



UNIVERSITY OF  
SASKATCHEWAN

# 2010 Employee Opinion Survey Report

Human Resources  
University of Saskatchewan  
February 2011

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## Introduction

The University of Saskatchewan has committed to a future described in the University's Second Integrated Plan: Toward an Engaged University. The University celebrates its people in this plan:

*"...the University of Saskatchewan's greatest asset is its people; they care about the University, they feel responsible for its future, and they are committed to and proud of doing their part to ensure that the University succeeds and thrives. Being successful requires an environment in which faculty, staff and students feel positive, supported, energized and valued and where individual priorities are generally aligned with the goals of the institution."*

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

A number of initiatives were undertaken to respond to these needs, including 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; the inclusion of a number of people strategies in the Second Integrated Plan, including leadership and career development 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 and learning environments.

The Employee Opinion Survey became an annual endeavour and employees have been invited to share their experience in 2005, 2006, 2008, 2009 and 2010. Aggregated results continue to provide employee feedback to Human Resources and Senior Administration which informs their decision-making in a variety of areas. The Provost's achievement record<sup>1</sup> reports overall faculty and staff engagement as a key measure of progress of the university's strategic directions. The results are also analyzed to create unit reports<sup>2</sup> to enable survey feedback to inform unit leaders' decision-making. Unit leaders are encouraged to use the data to develop solutions to address problems that are identified by their staff. Information drives change, and the survey reports are some of many pieces of information that have resulted in numerous responses, decisions and programs at the University.

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<sup>1</sup> <http://www.usask.ca/achievementrecord/achievement-record-2010.pdf>

<sup>2</sup> Unit reports do not contain any demographic information, with the exception of a breakdown of type of occupation of the respondents.

A comprehensive approach has been taken to meet the needs of unit leaders in understanding and building employee engagement. Survey findings together with dialogue with unit leaders have resulted in:

- Changes to the survey instrument and information we gather
  - We have changed some of the survey to add more clarity and gather more information to support the units. Details are included in the tool development section below.
- Development of additional reports and analysis of data
  - We have created new reports and approaches to understanding the results of the survey to meet the needs of the Provost and unit leaders across campus as they support, energize and value employees, and help align individual priorities with the university's goals.
  - We have been working closely with units in their pursuit of increased employee engagement.
- Creation of forums for key individuals to share best practices, such as:
  - Best practices forum for unit representatives to share successes and discuss ideas for future action planning.
  - Deans' dialogue sessions focusing on employee engagement.
- Opportunities for employee development and skill training
  - Past survey respondents indicated that leadership is a barrier to their engagement in the workplace. As a result, Human Resources created a number of leadership development opportunities, such as the "**Manager's Skill Development Series**" which was launched in response to the 2008 Employee Opinion Survey. In 2010, a "**Leadership Development Series**" was launched to further address barriers.

Each year, survey results help to determine the effectiveness of the changes that have been implemented and provide valuable information to support the development of programs and services to meet the goal of establishing healthy, productive and diverse work and learning 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

On October 19, 2010, Barb Daigle, Associate Vice-President, Human Resources, sent a memo to all employees to inform them of the survey<sup>3</sup> and invite them to participate. In the three weeks following, HR Consultants asked unit leaders to remind faculty and staff in their units of the survey and encourage greater levels of participation.

On November 1, 2010, approximately 60 individuals across campus who are responsible for human resources within their unit were asked to print and post a poster and encourage their colleagues to fill in the survey.

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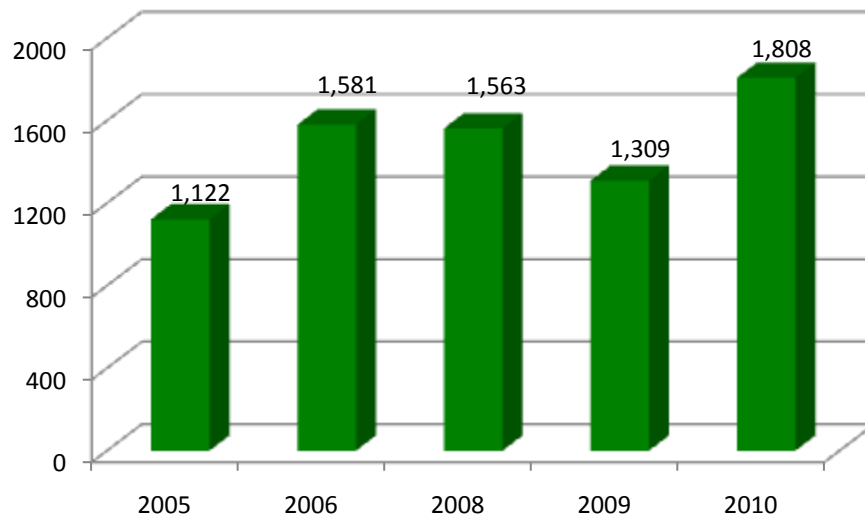
<sup>3</sup> The survey instrument is attached as Appendix 1.

The survey remained open until November 9, 2010.

We pursued an earlier timeframe this year and made the survey available for respondents after the rush of the beginning of the academic year and before the Christmas holiday season. In 2009, the survey window was November 24 to December 22.

Within the three week window provided, 1,808 responses were received, including 118 completed off-line. This is the highest number of respondents that have ever participated in the Employee Opinion Survey, and significantly more than the 1,309 participants from the previous year. The number of responses for each year of the survey is shown below in Table 1.

Table 1. Number of Responses (2005 – 2010)



For the 2010 survey, employees were required to enter their NSID and password to gain access to the survey. This data was not retained with the survey data, but did allow us to calculate the exact number of employees at the University at the time of the survey. We had 5,545 employees, 1,808 of whom responded to this survey. The response rate is therefore 32.61%, and the results are considered accurate within +/- 1.89%, nineteen times out of twenty.

## ***Tool Development***

### **Employee Opinion Survey Instrument**

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>4</sup>. The survey was tested internally and adjustments made prior to releasing it to the University community in the first year. Minor adjustments were made to the survey in subsequent years, while the bulk of the survey remained the same. In 2010, the survey was more substantially reviewed to identify desired changes. There were two questions for which interpretation was inconsistent, and thereby required our attention.

- i. One question was removed:

Getting ahead in this organization is based on who you know. [removed]

- ii. The second question was changed:

2005-2009 wording: I expected to make more progress in my job than I have up until now.

2010 wording: I am satisfied with the amount of progress I have made in my job.

In addition, a new question was added to the 2010 survey based on feedback from unit leaders:

- I see how my work aligns with my unit's multi-year plan. [new]

Respondents were asked to indicate their level of agreement with that statement on a five point scale, or could choose: "I am not aware of my unit's multi-year plan."

Two questions regarding barriers to employees being fully engaged and successful at work were moved from the "Values" section to the "Employee Development and Engagement" section and became questions 18 and 19.

In the "Values" section of the survey, respondents were asked to measure workplace culture in their work unit. Feedback suggested respondents may answer differently for their unit, division or the university overall. To clarify the intent of questions in this section, we added "in my work unit" at the beginning of each question.

The listing of units was updated to reflect organizational changes, and provide sub-group options for some of our larger units.

Finally, the qualitative section at the end of the survey was changed. It had historically asked respondents for any "general comments". The 2010 survey was changed to ask for comments related to the unit, university and survey:

- Comments related to your unit, to be shared with your unit leader:  
\*\*Please note that these comments will be shared verbatim with your unit leader. Unit leaders will be provided with all comments provided in aggregate and these comments will not be linked to your other survey answers. If you

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<sup>4</sup> Sources include the Gallup Organization (Q-12) and Diversity at Work (1996 & 1997) by Trevor Wilson.

want your comments to remain anonymous, do not identify yourself with specific examples or descriptions.

- Comments related to the University:
- Comments related to the survey:  
If you would like a response to your comment, please provide your email address.

We continue to be open to suggestions for improvements to this survey; however, core questions which support the overall employee engagement index will remain.

### **"Reasons for Not Responding" Survey Instrument**

In order to better understand why some employees choose to not participate in the annual Employee Opinion Survey, Human Resources created a new and additional survey to allow those employees to share their reasons for not participating.

Included with the 2010 invitation to participate was a request for those who chose to not participate in the main survey to share their reasons in a second survey. This survey allowed respondents to choose from a list of expected reasons, or to manually enter their own reason.

In total, 18 employees responded to this survey. Data was collected between October 19 and November 9, 2010. The results of this survey hold no statistical significance, but offer some practical insight into issues that deter employees from responding to the survey.

### ***Multi-Year Data Collection***

Employees were surveyed during the winters of 2005 and 2006 to collect baseline data upon which the success of programs in subsequent years can be measured. Employees were surveyed again in the winters of 2008, 2009, and most recently, 2010.

The survey was constructed as a web-based instrument and delivered through the University's own online survey tool. The 2010 survey was made available for employees to respond to between October 19 and November 9, 2010.

Respondents were assured of anonymity with the promise that none of their responses would be attributed to any specific individual. Since 2009, respondents have been required to enter their NSID and password to access the survey. This information allows entry to the survey, but their NSID is not stored. The NSID login ensures that only invited participants (University of Saskatchewan employees or faculty members) have access, and that each participant can only complete the survey one time. Employees are also given the option to print a paper copy of the survey and submit it anonymously.

Through this survey process and with employee feedback, we have identified some areas for improvement on the survey tool and process, including the timing. As we go through the survey process each year, we discover new opportunities for changes. 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 measure base-line data for year to year comparisons of progress.

## **Data Analysis**

### **Frequencies**

The data was analyzed to identify how frequently each response was chosen for each question. These frequencies are the most common results shared in university and unit-level reports, as described in the following section.

Frequencies were calculated using a denominator of total survey respondents, to acknowledge that some respondents choose to not respond to every question. As a result, charts for some questions show frequencies that do not add to 100%. This approach is used as there are questions on this survey where not choosing one of the response options is a response in its own right. For example, question 32 asks "I believe that the following groups have an equal opportunity for employment at the U of S: An Aboriginal person, a female, a male, a person from a visible minority group, a person with a disability". Respondents may only indicate their agreement in response to this question, and indicate their disagreement by not answering. This approach also allows charts in the demographic section to represent the demographic profile of respondents who shared this information, and not to generalize this data to the entire respondent group.

### **Cross-Tabulations**

For use in this aggregate report only, frequencies were cross-tabulated with the demographic information to identify how frequently particular responses are 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>5</sup>. Statistically significant differences are reported by question in the results section of this aggregate report.

### **Combined (Dis)Agreement**

In some of the reports, a combined agreement score was calculated as the sum of "agree" and "strongly agree" responses. Similarly, a combined disagreement score was also calculated.

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<sup>5</sup> The chi-square 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. 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.

## Overall Engagement Score

An overall engagement score was calculated to provide a measurable indicator of engagement. This indicator is calculated as the simple average of combined agreement for twenty questions measuring employee engagement. The result is a percentage of employees who agree and strongly agree with the engagement questions. Questions included in the overall engagement indicator are: 1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 21, 25, 27, 28 and 30.

## Levels of Engagement Scores

Four distinct levels of engagement identify a progression of sustainable engagement. Calculation of these scores began with an average rating for each question using the five point scale where Strongly Agree = 5, Agree = 4, Neutral = 3, Disagree = 2, Strongly Disagree = 1. The average ratings for questions included in each level were then averaged to create a score for each of the four levels.

## Reporting the Results

### Aggregate Report

Since the first survey in 2005, Human Resources has prepared an aggregate report, which has been shared with the university community through its website, and unit reports, which have been shared with unit leaders directly. Both types of reports have evolved to provide comparative data for each of the survey years.

Results of the survey are reported in aggregate form only. Results for individual units and occupational groups are provided where more than ten responses were received to ensure confidentiality. Qualitative comments are reported to unit leaders in alphabetical order, and are completely separated from other survey results.

### Unit Reports

Under the overarching goal to be a more engaged university (as identified in the second integrated plan), Human Resources has been providing unit leaders with resources and reports to support interpretation and application of the survey results. The results of the 2010 survey have been provided to unit leaders in a number of formats, described below. These reports were then generated for the university overall.

#### 1. Overall Engagement

An overall engagement score is calculated for the university and for each unit. This employee engagement index is comprised of favourable employee responses to twenty questions in the annual Employee Opinion Survey which measure employee engagement and development, as well as commitment to diversity and the core values of the University. The selected questions from the Employee Opinion Survey were 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 including leading research done by the Gallup Organization and diversity strategist, Trevor Wilson. Unit reports present the

unit's 2009 and 2010 overall engagement scores, and the 2010 overall university engagement score.

**2. Four Levels of Engagement**

Building sustainable employee engagement requires solid foundations. Development plans to support long-term employee engagement should focus on solidifying those foundations. Human Resources prepares reports for unit leaders with 2009 and 2010 unit scores, and compares with 2010 university scores for each level. Human Resource consultants work with unit leaders on building action plans. From the bottom up, the levels are expectations, recognition, belonging and growth.

**3. Top 10, Bottom 10 and Ten Most Changed**

Using combined agreement (agree + strongly agree) and combined disagreement (disagree + strongly disagree), these reports allow unit leaders to quickly identify their ten strengths and weaknesses, along with the ten most changed statements from the previous year's survey. Used together with the four levels of engagement reports, unit leaders can quickly target issues in their unit that require attention and will contribute most to long-term, sustainable employee engagement.

**4. Charts – All Questions**

Since 2005, unit leaders have received frequency charts for every question in the survey. Since 2006, these charts compare current data for the unit with data from all past surveys, as well as with the university's current overall data.

## Notes for Interpretation

Some factors to consider when reviewing the data are:

- Questions were re-ordered for this year's survey.
- One question was changed, one was removed, and some were added for this year's survey, as noted above.
- We pursued an earlier timeframe for the 2010 survey than in 2009 to avoid the busy times around the beginning of the academic year and the Christmas break.
- One day after the survey was launched, a memo on increasing parking fees was sent to all employees. The data was analyzed to determine if responses before and after the memo showed any significant differences. This analysis revealed no discrepancies.
- It is important to consider that many people who fit into some of the targeted demographic groups (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, and actual rates are unknown.

While these notes do not change the results of the survey, they are important considerations to keep in mind.

## Survey Results

### *Overall Engagement Indicator*

In 2009, the Provost and Vice-President Academic created an Achievement Record<sup>6</sup> to present data for indicators to measure the university's progress toward its strategic directions. As a fundamental aspect of that success, employee engagement is one of the indicators reported in the Achievement Record. Human Resources worked with the Office of the Provost and Institutional Planning and Analysis to identify employee opinion survey questions which best measure employee engagement.

This employee engagement index is comprised of twenty selected questions from the Employee Opinion Survey, 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 including leading research done by the Gallup Organization and diversity strategist, Trevor Wilson. The index value is an aggregated average of positive responses<sup>7</sup> to twenty questions from the employee opinion survey by participating employees. Fifteen statements are from the engagement section, three questions are from the values section, and two questions are from the diversity section. The questions are:

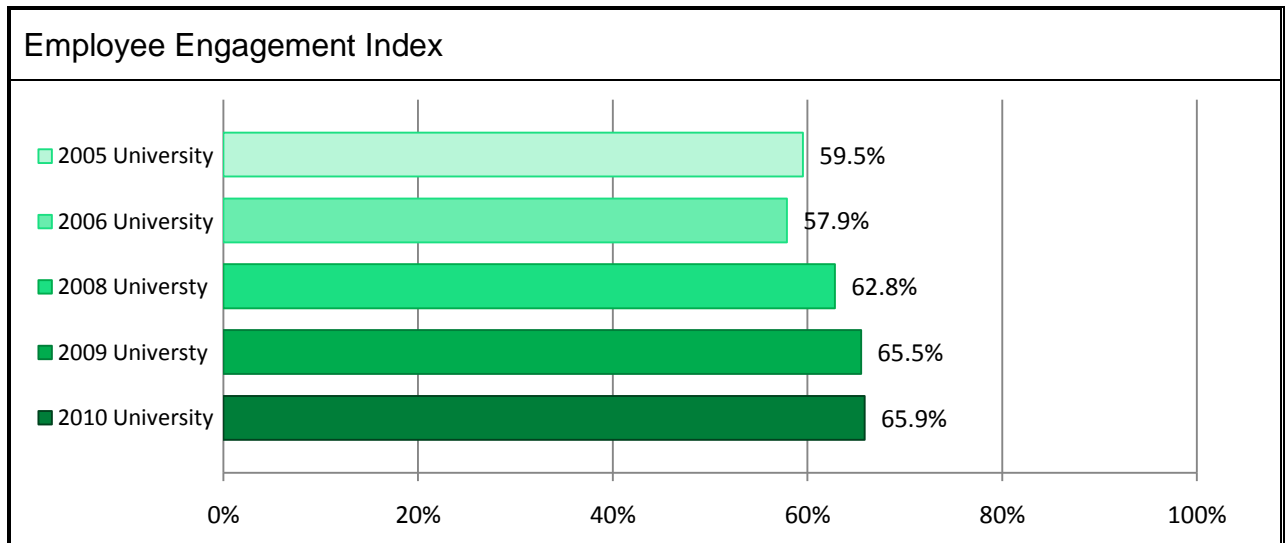
1. I feel I am recognized for a job well done.
2. I have the chance to get a better job at the University based on my skills.
4. I know what is expected of me at work.
5. I have the materials, equipment, information and/or resources I need to do my work well.
6. I get a real sense of achievement from my work.
7. At work, I have the opportunity to do what I do best every day.
8. In the last seven days, I have received recognition or praise for doing good work.
9. My supervisor, or someone at work, seems to care about me as a person.
10. There is someone at work who encourages my development.
11. My opinions seem to count.
12. The purpose of the University and/or my work unit makes me feel my job is important.
13. My co-workers are committed to doing quality work.
14. I have a best friend or close colleague at work.
15. In the last six months, someone at work has talked to me about my progress.
16. This last year, I had opportunities at work to learn and grow.
21. In my work unit, we respect and value individual and cultural differences.
25. In my work unit, we are fair and forthright in our dealings.
27. In my work unit, we cultivate an environment of collegiality and trust.
28. I am aware of the goals and principles of the University's diversity strategies.
30. I feel the effect of a diverse workforce on the future of the University is:  
(measured on a scale of "beneficial" responses)

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<sup>6</sup> <http://www.usask.ca/achievementrecord/>

<sup>7</sup> The indicator is the average of the sum of "agree" and "strongly agree" responses to each of the twenty selected questions. Responses to question 30 are on a scale of how beneficial the effect of a diverse workforce is for the university. Responses "beneficial" and "highly beneficial" are equated to agreement.

Employee engagement at the university has grown over the past four survey years and is at its highest rate ever.



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

The survey was divided into four sections:

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

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

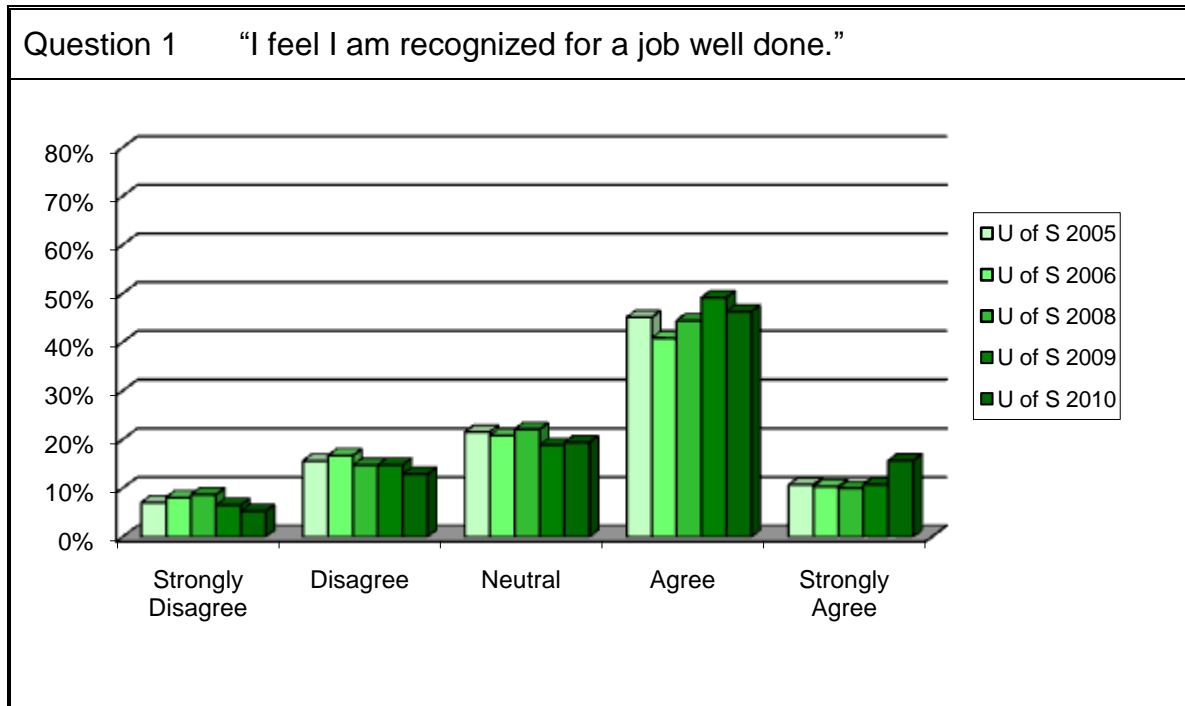
Results of the "Reasons for Not Responding" survey will follow the demographics section.

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 frequencies of 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 charts refers to the responding group of employees, not all employees at the University of Saskatchewan.

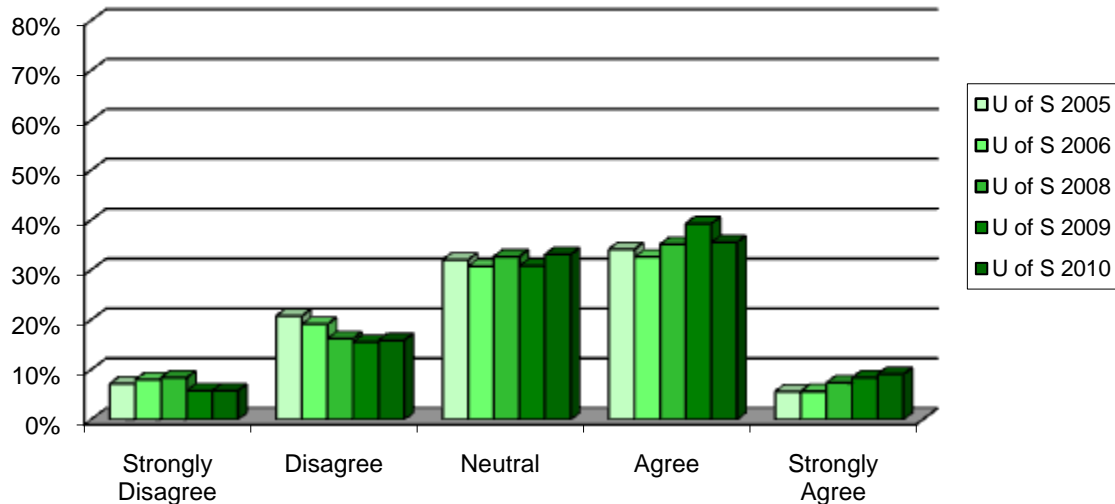
## Employee Development and Engagement

In this section, there are 19 questions designed to assess perceptions in regard to the extent to which employees feel appreciated, valued and recognized.



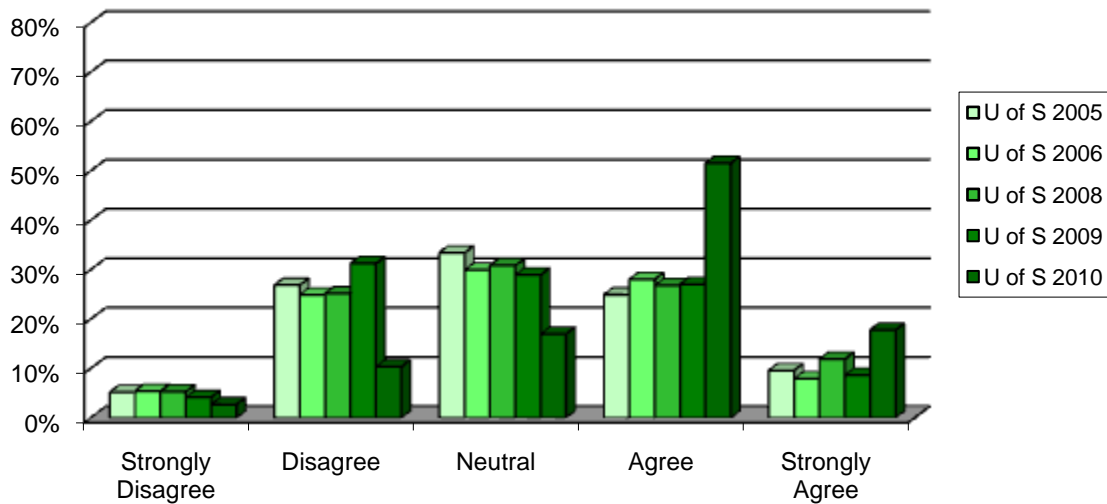
- There were 1,800 responses to this question for a response rate of 99.6% (1,306 (99.8%) in 2009, 1,555 (99.5%) in 2008 and 1,531 or 96.8% in 2006).
- Most respondents 'agree' that they feel recognized for a job well done (46.3%, down slightly from 49.2% in 2009, 44.4% in 2008, 40.9% in 2006; 45.1% in 2005).
- In total, 61.9% were in agreement (combined 'agree' and 'strongly agree'), this is the highest level of combined agreement across all survey years, compared to 59.9% in 2009, 54.5% in 2008, 51.2% in 2006 and 55.8% in 2005.
- A correlation continues to exist between agreement and the length of time an employee has worked at the University. Respondents who have been employed for less than one year continue to 'agree' or 'strongly agree' (67.9%; 71.8% in 2009; 64.1% in 2008) considerably more often than employees with more than 10 years of service (58.8%; 54.4% in 2009; 49.6% in 2008).
- Overall agreement levels remain highest for 'Administrators' (77.5%; 81.6% in 2009) and lowest for 'Operational Support' (49.2%; 40.5% in 2009) and 'Trades' (38.5%) employees.
- Overall agreement levels are also lower among respondents who identify themselves as Aboriginal (50.0%) and Disabled (55.6%).
- Female employees continue to be equally as likely to either 'agree' or 'strongly agree' (62.4%; 60.3% in 2009; 58.1% in 2008) as male employees (61.3%; 59.5% in 2009; 48.3% in 2008).

## Question 2 "I have the chance to get a better job at the University based on my skills."

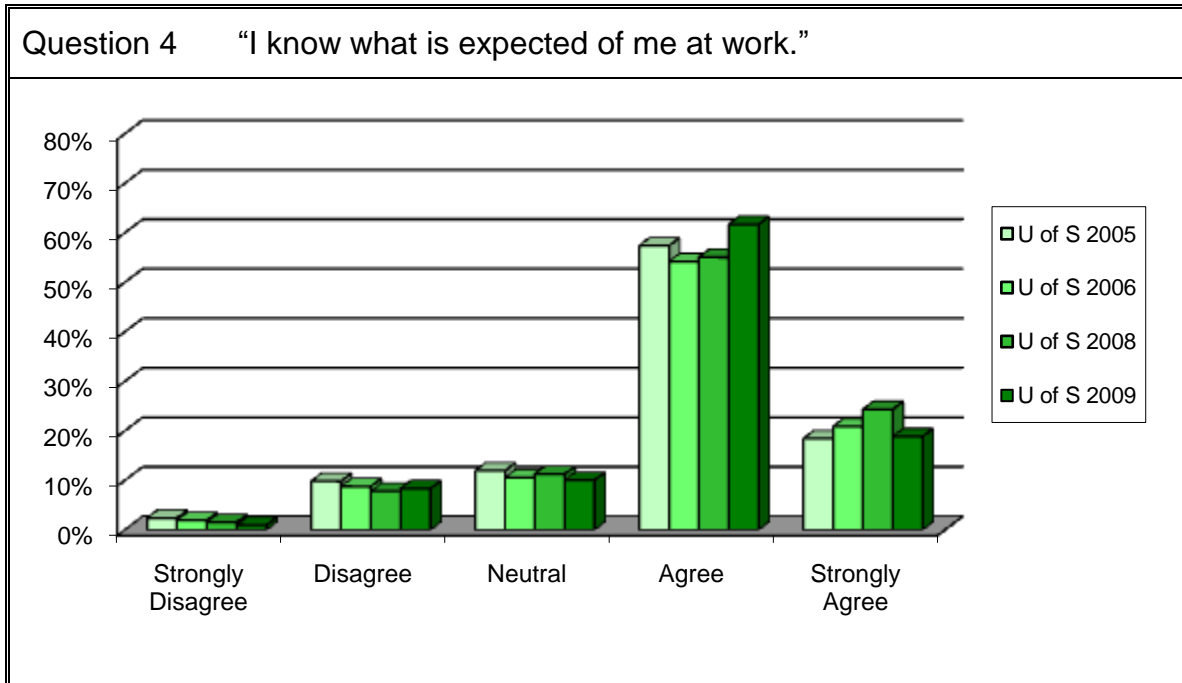


- There were 1,800 responses to this question for a response rate of 99.6% compared with 1,304 or 99.6% in 2009, 1,553 and 99.4% in 2008 and 1,523 and a response rate of 96.3% in 2006.
- More respondents 'agreed' that they have the chance to get a better job at the University based on their skills than in past surveys (35.6% compared with 39.3% in 2009, 35.2% in 2008; 30.6% in 2006).
- Combined agreement has varied irregularly over the survey years. In 2010 44.7% 'agreed' and 'strongly agreed', compared with 47.8% in 2009, 42.6% in 2008, 38.3% in 2006 and 39.9% in 2005.
- Overall agreement continues to decline with age, from 55.2% of employees under the age of 30 either agreeing or strongly agreeing (57.4% in 2009), to 39.6% of employees over the age of 60 (39.3% in 2009).
- A similar trend occurs based on length of service, with 61.9% of combined agreement among employees in their first year of service (68.7% in 2009; 53.0% in 2008), compared to 36.1% among employees with more than 20 years of service (35.8% in 2009; 27.4% in 2008).
- Level of agreement continues to vary by occupation type, from 57.9% combined agreement among 'Managerial' staff (66.7% in 2009) and 57.7% among 'Administrators' (67.1% in 2009), compared to 30.8% among 'Operational Support' (31.7% in 2009; 28.0% in 2008) and 25.0% among those employed in 'Trades'.
- Employees who identify themselves as a visible minority are also among the most likely to 'agree' or 'strongly agree' (53.8%).
- The gender gap has closed since employees were last surveyed. There is currently no significant difference between agreement levels among female (46.3%; 50.6% in 2009; 45.5% in 2008) and male (42.2%; 43.9% in 2009; 37.5% in 2008) employees.

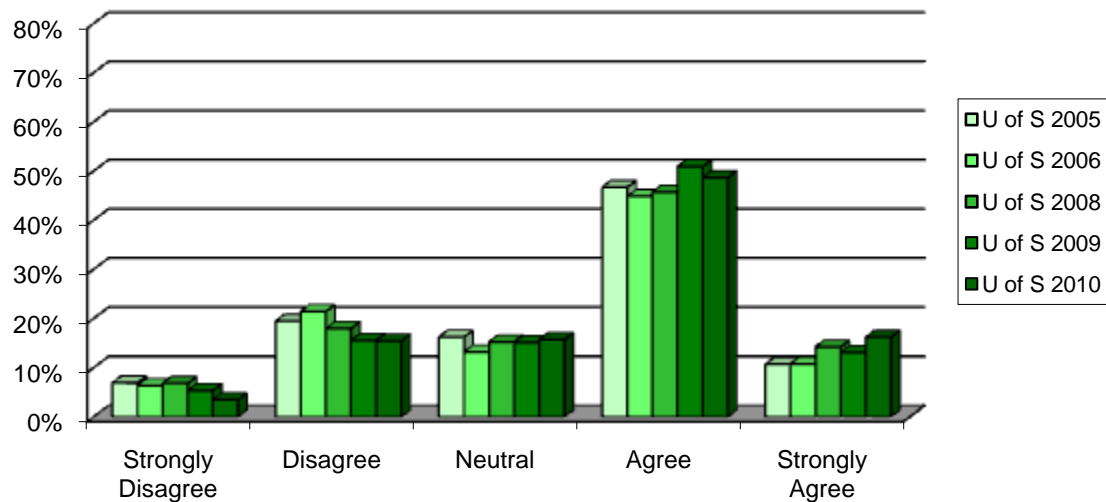
Question 3 "I am satisfied with the amount of progress I have made in my job." **\*\*New language\*\***



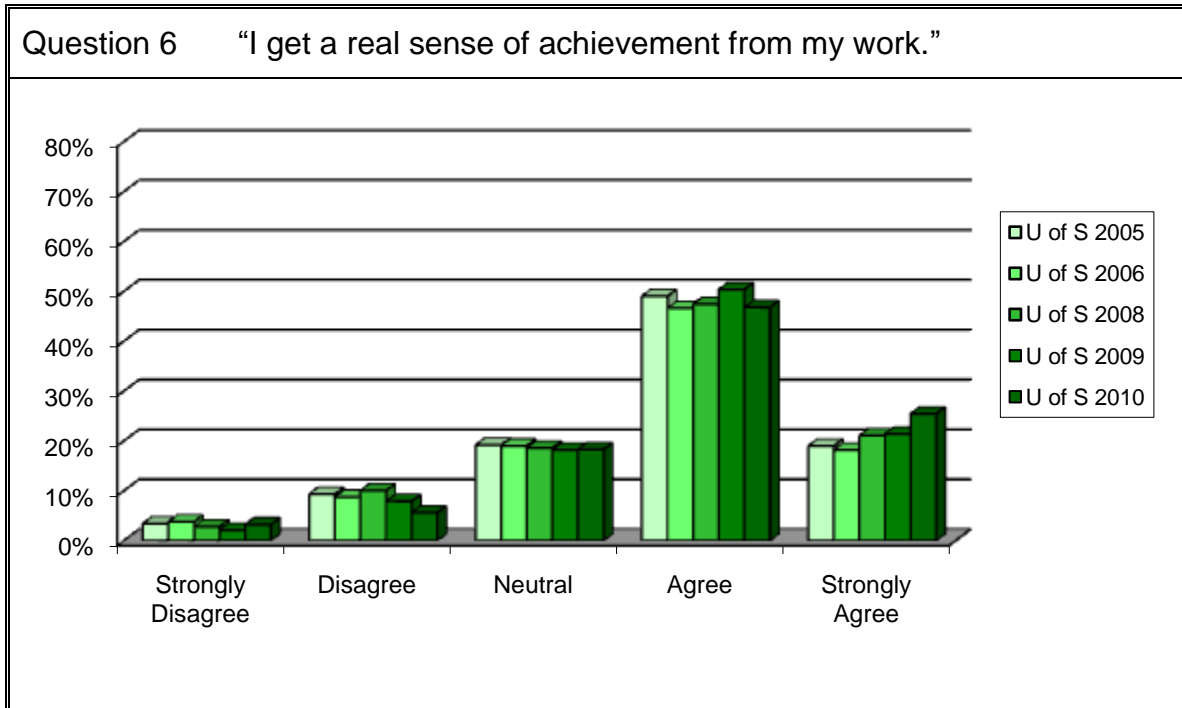
- The text of this question was changed for the 2010 year, to provide clarity. For the 2005-2009 surveys, this question read "I expected to make more progress in my job than I have up until now." ***Given the change in text, the comparative data here is not statistically valid, though it demonstrates the impact of the language change.***
- There were 1,797 responses to this question for a response rate of 99.4%, compared with 1,303 or 99.5% in 2009, 1,547 or 99.0% in 2008 and 1,521 or 96.2% in 2006.
- The change in this question's language has resulted in a shift away from a 'neutral' response. More respondents agree in 2010 (51.6%) than in previous years (27.0% 'agreed' in 2009).
- Similarly, combined agreement is higher for this year at 69.4% compared with 35.7% in 2009.
- A trend exists when examining length of employment. Those who have been employed at the University for less than one year are more likely to 'agree' or 'strongly agree' (82.7%) compared to those who have been employed for more than 10 years (66.4%).
- Combined agreement is highest among 'Administrator' (81.7%) and 'Managerial' (80.0%) staff, and lowest among those employed in 'Technical' (53.0%) and 'Trades' occupations (48.1%).
- Satisfaction with job progress is equal among male and female employees. It is also comparable when segregating by age.



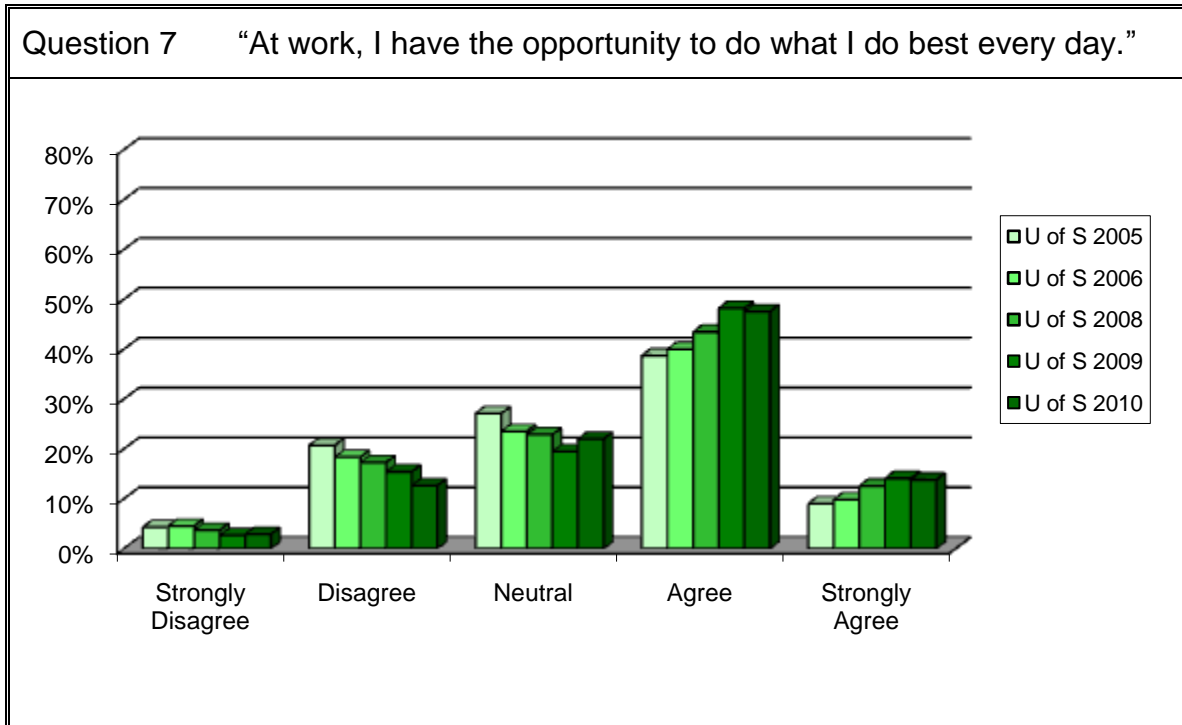
- There were 1,800 responses to this question for a response rate of 99.6%, compared with 1,303 and 99.5% in 2009, 1,553 and 99.4% in 2008 and 1,524 and 96.4% in 2006.
- Most respondents indicate that they know what is expected of them at work as total agreement (combined 'agree' and 'strongly agree') is 81.3% (80.6% in 2009, 79.4% in 2008, 75.1% in 2006, and 75.8% in 2005).
- While agreement is strong across the board, middle-aged employees between 30 and 59 years of age are comparably less likely to 'agree' or 'strongly agree' (79.3%), compared to both their younger (81.9% of those under 30) and older counterparts (90.6% of those over 60).
- Employees who identify themselves as disabled (75.0%) and those who are Aboriginal (78.0%) are also comparatively less likely to agree with this statement.

**Question 5** "I have the materials, equipment, information and/or resources I need to do my work well."


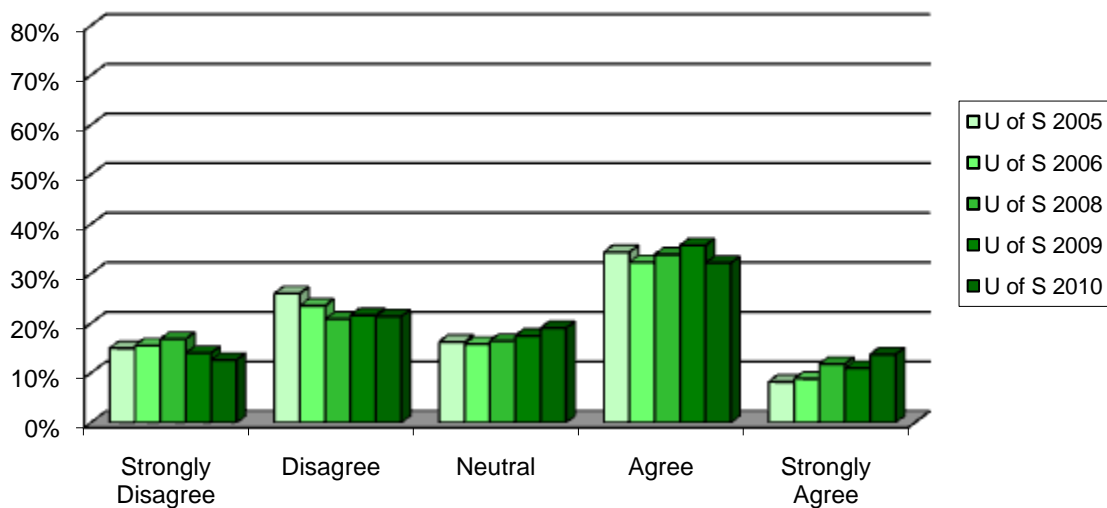
- There were 1,799 responses to this question for a response rate of 99.5%, compared to 1,305 and 99.7% in 2009, 1,553 and 99.4% in 2008 and 1,528 and 96.6% in 2006.
- More than half (64.9%) of respondents 'agree' (combined 'agree' and 'strongly agree') that they have the materials, equipment information and/or resources they need to do their work well. This is more than in each of the previous survey years (64.0% in 2009, 60.0% in 2008, 55.6% in 2006, and 57.4% in 2005).
- Female employees are slightly more likely to agree overall (68.0%; 67.0% in 2009) compared to male employees (60.7%; 60.1% in 2009).
- Employees who have worked at the University for less than one year continue to be among the most likely to 'agree' or 'strongly agree' (69.6%; 73.3% in 2009; 64.7% in 2008).
- Agreement is also more likely among employees under 30 years of age (77.1%).
- Responses vary by type of occupation. Those who are 'Administrative Support' continue to be the most likely to agree (75.8%; 74.8% in 2009; 73.9% in 2008; 67.3% in 2006), while those in 'Academic/Teaching/Research' remain the least likely to agree (48.9%; 45.6% in 2009; 50.9% in 2008; 48.5% in 2006).



- There were 1,798 responses to this question for a response rate of 99.4%, compared to 1,303 and 99.5% in 2009, 1,554 and 99.4% in 2008, and 1,525 and 96.5% in 2006.
- More than two thirds (72.2% combined) 'agree' that they get a real sense of achievement from their work (71.8% in 2009, 68.5% in 2008, 64.8% in 2006 and 68.0% in 2005).
- In all five years, fewer disagreed (8.9% combined, 10.1% in 2009, 12.9% in 2008, 12.6% in 2006 and 12.8% in 2005) than were 'neutral' (18.3% in 2010, 18.2% in 2009, 18.6% in 2008, 19.0% in 2006, 19.2% in 2005).
- The older an employee is, the more likely they are to agree with the statement. Combined agreement increases from 68.6% for those under 30 years of age (64.1% in 2009) to 81.3% among those over 60 years of age (81.2% in 2009; 82.0% in 2008; 84.5% in 2006).
- Responses vary by type of occupation, with 'Managerial' staff among the most likely to agree (80.0%), and 'Technical' (57.3%; 58.1% in 2009) and 'Operational Support' (58.5%) staff among the least likely to agree.

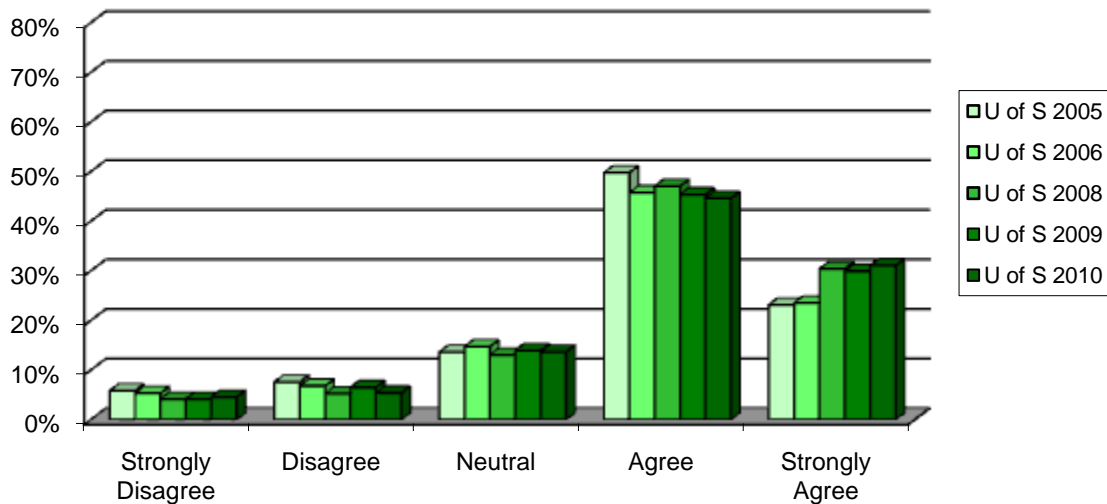


- There were 1,790 responses to this question for a response rate of 99.0% compared with 1,302 and 99.5% in 2009, 1,555 and 99.5% in 2008, and 1,524 and 96.4% in 2006.
- 61.4% agree that they have the opportunity at work to do what they do best every day (combined 'agree' and 'strongly agree', 62.4% in 2009, 56.1% in 2008, 49.9% in 2006 and 47.8% in 2005).
- Employees over 60 years of age are more likely to 'agree' or 'somewhat agree' with this statement (68.8%) compared to employees under 30 years of age (52.9%).
- Employees who are disabled are among the most likely to agree with this statement (75.0%), as are members of a visible minority (71.6%).
- Overall agreement varies by occupation type, with 'Managerial' employees among the most likely to agree (70.3%; 72.3% in 2009; 65.3% in 2008) and 'Trades' (50.0%) and 'Operational Support' employees (53.1%; 49.4% in 2009; 45.2% in 2008) among the least likely to agree.

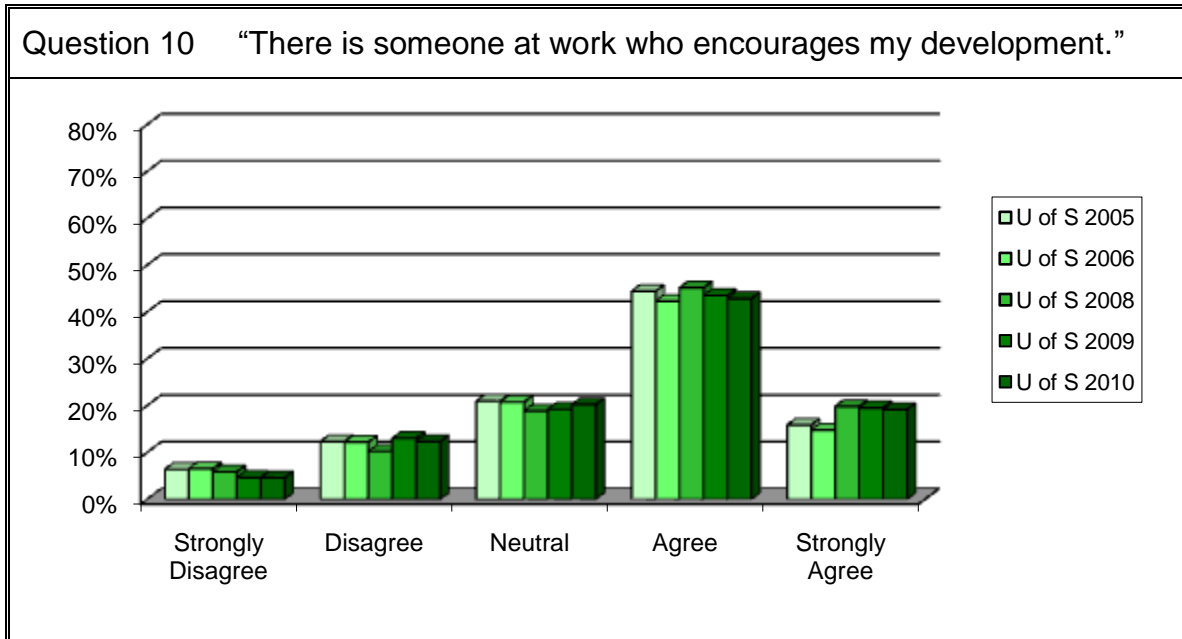
**Question 8** "In the last seven days, I have received recognition or praise for doing good work."


- There were 1,792 responses to this question for a response rate of 99.1%, compared with 1,301 and 99.4% in 2009, 1,552 and 99.3% in 2008, and 1,521 and 96.2% in 2006.
- Nearly half of respondents 'agreed' and 'strongly agreed' again in 2010; combined 'agreement' was 46.0% compared to 46.7% in 2009, 45.8% in 2008, 41.2% in 2006 and 42.6% in 2005.
- The younger an employee is the more likely they are to 'agree' or 'somewhat agree' with this statement (57.1% of employees under 30 versus 33.3% of employees over 60). Similarly, agreement is higher among employees with fewer years of service (56.0% of employees with less than one year of service versus 40.9% of those with more than 10 years).
- Agreement is also higher among employees who identify themselves as Aboriginal (58.0%).
- 'Administrators' remain among the most likely to agree (60.6%; 65.8% in 2009; 58.0% in 2008; 42.2% in 2006), while those in 'Trades' are among the least likely to agree (25.0%).

## Question 9 "My supervisor, or someone at work, seems to care about me as a person."

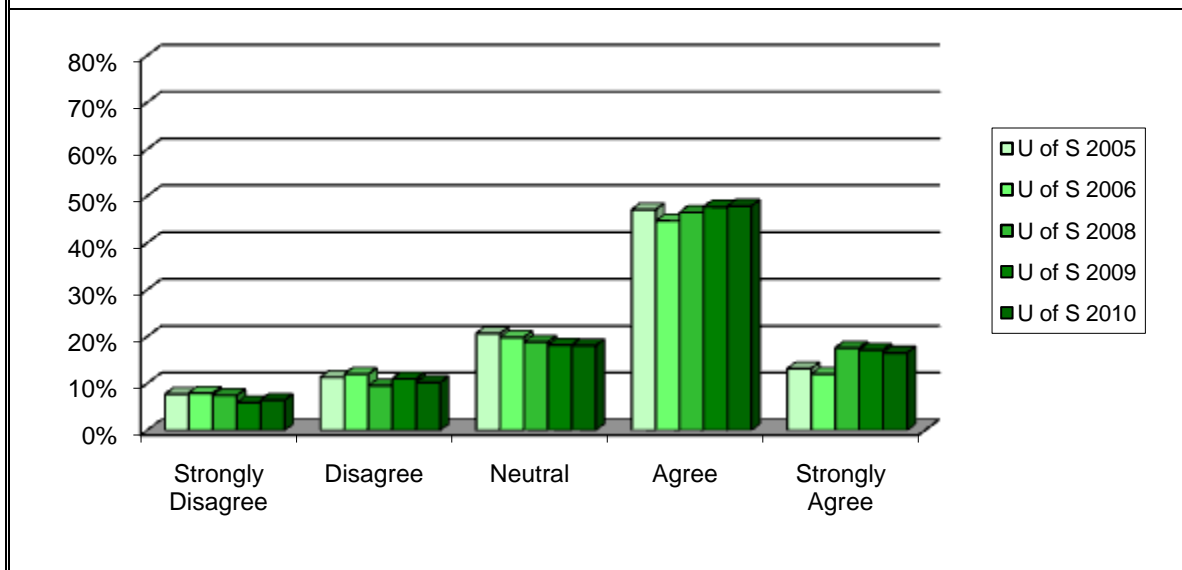


- There were 1,797 responses to this question for a response rate of 99.4% compared with 1,302 and 99.5% in 2009, 1,553 and 99.4% in 2008, and 1,522 and 96.3% in 2006.
- A strong majority of respondents 'agree' or 'strongly agree' that someone at work seems to care about them as a person (75.7% combined compared to 75.3% in 2009, 77.5% in 2008, 69.3% in 2006 and 72.9% in 2005).
- Females continue to be more likely to 'agree' or 'strongly agree' (78.5%; 78.9% in 2009; 79.6% in 2008, 76.1% in 2006) compared to males (71.8%; 70.6% in 2009; 73.8% in 2008, 66.8% in 2006).
- The older an employee is, the less likely they are to agree overall, with 81.9% of employees less than 30 years of age agreeing (84.1% in 2009), declining to 65.6% among employees over the age of 60 (57.9% in 2009).
- A similar 'declining agreement' trend emerges when segregating by length of employment at the University. Employees with less than one year of service are the most likely to 'agree' or 'strongly agree' (86.3%; 83.2% in 2009), with agreement declining to 73.1% among those with more than 10 years at the University.
- Overall agreement varies by type of occupation, with the highest levels of agreement among 'Managerial' staff (89.0%) and the lowest levels among employees in 'Trades' (50.0%; 60.0% in 2009; 65.0% in 2008; 67.9% in 2006).
- Aboriginals are also more likely to agree with the statement (82.0%).



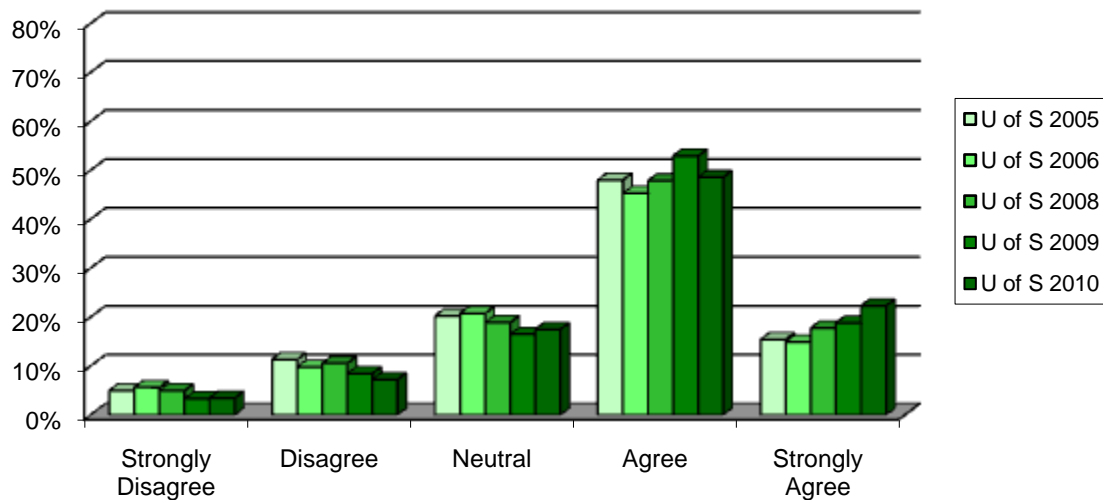
- There were 1,794 responses to this question for a response rate of 99.2% compared to 1,305 responses and a response rate of 99.7% in 2009, 1,552 and 99.3% in 2008, and 1,528 and 96.6% in 2006.
- Overall, 62.1% 'agree' or 'strongly agree' that someone at work encourages their development (63.1% in 2009, 65.0% in 2008, 57.1% in 2006 and 60.3% in 2005).
- The gender gap has closed, with overall agreement levels between females (63.6%; 65.4% in 2009; 67.4% in 2008, 62.4% in 2006; 62.2% in 2005) and males (59.7%; 60.2% in 2009; 60.8% in 2008; 54.9% in 2006; 58.1% in 2005) no longer being significantly different.
- Overall agreement continues to decline with age, with employees under the age of 30 reporting the highest levels of agreement at 77.1% (79.0% in 2009), decreasing across the age categories to 53.1% among employees over the age of 60 (45.9% in 2009; 51.6% in 2008; 38.0% in 2006).
- Similarly, overall agreement declines with length of service: employees who have worked at the University for less than a year are considerably more likely to 'agree' or 'strongly agree' (79.2%; 73.3% in 2009; 73.2% in 2008) compared to those with more than 20 years of service (53.3%).
- Responses vary by occupation, with highest agreement coming from 'Managerial' staff (73.8%; 75.5% in 2009) and 'Administrators' (71.8%; 76.3% in 2009; 74.7% in 2008; 56.9% in 2006). Conversely, employees in 'Trades' remain among the least likely to 'agree' or 'strongly agree' (40.4%; 33.3% in 2009; 53.3% in 2008; 57.1% in 2006).
- Disabled employees are also among the most likely to agree overall with this statement (72.2%).

## Question 11 "My opinions seem to count."

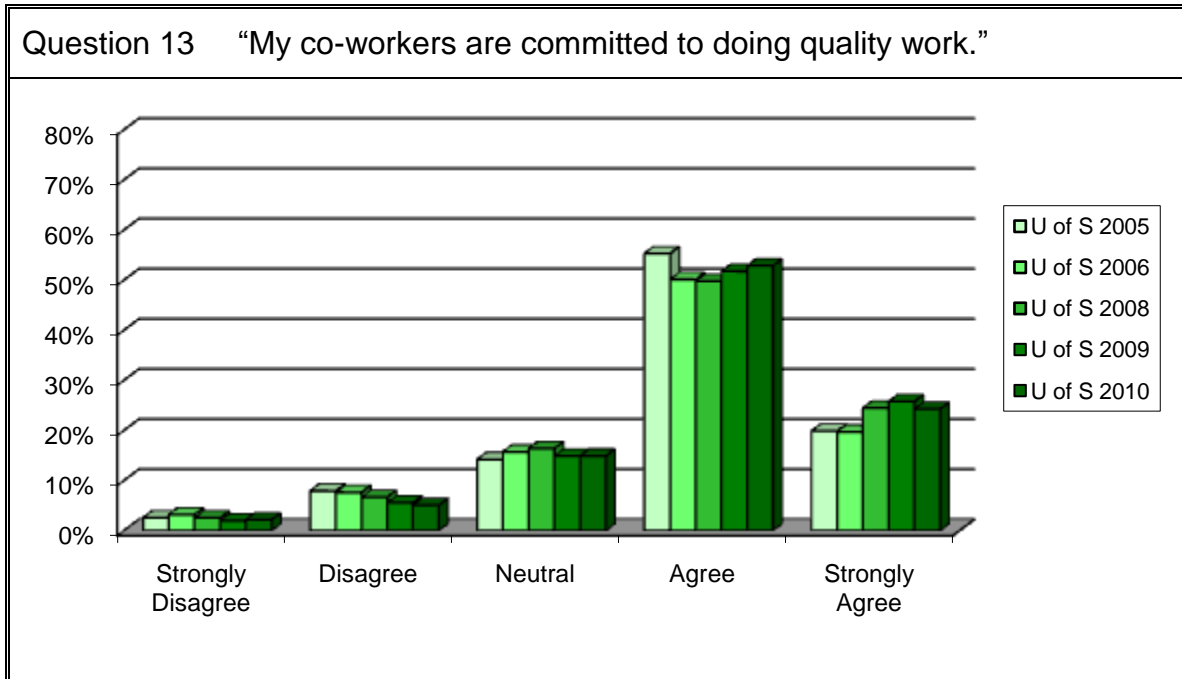


- There were 1,794 responses to this question for a response rate of 99.2%, compared with 1,300 responses and a response rate of 99.3% in 2009, 1,552 and 99.3% in 2008, and 1,527 and 96.6% in 2006.
- Overall, agreement was high as 64.4% 'agree' or 'strongly agree' that their opinions seem to count. This was very consistent with the previous two years; in 2009, 64.9% 'agreed' and 'strongly agreed' and 64.1% in 2008. These last three years were higher than the first two survey years with 56.7% combined agreement in 2006 and 60.3% in 2005.
- Overall agreement continues to decline with length of service: employees in their first year at the University are the most likely to 'agree' or 'strongly agree' (75.6%; 81.7% in 2009; 70.5% in 2008), while agreement drops off once employees have been with the University for more than 5 years (62.0%).
- Responses also vary for different occupation categories with 'Administrators' (78.9%; 84.2% in 2009; 80.5% in 2008; 76.5% in 2006) and 'Managerial' staff (77.9%; 80.4% in 2009) among the most likely to 'agree' or 'strongly agree'. By comparison, employees in 'Trades' remain among the least likely to agree (36.5%; 36.7% in 2009).
- Employees who identify themselves as disabled are also among the least likely to agree (50.0%), as are employees identifying themselves as Aboriginal (56.0%).

## Question 12 “The purpose of the University and/or my work unit makes me feel my job is important.”

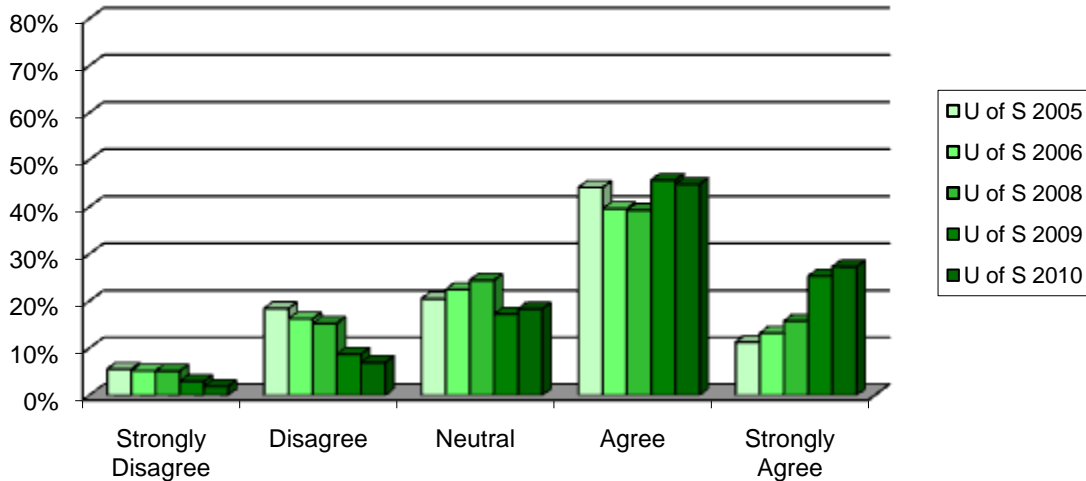


- There were 1,790 responses to this question for a response rate of 99.0%, compared to 1,298 and 99.2% in 2009, 1,553 and 99.4% in 2008, and 1,524 and 96.4% in 2006.
- Combined agreement leveled off in the 2010 survey with 70.9% who ‘agree’ or ‘strongly agree’ (compared with 71.7% in 2009, 65.6% in 2008, 60.2% in 2006 and 60.4% in 2005) that the purpose of the University and/or their work unit makes them feel their job is important.
- A correlation continues to exist between agreement and length of service at the University. Employees with less than one year at the University are the most likely to ‘agree’ or ‘strongly agree’ (81.0%; 80.1% in 2009), while agreement declines to 68.2% among employees with more than 10 years of service.
- Responses also vary by type of occupation with ‘Administrators’ (87.3%; 88.0% in 2009; 85.1% in 2008, 86.3% in 2006) and ‘Managerial’ staff (83.4%; 85.3% in 2009) among the most likely to ‘agree’ or ‘strongly agree’, and ‘Trades’ employees among the least likely to agree (50.0%; 46.7% in 2009).



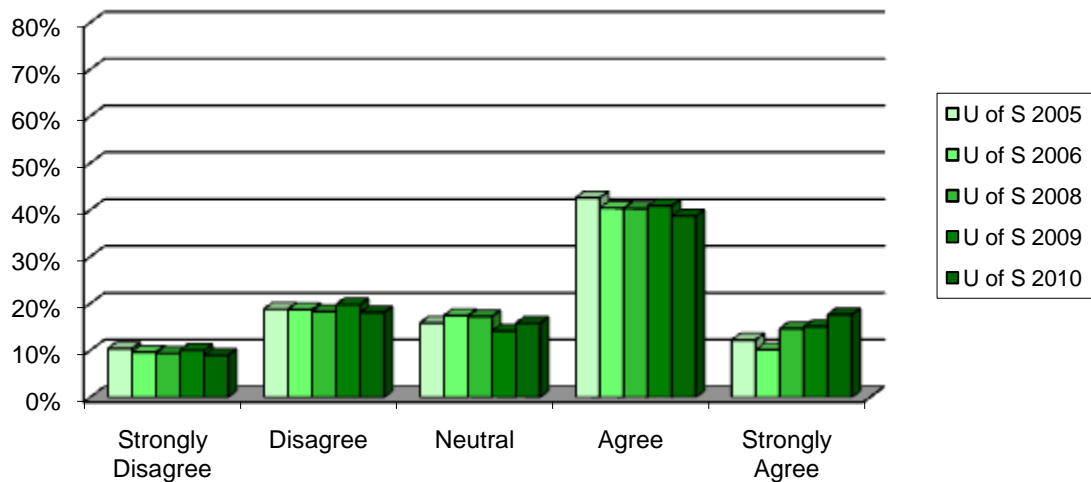
- There were 1,797 responses to this question for a response rate of 99.4%, compared to 1,304 responses and a response rate of 99.6%, 1,548 and 99.0% in 2009, and 1,526 and 96.5% in 2006.
- A large majority of respondents 'agree' that their co-workers are committed to doing quality work, with 77.2% of respondents who 'agree' or 'strongly agree' (77.5% in 2009, 74.3% in 2008, 69.9% in 2006 and 75.2% in 2005).
- Fewer 'disagree' or 'strongly disagree' (7.3% in 2010, 7.6% in 2009, 9.3% in 2008, 10.9% in 2006 and 10.5% in 2005) than are 'neutral' (14.9% in 2010, 14.9% in 2009, 16.4% in 2008, 15.8% in 2006 and 14.2% in 2005) on this question.
- Responses continue to vary by occupation type, with 'Administrators' (85.9%; 85.6% in 2009; 84.9% in 2008; 84.3% in 2006) and 'Managerial' staff (83.4%; 88.2% in 2009) among the most likely to 'agree' or 'strongly agree'. Conversely, employees in 'Trades' remain among the least likely to agree (63.5%; 56.7% in 2009).

## Question 14 "I have a best friend or close colleague at work."

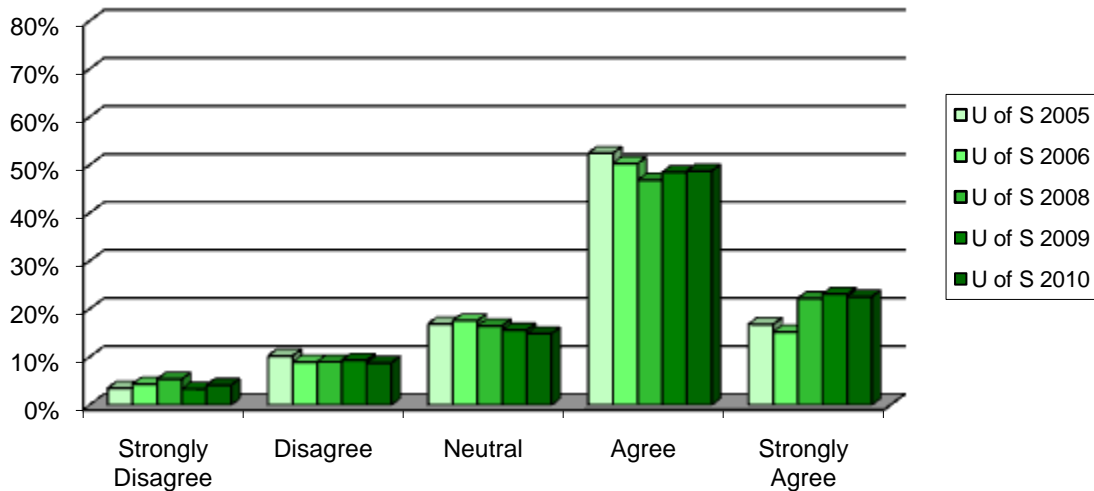


- There were 1,796 responses to this question for a response rate of 99.3% (compared with 1,304 responses for a response rate of 99.2%, 1,551 and 99.2% in 2009, and 1,530 and 96.5% in 2006).
- More respondents agree that they have a best friend or close colleague at work than in previous surveys (72.1% 'agreed' or 'strongly agreed', compared to 71.0% in 2009, 55.1% in 2008, 52.9% in 2006 and 55.5% in 2005).
- Female employees remain more likely to 'agree' or 'strongly agree' (76.2%; 74.9% in 2009; 58.5% in 2008, 58.2% in 2006) compared to their male counterparts (66.2%; 65.6% in 2009; 49.1% in 2008; 49.3% in 2006).
- The younger an employee is, the more likely they are to agree with this statement, with 76.7% of employees under the age of 30 agreeing overall, compared to 67.7% of employees over 60.
- Employees who are disabled are also among those most likely to agree with this statement (83.3%).

## Question 15 "In the last six months, someone at work has talked to me about my progress."

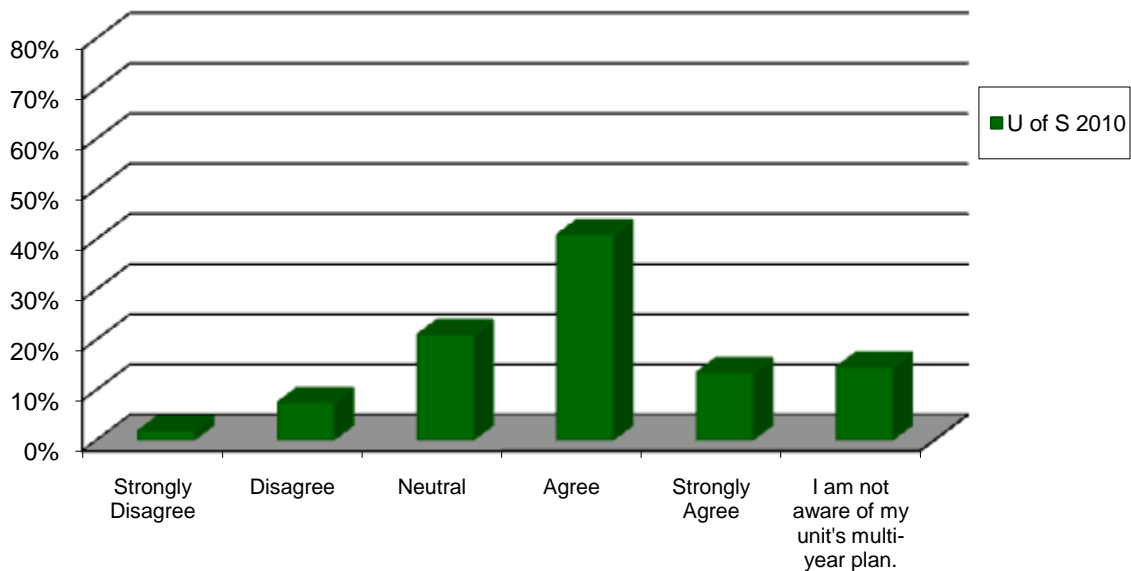


- There were 1,795 responses to this question for a response rate of 99.3%. (In 2009 there were 1,305 responses for a response rate of 99.7%, 1,553 and 99.4% in 2008, and 1,525 and 96.5% in 2006).
- Overall agreement levels are similar across all years (56.4% in 2010, 56.0% in 2009, 55.1% in 2008, 50.6% in 2006, 54.9% in 2005). In 2010, more respondents 'strongly agreed' than in 2009 (17.7% in 2010 compared with 15.1% in 2009), and fewer 'agreed' (38.7% compared with 40.92%).
- The older an employee is, the less likely they are to agree with this statement. Combined agreement among employees under 30 years of age is 67.1% (61.8% in 2009), and drops to 44.8% among employees over the age of 60 (42.4% in 2009; 45.9% in 2008; 29.6% in 2006).
- Similarly, combined agreement declines with length of service. Employees who have worked at the University for less than one year are the most likely to agree (67.9%; 65.7% in 2009), while those with more than 20 years of service are the least likely to agree (42.4%; 41.9% in 2009; 44.8% in 2008).
- Responses vary by type of occupation, with 'Administrators' (77.5%; 72.3% in 2009) among the most likely to 'agree' or 'strongly agree', and those in 'Trades' among the least likely to agree (28.8%; 26.6% in 2009; 31.7% in 2008; 17.2% in 2006).

**Question 16** "This last year, I had opportunities at work to learn and grow."


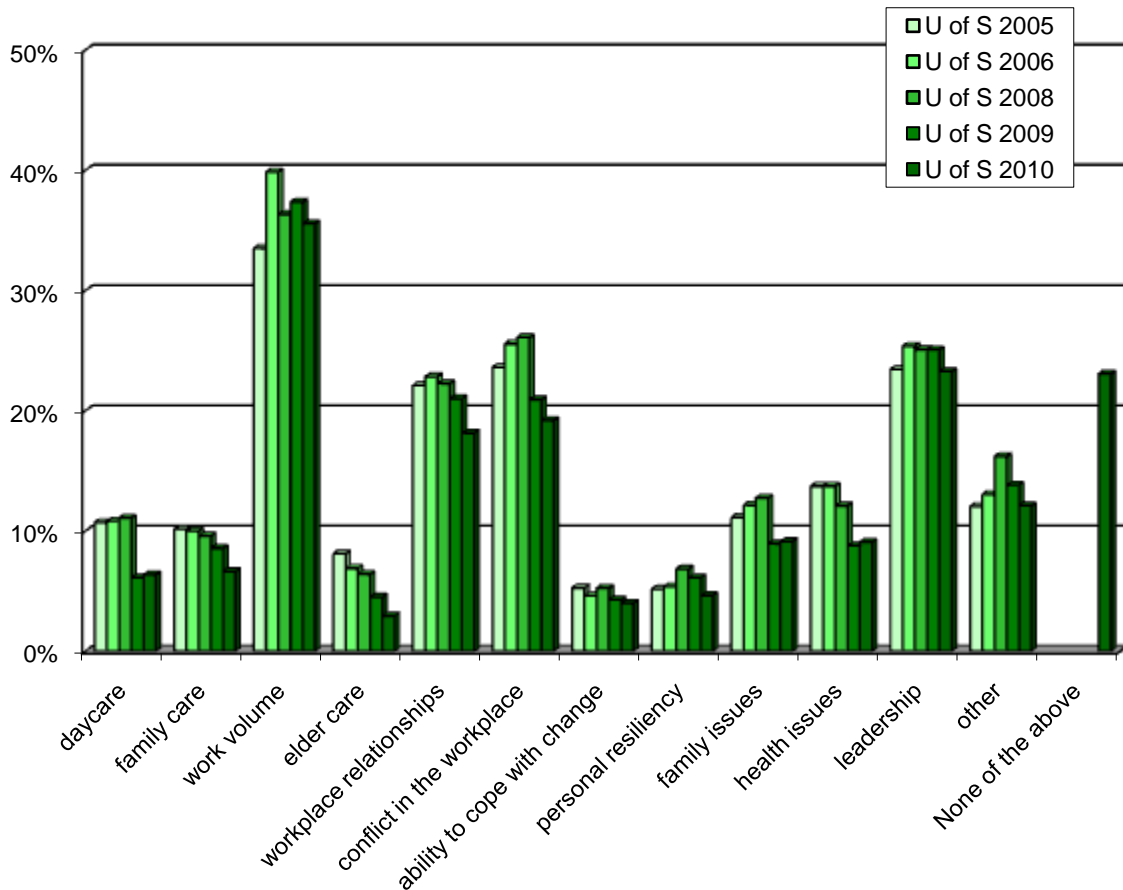
- There were 1,793 responses to this question for a response rate of 99.2% (1,305 responses for a response rate of 99.7% in 2009, 1,553 and 99.4% in 2008, and 1,526 and 96.5% in 2006).
- 71.4% 'agree' or 'strongly agree' that they had opportunities at work to learn and grow in the prior year (71.7% in 2009, 69.1% in 2008, 65.6% in 2006, and 69.3% in 2005).
- Overall agreement continues to decline with age. Employees less than 30 years of age are among the most likely to 'agree' or 'strongly agree' (79.0%; 80.3% in 2009), while those over the age of 60 are among the least likely to agree (62.5%; 63.1% in 2009).
- Similarly, combined agreement declines with length of service. Employees who have worked at the University for less than one year are considerably more likely to agree (77.4%; 74.1% in 2009) compared to those with more than 10 years of service (66.5%).
- Agreement varies by occupation type, with 'Administrators' (84.5%; 89.4 in 2009; 80.9% in 2008; 77.5% in 2006) and 'Managerial' staff (83.4%) reporting the highest levels of overall agreement. Meanwhile, employees in the 'Trades' occupation are among the least likely to agree (40.4%; 43.4% in 2009; 46.3% in 2008; 48.3% in 2006).
- Employees who are disabled are also among those most likely to agree with this statement (80.6%).

## Question 17 "I see how my work aligns with my unit's multi-year plan."



- This is a new question, added in 2010 to gather information requested by unit leaders.
- There were 1,796 responses to this question for a response rate of 99.3%.
- More than half of all respondents (54.4%) 'agree' or 'strongly agree' that they see how their work aligns with their unit's multi-year plan.
- Some respondents (14.6%) are not aware of their unit's multi-year plan.
- Employees who have less than one year of service with the University are slightly more likely to 'agree' or 'strongly agree' (61.9%) compared to those who have been employed for more than one year (54.3%).
- 'Administrators' (78.9%) and 'Managerial' staff (77.9%) are also among the most likely to agree with this statement, while 'Trades' employees are conversely among the least likely to agree (21.2%).

Question 18 “Please identify one or more of the following which may be a barrier to you being fully engaged and successful at work.”



- In 2010, we added an option for 'none of the above' as a possible response to this question.
- There were 3,148 responses to this question with the addition of the 'none of the above' option (sum of all thirteen sub-questions). Excluding those who responded 'none of the above', there were 2,731 responses compared to 2,166 in 2009, 2,716 in 2008 and 3,007 in 2006.
- The response rate ranges for each of the sub-questions from 2.9% to 35.6%. Ranges in 2009 were 4.3% to 37.4%, 5.3% to 36.3% in 2008, and 4.6% to 39.9% in 2006.1
- The most frequently noted barrier is 'work volume' for 35.6% of respondents. It was also identified as a barrier most frequently in the previous surveys by 37.4% in 2009, 36.3% in 2008, 39.9% in 2006 and 33.5% in 2005.

- The three next most frequently mentioned issues are between 24% and 18%. These three issues have regularly been in the list of top four barriers.
  - 'Leadership' is the second most frequently identified barrier by 23.3% of respondents (25.1% in 2009, 25.1% in 2008, 25.4% in 2006, 23.4% in 2005).
  - 'Conflict in the workplace' follows at 19.2% (20.9% in 2009, 26.1% in 2008, 25.6% in 2006, 23.6% in 2005). These three issues have all been in the top four in every survey year.
  - 'Workplace relationships' is fourth at 18.1% (21.0% in 2009, 22.3% in 2008, 22.8% in 2006, 22.1% in 2005).
- The remaining issues are reported by fewer than 20% in all four survey years.
  - 'Family Issues' is reported by 9.1% of respondents (8.9% in 2009, 12.7% in 2008, 12.1% in 2006, 11.1% in 2005).
  - 'Health Issues' is reported by 9.1% of respondents (8.8% in 2009, 12.1% in 2008, 13.7% in both 2006 and 2005).
  - 'Family Care' is reported as an issue for 6.6% of respondents (8.6% in 2009, 9.6% in 2008, 10.0% in 2006, 10.2% in 2005)
  - 'Daycare' is identified for 6.4% of respondents (6.1% in 2009, 11.1% in 2008, 10.8% in 2006, 10.7% in 2005).
  - 'Personal Resiliency' is reported by 4.7% of respondents (6.1% in 2009, 6.7% in 2008, 5.4% in 2006, 5.2% in 2005).
  - 'Ability to Cope with Change' is identified by 4.0% of respondents (4.3% in 2009, 5.3% in 2008, 4.6% in 2006, 5.3% in 2005).
  - 'Elder Care' is reported as a barrier by 2.9% of respondents compared to 4.5% in the 2009 survey, 6.4% in 2008, 6.9% in 2006, and 8.1% in 2005.
- Nearly one quarter of respondents (23.1%) note there are no barriers to them from being fully engaged and successful at work.
- Female employees consistently select each barrier more frequently than male employees, with the biggest disparities occurring with 'elder care' (68.3% vs. 31.7%; 71.2% vs. 28.8% in 2009), 'conflict in the workplace' (68.4% vs. 31.6%; 63.2% vs. 36.8% in 2009), and 'health issues' (68.3% vs. 31.7%).
- For the most part, barriers are identified most often by employees who have worked at the University between one and five years, and those between 30 and 59 years of age.
- Those who fall into the 'Professional and Specialist' occupation category are consistently among the most likely to select each barrier.

## Question 19 Other Barriers

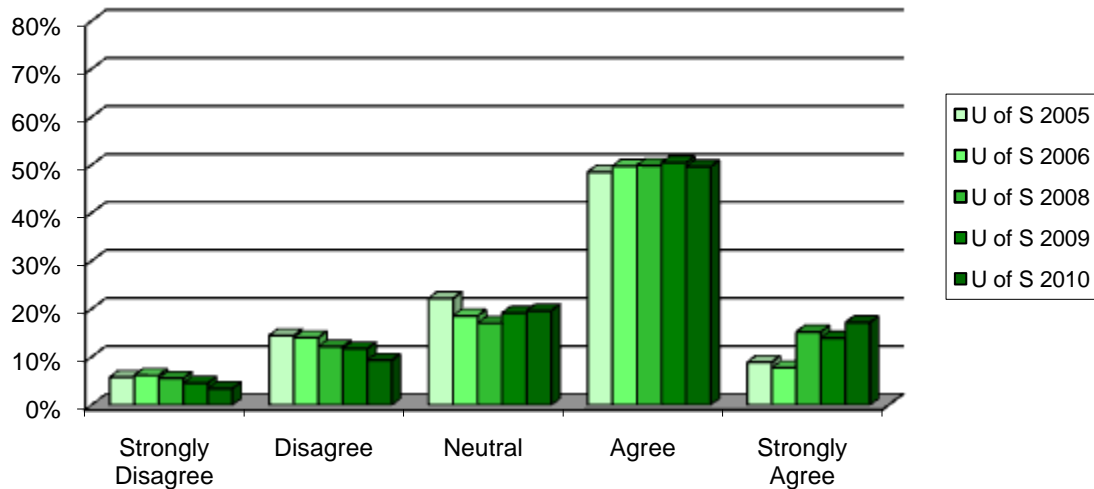
Respondents were asked to identify any other barriers to being fully engaged and successful at work<sup>8</sup>. There were 406 open ended comments (313 in 2009, 371 in 2008, 267 in 2006 and 182 in 2005).

<sup>8</sup> While this was part of question 18, technical requirements made this question number 19.

## Values/Work Environment/Work Unit Specific

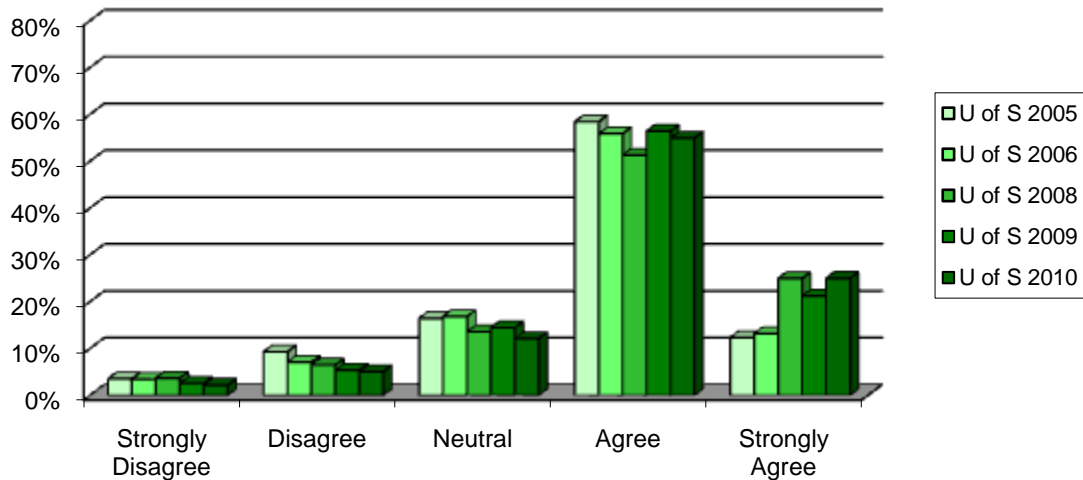
In this section, there are eight questions designed to assess perceptions of workplace culture at the work unit level.

Question 20 "In my work unit we are honest, supportive and sensitive in our communications."

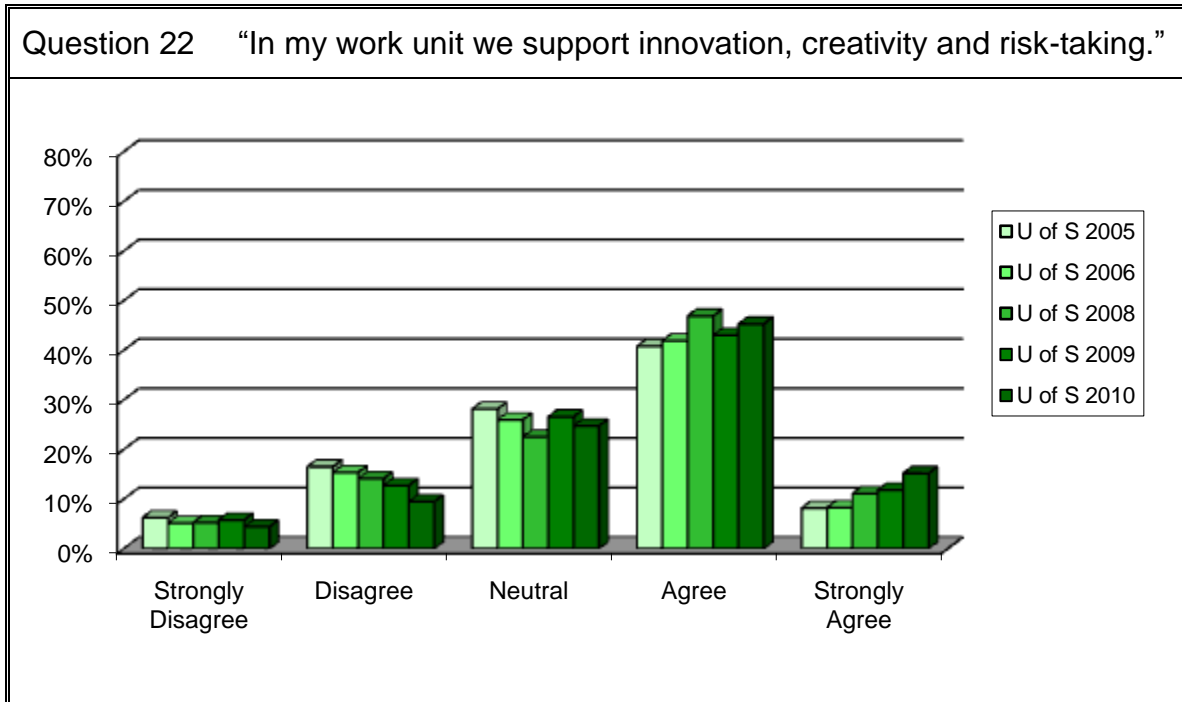


- There were 1,795 responses to this question for a response rate of 99.3%. In 2009 there were 1,303 responses for a response rate of 99.5%, 1,554 and 99.3% in 2008, and 1,524 and 96.4% in 2006.
- Nearly two thirds of respondents agree; 66.9% 'agree' or 'strongly agree' that we are honest, supportive and sensitive in our communications (64.5% in 2009, 65.2% in 2008, 57.6% in 2006, 57.5% in 2005).
- Agreement drops with amount of service at the University. Employees who have worked at the University for less than one year are the most likely to agree (76.2%; 75.4% in 2009), while those with more than 10 years of service are the least likely to agree (64.4%).
- Segregating by occupation type reveals that employees in 'Administrator' roles remain the most likely to 'agree' or 'strongly agree' (83.1%; 81.6% in 2009; 83.1% in 2008; 74.5% in 2006), while those in 'Trades' continue to be among the least likely to agree (50.0%; 36.7% in 2009; 47.5% in 2008; 44.8% in 2006).

## Question 21 "In my work unit we respect and value individual and cultural differences."

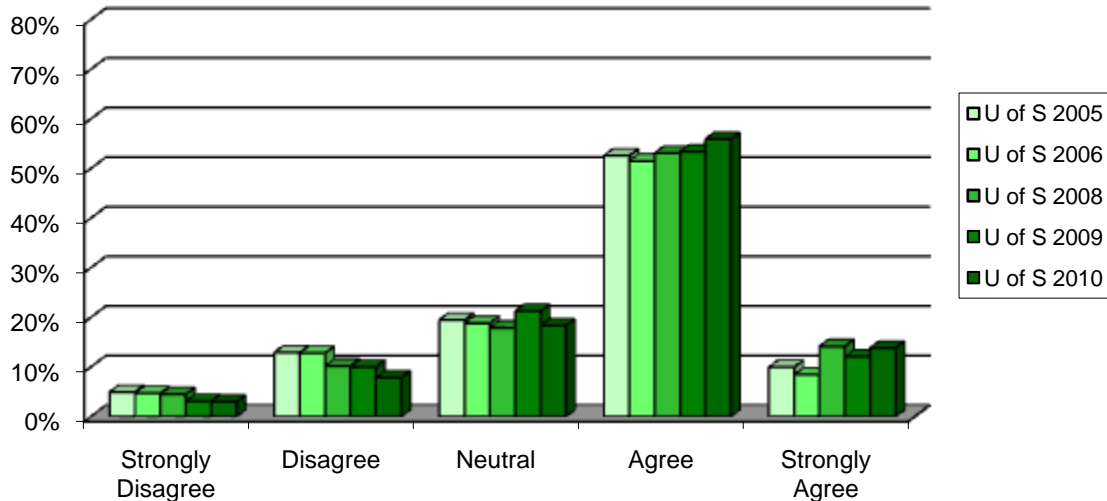


- There were 1,795 responses to this question for a response rate of 99.3%, compared with 2008 where 1,303 respondents answered this question for a response rate of 99.5%, 1,552 and 99.3% in 2008, and 1,523 and 96.3% in 2006.
- More respondents 'agree' or 'strongly agree' that we respect and value individual and cultural differences than in previous years (79.9% compared with 77.6% in 2009, 76.3% in 2008, 69.0% in 2006 and 70.8% in 2005).
- Employees who identify themselves as 'disabled' are among those most likely to 'agree' or 'strongly agree' (86.1%). In contrast, employees who identify themselves as 'Aboriginal' are comparatively less likely to agree (74.0%).
- Agreement also varies by occupation type, with the highest levels of combined agreement noted for 'Administrators' (90.1%; 90.7% in 2009), and the lowest levels for staff in 'Trades' (65.4%; 60.0% in 2009; 65.9% in 2008; 62.1% in 2006).



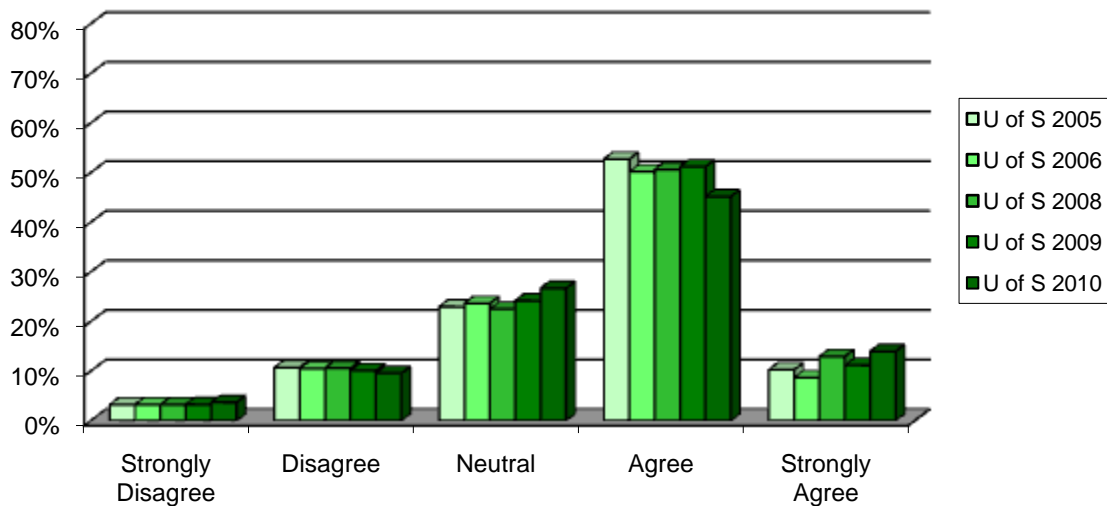
- There were 1,794 responses to this question for a response rate of 99.3% (1,300 responses for a response rate of 99.3%, 1,550 and 99.2% in 2008, and 1,530 and 96.8% in 2006).
- Agreement levels are at an all time high in 2010; 60.5% 'agree' or 'strongly agree'. In 2009, 54.9% 'agreed' (combined) compared with 58.1% in 2008, 'agreed' that we support innovation, creativity and risk-taking (50.2% in 2006, 49.0% in 2005).
- In all survey years, more were 'neutral' (24.8% in 2010, 26.6% in 2009, 22.6% in 2008, 26.0% in 2006, and 28.2% in 2005) on this question than 'disagreed' (13.9% combined in 2010, 18.5% in 2009, 19.4% in 2008, 20.6% in 2006, 22.8% in 2005).
- Levels of agreement vary only when segregating by occupation type. Combined agreement is highest among employees in 'Managerial' (75.9%; 71.6% in 2009; 68.6% in 2008; 55.2% in 2006), 'Administrator' (74.6%; 72.4% in 2009), and 'Information Technology' (73.9%) positions. By comparison, those employed in 'Trades' (34.6%; 26.6% in 2009; 41.5% in 2008; 27.6% in 2006) and 'Operational Support' (39.2%) roles are among the least likely to agree.

## Question 23 "In my work unit we learn from our failures."

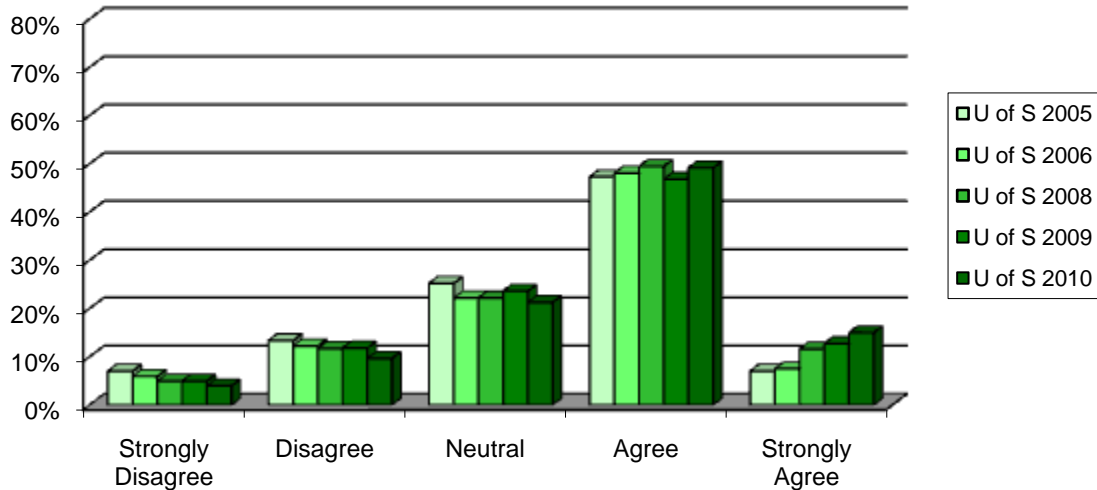


- There were 1,792 responses to this question for a response rate of 99.1%, compared with 1,306 responses for a response rate of 99.8% in 2009, 1,550 and 99.2% in 2008, and 1,525 and 96.5% in 2006.
- Overall, 69.8% 'agree' or 'strongly agree' that we learn from our failures (65.5% in 2009, 67.3% in 2008, 60.0% in 2006, 62.6% in 2005).
- In all survey years, more were 'neutral' (18.4% in 2010, 21.3% in 2009, 17.9% in 2008, 18.9% in 2006, 19.5% in 2005) on this question than 'disagreed' (11.0% combined in 2010, 13.2% in 2009, 14.8% in 2008, 17.6% in 2006, 17.9% in 2005).
- Agreement declines with age, with employees under the age of 30 being the most likely to 'agree' or 'strongly agree' (81.4%; 73.9% in 2009), and those over the age of 60 being the least likely to agree (61.5% combined; 64.7% in 2009; 59.7% in 2008).
- Similarly, agreement declines with length of service at the University. Employees with less than one year of service are the most likely to agree (81.0%; 74.8% in 2009; 77.9% in 2008), while agreement drops off to 67.8% among those who have worked at the University for more than 5 years.
- Responses continue to vary by occupational type. Those employed in 'Administrator' (80.3%; 76.3% in 2009; 79.8% in 2008; 76.0% in 2006), 'Technical' (79.5%), and 'Managerial' (79.3%; 77.4% in 2009) roles are among the most likely to 'agree' or 'strongly agree', while those in 'Academic/Teaching/Research' roles remain among the least likely to agree (50.3%; 44.1% in 2009; 55.4% in 2008; 50.3% in 2006).
- 'Aboriginal' employees are also comparatively more likely to agree (82.0%) with this statement.

## Question 24 "In my work unit we celebrate our successes."

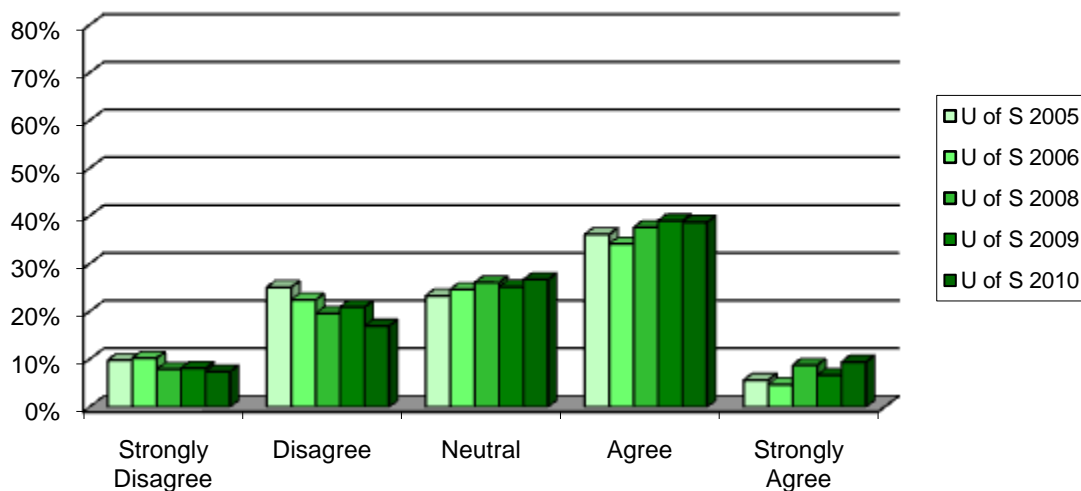


- There were 1,793 responses to this question for a response rate of 99.2% (1,306 and 99.8% in 2009, 1,546 and 98.9% in 2008, and 1,522 and 96.3% in 2006).
- In 2010, fewer respondents 'agree' (59.2% 'agree' and 'strongly agree' combined, 62.4% in 2009, 63.6% in 2008, 58.9% in 2006, and 63.0% in 2005) that we celebrate our successes, than in the previous couple of years.
- In all survey years, more were 'neutral' (26.7% in 2010, 24.2% in 2009, 22.5% in 2008, 23.7% in 2006 and 23.0% in 2005) on this question than 'disagreed' (13.3% combined in 2010, 13.4% in 2009, 13.9% in 2008, 13.7% in 2006, 14.0% in 2005).
- Combined agreement declines with length of service. Employees who have worked at the University for less than one year are the most likely to 'agree' or 'strongly agree' (67.3%; 74.1% in 2009; 72.3% in 2008), while those with more than 10 years of service are among the least likely to agree (56.3%).
- Responses by occupation type also vary, with those in 'Professional and Specialist' (69.2%), 'Managerial' (69.0%), and 'Administrator' (67.6%; 76.3% in 2009; 70.8% in 2008; 71.0% in 2006) positions among the most likely to agree overall. By comparison, those in 'Trades' roles continue to agree among the least frequently (36.5%; 43.4% in 2009).
- Employees who are disabled are also more likely to 'agree' or 'strongly agree' (66.7%) with this statement.

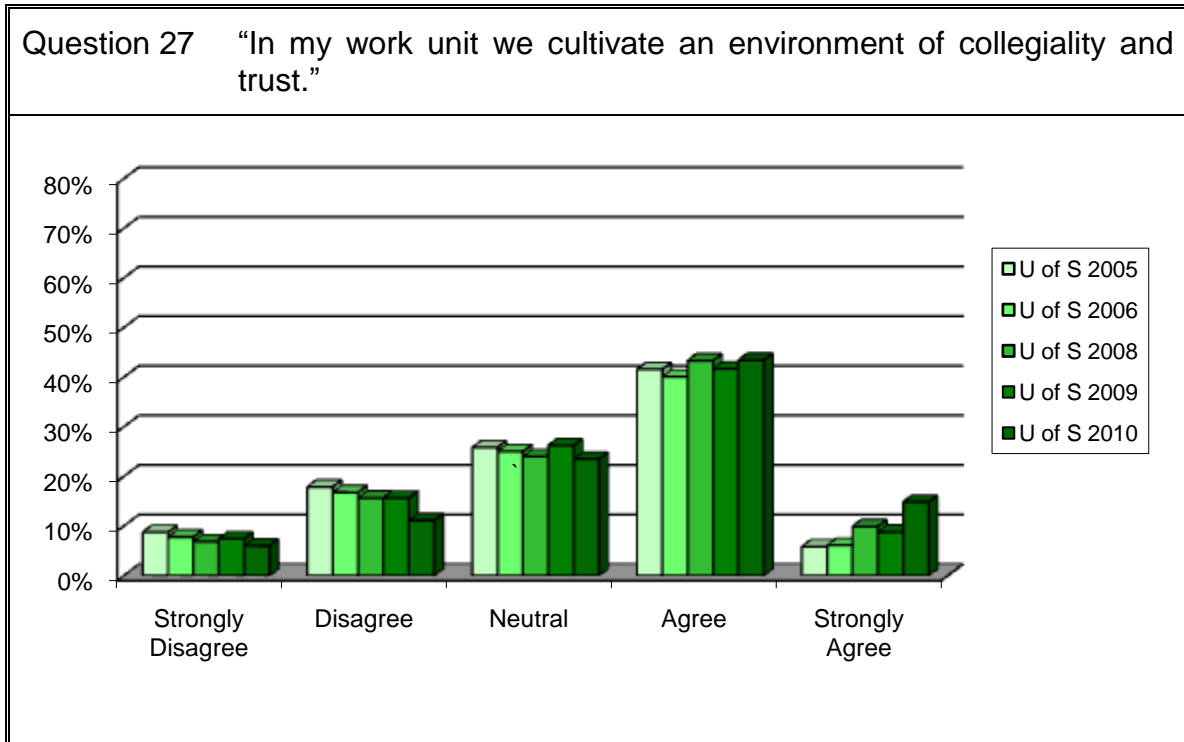
**Question 25** "In my work unit we are fair and forthright in our dealings."


- There were 1,792 responses to this question for a response rate of 99.1% (1,303 and 99.5% in 2009, 1,518 and 96.0% in 2008).
- More respondents than ever 'agree' or 'strongly agree' that we are fair and forthright in our dealings (64.2% in 2010, compared with 59.6% in 2009, 61.1% in 2008, 55.6% in 2006 and 54.4% in 2005).
- Agreement drops off with age. Employees under 30 years of age are among the most likely to 'agree' or 'strongly agree' at 70.0%, compared to 61.9% agreement among employees 40 or over.
- Similarly, agreement declines with length of service. Employees who have worked at the University for less than one year are the most likely to 'agree' or 'strongly agree' (78.0%; 71.7% in 2009; 75.4% in 2008), while those with more than 10 years of service are the least likely to agree (59.9%).
- Responses also vary by type of occupation, with 'Managerial' staff (76.6%) and 'Administrators' responding with the highest levels of agreement (74.6%; 82.9% in 2009; 77.5% in 2008; 75.2% in 2006). Comparatively, employees of 'Operational Support' (52.3%), 'Academic/Teaching/Research' (55.6%), and 'Trades' (55.8%; 33.3% in 2009) are among the least likely to agree.

## Question 26 "In my work unit we confront problems and issues openly and directly."



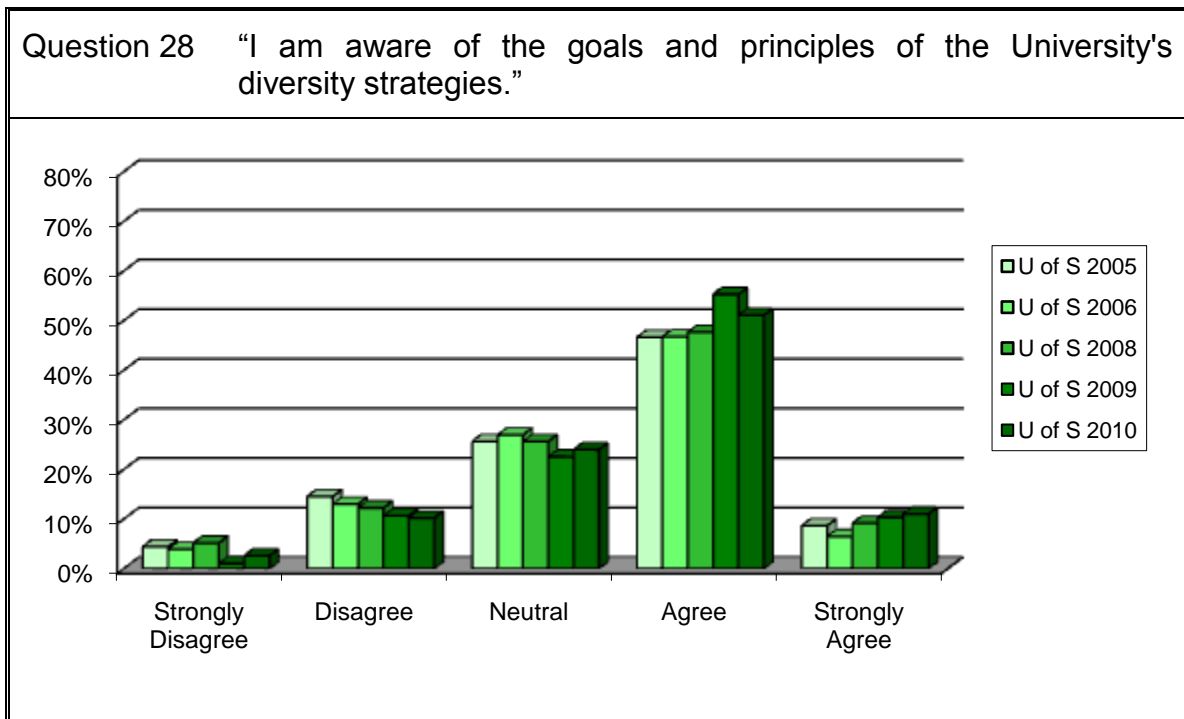
- There were 1,795 responses to this question for a response rate of 99.3% (compared with 1,302 and 99.5% in 2009, 1,547 and 99.0% in 2008, 1,521 and 96.2% in 2006).
- More respondents than ever 'agree' or 'strongly agree' that we confront problems and issues openly and directly (48.2% in 2010, compared with 45.7% in 2009, 46.4% in 2008, 38.9% in 2006, 41.8% in 2005).
- 'Disabled' employees are among the most likely to agree with this statement (61.1%).
- Male employees are also more likely to 'agree' or 'strongly agree' (53.0%) compared to female employees (45.1%).
- Employees who have worked at the University less than one year are the most likely to 'agree' or 'strongly agree' (61.3%; 54.4% in 2009; 61.4% in 2008), with agreement dropping more than 10-percentage points beyond one year of service (to 44.8% among employees with more than 10 years of service).
- Agreement levels also differ when segregating by occupation type, with the highest levels seen among employees in 'Administrator' (64.8%; 64.0% in 2009; 55.1% in 2008; 50.0% in 2006) and 'Information Technology' (63.8%) roles. Agreement levels drop considerably among 'Operational Support' (31.5%; 35.5% in 2009) 'Trades' (34.6%; 36.6% in 2009) and 'Academic/Teaching/Research' (39.4%; 35.5% in 2009) employees.



- There were 1,792 responses to this question for a response rate of 99.1% (compared to 1,301 responses for a response rate of 99.4% in 2009, 1,547 and 99.0% in 2008, 1,517 and 96.0% in 2006).
- More respondents than ever 'agree' or 'strongly agree' that we cultivate an environment of collegiality and trust (58.4% combined compared with 50.6% in 2009, 53.3% in 2008, 46.2% in 2006 and 47.5% in 2005).
- Overall agreement declines with age. Employees under 40 years of age are the most likely to 'agree' or 'strongly agree' (64.6%), while agreement drops to 55.9% among employees 40 years of age and over.
- Agreement also declines with length of service. Employees who have worked at the University for less than one year are the most likely to 'agree' or 'strongly agree' (74.4%; 58.8% in 2009; 65.9% in 2008), while agreement drops to 53.3% among employees with more than 20 years of service (46.7% in 2009; 47.3% in 2008).
- Employees in 'Administrator' roles are among the most likely to agree (71.8%; 71.1% in 2009; 68.5% in 2008), while employees in 'Operational Support' (38.5%) and 'Trades' (40.4%; 30.0% in 2009; 46.3% in 2008) roles are among the least likely to agree.

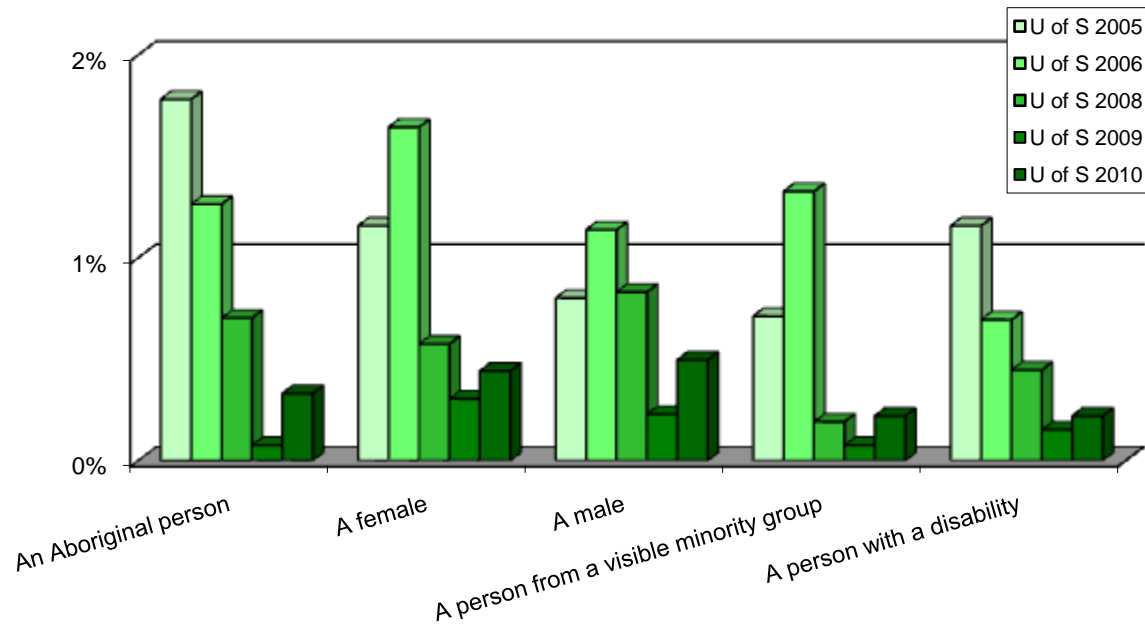
## The Equity/Diversity Quotient

There are six questions in this section which are 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.

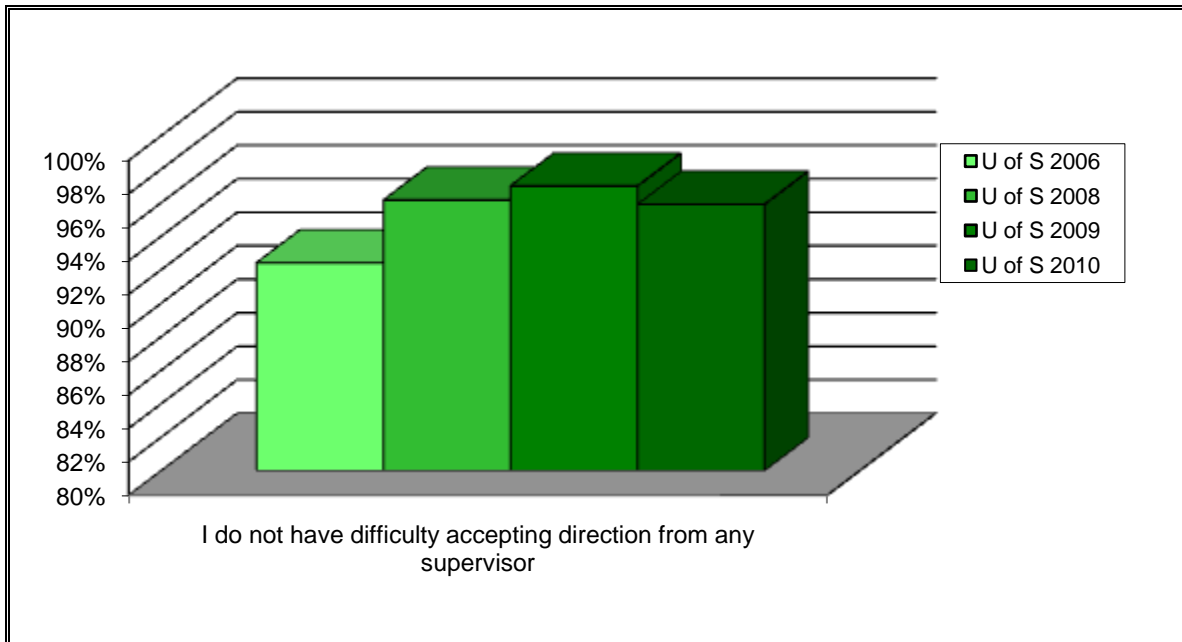


- There were 1,790 responses to this question, for a response rate of 99.0%. (1,302 responses to the question in 2008 for a response rate of 99.5%, 1,555 and 97.2% in 2008).
- Fewer respondents 'agree' or 'strongly agree' that they are aware of the University's diversity strategies when compared with last year's survey, but 2010 levels are still high; (62.2% combined agreement, 65.7% in 2009, 56.9% in 2008, 53.3% in 2006, 55.3% in 2005).
- A strong correlation continues to exist between overall agreement and age, with likelihood to agree increasing with an employee's age. Combined agreement for employees under the age of 30 is 57.1% (57.3% in 2009) while for those over the age of 60 is 76.0% (72.9% in 2009; 64.5% in 2008; 64.8% in 2006).
- Combined agreement levels remain highest for employees in 'Managerial' (76.6%; 76.5% in 2009) and 'Administrator' (76.1%; 79.0% in 2009; 73.0% in 2008; 74.5% in 2006) occupations, and remain lowest for respondents in the 'Trades' (30.8%; 33.0% in 2009; 35.7% in 2008; 34.5% in 2006), and 'Technical' (47.0%; 51.3% in 2009; 49.2% in 2008; 44.3% in 2006) categories.

Question 29 "I have difficulty accepting direction from a supervisor who is (check all that apply)."

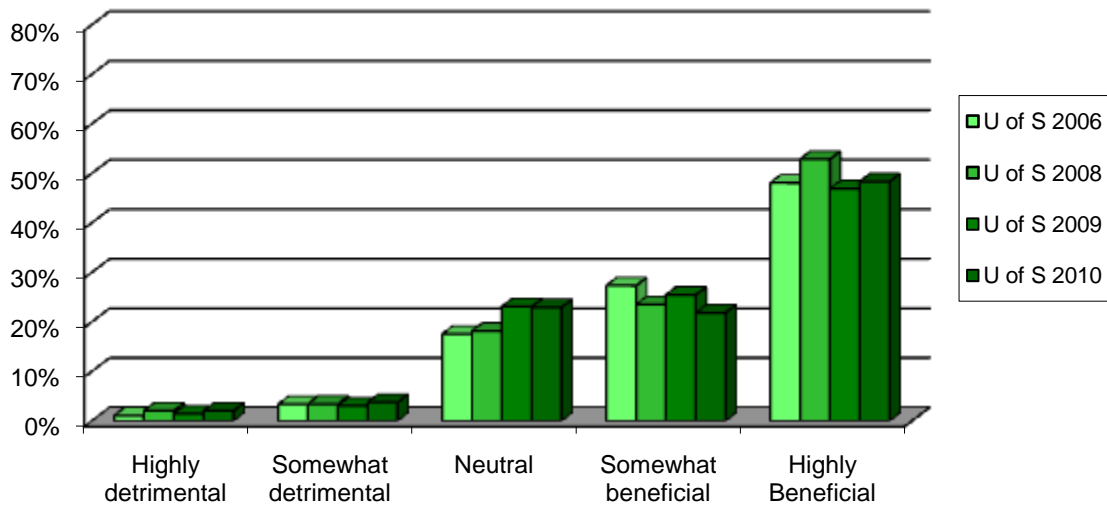


"I do not have difficulty accepting direction from any supervisor."



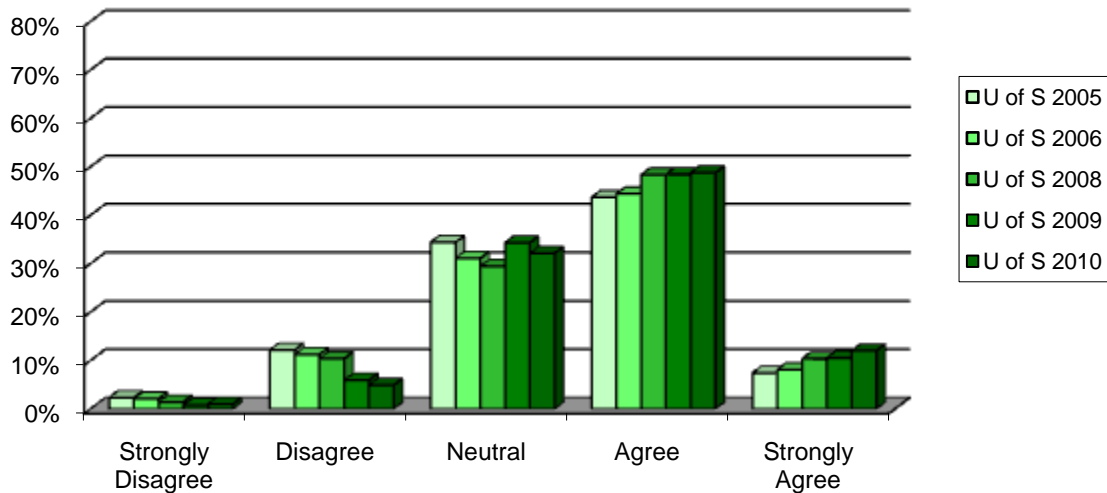
- More respondents indicated that they have difficulty accepting direction from a supervisor of a specific demographic group than in the 2009 survey. In 2010, 31 respondents selected at least one of the five groups, compared with only 11 respondents in 2009. The 2010 number is still lower than in each of the years prior to 2009; in 2008, 43 employees indicated they had difficulty accepting direction from a supervisor in one of the above groups, 96 employees checked one of these boxes in 2006, and 54 respondents in 2005. This is a response rate of 1.7% in 2010 (doubling the 0.84% in 2009).
- This question also allows participants to choose “I do not have difficulty accepting direction from any supervisor”. In 2010, the rate of agreement decreased for the first time ever as 95.9% of respondents reported that they do not have difficulty accepting direction from any identified demographic group. This compares with 97.0% in 2009, 96.2% in 2008 and 92.4% in 2006.
- Of the 31 (1.7%) who did report some difficulty, the largest group (0.5%) reported difficulty accepting direction from a supervisor who is male. This is a change from 2009 (0.3%) and 2006 (1.6%) where the largest groups reported difficulty accepting direction from a female, but consistent with 2008 where the largest group (0.8%) reported difficulty accepting direction from a supervisor who is male. In 2005, the largest group (1.8%) reported difficulty accepting direction from an Aboriginal person.
- In 2010, the second most frequent selection was supervisors who are female (0.4%). Third was an Aboriginal person (0.3%), then a supervisor from a visible minority group and a supervisor who is a person with a disability, both at 0.2%.
- In 2009, the next most frequently chosen groups were males or persons with a disability, both at 0.1%.
- Because of the small number of respondents to this question, none of the cross-tabulations had sufficient numbers to be reliable. Though the vast majority of employees, regardless of age, gender, length of employment and occupation type, indicate that they do not have difficulty accepting direction from any supervisor.

Question 30 "I feel the effect of a diverse workforce on the future of the University is:"



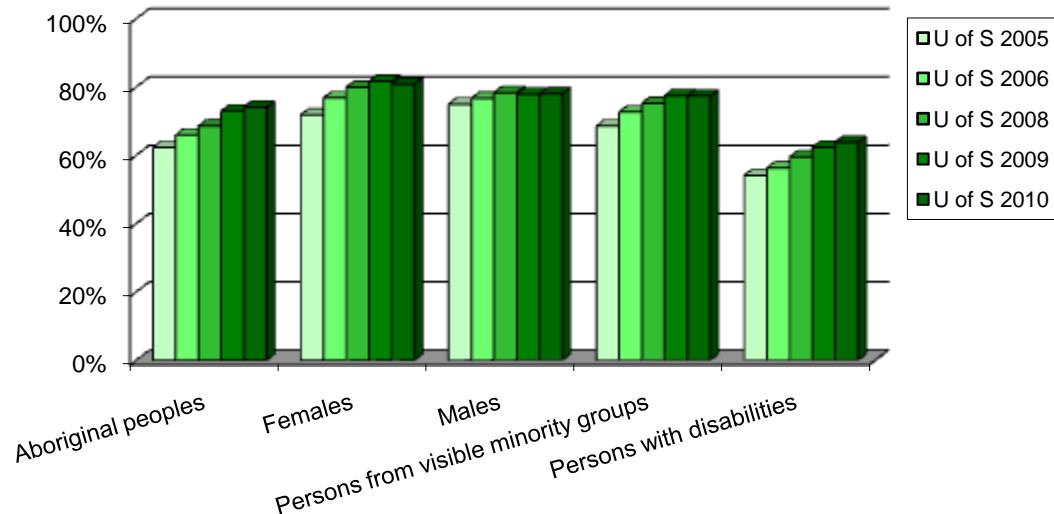
- This question was slightly re-written for the 2006 survey, and retained in subsequent surveys. The initial question was "I feel a more diverse workforce would be beneficial to the future of the University." Overtime, it appears the change in wording had an impact on responses, so comparison to 2005 responses has been removed from the chart.
- There were 1,789 responses to this question, for a response rate of 98.9% compared to 1,304 and 99.6% in 2009, 1,553 and 99.4% in 2008, and 1539 and 97.3% in 2006.
- Fewer agree that a more diverse workforce would be beneficial to the future of the University than in the last three years' surveys; 70.2% agree ('agree' and 'strongly agree' combined) as compared to 72.4% combined agreement in 2009, 76.4% in 2008 and 75.4% in 2006.
- Female employees remain more likely to respond 'highly beneficial' (53.6%; 51.8% in 2009, 58.0% in 2008) compared to their male counterparts (41.8%; 40.0% in 2009; 44.0% in 2008).
- Responses differ among members of different occupational groups. Those most likely to respond 'highly' or 'somewhat' beneficial include 'Administrators' (85.9%; 85.5% in 2009; 87.6% in 2008) and 'Academic/Teaching/Research' staff (82.3%; 81.1% in 2009), while those in 'Trades' positions (44.2%) are among the least likely to respond in the same manner.

Question 31 “Under-represented groups (women, visible minorities, persons with disabilities and Aboriginal people) promoted into 'supervisory' positions are treated with respect.”



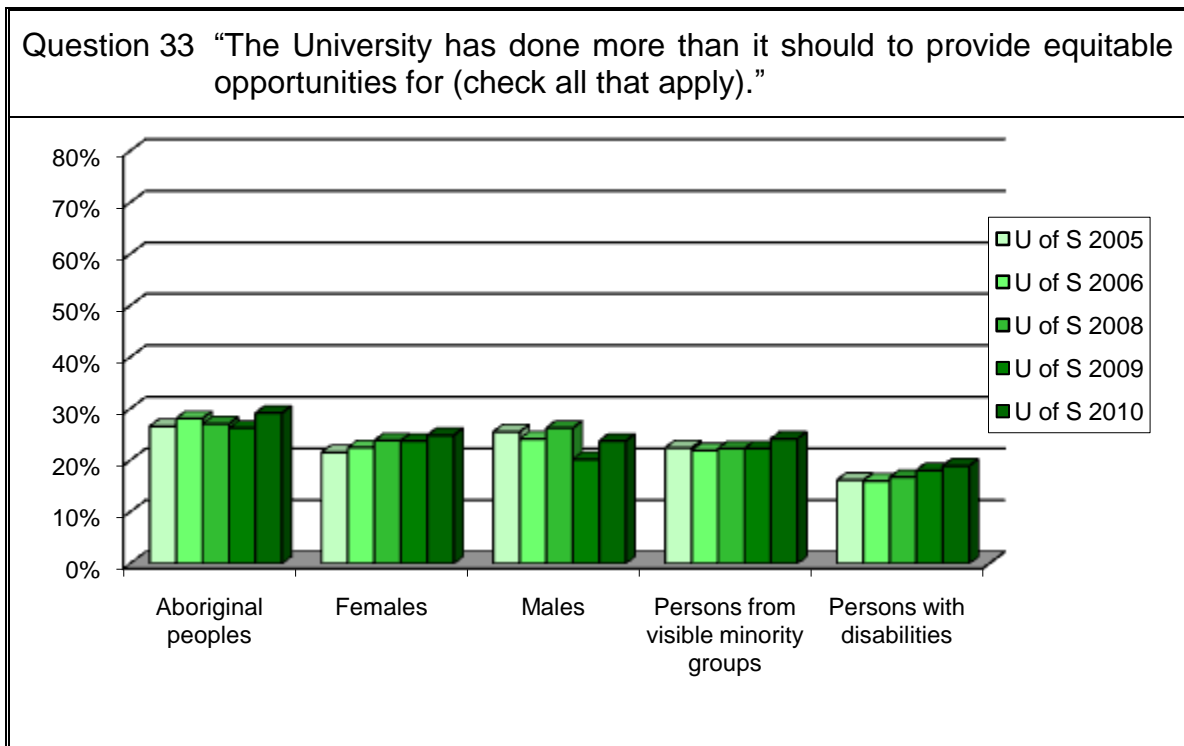
- There were 1,787 responses to this question, for a response rate of 98.8%, compared to 1,299 and 99.0% in 2009, 1,547 and 99.0% in 2008, and 1,533 and 97.0% in 2006.
- More respondents than ever ‘agree’ or ‘strongly agree’ that under-represented groups promoted into ‘supervisory’ positions are treated with respect. In the current survey, there is 60.1% combined agreement compared to 59.0% in 2009, 58.7% in 2008 and 52.5% in 2006.
- Employees less than 30 years of age are significantly more likely to ‘agree’ or ‘strongly agree’ (71.0%; 76.9% in 2009) compared to employees 30 years of age and over (60.3%).
- Aboriginal employees are comparatively less likely to ‘agree’ or ‘strongly agree’ with this statement (44.0%).
- Response rates also vary by occupation type. The groups most likely to ‘agree’ or ‘strongly agree’ are ‘Managerial’ employees (68.3%), ‘Information Technology’ staff (68.1%; 69.2% in 2009; 57.3% in 2008; 61.7% in 2006), and ‘Administrators’ (66.2%; 69.8% in 2009; 62.4% in 2008; 54.2% in 2006). Conversely, those in ‘Trades’ are the least likely to agree (38.5%).

Question 32 "I believe that the following groups have an equal opportunity for employment at the U of S (check all that apply)."



- Responses to this question range from 1,155 (63.9%; persons with disabilities) to 1,462 (80.9%; females). This range of responses is similar to those in 2009, with many groups showing a trend of increasing agreement over the survey years.
- In 2009, responses ranged from 817 (62.4%) to 1070 (81.7%). This is slightly higher than responses in 2008 which ranged from 932 (59.6%) to 1250 (80.0%), higher than 2006 ranges of 891 (56.4%) to 1215 (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 19.1% to 36.1% (18.3% to 37.6% in 2009) think there is not equal opportunity. This varies by each group in question:
  - Aboriginal persons have an equal opportunity for employment at the U of S:
    - Overall, 74.2% believe that Aboriginal people have an equal opportunity for employment at the U of S, higher than every prior year (73.0% in 2009, 68.7% in 2008, and 66.0% in 2006).
  - Females have an equal opportunity for employment at the U of S:
    - Overall, slightly fewer respondents than in last year's survey believe that females have an equal opportunity for employment at the U of S. In 2010, 80.9% agreed compared to 81.7% in 2009, 80.0% in 2008, and 76.9% in 2006.
  - Males have an equal opportunity for employment at the U of S:
    - Overall, 78.1% believe that males have an equal opportunity for employment at the U of S, compared to 78.0% in 2009, 78.4% in 2008, and 76.7% in 2006.
  - Members of visible minority groups have an equal opportunity for employment at the U of S:
    - Overall, 77.4% believe that visible minorities have an equal opportunity for employment at the U of S, compared with 77.5% in 2009, 75.3% in 2008, and 72.7% in 2006.

- Persons with disabilities have an equal opportunity for employment at the U of S:
  - Overall, 63.9% believe that persons with disabilities have an equal opportunity for employment at the U of S compared with 62.4% in 2009, 59.6% in 2008, and 56.4% in 2006.
- Female employees are more likely than male employees to say they believe a male has an equal opportunity for employment at the U of S (90.0% vs. 80.8%). Conversely, men are slightly more likely than women to say they believe a female has the same equal opportunity (91.9% vs. 87.8%).
- Fewer than half (48.6%) of disabled employees believe a person with a disability has an equal opportunity for employment at the University. Similarly, Aboriginals and members of a visible minority are among the least likely to believe a person with a disability has an equal opportunity for employment at the University (57.4% and 59.4%, respectively).
- Aboriginals are also among the least likely to believe an Aboriginal person has an equal opportunity for employment at the U of S (61.7%).

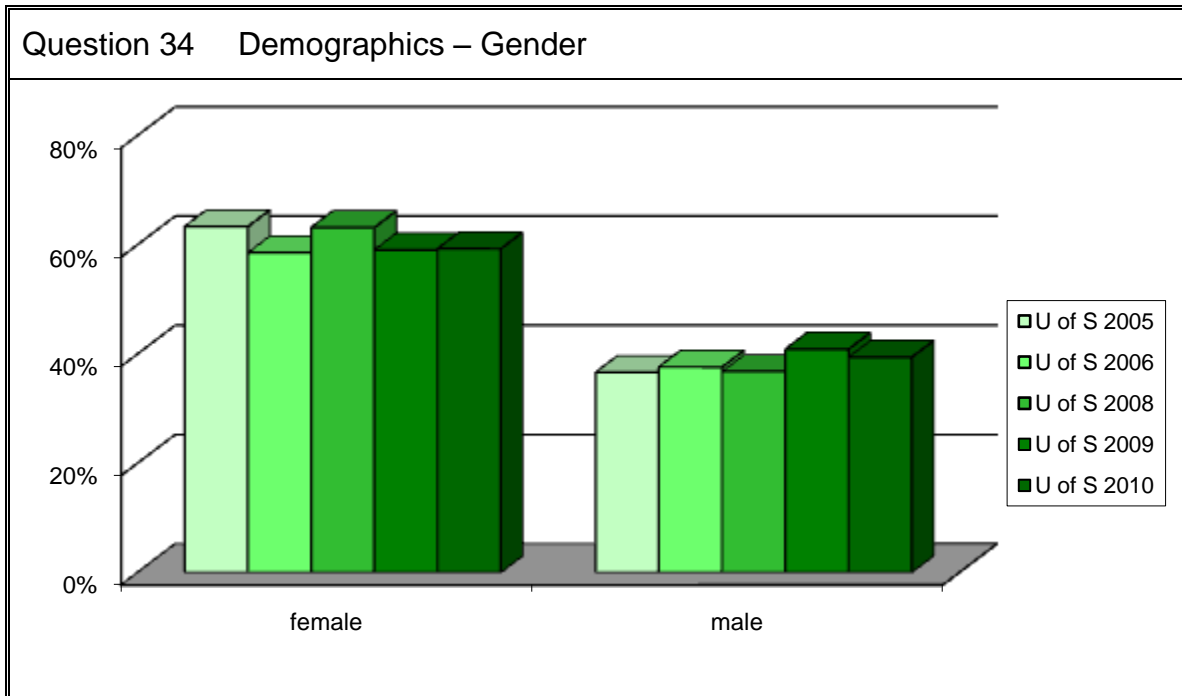


- As with the previous question, respondents could either agree or not respond to this question. The response rate varies for each of the five demographic groups, and ranges from 19.0% to 29.2%, compared to 18.1% to 26.2% in 2009, 16.8% to 27.1% in 2008 and 16.1% to 28.2% in 2006.
- The highest rate 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 29.2%. This was the same group with the highest rate of response in each of the prior survey years: 2009 (26.3%), 2008 (27.1%), 2006 (28.2%), and 2005 (26.6%). Similarly, the lowest level of agreement for each of the survey years was regarding equitable opportunities for persons with

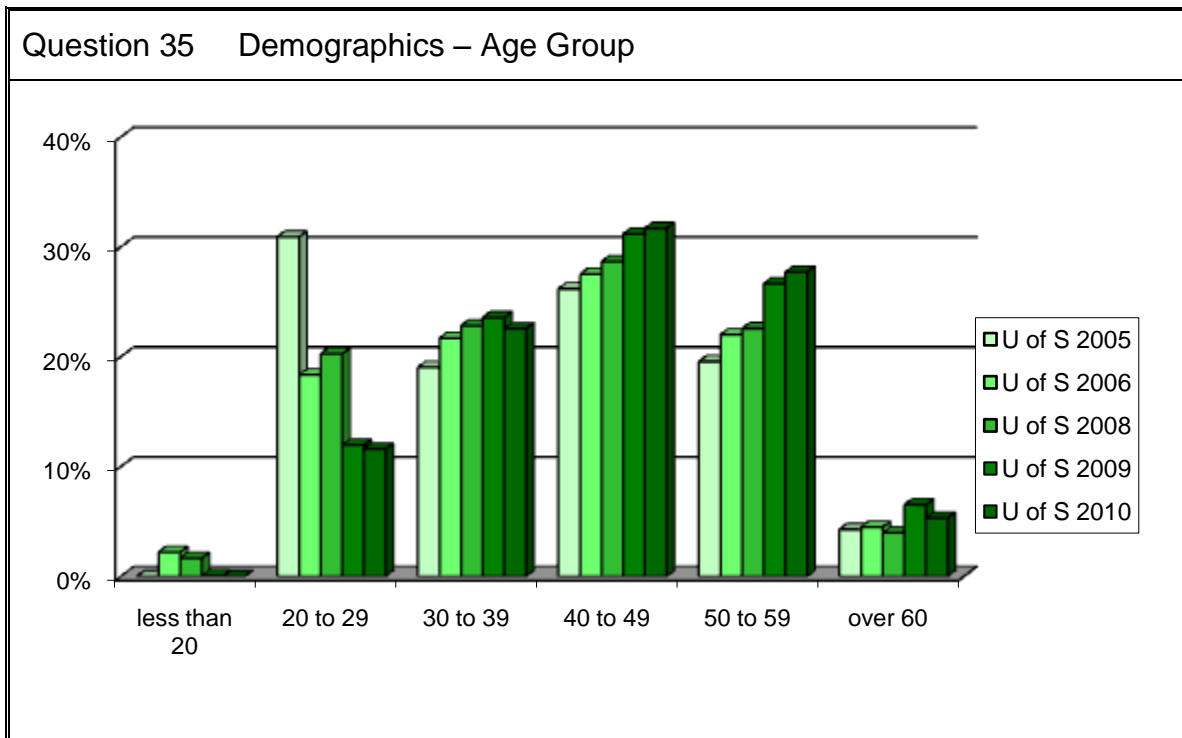
- disabilities at 19.0% in 2010, 18.1% in 2009, 16.8% in 2008, 16.1% in 2006, and 16.2% in 2005.
- Most (70.8%) did not respond to this question, indicating that they do not think that the University has done more than it should to provide equitable opportunities for targeted groups, compared to 73.7% in 2009, 72.9% in 2008 and 71.9% in 2006. Non-response could be interpreted in many ways, but none are concrete or reliable.
  - Each of the groups show the following responses:
    - The University has done more than it should to provide equitable opportunities for Aboriginal persons:
      - Overall, 29.2% responded that the University has done more than it should to provide equitable opportunities for Aboriginal persons, highest ever compared to 26.3% in 2009, 27.1% in 2008, and 28.2% in 2006.
    - The University has done more than it should to provide equitable opportunities for females:
      - Overall, 24.9% responded that the University has done more than it should to provide equitable opportunities for females, higher than previous years' surveys: 23.8% in 2009, 23.9% in 2008, and 22.5% in 2006.
    - The University has done more than it should to provide equitable opportunities for males:
      - In 2010, more responded that the University has done more than it should to provide equitable opportunities for males than in 2009: 23.8% in 2010 compared with 20.2% in 2009, 26.3% in 2008, and 24.2% in 2006.
    - The University has done more than it should to provide equitable opportunities for members of visible minority groups:
      - More respondents than ever said that the University has done more than it should to provide equitable opportunities for members of visible minority groups: 24.2% compared to 22.3% in 2009, 22.3% in 2008 and 22.0% in 2006.
    - The University has done more than it should to provide equitable opportunities for persons with disabilities:
      - As with all other groups in this question, more respondents said that the University has done more than it should to provide equitable opportunities for persons with disabilities: 19.0% compared to 18.1% in 2009, 16.8% in 2008, and 16.1% in 2006.
  - Female employees are more likely than male employees to say they feel the University has done more than it should to provide equitable opportunities 'for an Aboriginal person' (73.0% vs. 65.9%) and 'for males' (62.4% vs. 49.3%). Conversely, males are more likely than females to say they feel the University has done more than it should 'for females' (68.1% vs. 53.5%).
  - Those most likely to feel the University has done more than it should to provide equitable opportunities for 'an Aboriginal person' include employees in 'Administrative Support' (81.5%) and younger respondents (77.5% of those under 30).

## Demographics

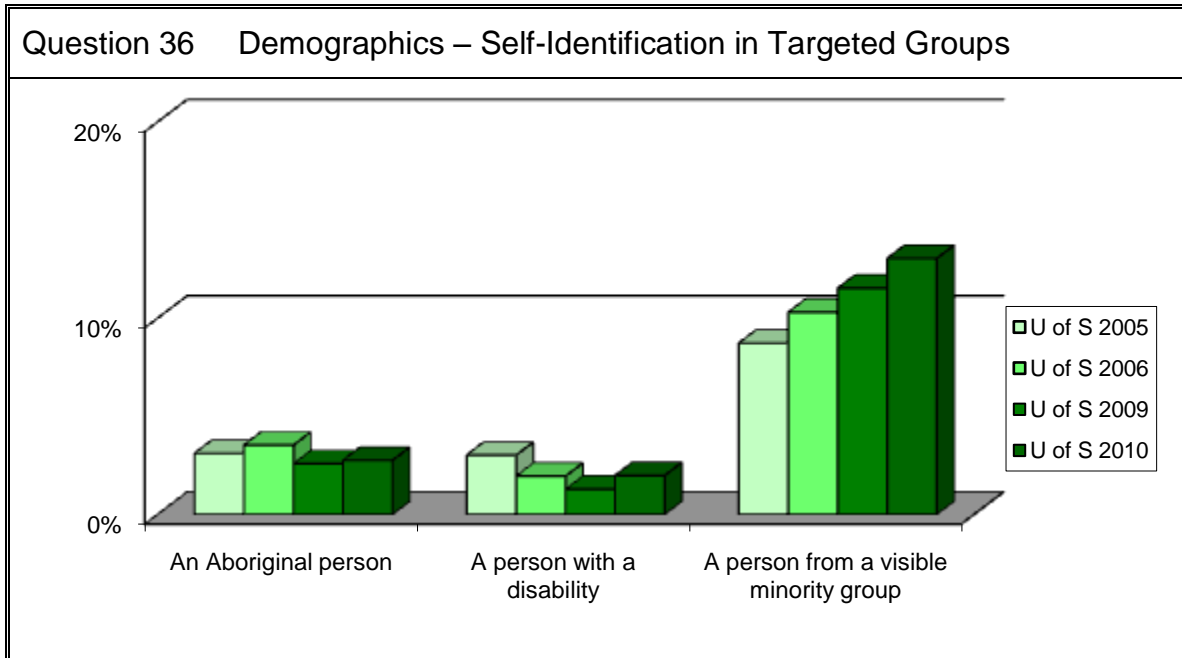
In this section, there were six questions designed to identify and describe the respondent group. These demographic descriptors were cross-tabulated with all previous survey questions to describe variances in survey responses.



- There were 1,785 responses to this question for a response rate of 98.7% (compared to 1,303 and 99.5% in 2009, 1,559 and 99.8% in 2008, 1,521 and 96.2% in 2006).
- As with every prior year's survey, the majority of respondents are female (59.3% in 2010, 59.1% in 2009, 63.2% in 2008, 58.6% in 2006, 63.3% 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%).

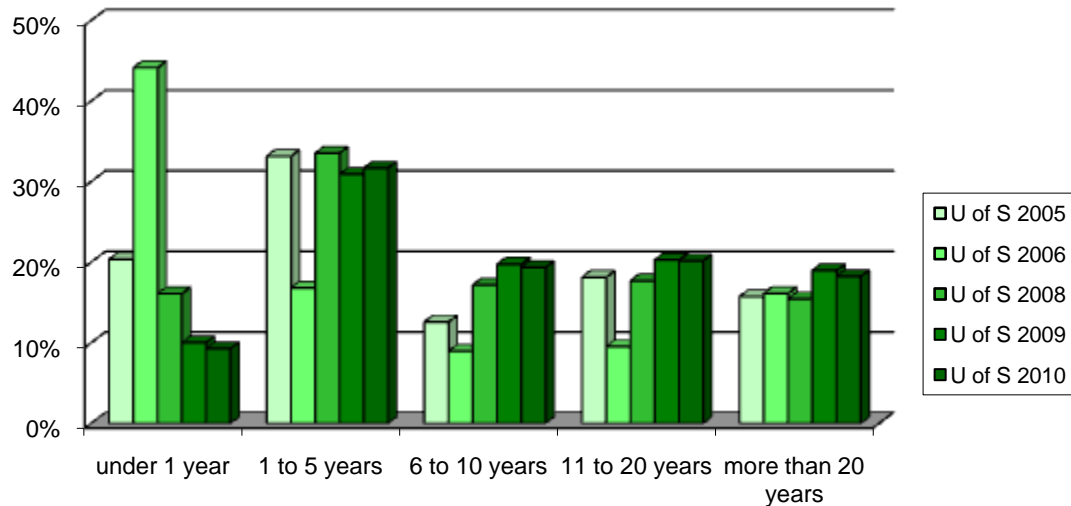


- There were 1,788 responses to this question for a response rate of 98.9%. In 2009 there were 1,302 respondents for a response rate on this question of 99.5%, 1,559 and 99.7% in 2008, and 1,522 and 96.3% in 2006.
- The category 'less than 20' was added in the 2006 survey and retained in subsequent years.
- Since 2006, the largest group of respondents was the 40 to 49 age group (31.7% in 2010, 31.2% in 2009, 28.7% in 2008, and 27.5% in 2006). In 2005, 20 to 29 year olds were the most frequent respondents.



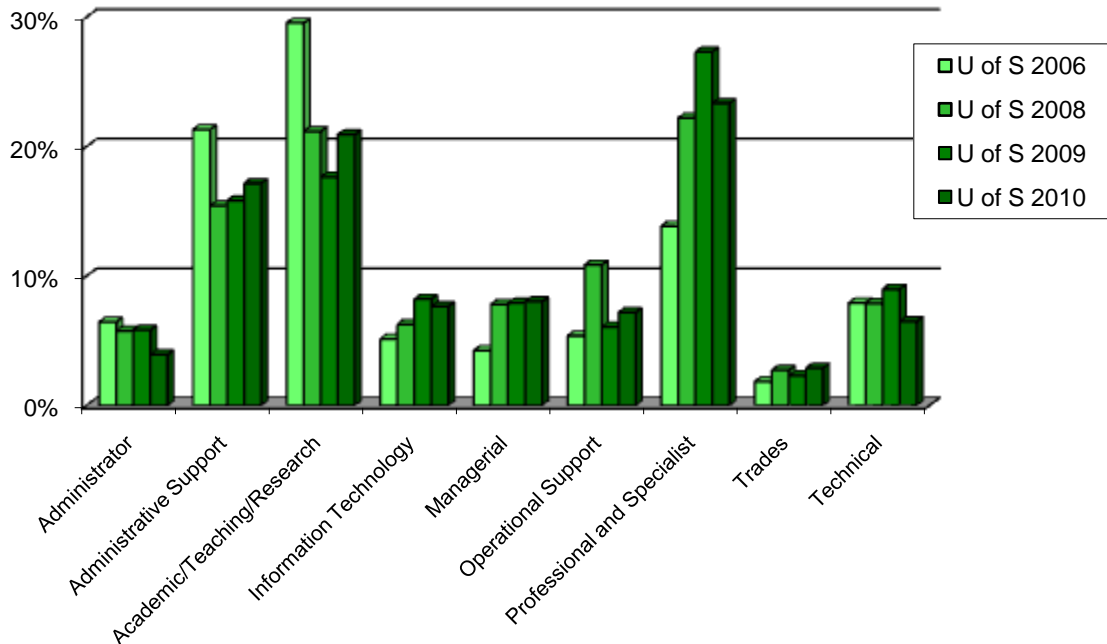
- Respondents were asked to check any of the demographic characteristics that apply. In 2010, there were 322 responses, for an overall response rate of 17.8%.
- There were 202 responses for a response rate of 15.4% in 2009. This question was omitted in error from the 2008 survey. In 2006, there were 250 responses, for a response rate of 15.8%.
- 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 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 37 Demographics – Length of Employment



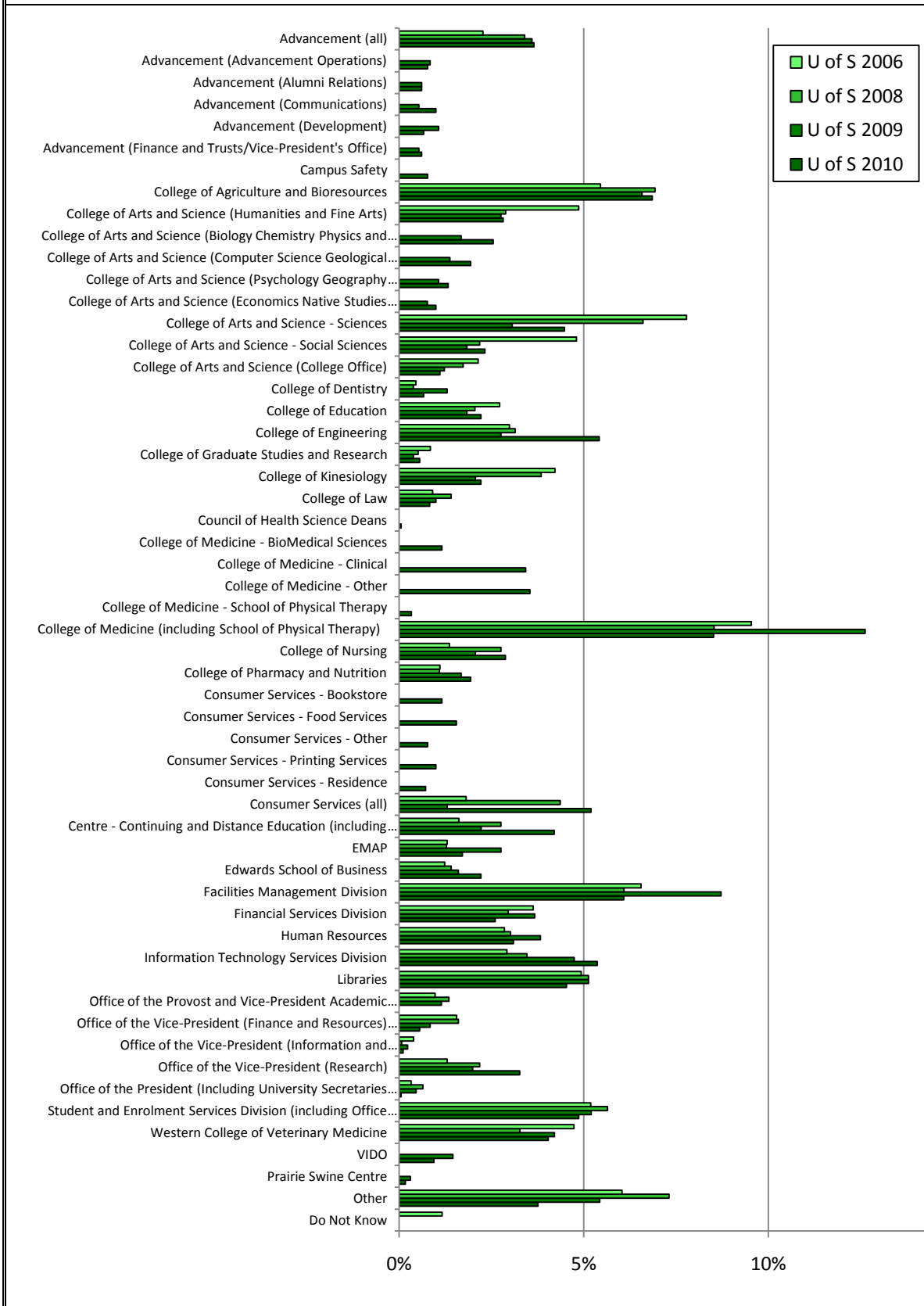
- There were 1,786 responses to this question for a response rate of 98.8% in 2010, compared to 1,306 and 99.8% in 2009, 1,550 and 99.2% in 2008, and 1,512 and 95.6% in 2006.
- At present, the largest group of respondents has worked at the University for one to five years (31.7%). The second largest group has 11 to 20 years of service (20.2%), followed by those between 6 and ten years (19.4%), then more than 20 years (18.3%). As with the last three years, the lowest group of respondents is those in their first year of employment at the University (9.3%). This is consistent with the previous two years and 2005. There was a different breakdown in 2006.
- In 2009, the largest group of respondents had worked at the University for one to five years (30.9%), followed by those between 11 and 20 years of service (20.3%), then 6 to 10 (19.8%), more than 20 years of service (19.0%). The lowest group of respondents was employees in their first year of service for the University (10.0%).
- In 2008, the largest group of respondents had worked at the University for one to five years (33.6%), followed by those between 11 and 20 years of service (17.7%), then 6 to 10 (17.2%), under one year (16.1%) and the lowest group of respondents was over 20 years of service (15.5%). With the exception of those between one and five years of service, this year's respondents were relatively evenly distributed compared to previous years.
- In 2006, 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



- There were 1,763 responses to this question for a response rate of 97.5% (compared with 1,304 and 99.6% in 2009, 1,559 and 99.7% in 2008, 1,512 and 95.6% in 2006).
- This question was added in the 2006 survey, and retained in subsequent surveys.
- The largest group of respondents is in the Professional and Specialist category (23.3%), followed by Academic/Teaching/Research (20.9%) and Administrative Support (17.2%). The smallest group of respondents is in the Trades (2.9%).
- There are more respondents than last year in the following categories:
  - Academic/Teaching/Research
  - Administrative Support
  - Managerial
  - Operational Support
  - Trades
- There are fewer respondents in the occupational categories of:
  - Administrator
  - Information Technology
  - Professional and Specialist
  - Technical

Question 39 Demographics – Work Unit



- Responding employees were asked to identify which work unit<sup>9</sup> they are a member of. There were 1,808 responses to this question for a response rate of 100% (compared to 1,307 respondents for a response rate of 99.8% in 2009, 1,559 and 99.7% in 2008, 1,508 and 95.4% in 2006).
- This question was added in the 2006 survey, and retained in subsequent surveys.
- The largest group of respondents is from the College of Agriculture and Bioresources (6.9%).
- In each of the prior survey years, the greatest ratio of participating employees was from the College of Medicine. This year, respondents from the College of Medicine had to choose from four sub-groups (BioMedical Sciences, Clinical, School of Physical Therapy, and Other). Taken together, 8.5% of all respondents were from the College of Medicine. The College of Arts and Science has never been a single item in the unit list. All together, 8.8% of respondents were from the College of Arts and Science.

## Comments

In past survey years, there was a single closing question which asked respondents to provide general comments. In 2010, respondents were asked to provide comments in three categories:

- Comments related to your unit, to be shared with your unit leader.  
\*\*Please note that these comments will be shared verbatim with your unit leader. Unit leaders will be provided with all comments provided in aggregate and these comments will not be linked to your other survey answers. If you want your comments to remain anonymous, do not identify yourself with specific examples or descriptions.
  - There were 335 comments provided.
- Comments related to the University.
  - There were 291 comments provided.
- Comments related to the survey.  
If you would like a response to your comment, please provide your email address.
  - There were 135 comments provided.

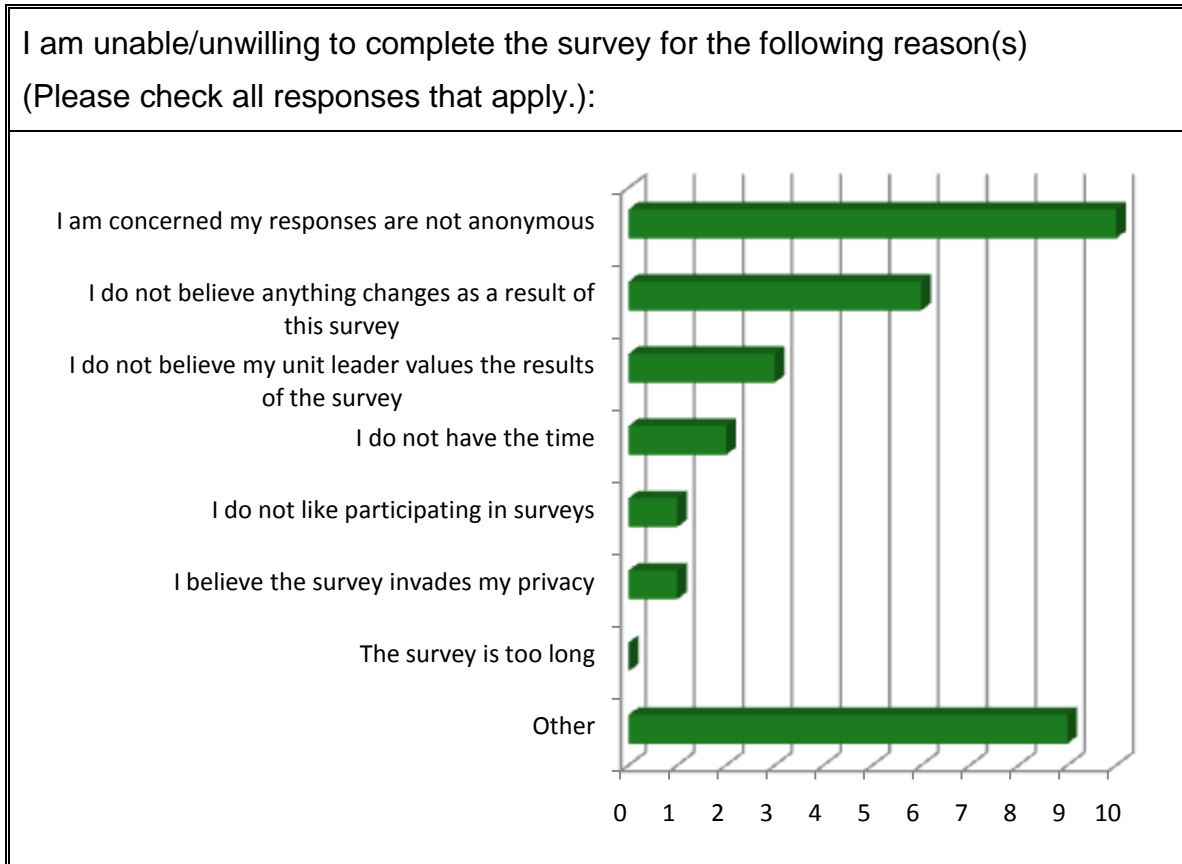
In 2009, there were 252 (395 in 2008) total comments submitted.

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<sup>9</sup> The full list of work units provided to respondents is included at the end of the survey instrument in Appendix 1.

### ***"Reasons For Not Responding" Survey Results***

The invitation to participate in the survey asked those who were unable or unwilling to complete the survey, to quickly provide some feedback on their reasons. Eighteen individuals completed this survey. While the results are not statistically significant, they are of practical significance in understanding why some employees do not participate in the annual Employee Opinion Survey.



There were fourteen other comments provided.

## Appendix One

### Employee Opinion Survey Instrument

Thank you for participating in the 2010 University of Saskatchewan Employee Opinion Survey. All responses are confidential. Reports are compiled so that smaller units are grouped to further ensure confidentiality of responses.

#### Scale (unless otherwise stated):

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

#### Employee Development and Engagement

These questions are designed to measure perceptions about whether employees feel appreciated, valued and recognized.

1. I feel I am recognized for a job well done.
2. I have the chance to get a better job at the University based on my skills.
3. I am satisfied with the amount of progress I have made in my job.
4. I know what is expected of me at work.
5. I have the materials, equipment, information and/or resources I need to do my work well.
6. I get a real sense of achievement from my work.
7. At work, I have the opportunity to do what I do best every day.
8. In the last seven days, I have received recognition or praise for doing good work.
9. My supervisor, or someone at work, seems to care about me as a person.
10. There is someone at work who encourages my development.
11. My opinions seem to count.
12. The purpose of the University and/or my work unit makes me feel my job is important.
13. My co-workers are committed to doing quality work.
14. I have a best friend or close colleague at work.
15. In the last six months, someone at work has talked to me about my progress.
16. This last year, I had opportunities at work to learn and grow.
17. I see how my work aligns with my unit's multi-year plan. (response options: 5 point agree scale, add "I am not aware of my unit's multi-year plan.")
18. Please identify one or more of the following which may be a barrier to your being fully engaged and successful at work:
  - a. Daycare
  - b. Family care
  - c. Work volume
  - d. Elder care
  - e. Workplace relationships
  - f. Conflict in the workplace
  - g. Ability to cope with change
  - h. Personal resiliency

- i. Family issues
- j. Health issues
- k. Leadership
- l. None
- m. Other

19. If you indicated that there are other barriers to your being fully engaged and successful at work. Please specify. (Qualitative)

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

These questions are designed to measure workplace culture. Please consider your individual work unit when responding to the following questions.

- 20. In my work unit we are honest, supportive and sensitive in our communications.
- 21. In my work unit we respect and value individual and cultural differences.
- 22. In my work unit we support innovation, creativity and risk taking.
- 23. In my work unit we learn from our failures.
- 24. In my work unit we celebrate our successes.
- 25. In my work unit we are fair and forthright in our dealings.
- 26. In my work unit we confront problems and issues openly and directly.
- 27. In my work unit we cultivate an environment of collegiality and trust.

### **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.

- 28. I am aware of the goals and principles of the University's diversity strategies.
- 29. I have difficulty accepting direction from a supervisor who is (check all that apply)
  - a. An Aboriginal person
  - b. A female
  - c. A male
  - d. A person from a visible minority group
  - e. A person with a disability
  - f. I do not have difficulty accepting direction from any supervisor
- 30. I feel the effect of a diverse workforce on the future of the University is:
  - a. Highly beneficial
  - b. Somewhat beneficial
  - c. Neutral
  - d. Somewhat detrimental
  - e. Highly detrimental
- 31. Under-represented groups (women, visible minorities, persons with disabilities and Aboriginal people) promoted into 'supervisory' positions are treated with respect .
- 32. I believe that the following groups have an equal opportunity for employment at the U of S (check all that apply):
  - a. An Aboriginal person
  - b. A female
  - c. A male
  - d. A person from a visible minority group
  - e. A person with a disability

33. The University has done more than it should to provide equitable opportunities for (check any if they apply):
- a. An Aboriginal person
  - b. A female
  - c. A male
  - d. A person from a visible minority group
  - e. A person with a disability

## Demographics

34. Gender:
- a. Female
  - b. Male
35. Age:
- a. Less than 20
  - b. 20 to 29
  - c. 30 to 39
  - d. 40 to 49
  - e. 50 to 59
  - f. Over 60
36. I self identify as (check all that apply)
- a. An Aboriginal person
  - b. A person with a disability
  - c. A person from a visible minority group
37. Length of employment at the University:
- a. Under 1 year
  - b. 1 to 5 years
  - c. 6 to 10 years
  - d. 11 to 20 years
  - e. More than 20 years
38. Type of occupation (select the one which best represents the type of work you perform most of the time):
- a. Administrator
  - b. Administrative Support
  - c. Academic/Teaching/Research
  - d. Information Technology
  - e. Managerial
  - f. Operational Support
  - g. Professional and Specialist
  - h. Trades
  - i. Technical
39. From the list below check the one group which best describes where you work.
- a. Advancement (Advancement Operations)
  - b. Advancement (Alumni Relations)
  - c. Advancement (Communications)
  - d. Advancement (Development)
  - e. Advancement (Finance and Trusts/Vice-President's Office)
  - f. Campus Safety
  - g. College of Agriculture and Bioresources
  - h. College of Arts and Science (Humanities and Fine Arts)

- i. College of Arts and Science (Biology Chemistry Physics and Engineering Physics)
- j. College of Arts and Science (Computer Science Geological Sciences Mathematics and Statistics)
- k. College of Arts and Science (Psychology Geography Anthropology and Archaeology)
- l. College of Arts and Science (Economics Native Studies Political Studies and Sociology)
- m. College of Arts and Science (College Office)
- n. Edwards School of Business
- o. College of Dentistry
- p. College of Education
- q. College of Engineering
- r. College of Graduate Studies and Research
- s. College of Kinesiology
- t. College of Law
- u. College of Medicine (Basic Sciences (Non-Clinical))
- v. College of Medicine (Clinical)
- w. College of Medicine (School of Physical Therapy)
- x. College of Nursing
- y. College of Pharmacy and Nutrition
- z. Consumer Services
- aa. Continuing and Distance Education (including Centre for Second Language Instruction; Professional Development and Continuing Education; Instructional Design)
- bb. eMAP (Media Access and Production)
- cc. Facilities Management Division
- dd. Financial Services Division
- ee. Human Resources
- ff. Information Technology Services Division
- gg. Libraries
- hh. Office of the Provost and Vice-President Academic (Institutional Planning and Assessment; Schools of Public Policy; School of Environment and Sustainability; School of Public Health; Diefenbaker Centre)
- ii. Office of the Vice-President (Finance and Resources) (including Corporate Administration)
- jj. Office of the Vice-President (Information and Communications Technology)
- kk. Office of the Vice-President (Research)
- ll. Office of the President (Including University Secretaries Office; Audit Services; Aboriginal Initiatives)
- mm. Student and Enrolment Services Division (including Office of the Associate Vice-President Student and Enrolment Services Academic Services)
- nn. Western College of Veterinary Medicine
- oo. VIDO
- pp. Prairie Swine Centre
- qq. Council of Health Science Deans
- rr. Other

40. Comments related to your unit, to be shared with your unit leader:

**\*\*Please note that these comments will be shared verbatim with your unit leader. Unit leaders will be provided with all comments provided in aggregate and these comments will not be linked to your other survey answers. If you want your comments to remain anonymous, do not identify yourself with specific examples or descriptions.**

41. Comments related to the University:

42. Comments related to the survey:

If you would like a response to your comment, please provide your email address.

## ***Reasons For Not Responding Survey Instrument***

The employee opinion survey is used to gather your opinion about your work experience at the University of Saskatchewan. Results are used to:

- Design planning activities in your own units and/or colleges
- Measure the success of the university through the Achievement Record
- Identify areas for improvement and/or additional resources
- Improve your work experience

To add to the interpretability of the survey results, it is helpful to know why people choose to not respond and to determine if there is any systematic pattern among their reasons for that choice.

Your responses will be collected without any information that could be used to identify you. It will be used for survey analysis and reporting. Due to the level of anonymity, it cannot be provided to your unit leader.

Thank you for your time and consideration.

I am unable/unwilling to complete the survey for the following reason(s)  
(Please check all responses that apply.):

- I do not have the time.
- I do not like surveys.
- I do not believe anything changes as a result of this survey.
- I do not believe my unit leader values the results of the survey.
- I believe the survey invades my privacy.
- I am concerned my responses will not be anonymous.
- I would like to participate but I am too busy right now.
- The survey is too long.
- Other (please specify) \_\_\_\_\_