Schulich School of Medicine & Dentistry

2017 Western Survey Results

Table of Contents

Custom Item Analyses   **pg. 57**

Group Analyses   **pg. 65**

Appendix A: Survey   **pg. 171**

Introduction

The Western University WE SPEAK: Faculty & Staff Survey was conducted from January 24th to February 13th, 2017. This report is based on results from all the respondents in your work group (i.e., belonging to the group named on the cover of this report). It is important to remember that it is not only what you find in this report, but what you do with what you find that really matters; herein lies the key to success.

General Considerations

Review the report carefully and identify strengths and opportunities for improvement. The results provide important information about what employees think and feel about their jobs and about the organization. It is important to discuss the findings with employees to understand what may be 'driving' those feelings and answers to the survey. These discussions will also help to confirm the results that are most important for your area.

Quick Tips for Highlighting Your Groups' Strengths

Create a list of your potential strengths. Refer to the Graph of Driver Averages in the Overall Driver Analyses Section of this report. At the top of the graph of drivers are your strengths. Include any drivers that are 75.0% or higher (i.e., on average, falling in the Agree and Strongly Agree range). Then include any drivers that are coloured blue (5% or more above the Rest Average).

Quick Tips for Highlighting your Groups' Opportunities for Improvement

Create a list of your potential opportunities for improvement. Refer to the Graph of Driver Averages in the Overall Driver Analyses Section of this report. At the bottom of the graph of Drivers are your 'potential' opportunities for improvements. Include any drivers that are below 41.7% (i.e., on average, falling in the Disagree Range of the response scale). If your report is part of high scoring group you might consider using 50.0% as the cut-off point (i.e., the mid-point from neither "Neither Agree nor Disagree"). Then include any drivers that are coloured red (5% or more below the Rest Average).

Interpreting the Scores

Outcomes:

Outcomes (e.g., Engagement, Health, Stress, Job Performance) represent broad measures that depict employees' abilities to be present and productive at work. Outcome measures provide a type of scorecard from which to gauge an organization's or group's ability to be effective and productive. Outcome scores are affected, and predicted by work factors that are termed "Drivers of engagement" throughout this report.

Drivers of Engagement:

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

Drivers and Items:

Drivers represent quality of worklife areas measured using multiple survey items. Items are the statements within each of the worklife areas on the original survey. The items are averaged together to create a Driver Average, and then aggregated by the group being illustrated in the report.

Percentages in this Report:

Percentages are based on the arithmetic mean of responses across a 7-point Likert response scale, taking into account all questions included in each specific Engagement Driver or Outcome (see Appendix A for reference to the questionnaire), and then converted to a 0 to 100 (percent) range. Therefore, the %'s represent an average **level** of engagement (or satisfaction) with each particular Engagement Driver or Outcome (i.e., NOT a proportion of people).

Percent ranges associated with the response scale:

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

Culture Index:

The results in this report pertaining to "Current Culture" are based on 4 sub components (i.e., Human Relations, Innovation, Results Oriented, and Stability). Each of these 4 sub components are measured by 3 separate questions, responded to across a 7-point Likert scale from Strongly Disagree to Strongly Agree. The results for "Preferred Culture" are based on a single question about the extent to which respondents would prefer their Work Unit / Department to place a great deal of value on each of the 4 cultural sub components, within the next 5 years. When it comes to interpreting the Cultural Indices, there is no one "correct" set of results to aspire toward, but rather the interpretation should take into consideration the type of work being performed and the goals and strategic direction of each specific group being reported, as well as the different results for current vs. preferred culture.

Rest Averages (Rest Avg.):

The Rest Averages in your report represent an internal benchmark to the group that is the next level up from the group being reported. This follows a parent-to-child relationship type of logic (e.g., every group is compared internally to the rest of its parent group – one level above). Further, a "Rest Avg." is a recalculated average for the "parent level group", thus removing the child-group that is being compared for the purpose of creating a more valid internal benchmark (i.e., without inflating or deflating the "Rest Avg." by the groups' own scores, or erroneously including that group in both the comparison group and the comparator).

Colour Coding:

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

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

Response Profile

Total Schulich School of Medicine & Dentistry	359		
Overall Response Rate (2040 total employees)	17.6%		

By Survey Type	Count		
Full-time survey (not reported)	353		
Part-time survey (too small to report)	6		

By Department	Count	Total	%
Anatomy & Cell Biology	14	25	56.0%
Anesthesia & Perioperative Medicine	21	100	21.0%
Biochemistry	10	26	38.5%
Clinical Neurological Science	27	52	51.9%
Dental Clinics	12	95	12.6%
Dentistry	16	54	29.6%
Education Office (too small to report)	3	65	4.6%
Epidemiology and Biostatistics	9	22	40.9%
Family Medicine	29	387	7.5%
IDI-PublicHealthTrans (too small to report)	1	10	10.0%
Medical Biophysics	17	45	37.8%
Medical Imaging (too small to report)	4	79	5.1%
Medicine	41	324	12.7%
Microbiology & Immunology	13	22	59.1%
Obstetrics & Gynaecology	9	59	15.3%
Office of the Dean (too small to report)	0	2	0.0%
Oncology (too small to report)	5	62	8.1%
Ophthalmology	8	25	32.0%
Otolaryngology (too small to report)	6	20	30.0%
Paediatrics	27	125	21.6%
Pathology and Laboratory Medicine	23	64	35.9%
Physical Medicine and Rehabilitation (too small to report)	3	16	18.8%
Physiology and Pharmacology	22	50	44.0%
Psychiatry	27	173	15.6%
Surgery	12	139	8.6%

By Academic Administrative Role	Count		
Assistant Dean, Chair/Director, Associate Chair/Director	78		
Dean, Vice-Dean, Associate Dean, Provost, Vice-Provost, Associate Vice-Provost (too small to report)	6		
Faculty Member	275		

By Employment Status	Count
Full Time	298
Part Time or Contract Staff	61

By Appointment Status	Count
Adjunct (non-clinical)	21
Adjunct/Preceptor (clinical)	18
Continuing Appointment (clinical)	109
Institute Scientist	8
Limited Duties (too small to report)	6
Limited Duties (part-time clinical)	7
Probationary	21
Tenured (non-clinical)	73
Term Appointment (clinical)	71
Term Appointment (non-clinical e.g. Limited Term, Visiting, Externally Funded)	25

By Rank	Count
Assistant Professor	115
Associate Professor	115
Lecturer (too small to report)	3
Other	21
Professor	105

Note:

Faculty Survey: The Faculty Survey excludes Standing Appointment faculty, and (non-clinical) Limited Duties faculty who were hired to teach a specified course within the last fiscal year.

Faculty Survey (Part Time): The Faculty Survey (Part Time) includes Standing Appointment faculty, and (non-clinical) Limited Duties faculty who were hired to teach a specified course within the last fiscal year.

Executive Summary

The Western University WE SPEAK: Faculty & Staff Survey was conducted from January 24th to February 13th, 2017. The following provides a overview of the feedback received, with more detailed information provided in other sections of this report.

Response Rate

The response rate for Schulich School of Medicine & Dentistry is 17.6% (i.e., 359 / 2040).

Engagement Driver Grand Average

The Engagement Driver Grand Average is the result of averaging all driver averages together. The Schulich School of Medicine & Dentistry Engagement Driver Grand Average is 66.0%, which is +0.9% different from the Engagement Driver Grand Rest Average (65.1%).

Key Strengths

Potential Areas of Strength

Average scores 75% or above indicate that the average response to the questions in the drivers of engagement highlighted below were within the agree or strongly agree range. We consider this a strong positive finding. The following drivers of engagement represent averages 75% or above:

1. Job: Safety
2. Job: Role Clarity
3. Org: Support for Diversity

Highest Scoring Areas Compared to the Rest of Western Faculty Members:

In our experience we have found that differences of more than 5.0% between a group's score for a driver of engagement and its rest average for that driver to be observably significant (though please note that this is not necessarily a form of statistical significance). The following drivers of engagement are those that have scored observably higher than the rest average:

1. Work Area: Communication in Faculty
2. Org: Faculty or Division Leadership
3. Org: Satisfaction with Senior Leadership

Key Opportunities for Improvement

Key opportunities for improvement can be derived from Schulich School of Medicine & Dentistry drivers of engagement that reflect scores in the lower range of your results. This executive summary illustrates some highlights of the survey results, however, the report should be read in more detail, with particular attention to the Group Comparison section of this report for group specific opportunities for improvement.

Potential Areas of Weakness

Average scores of 41.6% or lower indicate that the average response to all the questions in each driver of engagement was within the somewhat disagree to strongly disagree range. Drivers that score within this range indicate potential opportunities for improvement. The following Drivers represent averages 41.6% or lower:

- No drivers of engagement had an average of 41.6% or lower.

Lowest Rated Drivers of Engagement Compared to the Rest of Western Faculty Members:

Comparing your group's drivers of engagement to rest of Western Faculty Members also allows us to highlight areas where improvements can be made. In our experience we have found that differences of more than -5.0% between a group's score for a driver area and the rest average for that driver to be observably significant (though please note that this is not necessarily a form

of statistical significance). The following drivers of engagement are those that have scored observably lower than their rest average:

1. Work Area: Performance Management
2. Work Area: Physical Work Environment

Summary of Group Level Results:

The following illustrates results for the various groups within Schulich School of Medicine & Dentistry based on a comparison of each group's Engagement Driver Grand Average (i.e., the average score from all drivers of engagement) compared to the rest of Schulich School of Medicine & Dentistry (the Engagement Driver Grand Average of the remaining groups). The following offers a quick illustration of the relative difference in Grand Averages within Schulich School of Medicine & Dentistry:

Departments:

- Anatomy & Cell Biology -0.2%
- Anesthesia & Perioperative Medicine +1.3%
- Biochemistry -3.8%
- Clinical Neurological Science -3.6%
- Dental Clinics -6.4%
- Dentistry -12.7%
- Epidemiology and Biostatistics +9.1%
- Family Medicine +6.0%
- Medical Biophysics +2.5%
- Medicine +2.4%
- Microbiology & Immunology +4.6%
- Obstetrics & Gynaecology -19.7%
- Ophthalmology +8.2%
- Paediatrics -2.8%
- Pathology and Laboratory Medicine +5.0%
- Physiology and Pharmacology +3.6%
- Psychiatry -4.9%
- Surgery -5.0%

Academic Administrative Roles:

- Assistant Dean, Chair/Director, Associate Chair/Director +3.6%
- Faculty Member -4.2%

Employment Statuses:

- Full Time -2.5%
- Part Time or Contract Staff +2.5%

Appointment Statuses:

- Adjunct (non-clinical) +2.9%
- Adjunct/Preceptor (clinical) +4.3%
- Continuing Appointment (clinical) -0.6%
- Institute Scientist +4.5%
- Limited Duties (part-time clinical) -5.8%
- Probationary +1.8%
- Tenured (non-clinical) -0.4%
- Term Appointment (clinical) +0.1%
- Term Appointment (non-clinical e.g. Limited Term, Visiting, Externally Funded) -4.5%

Ranks:

- Assistant Professor -0.4%

- Associate Professor -1.8%
- Other +1.2%
- Professor +1.8%

Report Highlights

The results of the survey highlight several areas of accomplishment and areas for improvement in the Drivers of Engagement. These results are outlined in the following summary and, in greater detail, throughout the report. Note: The Rest Average is comprised of the rest of the faculty members within Western Faculty Members.

Grand Average: 66.0% **Grand Rest Average: 65.1%**

Note: The Grand Average is the average of all 28 drivers.

Ranked Drivers

	Driver Average	Rest Average
1. Job: Safety	81.3%	82.6%
2. Job: Role Clarity	79.5%	81.2%
3. Org: Support for Diversity	77.4%	75.7%
4. Work Area: Student Supervision and Advising	74.2%	72.0%
5. Work Area: Support for Diversity	73.8%	74.5%
6. Org: Treated Fairly at Western	71.9%	69.9%
7. Work Area: Relationships with Faculty Colleagues	70.7%	67.5%
8. Org: Career Support and Advancement	70.2%	70.8%
9. Work Area: Leadership in Your Academic Unit	69.0%	70.7%
10. Work Area: Collaboration in Your Academic Unit	68.5%	64.1%
11. Work Area: Performance Management	67.1%	72.3%
12. Org: Learning Opportunities	67.0%	63.6%
13. Work Area: Communication in Faculty	65.3%	58.5%
14. Work Area: Collaboration With Other Work Units	65.2%	61.7%
15. Work Area: Support for Improvement & Innovation	64.3%	62.3%
16. Job: Workload Manageability	63.9%	64.2%
17. Work Area: Support for Research	63.1%	68.1%
18. Work Area: Decision Making in Your Academic Unit	62.8%	62.4%
19. Org: Career Advancement and Hiring Practices	62.7%	64.4%
20. Work Area: Communication in Your Academic Unit	62.6%	61.8%
21. Org: Faculty or Division Leadership	62.2%	56.7%
22. Work Area: Recognition in Your Academic Unit	61.0%	61.3%
23. Work Area: Recognition - Faculty	60.9%	62.2%
24. Org: Communication at Western	60.3%	55.7%
25. Work Area: Change Management	59.3%	60.3%
26. Work Area: Physical Work Environment	58.8%	65.2%
27. Org: Satisfaction with Senior Leadership	57.3%	45.3%

Definitions:

Ranked Drivers:
The driver, ranked by average, from highest to lowest.

Driver Average:
Average rating (%) of all responses to a series of items reduced to one factor (driver). Rating is based on a 7 point Agreement Scale from "Strongly Disagree" to "Strongly Agree".

Rest Average:
Represents what the rest of your comparator group (excluding your group) has scored on each driver. The average has been recalculated without your group's results to give a better representation of how your results compare.
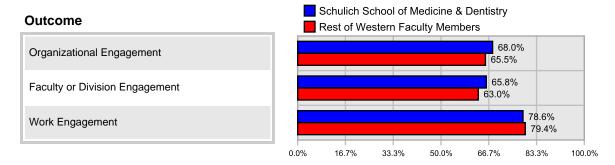
Ranked Drivers

	Driver Average	Rest Average
28. Job: Work / Life Balance	47.8%	47.5%

Schulich School of Medicine & Dentistry Outcome Scores

Outcome

■ Schulich School of Medicine & Dentistry
■ Rest of Western Faculty Members

Organizational Engagement	68.0% / 65.5%
Faculty or Division Engagement	65.8% / 63.0%
Work Engagement	78.6% / 79.4%

0.0%　16.7%　33.3%　50.0%　66.7%　83.3%　100.0%

Note: The Rest Average is comprised of the rest of the faculty members within Western Faculty Members.

Explanation of Outcomes

Organizational Engagement (Based on Items in Fig. 1.1)

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

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

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

Work Engagement (Based on Items in Fig. 3.1)

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

1. Organizational Engagement

Fig. 1.1 Item Statement

23a	Knowing what I know now about Western, I would apply to work here again (N=321)
23g	Overall, I intend to remain at Western (N=322)
23f	I am proud to say I work at Western (N=322)
23c	Western cares about its employees (N=320)
23e	I would not leave Western if an equivalent job opportunity became available elsewhere (N=321)

Item Average

Fig. 1.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
23a	2.2%	4.0%	4.0%	10.6%	16.2%	45.2%	17.8%
23g	1.6%	2.5%	2.5%	18.9%	17.1%	40.1%	17.4%
23f	1.6%	1.9%	4.0%	16.1%	20.5%	40.1%	15.8%
23c	2.8%	6.3%	7.2%	17.8%	21.6%	34.7%	9.7%
23e	6.9%	11.5%	10.9%	24.9%	11.8%	24.0%	10.0%
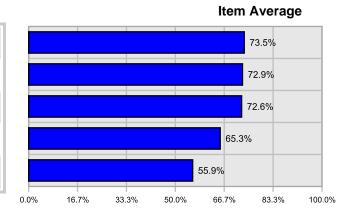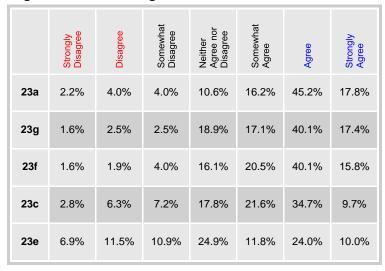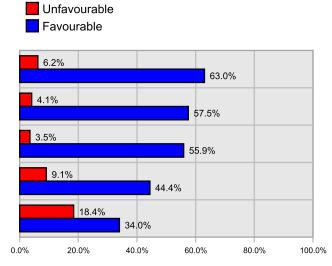
Fig. 1.3 Item Comparison Zones

2. Faculty or Division Engagement

Fig. 2.1 Item Statement

20d	Overall, I am proud to be a member of my Faculty (N=326)
20a	I feel a strong sense of belonging to my Faculty (N=326)
20b	My Faculty has a great deal of personal meaning for me (N=325)
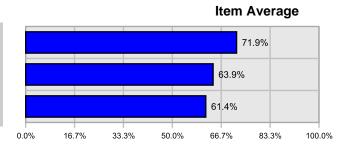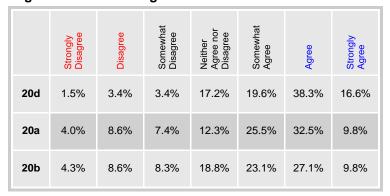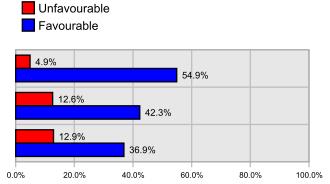
Item Average

Item	Average
20d	71.9%
20a	63.9%
20b	61.4%

0.0% 16.7% 33.3% 50.0% 66.7% 83.3% 100.0%

Fig. 2.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
20d	1.5%	3.4%	3.4%	17.2%	19.6%	38.3%	16.6%
20a	4.0%	8.6%	7.4%	12.3%	25.5%	32.5%	9.8%
20b	4.3%	8.6%	8.3%	18.8%	23.1%	27.1%	9.8%

Fig. 2.3 Item Comparison Zones

■ Unfavourable
■ Favourable

Item	Unfavourable	Favourable
20d	4.9%	54.9%
20a	12.6%	42.3%
20b	12.9%	36.9%

0.0% 20.0% 40.0% 60.0% 80.0% 100.0%

3. Work Engagement

Fig. 3.1 Item Statement

1c	I get absorbed in my work (e.g., time goes quickly) (N=358)
1b	My work inspires me (N=359)
1e	My current work gives me a sense of accomplishment (N=359)
1a	I feel energetic while at work (N=359)
1d	I have an opportunity to use my best talents in my role (N=359)

Item Average

Fig. 3.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
1c	0.6%	0.8%	2.8%	4.2%	12.0%	43.0%	36.6%
1b	0.8%	2.8%	0.6%	4.7%	16.4%	46.0%	28.7%
1e	1.1%	2.8%	3.1%	3.3%	18.1%	43.5%	28.1%
1a	1.4%	2.5%	6.1%	4.7%	22.3%	47.4%	15.6%
1d	2.5%	4.2%	5.8%	5.3%	19.5%	40.9%	21.7%

Fig. 3.3 Item Comparison Zones

- 🟥 Unfavourable
- 🟦 Favourable
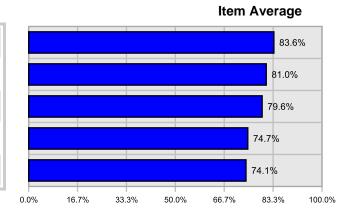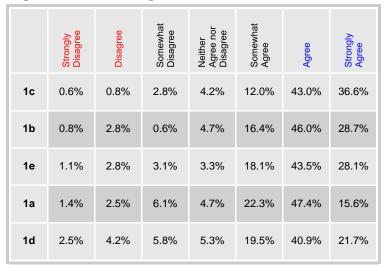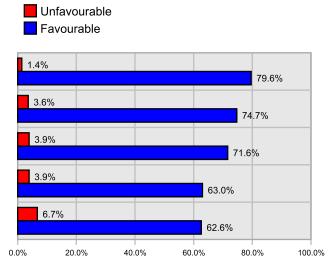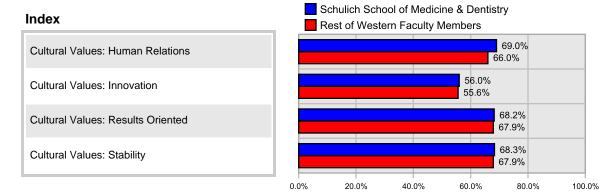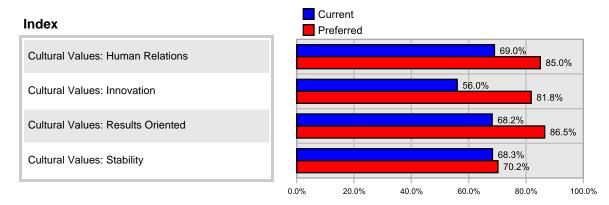
Index Scores

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

Index

	Schulich School of Medicine & Dentistry	Rest of Western Faculty Members
Cultural Values: Human Relations	69.0%	66.0%
Cultural Values: Innovation	56.0%	55.6%
Cultural Values: Results Oriented	68.2%	67.9%
Cultural Values: Stability	68.3%	67.9%

Preferred Culture: Consider what would you prefer your Work Unit / Department culture to be "more like" in the next 5 years in order to be highly successful.

Index

	Current	Preferred
Cultural Values: Human Relations	69.0%	85.0%
Cultural Values: Innovation	56.0%	81.8%
Cultural Values: Results Oriented	68.2%	86.5%
Cultural Values: Stability	68.3%	70.2%

Definitions of Indices

Cultural Values: Human Relations

This Cultural Value focuses on current behaviours associated with human relations and specifically involves treating people fairly, having respect for others, and working effectively in teams. Respondents also answered questions about the extent to which they would prefer their Work Unit / Department to place a great deal of value on human relations in the next 5 years.

Cultural Values: Innovation

This Cultural Value focuses on current behaviours related to innovation and specifically involves willingness to experiment, taking risks, and being flexible in response to changing circumstances. Respondents also answered questions about the extent to which they would prefer their Work Unit / Department to place a great deal of value on innovation in the next 5 years.

Cultural Values: Results Oriented

This Cultural Value focuses on current behaviours related to being results oriented and specifically involves being action-oriented, working hard and striving for excellence. Respondents also answered questions about the extent to which they would prefer their Work Unit / Department to place a great deal of value on results oriented behaviours in the next 5 years.

Cultural Values: Stability

This Cultural Value focuses on current behaviours related to stability and specifically involves being predictable, consistent, and adhering to policies, procedure, and guidelines. Respondents also answered questions about the extent to which they would prefer their Work Unit / Department to place a great deal of value on stability in the next 5 years.

Overall Driver Analyses

Section Overview

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

1. Organizational
2. Work Area
3. Job Related

Note: A driver at one level can influence at other levels, so the designations are not exact or precise. In particular, Job-Related and Work Area drivers overlap the most. In large organizations, plausibly other levels emerge that would be most commonly characterized, e.g., as Department, Division, Region, or Site.

Organizational Engagement

Organizational Drivers

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

Work Engagement

Work Area Drivers

Work Area drivers tend to be more highly related and predictive of Work Engagement than of "Organizational Engagement", but because some Work Area drivers are influenced by organizational decisions and structures they can be characterized as "Mixed Drivers." These drivers are more amenable to change by workers and supervisors/managers as they are mostly within the sphere of control of front-line Supervisors / Managers and their teams. Therefore, these drivers are usually more useful as the focus of improvement at the local level rather than at the organizational level.
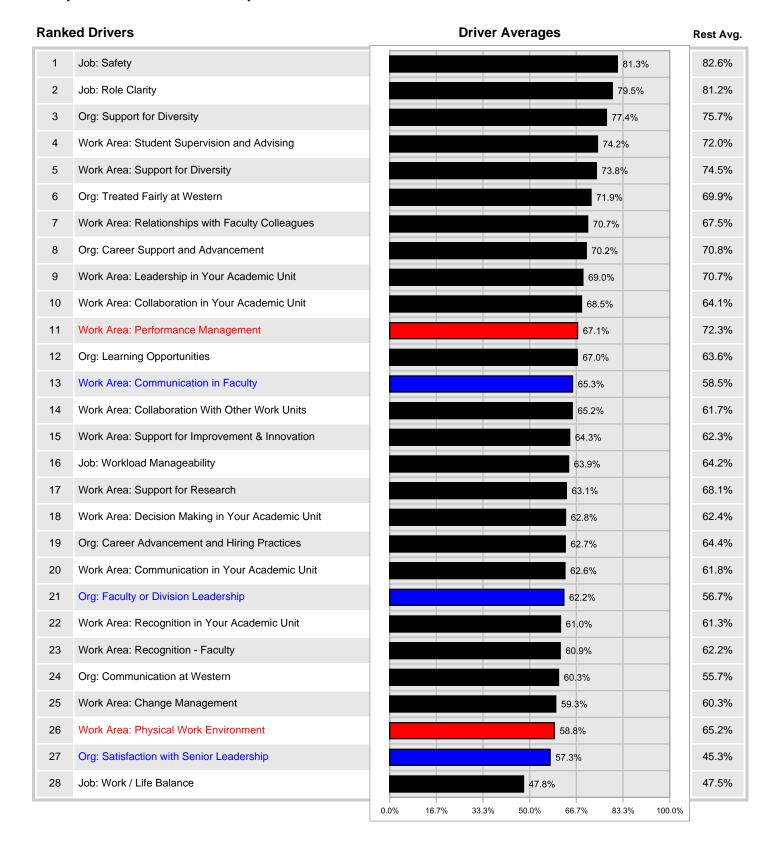
Job Related Drivers

Job Related drivers tend to be more related and predictive of Work Engagement and affect perceptions of various features of a job such as how interesting and absorbing a job might be to a worker. Job Related drivers of engagement contain elements that are intrinsic aspects of a persons' job (e.g., associated with a bus driver, nurse, or anything that would typically be considered "the nature of the job") and so some elements are not easily amenable to change. However, Job Related drivers of engagement can be affected by the worker and front-line manager who can influence elements such as job complexity, or the worker's degree of control of flexibility. Further, it is possible for teams to positively affect Job Related drivers through better support for each other in a defined work area. Job Related drivers can provide both the focus for local teams' improvement efforts and the focus of organization-wide development initiatives.

Graph of Driver Averages

The following graph illustrates the averages, in percent, for each driver in order from highest to lowest. The Grand Average is 66.0% and has a difference of 0.9% from the Grand Rest Average (65.1%). Note: The Rest Average is comprised of the rest of the faculty members within Western Faculty Members.

	Ranked Drivers	Driver Averages	Rest Avg.
1	Job: Safety	81.3%	82.6%
2	Job: Role Clarity	79.5%	81.2%
3	Org: Support for Diversity	77.4%	75.7%
4	Work Area: Student Supervision and Advising	74.2%	72.0%
5	Work Area: Support for Diversity	73.8%	74.5%
6	Org: Treated Fairly at Western	71.9%	69.9%
7	Work Area: Relationships with Faculty Colleagues	70.7%	67.5%
8	Org: Career Support and Advancement	70.2%	70.8%
9	Work Area: Leadership in Your Academic Unit	69.0%	70.7%
10	Work Area: Collaboration in Your Academic Unit	68.5%	64.1%
11	Work Area: Performance Management	67.1%	72.3%
12	Org: Learning Opportunities	67.0%	63.6%
13	Work Area: Communication in Faculty	65.3%	58.5%
14	Work Area: Collaboration With Other Work Units	65.2%	61.7%
15	Work Area: Support for Improvement & Innovation	64.3%	62.3%
16	Job: Workload Manageability	63.9%	64.2%
17	Work Area: Support for Research	63.1%	68.1%
18	Work Area: Decision Making in Your Academic Unit	62.8%	62.4%
19	Org: Career Advancement and Hiring Practices	62.7%	64.4%
20	Work Area: Communication in Your Academic Unit	62.6%	61.8%
21	Org: Faculty or Division Leadership	62.2%	56.7%
22	Work Area: Recognition in Your Academic Unit	61.0%	61.3%
23	Work Area: Recognition - Faculty	60.9%	62.2%
24	Org: Communication at Western	60.3%	55.7%
25	Work Area: Change Management	59.3%	60.3%
26	Work Area: Physical Work Environment	58.8%	65.2%
27	Org: Satisfaction with Senior Leadership	57.3%	45.3%
28	Job: Work / Life Balance	47.8%	47.5%

0.0%   16.7%   33.3%   50.0%   66.7%   83.3%   100.0%

Graph of Frequencies

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

Ranked Drivers

| ■ Unfavourable |
| ■ Favourable |

#	Driver	Unfavourable	Favourable
1	Job: Safety	0.8%	79.7%
2	Job: Role Clarity	3.1%	73.4%
3	Org: Support for Diversity	2.3%	70.7%
4	Work Area: Student Supervision and Advising	7.2%	61.3%
5	Work Area: Support for Diversity	7.8%	63.8%
6	Org: Treated Fairly at Western	5.9%	57.4%
7	Work Area: Relationships with Faculty Colleagues	4.9%	52.9%
8	Org: Career Support and Advancement	10.5%	57.1%
9	Work Area: Leadership in Your Academic Unit	12.2%	55.7%
10	Work Area: Collaboration in Your Academic Unit	8.1%	50.3%
11	Work Area: Performance Management	11.6%	53.4%
12	Org: Learning Opportunities	6.5%	45.8%
13	Work Area: Communication in Faculty	7.7%	41.9%
14	Work Area: Collaboration With Other Work Units	5.3%	37.9%
15	Work Area: Support for Improvement & Innovation	11.4%	41.5%
16	Job: Workload Manageability	14.7%	50.2%
17	Work Area: Support for Research	16.5%	44.0%
18	Work Area: Decision Making in Your Academic Unit	16.1%	47.1%
19	Org: Career Advancement and Hiring Practices	7.6%	37.9%
20	Work Area: Communication in Your Academic Unit	11.4%	40.0%
21	Org: Faculty or Division Leadership	15.1%	43.8%
22	Work Area: Recognition in Your Academic Unit	14.7%	42.6%
23	Work Area: Recognition - Faculty	15.7%	42.6%
24	Org: Communication at Western	12.4%	33.0%
25	Work Area: Change Management	16.7%	38.9%
26	Work Area: Physical Work Environment	18.2%	40.1%
27	Org: Satisfaction with Senior Leadership	15.9%	29.3%
28	Job: Work / Life Balance	29.2%	24.6%

(Axis: 0.0%   20.0%   40.0%   60.0%   80.0%   100.0%)

Table of Frequencies

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

	Ranked Drivers	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	Job: Safety	0.2%	0.6%	1.4%	8.6%	9.4%	58.0%	21.7%
2	Job: Role Clarity	1.0%	2.1%	5.2%	3.1%	15.2%	45.7%	27.7%
3	Org: Support for Diversity	0.9%	1.4%	1.9%	13.2%	11.9%	52.5%	18.2%
4	Work Area: Student Supervision and Advising	2.6%	4.6%	6.7%	6.2%	18.7%	33.4%	27.9%
5	Work Area: Support for Diversity	3.2%	4.6%	4.8%	8.7%	14.9%	40.0%	23.8%
6	Org: Treated Fairly at Western	1.9%	4.0%	5.9%	10.6%	20.2%	41.6%	15.8%
7	Work Area: Relationships with Faculty Colleagues	1.6%	3.3%	5.1%	14.6%	22.6%	40.4%	12.5%
8	Org: Career Support and Advancement	4.8%	5.7%	6.2%	13.4%	12.8%	31.1%	26.0%
9	Work Area: Leadership in Your Academic Unit	5.6%	6.6%	5.9%	10.4%	15.9%	33.6%	22.1%
10	Work Area: Collaboration in Your Academic Unit	2.8%	5.3%	7.4%	11.2%	23.1%	36.3%	14.0%
11	Work Area: Performance Management	5.6%	6.0%	6.2%	15.5%	13.4%	36.4%	17.0%
12	Org: Learning Opportunities	2.1%	4.4%	5.5%	18.0%	24.2%	39.1%	6.7%
13	Work Area: Communication in Faculty	3.1%	4.6%	7.6%	16.1%	26.7%	34.9%	7.0%
14	Work Area: Collaboration With Other Work Units	1.9%	3.4%	5.6%	25.4%	25.8%	30.5%	7.4%
15	Work Area: Support for Improvement & Innovation	4.4%	7.0%	7.8%	12.4%	26.9%	31.0%	10.5%
16	Job: Workload Manageability	5.7%	9.0%	11.2%	9.3%	14.5%	35.3%	14.9%
17	Work Area: Support for Research	5.2%	11.3%	9.8%	10.2%	19.8%	25.2%	18.8%
18	Work Area: Decision Making in Your Academic Unit	6.1%	10.0%	8.2%	9.6%	19.1%	37.4%	9.7%
19	Org: Career Advancement and Hiring Practices	3.4%	4.2%	6.0%	28.8%	19.8%	32.5%	5.4%
20	Work Area: Communication in Your Academic Unit	3.9%	7.5%	8.6%	15.4%	24.7%	34.1%	5.9%
21	Org: Faculty or Division Leadership	7.1%	8.0%	8.6%	12.3%	20.2%	33.1%	10.7%
22	Work Area: Recognition in Your Academic Unit	5.7%	9.0%	12.2%	13.2%	17.6%	32.1%	10.5%
23	Work Area: Recognition - Faculty	8.4%	7.3%	10.4%	12.3%	19.1%	31.5%	11.1%
24	Org: Communication at Western	4.4%	8.0%	7.0%	19.4%	28.2%	29.0%	4.0%
25	Work Area: Change Management	5.9%	10.8%	10.4%	13.6%	20.6%	32.3%	6.6%
26	Work Area: Physical Work Environment	7.7%	10.5%	13.3%	10.7%	17.8%	28.1%	12.0%
27	Org: Satisfaction with Senior Leadership	5.6%	10.3%	8.4%	23.4%	23.1%	21.2%	8.1%
28	Job: Work / Life Balance	11.1%	18.1%	19.1%	7.3%	20.0%	18.5%	6.1%

Item Analyses

Section Overview

This section contains graphic illustrations of the averages and percentages of the individual items for each driver.

Again, the drivers are presented in ranked order (from highest to lowest). The items within the driver are also listed in ranked order. There are two graphs and one table for each driver.

Figure Types and Numbering Reference

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

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

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

Rank 1: Job: Safety

Driver Average: 81.3%

Fig. 1.1 Item Statement

27d	I feel that I am able to perform my work safely (N=319)
27a	People at Western are encouraged to work safely (N=318)
27c	I have received proper safety training related to my work (N=319)
27b	I feel comfortable reporting safety concerns (N=318)
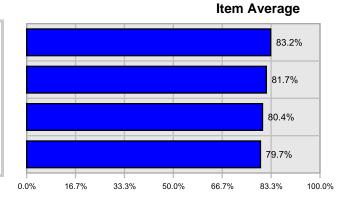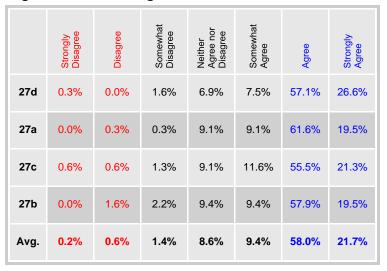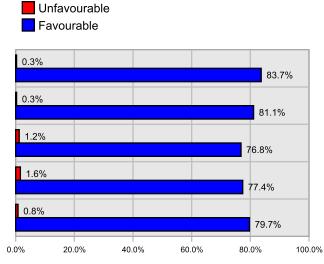
Item Average

- 83.2%
- 81.7%
- 80.4%
- 79.7%

Fig. 1.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
27d	0.3%	0.0%	1.6%	6.9%	7.5%	57.1%	26.6%
27a	0.0%	0.3%	0.3%	9.1%	9.1%	61.6%	19.5%
27c	0.6%	0.6%	1.3%	9.1%	11.6%	55.5%	21.3%
27b	0.0%	1.6%	2.2%	9.4%	9.4%	57.9%	19.5%
Avg.	**0.2%**	**0.6%**	**1.4%**	**8.6%**	**9.4%**	**58.0%**	**21.7%**

Fig. 1.3 Item Comparison Zones

- Unfavourable
- Favourable

- 0.3% / 83.7%
- 0.3% / 81.1%
- 1.2% / 76.8%
- 1.6% / 77.4%
- 0.8% / 79.7%

Rank 2: Job: Role Clarity

Driver Average: 79.5%

Fig. 2.1 Item Statement

2a	I know what tasks and duties I am accountable for in my role (N=358)
2c	Overall, I am clear about what is expected of me in my role (N=357)
2b	I know what outcomes or results I am expected to achieve in my role (N=358)
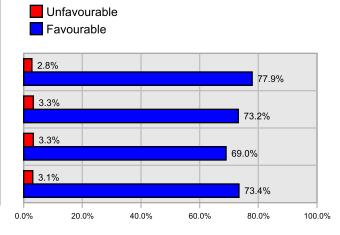
Item Average

- 2a: 81.6%
- 2c: 78.6%
- 2b: 78.3%

0.0% 16.7% 33.3% 50.0% 66.7% 83.3% 100.0%

Fig. 2.2 Item Percentage Distribution

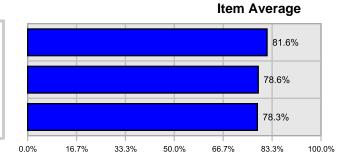|	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
2a	0.8%	2.0%	3.6%	2.8%	12.8%	46.9%	31.0%
2c	1.1%	2.2%	6.2%	3.9%	13.4%	47.1%	26.1%
2b	1.1%	2.2%	5.9%	2.5%	19.3%	43.0%	26.0%
Avg.	**1.0%**	**2.1%**	**5.2%**	**3.1%**	**15.2%**	**45.7%**	**27.7%**

Fig. 2.3 Item Comparison Zones

- Unfavourable
- Favourable

	Unfavourable	Favourable
2a	2.8%	77.9%
2c	3.3%	73.2%
2b	3.3%	69.0%
Avg	3.1%	73.4%

0.0% 20.0% 40.0% 60.0% 80.0% 100.0%

Rank 3: Org: Support for Diversity

Driver Average: 77.4%

Fig. 3.1 Item Statement

28c	Western values and promotes respectful work relationships (N=319)
28a	Western values and promotes accessibility (N=317)
28b	Western values and promotes a diverse and inclusive work environment (N=319)
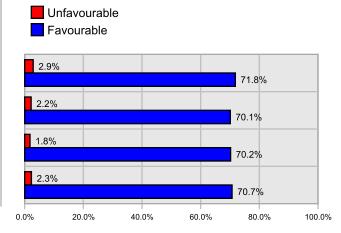
Item Average

- 28c: 77.6%
- 28a: 77.5%
- 28b: 77.0%

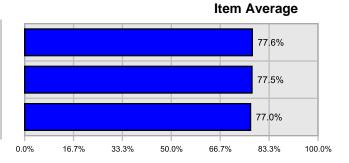(0.0% 16.7% 33.3% 50.0% 66.7% 83.3% 100.0%)

Fig. 3.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
28c	1.3%	1.6%	1.6%	12.2%	11.6%	53.0%	18.8%
28a	0.6%	1.6%	1.6%	12.3%	13.9%	52.4%	17.7%
28b	0.9%	0.9%	2.5%	15.0%	10.3%	52.0%	18.2%
Avg.	**0.9%**	**1.4%**	**1.9%**	**13.2%**	**11.9%**	**52.5%**	**18.2%**

Fig. 3.3 Item Comparison Zones

- ■ Unfavourable
- ■ Favourable

- 2.9% / 71.8%
- 2.2% / 70.1%
- 1.8% / 70.2%
- 2.3% / 70.7%

(0.0% 20.0% 40.0% 60.0% 80.0% 100.0%)

Rank 4: Work Area: Student Supervision and Advising

Driver Average: 74.2%

Fig. 4.1 Item Statement

6d	I consider student supervision / advising to be an integral part of my role as a faculty member (N=333)
6a	My work in supervising / advising students is valued in my Academic Unit (N=338)
6c	I have enough time to supervise / advise graduate students effectively (N=266)
6b	I have enough time to supervise / advise undergraduate students effectively (N=302)

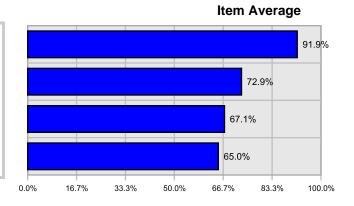### Item Average

- 91.9%
- 72.9%
- 67.1%
- 65.0%

Fig. 4.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
6d	0.0%	0.3%	0.0%	3.3%	4.2%	28.8%	63.4%
6a	3.8%	5.6%	5.9%	5.6%	18.0%	34.6%	26.3%
6c	4.1%	5.3%	9.8%	6.4%	25.9%	36.1%	12.4%
6b	2.3%	7.3%	10.9%	9.6%	26.5%	34.1%	9.3%
Avg.	**2.6%**	**4.6%**	**6.7%**	**6.2%**	**18.7%**	**33.4%**	**27.9%**

Fig. 4.3 Item Comparison Zones

■ Unfavourable
■ Favourable

- 0.3% / 92.2%
- 9.4% / 60.9%
- 9.4% / 48.5%
- 9.6% / 43.4%
- 7.2% / 61.3%
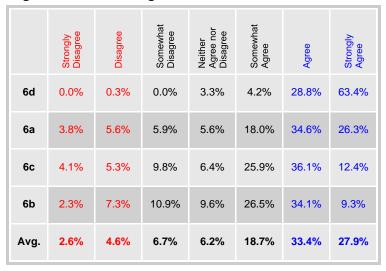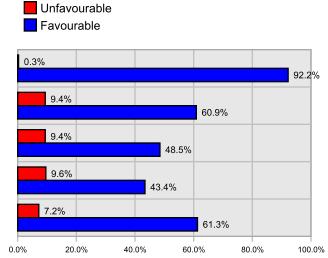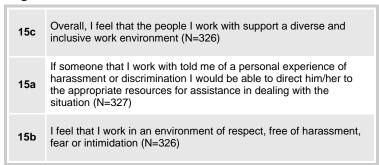
Rank 5: Work Area: Support for Diversity

Driver Average: 73.8%

Fig. 5.1 Item Statement

15c	Overall, I feel that the people I work with support a diverse and inclusive work environment (N=326)
15a	If someone that I work with told me of a personal experience of harassment or discrimination I would be able to direct him/her to the appropriate resources for assistance in dealing with the situation (N=327)
15b	I feel that I work in an environment of respect, free of harassment, fear or intimidation (N=326)

Item Average

15c: 75.3%
15a: 74.3%
15b: 71.9%

Fig. 5.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
15c	3.1%	4.6%	3.7%	8.9%	12.0%	41.7%	26.1%
15a	1.2%	3.7%	4.9%	10.7%	18.0%	40.7%	20.8%
15b	5.2%	5.5%	5.8%	6.4%	14.7%	37.7%	24.5%
Avg.	3.2%	4.6%	4.8%	8.7%	14.9%	40.0%	23.8%

Fig. 5.3 Item Comparison Zones

Unfavourable / Favourable

7.7% / 67.8%
4.9% / 61.5%
10.7% / 62.2%
7.8% / 63.8%

Rank 6: Org: Treated Fairly at Western

Driver Average: 71.9%

Fig. 6.1 Item Statement

23b	I feel that I am treated fairly at Western (N=322)

Item Average

71.9%

0.0% 16.7% 33.3% 50.0% 66.7% 83.3% 100.0%

Fig. 6.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
23b	1.9%	4.0%	5.9%	10.6%	20.2%	41.6%	15.8%

Fig. 6.3 Item Comparison Zones

- ■ Unfavourable
- ■ Favourable

5.9%

57.4%

0.0% 20.0% 40.0% 60.0% 80.0% 100.0%
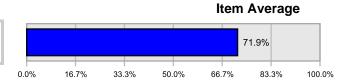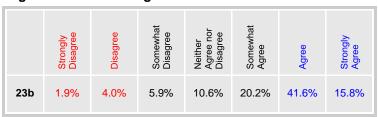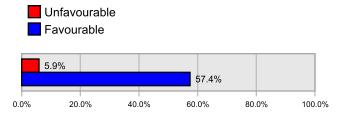
Rank 7: Work Area: Relationships with Faculty Colleagues

Driver Average: 70.7%

Fig. 7.1 Item Statement

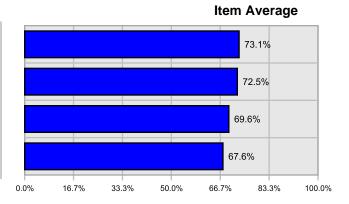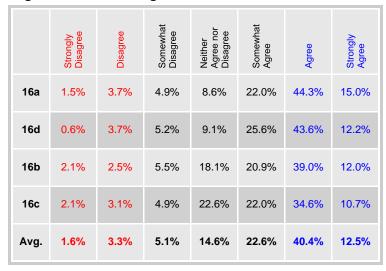|	
16a	Faculty in my Academic Unit have good working relationships (N=327)
16d	Overall, I am satisfied with how I interact with my faculty colleagues (N=328)
16b	Collaboration with faculty colleagues in my Academic Unit is supported at Western (N=326)
16c	Collaboration with faculty colleagues across campus is supported at Western (N=327)
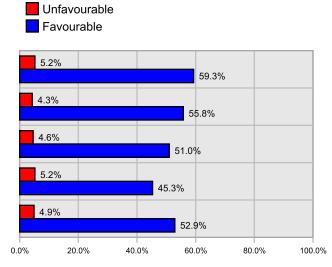
Item Average

Item	Value
16a	73.1%
16d	72.5%
16b	69.6%
16c	67.6%

Fig. 7.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
16a	1.5%	3.7%	4.9%	8.6%	22.0%	44.3%	15.0%
16d	0.6%	3.7%	5.2%	9.1%	25.6%	43.6%	12.2%
16b	2.1%	2.5%	5.5%	18.1%	20.9%	39.0%	12.0%
16c	2.1%	3.1%	4.9%	22.6%	22.0%	34.6%	10.7%
Avg.	**1.6%**	**3.3%**	**5.1%**	**14.6%**	**22.6%**	**40.4%**	**12.5%**

Fig. 7.3 Item Comparison Zones

- Unfavourable
- Favourable

Item	Unfavourable	Favourable
16a	5.2%	59.3%
16d	4.3%	55.8%
16b	4.6%	51.0%
16c	5.2%	45.3%
Avg	4.9%	52.9%

Rank 8: Org: Career Support and Advancement

Driver Average: 70.2%

Fig. 8.1 Item Statement

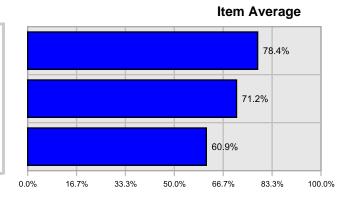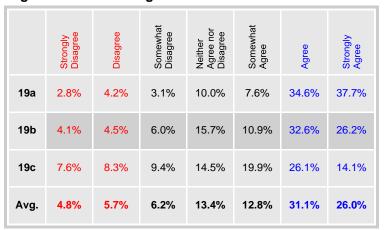|	
19a	Faculty promotions are done without bias (such as bias on the basis of race, age, gender, disability, sexual orientation etc.) (N=289)
19b	Faculty are treated fairly with regard to the tenure process (N=267)
19c	Faculty are sufficiently mentored with regard to the tenure process (N=276)

Item Average

Fig. 8.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
19a	2.8%	4.2%	3.1%	10.0%	7.6%	34.6%	37.7%
19b	4.1%	4.5%	6.0%	15.7%	10.9%	32.6%	26.2%
19c	7.6%	8.3%	9.4%	14.5%	19.9%	26.1%	14.1%
Avg.	**4.8%**	**5.7%**	**6.2%**	**13.4%**	**12.8%**	**31.1%**	**26.0%**

Fig. 8.3 Item Comparison Zones

🟥 Unfavourable
🟦 Favourable
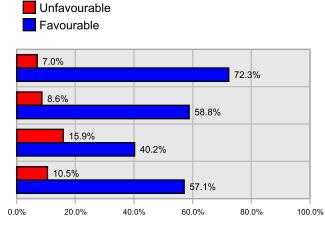
Rank 9: Work Area: Leadership in Your Academic Unit

Driver Average: 69.0%

Fig. 9.1 Item Statement

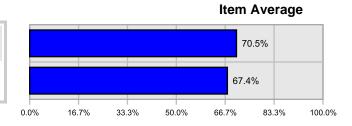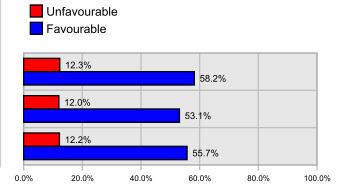|	
11a	I feel free to discuss any work related issues with the person leading my Academic Unit (N=333)
11b	My Academic Unit leader has a positive impact on my Academic Unit (N=333)

Item Average

- 11a: 70.5%
- 11b: 67.4%

Fig. 9.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
11a	6.3%	6.0%	3.9%	9.0%	16.5%	33.3%	24.9%
11b	4.8%	7.2%	7.8%	11.7%	15.3%	33.9%	19.2%
Avg.	**5.6%**	**6.6%**	**5.9%**	**10.4%**	**15.9%**	**33.6%**	**22.1%**

Fig. 9.3 Item Comparison Zones

- Unfavourable
- Favourable

- 12.3% / 58.2%
- 12.0% / 53.1%
- 12.2% / 55.7%

Rank 10: Work Area: Collaboration in Your Academic Unit

Driver Average: 68.5%

Fig. 10.1 Item Statement

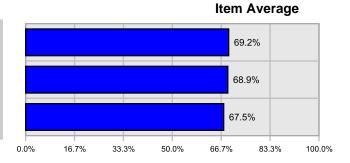|	
9c	Overall, I am satisfied with how I interact with and feel about others in my Academic Unit (N=334)
9b	I feel my contribution is valued by the people I work with (N=334)
9a	There is good teamwork and cooperation within my Academic Unit (N=334)

Item Average

- 9c: 69.2%
- 9b: 68.9%
- 9a: 67.5%
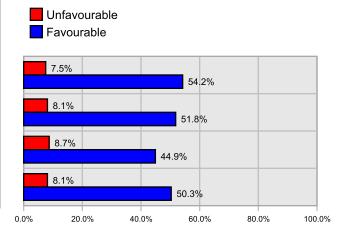
Fig. 10.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
9c	2.1%	5.4%	8.4%	11.4%	18.6%	40.4%	13.8%
9b	3.3%	4.8%	7.2%	11.7%	21.3%	36.5%	15.3%
9a	3.0%	5.7%	6.6%	10.5%	29.3%	32.0%	12.9%
Avg.	**2.8%**	**5.3%**	**7.4%**	**11.2%**	**23.1%**	**36.3%**	**14.0%**

Fig. 10.3 Item Comparison Zones

- ■ Unfavourable
- ■ Favourable

- 7.5% / 54.2%
- 8.1% / 51.8%
- 8.7% / 44.9%
- 8.1% / 50.3%

Rank 11: Work Area: Performance Management

Driver Average: 67.1%

Fig. 11.1 Item Statement

11c	I receive feedback on my work performance at least annually (N=333)
11d	Work performance concerns are dealt with appropriately in my Academic Unit (N=332)

Item Average

11c: 70.7%
11d: 63.4%

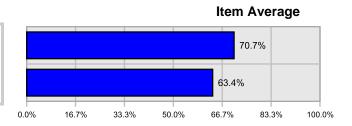(bar chart axis: 0.0% 16.7% 33.3% 50.0% 66.7% 83.3% 100.0%)
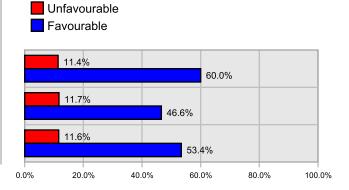
Fig. 11.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
11c	5.4%	6.0%	3.9%	11.4%	13.2%	37.2%	22.8%
11d	5.7%	6.0%	8.4%	19.6%	13.6%	35.5%	11.1%
Avg.	**5.6%**	**6.0%**	**6.2%**	**15.5%**	**13.4%**	**36.4%**	**17.0%**

Fig. 11.3 Item Comparison Zones

■ Unfavourable
■ Favourable

11c: Unfavourable 11.4%, Favourable 60.0%
11d: Unfavourable 11.7%, Favourable 46.6%
Avg: Unfavourable 11.6%, Favourable 53.4%

(bar chart axis: 0.0% 20.0% 40.0% 60.0% 80.0% 100.0%)

Rank 12: Org: Learning Opportunities

Driver Average: 67.0%

Fig. 12.1 Item Statement

26b	I feel encouraged to continuously develop my skills and abilities (N=318)
26a	I receive the training I need to do my work effectively (N=317)
26c	There are sufficient opportunities for me to interact and learn with others who do similar work at Western (N=318)
26d	Overall, I am satisfied with the supports and opportunities available for my ongoing professional development (N=319)

Item Average

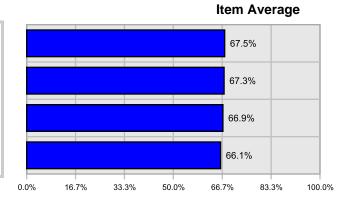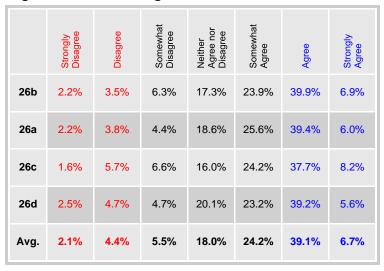| Item	Average
26b	67.5%
26a	67.3%
26c	66.9%
26d	66.1%

Fig. 12.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
26b	2.2%	3.5%	6.3%	17.3%	23.9%	39.9%	6.9%
26a	2.2%	3.8%	4.4%	18.6%	25.6%	39.4%	6.0%
26c	1.6%	5.7%	6.6%	16.0%	24.2%	37.7%	8.2%
26d	2.5%	4.7%	4.7%	20.1%	23.2%	39.2%	5.6%
Avg.	**2.1%**	**4.4%**	**5.5%**	**18.0%**	**24.2%**	**39.1%**	**6.7%**

Fig. 12.3 Item Comparison Zones

- Unfavourable
- Favourable

Item	Unfavourable	Favourable
26b	5.7%	46.8%
26a	6.0%	45.4%
26c	7.3%	45.9%
26d	7.2%	44.8%
Avg.	6.5%	45.8%
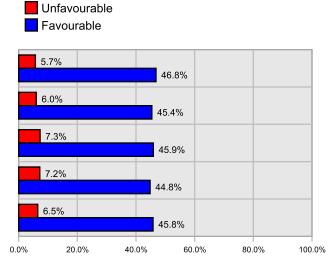
Rank 13: Work Area: Communication in Faculty

Driver Average: 65.3%

Fig. 13.1 Item Statement

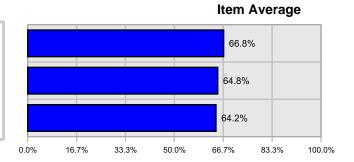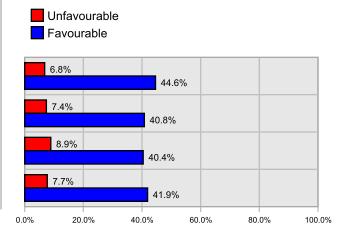|	
21a	There are regular and clear communications about the priorities of my Faculty (N=323)
21b	I understand how my work supports one or more of the priorities of my Faculty (N=323)
21c	Overall, I am satisfied with communications within my Faculty (N=325)

Item Average

Item	Value
21a	66.8%
21b	64.8%
21c	64.2%

0.0% 16.7% 33.3% 50.0% 66.7% 83.3% 100.0%

Fig. 13.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
21a	2.5%	4.3%	6.8%	14.9%	26.9%	37.2%	7.4%
21b	3.1%	4.3%	9.3%	15.8%	26.6%	33.4%	7.4%
21c	3.7%	5.2%	6.8%	17.5%	26.5%	34.2%	6.2%
Avg.	**3.1%**	**4.6%**	**7.6%**	**16.1%**	**26.7%**	**34.9%**	**7.0%**

Fig. 13.3 Item Comparison Zones

■ Unfavourable
■ Favourable

Item	Unfavourable	Favourable
21a	6.8%	44.6%
21b	7.4%	40.8%
21c	8.9%	40.4%
Avg.	7.7%	41.9%

0.0% 20.0% 40.0% 60.0% 80.0% 100.0%

Rank 14: Work Area: Collaboration With Other Work Units

Driver Average: 65.2%

Fig. 14.1 Item Statement

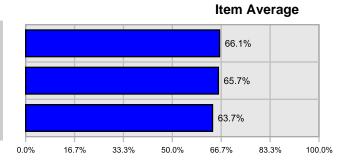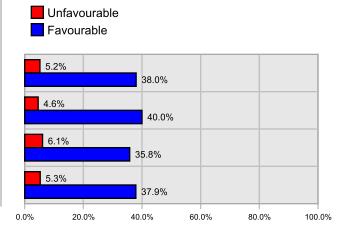|		Item Average
17a	People in other Units are supportive when I ask for things I need to get my work done (N=327)	66.1%
17b	I am encouraged to co-operate with people in other Units (N=327)	65.7%
17c	Overall, I am satisfied with the way Units collaborate at Western (N=327)	63.7%

Fig. 14.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
17a	1.8%	3.4%	3.7%	24.8%	28.4%	30.0%	8.0%
17b	1.8%	2.8%	5.5%	26.6%	23.2%	32.4%	7.6%
17c	2.1%	4.0%	7.6%	24.8%	25.7%	29.1%	6.7%
Avg.	**1.9%**	**3.4%**	**5.6%**	**25.4%**	**25.8%**	**30.5%**	**7.4%**

Fig. 14.3 Item Comparison Zones

■ Unfavourable
■ Favourable

Rank 15: Work Area: Support for Improvement & Innovation

Driver Average: 64.3%

Fig. 15.1 Item Statement

10c	In my Academic Unit we take time to think about how to improve our programs and services (N=333)
10b	I believe my ideas and suggestions are valued (N=334)
10a	I am encouraged to come up with better ways to do things (N=334)

Item Average

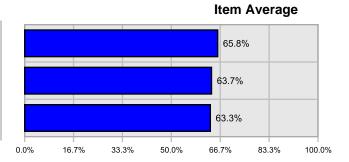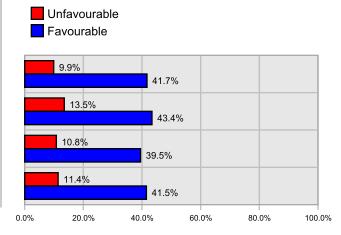| Item	Average
10c	65.8%
10b	63.7%
10a	63.3%

Fig. 15.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
10c	3.9%	6.0%	7.2%	11.1%	30.0%	29.7%	12.0%
10b	5.7%	7.8%	8.4%	9.0%	25.7%	32.9%	10.5%
10a	3.6%	7.2%	7.8%	17.1%	24.9%	30.5%	9.0%
Avg.	**4.4%**	**7.0%**	**7.8%**	**12.4%**	**26.9%**	**31.0%**	**10.5%**

Fig. 15.3 Item Comparison Zones

■ Unfavourable
■ Favourable

Item	Unfavourable	Favourable
10c	9.9%	41.7%
10b	13.5%	43.4%
10a	10.8%	39.5%
Avg	11.4%	41.5%

Rank 16: Job: Workload Manageability

Driver Average: 63.9%

Fig. 16.1 Item Statement

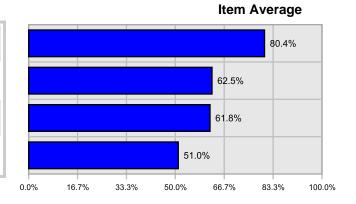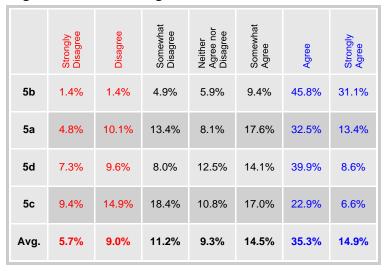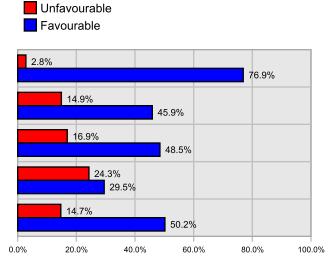|	
5b	Usually, I am assigned the courses I am most qualified to teach (N=286)
5a	Overall, I am satisfied with my current balance of teaching, research, and service (N=335)
5d	I am satisfied that service assignments are distributed in a reasonable way (N=313)
5c	My workload enables me to make good progress on my research (N=288)

Item Average

- 5b: 80.4%
- 5a: 62.5%
- 5d: 61.8%
- 5c: 51.0%

Fig. 16.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
5b	1.4%	1.4%	4.9%	5.9%	9.4%	45.8%	31.1%
5a	4.8%	10.1%	13.4%	8.1%	17.6%	32.5%	13.4%
5d	7.3%	9.6%	8.0%	12.5%	14.1%	39.9%	8.6%
5c	9.4%	14.9%	18.4%	10.8%	17.0%	22.9%	6.6%
Avg.	**5.7%**	**9.0%**	**11.2%**	**9.3%**	**14.5%**	**35.3%**	**14.9%**

Fig. 16.3 Item Comparison Zones

- Unfavourable
- Favourable

- 5b: Unfavourable 2.8%, Favourable 76.9%
- 5a: Unfavourable 14.9%, Favourable 45.9%
- 5d: Unfavourable 16.9%, Favourable 48.5%
- 5c: Unfavourable 24.3%, Favourable 29.5%
- Avg: Unfavourable 14.7%, Favourable 50.2%

Rank 17: Work Area: Support for Research

Driver Average: 63.1%

Fig. 17.1 Item Statement

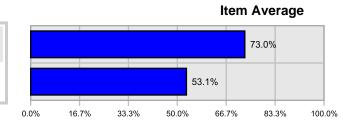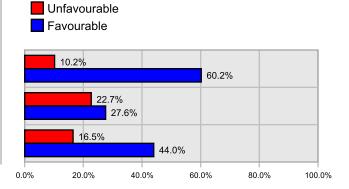|	
4a	Research activities of faculty members are usually respected and valued in my Academic Unit (N=324)
4b	I receive sufficient guidance, assistance, and support to access research funding (N=305)

Item Average

Item	Value
4a	73.0%
4b	53.1%

0.0% 16.7% 33.3% 50.0% 66.7% 83.3% 100.0%

Fig. 17.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4a	3.7%	6.5%	6.5%	5.2%	17.9%	29.6%	30.6%
4b	6.6%	16.1%	13.1%	15.1%	21.6%	20.7%	6.9%
Avg.	**5.2%**	**11.3%**	**9.8%**	**10.2%**	**19.8%**	**25.2%**	**18.8%**

Fig. 17.3 Item Comparison Zones

■ Unfavourable
■ Favourable

	Unfavourable	Favourable
	10.2%	60.2%
	22.7%	27.6%
	16.5%	44.0%

0.0% 20.0% 40.0% 60.0% 80.0% 100.0%

Rank 18: Work Area: Decision Making in Your Academic Unit

Driver Average: 62.8%

Fig. 18.1 Item Statement

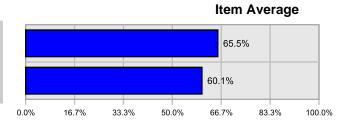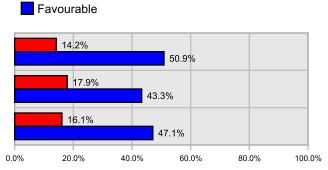|	
13a	I am usually informed about important decisions that are made in my Academic Unit (N=330)
13b	Overall, I am satisfied with my level of involvement in decision-making in my Academic Unit (N=330)

Item Average

Item	Value
13a	65.5%
13b	60.1%

0.0% 16.7% 33.3% 50.0% 66.7% 83.3% 100.0%

Fig. 18.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
13a	4.5%	9.7%	6.7%	8.2%	20.0%	40.0%	10.9%
13b	7.6%	10.3%	9.7%	10.9%	18.2%	34.8%	8.5%
Avg.	**6.1%**	**10.0%**	**8.2%**	**9.6%**	**19.1%**	**37.4%**	**9.7%**

Fig. 18.3 Item Comparison Zones

■ Unfavourable
■ Favourable

	Unfavourable	Favourable
13a	14.2%	50.9%
13b	17.9%	43.3%
Avg	16.1%	47.1%

0.0% 20.0% 40.0% 60.0% 80.0% 100.0%

Rank 19: Org: Career Advancement and Hiring Practices

Driver Average: 62.7%

Fig. 19.1 Item Statement

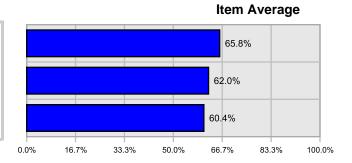|	
25a	Western has an open and fair hiring process (N=316)
25c	Overall, I am satisfied with the career advancement opportunities available to me at Western (N=314)
25b	I believe job opportunities are well communicated at Western (N=315)

Item Average

- 25a: 65.8%
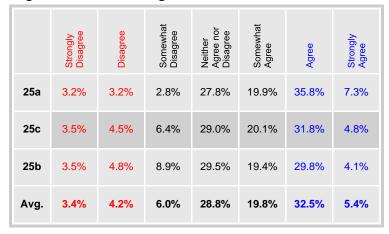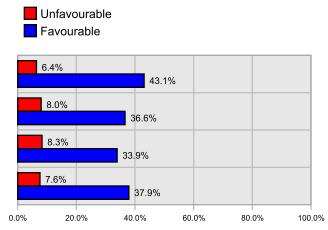- 25c: 62.0%
- 25b: 60.4%

(Scale: 0.0%, 16.7%, 33.3%, 50.0%, 66.7%, 83.3%, 100.0%)

Fig. 19.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
25a	3.2%	3.2%	2.8%	27.8%	19.9%	35.8%	7.3%
25c	3.5%	4.5%	6.4%	29.0%	20.1%	31.8%	4.8%
25b	3.5%	4.8%	8.9%	29.5%	19.4%	29.8%	4.1%
Avg.	3.4%	4.2%	6.0%	28.8%	19.8%	32.5%	5.4%

Fig. 19.3 Item Comparison Zones

- Unfavourable
- Favourable

- 25a: Unfavourable 6.4%, Favourable 43.1%
- 25c: Unfavourable 8.0%, Favourable 36.6%
- 25b: Unfavourable 8.3%, Favourable 33.9%
- Avg.: Unfavourable 7.6%, Favourable 37.9%

(Scale: 0.0%, 20.0%, 40.0%, 60.0%, 80.0%, 100.0%)

Rank 20: Work Area: Communication in Your Academic Unit

Driver Average: 62.6%

Fig. 20.1 Item Statement

Item Average

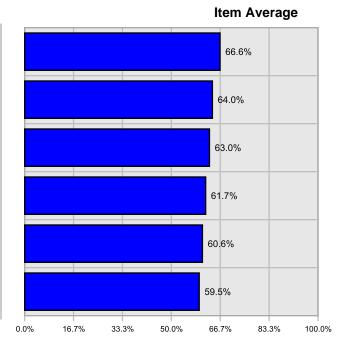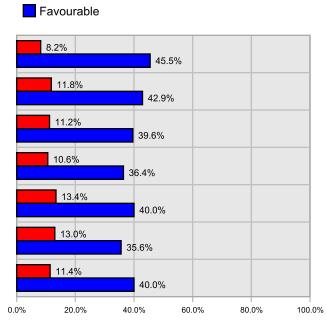|	
12e	I understand how my work supports one or more of the priorities of my Academic Unit, as set out in my Academic Unit's Strategic / Academic Plan (N=330)
12b	There are adequate opportunities for participation and open discussion in my Academic Unit (N=331)
12a	People listen effectively to each other in my Academic Unit (N=330)
12c	The communication I receive helps me to do my work effectively (N=330)
12f	Overall, I am satisfied with communication within my Academic Unit (N=328)
12d	There are regular and clear communications about the priorities of my Academic Unit (N=331)

Item Average bar chart:
- 12e: 66.6%
- 12b: 64.0%
- 12a: 63.0%
- 12c: 61.7%
- 12f: 60.6%
- 12d: 59.5%

(Scale: 0.0%, 16.7%, 33.3%, 50.0%, 66.7%, 83.3%, 100.0%)

Fig. 20.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
12e	2.7%	5.5%	5.8%	15.5%	25.2%	37.0%	8.5%
12b	3.0%	8.8%	8.5%	10.0%	26.9%	36.3%	6.6%
12a	3.9%	7.3%	8.8%	11.2%	29.1%	34.8%	4.8%
12c	2.1%	8.5%	7.9%	22.1%	23.0%	30.6%	5.8%
12f	6.4%	7.0%	10.1%	15.2%	21.3%	34.5%	5.5%
12d	5.1%	7.9%	10.3%	18.4%	22.7%	31.4%	4.2%
Avg.	3.9%	7.5%	8.6%	15.4%	24.7%	34.1%	5.9%

Fig. 20.3 Item Comparison Zones

■ Unfavourable
■ Favourable

Item	Unfavourable	Favourable
12e	8.2%	45.5%
12b	11.8%	42.9%
12a	11.2%	39.6%
12c	10.6%	36.4%
12f	13.4%	40.0%
12d	13.0%	35.6%
Avg.	11.4%	40.0%

(Scale: 0.0%, 20.0%, 40.0%, 60.0%, 80.0%, 100.0%)

Rank 21: Org: Faculty or Division Leadership

Driver Average: 62.2%

Fig. 21.1 Item Statement

20c	I am satisfied with the leadership of my Faculty (N=326)

Item Average

62.2%

0.0% 16.7% 33.3% 50.0% 66.7% 83.3% 100.0%

Fig. 21.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
20c	7.1%	8.0%	8.6%	12.3%	20.2%	33.1%	10.7%
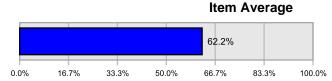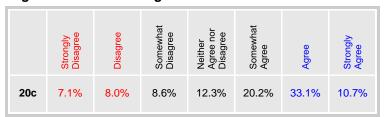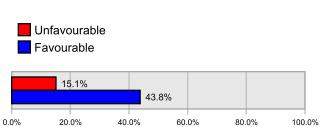
Fig. 21.3 Item Comparison Zones

■ Unfavourable
■ Favourable

15.1%
43.8%

0.0% 20.0% 40.0% 60.0% 80.0% 100.0%

Rank 22: Work Area: Recognition in Your Academic Unit

Driver Average: 61.0%

Fig. 22.1 Item Statement

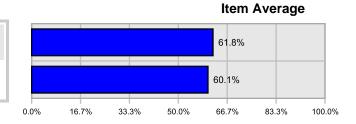|	
18a	I get constructive feedback on how well I am performing my role (N=314)
18b	I am satisfied with the amount of appreciation and recognition I receive (N=319)

Item Average

Item	Value
18a	61.8%
18b	60.1%

0.0%   16.7%   33.3%   50.0%   66.7%   83.3%   100.0%

Fig. 22.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
18a	5.4%	8.0%	12.4%	13.1%	17.2%	33.8%	10.2%
18b	6.0%	10.0%	11.9%	13.2%	17.9%	30.4%	10.7%
Avg.	**5.7%**	**9.0%**	**12.2%**	**13.2%**	**17.6%**	**32.1%**	**10.5%**

Fig. 22.3 Item Comparison Zones

■ Unfavourable
■ Favourable

	Unfavourable	Favourable
18a	13.4%	44.0%
18b	16.0%	41.1%
Avg	14.7%	42.6%

0.0%   20.0%   40.0%   60.0%   80.0%   100.0%

Rank 23: Work Area: Recognition - Faculty

Driver Average: 60.9%

Fig. 23.1 Item Statement

18c	Research activities are adequately recognized in my Academic Unit (N=300)
18d	Excellence in teaching is adequately recognized in my Academic Unit (N=315)
18e	Service contribution activities are adequately recognized in my Academic Unit (N=317)
18f	Work done by faculty in the community relating to Western is adequately recognized in my Academic Unit (e.g., public lectures, science fair judge, school liaison, outreach etc.) (N=289)
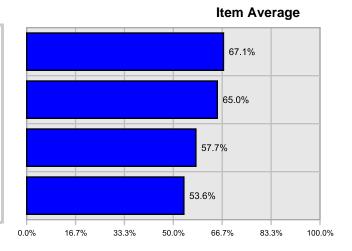
Item Average

- 67.1%
- 65.0%
- 57.7%
- 53.6%

Fig. 23.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
18c	6.7%	4.7%	8.7%	9.3%	18.0%	35.3%	17.3%
18d	6.0%	7.6%	9.2%	9.5%	17.8%	34.9%	14.9%
18e	10.4%	7.9%	11.0%	12.6%	19.6%	30.6%	7.9%
18f	10.4%	9.0%	12.8%	17.6%	20.8%	25.3%	4.2%
Avg.	8.4%	7.3%	10.4%	12.3%	19.1%	31.5%	11.1%

Fig. 23.3 Item Comparison Zones

- Unfavourable
- Favourable

- 11.4% / 52.6%
- 13.6% / 49.8%
- 18.3% / 38.5%
- 19.4% / 29.5%
- 15.7% / 42.6%
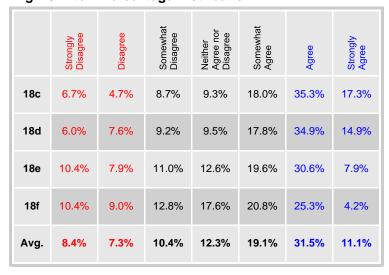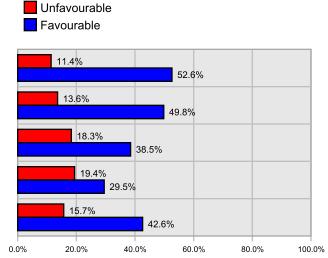
Rank 24: Org: Communication at Western

Driver Average: 60.3%

Fig. 24.1 Item Statement

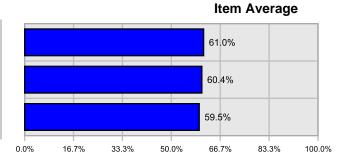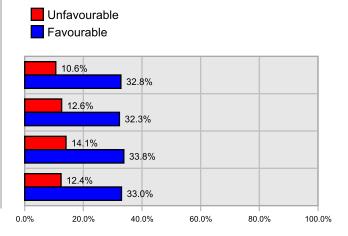|	
24c	Overall, I am satisfied with communication at Western (N=320)
24a	There are regular and clear communications about the priorities of Western (N=319)
24b	I understand how my work supports one or more of the strategic priorities of Western (N=320)

Item Average

Fig. 24.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
24c	4.7%	5.9%	5.0%	23.1%	28.4%	29.7%	3.1%
24a	4.1%	8.5%	7.8%	16.3%	31.0%	28.5%	3.8%
24b	4.4%	9.7%	8.1%	18.8%	25.3%	28.8%	5.0%
Avg.	**4.4%**	**8.0%**	**7.0%**	**19.4%**	**28.2%**	**29.0%**	**4.0%**

Fig. 24.3 Item Comparison Zones

Rank 25: Work Area: Change Management

Driver Average: 59.3%

Fig. 25.1 Item Statement

Item Average

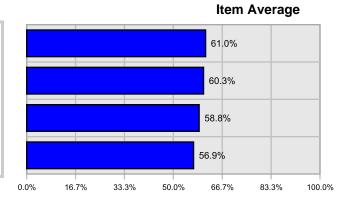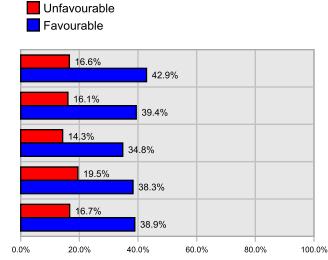|	
14a	When changes take place, there is clear communication about what is changing (N=331)
14c	When changes take place, I am usually aware of the reasons for the change (N=330)
14d	My Academic Unit provides the necessary support to successfully implement change (N=330)
14b	When changes take place, those affected are adequately consulted (N=329)

Item Average:
- 14a: 61.0%
- 14c: 60.3%
- 14d: 58.8%
- 14b: 56.9%

(scale: 0.0%, 16.7%, 33.3%, 50.0%, 66.7%, 83.3%, 100.0%)

Fig. 25.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
14a	4.8%	11.8%	10.3%	9.4%	20.8%	35.0%	7.9%
14c	5.5%	10.6%	8.8%	13.6%	22.1%	32.1%	7.3%
14d	5.2%	9.1%	10.3%	17.9%	22.7%	30.6%	4.2%
14b	7.9%	11.6%	12.2%	13.4%	16.7%	31.3%	7.0%
Avg.	5.9%	10.8%	10.4%	13.6%	20.6%	32.3%	6.6%

Fig. 25.3 Item Comparison Zones

- 🟥 Unfavourable
- 🟦 Favourable

Item	Unfavourable	Favourable
14a	16.6%	42.9%
14c	16.1%	39.4%
14d	14.3%	34.8%
14b	19.5%	38.3%
Avg.	16.7%	38.9%

(scale: 0.0%, 20.0%, 40.0%, 60.0%, 80.0%, 100.0%)

Rank 26: Work Area: Physical Work Environment

Driver Average: 58.8%

Fig. 26.1 Item Statement

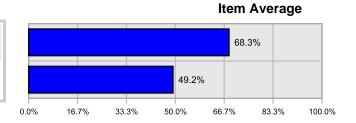|	
4d	I am satisfied with the quality of classroom space, equipment, and technical support for my teaching (N=307)
4c	I have adequate space, equipment, and human support for my research (N=288)

Item Average

Fig. 26.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4d	2.9%	7.5%	8.8%	8.1%	19.2%	37.1%	16.3%
4c	12.5%	13.5%	17.7%	13.2%	16.3%	19.1%	7.6%
Avg.	**7.7%**	**10.5%**	**13.3%**	**10.7%**	**17.8%**	**28.1%**	**12.0%**

Fig. 26.3 Item Comparison Zones

Rank 27: Org: Satisfaction with Senior Leadership

Driver Average: 57.3%

Fig. 27.1 Item Statement

Item Average

23d	I am satisfied with the senior leadership of Western (N=321)

57.3%

0.0% 16.7% 33.3% 50.0% 66.7% 83.3% 100.0%
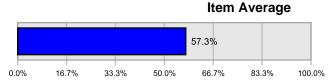
Fig. 27.2 Item Percentage Distribution

Fig. 27.3 Item Comparison Zones

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
23d	5.6%	10.3%	8.4%	23.4%	23.1%	21.2%	8.1%

■ Unfavourable
■ Favourable

15.9%
29.3%

0.0% 20.0% 40.0% 60.0% 80.0% 100.0%
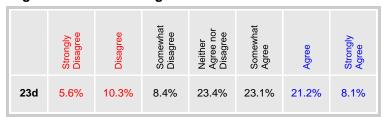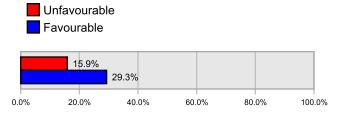
Rank 28: Job: Work / Life Balance

Driver Average: 47.8%

Fig. 28.1 Item Statement

3a	I have enough time to do my work adequately (N=356)	
3b	Overall, my work is not stressful on my personal life (N=357)	

Item Average

- 3a: 51.7%
- 3b: 43.8%

(axis: 0.0% 16.7% 33.3% 50.0% 66.7% 83.3% 100.0%)
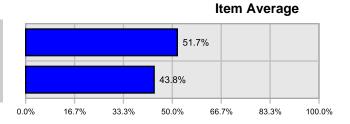
Fig. 28.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
3a	8.7%	17.4%	16.0%	6.2%	23.9%	20.2%	7.6%
3b	13.4%	18.8%	22.1%	8.4%	16.0%	16.8%	4.5%
Avg.	**11.1%**	**18.1%**	**19.1%**	**7.3%**	**20.0%**	**18.5%**	**6.1%**

Fig. 28.3 Item Comparison Zones

- 🟥 Unfavourable
- 🟦 Favourable

- Unfavourable: 26.1% / Favourable: 27.8%
- Unfavourable: 32.2% / Favourable: 21.3%
- Unfavourable: 29.2% / Favourable: 24.6%

(axis: 0.0% 20.0% 40.0% 60.0% 80.0% 100.0%)

Custom Item Analyses

Section Overview

This section of the report provides results for any measures that are not considered "Drivers of Engagement", or have non-comparable response categories compared to the Drivers of Engagement, or measures that have simply been added by your organization for specific purposes beyond Employee Engagement. The data collected gives valid information with respect to a specific aspect of your workplace. However, since the items do not constitute a statistically valid driver, an average across these items was not computed.

1. Cultural Values: Human Relations

Fig. 1.1 Item Statement

7b	Having respect for others (N=335)
7a	Treating people fairly (N=334)
7c	Working effectively in teams (N=333)
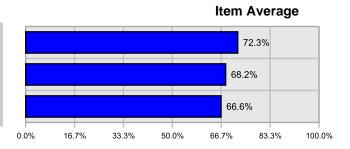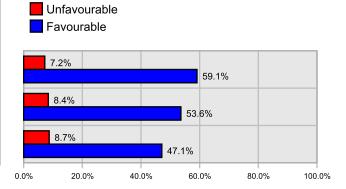
Item Average

Item	Value
7b	72.3%
7a	68.2%
7c	66.6%

0.0% 16.7% 33.3% 50.0% 66.7% 83.3% 100.0%

Fig. 1.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
7b	1.8%	5.4%	5.4%	7.5%	20.9%	43.0%	16.1%
7a	3.0%	5.4%	11.7%	7.8%	18.6%	38.9%	14.7%
7c	3.3%	5.4%	7.5%	15.3%	21.3%	34.8%	12.3%

Fig. 1.3 Item Comparison Zones

■ Unfavourable
■ Favourable

Item	Unfavourable	Favourable
7b	7.2%	59.1%
7a	8.4%	53.6%
7c	8.7%	47.1%

0.0% 20.0% 40.0% 60.0% 80.0% 100.0%

2. Cultural Values: Innovation

Fig. 2.1 Item Statement

7f	Being flexible and changing in response to new circumstances (N=333)
7e	Having a willingness to experiment (N=334)
7d	Taking risks and trying new ways to do things (N=332)

Item Average

Fig. 2.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
7f	4.5%	9.9%	10.2%	18.6%	24.3%	24.9%	7.5%
7e	5.4%	9.3%	13.8%	21.6%	25.1%	19.8%	5.1%
7d	6.3%	8.4%	17.2%	22.3%	20.5%	19.9%	5.4%

Fig. 2.3 Item Comparison Zones

■ Unfavourable
■ Favourable
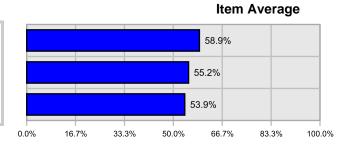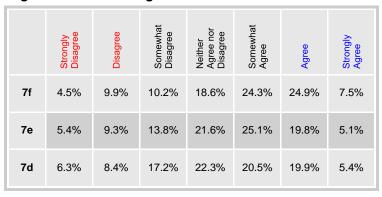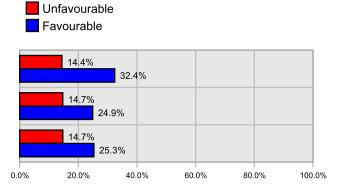
3. Cultural Values: Results Oriented

Fig. 3.1 Item Statement

|	
7h	Working hard to achieve results (N=333)
7g	Striving for excellence (N=335)
7i	Being action-oriented (N=333)
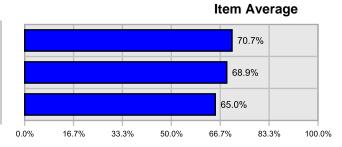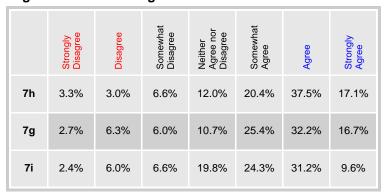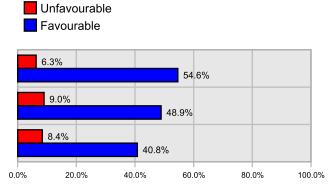
Item Average

Fig. 3.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
7h	3.3%	3.0%	6.6%	12.0%	20.4%	37.5%	17.1%
7g	2.7%	6.3%	6.0%	10.7%	25.4%	32.2%	16.7%
7i	2.4%	6.0%	6.6%	19.8%	24.3%	31.2%	9.6%

Fig. 3.3 Item Comparison Zones

4. Cultural Values: Stability

Fig. 4.1 Item Statement

7j	Following policies, procedures and guidelines (N=333)
7k	Predictability and consistency (N=335)
7l	Stability (N=335)
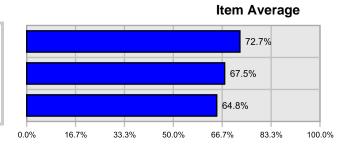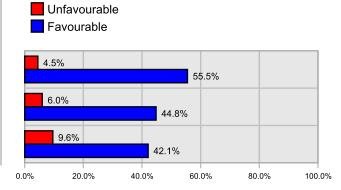
Item Average

Item	Average
7j	72.7%
7k	67.5%
7l	64.8%

Fig. 4.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
7j	1.5%	3.0%	1.8%	13.5%	24.6%	42.6%	12.9%
7k	2.4%	3.6%	6.6%	16.4%	26.3%	34.9%	9.9%
7l	2.7%	6.9%	7.5%	15.2%	25.7%	33.7%	8.4%

Fig. 4.3 Item Comparison Zones

■ Unfavourable
■ Favourable

Item	Unfavourable	Favourable
7j	4.5%	55.5%
7k	6.0%	44.8%
7l	9.6%	42.1%

5. Preferred Cultural Indices

Preferred Culture: Consider what would you prefer your Work Unit / Department culture to be "more like" in the next 5 years in order to be highly successful.

Fig. 5.1 Item Statement

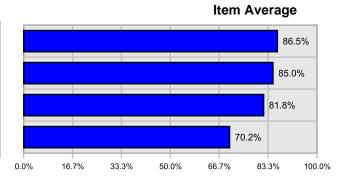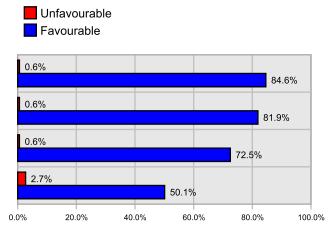|	
8c	Excellence, action and results (N=336)
8a	Collaboration, respect and fairness (N=336)
8b	Innovation, risk taking and flexibility (N=335)
8d	Stability, predictability and following established procedures (N=335)

Item Average

Item	Value
8c	86.5%
8a	85.0%
8b	81.8%
8d	70.2%

0.0%   16.7%   33.3%   50.0%   66.7%   83.3%   100.0%

Fig. 5.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
8c	0.3%	0.3%	0.3%	4.8%	9.8%	42.6%	42.0%
8a	0.3%	0.3%	0.6%	8.0%	8.9%	42.3%	39.6%
8b	0.6%	0.0%	1.2%	7.8%	17.9%	41.8%	30.7%
8d	0.3%	2.4%	8.4%	21.5%	17.3%	32.5%	17.6%

Fig. 5.3 Item Comparison Zones

■ Unfavourable
■ Favourable

Item	Unfavourable	Favourable
8c	0.6%	84.6%
8a	0.6%	81.9%
8b	0.6%	72.5%
8d	2.7%	50.1%

0.0%   20.0%   40.0%   60.0%   80.0%   100.0%

6. Academic Leadership in Your Faculty

Fig. 6.1 Item Statement

22a	I would consider taking on an academic leadership role (N=295)
22b	I believe I could manage my work / life balance if I took on an academic leadership role (N=297)
22c	I believe I would be able to sustain my research, if I took on an academic leadership role (N=263)
22d	I believe the compensation structure for academic leaders adequately reflects the effort involved (N=281)
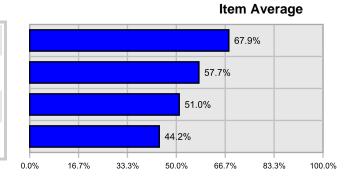
Item Average

Fig. 6.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
22a	3.4%	9.2%	6.1%	15.6%	14.2%	27.1%	24.4%
22b	5.1%	15.8%	11.4%	15.2%	16.5%	19.9%	16.2%
22c	7.2%	20.9%	15.2%	15.2%	11.8%	16.3%	13.3%
22d	13.2%	16.4%	14.6%	26.7%	12.1%	11.0%	6.0%

Fig. 6.3 Item Comparison Zones
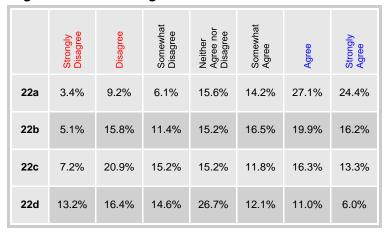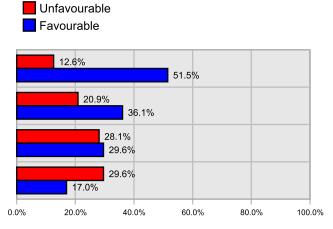
Appendix A:
Western 2017 - WE SPEAK: FACULTY SURVEY

ENGAGEMENT OUTCOMES

Organizational Engagement

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

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

Faculty or Division Engagement

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

Survey Questions:
20.a I feel a strong sense of belonging to my Faculty
20.b My Faculty has a great deal of personal meaning for me
20.d Overall, I am proud to be a member of my Faculty

Work Engagement

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

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

CULTURE INDEX SCORES

The results in this report pertaining to "Current Academic Unit Culture" are based on 4 sub components (i.e., Collaboration, Innovation, Results Oriented, and Stability). Each of these 4 sub components are measured by 3 separate questions, responded to across a 7-point Likert scale from Strongly Disagree to Strongly Agree. The results for "Preferred Culture" are based on a single question about the extent to which respondents would prefer their Academic Unit to place a great deal of value on each of the 4 cultural sub components, within the next 5 years. When it comes to interpreting the Cultural Indices, there is no one "correct" set of results to aspire toward, but rather the interpretation should take into consideration the type of work being performed and the goals and strategic direction of each specific group being reported, as well as the different results for current vs. preferred culture.

Cultural Values: Collaboration
7.a Treating people fairly
7.b Having respect for others
7.c Working effectively in teams

Cultural Values: Innovation
7.d Taking risks and trying new ways to do things
7.e Having a willingness to experiment
7.f Being flexible and changing in response to new circumstances

Cultural Values: Results Oriented
7.g Striving for excellence
7.h Working hard to achieve results
7.i Being action-oriented

Cultural Values: Stability
7.j Following policies, procedures and guidelines
7.k Predictability and consistency
7.l Stability

Preferred Cultural Values:
8.a Collaboration, respect and fairness
8.b Innovation, risk taking and flexibility
8.c Excellence, action and results
8.d Stability, predictability and following established procedures

DRIVERS OF ENGAGEMENT

Organizational Drivers of Engagement

Org: Satisfaction with Career Support and Advancement
19.a Faculty promotions are done without bias (such as bias on the basis of race, age, gender, disability, sexual orientation etc.)
19.b Faculty are treated fairly with regard to the tenure process
19.c Faculty are sufficiently mentored with regard to the tenure process

Org: Faculty or Division Leadership
20.c I am satisfied with the leadership of my Faculty

Org: Satisfaction with Senior Leadership
23.d I am satisfied with the senior leadership of Western

Org: Treated Fairly at Western
23.b I feel that I am treated fairly at Western

Org: Communication
24.a There are regular and clear communications about the priorities of Western
24.b I understand how my work supports one or more of the strategic priorities of Western
24.c Overall, I am satisfied with communication at Western

Org: Career Advancement and Hiring Practices
25.a Western has an open and fair hiring process
25.b I believe job opportunities are well communicated at Western
25.c Overall, I am satisfied with the career advancement opportunities available to me at Western

Org: Learning Opportunities
26.a I receive the training I need to do my work effectively
26.b I feel encouraged to continuously develop my skills and abilities
26.c There are sufficient opportunities for me to interact and learn with others who do similar work at Western
26.d Overall, I am satisfied with the supports and opportunities available for my ongoing professional development

Org: Support for Diverse & Inclusive Community
28.a Western values and promotes accessibility
28.b Western values and promotes a diverse and inclusive work environment
28.c Western values and promotes respectful work relationships

Work Area Drivers of Engagement

Work Area: Recognition
18.a I get constructive feedback on how well I am performing my role
28.b I am satisfied with the amount of appreciation and recognition I receive

Work Area: Recognition - Faculty
18.c Research activities are adequately recognized in my Academic Unit
18.d Excellence in teaching is adequately recognized in my Academic Unit
18.e Service contribution activities are adequately recognized in my Academic Unit
18.f Work done by faculty in the community relating to Western is adequately recognized in my Academic Unit (e.g. public lectures, science fair judge, school liaison, outreach etc.)

Work Area: Support for Improvement and Innovation in Your Academic Unit
10.a I am encouraged to come up with better ways to do things
10.b I believe my ideas and suggestions are valued
10.c In my Academic Unit we take time to think about how to improve our programs and services

Work Area: Support for Research
4.a Research activities of faculty members are usually respected and valued in my Academic Unit
4.b I receive sufficient guidance, assistance, and support to access research funding

Work Area: Physical Work Environment
4.c I have adequate space, equipment, and human support for my research
4.d I am satisfied with the quality of classroom space, equipment, and technical support for my teaching

Work Area: Student Supervision and Advising
6.a My work in supervising / advising students is valued in my Academic Unit
6.b I have enough time to supervise / advise undergraduate students effectively
6.c I have enough time to supervise / advise graduate students effectively
6.d I consider student supervision / advising to be an integral part of my role as a faculty member

Work Area: Collaboration in your Academic Unit
9.a There is good teamwork and cooperation within my Academic Unit
9.b I feel my contribution is valued by the people I work with
9.c Overall, I am satisfied with how I interact with and feel about others in my Academic Unit

Work Area: Collaboration With Other Units
17.a People in other Units are supportive when I ask for things I need to get my work done
17.b I am encouraged to co-operate with people in other Units
17.c Overall, I am satisfied with the way Units collaborate

Work Area: Leadership in Your Academic Units
11.a I feel free to discuss any work related issues with the person leading my Academic Unit
11.b My Academic Unit leader has a positive impact on my Academic Unit

Work Area: Performance Management
11.c I receive feedback on my work performance at least annually
11.d Work performance concerns are dealt with appropriately in my Academic Unit

Work Area: Department / Work Unit Communication
12.a People listen effectively to each other in my Academic Unit
12.b There are adequate opportunities for participation and open discussion in my Academic Unit
12.c The communication I receive helps me to do my work effectively
12.d There are regular and clear communications about the priorities of my Academic Unit
12.e I understand how my work supports one or more of the priorities of my Academic Unit, as set out in my Academic Unit's Strategic / Academic Plan
12.f Overall, I am satisfied with communication within my Academic Unit

Work Area: Decision Making in Your Academic Unit
13.a I am usually informed about important decisions that are made in my Academic Unit
13.b Overall, I am satisfied with my level of involvement in decision-making in my Academic Unit

Work Area: Change Management
14.a When changes take place, there is clear communication about what is changing
14.b When changes take place, those affected are adequately consulted
14.c When changes take place, I am usually aware of the reasons for the change
14.d My Academic Unit provides the necessary support to successfully implement change

Work Area: Support for Diversity
15.a If someone that I work with told me of a personal experience of harassment or discrimination I would be able to direct him/her to the appropriate resources for assistance in dealing with the situation
15.b I feel that I work in an environment of respect, free of harassment, fear or intimidation
15.c Overall, I feel that the people I work with support a diverse and inclusive work environment

Work Area: Workplace Relationships with Faculty Colleagues
16.a Faculty in my Academic Unit have good working relationships
16.b Collaboration with faculty colleagues in my Academic Unit is supported at Western
16.c Collaboration with faculty colleagues across campus is supported at Western
16.d Overall, I am satisfied with how I interact with my faculty colleagues

Work Area: Division / Faculty Communication
12.d There are regular and clear communications about the priorities of my Academic Unit
12.e I understand how my work supports one or more of the priorities of my Academic Unit
12.f Overall, I am satisfied with communications within my Academic Unit

Job-Related Drivers of Engagement

Job: Role Clarity
2.a I know what tasks and duties I am accountable for in my role
2.b I know what outcomes or results I am expected to achieve in my role
2.c Overall, I am clear about what is expected of me in my role

Job: Work / Life Balance
3.a I have enough time to do my work adequately
3.b Overall, my work is not stressful on my personal life

Job: Workload Manageability
5.a Overall, I am satisfied with my current workload balance (e.g., teaching, research, and service)
5.b Usually, I am assigned the courses I am most qualified to teach
5.c My workload enables me to make good progress on my research
5.d I am satisfied that service assignments are distributed in a reasonable way

Job: Safety
27.a People at Western are encouraged to work safely
27.b I feel comfortable reporting safety concerns
27.c I have received proper safety training related to my work
27.d I feel that I am able to perform my work safely

CUSTOM MEASURES – NOT INCLUDED IN DRIVERS

Academic Leadership – Faculty

22.a I would consider taking on an academic leadership role

22.b I believe I could manage my work / home balance if I took on an academic leadership role

22.c I believe I would be able to sustain my research, if I took on an academic leadership role

22.d I believe the compensation structure for academic leaders adequately reflects the effort involved

COMMENTS:

1. What do you like about working at Western?

2. What would make Western a better place to work?