



UNIVERSITY OF  
SASKATCHEWAN

# 2006 Employee Opinion Survey Report

Human Resources  
University of Saskatchewan  
May 2007

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## Introduction

The University of Saskatchewan has committed to a future described in the University's Integrated Plan, which was guided by the Strategic Directions document, "Renewing the Dream". The aspirations captured in "Renewing the Dream" include:

*As an employer, we will establish a healthy and productive work environment, characterized by teamwork, open communication and trust, in which employees at all levels have a strong sense of belonging ... We will continue to be driven by principles of human dignity and fairness in all we do, including strategies for equity and diversity, in education, employment and all our activities. For work and for study, the University will be a destination of choice.*

Human Resources (HR) sponsored the first annual Employee Opinion Survey in May-June, 2005 to ask employees for their opinions on work environment issues. The results of the initial survey indicated that the University needs to:

- Continue to foster an inclusive environment where differences are valued;
- Continue to clarify leadership accountabilities and competencies;
- Develop strategies to increase personal effectiveness and address work/life balance issues; and
- Promote positive work environments.

As a result of these findings, a number of initiatives were undertaken. These included a diversity day which focused on education and celebration of diversity on campus and highlighted the importance of work/life balance; further development of job profiles for staff outlining key competencies and accountabilities; an introduction of 360 degree feedback tools for individuals in leadership roles; several workshops to help individuals enhance their personal effectiveness; and on-going workplace assessments to identify and address workplace issues. In addition, Human Resources staff continued to work with colleges and units to promote positive work environments.

The ongoing purpose of the survey is to determine the effectiveness of the changes that have been implemented and to develop and/or improve programs and services designed to establish healthy, productive and diverse work environments.

To assist in identifying the gaps between the current environment and the workplace described above, we asked all employees in the University community to participate in the Employee Opinion Survey for 2006. These results will prove invaluable in human resource planning when completing unit plans for integrated planning.

The results of the survey provide valuable information to support the development of programs and services to meet the goal of establishing healthy, productive and diverse work environments. A priority will be the promotion of diversity, which includes the identification and removal of barriers to employee success, through, for example, employee and leadership development, workplace climate improvement, and health and wellness strategies.

## Methodology

The Employee Opinion Survey was developed internally to assess the extent to which our work environments are considered to be healthy, productive and diverse. The survey questions are based on best practices in measuring organization climate and culture<sup>1</sup>. The survey was tested internally and adjustments made prior to releasing it to the University community in the first year. Some minor adjustments were made to the survey for the second year, while the bulk of the survey remained the same.

The survey was constructed as a web-based instrument with the help and support of employees in the Division of Media and Technology (DMT) and was made available for employees to respond to between November 1 and November 17, 2006.

The survey was web based and individuals were assured of anonymity and confidentiality as no information that can identify individual respondents was collected in the survey. Results of the survey are reported in aggregate form only. Results for individual units and occupational groups will be provided where a sufficient number of responses are received to ensure confidentiality.

There are three important factors to consider when reviewing the data. First, many people who fit into the four targeted demographic groups (female, Aboriginal persons, visible minorities, persons with disabilities) typically choose not to self-identify in surveys. As a result, the statistics cited for the total population in those categories are likely lower than the actual rates in the University population, as actual rates are unknown. Second, the results presented in this report are those of employees who responded to the survey. Survey respondents were not randomly selected, but self-selected. However, the results indicate a fairly random distribution. While there was a good survey response rate, it is not a high enough response rate, in light of self-selection, to reliably generalize all results to the population as a whole. Also, statistical significance is not the same as practical significance. While statistically significant differences are noted between demographic groups, it does not tell you the extent to which these groups have different experiences at the University; nor the meaning that statistically significant differences have for individuals in their felt experience. This is particularly true with respect to social issues. While these notes do not change the results of the survey, they are important considerations to keep in mind.

Through this survey process and with employee feedback, we have identified some areas for improvement on the survey tool and process, including the timing. It was necessary to go through the survey process in order to discover those areas. With a goal of continuous improvement, this survey will continue to evolve to meet the needs of the University community, while respecting the need to establish a data base-line for year to year comparisons of progress.

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<sup>1</sup> Sources include the Gallup Organization (Q-12) and Diversity at Work (1996 & 1997) by Trevor Wilson.

## ***Data Analysis***

The data was first analyzed to identify how frequently each response was chosen for each question. The resulting frequencies were then cross-tabulated with the demographic information to identify how frequently particular responses were given by different demographic groups. These cross-tabulations resulted in responses per question separated by each of the demographic identifiers. Separated results for each question were then tested to determine if there were systematically different responses based on the demographic identifiers that were statistically significant<sup>2</sup>.

In total, there were 32 questions (with up to five sub-questions each) in the survey before the demographic information section. The cross-tabulations described above resulted in 459 tabulated results, of which 168 results showed statistically significant differences. The frequency of particular demographic groups to have significantly different responses from their counterparts was as follows:

Type of occupation	37 times
Age group	36 times
Length of service	27 times
Gender	28 times
Employees who don't identify as members of identified demographic groups	18 times
Aboriginal	12 times
Visible minority	8 times
Persons with disabilities	2 times

## **Staff Feedback**

### ***Survey Response Rate***

On October 30, 2006, Barb Daigle, Associate Vice-President, Human Resources, sent a memo to all unions, department contacts, and diversity committee representatives advising them of the second annual employee opinion survey, and providing them with a poster they could display in areas frequented by staff. A message was also sent to all employees through the PAWS system to inform them of the survey and invite them to participate. Two weeks later, on November 15, 2006, another email was sent out reminding employees of the survey and extending the deadline for participation to November 24.

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<sup>2</sup> The chi-squared test of independence was used to test these differences for significance. The significance level used was 0.05, making results reliable with a 95% level of confidence, and a 2.64% confidence interval. It analyzes the results of the cross-tabulations to identify whether the observed rates were significantly different than the expected rates, or in other words, whether and to what extent particular subsets of participants responded differently than the "average" respondent.

Within the three and a half week window provided, 1,581 responses were received. This is 459 more employees than responded to the 2005 Employee Opinion Survey.

### ***Results by Survey Sections***

The survey was divided into four sections:

- The Equity/Diversity Quotient
- Employee Development and Engagement
- Values/Work Environment/Work Unit Specific
- Demographics

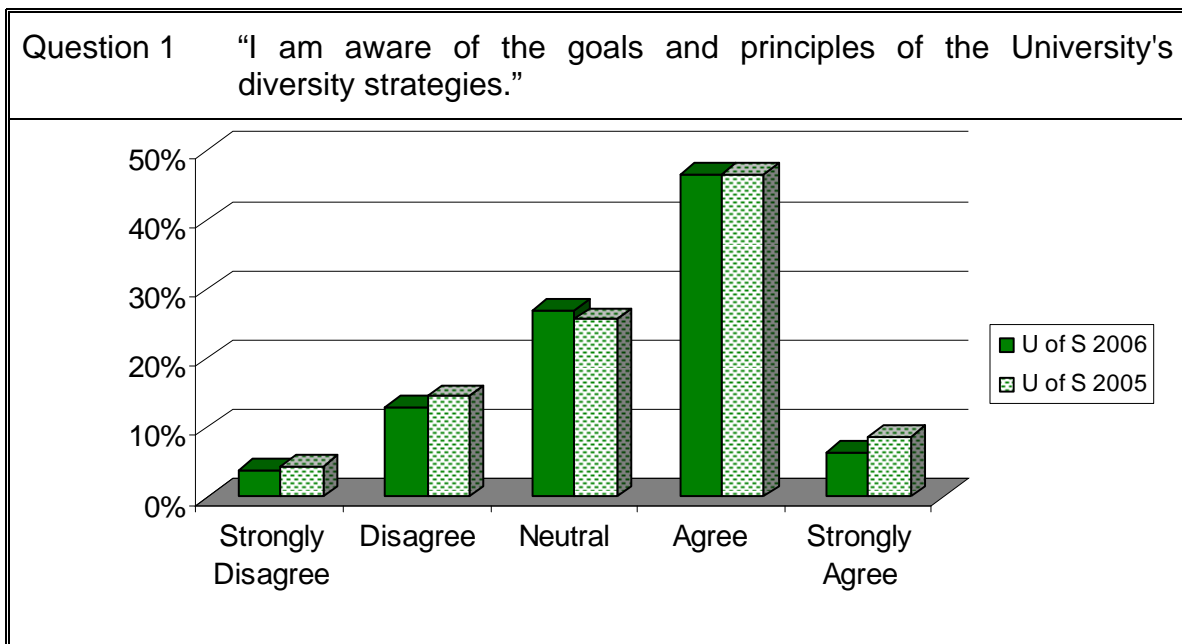
Results of the data analysis are presented by section, with cross-tabulated results included where appropriate.

It is interesting to note that throughout the survey, employees were more likely to respond moderately than strongly (i.e., to “agree” rather than to “strongly agree”, and to “disagree” more than “strongly disagree”). Responses to the questions were gathered on a five-point scale of agreement (possible responses were strongly agree, agree, neutral, disagree, strongly disagree). For each question, the actual responses have been summarized in a chart. The text below each chart merges the two agreeing responses (strongly agree and agree) into ‘agreement’, and the disagreeing responses (strongly disagree and disagree) into ‘disagreement’ to give a general sense of the level of support for the issue.

It is important to keep in mind that all comments and discussion below which describe the frequency of particular groups to respond as described refers to the responding group.

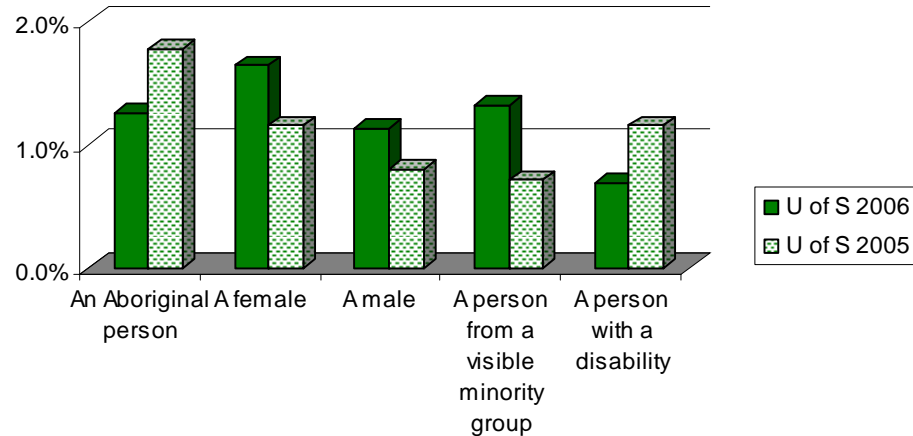
### **The Equity/Diversity Quotient**

There were seven questions in this section which were designed to measure employee perceptions of fairness or equity, and their perceptions of the extent to which diversity is appreciated and valued in the workplace.



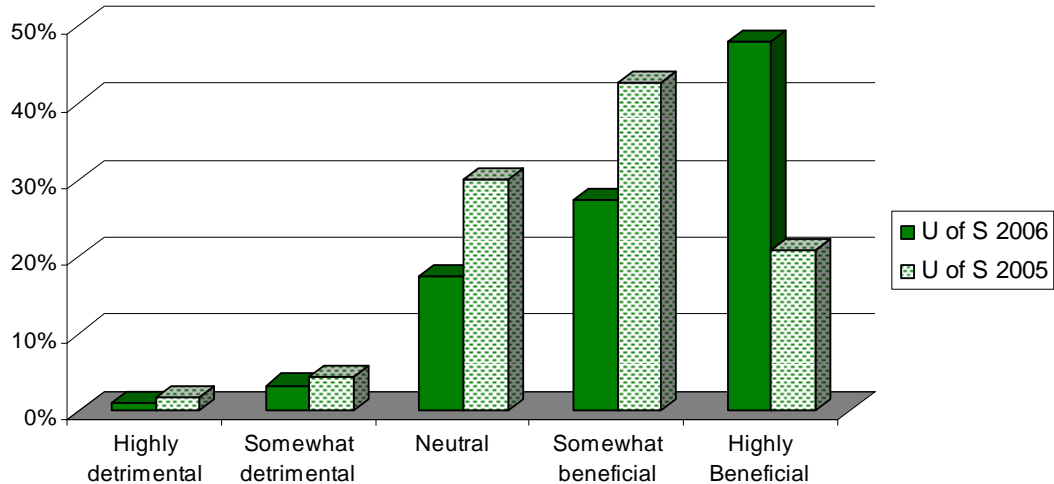
- There were 1,536 responses to this question, for a response rate of 97.2%.
- The majority 'agreed' or 'strongly agreed' that they are aware of the University's diversity strategies (53.3% combined agreement, 55.3% agreed in 2005), while 17.0% 'disagreed' or 'strongly disagreed'.
- More respondents were 'neutral' this year, resulting in lower levels of agreement and disagreement compared to the 2005 Employee Opinion Survey.
- Cross-tabulations identified different responses from different sub-groups as follows:
  - Agreement increases with age of responding employees, as combined agreement for employees under the age of 20 was 48.6% while for those over the age of 60 was 64.8%.
  - Administrative employee respondents agreed (combined agree and strongly agree) more frequently than responding employees in other types of occupations (74.5% combined agreement), followed by managerial employees at 62.7% combined agreement. The Trades employee group had the lowest level of agreement on this question at 34.5% combined. Response rates for combined agreement by type of occupation of respondents in descending order are: Administration (74.5%), Managerial (62.7%), Information Technology (59.3%), Professional and Specialist (58.8%), Administrative Support (57.4%), Academic/Teaching/Research (51.3%), Operational Support (50.6%), Technical (44.3%), Trades (34.5%).

Question 2 "I have difficulty accepting direction from a supervisor who is (check all that apply)."



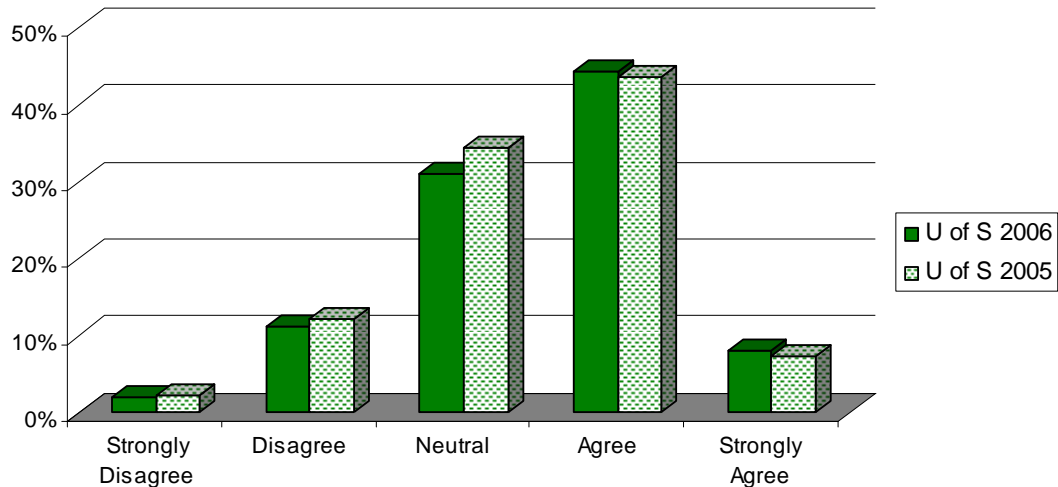
- This question provided participants with an extra option this year, for none of the above. While in 2005, only 54 respondents indicated they had difficulty accepting direction from a supervisor in one of the above groups, 96 employees checked one of these boxes this year. This is a response rate of 7.6%.
- The remaining respondents, 92.4%, reported that they do not report having difficulty accepting direction from any identified demographic group. This has increased from 2005 where only 4.8% indicated they had difficulty accepting direction from a supervisory from one of the identified demographic groups.
- The low response rate is a positive result on this question.
- Of the 96 (6.1%) who did report some difficulty, the largest group (1.6%) reported difficulty accepting direction from a supervisor who is female. This is a change from 2005 where the largest group (1.8%) reported difficulty accepting direction from an Aboriginal person.
- This was followed by a person from a visible minority group at 1.33% and then by an Aboriginal person at 1.27%.
- Because of the small number of respondents to this question, none of the cross-tabulations had sufficient numbers to be reliable.

Question 3 "I feel a more diverse workforce would be beneficial to the future of the University."



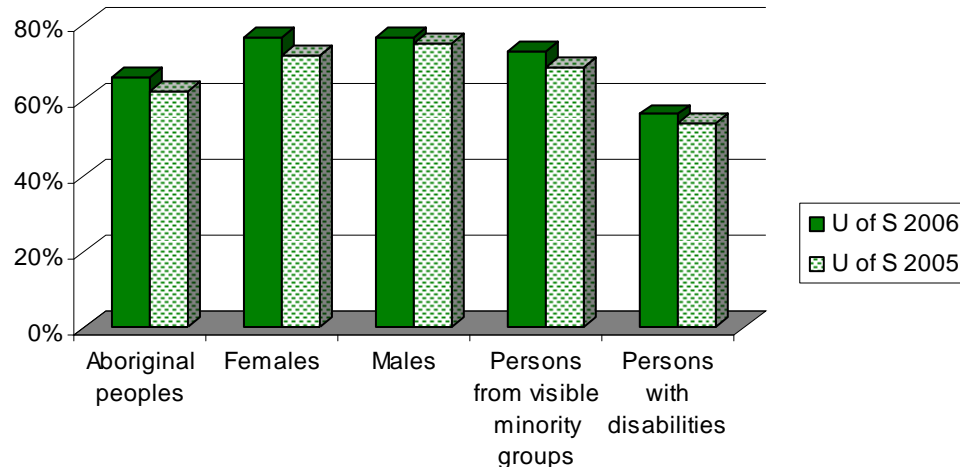
- There were 1,539 responses to this question, for a response rate of 97.3%.
- The majority agreed that a more diverse workforce would be beneficial to the future of the University; 75.4% agreed ('agree' and 'strongly agree' combined) as compared to 63.7% combined agreement in 2005.
- Cross-tabulations with the demographic information showed different responses for employees of different ages.
- Female respondents more frequently responded 'somewhat beneficial' or 'highly beneficial' (81.3% combined) than their male counterparts whose combined responses were 72.3% beneficial.
- Employees who self-identified as Aboriginal people more frequently chose the extreme ratings than the remainder of the employee respondents. More of this group chose 'highly beneficial' than those who had not self-identified in this category (69.6% as compared to 48.7%). However they also chose 'highly detrimental' more frequently than those outside of this group (5.4% as compared to 0.9%).
- Individuals who identified as 'none of the above' when asked to self-identify in the demographic target groups chose 'somewhat beneficial' or 'highly beneficial' less frequently (76.5% compared to 82.1% combined) than those who did identify as an Aboriginal person, a person with a disability or a person from a visible minority group.

Question 4 "Under-represented groups (women, visible minorities, persons with disabilities and Aboriginal people) promoted into 'supervisory' positions are treated with respect."



- There were 1,533 responses to this question, for a response rate of 97.0%.
- 53% agreed or strongly agreed that under-represented groups promoted into 'supervisory' positions are treated with respect.
- Cross-tabulation with demographic information showed the following:
  - Male respondents agreed or strongly agreed more frequently than female respondents (58.6% compared to 51.4% combined agreement).
  - Aboriginal respondents agreed or strongly agreed less frequently than other respondents (33.9% compared to 54.9% combined agreement).
  - Those respondents who identified as 'none of the above' when asked to self-identify in the demographic target groups chose 'agree' or 'strongly agree' more frequently (56.2% compared to 45.9% combined) than those who did identify as an Aboriginal person, a person with a disability or a person from a visible minority group.
  - Younger respondents more frequently 'agreed' or 'strongly agreed' than older respondents. The combined rate of agreement declines through the age categories from 74.3% for respondents under the age of 20 to 49.3% for respondents over the age of 60.
  - Response rates varied by type of occupation. The group that most frequently 'agreed' or 'strongly agreed' was the information technology respondents at 61.7% combined agreement compared to the trades group which 'agreed' or 'strongly agreed' least frequently at 41.4% combined agreement. In descending order of combined agreement, the response rates by group are: Information Technology (61.7%), Administrator (59.8%), Professional and Specialist (57.3%), Administrative Support (54.2%), Academic/Teaching/Research (53.9%), Technical (53.7%), Managerial (50.0%), Operational Support (44.0%), Trades (41.4%).

Question 5 "I believe that the following groups have an equal opportunity for employment at the U of S (check all that apply)."

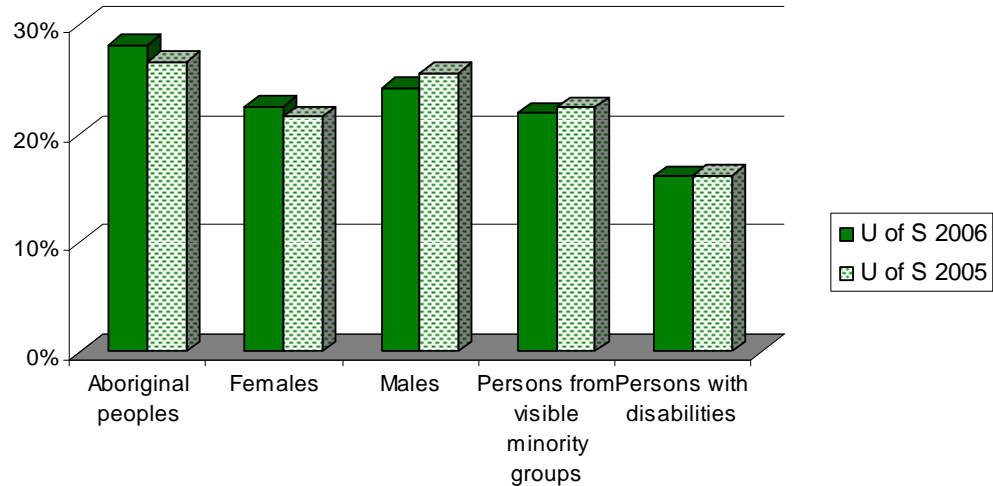


- There were a range of responses to this question, from 891 to 1215 for response rates of 56.4% to 76.9%.
- As employees were asked to check all that apply, any response indicates some level of agreement with the statement.
- These results show that 23.1% to 43.5% think there is not equal opportunity (varies by group in question). Many differences can be found when the results for this question are cross-tabulated with the demographic information:
  - Aboriginal persons have an equal opportunity for employment at the U of S:
    - Overall, 66.0% believe that Aboriginal people have an equal opportunity for employment at the U of S.
    - Women responded less frequently than their male counterparts to this item (65.3% compared to 71.0%)
    - Aboriginal respondents agreed less frequently than others (44.6% compared to 66.8%).
    - Those respondents who identified as 'none of the above' when asked to self-identify in the demographic target groups agreed more frequently (69.7% compared to 52.9% combined) than those who did identify as an Aboriginal person, a person with a disability or a person from a visible minority group.
    - Younger respondents were more likely to agree than older employees, with agreement decreasing as the age category of respondents increases, from 97.1% for those under 20 to 62.0% for those over 60.
    - There were significant differences in responses from respondents in different types of employment at the U of S. In order of descending levels of agreement, the responses by occupational type are: Trades (82.8%), Information Technology (75.3%), Administrative Support (73.5%), Operational Support (72.9%), Technical (70.4%), Professional and Specialist (70.3%), Academic/Teaching/Research (61.5%), Administrator (59.8%), Managerial (56.7%).
  - Females have an equal opportunity for employment at the U of S:

- Overall, 76.9% believe that females have an equal opportunity for employment at the U of S.
- Male respondents agreed more frequently than female employees (83.3% compared to 75.9%).
- Respondents who identified as 'none of the above' when asked to self-identify in the demographic target groups agreed more frequently (79.3% compared to 68.3% combined) than those who did identify as an Aboriginal person, a person with a disability or a person from a visible minority group.
- There is a general declining trend for agreement as the age of the respondent increases, with respondents under the age of 20 agreeing at a rate of 94.3% to respondents aged 50 to 59 agreeing at 75.0%. There is a slight increase for respondents over the age of 60, where the rate of agreement is 78.9%.
- Responses were different for the different categories of length of employment at the University, but there wasn't a consistent trend. Employees who have worked at the University for 16 to 20 years agreed least frequently at 69.5%, while respondents within their first 5 years agreed most frequently at 81.9%. Respondents at 6 to 10 years of service agreed 74.4% of the time, 11 to 15 years at 77.3%, and 81.4% of those with over 20 years at the University agreed.
- Males have an equal opportunity for employment at the U of S:
  - Overall, 76.7% believe that males have an equal opportunity for employment at the U of S.
  - Males did not respond to this question nearly twice as often as females. 84.4% of female respondents agreed, while only 69.9% of male respondents did.
  - Respondents who self-identified as a member of a visible minority group agreed more frequently than other respondents (85.3% compared to 75.8%).
  - Those who chose 'none of the above' when asked to self-identify in the demographic target groups agreed more frequently (78.5% compared to 70.6%) than those who did identify as an Aboriginal person, a person with a disability or a person from a visible minority group.
  - There was somewhat of a trend of declining agreement as the age of respondents increased. Respondents under the age of 20 agreed 88.6% of the time while the rate decreased to 74.4% for respondents aged 50 to 59. There was a slight increase to the next age category where 76.1% of respondents over the age of 60 agreed.
  - Responses varied by type of occupation. Rates of agreement in descending order are: Administrative Support (86.3%); Administrator (83.3%), Professional and Specialist (82.6%); Managerial (80.6%), Operational Support (76.5%); Academic/Teaching/Research (75.2%); Information Technology (72.8%); Technical (69.6%); Trades (69.0%).
- Members of visible minority groups have an equal opportunity for employment at the U of S:
  - Overall, 72.7% believe that visible minorities have an equal opportunity for employment at the U of S.
  - Visible minority employees were approximately 25% less likely to respond to this item.

- Male respondents agreed more frequently (78.6%) than female respondents (71.9%).
- Aboriginal respondents agreed less frequently than other respondents (55.4% compared to 73.4%).
- Respondents who chose 'none of the above' when asked to self-identify in the demographic target groups agreed more frequently than respondents who did identify as an Aboriginal person, a person with a disability or a person from a visible minority group (76.7% compared to 58.4%).
- Again the rate of agreement declined inversely to age, with 90.4% of respondents under the age of 20 agreeing, while 71.6% of respondents aged 50 to 59 agreed. There was a slight rise in the next age group as 76.1% of respondents over the age of 60 agreed.
- This inverse trend seen with age is similar to that for duration of employment, where respondents up to 5 years with the University agreed at a rate of 75.9%, declining over the years of service to 69.5% for those between 16 and 20 years. Again there is a increase for respondents at the University more than 20 years, as 79.6% agreed.
- Persons with disabilities have an equal opportunity for employment at the U of S:
  - Overall, 56.4% believe that persons with disabilities have an equal opportunity for employment at the U of S.
  - Male respondents agreed more frequently (62.0%) than their female counterparts (55.0%).
  - Aboriginal respondents agreed less frequently (39.3%) than other respondents (57.0%).
  - Those respondents who identified as 'none of the above' when asked to self-identify in the demographic target groups agreed more frequently (59.4% compared to 45.6% combined) than those who did identify as an Aboriginal person, a person with a disability or a person from a visible minority group.
  - Rate of agreement varied by type of occupation of the respondents. In descending order of agreement, they are: Administrative Support (63.7%), Professional and Specialist (62.6%), Trades (62.1%), Information Technology (61.7%), Technical (61.6%), Academic/Teaching/Research (54.4%), Operational Support (50.6%), Administrator (49.0%), Managerial (44.8%).

Question 6 "The University has done more than it should to provide equitable opportunities for (check all that apply)."

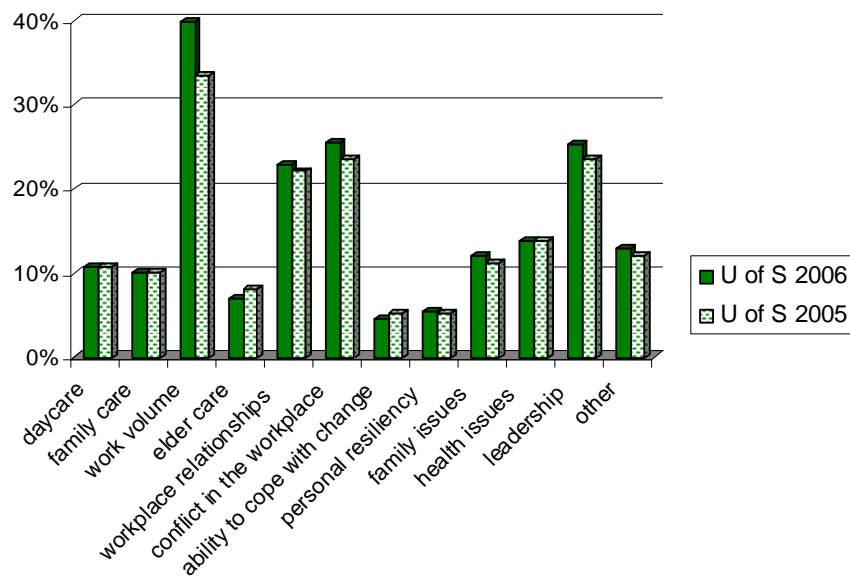


- As with the previous question, respondents could either agree or not respond to this question. The response rate varies for each of the five demographic groups, and ranges from 16.1% to 28.2%.
- The highest rate of agreement is seen in response to the statement that the University has done more than it should to provide equitable opportunities for Aboriginal people at 28.2%. The lowest level of agreement was regarding equitable opportunities for persons with disabilities at 16.1%
- Cross-tabulations with demographic information identified the following significant differences in the way people responded:
  - The University has done more than it should to provide equitable opportunities for Aboriginal persons:
    - Most (71.9%) did not respond to this question, indicating that they do not think that the University has done more than it should to provide equitable opportunities for Aboriginal Peoples.
    - Visible minority respondents were more likely to agree (36.8%) than other employees (27.1%).
    - As the age of respondents increases, their agreement decreases in response to this question. Those under 20 agreed most of any age category that the University has done more than it should to provide equitable opportunities for Aboriginal people (48.6%). Those who agreed least frequently were in the 60+ category at 18.3% agreement.
    - Agreement also decreases with length of employment, with 32.2% of those within the first five years agreeing, and 21.9% of those between 16 and 20 years agreeing. Agreement increases to 26.3% for those with more than 20 years service.
    - Agreement varied between the different occupational groups at the U of S. In descending order of agreement, the rates are: Trades (44.8%), Operational Support (43.5%), Technical (42.4%), Administrative Support (38.3%), Informational Technology (32.1%), Managerial (25.4%),

- Professional and Specialist (24.7%), Academic/Teaching/Research (18.6%), Administrator (17.6%).
- The University has done more than it should to provide equitable opportunities for females:
    - Overall, 22.5% responded that the University has done more than it should to provide equitable opportunities for females.
    - Male employees responded more frequently (28.6%) than female counterparts (19.1%).
    - Respondents from a visible minority group responded more frequently (28.8%) than other employees (21.7%).
    - Level of agreement decreases with the age of respondents from under 20 (34.3%) to those aged 50 to 59 (16.1%) but increases again for those over the age of 60 (28.2%).
    - Similarly, agreement decreases with length of employment at the U of S from under 5 years (26.9%) to 16 to 20 years (12.6%), but up to 22.4% for those with over 20 years of service.
    - Results also differ significantly for respondents engaged in different types of occupations at the University. In descending order of agreement, they are: Trades (41.4%), Operational Support (32.9%), Technical (28.0%), Information Technology (23.5%), Administrative Support (23.4%), Academic/Teaching/Research (21.4%), Professional and Specialist (21.0%), Administrator (16.7%), Managerial (13.4%).
  - The University has done more than it should to provide equitable opportunities for males:
    - 24.2% said that the University has done more than it should to provide equitable opportunities for males.
    - Female respondents agreed more frequently (29.0%) than male respondents (18.3%).
    - Aboriginal respondents agreed more frequently (48.2%) than other respondents (23.4%).
    - Visible minority respondents agreed more frequently (33.1%) than other respondents (23.3%).
    - Respondents who chose 'none of the above' when asked to self-identify in the demographic target groups agreed less frequently (23.0%) than respondents who did identify as an Aboriginal person, a person with a disability or a person from a visible minority group (28.8%).
    - Responses also varied by occupational type of the respondents: Operational Support (34.1%), Administrative Support (31.5%), Trades (24.1%), Professional and Specialist (23.7%), Administrator (23.5%), Academic/Teaching/Research (21.8%), Managerial (20.9%), Technical (20.0%), Information Technology (19.8%).
  - The University has done more than it should to provide equitable opportunities for members of visible minority groups:
    - 22.0% said that the University has done more than it should to provide equitable opportunities for members of visible minority groups.
    - Agreement decreases as the age of respondents increases from 40.0% for those under 20 years of age to 18.3% for those over the age of 60.
    - Agreement also varies by type of occupation performed by respondents, in descending order: Trades (41.4%), Operational Support (35.3%), Technical (29.6%), Administrative Support (26.7%), Information

- Technology (23.5%), Professional and Specialist (21.5%), Managerial (19.4%), Academic/Teaching/Research (16.1%), Administrator (12.7%).
- The University has done more than it should to provide equitable opportunities for persons with disabilities:
  - 16.1% said that the University has done more than it should to provide equitable opportunities for persons with disabilities.
  - Visible minority respondents agreed more frequently (21.5%) than other respondents (15.5%).
  - Agreement decreased as the age of respondents increased, from 25.7% for employees under the age of 20, to 11.3% for those over the age of 60.
  - Agreement decreased with length of service at the University from 18.6% for those with fewer than 5 years of service to 9.9% for those between 16 and 20 years. It increases for those employees with more than 20 years of service to 18.0%.
  - Agreement levels also vary for respondents who perform different types of occupation as follows: Trades (27.6%), Operational Support (27.1%), Technical (22.4%), Administrative Support 19.9%, Information Technology (16.0%), Professional and Specialist (15.5%), Managerial (11.9%), Administrator (11.8%), Academic/Teaching/Research (11.3%).

**Question 7** "Please identify one or more of the following which may be a barrier to you being fully engaged and successful at work."



- There were 3007 responses to this question (sum of all twelve sub-questions). The response rate ranges for each of the sub-questions from 4.62% to 39.85%.
- This question changed slightly from last year and 'work-life balance' which was identified by 40.2% of respondents in the 2005 employee opinion survey was removed from the 2006 survey.
- The second most frequently noted barrier from the 2005 survey was 'Work volume' which was identified by 33.5% of participants, and 39.9% in 2006.

- The three next most frequently mentioned issues were between 20% and 30% were 'conflict in the workplace' (25.6% in 2006, 23.6% in 2005), 'leadership' (25.4% in 2006, 23.4% in 2005) and 'workplace relationships' (22.8% in 2006, 22.1% in 2005).
- The remaining issues were reported by fewer than 20% in both survey years.
- There were many cross-tabulations that showed significantly different responses from different sub-groups of respondents:
  - Daycare
    - While 'daycare' was identified for only 10.8% overall (10.7% in 2005), it was a barrier for 12.7% of females, while only 8.6% of males reported facing this barrier.
    - Aboriginal respondents reported this was a barrier more (19.6%) than other respondents (10.5%).
    - 'Daycare' was identified for those aged 30 to 39 more (23.3%) than for any other age group.
    - 'Daycare' was reported to be more of an issue for employees at one to five years of service (14.2%).
    - Responses varied by type of occupation as well: Information Technology (17.3%), Academic/Teaching/Research (14.8%), Administrator (13.7%), Professional and Specialist (12.8%), Administrative Support (8.9%), Operational Support (7.1%), Managerial (6.0%), Technical (4.0%), Trades (0.0%).
  - Family Care
    - While 'family care' was only reported as an issue for 10.0% (10.2% in 2005), females were twice as likely to identify this than males (12.7% compared to 6.4%).
    - Respondents who chose 'none of the above' when asked to self-identify in the demographic target groups agreed more frequently (10.7%) than respondents who did identify as an Aboriginal person, a person with a disability or a person from a visible minority group (7.6%).
    - 'Family care' was reported most by the 40 to 49 age group (13.8% said "yes") followed by those in the 30 to 39 age group where 13.4% said "yes".
    - 'Family care' is an issue reported most by respondents at 11 to 15 years (13.4%).
  - Work Volume
    - 'Work volume' was reported by 39.9% overall, compared to 33.5% in the 2005 employee opinion survey.
    - 'Work volume' was reported as a barrier more (41.2%) by respondents who chose 'none of the above' when asked to self-identify in the targeted demographic groups than by respondents who chose to self-identify as an Aboriginal person, a person with a disability or a member of a visible minority group (35.2%).
    - 'Work volume' generally becomes more of an issue as employees age, with a slight drop for those in the 50 to 59 years of age group. It is an issue most for respondents in the 40 to 49 year age category at 49.5%, and least for those under the age of 20 at 14.3%.
    - Similarly, the issue increases with length of service at the university with a drop for those between 16 and 20 years of service. 'Work volume' was reported most by employees between 16 and 20 years of service at 49.3% and least by employees under 5 years of service at 34.7%.

- Responses varied by type of occupation: 64.7% for Administrators, 53.7% for Managerial, 49.3% for Professional and Specialist, 43.9% for Academic/Teaching/Research, 36.2% for Administrative Support, 30.6% for Operational Support, 28.4% for Information Technology, 24.1% for Trades, and 21.6% for Technical.
- Elder Care
  - 'Elder care' was reported as a barrier by 6.9% of respondents compared to 8.1% in the previous year's survey.
  - It was reported more than twice as frequently by women as men (9.4% compared to 3.4%).
  - 'Elder care' was reported as more of a barrier for members of visible minority groups (11.0%) than other employees (6.4%).
  - 'Elder care' grows until respondents reach age 60, at which point, the issue declines by more than half.
  - This tracks similarly for age group and length of service, with a spike in rate for the group at 11 to 15 years of service.
  - 'Elder care' is more of a barrier for Administrators (12.7%) than respondents in other types of work at the university. The barrier was identified by more than 10% of respondents in two other occupational categories: Administrative Support and Managerial. It was below 10% for all other groups.
- Workplace Relationships
  - 'Workplace relationships' were identified for 22.8% of respondents (22.1% in 2005).
  - This issue was identified as more of a barrier by Aboriginal (37.5% compared to 22.3%) and visible minority employees (28.8% compared to 22.2% at a higher rate than other respondents).
  - It was less of an issue for those who did not self-identify in any of the targeted demographic groups (Aboriginal peoples, people with disabilities and members of a visible minority group) (22.0% compared to 26.2%).
- Conflict in the Workplace
  - 'Conflict in the workplace' was reported by 25.6% of respondents (23.6% in 2005).
  - Of all the service length categories, it was a barrier most (34.5%) for those between 11 and 15 years of service at the University.
  - The rate with which this was an issue varies for respondents from different types of occupation at the University: 41.4% for Trades, 37.6% for Operational Support, 34.4% for Technical, 27.9% for Administrative Support, 26.5% for Administrators, 25.4% for Managerial, 22.9% for Academic/Teaching/Research, 22.4% for Professional and Specialist, and 22.2% for Information Technology.
- Ability to Cope with Change
  - 'Ability to cope with change' was identified by 4.6% of respondents (5.3% in 2005).
  - It was reported less frequently (4.1%) by those who chose 'none of the above' when asked to self-identify in one of the targeted demographic groups than by those who self-identified as an Aboriginal person, a person with a disability or a member of a visible minority group (6.7%).
- Personal Resiliency
  - Overall, 'personal resiliency' was reported by 5.4% of respondents (5.2% in 2005).

- There were no significant findings from the cross-tabulation.
- Family Issues
  - 'Family issues' were reported by 12.1% (11.1% in 2005).
  - It was more of an issue for those who did not self-identify in the targeted demographic groups (Aboriginal peoples, people with disabilities or members of a visible minority group) than for those who did self-identify (13.0% compared to 9.0%).
- Health Issues
  - 'Health issues' were reported by 13.7% of respondents (also 13.7% in 2005).
  - Female employees reported 'health issues' as a barrier more frequently (15.2%) than male respondents (12.1%).
  - Aboriginal respondents identified this issue more frequently (23.2%) than other respondents (13.4%).
  - 'Health issues' were cited as a barrier for 58.1% of respondents with a disability.
  - Members of a visible minority group identified this barrier more frequently (20.2%) than other respondents (13.0%).
  - Respondents between the ages of 50 and 59 reported this was a barrier more frequently (17.8%) than respondents in other age categories.
- Leadership
  - 'Leadership' was reported as a barrier by 25.4% (23.4% in 2005).
  - Male employees identified this as a barrier more frequently (29.1%) than female respondents (24.1%).
  - Respondents between the ages of 40 and 49 reported this as a barrier more frequently (30.3%) than respondents in any other age category.
  - It was an issue most for employees who have worked for the University between 16 and 20 years at 33.8%.
  - The extent to which it was identified as a barrier varied between the types of occupation that respondents perform: Managerial (38.8%), Trades (34.5%), Professional and Specialist (32.9%), Operational Support (29.4%), Administrator (28.4%), Technical (25.6%), Academic/Teaching/Research (25.1%), Information Technology (23.5%), Administrative Support (20.2%).

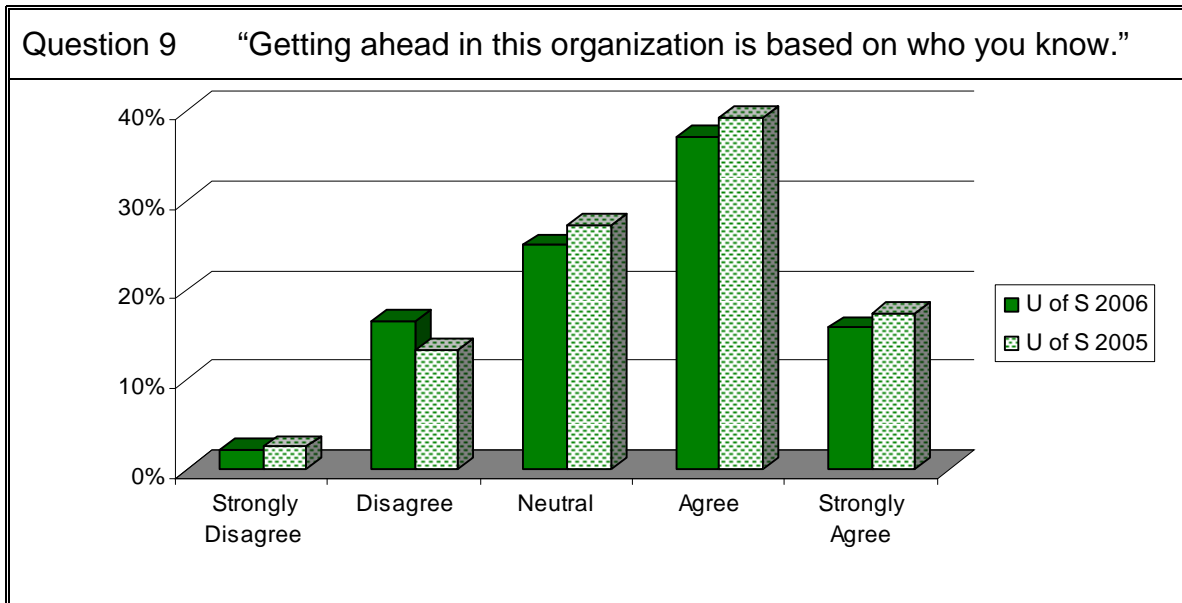
Respondents were asked to identify any other barriers to being fully engaged and successful at work<sup>3</sup>. There were 267 open ended comments (182 in 2005).

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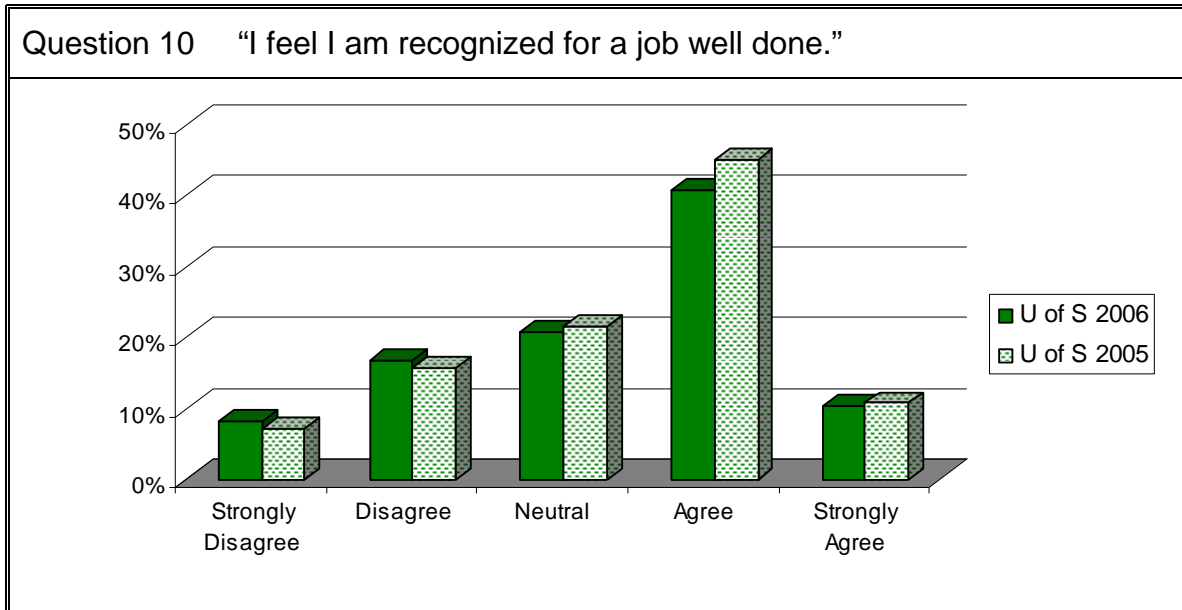
<sup>3</sup> While this was part of question 7, technical requirements made this question number 8.

## Employee Development and Engagement

In this section, there were 17 questions designed to assess perceptions in regard to the extent to which employees feel appreciated, valued and recognized.

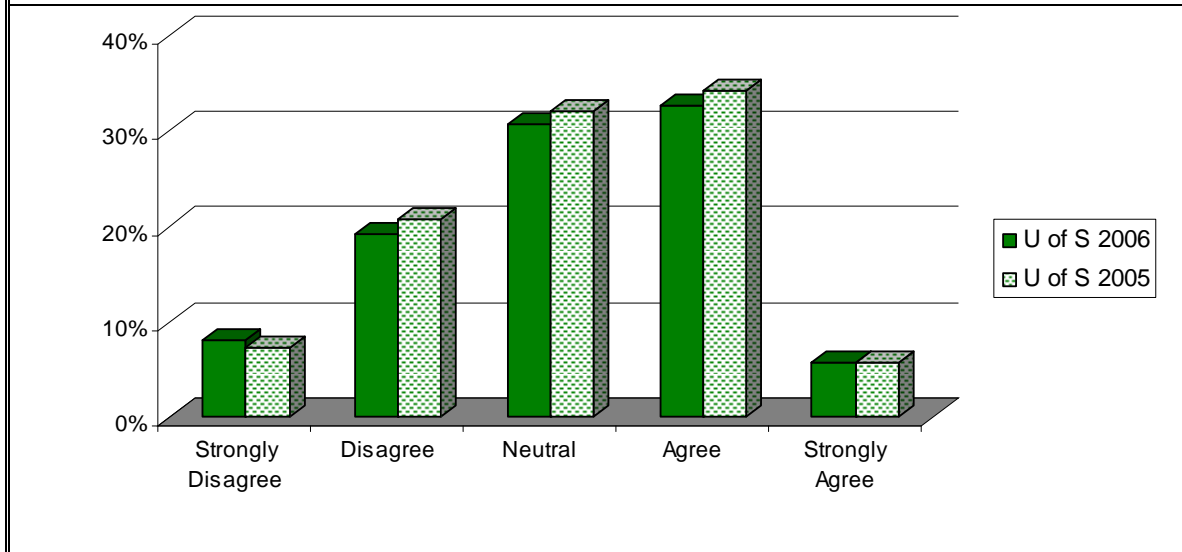


- There were 1,530 responses to this question for a response rate of 96.8%.
- Most (53.0% combined agreement; 56.9% in 2005) agreed that getting ahead in this organization is based on who you know.
- More were 'neutral' on this question than 'disagreed'.
- Only 18.7% 'disagreed' or 'strongly disagreed' (combined).
- Males strongly disagreed and disagreed more than females (23.3% compared to 17.0%).
- Persons with disabilities more frequently agreed (83.9%) than other employees (54.1%).
- Respondents between the ages of 20 and 29 most frequently agreed (64.8%), while those under the age of 20 agreed least frequently (37.1%).
- Responses vary by type of occupation performed by an employee. Responses in descending order of agreement are: Operational Support (70.2%), Technical (60.2%), Information Technology (58.0%), Administrative Support (56.5%), Academic/Teaching/Research (53.9%), Professional and Specialist (53.9%), Managerial (51.5%), Trades (48.3%), Administrator (35.0%)



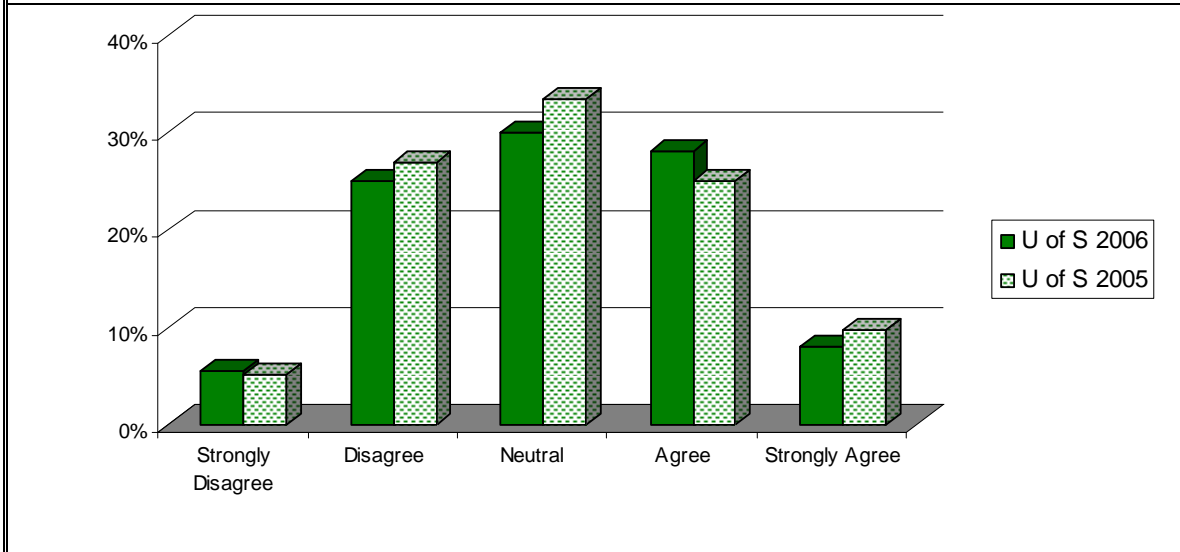
- There were 1,531 responses to this question for a response rate of 96.8%.
- The largest group 'agreed' (40.9%; 45.1% in 2005) that they feel recognized for a job well done.
- In total, 51.2% were in agreement (combined 'agree' and 'strongly agree'), compared to 55.8% in 2005.
- Respondents between the ages of 20 and 29 agreed most frequently (59.4%). Agreement was above 50% for employees until the category of 50 to 59 where agreement dropped below 50% for this and the older category.
- Respondents who have worked for the University for fewer than 5 years agreed most frequently (58.8% combined agreement), while those between 11 and 15 years disagreed most frequently (41.8% combined disagreement).
- Administrators agreed most frequently (65.3%) followed by: Professional and Specialist (57.1%), Information Technology (56.8%), Managerial (56.1%), Administrative Support (55.5%), Administrative/Teaching/Research (48.9%), Trades, (48.3%), Technical (47.6%) and Operational Support (44.0%).

## Question 11 "I have the chance to get a better job at the University based on my skills."



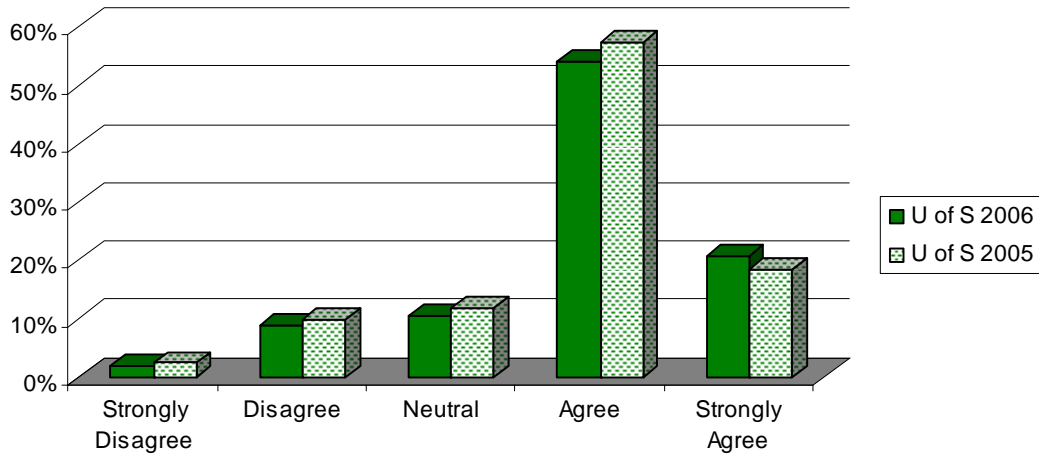
- There were 1,523 responses to this question for a response rate of 96.3%.
- More were 'neutral' (32.6%) that they have the chance to get a better job at the University based on their skills as 'agreed' (30.6%).
- In total, combined agreement was 38.3% (39.9% in 2005).
- Male respondents more frequently disagreed (32.5% combined) than female respondents (25.1% combined).
- Younger employees were more likely to agree that they have the chance to get a better job at the University based on their skills (over 45.0% for those under 20 and between 20 and 29 agreed or strongly agreed) than older respondents (under 35.0% for those over the age of 50).
- A similar trend occurred based on length of service.
- Level of agreement varied by type of occupation performed by the respondent as follows: Administrator (50.0%), Information Technology (48.8%), Professional and Specialist (46.3%), Administrative Support (41.6%), Trades (41.4%), Managerial (40.9%), Academic/Teaching/Research (36.5%), Operational Support (34.5%), Technical (24.2%).

Question 12 "I expected to make more progress in my job than I have up until now."



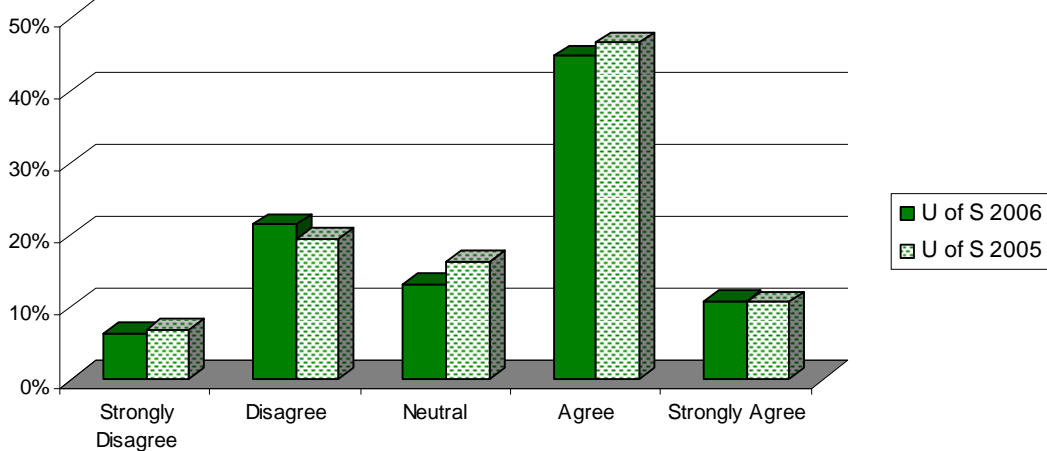
- There were 1,521 responses to this question for a response rate of 96.2%.
- As with the previous year, the response rates for 'neutral' and 'agree' were similar. In both years, nearly as many respondents were 'neutral' (29.9%) about expectations they had of their progress than were in agreement (35.9% combined 'agree' and 'strongly agree' in 2006, 38.0% in 2005). Overall agreement was down slightly from the previous year.
- Males 'agreed' or 'strongly agreed' more frequently than females (41.3% compared to 34.4% combined).
- Employees expressed concern about their advancement most between the ages of 30 and 59 (nearly 40.0% combined 'agree'/'strongly agree').
- Similarly, the concern is greatest for employees between 6 and 15 years of working at the University, where combined agreement is above 40.0%.

Question 13 "I know what is expected of me at work."

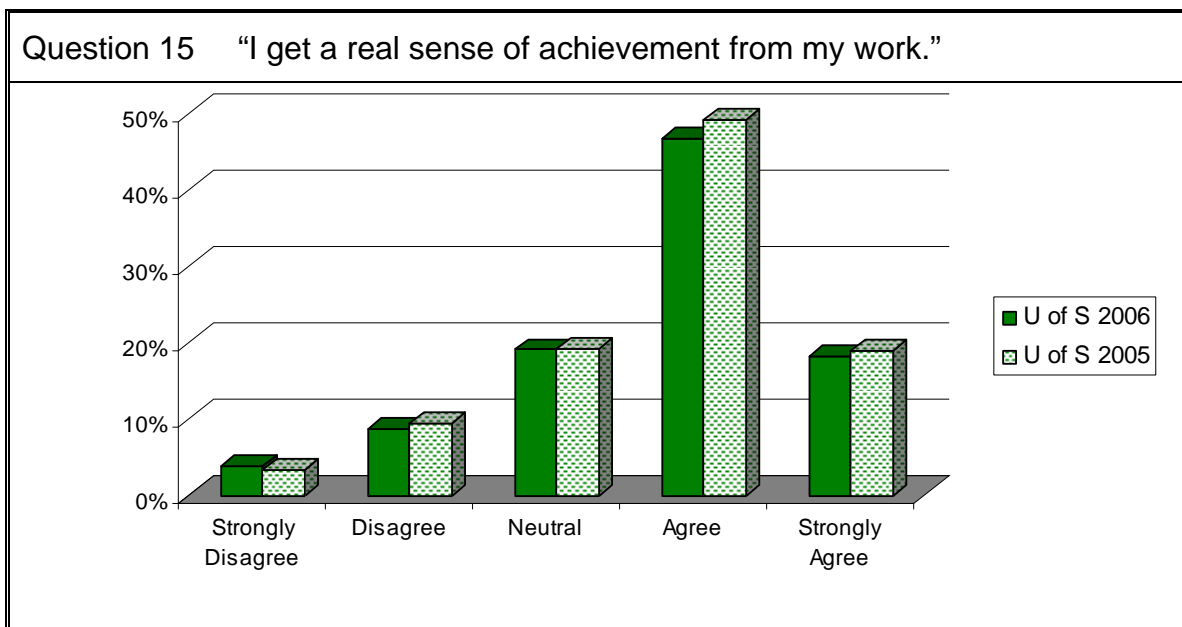


- There were 1,524 responses to this question for a response rate of 96.4%.
- Most respondents indicated that they know what is expected of them at work as 54.2% agreed (57.4% in 2005) and total agreement (combined 'agree' and 'strongly agree') was 75.1% (75.8% in 2005).
- Rates of agreement varied by type of occupation performed by the respondent: Trades (86.2%), Administrator (83.2%), Technical (82.1%), Administrative Support (81.8%), Academic/Teaching/Research (75.7%), Operational Support (75.3%), Professional and Specialist (75.3%), Information Technology (74.1%), Managerial (72.7%). This also means that 13.8% to 27.3% of respondents do not entirely know what is expected of them at work.

Question 14 "I have the materials, equipment, information and/or resources I need to do my work well."

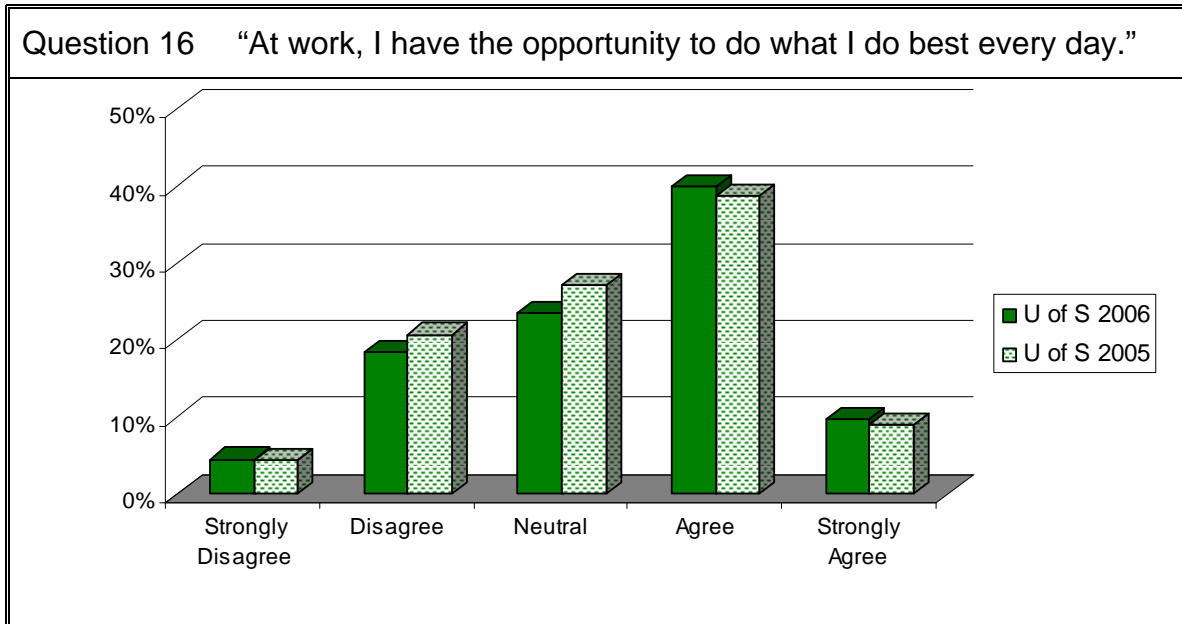


- There were 1,528 responses to this question for a response rate of 96.6%.
- 55.6% of respondents 'agreed' that they have the materials, equipment information and/or resources they need to do their work well, with combined agreement ('agree' and 'strongly agree', 57.4% in 2005).
- Male respondents more frequently disagreed (32.5% combined) than females (26.0%).
- Younger employees more frequently agreed than older employees, combined agreement declines with increased age of respondents, from 77.1% for those under 20 to 41.4% for those over the age of 60.
- Similarly, respondents who have worked at the University for between 1 and 5 years agreed most frequently at 62.3% (combined 'agree' and 'strongly agree').
- Responses vary by type of occupation performed by the respondent: Information Technology (72.8%), Trades (72.4%), Administrative Support (67.3%), Professional and Specialist (60.4%), Technical (58.1%) Operational Support (52.4%), Managerial (51.5%), Administrator (49.5%), Academic/Teaching/Research (48.5%).



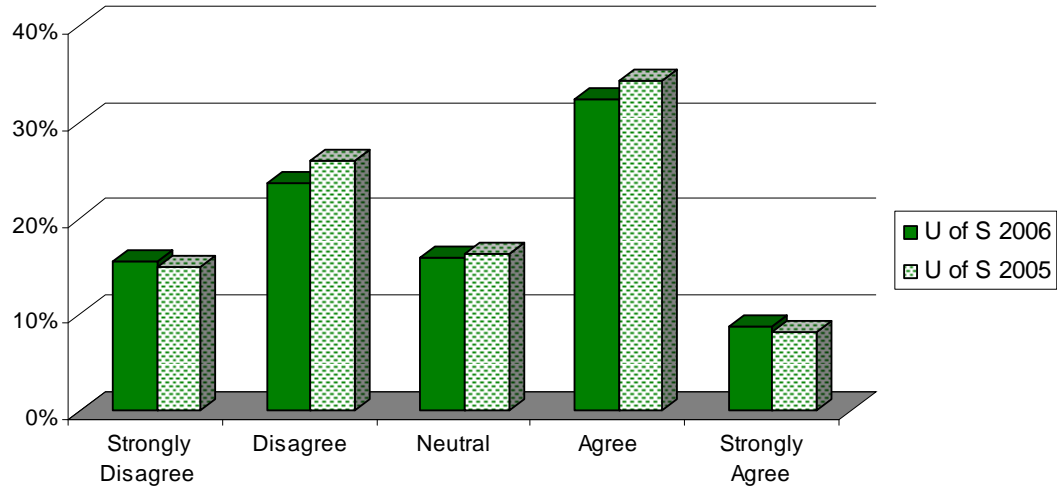
- There were 1,525 responses to this question for a response rate of 96.5%.
- 64.8% (combined) agree that they get a real sense of achievement from their work (68.0% in 2005).
- In both years, fewer disagreed (12.6% combined, 12.8% in 2005) than were 'neutral' (19.0%, 19.2% in 2005).
- Female respondents agreed slightly more frequently (68.3%) than male respondents (66.6%).
- Respondents more frequently report a sense of achievement from their work as they get older, with combined agreement increasing from 58.8% for those under the age of 20 to 84.5% for those over the age of 60.
- Responses vary by type of occupation: Administrators (83.3%), Trades (72.4%), Academic/Teaching/Research (71.5%), Professional and Specialist (70.8%),

Administrative Support (66.8%), Managerial (62.1%), Information Technology (60.5%), Technical (57.3%), Operational Support (42.9%).

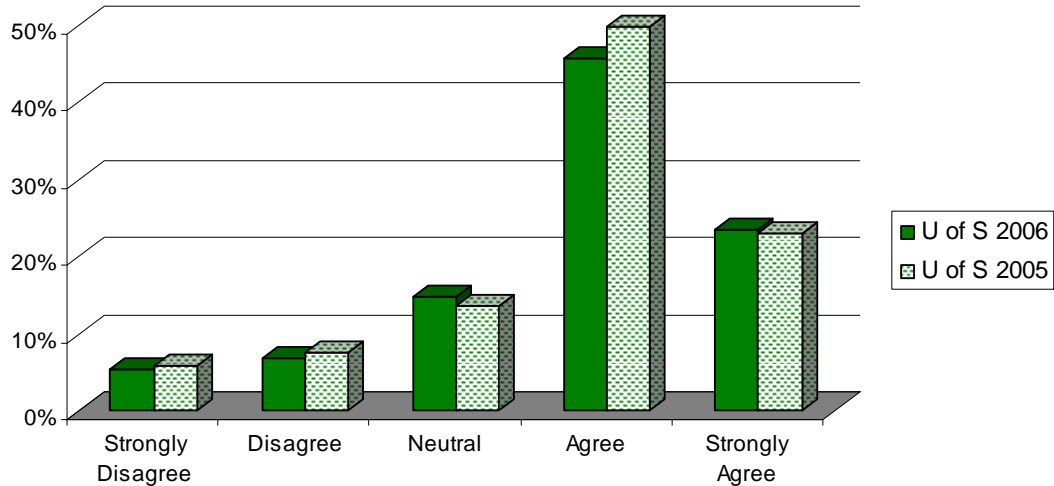


- There were 1,524 responses to this question for a response rate of 96.4%.
- 49.9% agreed that they have the opportunity at work to do what they do best every day (combined 'agree' and 'strongly agree', 47.8% in 2005).
- Agreement increased with the age of respondents from 45.7% combined agreement for those under the age of 20 to 61.4% combined agreement for those over the age of 60.

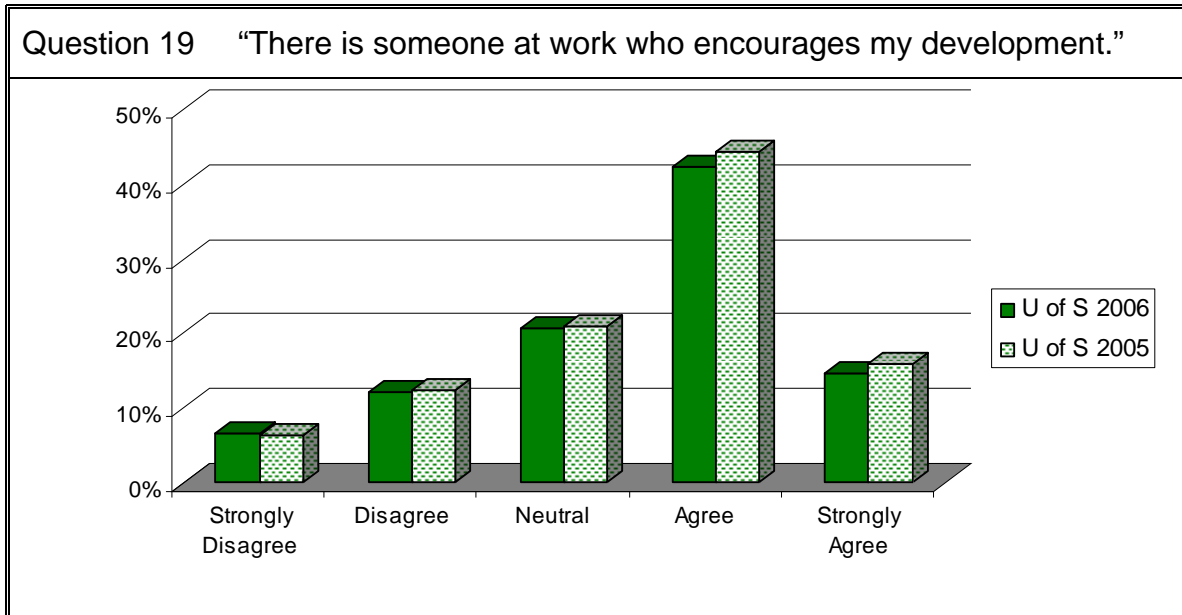
Question 17 "In the last seven days, I have received recognition or praise for doing good work."



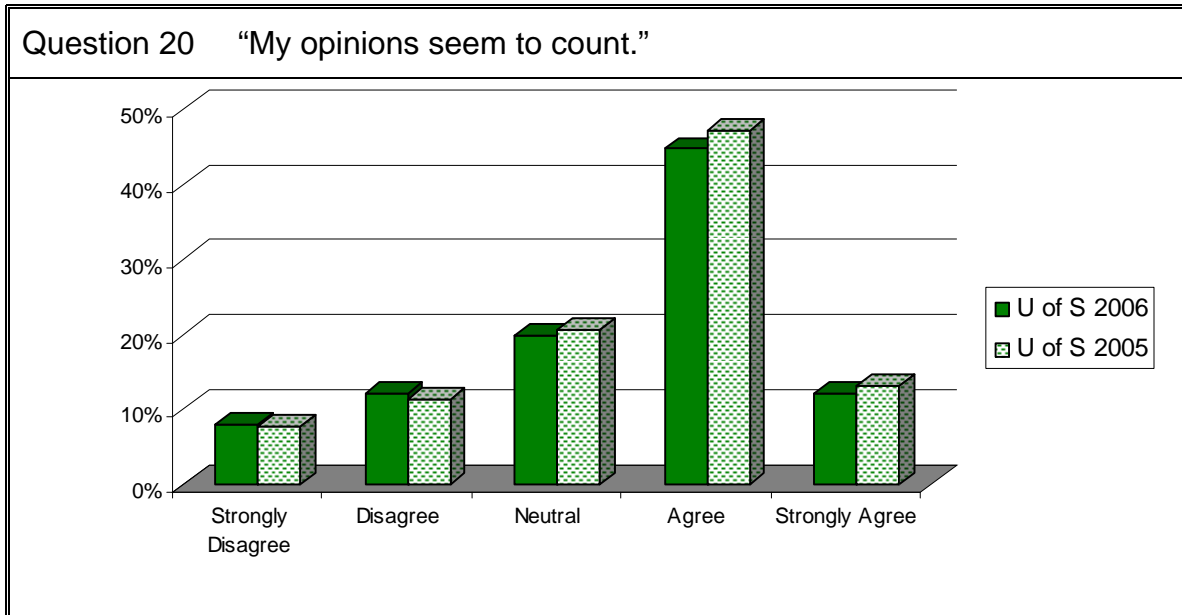
- There were 1,521 responses to this question for a response rate of 96.2%.
- In both years, nearly as many 'disagreed' as 'agreed' that they had received recent recognition or praise for good work; total disagreement was 39.2% (41.1% in 2005), and total agreement was 41.2% (42.6% in 2005).
- Female respondents agreed more frequently, 45.8% compared to 38.9% for male respondents.
- Those between the ages of 20 and 29 most frequently reported receiving feedback in the previous seven days (53.9% combined, and this age group also reported most frequently in 2005 at 47.1%).
- Also consistent with the 2005 results, those over the age of 60 reported receiving feedback least frequently (32.4% combined, 39.1% in 2005).
- Similarly, agreement decreases over time as employees who have worked at the University longer agree less frequently than newer employees (49.6% combined agreement for respondents within 1 to 5 years, 35.0% for those past 20 years of service).
- Agreement rates (combined 'agree' and 'strongly agree') vary by occupation: Professional and Specialist (56.9%), Information Technology (48.8%), Administrative Support (45.5%), Managerial (42.4%), Administrator (42.2%), Academic/Teaching/Research (39.1%), Operational Support (33.3%), Technical (33.1%), Trades (20.7%).

**Question 18** "My supervisor, or someone at work, seems to care about me as a person."


- There were 1,522 responses to this question for a response rate of 96.3%.
- A strong majority of respondents 'agreed' or 'strongly agreed' that someone at work seems to care about them as a person (69.3% combined, 72.9% in 2005).
- Females more frequently agreed or strongly agreed with this statement (76.1% combined) than males (66.8% combined).
- As in 2005, those aged 20 to 29 most frequently 'agreed' or 'strongly agreed' (78.3% combined, 78.0% in 2005), while respondents over the age of 60 agreed least frequently (62.9% combined).
- Similarly, those with less than five years of service agreed most frequently (76.9% combined).
- By type of occupation, agreement rates are: Professional and Specialist (80.2%), Administrative Support (79.0%), Administrator (73.5%), Technical (72.6%), Managerial (69.7%), Information Technology (69.1%), Trades (67.9%), Academic/Teaching/Research (66.8%), Operational Support (56.0%).

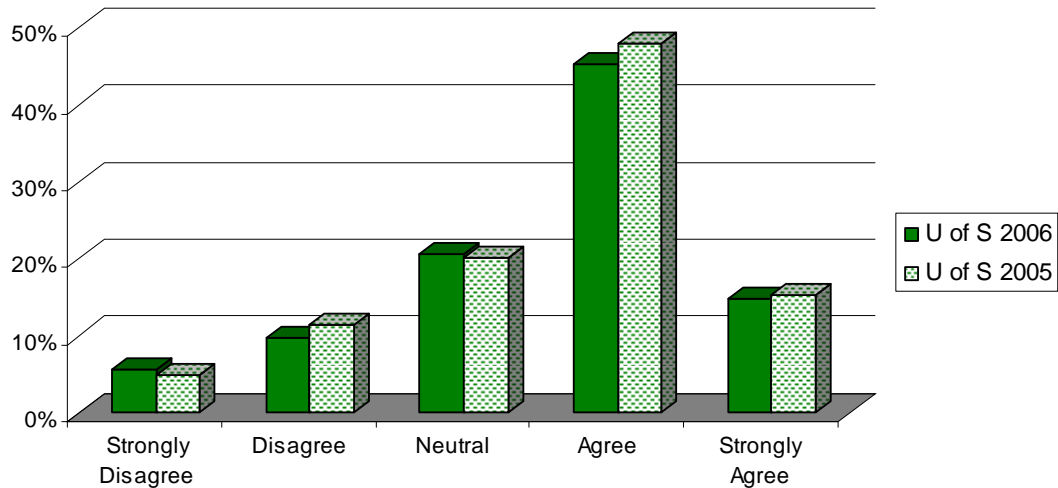


- There were 1,528 responses to this question for a response rate of 96.6%.
- Overall, 57.1% 'agreed' or 'strongly agreed' that someone at work encourages their development (60.3% in 2005).
- Females reported receiving encouragement more frequently than males did (62.4%, and 62.2% in 2005 combined compared to 54.9% and 58.1% in 2005 combined).
- Those in the 20 to 29 age group most frequently report that there is someone at work who encourages their development (69.6% combined and 72.1% in 2005), while only 38.0% of those over the age of 60 agreed.
- Similarly, the highest level of agreement was for those who have worked at the University less than five years at 67.3%.
- Responses vary by occupation of the respondent: Professional and Specialist (71.6%), Academic/Teaching/Research (60.5%), Administrative Support (58.8%), Managerial (57.6%), Trades (57.1%), Administrator (56.9%), Technical (54.8%), Information Technology (53.8%), Operational Support (39.3%).

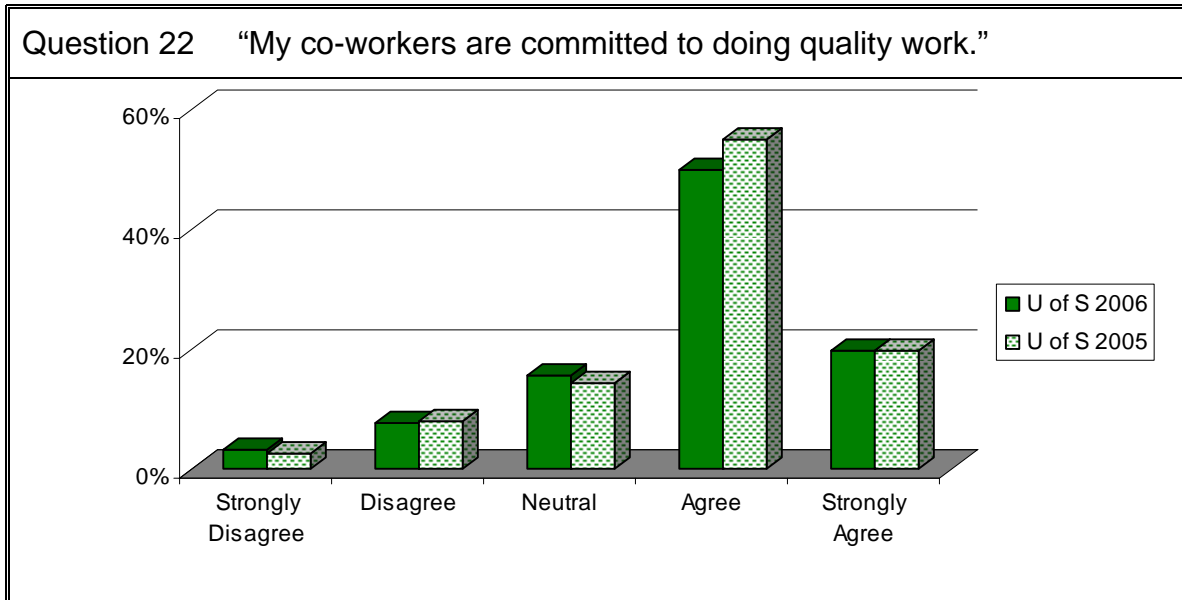


- There were 1,527 responses to this question for a response rate of 96.6%
- Overall, agreement was lower in 2006 as 56.7% 'agreed' or 'strongly agreed' that their opinions seem to count (60.3% in 2005).
- Nearly the same number of respondents were 'neutral' (19.9%) as 'disagreed' or 'strongly disagreed' (20.0% combined).
- Respondents who self-identified as a member of a visible minority group agreed less frequently (52.8%) than other respondents (59.5%).
- Respondents who agreed most frequently were either those who have worked with the University less than 5 years or more than 20 years (over 60.0% combined agreement).
- Responses also vary for different occupation categories: Administrator (76.5%), Professional and Specialist (66.1%), Managerial (65.2%), Information Technology (64.2%), Academic/Teaching/Research (58.0%), Administrative Support (57.7%), Trades (55.2%), Technical (52.4%), Operational Support (29.8%).

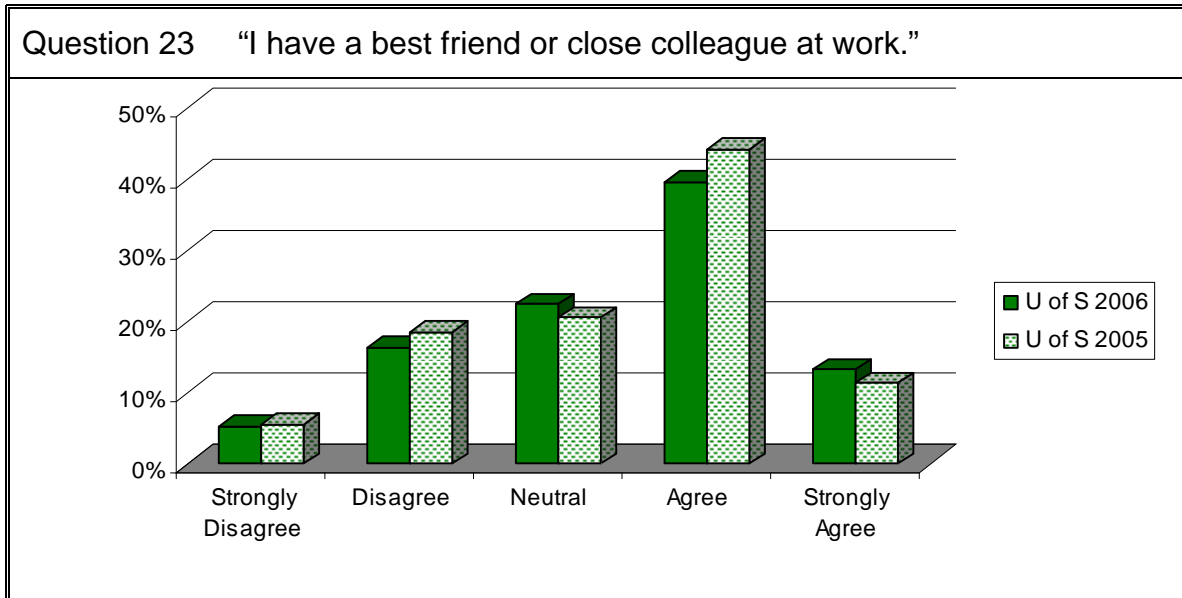
## Question 21 "The purpose of the University and/or my work unit makes me feel my job is important."



- There were 1,524 responses to this question for a response rate of 96.4%.
- A majority 'agreed' or 'strongly agreed' (60.2% combined, 60.4% in 2005) that the purpose of the University and/or their work unit makes them feel their job is important.
- Employees over the age of 60 most frequently agreed (67.6%), while those under the age of 20 least frequently agreed at 48.6%.
- Respondents with over 20 years of service at the University agreed more frequently (68.0%) than those with fewer years of service.
- Responses by type of occupation are: Administrator (86.3%), Managerial (71.2%), Information Technology (70.4%), Professional and Specialist (69.1%), Administrative Support (63.0%), Academic/Teaching/Research (60.9%), Technical (52.0%), Trades (41.4%), Operational Services (35.7%).

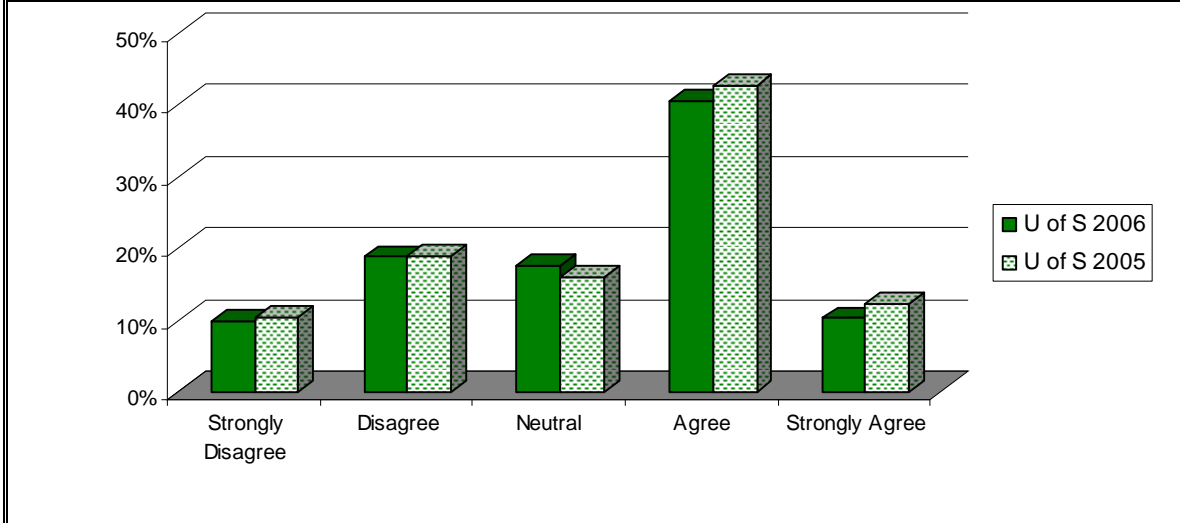


- There were 1,526 responses to this question for a response rate of 96.5%.
- Agreement was lower in 2006 than in 2005, with 69.9% of respondents who 'agree' or 'strongly agree' (75.2% in 2005).
- Fewer 'disagreed' or 'strongly disagreed' (10.9%, 10.5% in 2005) than were 'neutral' (15.8%, 14.2% in 2005) on this question.
- Aboriginal respondents less frequently agreed (55.4% combined) than other employees (73.1% combined).
- Respondents who chose 'none of the above' when asked to self-identify in one of the targeted demographic groups agreed more (73.8% combined) than those respondents who self-identified as an Aboriginal person, a person with a disability or a member of a visible minority group (67.3%).
- Respondents between the ages of 40 and 49 agreed more frequently (78.2%) than other employees. Those between 30 and 39 agreed least frequently (66.6%).
- Responses by occupation type are: Administrator (84.3%), Information Technology (82.7%), Professional and Specialist (78.2%), Managerial (72.7%), Trades (72.4%), Administrative Support (72.2%), Academic/Teaching/Research (71.9%), Technical (66.4%), Operational Support (47.1%).

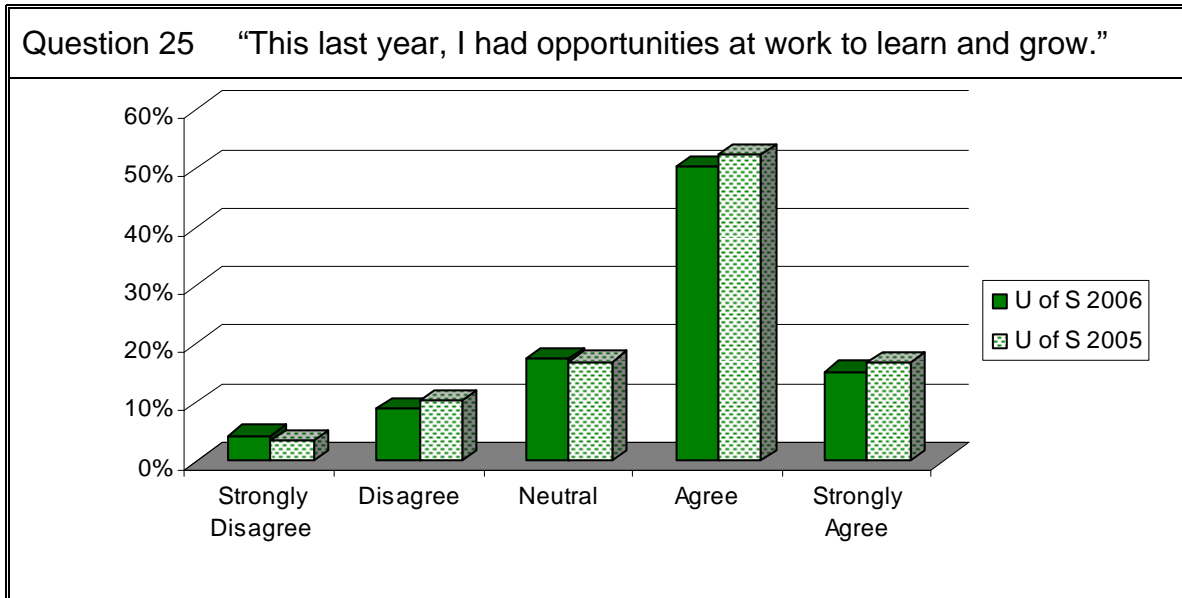


- There were 1,530 responses to this question for a response rate of 96.5%.
- 52.9% 'agreed' or 'strongly agreed' that they have a best friend or close colleague at work (55.5% in 2005).
- Female respondents more frequently agreed than male respondents (58.2% combined compared to 49.3%).
- In both years, the general trend on this question was increased agreement over time, with those with under five years of service with the lowest level of agreement (49.1% combined, 40.4% in 2005). There was little different in the rate of agreement between respondents beyond six years of service (rates range from 59.1% to 61.9%).
- Responses did vary for respondents performing different types of work at the University: Trades (72.4%), Administrative Support (60.5%), Operational Support (56.0%), Academic/Teaching/Research (54.1%), Technical (54.0%), Professional and Specialist (52.3%), Administrator (49.0%), Information Technology (46.9%), Managerial (46.2%).

## Question 24 "In the last six months, someone at work has talked to me about my progress."



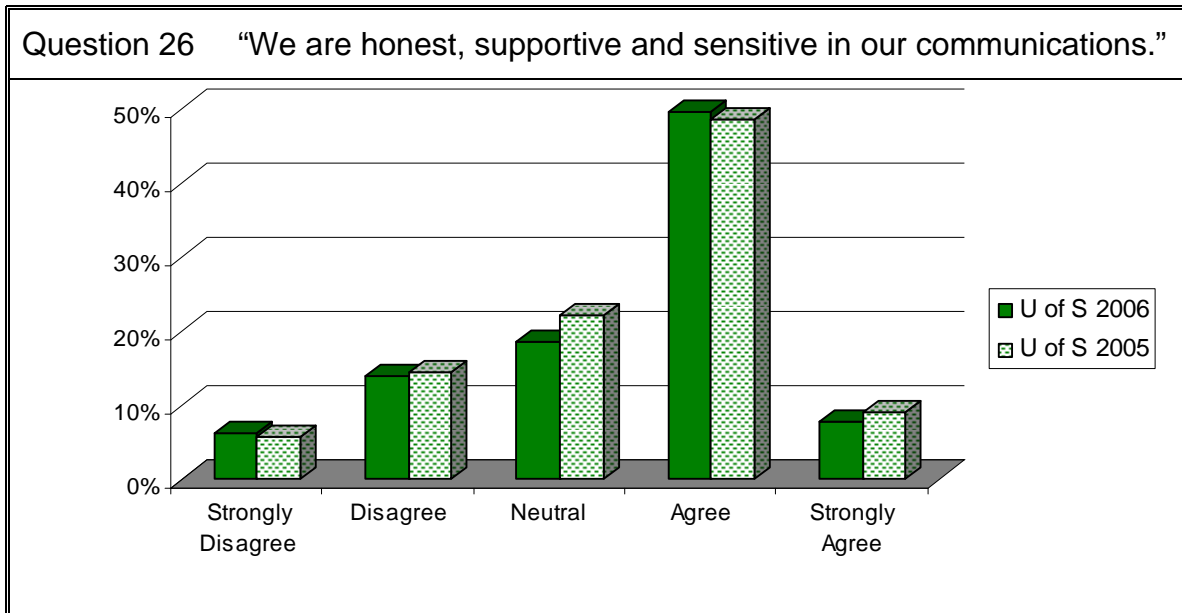
- There were 1,525 responses to this question for a response rate of 96.5%.
- 50.6% 'agreed' or 'strongly agreed' that someone at work had talked to them about their performance in the last six months (54.9% in 2005).
- Respondents between the ages of 20 and 49 report discussions about progress at more than 50.0%, while employees outside of that range agree less frequently, with the lowest level of agreement occurring from respondents more than 60 years old (29.6%).
- The trend is that the longer an employee has worked for the University, the lower their level of agreement, from 60.1% for respondents under five years of service to 38.6% for respondents with over 20 years of service.
- Responses vary by type of occupation performed by the respondent: Professional and Specialist (69.9%), Managerial (63.1%), Administrator (62.7%), Information Technology (58.0%), Academic/Teaching/Research (56.0%), Administrative Support (46.4%), Technical (34.1%), Operational Support (31.0%), Trades (17.2%).



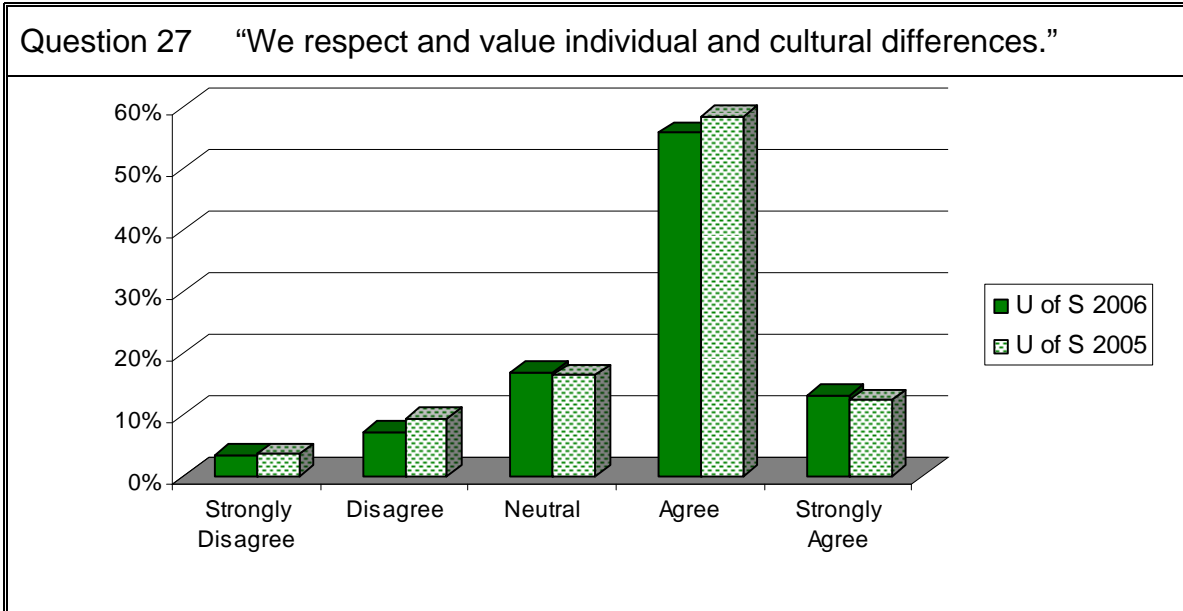
- There were 1,526 responses to this question for a response rate of 96.5%.
- 65.6% 'agreed' or 'strongly agreed' that they had opportunities at work to learn and grow in the prior year (69.3% in 2005).
- Respondents between the ages of 20 and 29 agreed most frequently at 70.6%.
- Similarly, respondents who have worked at the U of S for fewer than five years agreed most frequently at 72.4%.
- Rates of agreement varied for respondents from different occupation categories: Administrator (77.5%), Academic/Teaching/Research (73.0%), Professional and Specialist (72.0%), Administrative Support (70.8%), Managerial (69.7%), Information Technology (66.7%), Technical (56.9%), Trades (48.3%), Operational Support (35.7%).

## Values/Work Environment/Work Unit Specific

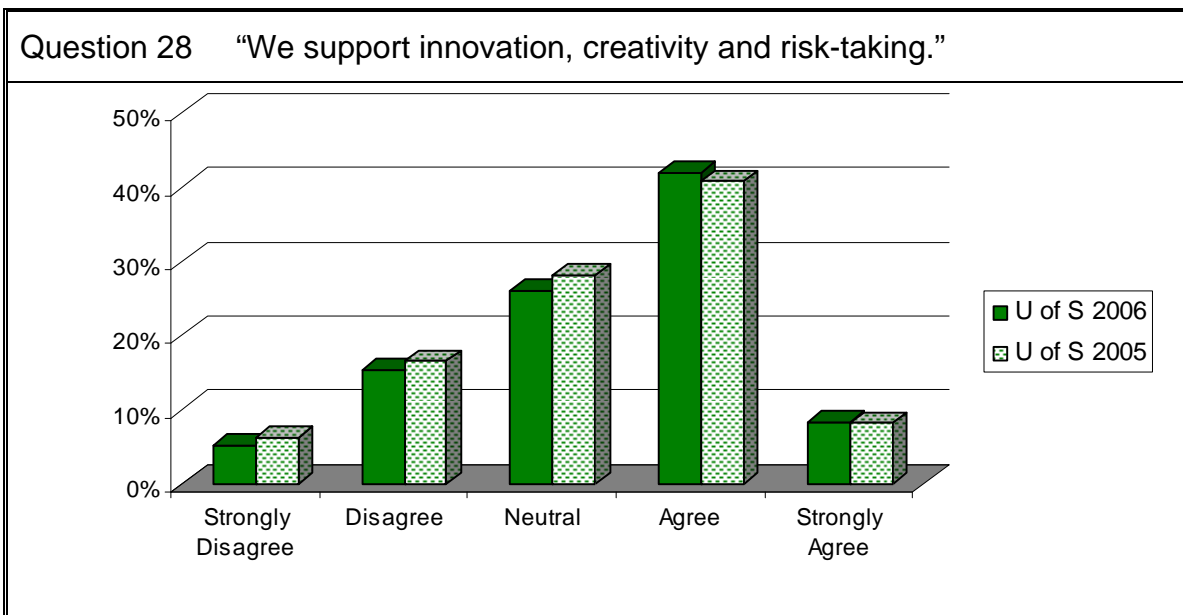
In this section, there were eight questions designed to assess perceptions of workplace culture at the work unit level.



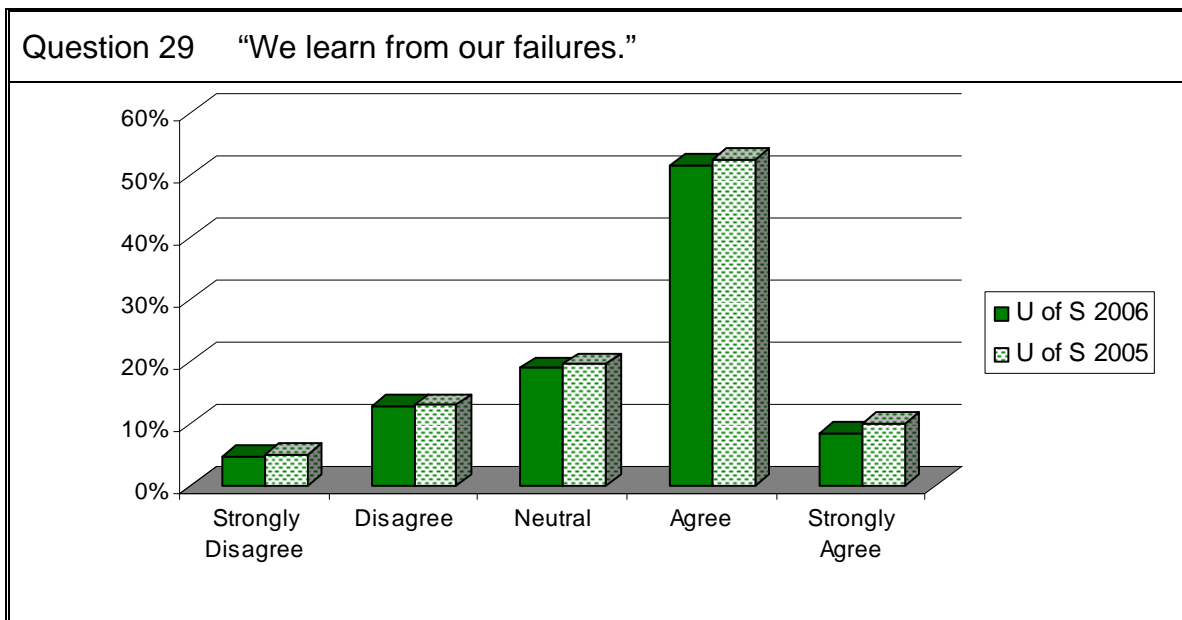
- There were 1,524 responses to this question for a response rate of 96.4%.
- 57.6% 'agreed' or 'strongly agreed' that we are honest, supportive and sensitive in our communications (57.5% in 2005).
- Respondents who chose 'none of the above' when asked to self-identify in the targeted demographic groups for this survey agreed more frequently (60.7% combined) than respondents who did self-identify as an Aboriginal person, a person with a disability or a member of a visible minority group (55.9%).
- Younger and older employees most frequently agreed (80.0% for those under 20 compared to 61.4% for those over 60).
- Employees under 5 or over 20 years of service agreed most frequently, their rates of agreement are virtually the same at 62.8% and 62.7% respectively.
- Responses also varied by type of occupation: Administrator (74.5%), Managerial (70.1%), Administrative Support (64.5%), Information Technology (63.3%), Technical (61.3%), Professional and Specialist (60.3%), Operational Support (52.4%), Academic/Teaching/Research (52.3%), Trades (44.8%).



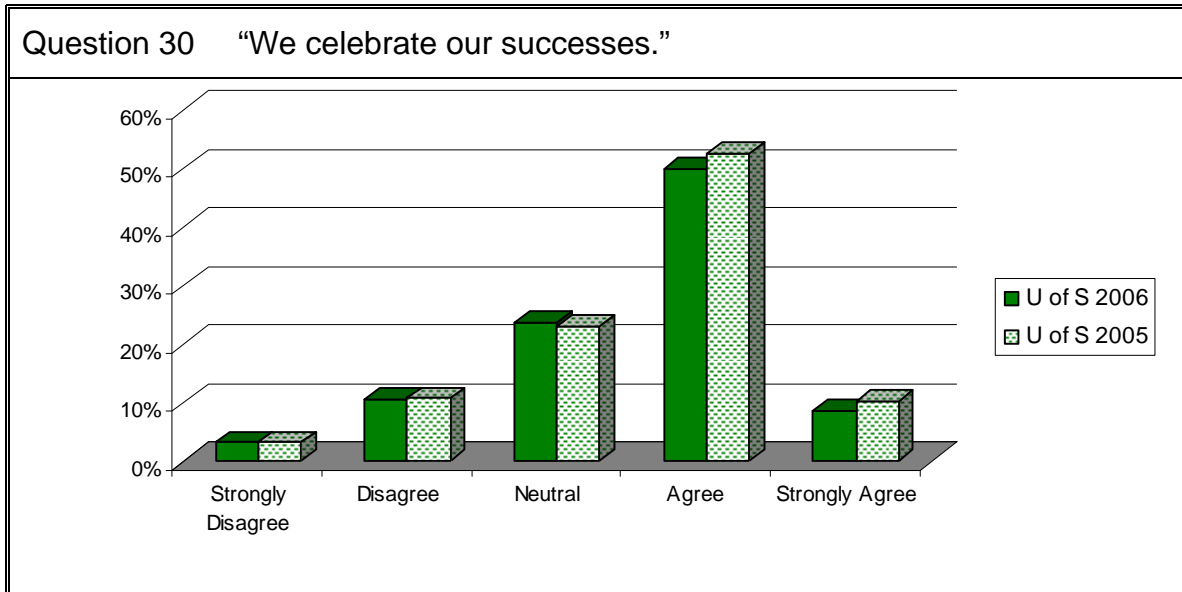
- There were 1,523 responses to this question for a response rate of 96.3%.
- 69.0% 'agreed' or 'strongly agreed' that we respect and value individual and cultural differences (70.8% in 2005).
- Aboriginal respondents agreed less frequently (61.8%) than other respondents (72.1%).
- Respondents performing different types of occupations at the U of S were found to agree at different rates: Administrator (81.4%), Administrative Support (78.5%), Professional and Specialist (73.1%), Managerial (72.7%), Technical (68.5%), Academic/Teaching/Research (66.9%), Information Technology (66.7%), Operational Support (65.5%), Trades (62.1%).



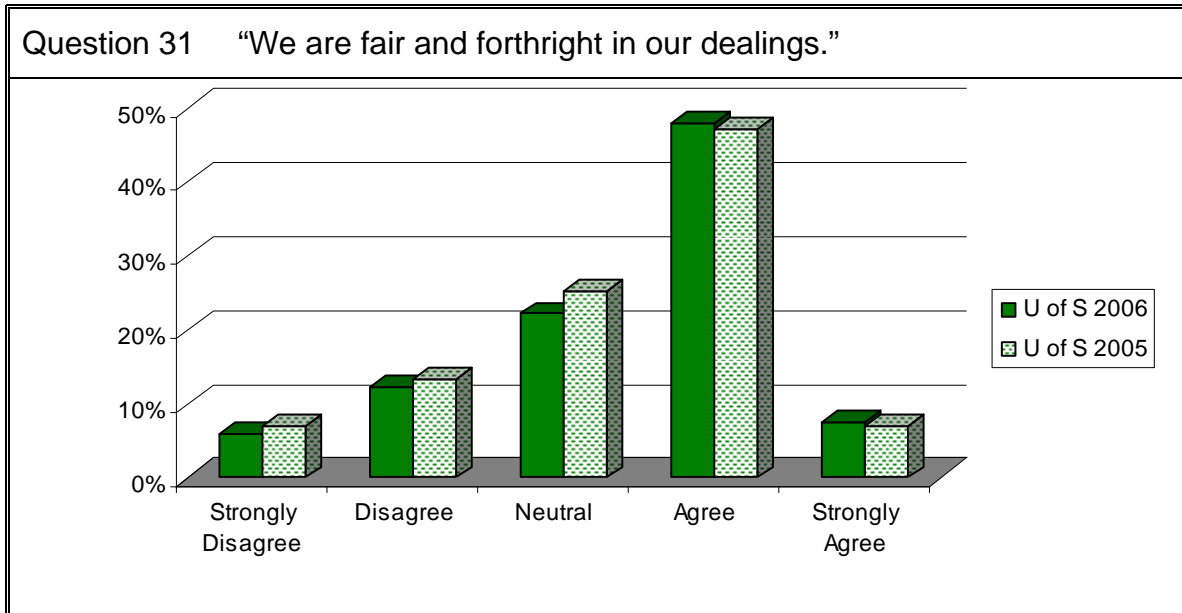
- There were 1,530 responses to this question for a response rate of 96.8%. Half of all respondents (50.2%) ‘agreed’ or ‘strongly agreed’ that we support innovation, creativity and risk-taking (49.0% in 2005).
- In both years, more were ‘neutral’ (26.0%, 28.2% in 2005) on this question than ‘disagreed’ (20.6% combined, 22.8% in 2005).
- Male respondents disagreed more frequently (25.1% combined ‘disagree’ and ‘strongly disagree’) than female respondents (18.2%).
- Respondents under the age of 20 agreed more frequently (65.7%) than respondents in any other age category.
- Responses varied by occupation type: Information Technology (61.3%), Administrator (58.8%), Professional and Specialist (58.4%), Managerial (55.2%), Technical (54.5%), Administrative Support (51.9%), Academic/Teaching/Research (48.9%), Operational Support (36.9%), Trades (27.6%).



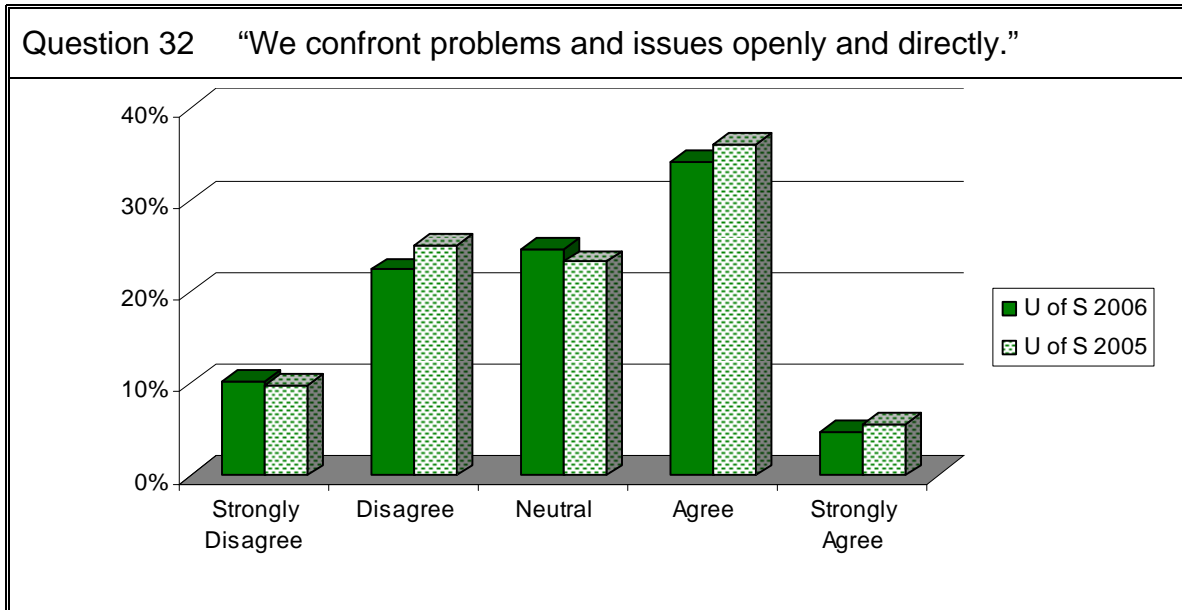
- There were 1,525 responses to this question for a response rate of 96.5%.
- Overall, 60.0% ‘agree’ or ‘strongly agree’ that we learn from our failures (62.6% in 2005).
- In both survey years, more were ‘neutral’ (18.9%, 19.5% in 2005) on this question than ‘disagreed’ (17.6% combined, 17.9% in 2005).
- Females agreed (65.6% combined, 66.5% in 2005) much more frequently than males (57.6% combined, 56.2% in 2005).
- Employees under the age of 20 responded in agreement more than those in other age categories (80.0% combined). Those aged 30 to 39 agreed least frequently at 56.3% combined agreement.
- Responses by occupational type are as follows: Administrator (76.0%), Administrative Support (71.7%), Professional and Specialist (66.7%), Information Technology (65.8%), Managerial (65.7%), Technical (64.5%), Operational Support (56.0%), Academic/Teaching/Research (50.3%), Trades (48.3%).



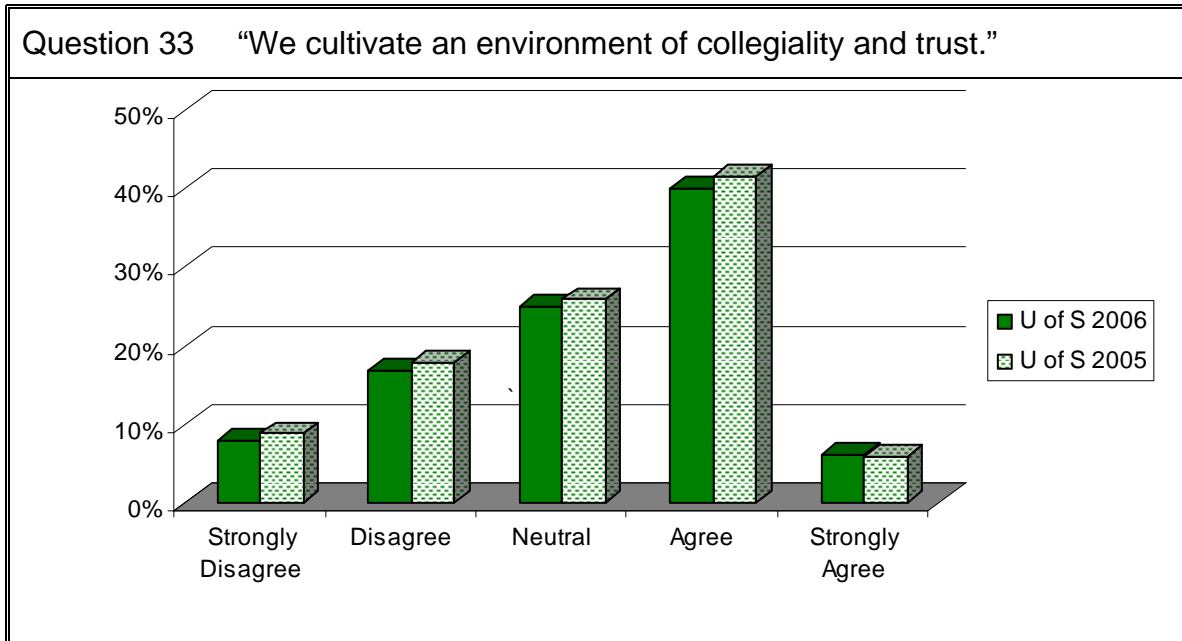
- There were 1,522 responses to this question for a response rate of 96.3%.
- Agreement rates decreased from the 2005 survey results, as 58.9% agreed ('agree' and 'strongly agree' combined) that we celebrate our successes, while in 2005 nearly two thirds agreed (63.0%).
- In both years, more were 'neutral' (23.7%, 23.0% in 2005) on this question than 'disagreed' (13.7% combined, 14.0% in 2005).
- Aboriginal respondents agreed more frequently (67.9%) than other employees (61.0%).
- Respondents under the age of 20 agreed most frequently (77.1% combined 'agree' and 'strongly agree').
- Similarly, employees at the University for fewer than 5 years agreed most frequently (56.4% combined).
- Responses by occupation type are as follows: Administrator (71.0%), Administrative Support (66.9%), Information Technology (60.0%), Professional and Specialist (59.9%), Managerial (59.7%), Technical (59.7%), Academic/Teaching/Research (58.9%), Trades (48.3%), Operational Support (47.6%).



- There were 1,518 responses to this question for a response rate of 96.0%.
- The majority (55.6%) 'agree' or 'strongly agree' that we are fair and forthright in our dealings (54.4% in 2005).
- Fewer disagreed (18.2% combined 'disagree' and 'strongly disagree') than were 'neutral' (22.2%) on this question.
- Respondents under the age of 20 agreed most frequently with this statement (77.1% combined 'agree' and 'strongly agree').
- Similarly, those with fewer than five years of service agreed most frequently at 63.0%.
- Responses also varied by type of occupation performed by the respondent as follows: Administrator (75.2%), Information Technology (67.1%), Managerial (62.7%), Administrative Support (62.2%), Professional and Specialist (60.9%), Technical (53.2%), Academic/Teaching/Research (51.1%), Operational Support (50.0%), Trades (44.8%).



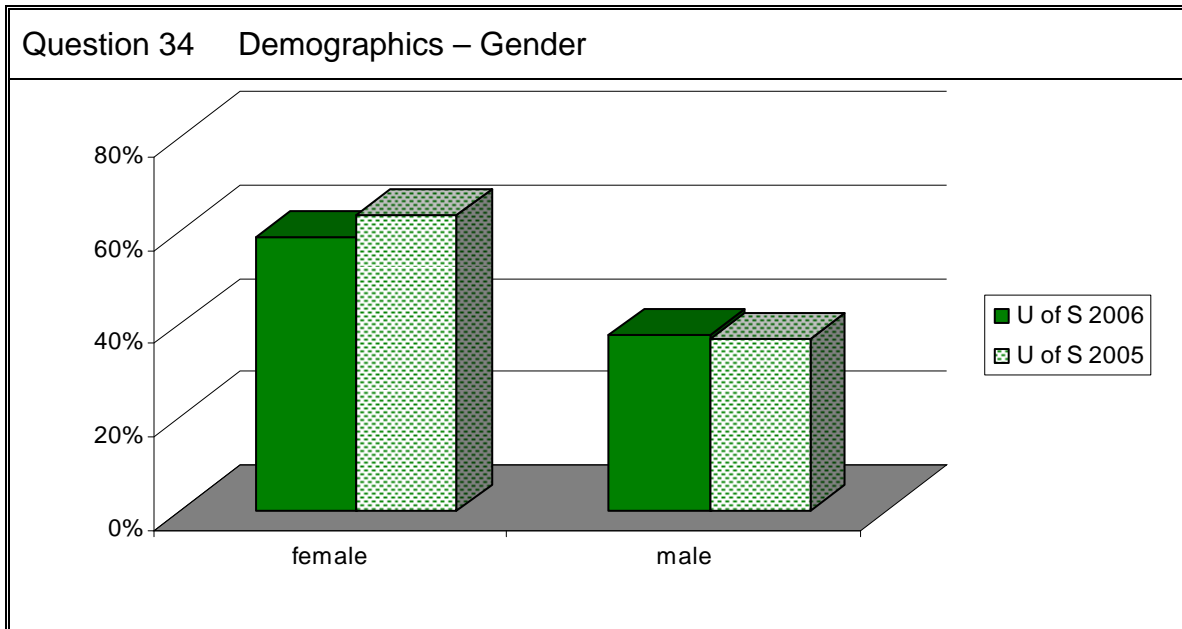
- There were 1,521 responses to this question for a response rate of 96.2%.
- 38.9% 'agreed' or 'strongly agreed' that we confront problems and issues openly and directly (41.8% in 2005).
- Respondents under the age of 20 were most likely to agree (68.6% combined 'agree' and 'strongly agree').
- In both years, 40 to 49 year olds 'agreed' least frequently (35.3% combined, 37.5% in 2005).
- Similarly, those with fewer than five years of service agreed most frequently (46.5% combined).
- Responses by type of occupation are: Information Technology (51.3%), Administrator (50.0%), Administrative Support (44.3%), Operational Support (42.9%), Managerial (41.8%), Trades (41.4%), Professional and Specialist (40.4%), Technical (39.5%), Academic/Teaching/Research (32.7%).



- There were 1,517 responses to this question for a response rate of 96.0%.
- Less than half (46.2% combined, 47.5% in 2005) 'agreed' or 'strongly agreed' that we cultivate an environment of collegiality and trust.
- Persons with a disability responded at a much lower rate of agreement (25.8% combined 'agree' and 'strongly agree') than others (48.7%).
- Generally agreement declined with increased age, with 71.4% of respondents under 20 agreeing, and 45.1% of those over 60 agreeing.
- Similarly, respondents who have worked at the University for fewer than five years agreed most frequently at 55.3%.

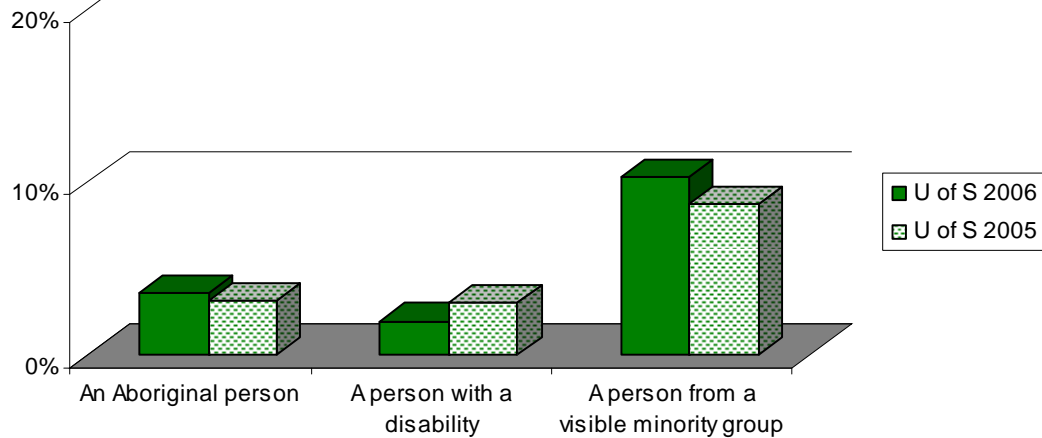
## Demographics

In this section, there were five questions designed to identify and describe the respondent group. The cross-tabulations for the data in this section were presented above with the survey questions.



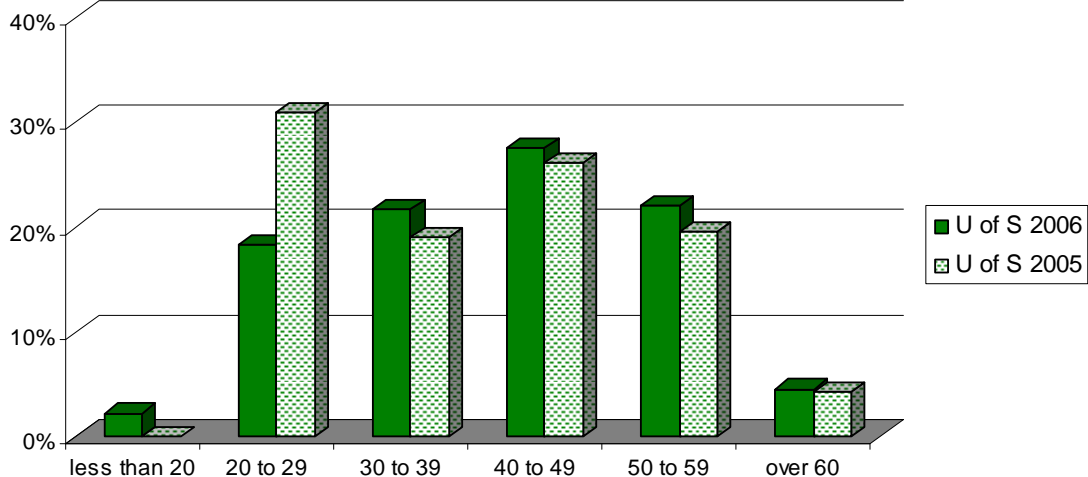
- There were 1,521 responses to this question for a response rate of 96.2%.
- The majority (58.6%, 63.3% in 2005) were female.
- There were more male respondents this year than in 2005, 37.6% compared to 36.7% in 2005.
- The demographic information for the entire University staff population at the time of survey is unavailable, therefore a comparison cannot be made between participation rates on the survey and the aggregate employee group.
- In the 2005 survey, the University's female population was over-represented (population was 51% female, sample was 58.6%).

Question 35 Demographics – Self-identification of minority group status



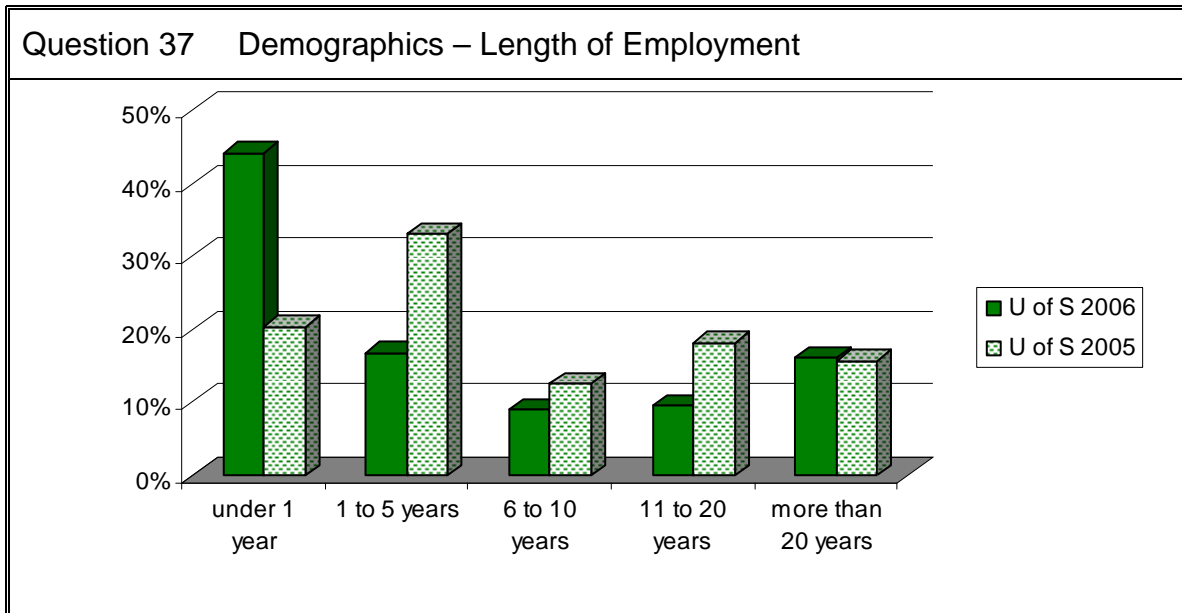
- Employees were asked to check any of the demographic characteristics that apply. There were 250 responses, for a response rate of 15.8%.
- In 2005, all three self-identifying groups were marginally over-represented in the survey. However, not all employees self-identify, therefore overall numbers for each of the identified demographic groups could be low.

Question 36 Demographics – Age Group



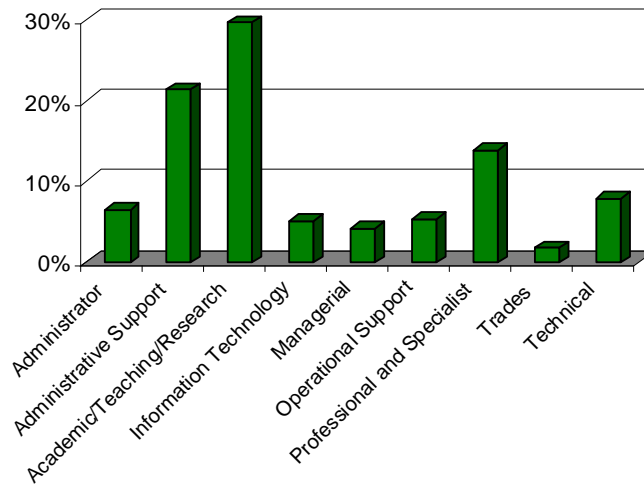
- There were 1,522 responses to this question for a response rate of 96.3%.
- There was a new category added in the 2006 survey: 'less than 20'.
- The largest group were in the 40 to 49 age group (27.5%), followed by 50 to 59 (22.0%), 30 to 39 (21.7%), 20 to 29 (18.3%), those over the age of 60 (4.5%) and

finally under 20 (2.2%). In 2005, 20 to 29 year olds were the most frequent respondents.



- There were 1,512 responses to this question for a response rate of 95.6%.
- The largest group of respondents had worked for the University for less than one year (44.1%), followed by those between 1 and 5 years (16.8%, this was the largest group of respondents in 2005 at 33.2%), then by those with more than 20 years service (16.1%), then 11 to 29 years (9.6%), and finally those between 6 and 10 years at the University (9.0%).

Question 38 – Demographics – Type of Occupation



- This is a new category in the 2006 survey.
- There were 1,512 responses to this question for a response rate of 95.6%.
- The division of respondents across the categories is:  
Academic/Teaching/Research (29.5%), Administrative Support (21.3%),  
Professional and Specialist (13.9%), Technical (7.91%), Administrator (6.45%),  
Operational Support (5.4%), Information Technology (5.1%), Managerial (4.2%),  
and Trades (1.8%).

### Question 39 – Demographics – Work Unit

- Responding employees were asked to identify to which work unit they belong. There were 1,508 responses to this question for a response rate of 95.4%. The full list of work units provided to respondents is included in the Appendices.

## Appendix One

### Survey Questions

Welcome to our survey. Your opinion is critical to the development of programs and services, to establish healthy, productive and diverse work environments. Your responses are completely confidential and will be reported in summary form only. This survey will be open until Monday, June 13<sup>th</sup>, 2005.

#### Scale:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### The Equity/Diversity Quotient

These questions measure employee perceptions of fairness or equity, and whether or not diversity is appreciated and valued in the workplace.

1. I am aware of the goals and principles of the University's diversity strategies.
2. I have difficulty accepting direction from a supervisor who is
  - (a) a woman
  - (b) a person from a visible minority group
  - (c) a person with disabilities
  - (d) a man
  - (e) an Aboriginal person
3. I feel a more diverse workforce would be beneficial to the future of the University.
4. Under-represented groups (women, visible minorities, persons with disabilities and Aboriginal people) promoted into "supervisory" positions are treated respect.
5. I believe that the following groups have an equal opportunity for employment at the U of S:
  - (a) women
  - (b) visible minorities
  - (c) persons with disabilities
  - (d) men
  - (e) Aboriginal peoples
6. The University has done more than it should to provide equitable opportunities for:
  - (a) women
  - (b) visible minorities
  - (c) persons with disabilities
  - (d) men
  - (e) Aboriginal peoples
7. Please identify one or more of the following which may be a barrier to you being fully engaged and successful at work:

drop down box to list:

day care , family care, work volume, elder care, work-place relationships,  
conflict in the work place, ability to cope with change, personal resiliency,  
family issues, health issues, leadership or

other

### **Employee Development and Engagement**

To measure perceptions in regard whether employees feel appreciated, valued and recognized.

9. Getting ahead in this organization is based on who you know.
10. I feel I am recognized for a job well done.
11. I have the chance to get a better job at the University based on my skills.
12. I expected to make more progress in my job than I have up until now.
13. I know what is expected of me at work.
14. I have the materials, equipment, information and/or resources I need to do my work well.
15. I get a real sense of achievement from my work.
16. At work, I have the opportunity to do what I do best every day.
17. In the last seven days, I have received recognition or praise for doing good work.
18. My supervisor, or someone at work, seems to care about me as a person.
19. There is someone at work who encourages my development.
20. My opinions seem to count.
21. The purpose of the University and/or my work unit makes me feel my job is important.
22. My co-workers are committed to doing quality work.
23. I have a best friend or close colleague at work.
24. In the last six months, someone at work has talked to me about my progress.
25. This last year, I had opportunities at work to learn and grow.

### **Values / Work Environment / Work Unit Specific**

These questions are designed to measure workplace culture.

26. We are honest, supportive and sensitive in our communications.
27. We respect and value individual and cultural differences.
28. We support innovation, creativity and risk-taking.
29. We learn from our failures.
30. We celebrate our successes.
31. We are fair and forthright in our dealings.
32. We confront problems and issues openly and directly.
33. We cultivate an environment of collegiality and trust.

## Demographics

34. Gender  
Female  
Male
35. Please check all that apply:  
Aboriginal Person  
Person with Disability  
Visible Minority  
None of the above
36. Age:  
Less than 20      20-29      30-39      40-49      50-59      60+
37. Length of employment  
1 to 5 yrs    6 to 10 yrs    11 to 15 yrs    16 to 20 yrs    over 20 yrs
38. Type of occupation (select the one which best represents the type of work you perform most of the time)  
Administrator ((for example, Dean, Department Head, Director)  
Administrative Support (for example, Clerical Assistant, Executive Assistant)  
Academic/Teaching/Research (for example, Professor, Tutor/Marker, Sessional Lecturer)  
Information Technology (for example, Programmer, Network Technician, Computer Operator, Web Developer)  
Managerial (for example, Painter Supervisor, Steamfitter Supervisor)  
Operational Support (for example, Community Peace Officer, Caretaker)  
Professional and Specialist (for example, Accountant, Nurse)  
Trades (for example, Painter, Locksmith)  
Technical (for example, Dental Assistant, Technician)
39. From the list below, please check one group that **best describes** where you work.

## **Appendix Two**

### ***List of Work Units Provided to Respondents***

Division of Sciences  
College of Agriculture  
College of Arts and Science  
    Division of Humanities and Fine Arts  
    Division of Social Sciences  
College of Commerce  
College of Dentistry  
College of Education  
College of Engineering  
College of Extension  
College of Graduate Studies and Research  
    including Graduate Interdisciplinary Programs  
College of Kinesiology  
College of Law  
College of Medicine  
College of Nursing  
College of Pharmacy and Nutrition  
Western College of Veterinary Medicine  
Libraries  
President's Office  
    including University Secretary  
Consumer Services  
Facilities Management Division  
Financial Services Division  
Human Resources Division  
Vice-President Finance and Resources  
    including:  
        Audit Services  
        Corporation Administration  
        Discrimination and Harassment Prevention  
        Safety Services  
        Employee Assistance Program  
Provost and Vice-President Academic  
    including:  
        Vice-Provost and Associate Vice-President Academic  
        Special Advisor on Aboriginal Initiatives  
        Gwenna Moss Teaching and Learning Centre  
Associate Vice-President Student and Enrollment Services (SESD)  
    including:  
        Academic Services and Financial Assistance and Registrar  
        Student Retention, Support and Development  
        Enrollment Services  
        Student Health  
Associate Vice-President Information and Communications Technology  
    including:  
        Information Technology Services

- Campus Computer Services
- Tech Shop Services
- Division of Media and Technology
- Si Project
- Vice-President Research
  - including:
    - Associate Vice-President Research
    - Agriculture Research
    - Coordinator of Health Research
    - Research Services
    - Research Centres and Institutes
    - Industry Liaison Office
    - International Research
    - Research Communications
- Vice-President Advancement
  - including:
    - Alumni
    - Communications
    - Development
- Assistant Provost, Integrated Planning and Analysis
  - including:
    - Integrated Planning and Analysis Office
    - Institutional Analysis Office
- Do not know
- Other (see next question)
  - Interdisciplinary Programs
  - General College (incl. museums/galleries)