

# HRM EMPLOYEE ENGAGEMENT STUDY: HRP RESULTS

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Board of Police Commissioners, January 14 2014



*NB: Content and statistical analysis drawn from CRA reports and presentations*

**HALIFAX**

# Quick summary of findings

- The main messages for HRP from this survey suggest employees:
  - Find their job rewarding, and believe they have a chance to ‘do what they do best’
  - Are generally satisfied with pay, job security and benefits
  - Enjoy an above-average relationship with their direct supervisors

However employees also:

- Have a much lower rate of engagement than other municipal employees
- Express notably low confidence in senior management
- Have below-average assessments of their work environment
- Do not feel that training/development opportunities are adequate

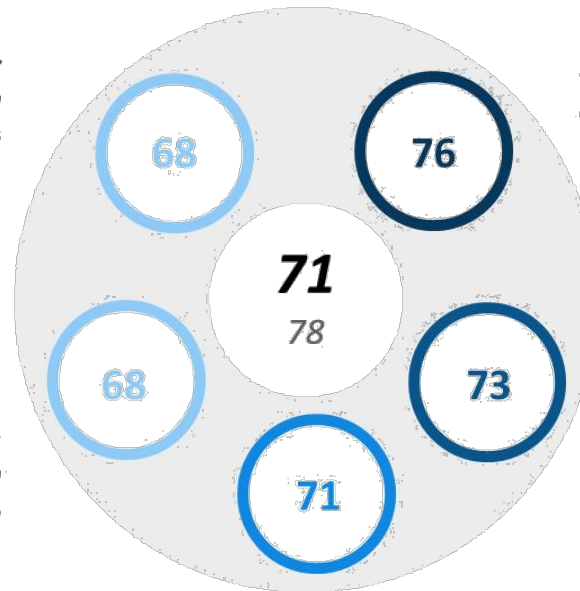


# Employee Engagement Index

*The Employee Engagement Index (EEI) score for HRM stands at 71, modestly below the average EEI score in CRA's database.*

## Employee Engagement Index

*I feel passionate about working for HRM*  
CRA DB 76



*In general, at work I feel motivated to do a good job*  
CRA DB 81

*I feel a sense of pride in the accomplishments of HRM*  
CRA DB 76

*In general, I look forward to coming to work*  
CRA DB 75

*I would recommend HRM as a good place to work*  
CRA DB 74

Average of Q.57, Q.13, Q.18, Q.14, Q.20 [Index goes from 0-100].

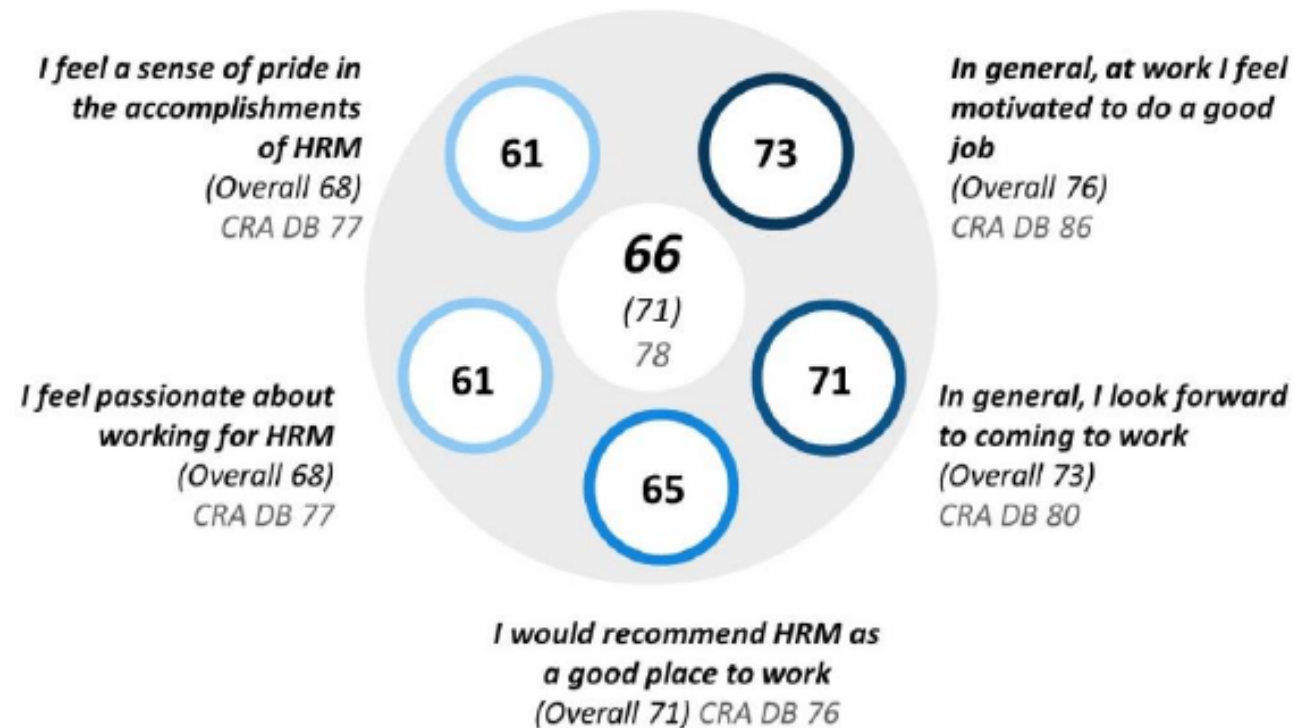
Note: Only respondents with answers to all engagement index questions were included in this index. (n=2121)



# Employee Engagement Index

*The Employee Engagement Index (EEI) score for HRP stands at 66, below HRM and the CRA database*

## Employee Engagement Index Halifax Regional Police



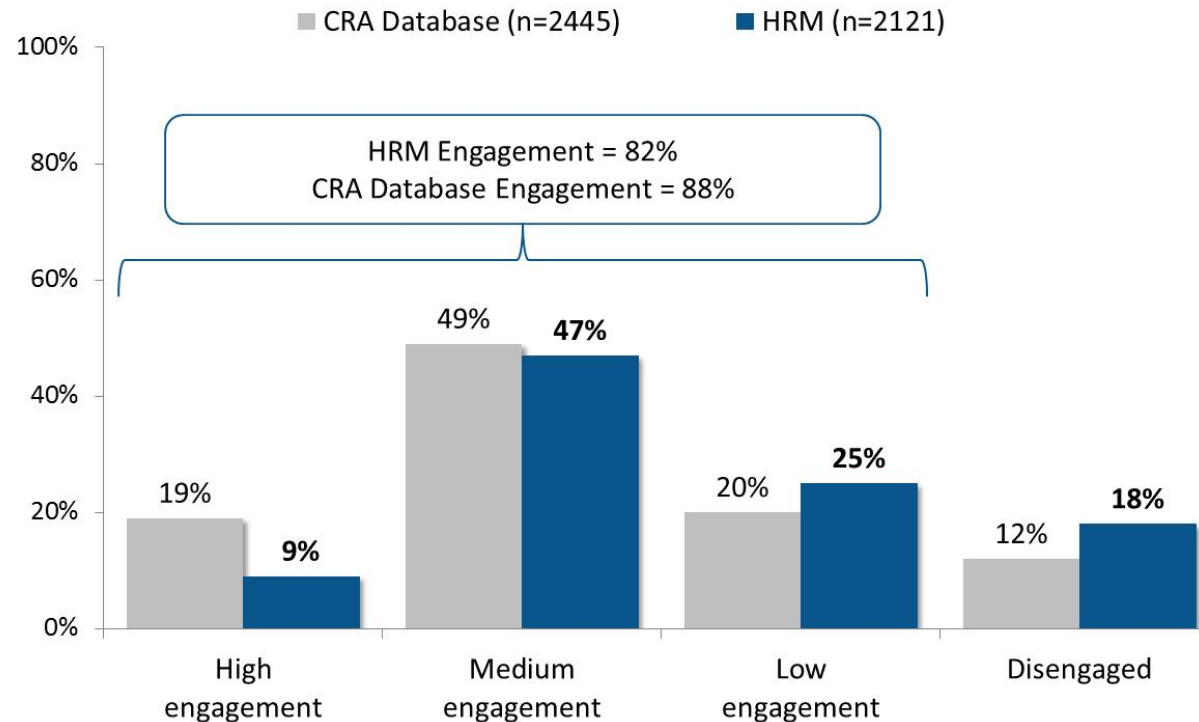
Average of Q.57, Q.13, Q.18, Q.14, Q.20 [Index goes from 0-100]. Note: Only respondents with answers to all engagement index questions were included in this table. (Overall n=2121, Halifax Regional Police n=344)



# Employee Engagement Profile - HRM

*Most HRM employees are engaged to some degree, with moderately engaged employees being most prevalent.*

## Employee Engagement Profile



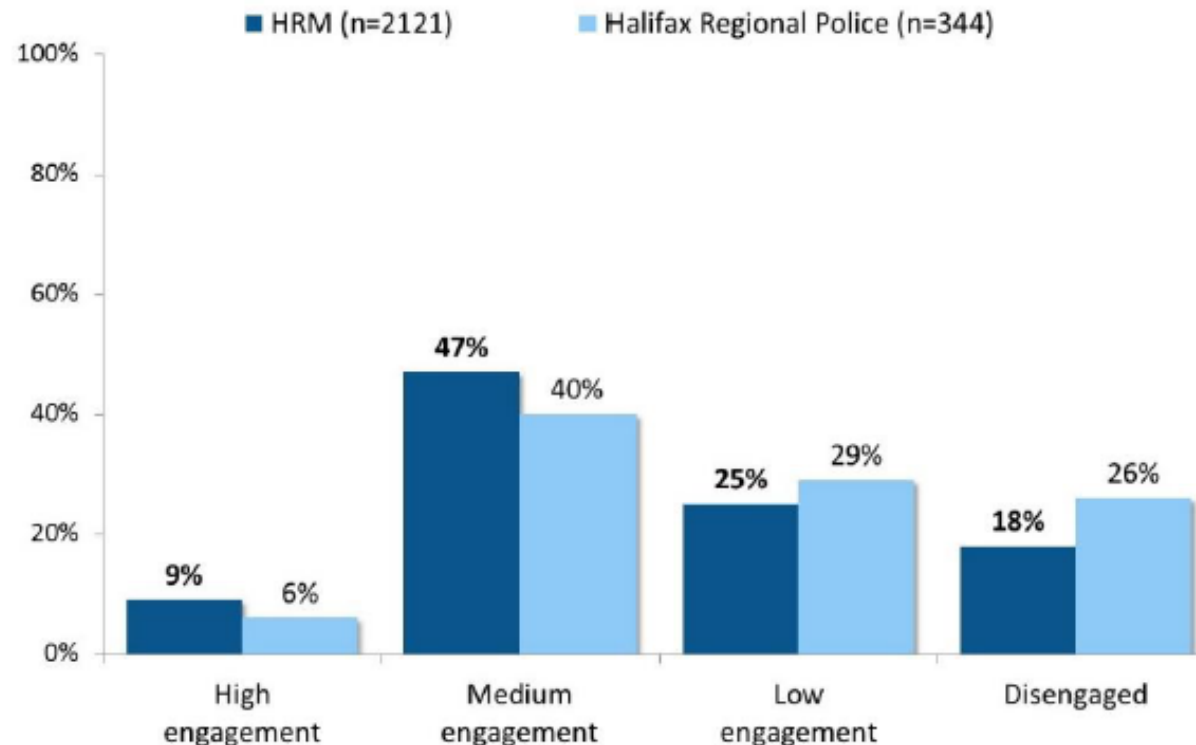
Note: Only respondents with answers to all engagement index questions were included in this table.



# Employee Engagement Profile - HRP

*HRP employees are less engaged than HRM employees, with more than half (55%) reporting low engagement or disengagement*

## Employee Engagement Profile

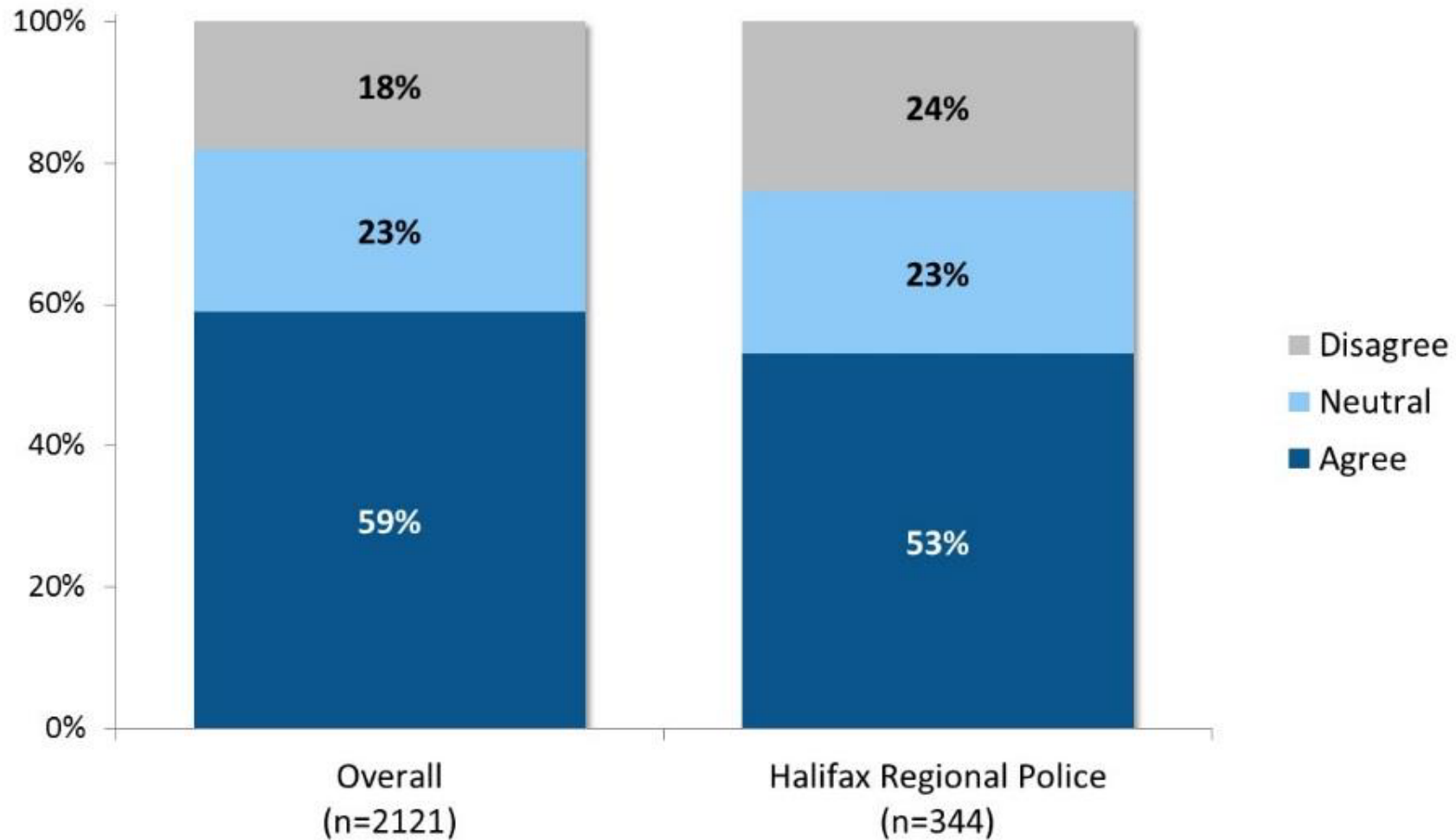


Note: Only respondents with answers to all engagement index questions were included in this table.



# Overview of Assessed Survey Statements

Average



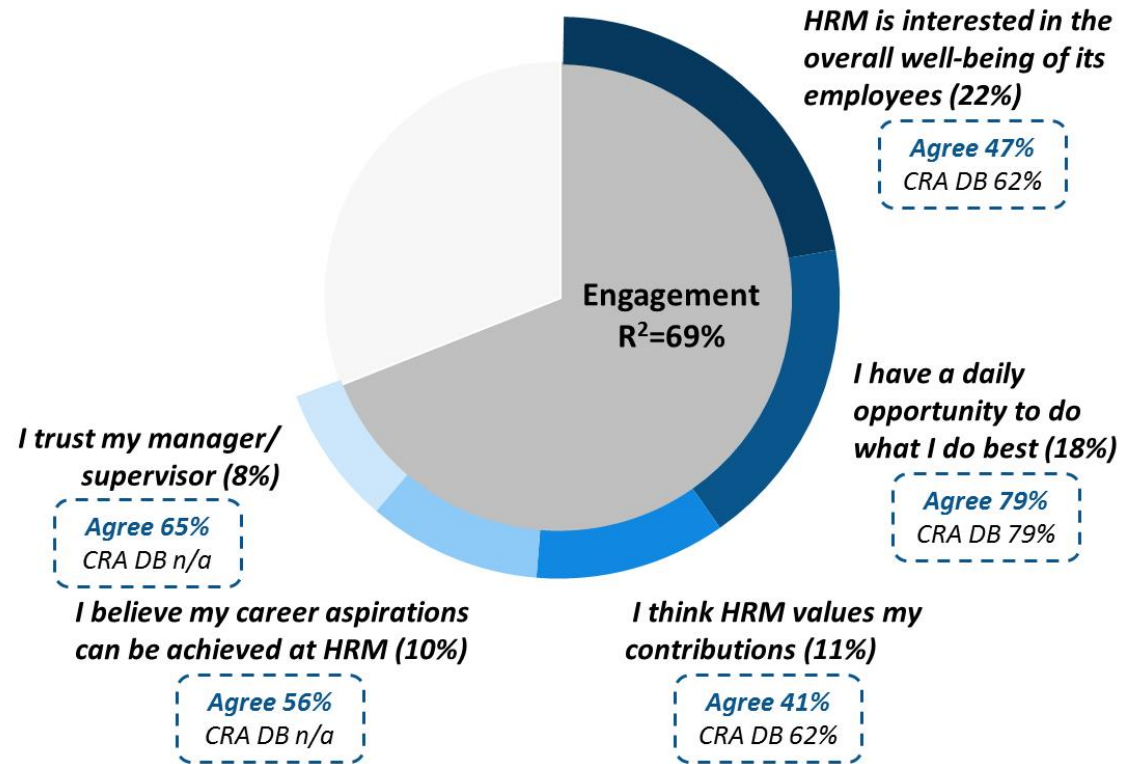
*Note: 'Disagree' responses for question 62: "I find my job to be too stressful", were included in the 'agree' category as this response indicates a positive opinion.*



# Drivers of Employee Engagement - HRM

## Drivers of Engagement

*FIVE key 'drivers' explain 69 per cent of the variance in HRM employee engagement.*

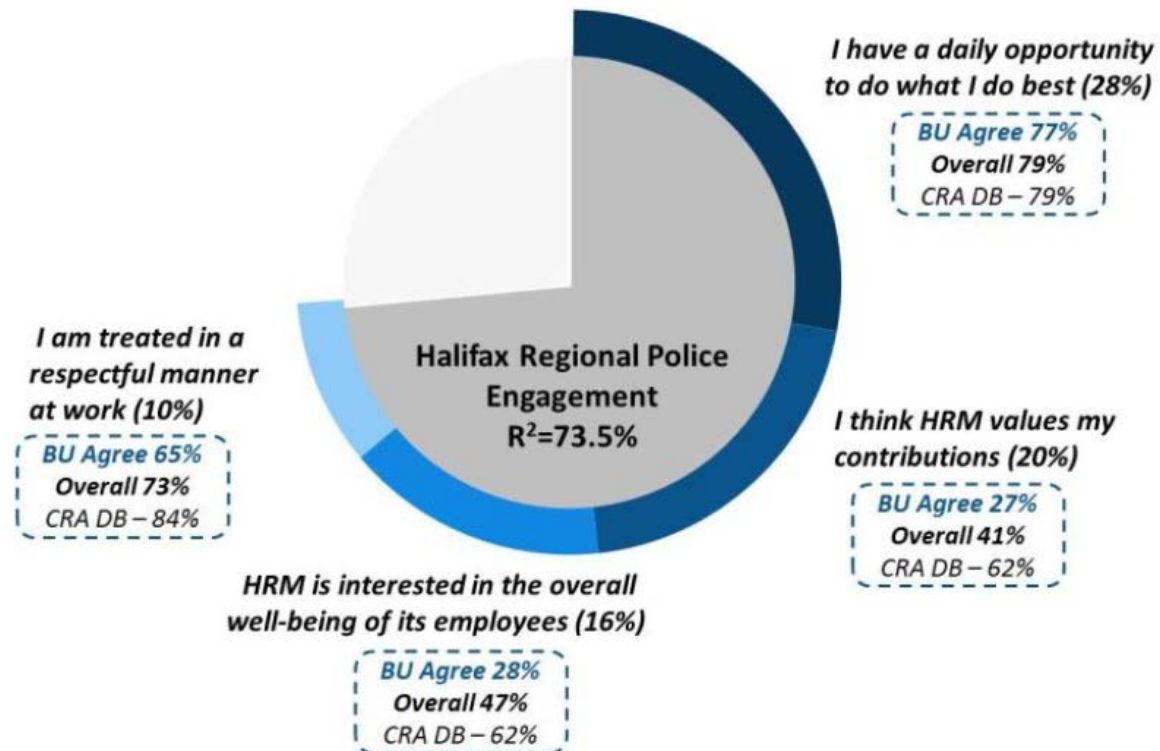




# Drivers of Employee Engagement - HRP

*FOUR key 'drivers' explain 73 per cent of the variance in HRP employee engagement.*

## Drivers of Engagement Halifax Regional Police



# Notable areas of positive assessment by HRP employees

<i>Statement</i>	<i>% Halifax Regional Police Employees Agree (HRM Overall Result)</i>	<i>% Halifax Regional Police Employees Neither Agree nor Disagree (HRM Overall Result)</i>	<i>% Halifax Regional Police Employees Disagree (HRM Overall Result)</i>
Q17 - My employment is secure at HRM	88(81)	9(14)	3(5)
Q40 - I am fairly compensated in terms of salary	82(62)	9(14)	10(24)
Q11 - I have a daily opportunity to do what I do best	77(79)	13(13)	10(8)
Q7 - Overall, I am satisfied with my job	76(79)	14(11)	10(10)
Q32 - I am satisfied with my benefits package	75(66)	12(16)	13(18)
Q29 - I have confidence in the job being done by my supervisor	72(68)	15(18)	13(14)



# Notable areas of negative assessment by HRP employees

<i>Statement</i>	<i>% Halifax Regional Police Employees Agree (HRM Overall Result)</i>	<i>% Halifax Regional Police Employees Neither Agree nor Disagree (HRM Overall Result)</i>	<i>% Halifax Regional Police Employees Disagree (HRM Overall Result)</i>
Q36 - I have the opportunity to influence decisions that affect my job	29(36)	29(27)	42(37)
Q25 - I have confidence in the job being done by the senior management team of my Business Unit	33(48)	25(27)	42(25)
Q50 - My work environment is an emotionally healthy one	38(48)	24(23)	38(29)
Q41 - I am given a fair opportunity to pursue training associated with my job	39(59)	20(19)	41(21)
Q42 - I believe my career aspirations can be achieved at HRM	46(56)	28(26)	26(18)



# The CRA report identified opportunities for improvement at HRP in the following areas:

- Valuing of Contributions/ Recognition
- Support for Doing What One Does Best
- Employee Well-Being
- Career Opportunities and Support for Learning
- Regular Feedback
- Respect
- Communications
- Relations with Senior Management
- Engagement
- Workplace Culture
- Supplies and Equipment

