

Employee Engagement Survey Results 2019 Exhibition Place

Prepared for the City of Toronto
WorkTango Inc.

Introduction

- The City of Toronto is committed to improving employee engagement and building a positive workplace culture where everyone:
 - Is respected, empowered and valued;
 - Embraces diversity and inclusion;
 - Can make a difference; and
 - Works together.
- The City of Toronto contracted an external vendor, WorkTango, to conduct an employee engagement survey from April 17 to May 15, 2019.
- The results of the survey contained in this report will help compare and measure engagement since the 2015 survey, identify areas to improve within the workplace culture themes and to better understand engagement levels in the workplace for various employee groups and needs.
- The results of the 2019 Employee Engagement Survey will help start many conversations across the organization, in the divisions and at all levels. This is important and will help provide further insights based on the valuable feedback provided by employees to inform corporate and divisional action plans.
- For further information about the survey results report and how to better understand its content, please refer to the interpretive guide on the [intranet](#), contact your divisional representative or email tpsengagement@toronto.ca.

Background on Workplace Culture and Employee Engagement

What is workplace culture?

- Workplace culture refers to the common set of behaviours and underlying mindsets and beliefs that shape how people work and interact day to day. Culture is the force behind everything that happens, including the unspoken and hidden behaviours.

What is engagement?

- Employee engagement is a strong feeling of connection that employees have for their jobs, organization, managers or co-workers that leads them to strive to do their best work and ensure the organization succeeds.

What are the contributors and outcomes?

- Contributors are aspects of the workplace that impact the levels of engagement, e.g., career growth or wellness.
- Outcomes are the behaviours research says employees will demonstrate when there is high engagement.

Why are culture and engagement important?

- A positive workplace culture and high levels of engagement result in higher morale in the workplace and are linked to increased levels of customer satisfaction. Improved customer satisfaction leads to greater trust and confidence in government and an overall improvement in the quality of services delivered to Toronto residents, businesses and visitors.

Survey Response Rates

- All active employees from City and affiliate divisions as of February 1, 2019 were asked to participate in the 2019 City of Toronto Employee Engagement Survey. Employees were invited by email, letter invitation or paper survey.
- Response rates are expressed in percentages and are calculated by dividing the number of employees who participated in the survey by the total number of employees. The higher the response rate, the more confident we can be in the results of the survey.

% Response Rate (2019) - Exhibition
Place (n = 233 out of 251)

93%

Contributors to Engagement and Outcomes

- The survey included 16 contributors to measure employee perceptions in the workplace that influence employee engagement. The following pages provide a summary of the contributor results and a comparison of 2015 and 2019 results for each contributor. Positive or negative changes in employee perceptions of each of the contributors may impact the overall engagement score. We also include analysis of the strength of relationship between each contributor and the level of engagement.
- Outcomes results are provided within two categories - Intention To Stay and Quality of Service. The overall results within these categories are indicators of the level of engagement.

Interpreting the Data

- The City of Toronto Employee Engagement Survey used a five point agreement scale.
 - (1 = Strongly Disagree and 5 = Strongly Agree); results were separated such that:
 - "4" and "5" represented a **positive** response, which is a good result;
 - "3" represented a **neutral** response; and
 - "1" and "2" represented a **negative** response, which is where we need to improve.
- For results by contributors and outcomes (i.e., all questions that pertain to each contributor and outcome), refer to Appendix III.

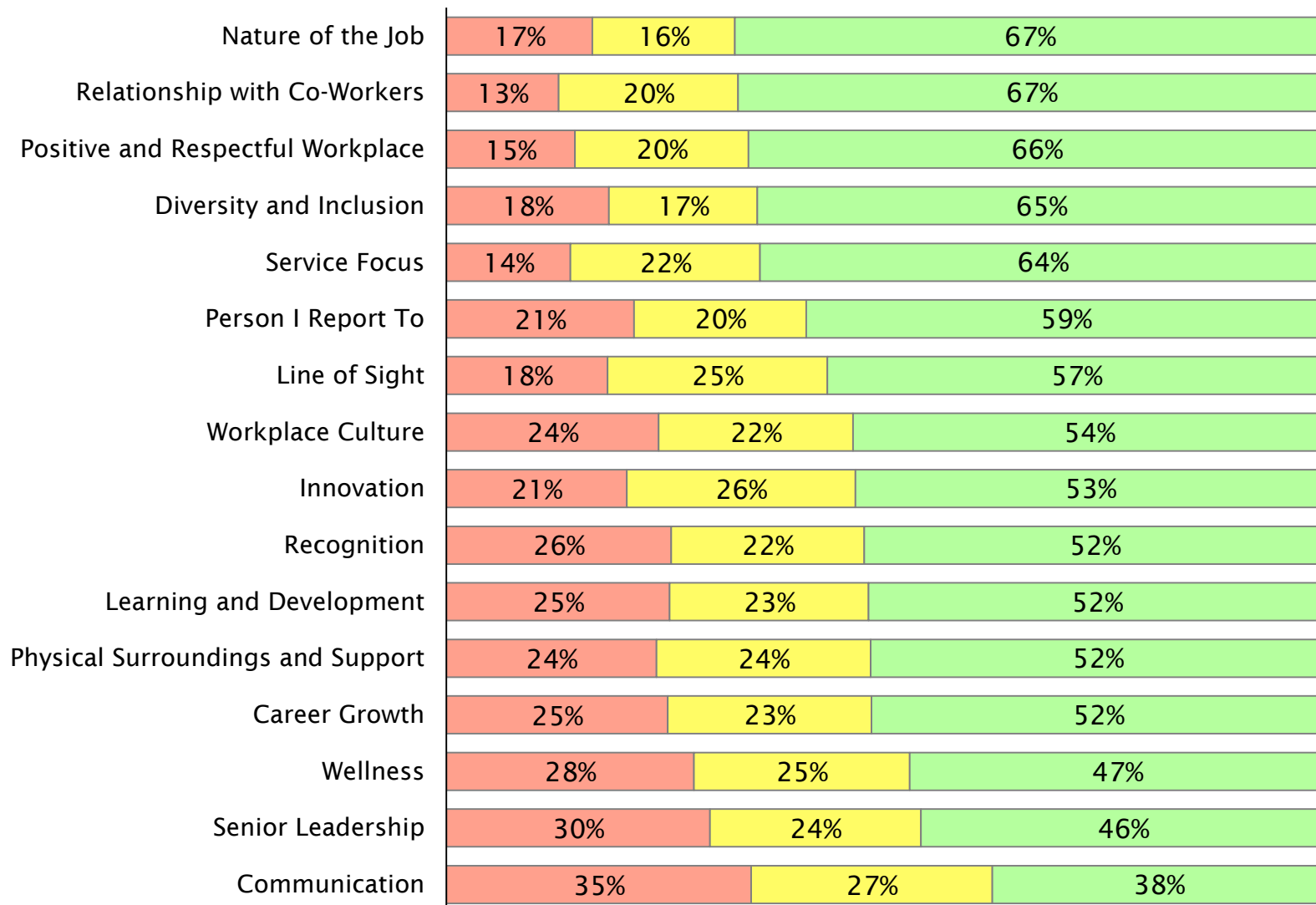
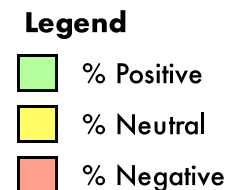
16 Contributors to Engagement

Career Growth	Employees feel there are future opportunities for career growth and promotion in the organization and a defined career path.
Communication	Employees feel they get the information they need to do their job. They are kept well informed about what is going on in their work units, divisions and across the organization and that there is two-way communication between staff and leaders.
Diversity and Inclusion	The organization values the diverse backgrounds of its employees and is safe, welcoming, inclusive, encourages honest discussion and provides opportunities for growth and advancement regardless of background.
Innovation	The degree to which employees believe the organization supports continuous improvement and they are encouraged to bring forward new ideas and opinions.
Learning and Development	Employees feel that specific efforts are being made by the organization or their managers to develop their skills.
Line of Sight	Employees understand and support the mission, vision, values and goals of the organization and know how their individual performance impacts organizational performance.
Nature of the Job	The extent to which employees' jobs include a variety of tasks and they have opportunities to participate in decision-making and be autonomous.
Person I Report To	Employees believe that they have a good working relationship with the person they report to (i.e., their direct supervisor or manager). They have trust and confidence in the person they report to and are well supervised.

16 Contributors to Engagement

Physical Surroundings and Support	Employees believe that their physical surroundings are satisfactory and they have the supports (for example, technology, equipment and resources) to do their jobs well.
Positive and Respectful Workplace	Employees experience a workplace that is free from discrimination and harassment and they know who to contact if they are not treated with dignity and respect.
Recognition	Employees experience meaningful and performance based recognition.
Relationship with Co-Workers	Employees believe they have good working relationships with their co-workers.
Senior Leadership	Employees feel that senior leaders care about the well-being of employees are trustworthy and are effective in their roles. For most employees, senior leadership refers the members of your division's senior management team (e.g., division head and directors or managers).
Service Focus	The organization enables employees to provide great customer service by ensuring employees understand the needs and expectations of their clients and by highly valuing excellent customer service.
Wellness	The degree to which employees believe that senior management promotes work/life balance, their stress levels are manageable and wellness is a high priority.
Workplace Culture	Employees believe that they have a good working atmosphere where morale is high, collaboration and high quality work is encouraged and staff are held accountable.

Summary of Contributor Results



Relationship of Contributors to Engagement

- Mathematical analysis was done to determine the strength of the relationship of each contributor to the level of engagement. This will show us which contributors matter most to employees' feeling of engagement and the ones that matter least. We can then focus our improvement efforts on the contributors that will increase feelings of engagement.
- As there are insufficient number of Exhibition Place responses to generate statistically significant results, results on the following page reflect City of Toronto corporate level results (excluding recreation workers).

Interpreting the Analysis

- Results are separated into four quadrants, based on whether the contributor had 1) a high or low contributor score from respondents, and 2) whether the contributor had a high or low relationship with overall engagement.
 - Contributors within each quadrant are sorted from highest to lowest score based on the percentage of positive sentiment (from page 19).
- The areas of strength at the City of Toronto are reflected by the contributors in the top right quadrant in green **(high contributor score and high engagement effect)**.
- The areas of opportunities for improvement are found in the contributors in the bottom right quadrant in red **(low contributor score and high engagement effect)**. It is important to understand why the results are low in these areas as they have a greater effect on engagement.
 - The yellow and orange charts (in the top left and bottom left quadrants, respectively) show contributors that have a lower effect on engagement.

Analysis of Contributors in Relation to Engagement

(Data reflects City of Toronto corporate-level results)

High Contributor Score, Low Engagement Effect

Contributor	Contributor Score
Positive & Respectful Workplace	74%
Relationship with Co-Workers	73%

High Contributor Score, High Engagement Effect

Contributor	Contributor Score
Service Focus	76%
Diversity and Inclusion	71%
Nature of the Job	70%

Low Contributor Score, Low Engagement Effect

Contributor	Contributor Score
Person I Report To	68%
Recognition	61%
Physical Surroundings and Support	55%
Senior Leadership	50%

Low Contributor Score, High Engagement Effect

Contributor	Contributor Score
Line of Sight	65%
Innovation	62%
Workplace Culture	59%
Learning and Development	58%
Career Growth	57%
Wellness	53%
Communication	43%

Contributor score refers to the percentage of positive sentiment (see green bars on page 19) for each contributor

External Benchmarking – Toronto Public Service vs. Broader Market Results (Employee Engagement)

- To validate the scores being included as part of Employee Engagement, WorkTango has benchmarked the positive sentiment for each question against its database of organizations that have included the same questions in surveys.
 - Note that due to availability of data, the analysis has been conducted for the Toronto Public Service against a group of organizations including a mix of public/private sector data (70%/30% respectively) from North American organizations with at least 5,000 employees.

City of Toronto Employee Engagement Questions vs. WorkTango Benchmarks

City of Toronto Employee Engagement Questions	City of Toronto	WorkTango Benchmark	% Difference
I give a lot of attention to my job when working.	93.5%	84.3%	9.2%
I plan to keep working at the City of Toronto.	82.9%	75.6%	7.3%
I am sensitive to the needs of my co-workers.	87.7%	81.1%	6.6%
Overall, I enjoy working for the person I report to.	73.0%	68.2%	4.8%
I am passionate about my job.	77.6%	73.6%	4.0%
My job is interesting.	78.0%	74.7%	3.3%
I am proud to work for my division or agency.	80.3%	77.9%	2.4%
I am positive and excited about my job.	67.7%	67.0%	0.7%
I would feel comfortable suggesting to a close friend to apply to the City of Toronto for employment.	73.6%	76.1%	-2.5%
I want to do more than is expected of me in my job.	78.3%	81.6%	-3.3%
Overall, I am satisfied with my job.	71.1%	75.4%	-4.3%
My job gives me a feeling of accomplishment.	69.7%	74.7%	-5.0%

External Benchmarking – Toronto Public Service vs. WorkTango Data (Diversity and Inclusion)

- To validate the scores being included as part of Diversity and Inclusion, WorkTango has benchmarked the positive sentiment for each question against its database of organizations that have included the same questions in surveys.
 - Note that due to availability of data, the analysis has been conducted for the Toronto Public Service against a group of organizations including a mix of public/private sector data (70%/30% respectively) from North American organizations with at least 5,000 employees.

City of Toronto Diversity & Inclusion Questions vs. WorkTango Benchmarks

City of Toronto Diversity & Inclusion Questions	City of Toronto	WorkTango Benchmark	% Difference
Co-workers in my division/agency welcome individuals of diverse backgrounds (eg, gender, race, religion, disability, Indigenous identity, sexual orientation).	84.0%	74.1%	9.9%
I feel I can bring my whole self to work including all parts of my background (eg, gender, race, religion, disability, Indigenous identity, sexual orientation).	73.3%	70.6%	2.7%
The person I report to takes steps to make the workplace and services inclusive, safe and welcoming.	70.1%	69.7%	0.4%
I feel comfortable expressing my honest opinions to the person I report to.	67.6%	70.1%	-2.5%
There are opportunities for me to grow and advance in my career at the City of Toronto regardless of my background (eg, gender, race, religion, disability, Indigenous identity, sexual orientation).	61.7%	66.5%	-4.8%