
Halifax Regional Municipality 2018 Employee Engagement Study

Final Report

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Introduction

This report presents the results of HRM's **2018 Employee Engagement Study** undertaken by Corporate Research Associates Inc. (CRA) 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 survey was conducted in May 2018. All employees (n=3,533) were invited to participate in an online or paper survey. In total, 2,167 surveys were returned to CRA, resulting in an overall response rate of 61 per cent for the entire population surveyed.

Where applicable, results of the current study are compared with CRA's Employee Opinion Database of Atlantic Canadian organizations. As a result of CRA'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 small to large in size, representing public, private, and industrial sectors in addition to union and non-union environments across the region.

It should be noted that percentages reported may not always total to 100 per cent due to rounding, and where multiple responses were permitted, the totals will likely exceed 100 per cent. 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 May of 2018, the data collection for the **2018 Employee Engagement Study** was conducted by Corporate Research Associates (CRA), on behalf of Halifax Regional Municipality (HRM). The survey was conducted with HRM employees across all business units, and was administered to employees via an online survey and paper survey packages. The overall purpose of the study was to understand employee attitudes, perceptions, and opinions regarding their employment at HRM.

To better understand the workplace engagement levels of HRM employees, CRA generated an Employee Engagement Index and identified the key drivers of Employee Engagement at HRM. The Index incorporates five key survey questions. HRM's inaugural Employee Engagement Index score is 71 per cent, a result that is modestly below CRA's norm for Atlantic Canada (78). The Employee Engagement key driver analysis was performed to identify which workplace facets 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 is interested in the overall well-being of its employees, having the daily opportunity to do what they do best, perceiving that HRM values their contribution, believing their career aspirations can be achieved at HRM, and trusting their manager/supervisor*. Improving workplace scores on these factors thus should have the greatest impact on HRM's levels of workplace engagement overall. An additional line of analysis undertaken by CRA indicates that one in ten HRM employees exhibit a high level of engagement, just under one-half have medium engagement, one in four have low engagement, with the remaining (almost) one in five being disengaged. The degree of engagement varies by business unit, with employees in Halifax Regional Fire and Emergency; Legal, Municipal Clerk, and External Affairs; Governance; and Finance and Asset management having the highest levels of engagement. A net promoter score of zero was calculated for HRM, indicating that employees are *equally likely to recommend as to not recommend HRM* as a good place to work.

Across a list of 11 workplace factors, 82 per cent or more of employees rate the factors as either being 'critically important' or 'important, but not critical'. Specifically, *having secure employment* and *being treated in a respectful manner* were found to be the most important workplace factors, given that they had the highest level of employees rating them as 'critically important.'

A majority of HRM employees indicate they have a high level of commitment *to HRM*, while in contrast, 17 per cent perceive that HRM has a high level of commitment *to them*. Just over one-half of HRM employees agree their personal values align with HRM's values, while less than one-half agree they understand HRM's *Plan on a Page*. In relation to other Atlantic Canadian organizations surveyed by CRA, HRM employee level of awareness of their organization's strategic direction is below average. Assessment of supervisors is generally positive, however, favourable assessments of senior management is much less robust. This is a commonplace finding in larger workplaces, where communications from senior management typically is more diffuse. The majority of HRM employees agree that they are satisfied with their job and with HRM as their employer, with high ranking reasons for such opinions being the satisfaction they receive on the job, the benefits, the work environment, and compensation.



Perceptions concerning professional development fall below average when compared to other Atlantic Canadian organizations, and thus indicate a potential area for improvement. A majority of employees agree they are held accountable for their performance, can affectively deal with the amount of work assigned to them, and have the necessary supplies to do their job well. A notable area of low agreement is vis-à-vis having the opportunity to influence decisions that affect my job.

Health and safety as well as communications also are areas with opportunities for enhancement. Specifically, just under one-half of HRM employees agree their work environment is an emotionally healthy one, or that HRM is interested in the overall well-being of its employees. Both of these statements fall below CRA's normative database average. Regarding communications generally, agreement is relatively low across with, for example, only one in three agreeing they are kept well informed of future HRM plans. Again, CRA's workplace research almost always indicates that communications scores between employee-supervisor, are higher than those between employee-senior management, once again likely the outcome of communications being more difficult within larger, more disparate workplaces.

CRA 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. HRM employees have the largest gap scores in regards 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*.

It is observed that certain employee characteristics and business units express more favourable workplace opinions as compared to their counterparts. Specifically, it is more common for employees to express more positive opinions if they are aware of who their business unit director is, if they are in management positions (again, a commonplace finding in CRA's research), and if the employee is *not* a union member. Similarly, more favourable workplace opinions are more common among: males and females as opposed to non-binary or unstated gender employees; employees who have worked for HRM less than five years; those who are satisfied with their job; and those who express higher levels of employee engagement. Across business units, employees in Governance, Finance and Asset Management, Halifax Regional Fire and Emergency, and Legal, Municipal Clerk, and External Affairs generally express more favourable workplace opinion levels as compared to others.

Across many metrics it is found that HRM lags in regard to comparison statements included in CRA's Atlantic Canadian Normative Database of Employee Opinion. Specifically, HRM exceeds the database figure solely in relation to the statement *my employment is secure at HRM*, while trailing the Atlantic norm on 28 statements for which comparator information is available. Finally, when asked the single most important workplace change that HRM employees would welcome, *better salaries and benefits*, and *more respect given to employees* are at the top of the list.



Conclusions

When evaluating HRM as a place to work, most employees consider each workplace factor examined to be important.

Across the 11 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 is ‘critically important,’ while eight in ten agree being treated in a respectful manner is ‘critically important.’

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

In line with CRA’s normative database, seven in ten employees express a high level of commitment to HRM. Commonly seen among employees in CRA’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 six employees feeling that HRM is highly committed to them.

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

HRM falls below average when compared to CRA’s normative database in regards to employee understanding of strategic direction, and alignment of values. The level of understanding of HRM’s strategic direction is low amongst the employee complement, with a minority agreeing that they understand HRM’s *Plan on a Page*. One in two employees agree their values align with those of the Municipality, while slightly more understand how to contribute to the Municipality achieving its key priorities.

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

It is positive to note that a large majority of HRM employees generally feel motivated to do a good job, look forward to coming to work, feel a sense of pride in the accomplishments of HRM, and feel passionate about working for HRM. In relation to other Atlantic Canadian organizations, HRM is just slightly below average in terms of the percentage of employees who are motivated to do a good job, who are passionate about working for their employer, and who feel a sense of pride in the accomplishments of their organization. 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, just under one-half have medium engagement, one in four have low engagement, with the remaining (almost) one in five being disengaged. The degree of engagement varies by business unit, with employees in Halifax Regional Fire and Emergency; Legal, Municipal Clerk, and External Affairs; Governance; and Finance and Asset management having the highest levels of engagement.



HRM's employee engagement is driven by five primary drivers, as derived via statistical analysis undertaken by CRA on the Municipality's survey data: *HRM is interested in the overall well-being of its employees, having the daily opportunity to do what they do best, thinking that HRM values their contributions, believing that their career aspirations can be achieved at HRM, and trusting their manager/supervisor.* In this instance, CRA 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, more than eight in ten employees agreeing that their direct supervisor is approachable. Similarly, a moderate majority have confidence and trust in their supervisor/manager. A majority also perceive their supervisor as fair when assessing their performance, however, this is below CRA's Atlantic Canadian average. Generally, Senior Management and business unit Directors are not perceived as positively as are supervisors, a common finding in research of this type. Specifically, a small majority of employees finds senior management members approachable, while fewer than one-half of employees are confident in the job being done by senior management, trust senior management, believe senior management cares about them as a person, or agree that senior management follows up on commitments to staff. In regards to confidence in senior management and senior management following up on commitments, results are lower than average in comparison to other Atlantic Canadian organizations.

Job satisfaction is widespread and on par with other Atlantic Canadian organizations.

Ratings of job satisfaction as well as satisfaction with HRM as an employer are both high. The most predominant reason for *job satisfaction* is that the work is rewarding or satisfying, while the greatest reasons for *dissatisfaction* are poor leadership and unfair treatment of employees. When assessing HRM as an employer, primary reasons for *satisfaction* include the benefits, work environment, and the compensation. In contrast, the primary reasons for *dissatisfaction* with HRM as an employer are that employees are not appreciated, and perceived poor leadership. On other matters, a majority of employees are found to agree that they have the daily opportunity to do what they do best, and that their morale at work is generally positive.

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

Employees do not perceive robust professional development opportunities being available to them. Compared to CRA's normative database, results are generally lower than other organizations in Atlantic Canada along this dimension. Specifically, just over one-half agree they are given fair opportunity to pursue related training, or that their supervisor or manager encourages their development. Less than one-half agree they have access to opportunities that help them develop their career, that HRM employees are given opportunities to learn from their failures and successes, or that learning and skills development is a top priority at HRM.



While the majority of HRM employees do not find their job too stressful, one in five employees of the Municipality state this is the case. This suggests a slightly higher incidence of workplace stress as compared to elsewhere in Atlantic Canada.

One in five HRM employees find their job to be too stressful, whereas the corresponding figure for Atlantic Canadian workplaces generally is one in ten. 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. Of specific note, 36 per cent of employees agree they have the opportunity to influence decisions that affect their job which is 20 percentage points below CRA's normative average.

Perceptions vis-à-vis employee recognition are moderately positive, however, a notable minority of employees perceive their contributions as undervalued, and that their achievements go unrecognized.

Agreement across statements regarding employee recognition are fairly positive. Specifically, nearly three-quarters agree they are treated in a respectful manner at work, while just over seven in ten agree their work team values their contributions. A small majority also agree their manager or supervisor cares about them as a person, and they are satisfied with their benefits package. Despite a majority being in agreement, it is found that fewer than the regional average agree they are treated in a respectful manner at work, and that their manager or supervisor cares about them as a person.

A majority of employees are satisfied with their general work conditions, however, less than one-half of employees indicate that HRM is a fun place to work.

A total of 81 per cent of employees agree their employment is secure at HRM, a result that exceeds the average for Atlantic Canadian organizations. A similarly high percentage also agree that there is good co-operation among co-workers, they are treated fairly within their work team, and that HRM satisfies the needs of the public. HRM, however, falls below average in agreement that HRM is a fun place to work.

Health and safety results are low and represent a workplace opportunity area for the Municipality.

Agreement in regards to the statements *I can balance the demands of my work life with the demands of my personal/family life*, and *workplace safety is a priority at HRM* are on par with elsewhere in Atlantic Canada. Just under one-half, however, agree that their work environment is emotionally healthy, and that HRM is interested in the overall well-being of its employees, in both instances below average for the Atlantic region. It may be especially important to improve the results regarding "*HRM is interested in the overall well-being of its employees*," as it was found to be a key driver of HRM employee engagement.

Employees perceive performance feedback and information sharing as limited.

A majority (61 per cent) agree that their supervisor/manager keeps them informed of what is expected. Other statements regarding communication, such as *I am given regular feedback on my job performance by my manager/supervisor*, *I am kept well informed of future HRM plans*, and *Sharing knowledge across employees is a top priority at HRM*, are all agreed upon by less than one-half. In relation to CRA's normative database, all of these statements fall below average for the region.



The top changes employees wish to see HRM make are improvements to compensation, and greater respect and recognition of employees.

When asked to identify the single most important change that could be made to improve the HRM workplace, better salaries and benefits, and more respect/recognition given to employees, are the most commonly cited responses. Other somewhat frequent mentions include the suggestion to improve management as well as communication, among others.

Gap scores between employee expectation and employer performance are generally modest, with the greatest discrepancies being in regards to salaries, and 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 regards to having confidence in the job being done by the senior management team of my business unit. Other notable gaps exist in regards to being fairly compensated in terms of salary, having the opportunity to influence decisions that affect one's job, and thinking HRM values their contributions.

HRM has a neutral net promoter score indicating that approximately equal numbers of employees promote recommending HRM as a good place to work, as compared to the number of detractors who do not echo this sentiment.

The net promoter score is measure of the likelihood of employees to recommend HRM as a good place to work. In this instance, the population of employees are separated into categories of "promoters," "neutral," and "detractors," based on their willingness to recommend HRM. Overall, HRM has a net promoter score of 0, indicating there is a roughly equal balance of promoters and detractors. That is, as many employees would as would not be likely to recommend HRM as a good place to work. Another overall indicator of workplace performance is derived by comparing HRM's survey results to those contained in CRA'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 28 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. For example, employees within Finance and Asset Management in many instances rate the survey statements at least ten percentage points greater than the HRM overall result. This is similarly the case for Governance, Halifax Regional Fire and Emergency, and Legal, Municipal Clerk and External Affairs. Conversely, employees of Halifax Regional Police in many instances offer ratings below the HRM result. Across employee characteristics, generally more favourable results are evident among employees in management positions, non-union members, employees with less than five years employment with HRM, and employees who are more highly engaged.



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. HRM management should seek to understand and address those metrics found to be 'key drivers' of employee engagement within the HRM workplace.

CRA's statistical analysis of the survey data identifies five measures as being the 'key drivers' of employee engagement at HRM. These specific measures are *HRM is interested in the overall well-being of its employees, having the daily opportunity to do what they do best, thinking HRM values their contribution, believing their career aspirations can be achieved at HRM, and trusting their manager/supervisor*. The statistical analysis suggests a strong correlation between employees found to be highly engaged in the workplace, on the one hand, and performing strongly on these specific survey measures. Accordingly, it is suggested that if performance on these measures can be enhanced, then improvements in employee engagement more broadly should also be evident. The underlying themes contained within these five survey messages are that highly engaged employees feel trusted and valued in their workplace, believe they can build a meaningful longer term career with the organization while using their skills and knowledge, all the while knowing that their employer cares about them and their colleagues. Certain of these themes can be addressed relatively easily via adjustments in managerial communications approaches, while others suggest a need for longer term organizational change.

2. Emphasis should be placed upon specific business units that exhibit generally less positive opinions and indicators of engagement.

In any workplace as sprawling and disparate as HRM's, results arising from surveys of this nature will almost necessarily be inconsistent from one 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 10 percentage points or more below the HRM overall finding. These consistently lower scores may be indicative of problems within the business unit, and should be addressed through further research and action.

It may also be the case that employees within certain business units feel less integrated into the HRM framework, with an indicator in this regard being notably lower response or participation rates in this employee engagement survey. It is perhaps important in this regard that while eight of HRM's 11 business units had employee survey response or participation rates between 72 per cent and 93 per cent, the response rates for the remaining three business units were notably lower (i.e., Halifax Regional Fire and Emergency, 42 per cent response rate; Halifax Regional Police, 48 per cent response rate; and Halifax Transit, 53 per cent response rate). However, further research on this hypothesis may be warranted.



3. Steps should be taken to embed a ‘culture of communications’ across the HRM workplace.

In many instances across its 40 year history, CRA has found via employee research studies of the nature undertaken by HRM, that augmenting communications vehicles within an organization is a critically important step. Specifically, enhancing communications often improves not only intra-organizational dialogue and *esprit du corps*, but the implementation of strengthened communications processes seemingly also serves to prompt perceived improvements along other, perhaps outwardly unrelated workplace dimensions. For example, by taking deliberate steps to enhance employee participation in dialogue and information exchanges with management, staff members may feel more respected and consulted in workplace matters, an implication of which may be heightened or strengthened employee perceptions across other workplace facets. An outcome of this process is ‘win-win’ for employees as well as management, as employees may exhibit heightened engagement and positive behaviours, while management celebrates a contented, right-functioning employee complement. The current survey results suggest the importance of this recommendation, as for example only 35 per cent of employees agree that they are kept well-informed of future HRM plans, only 40 per cent express an understanding of HRM’s *Plan on a Page 2017-2021*, and only 29 per cent agree that sharing knowledge across employees is a top priority at HRM. When looking at the measures related to communication and comparing them to CRA’s normative database, HRM’s results indeed are below average for surveyed organizations across Atlantic Canada. To make communications enhancement a top priority thus is recommended.

4. 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.

Nothing will demonstrate the importance and merit of the Employee Engagement Survey as much as management at HRM taking immediate steps to ‘action’ the findings of the research. By articulating a vision of the Municipality’s workplace defined in part via employee survey input, management can further place its stamp of endorsement upon the overarching survey process. Such an approach will convey a powerful message to employees of the organization, in effect declaring that management takes seriously the input of staff members, and wishes to further strive towards mutual accommodation and dialogue. These steps should be undertaken quickly but with deliberation, such that considerable time does not pass and arguments thus cannot be made that the survey process was not effective or meaningful.

5. HRM’s Employee Survey Committee should play an ongoing role in the implementation of action plans arising from the current Employee Engagement Survey, as well as beyond.

It is important to reinforce amongst the employee complement of HRM the notion that change within the organization can be prompted by the employees themselves. The current Engagement Survey should be positioned as a vehicle serving to augment interactions and dialogue between senior management of the Municipality, and employees at all levels of the organization. The existing Employee Survey Committee, with representation from all business units, can play a lead role in this process.



In the immediate months, the Committee should convene regularly to review progress being made by HRM management to implement action plans developed in response to the survey's results. In instances when a management response may be slow in forthcoming, the Committee can provide encouragement to management to take steps to enhance HRM's workplace befitting the suggestions made by employees via the survey. As time passes and the action plans are fulfilled, the Committee should remain in place and play a role in communicating the success of the inaugural employee survey, and further encourage employees to complete a survey in the second iteration of this process. Such employee participation in a second survey would be a means both of endorsing the survey process, as well as articulating a 'ground up' vision for ongoing changes and improvements to the workplace.

6. Immediate steps should be taken to facilitate the distribution of the results from this initial Employee Engagement Survey, to the entire HRM employee complement.

A major step towards constructing the 'culture of communications' discussed above, would be to make the 2018 survey results widely available to HRM's employees. This process could and likely should entail more than one step. The initial plank should be to make available via widely accessible means, the topline highlights of the research, at the business unit as well as at the overall organizational level. This openness and transparency would establish the tenor and precedence for future HRM studies of this nature. Next, action plans, again both at the business unit and organizational level, should be made available such that employees understand how their input will be 'operationalized.' Finally, over the ensuing months until the time arrives for a second iteration of the Employee Engagement Survey process, management and the Employee Survey Committee should endeavour to 'connect the dots' for HRM's employee complement whereby employee input via the first engagement survey, is expressly linked to positive changes in the HRM workplace.

In this fashion, employees will benefit from the specific workplace changes implemented that arise from the survey, but also feel a sense of empowerment and willingness to participate in subsequent iterations of the survey process. Such steps should facilitate a higher employee response rate when the engagement survey process is repeated, perhaps two years from now. In CRA's experience, in many instances employee survey results are not immediately 'actioned upon' by an organization, and time quickly passes whereby subsequent surveying of employees suddenly looms, with only a modest response having been articulated by the organization. Such circumstances make it difficult to suggest to employees that they should again step up and complete a survey the second time around.



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 also 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 CRA’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.

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, a difference of at least 10 percentage points from their counterparts was used as a guide. Finally, when comparing the results to CRA’s normative database of Atlantic Canadian organizations, a difference of five percentage points was used as a guide.

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.

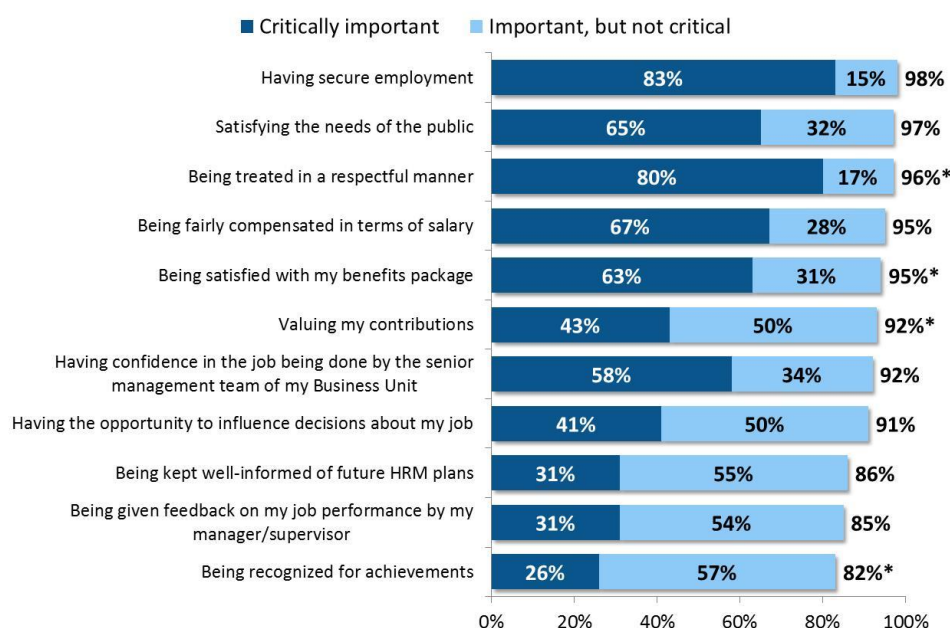


Factors of Importance to the Workplace

When evaluating HRM as a place to work, most employees consider each workplace factor examined to be important.

- All statements are considered to be important by at least 82 per cent.
- **Having secure employment** (83 per cent) and **being treated in a respectful manner** (80 per cent) have the greatest proportion of employees stating it is ‘critically important’ when evaluating Halifax Regional Municipality.
- Least critically important are **being recognized for achievements** (26 per cent), **being given feedback on their job performance by their supervisor or manager** (31 per cent), and **being kept well-informed of future HRM plans** (31 per cent).

Importance of Workplace Factors



Q.1a-k: How important is each of the following in terms of evaluating HRM as a place to work? (n=2144-2155)

*Due to rounding.

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/Diversity and Inclusion (100 per cent), Governance (94 per cent);
 - **Being kept well informed of future HRM plans**: HR/Diversity and Inclusion (96 per cent), Governance (100 per cent); and
 - **Being given regular feedback on my job performance**: HR/Diversity and Inclusion (100 per cent).



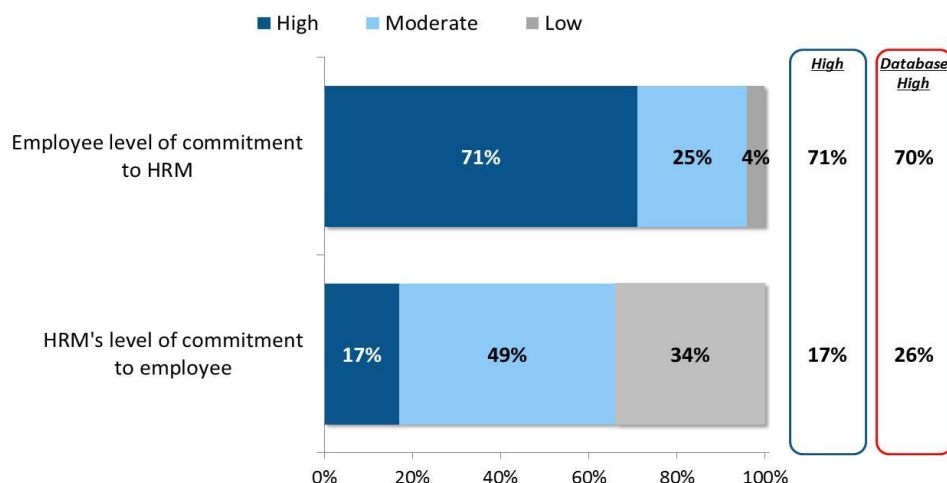
- The following subgroup differences are also noted:
 - Females are more likely than males to agree that ***being recognized for achievements*** is of importance when evaluating HRM as a place to work (89 per cent versus 79 per cent);
 - Employees who are satisfied with their job are more likely than those less than satisfied to agree that ***being recognized for achievements*** is of importance when evaluating HRM as a place to work (84 per cent versus 74 per cent);
 - Females are more likely than males to agree that ***being given regular feedback on job performance by their manager/supervisor*** is of importance when evaluating HRM as a place to work (91 per cent versus 81 per cent); and
 - Employees who are satisfied with their job are more likely to agree, as compared to those less than satisfied, that ***being given regular feedback on job performance by their manager/ supervisor*** is of importance when evaluating HRM as a place to work (88 per cent versus 75 per cent).

Workplace Commitment

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

- 71 per cent of employees state that they have a high level of commitment to HRM as an employer.
 - Based on CRA's database of Atlantic Canadian organizations, the commitment level of HRM's employees is similar to elsewhere in the region; and
- 17 per cent 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 CRA'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 HRM? (n=2157)

Q.3: All things considered, would you say that HRM has a high level, a moderate level, or a low level of commitment to you as an employee? (n=2149)



Variations across employee characteristics regarding Question 2: Employees level of commitment to HRM:

- 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 (84 per cent), Finance and Asset Management (83 per cent), Halifax Regional Fire and Emergency (82 per cent).
- The following subgroup differences are also noted:
 - Those in management positions are more likely as compared to those who are not to have a high level of commitment to HRM (79 per cent versus 68 per cent);
 - 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 (79 per cent versus 68 per cent);
 - Employees who are satisfied with their job are more likely to express a high level of commitment to HRM (78 per cent versus 44 per cent); and
 - Racialized and woman employment equity groups are more likely to have a high level of commitment when compared to Indigenous or Aboriginal equity groups, who are least likely to have a high level of commitment (75 per cent and 74 per cent, versus 59 per cent).

Variations across employee characteristics regarding Question 3: HRM's level of commitment to you as an employee:

- The following business unit has a result of 10 or more points greater than the overall with regard to a high level of commitment:
 - Halifax Regional Fire and Emergency (27 per cent).
- The following subgroup difference is also noted:
 - 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 per cent versus four per cent).

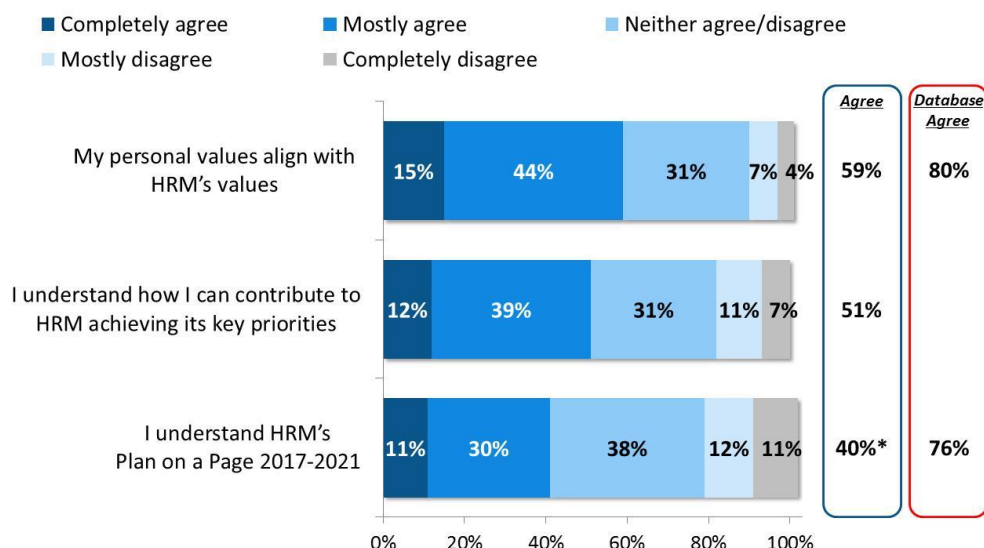
HRM's Strategic Direction

As compared to employees from across Atlantic Canada in CRA's employee opinion database, fewer HRM employees are aware of aspects of the Municipality's strategic direction.

- 59 per cent of employees agree that ***their personal values align with HRM's values.***
- 51 per cent agree they ***understand how they can contribute to HRM achieving its key priorities.***
- 40 per cent agree they ***understand HRM's Plan on a Page 2017-2021.***
 - Although HRM's Plan on a Page is unique, this statement was compared with CRA's normative database statement ***I understand my organization's strategic direction;*** and
 - When compared to CRA's database of Atlantic Canadian organizations, agreement regarding ***alignment between personal values and HRM's*** and understanding ***HRM's Plan on a Page,*** falls below 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 HRM's Plan on a Page 2017-2021. (n=2129) Q.5: I understand how I can contribute to HRM achieving its key priorities. (n=2141) Q.6: My personal values align with HRM's values. (n=2140) *Due to rounding.

Variations across employee characteristics regarding Question 4: Understanding of HRM's Plan on a Page 2017-2021:

- The following business units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Diversity and Inclusion (79 per cent), Legal/Municipal Clerk/External Affairs (71 per cent), Parks and Recreation (55 per cent), Finance and Asset Management (57 per cent), Corporate and Customer Service (65 per cent), and Planning and Development (58 per cent).
- 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 (29 per cent), Halifax Regional Police (27 per cent).
- The following subgroup differences are also noted:
 - Employees in management positions are more likely to agree that they understand HRM's plan, as compared to non-management employees (55 per cent versus 36 per cent);
 - Non-Union members, as opposed to union members, are more likely to agree that they understand HRM's plan (72 per cent versus 31 per cent);
 - Females are more likely than males to agree in this regard (49 per cent versus 36 per cent);
 - Those who are aware of their business unit Director are more likely to agree in this regard, than are those who are unaware (47 per cent versus 20 per cent); and
 - Employees satisfied with their job are more likely to agree in this regard (44 per cent versus 25 per cent).



Variations across employee characteristics regarding Question 5: Understanding how to contribute to HRM 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/Diversity and Inclusion (71 per cent), Legal/Municipal Clerk/External Affairs (75 per cent), Governance (89 per cent), Parks and Recreation (64 per cent), Corporate and Customer Service (66 per cent), and Transportation and Public Works (61 per cent).
- The following business unit has results 10 or more points less than the overall HRM result with regard to agreement:
 - Halifax Regional Police (36 per cent).
- The following subgroup differences are also noted:
 - Employees who are aware who their business unit Director is, are more likely to agree than are those unaware (56 per cent versus 32 per cent);
 - Employees in Management roles are more likely to agree in this regard (65 per cent versus 47 per cent);
 - Non-Union member employees are more likely than their counterparts to agree (78 per cent versus 43 per cent);
 - Agreement in this regard is highest among employees with less than five years HRM tenure (61 per cent); and
 - Employees who are satisfied with their job are more likely to agree with this statement (56 per cent versus 33 per cent).

Variations across employee characteristics regarding Question 6: Their personal values align with HRM's values:

- The following business units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Diversity and Inclusion (77 per cent), Legal/Municipal Clerk/External Affairs (75 per cent), Governance (84 per cent), Finance and Asset Management (71 per cent), and Corporate and Customer Service (70 per cent),
- The following subgroup differences are also noted:
 - Those who are aware of their business unit's Director are more likely as compared to those who are not aware, to agree their personal values align with HRM's values (64 per cent versus 41 per cent);
 - Employees in a management position are more likely to agree, as compared to those who are not (76 per cent versus 54 per cent);
 - Non-Union member employees are more likely to agree than employees who are union members (80 per cent versus 53 per cent);
 - Females are more likely than males to agree in this regard (67 per cent versus 57 per cent male);
 - Employees with a disability (39 per cent) are less likely than other employment equity groups to agree with the statement;



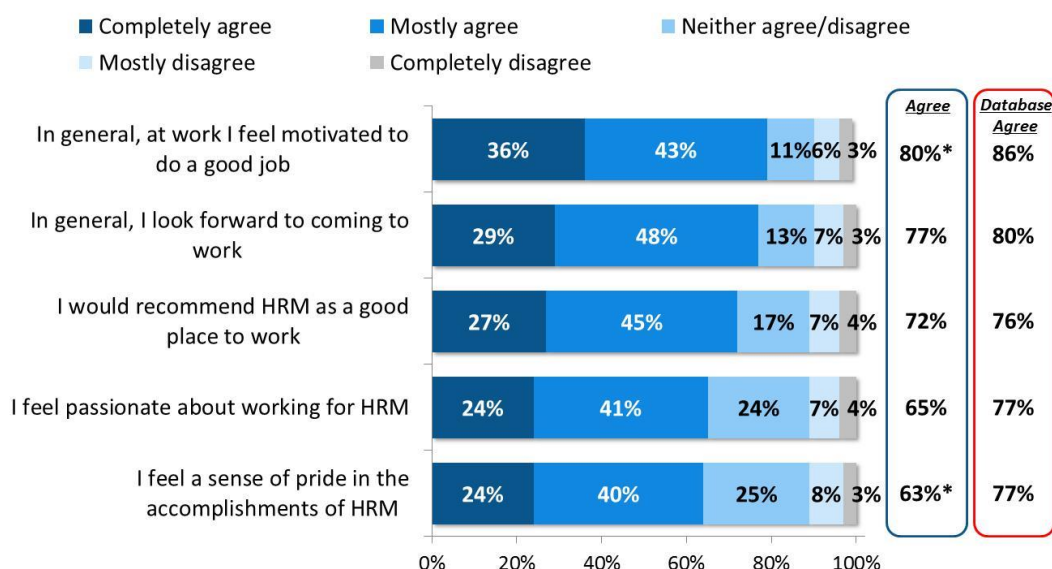
- Those with less than 5 years HRM tenure (70 per cent) are more likely to agree with the statement than those with longer tenures; and
- Employees satisfied with their job are more likely to agree in this regard (66 per cent versus 35 per cent).

Employee Engagement

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

- 80 per cent **feel motivated to do a good job**, and 77 per cent **look forward to coming to work**.
 - Compared to other organizations in Atlantic Canada, agreement that they **feel motivated to do a good job** is below average.
- 72 per cent of employees **would recommend HRM as a good place to work**, 65 per cent **feel passionate about working for HRM**, and 63 per cent **feel a sense of pride in the accomplishments of HRM**.
 - Compared with other organizations in Atlantic Canada, fewer HRM employees **feel passionate about working** for their employer, and fewer **feel a sense of pride in the accomplishments** of HRM.

Employee Engagement



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.13: In general, I look forward to coming to work. (n=2152) Q.14: I would recommend HRM as a good place to work. (n=2154)
 Q.18: In general, at work I feel motivated to do a good job. (n=2156) Q.20: I feel a sense of pride in the accomplishments of HRM. (n=2151) Q.57: I feel passionate about working for HRM. (n=2147) *Due to rounding.



Employee Engagement Index

CRA calculated an **Employee Engagement Index** result for HRM, based on CRA'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 (Q18);*
- *In general, I look forward to coming to work (Q13);*
- *I would recommend HRM as a good place to work (Q14);*
- *I feel a sense of pride in the accomplishments of HRM (Q20); and*
- *I feel passionate about working for HRM (Q57).*

In calculating engagement scores for each employee, ratings on each of these five 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 71, a figure that is modestly below CRA's norm for Atlantic Canada. The current employee engagement index results for the various organizations in CRA's database, ranges from a low of 61.4 to a high of 89.1. With this in mind, an opportunity for HRM to improve the incidence of employee engagement in its workplace, is presented.



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 has the highest engagement index score, followed by Halifax Regional Fire and Emergency, while HR/Diversity and Inclusion, Planning and Development, and the Halifax Regional Police have the lowest scores.



<i>business unit</i>	<i>Engagement Index</i>	<i>Ranking</i>
Governance	83	#1
Halifax Regional Fire and Emergency	79	#2
Finance and Asset Management	75	#3
Parks and Recreation	75	#3
Legal, Municipal Clerk, External Affairs	74	#5
Transportation and Public Works	72	#6
Corporate and Customer Service	72	#6
Halifax Transit	70	#8
HR/Diversity and Inclusion	67	#9
Planning and Development	67	#9
Halifax Regional Police	66	#11

Employee Engagement Profile

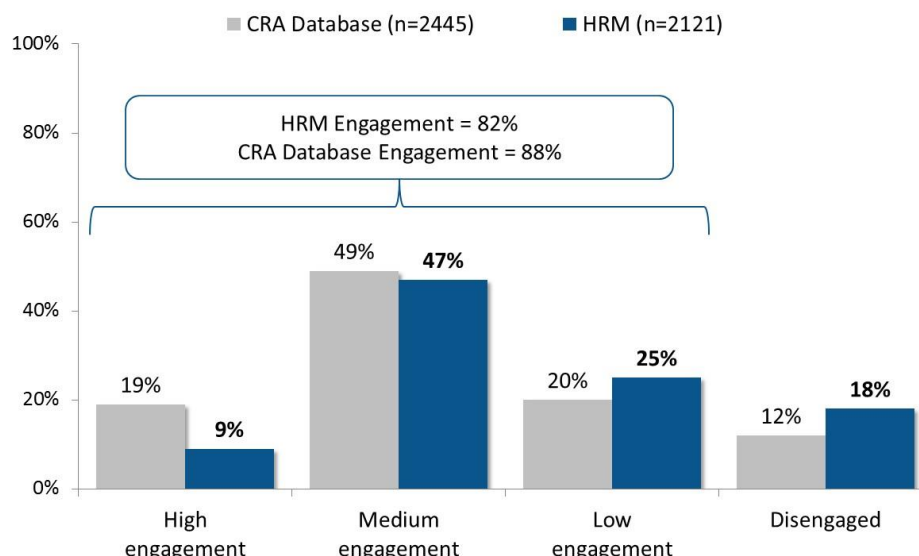
The employee engagement profile acts as a further line of analysis of employee engagement levels within an organization. The profile is calculated based on the same five profiling questions as in the Employee Engagement Index.

Only employees with answers to all five 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 47 per cent of HRM employees have a medium level of engagement, and nine per cent are classified as having a high level of engagement. A total of 25 per cent of HRM employees are having a low level of engagement, while 18 per cent are disengaged.
 - In relation to CRA's normative database, the level of disengaged HRM employees is modestly 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 Halifax Regional Fire and Emergency; Legal, Municipal Clerk, and External Affairs; Governance; and Finance and Asset management having the highest levels of engagement.
- The highest levels of disengagement are among employees of HR/Diversity and Inclusion (30 per cent disengaged) and Halifax Regional Police (26 per cent disengaged).

Key Drivers of Employee Engagement

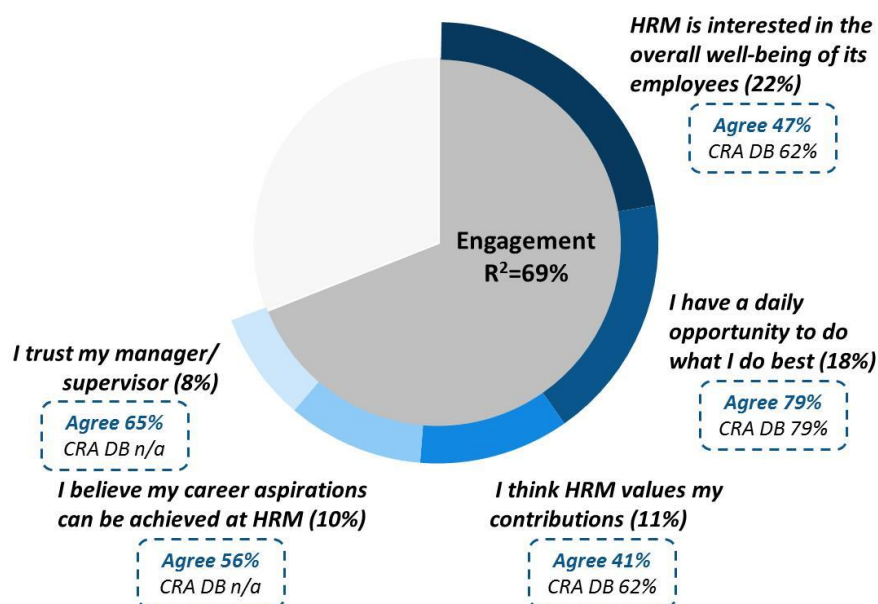
A multiple regression or 'key drivers' analysis was performed to identify the factors most closely associated with employee engagement in the HRM workplace. Drivers are variables for which variations across respondents best predict the score of another, usually more general, variable also known as the 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 per cent of the variance are considered weak, whereas models that explain 60 per cent 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 **HRM is interested in the overall well-being of its employees**, **having the daily opportunity to do what they do best**, thinking **HRM values their contribution**, believing their **career aspirations can be achieved at HRM**, and **trusting their manager/supervisor**.



With a coefficient of $R^2 = 69$ per cent, this is a very strong model, indicating that 69 per cent 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, there is an evident opportunity with to raise employee engagement in the HRM workplace.

Drivers of Engagement



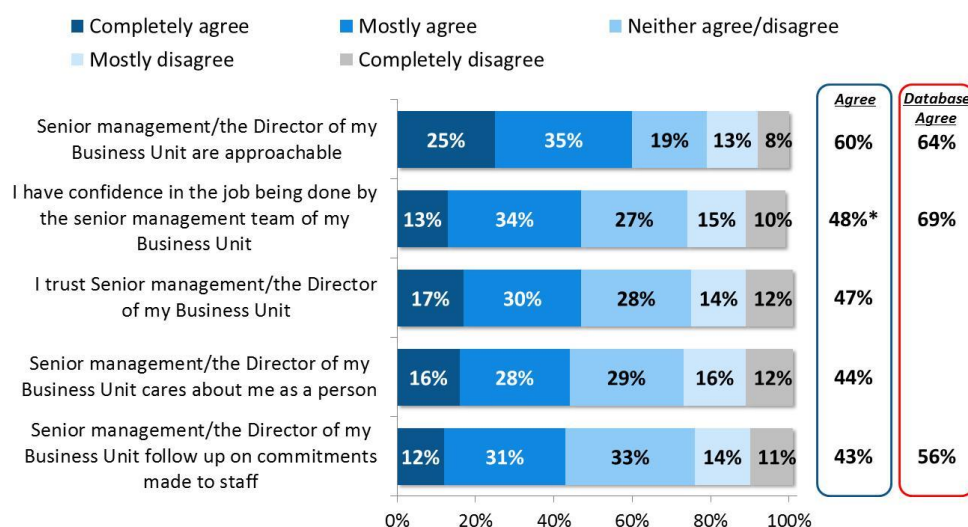
Management

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

- 60 per cent of employees indicate that senior management or the director of their business unit is approachable.
- 48 per cent **have confidence in the job being done by the Senior Management team**, 47 per cent **trust senior management**, 44 per cent indicate **senior management cares about them as a person**, and 43 per cent agree **senior management follow up on commitments made to staff**.
 - When compared to CRA's employee opinion database, it is revealed that HRM's ratings are similar regarding senior management's approachability; and
 - **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 compared with other Atlantic Canadian organizations.



Senior Management



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.22: Senior management/the Director of my Business Unit are approachable. (n=2141) Q.23: Senior management/the Director of my Business Unit cares about me as a person. (n=2143) Q.24: Senior management/the Director of my Business Unit follow up on commitments made to staff. (n=2146) Q.25: I have confidence in the job being done by the senior management team of my Business Unit. (n=2146) Q.26: I trust Senior management/the Director of my Business Unit. (n=2143) *Due to rounding.

Variations across employee characteristics regarding Question 22: Senior Management/Director is approachable:

- The following business units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Governance (74 per cent), Finance and Asset Management (72 per cent), Halifax Regional Fire and Emergency (74 per cent).
- The following business unit has a result 10 points or less than HRM overall result, with regard to agreement:
 - HR/Diversity and Inclusion (48 per cent).
- The following subgroup differences are also noted:
 - Those in management roles are more likely to agree to this statement than those in non-management positions (71 per cent versus 56 per cent);
 - Non-union employees are more likely than unionized employees to agree to this statement (73 per cent versus 56 per cent);
 - Employees aware of who their business unit directors are, are more likely to agree in this regard than those who are unaware (65 per cent versus 44 per cent);
 - Employees who are a part of the disability (47 per cent) or LGBTQ+ (44 per cent) employment equity groups are more likely to agree to this statement than their counterparts; and
 - Employees satisfied with their job are more likely to agree to this statement (67 per cent versus 30 per cent).



Variations across employee characteristics regarding Question 23: Senior Management/Director 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:
 - Legal, Municipal Clerk, External Affairs (56 per cent), Governance (74 per cent), Finance and Asset Management (57 per cent), Corporate and Customer Service (52 per cent), Halifax Regional Fire and Emergency (57 per cent).
- The following business unit has a result 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Regional Police (31 per cent).
- The following subgroup differences are also noted:
 - Those who are aware of who their business unit director is, are more likely than those unaware, to agree to this statement (48 per cent versus 29 per cent);
 - Employees in management positions are more likely than those who are not, to agree (54 per cent versus 41 per cent);
 - Female employees are more likely than males and non-binary or unstated gender employees to agree in this regard (53 per cent versus 42 per cent and 29 per cent, respectively);
 - Employees who have worked at HRM for less than five years (58 per cent) are more likely to agree to this statement than those who have been an employee for a longer period of time; and
 - Employees satisfied with their jobs are more likely to agree to this statement (51 per cent versus 15 per cent).

Variations across employee characteristics regarding Question 24: Senior Management/Director 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:
 - Legal, Municipal Clerk, and External Affairs (56 per cent), Governance (68 per cent), Finance and Asset Management (58 per cent), Corporate and Customer Service (57 per cent).
- 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 per cent).
- It is also important to note the following subgroup differences:
 - Employees who are aware of who their business unit director is, are more likely to agree in this regard (48 per cent versus 27 per cent);
 - Employees in a management role are more likely to agree in this regard as compared to those who are not (54 per cent versus 39 per cent);
 - Non-union members are more likely to agree to this statement than union members (60 per cent versus 38 per cent);



- Employees with less than five years tenure (54 per cent) are more likely to agree to this statement than employees with longer tenure;
- Employees satisfied with their job are more likely to agree to this statement (50 per cent versus 16 per cent); and
- Across employment equity groups Women (49 per cent) and Indigenous/Aboriginal (50 per cent) have the highest levels of agreement, whereas LGBTQ+ (38 per cent) and Disabled employees (29 per cent) have the lowest.

Variations across employee characteristics regarding Question 25: 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:
 - Legal, Municipal Clerk, and External Affairs (69 per cent), Governance (68 per cent), Finance and Asset Management (70 per cent), Corporate and Customer Service (59 per cent).
- The following business units have results 10 or more points less than HRM overall result, with regard to agreement:
 - HR/Diversity and Inclusion (35 per cent) and Halifax Regional Police (33 per cent).
- The following subgroup differences are also noted:
 - Employees aware of who their business unit director is, are more likely to agree to this statement than those who are unaware (54 per cent versus 27 per cent);
 - Employees in a management role are more likely to agree to this statement as compared to those who are not in a management position (59 per cent versus 45 per cent);
 - Non-unionized employees are more likely to agree to this statement than unionized employees (66 per cent versus 43 per cent);
 - Females are more likely to agree to this statement than males and non-binary or unstated gender employees (60 per cent versus 46 per cent and 31 per cent, respectively);
 - Employees with less than five years tenure express higher levels of agreement; and
 - Employees satisfied with their job are more likely to agree to this statement (56 per cent versus 16 per cent).

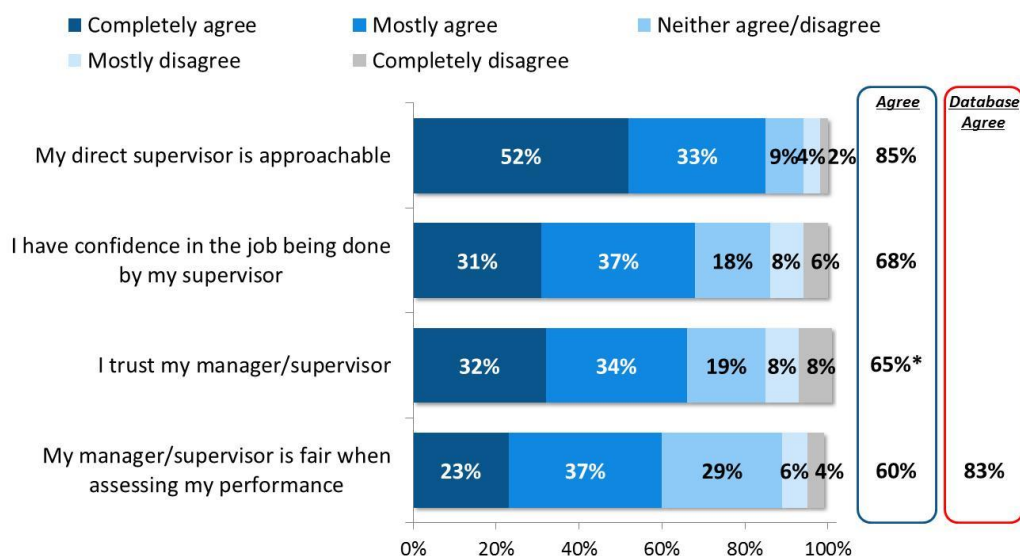
Variations across employee characteristics regarding Question 26: I trust Senior Management/the Director of my business unit:

- The following business units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Finance and Asset Management (66 per cent) and Corporate and Customer Service (60 per cent).
- The following business unit has a result 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Regional Police (33 per cent).



- The following subgroup differences are also noted:
 - Employees aware of their business unit are more likely to agree in this regard (52 per cent versus 29 per cent);
 - Those in a management position are more likely to agree to this statement (58 per cent versus 44 per cent);
 - Non-union member employees are more likely to agree than union member employees (67 per cent versus 41 per cent);
 - Females are more likely than males and non-binary or unstated gender employees to agree to this statement (58 per cent versus 44 per cent versus 29 per cent, respectively);
 - Employees with who have worked for HRM less than five years are more likely to agree to this statement; and
 - Employees satisfied with their jobs are more likely to agree to this statement (55 per cent versus 16 per cent).
- 85 per cent of employees agree that their supervisor is **approachable**.
- A majority agree they are **confident in the job being done by their supervisor** (68 per cent), that they **trust their manager/supervisor** (65 per cent), and that their **manager/supervisor is fair when assessing performance** (60 per cent).
 - In comparison to CRA's employee opinion database, HRM falls below average in regards 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.29: I have confidence in the job being done by my supervisor. (n=2146) Q.30: I trust my manager/supervisor. (n=2142)
 Q.31: My direct supervisor is approachable. (n=2144) Q.39: My manager/supervisor is fair when assessing my performance.
 (n=2145) *Due to rounding.



Variations across employee characteristics regarding Question 29: I have confidence in the job being done by my supervisor:

- 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 (79 per cent).
- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (57 per cent).
- The following subgroup differences are also noted:
 - Those aware of who their business unit director is, are more likely to agree in this regard (71 per cent versus 60 per cent);
 - Non-union member employees are more likely to agree than union member employees (76 per cent versus 66 per cent); and
 - Employees satisfied with their job are more likely to agree to this statement (76 per cent versus 39 per cent).

Variations across employee characteristics regarding Question 30: I trust my manager/supervisor:

- 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 (77 per cent).
- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (53 per cent).
- The following subgroup differences are also noted:
 - Employees aware of who their business unit director is, are more likely than those unaware to agree (68 per cent versus 57 per cent);
 - Non-union member employees are more likely than union members to agree in this regard (73 per cent versus 63 per cent); and
 - Employees satisfied with their job are more likely to agree to this statement (74 per cent versus 34 per cent).

Variations across employee characteristics regarding Question 31: My direct supervisor is approachable:

- All business units display overall levels of agreement within 10 percentage points of the HRM overall value
- Please note the following subgroup differences:
 - Males and females are more likely to agree in this regard than non-binary or unstated gender employees (86 per cent and 87 per cent versus 75 per cent, respectively); and
 - Employees satisfied with their job are more likely to agree with this statement (90 per cent versus 67 per cent).



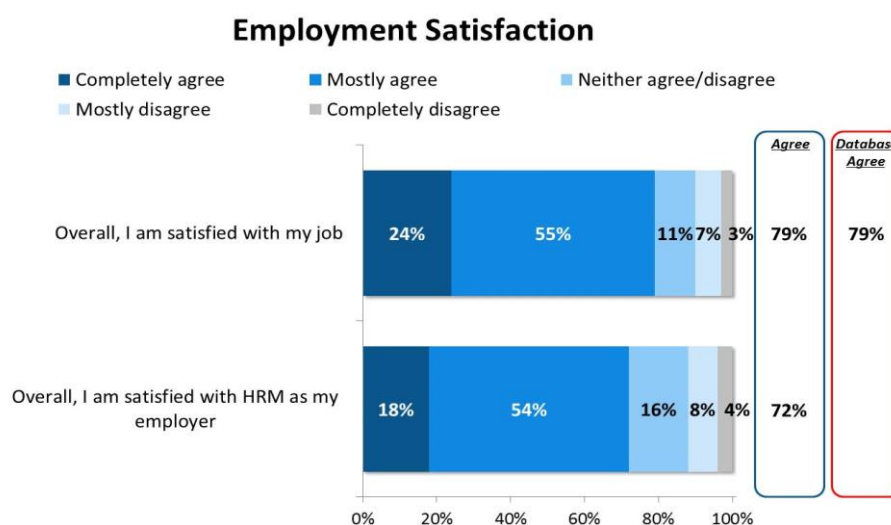
Variations across employee characteristics regarding Question 39: My manager/supervisor is fair when assessing my performance:

- The following business units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Diversity and Inclusion (71 per cent), Legal, Municipal Clerk, External Affairs (73 per cent), Governance (78 per cent), and Finance and Asset Management (75 per cent).
- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (50 per cent).
- The following subgroup differences are also noted:
 - Those aware of who their business unit director is, are more likely to agree to this statement (63 per cent versus 50 per cent);
 - Non-union member employees are more likely than union member employees to agree (72 per cent versus 57 per cent);
 - Males and females are more likely than non-binary or unstated gender employees to agree (61 per cent and 64 per cent versus 49 per cent, respectively); and
 - Employees satisfied with their job are more likely to agree (67 per cent versus 35 per cent).

Employee Satisfaction

Job satisfaction is widespread and on par with other Atlantic Canadian organizations.

- 79 per cent of employees agree that **overall, they are satisfied with their jobs**, and 72 per cent agree that **overall, they are satisfied with HRM as their employer**.
 - When comparing job satisfaction with CRA's employee opinion database, results are similar.
- Of note, more than twice as many employees 'mostly agree' as opposed to 'completely agree' with each of these statements.



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.7: Overall, I am satisfied with my job. (n=2152) Q.9: Overall, I am satisfied with HRM as my employer. (n=2151)



Variations across employee characteristics regarding Question 7: Overall, I am satisfied with my job:

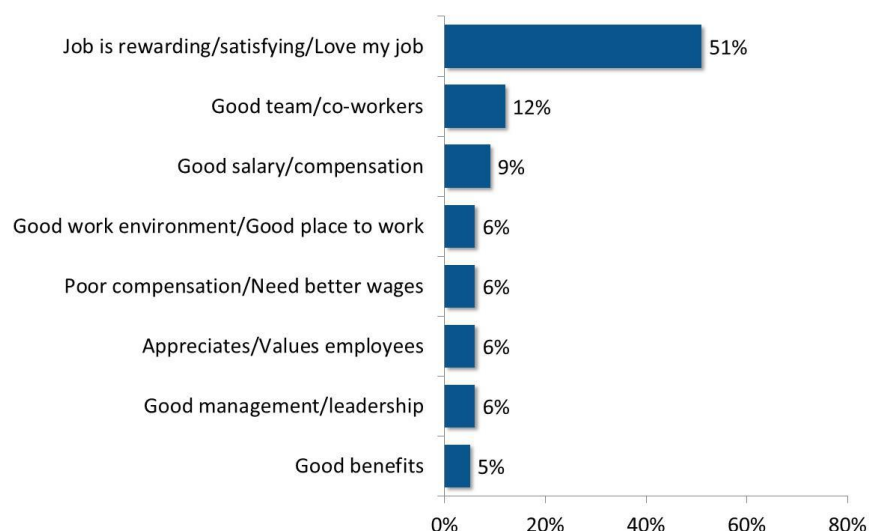
- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - HR/Diversity and Inclusion (62 per cent).
- The following subgroup differences are also noted:
 - Males and females are more likely than non-binary or unstated gender employees to agree to this statement (80 per cent and 85 per cent versus 59 per cent, respectively).

Variations across employee characteristics regarding Question 9: Overall, I am satisfied with HRM as my employer:

- The following business units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Governance (84 per cent), Finance and Asset Management (85 per cent), and Halifax Regional Fire and Emergency (86 per cent).
- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (58 per cent).
- The following subgroup differences are also noted:
 - Males and females are more likely to agree than non-binary or unstated gender employees (73 per cent and 80 per cent versus 54 per cent, respectively); and
 - Employees who have worked for HRM for less than five years are more likely to agree than employees with longer tenures.
- 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 per cent.
- All other responses were noted by less than 12 per cent each.

Reasons for Satisfaction with Job

Key Mentions From Total Unaided Mentions



Q.8: [OF THOSE WHO AGREE IN Q.7] Why do you feel that way, in terms of being satisfied with your job? (n=1296)

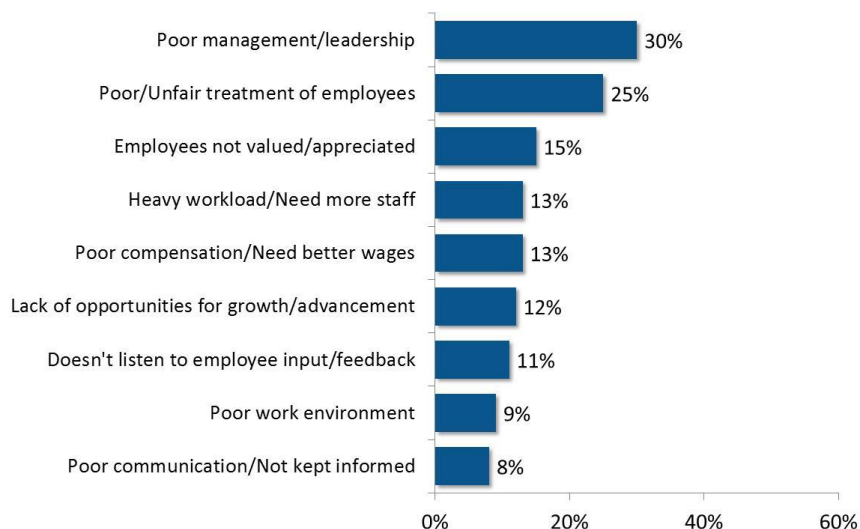
Note: This question was optional.



- Of the employees that are dissatisfied and provided a reason as to why, the primary reasons for dissatisfaction are **poor leadership** (30 per cent), and **unfair treatment of employees** (25 per cent).
- All other mentions are stated by 15 per cent or less.

Reasons for Dissatisfaction with Job

Key Mentions From Total Unaided Mentions



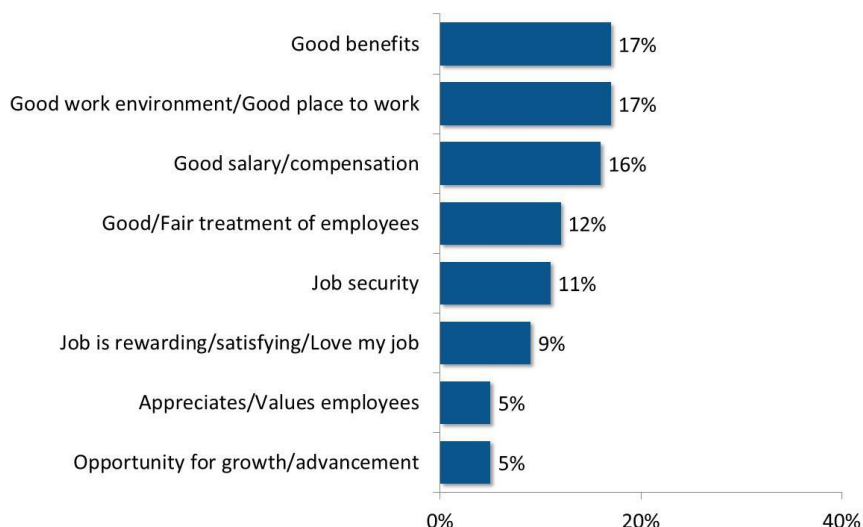
Q.8: [OF THOSE WHO DISAGREE IN Q.7] Why do you feel that way, in terms of being satisfied with your job? (n=194)

Note: This question was optional.

- Among employees who are satisfied with HRM as an employer, the primary reasons for this satisfaction are **good benefits** (17 per cent), **good work environment** (17 per cent), and **good compensation** (16 per cent).
- All other mentions are cited by 12 per cent or less.

Reasons for Satisfaction with HRM as Employer

Key Mentions From Total Unaided Mentions



Q.10: [OF THOSE WHO AGREE IN Q.9] Why do you feel that way, in terms of being satisfied with HRM as your employer? (n=1023)

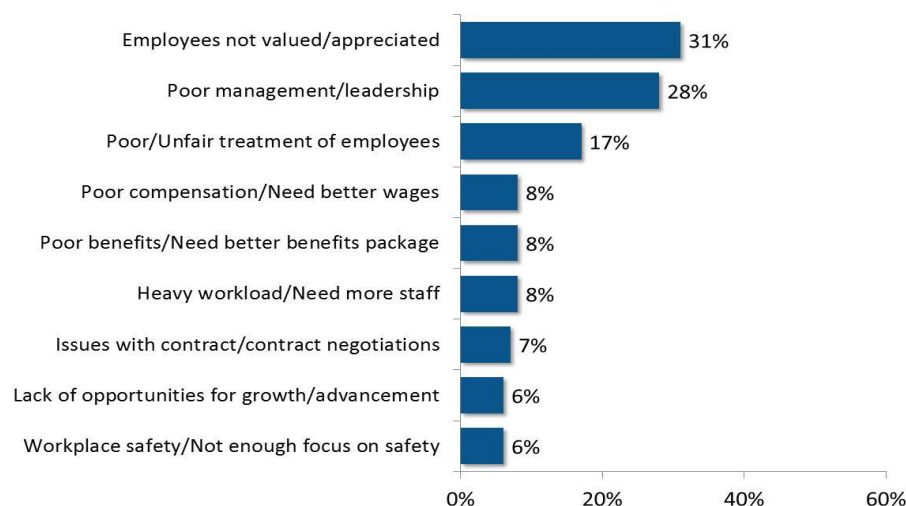
Note: This question was optional.



- Of the employees who are dissatisfied with HRM as an employer, the primary reasons cited are **employees not being valued** (31 per cent), and **poor management or leadership** (28 per cent).
- 17 per cent of employees stated that HRM **treats employees unfairly**.
- All other mentions were stated by eight per cent or less.

Reasons for Dissatisfaction with HRM as Employer

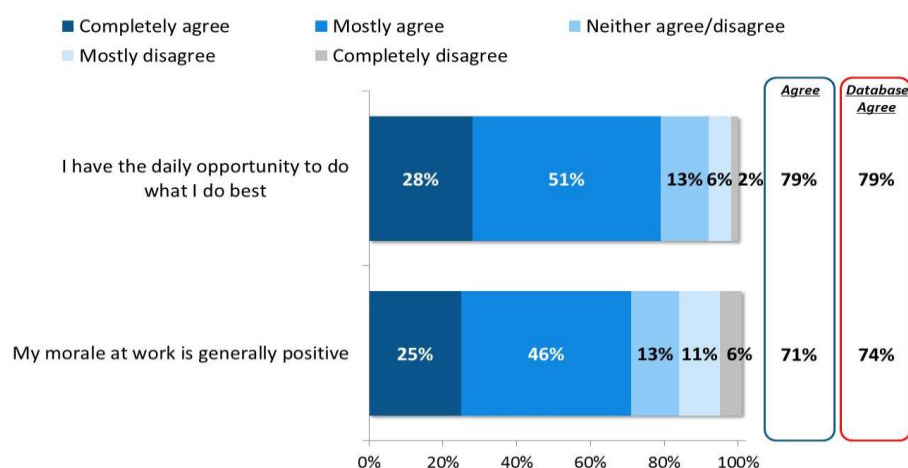
Key Mentions From Total Unaided Mentions



Q.10: [OF THOSE WHO DISAGREE IN Q.9] Why do you feel that way, in terms of being satisfied with HRM as your employer? (n=210) *Note: This question was optional.*

- 79 per cent of employees agree that they **have the daily opportunity to do what they do best**, and 71 per cent agree **their morale at work is generally positive**.
 - In comparison to CRA's employee opinion database, these results are in line with that of other Atlantic Canadian organizations.
- In both instances nearly twice as many employees 'mostly agree' as opposed to 'completely agree' with the statements.

Employment Satisfaction



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
Q.11: I have the daily opportunity to do what I do best. (n=2155) Q.21: My morale at work is generally positive. (n=2145)



Variations across employee characteristics regarding Question 11: I have the daily opportunity to do what I do best:

- All business units display overall levels of agreement within 10 per cent of HRM overall value.
- The following subgroup differences are also noted:
 - Males and females are more likely than non-binary or unstated gender employees to agree with the statement (79 per cent and 83 per cent versus 69 per cent, respectively); and
 - Employees satisfied with their jobs are more likely to agree with the statement (88 per cent versus 44 per cent).

Variations across employee characteristics regarding Question 21: 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:
 - Finance and Asset Management (84 per cent) and Halifax Regional Fire and Emergency (84 per cent).
- The following business units have results 10 or more points less than the HRM overall result, with regard to agreement:
 - HR/Diversity and Inclusion (61 per cent) and Halifax Regional Police (58 per cent).
- The following subgroup differences are also noted:
 - Males and females are more likely than non-binary or unstated gender employees to agree (72 per cent and 75 per cent versus 52 per cent, respectively);
 - Employees who have worked for HRM for less than five years are more likely to agree; and
 - Employees who are satisfied with their job are more likely to agree with the statement (81 per cent versus 31 per cent).

Professional Development

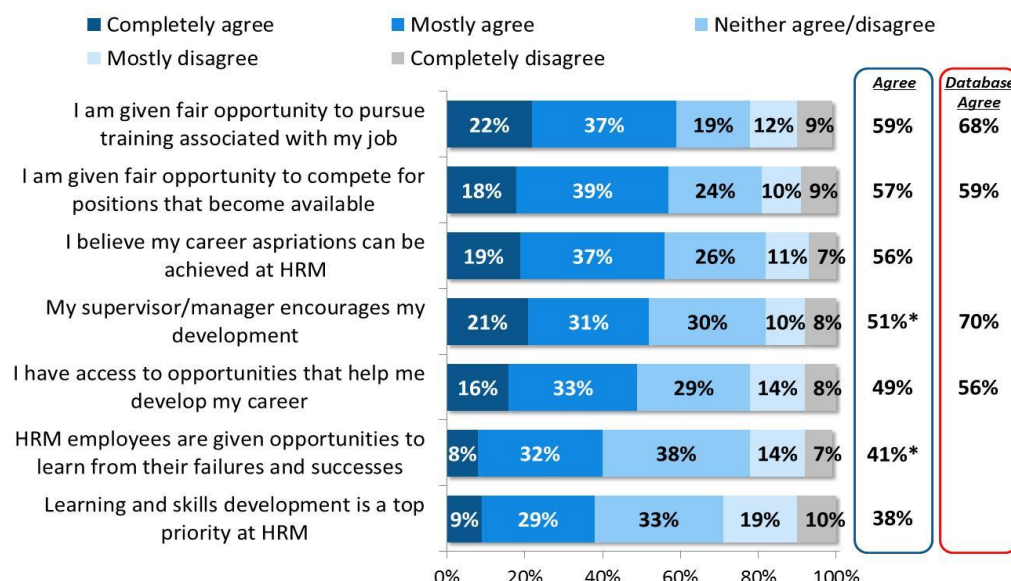
Perceptions regarding professional development fall below average in some regards when compared to other Atlantic Canadian organizations, indicating opportunities for improvement.

- A small majority of employees agree they ***are given fair opportunity to pursue training*** (59 per cent), that they are ***given fair opportunity to compete for positions that become available*** (57 per cent), ***believe their career aspirations can be achieved at HRM*** (56 per cent), and ***their supervisor encourages their development*** (51 per cent).
 - 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 than the Atlantic Canadian norm agree that employees are ***given fair opportunity to pursue training associated with their job***, and that ***their supervisor encourages their development***.



- A total of 49 per cent of employees agree they **have access to opportunities that help them develop their career**.
 - Of note, more than twice as many employees ‘moderately agree’ in this regard versus ‘completely agree’; and
 - Compared to other Atlantic Canadian organizations, agreement in this regard falls below average.
- 41 per cent of employees agree they are **given opportunities to learn from their failures and successes**, and 38 per cent agree that **learning and skill development is a top priority at HRM**.

Professional Development



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.41: I am given a fair opportunity to pursue training associated with my job. (n=2158) Q.42: I believe my career aspirations can be achieved at HRM. (n=2150) Q.43: Learning and skills development is a top priority at HRM. (n=2155) Q.45: HRM employees are given opportunities to learn from their failures and successes. (n=2151) Q.47: I am given a fair opportunity to compete for positions that become available. (n=2151) Q.48: My supervisor/ manager encourages my development. (n=2152) Q.49: I have access to opportunities that help me develop my career. (n=2149) *Due to rounding.

Variations across employee characteristics regarding Question 41: 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:
 - Legal, Municipal Clerk, External Affairs (85 per cent), Parks and Recreation (75 per cent), Finance and Asset Management (83 per cent), Halifax Regional Fire and Emergency (78 per cent), and Planning and Development (70 per cent).
- 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 per cent).



- The following subgroup differences are also noted:
 - Employees aware of who their business unit director is, are more likely to agree to this statement (64 per cent versus 43 per cent);
 - Employees in management positions are more likely to agree (73 per cent versus 56 per cent);
 - Non-union member employees are more likely to agree than union member employees (74 per cent versus 56 per cent);
 - Females are more likely than males and non-binary or unstated gender employees to agree with the statement (68 per cent versus 58 per cent and 46 per cent, respectively); and
 - Employees who are satisfied with their job are more likely to agree with the statement (66 per cent versus 34 per cent).

Variations across employee characteristics regarding Question 42: I believe my career aspirations can be achieved at HRM:

- The following business units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Legal, Municipal Clerk, and External Affairs (70 per cent) and Halifax Regional Fire and Emergency (75 per cent).
- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (46 per cent).
- The following subgroup differences are also noted:
 - Employees aware of who their business unit director is, are more likely to agree, as compared to those who are unaware (60 per cent versus 45 per cent); and
 - Employees in management positions are more likely to agree with this statement (68 per cent versus 53 per cent).

Variations across employee characteristics regarding Question 47: I am given fair opportunity to compete for positions that become available:

- 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 (70 per cent).
- The following business units have results 10 or more points less than the HRM overall result, with regard to agreement:
 - Legal, Municipal Clerk, and External Affairs (31 per cent), Governance (47 per cent), and Halifax Regional Fire (41 per cent).
- The following subgroup differences are also noted:
 - Employees in management positions are more likely to agree with the statement (61 per cent versus 55 per cent);
 - Males and females are more likely than non-binary or unstated gender employees to agree with the statement (61 per cent and 56 per cent versus 37 per cent);



- Employees who have worked for HRM for less than five years are more likely to agree than longer tenure employees; and
- Employees satisfied with the job are more likely to agree (64 per cent versus 30 per cent).

Variations across employee characteristics regarding Question 48: 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/Diversity and Inclusion (65 per cent), Legal, Municipal Clerk, and External Affairs (65 per cent), Governance (63 per cent), Finance and Asset Management (65 per cent), and Halifax Regional Fire and Emergency (62 per cent).
- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (34 per cent).
- The following subgroup differences are also noted:
 - Employees aware of who their business unit director is, are more likely to agree with the statement (57 per cent versus 36 per cent);
 - Employees in management positions are more likely to agree with the statement (63 per cent versus 48 per cent);
 - Non-union employees are more likely to agree than union member employees (66 per cent versus 48 per cent);
 - Males and females are more likely to agree than non-binary or unstated gender employees (50 per cent and 60 per cent versus 38 per cent);
 - Employees who have worked at HRM for less than five years are more likely to agree with the statement; and
 - Employees who are satisfied with their job are more likely to agree (59 per cent versus 26 per cent).

Variations across employee characteristics regarding Question 43: Learning and skills development is a top priority at HRM:

- The following business units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Legal, Municipal Clerk, and External Affairs (55 per cent), Finance and Asset Management (53 per cent), Halifax Regional Fire and Emergency (51 per cent).
- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (23 per cent).
- The following subgroup differences are also noted:
 - Employees aware of who their business unit director is, are more likely to agree with this statement (41 per cent versus 30 per cent);



- Employees in management positions are more likely to agree with the statement (45 per cent versus 37 per cent);
- Non-union member employees are more likely to agree than union member employees (48 per cent versus 36 per cent);
- Males and females are more likely than non-binary or unstated gender employees to agree (37 per cent and 45 per cent versus 27 per cent, respectively);
- Employees who have worked with HRM for less than five years are more likely to agree; and
- Employees satisfied with their jobs are more likely to agree (45 per cent versus 12 per cent).

Variations across employee characteristics regarding Question 45: HRM employees are given opportunities to learn from their failures and successes:

- 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 (53 per cent).
- The following business units have results 10 or more points less than the HRM overall result, with regard to agreement:
 - HR/Diversity and Inclusion (30 per cent) and Halifax Regional Police (30 per cent).
- The following subgroup differences are also noted:
 - Employees aware of who their business unit director is, are more likely to agree with this statement (43 per cent versus 33 per cent);
 - Males and females are more likely to agree than non-binary or unstated gender employees (43 per cent and 44 per cent versus 26 per cent);
 - Employees who have worked for HRM for less than five years are more likely to agree; and
 - Employees satisfied with their jobs are more likely to agree, as compared to those dissatisfied (48 per cent versus 13 per cent).

Variations across employee characteristics regarding Question 49: 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:
 - Legal, Municipal Clerk, and External Affairs (71 per cent), Finance and Asset Management (65 per cent), and Halifax Regional Fire and Emergency (63 per cent).



- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (34 per cent).
- The following subgroup differences are also noted:
 - Employees aware of who their business unit director is, are more likely to agree with the statement (54 per cent versus 35 per cent);
 - Employees in a management position are more likely to agree, as compared to those who are not (62 per cent versus 46 per cent);
 - Non-union member employees are more likely to agree than union member employees (64 per cent versus 45 per cent);
 - Males and females are more likely to agree than non-binary or unstated gender employees (49 per cent and 56 per cent versus 33 per cent, respectively);
 - Employees who have worked for HRM for less than five years are more likely to agree; and
 - Employees who are satisfied with their job are more likely to agree, as compared to those who are dissatisfied (57 per cent versus 18 per cent).

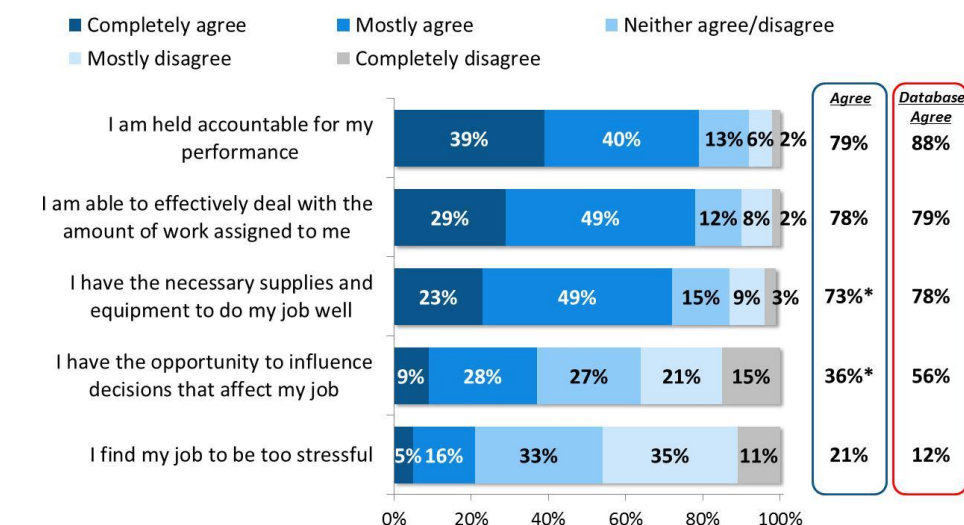
Performance and Productivity

While the majority of HRM employees do not find their job too stressful, one in five employees of the Municipality state this is the case. This suggests a slightly higher incidence of workplace stress as compared to elsewhere in Atlantic Canada.

- A majority of employees agree that they are ***held accountable for their performance*** (79 per cent), they are ***able to effectively deal with the amount of work assigned to them*** (78 per cent), and that they ***have the necessary supplies and equipment to do their job well*** (73 per cent).
 - In relation to other Atlantic Canadian organizations, agreement that they are held accountable for their performance, and that they have the necessary supplies and equipment to do their jobs well, falls below average.
- A total of 36 per cent of employees agree they ***have the opportunity to influence decisions that affect their job***, while 21 per cent agree they find ***their job too stressful***.
 - In relation to CRA'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.19: I am held accountable for my performance. (n=2156) Q.36: I have the opportunity to influence decisions that affect my job. (n=2151) Q.54: I have the necessary supplies and equipment to do my job well. (n=2152) Q.62: I find my job to be too stressful. (n=2149) Q.64: I am able to effectively deal with the amount of work assigned to me. (n=2147)

*Due to rounding.

Variations across employee characteristics regarding Question 19: 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:
 - Legal, Municipal Clerk, and External Affairs (91 per cent), HR/Diversity and Inclusion (90 per cent), and Finance and Asset Management (91 per cent).
- The following subgroup differences are also noted:
 - Employees satisfied with their jobs are more likely to agree, as compared to those dissatisfied (84 per cent versus 59 per cent).

Variations across employee characteristics regarding Question 36: 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/Diversity and Inclusion (52 per cent), Legal, Municipal Clerk, and External Affairs (55 per cent), Governance (56 per cent), Finance and Asset Management (56 per cent), and Transportation and Public Works (47 per cent).
- The following subgroup differences are also noted:
 - Employees aware of who their business unit director is, are more likely to agree to this statement than those unaware (41 per cent versus 20 per cent);
 - Employees in management positions are more likely to agree, as compared to those who are not (53 per cent versus 32 per cent);



- Non-union member employees are twice as likely to agree than union-member employees (62 per cent versus 29 per cent);
- Males and females are more likely to agree than non-binary or unstated gender employees (36 per cent and 42 per cent versus 26 per cent, respectively);
- Employees who have worked at HRM for less than five years are more likely to agree, as compared to those who have worked at HRM longer; and
- Employees who are satisfied with their jobs are more likely to agree (43 per cent versus 13 per cent).

Variations across employee characteristics regarding Question 54: I have the necessary supplies and equipment 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:
 - Finance and Asset Management (88 per cent).
- The following business units have results 10 or more points less than HRM overall result, with regard to agreement:
 - HR/Diversity and Inclusion (58 per cent) and Halifax Regional Police (61 per cent).
- The following subgroup differences are also noted:
 - Employees aware of who their business unit director is, are more likely to agree, as compared to those who are unaware (76 per cent versus 63 per cent);
 - Employees in management positions are more likely to agree to this statement (81 per cent versus 70 per cent);
 - Non-union member employees are more likely to agree, as compared to those who are union members (83 per cent versus 70 per cent); and
 - Employees who are satisfied with their job are more likely to agree, as compared to those dissatisfied (78 per cent versus 51 per cent).

Variations across employee characteristics regarding Question 62: 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. All business units are within 10 per cent of the HRM overall result of 21 per cent.
- The following subgroup differences are also noted:
 - Indigenous and Aboriginal employees are more likely than any other employment equity group to agree to this statement; and
 - Employees who are less than satisfied with their job are more likely to agree that their job is too stressful (44 per cent versus 15 per cent).

Variations across employee characteristics regarding Question 64: I am able to effectively deal with the amount of work assigned to me:

- The following business units have results 10 or more points less than HRM overall result, with regard to agreement:



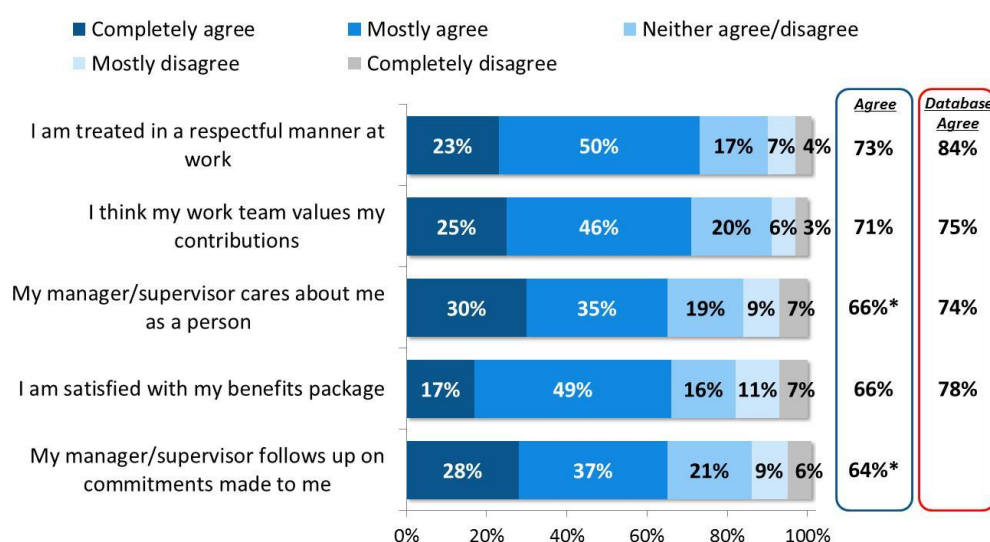
- HR/Diversity and Inclusion (58 per cent), Legal, Municipal Clerk, and External Affairs (67 per cent), and Planning and Development (66 per cent).
- The following subgroup differences are also noted:
 - Males and females are more likely to agree than non-binary or unstated gender employees (79 per cent and 83 per cent versus 62 per cent); and
 - Employees satisfied with their jobs are more likely to agree (84 per cent versus 57 per cent).

Employee Recognition

Perceptions vis-à-vis employee recognition are moderately positive, however, a notable minority of employees perceive their contributions as undervalued, and that their achievements go unrecognized.

- A total of 73 per cent of employees agree they are **treated respectfully at work**, and 71 per cent also agree that they think **their work team values their contributions**.
 - Agreement in regard to **being treated in a respectful manner at work** falls below average in relation to other Atlantic Canadian organizations.
- A moderate majority agree that **their manager/supervisor cares about them as a person** (66 per cent), they are **satisfied with their benefits package** (66 per cent), and that their **manager/supervisor follows up on commitments made them** (64 per cent).
 - In comparison to other Atlantic Canadian Organizations, agreement in regards to their **manager/supervisor caring about them as a person** and being **satisfied with their benefits package**, falls 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.27: My manager/supervisor cares about me as a person. (n=2144) Q.28: My manager/supervisor follows up on commitments made to me. (n=2147) Q.32: I am satisfied with my benefits package. (n=2139) Q.53: I think my work team values my contributions. (n=2148) Q.63: I am treated in a respectful manner at work. (n=2135) *Due to rounding.



Variations across employee characteristics regarding Question 27: 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:
 - Governance (79 per cent) and Finance and Asset Management (76 per cent).
- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (51 per cent).
- The following subgroup differences are also noted:
 - Employees aware of who their business unit director is, are more likely to agree with the statement (69 per cent versus 56 per cent);
 - Non-union member employees are more likely to agree than union member employees (75 per cent versus 63 per cent);
 - Males and females are more likely to agree than non-binary or unstated gender employees (65 per cent and 72 per cent versus 54 per cent);
 - Employees who have worked for HRM for less than five years (75 per cent) are more likely to agree, as 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, as compared to those dissatisfied (73 per cent versus 39 per cent).

Variations across employee characteristics regarding Question 28: My manager/supervisor follows 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:
 - Governance (79 per cent) and Finance and Asset Management (79 per cent).
- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (54 per cent).
- The following subgroup differences are also noted:
 - Employees who are aware of who their business unit director is, are more likely to agree, as compared to those unaware (67 per cent versus 53 per cent);
 - Non-union members are more likely to agree than union members (73 per cent versus 62 per cent);
 - Males and females are more likely to agree than non-binary or unstated gender employees (63 per cent and 72 per cent versus 52 per cent, respectively); and
 - Employees satisfied with their job are more likely to agree, as compared to those who are less than satisfied (72 per cent versus 37 per cent).

Variations across employee characteristics regarding Question 32: 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 (78 per cent), Halifax Regional Fire and Emergency (87 per cent), and Planning and Development (80 per cent).
- The following business units have results 10 or more points less than HRM overall result, with regard to agreement:
 - Legal, Municipal Clerk, and External Affairs (56 per cent) and Halifax Transit (46 per cent).
- The following subgroup differences are also noted:
 - Employees aware of who their business unit director is, are more likely to agree, as compared to those unaware (71 per cent versus 51 per cent);
 - Employees in management positions are more likely to agree (77 per cent versus 63 per cent); and
 - Employees who are satisfied with their job are more likely to agree, as compared to those who are less than satisfied (71 per cent versus 47 per cent).

Variations across employee characteristics regarding Question 53: 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:
 - Legal, Municipal Clerk, and External Affairs (93 per cent), Governance (89 per cent), Parks and Recreation (83 per cent), Finance and Asset Management (83 per cent), and Halifax Regional Fire and Emergency (86 per cent).
- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (53 per cent).
- The following subgroup differences are also noted:
 - Employees aware of who their business unit director is, are more likely to agree, as compared to those are unaware (76 per cent versus 58 per cent);
 - Employees in management position are more likely to agree (82 per cent versus 68 per cent);
 - Non-union members are more likely than union member employees to agree (81 per cent versus 69 per cent); and
 - Employees satisfied with their job are more likely to agree, as compared to those less than satisfied (78 per cent versus 46 per cent).

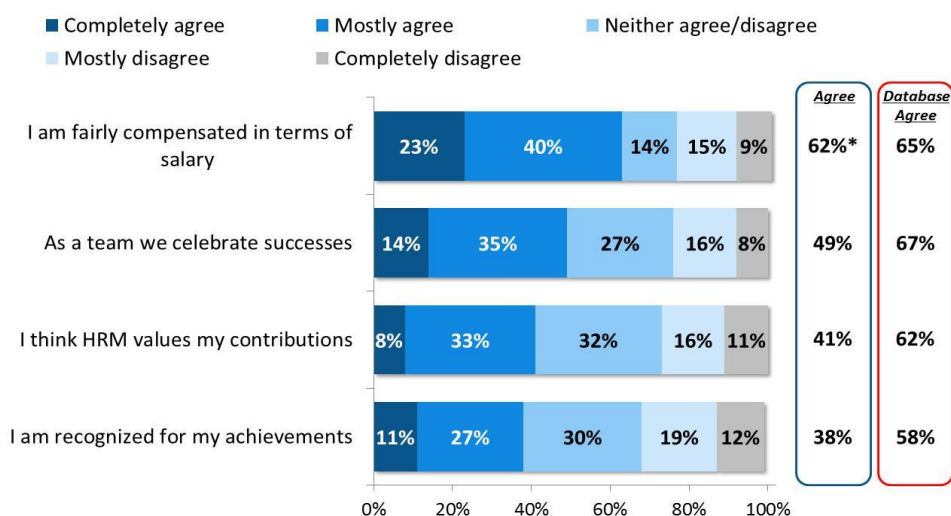
Variations across employee characteristics regarding Question 63: I am treated in a respectful manner at work:

- The following business units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Legal, Municipal Clerk, and External Affairs (84 per cent) and Halifax Regional Fire and Emergency (84 per cent)



- The following subgroup differences are also noted:
 - Employees aware of who their business unit director is, are more likely to agree with the statement (76 per cent versus 65 per cent);
 - Employees in management positions are more likely to agree, as compared to those who are not (83 per cent versus 70 per cent);
 - Non-union member employees are more likely to agree than union member employees (83 per cent versus 70 per cent);
 - Males and females are more likely to agree than non-binary or unstated gender employees (74 per cent and 78 per cent versus 57 per cent); and
 - Employees who are satisfied with their job are more likely to agree, as compared to those who are less than satisfied (82 per cent versus 41 per cent).
- 62 per cent of employees agree they are ***fairly compensated in terms of salary***.
 - Agreement in this regard is comparable to other Atlantic Canadian organizations
- 49 per cent agree that ***as a team they celebrate successes***, 41 per cent agree that they ***think HRM values their contributions***, and 38 per cent agree they are ***recognized for their achievements***.
 - In comparison to other Atlantic Canadian organizations, agreement with these three statements fall 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.34: I am recognized for my achievements. (n=2148) Q.38: I think HRM values my contributions. (n=2148) Q.40: I am fairly compensated in terms of salary. (n=2145) Q.51: As a team we celebrate successes. (n=2149) *Due to rounding.

Variations across employee characteristics regarding Question 34: 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/Diversity and Inclusion (57 per cent), Governance (67 per cent) and Finance and Asset Management (51 per cent).



- The following subgroup differences are also noted:
 - Employees aware of who their business unit director is, are more likely to agree, as compared to those who are unaware (42 per cent versus 26 per cent);
 - Non-union member employees are more likely than union member employees to agree (52 per cent versus 34 per cent);
 - Males and females are more likely to agree than non-binary or unstated gender employees (38 per cent and 45 per cent versus 24 per cent, respectively);
 - Employees who have worked at HRM for less than five years are more likely to agree, as compared to those who have worked at HRM for a longer period of time; and
 - Employees who are satisfied with their jobs are more likely to agree, as compared to those who are less than satisfied (44 per cent versus 16 per cent).

Variations across employee characteristics regarding Question 38: I think HRM values my contributions:

- The following business units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Diversity and Inclusion (52 per cent), Legal, Municipal Clerk, and External Affairs (60 per cent), Governance (61 per cent), Finance and Asset Management (59 per cent), and Transportation and Public Works (51 per cent).
- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (27 per cent).
- The following subgroup differences are also noted:
 - Employees who are aware of who their business unit director is, are more likely to agree, as compared to those who are unaware (46 per cent versus 27 per cent);
 - Employees in management positions are more likely to agree, as compared to those who are not (52 per cent versus 38 per cent);
 - Non-union member employees are more likely to agree than union member employees (58 per cent versus 37 per cent);
 - Males and females are more likely to agree than non-binary or unstated gender employees (43 per cent and 46 per cent versus 24 per cent, respectively);
 - Employees who have worked for HRM for less than five years are more likely to agree, as compared to those who have worked for HRM longer; and
 - Employees who are satisfied with their job are more likely to agree, as compared to those who are not (50 per cent versus 10 per cent).

Variations across employee characteristics regarding Question 40: 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:
 - HR/Diversity and Inclusion (79 per cent), Halifax Regional Fire and Emergency (92 per cent), and Halifax Regional Police (82 per cent).



- The following business units have results 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Transit (50 per cent), Transportation and Public Works (44 per cent), and Planning and Development (49 per cent).
- The following subgroup differences are also noted:
 - Employees aware of who their business unit director is, are more likely to agree, as compared to those unaware (66 per cent versus 53 per cent);
 - Employees in management positions are more likely to agree (75 per cent versus 59 per cent); and
 - Employees satisfied with their job are more likely to agree, as compared to those who are less than satisfied (68 per cent versus 41 per cent).

Variations across employee characteristics regarding Question 51: 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:
 - Legal, Municipal Clerk, and External Affairs (61 per cent), Governance (68 per cent), Finance and Asset Management (65 per cent), and Halifax Regional Fire and Emergency (63 per cent).
- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (33 per cent).
- The following subgroup differences are also noted:
 - Employees aware of who their business unit director is, are more likely to agree, as compared to those unaware (54 per cent versus 32 per cent);
 - Employees in management positions are more likely to agree (61 per cent versus 46 per cent);
 - Non-union member employees are more likely to agree than union member employees (61 per cent versus 45 per cent);
 - Females are more likely than males and non-binary or unstated gender employees to agree (57 per cent versus 47 per cent and 39 per cent); and
 - Employees who are satisfied with their job are more likely to agree, as compared to those who are not (57 per cent versus 19 per cent).

General Working Conditions

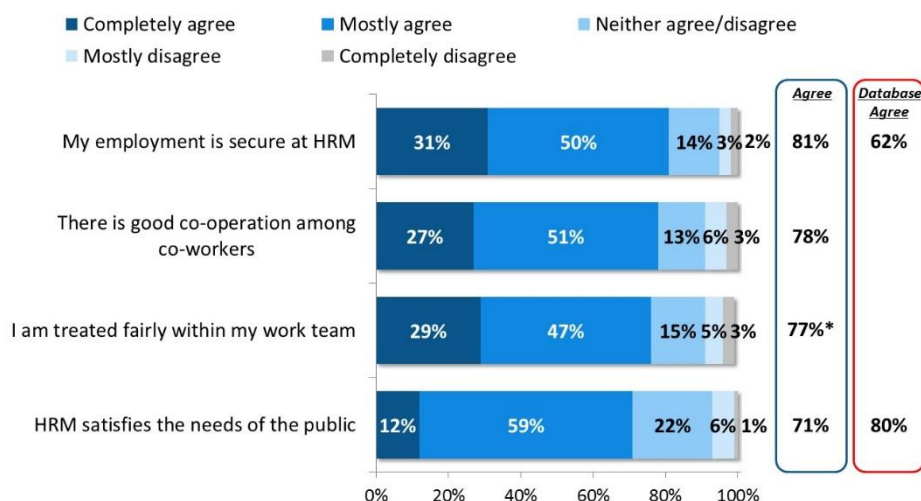
A majority of employees are satisfied with their general work conditions, however, less than one-half of employees indicate that HRM is a fun place to work.

- A total of 81 per cent of employees indicate that their ***employment is secure at HRM***.
 - Agreement in this regard is notably higher than other Atlantic Canadian organizations.
- A total of 78 per cent of employees also agree that ***there is good co-operation among co-workers*** and 77 per cent agree they are ***treated fairly within their work team***.



- A total of 71 per cent agree that **HRM satisfies the needs of the public**.
 - Agreement in this regard is lower than average when compared to CRA's normative database for the region.

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: HRM satisfies the needs of the public. (n=2149) Q.17: My employment is secure at HRM. (n=2149) Q.52: I am treated fairly within my work team. (n=2144) Q.55: There is good co-operation among co-workers. (n=2149)

*Due to rounding.

Variations across employee characteristics regarding Question 16: HRM 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:
 - Legal, Municipal Clerk, and External Affairs (82 per cent), Governance (94 per cent), Finance and Asset Management (81 per cent), and Halifax Regional Fire and Emergency (81 per cent).
- The following subgroup differences are also noted:
 - Employees who are aware of who their business unit director is, are more likely to agree, as compared to those unaware (74 per cent versus 62 per cent);
 - Employees in management positions are more likely to agree with this statement (80 per cent versus 69 per cent);
 - Non-union member employees are more likely to agree than union member employees (84 per cent versus 67 per cent);
 - Employees who are satisfied with their job are more likely to agree than employees less than satisfied (78 per cent versus 47 per cent); and
 - Females are more likely than males and non-binary or unspecified gender employees to agree (80 per cent versus 69 per cent and 60 per cent, respectively).



Variations across employee characteristics regarding Question 17: My employment is secure at HRM:

- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Parks and Recreation (70 per cent).
- The following subgroup differences are also noted:
 - Males and females are more likely to agree than non-binary or unstated gender employees (84 per cent and 80 per cent versus 70 per cent, respectively); and
 - Employees who are satisfied with their job are more likely to agree, as compared to those less than satisfied (86 per cent versus 63 per cent).

Variations across employee characteristics regarding Question 52: 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:
 - Finance and Asset Management (87 per cent) and Halifax Regional Fire and Emergency (88 per cent).
- The following subgroup differences are also noted:
 - Employees who are aware of who their business unit director is, are more likely to agree, as compared to those who are unaware (80 per cent versus 68 per cent);
 - Employees in management positions are more likely to agree with the statement (85 per cent versus 75 per cent);
 - Males and females are more likely to agree than non-binary or unstated gender employees (77 per cent and 82 per cent versus 63 per cent, respectively);
 - Employees who have worked for HRM for less than five years are more likely to agree, as compared to those have been employed by HRM for a longer period of time; and
 - Employees who are satisfied with their job are more likely to agree, as compared to those less than satisfied (84 per cent versus 50 per cent).

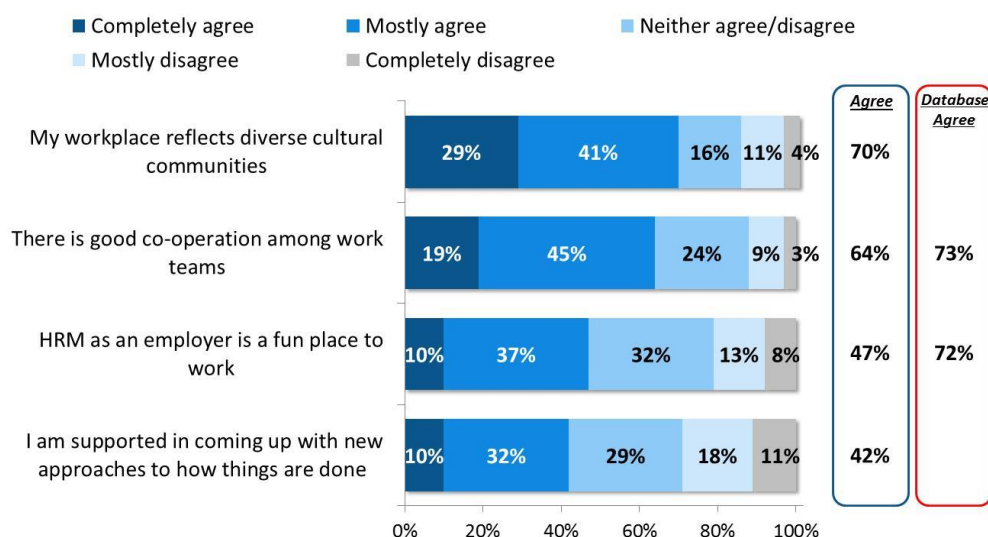
Variations across employee characteristics regarding Question 55: There is good co-operation among co-workers:

- The following business units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Legal, Municipal Clerk and External Affairs (89 per cent).
- The following business units have results 10 or more points less than HRM overall result, with regard to agreement:
 - HR/Diversity and Inclusion (65 per cent) and Governance (68 per cent).
- The following subgroup differences are also noted:
 - Employees who are satisfied with their job are more likely to agree, as compared to those less than satisfied (83 per cent versus 58 per cent).



- 70 per cent of employees indicate that their **workplace reflects diverse cultural communities**.
- 64 per cent of employees agree **there is good co-operation among work teams**, 47 per cent agree that **HRM as an employer is a fun place to work**, and 42 per cent agree with the statement that employees are **supported in coming up with new approaches to how things are done**.
 - Comparing the statements **there is good co-operation among work teams** and **HRM as an employer is a fun place to work** against other Atlantic Canadian organizations, indicates that agreement in this regard is below average.

General Working Conditions



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.12: My workplace reflects diverse cultural communities. (n=2151) Q.46: I am supported in coming up with new approaches to how things are done. (n=2155) Q.56: There is good co-operation among work teams. (n=2142) Q.61: HRM is a fun place to work. (n=2150)

Variations across employee characteristics regarding Question 12: My workplace reflects diverse cultural communities:

- The following business units have results 10 or more points less than the HRM overall result, with regard to agreement:
 - HR/Diversity and Inclusion (38 per cent), Legal, Municipal Clerk, and External Affairs (45 per cent), Governance (47 per cent), and Planning and Development (55 per cent).
- The following subgroup differences are also noted:
 - Union member employees are more likely to agree than non-union member employees (73 per cent versus 60 per cent);
 - Males and Females are more likely than non-binary or unstated gender employees to agree with this statement (76 per cent and 65 per cent versus 54 per cent, respectively); and
 - Employees who are satisfied with their job are more likely to agree, as compared to those less than satisfied (73 per cent versus 59 per cent).



Variations across employee characteristics regarding Question 46: I am supported in coming up with new approaches to how things are done:

- The following business units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - HR/Diversity and Inclusion (58 per cent), Legal, Municipal Clerk, and External Affairs (62 per cent), Governance (56 per cent), Parks and Recreation (56 per cent), Finance and Asset Management (68 per cent), Corporate and Customer Service (54 per cent), and Planning and Development (54 per cent)
- The following business units have results 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Transit (28 per cent) and Halifax Regional Police (32 per cent).
- The following subgroup differences are also noted:
 - Employees who are aware of who their business unit director is, are more likely to agree, as compared to those who are unaware (48 per cent versus 23 per cent);
 - Employees in management positions are more likely to agree with this statement (58 per cent versus 37 per cent);
 - Non-union member employees are more likely to agree than union member employees (67 per cent versus 35 per cent);
 - Females are more likely than males and non-binary or unstated gender employees to agree with the statement (50 per cent versus 40 per cent and 31 per cent, respectively); and
 - Employees who are satisfied with their job are more likely to agree, as compared to those less than satisfied (49 per cent versus 16 per cent).

Variations across employee characteristics regarding Question 56: There is good co-operation among work teams:

- The following business units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Halifax Regional Fire and Emergency (78 per cent) and Legal, Municipal Clerk, and External Affairs (76 per cent).
- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - HR/Diversity and Inclusion (43 per cent).
- The following subgroup differences are also noted:
 - Employees aware of who their business unit director is, are more likely to agree, as compared to those who are unaware (67 per cent versus 55 per cent);
 - Employees in management positions are more likely to agree, as compared to those not in management positions (72 per cent versus 62 per cent); and
 - Employees satisfied with their job are more likely to agree, as compared to those who are less than satisfied (71 per cent versus 39 per cent).



Variations across employee characteristics regarding Question 61: HRM is a fun place to work:

- The following business units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Legal, Municipal Clerk, and External Affairs (58 per cent), Governance (68 per cent) and Halifax Regional Fire and Emergency (71 per cent).
- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - HR/Diversity and Inclusion (31 per cent).
- The following subgroup differences are also noted:
 - Males and females are more likely to agree than non-binary or unstated gender employees (51 per cent and 49 per cent versus 28 per cent);
 - Employees who have worked for HRM less than five years are more likely to agree, as compared to those who have worked for HRM for a longer period of time; and
 - Employees who are satisfied with their job are more likely to agree, as compared to those who are less than satisfied (56 per cent versus 12 per cent).

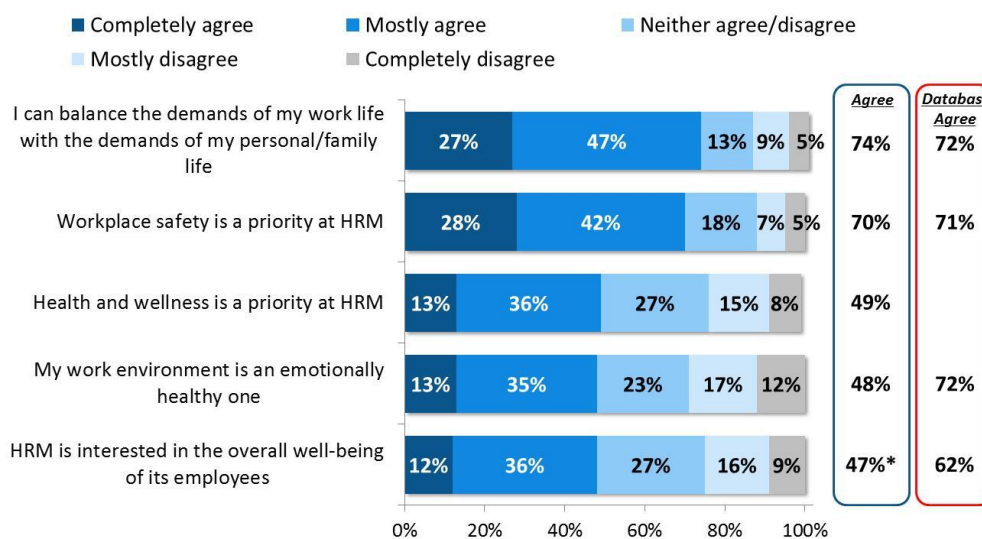
Health and Safety

Health and safety results are low and represent a workplace opportunity area for the Municipality.

- A total of 74 per cent of employees agree they can ***balance the demands of my work life with the demands of my personal/family life***, and 70 per cent agree ***workplace safety is a priority at HRM***.
 - Agreement in both of these regards is in line with CRA's normative database.
- Approximately one-half of employees agree that ***health and wellness is a priority at HRM*** (49 per cent), their ***work environment is an emotionally healthy one*** (48 per cent), and that ***HRM is interested in the well-being of its employees*** (47 per cent).
 - Given that the statement ***HRM is interested in the well-being of its employees*** is a key driver of employee engagement, this serves to identify a key area of focus for the Municipality.
 - When compared to other Atlantic Canadian organizations, agreement in regards to ***their workplace being emotionally healthy*** and ***HRM's interest in their well-being***, 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.15: HRM is interested in the overall well-being of its employees. (n=2157) Q.50: My work environment is an emotionally healthy one. (n=2157) Q.58: I can balance the demands of my work life with the demands of my personal/family life. (n=2148) Q.59: Health and wellness is a priority at HRM. (n=2152) Q.60: Workplace safety is a priority at HRM. (n=2145)

Variations across employee characteristics regarding Question 15: HRM is interested in the overall well-being of its employees:

- The following business units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Finance and Asset Management (62 per cent) and Halifax Regional Fire and Emergency (65 per cent).
- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (28 per cent).
- The following subgroup differences are also noted:
 - Employees who are aware of who their business unit director is, are more likely to agree, as compared to those who are not (50 per cent versus 38 per cent);
 - Employees in management positions are more likely to agree with this statement (55 per cent versus 45 per cent);
 - Non-union member employees are more likely to agree than union member employees (58 per cent versus 45 per cent);
 - Males and females are more likely to agree than non-binary or unstated gender employees (50 per cent and 52 per cent versus 27 per cent, respectively);
 - Employees who have worked for HRM for less than five years are more likely to agree, as 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, as compared to those less than satisfied (57 per cent versus 13 per cent).



Variations across employee characteristics regarding Question 50: My work environment is an emotionally healthy one:

- The following business units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Legal, Municipal Clerk, and External Affairs (67 per cent), Governance (58 per cent), Finance and Asset Management (61 per cent), and Halifax Regional Fire and Emergency (67 per cent).
- The following business units have results 10 or more points less than HRM overall result, with regard to agreement:
 - HR/Diversity and Inclusion (33 per cent), Halifax Transit (37 per cent), and Halifax Regional Police (38 per cent).
- The following subgroup differences are also noted:
 - Employees who are aware of who their business unit director is, are more likely to agree, as compared to those who are unaware (52 per cent versus 39 per cent);
 - Employees in management positions are more likely to agree, as compared to those who are not (56 per cent versus 46 per cent);
 - Non-union member employees are more likely to agree than employees who are union members (59 per cent versus 46 per cent);
 - Males and females are more likely to agree than non-binary or unstated gender employees (50 per cent and 53 per cent versus 32 per cent);
 - Employees who have worked for HRM for less than five years are more likely to agree, as 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, as compared to those who are less than satisfied (58 per cent versus 12 per cent).

Variations across employee characteristics regarding Question 58: 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:
 - Finance and Asset Management (86 per cent) and Halifax Regional Fire and Emergency (87 per cent).
- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (58 per cent).
- The following subgroup differences are also noted:
 - Employees who are aware of who their business unit director is, are more likely to agree with the statement than those who are unaware (77 per cent versus 64 per cent); and
 - Employees who are satisfied with their job are more likely to agree, as compared to those who are less than satisfied (80 per cent versus 50 per cent).



Variations across employee characteristics regarding Question 59: Health and Wellness is a priority at HRM:

- The following business units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Halifax Regional Fire and Emergency (65 per cent).
- The following business units have results 10 or more points less than HRM overall result, with regard to agreement:
 - HR/Diversity and Inclusion (25 per cent), Governance (37 per cent), and Halifax Regional Police (32 per cent).
- The following subgroup differences are also noted:
 - Males and females are more likely to agree than non-binary or unstated gender employees (52 per cent and 52 per cent versus 32 per cent, respectively);
 - Employees who have worked for HRM for less than five years are more likely to agree, as 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, as compared to those who are not (57 per cent versus 21 per cent).

Variations across employee characteristics regarding Question 60: Workplace safety is a priority at HRM:

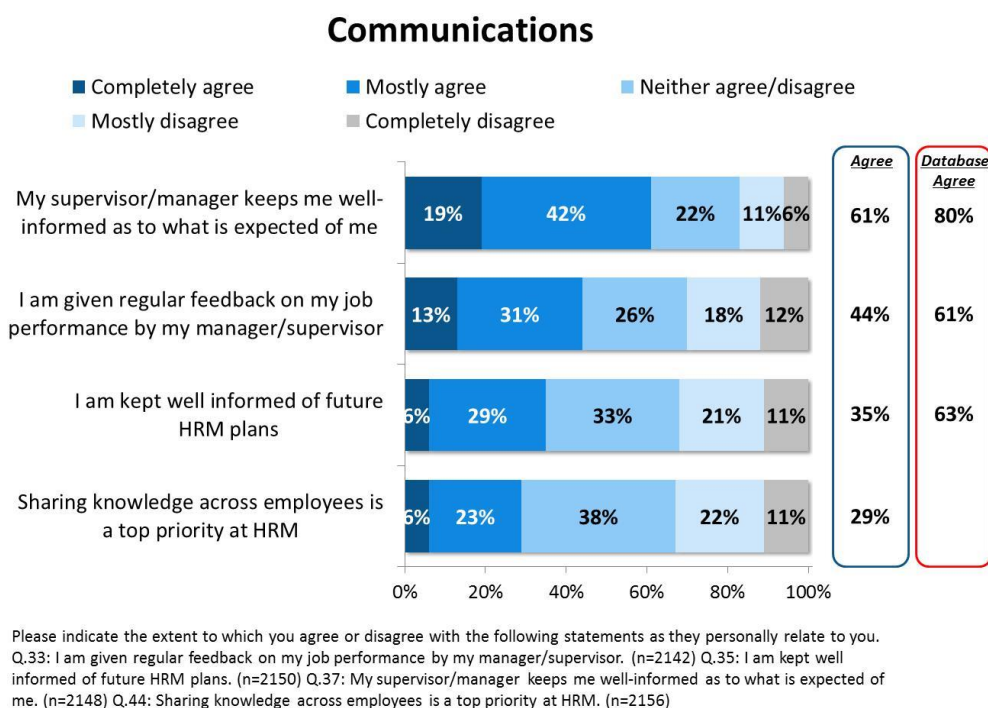
- The following business units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Parks and Recreation (85 per cent) and Halifax Regional Fire and Emergency (87 per cent).
- The following business units have results 10 or more points less than HRM overall result, with regard to agreement:
 - HR/Diversity and Inclusion (58 per cent) and Halifax Regional Police (41 per cent).
- The following subgroup differences are also noted:
 - Employees who are aware of who their business unit director is, are more likely to agree, as compared to those who are unaware (74 per cent versus 57 per cent);
 - Employees who are in management positions are more likely to agree, as compared to those who are not (78 per cent versus 68 per cent);
 - Non-union member employees are more likely to agree than union member employees (79 per cent versus 68 per cent);
 - Males and females are more likely to agree than non-binary or unstated gender employees (72 per cent and 73 per cent versus 54 per cent, respectively); and
 - Employees who are satisfied with their job are more likely to agree, as compared to those who are less than satisfied (77 per cent versus 45 per cent).



Communications

Employees perceive performance feedback and information sharing as limited.

- A total of 61 per cent of 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.
- Less than one-half of employees agree ***they are given regular feedback on job performance*** (44 per cent), ***they are kept well informed of future HRM plans*** (35 per cent), and that ***sharing knowledge across employees is a top priority at HRM*** (29 per cent).
 - When compared to CRA's normative database of Atlantic Canadian organizations, agreement regarding the statements ***I am given regular feedback on my job performance*** and ***I am kept well informed of future HRM plans***, falls below average.



Variations across employee characteristics regarding Question 33: 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/Diversity and Inclusion (67 per cent), Legal, Municipal Clerk, and External Affairs (56 per cent), Governance (61 per cent), and Corporate and Customer Service (55 per cent).
- The following business unit has a result 10 or more points less than the HRM overall result, with regard to agreement:



- Halifax Transit (28 per cent).
- The following subgroup differences are also noted:
 - Employees who are aware of who their business unit director is, are more likely to agree, as compared to those who are unaware (48 per cent versus 30 per cent);
 - Non-union member employees are more likely to agree than union member employees (61 per cent versus 39 per cent);
 - Females are more likely than males and non-binary or unstated gender employees to agree with this statement (51 per cent versus 41 per cent and 38 per cent, respectively); and
 - Employees who are satisfied with their jobs are more likely to agree, as compared to those who are less than satisfied (49 per cent versus 24 per cent).

Variations across employee characteristics regarding Question 35: I am kept well informed of future HRM plans:

- The following business units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Legal, Municipal Clerk, and External Affairs (47 per cent), Governance (56 per cent), and Finance and Asset Management (50 per cent).
- The following business units have results 10 or more points less than HRM overall result, with regard to agreement:
 - Halifax Regional Fire and Emergency (23 per cent), and Halifax Regional Police (24 per cent).
- The following subgroup differences are also noted:
 - Employees who are aware of who their business unit director is, are more likely to agree, as compared to those who are unaware (38 per cent versus 24 per cent);
 - Employees in management positions are more likely to agree, as compared to those who are not (43 per cent versus 32 per cent);
 - Non-union member employees are more likely to agree than union member employees (51 per cent versus 30 per cent);
 - Males and females are more likely to agree than non-binary or unstated gender employees (34 per cent and 40 per cent versus 23 per cent);
 - Employees who have worked for HRM for less than five years 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, as compared to those who are less than satisfied (40 per cent versus 13 per cent).

Variations across employee characteristics regarding Question 37: My supervisor/manager keeps me well-informed as to what is expected of me:

- All business units have an overall level of agreement that is within 10 points of HRM overall result.
- The following subgroup differences are also noted:
 - Employees who are aware of who their business unit director is, are more likely to agree with the statement than those unaware (64 per cent versus 52 per cent);

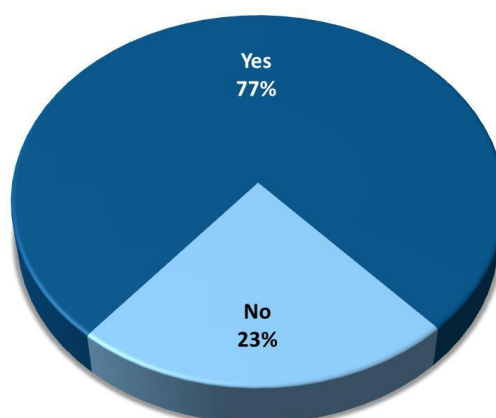


- Non-union member employees are more likely to agree than union member employees (69 per cent versus 59 per cent);
- Males and females are more likely to agree than non-binary or unstated gender employees (60 per cent and 68 per cent versus 47 per cent, respectively);
- Employees who have worked for HRM for less than five years 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, as compared to those who are less than satisfied (68 per cent versus 33 per cent).

Variations across employee characteristics regarding Question 44: Sharing knowledge across employees is a top priority at HRM:

- 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 (40 per cent).
- 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 per cent).
- The following subgroup differences are also noted:
 - Males and females are more likely to agree than non-binary or unstated gender employees (29 per cent and 33 per cent versus 19 per cent, respectively);
 - Employees who have worked for HRM for less than five years are more likely to agree, as compared to those who have worked for HRM for a longer period of time; and
 - Employees who are satisfied with their job are more likely to agree, as compared to those who are less than satisfied (34 per cent versus 8 per cent).
- A total of 77 per cent of employees are aware of who their business unit director is. The remaining 23 per cent are not aware.

Aware of Business Unit Director



Q.65: Are you aware of who your business unit director is? (n=2131)



Variations across employee characteristics regarding Question 65: Are you aware of who your business unit 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 director is:
 - HR/Diversity and Inclusion (98 per cent), Legal, Municipal Clerk, and External Affairs (100 per cent), Governance (100 per cent), Parks and Recreation (92 per cent), Finance and Asset Management (94 per cent), Corporate and Customer Service (94 per cent), and Halifax Regional Fire and Emergency (89 per cent).
- 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 director is:
 - Halifax Transit (60 per cent).
- The following subgroup differences are also noted:
 - Employees in management positions are more likely to be aware of who their business unit director is, as compared to employees not in management positions (98 per cent versus 72 per cent);
 - Non-union member employees are more likely to agree than union member employees (98 per cent versus 72 per cent); and
 - Awareness of who their business unit director is increases with the length of employment with HRM.

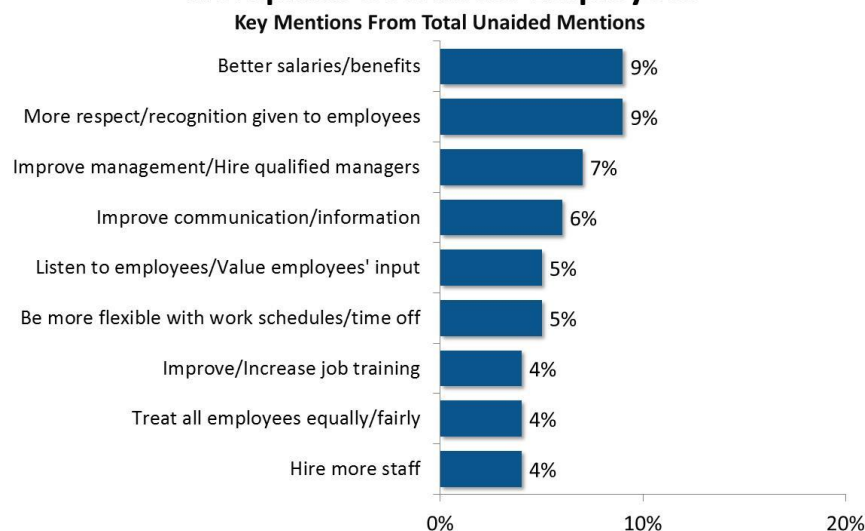
Important Workplace Changes

The top changes employees wish to see HRM make are improvements to compensation, and greater respect and recognition of employees.

- The top mentions when asked what would be the single most important change that could HRM make to improve the workplace, include providing **better salaries and benefits** (9 per cent) and **giving more respect and recognition to employees** (9 per cent).
- Other common mentions include **improving management** (7 per cent) and **improving communication** (6 per cent). All other mentions were cited by five per cent or less.



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



Q.72: What would be the single most important change that HRM could implement to improve the workplace overall for employees? (n=1659) *Note: This question was optional.*

Gap Analysis

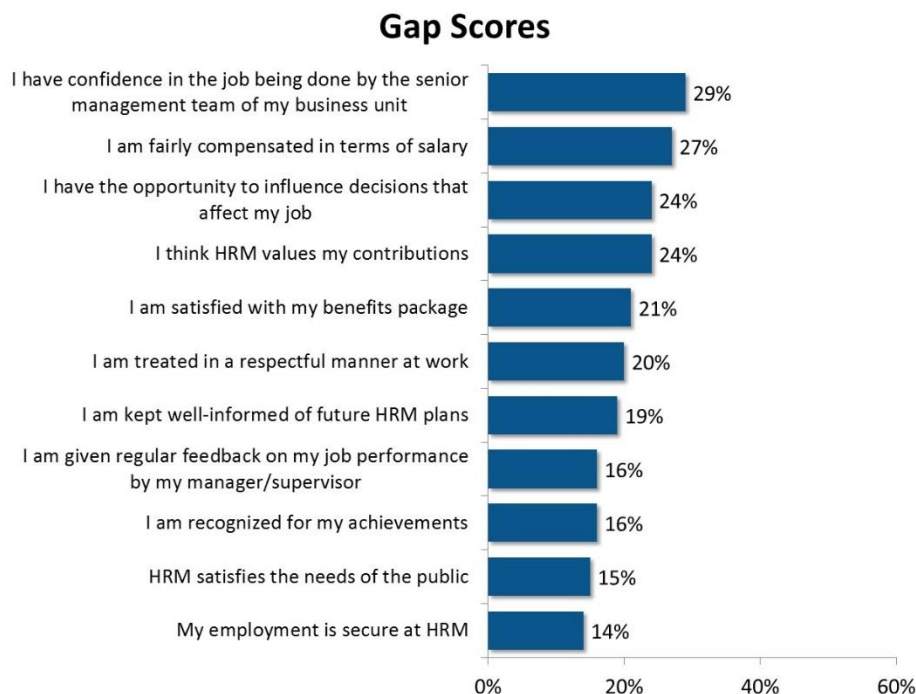
Gap scores between employee expectation and employer performance are generally modest, with the greatest discrepancies being in regards to salaries, and confidence in senior management.

To more fully understand differences in employees' expectations, on the one hand, and their employer's performance, on the other hand, 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 attention could be focused as a possible priority for workplace improvement.

Generally speaking, gap scores for HRM are moderate and identify specific areas of potential concern or interest. The largest gaps are found to be in terms of **having confidence in the job being done by senior management**, and **being fairly compensated in terms of salary**. These are closely followed by perceptions that employees **have the opportunity to influence decisions that affect their job**, and perceiving that **HRM values their contributions**.

Notable gaps are also present in regards to **satisfaction with the benefits packages, being treated in a respectful manner at work**, and **being kept well-informed of future HRM plans**. 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.





In general, larger gap scores are evident among employees with disabilities, as compared to most other employees.

Net Promoter Score

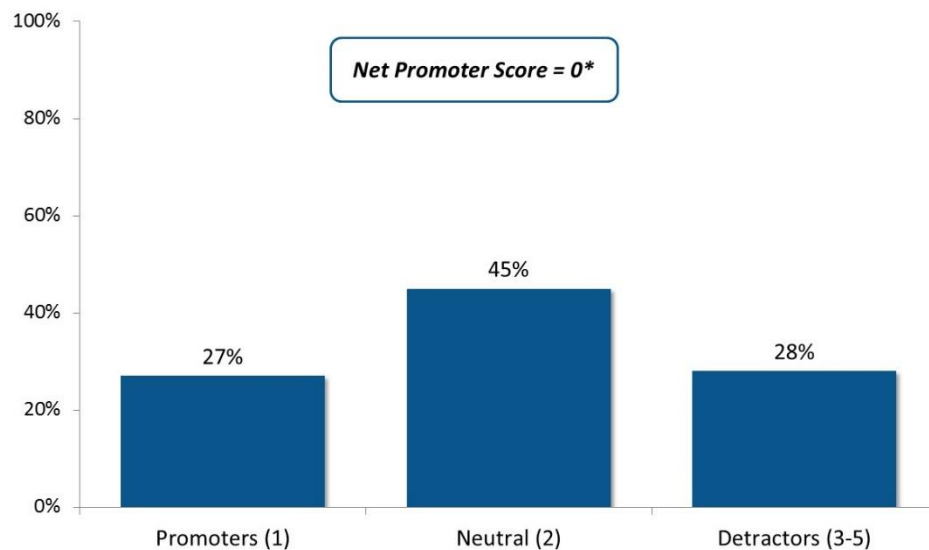
HRM has a neutral net promoter score indicating that approximately equal numbers of employees promote recommending HRM as a good place to work, as compared to the number of detractors who do not echo this sentiment.

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 CRA’s Employee Opinion Database value was feasible, as well as to permit a comparison between HRM’s result and CRA’s Employee Engagement model, the ‘willingness to recommend’ survey statement used in HRM questionnaire matched CRA’s standard query, rather than the traditional net promoter score wording. Thus, a modified net promoter score calculation was implemented by CRA, as described in the paragraph immediately above.
- Overall, HRM has an equal split of promoters and detractors, thus providing HRM overall with a Net Promoter Score of 0.
- Please note, while the graphic below would outwardly suggest that Promoters (27%) minus Detractors (28%) would engender a result of -1, owing to rounding the actual result is 0.



Net Promoter Score



Q.14: Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. I would recommend HRM as a good place to work. (n=2154) **Due to rounding.*

Variations across employee characteristics:

- HR/Diversity and Inclusion (-15 net promoter score), Halifax Regional Police (-20 net promoter score), Transportation and Public Works (-3 net promoter score), and Planning and Development (-9 net promoter score) are business units with a greater number of “detractors” as compared to “promoters.”
- Governance (+26 net promoter score) and Halifax Regional Fire and Emergency (+29 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.
- Non-binary, or employees who did not state their gender were less likely to be promoters than males and females (-37 net promoter score versus +2 and +11 net promoter scores, respectively).
- It is revealed that net promoter scores often are lower among those with longer tenures of employment at HRM.
- Employees who are less than satisfied with their job hold a lower net promoter score, as compared to those who are satisfied (-69 net promoter score versus +18 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, 59 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 Finance and Asset Management employees have elevated scores for more than one-half of the survey measures, while Governance, Halifax Regional Fire and Emergency, as well as Legal, Municipal Clerk, and External Affairs employees score above the HRM overall result on just under one-half of metrics. Halifax Regional Police employees are found to have the greatest percentage of items *below* the HRM overall result, as the results for four in ten of the survey statements for this business unit fall below the corresponding results for HRM overall.

<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	57 per cent	2 per cent
Governance	48 per cent	3 per cent
Halifax Regional Fire and Emergency	46 per cent	3 per cent
Legal, Municipal Clerk, External Affairs	46 per cent	5 per cent
HR/Diversity and Inclusion	20 per cent	26 per cent
Corporate and Customer Service	13 per cent	0 per cent
Parks and Recreation	10 per cent	2 per cent
Planning and Development	7 per cent	5 per cent
Halifax Regional Police	2 per cent	41 per cent
Transportation and Public Works	2 per cent	2 per cent
Halifax Transit	0 per cent	21 per cent

- Employees unaware of their business unit director were more likely to score below HRM result.

<i>Aware of Business Unit Director</i>	<i>Comparison to HRM Overall</i>	
	<i>Percentage of Items Above</i>	<i>Percentage of Items Below</i>
Yes, Aware	0 per cent	0 per cent
No, Unaware	0 per cent	43 per cent



- Management employees score above the HRM overall result on 33 per cent 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	33 per cent	0 per cent
No	0 per cent	0 per cent

- Non-Unionized employees score above the HRM overall result on 43 per cent 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 per cent	0 per cent
No	43 per cent	0 per cent

- Employees who did not specify, or who are a non-binary gender, scored below the HRM overall result on 79 per cent of measures.

<i>Gender</i>	<i>Comparison to HRM Overall</i>	
	<i>Percentage of Items Above</i>	<i>Percentage of Items Below</i>
Male	0 per cent	0 per cent
Female	3 per cent	0 per cent
Other/Unspecified	0 per cent	79 per cent

- Employees with disabilities score below the HRM overall result on 64 per cent of measures.
- LGBTQ+ employees scored below HRM overall result on 16 per cent of measures.

<i>Employment Equity Group</i>	<i>Comparison to HRM Overall</i>	
	<i>Percentage of Items Above</i>	<i>Percentage of Items Below</i>
Racialized	0 per cent	2 per cent
Woman	3 per cent	0 per cent
Indigenous/Aboriginal	2 per cent	5 per cent
Disability	0 per cent	64 per cent
LGBTQ+	0 per cent	16 per cent



- Employees with less than five years tenure score higher than the HRM overall result on 51 per cent of measures.
 - Longer tenure employees do not score more negatively.

<i>Years of Employment</i>	<i>Comparison to HRM Overall</i>	
	<i>Percentage of Items Above</i>	<i>Percentage of Items Below</i>
Less than 5 Years	51 per cent	0 per cent
5 to 9 Years	0 per cent	0 per cent
10 to 19 Years	0 per cent	0 per cent
20 or More Years	0 per cent	0 per cent

- Employees who are less than satisfied with their job score below the HRM overall average on every measure.
 - Agreement that they are satisfied with their job, is not necessarily indicative of more positive ratings.

<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>	10 per cent	0 per cent
Less than agree rating on the statement: <i>Overall, I am satisfied with my job</i>	0 per cent	100 per cent

- There is an approximate linear increase 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 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 per cent	0 per cent
Moderate Engagement	77 per cent	0 per cent
Moderate Disengagement	0 per cent	57 per cent
High Disengagement	0 per cent	100 per cent



CRA Database Analysis

An analysis was undertaken of HRM's 2018 survey findings compared with CRA's *Employee Opinion Database*. The information contained in the *CRA Database* derives 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 HRM performs notably below the *Database* norm (28 instances).

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

In instances where the HRM survey result and CRA'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 HRM, a majority of statements fall below the CRA database value. The only statement that HRM scores above CRA's normative database is *my employment is secure at HRM*.

Question Number + Factor Evaluated	HRM Overall (%)	CRA's Database (%)	Differential
4. I understand HRM's Plan on a Page 2017-2021	40	76	↓
6. My personal values align with HRM's values	59	80	↓
7. Overall, I am satisfied with my <u>job</u>	79	79	--
11. I have a daily opportunity to do what I do best	79	79	--
13. In general, I look forward to coming to work	77	80	--
14. I would recommend HRM as a good place to work	72	76	--
15. HRM is interested in the overall well-being of its employees	47	62	↓
16. HRM satisfies the needs of the public	71	80	↓
17. My employment is secure at HRM	81	62	↑
18. In general, at work I feel motivated to do a good job	80	86	↓
19. I am held accountable for my performance	79	88	↓
20. I feel a sense of pride in the accomplishments of HRM	63	77	↓
21. My morale at work is generally positive	71	74	--



Question Number + Factor Evaluated	HRM Overall (%)	CRA's Database (%)	Differential
22. Senior management/the Director of my business unit are approachable	60	64	--
24. Senior management/the Director of my business unit follow up on commitments made to staff	43	56	↓
25. I have confidence in the job being done by the senior management team of my business unit	48	69	↓
27. My manager/supervisor cares about me as a person	66	74	↓
32. I am satisfied with my benefits package	66	78	↓
33. I am given regular feedback on my job performance by my manager/supervisor	44	61	↓
34. I am recognized for my achievements	38	58	↓
35. I am kept well-informed of future HRM plans	35	63	↓
36. I have the opportunity to influence decisions that affect my job	36	56	↓
37. My supervisor/manager keeps me well-informed as to what is expected of me	61	80	↓
38. I think HRM values my contributions	41	62	↓
39. My manager/supervisor is fair when assessing my performance	60	83	↓
40. I am fairly compensated in terms of salary	62	65	--
41. I am given a fair opportunity to pursue training associated with my job	59	68	↓
42. I believe my career aspirations can be achieved at HRM	56	57	--
47. I am given a fair opportunity to compete for positions that become available	57	59	--
48. My supervisor/manager encourages my development	51	70	↓
49. I have access to opportunities that help me develop my career	49	56	↓
50. My work environment is an emotionally healthy one	48	72	↓
51. As a team we celebrate successes	49	67	↓
53. I think my work team values my contributions	71	75	--
54. I have the necessary supplies and equipment to do my job well	73	78	--



Question Number + Factor Evaluated	HRM Overall (%)	CRA's Database (%)	Differential
56. There is good co-operation among <u>work teams</u>	64	73	↓
57. I feel passionate about working for HRM	65	77	↓
58. I can balance the demands of my work life with the demands of my personal/family life	74	72	--
60. Workplace safety is a priority at HRM	70	71	--
61. HRM as an employer is a fun place to work	47	72	↓
62. I find my job to be too stressful*	21	12	↓
63. I am treated in a respectful manner at work	73	84	↓
64. I am able to effectively deal with the amount of work assigned to me	78	79	--

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



Study Methodology

Survey Administration

The data for this study was collected through online and paper surveys. The online survey was conducted between May 7 and May 18, 2018, with 3,242 survey cards distributed. The paper survey was also administered during the same timeframe, except that paper surveys were accepted up until May 29, 2018. A total of 1,076 paper surveys were distributed. With a total of 3,533 employees invited, and 2,167 of these people completing a survey, the response rate was 61.3 per cent. In CRA's experience this reflects a strong response rate, given that this is the first employee engagement survey for the Municipality in over a decade, and there is thus not a 'culture of surveys' in this workplace. The process was aided via the participation of an HRM Survey Committee, composed of representatives from each business unit.

Distribution of Completed Surveys

The following table indicates the percentage of surveys completed within each business unit:

<i>Business Unit</i>	<i># of Employees</i>	<i># of Surveys Completed</i>	<i>Response rate</i>
HR/Diversity and Inclusion	60	48	90.1 per cent
Legal, Municipal Clerk, External Affairs	59	55	93.2 per cent
Governance	23	19	82.6 per cent
Parks and Recreation	237	179	75.5 per cent
Halifax Transit	954	510	52.7 per cent
Finance and Asset Management	199	150	75.4 per cent
Transportation and Public Works	275	203	72.0 per cent
Corporate and Customer Service	303	234	76.9 per cent
Halifax Regional Fire and Emergency	499	208	41.7 per cent
Halifax Regional Police	721	348	48.3 per cent
Planning and Development	203	155	76.4 per cent
Unknown business unit	N/A	58	N/A
Total	3,533	2,167	61.3 per cent

Questionnaire Design

The questionnaire utilized in this study was designed by Corporate Research Associates, 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 CRA at other workplaces in Atlantic Canada.

