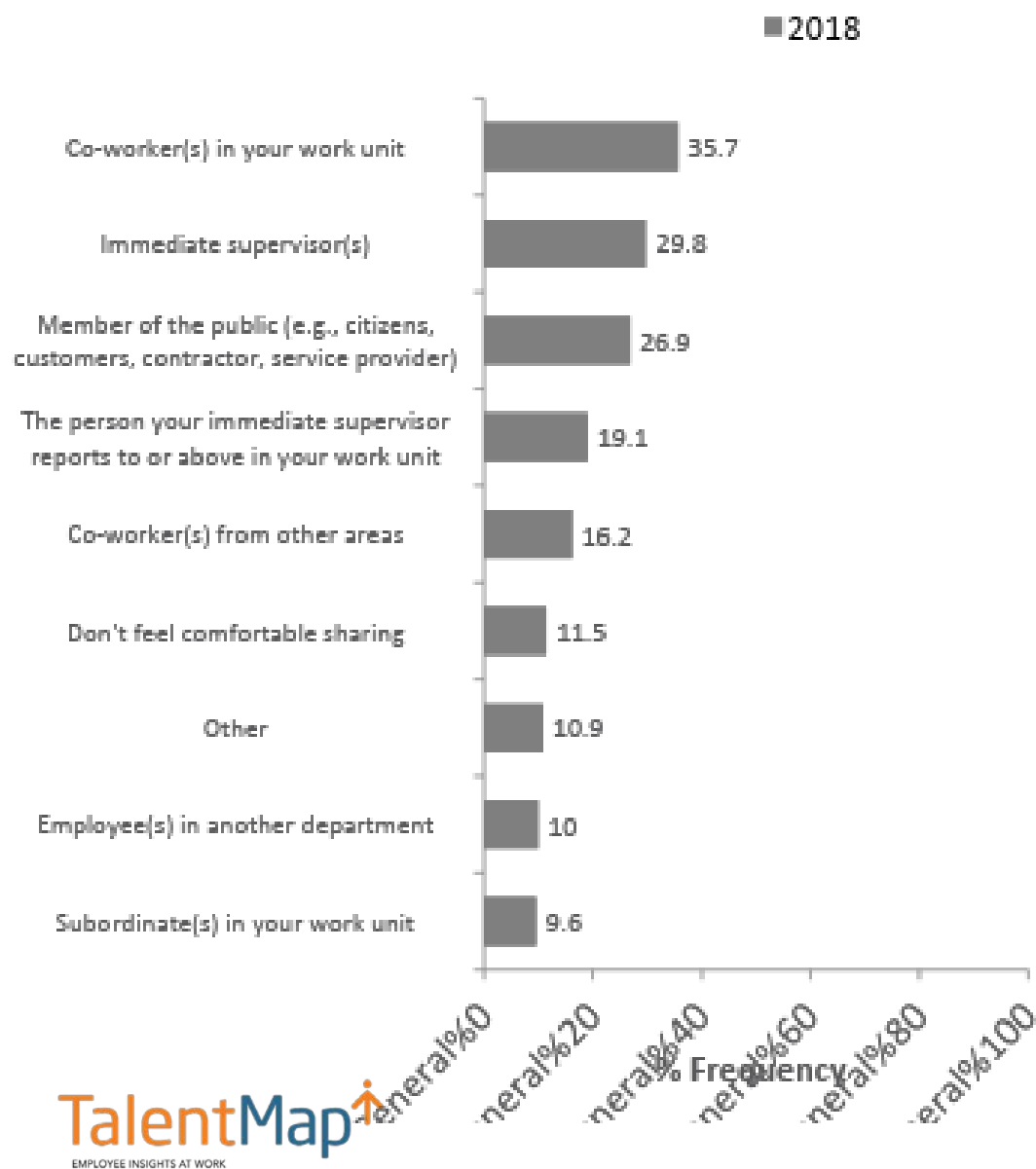


Perceived Types of Harassment Identified

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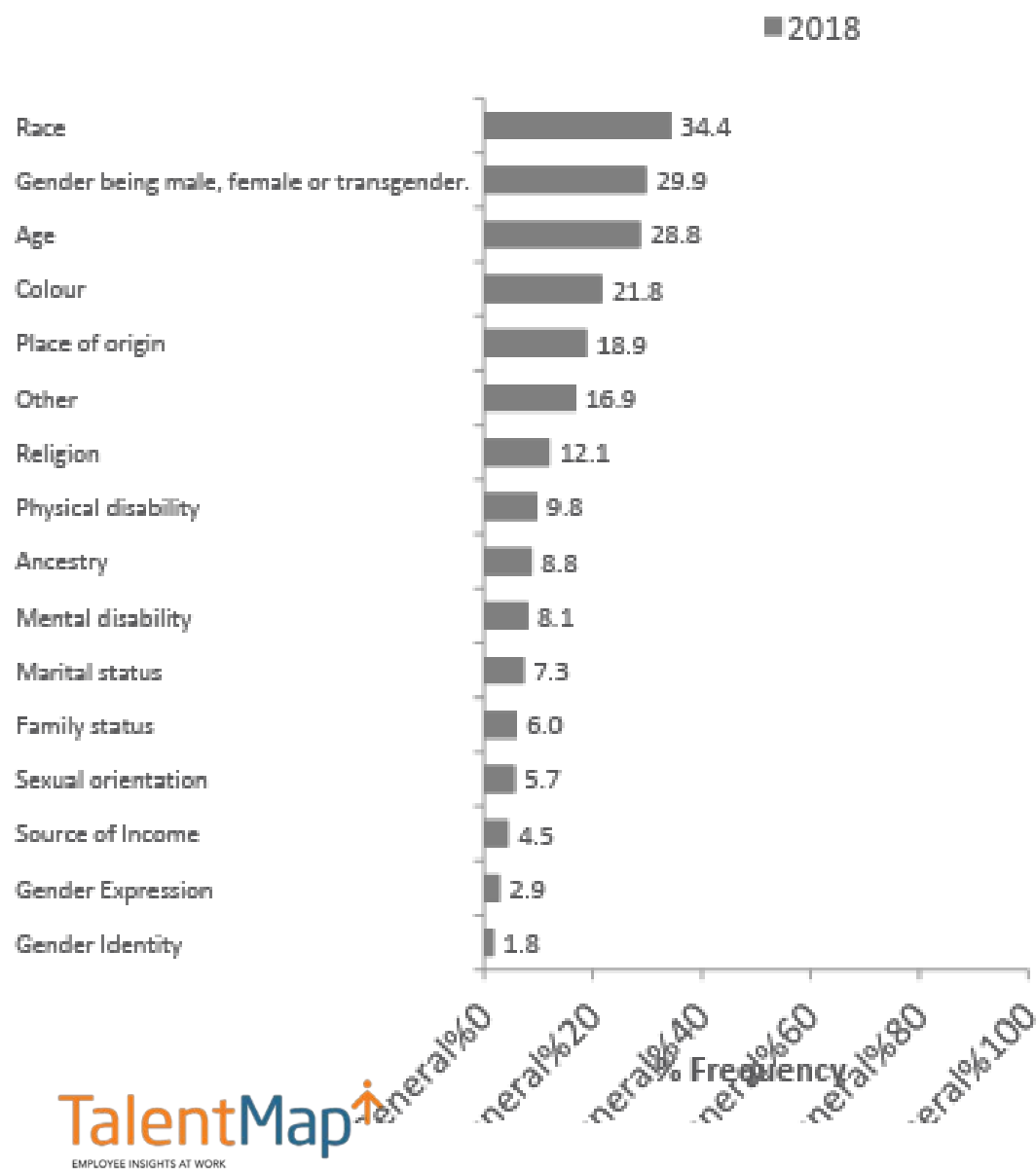
CoE 2016	CoE 2014
70.4	68.3
52.4	53.3
11.3	7.2
8.7	8.2



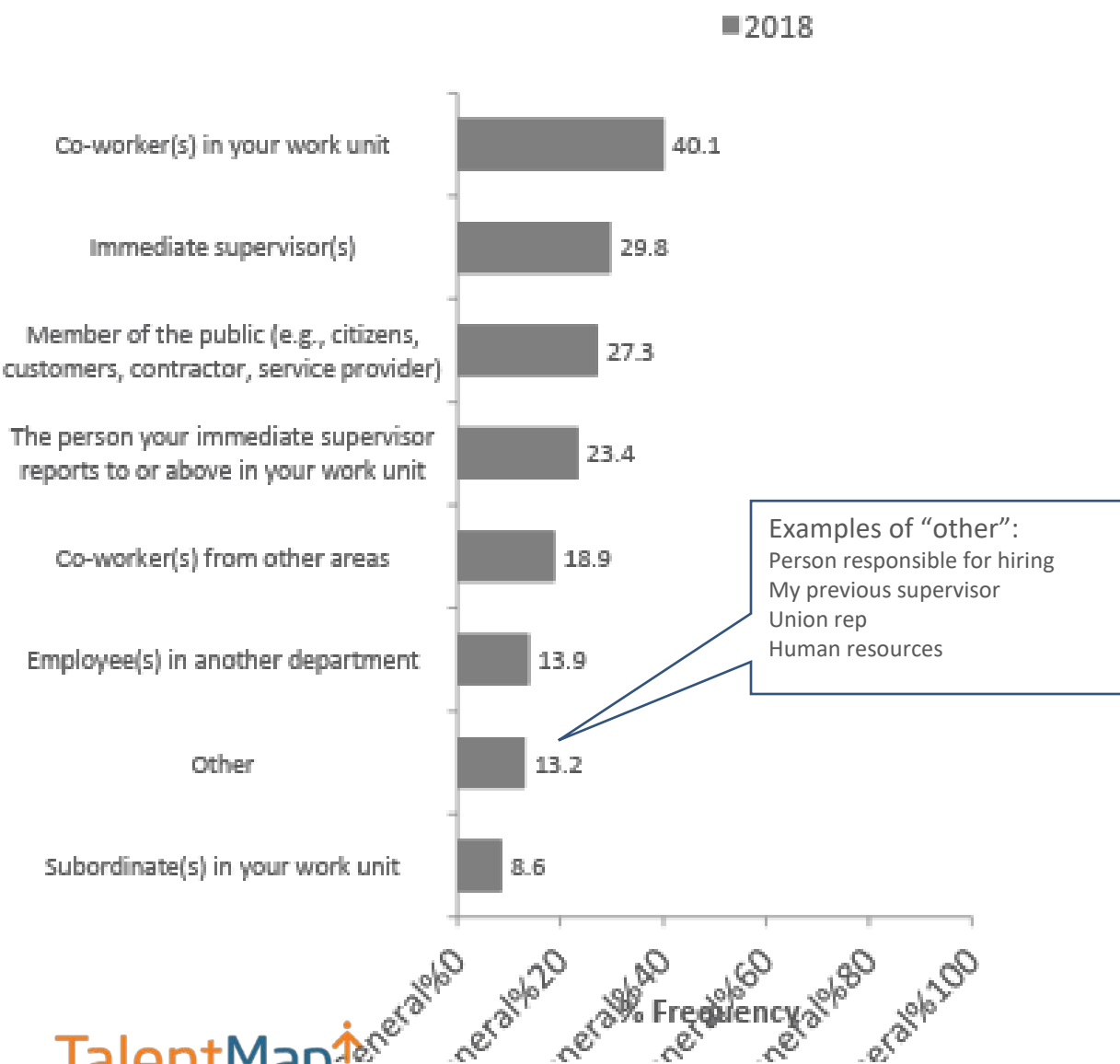
CoE 2016	CoE 2014
43.0	38.8
33.7	34.2
22.7	20.2
19.9	20.8
17.5	15.9
n/a	n/a
10.3	5.0
10.8	9.1
9.8	8.0

Perceived Types of Discrimination Identified

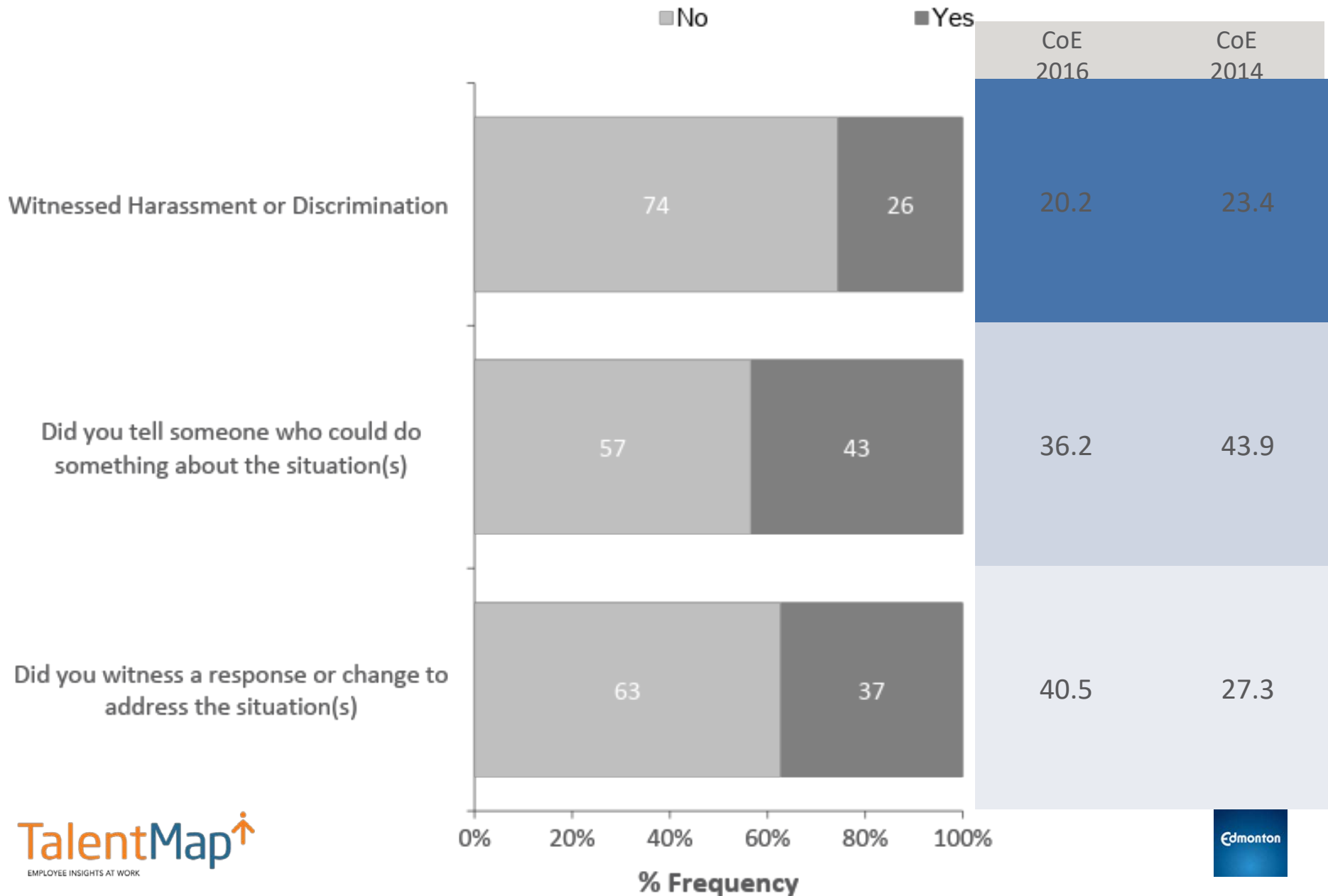
82

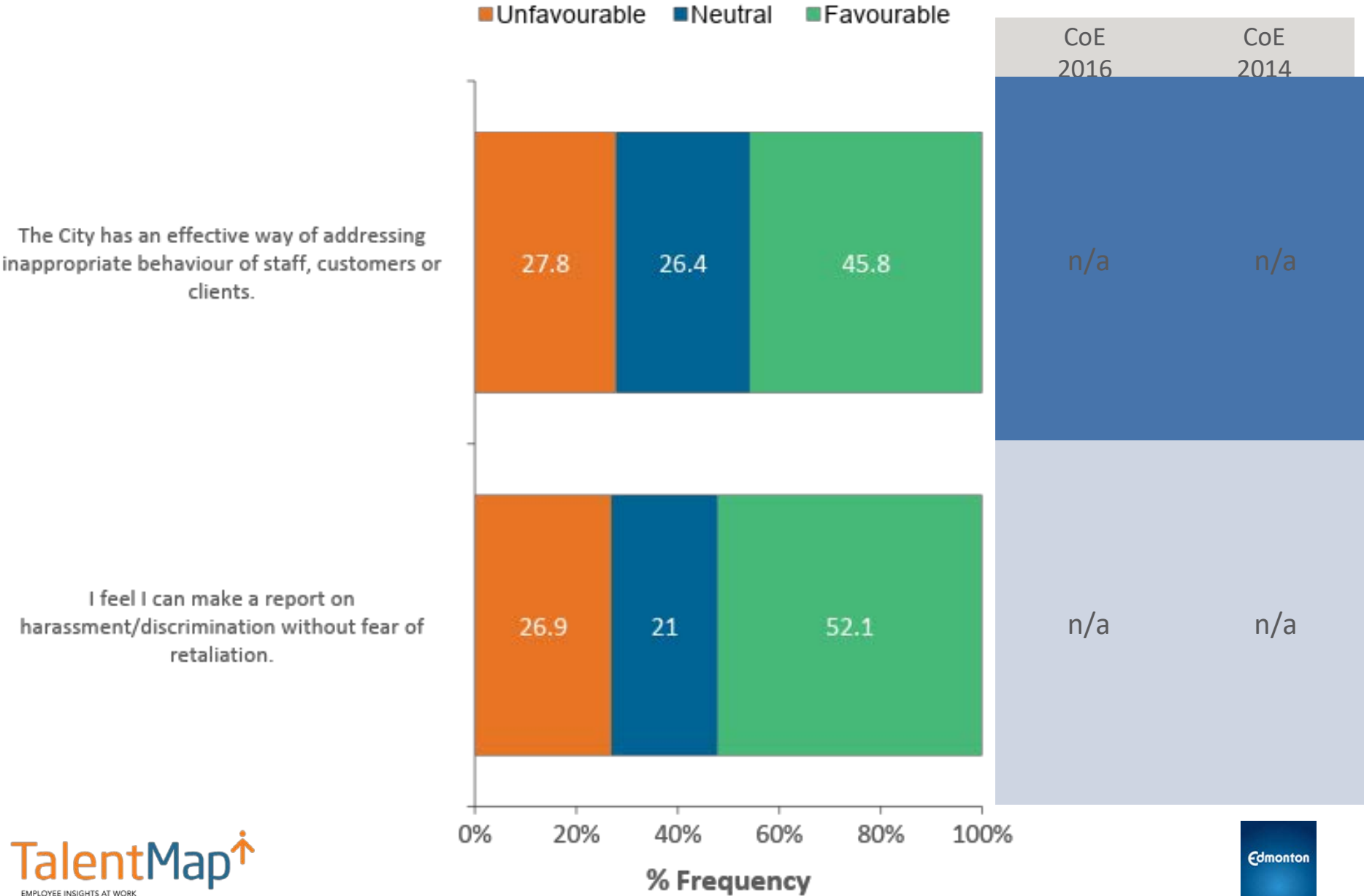


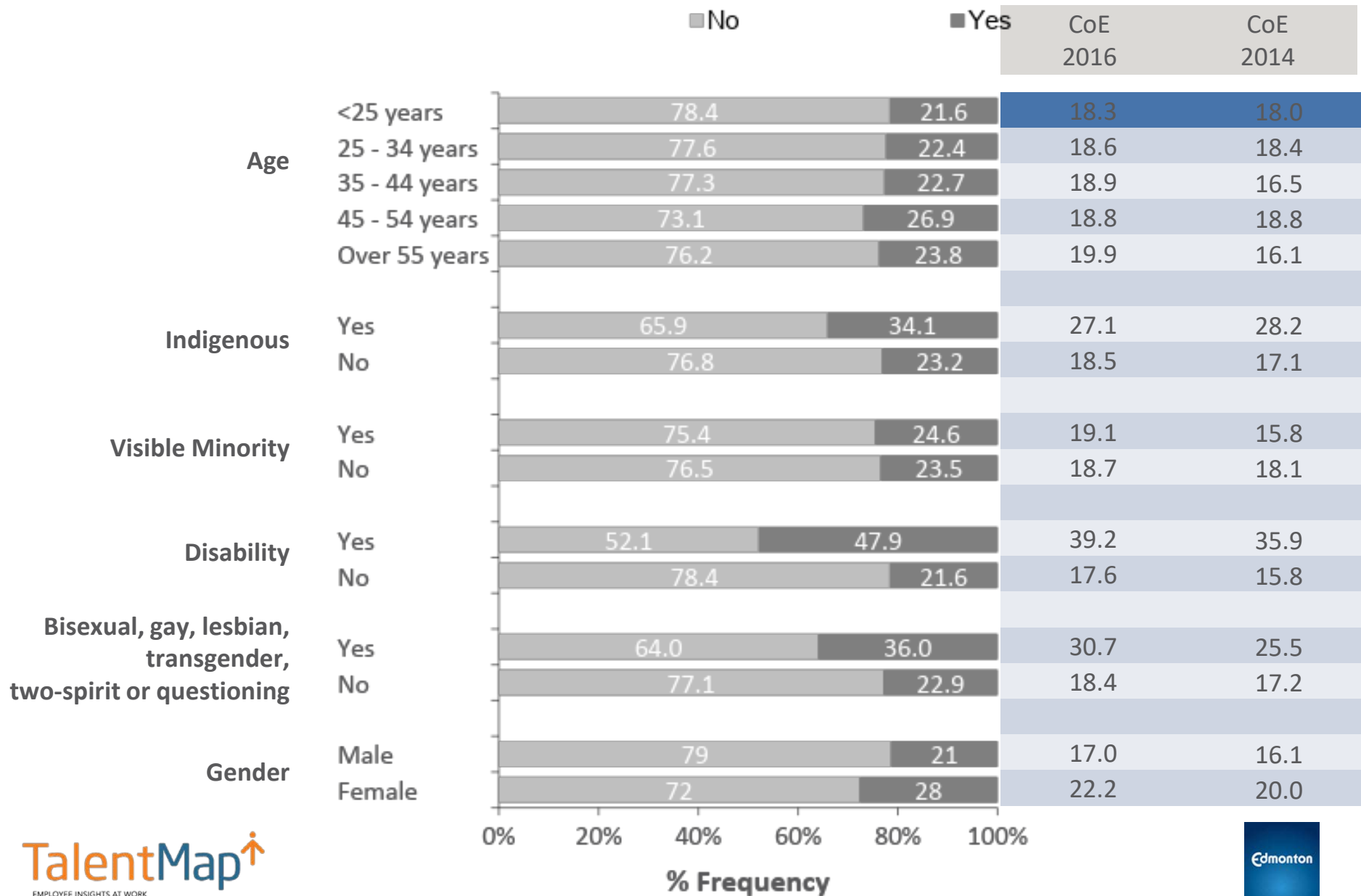
CoE 2016	CoE 2014
32.5	25.1
32.3	26.4
32.5	30.0
21.4	16.3
16.7	12.9
14.9	35.6
12.6	8.4
9.8	8.0
8.3	6.9
6.8	5.9
7.6	5.2
8.0	5.8
6.0	6.2
3.2	6.8
5.7	n/a
3.3	n/a



CoE 2016	CoE 2014
44.1	45.4
31.3	31.7
23.7	26.7
21.5	21.9
19.1	20.8
14.1	12.6
9.0	7.2
8.2	9.8

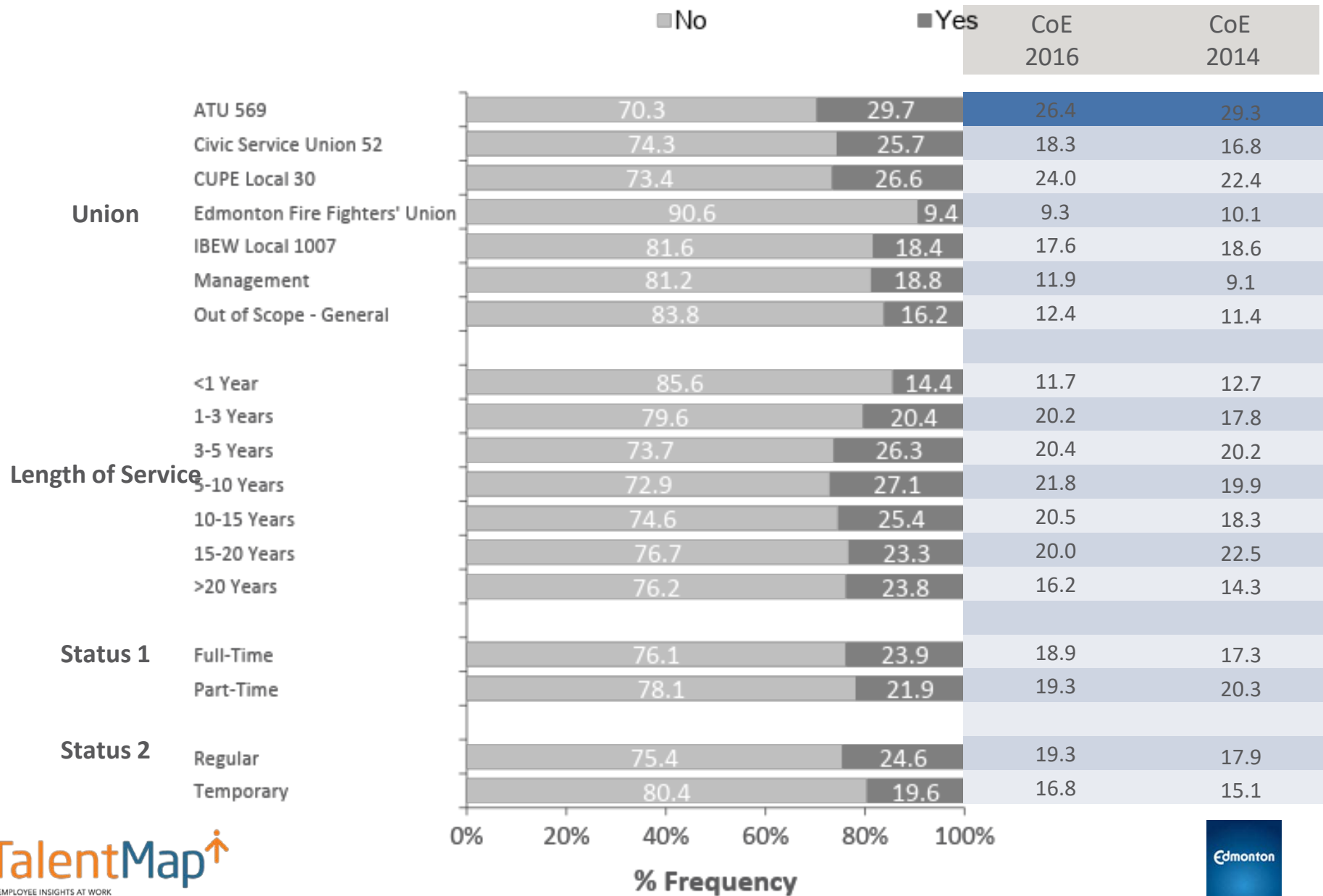






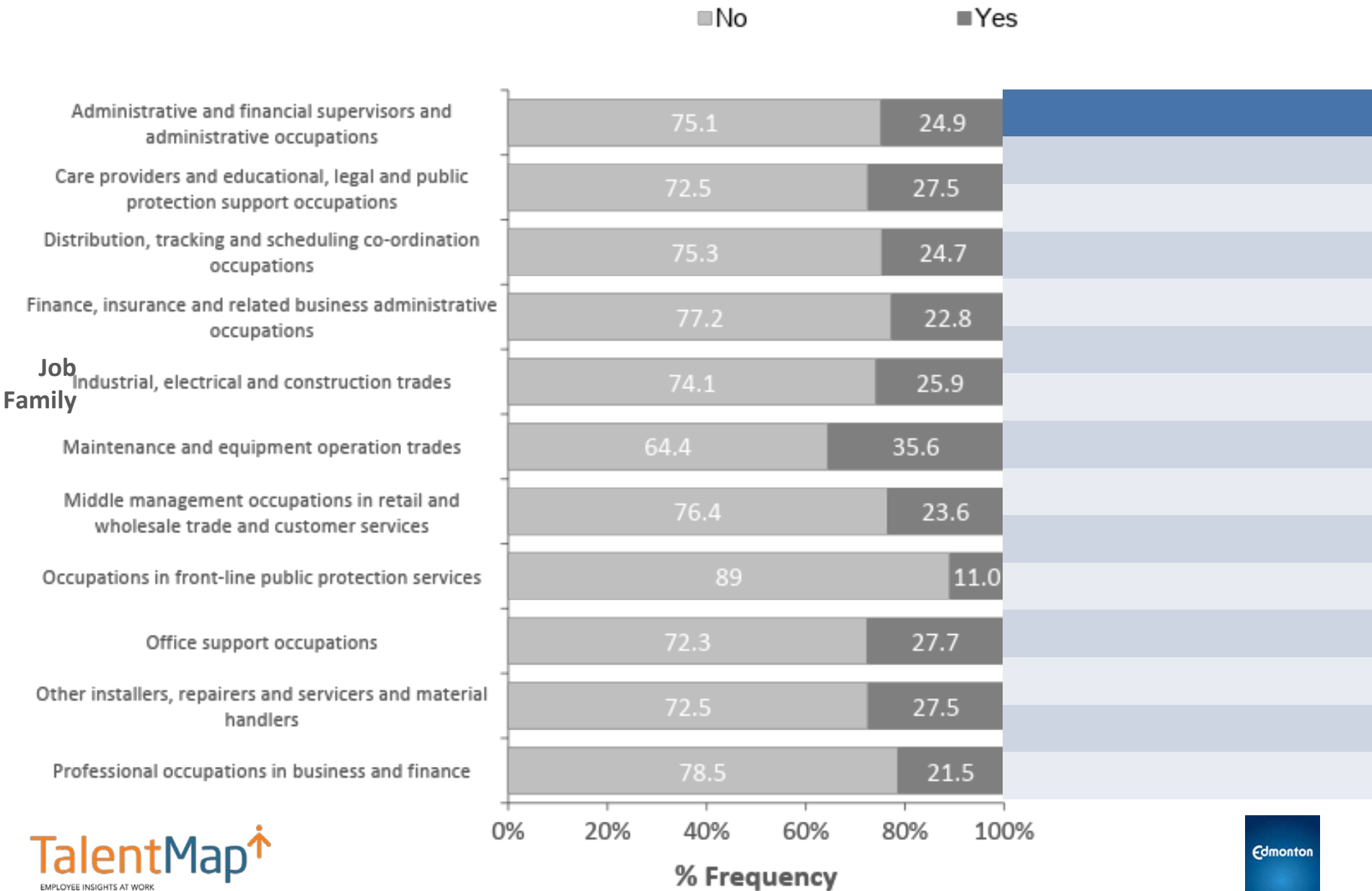
Perceived Harassment Experienced by Demographic Groups

87



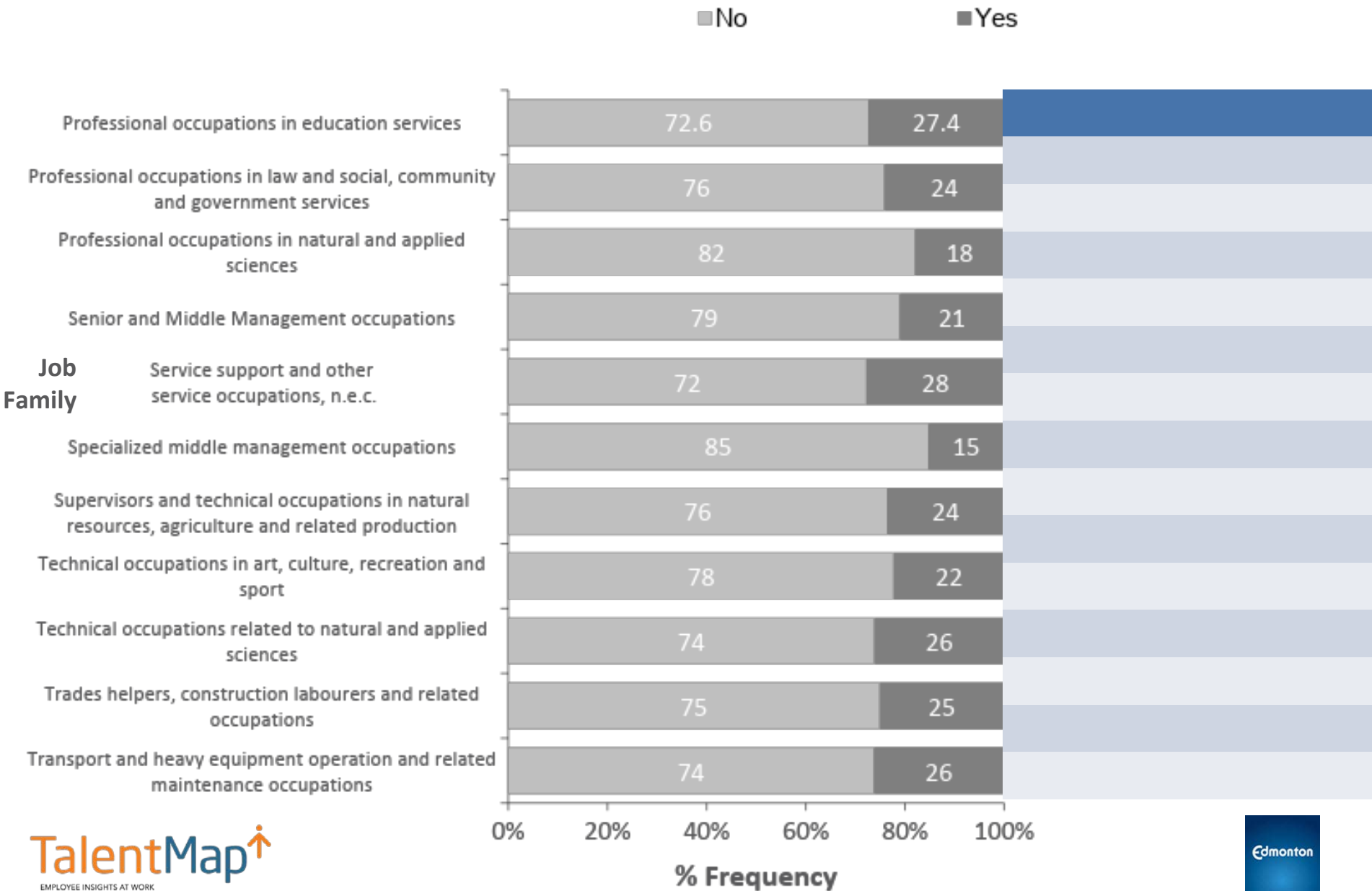
Perceived Harassment Experienced by Demographic Groups

88



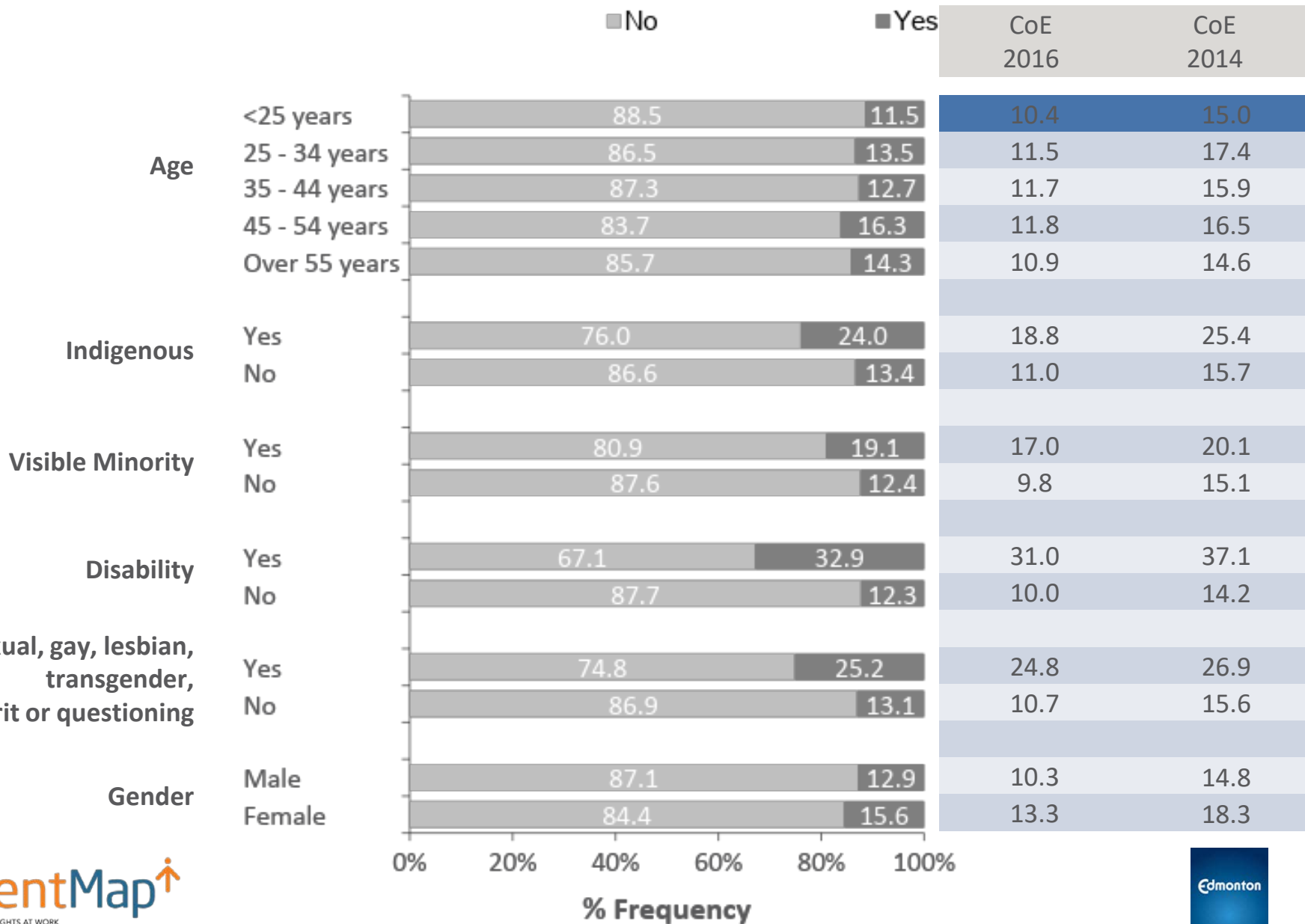
Perceived Harassment Experienced by Demographic Groups

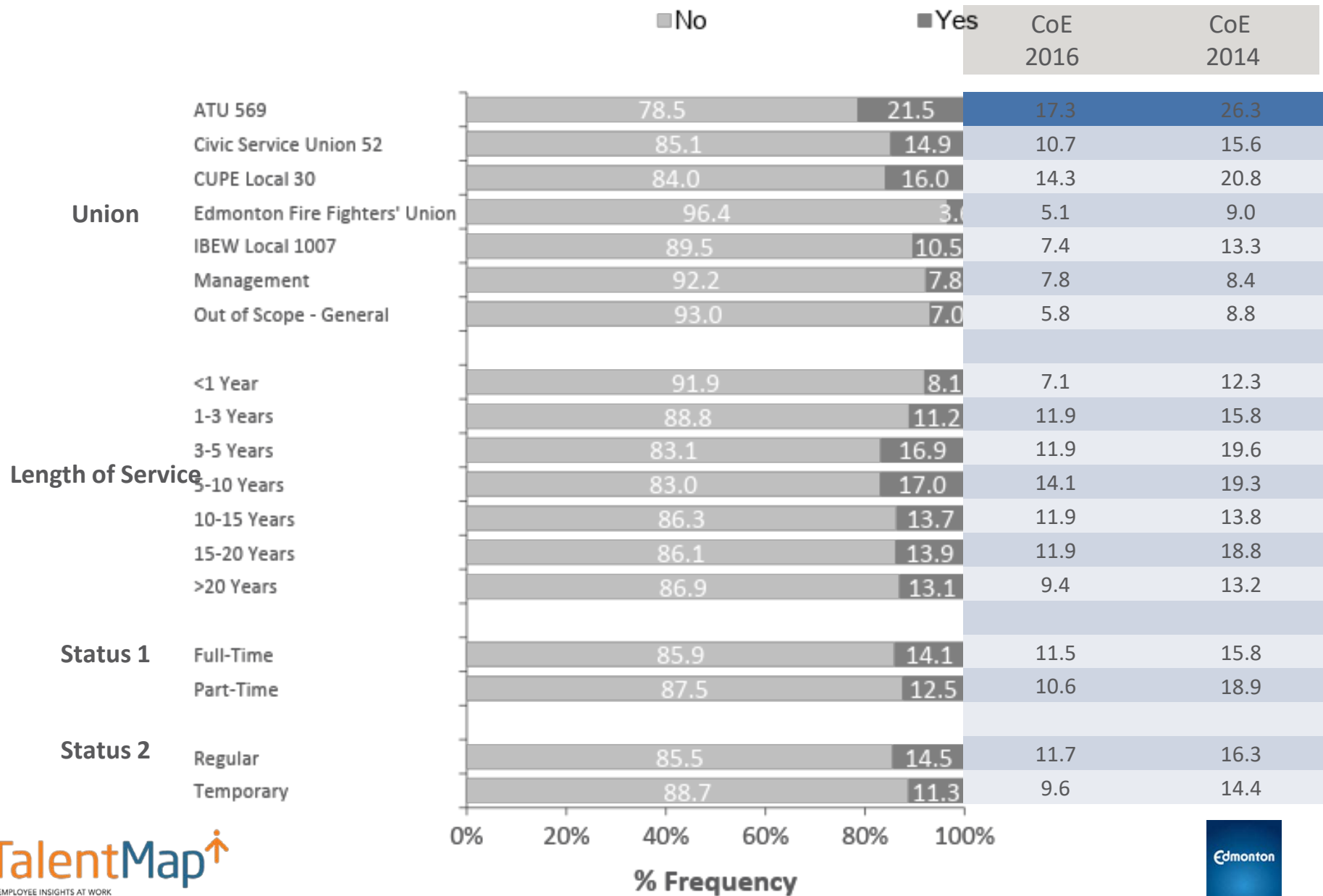
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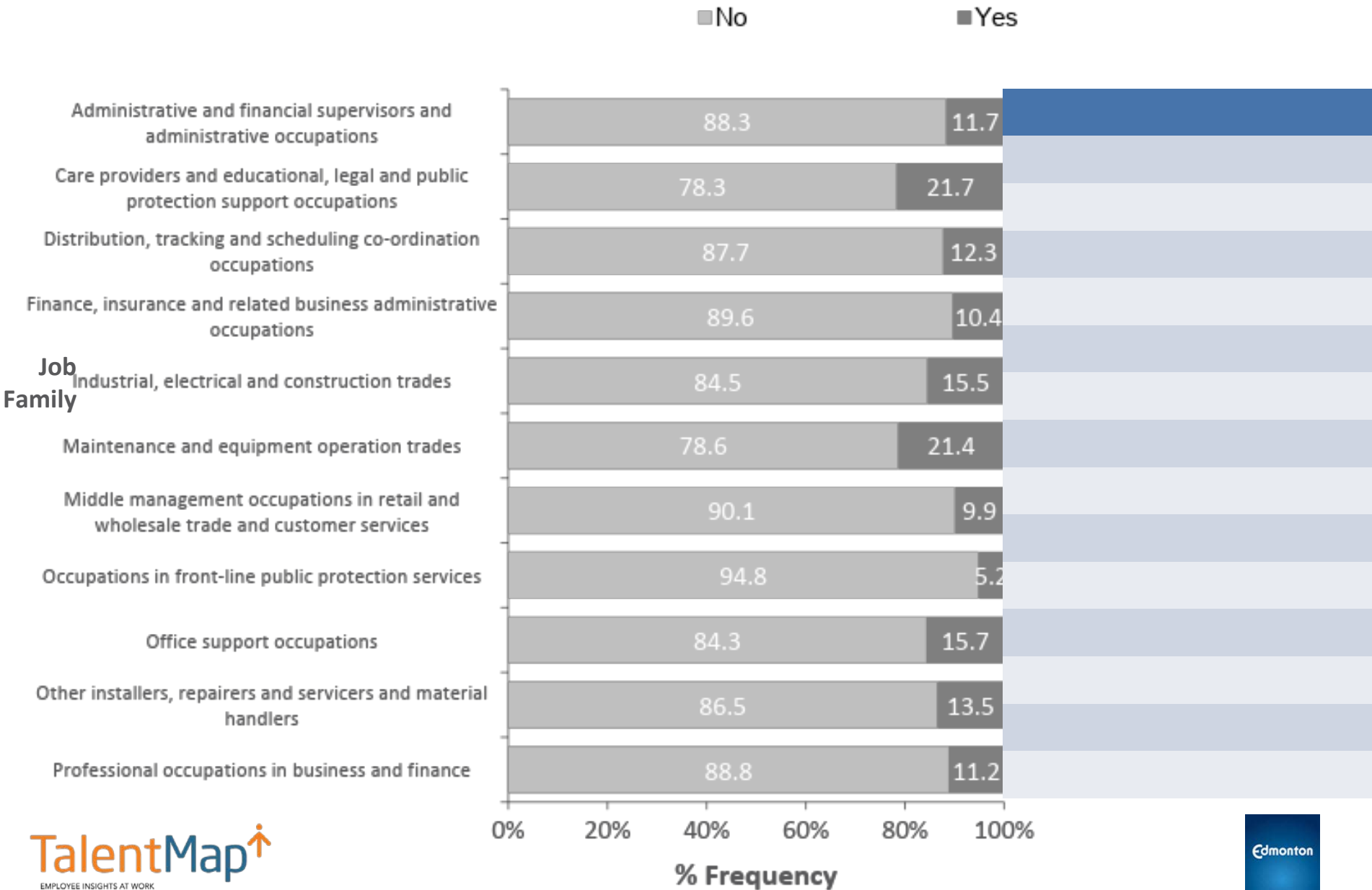


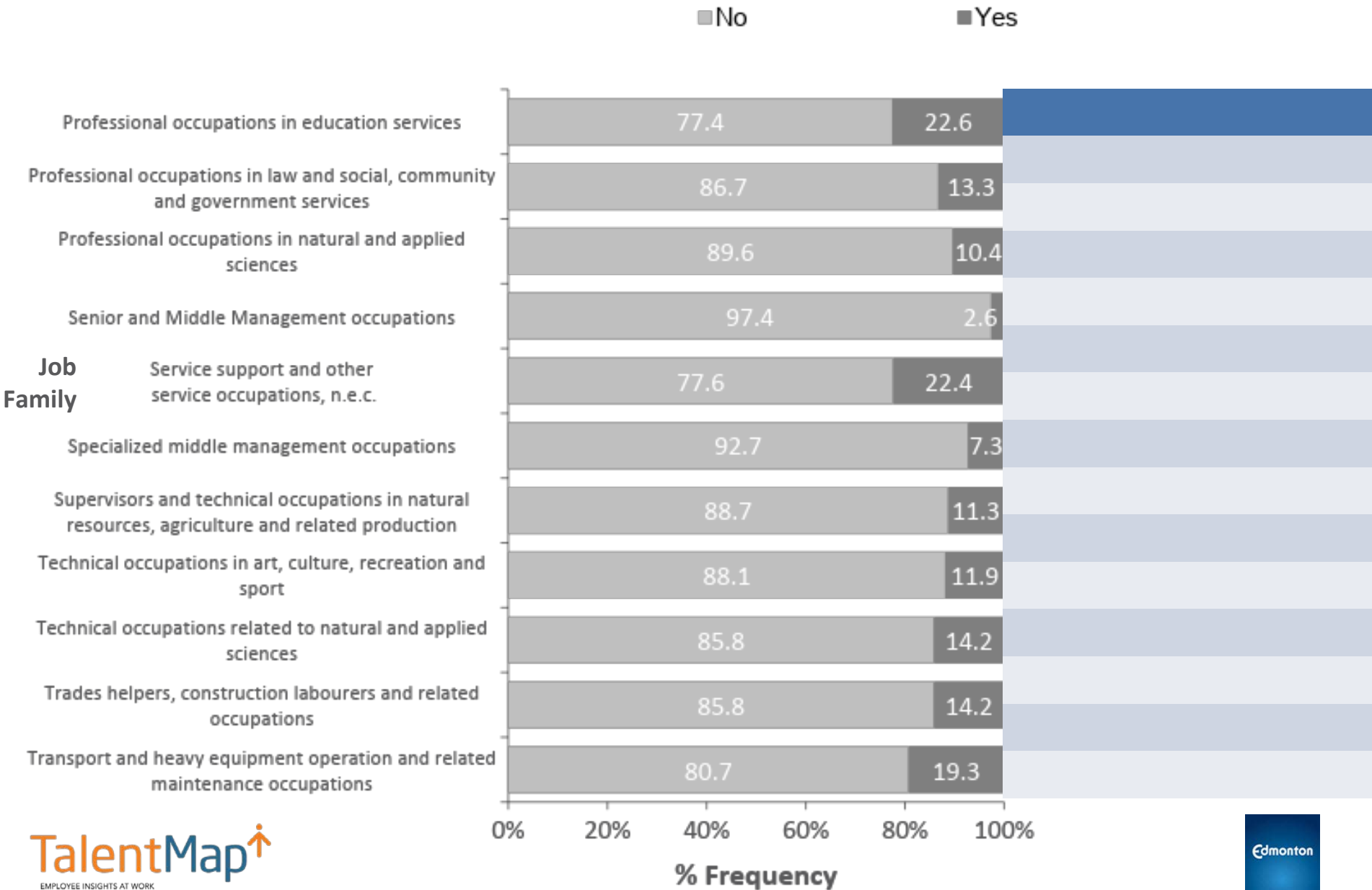
Perceived Discrimination Experienced by Demographic Groups

90



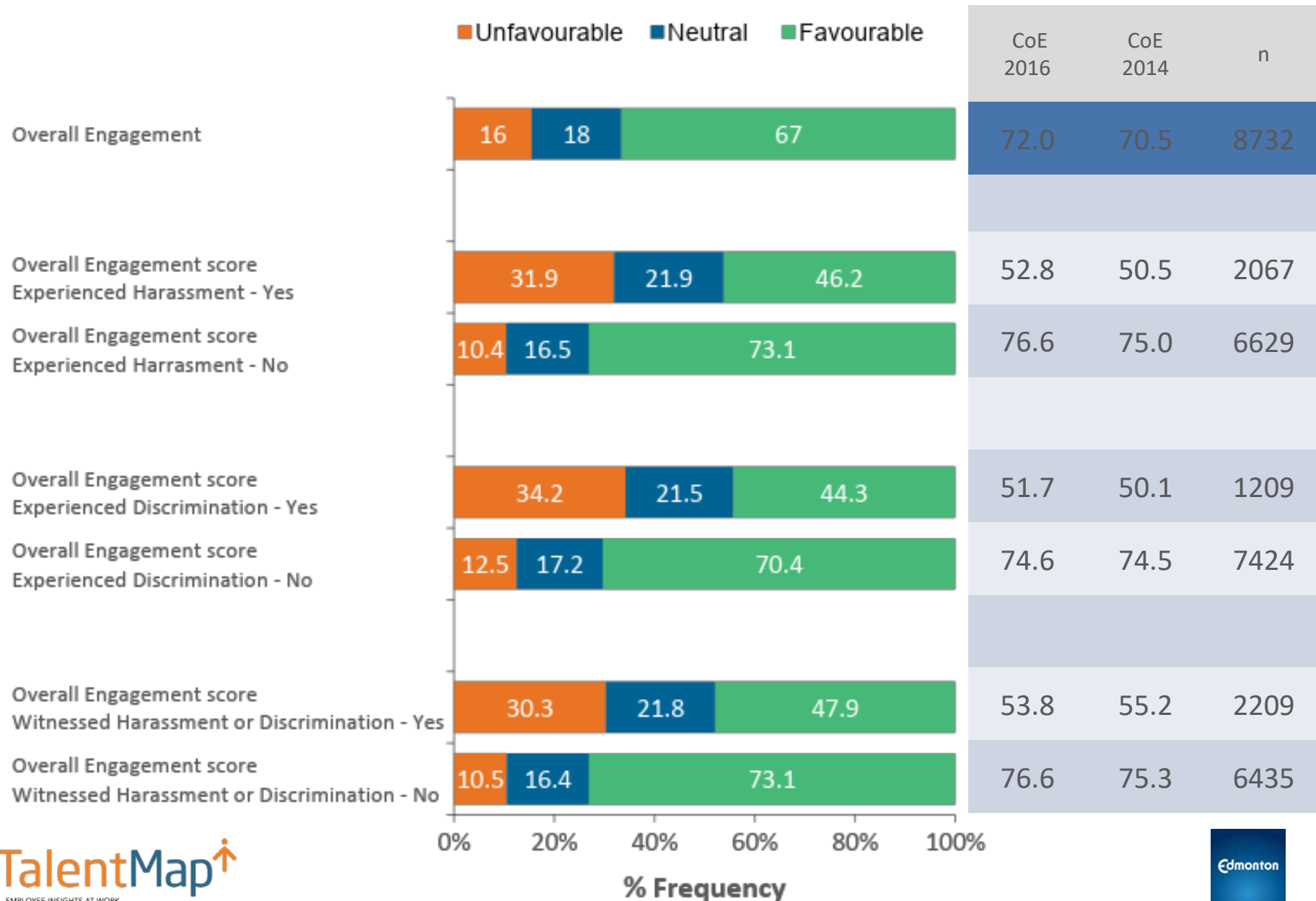






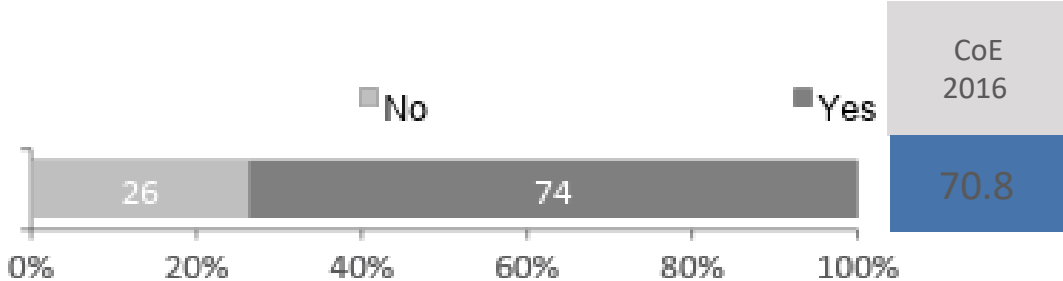
Engagement Scores by Perceived Experience with Harassment and Discrimination

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MENTAL HEALTH HELP

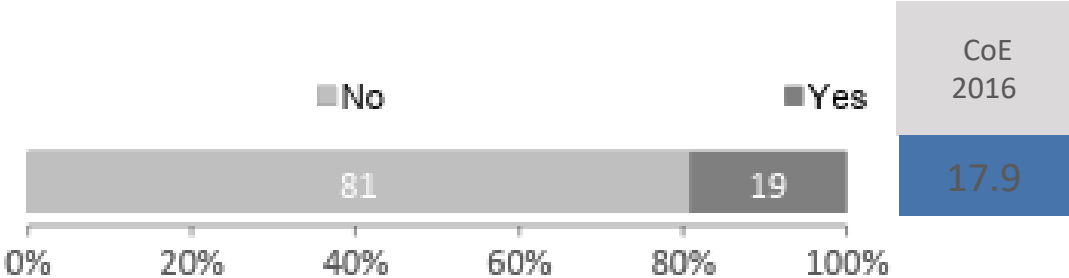
If you had a mental health issue would you know where to get help?



CHILD CARE PROVISIONS

Use child care to attend work

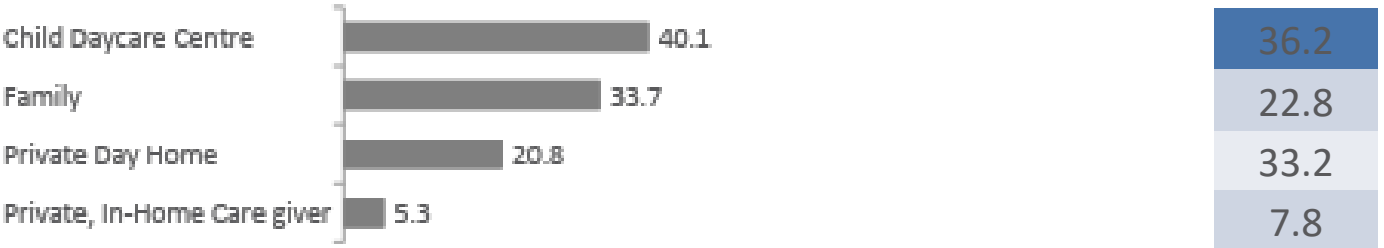
Use some type of child care in order to attend work?



Preference to have child care near home or work?



Which of the following do you use most often?
Of those who responded Yes.



Recommendations to Management Team

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CoE 2016	CoE 2014
47.3	36.8
40.6	n/a
31.8	34.3
26.5	31.3
24.5	26.6
17.8	n/a
20.4	25.1
21.7	27.3
17.9	22.9
17.4	n/a
21.9	26.1
17.3	21.6
19.5	22.1
18.6	20.2
15.3	n/a
12.0	n/a
13.2	18.1
10.5	11.0
11.7	12.2
8.9	n/a
7.4	9.7
8.4	10.7