



UNIVERSITY OF  
SASKATCHEWAN

# 2005 Employee Opinion Survey Report

Human Resources  
University of Saskatchewan  
December 2005

## Executive Summary

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

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

In May / June of 2005, Human Resources sponsored an Employee Opinion Survey. The survey gave us the opportunity to communicate directly with employees, and begin what will become an ongoing dialogue and opportunity to work together to improve our work environments, and make our University a destination of choice.

This was the first survey of its kind, with a good response rate, particularly considering some current climate factors. The survey was introduced during a period of organizational fatigue, and in some cases distrust, during a time of significant change and toward the end of the integrated planning cycle.

Responses were received by 1,122 employees (randomly distributed across units and employee groups). There are 3,943 term and full time employees “normally” considered as part of the employee complement<sup>1</sup>. The survey was given wider distribution than this employee group in an effort to obtain a wide random sample from the full community.

The results of the survey will:

1. identify the gaps between the current environment and the work place described in “Renewing the Dream”,
2. be openly shared and broadly communicated to build an environment of trust and support for future surveys,
3. provide an opportunity to engage employees across the campus in problem-solving dialogue and discussion,
4. provide valuable information to support the development of programs and services that meet our goal of establishing healthy, productive and diverse work environments,
5. clarify the challenges that need our collective focus to support the advancement of our University, and
6. provide a base line against which to measure future progress in pursuit of the University’s goals.

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<sup>1</sup> The University regularly issues about 7,500 pay deposits to full time, part time, term, in and out of scope employees, research employees, and casual employees. As the survey was distributed on line, it is estimated that 5,000 – 6,000 of this group actually received or opened the survey. The goal for the future is to increase the annual response rate significantly.

## Survey Results:

The survey asked questions in 3 key areas: equity/diversity, employee development and engagement and alignment with University values. Participants were asked to respond on a five point scale (strongly agree, agree, neutral, disagree and strongly disagree). This summary provides combined agree and strongly agree responses, and combined disagree and strongly disagree responses.

**Equity / Diversity:** questions to measure employee perceptions on fairness or equity, and whether or not diversity is appreciated and valued in the workplace.

**Opportunities:**  
*63% feel a more diverse workforce would be beneficial to the future of the University*

- 55.3% agree that they are aware of the University's diversity strategies.
- 95.2% did not report having difficulty accepting direction from any particular demographic group. Only 54 employees (4.8% of the respondents) responded that they had encountered such difficulties and identified all groups as sources of difficulty.
- 63.7% of all respondents agree that a more diverse workforce would be beneficial to the future of the University.
- 51.0% of all respondents agree that under-represented groups promoted into supervisory position are treated with respect.
- 66.4% of employees believe that any individual has an equal opportunity for employment at the U of S, regardless of demographic make-up.
- 22.6% of employees who responded (45.5% responded) felt that the University has done more than it should to provide equitable opportunities for identified group.
- The following is a list of the top five barriers identified to being fully engaged and successful at work:
  - Work Life balance (40.2%)
  - Work volume (33.5%)
  - Conflict in the Workplace (23.6%)
  - Leadership (23.4%)
  - Workplace Relationships (22.1%)
    - Open ended responses to this section are available in the full report

**Challenges:**  
*Work-life balance is a barrier to being fully engaged and successful at work for 40%*

**Employee Development and Engagement:** questions to measure perceptions of whether employees feel appreciated, valued and recognized.

- 56.9% agree that getting ahead in this organization is based on who you know. More respondents were neutral on this question than disagreed.
  - 55.8% feel recognized for a job well done.
  - 39.9% of respondents think that they have the chance to get a better job at the University based on their skills, nearly as many employees were neutral (32.1%).
  - 34.5% of employees expected to make more progress than they had, nearly as many employees were neutral (33.4%) or disagreed (32.0%).

**Opportunities:**  
*68% of us get a real sense of achievement from our work*

- 75.8% agree that they know what is expected of them at work.
- 57.4% agree that they have the materials, equipment information and/or resources they need to do their work well.
- Nearly two thirds of all responding employees agree (68.0%) that they get a real sense of achievement from their work.
- 47.8% believe they have the opportunity at work to do what they do best every day.
- Nearly as many employees disagree as agree that they had received recent recognition or praise for good work; total agreement was 42.6% and total disagreement was 41.1%.
- 72.9% agree that someone at work seems to care about them as a person.
- 60.3% agree that someone at work encourages their development.
- Nearly two thirds (60.3%) agree that their opinions seem to count. More were neutral (20.7%) than disagreed (19.0%).
- 60.4% agree that the purpose of the University and/or their work unit makes them feel their job is important.
- 75.2% agree that their co-workers are committed to doing quality work. Fewer disagreed (10.5%) than were neutral (14.2%).
- 55.5% agree they have a best friend or close colleague at work.
- 54.9% agree that someone at work had talked to them about their performance in the last six months.
- 69.3% agree that they had opportunities at work to learn and grow in the prior year.

**Challenges:**  
*Only 40% of us think that we can get a better job based on our skills and 57% of us think that getting ahead is based on who you know*

**Alignment with University Values:** questions to measure employee perceptions of workplace culture.

**Opportunities:**  
*70% of us agree that we respect and value individual and cultural differences*

- 57.5% agree that we are honest, supportive and sensitive in our communications.
- 70.8% agree that we respect and value individual and cultural differences.
- Almost half (49.0%) agree that we support innovation, creativity and risk-taking. More were neutral (28.2%) on this question than disagreed (22.8%).
- 62.6% agree that we learn from our failures.
- 63.0% agree that we celebrate our successes. Again, more were neutral (23.0%) on this question than disagreed (14.0%).
- 54.4% agree that we are fair and forthright in our dealings.
- 41.8% agree that we confront problems and issues openly and directly.
- Less than half (47.5%) agree that we cultivate an environment of collegiality and trust.

**Challenges:**  
*Only 42% of us think that we confront problems and issues openly and directly*

The full report is available at <http://www.usask.ca/hrdsurvey>

A summary of this report will be shared through a number of communication forums and committees. Together we will draw out recommendations for action to address the gaps identified and support positive workplaces.

This is a starting point for an ongoing dialogue with the campus community with a goal of improving our work environments. Participation of so many employees is greatly appreciated and has provided an excellent foundation from which we can move forward together. Building on the current momentum, we look forward to your participation in the 2006 Employee Opinion Survey.

## Table of Contents

Executive Summary .....	i
Introduction.....	1
Methodology.....	1
Data Analysis .....	2
Staff Feedback.....	3
Survey Response Rate .....	3
Results by Survey Sections .....	3
Summary of Cross-Tabulations .....	36
Appendix One - PAWS Announcement .....	I
Appendix Two - Survey Reminder .....	IV
Appendix Three - Survey Questions .....	V
Appendix Four - List of Work Units Provided to Respondents .....	VIII
Appendix Five - Demographic Statistics at the U of S .....	X

## Summary and Analysis of Responses to Question

### Equity/Diversity

Question 1	“I am aware of the goals and principles of the University's diversity strategies.” .....	4
Question 2	“I have difficulty accepting direction from a supervisor who is (check all that apply).” .....	5
Question 3	“I feel a more diverse workforce would be beneficial to the future of the University.” .....	6
Question 4	“Under-represented groups (women, visible minorities, persons with disabilities and Aboriginal people) promoted into 'supervisory' positions are treated with respect.” .....	7
Question 5	“I believe that the following groups have an equal opportunity for employment at the U of S (check all that apply).” .....	8
Question 6	“The University has done more than it should to provide equitable opportunities for (check all that apply).” .....	9
Question 7	“Please identify one or more of the following which may be a barrier to you being fully engaged and successful at work.” .....	11

### Employee Development and Engagement

Question 8	“Getting ahead in this organization is based on who you know.” .....	14
Question 9	“I feel I am recognized for a job well done.” .....	15
Question 10	“I have the chance to get a better job at the University based on my skills.” .....	16
Question 11	“I expected to make more progress in my job than I have up until now.” .....	17

Question 12	“I know what is expected of me at work.” .....	18
Question 13	“I have the materials, equipment, information and/or resources I need to do my work well.” .....	18
Question 14	“I get a real sense of achievement from my work.” .....	19
Question 15	“At work, I have the opportunity to do what I do best every day.” .....	20
Question 16	“In the last seven days, I have received recognition or praise for doing good work.” .....	21
Question 17	“My supervisor, or someone at work, seems to care about me as a person.” .....	22
Question 18	“There is someone at work who encourages my development.” .....	23
Question 19	“My opinions seem to count.” .....	24
Question 20	“The purpose of the University and/or my work unit makes me feel my job is important.” .....	25
Question 21	“My co-workers are committed to doing quality work.” .....	25
Question 22	“I have a best friend or close colleague at work.” .....	26
Question 23	“In the last six months, someone at work has talked to me about my progress.” .....	27

**Alignment with University Values**

Question 24	“This last year, I had opportunities at work to learn and grow.” .....	28
Question 25	“We are honest, supportive and sensitive in our communications.” .....	29
Question 26	“We respect and value individual and cultural differences.” .....	30
Question 27	“We support innovation, creativity and risk-taking.” .....	31
Question 28	“We learn from our failures.” .....	32
Question 29	“We celebrate our successes.” .....	33
Question 30	“We are fair and forthright in our dealings.” .....	34
Question 31	“We confront problems and issues openly and directly.” .....	35
Question 32	“We cultivate an environment of collegiality and trust.” .....	36
Question 33	Demographics – Gender .....	38
Question 34	Demographics – Self-identification of minority group status .....	38
Question 35	Demographics – Age Group .....	39
Question 36	Demographics – Length of Employment .....	40

## Introduction

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

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

Over the years there have been a number of efforts by various groups on campus to conduct surveys and develop recommendations to address various workplace concerns. There have been a number of challenges and/or competing interests and priorities which have affected acting on some of these recommendations. Human Resources (HR) sponsored the first annual Employee Opinion Survey in May-June, 2005 to ask employees for their opinions on work environment issues. This survey will re-focus some of those earlier efforts, get broad feedback on a number of issues relating to the work environment, and provide information to identify priorities for resource decisions. It will also assist HR in working more effectively with various committees and interest groups to promote integrated efforts and to monitor and measure results and outcomes more effectively and on an annual basis.

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

## Methodology

The Employee Opinion Survey was developed internally to assess the extent to which our work environments are considered to be healthy, productive and diverse. The survey questions are based on best practices in measuring organization climate and culture<sup>2</sup>. The survey was tested internally and adjustments made prior to releasing it to the University community.

The survey was constructed as a web-based instrument with the help and support of employees in the Division of Media and Technology (DMT) and was made available for employees to respond to between May 27, 2005 and June 13, 2005.

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<sup>2</sup> Sources include the Gallup Organization (Q-12) and Diversity at Work (1996 & 1997) by Trevor Wilson.

Employee anonymity was guaranteed in two ways. First, employees were not required to use their NSID to participate in the survey. This ensured open and anonymous access to the survey. This was balanced through DMT by tracking IP addresses to ensure that the majority of responses (over 95%) were from unique locations on campus. Second, the data analysis and report writing was sub-contracted to an independent consulting company, K2 Management Consulting Services.

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

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

## ***Data Analysis***

The data was first analyzed to identify how frequently each response was chosen for each question. The resulting frequencies were then cross-tabulated with the demographic information to identify how frequently particular responses were given by different demographic groups. These cross-tabulations resulted in responses per question separated by each of the demographic identifiers. Separated results for each question were then tested to determine if there were systematically different responses based on the demographic identifiers that were statistically significant<sup>3</sup>.

In total, there were 32 questions (with up to five sub-questions each) in the survey before the demographic information section. In some cases, two non-demographic questions were cross-tabulated to examine any perceived relationship between the

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<sup>3</sup> The chi-squared test of independence was used to test these differences for significance. The significance level used was 0.05, making results reliable with a 95% level of confidence, and a 2.64% confidence interval. It analyzes the results of the cross-tabulations to identify whether the observed rates were significantly different than the expected rates, or in other words, whether and to what extent particular subsets of participants responded differently than the "average" respondent.

responses. In these cases, the same test of independence was conducted to determine if any observed differences were significantly different than expected. The cross-tabulations described above resulted in 430 tabulated results, of which only 150 results showed statistically significant differences. The frequency of particular demographic groups to have significantly different responses from their counterparts was as follows:

Age group	34 times
Length of service	29 times
Visible minority	20 times
Gender	18 times
Persons with disabilities	10 times
Aboriginal	3 times

Of these 150 differences, 38 had insufficient numbers to be considered reliable. Therefore, there are 112 differences addressed in the feedback section for the questions where such differences were noted.

## Staff Feedback

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

On May 27, 2005, Barb Daigle, Associate Vice-President, Human Resources, sent an email to all employees inviting their participation in this survey. Within the two week window provided, 1,122 responses were received. Three reminders were sent over that time, including a voicemail message from the President supporting the survey.

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

The survey was divided into four sections:

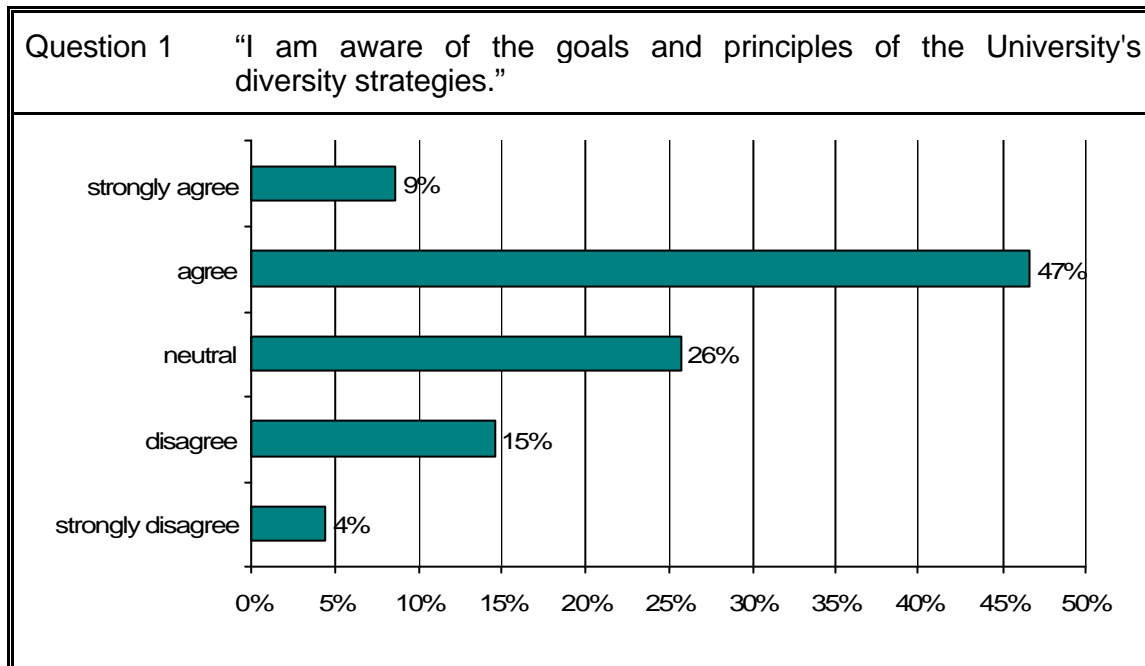
- The Equity/Diversity Quotient
- Employee Development and Engagement
- Values/Work Environment/Work Unit Specific
- Demographics

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

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

## The Equity/Diversity Quotient

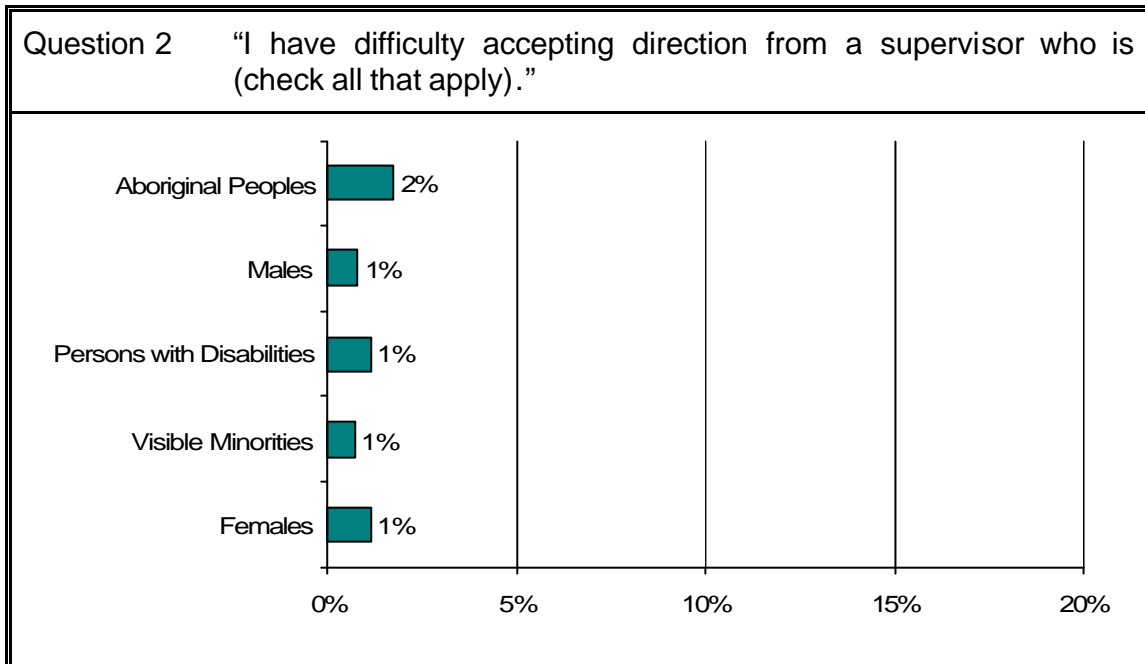
There were seven questions in this section which were designed to measure employee perceptions of fairness or equity, and their perceptions of the extent to which diversity is appreciated and valued in the workplace.



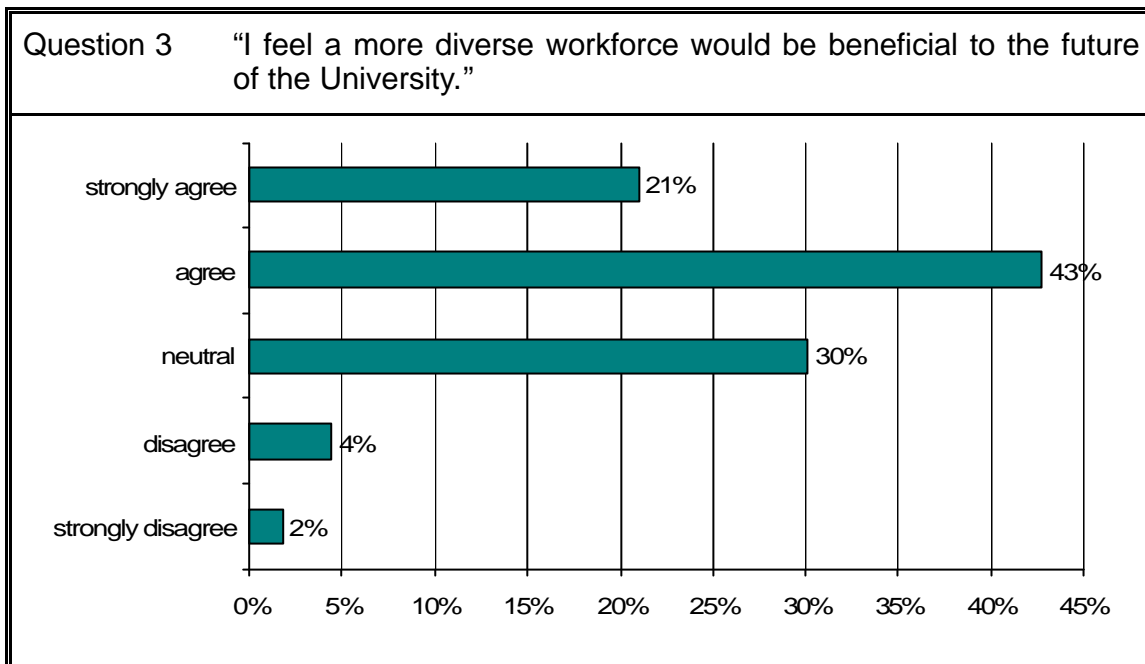
- There were 1,083 responses to this question, for a response rate of 96.5%.
- The majority 'agreed' or 'strongly agreed' that they are aware of the University's diversity strategies (55.3% combined agreement), while 19.0% 'disagreed' or 'strongly disagreed'.
- Cross-tabulations identified different responses from different sub-groups as follows:
  - Those visible minority employees who self-identify were less frequently neutral than those who did not self-identify. They most frequently 'agreed' (38.1%), but more than two times more frequently 'strongly disagreed' compared to those who did not self-identify.
  - 'Neutral' was more frequently used by the age group of 20 to 39 than in other age groups. The 30 to 49 age group 'disagreed' or 'strongly disagreed' more frequently than other age groups. The over the age of 60 group was more likely than those in other age categories to 'agree' or 'strongly agree'.
  - Employees working at the University less than one year more frequently 'strongly disagreed', 'disagreed' or were 'neutral' compared to those who have worked at the University longer. 'Agreed' or 'strongly agreed' was chosen by employees with 11 to 20 years of service most frequently than by other service levels.
  - Employees who believe that females have an equal opportunity for employment at the U of S (question five) are more likely to be aware of the goals and principles of the University's diversity strategies (57.2% combined

compared to 47.6% combined for those who do not believe that females have an equal opportunity).

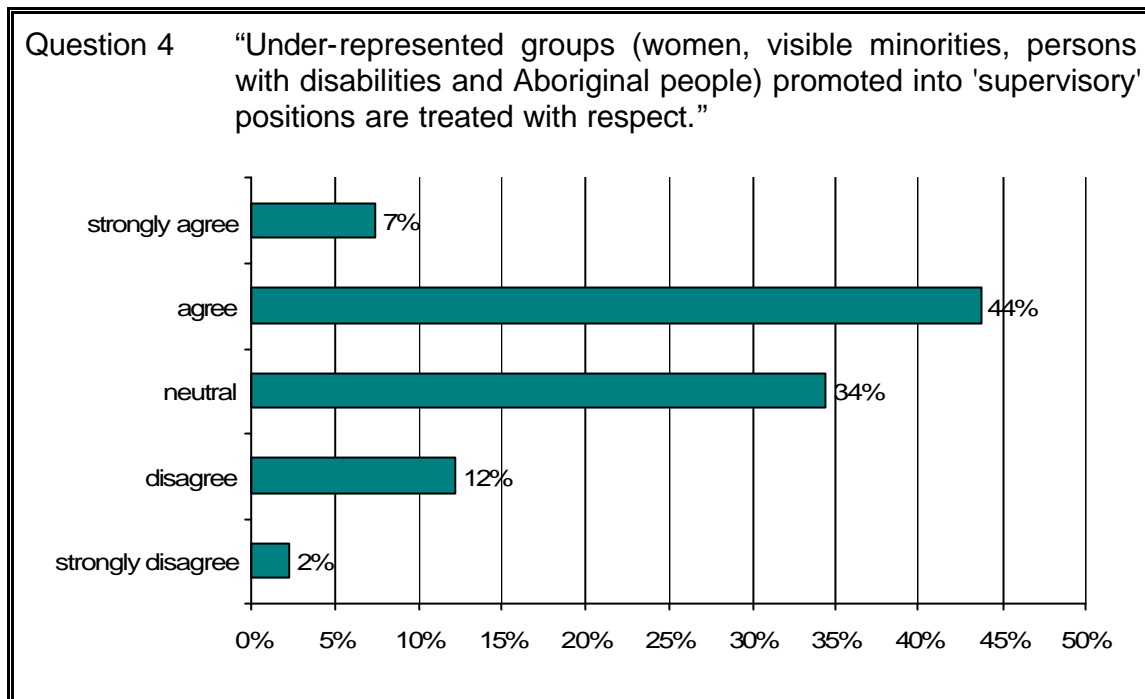
- o There is a similar finding for employees who believe that males have an equal opportunity for employment at the U of S: they are more likely to be aware of the goals and principles of the University's diversity strategies (56.3% combined compared to 51.6% combined for those who do not believe that males have an equal opportunity).



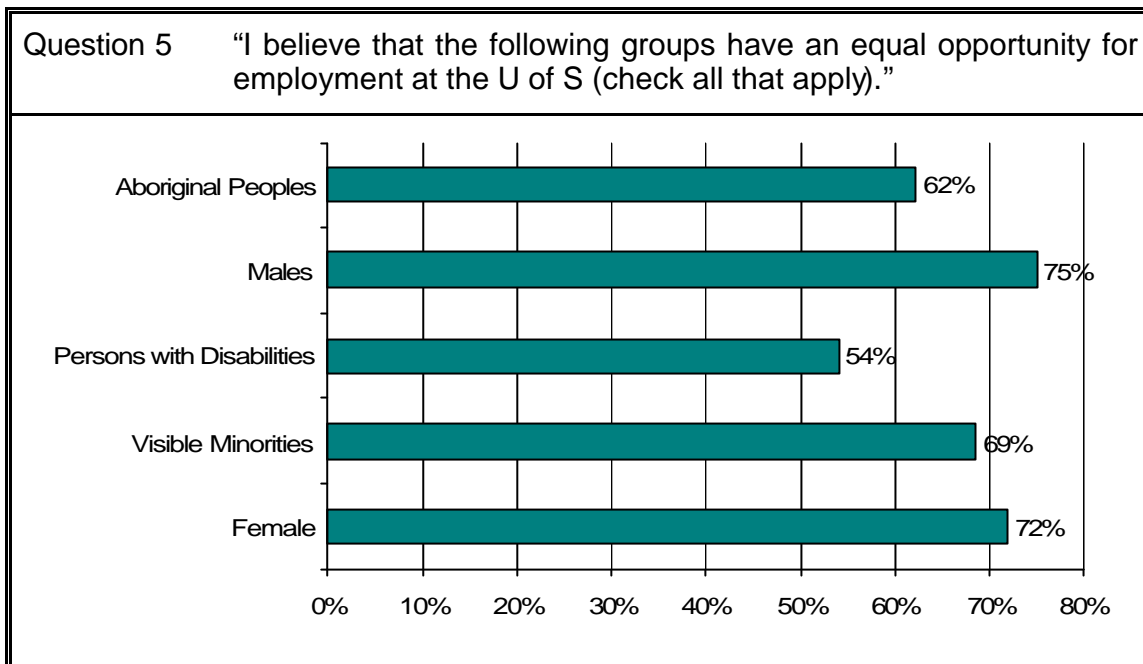
- There were only 54 responses to this question, which suggests that 1,068 or 95.2% of respondents do not report having difficulty accepting direction from any particular demographic group.
- The low response rate is a positive result on this question.
- Of the 54 (4.8%) who did report some difficulty, the largest group (1.8%) reported difficulty accepting direction from a supervisor who is an Aboriginal person.
- This was followed by females and persons with disabilities, both at 1.2%.
- Because of the small number of respondents to this question, none of the cross-tabulations had sufficient numbers to be reliable.



- There were 1,086 responses to this question, for a response rate of 96.8%.
- The majority agreed that a more diverse workforce would be beneficial to the future of the University; 63.7% combined ('agree' and 'strongly agree').
- Cross-tabulations with the demographic information showed different responses for employees of different ages.
  - Employees aged 20 to 29 more frequently 'disagreed' or 'strongly disagreed' than employees in other age groups.
  - Employees aged 40 to 49 more frequently 'agreed', and employees over 60 years of age more frequently 'strongly agreed'.

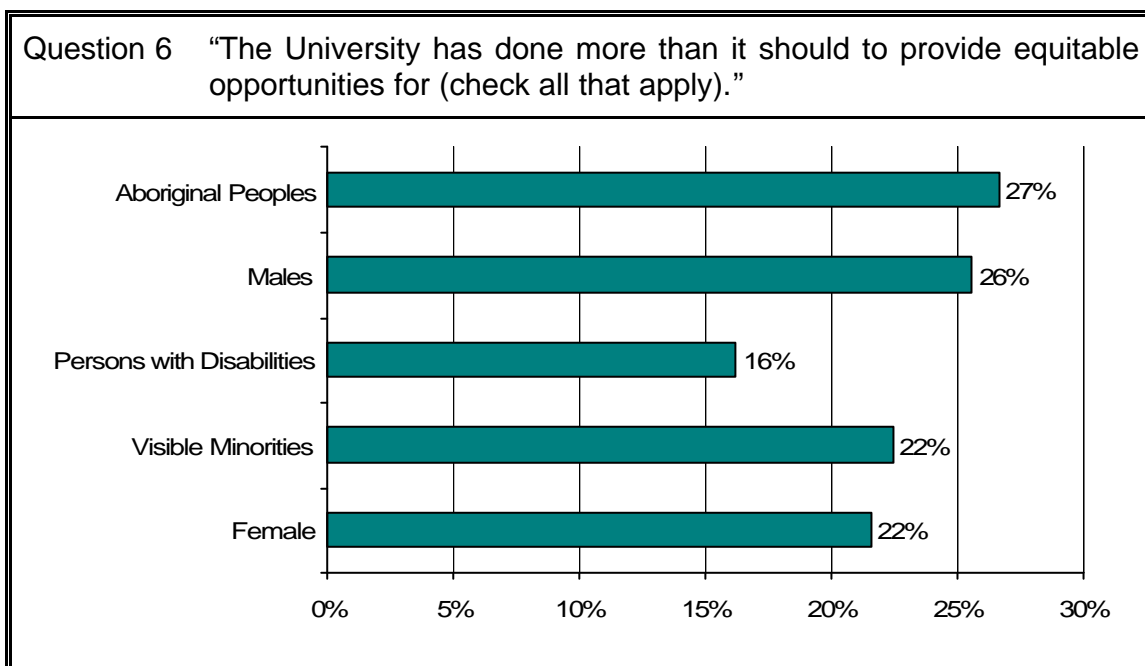


- There were 1,078 responses to this question, for a response rate of 96.1%.
- 51% agreed or strongly agreed that under-represented groups promoted into 'supervisory' positions are treated with respect.
- Cross-tabulation with demographic information showed that responding employees with disabilities strongly disagreed four times more frequently than their non-disabled counterparts:
  - Visible minority employees disagreed (combined 'strongly disagree' and 'disagree') more than twice as frequently.
  - Employees aged 40 to 49 most frequently 'strongly disagreed' or 'disagreed';
  - Employees aged 20 to 29 most frequently 'agreed' or 'strongly agreed';
  - Employees over the age of 60 most frequently responded 'neutral' and least frequently 'agreed' or 'strongly agreed'.
  - These results were similar to those found by cross-tabulating the results for this question with duration of employment; employees under one year responded similarly to those aged 20 to 29, as did employees over 60 years of age with those who have been employed by the University for 20 or more years.



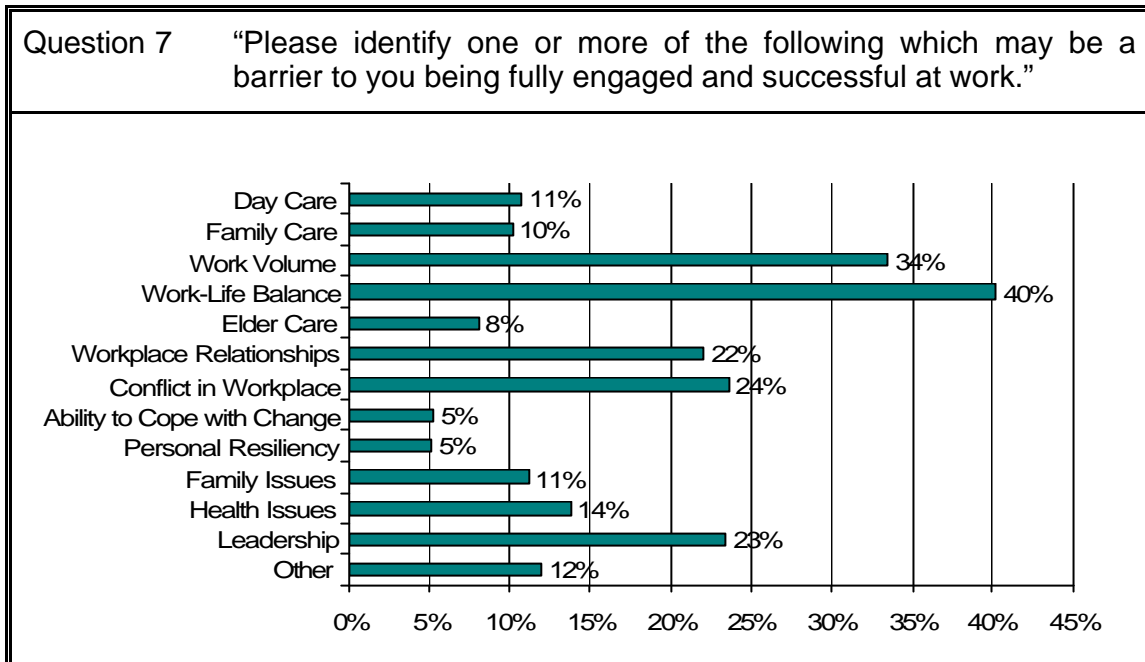
- There were 996 responses to this question, for a response rate of 88.8%.
- Employees were asked their opinion on whether identified groups have an equal opportunity for employment at the U of S.
- As employees were asked to check all that apply, any response indicates some level of agreement with the statement.
- These results show that 11.2% think there is not equal opportunity. Many differences can be found when the results for this question are cross-tabulated with the demographic information:
  - Aboriginal persons have an equal opportunity for employment at the U of S:
    - Overall, 62.3% believe that Aboriginal people have an equal opportunity for employment at the U of S.
    - Women responded approximately 25% less frequently than their male counterparts to this item.
    - Employees with disabilities responded 50% less frequently than others.
    - Visible minority employees responded nearly 40% less frequently than others.
  - Males have an equal opportunity for employment at the U of S:
    - Overall, 75.0% believe that males have an equal opportunity for employment at the U of S.
    - Males did not respond 70% more frequently than females.
    - Employees under one year least frequently responded (68.4%), while employees 11 to 20 years most frequently responded (80.8%).
  - Persons with disabilities have an equal opportunity for employment at the U of S:
    - Overall, 54.2% believe that persons with disabilities have an equal opportunity for employment at the U of S.
    - Employees with disabilities responded over 40% less frequently to this item.

- Women responded about 25% less frequently than men.
  - Visible minority employees have an equal opportunity for employment at the U of S:
    - Overall, 68.6% believe that visible minorities have an equal opportunity for employment at the U of S.
    - Visible minority employees were approximately 25% less likely to respond to this item.
    - Women were 50% less likely than men (76.9%) to respond.
    - Slightly more than half of participating employees with disabilities did not respond (52.9%) to this item, compared to slightly more than 2/3 of other employees who did (69.3%).
  - Female employees have an equal opportunity for employment at the U of S:
    - Overall, 71.9% believe that females have an equal opportunity for employment at the U of S.
    - Females responded nearly half as frequently as males, while males responded more than four times more frequently than not.
    - Overall, an average of 71.9% of all employees responded to this item. Even so, the opinions of employees with disabilities were split evenly on this question, unlike their counterparts. Visible minorities also less frequently responded (55.1%) compared to 73.5% for other respondents.



- Fewer than half answered this question; 511 responded for a response rate of 45.5%.
- The result of the design of this question is that any response is deemed to be agreement with the statement.
- Approximately one quarter of survey participants responded that the University has done more than it should to provide equitable opportunities for identified groups.

- Employees with disabilities indicated that the University has done more than it should less frequently for them than for other identified groups.
- Cross-tabulations with demographic information and some other questions identified the following significant differences in the way people responded:
  - The University has done more than it should to provide equitable opportunities for Aboriginal persons:
    - Most (73.4%) did not respond to this question, indicating that they do not think that the University has done more than it should to provide equitable opportunities for Aboriginal Peoples. This was led by employees aged 60+ who least frequently responded at 12.5%, employees aged 21 to 29 most frequently responded (33.2%).
    - Employees at six to 10 years of employment with the U of S least frequently responded at 21.3%, while employees at one to five years most frequently responded at 33.1%.
  - The University has done more than it should to provide equitable opportunities for males:
    - Overall, 25.6% responded that the University has done more than it should to provide equitable opportunities for males.
    - Male employees responded nearly 20% more frequently than female counterparts.
    - Aboriginal employees responded nearly twice as frequently (45.7%) as other respondents (24.9%).
    - Visible minority employees responded much more frequently than other respondents; 37.8% compared to 24.4%.
  - The University has done more than it should to provide equitable opportunities for females:
    - 21.6% said that the University has done more than it should to provide equitable opportunities for females.
    - Male participants responded 15% more frequently than their female counterparts.



- There were 895 responses to this question for a response rate of 79.8%.
- 'Work-life balance' was identified by 40.2% of respondents.
- 'Work volume' was identified by 33.5% of participants.
- Three issues which fell below 30% and above 20% were 'conflict in the workplace' (23.6%), 'leadership' (23.4%) and 'workplace relationships' (22.1%)
- The remaining issues were reported by fewer than 20%.
- There were many cross-tabulations that showed significantly different responses from different sub-groups of respondents:
  - Daycare
    - While 'daycare' was identified for only 10.7% overall, it was a barrier for 13.1% of females, while only 7.9% of males reported facing this barrier.
    - 'Daycare' was identified for those aged 30 to 39 more than for any other age group, and for employees in the 60+ age category, this was not an issue at all (100% said "no").
    - 'Daycare' was reported to be more of an issue for employees at six to 10 years of service (17.0%), and not an issue at all for employees past 20 years (95.5% said "no").
  - Family Care
    - While 'family care' was only reported as an issue for 10.2%, females were 50% more likely to identify this than males.
    - 'Family care' was reported most by the 40 to 49 age group (15.0% said "yes"), and not by employees 60+ (100% said "no").
    - 'Family care' is an issue reported least by employees at less than one year of service, and most by employees at six to 10 years.
  - Work Volume
    - 'Work volume' was reported by 33.5% overall, but reported least by the 20 to 29 age group; 'Work volume' becomes an issue as employees age, with a small decline in ratings reported by those over 60.

- Similarly, employees are with the University longer, 'work volume' becomes an increasing issue to their ability to be fully engaged and successful in their opinion (17.1% less than one year of service, 26.7% one to five years, 40.4% six to 10 years, 48.3% 11 to 20 years, and 47.2% at 20+ years).
  - Work-Life Balance
    - 'Work life balance' was identified by 40.2% overall, and was reported about 10% more frequently by females than males (43.3% compared to 39.1%).
    - 'Work life balance' grows as an issue as employees age, then starts to decline after age 40 (35.0% from age 20 to 29; 47.9% from 30 to 39; 42.7% from 40 to 49; 41.4% from 50 to 59; and only 27.1% after 60).
    - As with age, this issue grows until after 10 years of service, when it starts to decline (29.4% at less than one year; 40.7% from one to five years; 47.5% at six to 10 years; 44.3% at 11 to 20 years; and 43.2 beyond 20 years).
  - Elder Care
    - While 'elder care' was only reported for 8.1% overall, it was reported twice as frequently by women as men (10.1% compared to 5.1%).
    - 'Elder care' grows until respondents reach age 60, at which point, the issue declines by more than half.
    - This tracks similarly for age group and length of service; mostly it is an issue for those beyond 20 years of service at 14.2%.
  - Workplace Relationships
    - While 'workplace relationships' were identified for 22.1%, this issue was identified by visible minority employees at a higher rate (30.6%).
    - 'Workplace relationships' are reported most by participants in the 30 to 39 years of age group (31.0%), and then this levels off near 22% after 40.
    - This barrier tracks similarly for age group and length of service, coming to a peak of 28.4% at six to 10 years of service, then leveling off near 22% after 11 years.
  - Conflict in the Workplace
    - 'Conflict in the workplace' was reported for 23.6%, but visible minority employees reported this nearly 60% more often.
    - 'Conflict in the workplace' was reported to be an issue least for those over 60 years of age (16.7%), and most for participants aged 30 to 39 (28.6%).
    - Similarly, the frequency of its reporting grew as an issue up to 10 years of service, when it then started to decline.
  - Ability to Cope with Change
    - While 'ability to cope with change' is identified for 5.3%, it is a reported barrier three times more frequently for visible minorities.
    - This was reported most frequently by participants in the 50 to 59 age group (9.6%), and least in the 20 to 29 age group (2.6%).
    - Similarly, this issue is noted most by those between 11 and 20 years of service, and least by those with less than one year.
  - Personal Resiliency
    - Overall, 'personal resiliency' was reported by 5.2%.
    - Similar to 'ability to cope with change', 'personal resiliency' was reported most by those between 11 and 20 years of service (8.9%), and least by those in their first year (2.2%).

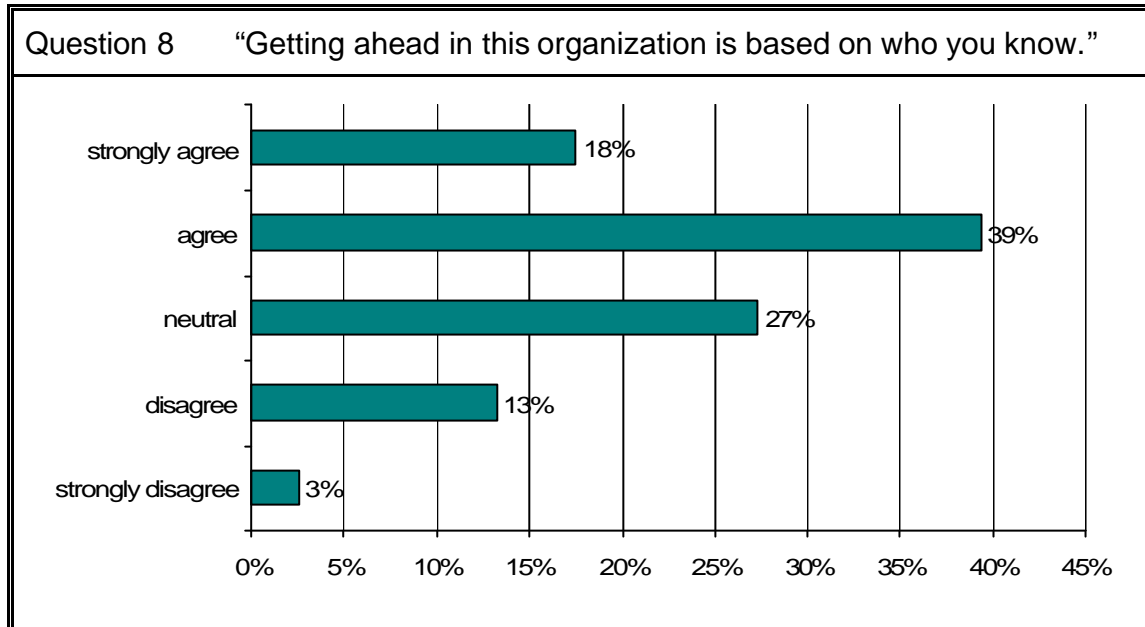
- Family Issues
  - 'Family issues' were reported by 11.1%.
  - This issue grows for employees until age 50 where it peaks at 15.7%, then declines to 6.3% for respondents aged 60+.
  - 'Family issues' tracks similarly by length of service, peaking at six to 10 years of service (19.1%), and declining to 7.4% at more than 20 years.
- Health Issues
  - 'Health issues' were reported by 13.7%, but for 52.9% of disabled employees.
  - 'Health issues' are reported about 65% more frequently by visible minority employees (21.4%) than for other participants.
- Leadership
  - 'Leadership' was reported by 23.4%, but reported about 20% more frequently by males (27.2%) than females (22.5%).
  - 'Leadership' grows as an issue for those up to age 49, peaking at 30.0%, then declines to 25.0% for employees aged 60+.
  - Similarly, reporting 'leadership' as a barrier peaks for participants at six to 10 years of service at 32.8%.

Respondents were asked to identify any other barriers to being fully engaged and successful at work. There were 182 open ended comments. The space for these comments was limited by the size of the open field provided. The unedited responses are provided in Appendix 4. Comments that end with ... indicate that the respondent ran out of room in the field. Responses have been grouped into the following categories:

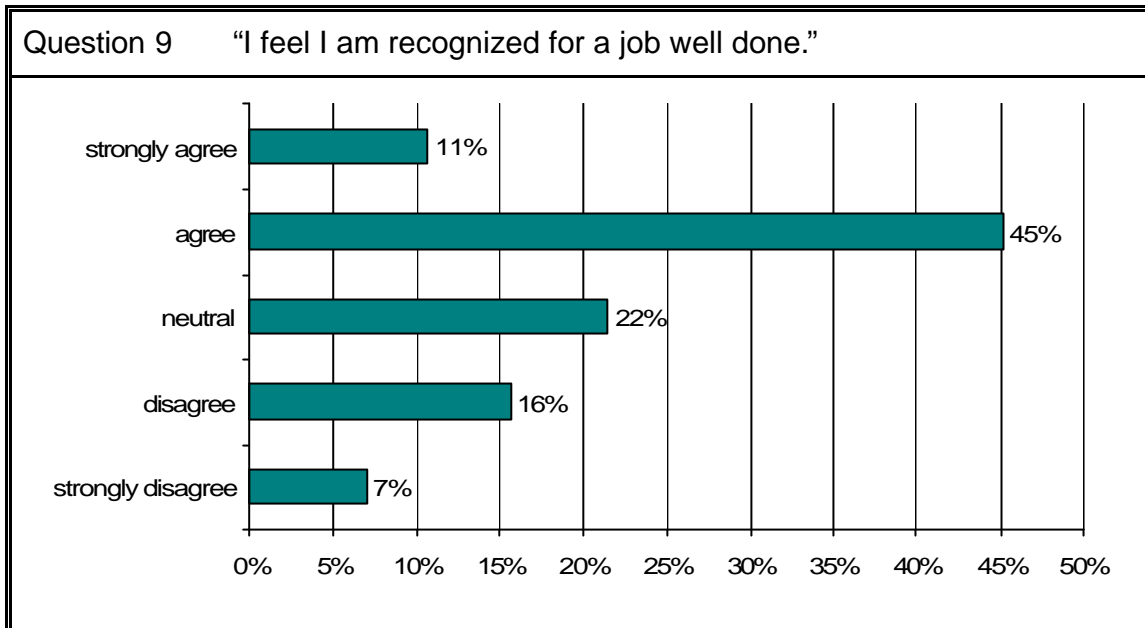
- Climate / Conflict / Culture (24)
- Leadership / Supervision (22)
- Resources – People / Work Loads /Flexible Hours (18)
- Compensation (17)
- Diversity (17)
- Development Opportunities / Promotions / Career Paths (13)
- Resources – Space, Workplace (13)
- Recognition (12)
- Performance Management (11)
- CUPE Job Evaluation (8)
- Communication (7)
- Labour Relations (7)
- Job Security / Opportunities (6)
- Bureaucratic Complexities /Silos (6)
- Role Clarity (6)
- Health and Wellness (6)
- Resources – Financial (5)
- Planning (4)
- Flexible Work Environments (3)
- ASPA Job Placements and Job Families (2)
- Human Resources (2)
- Recruitment (2)
- Family Care Issues (1)
- Other (10)

## Employee Development and Engagement

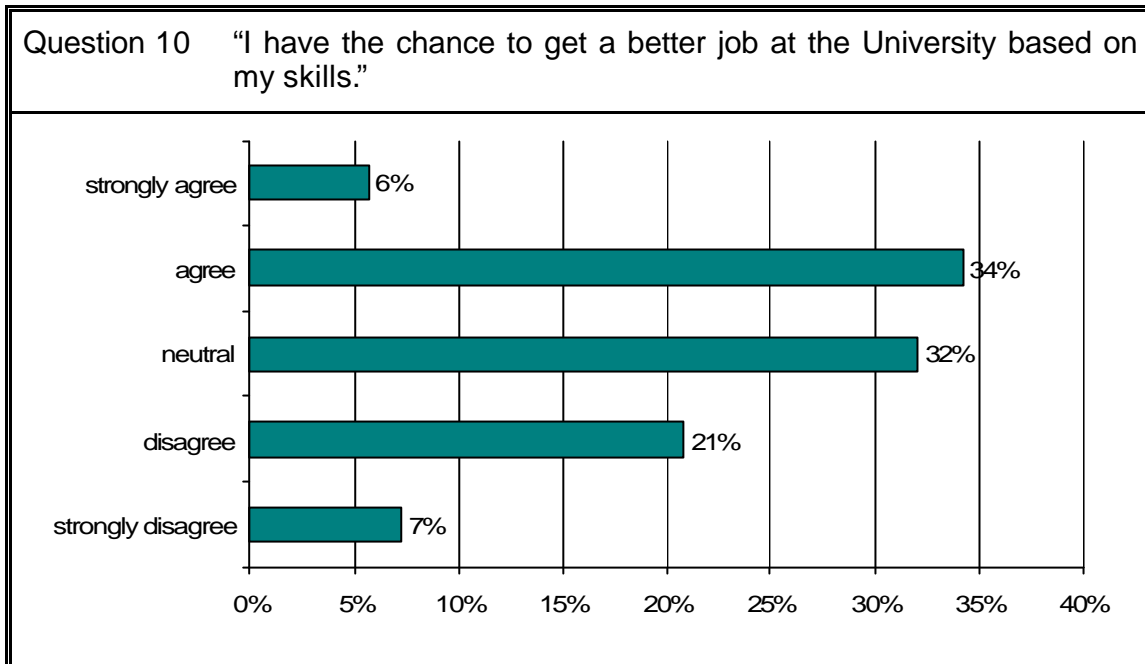
In this section, there were 17 questions designed to assess perceptions in regard to the extent to which employees feel appreciated, valued and recognized.



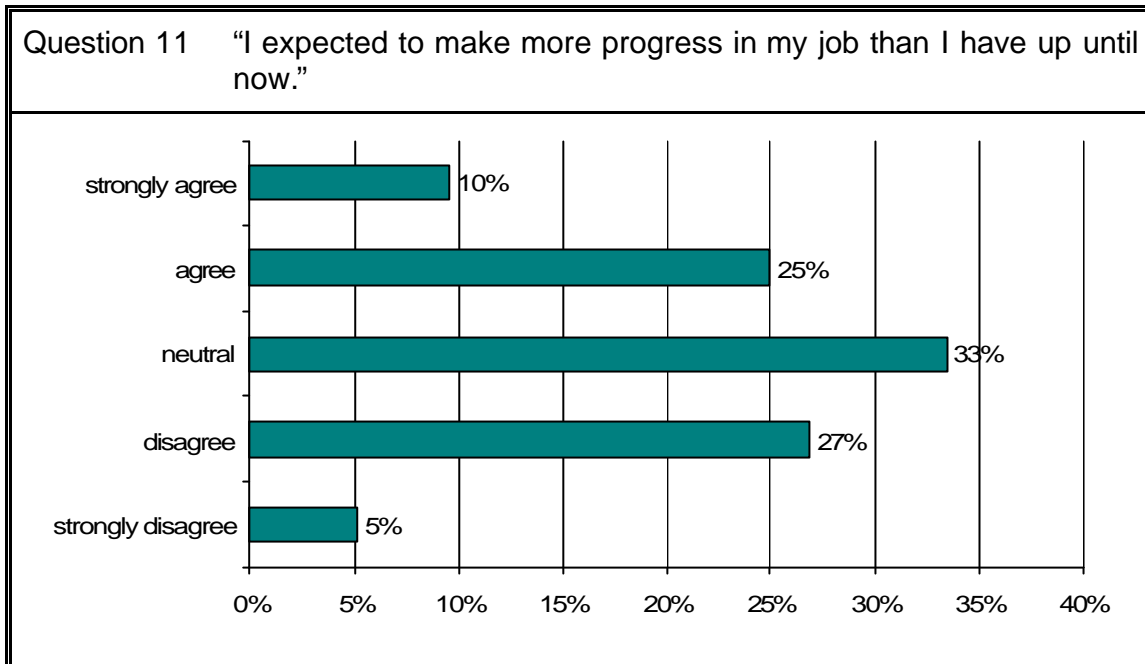
- There were 1,079 responses to this question for a response rate of 96.2%.
- Most (56.9% combined agreement) agreed that getting ahead in this organization is based on who you know.
- More were 'neutral' on this question than 'disagreed'.
- Only 15.8% 'disagreed' or 'strongly disagreed' (combined).
- Males strongly disagreed and disagreed more than females.
- This was most notable for participants aged 20 to 29 (reporting 67.4% combined agreement), declining slightly for respondents aged 30 to 39 (65.2% total agreement), after which the issue decreased to 43.8% for employees aged 60+.
- This was most strongly identified by new employees (less than one year of service agreed/strongly agreed this was a barrier at 59.6%), and declined as length of service grew to 47.4% for those with over 20 years of service.



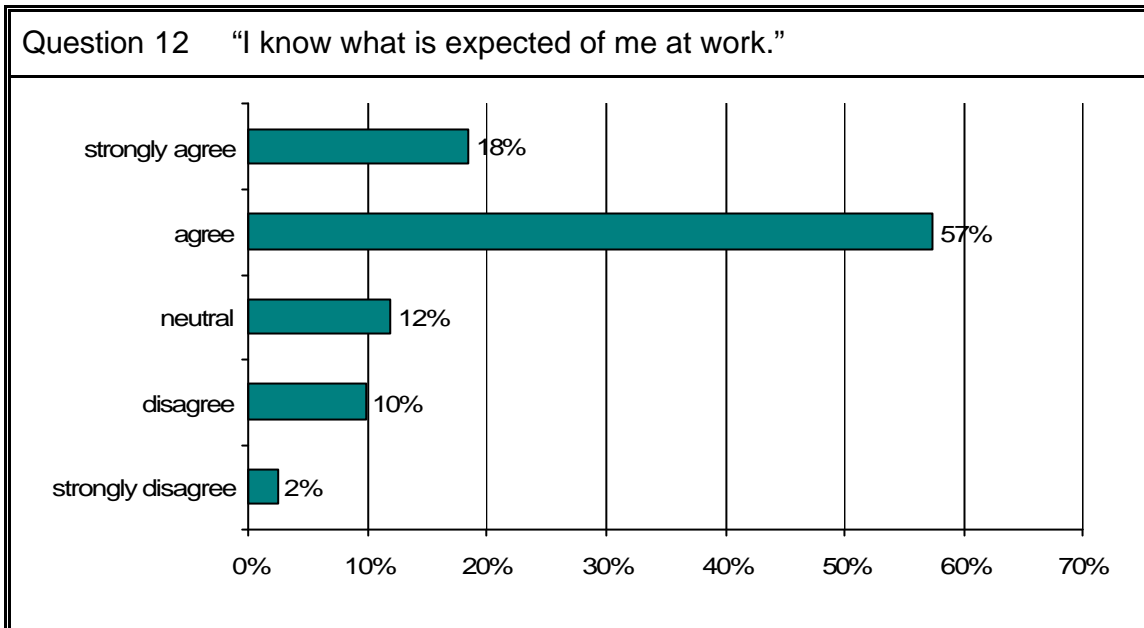
- There were 1,082 responses to this question for a response rate of 96.4%.
- The largest group 'agreed' (45.1%) that they feel recognized for a job well done.
- In total, 55.8% were in agreement (combined 'agree' and 'strongly agree').
- Employees in the middle years (30 to 59) were disproportionately skewed to strongly disagree or disagree.
- Those younger or older were more likely to agree or strongly agree.
- This issue declines as they work for the University longer.
- Employees with under one year of service most frequently 'agreed' that they feel recognized (66.8% 'agree' or 'strongly agree').
- Employees beyond 20 years of service had much lower agreement at 48.6%.



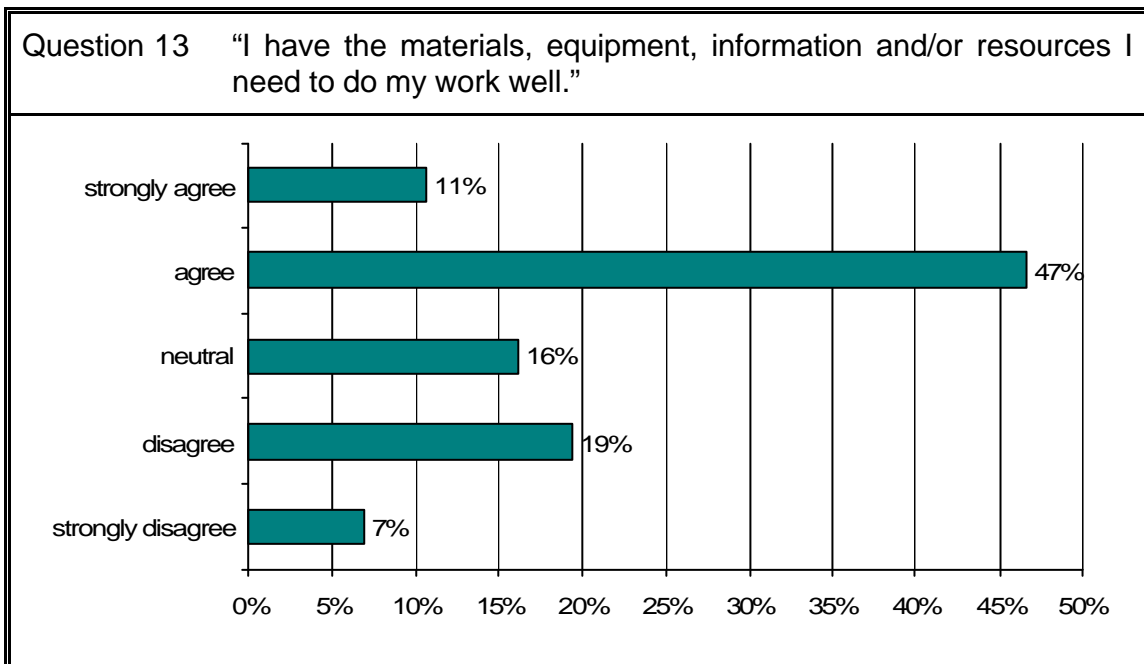
- There were 1,076 responses to this question for a response rate of 95.9%.
- Nearly as many were 'neutral' (32.1%) that they have the chance to get a better job at the University based on their skills as 'agreed' (34.2%).
- In total, combined agreement was 39.9%.
- Younger employees were more likely to agree that they have the chance to get a better job at the University based on their skills (46.0% agreed or strongly agreed) than older respondents (agreement declines with increased respondent age).
- A similar trend occurred based on length of service.



- There were 1,083 responses to this question for a response rate of 96.5%.
- Overall, nearly as many were 'neutral' (33.4%) about expectations they had of their progress than were in agreement (34.5% combined 'agree' and 'strongly agree'), and more were 'neutral' than in total disagreement (32.0%).
- Males 'agreed' or 'strongly agreed' slightly more frequently than females (38.0% compared to 32.5% combined).
- Visible minority employees reported that they expected to make more progress in their jobs than they had, one third more frequently than their counterparts, (44.9% total compared to 33.5%).
- Employees expressed concern about their advancement most in the 30 to 39 years of age category (39.6% combined 'agree'/'strongly agree').
- Concern declined in future years to 33.3% (combined 'agree'/'strongly agree') for 60+ year olds.
- This issue was of lowest concern for those aged 20 to 29 (27.9%).

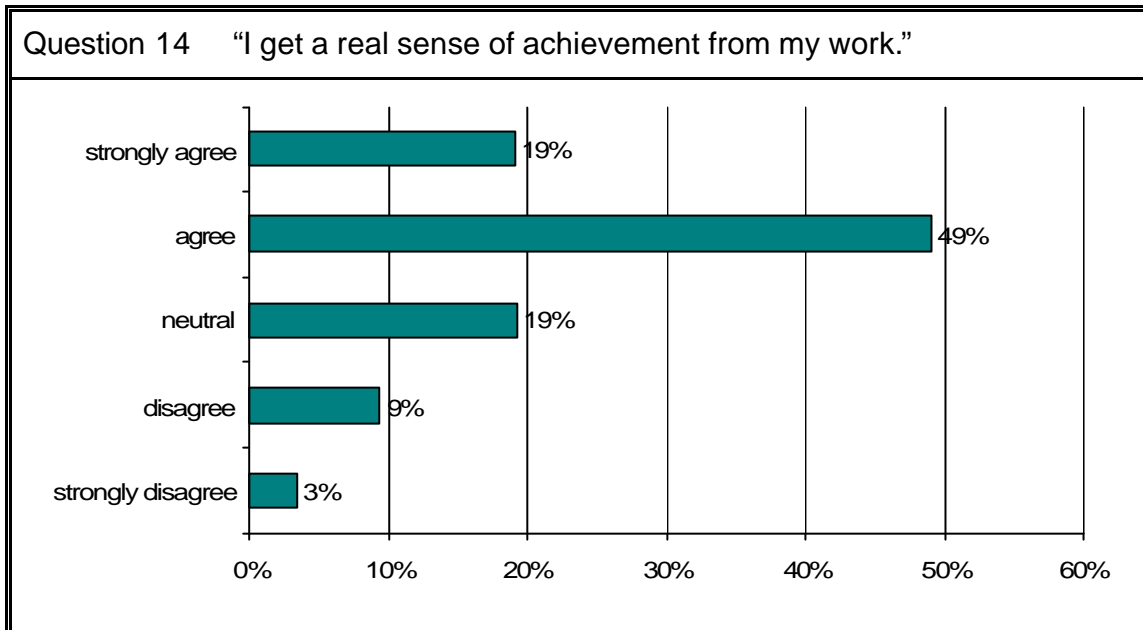


- There were 1,080 responses to this question for a response rate of 96.3%.
- Knowing what is expected of them at work was 'agreed' by 57.4%.
- Total agreement (combined 'agree' and 'strongly agree') was at 75.8%.
- Disabled employees reported not knowing what is expected of them at work twice as often as their counterparts (26.5% combined compared to 11.8%).

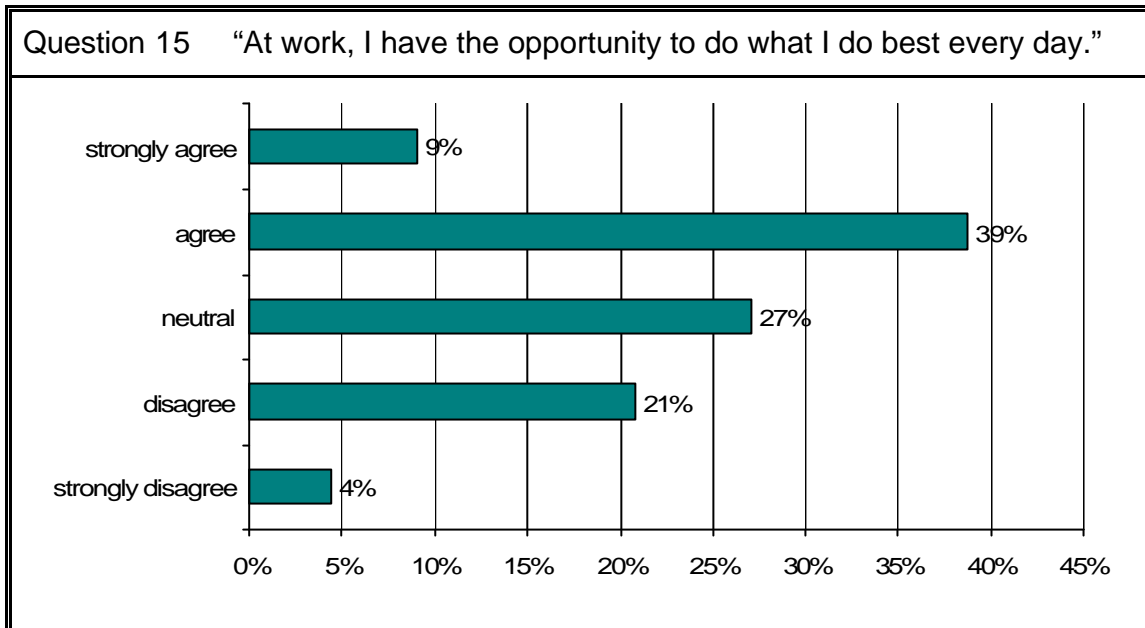


- There were 1,084 responses to this question for a response rate of 96.6%.

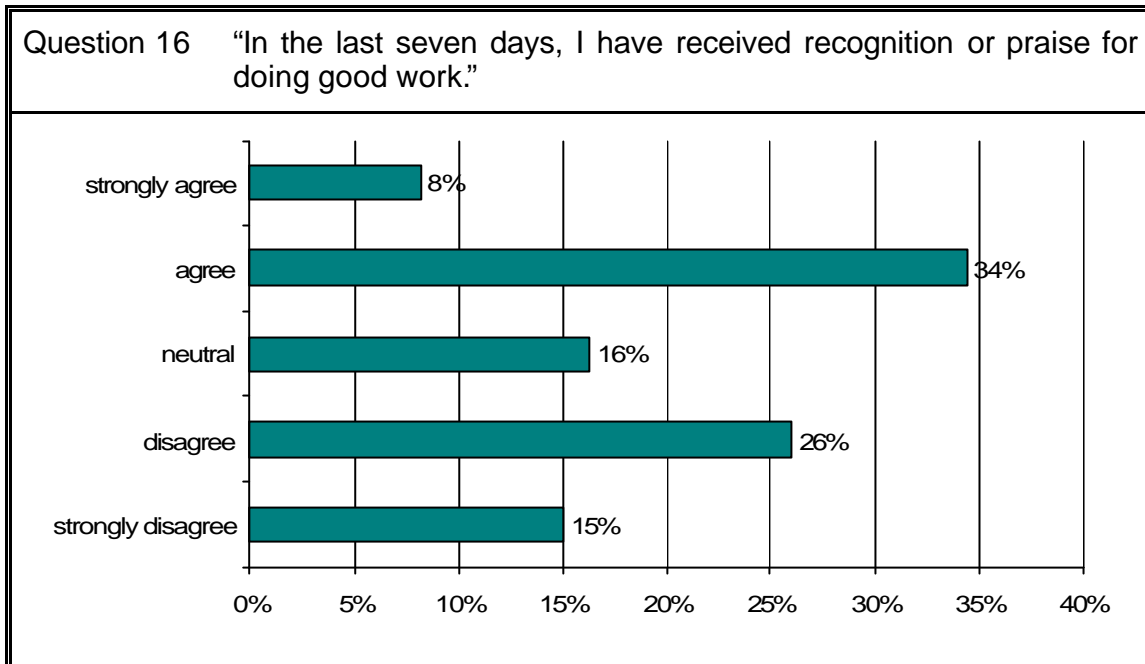
- 57.4% employees 'agreed' that they have the materials, equipment information and/or resources they need to do their work well, with combined agreement ('agree' and 'strongly agree').
- Employees at either end of the age spectrum agreed with this statement most frequently, 66.8% combined agreement for 20 to 29 year olds, and 59.6% combined over the age of 60.



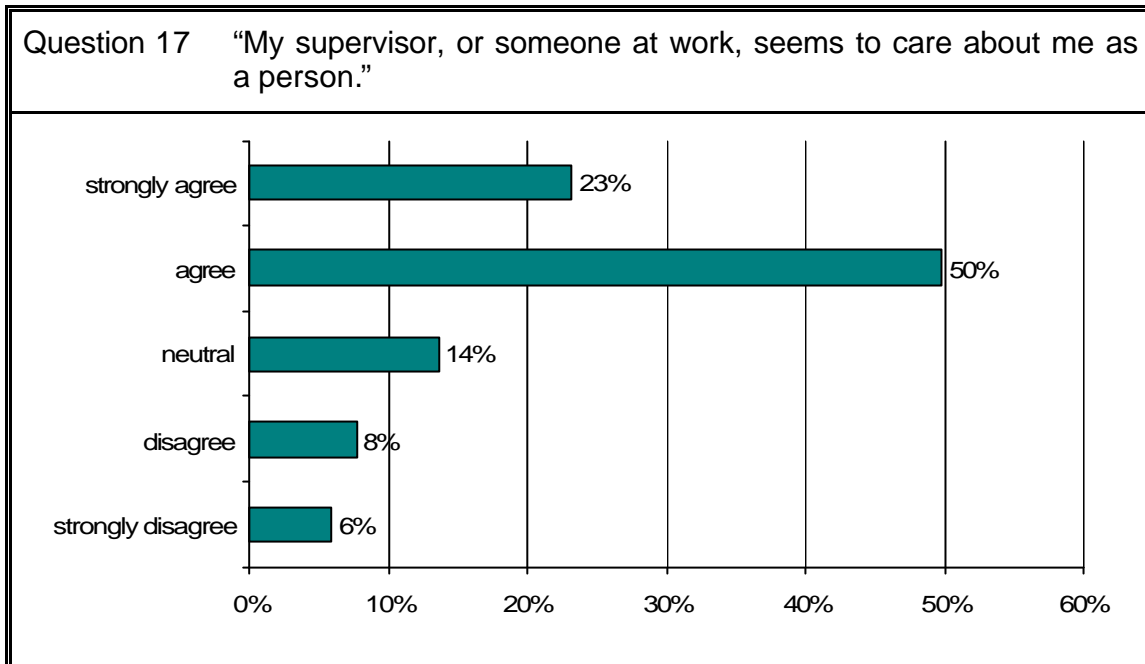
- There were 1,079 responses to this question for a response rate of 96.2%.
- 68.0% (combined) agree that they get a real sense of achievement from their work.
- Fewer disagreed (12.8% combined) than were 'neutral' (19.2%).
- Disabled employees slightly more frequently agreed they get a sense of achievement from their work (73.5% combined compared to 67.8% for their counterparts).
- Visible minority employees slightly less frequently reported that they get a real sense of achievement from their work (63.9% combined compared to 68.4% combined).
- Those over 60 much more frequently reported getting a real sense of achievement from their work (87.2% combined compared to 70.6% combined for the next highest group (ages 50 to 59).
- Those aged 20 to 29 reported least frequently than other age categories that they get a sense of achievement from their work (63.8% combined).



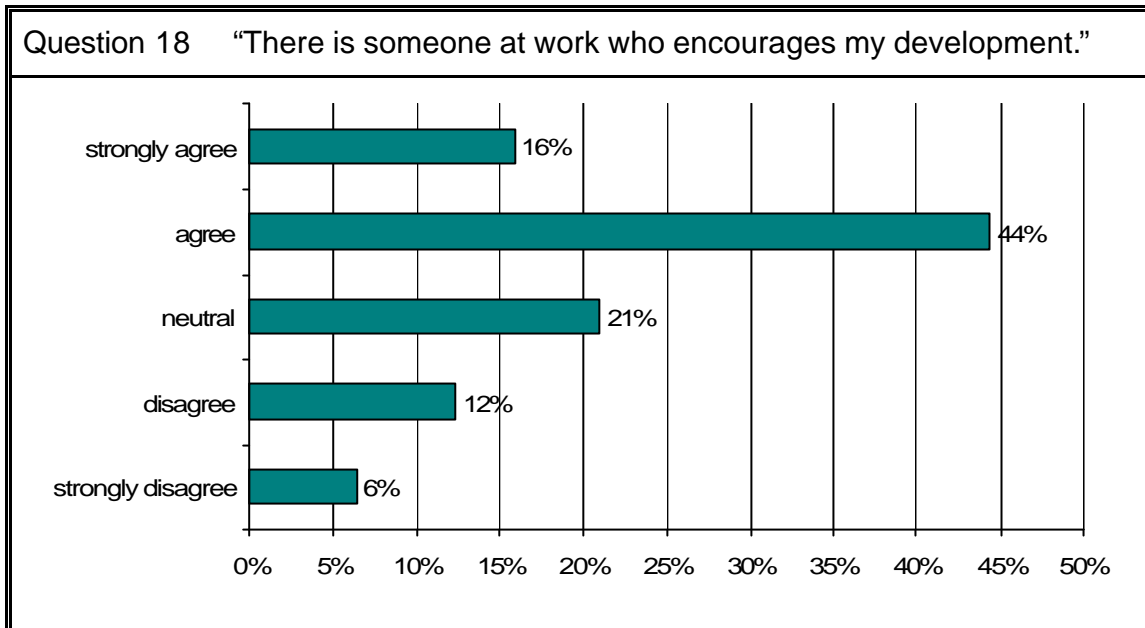
- There were 1,084 responses to this question for a response rate of 96.6%.
- 47.8% agreed generally reported that they have the opportunity at work to do what they do best every day.
- Visible Minority employees disagreed more frequently with this statement than their counterparts (28.6% combined compared to 24.7% combined).
- 75.0% of those over the age of 60 much more frequently reported that they have the opportunity to do what they do best.
- 43.0% of those between the ages of 20 and 29 indicated this least frequently (43.0% combined).



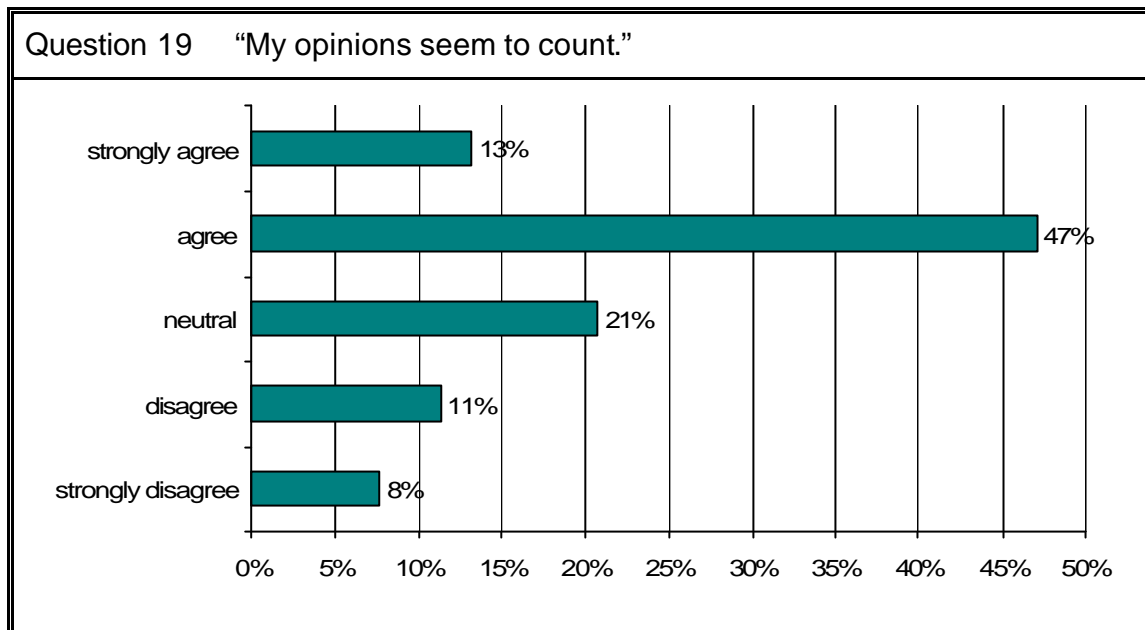
- There were 1,079 responses to this question for a response rate of 96.2%.
- Nearly as many 'disagreed' as 'agreed' that they had received recent recognition or praise for good work; total disagreement was 41.1%, and total agreement was 42.6%.
- Those between the ages of 20 and 29 most frequently reported receiving feedback in the previous seven days (47.1% combined).
- Those over the age of 60 reported receiving feedback least frequently (39.1% combined).
- In the one to five years of service timeframe (46.9% combined) reported receiving feedback most frequently, while employees between 11 and 20 years of service received recent feedback least frequently (32.3% combined).



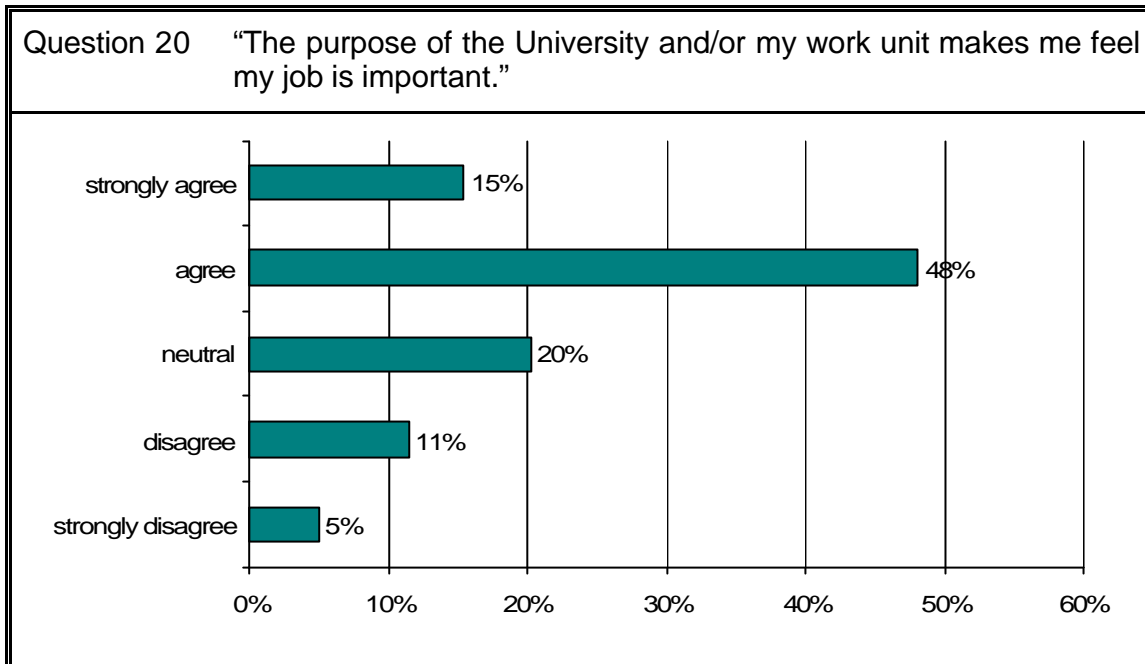
- There were 1,079 responses to this question for a response rate of 96.2%.
- Nearly three quarters 'agreed' or 'strongly agreed' that someone at work seems to care about them as a person (72.9% combined).
- Females more frequently agreed or strongly agreed with this statement (75.4% combined) than males (69.7% combined).
- Visible minority employees agreed less than their co-workers that someone at work seems to care about them (62.9% combined compared to 73.9% combined).
- Those aged 20 to 29 most frequently agreed or strongly agreed (78.0% combined), while respondents aged 30 to 39 and 50 to 59 least frequently agreed (69.0% and 69.1% combined, respectively).



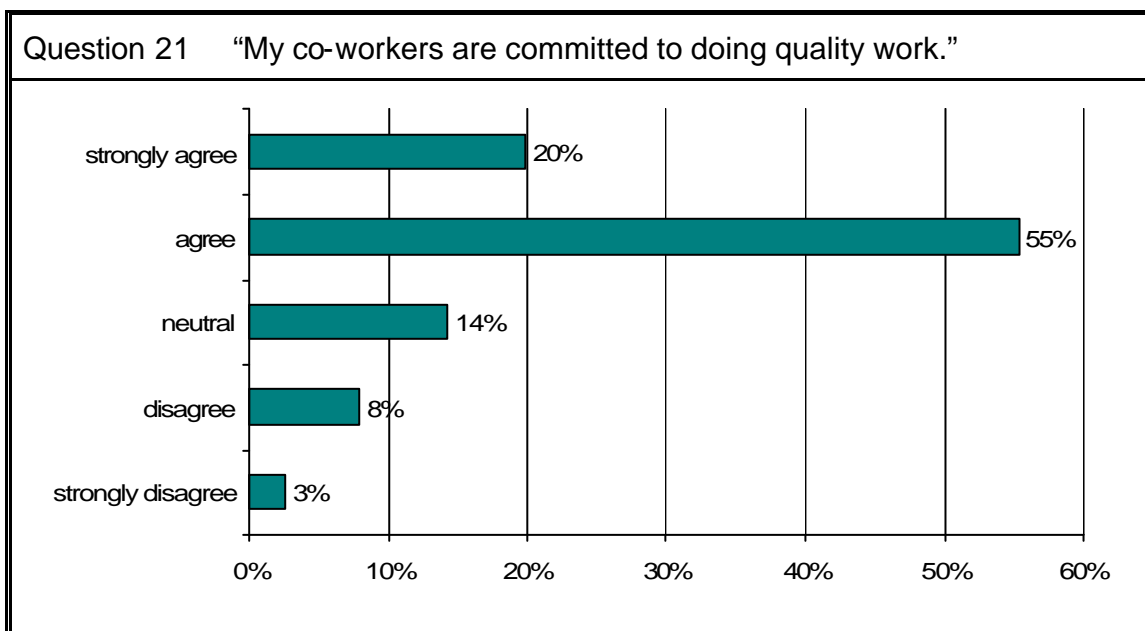
- There were 1,078 responses to this question for a response rate of 96.1%.
- Overall, 60.3% 'agreed' or 'strongly agreed' that someone at work encourages their development.
- Females reported receiving encouragement more frequently than males did (62.2% combined compared to 58.1% combined).
- Those in the 20 to 29 age group most frequently report that there is someone at work who encourages their development (72.1% combined).
- The age group that least frequently agreed with this statement was 50 to 59 year olds (45.1% combined).
- Participants agreed most frequently in their first year of service (74.7% combined), and less frequently as their length of service increased (45.7% combined for the over 20 years of service group).



- There were 1,078 responses to this question for a response rate of 96.1%.
- Overall, 60.3% 'agreed' or 'strongly agreed' that their opinions seem to count.
- More were 'neutral' (20.7%) than 'disagreed' or 'strongly disagreed' (19.0% combined).
- Cross-tabulations of the information by demographic groups showed the following differences:
  - Males said slightly more frequently that their opinions count than did females (62.7% combined compared to 59.7% combined for females).
  - Those for whom elder care is an issue are much less likely to feel their opinions count (50.6% combined compared to 60.2% combined for others).
  - Those who identify workplace relationships as a barrier to being fully engaged and successful at work are more than four times more likely to disagree that their opinions count, or only half as frequently agree that their opinions count (46.0% combined disagreement compared to 11.0% combined disagreement for others; 32.7% combined agreement compared to 68.6% combined agreement for others).
  - Similar results were found for those who report conflict in the workplace as an issue. Combined agreement was 38.5% compared to 67.4% for those who did not identify workplace conflict as an issue.
  - Survey participants who identified ability to cope with change as an issue were 50% less likely to say their opinions seem to count (42.4% combined agreement compared to 61.3% combined for others).
  - Employees who report health issues as an issue were less likely to say their opinions count (51.7% combined agreement compared to 61.7% combined agreement for others).
  - Employees who identify leadership as an issue less frequently said their opinions count (39.5% combined agreement compared to 67.0% combined for others).

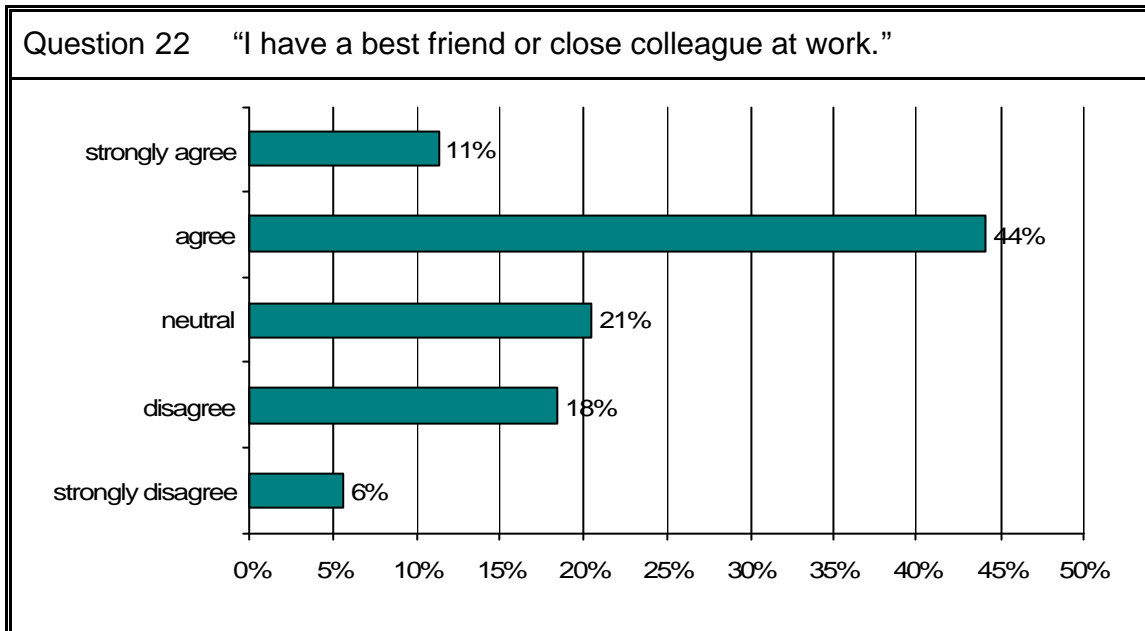


- There were 1,083 responses to this question for a response rate of 96.5%.
- A majority 'agreed' or 'strongly agreed' (60.4% combined) that the purpose of the University and/or their work unit makes them feel their job is important.
- Visible minority employees less frequently felt their job is important than did their counterparts (54.1% combined compared to 64.4% combined for others).

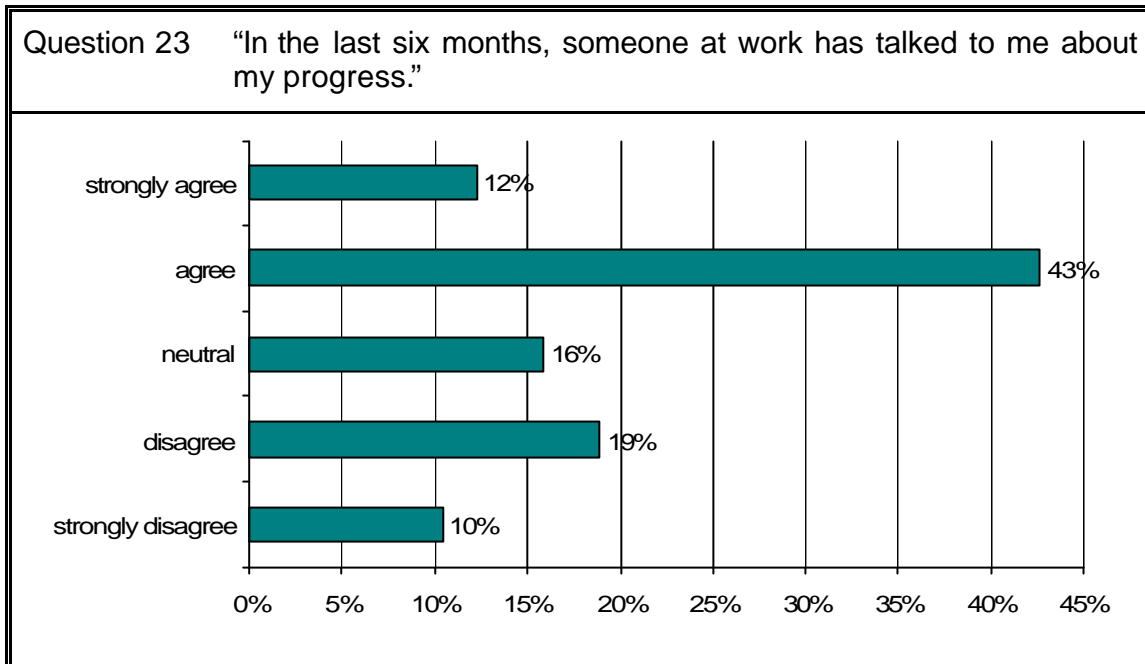


- There were 1,081 responses to this question for a response rate of 96.3%.

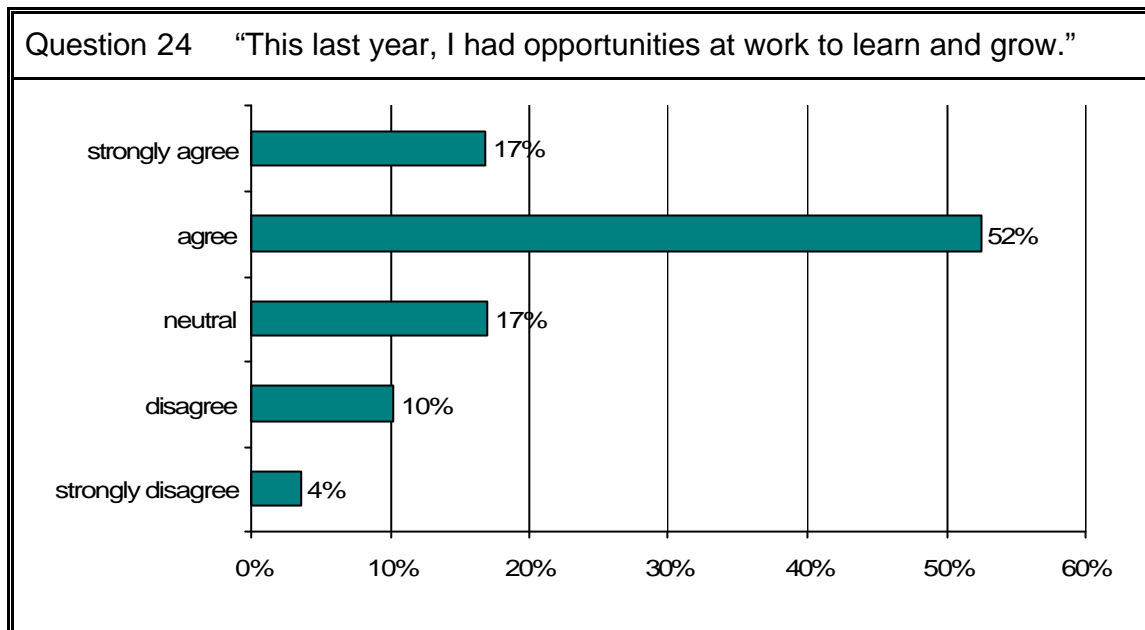
- More than three quarters agreed that their co-workers are committed to doing quality work (75.2% combined).
- Fewer 'disagreed' or 'strongly disagreed' (10.5% combined) than were 'neutral' (14.2%) on this question.
- No significant differences existed when the data was cross-tabulated with the demographic identifiers.



- There were 1,078 responses to this question for a response rate of 96.1%.
- 55.5% 'agreed' or 'strongly agreed' that they have a best friend or close colleague at work.
- The general trend on this question was increased agreement over time, with those with under one year of service with the lowest level of agreement (40.4% combined), and those with over 20 years of service with the highest (62.6%).
- However, employees at six to 10 years of service were slightly higher than the trend at 62.9% combined 'agree'/'strongly agree'.



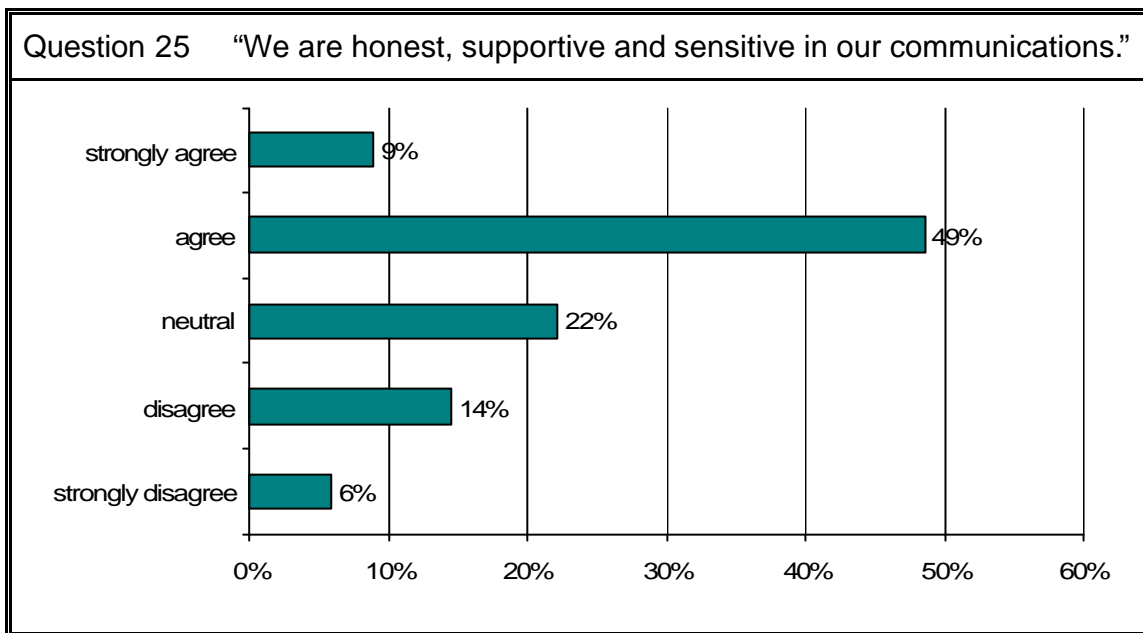
- There were 1,084 responses to this question for a response rate of 96.6%.
- 54.9% 'agreed' or 'strongly agreed' that someone at work had talked to them about their performance in the last six months.
- The general trend of responses to this question is an increase from the 20 to 29 age group (55.6% combined) to the 30 to 39 age group where agreement peaks at 62.6% combined, then agreement decreases to 43.8% combined agreement as age increases over the age of 60.
- Agreement is relatively high until 10 years of service, when it begins to drop off.
- Employees from one to 10 years had the highest level of agreement (both at 61.7% combined).
- Employees with more than 20 years of service had the lowest level at 42.0% combined agreement.



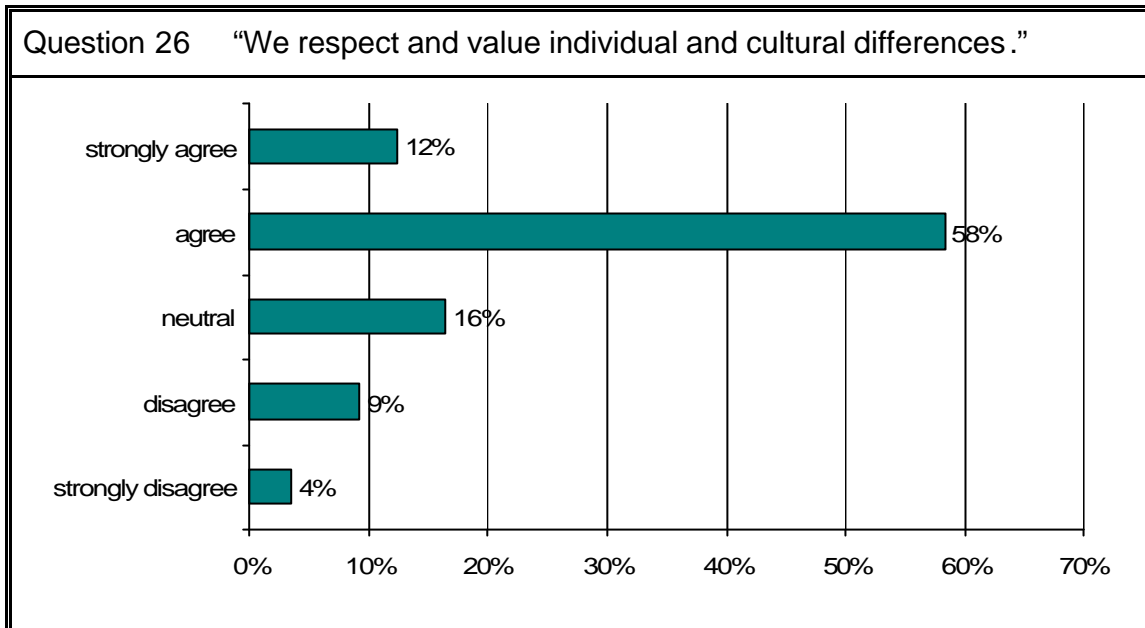
- There were 1,075 responses to this question for a response rate of 95.8%.
- 69.3% 'agreed' or 'strongly agreed' that they had opportunities at work to learn and grow in the prior year.
- Those aged 60+ rated highest on this question (72.9% combined agreement).
- Those aged 50 to 59 'agreed' least (66.1% combined).
- Demographic cross tabulations do not provide consistent results:
  - 70.5% combined agreement for survey participants aged 20 to 29, down to 67.9% combined for 30 to 39 year olds.
  - Up to 70.9% combined for respondents aged 40 to 49, down again for 50 to 59 year olds, and up to its highest for 60+.
  - The results by length of service are not consistent with the results by age group.
  - While those aged 60+ were most likely to agree, those with 20+ years of service are least likely to agree (63.8% combined).
  - Those with between one and five years of service most frequently agree (73.4% combined).
  - While there are significant differences based on age group and length of service, there does not seem to be a systematic pattern to those differences.

### Values/Work Environment/Work Unit Specific

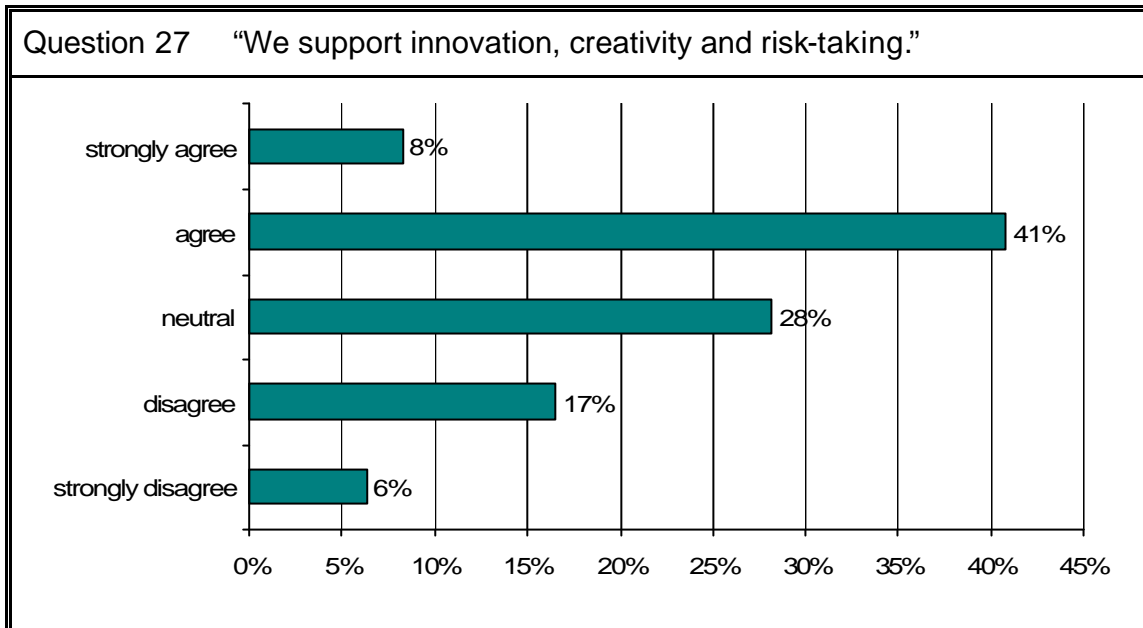
In this section, there were eight questions designed to assess perceptions of workplace culture at the work unit level.



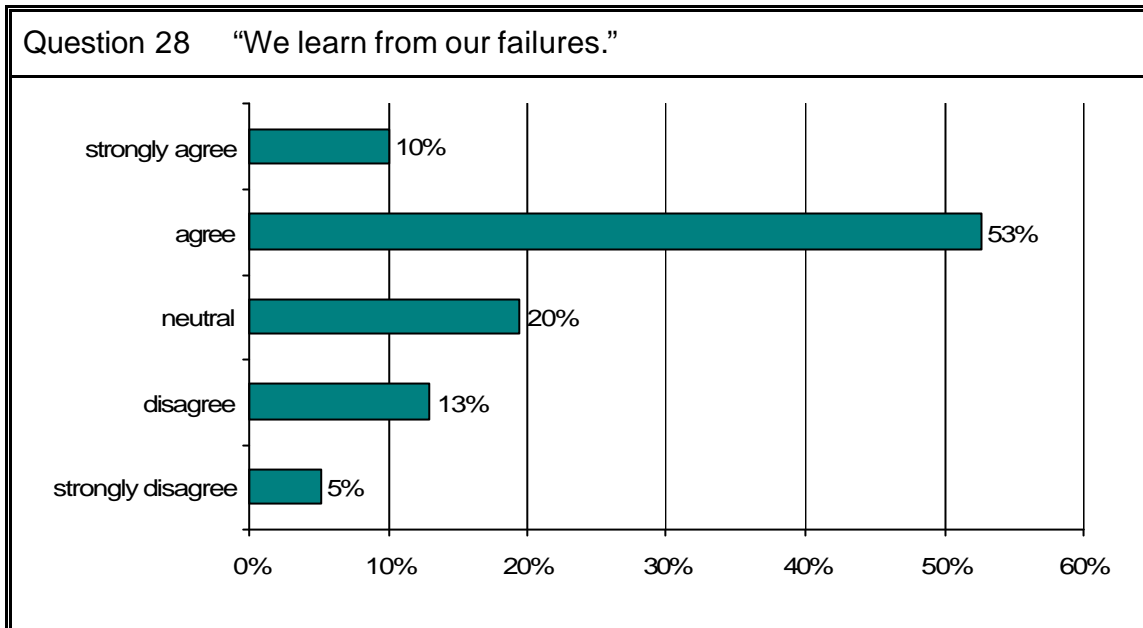
- There were 1,085 responses to this question for a response rate of 96.7%.
- 57.5% 'agreed' or 'strongly agreed' that we are honest, supportive and sensitive in our communications.
- Visible minority employees more frequently 'agreed' with this statement than their counterparts (63.3% combined compared to 56.9% combined) rather than the reverse for this question.
- Younger and older employees most frequently agreed (66.8% combined for employees aged 20 to 29, 62.5% combined for employees aged 60+).
- Those between 30 and 59 years of age 'agreed' approximately 15% less frequently.
- Employees 'agree' most in their first year of service (70.1% combined), agreement declines over years of service, with the lowest level of agreement in the 50 to 59 age group (47.5% combined).



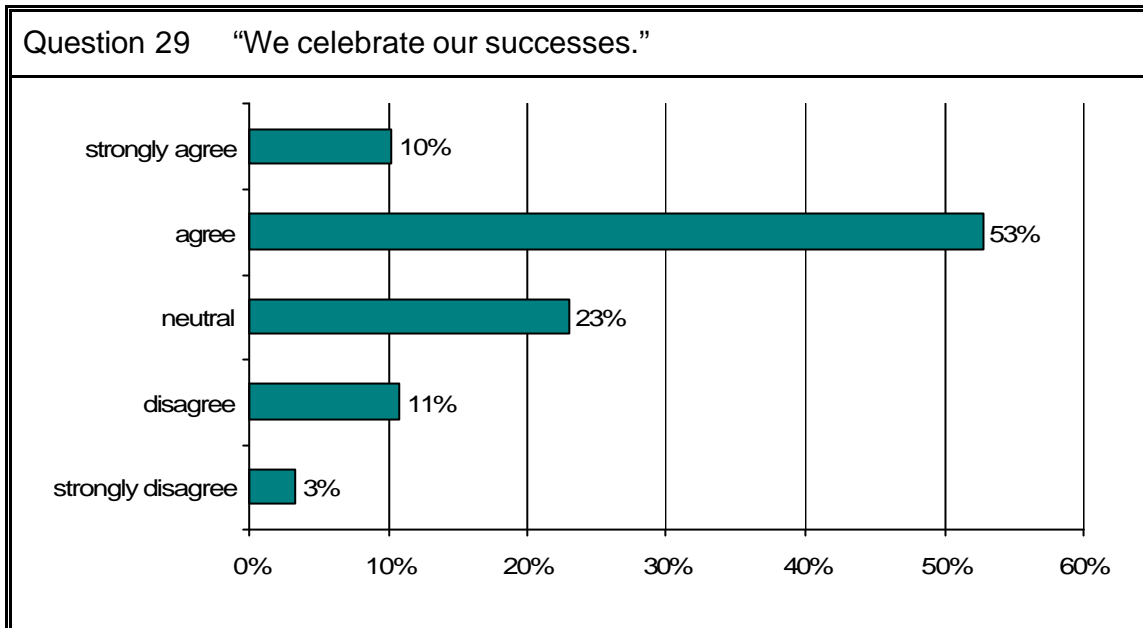
- There were 1,077 responses to this question for a response rate of 96.0%.
- Nearly three quarters (70.8% combined) ‘agreed’ or ‘strongly agreed’ that we respect and value individual and cultural differences.
- Disabled employees ‘agreed’ (50.0% combined) less than their co-workers (71.4% combined).
- Similarly, visible minority employees ‘agreed’ less frequently (59.8% combined) than their counterparts (71.8% combined).
- Those aged 20 to 29 most frequently ‘agreed’ or ‘strongly agreed’ (75.7% combined).
- Those aged 30 to 39 least frequently agreed (66.2% combined).



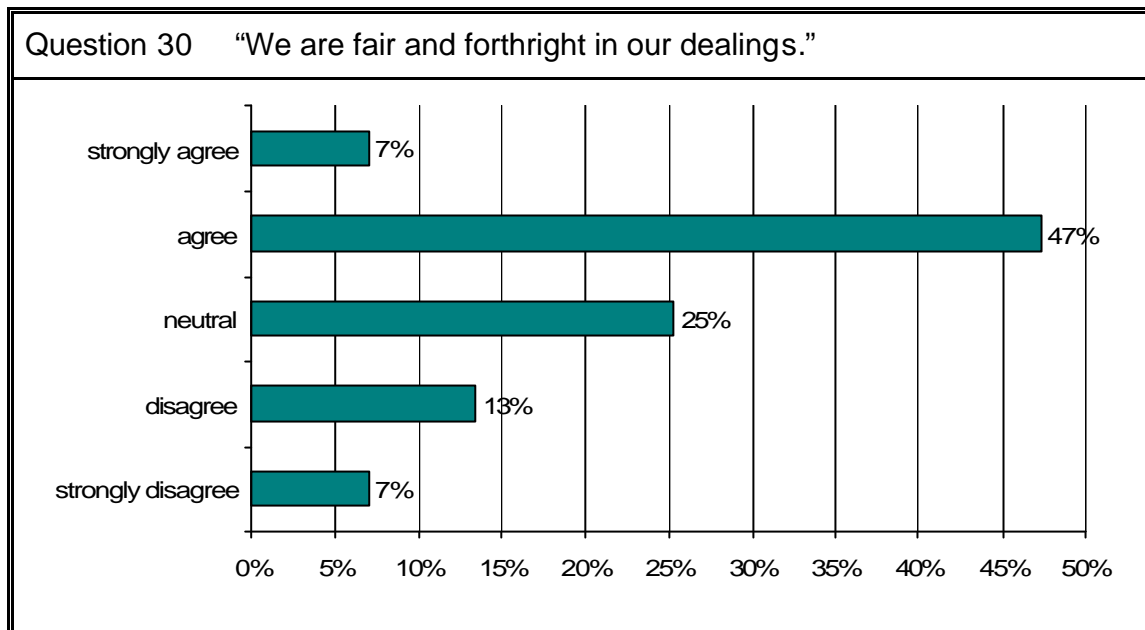
- There were 1,083 responses to this question for a response rate of 96.5%.
- 49.0% 'agreed' or 'strongly agreed' that we support innovation, creativity and risk-taking.
- More were 'neutral' (28.2%) on this question than 'disagreed' (22.8% combined).
- Overall agreement was just under 50%:
  - The age group that agreed most frequently was 20 to 29 at 56.4%.
  - Employees aged 50 to 59 agreed least at 43.4%.
  - Length of service seems to paint a more accurate picture of the correlation; agreement wanes over length of service, with the highest level of agreement found with under one year of service (60.4% combined), and the lowest level of agreement found with more than 20 years of service at 42.3% combined.



- There were 1,082 responses to this question for a response rate of 96.4%.
- Overall, 62.6% 'agree' or 'strongly agree' that we learn from our failures.
- More were 'neutral' (19.5%) on this question than 'disagreed' (17.9% combined).
- Females 'agreed' (66.5% combined) much more frequently than males (56.2%).
- Disabled employees 'agreed' much less frequently (41.2%) than their co-workers (63.3%).
- Employees tend to agree with this statement earlier in their experience at the U of S (70.9% combined agreement for respondents with under one year of service).
- This wanes over time, at only 58.3% (combined) with more than 20 years service 'agree'.

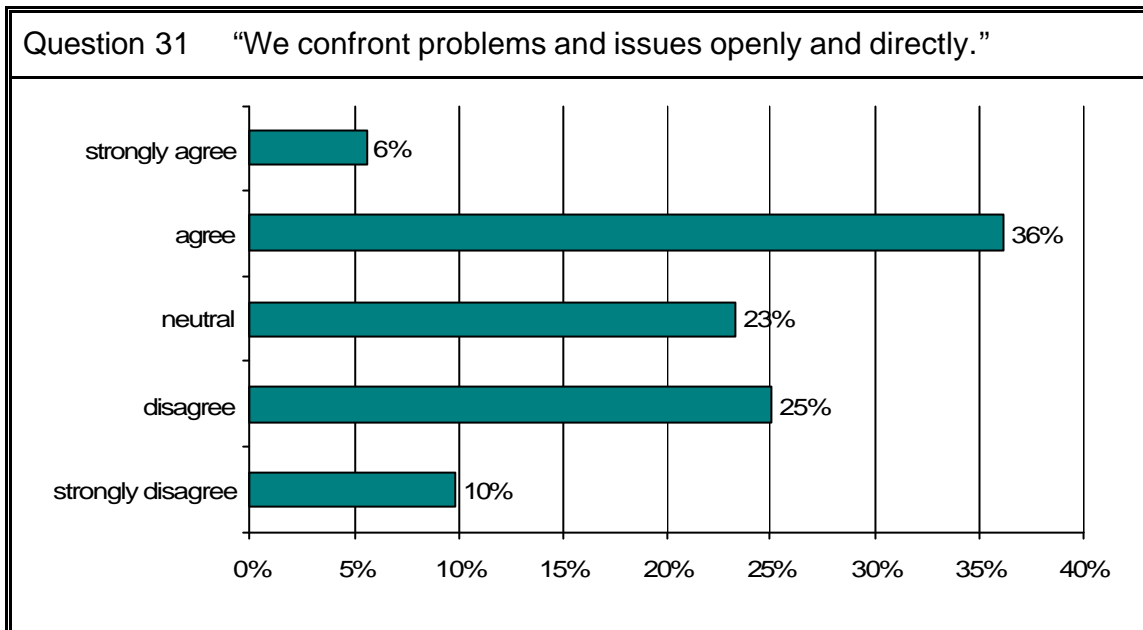


- There were 1,079 responses to this question for a response rate of 96.1%.
- Nearly two thirds (63.0%) 'agree' or 'strongly agree' that we celebrate our successes.
- More were 'neutral' (23.0%) on this question than 'disagreed' (14.0% combined).
- 73.2% in the 20 to 29 age group 'agreed' most frequently.
- 56.2% aged 50 to 59 'agreed' least frequently.
- Length of service seems to paint a more accurate picture of the correlation:
  - agreement wanes over length of service,
  - the highest level of agreement by those with under one year of service (73.8% combined),
  - the lowest level of agreement by those with more than 20 years of service at 52.6% combined.

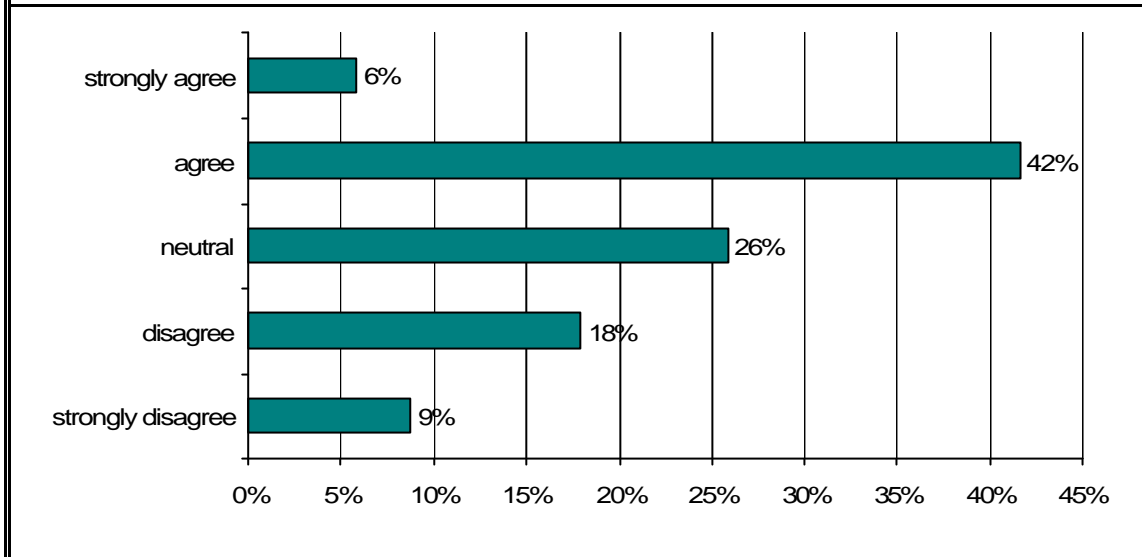


- There were 1,078 responses to this question for a response rate of 96.1%.
- The majority (54.4%) 'agree' or 'strongly agree' that we are fair and forthright in our dealings.
- A number of significant differences were noted when the responses to this question were cross-tabulated with the demographic information, and responses to a few other questions:
  - 63.3% aged 20 to 29 'agreed' most frequently, with agreement generally declining with increased age. Aged 50 to 59 'agreed' least frequently (47.2% combined).
  - 69.1% 'agreed' more frequently in the early years (less than one year of service), with agreement waning over time to 41.2% from 11 to 20 years service, and a slight rise beyond 20 years of service.
  - 50% were more likely to 'agree' (60.4% combined agreement compared to 37.1% combined agreement) that females have equal opportunities at the U of S.
  - 59.7% of those that said that visible minorities have equal opportunities at the U of S were more likely to 'agree' (compared to 41.3% combined agreement).
  - Those who said that persons with disabilities have equal opportunities were more likely to 'agree' (60.4% combined agreement compared to 46.8% combined agreement).
  - Those who said that male employees have equal opportunities were more likely to 'agree' (56.9% combined agreement compared to 45.7% combined agreement).
  - Those who said that Aboriginal employees have equal opportunities were more likely to 'agree' (60.3% combined agreement compared to 43.9% combined agreement).
  - Those who said that the U of S has done more than it should to provide equitable opportunities for female employees were more likely to 'agree' (64.0% combined agreement compared to 51.6% combined agreement).

- Those who said that the U of S has done more than it should to provide equitable opportunities for visible minority employees were more likely to 'agree' (62.0% combined agreement compared to 52.1% combined agreement).



- There were 1,081 responses to this question for a response rate of 96.3%.
- 41.8% 'agreed' or 'strongly agreed' that we confront problems and issues openly and directly.
- 20 to 29 year olds 'agreed' most frequently (50.2% combined).
- 40 to 49 year olds 'agreed' least frequently (37.5% combined).
- Length of service shows a similar trend, with those aged 20 to 29 with the highest level of agreement (55.6% combined).
- Those aged 40 to 49 had the lowest level (32.8% combined).

**Question 32** "We cultivate an environment of collegiality and trust."


- There were 1,060 responses to this question for a response rate of 94.5%.
- Less than half (47.5%) 'agreed' or 'strongly agreed' that we cultivate an environment of collegiality and trust.
- While generally agreement declines with increased age, there is an increase again with employees aged 60+.
- Aged 20 to 29 'agreed' most frequently (59.5% combined).
- Aged 50 to 59 'agreed' least frequently (39.5% combined).
- 64.9% 'agreed' more frequently in the early years (less than one year of service), with agreement waning over time to 36.9% combined agreement with 11 to 20 years service, and a slight rise beyond 20 years of service.

### **Summary of Cross-Tabulations**

A summary of the cross-tabulations describes the extent to which members of the various identified demographic groups have different experiences as employees at the U of S. While the results of a survey do not describe an experience at the individual level, it does give a general sense of that experience across the University as reported by those who responded to the survey.

When survey participants were asked if they believed that under-represented groups (the four identified demographic groups) promoted into 'supervisory' positions are treated with respect, employees with disabilities strongly disagreed four times more frequently than their counterparts. Visible minority employees disagreed more than twice as frequently as other respondents.

When asked if they believe that the identified demographic groups have an equal opportunity for employment at the U of S, survey respondents indicated the following:

- 62.3% believe that Aboriginal people have an equal opportunity for employment;

- 54.2% said that persons with disabilities have an equal opportunity (notably, persons with disabilities were much less supportive of this statement than other respondents);
- 68.6% believe that visible minorities have an equal opportunity; and
- 71.9% said that females have an equal opportunity for employment at the U of S.

Generally, members of the identified demographic groups were less supportive of the idea that they have an equal opportunity for employment at the U of S than does the general public.

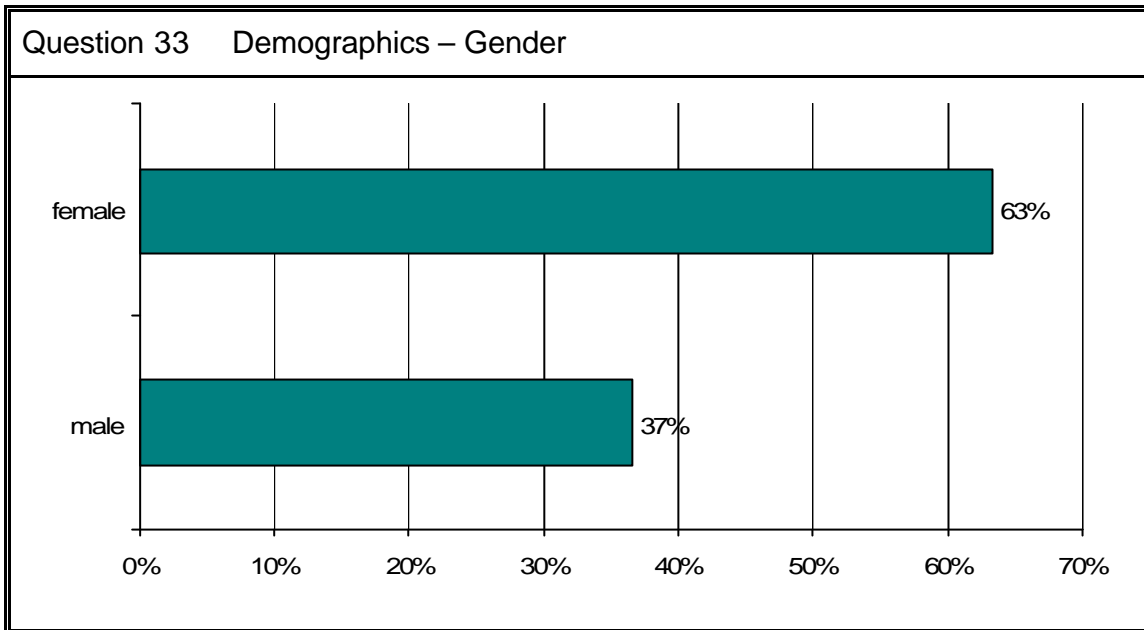
Employees were asked to identify issues to their being fully engaged and successful at work. More issues were identified by females, persons with disabilities and visible minorities than other respondents. Daycare, family care, elder care and work-life balance were identified as issues by approximately 10% of respondents, but more frequently by female employees. Workplace relationships and conflict in the workplace were reported as issues by an average of 23% of respondents but were identified as issues more frequently by visible minority employees. Ability to cope with change was reported as an issue for 5% of employees but three times more frequently reported by members of visible minorities. Health issues were identified as an issue by 14% of respondents and more frequently by both persons with disabilities and visible minority employees.

Visible minority survey respondents reported that they had expected to make more progress in their jobs than they had more frequently than other respondents (35% by all respondents).

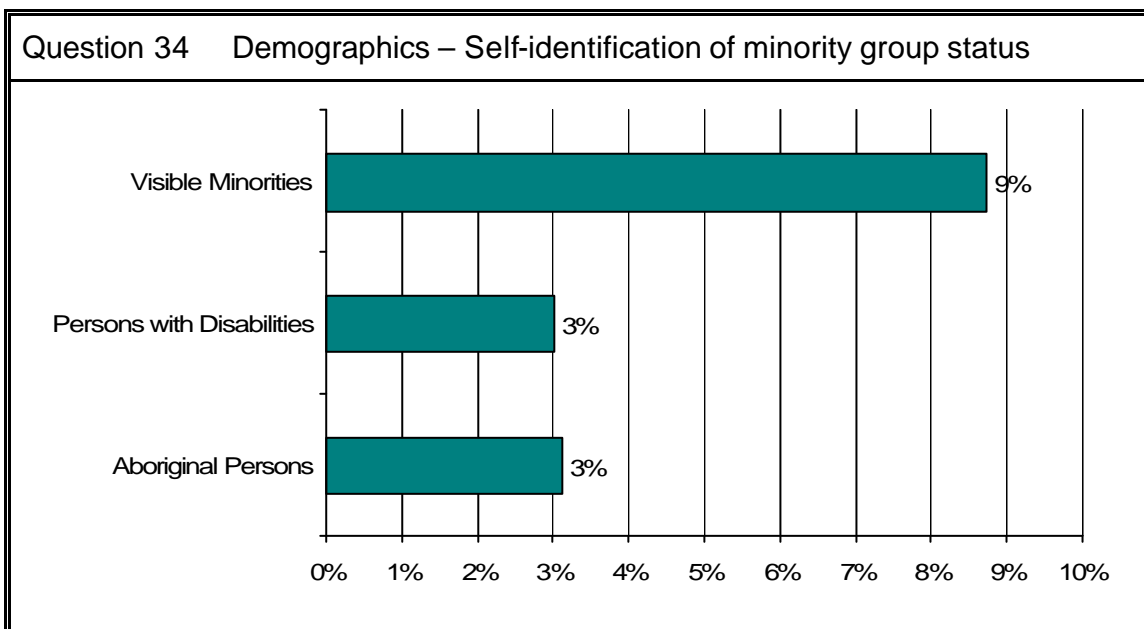
Employees were asked to indicate their agreement with the statement “we respect and value individual and cultural differences”. Persons with disabilities and visible minorities agreed significantly less frequently than other respondents.

## **Demographics**

In this section, there were five questions designed to identify and describe the respondent group. The cross-tabulations for the data in this section were presented above with the survey questions. Comparison data for the University population as a whole and for the province is included in Appendix Five.



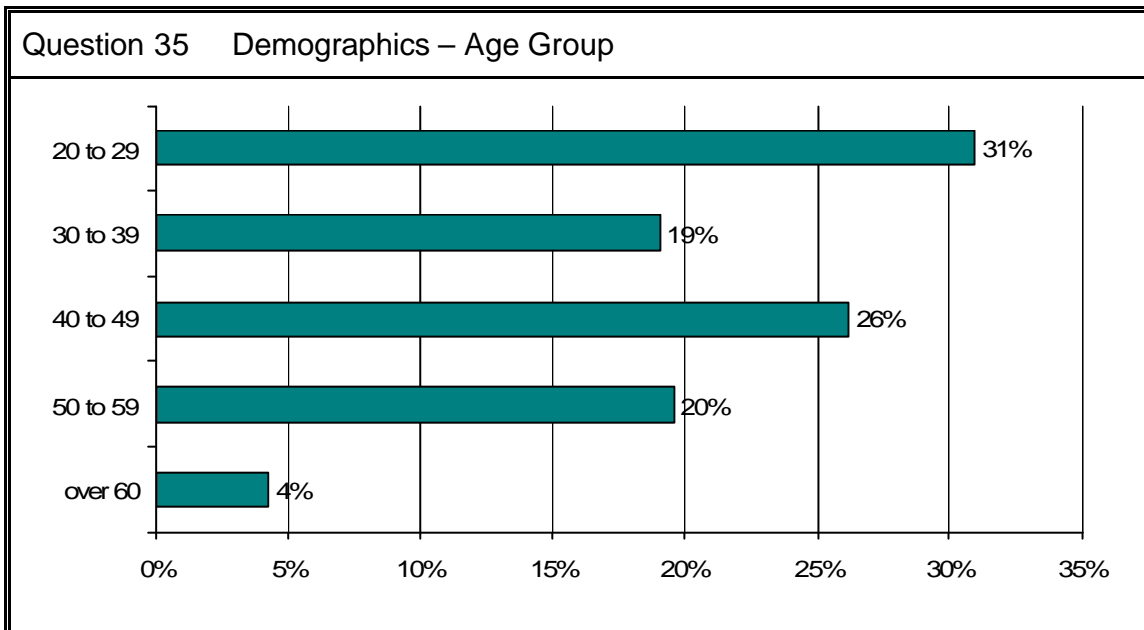
- There were 1,075 responses to this question for a response rate of 95.8%.
- The majority (63.3%) were female.
- The remaining 36.7% were male.
- This compares to a University population which is 51% female.
- On this survey, the University's female population was over-represented.



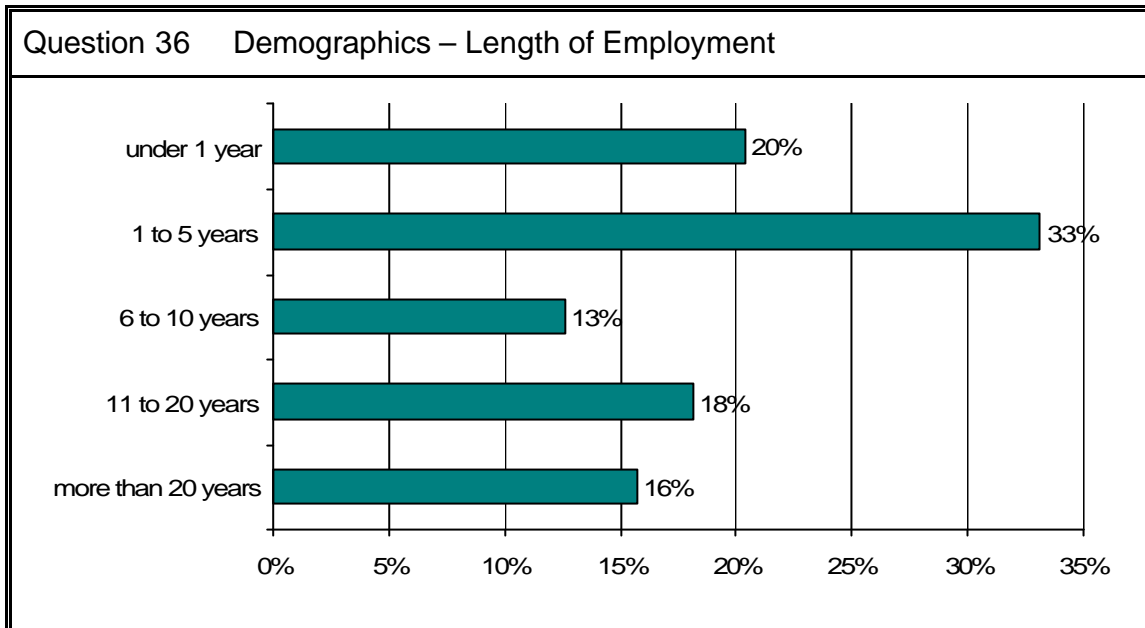
- Employees were asked to check any of the demographic characteristics that apply. There were 160 responses, for a response rate of 14.3%.

	Survey Respondents'	University of Saskatchewan Statistics
Visible Minority	8.7%	8%
Aboriginal	3.1%	2%
Disabled	3%	1.8%

- According to these statistics, all three self-identifying groups were marginally over-represented in this survey. However, not all employees self-identify, therefore overall numbers for each of the identified demographic groups could be low.



- There were 1,119 responses to this question for a response rate of 99.7%.
- The largest group were in the 20 to 29 age group (30.9%), followed by 40 to 49 (26.2%), 50 to 59 (19.6%), 30 to 39 (19.0%), and finally those over the age of 60 (4.3%).



- There were 1,119 responses to this question for a response rate of 99.7%.
- The largest group were those who had worked for the University for one to five years (33.2%), then under one year of service (20.4%), those between 11 and 20 years (18.1%), those with over 20 years of service (15.7%), and the smallest group in this category were those who were between six and 10 years of service at the University (12.6%).

Question 37 Demographics – Work Unit

- Responding employees were asked to identify to which work unit they belong. There were 1,058 responses to this question for a response rate of 94.3%. The full list of work units provided to respondents is included in Appendix Four.

## ***Appendix One***

### ***PAWS Announcement***

TO: All Employees

FROM: Barb Daigle,  
Associate Vice-President  
(Human Resources)

DATE: May 30, 2005

SUBJECT: Employee Opinion Survey

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

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

The Human Resources Division is pleased to sponsor an Employee Opinion Survey. Our purpose in launching this initiative is to ask employees for their opinions with respect to work environment issues. The results of the survey will provide valuable information to support the development of programs and services that meet our goal of establishing healthy, productive and diverse work environments.

To help us identify the gaps between the current environment and the work place described in "Renewing the Dream", we are asking all employees in the University community to participate in a web-based Employee Opinion Survey.  
Your answers to the questions will remain completely anonymous.

Thank you in advance for participating and providing your candid feedback. The survey should take you less than 10 minutes to complete and your input is extremely important. We are encouraging across campus participation to ensure the survey results reflect the general climate. Please encourage your co-workers and colleagues to participate as well.

To complete the survey, click on the following link.

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<http://www.usask.ca/hrd/survey/>. Please complete the survey by June 13th, 2005.

If you do not have regular access to a computer in your work environment, computer workstations in Browsers, the Arts tunnel, and the Learning Commons in the Main and branch libraries can be used to access the survey. Please contact HR at 966-2063 for other assistance.

Further information about the purpose of the survey is provided below.

**Background:**

Over the years, a number of efforts have been made by various groups on campus to conduct surveys and develop recommendations to address various workplace concerns. There have been a number of challenges, competing interests and/or priorities in this work which has limited the ability to act on these recommendations. The outcomes of the survey will assist us in re-focusing those earlier efforts, provide broad feedback on a number of issues relating to the work environment, and allow us to identify priorities for resource decisions. As a result, we will be able to work more effectively with various committees and interest groups to promote integrated efforts, monitor and measure results, and achieve outcomes.

**Survey Results:**

The results of the survey will be tabulated, analyzed and used to inform program development in a number of areas. A priority will be the promotion of diversity, which includes the identification and removal of barriers to employee success, including employee and leadership development, workplace climate improvement, and health and wellness strategies. We expect additional priority areas to emerge from the survey results. In addition, information gathered through the survey will provide a general baseline against which to measure future progress.

The general findings of the survey will be posted on the Human Resources web-site and shared through a number of communication forums and committees beginning in early summer and into the fall of 2005.

**Methodology:**

The survey questions have been recommended and tested by experts in measuring organization climate and culture. Key resources used include questions developed by the Gallup Organization, (Q-12) and questions from Diversity at Work, Copyright 1997, 1996 by Trevor Wilson. If you are further interested in the sources and reference materials, please send your questions to HR.survey@usask.ca. You will receive a response as soon as possible.

The survey was constructed as a web-based instrument with the help and support of employees in the Division of Media and Technology. We thank them for their high quality work and appreciate their efforts in ensuring the survey is user-friendly and that the responses remain

anonymous.

Summary:

Candace Wasacase-Lafferty (Human Resources Consultant - Diversity and Aboriginal Initiatives) is the project leader for this work in Human Resources. Please direct any questions regarding the project to Candace at [HR.survey@usask.ca](mailto:HR.survey@usask.ca).

Barb Daigle  
Associate Vice-President (Human Resources)

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Posted to all employees by Human Resources Division  
bbm

**Appendix Two**

**Survey Reminder**

**M E M O R A N D U M**



To: President, Advisory Council  
From: Barb Daigle, Associate Vice-President, (Human Resources)  
Date: June 8, 2005  
**Subject: Employee Opinion Survey Reminder**

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We have just reached the half way point in the Employee Opinion Survey Campaign and we are pleased with the level of responses we have received. The survey will remain open until June the 13<sup>th</sup>. It is critical that we gather as much data through this survey as we can. The survey results will be used to assist us in working with the University community to develop and/or improve programs and services to establish healthy, productive and diverse work environments. Please continue to encourage your all employees, including staff, faculty, management and professional staff and administration to participate.

**You will find the link to the survey at <http://www.usask.ca/hrd/survey/>**

Thank you,

Barb Daigle, Associate Vice-President, (Human Resources)

## Appendix Three

### Survey Questions

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

#### Scale:

Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree

#### The Equity/Diversity Quotient

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

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

drop down box to list:

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

other

### Employee Development and Engagement

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

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

### Values / Work Environment / Work Unit Specific

These questions are designed to measure workplace culture.

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

### Demographics

33. Gender  
    Female  
    Male
34. Please check all that apply:  
    Aboriginal Person  
    Person with Disability  
    Visible Minority
35. Age:  
    20-29            30-39            40-49            50-59            60+
36. Length of employment  
    1>    5>    10>    20>    20+
37. From the list below, please check one group that **best describes** where you work.

## **Appendix Four**

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

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

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

## Appendix Five

### Demographic Statistics at the U of S

	Males	Females	Visible Minorities	Persons with Disabilities	Aboriginal People	<b>Total</b>
U of S 2005	1,920 49%	2,023 51%	319 8%	70 1.8%	79 2%	<b>3,943</b>
Saskatchewan Workforce	54%	46%	5.8%	11%	13.5%	
Gap	-5%	+5%	+2.2%	-9.3%	-11.5%	

Note: this chart depicts all permanent and term staff normally selected for equity tracking, the data for Aboriginal People, Persons with Disabilities and Visible Minorities reflect those who have self declared as such through the Employment Equity Survey.