



On behalf of the Calgary Police Commission, I'd like to share with you the results of the 2017 employee survey.

The responses showed that employees remain passionate about making a meaningful contribution to our city, and many have good relationships with coworkers and supervisors.

However, employee engagement has declined, along with many other measures. We know staff are eager for additional supports, such as educational/development opportunities and more employees to help with the heavy workload. They are looking for better communication and more support from senior leadership, including better acknowledgement of their contributions.

Those expectations are realistic and it is clear that there is more work that needs to be done to ensure the organization is giving employees the supports they need to help keep our community safe.

We want to thank everyone who completed the survey for taking the time to provide their perspective. That input is a valuable tool for the Commission and for CPS to understand the challenges, as well as the strengths, within the organization. We immediately communicated the needs expressed in this survey to city council as part of the budget discussions.

City council recently approved adding \$14.3m to the 2018 budget. This increase is the result of significant advocacy work on the part of the Chief and the Commission to get the resources needed for more officers and equipment to help address the pressures employees are facing. More importantly, it reflects the value Calgarians place on the work that CPS does. CPS was the only city department that received an increase rather than a cut.

This funding will allow CPS to:

- Hire new members,
- Make room for training opportunities, and
- Move forward with the body worn camera project.

The executive team has also committed to enhancing timely and direct communication with employees about the decisions and activities that impact their job.

Senior leadership is working on a broader action plan to address the concerns raised in this survey and others. The Commission is eager to see that plan implemented so employee satisfaction and engagement can start to climb back up. The message is clear: the time to act is now.

The survey is available below. We value employee feedback and aim to create an environment that enables staff to be as candid as possible. However, as part of our commitment to transparency, we are making the report available to individuals outside the organization who are interested in seeing the results.

Brian Thiessen

Calgary Police Commission

Annual Employee Engagement Survey Report

2017





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A photograph of two police officers from behind, standing in a snowy environment at night. They are wearing dark uniforms with 'POLICE' written on the back and peaked caps with red bands. The scene is illuminated by blurred city lights in the background, and snow is falling around them.

Introduction

To provide good governance, the Calgary Police Commission must be in touch with the needs, experiences, concerns, and motivators of CPS employees.

Research Goals

To understand and monitor:

- Employee perceptions of the quality of services provided to citizens
- Employee job and workplace satisfaction
- Employee engagement
- Employee concerns
- Steps necessary to improve job and workplace satisfaction and employee engagement





METHOD

24-minute (median) online survey available to all CPS sworn and civilian members.



FIELD DATES

August 14 to September 8, 2017. A four week window to provide opportunity for all employees to complete the survey.



SAMPLE SIZE

- 1,322 CPS members, for a response rate of 47%.
- n=939 sworn members
 - n=383 civilian members



NOTICES

- August 8:** Soft launch with select members of the Calgary Police Commission and CPS.
- August 14:** Invitation and survey link distributed on behalf of Commission.
- August 21 & 28:** Reminder notices sent to employees.
- September 5:** Internal memo sent to employees on behalf of Commission.



REPORTING OF RESULTS

This report contains the results of the 2017 Employee Survey conducted by Illumina Research Partners on behalf of the Calgary Police Commission.

Where possible, results from the 2009 (n=1,138), 2010 (n=1,272), 2011 (n=1,475), 2012 (n=1,174), 2013 (n=1,469), 2014 (n=1,305), 2015 (n=1,208) and 2016 (n=1,548) Calgary Police Commission employee surveys have been incorporated. Unless otherwise stated, all results presented are on the total sample of CPS employees.



Indicates that tracking is not available because the question is new for 2017.



INTERPRETING RESULTS

Differences in results are denoted by the following symbols:

- ↑ Indicates notably higher than 2016
- ↓ Indicates notably lower than 2016
- ➔ Indicates a notable positive trend over time (does not indicate statistical significance)



ROUNDING ERRORS

Some graphs will not show results equal to 100%; in those cases, this is due to the reported numbers being rounded or to the remainder of the sample having responded “Don’t Know/Refused.”



TOP BOX RESULTS

Top box scores are the percentage of 9 and 10 ratings on a 10 point scale. They are the best-in-class standard in performance tracking; the most relevant measure for tracking true satisfaction and engagement. They indicate very strong, positive opinions and those who are the most satisfied/engaged.

- 48 new officers on street patrol, primarily in districts 2 and 3
- Ongoing organizational change and culture shift at CPS
- Decrease in employee movement resulting in vacancies within units
- Increasing employee workload
- Uncertainty about future budget
- A number of ongoing ASIRT investigations involving CPS
- Continued media attention and scrutiny

1

SAFETY & SERVICE DELIVERY

Employee perceptions that **Calgary is a safe place to live is declining**.

Perceptions of **service delivery to citizens continues to decline**.

Reasons given for this decline include **understaffing** on the front line, **slow response times**, and **inability to investigate matters thoroughly**.

2

WORKING AT CPS

Employee engagement is at its lowest level.

Employee perceptions of their **team and direct supervisors remain stable or improved**.

Performance **declined in areas of workplace effectiveness, leadership and development**.

3

WORKPLACE SATISFACTION

Over one-half (57%) of employees indicate their **workplace satisfaction is worse** than one year ago.

Factors contributing to declining workplace satisfaction include:

- **Inadequate staffing and increasing workloads**
- **Poor leadership** and failure to address problems
- **Poor communication from leadership**
- A feeling **CPS doesn't support its employees**
- **Sentry** implementation and **tenure policy**

4

EMPLOYEE FEEDBACK

To do their best work, employees are looking for:

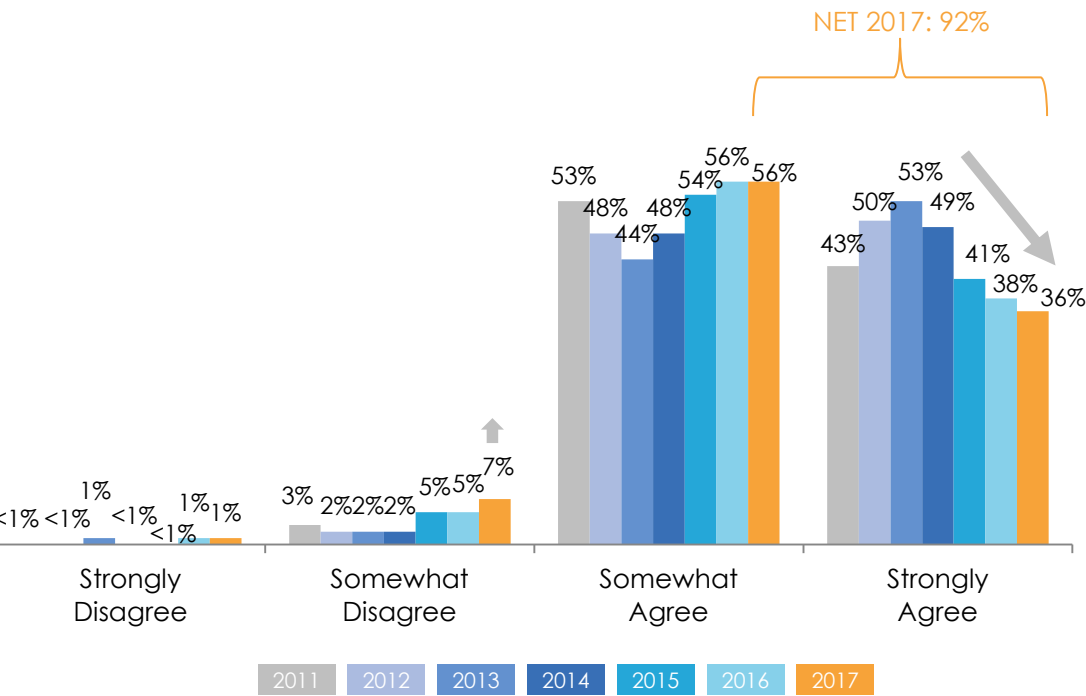
- **Good leadership**
- An organization that shows it **cares about its employees**
- **More employees**
- More **educational opportunities**



Perceptions of Safety & Service Delivery

The percentage of employees who “strongly agree” that Calgary is a safe place to live continues to decline.

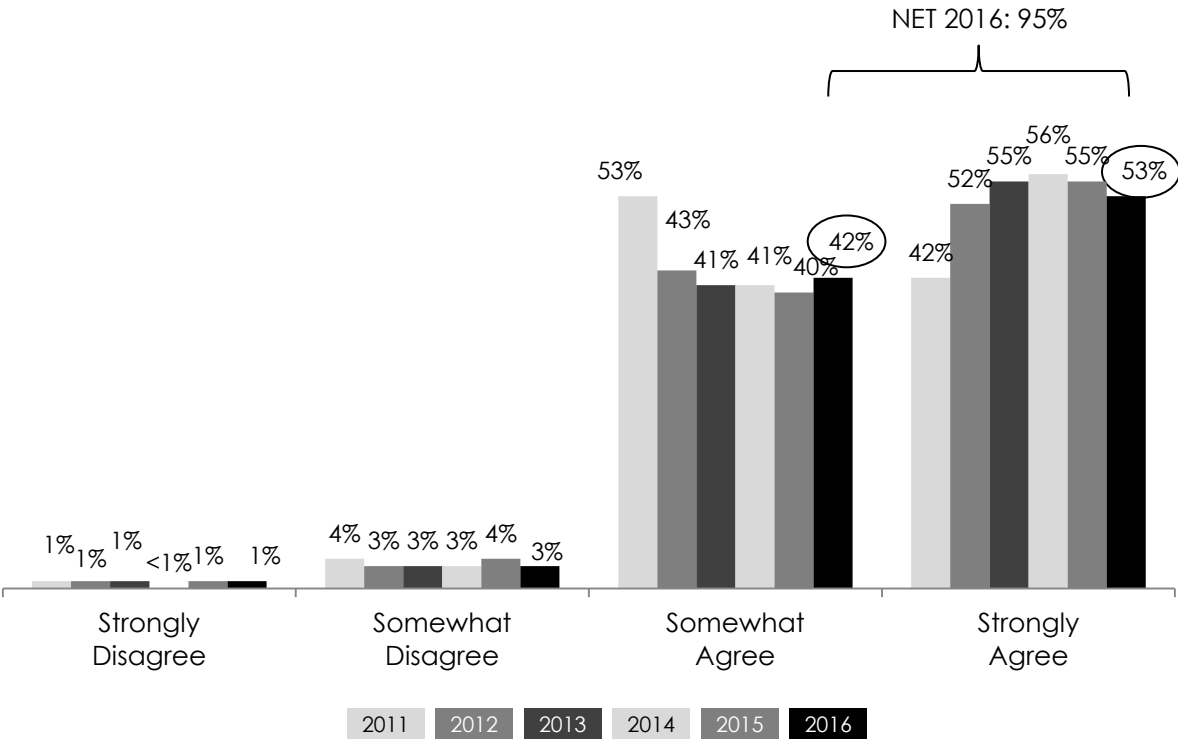
Figure 1 % Agreement – Calgary is a Safe City to Live in
2017 Employee Results



↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

CPC Employee Survey:
A1. Please rate your level of agreement with the statement that “Calgary is a safe city to live in.”

Figure 2 % Agreement – Calgary is a Safe City to Live in
2016 Citizen Results



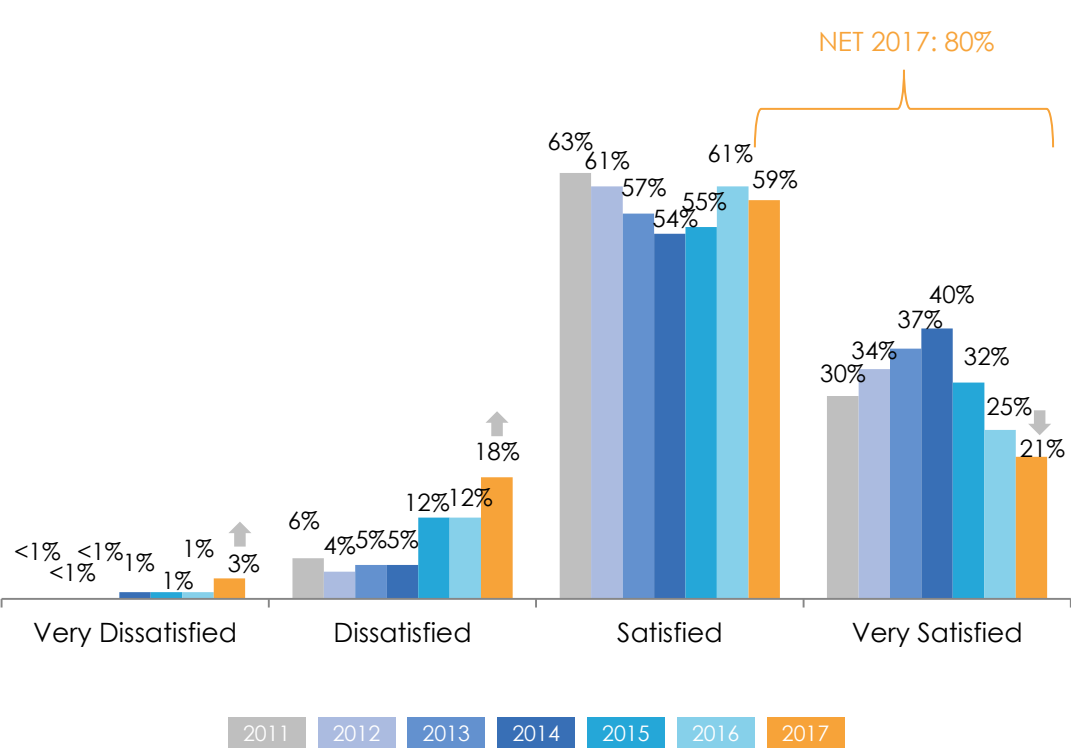
*Don't Know not reported (<1%).

CPC Citizen Survey:
B1. To begin, would you say you strongly agree, somewhat agree, somewhat disagree or strongly disagree with the statement that “Calgary is a safe city to live in”?

Employees who are “dissatisfied” with the services CPS delivers to citizens has increased.

Figure 3 % Satisfied – Overall Satisfaction with CPS Service to Citizens

2017 Employee Results

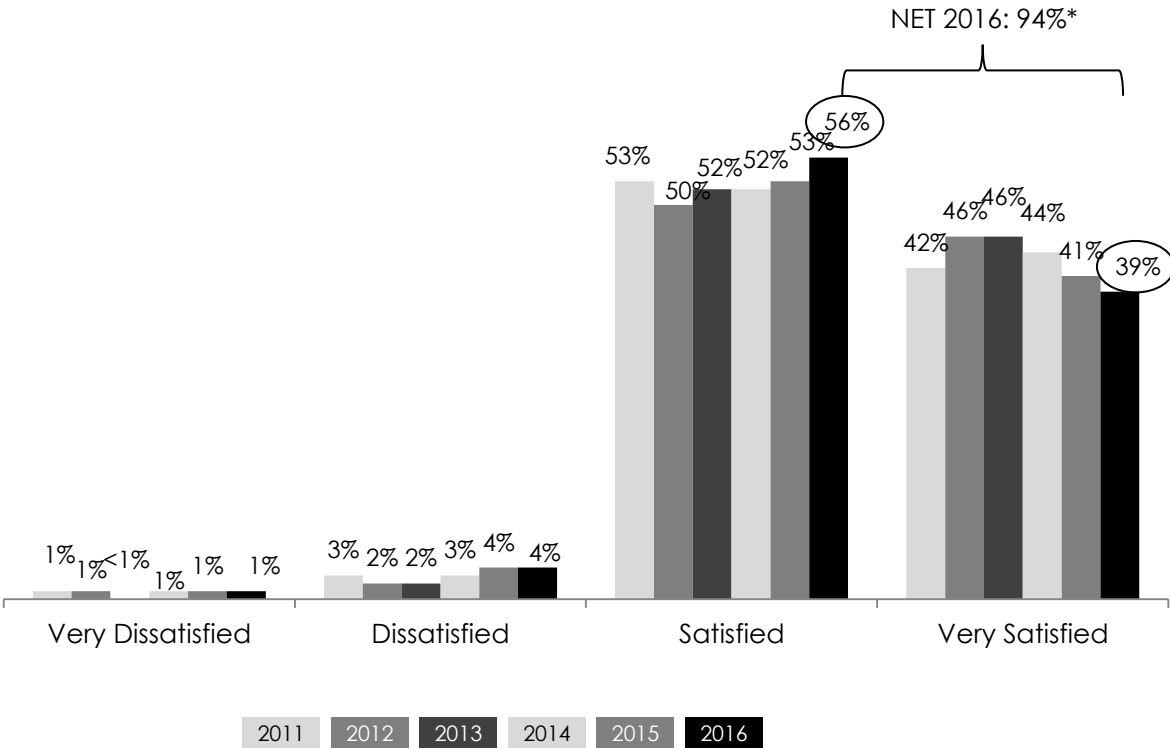


↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

CPC Employee Survey:
A2. Overall, how satisfied are you with the services provided by the Calgary Police to the citizens of Calgary?

Figure 4 % Satisfied – Overall Satisfaction Rating

2016 Citizen Results

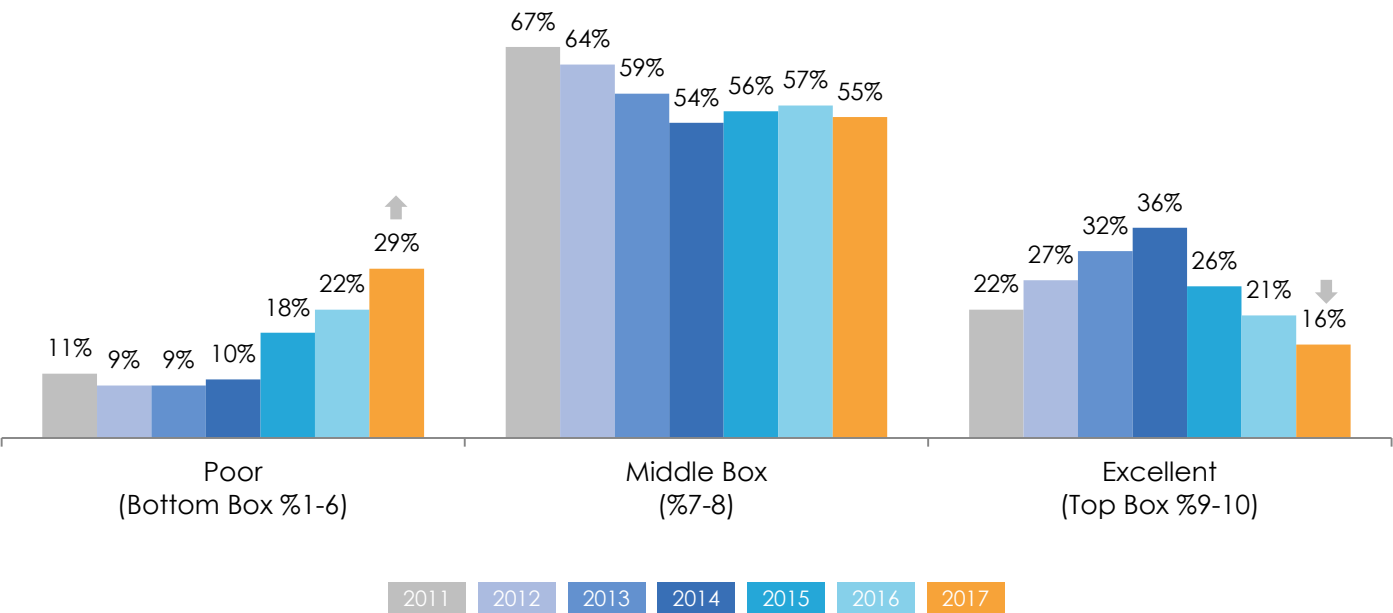


Don't Know not reported (1%).
*NOTE: Percent does not match sum due to rounding

CPC Citizen Survey:
C2a. Overall, how satisfied are you with the services provided by the Calgary Police?

Inadequate staffing levels, a diminished level of service to citizens, and slow response times are the primary reasons given for the decline in ratings for CPS service delivery.

Figure 5 Overall Performance of CPS on Service Delivery



↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

A4. Taking into consideration all of the different aspects of policing and the services provided by the CPS to citizens, please rate the CPS overall, where 1 is "poor" and 10 is "excellent." Please base your response on your overall general perceptions of the CPS and the interaction of the Service with citizens as a whole.

Table 1 Reasons for Overall Service Delivery Rating

Reasons	2015	2016	2017
NET: Negative	52%	60%	73%
Below minimum street staffing levels / too much work for front-line officers	25%	9%	15%
Level of service has diminished over time / become reactive rather than proactive	9%	9%	15%
Slow response to citizens' calls	13%	11%	14%
Lack of employees / short-staffed	5%	11%	14%
Heavy workload / overworked officers / too many projects / no time to get all the work done / workload compromises quality	--	9%	7%
Poor investigations / quality of investigations suffer / no time to investigate / no or poor follow up	8%	9%	9%
Negative media coverage / recent bad press/ incidents in the news / image has taken a hit recently	--	7%	6%
Decline in trust / public trust / confidence	<1%	2%	6%
NET: Positive	54%	49%	46%
Overall good service / not a lot of issues	7%	13%	19%
CPS and citizens of Calgary have a good relationship	4%	6%	7%
NET: Neutral	25%	16%	11%
There is always room for improvement / nothing is perfect	15%	13%	10%


Mentions of less than 6% in 2017 not reported.

A5. Why did you give that rating for the CPS overall?
See Appendix D for detailed results.

A Calgary Police Service officer, wearing a dark blue uniform with a "CALGARY POLICE SERVICE" patch on the sleeve, is kneeling and smiling while interacting with a black Labrador dog. The dog is wearing a blue and yellow vest. The officer has a handgun holstered on his belt. The background is a modern building with large glass windows reflecting the sky and trees. A semi-transparent blue banner is overlaid across the middle of the image, containing the text "CPS Employee Engagement".

CPS Employee Engagement

The Employee Engagement Index (EEI) is an overall measure of CPS employee engagement.



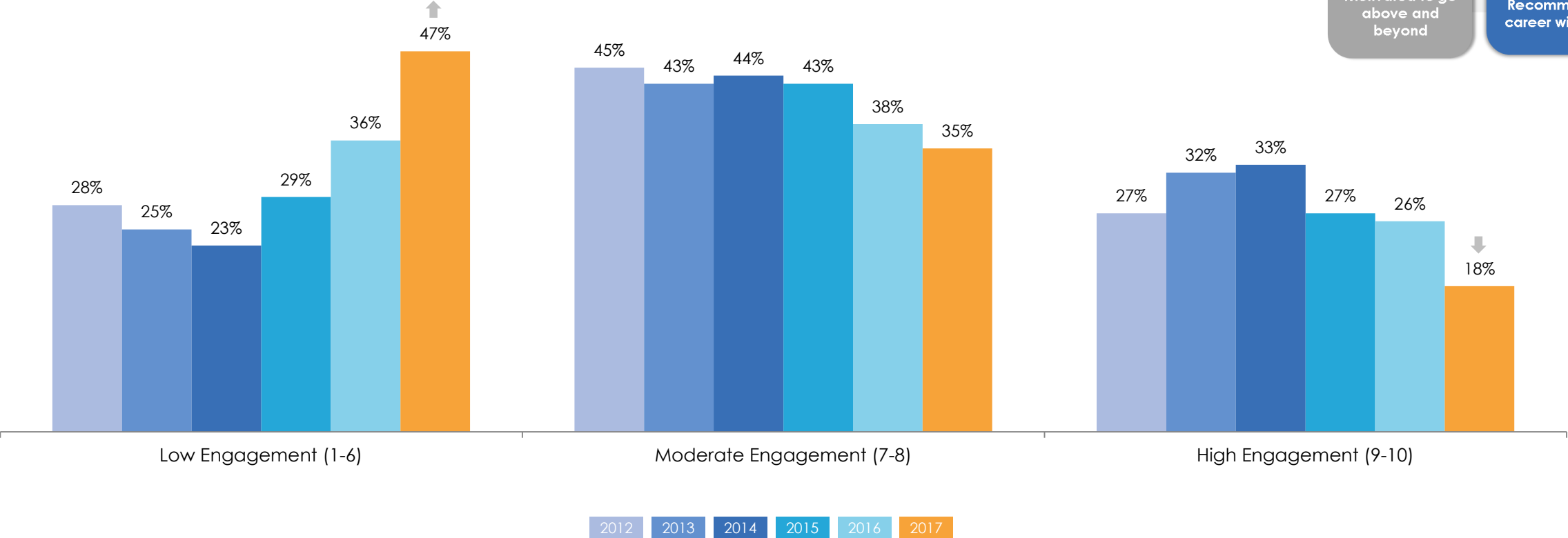
The Calgary Police Employee Engagement Index (EEI) is comprised of four questions that reflect each employee's overall feeling and impression of their current CPS experience and engagement.



- ▶ How strongly do you agree or disagree that the following statement describes your work at CPS.
"I am proud to say that I work for CPS."
- ▶ How strongly do you agree or disagree that the following statement describes your overall work at CPS?
"I am satisfied with my current job."
- ▶ Please indicate the extent to which you agree or disagree with the statement:
"Policing with the CPS is a career I would recommend to a friend or family member."
(asked of sworn members)
"Working for the CPS is a career I would recommend to a friend or family member."
(asked of civilian members)
- ▶ How strongly do you agree or disagree that the following statement describes your overall work at CPS?
"I am motivated to go above and beyond my basic job description."

CPS employee engagement continues to decline.

Figure 6 Calgary Police Service Employee Engagement Index (EEI)

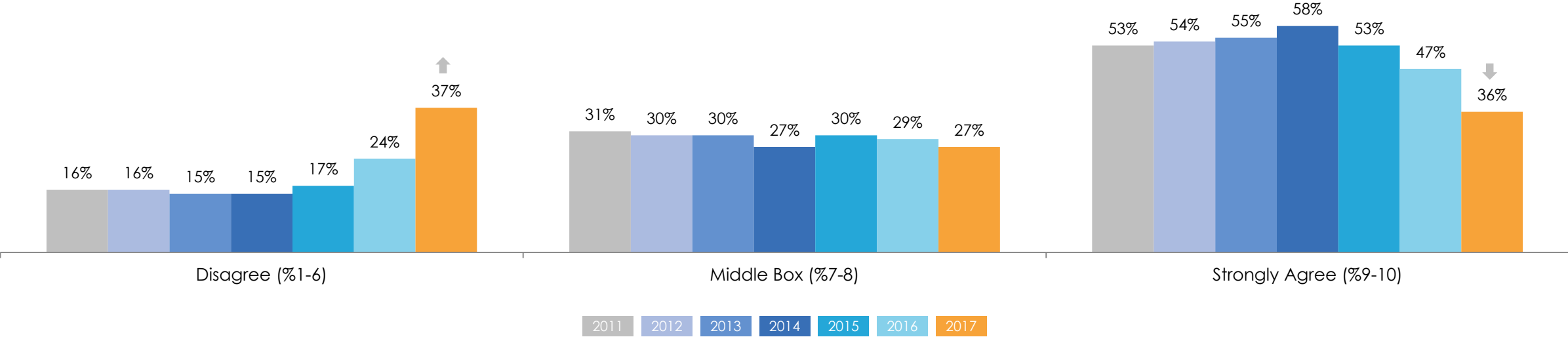


↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

"Motivated to go above and beyond" not asked prior to 2012

Employee pride in working for CPS is at its lowest level.

Figure 7 Proud to say I Work for CPS EEI Question



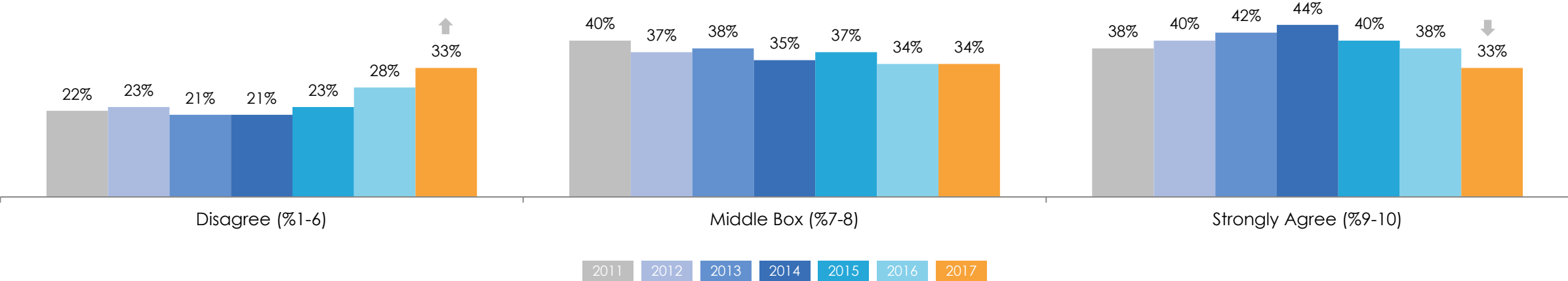
↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

Employee satisfaction with their current job is at its lowest level.

Figure 8

Overall Job Satisfaction

EEI Question

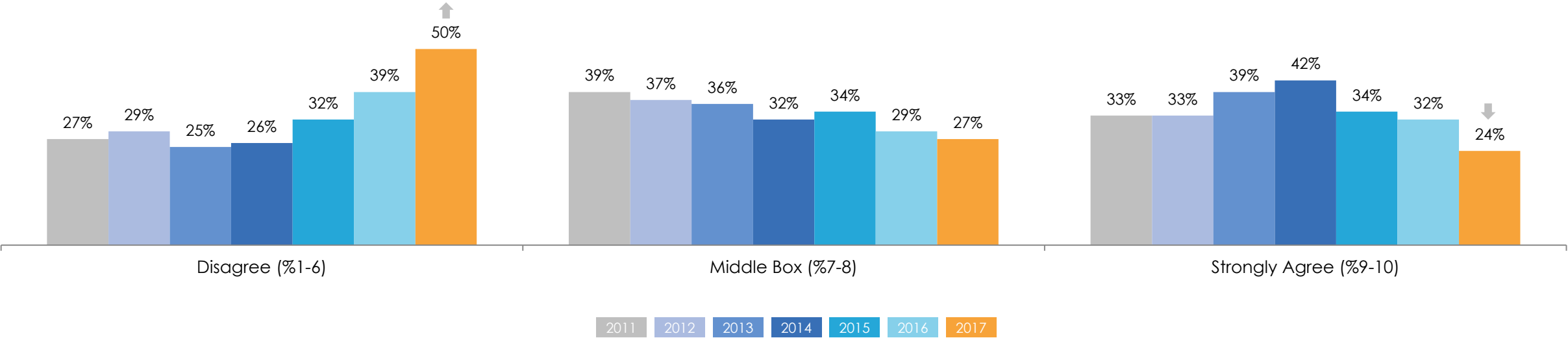


↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

B2. How strongly do you agree or disagree that the following statement describes your overall work at CPS? "I am satisfied with my current job."

One-half of employees are unlikely to recommend CPS as a career.

Figure 9 Likelihood to Recommend EEI Question

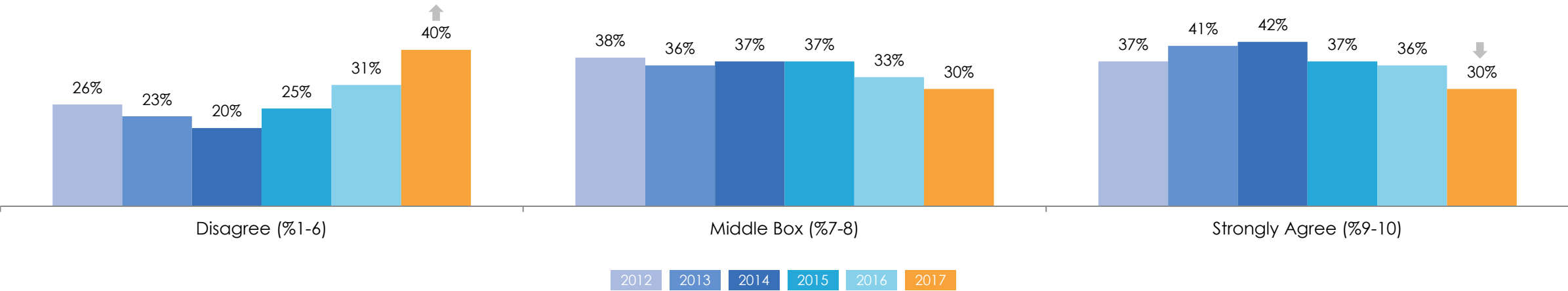


↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

18. Please indicate the extent to which you agree or disagree with the statement: "Policing with the CPS is a career I would recommend to a friend or family member." (asked of sworn members) / "Working for the CPS is a career I would recommend to a friend or family member." (asked of civilian members)

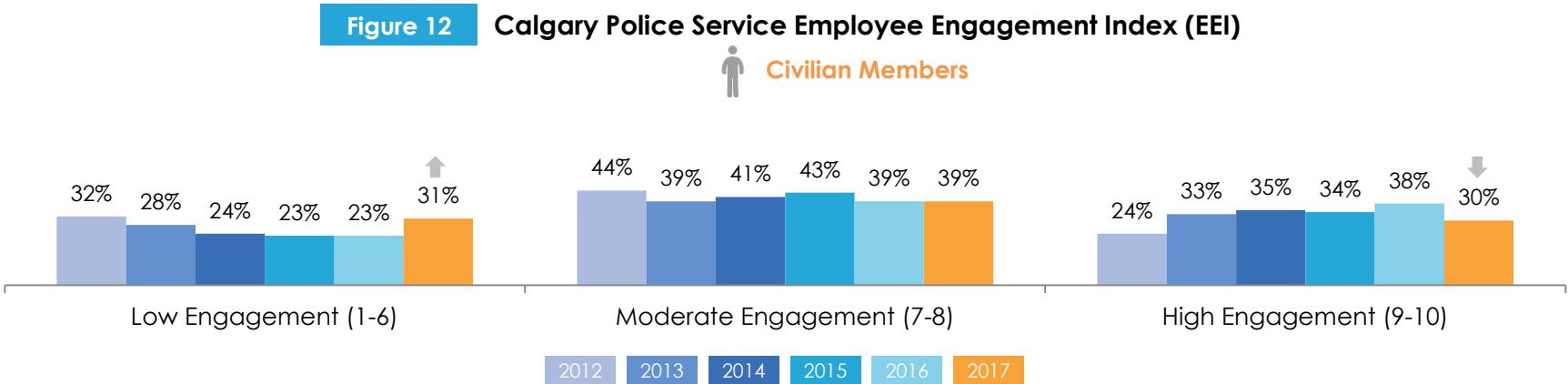
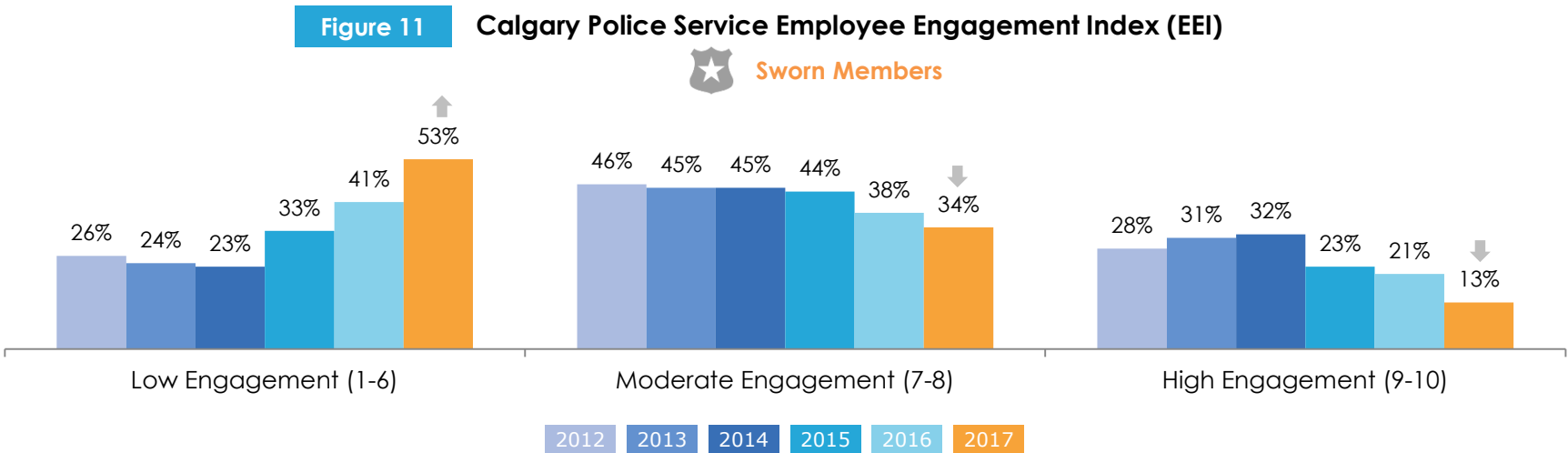
Employees are less motivated to go above and beyond their basic job description.

Figure 10 I am Motivated to Go Above and Beyond my Basic Job description EEI Question



↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

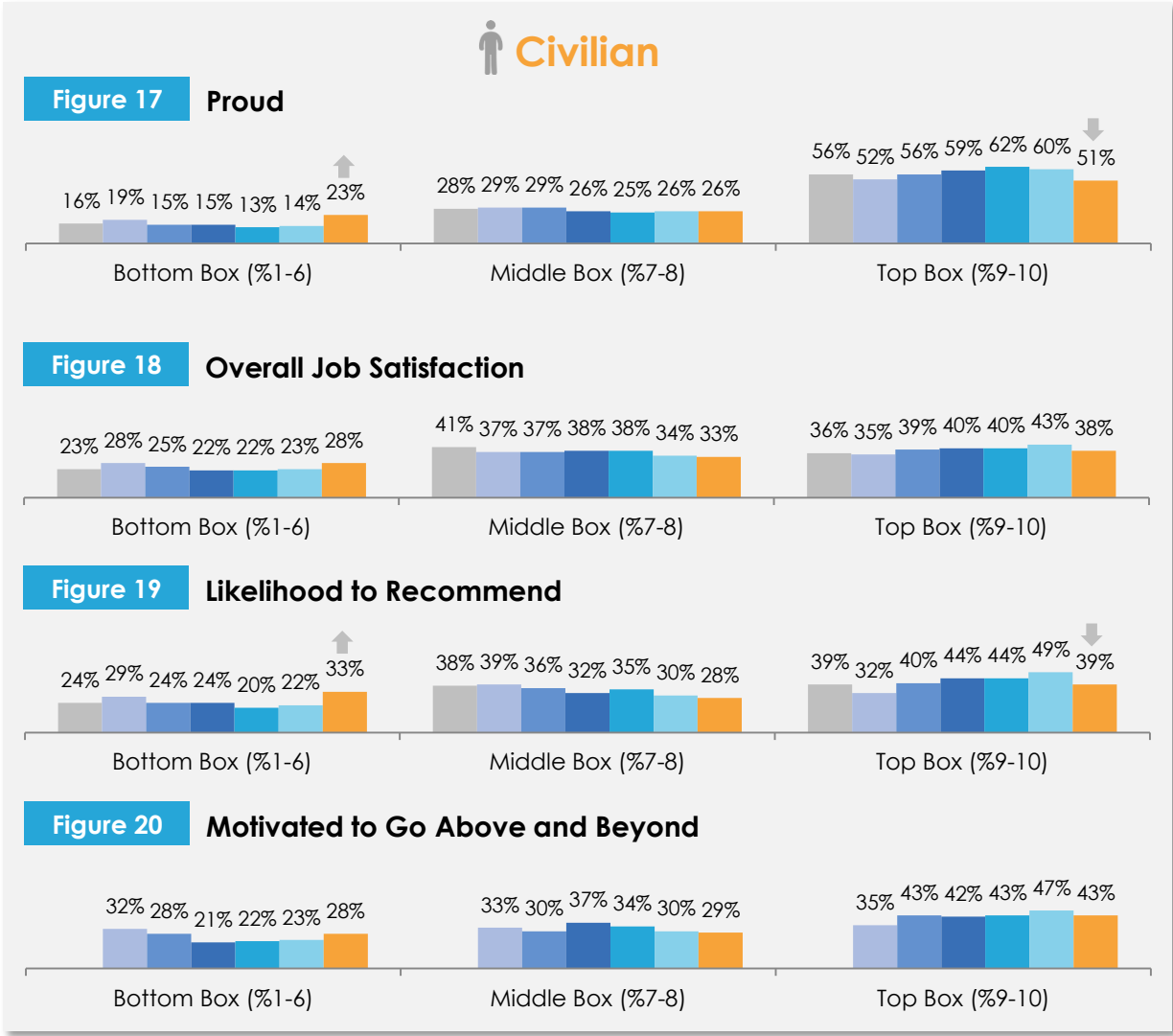
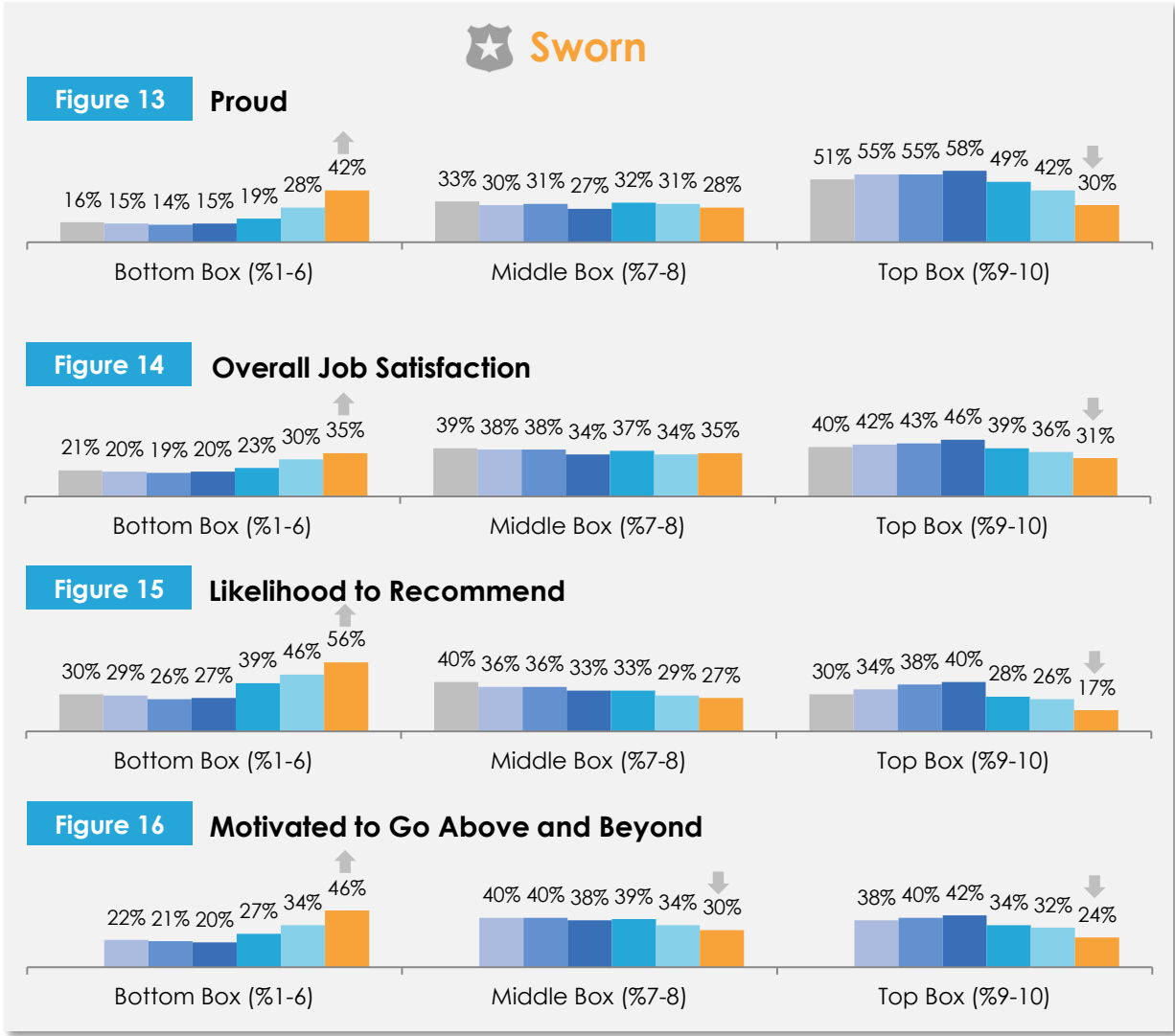
Employee engagement among sworn members is at its lowest level. Engagement among civilian members declined.



↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

"Motivated to go above and beyond" not asked prior to 2012

Both sworn and civilian members have less pride and are less likely to recommend CPS.



↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

"Motivated to go above and beyond" not asked prior to 2012



Workplace Satisfaction & Workload

Over one-half of employees state their workplace satisfaction is worse than one year ago.

Figure 21 Change in Workplace Satisfaction

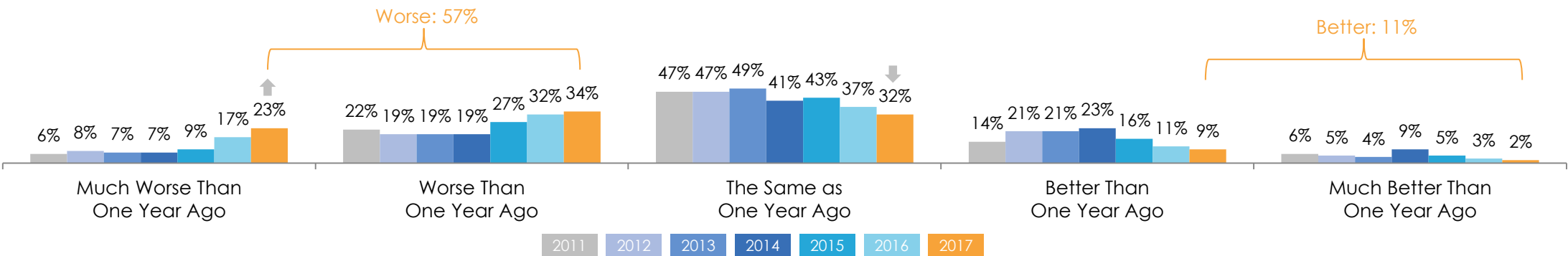


Table 2 Reasons for Change in Workplace Satisfaction

Reasons	2016	2017
NET: Negative	73%	79%
Poor leadership by chief / senior leadership	18%	21%
Low morale / stress / frustration of members	13%	17%
Don't care about officers / employees / don't listen to us / don't feel supported	6%	17%
Management fails to address / in denial / no attempts to fix problem / do not make decisions / make poor decisions	2%	17%
Things change but don't change / same as last year	17%	14%
Heavy workload / overworked officers / too many projects / no time to get all the work done	11%	14%
CPS is in disarray / disorganized / no direction	13%	9%
Communication issues / need better communication with public and internally	9%	9%
NET: Positive	31%	28%
I like my job / job satisfaction / enjoy the work	7%	7%
Good management / leadership / supervisors	<1%	5%

↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

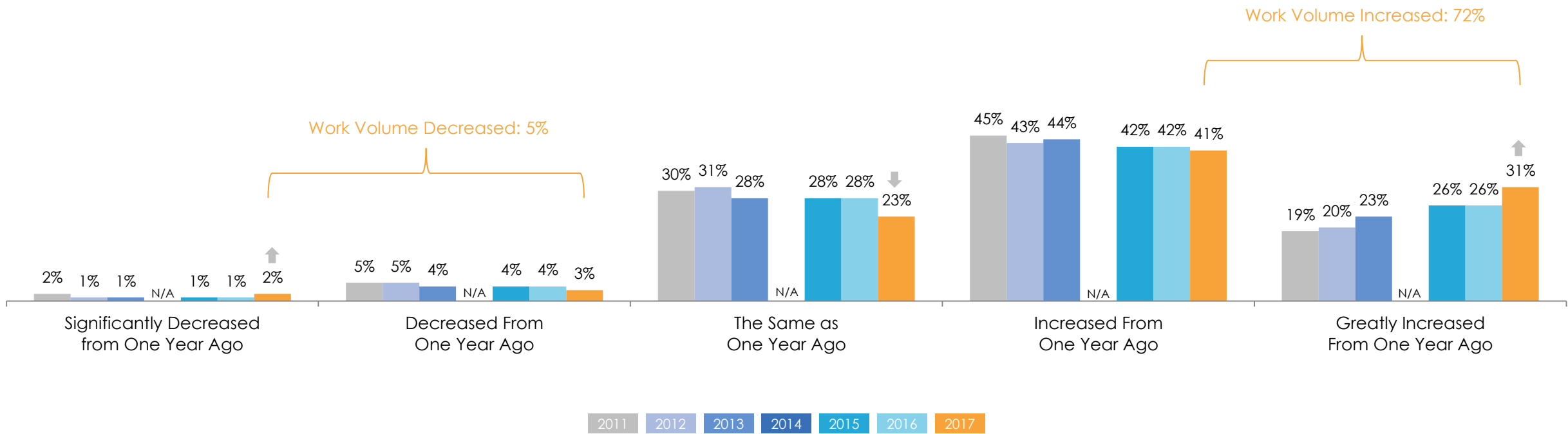
See Appendix D for detailed results.

16. Has your satisfaction with CPS as a workplace become worse, stayed the same or become better over the last year?

19. Why is your satisfaction with CPS as a workplace _____?

Almost three-quarters of employees feel their work volume has increased from one year ago.

Figure 22 Work Volume

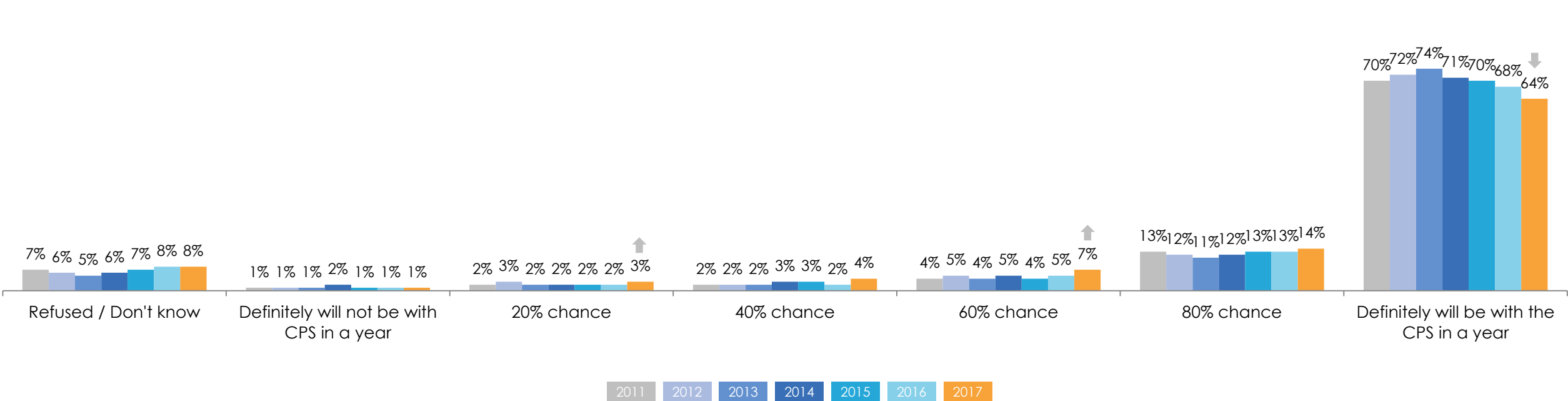


↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

11. Do you feel your work volume has increased, decreased or stayed about the same over the last year?

Employees who say they will definitely be with the CPS in one year is declining.

Figure 23 Likelihood to Remain at CPS



↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

Working at CPS



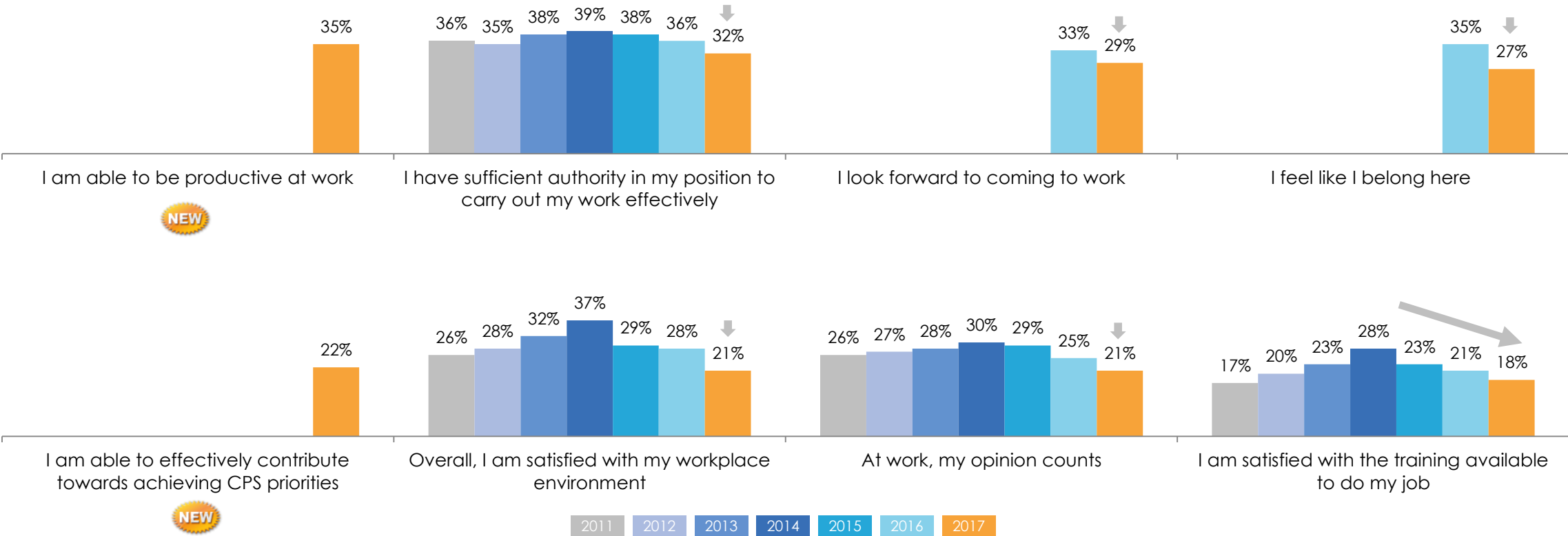
Feelings of low morale, poor leadership and heavy workloads are having a negative impact on employee perceptions of working at CPS.

Table 3 Working at the Calgary Police Service

Description	2016	2017
Net: Negative	62%	76%
Low morale / stress / frustration of members	21%	30%
Poor leadership by chief / senior leadership	13%	15%
Heavy workload / overworked officers / too many projects / no time to get all the work done / workload compromises quality	11%	12%
CPS is in disarray / disorganized / no direction	12%	11%
Lack of employees / short-staffed / officers not deployed to appropriate areas / not allocated where most required (no mention of street)	11%	11%
Many changes happening / uncertainty about future	12%	7%
Don't care about officers / employees / don't listen to us / don't feel supported	3%	7%
Communication issues / need better communication internally and with public	8%	6%
Poor / toxic working atmosphere / environment / culture	2%	6%
Negative tenure mentions	--	6%
Net: Positive	56%	49%
Great organization / capable and successful / run well / CPS is a great organization with great reputation nationwide	--	13%
I like my job / job satisfaction / enjoy the work	3%	12%
Good / excellent staff around me / great coworkers	9%	10%
I like coming to work / enjoyable / come to work happy and excited	--	7%
Supervisor gives good support / I am supported	1%	5%

Employee satisfaction with their workplace environment and training is declining. They are also less likely to believe their opinion counts.

Figure 24 Performance – Top Box (%9-10)
(See Appendix D for full distribution of scores)

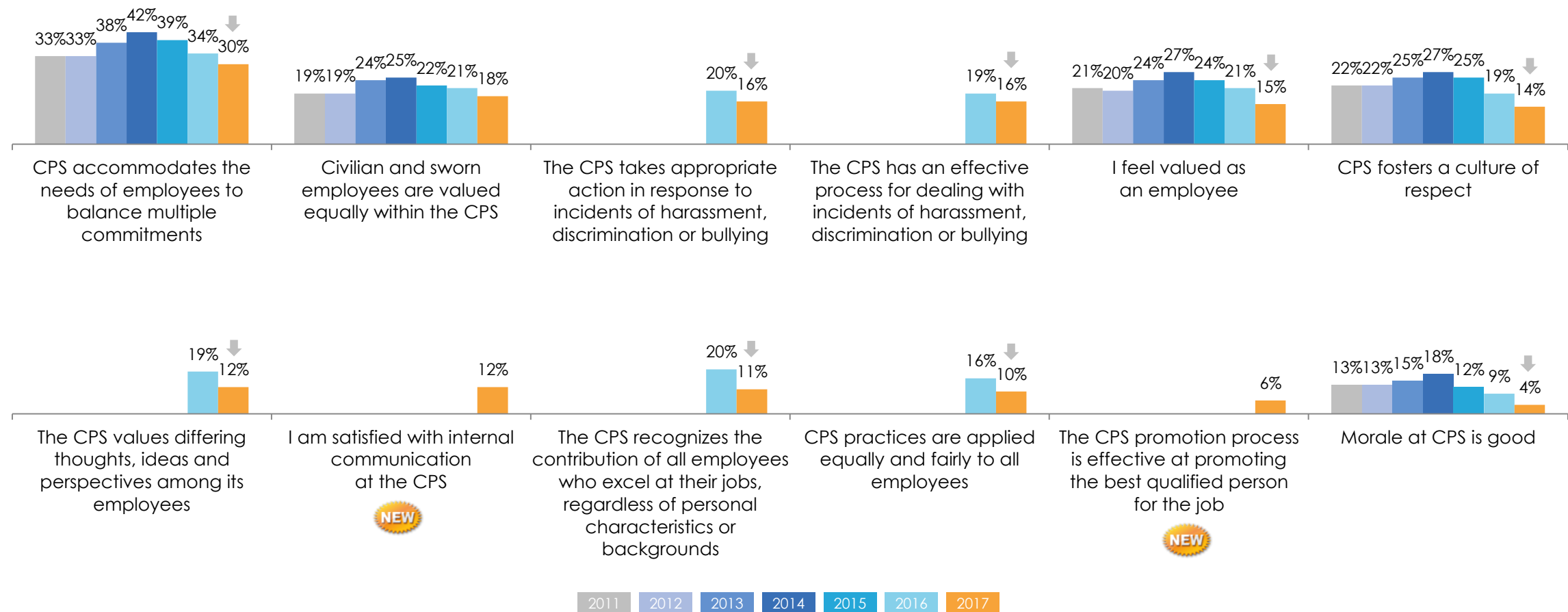


B2. The following statements are about your OVERALL work perceptions at CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your OVERALL work at CPS.
B3. The following statements are about specific aspects of your work at CPS. Again, for each aspect please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.
I5. Please indicate the extent to which you AGREE or DISAGREE with the statement: "Overall, I am satisfied with my workplace environment."

↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

Satisfaction with the promotion process and morale have the lowest scores in the survey.

Figure 25 Performance – Top Box (%9-10)
(See Appendix D for full distribution of scores)



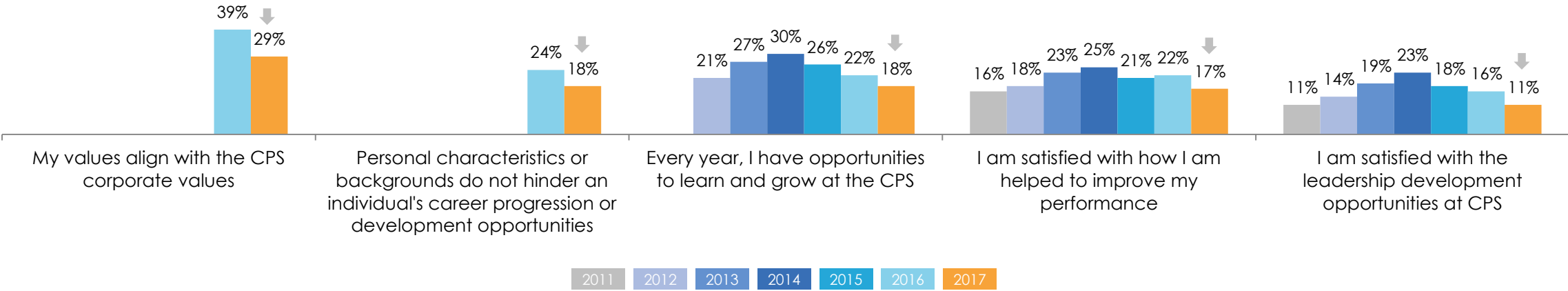
B2. The following statements are about your OVERALL work perceptions at CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your OVERALL work at CPS.

B3. The following statements are about specific aspects of your work at CPS. Again, for each aspect please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.

↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

Opportunities for learning, growing and leadership development are declining.

Figure 26 **Performance – Top Box (%9-10)**
(See Appendix D for full distribution of scores)



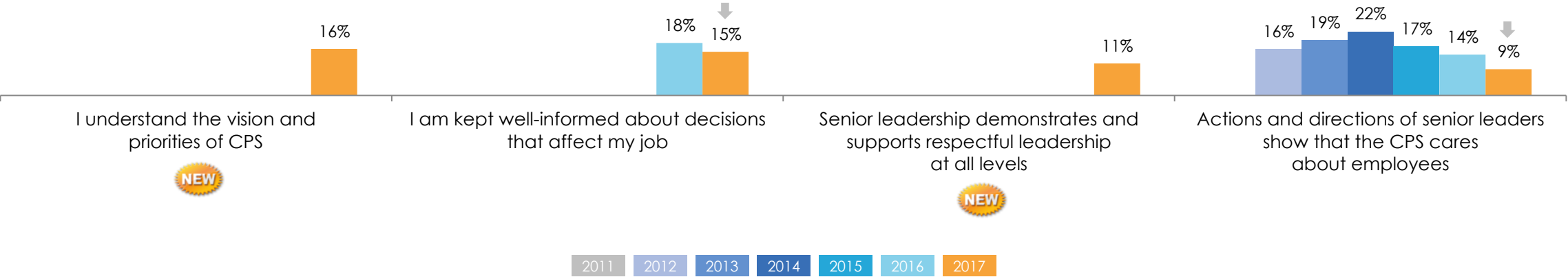
B2. The following statements are about your OVERALL work perceptions at CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your OVERALL work at CPS.

B3. The following statements are about specific aspects of your work at CPS. Again, for each aspect please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.

↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

Perceptions that actions and directions of senior leaders show that CPS cares about employees is at a low point.

Figure 27 **Performance – Top Box (%9-10)**
(See Appendix D for full distribution of scores)



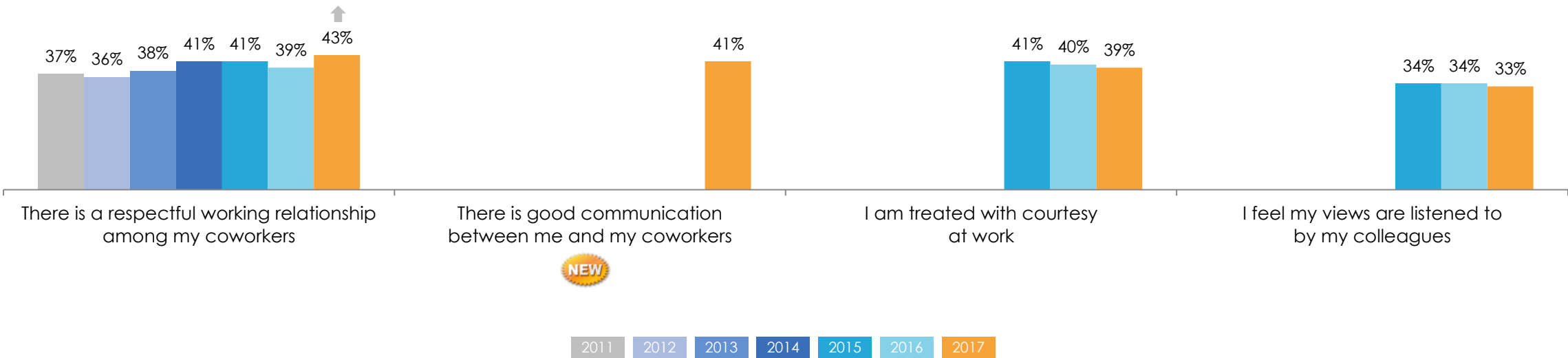
B2. The following statements are about your OVERALL work perceptions at CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your OVERALL work at CPS.

B3. The following statements are about specific aspects of your work at CPS. Again, for each aspect please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.

↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

Respectful working relationship among coworkers improved.

Figure 28 Performance – Top Box (%9-10)
(See Appendix D for full distribution of scores)



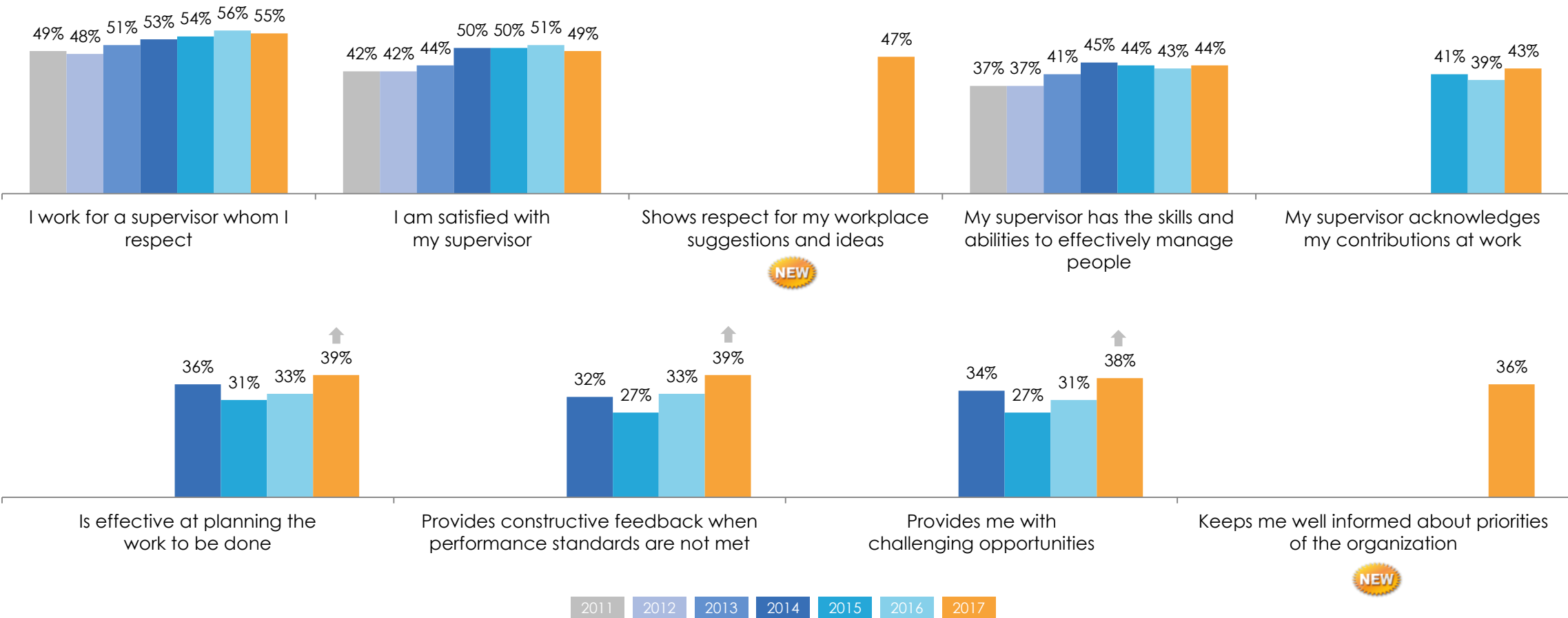
B2. The following statements are about your OVERALL work perceptions at CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your OVERALL work at CPS.

B3. The following statements are about specific aspects of your work at CPS. Again, for each aspect please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.

↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

Measures for supervisors are stable or have improved.

Figure 29 Performance – Top Box (%9-10)
(See Appendix D for full distribution of scores)



B4. The following statements are about your direct supervisor at CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your direct supervisor at CPS.

↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

A photograph of two young women in school safety patrol uniforms. They are both smiling and looking towards the camera. The woman on the left is holding a microphone. They are wearing dark blue short-sleeved shirts with patches that say "CALGARY" and "SCHOOL SAFETY PATROL". The woman on the right is wearing a white apron with "SCHOOL SAFETY PATROL" and "GAMA" printed on it. In the background, there is a banner with large, colorful letters that appear to say "CELEBRATE".

Factors Impacting Workplace Satisfaction

Employees mention the staff/coworkers and being able to make a difference for the community as the things they like best about working at CPS.



Table 4 Like Best About Working at CPS

Reasons	2017
Good / excellent staff around me / great coworkers	43%
Allows you to make a positive difference in the community / worthwhile work / meaningful contribution	19%
I like my job / job satisfaction / enjoy the work	17%
CPS is addressing major public concerns / addresses community issues when they arise / puts citizens first / public's best interests at heart	15%
Pay / benefits are good / pension	11%
Teamwork / family atmosphere / strong feeling of brotherhood / feel like I belong	9%
Rewarding career / fulfilling / job satisfaction / interesting / every day is different	8%
Dynamic / challenging / exciting work / fast-paced / energized	7%
CPS is doing a good job in fighting crime / catch bad guys	5%
Stable job / stability	5%
Good / better supervisor / management / leadership	5%
Improved / good shift / enjoy compressed work week / great schedule	4%
Organization cares about staff / treats staff fairly / with respect / respectful environment / initiatives to encourage respect / supportive environment / helpful / accommodating	4%
Flexibility / freedom to do my job / autonomy	4%

Mentions of less than 4% not reported.

To do their best work, employees are looking for good leadership, an organization that cares about its staff, increased employees to deal with workloads, and more educational opportunities.



Table 5 Help Do Your Best Work

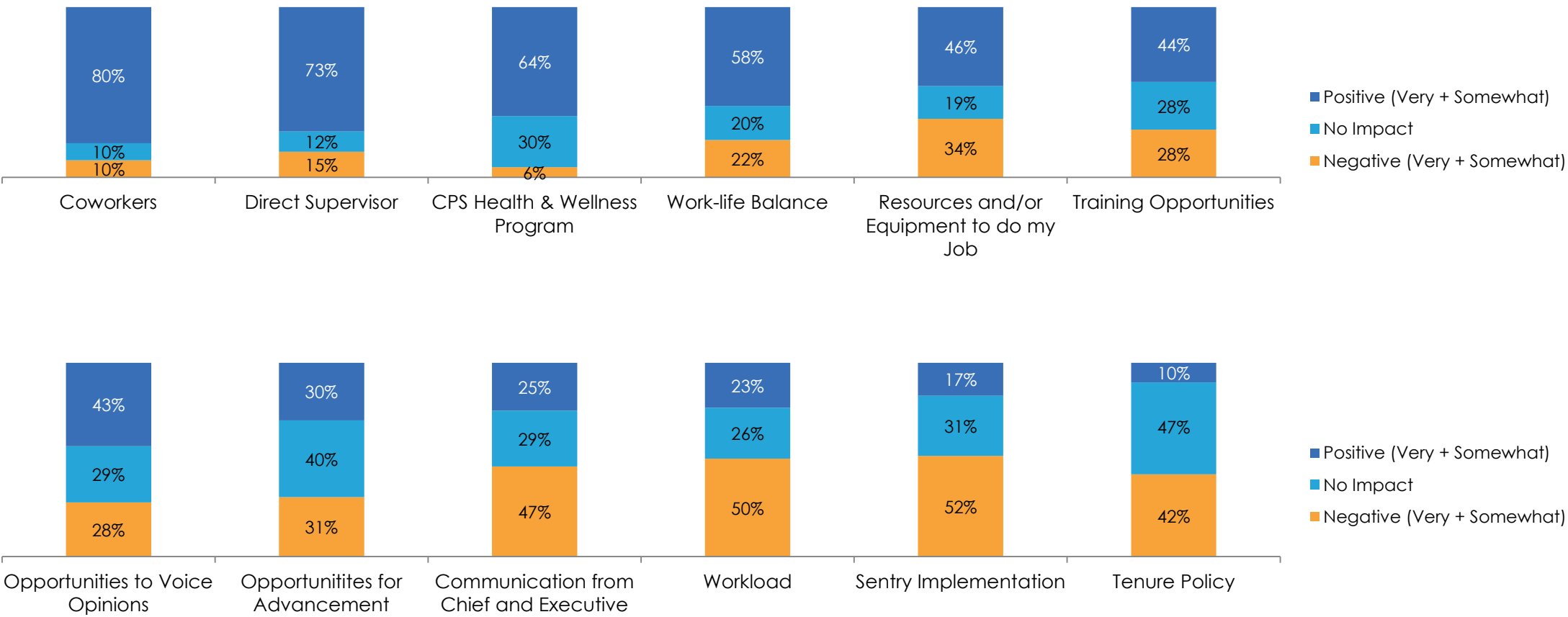
Reasons	2017
Good management / leadership / supervisors	14%
Organization cares about staff / treats staff fairly / with respect	11%
Hire more people / more employees	10%
Learning / education opportunities / lots of chances to takes courses / training	10%
Improvement / positive changes / good path / direction (non-specific) / vision / goal / consistency	10%
Career advancement opportunities / job mobility / been transferred / changed work areas / new position / tenure	8%
Realistic workload / expectations / lighter workload	8%
Improved / good internal / external communication	7%
Large / sufficient numbers of frontline officers / more employees / support of frontline / patrol	6%
Good HR support / regular reviews / feedback on performance / deal with HR issues / terminate employees when needed	4%
Staff is recognized for their work	4%
Consistently current / updated with latest technology / IT	4%
Well-equipped / availability of equipment	4%
CPS continues to excel under the direction of great chief / leadership	4%
Good accountability / people held accountable for their actions / good disciplinary actions	4%
Equal opportunity / everyone has a chance / all areas open to all	4%
Nothing / No specific reason	5%

N2. What is the one thing that would help you to do your best work?

Mentions of less than 4% not reported.

Sentry, workload, and communication from the Chief and Executive are the factors having the highest negative impact on workplace satisfaction.

NEW Figure 30 Impact on Workplace Satisfaction



Employees suggest CPS improve leadership, communications and the promotion process to make the organization more effective.



Table 6

Suggestions to Improve CPS

Reasons	2017
Improve leadership by chief / senior leadership	21%
Improve communication / need better communication with public and internally	15%
Improve promotion procedures / rewards process lacking / favoritism / best person for the job not chosen / nepotism in promotions / people that don't deserve it get the jobs / old boys network / preferential treatment / lack of fairness	15%
Negative tenure mentions	11%
Improve HR / termination / recruiting / have not had a review in years	11%
Show that they care about officers / employees / don't feel supported	10%
Listen to employees / they don't listen to us / our opinions don't matter / not consulted / not included in decision-making	9%
Improve street staffing / below minimum street staffing levels / more officers needed on the street	8%
Improve lack of employees / short-staffed / officers not deployed to appropriate areas / not allocated where most required (no mention of street)	8%
Provide direction / goals / CPS is in disarray / disorganized / no direction	7%
Focus should be on core policing / get back to basics / law enforcement / catching the bad guys	7%
Improve officer training / poorly trained officers / no opportunities to learn / insufficient training / development / increase training budget	6%
Limit accommodations / too much accommodation / people being accommodated for every little thing	6%

Mentions of less than 6% not reported.



Appendices

Appendix A: Research Methodology

All Employees Invited to Participate

The Calgary Police Service has 2,818 civilian and sworn members, and all have an email address. The 2017 CPC Annual Employee Engagement survey was an online survey with data collected between August 14 and September 8, 2017. All members of the CPS across all departments and districts were invited by email to participate. The availability of an online survey over four weeks allowed CPS members to complete the survey when it was convenient for them depending on their schedule. There are CPS members working 24 hours a day, 365 days a year.

Email Invitations Tested

Each email contained a unique survey link to ensure that every employee could only complete the survey once. Prior to survey launch, Illumina sent test emails to ensure the survey passed through the CPS firewall, confirming all employees would receive the email invitation. Illumina staff members and selected internal CPC and CPS employees also tested the online survey to ensure the online survey was accessible through the unique email link and all survey questions were functioning correctly.

Process to Maximize Response Rates

To maximize participation, email reminders were sent to employees who had not yet completed the survey on August 21 and 28. There was also an internal memo sent to all CPS employees on September 5. A 47% participation rate was achieved.

A technical support email address was provided in the email invitation and responses were monitored daily. Any technical issues were quickly resolved so employees were able to complete the survey during the data collection period. All members of the CPS qualified to complete the survey and no member was screened out. All member responses are included in the data results.

Statistical Limitations

Each year, the CPC Employee Engagement research surveys sworn and civilian employees through their assigned email address. Ensuring that all eligible employees with an email address receive the same opportunity to participate through an email invitation is intended to eliminate as much “coverage bias” as possible in this survey. Similar to all online surveys, response bias and non-response bias may still exist, which means the results may not be fully and truly representative of the sentiments of the entire police service.

For the purposes of identifying changes from year to year, traditional significance tests (95% confidence interval) were used. Since there are no established industry standards for indicating real and meaningful differences in this context, we indicated results are “notably” different instead of “statistically significant”. This “notable” difference identifies areas that may warrant attention because of their numeric difference. Further evaluation for their substantive meaning is required by persons knowledgeable about the underlying context and causes in the CPS work environment.

Table 7 Sample Size

	2009	2010	2011	2012	2013	2014	2015	2016	2017
Total CPS employees	1,138	1,272	1,475	1,174	1,469	1,305	1,208	1,548	1,322
Sworn members	710	818	952	749	985	852	785	1,101	939
Civilian members	428	454	523	425	484	453	423	447	383
Response rate	47%	50%	57%	44%	54%	47%	44%	56%	47%

Table 8 2017 Response Rate

	Population	Sample Size
Total CPS employees	2,818	1,322 (47%)
Sworn members	2,078	939 (45%)
Civilian members	740	383 (52%)

The 2017 survey was updated.



Survey Changes

New for 2017

- I understand the vision and priorities of CPS
- I am able to be productive at work
- I am able to effectively contribute towards achieving CPS priorities
- I am satisfied with internal communication at the CPS
- The CPS promotion process is effective at promoting the best qualified person for the job
- Senior leadership demonstrates and supports respectful leadership at all levels
- There is good communication between me and my coworkers
- [My supervisor] keeps me well informed about priorities of the organization
- [My supervisor] shows respect for my workplace suggestions and ideas
- What do you like best about working at CPS
- What is the one thing that would help you to do your best work
- Impact of specific factors on workplace satisfaction
- What are your suggestions for how to improve the CPS and/or make the organization more effective

Removed for 2017

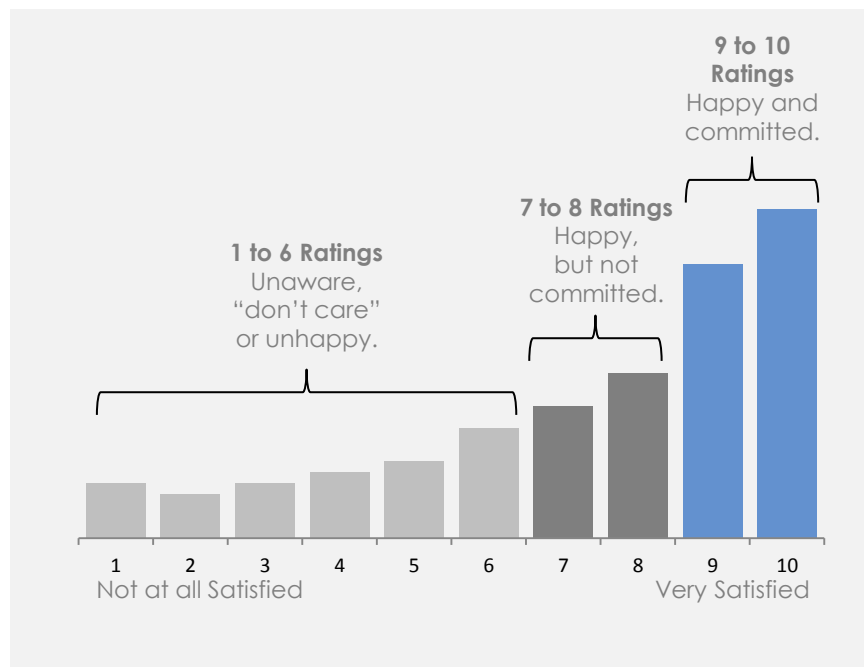
- [My supervisor] focuses on hours of work rather than output
- [My supervisor] has unrealistic expectations about how much work can be done
- [My supervisor] puts in long hours and expects me to do the same
- [My supervisor] micro-manages my work
- [My supervisor] cares more about their own career than the well being of their staff
- The CPS is a diverse workplace
 - Why did you give that rating
- The CPS is an inclusive workplace
 - Why did you give that rating
- Why did you give that rating for "I feel like I belong here"
- I believe a focus on diversity and inclusion at the CPS is important
- The CPS is committed to diversity among its employees
- The CPS is committed to inclusion among its employees

Top box reporting (focusing on 9 and 10 ratings) is a very high standard making the results more focused and actionable.

Top Box Results

Top box results (% of 9 and 10 ratings) are recommended and used rather than mean scores or as a supplement to mean scores. Top box ratings are the best-in-class standard in performance tracking; the most relevant measure for tracking true satisfaction and engagement.

- Research has shown that top box ratings (% of 9 and 10 ratings) are awarded by individuals who have very strong, positive opinions. They are the most satisfied and least likely to change their opinions.
- By collapsing the value ranges into a “top box,” research results become more focused, clear, and actionable.



Scale

- Throughout the survey, rating scales of 1 to 10 are used.
- Unless otherwise noted, rating scales represent: 1=strongly disagree, 10=strongly agree.

Appendix B: Demographics

Table 9 Demographics

Demographics	2009 n=1,138	2010 n=1,272	2011 n=1,475	2012 n=1,174	2013 n=1,469	2014 n=1,305	2015 n=1,208	2016 n=1,548	2017 n=1,322
Gender									
Male	61%	61%	61%	58%	61%	60%	60%	61%	60%
Female	33%	32%	30%	32%	31%	33%	34%	30%	28%
Prefer not to answer	6%	6%	9%	10%	8%	7%	6%	9%	12% ↑
Age									
<24 years old	2%	1%	1%	1%	1%	1%	1%	1%	1%
25-29 years old	9%	10%	8%	8%	8%	7%	6%	7%	6%
30-39 years old	31%	32%	30%	29%	29%	30%	27%	28%	27%
40-49 years old	33%	33%	33%	36%	36%	36%	38%	37%	37%
50-54 years old	11%	10%	10%	9%	9%	10%	11%	11%	11%
55+ years old	7%	7%	7%	7%	7%	9%	10%	8%	8%
Prefer not to answer	8%	7%	12%	11%	10%	7%	7%	9%	11%
Position									
Civilian member	38%	36%	35%	36%	33%	35%	35%	29%	29%
Supervisor	3%	3%	4%	5%	4%	4%	4%	4%	4%
Non-supervisor	34%	33%	32%	32%	29%	30%	31%	25%	25%
Sworn member	62%	64%	65%	64%	67%	65%	65%	71%	71%
Constable	43%	45%	43%	43%	45%	43%	41%	48%	48%
Non-commissioned officer	15%	15%	17%	17%	17%	17%	18%	18%	18%
Senior officer	4%	4%	4%	4%	6%	5%	6%	5%	5%

↑ Denotes notably higher than the previous year

↓ Denotes notably lower than the previous year

Table 10 Demographics

Demographics	2009	2010	2011	2012	2013	2014	2015	2016	2017
	n=1,138	n=1,272	n=1,475	n=1,174	n=1,469	n=1,305	n=1,208	n=1,548	n=1,322
Length of Employment									
3 years or less	28%	29%	24%	18%	18%	19%	18%	18%	15% ↓
4 to 10 years	34%	32%	35%	40%	39%	38%	35%	35%	36%
More than 10 years	38%	40%	41%	42%	43%	43%	46%	46%	49%
Prefer not to answer	<1%	<1%	<1%	1%	<1%	<1%	1%	<1%	1%
Primary Work Area									
Bureau of Operations	N/A	N/A	N/A	N/A	N/A	N/A	N/A	33%	29% ↓
Bureau of Corporate Support	N/A	N/A	N/A	N/A	N/A	N/A	N/A	14%	10% ↓
Bureau of Investigative Support	N/A	N/A	N/A	N/A	N/A	N/A	N/A	14%	12%
Bureau of Operations and Community Support	N/A	N/A	N/A	N/A	N/A	N/A	N/A	11%	11%
Office of the Chief	N/A	N/A	N/A	N/A	N/A	N/A	N/A	5%	5%
Not on this list	N/A	N/A	N/A	N/A	N/A	N/A	N/A	6%	10% ↑
Prefer not to answer	N/A	N/A	N/A	N/A	N/A	N/A	N/A	18%	23% ↑

↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

Table 11 Demographics

Demographics	2009 n=1,138	2010 n=1,272	2011 n=1,475	2012 n=1,174	2013 n=1,469	2014 n=1,305	2015 n=1,208	2016 n=1,548	2017 n=1,322
Division									
Psychological Services	N/A	N/A	N/A	N/A	N/A	N/A	N/A	<1%	-
Finance	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1%	<1%
Strategic Services	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2%	2%
Employee Services	N/A	N/A	N/A	N/A	N/A	N/A	N/A	5%	4%
Infrastructure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2%	1%
Ethics & Accountability	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1%	1%
Real Time Operations / Strategic Intelligence Group	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4%	4%
Patrol Operations	N/A	N/A	N/A	N/A	N/A	N/A	N/A	28%	25%
Criminal Operations Technical Support	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3%	3%
Criminal Investigations	N/A	N/A	N/A	N/A	N/A	N/A	N/A	8%	7%
Integrated Partnership	N/A	N/A	N/A	N/A	N/A	N/A	N/A	5%	3%
Information Management	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3%
Information Technology	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3%
Not on this list	N/A	N/A	N/A	N/A	N/A	N/A	N/A	12%	18%
Prefer not to answer	N/A	N/A	N/A	N/A	N/A	N/A	N/A	23%	25%

Appendix C: EEI Calculations

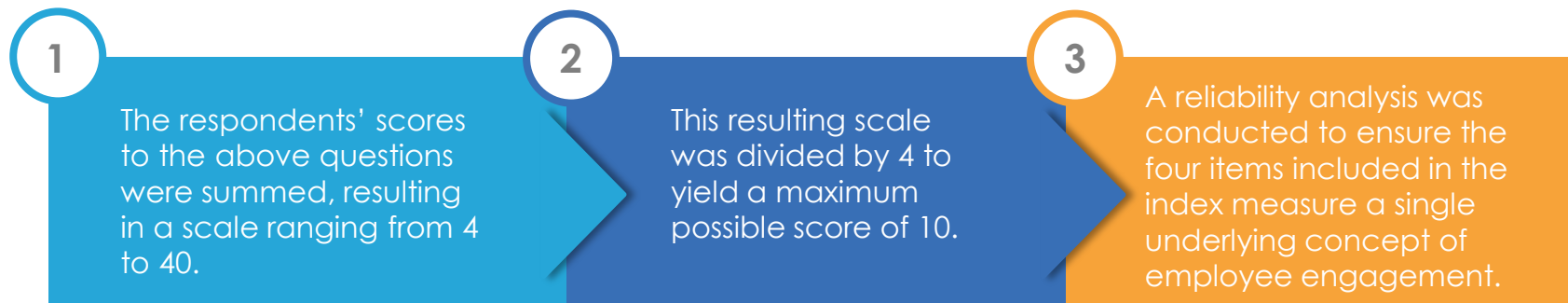
The Calgary Police Employee Engagement Index (EEI) is comprised of four questions that reflect each employees' overall feeling and impression of their current CPS experience



The CPS Employee Engagement Index (EEI)

- ▶ I am proud to say that I work for CPS
 - strongly disagree=1 / strongly agree=10
- ▶ I am satisfied with my current job
 - strongly disagree=1 / strongly agree=10
- ▶ Policing with the CPS / Working for the CPS is a career I would recommend to a friend or family member
 - strongly disagree=1 / strongly agree=10
- ▶ I am motivated to go above and beyond my basic job description
 - strongly disagree=1 / strongly agree=10

How the EEI Was Calculated



Appendix D: Additional Reporting

Table 12

Reasons Given for Overall Performance Rating for CPS

Reasons	2014	2015	2016	2017
NET: Negative	40%	52%	60%	73%
Below minimum street staffing levels / lack of staff / too much work for few officers	14%	25%	9%	15%
Level of service has diminished over time / become reactive rather than proactive	4%	9%	9%	15%
Slow response to citizens' calls	5%	13%	11%	14%
Lack of employees / short-staffed	--	5%	11%	14%
Poor investigations / quality of investigations suffer / no time to investigate / no or poor follow up	5%	8%	9%	9%
Heavy workload / overworked officers / too many projects / no time to get all the work done	--	--	9%	7%
Negative media coverage / recent bad press / incidents in the news / image has taken a hit recently	--	--	7%	6%
Decline in trust / public trust / confidence	--	--	--	6%
Public is not well protected as it should be from crime / safety of citizens not as important as it should be	--	--	--	5%
Low morale / stress / frustration of members	--	--	4%	5%
Wrong focus / need to get back to core policing / focus on important calls	--	4%	4%	5%
Poor leadership by chief / senior leadership	--	--	<1%	5%
Poorly trained officers / no opportunities to learn / insufficient training / development	--	--	1%	4%
NET: Positive	64%	54%	49%	46%
Overall good service / not a lot of issues	6%	7%	13%	19%
CPS members are very supportive of community needs	1%	6%	6%	5%
CPS and citizens of Calgary have a good relationship	4%	4%	6%	7%
Trying hard / doing the best we can	--	3%	4%	4%
CPS works hard / diligent / they care about their performance / motivated / passionate / committed / go above and beyond	--	3%	4%	4%
NET: Neutral	15%	25%	16%	11%
There is always room for improvement / nothing is perfect	14%	15%	13%	10%

Mentions of less than 4% in 2017 not reported.

Table 13 Change in Satisfaction with the Workplace

Reasons	2016	2017
NET: Negative	73%	79%
Poor leadership by chief / senior leadership	18%	21%
Low morale / stress / frustration of members	13%	17%
Don't care about officers / employees / don't listen to us / don't feel supported	6%	17%
Management fails to address / in denial / no attempts to fix problem / do not make decisions / make poor decisions	2%	17%
Things change but don't change / same as last year	17%	14%
Heavy workload / overworked officers / too many projects / no time to get all the work done	11%	14%
CPS is in disarray / disorganized / no direction	13%	9%
Communication issues / need better communication with public and internally	9%	9%
Lack of employees / short-staffed / officers not deployed to appropriate areas / not allocated where most required (no mention of street)	8%	7%
Negative tenure mentions	--	7%
Unfairness / not everyone is treated the same / different standards for different people	--	7%
Lack of accountability / the right people need to be held accountable	2%	7%
Poor promotion procedures / rewards process lacking / best person for the job not chosen	3%	6%
Opportunities are few and far between / outlook for future career path is bleak and dismal	2%	6%
Conflicts between management or supervisors and staff / disconnect between management and street level	--	6%
Negative media coverage / recent bad press / incidents in the news / image has taken a hit	2%	6%
Insufficient budget / underfunded / negative impact of budget cuts	<1%	5%
NET: Positive	31%	28%
I like my job / job satisfaction / enjoy the work	7%	7%
Good management / leadership / supervisors	<1%	5%

Mentions of less than 5% in 2017 not reported.

Table 14

Contribution and Empowerment

Performance of the CPS	2009	2010	2011	2012	2013	2014	2015	2016	2017
I look forward to coming to work	n=1,138	n=1,272	n=1,475	n=1,174	n=1,469	n=1,305	n=1,208	n=1,548	n=1,322
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	33%	29% ↓
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	35%	34%
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	32%	37% ↑
I am able to be productive at work									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	35%
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	39%
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	26%
I feel like I belong here									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	35%	27% ↓
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	34%	31% ↓
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	31%	43% ↑
I am able to effectively contribute towards achieving CPS priorities									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	22%
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	38%
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	40%
Overall, I am satisfied with my workplace environment									
Strongly Agree (Top Box 9-10)	25%	26%	26%	28%	32%	37%	29%	28%	21% ↓
Middle Box 7-8	52%	52%	48%	43%	42%	39%	41%	37%	36%
Disagree (Bottom Box 1-6)	23%	22%	27%	29%	26%	24%	30%	35%	43% ↑

B2. The following statements are about your OVERALL work perceptions at CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your OVERALL work at CPS.

B3. The following statements are about specific aspects of your work at CPS. Again, for each aspect please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.

I5. Please indicate the extent to which you AGREE or DISAGREE with the statement: "Overall, I am satisfied with my workplace environment."

↑ Denotes notably higher than the previous year
 ↓ Denotes notably lower than the previous year

Table 15

Contribution and Empowerment

Performance of the CPS	2009	2010	2011	2012	2013	2014	2015	2016	2017
I have sufficient authority in my position to carry out my work effectively	n=1,138	n=1,272	n=1,475	n=1,174	n=1,469	n=1,305	n=1,208	n=1,548	n=1,322
Strongly Agree (Top Box 9-10)	44%	45%	36%	35%	38%	39%	38%	36%	32% ↓
Middle Box 7-8	38%	38%	42%	43%	41%	40%	40%	37%	37%
Disagree (Bottom Box 1-6)	17%	17%	22%	23%	21%	21%	22%	27%	31% ↑
At work, my opinion counts									
Strongly Agree (Top Box 9-10)	31%	29%	26%	27%	28%	30%	29%	25%	21% ↓
Middle Box 7-8	40%	40%	39%	37%	37%	38%	39%	37%	33% ↓
Disagree (Bottom Box 1-6)	29%	32%	35%	37%	36%	33%	33%	38%	46% ↑
I am satisfied with the training available to do my job									
Strongly Agree (Top Box 9-10)	23%	22%	17%	20%	23%	28%	23%	21%	18%
Middle Box 7-8	40%	41%	40%	37%	41%	39%	41%	36%	32% ↓
Disagree (Bottom Box 1-6)	36%	37%	43%	43%	36%	34%	36%	43%	49% ↑

B2. The following statements are about your OVERALL PERCEPTIONS of working at the CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.

B3. The following statements are about specific aspects of your work at CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.

↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

Table 16

Workplace Effectiveness

Performance of the CPS	2009	2010	2011	2012	2013	2014	2015	2016	2017
CPS practices are applied equally and fairly to all employees	n=1,138	n=1,272	n=1,475	n=1,174	n=1,469	n=1,305	n=1,208	n=1,548	n=1,322
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	16%	10% ↓
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	27%	21% ↓
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	57%	69% ↑
The CPS values differing thoughts, ideas and perspectives among its employees									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	19%	12% ↓
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	32%	27% ↓
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	49%	62% ↑
CPS fosters a culture of respect									
Strongly Agree (Top Box 9-10)	27%	25%	22%	22%	25%	27%	25%	19%	14% ↓
Middle Box 7-8	43%	44%	41%	39%	39%	40%	37%	34%	30% ↓
Disagree (Bottom Box 1-6)	31%	31%	37%	40%	37%	33%	39%	47%	56% ↑
The CPS takes appropriate action in response to incidents of harassment, discrimination or bullying									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	20%	16% ↓
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	32%	27% ↓
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	47%	57% ↑
The CPS promotion process is effective at promoting the best qualified person for the job									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	6%
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	15%
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	79%

B2. The following statements are about your OVERALL PERCEPTIONS of working at the CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.

B3. The following statements are about specific aspects of your work at CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.

↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

Table 17

Workplace Effectiveness

Performance of the CPS	2009	2010	2011	2012	2013	2014	2015	2016	2017
The CPS recognizes the contribution of all employees who excel at their jobs, regardless of personal characteristics or backgrounds	n=1,138	n=1,272	n=1,475	n=1,174	n=1,469	n=1,305	n=1,208	n=1,548	n=1,322
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	20%	11% ↓
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	30%	24% ↓
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	50%	65% ↑
The CPS has an effective process for dealing with incidents of harassment, discrimination or bullying									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	19%	16% ↓
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	32%	28% ↓
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	48%	57% ↑
Morale at CPS is good									
Strongly Agree (Top Box 9-10)	19%	18%	13%	13%	15%	18%	12%	9%	4% ↓
Middle Box 7-8	49%	51%	42%	43%	47%	45%	38%	28%	18% ↓
Disagree (Bottom Box 1-6)	32%	32%	45%	44%	39%	37%	49%	63%	78% ↑
I am satisfied with internal communication at the CPS									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	12%
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	25%
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	63%
I feel valued as an employee									
Strongly Agree (Top Box 9-10)	24%	24%	21%	20%	24%	27%	24%	21%	15% ↓
Middle Box 7-8	40%	42%	38%	38%	38%	39%	36%	32%	27% ↓
Disagree (Bottom Box 1-6)	36%	34%	41%	42%	38%	34%	40%	47%	58% ↑

B2. The following statements are about your OVERALL PERCEPTIONS of working at the CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.

B3. The following statements are about specific aspects of your work at CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.

↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

Table 18

Workplace Effectiveness

Performance of the CPS	2009	2010	2011	2012	2013	2014	2015	2016	2017
Civilian and Sworn employees are valued equally within the CPS	n=1,138	n=1,272	n=1,475	n=1,174	n=1,469	n=1,305	n=1,208	n=1,548	n=1,322
Strongly Agree (Top Box 9-10)	21%	22%	19%	19%	24%	25%	22%	21%	18%
Middle Box 7-8	33%	33%	36%	35%	36%	35%	34%	31%	27% ↓
Disagree (Bottom Box 1-6)	46%	45%	45%	46%	40%	40%	43%	48%	54% ↑
CPS accommodates the needs of employees to balance multiple commitments									
Strongly Agree (Top Box 9-10)	39%	42%	33%	33%	38%	42%	39%	34%	30% ↓
Middle Box 7-8	37%	37%	40%	38%	36%	35%	36%	35%	32%
Disagree (Bottom Box 1-6)	25%	21%	27%	29%	26%	22%	25%	31%	39% ↑

B2. The following statements are about your OVERALL PERCEPTIONS of working at the CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.

B3. The following statements are about specific aspects of your work at CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.

↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

Table 19 Development

Performance of the CPS	2009	2010	2011	2012	2013	2014	2015	2016	2017
I am satisfied with the leadership development opportunities in the CPS	n=1,138	n=1,272	n=1,475	n=1,174	n=1,469	n=1,305	n=1,208	n=1,548	n=1,322
Strongly Agree (Top Box 9-10)	15%	14%	11%	14%	19%	23%	18%	16%	11% ↓
Middle Box 7-8	40%	39%	36%	37%	39%	40%	38%	34%	29% ↓
Disagree (Bottom Box 1-6)	45%	47%	53%	49%	42%	37%	44%	50%	61% ↑
Personal characteristics or backgrounds do not hinder an individual's career progression or development opportunities at CPS									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	24%	18% ↓
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	30%	24% ↓
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	46%	58% ↑
Every year, I have opportunities to learn and grow at the CPS									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	21%	27%	30%	26%	22%	18% ↓
Middle Box 7-8	N/A	N/A	N/A	40%	37%	37%	36%	35%	30% ↓
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	40%	36%	32%	38%	43%	52% ↑
My values align with the CPS corporate values									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	39%	29% ↓
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	37%	35%
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	24%	36% ↑
I am satisfied with how I am helped to improve my performance									
Strongly Agree (Top Box 9-10)	18%	23%	16%	18%	23%	25%	21%	22%	17% ↓
Middle Box 7-8	37%	35%	38%	36%	38%	38%	39%	34%	31%
Disagree (Bottom Box 1-6)	45%	42%	45%	46%	40%	36%	40%	45%	52% ↑

B2. The following statements are about your OVERALL PERCEPTIONS of working at the CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.

B3. The following statements are about specific aspects of your work at CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.

↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

Table 20

Leadership

Performance of the CPS	2009	2010	2011	2012	2013	2014	2015	2016	2017
Actions and directions of senior leaders show that the CPS cares about employees	n=1,138	n=1,272	n=1,475	n=1,174	n=1,469	n=1,305	n=1,208	n=1,548	n=1,322
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	16%	19%	22%	17%	14%	9% ↓
Middle Box 7-8	N/A	N/A	N/A	34%	35%	38%	33%	26%	20% ↓
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	49%	46%	40%	50%	60%	71% ↑
Senior leadership demonstrates and supports respectful leadership at all levels									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	11%
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	22%
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	67%
I understand the vision and priorities of CPS									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	16%
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	29%
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	56%
I am kept well-informed about decisions that affect my job									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	18%	15% ↓
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	29%	26% ↓
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	53%	59% ↑

B2. The following statements are about your OVERALL PERCEPTIONS of working at the CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.

B3. The following statements are about specific aspects of your work at CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.

Table 21 My Team

Performance of the CPS	2009	2010	2011	2012	2013	2014	2015	2016	2017
There is good communication between me and my coworkers	n=1,138	n=1,272	n=1,475	n=1,174	n=1,469	n=1,305	n=1,208	n=1,548	n=1,322
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	41%
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	41%
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	18%
There is a respectful working relationship among my coworkers									
Strongly Agree (Top Box 9-10)	43%	45%	37%	36%	38%	41%	41%	39%	43% ↑
Middle Box 7-8	38%	37%	42%	41%	41%	40%	39%	39%	36%
Disagree (Bottom Box 1-6)	19%	19%	21%	23%	21%	20%	20%	22%	21%
I feel my views are listened to by my colleagues									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	34%	34%	33%
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	44%	40%	43%
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	23%	26%	24%
I am treated with courtesy at work									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	41%	40%	39%
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	40%	36%	38%
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	19%	24%	23%

B2. The following statements are about your OVERALL PERCEPTIONS of working at the CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.

B3. The following statements are about specific aspects of your work at CPS. For each statement please SELECT the number that indicates how strongly you AGREE or DISAGREE that the statement describes your work at CPS.

↑ Denotes notably higher than the previous year
↓ Denotes notably lower than the previous year

Table 22

My Supervisor

Performance of the CPS	2009	2010	2011	2012	2013	2014	2015	2016	2017
Has the skills and abilities to effectively manage people	n=1,138	n=1,272	n=1,475	n=1,174	n=1,469	n=1,305	n=1,208	n=1,548	n=1,322
Strongly Agree (Top Box 9-10)	42%	42%	37%	37%	41%	45%	44%	43%	44%
Middle Box 7-8	32%	32%	32%	32%	30%	30%	31%	28%	29%
Disagree (Bottom Box 1-6)	26%	26%	30%	31%	29%	25%	26%	29%	27%
Is effective at planning the work to be done									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	36%	31%	33%	39% ↑
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	32%	34%	32%	30%
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	32%	36%	34%	30% ↓
Acknowledges my contributions at work									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	41%	39%	43%
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	33%	30%	29%
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	26%	31%	28%
Provides constructive feedback when performance standards are not met									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	32%	27%	33%	39% ↑
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	31%	35%	32%	30%
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	37%	38%	36%	32% ↓
I work for a supervisor whom I respect									
Strongly Agree (Top Box 9-10)	57%	58%	49%	48%	51%	53%	54%	56%	55%
Middle Box 7-8	24%	24%	28%	27%	27%	26%	27%	24%	23%
Disagree (Bottom Box 1-6)	19%	19%	23%	25%	22%	20%	19%	20%	22%

↑ Denotes notably higher than the previous year

↓ Denotes notably lower than the previous year

Table 23

My Supervisor

Performance of the CPS	2009	2010	2011	2012	2013	2014	2015	2016	2017
I am satisfied with my supervisor	n=1,138	n=1,272	n=1,475	n=1,174	n=1,469	n=1,305	n=1,208	n=1,548	n=1,322
Strongly Agree (Top Box 9-10)	50%	47%	42%	42%	44%	50%	50%	51%	49%
Middle Box 7-8	29%	30%	31%	29%	32%	28%	28%	26%	25%
Disagree (Bottom Box 1-6)	21%	23%	27%	29%	24%	23%	23%	24%	26%
Shows respect for my workplace suggestions and ideas									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	47%
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	30%
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	23%
Keeps me well informed about priorities of the organization									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	36%
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	31%
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	33%
Provides me with challenging opportunities									
Strongly Agree (Top Box 9-10)	N/A	N/A	N/A	N/A	N/A	34%	27%	31%	38% ↑
Middle Box 7-8	N/A	N/A	N/A	N/A	N/A	34%	37%	32%	31%
Disagree (Bottom Box 1-6)	N/A	N/A	N/A	N/A	N/A	32%	36%	37%	31% ↓

↑ Denotes notably higher than the previous year

↓ Denotes notably lower than the previous year

Appendix E: Questionnaire



Calgary Police Commission 2017 Calgary Police Service Annual Employee Survey

SAMPLE SOURCE/COUNTRY/DETAILS:

COUNTRY	LANGUAGE(S)	SOURCE(S)
Canada	English	Client sample

QUOTAS:

Not quota, as many as possible

Preamble

July 24, 2017

Overall Project Purpose

1. Inform policy setting and business planning
2. Provide enhanced quality of information and depth of understanding
3. Support the CPS performance evaluation

Employee Survey Objectives

- To maintain a survey length of 15 minutes or less to minimize respondent fatigue
- To have statistically valid sample of viewpoints
- To work collaboratively with the Commission and CPS planning teams to ensure the survey design meets the needs of both the CPC and CPS to:
 - o Provide information necessary to support CPC's oversight role
 - o Provide actionable management information for CPS operational decision making
- To understand perspectives of the CPS employees' on quality of services provided and job satisfaction
- To identify areas of strength as well as key concerns and issues relating to job satisfaction and employee engagement

Method

- Online survey to all CPS members, sworn and civilian
- Timeline for field: 3 weeks



Calgary Police Commission 2017 Calgary Police Service Employee Survey

PROGRAMMING TO START HERE

PROGRAMMING INVITE INFO

From address: CPSEmployeeSurvey@surveys-illumina.com

Reply to: CPSSurveySupport@surveys-illumina.com

SURVEY INVITATION

From: Calgary Police Commission
Subject: CPS Annual Employee Survey

Thank you for taking the time to complete this Calgary Police Commission sponsored annual survey of all Calgary Police Service employees. This year's survey will likely take you about 15 minutes to complete, depending on your answers. For your convenience, you may pause and return to the survey form as often as you like.

The results of the survey will be used by the Calgary Police Commission and the Calgary Police Service to examine workplace and employee services and consider opportunities for improvement. As a token of our appreciation for your time and your insight, you can enter a prize draw to win a \$500 VISA gift card at the end of the survey.

Please be assured that all survey responses will remain strictly confidential and will NOT be associated with you personally. The survey responses are collected using alias email addresses to ensure confidentiality by Illumina Research Partners on behalf of the Calgary Police Commission and will NOT be cross-referenced in any way to reveal individual identities. In accordance with Marketing Research and Intelligence Association policy (<http://mria-arim.ca>), personally identifiable information will remain with Illumina at all times and will NOT be provided to the Calgary Police Commission or the Calgary Police Service.

To access the survey from your phone, tablet, home or office computer, simply click on the link below. If your email does not support hotlinks, cut and paste the link into your browser.

<LINK>

To ensure your opinions are taken into consideration, and that you are entered into the prize draw, we ask that you please complete the survey by September 7, 2017, at which point we will be analyzing the results of the study.

If you have any questions related to the survey please contact Lori DeLuca, Communications & Policy Director with the Calgary Police Commission (LDeLuca@calgarypolicecommission.ca) or Cale Rasmussen, Research Director with Illumina Research Partners (crasmussen@illumina-research.com). Please do not respond directly to this email.

If you encounter technical difficulties while filling out this survey, please contact CPSSurveySupport@Surveys-illumina.com.

Your input is important and so, again, on behalf of the Calgary Police Commission, we thank you in advance for completing this survey.

Helpful Hints

INFONODE

Welcome to the Calgary Police Commission 2017 Survey of CPS Employees

Before we get started, a couple of helpful hints...

Once you've answered all questions on the screen, click on "Next" button at the bottom of the screen to advance to the next screen in the survey. You may need to scroll down to see these navigation buttons.

Please read each question carefully, including any directions regarding how to respond.

Short on time? You can always start now and come back later. Upon advancing to a new screen, your answers will be saved and you can return where you left off. Simply click on the link in the email invitation to return to the survey anytime.

Please:

- Ensure entries are made using your computer mouse ONLY
- DO NOT use the "enter" key to submit your responses
- DO NOT use the forward and back buttons on your browser's navigation bar to move forward and back in the survey.

Thanks again!

PROGRAMMING NOTES:

- Unless otherwise stated allow for sufficient text in all open-ended questions as respondents generally supply very long answers within open-ends; please ensure long responses are allowed for all open-ended questions.
- Watch for statements to be asked of Sworn and/or Civilian employees.
- Include back button → Programmer must confirm back button doesn't cause issues with data
- Upon completion of the survey respondents are to submit their form and their URL is to be terminated (thereby avoiding any duplicate or repeat respondents)
 - <<Submit Completed Survey>>
- A pop-up on the "submit" button to say:
 - "Submitting the survey will end your ability to reenter the survey. Are you sure you want to submit your final survey?" Yes No
- Respondents must be given the ability to view the link via work address or alternative address (if forwarded by respondent).
- It is NOT okay to change alpha pre-codes to numeric codes.
- For visually impaired employees, each attribute needs to have their own scale list for the reader to identify. Otherwise, it reads the columns and then all 20 some attributes, making it difficult to fill out.
- This year's data MUST match with last year's historical dataset file setup attached below—sent by Cale on July 6, 2017. Please note there have been many questionnaire changes over time. It is extremely important the variable labels the client receives in the final dataset match exactly so they can ensure data integrity and limit the amount of time between field end and analysis. Please note the provided dataset still includes variables/questions from 2016 that were removed for 2017. Feel free to rename variables/questions new for 2017 as you see fit.

SECTION 1: Introduction

SC

1. To begin, are you a.....
['Civilian member' and 'Sworn member' are headings, not selections]

1. Civilian member
 - a. Supervisor
 - b. Non-supervisor
2. Sworn member
 - a. Constable
 - b. Non-commissioned officer
 - c. Senior officer

DROP DOWN MENU

2. How long have you been employed by the Calgary Police Service (CPS)?

[DROP DOWN MENU OF YEARS STARTING AT LESS THAN 1 YEAR TO MORE THAN 35 YEARS
(INCLUDE "PREFER NOT TO ANSWER" IN THE DROP DOWN MENU)]

Less than 1 year
1 year
2 years
3 years
4 years
↓
↓
35 years
More than 35 years
Prefer not to answer

SECTION A: Overall Perceptions of Safety

INFONODE

As a member of the Calgary Police Service we would like your perspective on safety and crime issues in the City of Calgary.

SC

A1. Please rate your level of agreement with the statement that "Calgary is a safe city to live in."

- 1 – Strongly agree
- 2 – Somewhat agree
- 3 – Somewhat disagree
- 4 – Strongly disagree

SC

A2. Overall, how satisfied are you with the services provided by the Calgary Police to the citizens of Calgary?

- 1 – Very satisfied
- 2 – Satisfied
- 3 – Dissatisfied
- 4 – Very dissatisfied

SCALE 1-10

A4. Taking into consideration all of the different aspects of policing and the services provided by the CPS to citizens, please rate the CPS overall, where 1 is "poor" and 10 is "excellent". Please base your response on your overall general perceptions of the CPS and the interaction of the Service with citizens as a whole.



OE CHA - NOT MANDATORY

A5. Why did you give that rating for the CPS overall?

OPTIONAL RESPONSE - ALLOW RESPONDENTS TO MOVE FORWARD WITHOUT ANSWERING, HOWEVER DO NOT ANNOUNCE THEY DO NOT NEED TO SUPPLY AN ANSWER

1 – OPEN-END

Please be as specific as possible when entering your answer in the space provided.

SECTION B: WORKING AT THE CPS

Now we would like to focus on you and your work environment at the Calgary Police Service.

OE CHA - NOT MANDATORY

B1. Thinking about your workplace experiences over the last 12 months, how would you describe working at the Calgary Police Service?

OPTIONAL RESPONSE - ALLOW RESPONDENTS TO MOVE FORWARD WITHOUT ANSWERING, HOWEVER DO NOT ANNOUNCE THEY DO NOT NEED TO SUPPLY AN ANSWER

1 – OPEN-END

Please be as specific as possible when entering your answer in the space provided.

GRID SC PER ROW

B2. The following statements are about your OVERALL perceptions of working at CPS.

For each statement please **SELECT** the number that indicates:
How strongly you **AGREE** or **DISAGREE** that the statement describes your **OVERALL** work at CPS.
Note: For the statements below, by the word "supervisor" we are referring to the person to whom you report directly.

PLEASE CONSIDER WHILE FORMATTING THIS SECTION THAT MOST RESPONDENTS WILL BE USING A 15 INCH COMPUTER MONITOR

I agree/disagree that ...

COLUMNS

- 1 Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10 Strongly Agree

ROWS. RANDOMIZE

1	I feel valued as an employee
2	Morale at CPS is good
3	I am satisfied with my current job
6	I am satisfied with my supervisor
8	I am satisfied with the training available to do my job
10	I am satisfied with the leadership development opportunities in the CPS
	Personal characteristics or backgrounds do not hinder an individual's career progression or

	development opportunities at CPS
	CPS practices are applied equally and fairly to all employees
	I understand the vision and priorities of CPS
	The CPS recognizes the contribution of all employees who excel at their jobs, regardless of personal characteristics or backgrounds.

I agree/disagree that ...

RANDOMIZE

13	I am satisfied with how I am helped to improve my performance
9	Actions and directions of senior leaders show that the CPS cares about employees
14	I am motivated to go above and beyond my basic job description
15	Every year, I have opportunities to learn and grow at the CPS
	I feel like I belong here
	My values align with the CPS corporate values
7	CPS fosters a culture of respect
14	Senior leadership demonstrates and supports respectful leadership at all levels
	The CPS promotion process is effective at promoting the best qualified person for the job
	The CPS values differing thoughts, ideas and perspectives among its employees

GRID, SCALE, 1-10

B3. The following statements are about specific aspects of your work at CPS.

Again, for each aspect please **SELECT** the number that indicates:
How strongly you **AGREE** or **DISAGREE** that the statement describes **your work at CPS**.
Note: For the statements below, by the word "supervisor" we are referring to the person to whom you report directly.

PLEASE CONSIDER WHILE FORMATTING THIS SECTION THAT MOST RESPONDENTS WILL BE USING A 15 INCH COMPUTER MONITOR

COLUMNS:

- 1 Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10 Strongly Agree

I agree/disagree that ...

ROWS. RANDOMIZE

1	I am proud to say that I work for CPS
2	At work, my opinion counts
3	There is a respectful working relationship among my coworkers
4	I work for a supervisor whom I respect
6	CPS accommodates the needs of employees to balance multiple commitments (e.g., work, family, education, community, etc.)
	The CPS takes appropriate action in response to incidents of harassment, discrimination or bullying
	The CPS has an effective process for dealing with incidents of harassment, discrimination or bullying
12	Civilian and sworn employees are valued equally within the CPS

I agree/disagree that ...

ROWS. RANDOMIZE

13	I have sufficient authority in my position to carry out my work effectively
22	I am treated with courtesy at work
24	I feel my views are listened to by my colleagues
	I look forward to coming to work
	I am kept well-informed about decisions that affect my job
	I am satisfied with internal communication at the CPS
	There is good communication between me and my coworkers
	I am able to effectively contribute towards achieving CPS priorities
	I am able to be productive at work

Now, we would like to ask you about your experiences with your direct supervisor.

GRID, SCALE, 1-10

B4. The following statements are about your direct supervisor at CPS.

For each statement please **SELECT** the number that indicates:
How strongly you **AGREE** or **DISAGREE** that the statement describes **your direct supervisor at CPS**.

PLEASE CONSIDER WHILE FORMATTING THIS SECTION THAT MOST RESPONDENTS WILL BE USING A 15 INCH COMPUTER MONITOR

I agree/disagree that my direct supervisor ...

COLUMNS

- 1 Strongly Disagree
- 2
- 3

4
5
6
7
8
9
10 Strongly Agree

ROWS
RANDOMIZE PAGE AND ORDER



15	Has the skills and abilities to effectively manage people
20	Acknowledges my contributions at work
7	Provides constructive feedback when performance standards are not met
9	Is effective at planning the work to be done
10	Provides me with challenging opportunities
	Shows respect for my workplace suggestions and ideas
	Keeps me well informed about priorities of the organization

SECTION I: Employee Engagement

SCALE, 1-10

I5. Please indicate the extent to which you AGREE or DISAGREE with the statement:

"Overall, I am satisfied with my workplace environment."

DO NOT USE CUSTOM SLIDER TOOL

Strongly Disagree 1 2 3 4 5 6 7 8 9 Strongly Agree 10

SCALE, 1-10

I8. Please indicate the extent to which you AGREE or DISAGREE with the statement:

- a) **[ASK ONLY IF SWORN (CODE 2) IN QUESTION 1]** "Policing with the CPS is a career I would recommend to a friend or family member."
- b) **[ASK ONLY IF CIVILIAN (CODE 1) IN QUESTION 1]** "Working for the CPS is a career I would recommend to a friend or family member."

DO NOT USE CUSTOM SLIDER TOOL

Strongly Disagree 1 2 3 4 5 6 7 8 9 Strongly Agree 10

DO NOT ASK IF Q2=LESS THAN ONE YEAR

I1. Do you feel your work volume has increased, decreased or stayed about the same over the last year?

RADIO BUTTONS

Greatly increased from one year ago 1 Increased from one year ago 2 The same as one year ago 3 Decreased from one year ago 4 Significantly decreased from one year ago 5

SCALE, 1-6

I2. As best as you can tell, what are the chances you will stay with the CPS over the next year?

Please SELECT the number which indicates your best guess today.

RADIO BUTTONS

Definitely will not be with CPS in a year 1 20% chance 2 40% chance 3 60% chance 4 80% chance 5 Definitely will be with the CPS in a year 6 Prefer not to answer/Don't Know 99

SCALE, 1-5

DO NOT ASK IF Q2=LESS THAN A YEAR

I6. Has your satisfaction with CPS as a workplace become worse, stayed the same, or become better over the last year?

RADIO BUTTONS

Much worse than one year ago 1 Worse than one year ago 2 The same as one year ago 3 Better than one year ago 4 Much better than one year ago 5

OE CHA

DO NOT ASK IF Q2=LESS THAN A YEAR

I9. Why is your satisfaction with CPS as a workplace [INSERT RESPONSE FROM I6, RESPONSE MUST BE LOWER CASE]?

OPTIONAL RESPONSE - ALLOW RESPONDENTS TO MOVE FORWARD WITHOUT ANSWERING, HOWEVER DO NOT ANNOUNCE THEY DO NOT NEED TO SUPPLY AN ANSWER

1 – OPEN-END

Please be as specific as possible when entering your answer in the space provided.

SECTION N: Workplace Stress Factors

OE CHA

N1. What do you like best about working at the CPS?

OPTIONAL RESPONSE - ALLOW RESPONDENTS TO MOVE FORWARD WITHOUT ANSWERING, HOWEVER DO NOT ANNOUNCE THEY DO NOT NEED TO SUPPLY AN ANSWER

1 – OPEN-END

Please be as specific as possible when entering your answer in the space provided.

OE CHA

N2. What is the one thing that would help you to do your best at work?

OPTIONAL RESPONSE - ALLOW RESPONDENTS TO MOVE FORWARD WITHOUT ANSWERING, HOWEVER DO NOT ANNOUNCE THEY DO NOT NEED TO SUPPLY AN ANSWER

1 – OPEN-END

Please be as specific as possible when entering your answer in the space provided.

SINGLE CHOICE GRID

N3. What impact do the following factors have on your current workplace satisfaction?

[ROWS. RANDOMIZE]

Workload
Direct supervisor
Co-workers
Resources and/or equipment to do my job
Communication from Chief and Executive
Tenure policy
Sentry implementation
Training opportunities
Opportunities for advancement
Work-life balance
Opportunities to voice opinions, concerns and/or suggestions for improvement
CPS health and wellness programs (e.g., fitness facilities, psychological services, peer support program, etc.)

[COLUMNS]

Very negative impact
Somewhat negative impact
No impact
Somewhat positive impact
Very positive impact

OE CHA

N4. What are your suggestions for how to improve the CPS and/or make the organization more effective?

OPTIONAL RESPONSE - ALLOW RESPONDENTS TO MOVE FORWARD WITHOUT ANSWERING, HOWEVER DO NOT ANNOUNCE THEY DO NOT NEED TO SUPPLY AN ANSWER

1 – OPEN-END

Please be as specific as possible when entering your answer in the space provided.

SECTION J: BACKGROUND INFORMATION

THIS SECTION IS NOT RANDOMIZED

INFONODE

This section of the survey deals with you and your work history at the Calgary Police Service.

The following questions will be used to help us understand the views of major groups of employees. All the information you provide us will be kept **CONFIDENTIAL**. Your answers will be combined with those of other respondents. Results will not be cross-referenced in any way that would allow individuals to be identified.

SC

J3. Are you a female or a male?

1. Female
2. Male
9. Prefer not to answer

SC

AGE MUST BE GREATER THAN YEARS OF SERVICE IN QUESTION 2

J4. What is your age?

1. 24 years and under
2. 25 to 29 years old
3. 30 to 34 years old
4. 35 to 39 years old
5. 40 to 44 years old
6. 45 to 49 years old
5. 50 to 54 years old
6. 55 years or older
9. Prefer not to answer

SC

ONLY ALLOW RESPONDENTS TO SELECT ONE OF THE FOLLOWING

J1. Please indicate your primary work area.

1. Office of the Chief
2. Bureau of Operations
3. Bureau of Corporate Support
4. Bureau of Investigative Support
5. Bureau of Operations & Community Support
6. Not on this list
9. Prefer not to answer

SHOW AS EXCLUSIVE OPTION

SHOW AS EXCLUSIVE OPTION

SC

ONLY ALLOW RESPONDENTS TO SELECT ONE OF THE FOLLOWING

J1a. Which division do you work in?

1. Psychological Services Division [Allow if J1 = 1, 6 or 9]
2. Finance Division [Allow if J1 = 1, 6 or 9]
3. Strategic Services Division [Allow if J1 = 1, 6 or 9]
4. Ethics & Accountability Division [Allow if J1 = 1, 6 or 9]
5. Real Time Operations Division / Strategic Intelligence Group [Allow if J1 = 2, 6 or 9]
6. Patrol Operations Division [Allow if J1 = 2, 6 or 9]
7. Employee Services Division [Allow if J1 = 3, 6 or 9]
8. Information Management Division [Allow if J1 = 3, 6 or 9]
9. Information Technology Division [Allow if J1 = 3, 6 or 9]
10. Infrastructure Services Division [Allow if J1 = 3, 6 or 9]
11. Criminal Operations Technical Support Division [Allow if J1 = 4, 6 or 9]

- 12. Criminal Investigations Division
- 13. Integrated Partnership Division
- 14. Not On This List
- 15. Prefer not to answer

[Allow if J1 = 4, 6 or 9]
 [Allow if J1 = 5, 6 or 9]
 [Show as Exclusive Option]
 [Show as Exclusive Option]

NEW PAGE

OPTIONAL RESPONSE - ALLOW RESPONDENTS TO MOVE FORWARD WITHOUT ANSWERING, HOWEVER DO NOT ANNOUNCE THEY DO NOT NEED TO SUPPLY AN ANSWER

BRAND AS ILLUMINA RESEARCH PARTNERS

Thank You!

Thank you for taking the time to complete this survey.

As a gesture of appreciation, you have the option of submitting your name and daytime phone number to Illumina Research Partners to be eligible to win the following valuable prize.

\$500 VISA Gift Card

Would you like to be entered into the draw for a \$500 VISA Gift Card?

Yes
 No

NEW PAGE IF YES

Please submit your name and daytime phone number to Illumina Research Partners to be eligible to win the \$500 VISA Gift Card.

Name: _____

Daytime phone number (xxx-xxx-xxxx): _____

Illumina Research Partners would like to reiterate our commitment to confidentiality. Please be assured that **your responses will not be associated with you personally.**

Illumina Research Partners will draw for the prize at the close of the study. **Good Luck!**

[PROGRAMMER – PLEASE APPEND LIST OF RESPONDENTS ENTERED INTO DRAW TO FINAL DATA FILE – DRAW TO BE HANDLED BY CLIENT]

NEW PAGE IF NO

Thank you for taking the time to complete the survey. You will not be entered into the draw.



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