



EDMONTON POLICE SERVICE

REPORT TO THE EDMONTON POLICE COMMISSION

DATE: May 16, 2024

SUBJECT: 2023 EPS Employee Engagement Survey Report

RECOMMENDATION:

That the Edmonton Police Commission (EPC) receive the 2023 EPS Employee Engagement Survey Report for information.

BACKGROUND:

In 2023, EPS conducted an Employee Engagement Survey to better understand employees' experiences working for EPS and identify potential improvements. Previous engagement surveys were done in 2009 and 2016.

Great Place to Work Canada was hired to conduct the survey. They prepared the base survey and analyzed the results. Survey invitations and reminders were administered through their system. Hiring them ensured that the survey was completely anonymous. No EPS employee had access to any individual's results.

TAKING ACTION:

Based on the survey results and the recommendations of the consultant, EPS is committed to the following:

1. Improving communication at all levels of the organization. EPS recognizes that communication is not solely the responsibility of one division, but requires all leaders to listen, speak, and engage.
2. Investing in career development for sworn and civilian members. This includes examining the promotions and hiring processes, and how those processes are shared with members of EPS. It also includes examining training and development opportunities,
3. Recognition. Recognition for a job well done can happen in many ways. EPS aims to ensure that each employee feels valued and special efforts and achievements are acknowledged.

In addition to these actions that have been identified for the organization, each Division leader has received the results for their area. The expectation is that these leaders

review and discuss these results with their teams and determine the unique actions they will take to improve their teams.

Attachment: 2023 EPS Employee Engagement Survey Report

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Reviewed By: Lori Lorenz, Executive Director – Value & Impact Division 

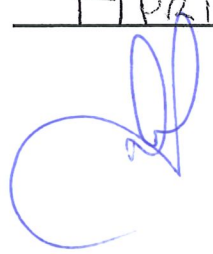
Approved By: Enyinnah Okere, Chief Operating Officer – Office of the Chief

Chief of Police:  _____

Warren Driechel
Acting Chief of Police

Date: April 15, 2024

2024 Jul 12



Survey Report
July 2024

2023 Employee Engagement Survey



Table of Contents

I. Introduction	1
II. Focus Area Results.....	2
III. Comment Themes	4
IV. Action Priorities	5

I. Introduction

In 2023, EPS conducted an Employee Engagement Survey to better understand employees' experiences working for EPS and identify potential areas for improvements. This is aligned with the EPS performance framework to ensure an engaged and healthy workplace. Previous engagement surveys were done in 2009 and 2016.

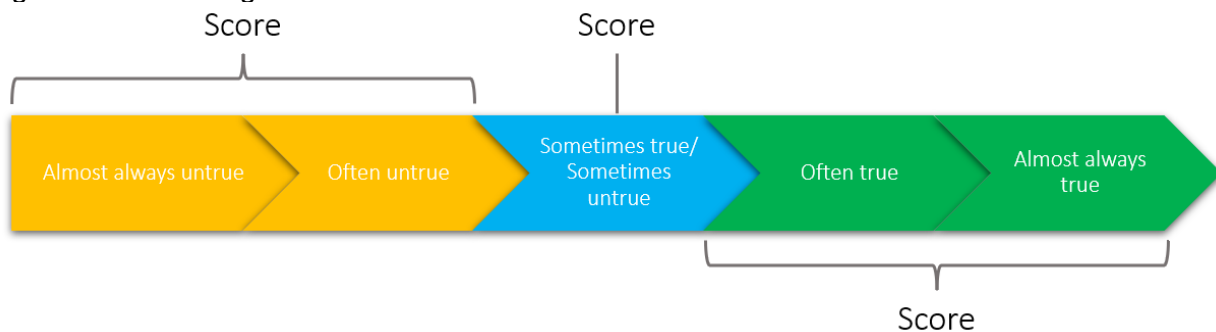
Great Place to Work Canada was hired to conduct the survey. They prepared the base survey based on industry-standard methodology, administered the survey contact list, and analyzed the results. Hiring them ensured that the survey was completely anonymous. No EPS employee had access to any individual's results.

Each closed-ended "question" was framed as a statement that respondents rated on a five-point scale, from "Almost always true" to "Almost always untrue". There were 99 statements, including the Great Place to Work standard survey and statements added by EPS. The statements were categorized into 14 focus areas by theme. See Appendix A for a list of the statements and focus areas. There were also nine open-ended questions, see Appendix B.

The survey launched on November 6 and closed on November 27, 2023. A total of 2,065 people participated out of 3,109 invited for a response rate of 66% (response rate was 70% when employees on leave at the time were removed from the sample). That response rate gives the results a margin of error of $\pm 1.25\%$ and a confidence level of 99.9%. Approximately half of respondents answered at least one of the open-ended statements.

The results for each focus area were developed by calculating the average percent of respondents who answered "often true" or "almost always true", "sometimes true/sometimes untrue", "often untrue" or "almost always untrue" to the statements in that focus area. In the chart on the next page, responses on each end of the scale are grouped together into scores as shown in Figure 1 below.

Figure 1: Calculating scores



II. Focus Area Results

EPS achieved an average engagement score of 53% overall. In comparison, Great Place to Work conducted their base survey with a representative sample of Canadians regardless of employment sector. The average Canadian workplace engagement score was also 53%, based on this study.

As shown in Figure 2 below, Supervisor, Teamwork, and Accountability have the highest percent of respondents selecting “often true” or “almost always true” on average.

Supervisor refers to respondents’ trust of and working relationship with their immediate supervisor. A high score suggests strong working relationships between employees and their supervisors.

Teamwork refers to respondents’ relationships with their direct coworkers. A high score indicates that employees feel that their teams are working to achieve shared goals.

Accountability refers to the ownership or responsibility respondents’ team members take for their work. A high score indicates that employees believe their coworkers are taking responsibility for their work and are held accountable for doing so.

In contrast, Internal communications, Impact of external influences and Internal credibility have the lowest percent of “often true” or “almost always true” responses. These results suggest positive scores on focus areas related to groups respondents interact with most often (e.g., their immediate supervisor), but lower scores on focus areas related to groups respondents interact with less often.

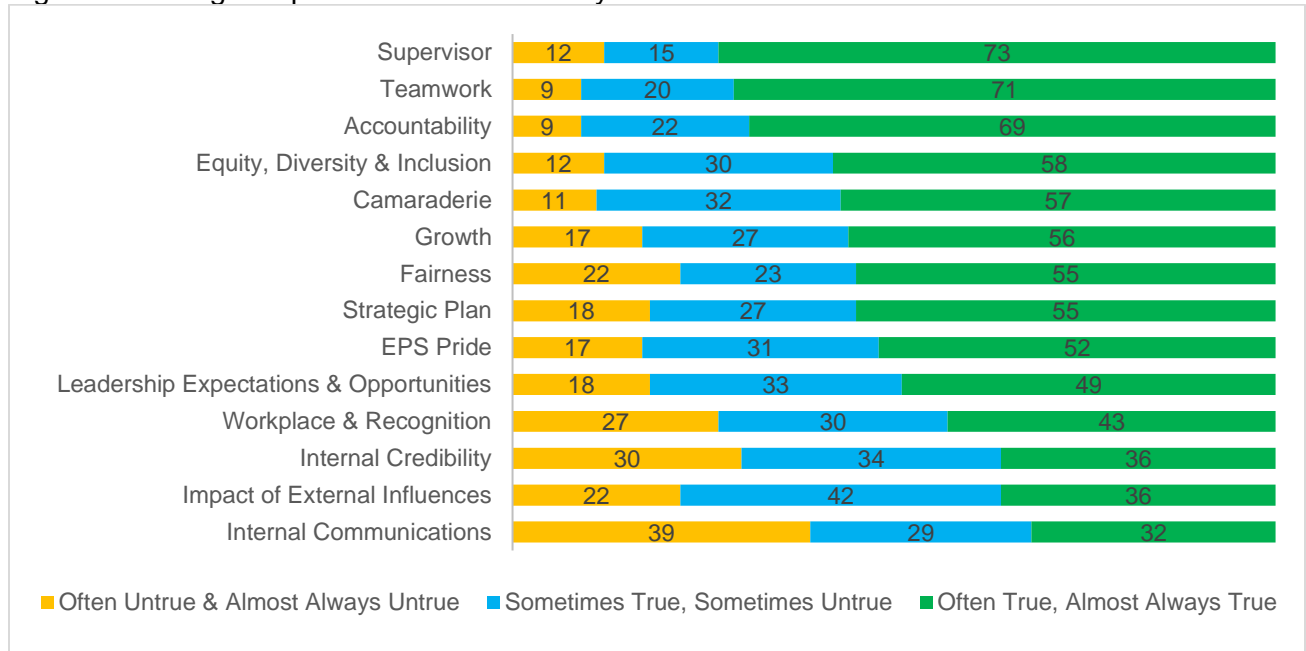
Internal communications refers to the flow of information and mutual understanding among leadership and employees across the organization. It also speaks to how effectively information is disseminated through the organization.

Internal credibility refers to employees’ trust in organizational leadership.

The Impact of external influences questions asked how much the interactions with others and external opinions affected how respondents felt about their job. The highest average was in the midpoint “sometimes true, sometimes untrue” which is the most neutral response. So, these answers tell us that, for the most part, external opinions affect EPS employees “sometimes”. Notably, this is neither positive nor negative because it does not speak to whether external influences have a positive or negative effect.

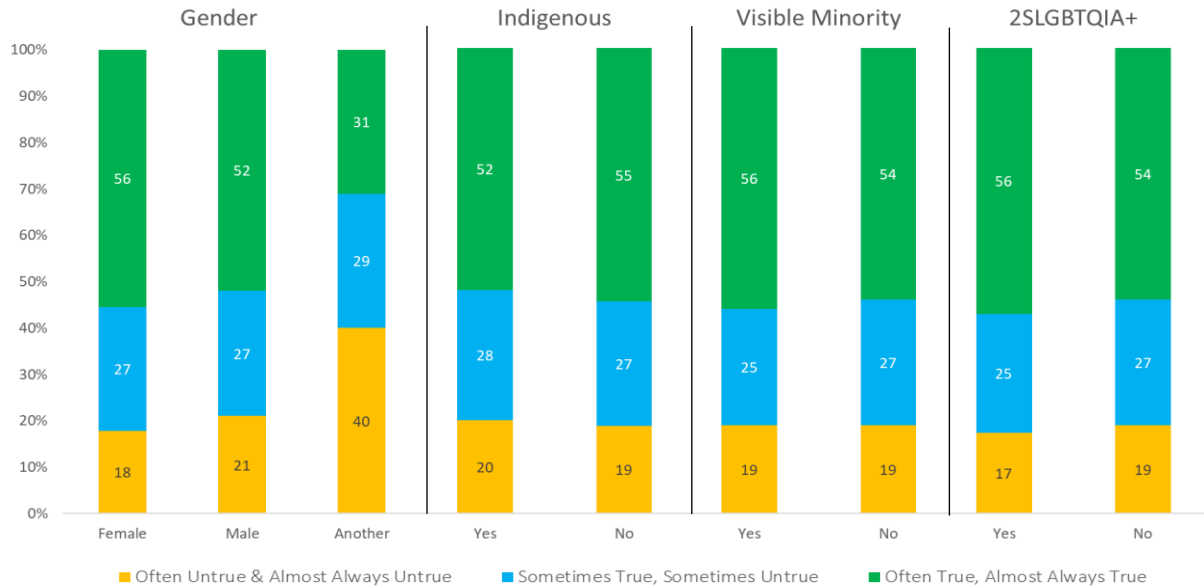
In fact, as you can see in the blue category, a high percentage of employees chose “sometimes true, sometimes untrue” on many of the focus areas. This suggests that EPS has opportunities to move these areas into the green through some focused changes.

Figure 2: Average responses to statements by focus areas



EPS results also suggest positive steps towards equality in the workplace with similar average engagement scores irrespective of demographic characteristic. As shown in Figure 3, average overall engagement scores were similar between men and women, Indigenous and non-Indigenous employees, those who identify as visible minorities and those who do not, and those who identify as 2SLGBTQIA+ and those who do not. Those who identified as non-binary or “other” for gender, however, had relatively lower engagement scores than those who identified as men or women, suggesting continued work is needed to ensure EPS is a welcoming environment around gender diversity.

Figure 3: Average engagement score by demographic characteristics



III. Comment Themes

Open-ended questions were included in the survey to allow employees to provide more complete and nuanced answers. The comments on the open-ended questions were analyzed and organized into the following themes by Great Place to Work:

- ✓ Need for improved communication at all levels of the organization.
- ✓ Perceived disconnection of the senior leadership team and need for more engagement with the frontline.
- ✓ There is a need to examine promotions and increase the transparency of this process.
- ✓ There is a need to improve employee understanding of how leadership balances political and other interests, and makes strategic data-informed decisions in service of the EPS mandate.

IV. Action Priorities

The consultant identified several strengths for EPS based on the focus area and comments results:

- An average engagement score that is comparable to the Canadian average across all workplaces is a significant achievement considering the highly demanding, stressful and dangerous work that many EPS employees do on a daily basis.
- A strong supervisor score suggests people have trust in their direct supervisor. Supervisors are communicating well with their teams and fostering a respectful environment.
- EPS employees have strong, positive relationships within their teams. They believe they work well together to achieve shared goals, support each other, and take ownership for their actions.
- The EDI work that EPS has done already shows in the results, as there is little difference in engagement scores overall between employees who are and are not part of many traditionally under-represented groups. Work should continue to maintain these achievements and ensure they are spread to members of all under-represented groups.

The consultant recommended four areas for EPS to focus on supporting employee engagement:

- Continuously communicate through words, actions and behaviours, an inspiring vision and values. Share compelling stories of how leaders at all levels are “living” these. Share information freely and frequently with employees through multiple methods, drawing a clear line of sight between organizational goals and individual expectations.
- A strong Supervisor Index is an indicator of capable and empowered leaders at all levels of the organization however it can also put your organization at risk for silo-behavior. Ensure your leadership team is aligned on key priorities and present a 'united front' so leaders at all levels know what is expected of them and how they team contributes to the organization's bigger picture.
- Systematically assess career advancement and people management policies, practices and behaviours to identify and implement changes needed to ensure greater impartiality, merit and equity.
- Organizations that are service centered must give employees space to care for themselves before they are ready to care for others. Encourage leaders to show a sincere interest in people's well-being and be creative in supporting employee well-being and work-life balance.

Based on the survey results and the recommendations of the consultant, EPS is committed to the following action priorities:

1. Improving communication at all levels of the organization. EPS recognizes that communication is not solely the responsibility of one division, but requires all leaders to listen, speak, and engage.

2. Investing in career development for sworn and civilian members. This includes examining the promotions and hiring processes, and how those processes are shared with members of EPS. It also includes examining training and development opportunities.
3. Recognition. Recognition for a job well done can happen in many ways. EPS aims to ensure that each employee feels valued and special efforts and achievements are acknowledged.

APPENDIX: STATEMENTS BY FOCUS AREA

Definitions

Supervisor: Your direct supervisor, the person you report to directly.

Managers: All supervisors and leaders in EPS

Management: EPS leadership, including Chief's Committee, Superintendents, and Executive Directors

Organization: Edmonton Police Service

Supervisor	My supervisor is approachable, and easy to talk with.
	My supervisor trusts people to do a good job without watching over their shoulders.
	My supervisor recognizes honest mistakes as part of doing business.
	I can be myself with my team.
	My supervisor supports training or development to further myself professionally.
	My supervisor shows a sincere interest in me as a person, not just an employee.
	My supervisor's actions match their words.
	My supervisor genuinely seeks and responds to suggestions and ideas.
	My supervisor keeps me informed about important issues and challenges.
	My supervisor makes their expectations clear.
	My supervisor shows appreciation for good work and extra effort.
	I can ask my supervisor any reasonable question and get a straight answer.
	My supervisor does a good job of assigning tasks and coordinating people.
	We celebrate special events in our team.
	My supervisor avoids playing favourites.
My supervisor involves people in decisions that affect their jobs or work environments.	
My supervisor has a clear view of where the organization is going and how to get there.	
Teamwork	The people on my team work well together to achieve shared goals.
	There is a strong feeling of team spirit, support, and cooperation among the people I work with.
Accountability	People on my team take personal ownership of their work responsibilities.
	People on my team take ownership of problems or issues until resolved.
	People on my team are held accountable for their performance.
Equity, Diversity, & Inclusion	I feel supported by my supervisor to participate in events or activities that regard equity, diversity and inclusion, such as Indigenous Ceremonies, Black History Month, or EPS supported Pride events.
	EPS takes appropriate actions to address incidents of discrimination or bias.
	EPS prioritizes Equity, Diversity, and Inclusion initiatives appropriately.
Camaraderie	People care about each other here.

	When you join the organization, you are made to feel welcome.
	I can be myself around here.
	People celebrate special events around here.
	When people change jobs or work units, they are made to feel right at home.
	You can count on people to cooperate.
Growth	I look forward to coming to work here.
	I have access to training to do my job effectively
	There are opportunities for me to grow my career here.
Fairness	People here are treated fairly regardless of their sexual orientation.
	People here are treated fairly regardless of their race.
	People on my team work together to solve problems rather than assigning blame.
	People here are treated fairly regardless of their gender.
	I am treated as a full member of the team here regardless of my position.
	People here are treated fairly regardless of their age.
	People here are paid fairly for the work they do.
	If I am treated unfairly, there is a fair process in place to address the issue.
	Everyone has an opportunity to get special recognition.
	Managers avoid playing favorites.
Promotions go to those who best deserve them.	
Strategic Plan	I collaborate with the people from other areas within EPS.
	Overall, I am satisfied with my current job.
	I am motivated to contribute beyond the duties outlined in my job description.
	I understand how my work contributes to the strategic goals of EPS.
	Edmonton Police Service delivers modern, innovative services to the public.
	I am aware of the strategic goals of EPS.
EPS Pride	I feel good about the ways we contribute to the community.
	I'm proud to tell others I work here.
	When I look at what we accomplish, I feel a sense of pride.
	My work has special meaning: this is not "just a job."
	I want to work here for a long time.
	I feel I make a difference here.
	People here are willing to give extra to get the job done.
	I would strongly endorse my organization to friends and family as a great place to work.
	People look forward to coming to work here.
People here quickly adapt to changes needed for our organization's success.	
Leadership Expectations & Opportunities	All EPS employees, regardless of rank or role, are expected to be leaders.
	All EPS employees have the opportunity to be leaders within their role.

Workplace & Recognition	This is a physically safe place to work.
	I am able to take time off work when I need to.
	I am given the resources and equipment to do my job.
	People are encouraged to balance their work life and their personal life.
	Our facilities contribute to a good working environment.
	I am offered training or development to further myself professionally.
	We have special and unique benefits here.
	Management recognizes honest mistakes as part of doing business.
	Management shows appreciation for good work and extra effort.
	This is a psychologically and emotionally healthy place to work.
	Management shows a sincere interest in me as a person, not just an employee.
	Management genuinely seeks and responds to suggestions and ideas.
	We celebrate people who try new and better ways of doing things, regardless of the outcome.
	Management involves people in decisions that affect their jobs or work environment.
Impact of External Influences	The perceptions of the public (e.g., media) have an impact on how I feel about my job.
	Direct interactions with community members have an impact on how I feel about my job.
	EPS supports members facing unwarranted public criticism.
	I believe EPS adapts well to the changing external environment.
Internal Credibility	I believe management would lay people off only as a last resort.
	Management trusts people to do a good job without watching over their shoulders.
	Management is approachable, easy to talk with.
	Management keeps me informed about important issues and changes.
	I can ask management any reasonable question and get a straight answer.
	Management hires people who fit in well here.
	Management makes its expectations clear.
	Management does a good job of assigning and coordinating people.
	Our executives fully embody the best characteristics of our organization.
	Management's actions match its words.
	Management delivers on its promises.
Management has a clear view of where the organization is going and how to get there.	
Internal Communications	My supervisor freely shares information I need to know.
	Information flows well from members up the Chain of Command.
	Senior Leadership understands the key issues that I deal with on a day-to-day basis.
	Information flows well from Senior Leadership to members.
	I understand the key issues that Senior Leadership deals with on a day-to-day basis.

Employee Engagement Survey 2023 Results

Presentation to EPC

July 2024



Contents

- Survey methodology
- Interpreting results
- Engagement results
- Commitments to action
- Progress to date
- Updates



- ✓ Great Place to Work Canada was selected as our third party survey provider.
- ✓ Great Place to Work is a global leader on workplace culture. Their research-backed employee engagement survey provides actionable insights that help organizations provide a positive experience for their employees.

Employee Engagement Survey



- Employees were invited to do the survey on November 6, 2023.
- Survey closed on November 27, 2023

Employee Engagement Survey: Participation



Response rate:

- Total: 66%
- Employees on leave removed: 70%
- Margin of error: $\pm 1.25\%$
- Confidence level: 99.9%

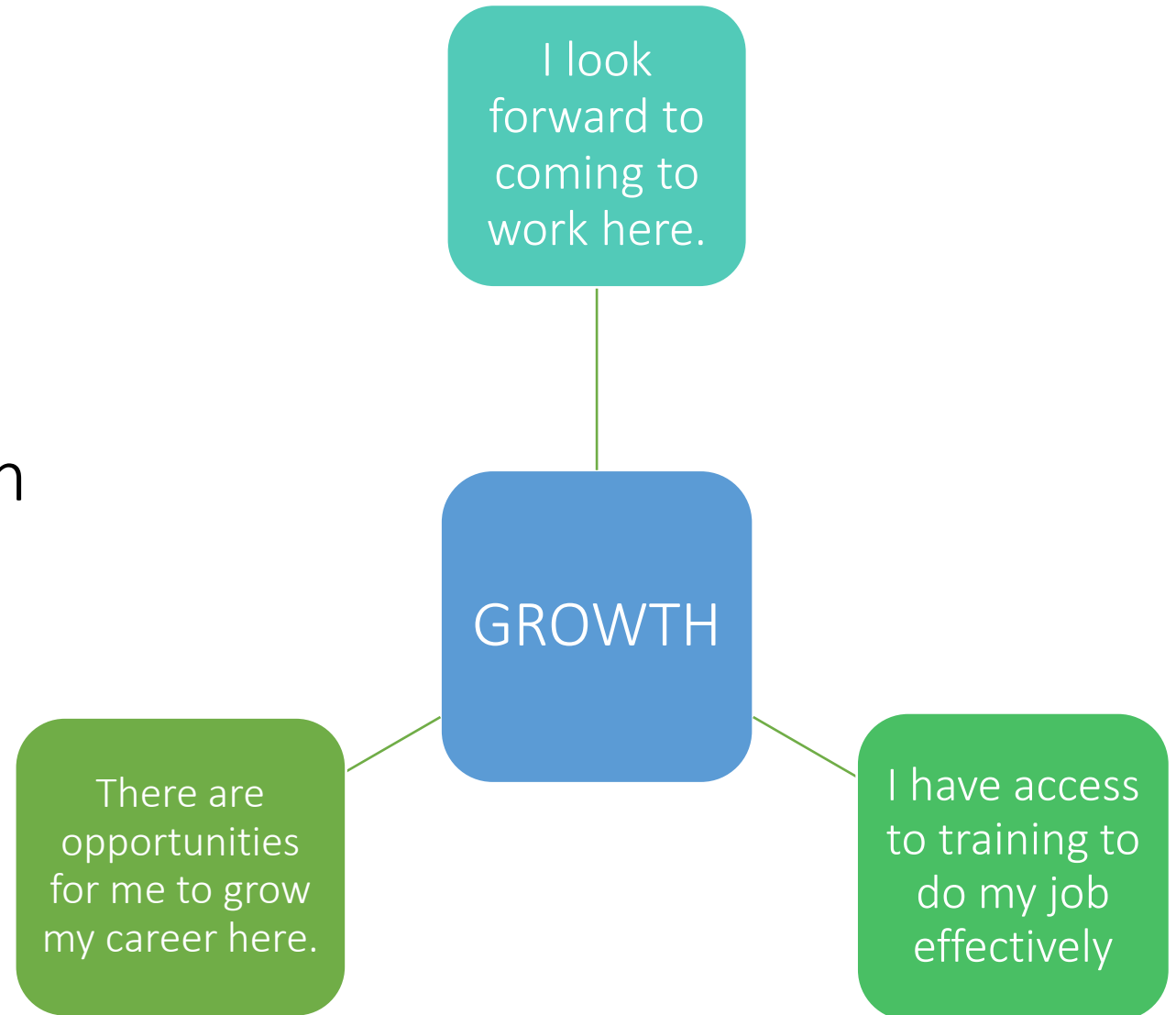
Sworn and Civilian employees had similar response rates:

- Civilian: 67%
- Sworn: 66%

Focus Areas

Similar questions grouped into “focus areas”

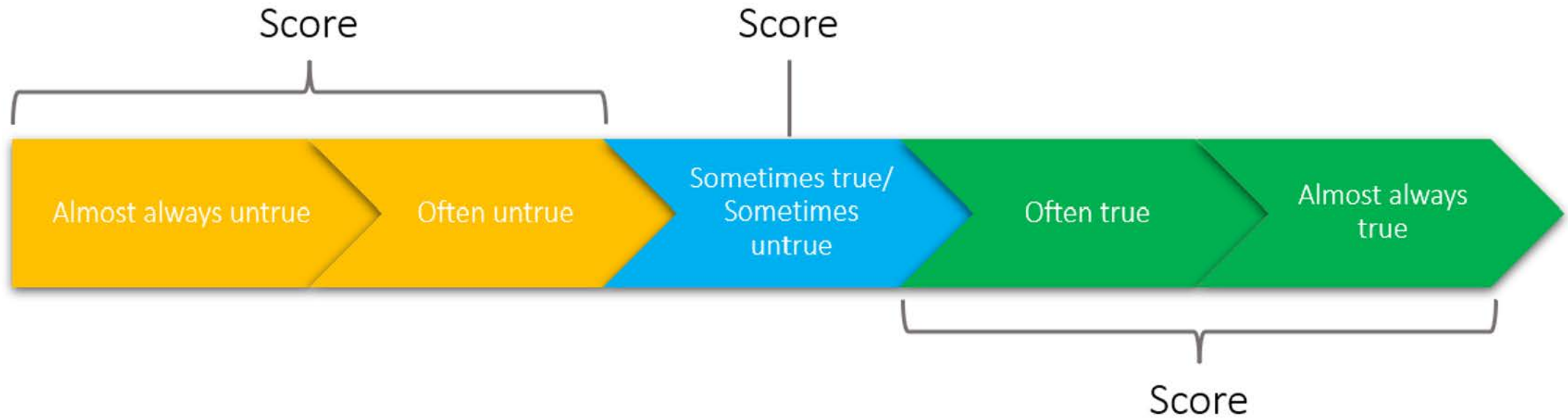
Results presented as average responses across all questions in focus area



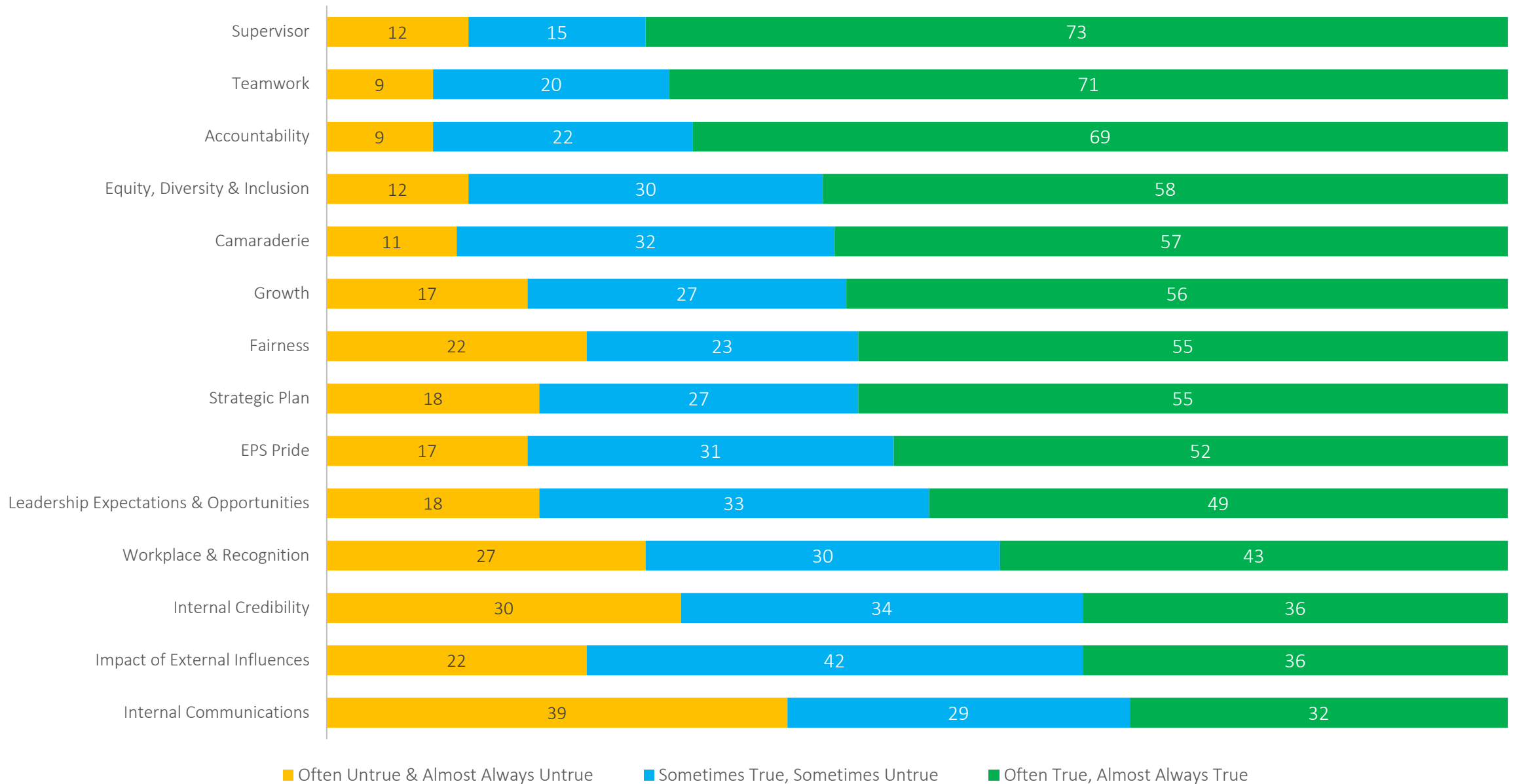
Interpreting Scores

Example question:

Taking everything into account, I would say this is a great place to work.



Focus Area Index Scores



Strengths

- **Supervisor** – Supervisors communicate and lead their teams effectively and foster a respectful team environment.

Example Statements:

- My supervisor is approachable, easy to talk with
- My supervisor does a good job assigning tasks and coordinating people

- **Accountability** – Leaders and individual contributors take accountability for their actions.

Example Statements:

- People on my team take personal ownership of their work responsibilities
- People on my team are held accountable for their performance

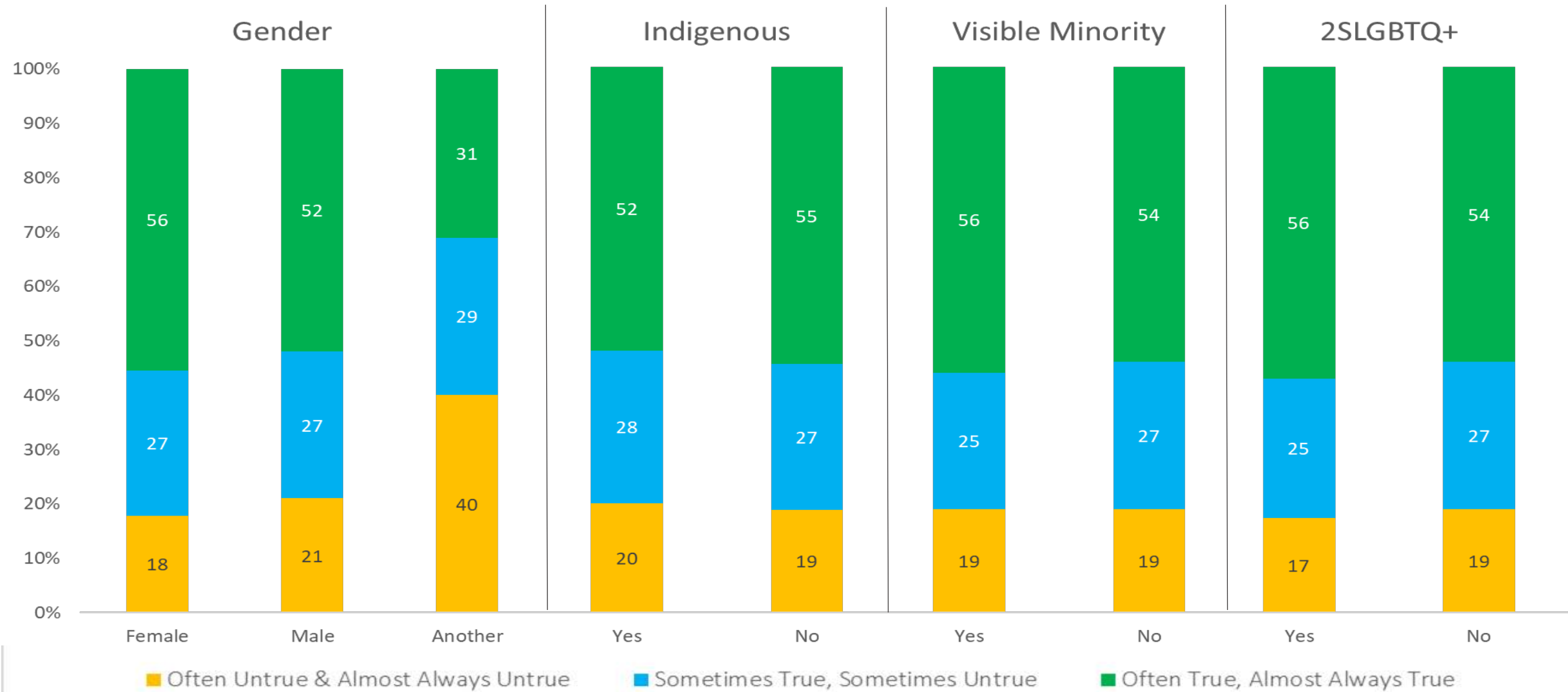
- **Teamwork** – People work well together to achieve shared goals and support one another.

Example Statements:

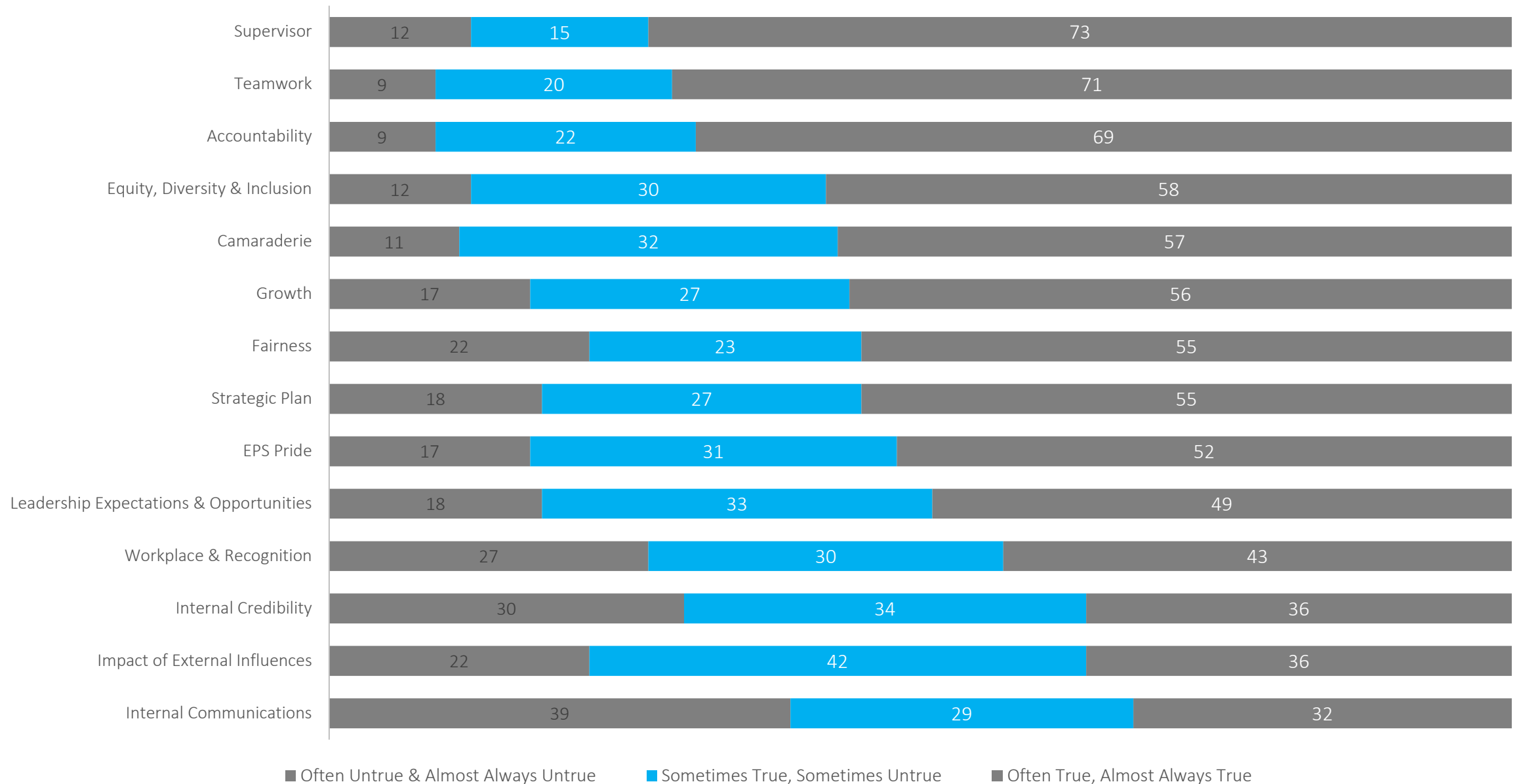
- The people on my team work well together to achieve shared goals
- There is a strong feeling of team spirit, support and cooperation among the people I work with

Demographics

Members of equity-seeking groups had similar average engagement scores to the majority.



Opportunities – The Moveable Middle



Suggestions Based on Comments

- ✓ Engage in communication best practices at all levels of the organization;
- ✓ Increase senior leadership engagement with the frontline;
- ✓ Seek opportunities to explain promotions processes and decisions;
- ✓ Provide employees with greater understanding of how leadership balances interests and influences from many parties, and makes strategic, data-informed decisions.

Action Priorities



Communicate through words, actions and behaviours, an inspiring vision and values.



A strong Supervisor Index is an indicator of capable and empowered leaders at all levels of the organization, but can also put your organization at risk for silo-behavior (us-against-them).



Assess career advancement & people management policies, practices and behaviours to ensure and communicate they are impartial and provide equitable opportunities.



Organizations that are service centered must give employees space to care for themselves before they are ready to care for others. Encourage leaders to show a sincere interest in people's well-being and be creative in supporting employee well-being and work-life balance.

Commitments to Action



ORGANIZATIONAL FOLLOW-THROUGH

- Engaging leaders at all levels of the organization in communicating consistently. EPS recognizes that communication is not solely the responsibility of one division, but requires all leaders to listen, speak, and engage.
- Investing in career development for sworn and civilian members. This includes examining the promotions and hiring processes, and how those processes are shared with members of EPS. It also includes examining training and development opportunities.
- Recognition. Recognition for a job well done can happen in many ways. EPS aims to ensure that each employee feels valued and special efforts and achievements are acknowledged.



LOCAL FOLLOW-THROUGH

- Division leaders are engaging their teams to learn from their results

Progress So Far

- ✓ Division and Branch leadership engaging with employees to learn from their results
- ✓ Ensuring promotions decisions and hiring processes are clear:
 - ✓ Investigating understanding of promotions process
 - ✓ Enhancing sworn member job postings to ensure process is understood by all
 - ✓ Virtual information session to ensure equal availability of information
 - ✓ Q&A/FAQ platform for applicants in development
- ✓ Empowering employees to set career objectives in alignment with EPS strategic goals through new Annual Performance Plan process
- ✓ Leadership Framework in development to set expectations for and develop leaders that can reach goals, empower others, and create positive environment
- ✓ Updated internal communications priorities to ensure leaders at all levels are sharing consistent key messages
- ✓ Launching Frontline Advisory Committee to empower frontline in decision-making and bi-directional communication with leadership
- ✓ Celebrating success and recognizing achievements

EPS leadership monitors progress on the commitments to action and employee engagement consistently

EPS provides regular updates to the Commission on topics related to employee engagement:

- Hiring and attrition
- Negotiated resolutions
- Exit interviews

Questions

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