



NARRATIVE
RESEARCH

2022 EMPLOYEE ENGAGEMENT STUDY

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HALIFAX

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Table of Contents

| | <u>Page</u> |
|--|-------------|
| Introduction | 1 |
| Conclusions | 4 |
| Recommendations | 10 |
| Detailed Analysis | 13 |
| Factors of Importance to the Workplace | 14 |
| Workplace Commitment | 16 |
| HRM's Strategic Direction | 17 |
| Employee Engagement..... | 19 |
| Management..... | 24 |
| Employee Satisfaction | 29 |
| Professional Development | 35 |
| Performance and Productivity..... | 41 |
| Employee Recognition..... | 45 |
| General Working Conditions | 52 |
| Health and Safety | 57 |
| COVID-19..... | 61 |
| Communications | 64 |
| Important Workplace Changes..... | 68 |
| Gap Analysis | 69 |
| Net Promoter Score..... | 71 |
| Differences by Business Unit | 72 |
| Narrative Research Database Analysis | 75 |
| Employee Report Card | 77 |
| Study Methodology | 80 |



Introduction

This report presents the results of Halifax Regional Municipality's **2022 Employee Engagement Study** undertaken by Narrative Research (NR) on behalf of Halifax Regional Municipality (HRM). The overall purpose of the study was to obtain an understanding of current employee attitudes, perceptions, and opinions regarding their employment within HRM.

The data collection for this study took place between January 27 and March 9, 2022. All employees (n=3,559) were invited to participate in an online or paper survey. In total, 1,738 usable surveys were available to NR, resulting in an overall rounded response rate of 49 percent for the entire population surveyed.

By way of context, Narrative Research mentions here that our organization has conducted only limited employee engagement research during the pandemic, as many organizations paused their employee research intentions during the COVID-19 period. Accordingly, while it is somewhat perilous to make generalizations concerning overall employee perceptions and attitudes during this two year period, nonetheless there is a certain amount of empirical evidence to suggest that employee engagement, broadly defined, appears to have declined modestly during the 2020-2022 period, a not surprising outcome as many employees had to undertake their work away from their colleagues and away from their familiar workplace surroundings. Moreover, there is also evidence suggesting that attendant response rates or participation rates in surveys also declined, again perhaps not a surprising outcome for a seemingly less engaged workforce across the Atlantic region.

Where applicable, results of the current study are compared with NR's Employee Opinion Database of Atlantic Canadian organizations. As a result of Narrative Research's extensive experience in the field of employee opinion research, our company has developed a comprehensive database of Atlantic Canadian employee opinions. This database draws information together from organizations ranging from small to large in size, representing public, private, and industrial sectors in addition to union and non-union environments across the region.

Finally, it should be noted that percentages reported may not always total to 100% due to rounding, and where multiple responses were permitted, the totals will likely exceed 100%. This report includes a concise **Executive Summary**, the key **Conclusions** and **Recommendations**, as well as the **Detailed Analysis** of the data and a **Study Methodology** section.



Executive Summary

In January 2022, data collection commenced on the **2022 HRM Employee Engagement** Study, directed by Narrative Research (NR) on behalf of Halifax Regional Municipality (HRM). Surveys were accepted until early March. The survey was administered to HRM employees across all Business Units and was made available via an online survey as well as paper survey packets. The overall purpose of the study was to understand employee attitudes, perceptions, and opinions regarding their employment at HRM. Results are compared with the 2018 survey where feasible, as well as Narrative Research's database norms for Atlantic Canadian work places, again where applicable. Opportunities for improvement, or areas of focus, are determined by several analytics including the comparison of HRM to these database norms and to 2018 HRM results, as well as regression and gap analyses.

Notable results arising from the survey include a majority of HRM employees indicating they have a high level of commitment *to HRM*, while in contrast, just one in seven perceive that HRM has a high level of commitment *to them* (a pattern that is typical in employee engagement research of this nature). The majority of HRM employees once again report that they are satisfied with their job and with HRM as their employer. As well, assessment of supervisors remains generally positive, however, favourable assessments of senior management are less robust. This is a commonplace finding in larger workplaces, where communications from senior management typically are more diffuse and/or more difficult to implement.

To better understand the workplace engagement levels of HRM employees, Narrative Research generated an Employee Engagement Index and identified the key drivers of Employee Engagement at HRM. The Index incorporates three key survey questions. This year, the municipality's Employee Engagement Index score is 66, lower than its inaugural score by five points, and lower than Narrative Research's norm for Atlantic Canada for a similar though not exactly matching engagement model (74). The Employee Engagement key driver analysis was performed to identify which workplace facets might have the greatest influence or impact on employee engagement at HRM. There are five factors found to currently most drive employee engagement at the municipality. These include perceiving that *HRM's leaders are interested in the overall well-being of its employees, career aspirations can be achieved at HRM, HRM satisfies the needs of the public, employees' level of commitment to the municipality, and having the daily opportunity to do what they do best*. Improving workplace scores on these regression-derived factors thus should have the greatest impact on HRM's levels of workplace engagement overall. Among these five factors, there is the most opportunity to improve in employees believing their career aspirations can be achieved at the municipality, followed by leaders expressed interest in employees' overall well-being. Indeed, results suggest these two areas should be priority areas of improvement for the organization.

A net promoter score of -9 was calculated for HRM, indicating that employees are *slightly more likely to not recommend* than to *recommend HRM* as a good place to work. In an ever-increasing competitive landscape for employee recruitment and retention, this result suggests that timely remedial action to address employee discontent is required.



In terms of comparison to Narrative Research's Atlantic Canadian Normative Database of Employee Opinion, similar to 2018, HRM lags behind Atlantic Canadian norms across many metrics. Specifically, HRM exceeds the database figure solely in relation to the statement *my employment is secure at HRM*, while trailing the Atlantic norm on 33 statements for which comparator information is available. Analysis of areas where HRM lags behind reveals certain themes. Three of these measures pertain to the area of *health and safety*, namely, leaders being interested in the overall well-being of HRM employees, prioritization of workplace safety, and HRM being supportive of employees with mental health issues. Four measures pertain to *senior management*: leaders being interested in the overall well-being of employees (also noted under health and safety), confidence in the job of the senior management team of the Business Unit (BU), senior management of BUs following up on commitments made to staff, and senior leaders being approachable. Five measures relate to supervisors including encouraging development, being kept well-informed of expectations, being given regular feedback, caring about them as a person, and fairness in assessing performance. Three relate to *contributions*: employees understanding how they can contribute to HRM achieving its key priorities, feeling their contributions are valued at HRM, and having the opportunity to influence decisions that affect their jobs. Two areas pertain to the *pandemic*: satisfaction with the municipality's response to the pandemic and keeping employees informed during the pandemic.

In comparison with 2018 results, employee opinion has declined (in general, modestly) across many measures. Declines include commitment to HRM, perceptions of senior management, approachability of direct supervisor, employment satisfaction, morale, and certain aspects of professional development, productivity and health and safety. In Narrative Research's experience, this general pattern of decline suggests there are perhaps certain underlying issues affecting ratings across multiple areas. Addressing these issues tends to result in universal improvements across aspects of employment. Despite these declines, there are two notable areas of improvement, both within communications. These include the municipality providing sufficient information about current organizational initiatives and changes and encouraging team and collaboration. These improvements are positive to note, although there is still ample opportunity to continue this upward trajectory.

Narrative Research performed a gap analysis to identify differences between employee expectations, on the one hand, and perceptions of HRM performance, on the other hand. A gap score is calculated as *the percentage of employees who rate a factor as critically important, but do not completely or mostly agree that their employer performs well on that factor*. A higher gap score indicates a greater discrepancy between expectation and performance. Similar to 2018 findings, HRM employees have the largest gap scores in regard to *having confidence in the job being done by the senior management team of their business unit* and *being fairly compensated in terms of salary*. Collectively, the results and various analyses indicate that there are opportunities to strengthen engagement and satisfaction. Results suggest more needs to be done to prioritize **health and safety**, as well as demonstrate interest in employee well-being and support for mental health issues. Likewise, results indicate professional development and creating a culture of learning and growth would benefit the organization. Confidence in **senior management** also could be addressed, as could enhancing a sense of contribution and a connection to the broader organization.



Conclusions

When evaluating HRM as a place to work, most employees consider each workplace factor examined to be important, although secure employment and respectful treatment are most likely to be viewed as critically important.

Across the 12 workplace factors examined in this research, at least eight in ten employees consider each of them to be important (either critically, or important but not critical). Just over eight in ten employees agree that having secure employment and being treated in a respectful manner are ‘critically important.’ Moreover, the following are considered critically important by at least two in three employees: fair compensation in terms of salary, satisfying the public’s needs, satisfaction with the benefits package, and having confidence in the job being done by the senior management team within the Business Unit.

A majority of employees indicate a high level of commitment towards HRM, however, only one in seven perceive that HRM is highly committed to them.

Two in three employees express a high level of commitment to HRM. Commonly seen among employees in Narrative Research’s database, the corresponding perceived level of commitment of the employer to the employee is considerably lower. HRM is no exception with only one in seven employees feeling that HRM is highly committed to them. This year, both measures are below Narrative Research’s database norm. Moreover, commitment to the employer has softened since 2018.

As compared to employees from across Atlantic Canada in Narrative Research’s employee opinion database, fewer HRM employees are aware of aspects of the municipality’s strategic direction.

HRM falls below average when compared to Narrative Research’s normative database regarding employee understanding of strategic direction. Specifically, a minority understand the municipality’s *Plan on a Page*, and a slight majority understand how they can contribute to the municipality in achieving its key priorities. Both measures are similar to 2018 results, and both are below the database norm.

Current employee engagement is moderate, with just over seven in ten employees being engaged to some degree.

It is positive to note that a sizable majorities of HRM employees generally feel motivated to do a good job, and would recommend HRM as a place to work. A slimmer majority feel a sense of pride in the accomplishments of HRM. All three measures have less robust scores compared with 2018. Moreover, motivation to do a good job and sense of pride are below the database norm. While a large majority of HRM employees would recommend HRM as a good place to work, the ‘net promoter score’ for the municipality (discussed below), suggests an opportunity for a stronger performance along this dimension. Overall, employee engagement at HRM is modestly lower than elsewhere in Atlantic Canada. Specifically, one in ten HRM employees exhibit a high level of engagement, and four in ten have medium engagement, two in ten have low engagement, with the remaining one-quarter being disengaged. The degree of engagement varies by BU with employees in Governance (CAO Business Unit), Finance and Asset Management, Transportation and Public Works, and Parks and Recreation having the highest levels of engagement.



HRM's employee engagement is driven by five primary drivers, as derived via statistical analysis undertaken by Narrative Research on the municipality's survey data: These include thinking that *the municipality's leaders are interested in the overall well-being of employees*, believing *career aspirations can be achieved at the municipality*, believing *the municipality satisfies the needs of the public*, having a *high level of commitment to the municipality*, and having *the daily opportunity to do what they do best*. In this instance, Narrative Research can confirm that the statistical 'key driver analysis' undertaken to identify these 'drivers' was robust, and thus can confidently state that these five factors are indeed important determinants of employee engagement at HRM.

Positive assessment of supervisors along various dimensions is moderate to high, while positive assessment of senior management is less robust.

Employee opinions of their supervisory managers is generally positive, with, for example, eight in ten employees agreeing that their direct supervisor is approachable. This is slightly less than in 2018. A moderate majority have confidence in the job being done by their supervisor/manager, while a majority also perceive their supervisor as fair when assessing their performance, with both measures similar to 2018. Assessment of their supervisor's fairness is lower among HRM employees compared with other Atlantic Canadian organizations.

Generally, senior management and Business Unit Executive Directors are not perceived as positively as direct supervisors, a common finding in research of this type. Specifically, one-half of employees finds senior management members approachable, while a minority of employees are confident in the job being done by senior management, believe senior management cares about them as a person, or agree that senior management follows up on commitments to staff. For all four measures, results are less positive than they were in 2018. Moreover, results are lower than average in comparison to other Atlantic Canadian organizations regarding senior management being approachable, confidence in senior management and senior management following up on commitments.

Job satisfaction is moderate and lower compared to other Atlantic Canadian organizations.

Ratings of job satisfaction as well as satisfaction with HRM as an employer are both moderately positive, albeit down from 2018. The decline in overall job satisfaction is particularly notable and job satisfaction with the HRM is now below the Atlantic Canadian norm.

The most predominant reason for job *satisfaction* as well as *satisfaction with HRM as an employer* is that the work is rewarding or satisfying, while the greatest reason for *dissatisfaction* is poor leadership, followed by a lack of appreciation for employees.

Morale at work has declined relative to 2018, with a modest majority having a positive morale, below the database norm. Slightly more positive, seven in ten employees agree they have the daily opportunity to do what they do best, with this measure on par with the database norm.



Perceptions regarding professional development fall below average in some regards when compared to other Atlantic Canadian organizations, indicating opportunities for improvement.

As evident in 2018, HRM employees do not perceive robust professional development opportunities being available to them. Specifically, approximately one-half agree their supervisor or manager encourages their development, they are given fair opportunity to pursue related training, their career aspirations can be achieved at HRM, or they are given a fair opportunity to pursue training associated with their job. Encouragement of development, believing career aspirations can be achieved at HRM, and opportunity to pursue training are all below the database norm, while being given a fair opportunity to compete for positions is on par.

Perceptions are less positive when it comes to access to opportunities to help develop careers, mistakes being seen as learning opportunities and not failures, and learning and skills development being top priorities. Only a minority agrees with each of these statements. Access to opportunities to help develop their career has declined somewhat since 2018. Six of the seven measures assessing professional development have declined since 2018, the exception being supervisors or managers encouraging their development, which remains stable.

While the majority of HRM employees do not find their job too stressful, one-third of employees find their jobs stressful. This suggests a slightly higher incidence of workplace stress as compared to elsewhere in Atlantic Canada, as well as compared with four years ago at the municipality.

One in three HRM employees find their job to be too stressful. This is up from one in five in 2018 and is also higher than the current database norm. It should be noted that the database norm percentage has also increased since 2018. Otherwise, agreement across numerous performance and productivity metrics is moderately strong, however, many nonetheless fall below the norm when compared to other organizations in the region. Specifically, fewer than average agree they are held accountable for their performance, have the necessary supplies to do their job well or have the opportunity to influence decisions that affect their job. The latter remains particularly limited at HRM with only one in three considering this to be the case, while across other organizations, a majority feel they can influence such decisions. On par with other organizations, a fairly strong majority agrees they are able to effectively deal with the amount of work. Having the necessary tools and being held accountable have both declined somewhat compared with 2018.

Some perceptions vis-à-vis employee recognition are moderately positive, however, a notable minority of employees perceive their contributions as undervalued, that there is poor camaraderie between co-workers, and that their achievements go unrecognized.

Agreement across certain aspects of employee recognition are fairly positive. Specifically, seven in ten agree they are treated in a respectful manner at work and their work team values their contribution, while a similar proportion feel their pension plan provides good value for their contribution (a new measure this year). A slightly less robust majority believes their supervisor cares about them or follows up on commitments made to them, as well as are satisfied with their benefits packages or agree they are fairly compensated in terms of salary. Most limited are perceptions that successes are celebrated as a team, there is recognition for achievements, and contributions are valued. A minority agrees with each of these.



Results are similar to 2018 results where comparable, with the exception of celebrating successes, which has declined. Most comparable measures to the database norm, namely, the work team valuing contributions, respectful treatment, the manager caring about them as a person, celebrating of successes, recognition of achievement, valuing of contributions, and satisfaction with the benefits package are all below the database norm. Feeling they are fairly compensated in terms of salary is on par with other Atlantic Canadian organizations.

A majority of employees are satisfied with their general work conditions, and a similar proportion agree that the municipality satisfies public needs.

Similar to 2018 results and above the Atlantic Canadian norm, eight in ten HRM employees agree their employment is secure at HRM. Just slightly fewer agree that there is good co-operation among co-workers, they are treated fairly within their work team, and they are part of a diverse and inclusive team.

A new measure this year, two in three HRM employees agree they would be more likely to stay with the municipality if there were increased opportunities for flexible work arrangements. A similar proportion agrees the municipality satisfies the needs of the public, with this well below the Atlantic Canadian norm. Results, where comparable, are largely similar to 2018, with satisfying the needs of the public exhibiting a marginal decline.

Health and safety results are in certain instances low and represent a workplace opportunity area for the municipality.

Agreement regarding the statements *I can balance the demands of my work life with the demands of my personal/family life* remains positive and stable compared with 2018 results, as well as on par with the Atlantic Canadian norm. In contrast, perceptions of workplace safety being a priority have declined compared with 2018, and with six in ten agreeing this is the case, is now below the Atlantic Canadian norm.

Under one-half agree that their workplace is *supportive of employees with mental health issues, employee health and wellness is a priority at HRM, and HRM's leaders are interested in the overall well-being of employees*. The latter two measures have declined since 2018. It is of note that HRM is notably below the Atlantic Canadian norm for perceived support for employees with mental health issues, and leaders being interested in the overall well-being of employees. On average, this is a majority viewpoint in other Atlantic Canadian organizations.

Employees are moderately satisfied with the municipality's response to the pandemic.

Approximately two in three HRM employees agree the municipality *has kept employees well-informed during the pandemic and their supervisor/manager has been in regular contact with them during the pandemic*. Just slightly fewer – six in ten – agree that the municipality *has been flexible in accommodating the circumstances of employees during the pandemic and overall and they are satisfied with the municipality's response to the pandemic*.



Employees continue to perceive performance feedback and information sharing as limited, although improvements are evident for certain aspects of communication.

On par with results from 2018 yet still below the Atlantic Canadian norm, six in ten HRM employees agree that their *supervisor/manager keeps them informed of what is expected*. Close to the same proportion agree the municipality *provides sufficient information about current organizational initiatives and changes*, a notable improvement from the one-third holding this opinion in 2018. This measure is now on par with the Atlantic Canadian norm. Approximately one-half confirm they are *given regular feedback on their job performance by their manager/supervisor*, below the Atlantic Canadian norm. Reflecting improvement compared to 2018, just over four in ten agree that *encouraging teamwork and collaboration is a priority at the municipality*.

The top changes employees wish to see the municipality make are improvements to compensation, better leadership and more flexible work schedules.

When asked to identify the single most important change that could be made to improve the HRM workplace, better salaries and benefits, improved management, and more flexible work schedules are the most cited responses.

While gap scores between employee expectation and employer performance remain modest for many areas, the discrepancy has grown in regards to confidence in senior management.

To more fully understand differences in employee *expectations* vis-à-vis the *perceived performance* of HRM as an employer, a gap analysis was performed. The gap score is calculated as the percentage of employees who rate a statement as critically important, but do not completely or mostly agree that their employer performs near optimally in that regard. Generally speaking, the results of this line of inquiry indicate gap scores are moderate, with the largest gap being in regard to having confidence in the job being done by the senior management team of my business unit followed by being fairly compensated in terms of salary. Notably, the gap scores for both of these metrics have increased since 2018.

HRM has a negative net promoter score, lower than in 2018, indicating that the number of detractors is greater than the number of employees who promote the municipality as a good place to work.

The net promoter score is a measure of the likelihood of employees to recommend HRM as a good place to work. In this instance, the population of employees is separated into categories of “promoters,” “neutral,” and “detractors,” based on their willingness to recommend HRM. Overall, HRM has a net promoter score of -9, indicating that HRM’s employee detractors are a bigger segment than its employee promoters. Another overall indicator of workplace performance is derived by comparing HRM’s survey results to those contained in Narrative Research’s Employee Opinion Database for Atlantic Canada. Across many survey metrics it is found that HRM lags vis-à-vis the database. Specifically, HRM exceeds the average database rating solely in relation to the statement *my employment is secure at HRM*, while trailing the Atlantic norm on 33 statements for which comparator information is available.



There are notable variations in workplace perceptions across HRM's various Business Units, with lower scoring units thus representing more evident opportunity areas for workplace improvements.

Across the various agree-disagree survey questions, in many instances a Business Unit was found to be either more or less likely to be above or below the HRM overall result for a specific question. Six of the eleven Business Units have at least two-thirds of the statements above the HRM overall result including: Finance and Asset Management, Governance (CAO Business Unit), Planning and Development, HR/Corporate Communications, Transportation and Public Works, and Legal, Municipal Clerk, External Affairs employees. Halifax Regional Police employees are found to have the greatest percentage of items below the HRM overall result, followed by Halifax Transit employees.

Across employee characteristics, generally more favourable results are evident among employees in management positions, non-union members, those who know who their Business Unit's Executive Director is, employees with less than five years employment with HRM, female employees, and employees who are more highly engaged and satisfied with their job.



Recommendations

The following recommendations are based on the findings from this study and the conclusions drawn from those findings and are presented for HRM's consideration.

1. Steps should be taken to enhance employee well-being across the HRM workplace.

Through the COVID-19 years there has arisen an increased focus on employee workplace well-being in Atlantic Canada and beyond, driven in large part by shifting employee circumstances during the pandemic. HRM's employee engagement results clearly indicate that more could be done to craft a workplace culture that prioritizes and supports employee well-being. Indeed, given that the sense that leaders are interested in employee well-being is a key driver of employee engagement, combined with lacklustre performance in the area, underscores the importance of ensuring employee well-being becoming front and centre for the organization. Moreover, it is important that the focus on employee well-being be comprehensive, encompassing mental health and social well-being as well as more traditional aspects of health and safety and engagement.

2. Senior management should engage more with employees, an outcome of which should be an enhanced confidence in senior management and a stronger sense of connection to HRM.

The survey results clearly illustrate concerns regarding confidence in the job being done by senior management, the approachability of senior management, senior management following up on commitments made to staff, and as noted above, the sense that senior management is interested in employee well-being. While it is commonplace for there to be less connection between senior management and staff, compared with more direct supervisors and staff, the fact that these survey results have declined compared with 2018 and are less robust than other Atlantic Canadian organizations, suggests that the disconnect between senior management and employees is especially elevated at HRM. A key opportunity to improve is to augment dialogue between employees and senior members of the organization. Enhanced dialogue generally has a wide-reaching effect of improving other workplace dimensions, for example with employees feeling increasingly connected to the organization, and that their contributions matter, both dimensions found to be limited at HRM. As such, it is recommended that communications enhancement be a top priority with a particular focus upon communications between senior management and employees.

3. A culture of employee development should be promoted within the organization.

Perceptions of training and career opportunities are not positive at HRM. It is of particular note that a key driver of engagement is employees believing their career aspirations can be achieved at HRM, and only one-half of employees believe this to be the case at the present time. It is important that employees have a clear sense of how they can develop within the organization, and how that development will allow them to progress within HRM. A cornerstone of this unfolding as needed is to ensure training and development plans, as well as regular feedback from supervisors, are firmly in place in the organization.



There is a marked opportunity to strengthen perceptions among HRM employees vis-à-vis training and development at the organization: many staff members currently do not widely believe they have access to opportunities to help develop their careers; many do not agree that mistakes are regarded as learning opportunities and not failures; relatively few say learning and skills development are top priorities; only one-half agree that their supervisor or manager encourages their development; with a similar low percentage saying they are given fair opportunity to pursue related training. Indeed, the results indicate that there is benefit in ensuring more formalized development plans are put in place for employees, so that they can envision a long-term trajectory within the organization that meets their career development goals.

The fact that only one-half of employees perceive that they receive regular performance feedback clearly indicates that such feedback is not an embedded activity in the workplace, thereby presenting a large opportunity for an important workplace enhancement. While as stated above it is critical that senior leaders play a lead role in moving HRM to the next level in terms of workplace engagement and performance, of course it is an employee's immediate supervisor who must in many or most cases be the 'voice' of the organization in terms of articulating not only the employee's personal goals and objectives, on the one hand, but also the goals and objectives of HRM overall, on the other hand. An outcome of this circumstance is that in a high performance workplace, employees are empowered by becoming engaged in such discussions, along with middle managers who are charged with imparting the key goals of not only their division or Business Unit, but also (at least to a limited extent) of the organization overall.

4. *Emphasis should be placed upon specific Business Units that exhibit generally less positive opinions and indicators of engagement.*

As noted in 2018, in any workplace as sprawling and disparate as HRM's, results arising from surveys of this nature will almost necessarily be variable or inconsistent from one Business Unit, division or department to another. When comparing Business Unit survey results to those for HRM overall, it is evident that certain Business Units fairly consistently yielded survey results that are at least 10 percentage points below the HRM overall finding. These consistently lower scores may be indicative of problems within the Business Unit or a lack of connection to HRM as an employer. It is not uncommon within an organization the size of HRM that certain Business Units, departments or divisions that perhaps operate somewhat independently from others, have less of a sense of connection with the overall employer, and perhaps have more of a sense of 'departmental identity' than an 'organizational identity.' That said, it is nonetheless important to understand and action the unique issues within each Business Unit, as well as develop 'connectivity' with the larger organization.

5. *Immediate steps should be taken to develop action plans arising from the survey, at the Business Unit level as well as among senior management at HRM.*

To reiterate a key recommendation from 2018, steps should be taken to share the survey results with staff members, and, most importantly, to develop action plans that are directly derived from the survey results. The results very clearly point to opportunities to improve the HRM workplace.



Moreover, the deterioration in key survey metrics since 2018, and the relatively lower performance of HRM compared with other workplaces in the region, point to a need to focus on employees and improve the HRM workplace at the present time. Action is critically important during this time when present conditions in Nova Scotia and beyond point to a phenomenon known as the ‘Great Resignation,’ whereby employees are leaving their current positions for a variety of reasons, be it to improve their wages and benefits amidst economic conditions including the rising cost-of-living, as well as perhaps owing to social conditions brought occasioned the COVID-19 pandemic. In essence, job security is not sufficient to attract and retain employees in the current milieu. Action is needed to convey to employees that they matter, and that management is committed to their well-being and to broadly enhancing the HRM workplace.



Detailed Analysis

The Detailed Analysis sections provide the in-depth analysis of the results organized into key topics. Given that a large number of items are on a 5-point agreement scale, the analysis focuses on the proportion *agreeing*, which represents the sum of ratings of employees who ‘completely’ or ‘mostly’ agree with a survey statement.

The analysis herein in certain instances places an emphasis upon the percentage of employees who *disagree*, represented by the sum of ratings of those who either ‘completely’ or ‘mostly’ disagree with a survey statement. Variations in the extent to which employees *agree* with a statement often corresponds to variations in the percentage of *neutral* (that is, a *neither agree nor disagree* response by an employee) as well as *disagreement* responses, rather than solely a reflection of outright disagreement. In NR’s experience, such a pattern usually reflects more uncertainty on the part of employees, rather than extensive discontent. Discontent is usually reflected in elevated outright disagreement ratings across a large number of measures. In this regard, results where at least one-third of employees disagree are noted.

Please note that in the report, commentary is frequently made concerning comparisons between and among various classification groups of HRM employees. Attention is drawn to the fact that for one such group, specifically non-binary or unstated gender employees, there are only 22 HRM employees who submitted survey data who self-identified in this group. Accordingly, caution is recommended in interpreting the survey results of this demographic sub-group of the overall population, as the sample size of this group is small.

Throughout this analysis, “HRM” and “the municipality” are often used in place of “Halifax Regional Municipality.”

Overall results are presented below, followed by differences across employee characteristics and Business Units. In analyzing differences across Business Units, a difference of at least 10 percentage points from the overall percentage was used as the guide to systematically examine differences. In analyzing differences across employee characteristics (referred to as subgroup differences), a difference of at least 10 percentage points from their counterparts was used as a guide.

When comparing the results to NR’s normative database of Atlantic Canadian organizations, a difference of five percentage points was used as a guide. Similarly, when comparing results year-over-year, a minimum difference of five percentage points was used as a guide to denote change.

As a general note, positive perceptions are more evident among more engaged employees and more negative perceptions are more evident among disengaged employees. Given the consistency in this trend, it is not repeated in the analyses throughout this report.

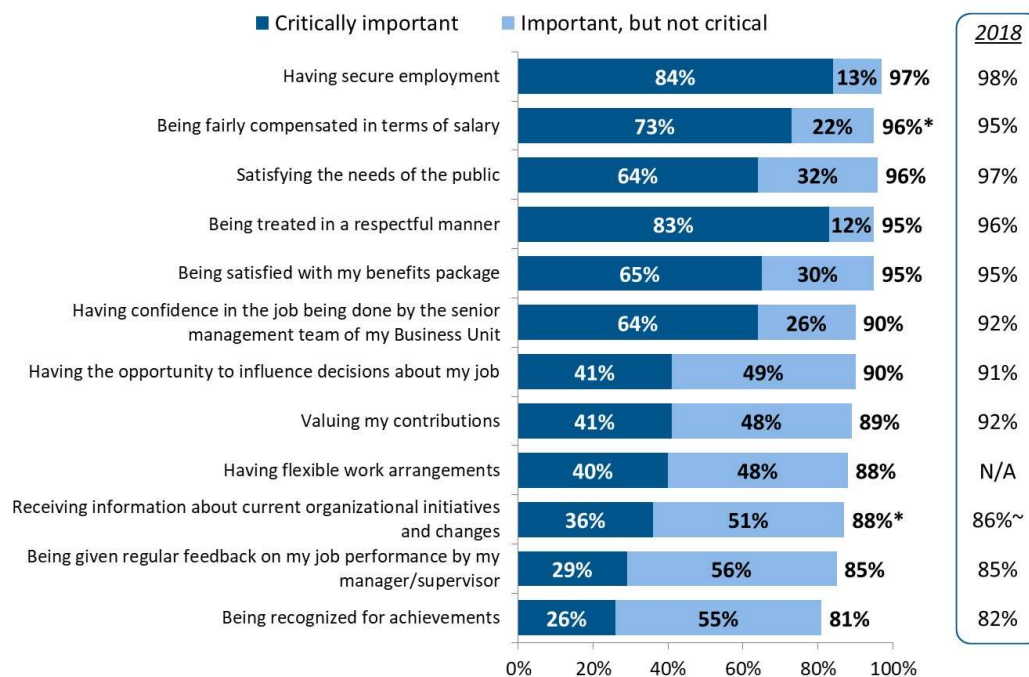


Factors of Importance to the Workplace

When evaluating HRM as a place to work, most employees consider each workplace factor examined to be important, although secure employment and respectful treatment are most likely to be viewed as critically important.

- All statements are considered to be important by at least 81%, on par with the 2018 results.
- **Having secure employment** (84%, compared with 83% in 2018), as well as **being treated in a respectful manner** (83%, compared with 80% in 2018) have the greatest proportion of employees stating it is ‘critically important’ when evaluating Halifax Regional Municipality.
- **Being fairly compensated in terms of salary** is also considered critically important by seven in ten employees (73%, compared with 67% in 2018), while **satisfying the needs of the public** is considered critically important by approximately two-thirds of employees (64%, on par with 65% in 2018). A similar proportion rate **satisfaction with their benefits package** (65%, on par with 63% in 2018) and **having confidence in the job being done by the senior management team of their Business Unit** (64%, compared with 58% in 2018) as critically important.
- Least critically important are **being recognized for achievements** (26%, unchanged from 2018), **being given feedback on their job performance by their supervisor or manager** (29%, compared with 31% in 2018), and **receiving information about current organizational initiatives and changes (for example, programs, policies, events, opportunities)** (36%, compared with 31% in 2018).

Importance of Workplace Factors



Q.1a-l: How important is each of the following in terms of evaluating HRM as a place to work? (2018 n=2,144-2,155; 2022 n=1,734-1,737)
 *Due to rounding. ~In 2018 this was "being kept well-informed of future HRM plans."



Variations across Employee Characteristics

- In terms of importance ratings, the following Business Units have results 10 or more points greater than the overall HRM result:
 - **Being recognized for achievements**: HR/Corporate Communications (91%) and Finance and Asset Management (97%);
 - **Having the opportunity to influence decisions about my job**: Legal, Municipal Clerk, External Affairs (100%); and
 - **Being given regular feedback on my job performance**: HR/Corporate Communications (95%) and Governance (CAO Business Unit) (97%).
- The following subgroup differences are also noted:
 - Non-union members are more likely than union members to agree that **being recognized for achievements** is of importance when evaluating HRM as a place to work (88% versus 78%);
 - Employees who are aware of their Business Unit Executive Directors are more likely to agree that **having the opportunity to influence decisions about their job** is of importance when evaluating HRM as a place to work (92% versus 82%);
 - Employees who are satisfied with their job are more likely to agree that **receiving information about current organizational initiatives and changes (for example, programs, policies, events, opportunities)** is of importance when evaluating HRM as a place to work (91% versus 81%);
 - Employees who are aware of their Business Unit Executive Directors are more likely to agree that **being given regular feedback on my job performance by their direct manager/supervisor** is of importance when evaluating HRM as a place to work (88% versus 78%);
 - Those in management positions are more likely to agree that **being given regular feedback on my job performance by my direct manager/supervisor** is of importance when evaluating HRM as a place to work (93% versus 83%);
 - Non-union members are more likely than union members to agree that **being given regular feedback on my job performance by my direct manager/supervisor** is of importance when evaluating HRM as a place to work (94% versus 82%);
 - Employees who are satisfied with their job are more likely to agree that **being given regular feedback on my job performance by my direct manager/supervisor** is of importance when evaluating HRM as a place to work (89% versus 78%); and
 - Employees who are satisfied with their job are more likely to agree that **having confidence in the job being done by the senior management team of their Business Unit** is of importance when evaluating the municipality as a place to work (94% versus 82%).

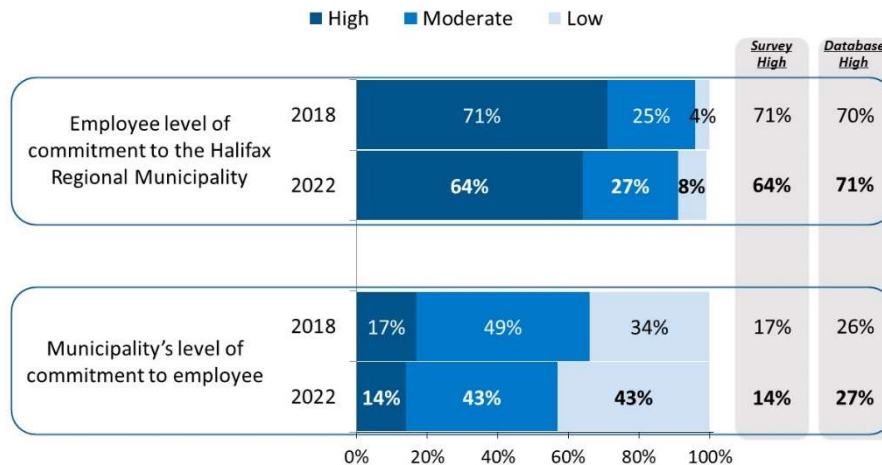


Workplace Commitment

A majority of employees indicate a high level of commitment towards HRM, however, only one in seven perceive that HRM is highly committed to them.

- Two-thirds (64%, compared with 71% in 2018) of employees state that they have a high level of commitment to HRM as an employer.
 - Based on NR’s database of Atlantic Canadian organizations, the commitment level of HRM’s employees is below the norm.
- Over one in ten (14%, compared with 17% in 2018) state that HRM has a high level of commitment to them in return.
 - HRM’s perceived level of commitment to employees is lower than that of NR’s database for the region overall.

Level of Commitment



Q.2: All things considered, would you say that you have a high level, a moderate level, or a low level of commitment to the Halifax Regional Municipality? *Previously HRM.* (2018 n=2,157; 2022 n=1,738)
 Q.3: All things considered, would you say that the municipality has a high level, a moderate level, or a low level of commitment to you as an employee? *Previously HRM.* (2018 n=2,149; 2022 n=1,736)

Variations across employee characteristics regarding Question 2: All things considered, would you say that you have a high level, a moderate level, or a low level of commitment to the Halifax Regional Municipality:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to a high level of commitment:
 - Governance (CAO Business Unit) (77%), Parks and Recreation (75%), ICT (74%), Finance and Asset Management (77%), Corporate and Customer Service (76%).
- The following Business Unit has a result 10 or more points less than the overall HRM result, with regard to a high level of commitment:
 - Halifax Regional Police (50%).



- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit Executive Directors are more likely to have a high level of commitment to HRM (68% versus 51%);
 - Those in management positions are more likely as compared to those who are not to have a high level of commitment to HRM (75% versus 60%);
 - Employees who are not a union member, when compared to those who are, are more likely to have a high level of commitment to HRM (75% versus 60%);
 - Males and females are more likely to agree than non-binary or unstated gender employees (64% and 69% versus 43%); and
 - Employees who are satisfied with their job are more likely to express a high level of commitment to HRM (76% versus 41%).

Variations across employee characteristics regarding Question 3: All things considered, would you say that the municipality has a high level, a moderate level, or a low level of commitment to you as an employee:

- The following Business Units have a result of 10 or more points greater than the overall HRM result with regard to a high level of commitment:
 - Governance (CAO Business Unit) (30%), Finance and Asset Management (24%), and Transportation and Public Works (26%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit Executive Directors are more likely to agree than those who are unaware (16% versus 7%);
 - Non-Union members, as opposed to union members, are more likely to agree (22% versus 10%);
 - Males and females are more likely to agree than non-binary or unstated gender employees (15% and 16% versus 0%);
 - Employees with less than five years tenure (22%) are more likely to agree than employees with longer tenure; and
 - Employees who are satisfied with their job are more likely to state that HRM has a high level of commitment to them as employees (20% versus 2%).

HRM's Strategic Direction

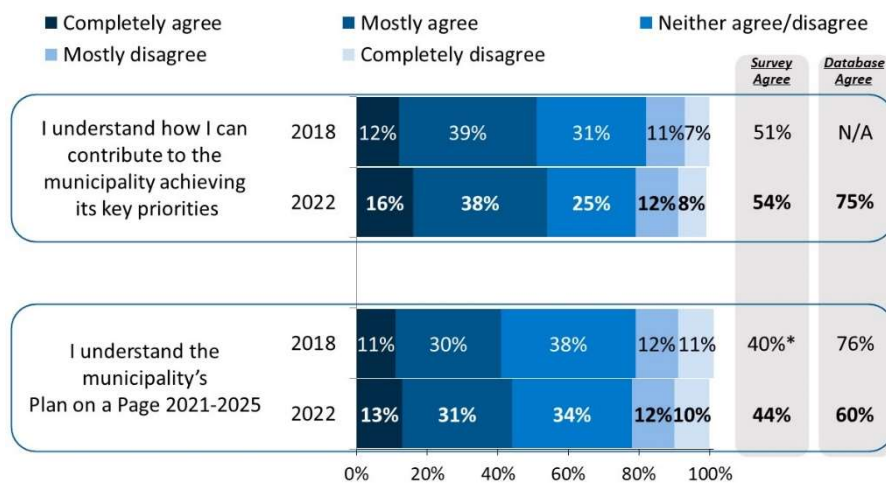
As compared to employees from across Atlantic Canada in Narrative Research's employee opinion database, fewer HRM employees are aware of aspects of their organization's strategic direction.

- Over one-half (54%, compared with 51% in 2018) agree they ***understand how they can contribute to HRM achieving its key priorities***.
- Over four in ten (44%, compared with 40% in 2018) agree they ***understand the municipality's Plan on a Page 2021-2025***.



- Although HRM’s Plan on a Page is unique, this statement was compared with NR’s database statement *I understand my organization’s strategic direction*. The percentage of HRM employees who understand *the municipality’s Plan on a Page* is below average (44%, compared with 60% on average).

Strategic Direction



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.4: I understand the municipality's Plan on a Page 2021-2025. Previously HRM's Plan on a Page 2017-2021. (2018 n=2,129; 2022 n=1,736) Q.5: I understand how I can contribute to the municipality achieving its key priorities. Previously HRM. (2018 n=2,141; 2022 n=1,737) *Due to rounding.

Variations across employee characteristics regarding Question 4: I understand the municipality’s Plan on a Page 2021-2025:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Governance (CAO Business Unit) (80%), HR/Corporate Communications (79%), Parks and Recreation (71%), ICT (65%), Legal, Municipal Clerk, External Affairs (56%), Finance and Asset Management (66%), Corporate and Customer Service (56%), Transportation and Public Works (64%), and Planning and Development (66%).
- The following Business Units have results 10 or more points less than the overall HRM result, with regard to agreement:
 - Halifax Regional Fire and Emergency (25%) and Halifax Regional Police (19%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit Executive Directors are more likely to agree that they understand HRM’s plan compared to those unaware (52% versus 18%);
 - Employees in management positions are more likely to agree that they understand HRM’s plan compared to non-management employees (61% versus 38%);
 - Non-Union members, as opposed to union members, are more likely to agree that they understand HRM’s plan (72% versus 33%);



- Females are more likely than males and non-binary or unstated gender employees to agree (58% versus 39% versus 29%);
- Employees with less than five years tenure (58%) are more likely to agree than employees with longer tenure; and
- Employees satisfied with their job are more likely to agree (52% versus 30%).

Variations across employee characteristics regarding Question 5: I understand how I can contribute to the municipality achieving its key priorities:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (80%), Legal, Municipal Clerk, External Affairs (67%), Governance (CAO Business Unit) (100%), Parks and Recreation (76%), ICT (75%), Finance and Asset Management (79%), Corporate and Customer Service (72%), Transportation and Public Works (79%), and Planning and Development (81%).
- The following Business Units have results 10 or more points less than the overall HRM result with regard to agreement:
 - Halifax Regional Fire and Emergency (43%) and Halifax Regional Police (26%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit Executive Director are more likely to agree than are those unaware (62% versus 30%);
 - Employees in Management roles are more likely to agree (69% versus 49%);
 - Non-Union member employees are more likely than their counterparts to agree (79% versus 44%);
 - Females are more likely than males or non-binary or unstated gender employees to agree (66% versus 51% versus 30%);
 - Employees with less than five years tenure (69%) are more likely to agree than employees with longer tenure; and
 - Employees who are satisfied with their job are more likely to agree (64% versus 35%).

Employee Engagement

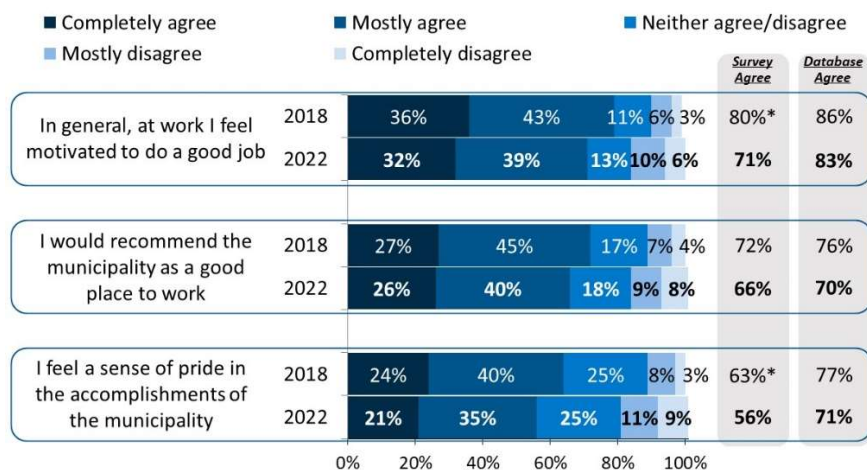
Current employee engagement is moderate, with just over seven in ten employees being engaged to some degree, as catalogued in the profile data.

- Modestly decreased since 2018, seven in ten (71%, compared with 80% previously) **feel motivated to do a good job**.
 - Compared to other organizations in Atlantic Canada, agreement that they **feel motivated to do a good job** is below average.
- Slightly decreased since 2018, two-thirds (66%, compared with 72% previously) of employees **would recommend the municipality as a good place to work**, while, also slightly decreased, over one-half (56%, compared with 63% in 2018) **feel a sense of pride in the accomplishments of the municipality**.



- Compared with other organizations in Atlantic Canada, fewer HRM employees *feel a sense of pride in the accomplishments* of the municipality.

Employee Engagement



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.13: I would recommend the municipality as a good place to work. Previously HRM. (2018 n=2,154; 2022 n=1,735) Q.17: In general, at work I feel motivated to do a good job. (2018 n=2,156; 2022 n=1,736) Q.19: I feel a sense of pride in the accomplishments of the municipality. Previously HRM. (2018 n=2,151; 2022 n=1,737) *Due to rounding.

Employee Engagement Index

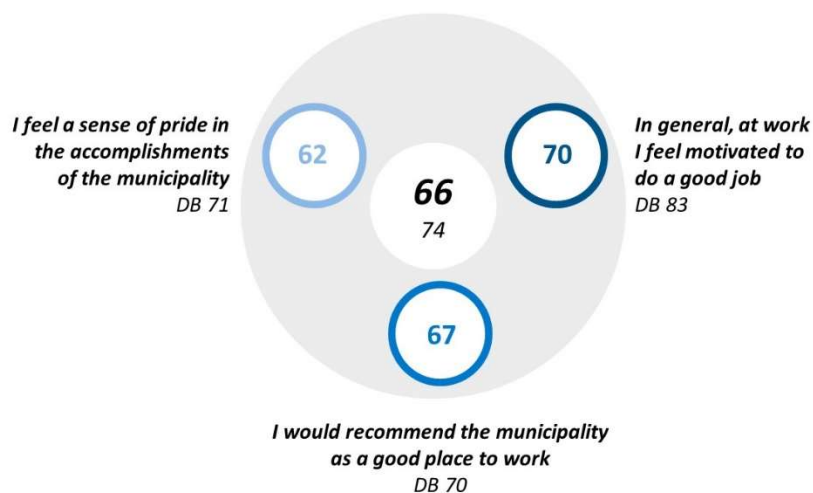
Narrative Research calculated an **Employee Engagement Index** result for HRM, based on NR’s engagement model. The Employee Engagement Index examines key aspects that, once combined, measure overall employee engagement. Specifically, the Index includes employee ratings on the following questions:

- *In general, at work I feel motivated to do a good job (Q17);*
- *I would recommend the municipality as a good place to work (Q13); and*
- *I feel a sense of pride in the accomplishments of the municipality (Q19).*

In calculating engagement scores for each employee, ratings on each of these three questions were averaged and transformed into a scale ranging from a low of 0 to a high of 100. Thus, the maximum possible score on the index is 100, while the minimum is 0. Only respondents with answers to all engagement index questions were included. The current overall measurement for HRM is 66, a figure that is modestly below Narrative Research’s norm for Atlantic Canada, and also lower than the overall measurement of 71 that had been recorded in 2018 using a similar Index model. The current Employee Engagement Index results for the various organizations in Narrative Research’s database, range from a low of 45 to a high of 85, compared to a low of 61.4 and a high of 89.1 in 2018. With this in mind, an opportunity for HRM to improve the incidence of employee engagement in its workplace is presented.



2022 Employee Engagement Index



Average of Q.13, Q.17, Q.19 [Index goes from 0-100].

Note: Only respondents with answers to all engagement index questions were included in this index. (n=1,733)

Perhaps the greatest opportunity for HRM to increase employee engagement is to focus on those areas of the municipality where engagement levels are lowest. Examination of engagement across the various Business Units reveals considerable variation. Specifically, Governance (CAO Business Unit) has the highest engagement index score, followed by Finance and Asset Management, while Halifax Transit and the Halifax Regional Police have the lowest scores.

| <i>Business Unit</i> | <i>Engagement Index</i> | <i>Ranking</i> |
|--|-------------------------|----------------|
| Governance (CAO Business Unit) | 82 | #1 |
| Finance and Asset Management | 80 | #2 |
| Transportation and Public Works | 77 | #3 |
| Parks and Recreation | 76 | #4 |
| HR/Corporate Communications | 75 | #5 |
| Legal, Municipal Clerk, External Affairs | 75 | #5 |
| Planning and Development | 75 | #5 |
| ICT | 73 | #8 |
| Halifax Regional Fire and Emergency | 70 | #9 |
| Corporate and Customer Service | 66 | #10 |
| Halifax Transit | 63 | #11 |
| Halifax Regional Police | 51 | #12 |



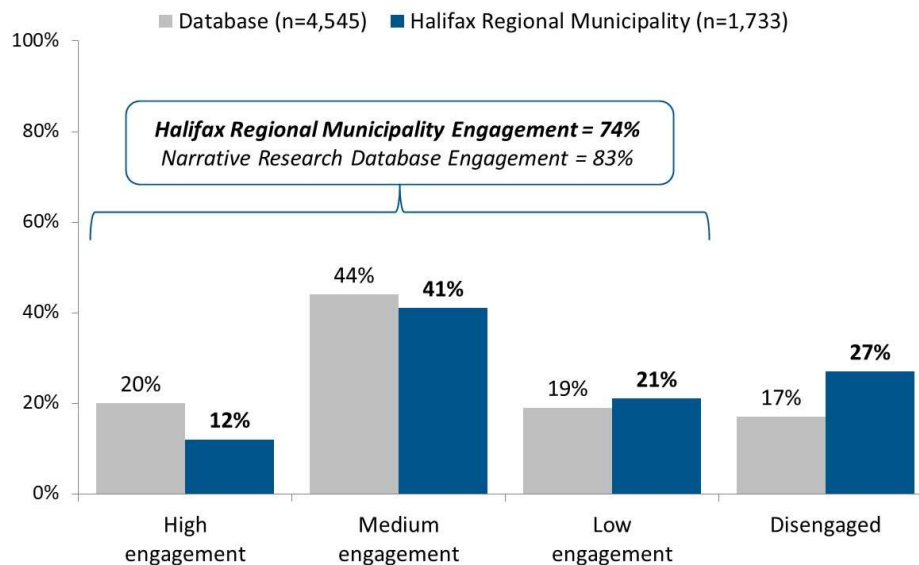
Employee Engagement Profile

The employee engagement profile acts as a further line of analysis of employee engagement levels within an organization. The profile is calculated based on the same three profiling questions as in the Employee Engagement Index.

Only employees with answers to all three of these survey questions are included in the profile, and responses dictate whether an employee has a *low, medium, or high level of engagement, or is disengaged*. A higher engagement level typically correlates with a higher affinity for their work and employer.

- A total of 41% of HRM employees have a medium level of engagement, and 12% are classified as having a high level of engagement. A total of 21% of HRM employees have a low level of engagement, while 27% are disengaged.
 - In relation to NR's normative database, the proportion of HRM employees with a high level of engagement is below the average percentage across Atlantic Canadian workplaces, while the level of disengaged HRM employees is above the percentage of disengaged employees across Atlantic Canadian workplaces.

Employee Engagement Profile



Note: Only respondents with answers to all engagement index questions were included in this table.



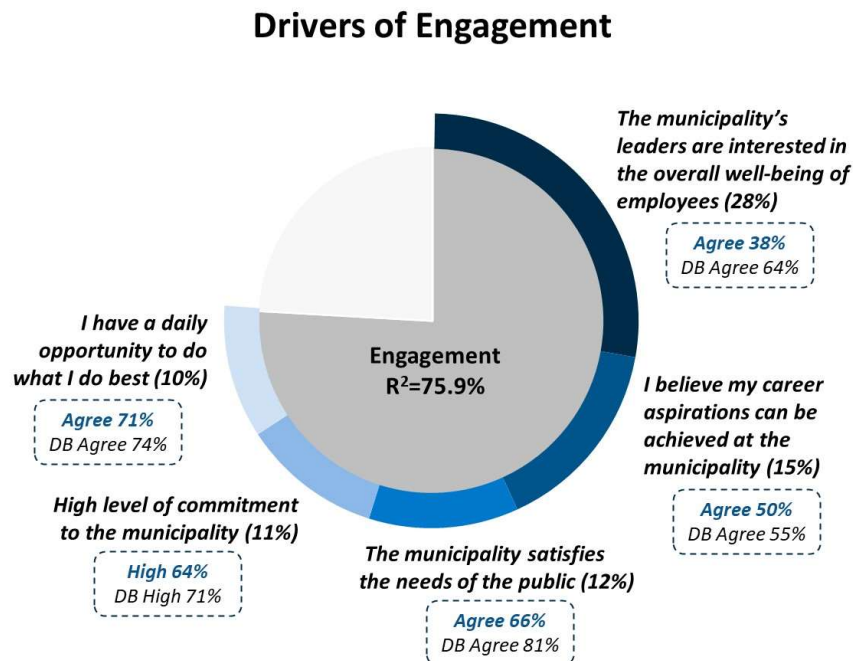
- The degree of engagement varies by Business Unit, with employees in Governance (CAO Business Unit), Finance and Asset Management, Transportation and Public Works, and Parks and Recreation having the highest levels of engagement.
- The highest levels of disengagement are evident among Halifax Regional Police (51% disengaged), Transit (33% disengaged), and Corporate and Customer Service (28% disengaged).

Key Drivers of Employee Engagement

A multiple regression or ‘key drivers’ analysis was performed to identify the factors most closely associated with employee engagement in the HRM workplace. Drivers are variables for which variations across respondents best predict the score of another (usually more general) variable also known as the criterion variable, which in this case is the level of engagement of the employee.

By analyzing the agreement ratings on an assortment of issues, the main influencers of employee engagement can be determined. The amount of variation in the criterion variable that can be explained by the drivers can vary. Regression models that explain 20% to 30% of the variance are considered weak, whereas models that explain 60% or more of the variance are considered strong.

The key drivers’ analysis indicates that there are five factors that currently drive employee engagement at HRM. These include thinking that *the municipality’s leaders are interested in the overall well-being of employees*, believing their *career aspirations can be achieved at the municipality*, believing *the municipality satisfies the needs of the public*, having a *high level of commitment to the municipality*, and having the *daily opportunity to do what they do best*. With a coefficient of $R^2= 75.9\%$, this is a very strong model, indicating that 75.9% of variability in the ratings can be accounted for via the model. Based on the level of agreement among HRM employees on each of these five drivers, the opportunity to raise employee engagement in the HRM workplace is presented.





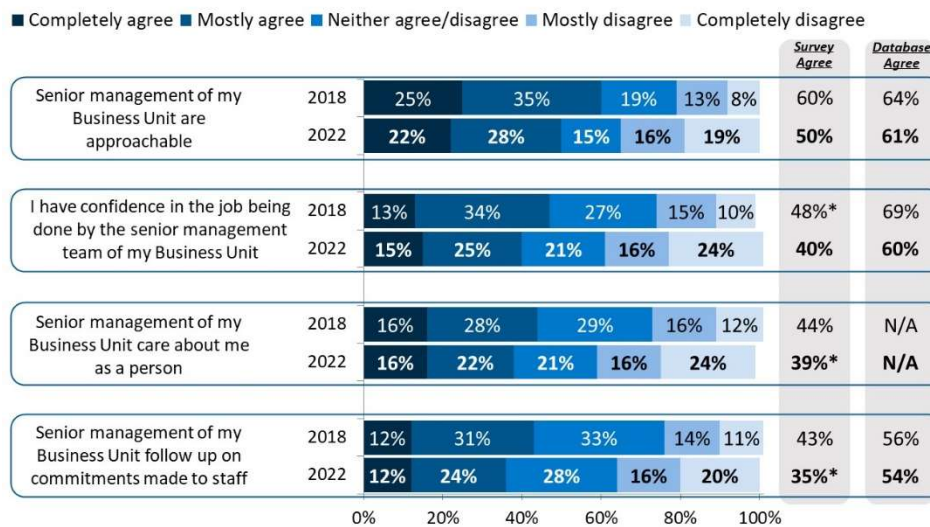
Management

Positive assessment of supervisors along various dimensions is moderate to high, while positive assessment of senior management is less robust.

Senior Management

- Down from 2018, one-half (50%, compared with 60% in 2018) of employees indicate that *senior management of their Business Unit are approachable*.
- Four in ten (40%, compared with 48% in 2018) employees *have confidence in the job being done by the Senior Management team*, a similar proportion indicate *senior management cares about them as a person* (39%, compared with 44% in 2018), and that *senior management follow up on commitments made to staff* (35%, compared with 43% in 2018), with these measures lower than in 2018.
 - When compared to Narrative Research’s employee opinion database, the municipality’s ratings regarding *senior management’s approachability*, *confidence in the job being done by the senior management team*, and agreement that *senior management follow up on commitments made to staff* fall below average. For all four metrics, more than one-third of employees disagree.

Senior Management



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.21: Senior management of my Business Unit are approachable. *Previously Senior management/the Director of my business unit.* (2018 n=2,141; 2022 n=1,737) Q.22: Senior management of my Business Unit care about me as a person. *Previously Senior management/the Director of my business unit.* (2018 n=2,143; 2022 n=1,737) Q.23: Senior management of my Business Unit follow up on commitments made to staff. *Previously Senior management/the Director of my Business Unit.* (2018 n=2,146; 2022 n=1,738) Q.24: I have confidence in the job being done by the senior management team of my Business Unit. (2018 n=2,146; 2022 n=1,738) *Due to rounding.

Variations across employee characteristics regarding Question 21: Senior management of my Business Unit are approachable:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:



- HR/Corporate Communications (72%), Legal, Municipal Clerk, External Affairs (67%), Governance (CAO Business Unit) (83%), ICT (70%), Finance and Asset Management (80%), Transportation and Public Works (71%), and Planning and Development (70%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (26%).
- The following subgroup differences are also noted:
 - Employees aware of their Business Unit Executive Directors are more likely to agree compared to those who are unaware (55% versus 35%);
 - Those in management roles are more likely to agree than those in non-management positions (64% versus 45%);
 - Non-union employees are more likely than unionized employees to agree (75% versus 41%);
 - Females are more likely than males or non-binary or unstated gender employees to agree (62% versus 49% versus 32%);
 - Employees with less than five years tenure (65%) are more likely to agree than employees with longer tenure; and
 - Employees satisfied with their job are more likely to agree (65% versus 20%).

Variations across employee characteristics regarding Question 22: Senior management of my Business Unit care about me as a person:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (55%), Legal, Municipal Clerk, External Affairs (51%), Governance (CAO Business Unit) (77%), ICT (51%), Finance and Asset Management (69%), Transportation and Public Works (62%), and Planning and Development (57%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (18%).
- The following subgroup differences are also noted:
 - Those who are aware of who their Business Unit Executive Director are more likely to agree, compared to those who are unaware (45% versus 20%);
 - Employees in management positions are more likely than those who are not, to agree (53% versus 34%);
 - Non-union employees are more likely than unionized employees to agree (65% versus 29%);
 - Female employees are more likely than males and non-binary or unstated gender employees to agree (52% versus 38% and 18%, respectively);



- Employees who have worked at HRM for less than five years (55%) are more likely to agree than those who have been an employee for a longer period of time; and
- Employees satisfied with their jobs are more likely to agree (52% versus 13%).

Variations across employee characteristics regarding Question 23: Senior management of my Business Unit follow up on commitments made to staff:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (59%), Legal, Municipal Clerk, External Affairs (53%), Governance (CAO Business Unit) (77%), Finance and Asset Management (70%), Transportation and Public Works (60%), and Planning and Development (57%).
- The following Business Units have results 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Fire and Emergency (24%) and Regional Police (13%).
- It is also important to note the following subgroup differences:
 - Employees who are aware of who their Business Unit Executive Director is, are more likely to agree (40% versus 21%);
 - Employees in a management role are more likely to agree compared to those who are not (45% versus 33%);
 - Non-union members are more likely to agree than union members (61% versus 26%);
 - Females are more likely than males or non-binary or unstated gender employees to agree (49% versus 34% versus 14%);
 - Employees with less than five years tenure (52%) are more likely to agree than employees with longer tenure; and
 - Employees satisfied with their job are more likely to agree (48% versus 10%).

Variations across employee characteristics regarding Question 24: I have confidence in the job being done by the senior management team of my Business Unit:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (71%), Legal, Municipal Clerk, External Affairs (67%), Governance (CAO Business Unit) (87%), ICT (52%), Finance and Asset Management (75%), Transportation and Public Works (68%), and Planning and Development (60%).
- The following Business Units have results 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Regional Fire and Emergency (27%) and Halifax Regional Police (16%).

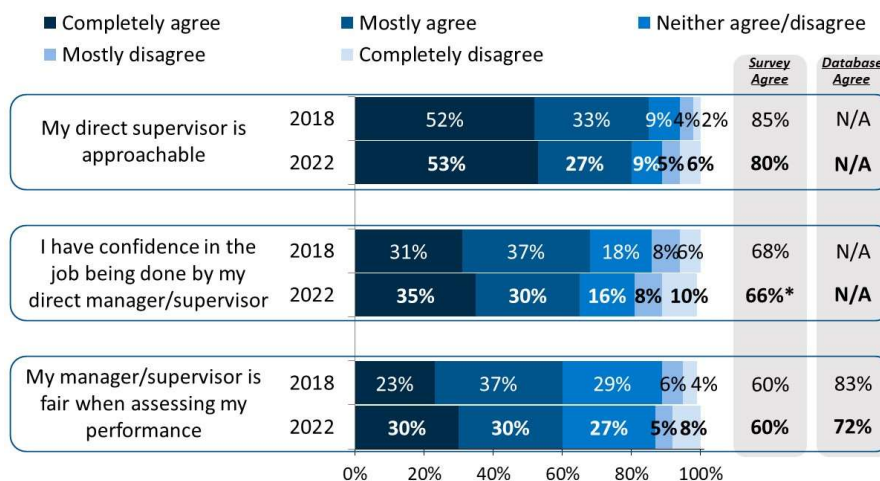


- The following subgroup differences are also noted:
 - Employees aware of who their Business Unit Executive Director is, are more likely to agree than those who are unaware (46% versus 23%);
 - Employees in a management role are more likely to agree as compared to those who are not in a management position (51% versus 36%);
 - Non-unionized employees are more likely to agree than unionized employees (67% versus 30%);
 - Females are more likely to agree than males and non-binary or unstated gender employees (56% versus 36% and 17%, respectively);
 - Employees with less than five years tenure (59%) express higher levels of agreement; and
 - Employees satisfied with their job are more likely to agree (55% versus 11%).

Supervisory Management

- Nearly all (80%, down from 85%) employees agree that their supervisor is *approachable*.
- A majority agree they *have confidence in the job being done by their direct manager/supervisor* (66%), and that their *manager/supervisor is fair when assessing their performance* (60%), with both measures on par with 2018.
 - In comparison to NR's employee opinion database, HRM falls below average in regard to employees agreeing that their *manager/supervisor is fair when assessing performance*.

Supervisory Management



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.27: I have confidence in the job being done by my direct manager/supervisor. *Previously by my supervisor.* (2018 n=2,146; 2022 n=1,737) Q.28: My direct supervisor is approachable. (2018 n=2,144; 2022 n=1,738) Q.35: My manager/supervisor is fair when assessing my performance. (2018 n=2,145; 2022 n=1,738) *Due to rounding.



Variations across employee characteristics regarding Question 27: I have confidence in the job being done by my direct manager/supervisor:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (87%), Legal, Municipal Clerk, External Affairs (87%), Governance (CAO Business Unit) (90%), Finance and Asset Management (77%), Transportation and Public Works (78%), and Planning and Development (81%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (49%).
- The following subgroup differences are also noted:
 - Those aware of who their Business Unit Executive Director is, are more likely to agree (70% versus 54%);
 - Non-union member employees are more likely to agree than union member employees (80% versus 60%);
 - Females are more likely than males and non-binary or unstated gender employees to agree (76% versus 66% versus 45%, respectively);
 - Employees who have worked for HRM for less than five years (79%) are more likely to agree; and
 - Employees satisfied with their job are more likely to agree (80% versus 38%).

Variations across employee characteristics regarding Question 28: My direct supervisor is approachable:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (91%), Legal, Municipal Clerk, External Affairs (93%), Governance (CAO Business Unit) (90%), Transportation and Public Works (90%), and Planning and Development (92%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (67%).
- The following subgroup differences are also noted:
 - Those aware of who their Business Unit Executive Director is, are more likely to agree (84% versus 72%);
 - Non-union member employees are more likely to agree than union member employees (90% versus 77%);
 - Males and females are more likely than non-binary or unstated gender employees to agree (81% and 87% versus 46%, respectively); and
 - Employees satisfied with their job are more likely to agree (89% versus 63%).

Variations across employee characteristics regarding Question 35: My manager/supervisor is fair when assessing my performance:



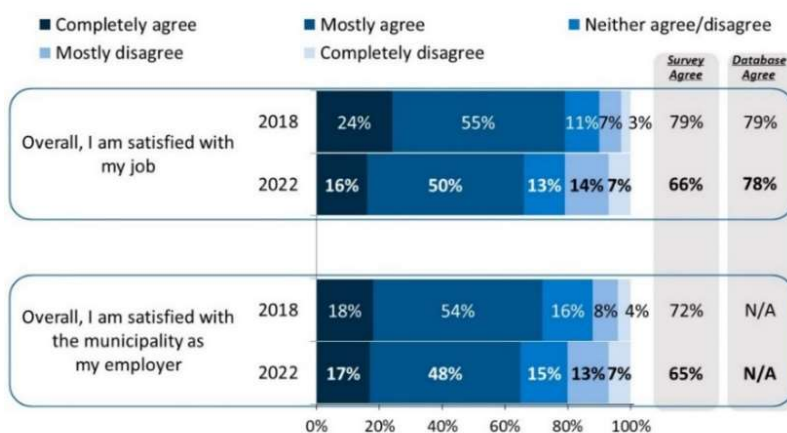
- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (79%), Legal, Municipal Clerk, External Affairs (85%), Governance (CAO Business Unit) (77%), Finance and Asset Management (72%), Transportation and Public Works (73%), and Planning and Development (77%).
- The following Business Unit has a result 10 or more points less than the HRM overall result:
 - Halifax Transit (43%).
- The following subgroup differences are also noted:
 - Those aware of who their Business Unit Executive Director is, are more likely to agree (64% versus 47%);
 - Non-union member employees are more likely than union member employees to agree (76% versus 54%);
 - Males and females are more likely than non-binary or unstated gender employees to agree (60% and 69% versus 37%, respectively); and
 - Employees satisfied with their job are more likely to agree (72% versus 35%).

Employee Satisfaction

Job satisfaction is moderate and lower compared to other Atlantic Canadian organizations.

- Lower this year relative to 2018, two-thirds (66%, compared with 79% in 2018) of employees agree that **overall, they are satisfied with their jobs**. Also slightly down a similar proportion (65%, compared with 72% in 2018) agree that **overall, they are satisfied with HRM as their employer** (the NR database has a small number of comparable studies from which to offer a comparison, with the comparison being roughly seven in ten).
 - When comparing job satisfaction with NR’s employee database, results are lower.
- As noted in results from 2018, more than twice as many employees ‘mostly agree’ as opposed to ‘completely agree’ with each of these statements.

Employment Satisfaction



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.6: Overall, I am satisfied with my job. (2018 n=2,152; 2022 n=1,738) Q.8: Overall, I am satisfied with the municipality as my employer. Previously HRM. (2018 n=2,151; 2022 n=1,737)



Variations across employee characteristics regarding Question 6: Overall, I am satisfied with my job:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Legal/Municipal Clerk/External Affairs (78%), Governance (CAO Business Unit) (93%), Finance and Asset Management (77%), Halifax Regional Fire and Emergency (77%), and Transportation and Public Works (76%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (51%).
- The following subgroup differences are also noted:
 - Those who are aware of their Business Unit's Director are more likely to agree compared to those who are not aware (70% versus 54%);
 - Employees in a management position are more likely to agree compared to those who are not (75% versus 63%);
 - Non-Union member employees are more likely to agree than employees who are union members (75% versus 63%); and
 - Males and females are more likely than non-binary or unstated gender employees to agree (68% and 73% versus 42% respectively).

Variations across employee characteristics regarding Question 8: Overall, I am satisfied with the municipality as my employer:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (84%), Legal, Municipal Clerk, External Affairs (80%), Governance (CAO Business Unit) (90%), Parks and Recreation (84%), Finance and Asset Management (85%), and Planning and Development (75%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (39%).
- The following subgroup differences are also noted:
 - Those aware of who their Business Unit Executive Director is, are more likely to agree (70% versus 50%);
 - Those in a management position are more likely to agree (76% versus 61%);
 - Non-union member employees are more likely than union member employees to agree (82% versus 58%);
 - Females are more likely to agree than males or non-binary or unstated gender employees (77% and 64% versus 36%, respectively); and
 - Employees satisfied with their job are more likely to agree (85% versus 26%).

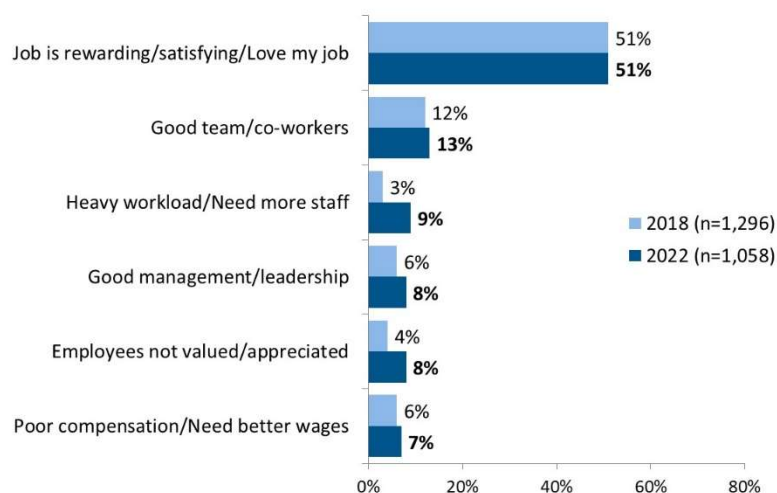


One-half indicate that their job is satisfying because it is rewarding, unchanged from 2018.

- Unchanged from 2018, the most commonly cited answer as to why employees are satisfied with their job is their **job is rewarding or satisfying or they simply love their job**, at 51%.
- All other responses were noted by 13% or less.
- The following verbatim survey responses are reflective of others made by employees regarding why they are satisfied with their job at HRM:
“I love the job that I do and the difference it makes in my community,” and “I like the team of people I get to work with, find the work interesting, and feel I’m fairly compensated for it.”

Reasons for Satisfaction with Job

Key Mentions From Total Unaided Mentions



Q.7: [OF THOSE WHO AGREE IN Q.6] Please explain why you selected this rating in the question above?

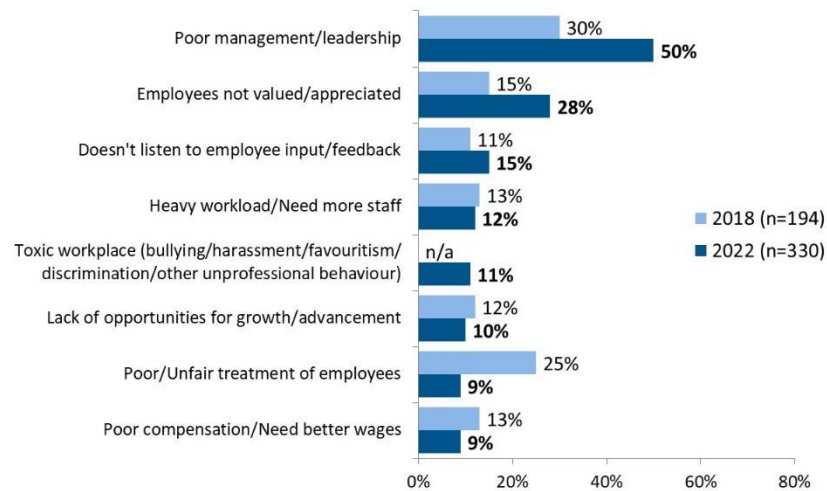
Note: This question was optional.

- Perceived **poor management or leadership** (50%, compared with 30% in 2018) remains the primary reason for dissatisfaction among employees, having seen a notable increase since 2018. This year, **employees not being valued or appreciated** (28%, compared with 15% in 2018) is the second-most common reason for employees to be dissatisfied with their jobs.
- All other mentions are stated by 15% or less.
- The following verbatim survey responses are reflective of others made by employees regarding why they are dissatisfied with their job at HRM:
“The job itself is OK but we have no management, no direction and no leadership,” and “Disconnect between management and workforce.”



Reasons for Dissatisfaction with Job

Key Mentions From Total Unaided Mentions



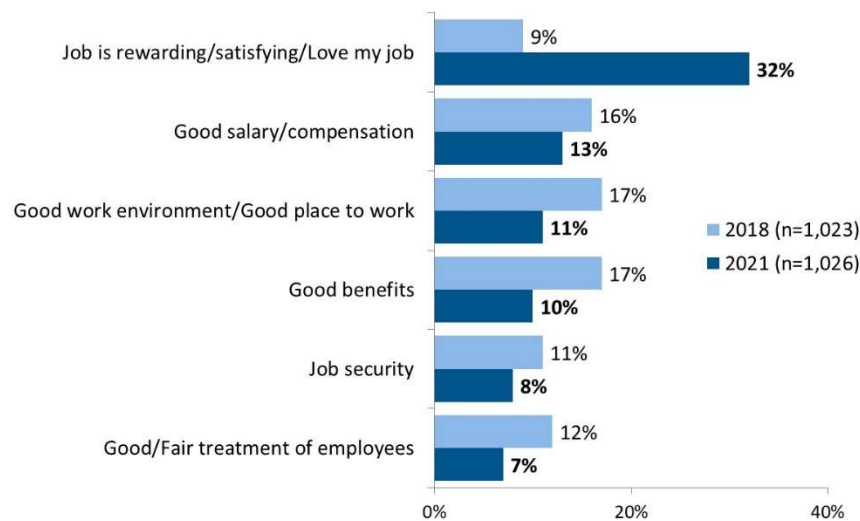
Q.7: [OF THOSE WHO DISAGREE IN Q.6] Please explain why you selected this rating in the question above?

Note: This question was optional.

- This year, the primary reason for satisfaction among employees who are satisfied with the municipality as an employer is that the **job is rewarding or satisfying or they simply love their job** (32%, compared with 9% in 2018).
- All other mentions are cited by 13% or less.
- The following verbatim survey responses are reflective of others made by employees regarding why they are satisfied with HRM as an employer:
"I enjoy my work, salary and benefits and opportunities," and *"I am proud of the work that we do for our community."*

Reasons for Satisfaction with the Municipality as Employer

Key Mentions From Total Unaided Mentions



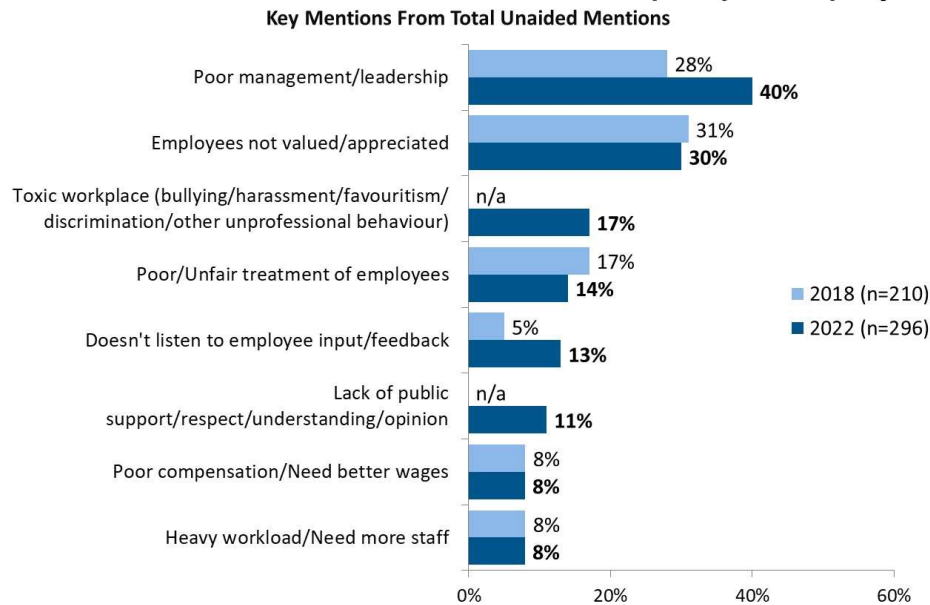
Q.9: [OF THOSE WHO AGREE IN Q.8] Please explain why you selected this rating in the question above.

Note: This question was optional.



- This year, **poor management or leadership** is the top reason (40%, compared with 28% in 2018) cited for the dissatisfaction of employees with HRM as an employer. **Employees not being valued** is another factor of note, with the percentage of employees citing this on par with previous results (30%, compared with 31% in 2018).
- All other mentions were stated by 17% or less.
- The following verbatim survey responses are reflective of others made by employees regarding why they are dissatisfied with HRM as an employer:
“Although this job provides great job security, pension, and pay, the expectations constantly placed on the team I work on are completely unsustainable,” and *“Management continually undervalues me as an employee, and provides no meaningful support on a personal or organizational level.”*

Reasons for Dissatisfaction with the Municipality as Employer

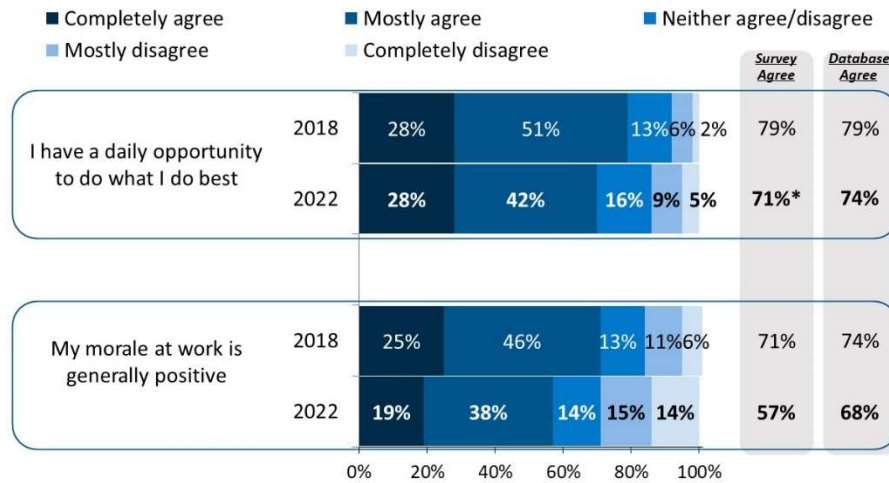


Q.9: [OF THOSE WHO DISAGREE IN Q.8] Please explain why you selected this rating in the question above.
 Note: This question was optional.

- Reflecting a modest decrease since 2018, seven in ten (71%, compared with 79% in 2018) employees agree that they **have the daily opportunity to do what they do best**. Nearly six in ten (57%) agree **their morale at work is generally positive**, which is down notably from seven in ten (71%) in 2018
 - In comparison to NR’s employee opinion database, morale at work is lower than that of other Atlantic Canadian organizations.



Employment Satisfaction



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.10: I have a daily opportunity to do what I do best. (2018 n=2,155; 2022 n=1,738) Q.20: My morale at work is generally positive. (2018 n=2,145; 2022 n=1,735) *Due to rounding.

Variations across employee characteristics regarding Question 10: I have a daily opportunity to do what I do best:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Legal, Municipal Clerk, External Affairs (84%), Governance (CAO Business Unit) (87%), and Finance and Asset Management (85%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (54%).
- The following subgroup differences are also noted:
 - Those who are aware of their Business Unit’s Director are more likely to agree as compared to those who are not aware (75% versus 58%);
 - Males and females are more likely than non-binary or unstated gender employees agree (70% and 78% versus 51%, respectively);
 - Employees belonging to the Indigenous/Aboriginal or Disability groups (56% and 63%, respectively) are less likely to agree; and
 - Employees satisfied with their jobs are more likely to agree (86% versus 40%).

Variations across employee characteristics regarding Question 20: My morale at work is generally positive:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:



- HR/Corporate Communications (75%), Legal, Municipal Clerk, External Affairs (73%), Governance (CAO Business Unit) (80%), Parks and Recreation (70%), Finance and Asset Management (74%), and Transportation and Public Works (71%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (29%).
- The following subgroup differences are also noted:
 - Those who are aware of their Business Unit's Director are more likely to agree as compared to those who are not aware (61% versus 44%);
 - Non-Union member employees are more likely to agree than employees who are union members (72% versus 51%);
 - Males and females are more likely than non-binary or unstated gender employees to agree (57% and 66% versus 33%, respectively);
 - Employees who have worked for HRM for less than five years (72%) are more likely to agree; and
 - Employees who are satisfied with their job are more likely to agree (76% versus 21%).

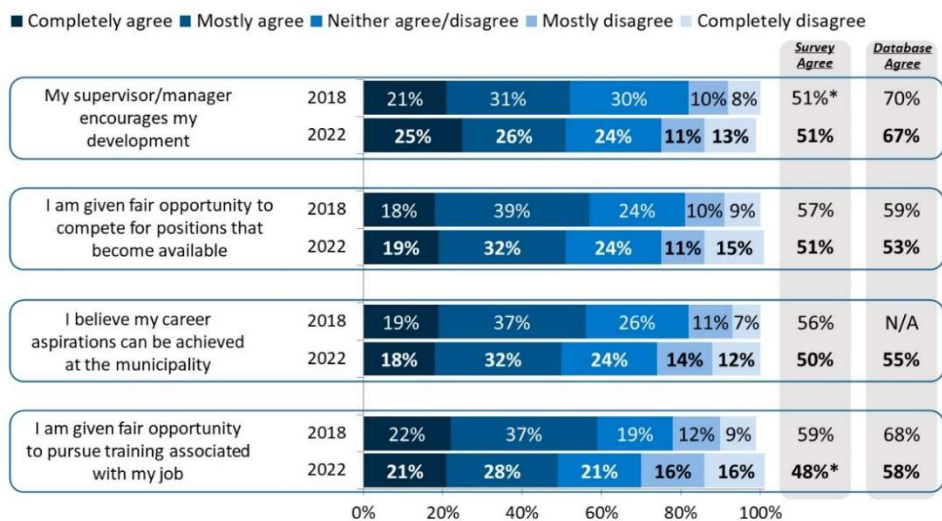
Professional Development

Perceptions regarding professional development fall below average in some regards when compared to other Atlantic Canadian organizations, indicating opportunities for improvement.

- Lower than previous results, approximately one-half of employees agree they ***are given fair opportunity to pursue training*** (48%, compared with 59% in 2018), they are ***given fair opportunity to compete for positions that become available*** (51%, compared with 57% in 2018) and ***believe their career aspirations can be achieved at the municipality*** (50%, compared with 56% in 2018), One-half also agrees ***their manager/supervisor encourages their development*** (51%) although this measure is unchanged from 2018.
 - In relation to other Atlantic Canadian organizations, a similar number agree they ***are given fair opportunity to compete for positions that become available***.
 - Fewer HRM employees than the Atlantic Canadian norm agree that they are ***given fair opportunity to pursue training associated with their job***, that ***their career aspirations can be achieved at the municipality***, and that ***their manager/supervisor encourages their development***.



Professional Development



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.39: I am given a fair opportunity to pursue training associated with my job. (2018 n=2,158; 2022 n=1,738) Q.40: I believe my career aspirations can be achieved at the municipality. *Previously HRM.* (2018 n=2,150; 2022 n=1,733) Q.45: I am given a fair opportunity to compete for positions that become available. (2018 n=2,151; 2022 n=1,733) Q.46: My supervisor/manager encourages my development. (2018 n=2,152; 2022 n=1,733) *Due to rounding.

Variations across employee characteristics regarding Question 39: I am given a fair opportunity to pursue training associated with my job:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (61%), Legal, Municipal Clerk, External Affairs (76%), Governance (CAO Business Unit) (60%), Parks and Recreation (68%), Finance and Asset Management (79%), Transportation and Public Works (63%), and Planning and Development (70%).
- The following Business Units have results 10 or more points less than the HRM overall result, with regard to agreement:
 - ICT (38%) and Halifax Regional Police (20%).
- The following subgroup differences are also noted:
 - Employees aware of who their Business Unit Executive Director is, are more likely to agree (55% versus 28%);
 - Employees in management positions are more likely to agree (65% versus 42%);
 - Non-union member employees are more likely to agree than union member employees (71% versus 39%);
 - Females are more likely than males and non-binary or unstated gender employees to agree (62% versus 45% and 35%, respectively); and
 - Employees who are satisfied with their job are more likely to agree (61% versus 24%).

Variations across employee characteristics regarding Question 40: I believe my career aspirations can be achieved at the municipality:



- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (61%), Legal, Municipal Clerk, External Affairs (67%), Governance (CAO Business Unit) (67%), ICT (60%), Finance and Asset Management (65%), Halifax Regional Fire and Emergency (60%), Transportation and Public Works (60%), and Planning and Development (64%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (32%).
- The following subgroup differences are also noted:
 - Employees aware of who their Business Unit Executive Director is, are more likely to agree compared to those who are unaware (55% versus 34%);
 - Employees in management positions are more likely to agree (63% versus 45%);
 - Non-union member employees are more likely to agree than union member employees (66% versus 44%);
 - Males and females are more likely than non-binary or unstated gender employees to agree (50% and 58% versus 31%, respectively);
 - Employees who have worked for HRM for less than five years (65%) are more likely to agree; and
 - Employees who are satisfied with their job are more likely to agree (68% versus 15%).

Variations across employee characteristics regarding Question 45: I am given a fair opportunity to compete for positions that become available:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Legal, Municipal Clerk, External Affairs (62%), ICT (61%), Finance and Asset Management (67%), Transportation and Public Works (65%), and Planning and Development (67%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (31%).
- The following subgroup differences are also noted:
 - Employees aware of who their Business Unit Executive Director is, are more likely to agree compared to those who are unaware (55% versus 39%);
 - Employees in management positions are more likely to agree (61% versus 47%);
 - Non-union member employees are more likely to agree than union member employees (61% versus 47%);
 - Males and females are more likely than non-binary or unstated gender employees to agree (51% and 59% versus 32%);
 - Employees belonging to the Indigenous/Aboriginal group (32%) are less likely to agree; and
 - Employees satisfied with the job are more likely to agree (64% versus 26%).

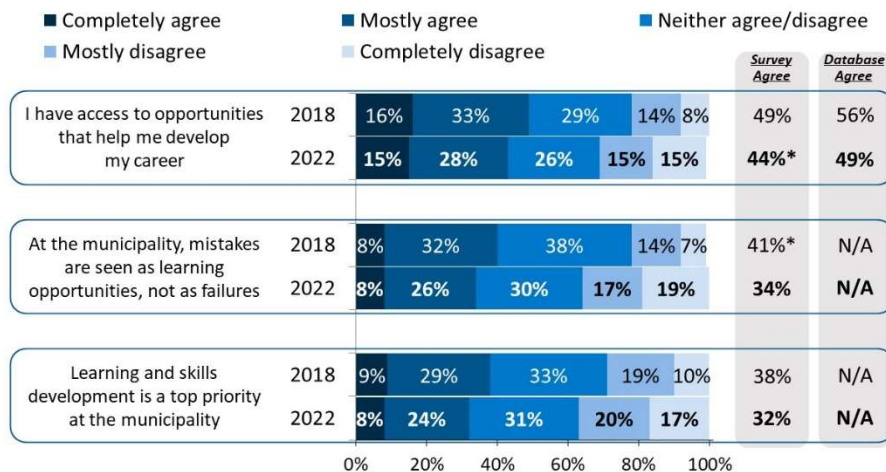


Variations across employee characteristics regarding Question 46: *My supervisor/manager encourages my development:*

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (72%), Legal, Municipal Clerk, External Affairs (78%), Governance (CAO Business Unit) (80%), Parks and Recreation (63%), Finance and Asset Management (68%), Transportation and Public Works (67%), and Planning and Development (68%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (36%).
- The following subgroup differences are also noted:
 - Employees aware of who their Business Unit Executive Director is, are more likely to agree with the statement (57% versus 35%);
 - Employees in management positions are more likely to agree (61% versus 48%);
 - Non-union employees are more likely to agree than union member employees (72% versus 44%);
 - Females are more likely to agree than males or non-binary or unstated gender employees (64% versus 49% versus 32%);
 - Employees who have worked at HRM for less than five years (67%) are more likely to agree; and
 - Employees who are satisfied with their job are more likely to agree (64% versus 27%).
- More than four in ten (44%, compared with 49% in 2018) of employees agree they ***have access to opportunities that help them develop their career***.
 - Of note, those who are satisfied with their jobs are three times more likely to agree than those who are not; and
 - Compared to other Atlantic Canadian organizations, agreement falls slightly below average.
- Slightly lower than results from the benchmark study, one-third (34%, compared with 41% in 2018) of employees agree that ***mistakes are seen as learning opportunities at the municipality, not failures***, or (32%, compared with 38% in 2018) agree that ***learning and skills development is a top priority at the municipality***. At least one-third disagrees with both of these aspects.



Professional Development



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.41: Learning and skills development is a top priority at the municipality. *Previously HRM.* (2018 n=2,155; 2022 n=1,733)
 Q.43: At the municipality, mistakes are seen as learning opportunities, not as failures. *Previously HRM employees are given opportunities to learn from their failures and successes.* (2018 n=2,151; 2022 n=1,732) Q.47: I have access to opportunities that help me develop my career. (2018 n=2,149; 2022 n=1,733) *Due to rounding.

Variations across employee characteristics regarding Question 41: Learning and skills development is a top priority at the municipality:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (43%), Legal, Municipal Clerk, External Affairs (42%), Governance (CAO Business Unit) (43%), Finance and Asset Management (57%), Transportation and Public Works (48%), and Planning and Development (46%).
- The following Business Units have results 10 or more points less than the HRM overall result, with regard to agreement:
 - ICT (19%) and Halifax Regional Police (11%).
- The following subgroup differences are also noted:
 - Employees aware of who their Business Unit Executive Director is, are more likely to agree (36% versus 18%);
 - Employees in management positions are more likely to agree (42% versus 29%);
 - Non-union employees are more likely to agree than union member employees (49% versus 26%);
 - Females are more likely to agree than males or non-binary or unstated gender employees (43% versus 30% versus 14%);
 - Employees belonging to the Indigenous/Aboriginal and Disability groups (27% each) are less likely to agree;
 - Employees who have worked at HRM for less than five years (47%) are more likely to agree; and
 - Employees who are satisfied with their job are more likely to agree (43% versus 11%).



Variations across employee characteristics regarding Question 43: At the municipality, mistakes are seen as learning opportunities, not as failures:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Governance (CAO Business Unit) (50%), Finance and Asset Management (60%), Transportation and Public Works (52%), and Planning and Development (60%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (13%).
- The following subgroup differences are also noted:
 - Employees aware of who their Business Unit Executive Director is, are more likely to agree (38% versus 21%);
 - Non-union employees are more likely to agree than union member employees (47% versus 29%);
 - Females are more likely to agree than males or non-binary or unstated gender employees (43% versus 34% versus 25%);
 - Employees who have worked for HRM for less than five years (53%) are more likely to agree; and
 - Employees satisfied with their jobs are more likely to agree compared to those dissatisfied (44% versus 14%).

Variations across employee characteristics regarding Question 47: I have access to opportunities that help me develop my career:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (56%), Legal, Municipal Clerk, External Affairs (71%), Governance (CAO Business Unit) (63%), Finance and Asset Management (71%), Transportation and Public Works (58%), and Planning and Development (62%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (21%).
- The following subgroup differences are also noted:
 - Employees aware of who their Business Unit Executive Director is, are more likely to agree (49% versus 26%);
 - Employees in a management position are more likely to agree compared to those who are not (58% versus 39%);
 - Non-union member employees are more likely to agree than union member employees (64% versus 36%);
 - Females are more likely to agree than males or non-binary or unstated gender employees (54% versus 43% versus 29%, respectively);



- Employees belonging to the Indigenous/Aboriginal and Disability groups (31% and 35%, respectively) are less likely to agree;
- Employees who have worked for HRM for less than five years (56%) are more likely to agree; and
- Employees who are satisfied with their job are more likely to agree compared to those who are dissatisfied (57% versus 18%).

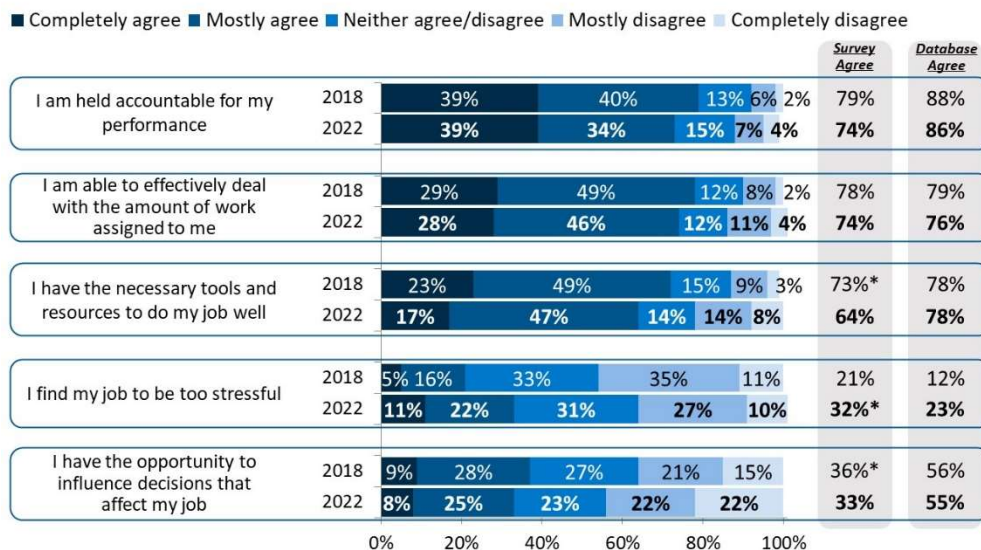
Performance and Productivity

While the majority of HRM employees do not find their job too stressful, one-third of employees find their job stressful. Overall, this suggests perhaps a slightly higher incidence of workplace stress as compared to elsewhere in Atlantic Canada, as well as compared with four years ago at the municipality.

- Slightly lower than 2018 results, three-quarters (74%, compared with 79% in 2018) of employees agree that they are **held accountable for their performance**, while a similar proportion, on par with 2018 results, say they are **able to effectively deal with the amount of work assigned to them** (74%, compared with 78% in 2018). Decreased since 2018, two-thirds (64%, compared with 73% in 2018) attest that they **have the necessary tools and resources to do their job well**.
 - In relation to other Atlantic Canadian organizations, agreement that they are held accountable for their performance, and that they have the necessary tools and resources to do their jobs well, falls below average.
- One-third (33%, compared with 36% in 2018) of employees agree they **have the opportunity to influence decisions that affect their job**. Of note, a greater proportion (44%) disagree that they have an opportunity to influence decisions that affect their job than agree (33%).
- Greater than in 2018, one-third (32%, compared with 21% in 2018) agree they find **their job too stressful**
 - In relation to Narrative Research's normative database, HRM's results for **having the opportunity to influence decisions that affect their job** and **finding their job too stressful** are less favourable than the regional results; and
 - Please note, higher agreement to the statement *I find my job to be too stressful* indicates a more negative opinion as employees state their job is too stressful.



Performance and Productivity



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.18: I am held accountable for my performance. (2018 n=2,156; 2022 n=1,736) Q.32: I have the opportunity to influence decisions that affect my job. (2018 n=2,151; 2022 n=1,738) Q.52: I have the necessary tools and resources to do my job well. *Previously I have the necessary supplies and equipment to do my job well.* (2018 n=2,152; 2022 n=1,730) Q.58: I find my job to be too stressful. (2018 n=2,149; 2022 n=1,730) Q.60: I am able to effectively deal with the amount of work assigned to me. (2018 n=2,147; 2022 n=1,726) *Due to rounding.

Variations across employee characteristics regarding Question 18: I am held accountable for my performance:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (89%), Legal, Municipal Clerk, External Affairs (93%), Governance (CAO Business Unit) (93%), Finance and Asset Management (84%), and Planning and Development (84%).
- The following Business Units have results 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Fire and Emergency (62%).
- The following subgroup differences are also noted:
 - Employees aware of who their Business Unit Executive Director is, are more likely to agree than those unaware (76% versus 66%);
 - Non-union member employees are more likely to agree than union member employees (85% versus 69%);
 - Females are more likely to agree than males or non-binary or unstated gender employees (84% versus 72% versus 38%, respectively);
 - Employees who are satisfied with their job are more likely to agree compared to those who are dissatisfied (83% versus 55%).



Variations across employee characteristics regarding Question 32: I have the opportunity to influence decisions that affect my job:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (53%), Legal, Municipal Clerk, External Affairs (64%), Governance (CAO Business Unit) (57%), Parks and Recreation (47%), ICT (47%), Finance and Asset Management (53%), Transportation and Public Works (51%), and Planning and Development (50%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (11%).
- The following subgroup differences are also noted:
 - Employees aware of who their Business Unit Executive Director is, are more likely to agree than those unaware (38% versus 18%);
 - Employees in management positions are more likely to agree compared to those who are not (48% versus 28%);
 - Non-union member employees are twice as likely to agree as compared to union-member employees (58% versus 24%);
 - Males and females are more likely to agree than non-binary or unstated gender employees (34% and 41% versus 15%, respectively);
 - Employees who have worked at HRM for less than five years (45%) are more likely to agree compared to those who have worked at HRM longer; and
 - Employees who are satisfied with their jobs are more likely to agree (46% versus 8%).

Variations across employee characteristics regarding Question 52: I have the necessary tools and resources to do my job well:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (77%), Finance and Asset Management (84%), Transportation and Public Works (81%), and Planning and Development (82%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (42%).
- The following subgroup differences are also noted:
 - Employees aware of who their Business Unit Executive Director is, are more likely to agree compared to those who are unaware (69% versus 49%);
 - Non-union member employees are more likely to agree compared to those who are union members (76% versus 59%);
 - Females are more likely to agree than males or non-binary or unstated gender employees (74% versus 63% versus 54%, respectively); and



- Employees who are satisfied with their job are more likely to agree compared to those dissatisfied (79% versus 34%).

Variations across employee characteristics regarding Question 58: I find my job to be too stressful:

- It is important to note that lower agreement in this regard is a positive outcome, as it indicates employees do not find their job too stressful.
- The following Business Unit has a result 10 or more points greater than the overall HRM result, with regard to agreement:
 - Halifax Regional Police (44%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Corporate and Customer Service (22%).
- The following subgroup differences are also noted:
 - Employees aware of who their Business Unit Executive Director is, are less likely to agree compared to those who are unaware (30% versus 40%);
 - Non-binary or unstated gender employees are more likely to agree than male or female employees (50% versus 31% versus 29%, respectively);
 - Employees who are less than satisfied with their job are more likely to agree that their job is too stressful (55% versus 21%).

Variations across employee characteristics regarding Question 60: I am able to effectively deal with the amount of work assigned to me:

- The following Business Unit has a result 10 or more points greater than the overall HRM result, with regard to agreement:
 - Halifax Regional Fire and Emergency (85%)
- The following Business Unit has a result 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Regional Police (58%).
- The following subgroup differences are also noted:
 - Males and females are more likely to agree than non-binary or unstated gender employees (77% and 75% versus 65%); and
 - Employees satisfied with their jobs are more likely to agree (86% versus 51%).

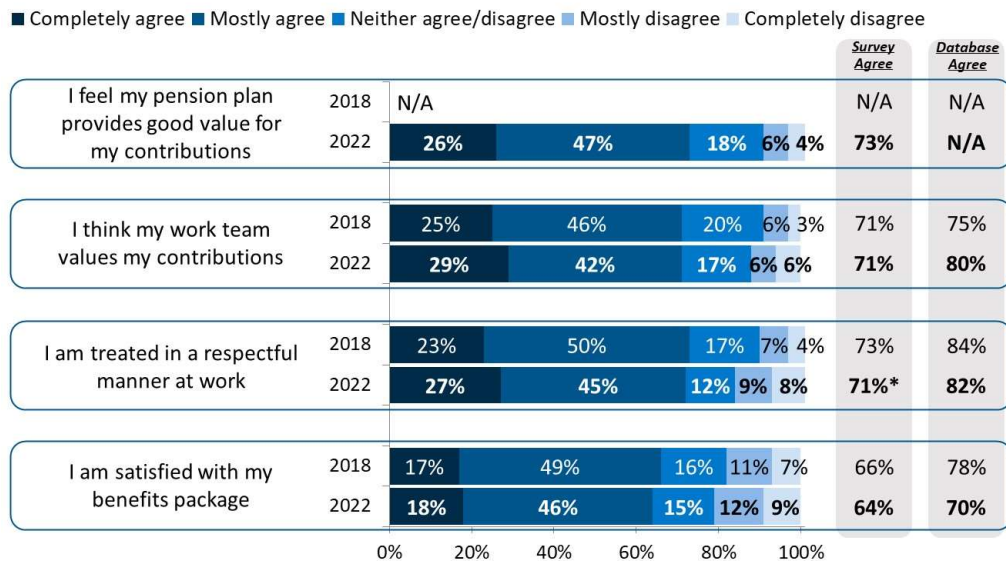


Employee Recognition

Perceptions vis-à-vis employee recognition are moderately positive, however, a notable minority of employees perceive their contributions as undervalued, that there is poor camaraderie between co-workers, and that their achievements go unrecognized.

- On par with results from 2018, seven in ten (71%, compared with 73% in 2018) of employees agree they are **treated respectfully at work**, and the same proportion (71%, unchanged from 2018) also agree that they think **their work team values their contributions**.
 - Agreement regarding **being treated in a respectful manner at work** and that **their work team values their contributions** falls below average in relation to other Atlantic Canadian organizations.
- A moderate majority agree that they are **satisfied with their benefits package** (64%, compared with 66%).
 - In comparison to other Atlantic Canadian Organizations, **satisfaction with their benefits package** falls below average.
- Newly posed this year, nearly three-quarters (73%) of employees agree with the statement **I feel my pension plan provides good value for my contributions**.

Employee Recognition



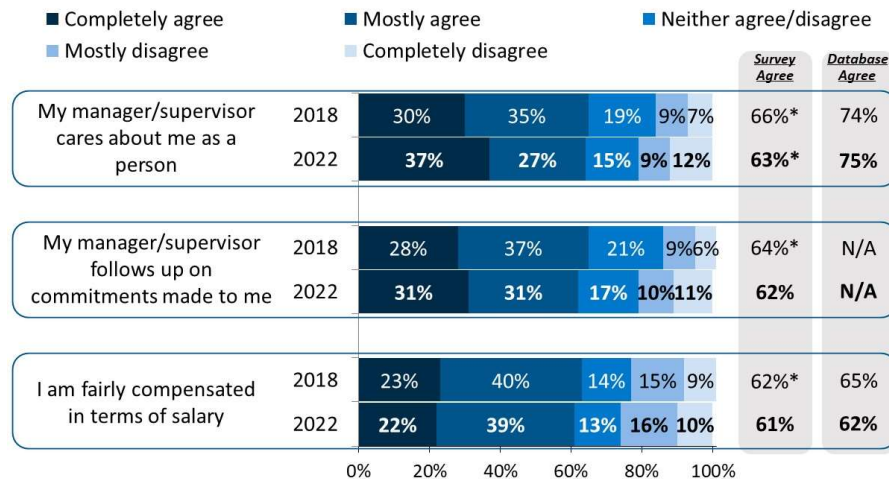
Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.37: I am satisfied with my benefits package. (n=2,139); 2022 n=1,738) Q.38: I feel my pension plan provides good value for my contributions.~ (2022 n=1,737) Q.51: I think my work team values my contributions. (n=2,148; 2022 n=1,731) Q.59: I am treated in a respectful manner at work. (2018 n=2,135; 2022 n=1,727) *Due to rounding. ~New question in 2022.

- A moderate majority agree that **their manager/supervisor cares about them as a person** (63%, compared with 66%), and that their **manager/supervisor follows up on commitments made to them** (62%, compared with 64%).



- In comparison to other Atlantic Canadian Organizations, agreement in regards to their *manager/supervisor caring about them as a person* is below average.
- A total of 61% (on par with 62% in 2018) of employees agree they are *fairly compensated in terms of salary*.
 - Agreement in this regard is comparable to other Atlantic Canadian organizations.

Employee Recognition

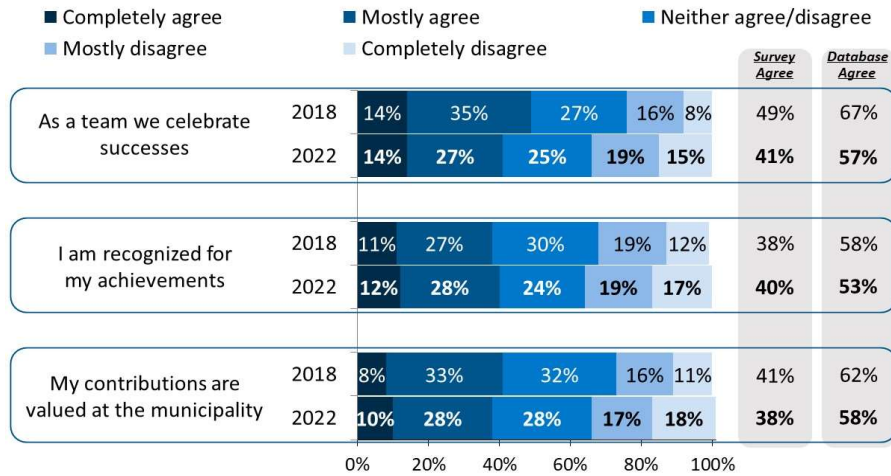


Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.25: My manager/supervisor cares about me as a person. (2018 n=2,144; 2022 n=1,737) Q.26: My manager/supervisor follows up on commitments made to me. (2018 n=2,147; 2022 n=1,738) Q.36: I am fairly compensated in terms of salary. (2018 n=2,145; 2022 n=1,738) *Due to rounding.

- Four in ten (41%, down from 49%) *agree that as a team they celebrate successes*, agree they are *recognized for their achievements* (40%, compared with 38%), and *believe their contributions are valued at the municipality* (38%, compared with 41%). For all three statements, at least one-third disagree.
 - In comparison to other Atlantic Canadian organizations, agreement with these three statements is below average.



Employee Recognition



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.30: I am recognized for my achievements. (2018 n=2,148; 2022 n=1,737) Q.34: My contributions are valued at the municipality. Previously I think HRM values my contributions. (2018 n=2,148; 2022 n=1,737) Q.49: As a team we celebrate successes. (2018 n=2,149; 2022 n=1,733) *Due to rounding.

Variations across employee characteristics regarding Question 37: I am satisfied with my benefits package:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Governance (CAO Business Unit) (80%), Finance and Asset Management (77%), Halifax Regional Police (74%), and Planning and Development (77%).
- The following Business Unit has a result 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Transit (44%).
- The following subgroup differences are also noted:
 - Employees aware of who their Business Unit Executive Director is, are more likely to agree compared to those unaware (67% versus 56%);
 - Females are more likely to agree than males or non-binary or unstated gender employees (73% versus 63% versus 44%); and
 - Employees who are satisfied with their job are more likely to agree compared to those who are less than satisfied (72% versus 48%).

Variations across employee characteristics regarding Question 38: I feel my pension plan provides good value for my contributions:

- The following Business Unit has a result 10 or more points greater than the overall HRM result, with regard to agreement:
 - Finance and Asset Management (84%).
- The following Business Unit has a result 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Transit (63%).



- The following subgroup differences are also noted:
 - Employees in a management position are more likely to agree (82% versus 69%);
 - Males and females are more likely to agree than non-binary or unstated gender employees (72% and 79% versus 42%); and
 - Employees who are satisfied with their job are more likely to agree compared to those who are less than satisfied (81% versus 56%).

Variations across employee characteristics regarding Question 51: I think my work team values my contributions:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (89%), Legal, Municipal Clerk, External Affairs (84%), Governance (CAO Business Unit) (87%), Parks and Recreation (82%), ICT (88%), Finance and Asset Management (84%), and Planning and Development (88%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (53%).
- The following subgroup differences are also noted:
 - Employees aware of who their Business Unit Executive Director is, are more likely to agree compared to those are unaware (76% versus 56%);
 - Employees in management position are more likely to agree (81% versus 68%);
 - Non-union members are more likely than union member employees to agree (84% versus 66%);
 - Males and females are more likely to agree than or non-binary or unstated gender employees (69% and 78% versus 40%); and
 - Employees satisfied with their job are more likely to agree compared to those less than satisfied (83% versus 48%).

Variations across employee characteristics regarding Question 59: I am treated in a respectful manner at work:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (81%), Legal, Municipal Clerk, External Affairs (87%), Governance (CAO Business Unit) (93%), Parks and Recreation (83%), ICT (84%), Finance and Asset Management (87%), Halifax Regional Fire and Emergency (82%), and Planning and Development (93%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (54%).
- The following subgroup differences are also noted:
 - Employees aware of who their Business Unit Executive Director is, are more likely to agree with the statement (76% versus 58%);



- Employees in management positions are more likely to agree compared to those who are not (79% versus 69%);
- Non-union member employees are more likely to agree than union member employees (85% versus 66%);
- Males and females are more likely to agree than non-binary or unstated gender employees (71% and 81% versus 38%); and
- Employees who are satisfied with their job are more likely to agree compared to those who are less than satisfied (86% versus 42%).

Variations across employee characteristics regarding Question 25: My manager/supervisor cares about me as a person:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (88%), Legal, Municipal Clerk, External Affairs (84%), Governance (CAO Business Unit) (90%), Parks and Recreation (77%), ICT (77%), Finance and Asset Management (76%), Transportation and Public Works (76%), and Planning and Development (87%).
- The following Business Unit has a result 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Transit (47%).
- The following subgroup differences are also noted:
 - Employees aware of their Business Unit are more likely to agree (69% versus 48%);
 - Those in a management position are more likely to agree (71% versus 61%);
 - Non-union member employees are more likely to agree than union member employees (81% versus 57%);
 - Females are more likely than males and non-binary or unstated gender employees to agree (76% versus 62% versus 36%, respectively);
 - Employees with who have worked for HRM less than five years (76%) are more likely to agree ; and
 - Employees satisfied with their jobs are more likely to agree (76% versus 38%).

Variations across employee characteristics regarding Question 26: My manager/supervisor follows up on commitments made to me:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (88%), Legal, Municipal Clerk, External Affairs (87%), Governance (CAO Business Unit) (83%), Parks and Recreation (73%), ICT (71%), Finance and Asset Management (80%), Transportation and Public Works (74%), and Planning and Development (82%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (47%).



- The following subgroup differences are also noted:
 - Those aware of who their Business Unit Executive Director is, are more likely to agree (67% versus 51%);
 - Non-union member employees are more likely to agree than union member employees (78% versus 57%);
 - Females are more likely than males and non-binary or unstated gender employees to agree (75% versus 62% versus 41%, respectively); and
 - Employees satisfied with their job are more likely to agree (77% versus 35%).

Variations across employee characteristics regarding Question 36: I am fairly compensated in terms of salary:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Governance (CAO Business Unit) (80%), Halifax Regional Fire and Emergency (80%), and Halifax Regional Police (79%).
- The following Business Units have results 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Transit (44%) and Transportation and Public Works (49%).
- The following subgroup differences are also noted:
 - Males and females are more likely to agree than non-binary or unstated gender employees (63% and 63% versus 43%, respectively); and
 - Employees satisfied with their job are more likely to agree compared to those who are less than satisfied (69% versus 45%).

Variations across employee characteristics regarding Question 30: I am recognized for my achievements:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (61%), Legal, Municipal Clerk, External Affairs (64%), Governance (CAO Business Unit) (77%), ICT (52%), Finance and Asset Management (53%), Transportation and Public Works (63%), and Planning and Development (59%).
- The following Business Unit has a result 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Regional Police (23%).
- The following subgroup differences are also noted:
 - Employees aware of who their Business Unit Executive Director is, are more likely to agree compared to those who are unaware (44% versus 28%);
 - Employees in management positions are more likely to agree compared to those who are not (49% versus 37%);
 - Non-union member employees are more likely than union member employees to agree (63% versus 31%);



- Females are more likely to agree than males or non-binary or unstated gender employees (53% versus 39% versus 17%, respectively);
- Employees who have worked at HRM for less than five years (56%) are more likely to agree; and
- Employees who are satisfied with their jobs are more likely to agree compared to those who are less than satisfied (53% versus 14%).

Variations across employee characteristics regarding Question 34: My contributions are valued at the municipality:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (56%), Legal, Municipal Clerk, External Affairs (53%), Governance (CAO Business Unit) (77%), ICT (52%), Finance and Asset Management (61%), Transportation and Public Works (65%), and Planning and Development (59%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (12%).
- The following subgroup differences are also noted:
 - Employees who are aware of who their Business Unit Executive Director is, are more likely to agree compared to those unaware (43% versus 22%);
 - Employees in management positions are more likely to agree compared to those who are not (49% versus 34%);
 - Non-union member employees are more likely to agree than union member employees (61% versus 28%);
 - Males and females are more likely to agree than non-binary or unstated gender employees (37% and 48% versus 15%, respectively);
 - Employees who have worked for HRM for less than five years (55%) are more likely to agree compared to those who have worked for HRM longer; and
 - Employees who are satisfied with their job are more likely to agree compared to those who are not (52% versus 10%).

Variations across employee characteristics regarding Question 49: As a team we celebrate successes:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (63%), Legal, Municipal Clerk, External Affairs (53%), Governance (CAO Business Unit) (83%), ICT (55%), Finance and Asset Management (63%), Transportation and Public Works (52%), and Planning and Development (65%).
- The following Business Units have a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (27%) and Halifax Regional Police (29%).
- The following subgroup differences are also noted:



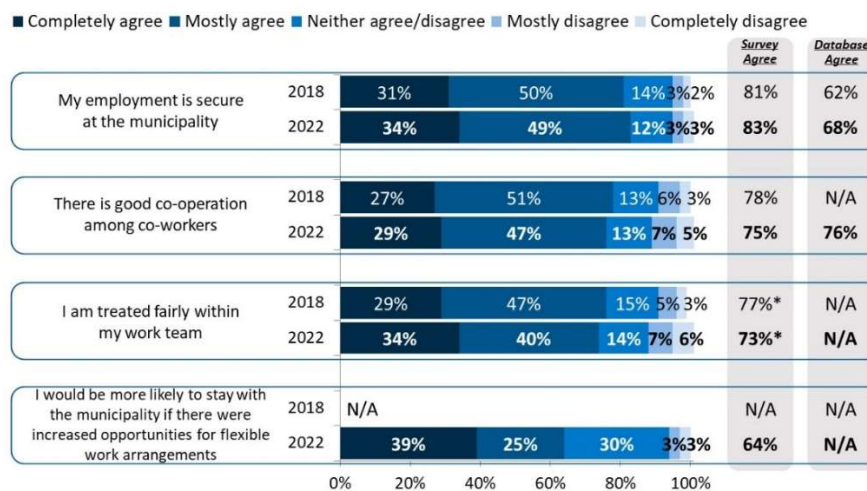
- Employees aware of who their Business Unit Executive Director is, are more likely to agree compared to those unaware (45% versus 28%);
- Non-union member employees are more likely to agree than union member employees (57% versus 35%);
- Females are more likely than males and non-binary or unstated gender employees to agree (54% versus 38% and 28%); and
- Employees who are satisfied with their job are more likely to agree compared to those who are not (54% versus 15%).

General Working Conditions

A majority of employees are satisfied with their general work conditions and agree that the municipality satisfies public needs.

- More than eight in ten (83%, on par with 81%) of employees indicate that their **employment is secure at the municipality**.
 - Agreement in this regard is notably higher than other Atlantic Canadian organizations.
- Three-quarters (75%, compared with 78%) of employees also agree that **there is good co-operation among co-workers** and a similar proportion (73%, compared with 77%) agree they are **treated fairly within their work team**.
 - Perceptions of co-operation among co-workers is similar to the database norm.
- Newly asked in 2022, two-thirds (64%) of employees agree with the statement **I would be more likely to stay with the municipality if there were increased opportunities for flexible work arrangements**.

General Working Conditions

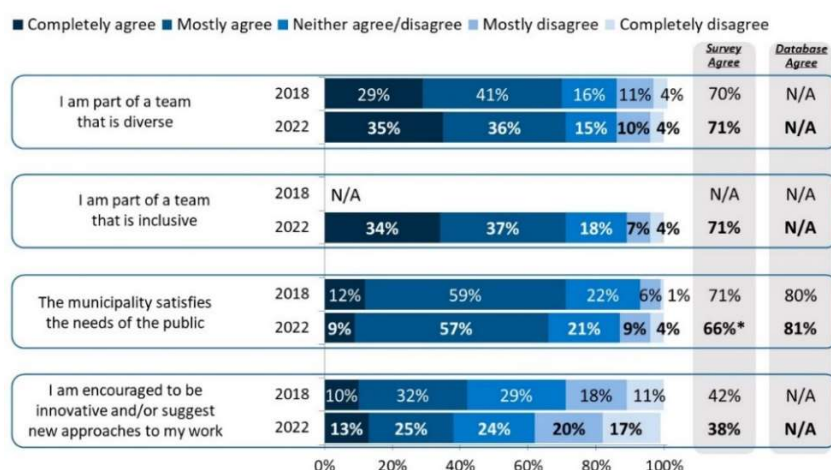


Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.16: My employment is secure at the municipality. *Previously HRM.* (2018 n=2,149; 2022 n=1,735) Q.50: I am treated fairly within my work team. (2018 n=2,144); 2022 n=1,731) Q.53: There is good co-operation among co-workers. (2018 n=2,149; 2022 n=1,731) Q.54: I would be more likely to stay with the municipality if there were increased opportunities for flexible work arrangements.™ (2022 n=1,730)
 *Due to rounding. ™New question in 2022.



- Seven in ten (71%, compared with 70%) of employees indicate that **they are part of a team that is diverse**.
- Two-thirds (66%, down from 71%) agree that **the municipality satisfies the needs of the public**.
 - Agreement in this regard is lower than average when compared to NR's normative database for the region.
- Nearly four in ten (38%, compared with 42%) agree that **they are encouraged to be innovative and/or suggest new approaches to their work**. More than one-third disagree.
- Newly asked this year, seven in ten (71%) employees agree that they are **part of a team that is inclusive**.

General Working Conditions



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.11: I am part of a team that is diverse. *Previously My workplace reflects diverse cultural communities.* (2018 n=2,151; 2022 n=1,738) Q.12: I am part of a team that is inclusive. *New question in 2022.* (2022 n=1,738) Q.15: The municipality satisfies the needs of the public. *Previously HRM.* (2018 n=2,149; 2022 n=1,737) Q.44: I am encouraged to be innovative and/or suggest new approaches to my work. *Previously I am supported in coming up with new approaches to how things are done.* (2018 n=2,155; 2022 n=1,733) *Due to rounding.

Variations across employee characteristics regarding Question 16: My employment is secure at the municipality:

- The following Business Unit has a result 10 or more points greater than the overall HRM result, with regard to agreement:
 - Planning and Development (93%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Governance (CAO Business Unit) (73%).
- The following subgroup differences are also noted:
 - Employees who are aware of who their Business Unit Executive Director is, are more likely to agree compared to those unaware (86% versus 76%);
 - Males and females are more likely to agree than non-binary or unstated gender employees (85% and 87% versus 63%, respectively); and
 - Employees who are satisfied with their job are more likely to agree compared to those less than satisfied (92% versus 67%).



Variations across employee characteristics regarding Question 50: I am treated fairly within my work team:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (84%), Governance (CAO Business Unit) (87%), Parks and Recreation (84%), ICT (83%), Finance and Asset Management (87%), Halifax Regional Fire and Emergency (83%), Transportation and Public Works (83%), and Planning and Development (91%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (60%).
- The following subgroup differences are also noted:
 - Employees who are aware of who their Business Unit Executive Director is, are more likely to agree compared to those who are unaware (78% versus 60%);
 - Non-union member employees are more likely to agree than union member employees (84% versus 70%);
 - Males and females are more likely to agree than non-binary or unstated gender employees (74% and 81% versus 49%, respectively);
 - Employees who have worked for HRM for less than five years (82%) are more likely to agree compared to those employed by HRM for a longer period of time; and
 - Employees who are satisfied with their job are more likely to agree compared to those less than satisfied (87% versus 47%).

Variations across employee characteristics regarding Question 53: There is good co-operation among co-workers:

- The following Business Unit has a result 10 or more points greater than the overall HRM result, with regard to agreement:
 - Planning and Development (88%).
- The following subgroup differences are also noted:
 - Employees who are aware of who their Business Unit Executive Director is, are more likely to agree compared to those who are unaware (78% versus 67%);
 - Males and females are more likely to agree than non-binary or unstated gender employees (76% and 79% versus 40%, respectively);
 - Employees who are satisfied with their job are more likely to agree compared to those less than satisfied (84% versus 58%).

Variations across employee characteristics regarding Question 54: I would be more likely to stay with the municipality if there were increased opportunities for flexible work arrangements:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (83%), Legal, Municipal Clerk, External Affairs (75%), ICT (78%), Finance and Asset Management (78%), Transportation and Public Works (76%), and Planning and Development (79%).



- The following Business Unit has a result 10 or more points less than the HRM overall result:
 - Halifax Regional Fire and Emergency (36%).
- The following subgroup differences are also noted:
 - Employees in management positions are less likely to agree (55% versus 67%);
 - Females and employees who identify as non-binary or unstated gender are more likely to agree than males (73% and 78% versus 58%, respectively).

Variations across employee characteristics regarding Question 11: I am part of a team that is diverse:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - ICT (83%) and Finance and Asset Management (87%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Legal, Municipal Clerk, and External Affairs (42%).
- The following subgroup differences are also noted:
 - Males and Females are more likely than non-binary or unstated gender employees to agree with this statement (76% and 69% versus 51%, respectively); and
 - Employees who are satisfied with their job are more likely to agree compared to those less than satisfied (79% versus 55%).

Variations across employee characteristics regarding Question 12: I am part of a team that is inclusive:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Governance (CAO Business Unit) (87%), ICT (82%), Finance and Asset Management (81%), Transportation and Public Works (81%), and Planning and Development (83%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (61%).
- The following subgroup differences are also noted:
 - Employees who are aware of who their Business Unit Executive Director is, are more likely to agree compared to those unaware (76% versus 57%);
 - Employees in management positions are more likely to agree with this statement (79% versus 69%);
 - Non-union member employees are more likely to agree than union member employees (81% versus 68%);
 - Males and Females are more likely than non-binary or unstated gender employees to agree with this statement (72% and 78% versus 49%, respectively); and



- Employees who are satisfied with their job are more likely to agree compared to those less than satisfied (83% versus 49%).

Variations across employee characteristics regarding Question 15: The municipality satisfies the needs of the public:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (83%), Legal, Municipal Clerk, External Affairs (82%), Governance (CAO Business Unit) (93%), Parks and Recreation (80%), ICT (81%), Finance and Asset Management (91%), and Transportation and Public Works (79%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (43%).
- The following subgroup differences are also noted:
 - Employees who are aware of who their Business Unit Executive Director is, are more likely to agree compared to those unaware (71% versus 49%);
 - Employees in management positions are more likely to agree with this statement (78% versus 61%);
 - Non-union member employees are more likely to agree than union member employees (83% versus 58%);
 - Females are more likely than males and non-binary or unspecified gender employees to agree (75% versus 62% versus 32%, respectively); and
 - Employees who are satisfied with their job are more likely to agree than employees less than satisfied (79% versus 41%).

Variations across employee characteristics regarding Question 44: I am encouraged to be innovative and/or suggest new approaches to my work:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (65%), Legal, Municipal Clerk, External Affairs (67%), Governance (CAO Business Unit) (70%), Parks and Recreation (57%), ICT (55%), Finance and Asset Management (59%), Transportation and Public Works (62%), and Planning and Development (63%).
- The following Business Units have results 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Transit (27%) and Halifax Regional Police (15%).
- The following subgroup differences are also noted:
 - Employees who are aware of who their Business Unit Executive Director is, are more likely to agree compared to those who are unaware (44% versus 20%);
 - Employees in management positions are more likely to agree with this statement (50% versus 35%);



- Non-union member employees are more likely to agree than union member employees (64% versus 29%);
- Females are more likely than males and non-binary or unstated gender employees to agree with the statement (55% versus 34% and 12%, respectively); and
- Employees who are satisfied with their job are more likely to agree compared to those less than satisfied (51% versus 14%).

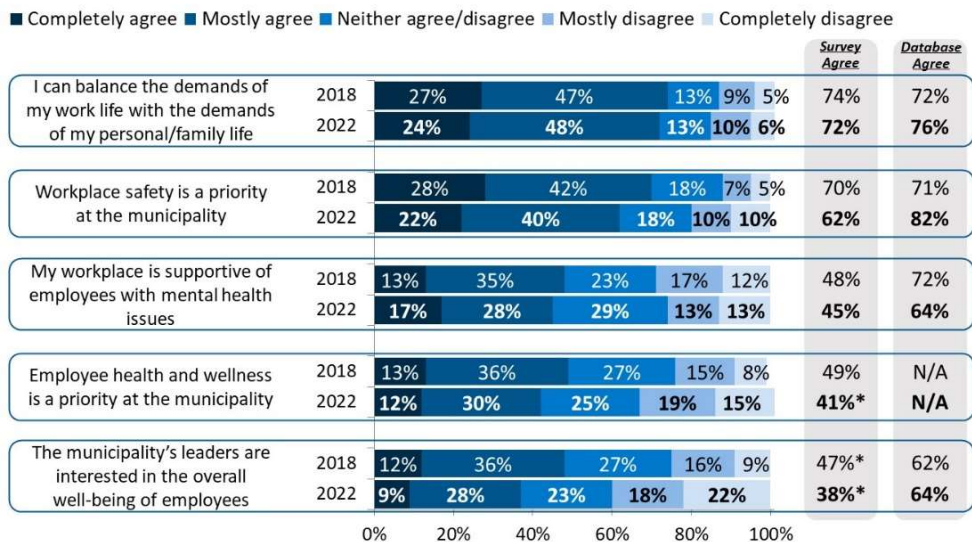
Health and Safety

Health and safety results are in certain instances low and represent a workplace opportunity area for the municipality.

- Seven in ten (72%, compared with 74%) of employees agree they can ***balance the demands of my work life with the demands of my personal/family life***, and six in ten (62%, down from 70%) agree ***workplace safety is a priority at HRM***.
 - When compared to other Atlantic Canadian organizations, agreement that ***workplace safety is a priority at the municipality*** falls below average, while ***balancing demands of work and personal life*** is on par.
- Four in ten employees agree their ***workplace is supportive of employees with mental health issues*** (45%, compared with 48%), that ***employee health and wellness is a priority at the municipality*** (41%, down from 49%), and that ***the municipality's leaders are interested in the overall well-being of employees*** (38%, down from 47%). At least one-third disagree with the latter two statements.
 - Given that the statement ***the municipality's leaders are interested in the overall well-being of employees*** is a key driver of employee engagement, this level of agreement in this area serves to identify a key area of focus for the municipality. Of note, the proportion disagreeing (39%) is on par with the proportion agreeing (38%).
 - When compared to other Atlantic Canadian organizations, agreement that their ***workplace is supportive of employees with mental health issues*** and the ***municipality's leaders are interested in the overall well-being of employees*** falls below average.



Health and Safety



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.14: The municipality's leaders are interested in the overall well-being of employees. *Previously HRM is interested in the overall well-being of its employees.* (2018 n=2,157; 2022 n=1,738) Q.48: My workplace is supportive of employees with mental health issues. *Previously My work environment is an emotionally healthy one.* (2018 n=2,157; 2022 n=1,732) Q.55: I can balance the demands of my work life with the demands of my personal/family life. (2018 n=2,148; 2022 n=1,730) Q.56: Employee health and wellness is a priority at the municipality. *Previously Health and wellness is a priority at HRM.* (2018 n=2,152; 2022 n=1,729) Q.57: Workplace safety is a priority at the municipality. *Previously HRM.* (2018 n=2,145; 2022 n=1,729) *Due to rounding.

Variations across employee characteristics regarding Question 14: The municipality's leaders are interested in the overall well-being of employees:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (51%), Legal, Municipal Clerk, External Affairs (60%), Governance (CAO Business Unit) (77%), Parks and Recreation (49%), Finance and Asset Management (66%), Transportation and Public Works (60%), and Planning and Development (55%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (14%).
- The following subgroup differences are also noted:
 - Employees who are aware of who their Business Unit Executive Director is, are more likely to agree compared to those who are not (42% versus 24%);
 - Employees in management positions are more likely to agree with this statement (48% versus 34%);
 - Non-union member employees are more likely to agree than union member employees (59% versus 30%);
 - Females are more likely to agree than males or non-binary or unstated gender employees (49% versus 37% and versus 15%, respectively);



- Employees who have worked for HRM for less than five years (52%) are more likely to agree compared to those who have worked for HRM for a longer period of time; and
- Employees who are satisfied with their jobs are more likely to agree compared to those less than satisfied (52% versus 9%).

Variations across employee characteristics regarding Question 48: My workplace is supportive of employees with mental health issues:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Governance (CAO Business Unit) (67%), Parks and Recreation (59%), Finance and Asset Management (56%), Transportation and Public Works (57%), and Planning and Development (55%).
- The following Business Unit has a result 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Regional Police (26%).
- The following subgroup differences are also noted:
 - Employees who are aware of who their Business Unit Executive Director is, are more likely to agree compared to those who are unaware (49% versus 34%);
 - Employees in management positions are more likely to agree compared to those who are not (56% versus 42%);
 - Non-union member employees are more likely to agree than employees who are union members (62% versus 39%);
 - Males and females are more likely to agree than non-binary or unstated gender employees (47% and 54% versus 25%);
 - Employees who have worked for HRM for less than five years (57%) are more likely to agree compared to those who have been an employee for a longer period of time; and
 - Employees who are satisfied with their job are more likely to agree compared to those who are less than satisfied (58% versus 21%).

Variations across employee characteristics regarding Question 55: I can balance the demands of my work life with the demands of my personal/family life:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Parks and Recreation (82%), Finance and Asset Management (85%), and Transportation and Public Works (83%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (60%).
- The following subgroup differences are also noted:



- Employees who are aware of who their Business Unit Executive Director is, are more likely to agree with the statement than those who are unaware (75% versus 63%);
- Males and females are more likely to agree than non-binary or unstated gender employees (73% and 77% versus 40%); and
- Employees who are satisfied with their job are more likely to agree compared to those who are less than satisfied (84% versus 48%).

Variations across employee characteristics regarding Question 56: Employee health and wellness is a priority at the municipality:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Governance (CAO Business Unit) (60%), Parks and Recreation (53%), Finance and Asset Management (62%), Transportation and Public Works (62%), and Planning and Development (61%).
- The following Business Unit has a result 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Regional Police (22%).
- The following subgroup differences are also noted:
 - Employees who are aware of who their Business Unit Executive Director is, are more likely to agree with the statement than those who are unaware (46% versus 27%);
 - Non-union member employees are more likely to agree than employees who are union members (57% versus 35%);
 - Males and females are more likely to agree than non-binary or unstated gender employees (42% and 50% versus 26%, respectively);
 - Employees who have worked for HRM for less than five years (55%) are more likely to agree compared to those who have been an employee for a longer period of time; and
 - Employees who are satisfied with their job are more likely to agree compared to those who are not (54% versus 17%).

Variations across employee characteristics regarding Question 57: Workplace safety is a priority at the municipality:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Governance (CAO Business Unit) (73%), Parks and Recreation (73%), Finance and Asset Management (80%), Halifax Regional Fire and Emergency (76%), Transportation and Public Works (78%), and Planning and Development (75%).
- The following Business Unit has a result 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Regional Police (35%).
- The following subgroup differences are also noted:

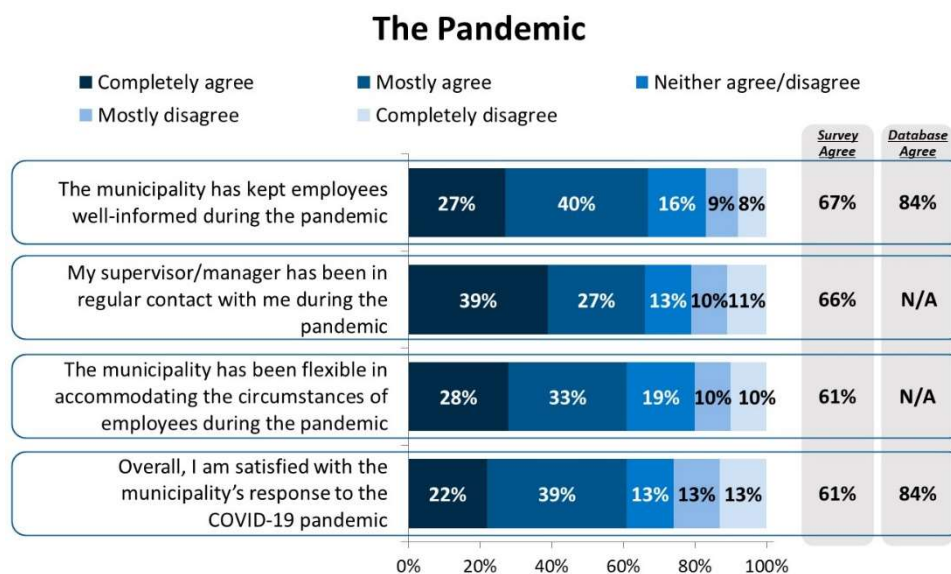


- Employees who are aware of who their Business Unit Executive Director is, are more likely to agree compared to those who are unaware (67% versus 47%);
- Employees who are in management positions are more likely to agree compared to those who are not (73% versus 58%);
- Non-union member employees are more likely to agree than union member employees (75% versus 56%);
- Males and females are more likely to agree than non-binary or unstated gender employees (61% and 69% versus 42%, respectively); and
- Employees who are satisfied with their job are more likely to agree compared to those who are less than satisfied (76% versus 34%).

COVID-19

Employees are moderately satisfied with the municipality’s response to the pandemic.

- Two-thirds (67%) of employees agree the **municipality has kept employees well-informed during the pandemic** and a similar proportion (66%) agree **their supervisor/manager has been in regular contact with them during the pandemic**. Six in ten (61%) agree that **overall, they are satisfied with the municipality’s response to the COVID-19 pandemic**.
 - Agreement that employees have been kept well-informed during the pandemic, and that they are satisfied with the municipality’s response to it, is below NR’s database average.
- Six in ten agree **the municipality has been flexible in accommodating the circumstances of employees during the pandemic** (61%).



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.61: Overall, I am satisfied with the municipality’s response to the COVID-19 pandemic. (2022 n=1,726) Q.62: My supervisor/manager has been in regular contact with me during the pandemic. (2022 n=1,726) Q.63: The municipality has been flexible in accommodating the circumstances of employees during the pandemic. (2022 n=1,726) Q.64: The municipality has kept employees well-informed during the pandemic. (2022 n=1,724) *Due to rounding. New questions in 2022.



Variations across employee characteristics regarding Question 61: Overall, I am satisfied with the municipality's response to the COVID-19 pandemic:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (87%), Legal, Municipal, External Affairs (91%), Governance (CAO Business Unit) (97%), Parks and Recreation (82%), ICT (86%), Finance and Asset Management (90%), Transportation and Public Works (75%), and Planning and Development (86%).
- The following Business Units have results 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Transit (45%) and Halifax Regional Police (44%).
- The following subgroup differences are also noted:
 - Employees who are aware of who their Business Unit Executive Director is, are more likely to agree compared to those who are unaware (68% versus 42%);
 - Employees who are in management positions are more likely to agree compared to those who are not (76% versus 56%);
 - Non-union member employees are more likely to agree than union member employees (85% versus 52%);
 - Females are more likely to agree than males or non-binary or unstated gender employees (78% versus 55% versus 44%, respectively); and
 - Employees who are satisfied with their job are more likely to agree compared to those who are less than satisfied (72% versus 40%).

Variations across employee characteristics regarding Question 62: My supervisor/manager has been in regular contact with me during the pandemic:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (88%), Legal, Municipal Clerk, External Affairs (91%), Governance (CAO Business Unit) (100%), Parks and Recreation (82%), ICT (82%), Finance and Asset Management (85%), Transportation and Public Works (79%), and Planning and Development (92%).
- The following Business Unit has a result 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Transit (42%).
- The following subgroup differences are also noted:
 - Employees who are aware of who their Business Unit Executive Director is, are more likely to agree compared to those who are unaware (73% versus 44%);
 - Employees who are in management positions are more likely to agree compared to those who are not (76% versus 62%);
 - Non-union member employees are more likely to agree than union member employees (86% versus 58%);



- Females are more likely to agree than males or non-binary or unstated gender employees (79% versus 61% versus 34%, respectively);
- Employees with less than five years tenure (76%) are more likely to agree than employees with longer tenure; and
- Employees who are satisfied with their job are more likely to agree compared to those who are less than satisfied (77% versus 45%).

Variations across employee characteristics regarding Question 63: The municipality has been flexible in accommodating the circumstances of employees during the pandemic:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (75%), Legal, Municipal Clerk, External Affairs (82%), Governance (CAO Business Unit) (100%), Parks and Recreation (83%), ICT (87%), Finance and Asset Management (87%), Corporate and Customer Service (71%), Transportation and Public Works (75%), and Planning and Development (90%).
- The following Business Units have results 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Transit (47%) and Halifax Regional Police (44%).
- The following subgroup differences are also noted:
 - Employees who are aware of who their Business Unit Executive Director is, are more likely to agree compared to those who are unaware (67% versus 42%);
 - Employees who are in management positions are more likely to agree compared to those who are not (76% versus 56%);
 - Non-union member employees are more likely to agree than union member employees (84% versus 52%);
 - Females are more likely to agree than males or non-binary or unstated gender employees (74% versus 56% versus 38%, respectively); and
 - Employees who are satisfied with their job are more likely to agree compared to those who are less than satisfied (72% versus 38%).

Variations across employee characteristics regarding Question 64: The municipality has kept employees well-informed during the pandemic:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (89%), Legal, Municipal Clerk, External Affairs (82%), Governance (CAO Business Unit) (97%), Parks and Recreation (84%), ICT (92%), Finance and Asset Management (95%), and Planning and Development (85%).
- The following Business Units have results 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Transit (50%) and Halifax Regional Police (54%).
- The following subgroup differences are also noted:



- Employees who are aware of who their Business Unit Executive Director is, are more likely to agree compared to those who are unaware (74% versus 48%);
- Employees who are in management positions are more likely to agree compared to those who are not (81% versus 63%);
- Non-union member employees are more likely to agree than union member employees (88% versus 59%);
- Females are more likely to agree than males or non-binary or unstated gender employees (81% versus 62% versus 39%, respectively); and
- Employees who are satisfied with their job are more likely to agree compared to those who are less than satisfied (78% versus 47%).

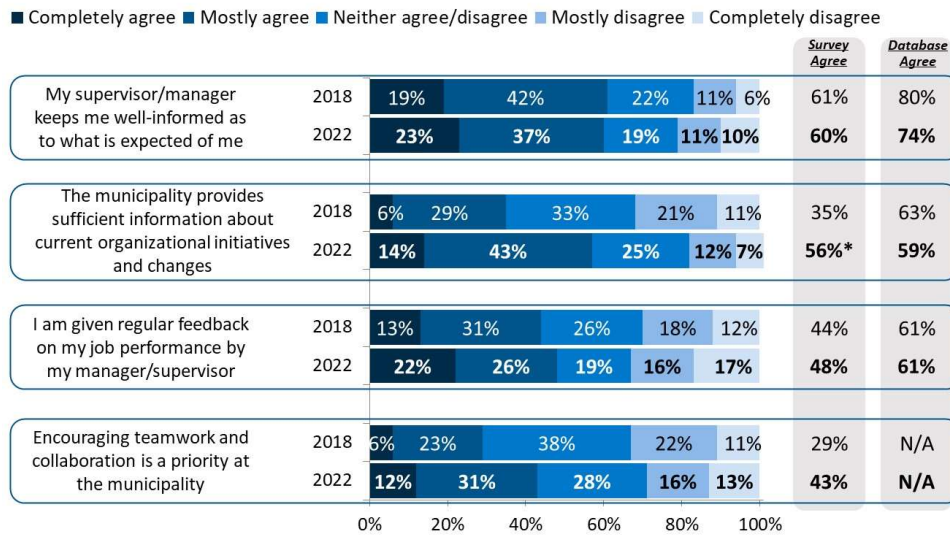
Communications

Employees continue to perceive performance feedback and information sharing as limited, although improvements are evident for certain aspects of communication.

- Six in ten (60%, on par with 61%) employees agree ***their supervisor/manager keeps them well informed as to what is expected of them.***
 - Agreement in this regard falls below average when compared to other Atlantic Canadian organizations.
- Over one-half (56%) of employees agree ***the municipality provides sufficient information about current organizational initiatives and changes***, up notably from 35% in 2018.
- Nearly one-half of employees agree they ***are given regular feedback on job performance by my manager/supervisor*** (48%, compared with 44%), with one-third (33%) disagreeing. Just over four in ten agree ***encouraging teamwork and collaboration is a priority at the municipality*** (43%), which is up from 29% in 2018.
 - Agreement that employees are ***given regular feedback on job performance*** falls below average when compared to other Atlantic Canadian organizations.



Communications



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.29: I am given regular feedback on my job performance by my manager/supervisor. (2018 n=2142; 2022 n=1,738) Q.31: The municipality provides sufficient information about current organizational initiatives and changes (for example, programs, policies, events, opportunities) *Previously I am kept well informed of future HRM plans.* (2018 n=2,150; 2022 n=1,738) Q.33: My supervisor/manager keeps me well-informed as to what is expected of me. (2018 n=2,148; 2022 n=1,738) Q.42: Encouraging teamwork and collaboration is a priority at the municipality *Previously Sharing knowledge across employees is a top priority at HRM.* (2018 n=2,156; 2022 n=1,732)
**Due to rounding.*

Variations across employee characteristics regarding Question 29: I am given regular feedback on my job performance by my manager/supervisor:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (75%), Legal, Municipal Clerk, External Affairs (76%), Governance (CAO Business Unit) (70%), Parks and Recreation (59%), Transportation and Public Works (62%), and Planning and Development (60%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (30%).
- The following subgroup differences are also noted:
 - Employees who are aware of who their Business Unit Executive Director is, are more likely to agree compared to those who are unaware (52% versus 35%);
 - Non-union member employees are more likely to agree than union member employees (66% versus 41%);
 - Females are more likely than males and non-binary or unstated gender employees to agree with this statement (60% versus 45% and 23%, respectively); and
 - Employees who are satisfied with their jobs are more likely to agree compared to those who are less than satisfied (60% versus 26%).



Variations across employee characteristics regarding Question 31: The municipality provides sufficient information about current organizational initiatives and changes (for example, programs, policies, events, opportunities):

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (76%), Legal, Municipal Clerk, External Affairs (73%), Governance (CAO Business Unit) (73%), Finance and Asset Management (79%), Transportation and Public Works (71%), and Planning and Development (69%).
- The following Business Unit has a result 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Regional Police (33%).
- The following subgroup differences are also noted:
 - Employees who are aware of who their Business Unit Executive Director is, are more likely to agree compared to those who are unaware (62% versus 41%);
 - Employees in management positions are more likely to agree compared to those who are not (65% versus 54%);
 - Non-union member employees are more likely to agree than union member employees (71% versus 51%);
 - Employees who have worked for HRM for less than five years (70%) are more likely to agree than employees who have worked for HRM for a longer period of time; and
 - Employees who are satisfied with their job are more likely to agree compared to those who are less than satisfied (69% versus 32%).

Variations across employee characteristics regarding Question 33: My supervisor/manager keeps me well-informed as to what is expected of me:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (77%), Legal, Municipal Clerk, External Affairs (91%), Governance (CAO Business Unit) (73%), Transportation and Public Works (75%), and Planning and Development (78%).
- The following Business Units have results 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Transit (47%) and Halifax Regional Police (55%).
- The following subgroup differences are also noted:
 - Employees who are aware of who their Business Unit Executive Director is, are more likely to agree with the statement than those unaware (64% versus 47%);
 - Non-union member employees are more likely to agree than union member employees (76% versus 54%);
 - Females are more likely to agree than males or non-binary or unstated gender employees (71% versus 58% versus 37%, respectively);



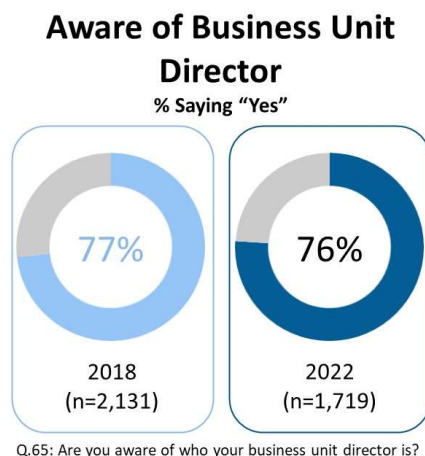
- Employees who have worked for HRM for less than five years (73%) are more likely to agree than employees who have worked for HRM longer; and
- Employees who are satisfied with their job are more likely to agree compared to those who are less than satisfied (73% versus 34%).

Variations across employee characteristics regarding Question 42: Encouraging teamwork and collaboration is a priority at the municipality:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Corporate Communications (60%), Legal, Municipal Clerk, External Affairs (51%), Governance (CAO Business Unit) (63%), Finance and Asset Management (63%), Transportation and Public Works (66%), and Planning and Development (62%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (19%).
- The following subgroup differences are also noted:
 - Employees who are aware of who their Business Unit Executive Director is, are more likely to agree with the statement than those unaware (48% versus 26%);
 - Employees in management positions are more likely to agree compared to those who are not (54% versus 39%);
 - Non-union member employees are more likely to agree than union member employees (62% versus 35%);
 - Females are more likely to agree than males or non-binary or unstated gender employees (55% versus 42% versus 20%, respectively);
 - Employees who have worked for HRM for less than five years (62%) are more likely to agree compared to those who have worked longer for HRM; and
 - Employees who are satisfied with their job are more likely to agree compared to those who are less than satisfied (56% versus 16%).

Variations across employee characteristics regarding Question 65: Are you aware of who your Business Unit Executive Director is?

- The following Business Units have results 10 or more points greater than the overall HRM result with regard to being aware of who their Business Unit Executive Director is:
 - HR/Corporate Communications (93%), Legal, Municipal Clerk, External Affairs (98%), Governance (CAO Business Unit) (97%), ICT (91%), Finance and Asset Management (98%), Halifax Regional Fire and Emergency (86%), Transportation and Public Works (92%), and Planning and Development (87%).
 - Similar to 2018, three-quarters (76%, compared with 77%) are aware of their Business Unit Director.



- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to being aware of who their Business Unit Executive Director is:
 - Halifax Regional Police (52%).
- The following subgroup differences are also noted:
 - Employees in management positions are more likely to be aware of who their Business Unit Executive Director is compared to employees not in management positions (93% versus 70%);
 - Non-union member employees are more likely to be aware than union member employees (94% versus 69%);
 - Males and females are more likely to be aware than non-binary or unstated gender employees (74% and 81% versus 52%, respectively); and
 - Employees who are satisfied with their job are more likely to be aware compared to those who are less than satisfied (81% versus 68%).

Important Workplace Changes

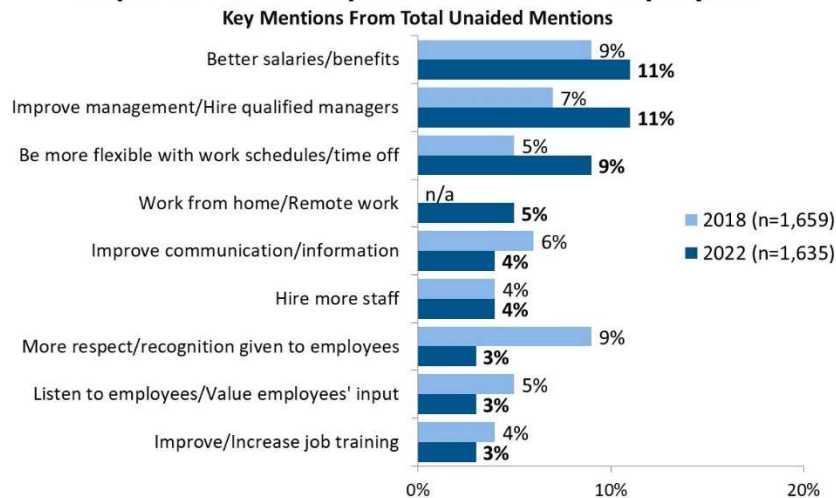
While opinions vary on what the municipality could implement to make working life better, it is evident that a desire for better management, better compensation and more flexible work arrangements top the most frequently mentioned comments.

- When queried about the *single most important change that the municipality could implement to make working lives better*, employees offered a variety of responses. Among these, *improving management/hiring qualified managers*, and *better salaries/benefits* were the top suggestions, given by 11 percent of respondents. Notably, these were also the top suggestions made in 2018.
- Employees also suggested that the municipality could *be more flexible with work schedules/time off* (9%)
- Five percent would like changes in terms of *work from home/remote work*.



- All other suggestions were mentioned by less than five percent, including *improve communication/information* (4%), *hire more staff* (4%), *more respect/recognition given to employees* (3%), *listen to employees/value employees' input* (3%), and *improve/increase job training* (3%).
- The following survey response is reflective of others made by employees regarding one of the two most commonly cited changes that would improve the workplace overall, that being *improving management/hiring qualified managers* :
 - “Management [should make] decisions informed directly by those impacted by the work and those delivering the service.”
- The following verbatim survey response is reflective of others made by employees regarding another commonly cited change that would improve the workplace overall, that being *better salaries/benefits* :
 - “Increase compensation and hire additional staff to ensure adequate coverage with reduced turn-around.”

Single Most Important Change by the Municipality to Improve the Workplace Overall for Employees



Q.72: What would be the single most important change that the municipality could implement to improve the workplace overall for employees? Formerly HRM. Note: This question was optional.

Gap Analysis

While gap scores between employee expectation and employer performance remain modest for many areas, the discrepancy has grown in regards to confidence in senior management.

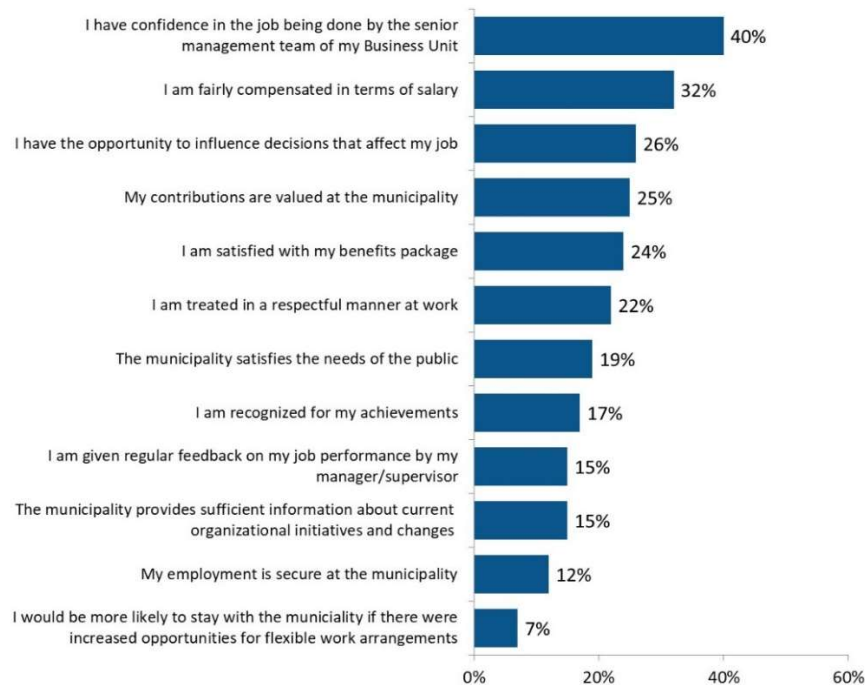
To better fully understand differences in employees’ expectations and their employer’s performance, a gap analysis was performed. Gap scores are calculated as the percentage of employees who rate a factor as critically important **and** who do not completely or mostly agree that their employer performs well on that factor. Higher gap scores indicate a greater discrepancy between expectation and performance, and often represent areas in which priority attention could be focused for workplace improvement.



Generally speaking, most gap scores for the municipality remain moderate. As was the case in 2018, the largest gaps are found to be in terms of *having confidence in the job being done by senior management of my Business Unit* (40%, compared with 29% in 2018), and *being fairly compensated in terms of salary* (32%, compared with 27% in 2018). Notably, the gap scores for both of these metrics have increased since 2018.

These measures are closely followed by perceptions that employees have the opportunity to influence *decisions that affect their job* (26%, compared with 24% in 2018), and perceiving that *the municipality values their contributions* (25%, compared with 24% in 2018). Notable gaps are also present in regards to *being satisfied with the benefits packages* (24%, compared with 21% in 2018), and *being treated in a respectful manner at work* (22%, compared with 20% in 2018). All other gap scores are smaller than 20 percentage points and are considered less pressing gaps. These smaller gap scores suggest that for many employees, their workplace expectations are, or perhaps nearly are, currently being met.

Gap Scores



Concerning *having confidence in the job being done by the senior management team of my Business Unit*, larger gap scores are evident among employees who are unaware of their Business Unit Executive Director, perhaps unsurprisingly, as well as among employees who identify as non-binary or unstated gender. For *having the opportunity to influence decisions that affect my job*, and thinking that *the municipality values my contributions*, larger gap scores are noted among employees with disabilities, and employees with lower job satisfaction. Larger gap scores for *being satisfied with the benefits package* are evident in employees unaware of their Business Unit Executive Director, employees with disabilities, and employees with lower job satisfaction. When it comes to *being treated in a respectful manner at work*, larger gap scores are recorded for employees who identify as non-binary or unstated gender, employees with disabilities, employees with lower job satisfaction, and employees who are disengaged.



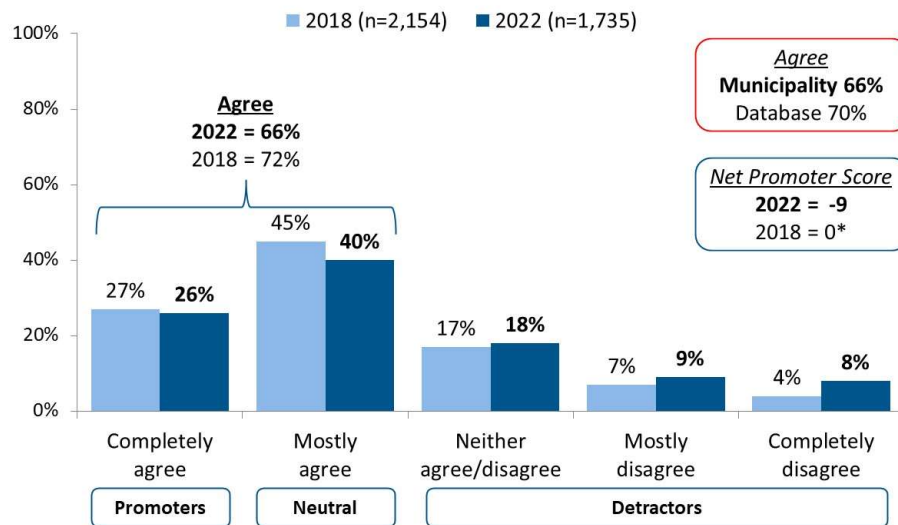
Net Promoter Score

HRM has a negative net promoter score, below 2018, indicating that the number of detractors is greater than the number of employees who promote the municipality as a good place to work.

Reflecting the net difference between the percentage of “promoters” (those who offer a score of ‘1’ on a 5-point agreement scale) and “detractors” (those offering a rating between 3 and 5), the Net Promoter Score is calculated to better understand the incidence of the likelihood of HRM’s employee complement to recommend the municipality as a good place to work.

- A modified net promoter score approach was utilized for the present research. To ensure comparison with Narrative Research’s Employee Opinion Database value was feasible for the ‘willingness to recommend’ query, as well as to permit a comparison between HRM’s 2018 and 2022 results, the ‘willingness to recommend’ survey statement used in the HRM questionnaire matched NR’s standard query, rather than the traditional net promoter score wording. Thus, a modified net promoter score calculation was implemented by Narrative Research for this HRM study.
- Overall, HRM has a greater number of detractors versus promoters, thus providing HRM overall with a Net Promoter Score of -9.

Net Promoter Score: I Would Recommend the Municipality As a Good Place to Work



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
Q.13: I would recommend the municipality as a good place to work. Previously HRM. *Due to rounding.

Variations across employee characteristics:

- ICT (-6 net promoter score), Halifax Transit (-12 net promoter score), Corporate and Customer Service (-2 net promoter score), and Halifax Regional Police (-53 net promoter score) are Business Units with a greater number of “detractors” as compared to “promoters”;



- Governance (CAO Business Unit) (+30 net promoter score) and Finance and Asset Management (+28 net promoter score) have the highest net promoter scores, that is, the greatest net number of employees who would recommend HRM as a good place to work;
- Employees unaware of their Business Unit Executive Director are less likely to be promoters than those aware (-37 net promoter score versus +1 score, respectively);
- Employees not in management positions are less likely to be promoters than are those in management positions (-15 net promoter score versus +9 net promoter score, respectively);
- Union member employees are less likely to be promoters than non-union member employees (-20 net promoter score versus +21 net promoter score, respectively);
- Non-binary, or employees who did not state their gender were less likely to be promoters than males and females (-61 net promoter score versus -10 and +10 net promoter scores, respectively);
- The net promoter scores are lower among those with longer tenures of employment at HRM; and
- Employees who are less than satisfied with their job hold a lower net promoter score compared to those who are satisfied (-71 net promoter score versus +23 net promoter score).

Differences by Business Unit

There are notable variations in workplace perceptions across HRM's various Business Units, with lower scoring units thus representing more evident opportunity areas for workplace improvements.

In an effort to facilitate remedial workplace actions in the HRM workplace, a summary overview of the survey results by subgroup was undertaken. This summary identifies the proportion of survey statements on which each individual subgroup is either *above* or *below* the overall result for all HRM employees, across all Business Units. Specifically, if a subgroup had a 10 percentage point or greater difference vis-à-vis the overall HRM result, it was considered *above* or *below* (depending on direction of the survey responses). In total, 61 agree-disagree survey statements were used in this analysis, along with two commitment to employee/employer statements.

In terms of Business Units, this summary analysis reveals that six of the 12 Business Units have at least two-thirds of the statements above the HRM overall result including: Finance and Asset Management, Governance (CAO Business Unit), Planning and Development, HR/Corporate Communications, Transportation and Public Works, and Legal, Municipal Clerk, External Affairs employees. Halifax Regional Police employees are found to have the greatest percentage of items below the HRM overall result, followed by Halifax Transit employees.



| <i>Business Unit</i> | <i>Comparison to HRM Overall</i> | |
|--|----------------------------------|----------------------------------|
| | <i>Percentage of Items Above</i> | <i>Percentage of Items Below</i> |
| Finance and Asset Management | 84% | 0% |
| Governance (CAO Business Unit) | 82% | 2% |
| Planning and Development | 77% | 0% |
| HR/Corporate Communications | 69% | 0% |
| Transportation and Public Works | 69% | 2% |
| Legal, Municipal Clerk, External Affairs | 66% | 2% |
| Parks and Recreation | 44% | 0% |
| ICT | 39% | 3% |
| Halifax Regional Fire and Emergency | 8% | 10% |
| Corporate and Customer Service | 5% | 0% |
| Halifax Regional Police | 2% | 66% |
| Halifax Transit | 0% | 31% |

- Employees unaware of their Business Unit Executive Director were more likely to score below HRM's result.

| <i>Aware of Business Unit Executive Director</i> | <i>Comparison to HRM Overall</i> | |
|--|----------------------------------|----------------------------------|
| | <i>Percentage of Items Above</i> | <i>Percentage of Items Below</i> |
| Yes, Aware | 0% | 0% |
| No, Unaware | 0% | 79% |

- Management employees score above the HRM overall result on 39% of measures.

| <i>In a Management Position</i> | <i>Comparison to HRM Overall</i> | |
|---------------------------------|----------------------------------|----------------------------------|
| | <i>Percentage of Items Above</i> | <i>Percentage of Items Below</i> |
| Yes | 39% | 0% |
| No | 0% | 0% |

- Non-Unionized employees score above the HRM overall result on 75% of measures.

| <i>Union Member</i> | <i>Comparison to HRM Overall</i> | |
|---------------------|----------------------------------|----------------------------------|
| | <i>Percentage of Items Above</i> | <i>Percentage of Items Below</i> |
| Yes | 0% | 5% |
| No | 75% | 0% |



- Employees who did not specify, or who are a non-binary gender, scored below the HRM overall result on 93% of measures.

| Gender | Comparison to HRM Overall | |
|-------------------|---------------------------|---------------------------|
| | Percentage of Items Above | Percentage of Items Below |
| Male | 0% | 0% |
| Female | 49% | 0% |
| Other/Unspecified | 2% | 93% |

- Employees who are Indigenous/Aboriginal score below the HRM overall results on 46% of measures
- Employees with a disability score below the HRM overall result on 26% of measures.

| Employment Equity Group | Comparison to HRM Overall | |
|-------------------------|---------------------------|---------------------------|
| | Percentage of Items Above | Percentage of Items Below |
| Racialized | 3% | 0% |
| Woman | 2% | 0% |
| Indigenous/Aboriginal | 0% | 46% |
| Disability | 0% | 26% |
| LGBTQ+ | 0% | 7% |

- Employees with less than five years tenure score higher than the HRM overall result on 56% of measures.

| Years of Employment | Comparison to HRM Overall | |
|---------------------|---------------------------|---------------------------|
| | Percentage of Items Above | Percentage of Items Below |
| Less than 5 Years | 56% | 0% |
| 5 to 9 Years | 0% | 0% |
| 10 to 19 Years | 0% | 15% |
| 20 or More Years | 0% | 2% |

- Employees who are satisfied with their job score above HRM overall on 79% of the measures.
- Employees who are less than satisfied with their job score below the HRM overall average on almost every measure.



| <i>Job Satisfaction</i> | <i>Comparison to HRM Overall</i> | |
|---|----------------------------------|----------------------------------|
| | <i>Percentage of Items Above</i> | <i>Percentage of Items Below</i> |
| Agree with the statement: <i>Overall, I am satisfied with my job</i> | 79% | 0% |
| Less than agree rating on the statement: <i>Overall, I am satisfied with my job</i> | 0% | 98% |

- There is an approximate linear relationship evident in the survey results vis-à-vis HRM overall, when the data is examined in terms of the levels of employee engagement at HRM.
 - That is, more engaged employees are more likely to provide ratings above those for HRM overall, while less engaged employees are more likely to provide ratings below.

| <i>Engagement</i> | <i>Comparison to HRM Overall</i> | |
|------------------------|----------------------------------|----------------------------------|
| | <i>Percentage of Items Above</i> | <i>Percentage of Items Below</i> |
| High Engagement | 100% | 0% |
| Moderate Engagement | 89% | 0% |
| Moderate Disengagement | 0% | 41% |
| High Disengagement | 0% | 98% |

Narrative Research Database Analysis

An analysis was undertaken of HRM’s 2022 survey findings compared with Narrative Research’s *Employee Opinion Database*. The information contained in the *Narrative Research Database* is derived from opinions of employees from a variety of Atlantic Canadian organizations surveyed in recent years.

Red arrows (below by more than five percentage points) in the table below indicate areas where the municipality performs notably below the *Database* norm (33 instances).

Green arrows (above by more than five percentage points) indicate areas where the municipality performs notably above the *Database* norm (one instance).

In instances where the municipality’s survey result and NR’s database value are within four percentage points of one another (above or below), the differential is indicated by “- -” script.

With the results observed this year at the municipality, a majority of statements fall below the Narrative Research database value. As was observed in 2018, the only statement that HRM scores above Narrative Research’s normative database is *my employment is secure at the municipality*.



| <i>Question Number + Factor Evaluated</i> | <i>HRM Overall (%)</i> | <i>NR's Database (%)</i> | <i>Differential</i> |
|--|------------------------|--------------------------|---------------------|
| 4. I understand the municipality's Plan on a Page 2021-2025 | 44 | 60 | ↓ |
| 5. I understand how I can contribute to the municipality achieving its key priorities | 54 | 75 | ↓ |
| 6. Overall, I am satisfied with my job | 66 | 78 | ↓ |
| 10. I have a daily opportunity to do what I do best | 71 | 74 | -- |
| 13. I would recommend the municipality as a good place to work | 66 | 70 | -- |
| 14. The municipality's leaders are interested in the overall well-being of employees | 38 | 64 | ↓ |
| 15. The municipality satisfies the needs of the public | 66 | 81 | ↓ |
| 16. My employment is secure at the municipality | 83 | 68 | ↑ |
| 17. In general, at work I feel motivated to do a good job | 71 | 83 | ↓ |
| 18. I am held accountable for my performance | 74 | 86 | ↓ |
| 19. I feel a sense of pride in the accomplishments of the municipality | 56 | 71 | ↓ |
| 20. My morale at work is generally positive | 57 | 68 | ↓ |
| 21. Senior Management of my Business Unit are approachable | 50 | 61 | ↓ |
| 23. Senior management of my Business Unit follow up on commitments made to staff | 35 | 54 | ↓ |
| 24. I have confidence in the job being done by the senior management team of my Business Unit | 40 | 60 | ↓ |
| 25. My manager/supervisor cares about me as a person | 63 | 75 | ↓ |
| 29. I am given regular feedback on my job performance by my manager/supervisor | 48 | 61 | ↓ |
| 30. I am recognized for my achievements | 40 | 53 | ↓ |
| 31. The municipality provides sufficient information about current organizational initiatives and changes (for example, programs, policies, events, opportunities) | 56 | 59 | -- |
| 32. I have the opportunity to influence decisions that affect my job | 33 | 55 | ↓ |
| 33. My supervisor/manager keeps me well-informed as to what is expected of me | 60 | 74 | ↓ |
| 34. My contributions are valued at the municipality | 38 | 58 | ↓ |
| 35. My manager/supervisor is fair when assessing my performance | 60 | 72 | ↓ |
| 36. I am fairly compensated in terms of salary | 61 | 62 | -- |
| 37. I am satisfied with my benefits package | 64 | 70 | ↓ |



| Question Number + Factor Evaluated | HRM Overall (%) | NR's Database (%) | Differential |
|---|-----------------|-------------------|--------------|
| 39. I am given a fair opportunity to pursue training associated with my job | 48 | 58 | ↓ |
| 40. I believe my career aspirations can be achieved at the municipality | 50 | 55 | ↓ |
| 45. I am given a fair opportunity to compete for positions that become available | 51 | 53 | -- |
| 46. My supervisor/manager encourages my development | 51 | 67 | ↓ |
| 47. I have access to opportunities that help me develop my career | 44 | 49 | ↓ |
| 48. My workplace is supportive of employees with mental health issues | 45 | 64 | ↓ |
| 49. As a team we celebrate successes | 41 | 57 | ↓ |
| 51. I think my work team values my contributions | 71 | 80 | ↓ |
| 52. I have the necessary tools and resources to do my job well | 64 | 78 | ↓ |
| 53. There is good co-operation among co-workers | 75 | 76 | -- |
| 55. I can balance the demands of my work life with the demands of my personal/family life | 72 | 76 | -- |
| 57. Workplace safety is a priority at the municipality | 62 | 82 | ↓ |
| 58. I find my job to be too stressful* | 32 | 23 | ↓ |
| 59. I am treated in a more respectful manner at work | 71 | 82 | ↓ |
| 60. I am able to effectively deal with the amount of work assigned to me | 74 | 76 | -- |
| 61. Overall, I am satisfied with the municipality's response to the COVID-19 pandemic | 61 | 84 | ↓ |
| 64. The municipality has kept employees well-informed during the pandemic | 67 | 84 | ↓ |

**Note: Higher agreement to this statement indicates a more negative outcome, therefore, lower agreement in this regard is a more favourable outcome.*

Employee Report Card

Organizational Performance Scale

To provide a “single metric” of how well organizations or sub-units are performing in the eyes of its employees, Narrative Research developed its own proprietary **Organizational Performance Scale** (OPS). For simplicity, organizations are graded in a “report card” format, based on their performance on several key *subscales*. Each subscale consists of 3-5 questions related to a particular topic or theme. Subscales are subsequently combined to obtain an overall score on the Organizational Performance Scale.



The OPS was developed from a basket of survey questions using a five-point agreement scale (*completely agree, mostly agree, neither agree/disagree, mostly disagree, and completely disagree*), where “1” represents a negative opinion (i.e., *completely disagree*) and “5” represents a positive opinion (i.e., *completely agree*). It should be noted that the five-point agreement scales used in this survey are such that “1” represents a positive opinion (i.e., *completely agree*) and “5” represents a negative opinion (i.e., *completely disagree*). In calculating the OPS scores, the scales were reversed so that the highest number score (5) corresponded to the most positive opinion (*completely agree*) and vice-versa.

Questions in the OPS were included for a variety of reasons, most notably because they represent actionable, “drill-down” dimensions that consistently appear on the majority of employee opinion surveys conducted by NR. Subscales were derived thematically, utilizing input from various statistical techniques. Finally, a statistical reliability analysis was conducted to assess the relationship between items included in the subscales. Each survey question included in the OPS, as well as the subscales and the overall OPS score, are reported as averages, with 5.0 being the maximum score possible (that is, if all employees *completely agree*). Letter grades are then assigned to the averages based on the following grading scheme:

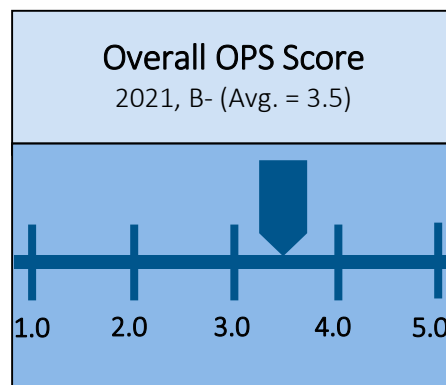
| Grade | Average Scale Score |
|-------|---------------------|
| A+ | 4.4 – 5.0 |
| A | 4.2 – 4.3 |
| A- | 4.0 – 4.1 |
| B+ | 3.8 – 3.9 |
| B | 3.6 – 3.7 |
| B- | 3.4 – 3.5 |
| C+ | 3.2 – 3.3 |
| C | 3.0 – 3.1 |
| C- | 2.8 – 2.9 |
| D+ | 2.6 – 2.7 |
| D | 2.4 – 2.5 |
| D- | 2.2 – 2.3 |
| F | 1.0 – 2.1 |

Some notes regarding the report card format:

- A scale score of 3.0 (the midpoint of the scale) results in a letter grade of “C.”
- In order to obtain an “A,” employees must *completely agree* with at least some questions; a response of mostly agree to all questions would result in an “A-.”
- If all employees mostly or completely disagree, an “F” would result (a failing grade).

OPS Scores – Halifax Regional Municipality 2022

The following is a list of OPS scores obtained from the 2022 Halifax Regional Municipality Employee Engagement Survey. Letter grades are shown for the overall OPS score as well as for the subscales and individual survey questions (average scores are shown in parentheses). The overall OPS score for the municipality is B- (3.5).





Subscale Scores

Employee Commitment: B (Average = 3.6)

- I feel a sense of pride in the accomplishments of the municipality (B-, 3.5)
- I would recommend the municipality as a good place to work (B, 3.7)
- Overall, I am satisfied with my job (B-, 3.5)

Personal Development: C+ (Average = 3.2)

- I have access to opportunities that help me develop my career (C, 3.1)
- I am given a fair opportunity to pursue training associated with my job (C+, 3.3)
- I am given a fair opportunity to compete for positions that become available (C+, 3.2)

Communication: B- (Average = 3.4)

- Encouraging teamwork and collaboration is a priority at the municipality (C, 3.1)
- My supervisor/manager keeps me well-informed as to what is expected of me (B-, 3.5)
- The municipality provides sufficient information about current organizational initiatives and changes (for example, programs, policies, events, opportunities) (B-, 3.4)

Work Environment: B+ (Average = 3.8)

- I am able to effectively deal with the amount of work assigned to me (B+, 3.8)
- The municipality satisfies the needs of the public (B, 3.6)
- My employment is secure at the municipality (A-, 4.1)
- I have the necessary tools and resources to do my job (B-, 3.5)

Employee Value: C+ (Average = 3.2)

- I am recognized for my achievements (C, 3.0)
- My contributions are valued at the municipality (C-, 2.9)
- I am treated in a respectful manner at work (B, 3.7)
- I have the opportunity to influence decisions that affect my job (D+, 2.7)
- I am fairly compensated in terms of salary/satisfied with my benefits package (B-, 3.5)

Teamwork and Cooperation: B (Average = 3.7)

- I am given regular feedback on my job performance by my manager/supervisor (C+, 3.2)
- There is good co-operation among co-workers (B+, 3.9)
- I am treated fairly within my work team (B+, 3.9)
- I think my work team values my contributions (B+, 3.8)



OPS – Detailed Analysis

Halifax Regional Municipality’s Organizational Performance Scale (OPS) score is generally stable with results observed in 2018 (3.5, compared with 3.6 in 2018). No department has experienced a dramatic shift in its Report Card score since 2018, although a modest decline is evident for Halifax Regional Police (B- in 2018, to C in 2022), and modest improvements are evident for Governance (CAO Business Unit) (B in 2018, to A- in 2022) and for Planning and Development (B- in 2018, to B+ in 2022).

Most employees positively evaluate the organizational performance of their Business Unit at the municipality, with only two departments, Halifax Transit and Halifax Regional Police, receiving an OPS score below the letter grade B. Governance (CAO Business Unit) has the highest overall score of A- (4.0), while Halifax Regional Police has the lowest score of C (3.0), followed by Halifax Transit with a score of C+ (3.3).

| Departments | OPS Score 2022 | OPS Score 2018 |
|--|-------------------|-------------------|
| HR/Corporate Communications* | B+, 3.8 | B-, 3.5 |
| Legal, Municipal Clerk, External Affairs | B+, 3.9 | B, 3.7 |
| Governance (CAO Business Unit) | A-, 4.0 | B, 3.7 |
| Parks and Recreation | B, 3.7 | B, 3.7 |
| ICT | B, 3.6 | N/A |
| Halifax Transit | C+, 3.3 | B-, 3.5 |
| Finance and Asset Management | B+, 3.9 | B+, 3.8 |
| Transportation and Public Works | B+, 3.9 | B, 3.7 |
| Corporate and Customer Service | B-, 3.5 | B, 3.6 |
| Halifax Regional Fire and Emergency | B, 3.6 | B+, 3.8 |
| Halifax Regional Police | C, 3.0 | B-, 3.4 |
| Planning and Development | B+, 3.9 | B-, 3.5 |

**This department was known as HR/Diversity and Inclusion in 2018*

Study Methodology

Questionnaire Design

The questionnaire utilized in this study was designed by Narrative Research, in consultation with HRM staff members. A large portion of the questionnaire was based on questions where normative survey comparator data was available, allowing the survey results collected for HRM to be examined alongside responses collected by Narrative Research at other workplaces in Atlantic Canada.



Survey Administration

The data for this study was collected through online and paper surveys. The survey was conducted between January 27 and March 9, 2022, with 3,559 questionnaires distributed. Paper surveys were accepted up to a week after the survey closing to accommodate mail times. With a total of 3,559 employees invited, and 1,738 of these people making available usable survey data, the rounded response rate was 49%. In Narrative Research’s experience this reflects a reasonably strong response rate, given that this is the first employee engagement survey for the municipality in four years, that there is not an embedded ‘culture of surveys’ in this workplace, and, that the data collection took place during the pandemic.

Distribution of Completed Surveys

The following table indicates the percentage of surveys from each Business Unit:

| Business Unit | 2022 | | | 2018 | | |
|--|----------------|------------------------|---------------|----------------|------------------------|---------------|
| | # of Employees | # of Surveys Completed | Response rate | # of Employees | # of Surveys Completed | Response rate |
| Legal, Municipal Clerk, External Affairs | 67 | 55 | 82.1% | 59 | 55 | 93.2% |
| Governance (CAO Business Unit) | 34 | 30 | 88.2% | 23 | 19 | 82.6% |
| HR/Corporate Communications | 102 | 75 | 73.5% | 60 | 48 | 80.0% |
| Corporate and Customer Service | 192 | 156 | 81.3% | 303 | 234 | 77.2% |
| Planning and Development | 196 | 130 | 66.3% | 203 | 155 | 76.4% |
| Parks and Recreation | 226 | 116 | 51.3% | 237 | 179 | 75.5% |
| Finance and Asset Management | 163 | 122 | 74.8% | 199 | 150 | 75.4% |
| Transportation and Public Works | 302 | 157 | 52.0% | 275 | 203 | 73.8% |
| Halifax Transit | 944 | 266 | 28.2% | 954 | 510 | 53.5% |
| Halifax Regional Police | 699 | 343 | 49.1% | 721 | 348 | 48.3% |
| Halifax Regional Fire and Emergency | 496 | 191 | 38.5% | 499 | 208 | 41.7% |
| ICT | 114 | 77 | 67.5% | 114 | 77 | 67.5% |
| Unknown Business Unit | N/A | 20 | N/A | N/A | 58 | N/A |
| Total | 3,559 | 1,738 | 48.8% | 3,533 | 2,167 | 61.3% |