

File No.: 04-1000-20-2025-701

November 5, 2025

s.22(1)

Dear s.22(1)

Re: **Request for Access to Records under the Freedom of Information and Protection of Privacy Act (the “Act”)**

I am writing in response to your request of September 28, 2025 under the **Freedom of Information and Protection of Privacy Act** for:

**City of Vancouver Employee Engagement Report dated February 2013 (or any equivalent staff engagement/employee survey report produced in that period).  
Date range: February 1, 2013 to September 27, 2025.**

All responsive records are attached. Some information in the records has been severed (blacked out) under s.15(1)(l) and s.22(1) of the Act. You can read or download these sections here: [http://www.bclaws.ca/EPLibraries/bclaws\\_new/document/ID/freeside/96165\\_00](http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/96165_00).

Under Part 5 of the Act, you may ask the Information & Privacy Commissioner to review any matter related to the City’s response to your FOI request by writing to: Office of the Information & Privacy Commissioner, [info@oipc.bc.ca](mailto:info@oipc.bc.ca) or by phoning 250-387-5629.

If you request a review, please provide the Commissioner’s office with: 1) the request number (2025-701); 2) a copy of this letter; 3) a copy of your original request; and 4) detailed reasons why you are seeking the review.

Yours truly,

Kevin Tuerlings, FOI Case Manager, for

*[Signed by Kevin Tuerlings]*

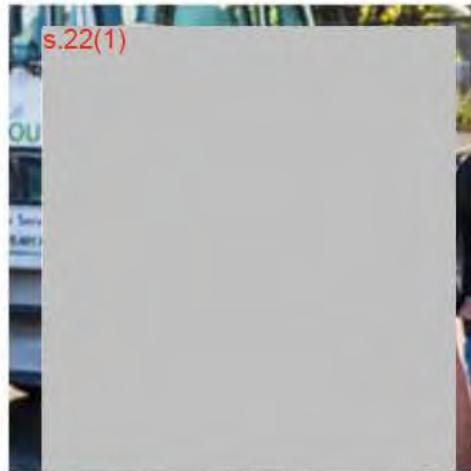
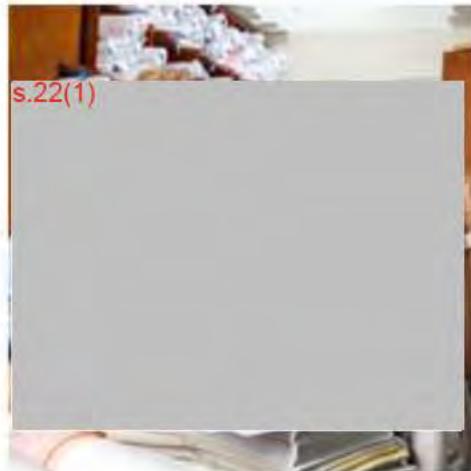
**Cobi Falconer, MAS, MLIS, CIPP/C  
Director, Access to Information & Privacy**

If you have any questions, please email us at [foi@vancouver.ca](mailto:foi@vancouver.ca) and we will respond to you as soon as possible. You may also contact 3-1-1 (604-873-7000) if you require accommodation or do not have access to email.

Encl. (Response Package)

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# 2013 Employee Engagement Survey



# Why do an employee survey?

- The City's success is a direct result of the effort and talent of our employees
- CoV Corporate Business Plan - Goal No. 4
  - The City develops and sustains a dynamic, healthy and safe workplace environment that consistently attracts and retains top-quality people and enables them to perform at their best.*
- Our employee survey is a tool to assess progress in making this a great place to work

# External Recognition for CoV

- Canada Top 100 Employer for 2013, 2012, 2010, 2009
- BC Top Employer 2014, 2013, 2012, 2011, 2010
- Best Diversity Employer 2013
- Canada's Greenest Employer 2013



# History

- City of Vancouver held our first ever employee engagement survey in 2010
  - August 23 to Oct 5, 2010
  - 50% participation
- Conducted by Hay Group

# Based on the 2010 survey results, we focused on 4 priority actions:

## 1. Improving performance management by implementing a city-wide performance management program

- Corporate wide performance development program implemented

## 2. Improving communication regarding the City's goals and relevance to our day to day work

- Published and shared Corporate Business Plan with employees across the organization
- Staff in various departments were engaged in the development of strategic plans

## 3. Enhancing the skills and effectiveness of our leaders

- New leadership development program launched
- Online leadership courses added to CityLearn

## 4. Improving the fairness and transparency of decisions related to hiring, promotions and development opportunities

- Changes made in collective agreements to improve transparency of hiring/layoff processes
- Revised “Hiring of Relatives” policy to strengthen fair processes
- E-learning courses added to CityLearn for greater accessibility for employees

# Other changes since 2010

- Since 2010, we have also worked through a significant amount of organizational change:
  - Implementation of shared services (e.g. Accounts Payable, Procurement, Communications)
  - Departmental reorganizations (e.g. Planning & Development, Real Estate & Facilities Management)
  - Ongoing budget pressures
  - Collective bargaining
- Most of us have been impacted by those changes in some way

# 2013 Survey Background

Who

- All 6850 employees invited to participate (48% participation rate, 3288 employees)

What

- 73 close-ended questions and 4 demographics

When

- Online: June 17<sup>th</sup> - July 25<sup>th</sup>
- Paper: June 17<sup>th</sup> - Aug 6<sup>th</sup>

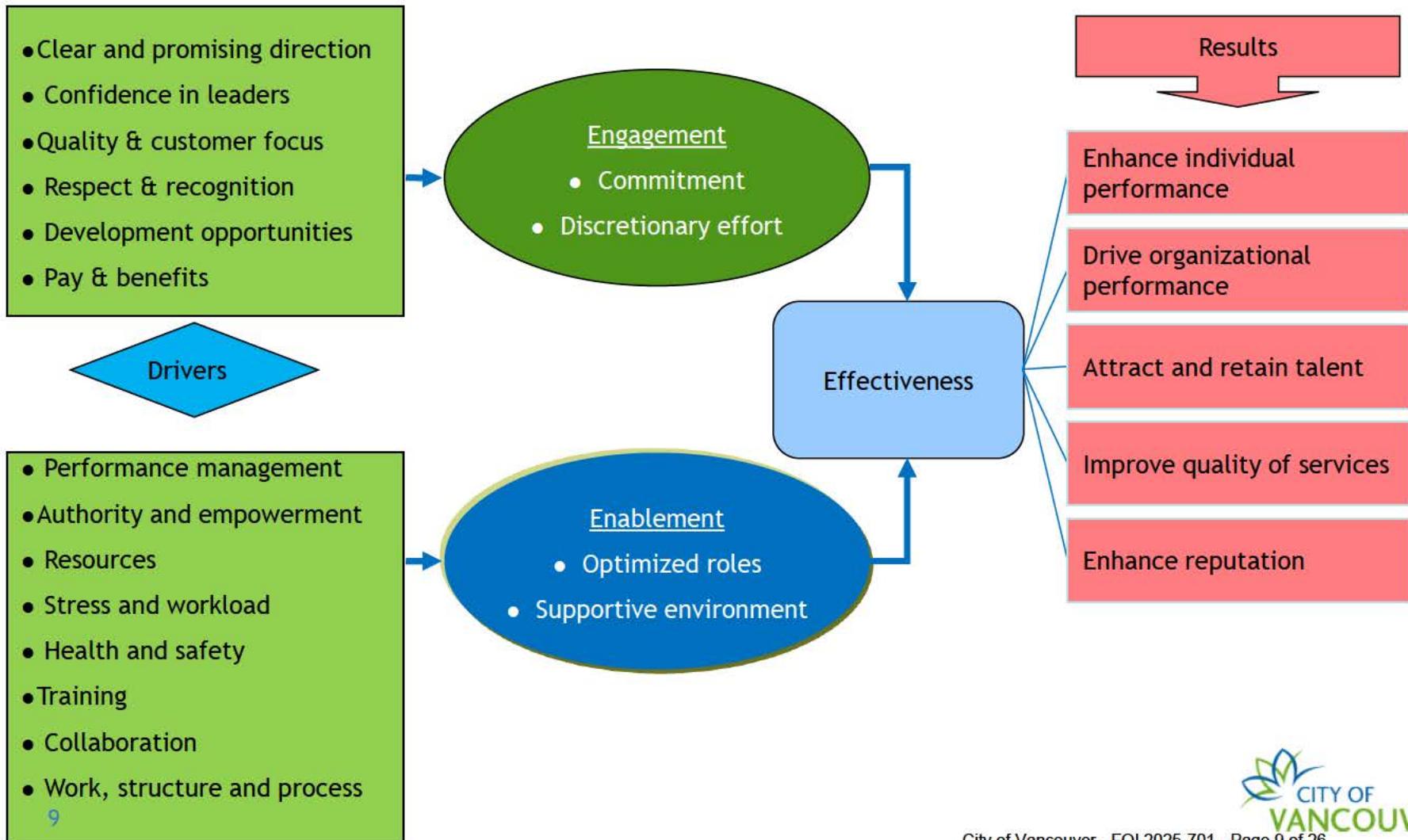
How

- Secure online administration and paper option

# Survey Administration

- The City contracted with an external agency, Hay Group, to administer the survey
  - Hay Group also conducted the 2010 survey
- To preserve confidentiality, the survey was anonymous and Hay Group received all online and paper surveys directly
- Hay Group does not report any individual survey results - the City only receives combined response data

# Model Behind the Survey



# 2013 Survey Results - Overview

- Results show progress in most areas covered by the survey, and still lots of room for further improvement
- Largest gains are in the areas of:
  - Performance management
  - Ratings of immediate supervisors
  - Support for the City's strategic direction and plan
  - Motivation to go above and beyond
- There is an increased level of concern regarding stress & workload and availability of resources

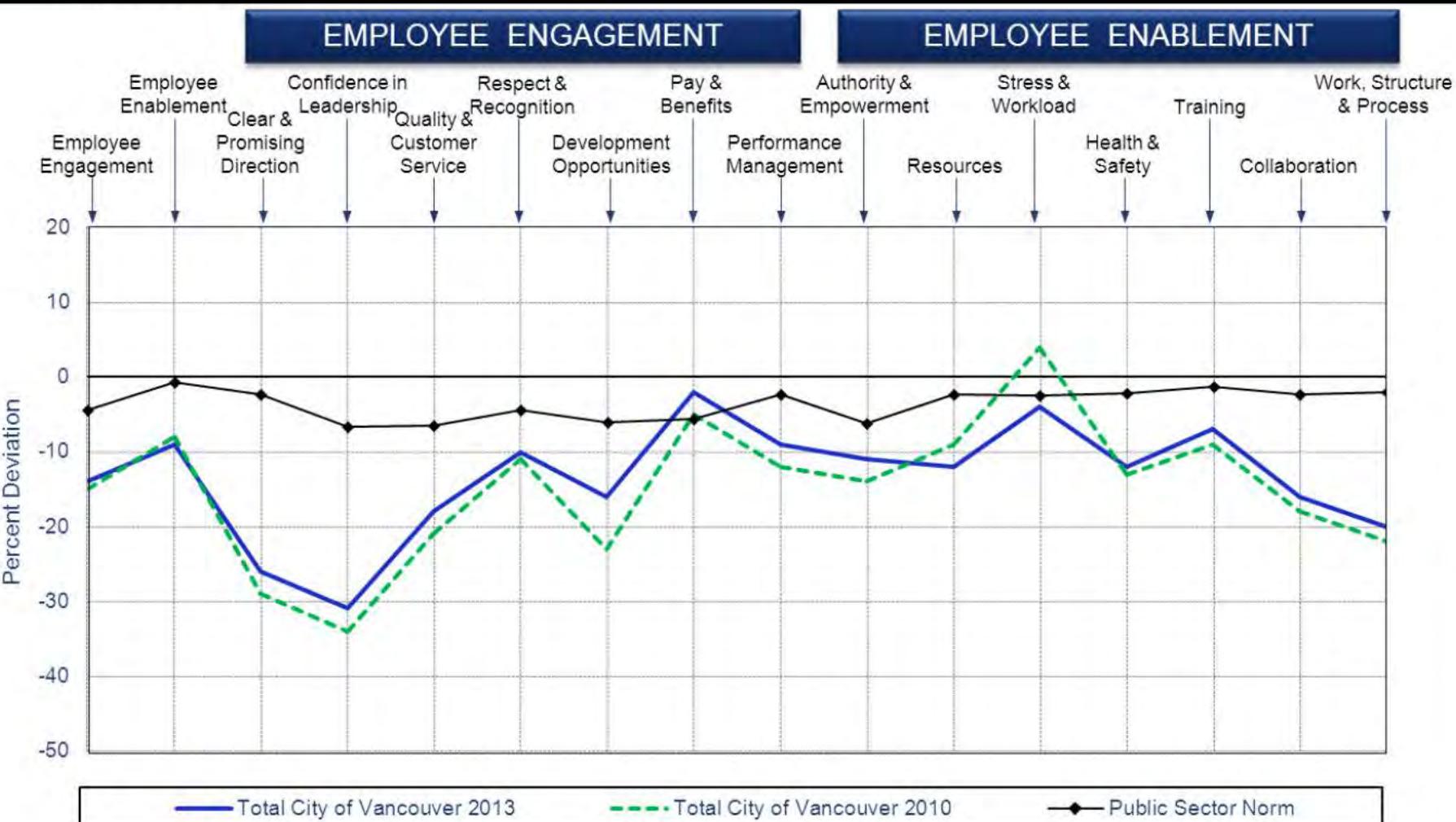


# 2013 Employee Engagement Survey

## Overview of Results

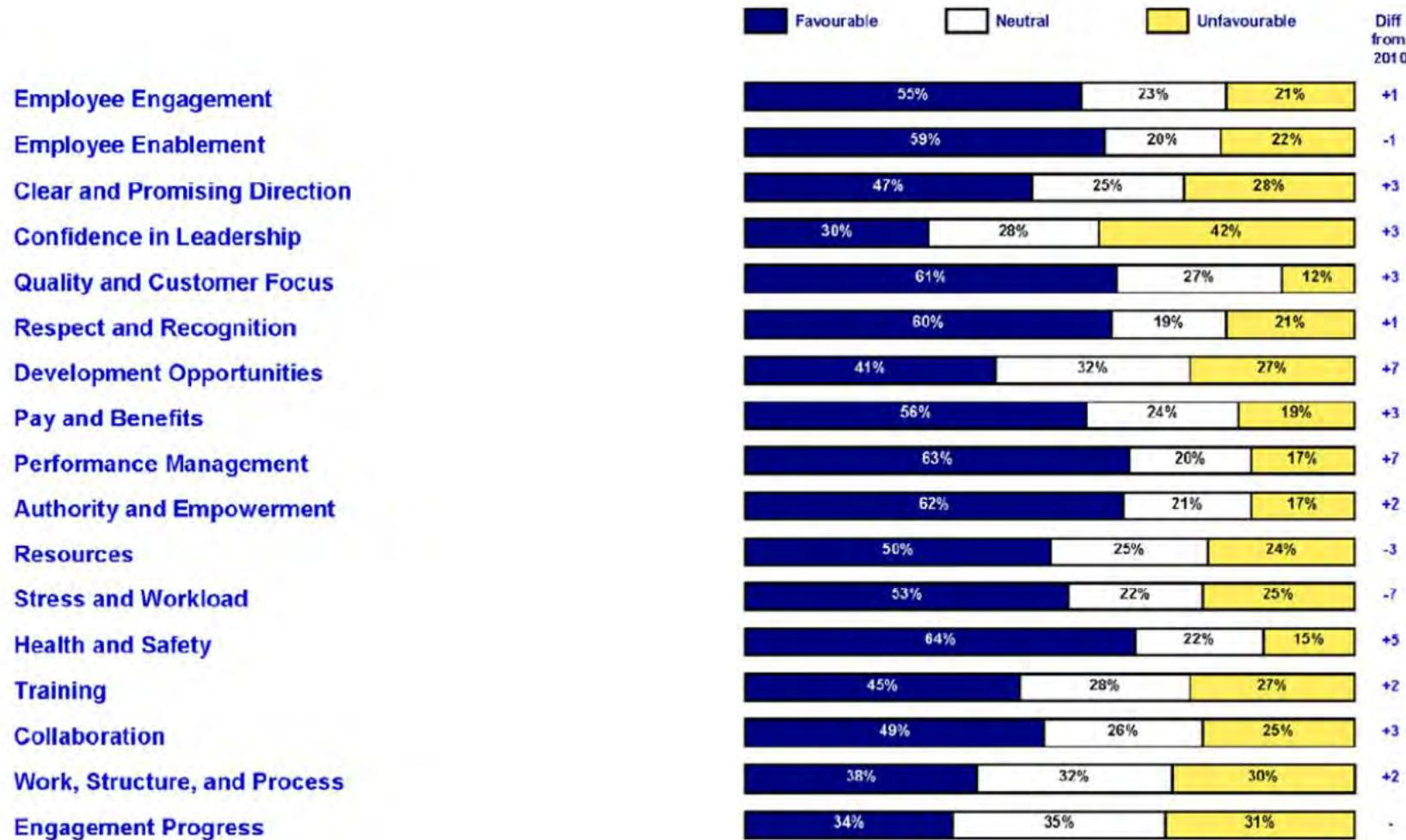
# Total City of Vancouver

## Hay Group Insight



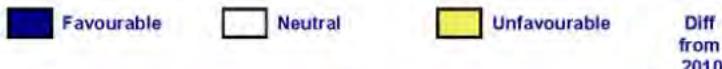
# Factor Summary

## Hay Group Insight



# Factor Definitions

## Hay Group Insight



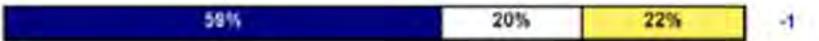
### Employee Engagement

- Q. 1 Overall, how would you rate your Employer as an organization to work for?
- Q. 7 I feel proud to work for my Employer
- Q. 8 I would recommend my Employer to family or friends as a place to work
- Q. 14 My Employer motivates me to contribute more than what is required
- Q. 38 I feel motivated to go beyond my job requirements
- Q. 72 How would you rate your overall satisfaction with your Employer at the present time?
- Q. 73 How long would you like to continue working for your Employer?



### Employee Enablement

- Q. 28 My job makes good use of my skills and abilities
- Q. 29 My job provides me with the opportunity to do challenging and interesting work
- Q. 39 Conditions in my job allow me to be as productive as I can be
- Q. 48 There are no significant barriers at work to doing my job well



# Factor Definitions

## Hay Group Insight



### Clear and Promising Direction

- Q. 2 I have an understanding of my Employer's strategy and goals
- Q. 3 I believe my Employer's goals are the right ones for the organization at this time
- Q. 4 I understand the relationship between my job and my Employer's strategy and goals
- Q. 5 I understand the Council/Board priorities and how they relate to my work



+3

### Confidence in Leadership

- Q. 6 All in all, my Employer is effectively managed and well run
- Q. 15 How would you rate the trust and confidence you have in your Employer's Corporate Management Team?
- Q. 19 Rate your Employer on being open and honest in communications with employees



+3

### Quality and Customer Focus

- Q. 16 Rate your employer on being customer service focused (seeking to understand and meet its customers'/citizens' needs and requirements)
- Q. 17 Rate the quality of customer/citizen support
- Q. 18 Rate the quality of programs and services
- Q. 41 The people in my work group are committed to delivering high level products and services



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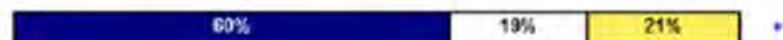
# Factor Definitions

## Hay Group Insight



### Respect and Recognition

- Q. 10 Overall, my Employer is committed to ensuring fair opportunities for all employees
- Q. 11 My Employer understands and values the differences among employees (e.g., gender, race, religion, age, culture, etc.)
- Q. 12 My Employer's Corporate Management Team will act on issues identified by this survey
- Q. 62 Rate your immediate supervisor on treating you with respect as an individual
- Q. 65 Rate your immediate supervisor on accommodating you when you have a family/personal matter to attend to



### Development Opportunities

- Q. 25 Rate your opportunity for reaching your personal career objectives at your Employer
- Q. 58 Rate your immediate supervisor on coaching you in your career development



### Pay and Benefits

- Q. 9 I believe I am paid fairly for the work I do
- Q. 26 Rate your pay considering the pay of people doing similar work in other organizations
- Q. 27 Rate your Employer on providing employee benefits that meet your needs



# Factor Definitions

## Hay Group Insight

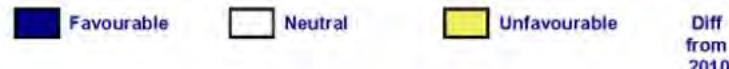


**Performance Management**

- Q. 13 My Employer expects a high level of performance from its employees
- Q. 34 I understand the results expected of me in my job
- Q. 35 I receive clear feedback on how well I do my work
- Q. 54 Have you had an annual formal performance review in the past year?
- Q. 55 How effective was your review in letting you know where you stood and letting you know how you could improve your performance?
- Q. 56 How effective was your review in identifying your developmental needs and establishing a development plan?
- Q. 59 Rate your immediate supervisor on letting you know how you are doing on a regular basis
- Q. 64 Rate your immediate supervisor on setting high performance standards

# Factor Definitions

## Hay Group Insight



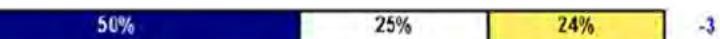
### Authority and Empowerment

- Q. 33 I have opportunities to have my ideas adopted and put into use
- Q. 36 I am encouraged to come up with new or better ways of doing things
- Q. 37 I have the authority to carry out my job effectively
- Q. 42 Employees are held accountable for results (meeting commitments, quality of work, deadlines, etc.)
- Q. 57 Rate your immediate supervisor on letting you do your job and not getting involved unless necessary
- Q. 60 Rate your immediate supervisor on holding you accountable for the quality of your work
- Q. 61 Rate your immediate supervisor on being receptive to your ideas and opinions



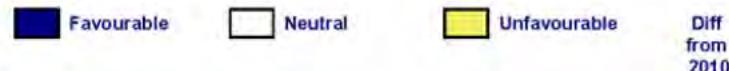
### Resources

- Q. 46 I have the information I need to do my job well
- Q. 47 I have the resources I need to do my job effectively
- Q. 51 There are enough people to do the work in my area



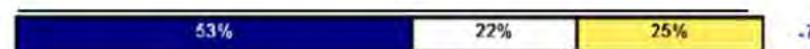
# Factor Definitions

## Hay Group Insight



### Stress and Workload

- Q. 45 The amount of work expected of me is reasonable
- Q. 49 I am able to accomplish all that is required of me most days
- Q. 50 The amount of stress in my job is not a real problem



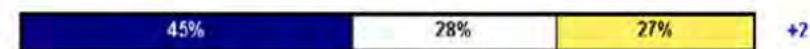
### Health and Safety

- Q. 22 Being concerned about employee health and safety
- Q. 24 Rate your Employer on demonstrating care and concern for its employees
- Q. 31 My work area is free of harassment
- Q. 52 Rate the safety of your work area
- Q. 53 Rate the awareness of roles and responsibilities around safety in your work area
- Q. 66 Rate your immediate supervisor on supporting employees who may be experiencing personal challenges



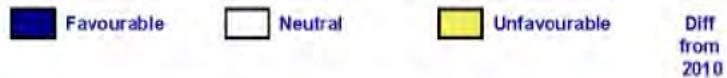
### Training

- Q. 30 My job leaves adequate time to take advantage of job-related training opportunities
- Q. 43 New employees receive the training they need to do their job well
- Q. 63 Rate your immediate supervisor on training you to do your job better



# Factor Definitions

## Hay Group Insight



### Collaboration

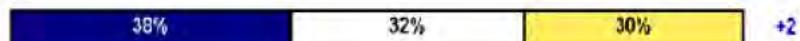
- Q. 23 Rate your Employer on encouraging cooperation and sharing of ideas and resources across the organization
- Q. 32 My work group receives high quality support from other areas of the organization on which we depend
- Q. 40 There is good cooperation and teamwork within my work group



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### Work, Structure, and Process

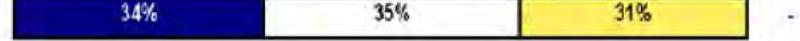
- Q. 20 Rate your Employer on being innovative in how work is done
- Q. 21 Rate your Employer on being effectively organized and structured
- Q. 44 Work is well organized in my work group



+2

### Engagement Progress

- Q. 67 Rate "Overall engagement" now as compared to 3 years ago
- Q. 68 Rate "Your understanding of your Business Unit's overall goals and plans" now as compared to 3 years ago
- Q. 69 Rate "Focusing on performance management" now as compared to 3 years ago
- Q. 70 Rate "Building stronger leadership" now as compared to 3 years ago
- Q. 71 Rate "Fairness and transparency in accessing job opportunities" now as compared to 3 years ago



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# Most Favourable Questions

Hay Group Insight

## COV 2013

### *Most Favourable Questions*

## *Results for: TOTAL CITY OF VANCOUVER*

Question Text	% Fav
Q. 65 Rate your immediate supervisor on accommodating you when you have a family/personal matter to attend to (Respect and Recognition)	82
Q. 34 I understand the results expected of me in my job (Performance Management)	82
Q. 57 Rate your immediate supervisor on letting you do your job and not getting involved unless necessary (Authority and Empowerment)	79
Q. 62 Rate your immediate supervisor on treating you with respect as an individual (Respect and Recognition)	78
Q. 41 The people in my work group are committed to delivering high level products and services (Quality and Customer Focus)	77
Q. 66 Rate your immediate supervisor on supporting employees who may be experiencing personal challenges (Health and Safety)	76
Q. 40 There is good cooperation and teamwork within my work group (Collaboration)	75
Q. 13 My Employer expects a high level of performance from its employees (Performance Management)	75
Q. 52 Rate the safety of your work area (Health and Safety)	75
Q. 53 Rate the awareness of roles and responsibilities around safety in your work area (Health and Safety)	71

# Least Favourable Questions

## Hay Group Insight

**COV 2013**

**Results for: TOTAL CITY OF VANCOUVER**

### Least Favourable Questions

Question Text	% Fav
Q. 21 Rate your Employer on being effectively organized and structured (Work, Structure, and Process)	26
Q. 12 My Employer's Corporate Management Team will act on issues identified by this survey (Respect and Recognition)	28
Q. 19 Rate your Employer on being open and honest in communications with employees (Confidence in Leadership)	28
Q. 15 How would you rate the trust and confidence you have in your Employer's Corporate Management Team? (Confidence in Leadership)	29
Q. 70 Rate "Building stronger leadership" now as compared to 3 years ago (Engagement Progress)	30
Q. 71 Rate "Fairness and transparency in accessing job opportunities" now as compared to 3 years ago (Engagement Progress)	30
Q. 20 Rate your Employer on being innovative in how work is done (Work, Structure, and Process)	31
Q. 50 The amount of stress in my job is not a real problem (Stress and Workload)	32
Q. 6 All in all, my Employer is effectively managed and well run (Confidence in Leadership)	33
Q. 23 Rate your Employer on encouraging cooperation and sharing of ideas and resources across the organization (Collaboration)	33

# Most and Least Favourable Questions

## Hay Group Insight

- **Most favourable** questions for 2013 relate to the increasing effectiveness of immediate supervisors in terms of respect and recognition, and authority and empowerment, and performance management. We also see strength in the area of quality and customer focus as it relates to delivering high level products and services. Health and Safety emerged as an additional positive area with regards to: supporting employees who may be experiencing personal challenges, roles and responsibilities, and safety of their work area.
- **Least favourable** responses in the 2013 survey highlight the need to maintain corporate focus on how the organization's work is structured to better communicate and discuss with staff demonstrated action coming out of the survey results, to continue to enhance cross-city employee communications, and to find creative ways to allow the broad base of 7000 employees to engage with the Corporate Management Team and to acknowledge the issues of stress and workload.

# 2013 Survey Results - Summary

- Results are generally showing progress and the challenge will be to *continue* to build on these gains through:
  - Continuing to demonstrate strong and consistent leadership
  - Sharing best practices and encouraging collaboration between business units
  - Encouraging everyone to play a part in making this a great place to work

# Communications Plan

Our next step is to communicate the 2013 City Survey results to employees in a variety of ways including:

- City Manager email to all staff
- The Engagement site on CityWire will be updated with 2013 City survey results

Results for Departments/Business Units will be available soon  
When these are available managers will:

- Share Department/Business Unit results with their employees through a variety of methods
- Manager and employees will work together to develop actions based on survey results

# QUESTIONS?

If you have questions please contact:

- Your Human Resources Consultant
- Your manager
- Email s.15(1)(l)  @vancouver.ca