



2013 Employee Engagement Survey

BU Results for: REAL ESTATE & FACILITIES MANAGEMENT - Overview



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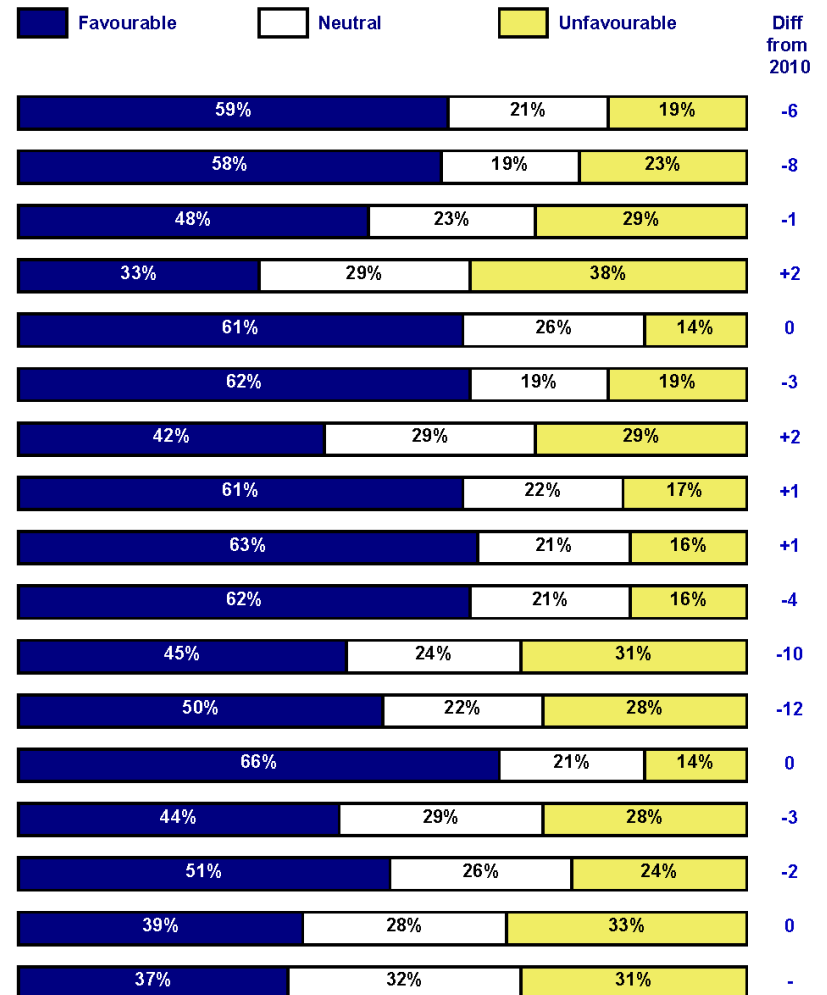
Response Rate

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	# of Respondents 2013	Response Rate 2013	# of Respondents 2010	Response Rate 2010
TOTAL City of Vancouver	3288	48%	3051	50%
Real Estate and Facilities Management	180	60%	202	61%

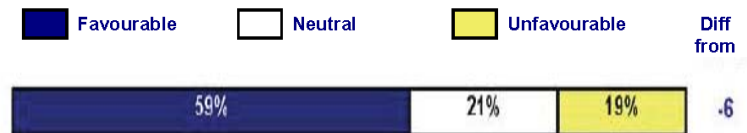
Factor Summary

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Factor Definitions

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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

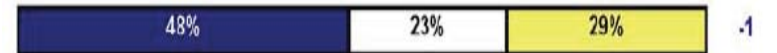
Factor Definitions

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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



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



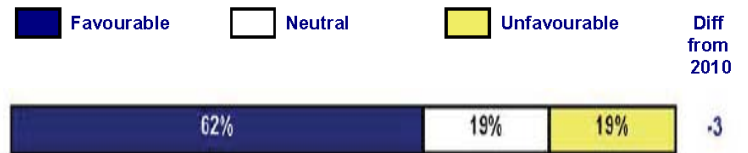
Quality and Customer Focus

- 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



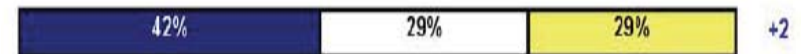
Factor Definitions

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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

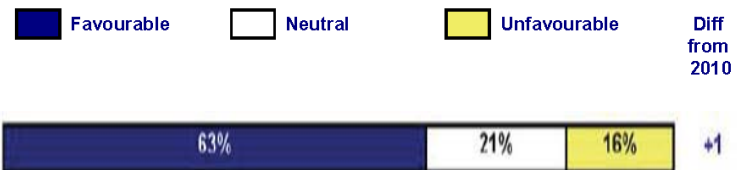


Pay and Benefits

- 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

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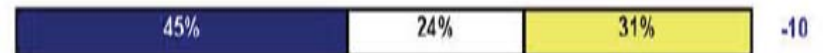
Authority and Empowerment

- 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



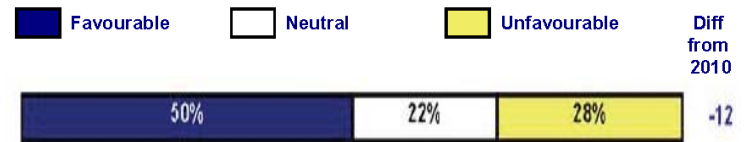
Resources

- 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

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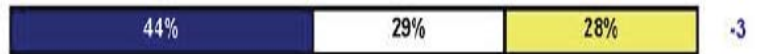
Stress and Workload

- 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

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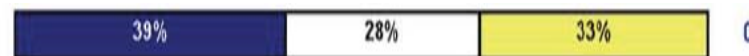
Collaboration

- 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



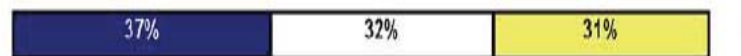
Work, Structure, and Process

- 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



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



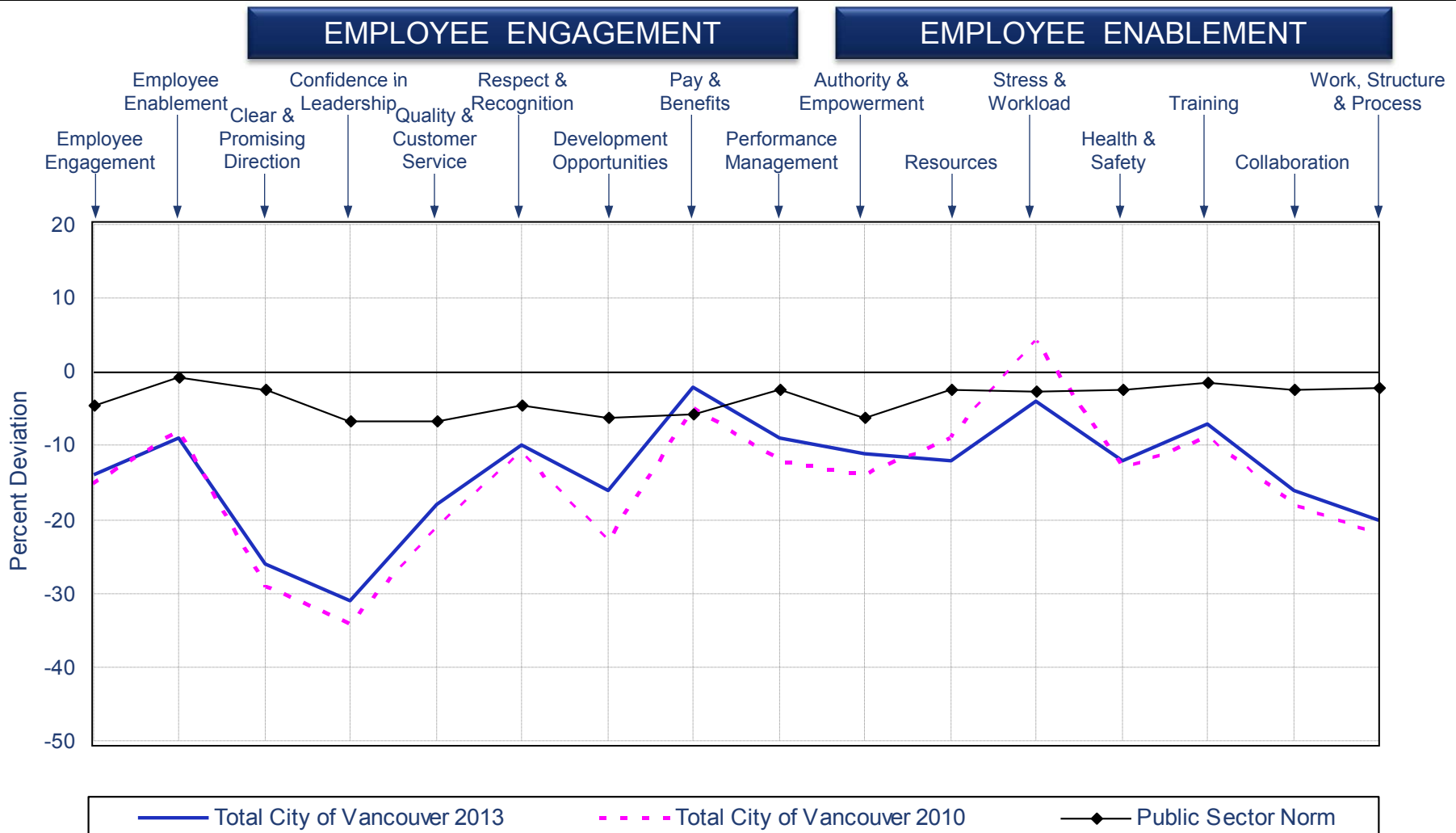
Profiled Factors

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- The following overview charts summarize 62 questions that can be directly compared to the results of other organizations. The questions are clustered in 16 groups or factors.
- The middle “0” line indicates the Hay Group Norm for that group of items.
- The plotted results indicate the difference (percent deviation) between the percentage of employees who responded favourably in City of Vancouver and the overall Hay Group data bank of North American organizations. For example, a plot point of +5 indicates that City of Vancouver results are 5% more favourable than other organizations, whereas a plot point of -5 indicates that City of Vancouver results are 5% less favourable. Differences of +/-5% or more are considered ‘significant’.
- The charts are an average of a number of questions and while providing overall indications of trends, can mask responses to specific questions.
- If there is insufficient data for a particular survey factor, the data point for that factor will not be plotted.

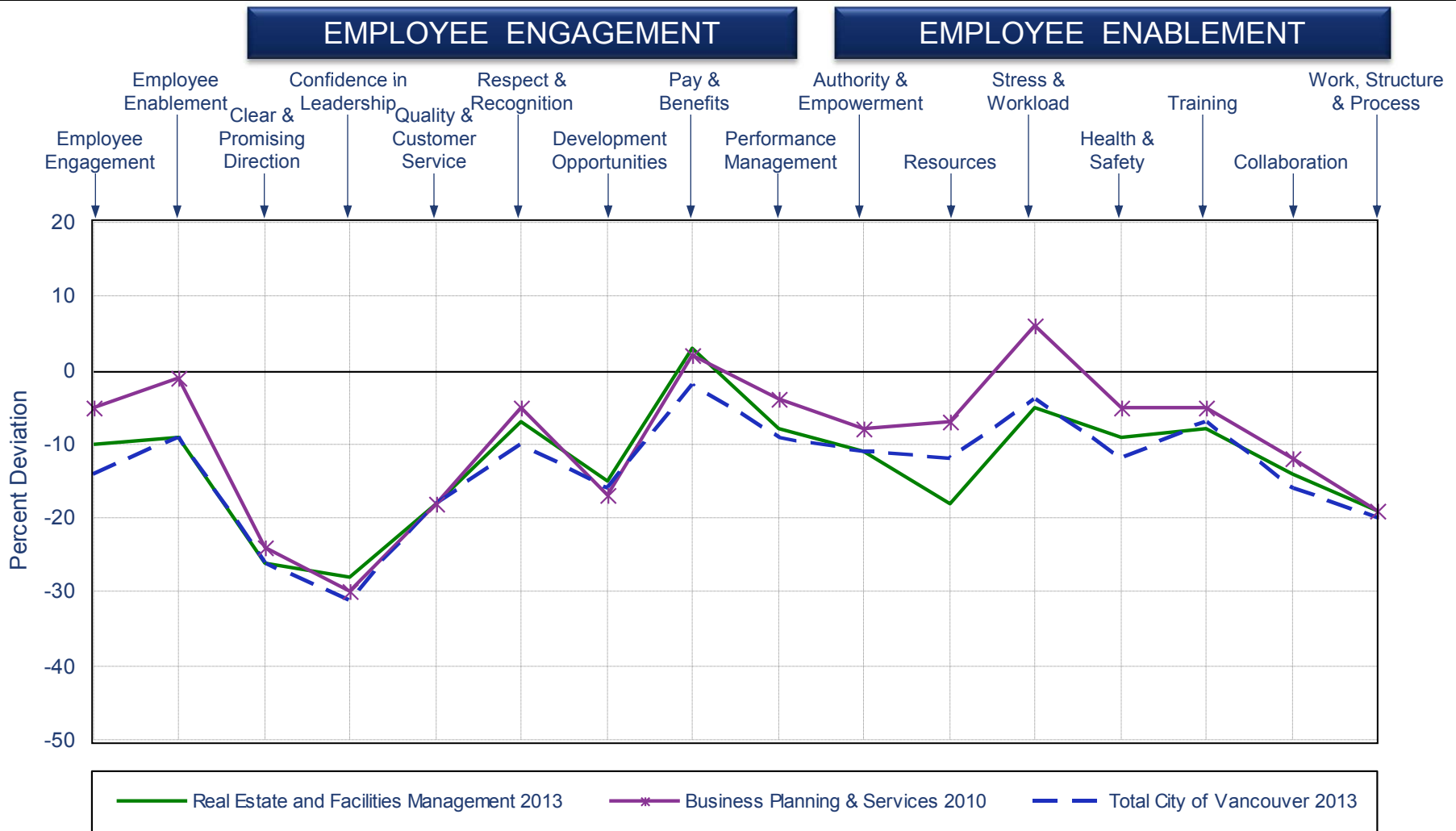
Total City of Vancouver

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Business Unit

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5 Most Favourable Questions

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COV 2013

Results for: REAL ESTATE AND FACILITIES MANAGEMENT

5 Most Favourable Questions

	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)	83
Q. 34	I understand the results expected of me in my job (Performance Management)	79
Q. 57	Rate your immediate supervisor on letting you do your job and not getting involved unless necessary (Authority and Empowerment)	79
Q. 73	How long would you like to continue working for your Employer? (Employee Engagement)	77
Q. 62	Rate your immediate supervisor on treating you with respect as an individual (Respect and Recognition)	76
Q. 13	My Employer expects a high level of performance from its employees (Performance Management)	76
Q. 52	Rate the safety of your work area (Health and Safety)	76

5 Least Favourable Questions

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COV 2013

Results for: REAL ESTATE AND FACILITIES MANAGEMENT

5 Least Favourable Questions

	Question Text	% Fav
Q. 51	There are enough people to do the work in my area (Resources)	26
Q. 21	Rate your Employer on being effectively organized and structured (Work, Structure, and Process)	30
Q. 19	Rate your Employer on being open and honest in communications with employees (Confidence in Leadership)	31
Q. 6	All in all, my Employer is effectively managed and well run (Confidence in Leadership)	34
Q. 71	Rate "Fairness and transparency in accessing job opportunities" now as compared to 3 years ago (Engagement Progress)	34