
WE SPEAK SURVEY 2020
Schulich - Pathology and
Laboratory Medicine
Survey Results - Staff



METRICS@WORK

This report (in hard copy or electronic format) contains privileged and confidential information and is intended only for use by the authorized representatives of Metrics@Work and the Organization for whom it was produced ("Client Organization"). The information contained in this report is provided for internal Client Organization purposes and is not intended for public distribution or publication.

If you are not the intended recipient of this report, you shall not disclose, disseminate, modify, copy or take action in relation to the information contained in the report, without the written consent of an authorized representative of Metrics@Work or Client Organization.

The analysis of the information contained in this report employed accepted social science and statistical methodologies. Data are presented in ways to protect the identity of individuals yet also provide the Client Organization results from analyses that allow for program development or strategic and operational planning.

None of the information contained in this report (whether in hard copy or electronic format) may be used, reproduced or transmitted, in any form or by any means without the written consent of an authorized representative of Metrics@Work or Client Organization.

Table of Contents

Introduction	pg. 5
Response Profile	pg. 8
Outcome, Culture and Driver Analyses	pg. 9
Outcome Scores	pg. 10
Culture Scores	pg. 14
Graph of Driver Averages	pg. 17
Table of Frequencies	pg. 18
Graph of Frequencies	pg. 19
Item Analyses	pg. 21
Rank 1: Job: Role Clarity	pg. 22
Rank 2: Work Area: Leadership in Your Work Unit	pg. 23
Rank 3: Org: Treated Fairly at Western	pg. 24
Rank 4: Job: Safety	pg. 25
Rank 5: Org: Support for Diversity and Inclusion	pg. 26
Rank 6: Work Area: Support for Diversity and Inclusion	pg. 27
Rank 7: Work Area: Performance Management	pg. 28
Rank 8: Org: Satisfaction with Senior Leadership	pg. 29
Rank 9: Org: Communication at Western	pg. 30
Rank 10: Job: Work / Life Balance	pg. 31
Rank 11: Work Area: Collaboration in Your Work Unit	pg. 32
Rank 12: Work Area: Support for Improvement & Innovation	pg. 33
Rank 13: Work Area: Communication in Your Work Unit	pg. 34
Rank 14: Work Area: Collaboration With Other Work Units	pg. 35
Rank 15: Org: Learning Opportunities	pg. 36
Rank 16: Work Area: Decision Making in Your Work Unit	pg. 37
Rank 17: Work Area: Recognition in Your Work Unit	pg. 38
Rank 18: Job: Workload Manageability	pg. 39
Rank 19: Org: Faculty or Division Leadership	pg. 40
Rank 20: Org: Career Advancement & Hiring Practices	pg. 41
Rank 21: Work Area: Communication in Faculty or Division	pg. 42
Rank 22: Work Area: Change Management	pg. 43
Appendix A: WE SPEAK SURVEY 2020 - Staff Survey Items	pg. 45

Introduction

The Western University WE SPEAK: Faculty and Staff Survey was conducted from January 28th to February 14th, 2020. This report is based on results from all the respondents in your organization. It is important to remember that it is not what you find in this report, but what you do with what you find that really matters.

General Considerations

Review the report carefully and identify strengths and opportunities for improvement. The results provide important information about what employees think and feel about their jobs, the environment and people that surround their jobs, and about the organization. It is important to discuss the findings with employees to understand what may be ‘driving’ those opinions and answers to the survey. These discussions will also help to confirm the results that are most important for the organization as-a-whole and for groups within such as Departments, Divisions and Work Units.

Survey and Report Terminology

Survey Outcomes:

Survey Outcomes represent broad measures that depict employees’ abilities to be present and productive at work. These measures provide scorecard type measures from which to gauge an organization’s, or sub-group’s, ability to be effective and productive. Survey Outcome scores are affected, and predicted, by work factors that are termed “Drivers of Engagement” throughout this report.

Drivers of Engagement:

The basic premise of the Metrics@Work model of employee engagement is that multiple levels of work factors, (e.g. those related to the job, work environment, or the organization as-a-whole), affect overall levels of employee engagement, which in turn affect organizational and work outcomes, such as employee health, job performance, and stress levels.

Driver Items:

In this report the word “item” or “driver item” refers to an individual statement that the respondent rated in the original survey. A “driver” refers to the average of a single item (when single items represent a driver) or a series of items measuring one driver (when multiple items represent a driver). Note: the rating systems referred to throughout this report represent the response scales used in the survey.

Custom Items and Constructs:

We report constructs that are not common to our database, original or specific to the organization, or simply don’t fit the model as Custom Items and Constructs. These measures may be based on single items or multiple items.

Percentages in this Report:

Percentages are based on the arithmetic mean of responses across a 7-point Likert response scale for all items in each specific Engagement Driver or Survey Outcome (see Appendix A for reference to the survey). The averages can range from 0% to 100%. An average rate of 0% would indicate that all respondents reported “Strongly Disagree” and an average rate of 100% would indicate that all respondents “Strongly Agree,” i.e., higher values represent higher overall levels of agreement. Therefore, the %’s represent the average **level** of engagement or satisfaction with each particular Engagement Driver or Survey Outcome and NOT the percentage of people who are engaged or satisfied.

Percent ranges associated with the response scale:

Range	Driver Rating System
0.0% - 8.2%	Strongly Disagree
8.3% - 24.9%	Disagree
25.0% - 41.6%	Somewhat Disagree
41.7% - 58.2%	Neither Agree nor Disagree
58.3% - 74.9%	Somewhat Agree
75.0% - 91.5%	Agree
91.6% - 100.0%	Strongly Agree

Difference from Rest Average (i.e., Diff. from Rest Avg.):

The Difference from Rest Average scores in your report represent an internal benchmark to the group that is the next level up from the group being reported (unless otherwise noted). This follows a parent-to-child relationship type of logic (e.g., every group is compared internally to the rest of its parent group – one level above). For statistical validity, a subgroup's own driver average is not included in the calculation used to determine the Rest Average of its parent group. Rather the Rest Average is a recalculated average for the “parent level group”, created by removing the child-group from the average. This creates a more valid internal benchmark that doesn't inflate or deflate the parent groups' average by the child groups' own scores, or erroneously include the child group in both the comparison group and the comparator.

Colour Coding:

In most areas of the report, scores are displayed in green, red, or black, to indicate a positive, negative, or 'on par' relationship to Metrics@Work's database, or the benchmark group (e.g., Rest Avg.). Red numbers represent benchmark comparisons with a negative difference of more than -5%, which indicates an observably lower average than the benchmark. Black numbers represent differences within +/-5% of the benchmark comparison. Green numbers represent benchmark comparisons with a positive difference of more than +5%, which indicates an observably higher average than the benchmark.

NOTE: Colour Code Exceptions: Because one would expect larger differences in comparisons with Best Practices we use a cut off of -20% for those comparison groups. Therefore, black numbers range from -20% to 5%. Any difference in a Best Practice larger than -20% is red.

How to Interpret the Results

Averages:

The average is a very common measure of central tendency and it represents the “balance point” of all the respondents' opinions. Its beauty is its simplicity and simple comparability from one construct to another or from one group to another. Survey Outcomes, Items, and Drivers of engagement are reported in rank order within this report, to allow for the easy identification of higher and lower scores. The Graph of Drivers allows for patterns to be identified within the ranking. The following offers some examples of normal patterns of results:

- Organizational drivers tend to be rated lower than work area drivers (e.g., organizational communication is typically rated lower than work area communication).
- Job and work area drivers tend to be in the top half of the Graph of Drivers.
- Co-worker cooperation is generally in the top 5 ranking, satisfaction with supervisor is typically among the top 8 ranked drivers and satisfaction with department management (e.g., Director) is generally ranked around the middle to lower half of the Graph of Drivers. Satisfaction with Senior Leadership is generally among the bottom 8 ranked drivers.
- If co-worker cooperation and satisfaction with direct supervisor are both high in the rankings, and with similar averages, and satisfaction with department and senior management are ranked low, and scored similarly, it is likely that there is a “them vs. us” mentality within that groups' results.
- Employee Involvement, Workload, Recognition and Satisfaction with Leadership, Opportunities for Advancement and

Performance Management are almost always ranked near the bottom of the Graph of Driver Averages.

Averages can be used to identify variability among groups. For example, the Group Analyses section of this report presents ranked averages for groups on an individual basis, as well as illustrating among groups averages for each individual driver.

Quick Tips for Highlighting Your Group's Strengths:

Create a list of your potential strengths. To establish strengths on an absolute basis refer to the Graph of Driver Averages in the Overall Analyses Section of this report. At the top of the Graph of Driver Averages are your strengths. Include any drivers that are 75.0% or higher (i.e., on average, falling in the Agree and Strongly Agree range), or Select the top 3 ranked Drivers.

Quick Tips for Highlighting your Group's Opportunities for Improvement:

Create a list of your potential opportunities for improvement. To establish opportunities for improvements on an absolute level refer to the Graph of Driver Averages in the Overall Analyses Section of this report. At the bottom of the Graph of Driver Averages are your 'potential' opportunities for improvements. Include any drivers that are below 41.7% (i.e., on average, falling in the Disagree Range of the response scale), or Select the bottom 3 ranked Drivers.

Favourable / Unfavourable:

The Graph of Frequencies follows the Graph of Driver Averages and presents the drivers in the same rank order but illustrates the top and bottom box results (i.e., the % of responses in the two most positive and two most negative response categories). This graph can provide an alternative to interpreting averages, by illustrating the strong positive and strong negative responses underlying the average score.

Frequency Distributions:

We provide, as our measure of variability, the frequency distributions for each construct (in the Overall Analyses section "Table of Frequencies"). Some of the readers may ask, "why is the standard deviation not provided?" There are multiple reasons, but quickly stated, typical work engagement survey distributions are not normally distributed (instead they are usually quite highly skewed), standard deviations are not in the original units of measurement, and many people are not sufficiently trained to read and understand standard deviations. Frankly, they are not useful to the majority of readers. In contrast, even the most arithmetic phobic person can read a frequency distribution. When reading your frequency distributions, particularly look for the following:

1. **High %'s of respondents in the positive end (right end of our tables)**, i.e., high %'s of agreement and satisfaction. These distributions are an indicator of widespread good practices.
2. **Low %'s of respondents in the negative end (left end of our tables)**, i.e., low %'s of disagreement and dissatisfaction. These distributions usually occur with the bulge in the positive end and are an indicator of very few poor practices.
3. **Higher %'s of respondents in the negative end** i.e., higher %'s of disagreement and dissatisfaction. These distributions are a sign of a number of "dissatisfied people" who are likely upset about a few factors associated with that driver and / or poorer practices. This type of result is an indicator of a need for review and possible intervention, particularly if the results are due to groups of people such as in certain work units or departments.
4. **Very high %'s of respondents in the negative end** i.e., quite high %'s of people who are Strongly Disagreeing or Disagreeing. Fortunately these distributions are rare and usually only occur with average scores in the 30%'s and below. These low levels of scores usually occur for sub-groups and they are a clear sign of extreme dissatisfaction and arguably they should receive "Immediate Attention."
5. **Bi-modal Splits** are where there are high %'s of respondents to the right and to the left with lower proportions in between. Rarely are these seen as clearly as shown in text books, normally the left side has a smaller % of respondents than the right. They are less often seen in large groups but are much more likely to show in small groups. They are clear "sign" of them and us issues, i.e., the group has split with strong proportions having diametrically opposite opinions. Any intervention or follow-up has to be sensitive to the two opposing opinions expressed by the distribution of scores.

Internal Benchmarking (i.e., Diff. From Rest Avg.):

A very important form of interpretation is by relative difference, of which one form of relative difference is compared with another group that is similar to your own. The Group Analyses section of this report not only depicts the drivers in rank order for easy identification of top and bottom absolute scores but each driver is compared to the average for that driver for the rest of a groups' parent group (i.e., superordinate group), unless otherwise indicated. Observable differences are coloured green (more than +5%) or red (less than -5%) for easy identification of possible strengths and opportunities for improvement.

Response Profile

	# of Responses	# of Employees	%
Schulich - Pathology and Laboratory Medicine	10	16	62.5%

Outcome, Culture and Driver Analyses

Section Overview

This section contains your outcome scores, culture scores and driver scores.

Drivers could be called “predictors” of engagement and are considered to be “causes” of lower or higher engagement. At Metrics@Work, we categorize drivers into 3 levels that capture their greatest influence:

1. Job-Related
2. Work Area
3. Organizational

Note: A Driver at one level can have an influence at other levels, so the designations are not exact or precise. In particular, Job-Related and Work Area drivers overlap the most and represent areas where front line teams and managers can have more influence over creating change.

Job Related Drivers

Job Related drivers tend to be more related and predictive of Job Engagement and impact elements of a job such as how interesting and absorbing a job might be to a worker. Job Related drivers of engagement contain elements that are intrinsic aspects of a persons’ job (e.g., associated with a bus driver, nurse, or anything that would typically be considered “the nature of the job”) and so some elements are not easily amenable to change. However, Job Related drivers of engagement can be affected by the worker and front-line supervisor / manager by influencing elements such as complexity, or giving as much control and flexibility to the worker as possible. Further, it is possible for teams to positively affect Job Related drivers through better support for each other in a defined work area. Job Related drivers can be considered as potential action items for both local work teams, and can be affected at the organizational level by Organizational Development initiatives.

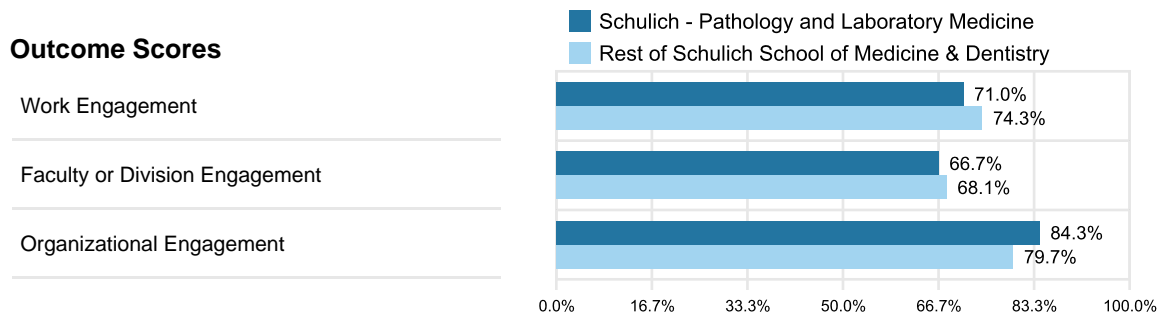
Work Area Drivers

Work Area drivers tend to be more highly related and predictive of Departmental Engagement than Organizational Engagement, but because some Work Area Drivers are influenced by organizational decisions and structures they can be characterized as “Mixed Drivers.” These drivers are more amenable to change by workers and Supervisors / Managers as they are mostly within the sphere of control of front-line Supervisors / Managers and their staffs. Therefore, these drivers usually make better action items for local work environment teams, or leaders, than at the organizational level.

Organizational Drivers

Organizational Drivers tend to be most highly related and predictive of Organizational Engagement. Organizational Drivers of Engagement also tend to be more within the sphere of control of organizational decision making (e.g., Senior Management or Organizational Development / HR) authorities and, therefore, can be action items for the organization as-a-whole, rather than front line Supervisors / Managers. However, this should not prevent teams from taking action in their immediate work environments to improve organizational drivers, if such areas are identified as needing improvements.

Outcome Scores



Explanation of Outcome Scores

Work Engagement (Based on Items in Fig. 1.1)

Work Engagement represents employees' perceived relationship to their work. It is based on an academically validated measure created by Wilmar Schaufeli, professor in organizational psychology at Utrecht University in the Netherlands. The WEI consists of 3 sub-components (i.e., energy/passion for job, dedication, and immersion in job). Work Engagement is often predicted by factors such as feeling supported by co-workers, having adequate job control, good cooperation with staff in other work units, and having a trusting and respectful relationship with one's supervisor.

Faculty or Division Engagement (Based on Items in Fig. 2.1)

Faculty or Division Engagement has been created specifically for the Western University survey. This outcome measure represents employees' perceived relationship with their Faculty or Division, primarily in the form of affective commitment.

Organizational Engagement (Based on Items in Fig. 3.1)

Organizational Engagement represents employees' perceived relationships with their organization, which is primarily reflected in the form of emotional commitment to the organization, a willingness to remain (or, conversely, a lack of interest in leaving) and a sense of belonging to the organization. Organizational Engagement is often predicted by factors such as leadership, integrity and respect, perceived alignment between senior leadership decision-making and positive impacts on one's day-to-day work, trust in one's supervisor, being appropriately compensated (both in terms of pay and benefits), and being part of an organization that supports quality service and ongoing improvement.

1. Work Engagement

Fig. 1.1 Item Statement

1a	I feel energetic while at work (N=10)
1c	I get absorbed in my work (e.g. time goes quickly) (N=10)
1e	My current work gives me a sense of accomplishment (N=10)
1b	My work inspires me (N=10)
1d	I have an opportunity to use my best talents in my role (N=10)

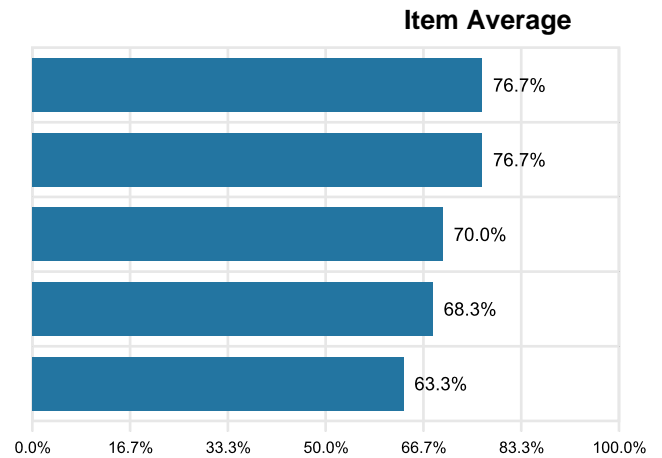
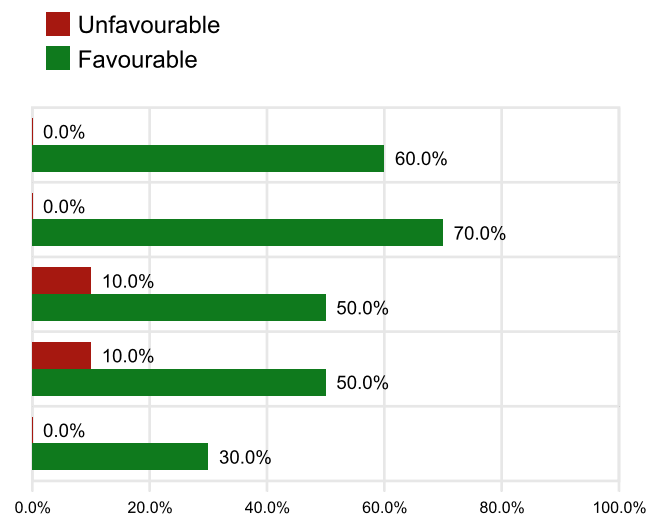


Fig. 1.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
1a	0.0%	0.0%	10.0%	10.0%	20.0%	30.0%	30.0%
1c	0.0%	0.0%	0.0%	20.0%	10.0%	60.0%	10.0%
1e	0.0%	10.0%	0.0%	10.0%	30.0%	40.0%	10.0%
1b	0.0%	10.0%	0.0%	20.0%	20.0%	40.0%	10.0%
1d	0.0%	0.0%	20.0%	10.0%	40.0%	30.0%	0.0%

Fig. 1.3 Item Comparison Zones



2. Faculty or Division Engagement

Fig. 2.1 Item Statement

18a	I feel a strong sense of belonging to my Faculty / Division (N=10)
18c	I am proud to be a member of my Faculty / Division (N=10)
18b	My Faculty / Division has a great deal of personal meaning for me (N=10)

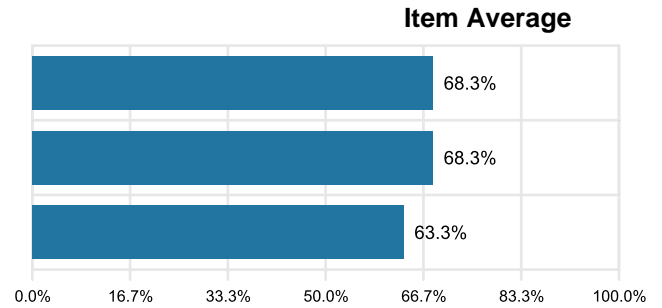
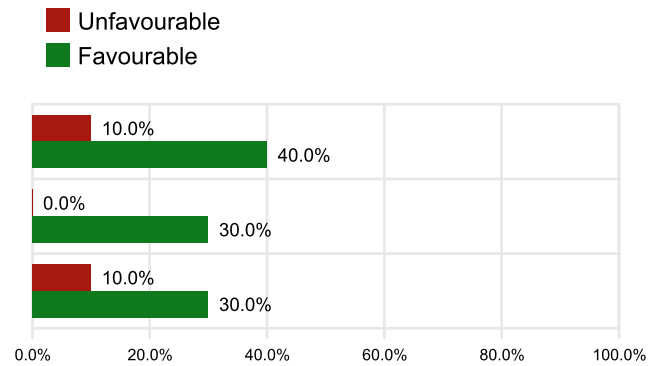


Fig. 2.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
18a	0.0%	10.0%	0.0%	20.0%	30.0%	20.0%	20.0%
18c	0.0%	0.0%	10.0%	20.0%	40.0%	10.0%	20.0%
18b	0.0%	10.0%	0.0%	40.0%	20.0%	10.0%	20.0%

Fig. 2.3 Item Comparison Zones



3. Organizational Engagement

Fig. 3.1 Item Statement

21e	I am proud to say I work at Western (N=10)
21f	I intend to remain at Western (N=10)
21a	Knowing what I know now about Western, I would apply to work here again (N=10)
21d	I would not leave Western if an equivalent job opportunity became available elsewhere (N=10)
21c	Western cares about its employees (N=10)

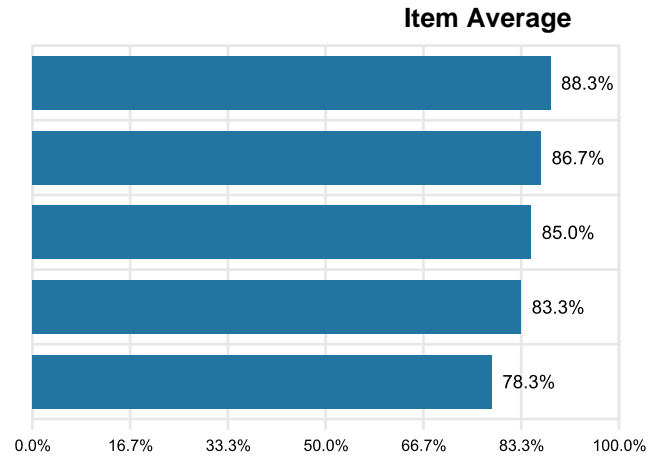
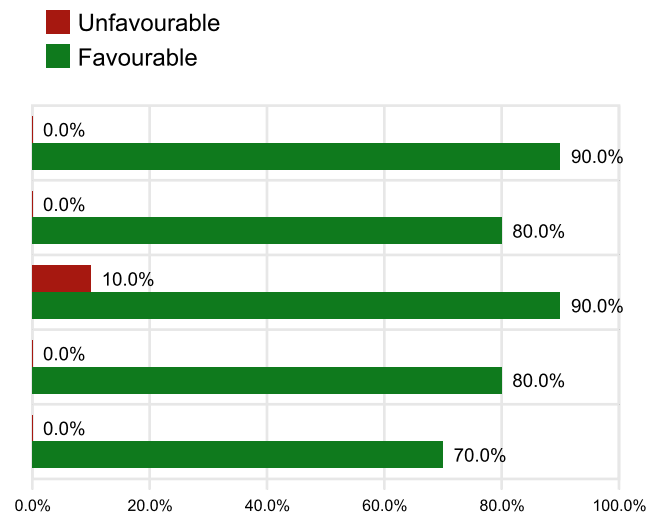


Fig. 3.2 Item Percentage Distribution

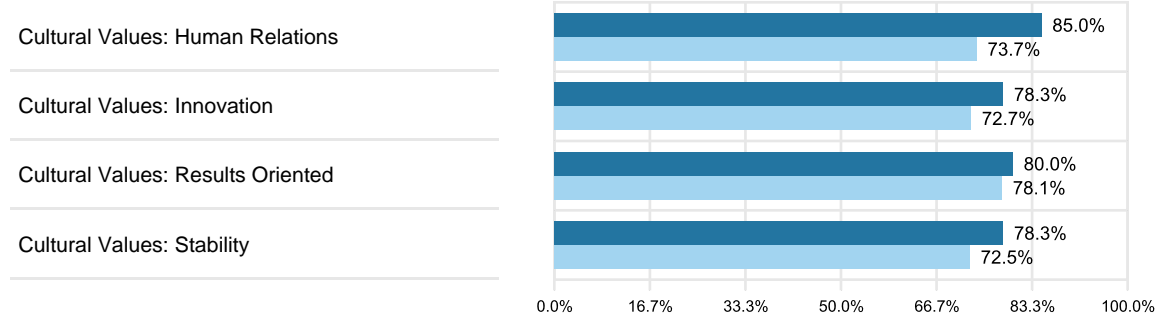
	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
21e	0.0%	0.0%	0.0%	10.0%	0.0%	40.0%	50.0%
21f	0.0%	0.0%	0.0%	10.0%	10.0%	30.0%	50.0%
21a	0.0%	10.0%	0.0%	0.0%	0.0%	40.0%	50.0%
21d	0.0%	0.0%	10.0%	10.0%	0.0%	30.0%	50.0%
21c	0.0%	0.0%	10.0%	0.0%	20.0%	50.0%	20.0%

Fig. 3.3 Item Comparison Zones

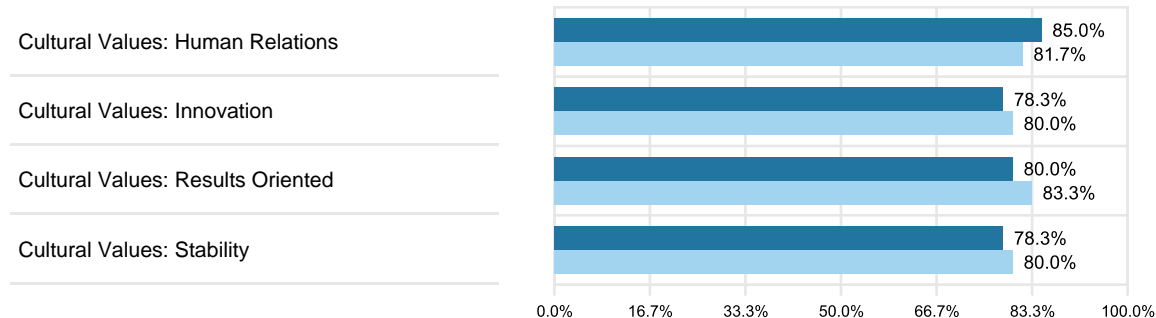


Culture Scores

Culture Scores



Culture Scores



Explanation of Culture Scores

Cultural Values: Human Relations

This Cultural Value focuses on behaviours associated with human relations and specifically involves treating people fairly, having respect for others, and working effectively in teams.

Cultural Values: Innovation

This Cultural Value focuses on behaviours related to innovation and specifically involves willingness to experiment, taking risks, and being flexible in response to changing circumstances.

Cultural Values: Results Oriented

This Cultural Value focuses on behaviours related to being results oriented and specifically involves being action-oriented, working hard to achieve goals and striving for excellence.

Cultural Values: Stability

This Cultural Value focuses on behaviours related to stability and specifically involves predictability and consistency, and following established policies, procedures, and guidelines.

Current Culture:

Respondents were asked to consider the current culture of their academic unit or work unit/department. “Currently, my academic or work unit places a great deal of value on ... “ The top graph compares the current culture vs. rest of comparator group.

Preferred Culture:

Respondents were asked, “In the future, I would prefer my academic or work unit to place a great deal of value on ...” The bottom graph compares the current culture vs preferred culture.

1. Current Work Unit / Department Culture

Current Culture: “Consider the current culture of your Work Unit/Department. Currently my Work Unit/Department places a great deal of value on ...”

Fig. 1.1 Item Statement

6a	Human Relations e.g. treating people fairly; working effectively in teams; having respect for others (N=10)
6c	Results e.g. striving for excellence; working hard to achieve goals; being action-oriented (N=10)
6b	Innovation e.g. taking risks and trying new ways to do things; having a willingness to experiment; being flexible and changing in response to new circumstances (N=10)
6d	Stability e.g. predictability and consistency; following established policies, procedures and guidelines (N=10)

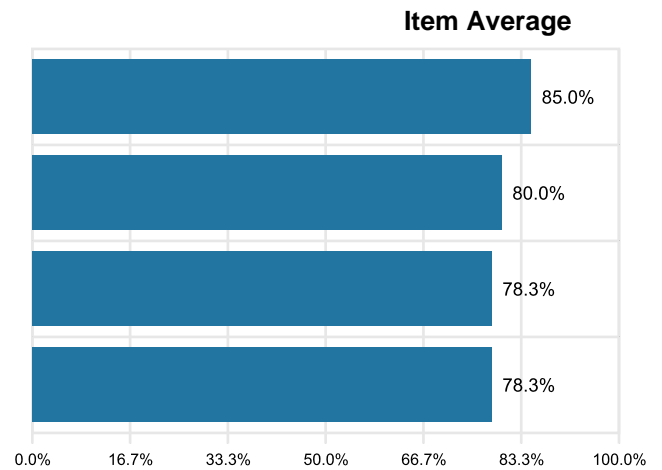
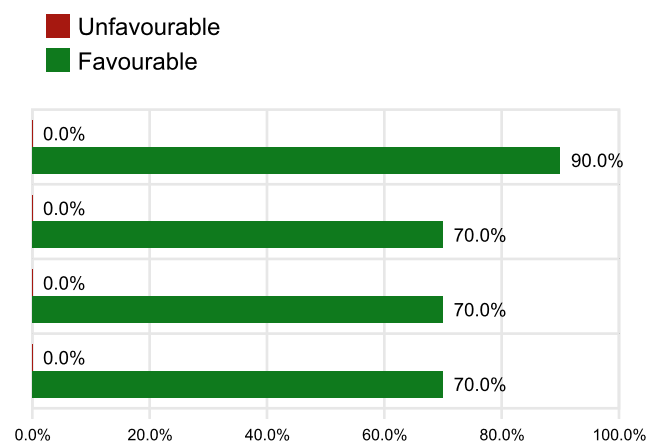


Fig. 1.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
6a	0.0%	0.0%	0.0%	0.0%	10.0%	70.0%	20.0%
6c	0.0%	0.0%	0.0%	10.0%	20.0%	50.0%	20.0%
6b	0.0%	0.0%	10.0%	0.0%	20.0%	50.0%	20.0%
6d	0.0%	0.0%	0.0%	10.0%	20.0%	60.0%	10.0%

Fig. 1.3 Item Comparison Zones



2. Preferred Work Unit / Department Culture

Preferred Culture: “Consider what you prefer your Work Unit/Department Culture to be “more like” in the next 5 years in order to be successful. In the future, I would prefer my Work Unit/Department to place a great deal of value on ...”

Fig. 2.1 Item Statement

7c	Results e.g. striving for excellence; working hard to achieve goals; being action-oriented (N=10)
7a	Human Relations e.g. treating people fairly; working effectively in teams; having respect for others (N=10)
7b	Innovation e.g. taking risks and trying new ways to do things; having a willingness to experiment; being flexible and changing in response to new circumstances (N=10)
7d	Stability e.g. predictability and consistency; following established policies, procedures and guidelines (N=10)

Item Average

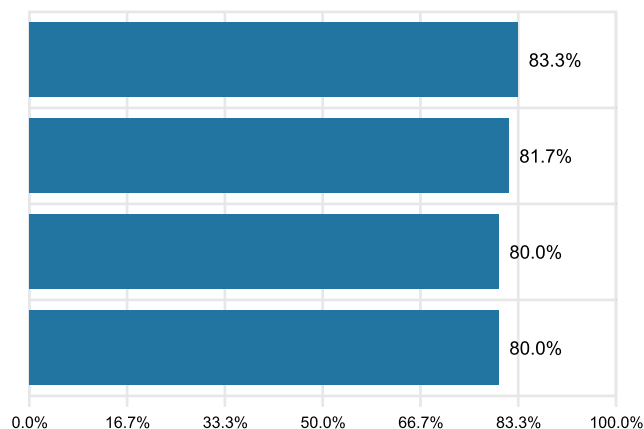
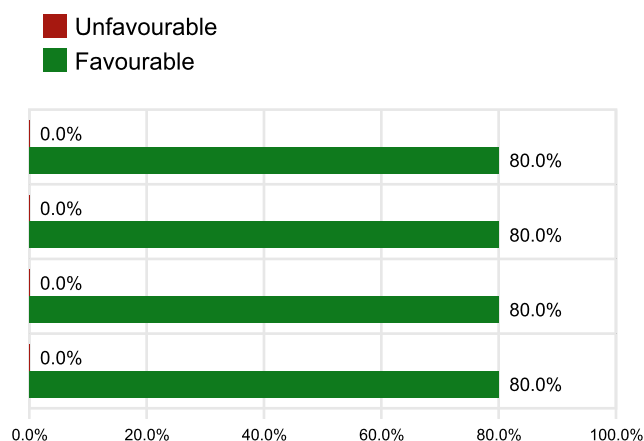


Fig. 2.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
7c	0.0%	0.0%	0.0%	10.0%	10.0%	50.0%	30.0%
7a	0.0%	0.0%	0.0%	20.0%	0.0%	50.0%	30.0%
7b	0.0%	0.0%	0.0%	20.0%	0.0%	60.0%	20.0%
7d	0.0%	0.0%	0.0%	20.0%	0.0%	60.0%	20.0%

Fig. 2.3 Item Comparison Zones



Graph of Driver Averages

The following graph illustrates the averages, in percent, for each driver in order from highest to lowest. The Grand Driver Average is the result of averaging all drivers together. The Grand Average is 75.2% and has a difference of +2.4% from the Grand Rest Average (72.8%).

Note: The Rest Average is comprised of the rest of staff members within Schulich School of Medicine & Dentistry.

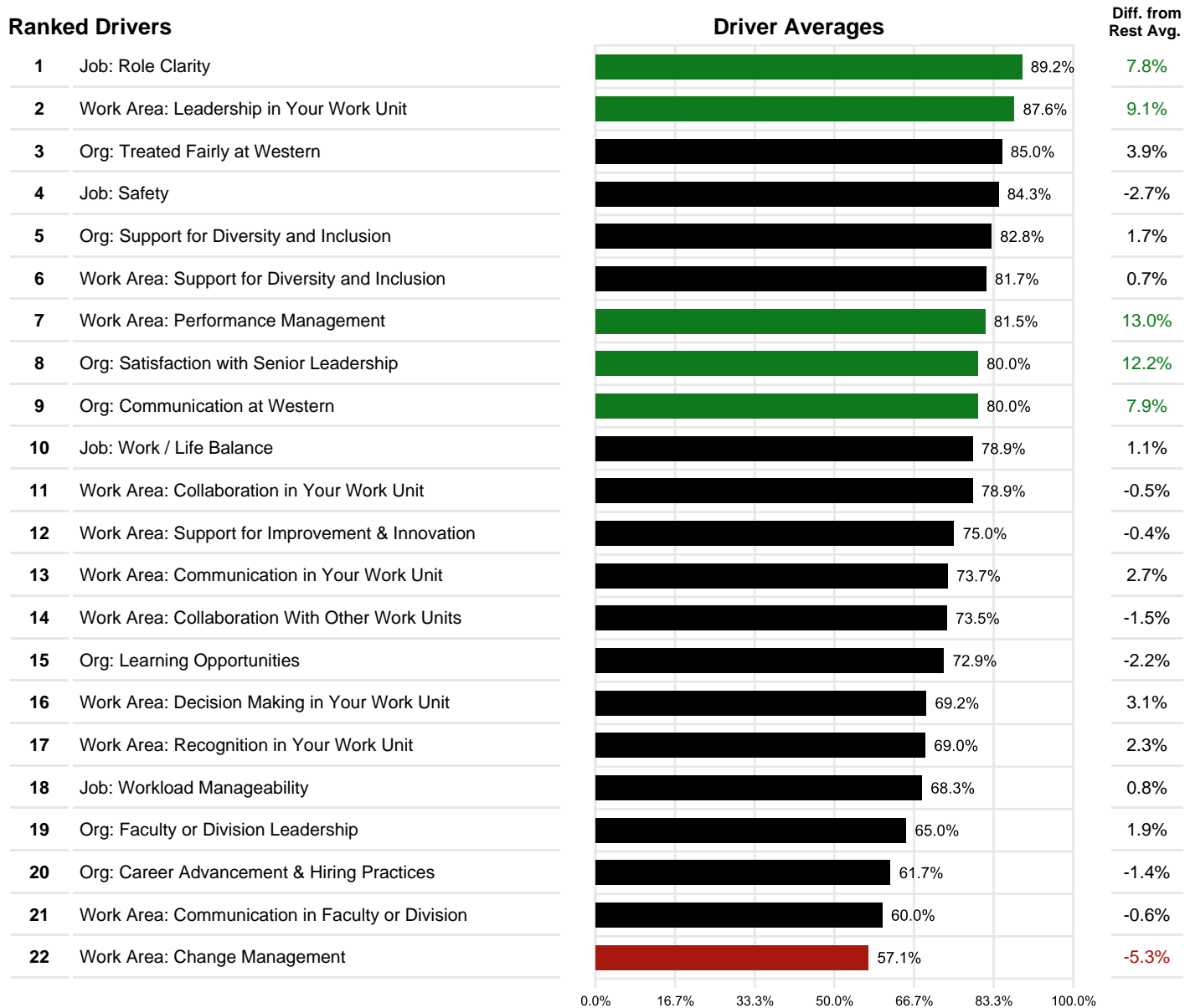


Table of Frequencies

The following table illustrates the percentages of all response categories for each driver. The red-coloured columns represent the two most negative (unfavourable) categories. The green-coloured columns represent the two most positive (favourable) categories.

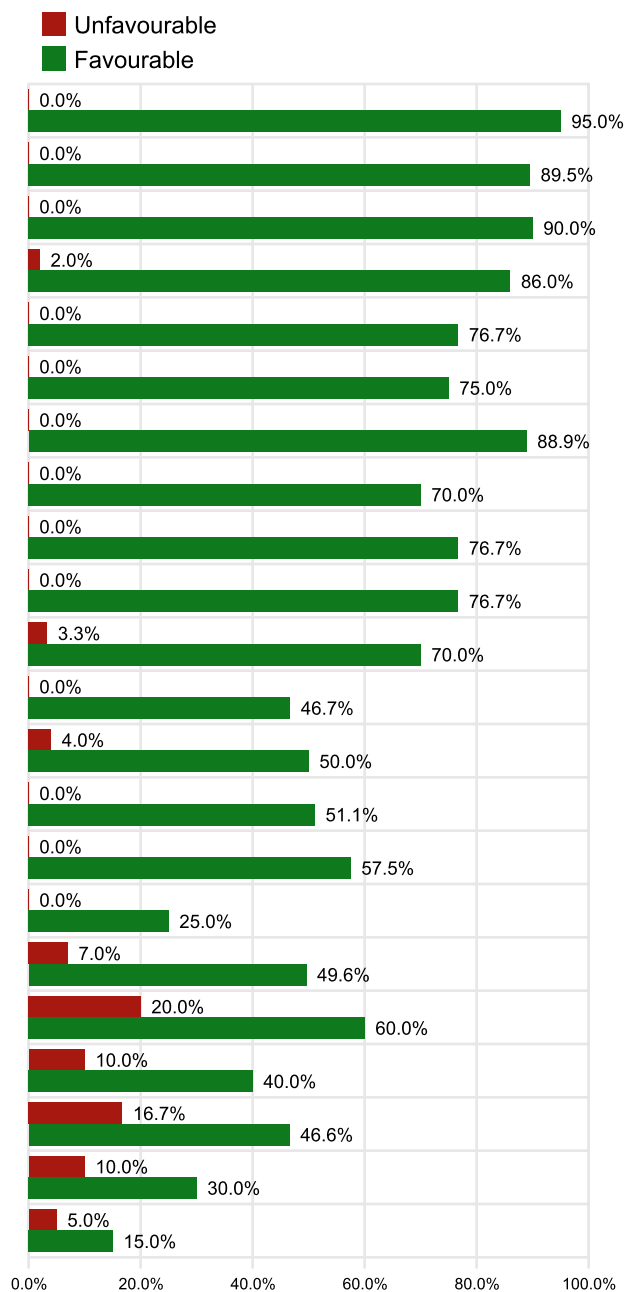
Ranked Drivers		Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	Job: Role Clarity	0.0%	0.0%	5.0%	0.0%	0.0%	45.0%	50.0%
2	Work Area: Leadership in Your Work Unit	0.0%	0.0%	0.0%	0.0%	10.6%	53.4%	36.1%
3	Org: Treated Fairly at Western	0.0%	0.0%	0.0%	10.0%	0.0%	60.0%	30.0%
4	Job: Safety	0.0%	2.0%	0.0%	4.0%	8.0%	56.0%	30.0%
5	Org: Support for Diversity and Inclusion	0.0%	0.0%	0.0%	10.0%	13.3%	46.7%	30.0%
6	Work Area: Support for Diversity and Inclusion	0.0%	0.0%	0.0%	5.0%	20.0%	55.0%	20.0%
7	Work Area: Performance Management	0.0%	0.0%	0.0%	11.1%	0.0%	77.8%	11.1%
8	Org: Satisfaction with Senior Leadership	0.0%	0.0%	0.0%	10.0%	20.0%	50.0%	20.0%
9	Org: Communication at Western	0.0%	0.0%	0.0%	6.7%	16.7%	66.7%	10.0%
10	Job: Work / Life Balance	0.0%	0.0%	0.0%	13.3%	10.0%	66.7%	10.0%
11	Work Area: Collaboration in Your Work Unit	0.0%	3.3%	0.0%	0.0%	26.7%	56.7%	13.3%
12	Work Area: Support for Improvement & Innovation	0.0%	0.0%	0.0%	3.3%	50.0%	40.0%	6.7%
13	Work Area: Communication in Your Work Unit	0.0%	4.0%	2.0%	8.0%	36.0%	34.0%	16.0%
14	Work Area: Collaboration With Other Work Units	0.0%	0.0%	0.0%	17.4%	31.5%	44.1%	7.0%
15	Org: Learning Opportunities	0.0%	0.0%	5.0%	20.0%	17.5%	47.5%	10.0%
16	Work Area: Decision Making in Your Work Unit	0.0%	0.0%	10.0%	0.0%	65.0%	15.0%	10.0%
17	Work Area: Recognition in Your Work Unit	3.3%	3.7%	3.7%	14.1%	25.5%	39.2%	10.4%
18	Job: Workload Manageability	10.0%	10.0%	0.0%	0.0%	20.0%	40.0%	20.0%
19	Org: Faculty or Division Leadership	0.0%	10.0%	0.0%	30.0%	20.0%	30.0%	10.0%
20	Org: Career Advancement & Hiring Practices	16.7%	0.0%	3.3%	6.7%	26.7%	43.3%	3.3%
21	Work Area: Communication in Faculty or Division	5.0%	5.0%	20.0%	15.0%	25.0%	10.0%	20.0%
22	Work Area: Change Management	0.0%	5.0%	27.5%	10.0%	42.5%	7.5%	7.5%

Graph of Frequencies

The following graph illustrates the percentages of combined response categories for each driver. The red bars represent the combination of the two least positive (unfavourable) responses (e.g. “Strongly Disagree” and “Disagree”), while the green bars represent the combination of the two most positive (favourable) responses (e.g. “Strongly Agree” and “Agree”).

Ranked Drivers

1	Job: Role Clarity
2	Work Area: Leadership in Your Work Unit
3	Org: Treated Fairly at Western
4	Job: Safety
5	Org: Support for Diversity and Inclusion
6	Work Area: Support for Diversity and Inclusion
7	Work Area: Performance Management
8	Org: Satisfaction with Senior Leadership
9	Org: Communication at Western
10	Job: Work / Life Balance
11	Work Area: Collaboration in Your Work Unit
12	Work Area: Support for Improvement & Innovation
13	Work Area: Communication in Your Work Unit
14	Work Area: Collaboration With Other Work Units
15	Org: Learning Opportunities
16	Work Area: Decision Making in Your Work Unit
17	Work Area: Recognition in Your Work Unit
18	Job: Workload Manageability
19	Org: Faculty or Division Leadership
20	Org: Career Advancement & Hiring Practices
21	Work Area: Communication in Faculty or Division
22	Work Area: Change Management



Item Analyses

Section Overview

This section contains graphic illustrations of the averages and percentages of the individual questions for each driver. The drivers are presented in rank order (from highest to lowest).

The questions within the driver are also listed in ranked order. There are two graphs and one table for each driver.

Figure Types and Numbering Reference

Both the graphs and the tables are labelled with a number reflecting the ranking order from the Graph of Averages and a decimal number reflecting the figure type. For example, if the driver ranking is four, the figure numbers would be Fig. 4.1, Fig. 4.2 and Fig. 4.3, respectively.

For each of the drivers, there is one page of illustrations which includes all three figure types. The first graph (Fig. x.1) contains the item averages for the driver. The table (Fig. x.2) contains the percentages of all responses for each item. The second graph (Fig. x.3) contains the percentages related to the “unfavourable” and “favourable” zones.

Range	Driver Rating System
0.0% - 8.2%	Strongly Disagree
8.3% - 24.9%	Disagree
25.0% - 41.6%	Somewhat Disagree
41.7% - 58.2%	Neither Agree nor Disagree
58.3% - 74.9%	Somewhat Agree
75.0% - 91.5%	Agree
91.6% - 100.0%	Strongly Agree

Rank 1: Job: Role Clarity

Driver Average: **89.2%**

Fig. 1.1 Item Statement

2b	I understand how my work supports the priorities of my Work Unit / Department (N=10)
2a	I am clear about what is expected of me in my role (N=10)

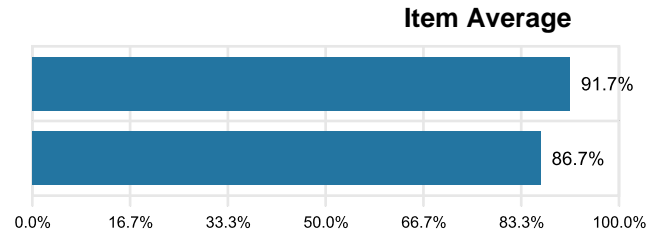
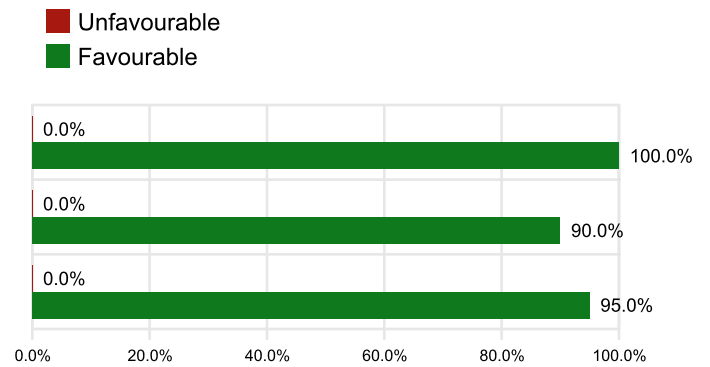


Fig. 1.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
2b	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%
2a	0.0%	0.0%	10.0%	0.0%	0.0%	40.0%	50.0%
Avg.	0.0%	0.0%	5.0%	0.0%	0.0%	45.0%	50.0%

Fig. 1.3 Item Comparison Zones



Rank 2: Work Area: Leadership in Your Work Unit

Driver Average: **87.6%**

Fig. 2.1 Item Statement

11a	I feel free to discuss any work related issues with the person leading my Work Unit / Department (N=10)
11b	The Work Unit / Department leader has a positive impact on my Work Unit / Department (N=9)

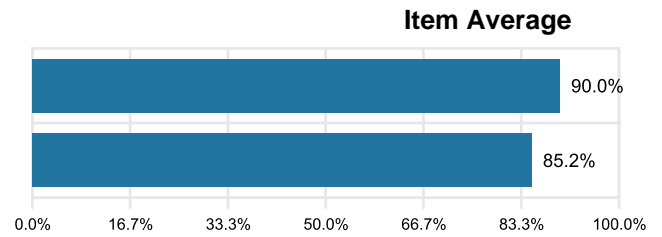
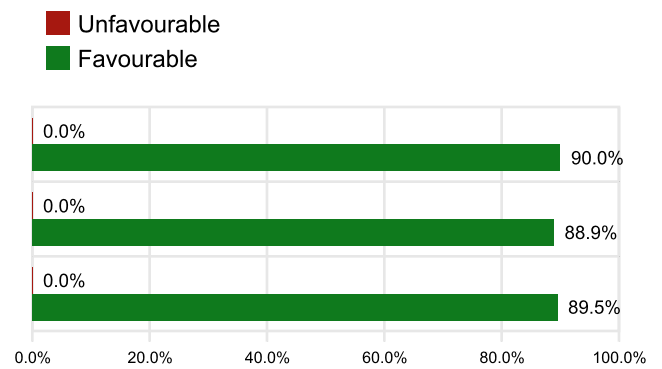


Fig. 2.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
11a	0.0%	0.0%	0.0%	0.0%	10.0%	40.0%	50.0%
11b	0.0%	0.0%	0.0%	0.0%	11.1%	66.7%	22.2%
Avg.	0.0%	0.0%	0.0%	0.0%	10.6%	53.4%	36.1%

Fig. 2.3 Item Comparison Zones



Rank 3: Org: Treated Fairly at Western

Driver Average: **85.0%**

Fig. 3.1 Item Statement

21b I am treated fairly at Western (N=10)

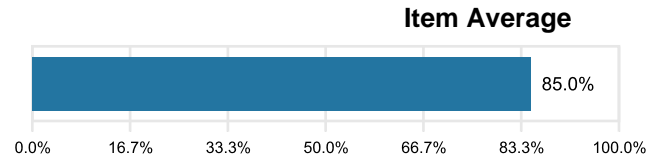
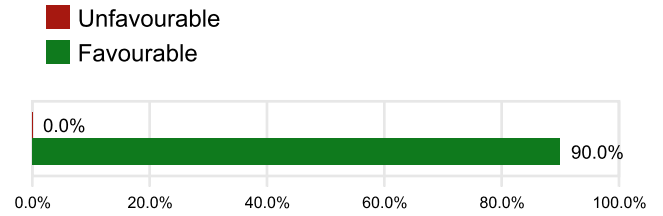


Fig. 3.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
21b	0.0%	0.0%	0.0%	10.0%	0.0%	60.0%	30.0%

Fig. 3.3 Item Comparison Zones



Rank 4: Job: Safety

Driver Average: **84.3%**

Fig. 4.1 Item Statement

5b	I am comfortable reporting safety concerns (N=10)
5a	People at Western are encouraged to work safely (N=10)
5c	I have received proper safety training related to my work (N=10)
5d	I am able to perform my work safely (N=10)
5e	My physical work environment is safe (e.g. building, workspace) (N=10)

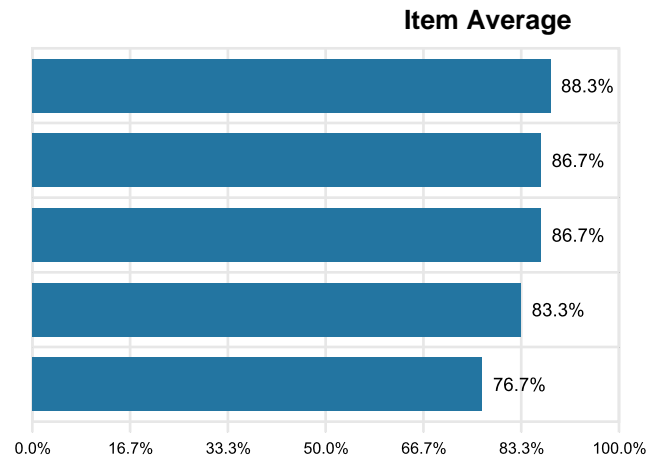
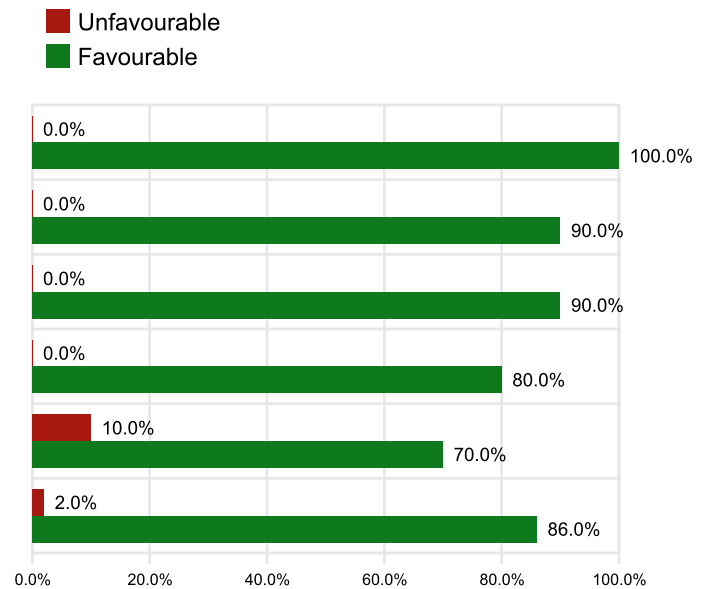


Fig. 4.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
5b	0.0%	0.0%	0.0%	0.0%	0.0%	70.0%	30.0%
5a	0.0%	0.0%	0.0%	0.0%	10.0%	60.0%	30.0%
5c	0.0%	0.0%	0.0%	0.0%	10.0%	60.0%	30.0%
5d	0.0%	0.0%	0.0%	10.0%	10.0%	50.0%	30.0%
5e	0.0%	10.0%	0.0%	10.0%	10.0%	40.0%	30.0%
Avg.	0.0%	2.0%	0.0%	4.0%	8.0%	56.0%	30.0%

Fig. 4.3 Item Comparison Zones



Rank 5: Org: Support for Diversity and Inclusion

Driver Average: **82.8%**

Fig. 5.1 Item Statement

26b	Western values and promotes a diverse and inclusive work environment (N=10)
26c	Western values and promotes respectful work relationships (N=10)
26a	Western values and promotes accessibility (N=10)

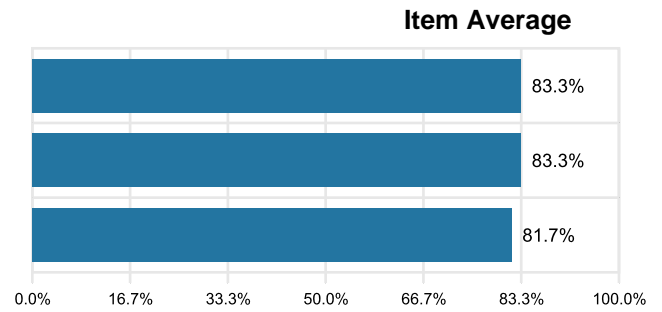
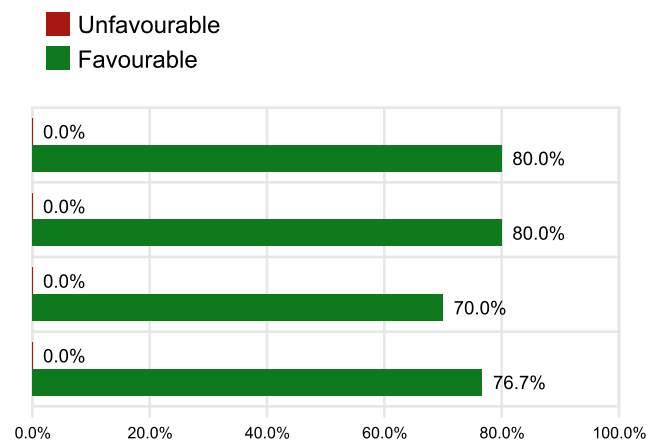


Fig. 5.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
26b	0.0%	0.0%	0.0%	10.0%	10.0%	50.0%	30.0%
26c	0.0%	0.0%	0.0%	10.0%	10.0%	50.0%	30.0%
26a	0.0%	0.0%	0.0%	10.0%	20.0%	40.0%	30.0%
Avg.	0.0%	0.0%	0.0%	10.0%	13.3%	46.7%	30.0%

Fig. 5.3 Item Comparison Zones



Rank 6: Work Area: Support for Diversity and Inclusion

Driver Average: **81.7%**

Fig. 6.1 Item Statement

16b	The people I work with support a diverse and inclusive work environment (N=10)
16a	I work in an environment of respect, free of harassment, fear or intimidation (N=10)

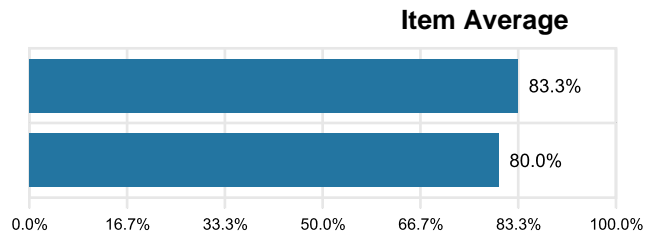
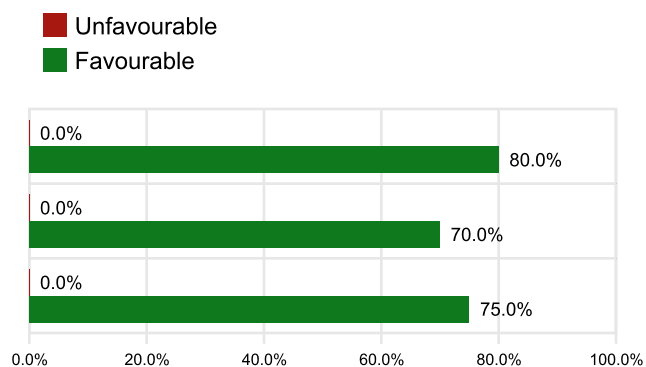


Fig. 6.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
16b	0.0%	0.0%	0.0%	0.0%	20.0%	60.0%	20.0%
16a	0.0%	0.0%	0.0%	10.0%	20.0%	50.0%	20.0%
Avg.	0.0%	0.0%	0.0%	5.0%	20.0%	55.0%	20.0%

Fig. 6.3 Item Comparison Zones



Rank 7: Work Area: Performance Management

Driver Average: **81.5%**

Fig. 7.1 Item Statement

12a Work performance concerns are dealt with appropriately in my Work Unit / Department (N=9)

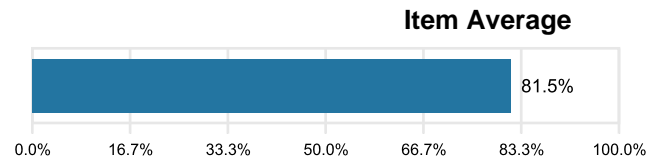
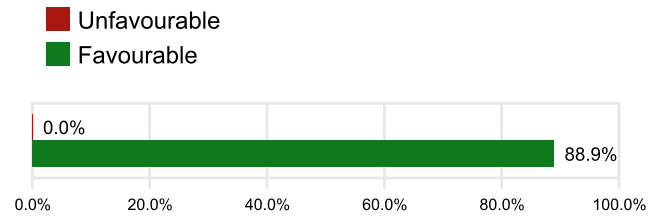


Fig. 7.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
12a	0.0%	0.0%	0.0%	11.1%	0.0%	77.8%	11.1%

Fig. 7.3 Item Comparison Zones



Rank 8: Org: Satisfaction with Senior Leadership

Driver Average: **80.0%**

Fig. 8.1 Item Statement

22a I am satisfied with the senior leadership of Western (e.g. President, Provost, Vice-Presidents, Vice-Provosts, Deans, University Registrar, Associate Vice-Presidents) (N=10)

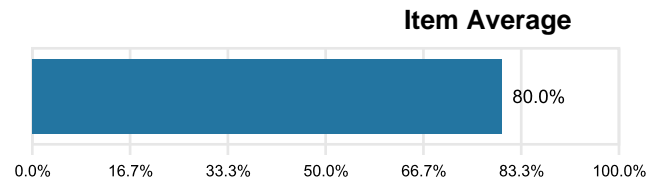
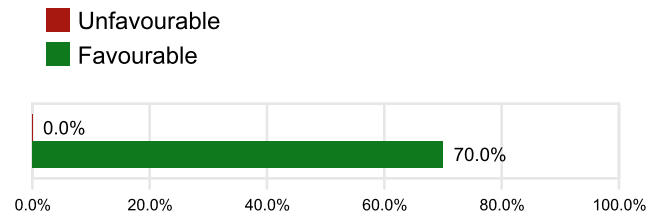


Fig. 8.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
22a	0.0%	0.0%	0.0%	10.0%	20.0%	50.0%	20.0%

Fig. 8.3 Item Comparison Zones



Rank 9: Org: Communication at Western

Driver Average: **80.0%**

Fig. 9.1 Item Statement

23a	I feel well informed about what's going on at Western (N=10)
23b	There are regular and clear communications about the priorities of Western (N=10)
23c	I am satisfied with communication at Western (N=10)

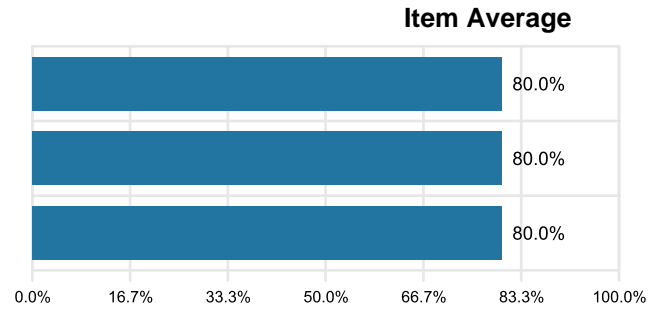
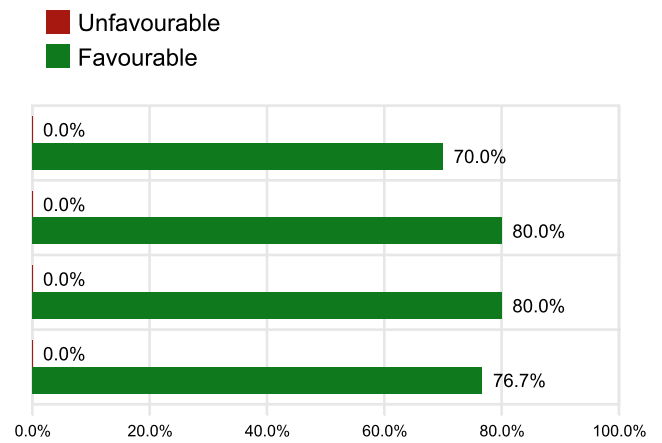


Fig. 9.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
23a	0.0%	0.0%	0.0%	0.0%	30.0%	60.0%	10.0%
23b	0.0%	0.0%	0.0%	10.0%	10.0%	70.0%	10.0%
23c	0.0%	0.0%	0.0%	10.0%	10.0%	70.0%	10.0%
Avg.	0.0%	0.0%	0.0%	6.7%	16.7%	66.7%	10.0%

Fig. 9.3 Item Comparison Zones



Rank 10: Job: Work / Life Balance

Driver Average: **78.9%**

Fig. 10.1 Item Statement

3a	My job allows me to balance my work and family / personal life (N=10)
3c	I am supported in my workplace when I am dealing with personal or family issues (N=10)
3b	I am encouraged to take my vacation and leaves (e.g. earned days off, parental leave) (N=10)

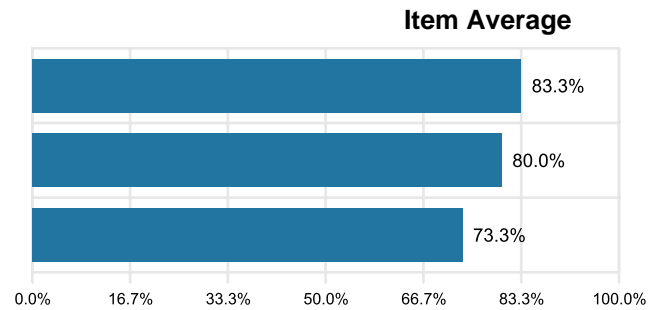
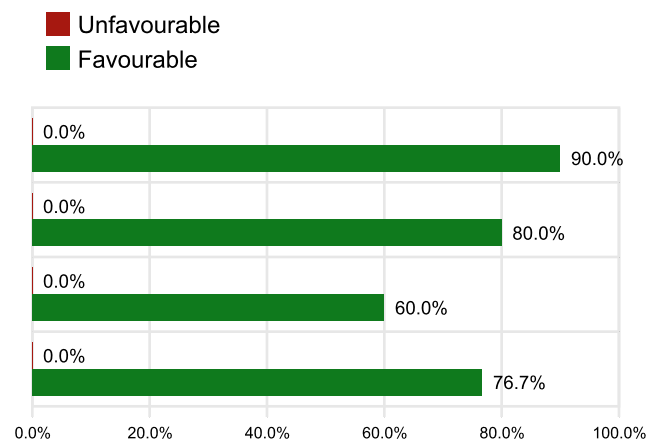


Fig. 10.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
3a	0.0%	0.0%	0.0%	0.0%	10.0%	80.0%	10.0%
3c	0.0%	0.0%	0.0%	10.0%	10.0%	70.0%	10.0%
3b	0.0%	0.0%	0.0%	30.0%	10.0%	50.0%	10.0%
Avg.	0.0%	0.0%	0.0%	13.3%	10.0%	66.7%	10.0%

Fig. 10.3 Item Comparison Zones



Rank 11: Work Area: Collaboration in Your Work Unit

Driver Average: **78.9%**

Fig. 11.1 Item Statement

8c	I am satisfied with how I interact with others in my Work Unit / Department (N=10)
8a	There is good teamwork and cooperation within my Work Unit / Department (N=10)
8b	My contribution is valued by the people I work with (N=10)

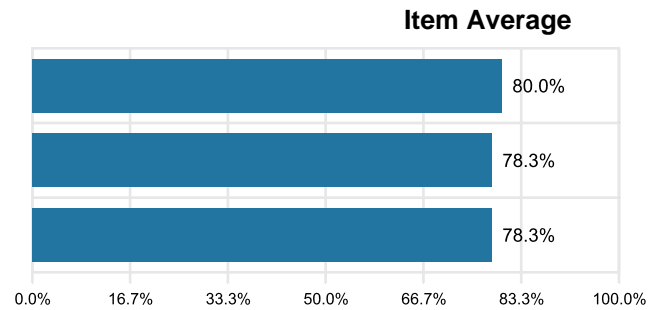
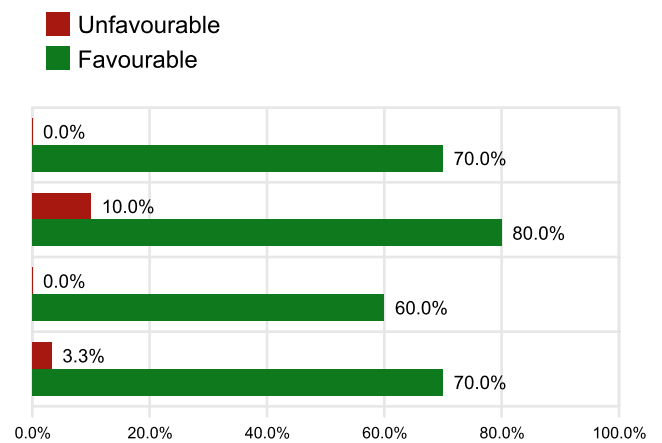


Fig. 11.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
8c	0.0%	0.0%	0.0%	0.0%	30.0%	60.0%	10.0%
8a	0.0%	10.0%	0.0%	0.0%	10.0%	60.0%	20.0%
8b	0.0%	0.0%	0.0%	0.0%	40.0%	50.0%	10.0%
Avg.	0.0%	3.3%	0.0%	0.0%	26.7%	56.7%	13.3%

Fig. 11.3 Item Comparison Zones



Rank 12: Work Area: Support for Improvement & Innovation

Driver Average: **75.0%**

Fig. 12.1 Item Statement

10a	I am encouraged to come up with better ways to do things (N=10)
10b	I believe my ideas and suggestions are valued (N=10)
10c	In my Work Unit / Department we take time to think about how to improve our programs and services (N=10)

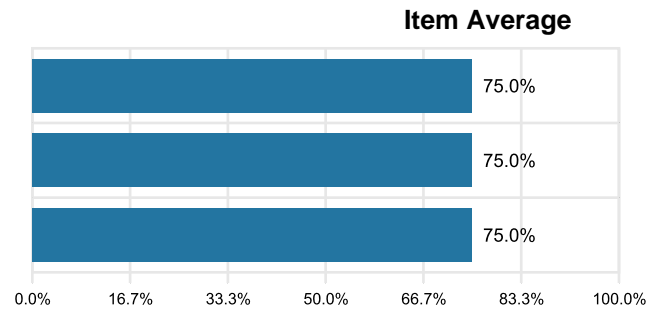
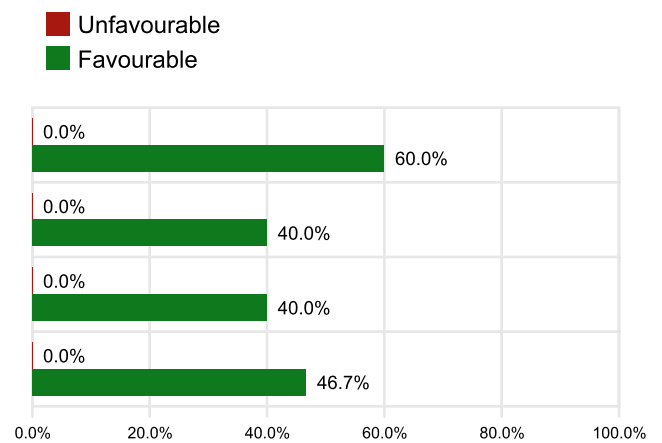


Fig. 12.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
10a	0.0%	0.0%	0.0%	10.0%	30.0%	60.0%	0.0%
10b	0.0%	0.0%	0.0%	0.0%	60.0%	30.0%	10.0%
10c	0.0%	0.0%	0.0%	0.0%	60.0%	30.0%	10.0%
Avg.	0.0%	0.0%	0.0%	3.3%	50.0%	40.0%	6.7%

Fig. 12.3 Item Comparison Zones



Rank 13: Work Area: Communication in Your Work Unit

Driver Average: **73.7%**

Fig. 13.1 Item Statement

13c	There are adequate opportunities for open discussion in my Work Unit / Department (N=10)
13a	The communication I receive helps me to do my work effectively (N=10)
13d	There are regular and clear communications about the priorities of my Work Unit / Department (N=10)
13b	People listen effectively to each other in my Work Unit / Department (N=10)
13e	I am satisfied with communication within my Work Unit / Department (N=10)

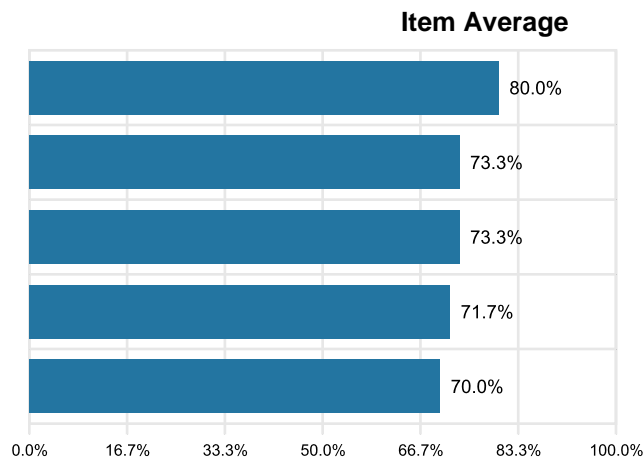
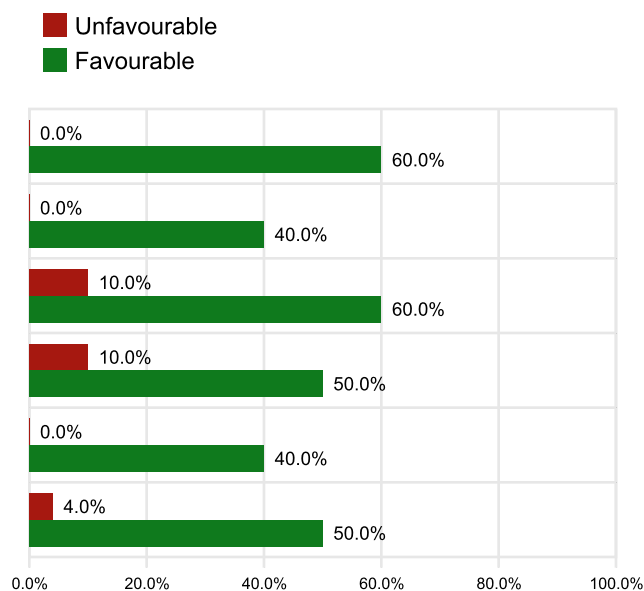


Fig. 13.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
13c	0.0%	0.0%	0.0%	10.0%	30.0%	30.0%	30.0%
13a	0.0%	0.0%	0.0%	10.0%	50.0%	30.0%	10.0%
13d	0.0%	10.0%	0.0%	10.0%	20.0%	40.0%	20.0%
13b	0.0%	10.0%	0.0%	0.0%	40.0%	40.0%	10.0%
13e	0.0%	0.0%	10.0%	10.0%	40.0%	30.0%	10.0%
Avg.	0.0%	4.0%	2.0%	8.0%	36.0%	34.0%	16.0%

Fig. 13.3 Item Comparison Zones



Rank 14: Work Area: Collaboration With Other Work Units

Driver Average: **73.5%**

Fig. 14.1 Item Statement

9a	People in other Work Units / Departments are supportive when I ask for things I need to get my work done (N=10)
9b	I am encouraged to co-operate with people in other Work Units / Departments (N=10)
9c	I am satisfied with the way Work Units / Departments collaborate (N=9)

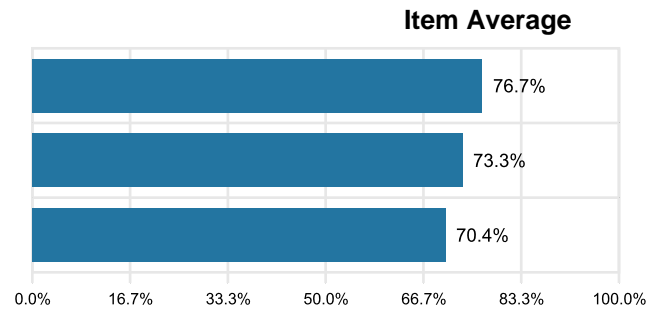
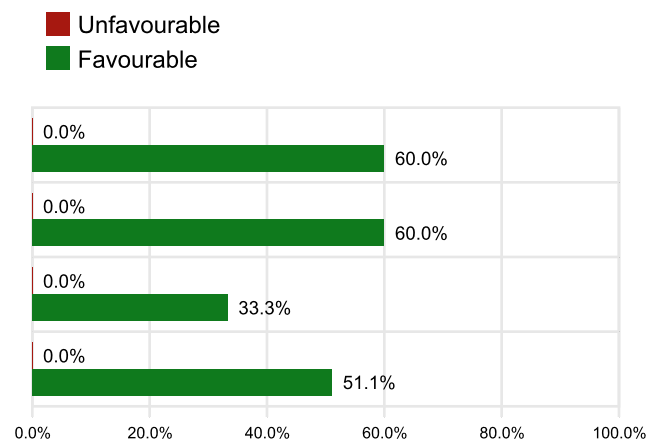


Fig. 14.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
9a	0.0%	0.0%	0.0%	10.0%	30.0%	50.0%	10.0%
9b	0.0%	0.0%	0.0%	20.0%	20.0%	60.0%	0.0%
9c	0.0%	0.0%	0.0%	22.2%	44.4%	22.2%	11.1%
Avg.	0.0%	0.0%	0.0%	17.4%	31.5%	44.1%	7.0%

Fig. 14.3 Item Comparison Zones



Rank 15: Org: Learning Opportunities

Driver Average: **72.9%**

Fig. 15.1 Item Statement

25d	I am satisfied with the supports available at Western for my professional development (N=10)
25a	I receive the training I need to do my work effectively (N=10)
25b	There are sufficient opportunities for training and development (N=10)
25c	I am encouraged to develop my job related knowledge, skills and abilities (N=10)

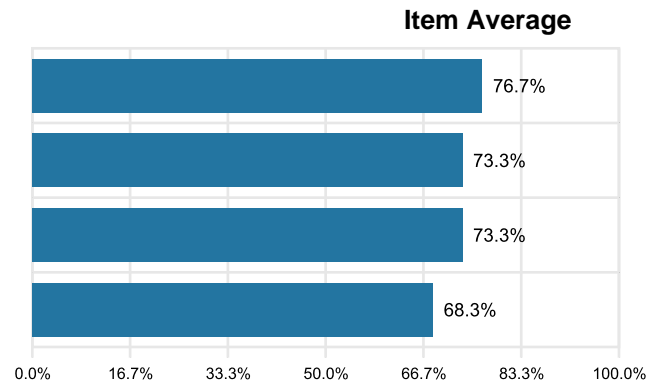
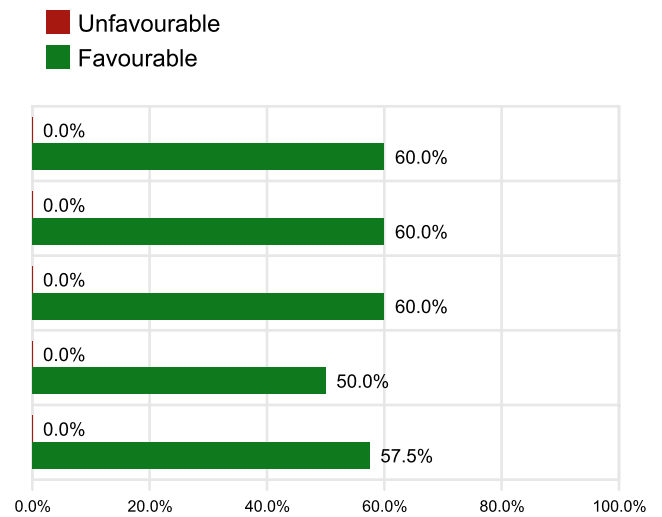


Fig. 15.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
25d	0.0%	0.0%	0.0%	20.0%	20.0%	40.0%	20.0%
25a	0.0%	0.0%	0.0%	20.0%	20.0%	60.0%	0.0%
25b	0.0%	0.0%	10.0%	10.0%	20.0%	50.0%	10.0%
25c	0.0%	0.0%	10.0%	30.0%	10.0%	40.0%	10.0%
Avg.	0.0%	0.0%	5.0%	20.0%	17.5%	47.5%	10.0%

Fig. 15.3 Item Comparison Zones



Rank 16: Work Area: Decision Making in Your Work Unit

Driver Average: **69.2%**

Fig. 16.1 Item Statement

14a	I am informed about important decisions that are made in my Work Unit / Department (N=10)
14b	I am satisfied with my level of involvement in decision-making in my Work Unit / Department (N=10)

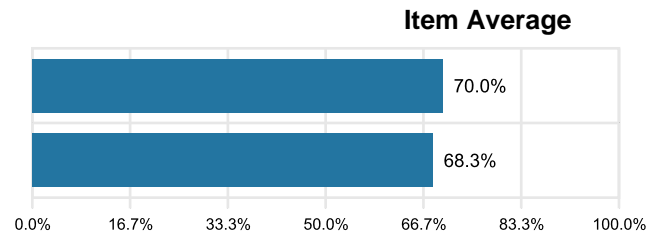
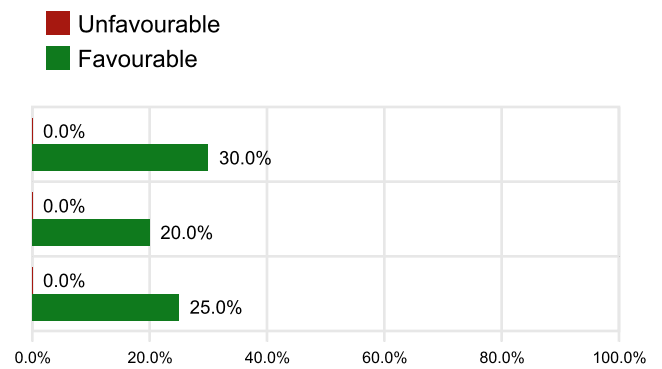


Fig. 16.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
14a	0.0%	0.0%	10.0%	0.0%	60.0%	20.0%	10.0%
14b	0.0%	0.0%	10.0%	0.0%	70.0%	10.0%	10.0%
Avg.	0.0%	0.0%	10.0%	0.0%	65.0%	15.0%	10.0%

Fig. 16.3 Item Comparison Zones



Rank 17: Work Area: Recognition in Your Work Unit

Driver Average: **69.0%**

Fig. 17.1 Item Statement

17c	I receive feedback on my work performance at least annually (N=10)
17a	I am satisfied with the amount of appreciation and recognition I receive (N=9)
17b	I get constructive feedback on how well I am performing my role (N=9)

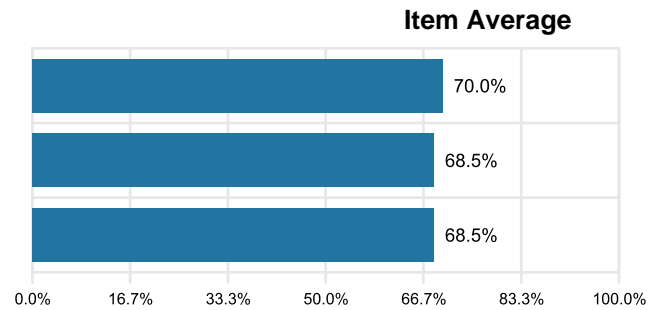
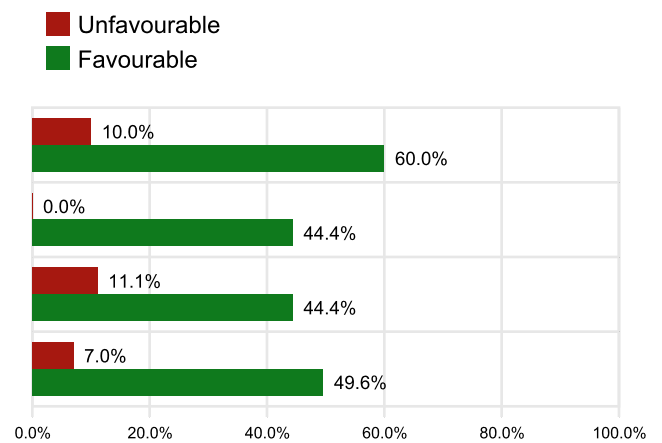


Fig. 17.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
17c	10.0%	0.0%	0.0%	20.0%	10.0%	40.0%	20.0%
17a	0.0%	0.0%	11.1%	11.1%	33.3%	44.4%	0.0%
17b	0.0%	11.1%	0.0%	11.1%	33.3%	33.3%	11.1%
Avg.	3.3%	3.7%	3.7%	14.1%	25.5%	39.2%	10.4%

Fig. 17.3 Item Comparison Zones



Rank 18: Job: Workload Manageability

Driver Average: **68.3%**

Fig. 18.1 Item Statement

4a I have enough time to do my work adequately (N=10)

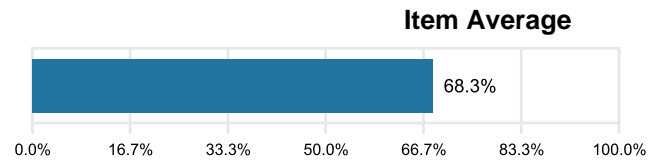
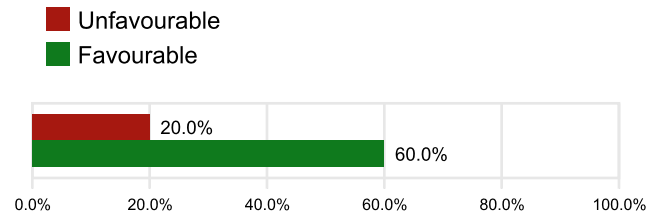


Fig. 18.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4a	10.0%	10.0%	0.0%	0.0%	20.0%	40.0%	20.0%

Fig. 18.3 Item Comparison Zones



Rank 19: Org: Faculty or Division Leadership

Driver Average: **65.0%**

Fig. 19.1 Item Statement

20a I am satisfied with the overall leadership of my Faculty / Division (e.g. Dean, Associate Dean, Assistant Dean, Vice-Provost, Associate Vice-Provost, Associate Vice-President, Director) (N=10)

Item Average

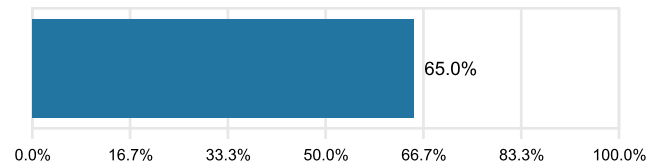
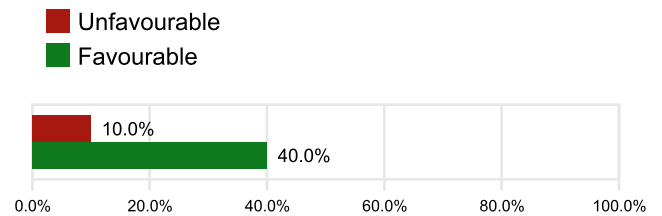


Fig. 19.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
20a	0.0%	10.0%	0.0%	30.0%	20.0%	30.0%	10.0%

Fig. 19.3 Item Comparison Zones



Rank 20: Org: Career Advancement & Hiring Practices

Driver Average: **61.7%**

Fig. 20.1 Item Statement

24b	Job opportunities are well communicated at Western (N=10)
24a	Western has an open and fair hiring process (N=10)
24c	I am satisfied with the career advancement opportunities available to me at Western (N=10)

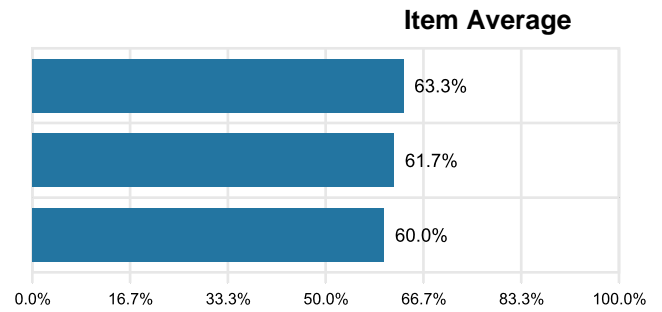
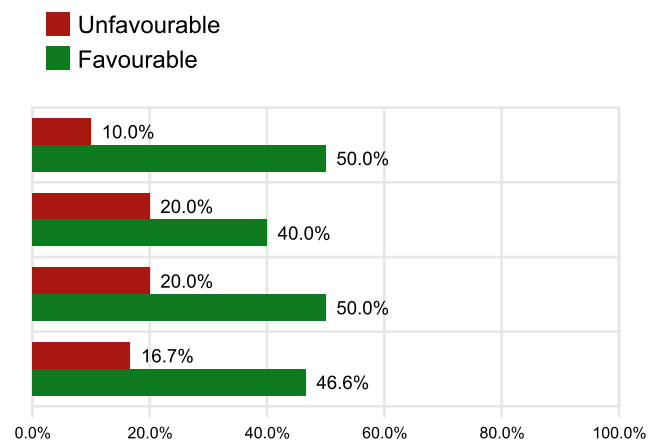


Fig. 20.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
24b	10.0%	0.0%	10.0%	10.0%	20.0%	50.0%	0.0%
24a	20.0%	0.0%	0.0%	0.0%	40.0%	30.0%	10.0%
24c	20.0%	0.0%	0.0%	10.0%	20.0%	50.0%	0.0%
Avg.	16.7%	0.0%	3.3%	6.7%	26.7%	43.3%	3.3%

Fig. 20.3 Item Comparison Zones



Rank 21: Work Area: Communication in Faculty or Division

Driver Average: **60.0%**

Fig. 21.1 Item Statement

19a	There are regular and clear communications about the priorities of my Faculty / Division (N=10)
19b	I am satisfied with communication within my Faculty / Division (N=10)

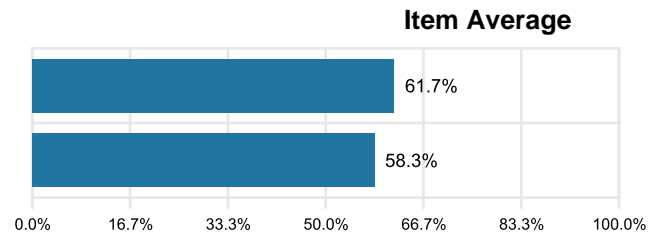
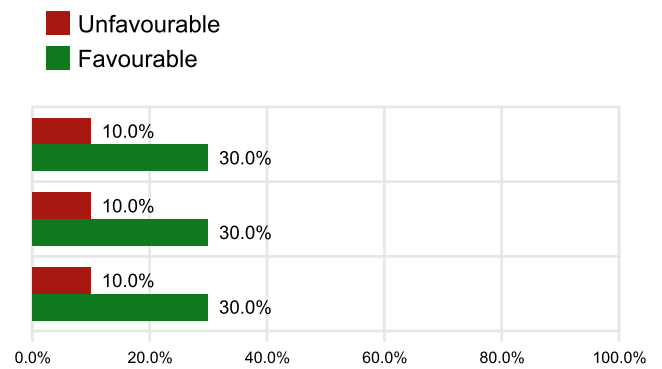


Fig. 21.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
19a	0.0%	10.0%	20.0%	10.0%	30.0%	10.0%	20.0%
19b	10.0%	0.0%	20.0%	20.0%	20.0%	10.0%	20.0%
Avg.	5.0%	5.0%	20.0%	15.0%	25.0%	10.0%	20.0%

Fig. 21.3 Item Comparison Zones



Rank 22: Work Area: Change Management

Driver Average: **57.1%**

Fig. 22.1 Item Statement

15c	When changes take place, I am aware of the reasons for the change (N=10)
15a	When changes take place, there is clear communication about what is changing (N=10)
15d	My Work Unit / Department provides the necessary support to successfully implement change (N=10)
15b	When changes take place, those affected are adequately consulted (N=10)

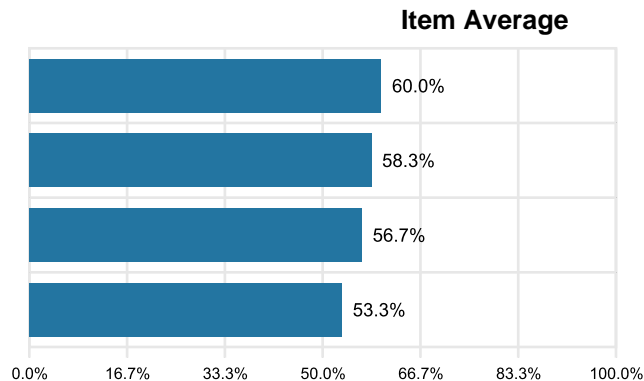
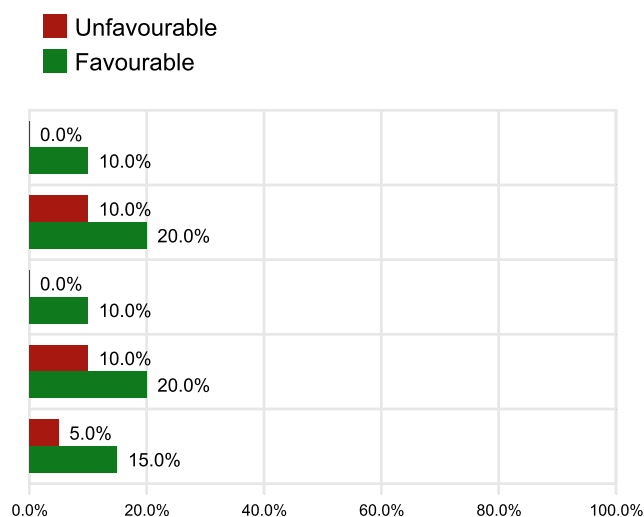


Fig. 22.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
15c	0.0%	0.0%	30.0%	0.0%	60.0%	0.0%	10.0%
15a	0.0%	10.0%	20.0%	10.0%	40.0%	10.0%	10.0%
15d	0.0%	0.0%	30.0%	20.0%	40.0%	0.0%	10.0%
15b	0.0%	10.0%	30.0%	10.0%	30.0%	20.0%	0.0%
Avg.	0.0%	5.0%	27.5%	10.0%	42.5%	7.5%	7.5%

Fig. 22.3 Item Comparison Zones



Appendix A: WE SPEAK Survey 2020 Staff Survey Items

ENGAGEMENT OUTCOMES

Organizational Engagement

Definition:

Organizational Engagement represents employees' perceived relationships with their organization, which is primarily reflected in the form of emotional commitment to the organization, a willingness to remain (or, conversely, a lack of interest in leaving) and a sense of belonging to the organization. Organizational Engagement is often predicted by factors such as leadership, integrity and respect, perceived alignment between senior leadership decision-making and positive impacts on one's day-to-day work, trust in one's supervisor, being appropriately compensated (both in terms of pay and benefits), and being part of an organization that supports quality service and ongoing improvement.

Survey Questions:

- 21.a Knowing what I know now about Western, I would apply to work here again
- 21.c Western cares about its employees
- 21.d I would not leave Western if an equivalent job opportunity became available elsewhere
- 21.e I am proud to say I work at Western
- 21.f I intend to remain at Western

Faculty or Division Engagement

Definition:

Faculty or Division Engagement represents employees' perceived relationships with their Faculty or Division and is distinct from Organizational Engagement primarily in that it represents engagement with a more proximal group than the organization (e.g., Faculty or Division). It involves pride, personal meaning, and a sense of belonging with the Faculty or Division.

Survey Questions:

- 18.a I feel a strong sense of belonging to my Faculty / Division
- 18.b My Faculty / Division has a great deal of personal meaning for me
- 18.c I am proud to be a member of my Faculty / Division

Work Engagement

Definition:

Work Engagement represents employees' perceived relationship to their work. It is based on an academically validated measure created by Wilmar Schaufeli, professor in organizational psychology at Utrecht University in the Netherlands. The WEI consists of 3 sub-components (i.e., energy/passion for job, dedication, and immersion in job). Work Engagement is often predicted by factors such as feeling supported by co-workers, having adequate job control, good cooperation with staff in other work units, and having a trusting and respectful relationship with one's supervisor.

Survey Questions:

- 1.a I feel energetic while at work
- 1.b My work inspires me
- 1.c I get absorbed in my work (e.g. time goes quickly)
- 1.d I have an opportunity to use my best talents in my role
- 1.e My current work gives me a sense of accomplishment

CULTURE INDEX SCORES

The results in this report pertaining to "Current Culture" are based on 4 sub components (i.e., Human Relations, Innovation, Results Oriented, and Stability). The results for "Preferred Culture" are based on a question about the extent to which respondents would prefer their Work Unit / Department to place a great deal of value on each of the 4 cultural sub components, within the next 5 years. When it comes to interpreting the Cultural Indices, there is no one "correct" set of results to aspire toward, but rather the interpretation should take into consideration the type of work being performed and the goals and strategic direction of each specific group being reported, as well as the different results for current vs. preferred culture.

Current Work Unit / Department Culture:

- 6.a Human Relations e.g. treating people fairly; working effectively in teams; having respect for others
- 6.b Innovation e.g. taking risks and trying new ways to do things; having a willingness to experiment; being flexible and changing in response to new circumstances
- 6.c Results e.g. striving for excellence; working hard to achieve goals; being action-oriented
- 6.d Stability e.g. predictability and consistency, following established policies, procedures and guidelines

Preferred Work Unit / Department Culture:

- 7.a Human Relations e.g. treating people fairly; working effectively in teams; having respect for others
- 7.b Innovation e.g. taking risks and trying new ways to do things; having a willingness to experiment; being flexible and changing in response to new circumstances
- 7.c Results e.g. striving for excellence; working hard to achieve goals; being action-oriented
- 7.d Stability e.g. predictability and consistency, following established policies, procedures and guidelines

DRIVERS OF ENGAGEMENT

Organizational Drivers of Engagement

Org: Faculty or Division Leadership

20.a I am satisfied with the overall leadership of my Faculty / Division (e.g. Dean, Associate Dean, Assistant Dean, Vice-Provost, Associate Vice-Provost, Associate Vice-President, Direct)

Org: Treated Fairly at Western

21.b I am treated fairly at Western

Org: Satisfaction with Senior Leadership

22.a I am satisfied with the senior leadership of Western (e.g. President, Provost, Vice-Presidents, Vice-Provosts, Deans, University Registrar, Associate Vice-Presidents)

Org: Communication at Western

- 23.a I feel well informed about what's going on at Western
- 23.b There are regular and clear communications about the priorities of Western
- 23.c I am satisfied with communication at Western

Org: Career Advancement and Hiring Practices

- 24.a Western has an open and fair hiring process
- 24.b Job opportunities are well communicated at Western
- 24.c I am satisfied with the career advancement opportunities available to me at Western

Org: Learning Opportunities

- 25.a I receive the training I need to do my work effectively
- 25.b There are sufficient opportunities for training and development
- 25.c I am encouraged to develop my job related knowledge, skills and abilities
- 25.d I am satisfied with the supports available at Western for my professional development

Org: Support for Diversity and Inclusion

- 26.a Western values and promotes accessibility
- 26.b Western values and promotes a diverse and inclusive work environment
- 26.c Western values and promotes respectful work relationships

Work Area Drivers of Engagement

Work Area: Collaboration in Your Work Unit

- 8.a There is good teamwork and cooperation within my Work Unit / Department
- 8.b My contribution is valued by the people I work with
- 8.c I am satisfied with how I interact with others in my Work Unit / Department

Work Area: Collaboration With Other Work Units

- 9.a People in other Work Units / Departments are supportive when I ask for things I need to get my work done
- 9.b I am encouraged to co-operate with people in other Work Units / Departments
- 9.c I am satisfied with the way Work Units / Departments collaborate

Work Area: Support for Improvement and Innovation

- 10.a I am encouraged to come up with better ways to do things
- 10.b I believe my ideas and suggestions are valued
- 10.c In my Work Unit / Department we take time to think about how to improve our programs and services

Work Area: Leadership in Your Work Unit

- 11.a I feel free to discuss any work related issues with the person leading my Work Unit / Department
- 11.b The Work Unit / Department leader has a positive impact on my Work Unit / Department

Work Area: Performance Management

- 12.a Work performance concerns are dealt with appropriately in my Work Unit / Department

Work Area: Communication in Your Work Unit

- 13.a The communication I receive helps me to do my work effectively
- 13.b People listen effectively to each other in my Work Unit / Department
- 13.c There are adequate opportunities for open discussion in my Work Unit / Department
- 13.d There are regular and clear communications about the priorities of my Work Unit / Department
- 13.e I am satisfied with communication within my Work Unit / Department

Work Area: Decision Making in Your Work Unit

- 14.a I am informed about important decisions that are made in my Work Unit / Department
- 14.b I am satisfied with my level of involvement in decision-making in my Work Unit / Department

Work Area: Change Management

- 15.a When changes take place, there is clear communication about what is changing
- 15.b When changes take place, those affected are adequately consulted
- 15.c When changes take place, I am aware of the reasons for the change
- 15.d My Work Unit / Department provides the necessary support to successfully implement change

Work Area: Support for Diversity and Inclusion

- 16.a I work in an environment of respect, free of harassment, fear or intimidation
- 16.b The people I work with support a diverse and inclusive work environment

Work Area: Recognition in Your Work Unit

- 17.a I am satisfied with the amount of appreciation and recognition I receive
- 17.b I get constructive feedback on how well I am performing my role
- 17.c I receive feedback on my work performance at least annually

Work Area: Communication in Faculty or Division

- 19.a There are regular and clear communications about the priorities of my Faculty / Division
- 19.b I am satisfied with communication within my Faculty / Division

Job-Related Drivers of Engagement

Job: Role Clarity

- 2.a I am clear about what is expected of me in my role
- 2.b I understand how my work supports the priorities of my Work Unit / Department

Job: Work / Life Balance

- 3.a My job allows me to balance my work and family / personal life
- 3.b I am encouraged to take my vacation and leaves (e.g. earned days off, parental leave)

3.c I am supported in my workplace when I am dealing with personal or family issues

Job: Workload Manageability

4.a I have enough time to do my work adequately

Job: Safety

5.a People at Western are encouraged to work safely

5.b I am comfortable reporting safety concerns

5.c I have received proper safety training related to my work

5.d I am able to perform my work safely

5.e My physical work environment is safe (e.g. building, workspace)

Commentary Questions:

1. What do you like about working at Western?
2. What would make Western a better place to work?





METRICS@WORK

23 Hannover Drive, Unit #7
St. Catharines, Ontario, Canada
L2W 1A3
1-800-726-4082

www.metricsatwork.com | info@metricsatwork.com
