Pathology and Laboratory Medicine 2017 Western Survey Results

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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 Pathology and Laboratory Medicine	12
Overall Response Rate (17 total employees)	70.6%

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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 Pathology and Laboratory Medicine is 70.6% (i.e., 12 / 17).

Engagement Driver Grand Average

The Engagement Driver Grand Average is the result of averaging all driver averages together. The Pathology and Laboratory Medicine Engagement Driver Grand Average is 74.6%, which is +3.3% different from the Engagement Driver Grand Rest Average (71.3%).

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:

- Job: Role Clarity
- 2. Job: Safety
- 3. Org: Treated Fairly at Western
- 4. Work Area: Collaboration With Other Work Units
- 5. Org: Support for Diversity
- 6. Work Area: Collaboration in Your Work Unit
- 7. Work Area: Support for Diversity
- 8. Work Area: Support for Improvement & Innovation
- 9. Work Area: Communication in Your Work Unit

Highest Scoring Areas Compared to the Rest of Schulich School of Medicine & Dentistry:

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. Job: Role Clarity
- 2. Org: Treated Fairly at Western
- 3. Work Area: Collaboration With Other Work Units
- 4. Org: Satisfaction with Senior Leadership
- 5. Job: Work / Life Balance
- 6. Work Area: Change Management

Key Opportunities for Improvement

Key opportunities for improvement can be derived from Pathology and Laboratory Medicine 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.

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 Schulich School of Medicine & Dentistry:

Comparing your group's drivers of engagement to rest of Schulich School of Medicine & Dentistry 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:

• No drivers of engagement scored observably lower than their rest average.

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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 staff members within Schulich School of Medicine & Dentistry.

Grand Average: 74.6% Grand Rest Average: 71.3%

Note: The Grand Average is the average of all 21 drivers.

Driver Average Rest Average

Ranked Drivers

1. Job: Role Clarity	89.4%	80.9%
2. Job: Safety	88.2%	85.9%
3. Org: Treated Fairly at Western	84.7%	79.3%
4. Work Area: Collaboration With Other Work Units	82.8%	75.2%
5. Org: Support for Diversity	82.8%	82.5%
6. Work Area: Collaboration in Your Work Unit	81.9%	76.9%
7. Work Area: Support for Diversity	79.6%	77.9%
8. Work Area: Support for Improvement & Innovation	76.8%	74.4%
9. Work Area: Communication in Your Work Unit	75.7%	71.6%
10. Work Area: Leadership in Your Work Unit	73.6%	76.0%
11. Org: Learning Opportunities	73.6%	72.5%
12. Org: Satisfaction with Senior Leadership	72.2%	63.1%
13. Work Area: Performance Management	71.6%	69.3%
14. Org: Communication at Western	70.4%	68.2%
15. Job: Work / Life Balance	69.5%	63.1%
16. Work Area: Recognition in Your Work Unit	68.8%	63.9%
17. Work Area: Communication in Faculty or Division	68.5%	66.3%
18. Work Area: Change Management	68.4%	60.4%
19. Work Area: Decision Making in Your Work Unit	67.4%	64.1%
20. Org: Faculty or Division Leadership	62.5%	63.6%
21. Org: Career Advancement and Hiring Practices	57.4%	62.2%

Definitions:

Ranked Drivers:

The driver, ranked by average, from highest to lowest.

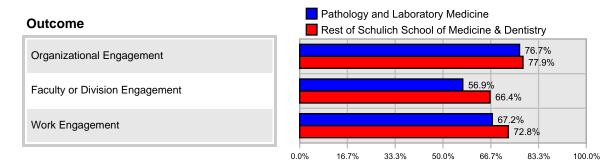
Driver Average:

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.

Pathology and Laboratory Medicine Outcome Scores



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

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.

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Metrics @ Work Executive Summary

1. Organizational Engagement

Fig. 1.1 Item Statement

17a	Knowing what I know now about Western, I would apply to work here again (N=12)
17g	Overall, I intend to remain at Western (N=12)
17f	I am proud to say I work at Western (N=12)
17c	Western cares about its employees (N=12)
17e	I would not leave Western if an equivalent job opportunity became available elsewhere (N=12)

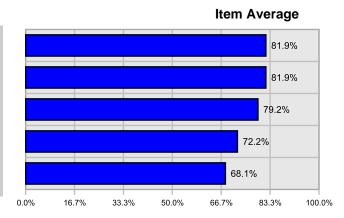
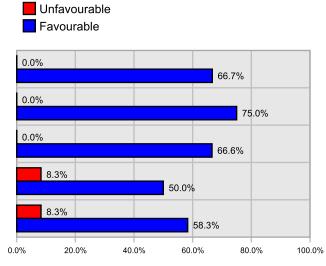


Fig. 1.2 Item Percentage Distribution

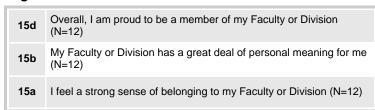


Fig. 1.3 Item Comparison Zones



2. Faculty or Division Engagement

Fig. 2.1 Item Statement



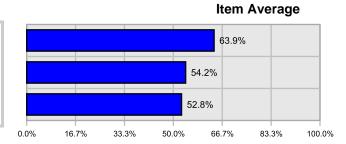


Fig. 2.2 Item Percentage Distribution

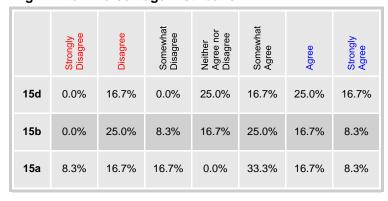
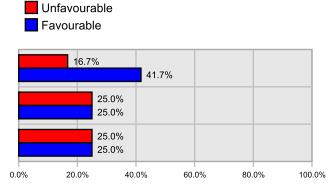


Fig. 2.3 Item Comparison Zones



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Metrics @ Work Executive Summary

3. Work Engagement

Fig. 3.1 Item Statement

1c	I get absorbed in my work (e.g., time goes quickly) (N=12)
1d	I have an opportunity to use my best talents in my role (N=12)
1e	My current work gives me a sense of accomplishment (N=12)
1b	My work inspires me (N=12)
1a	I feel energetic while at work (N=12)

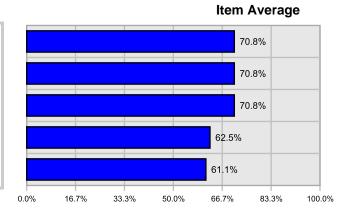
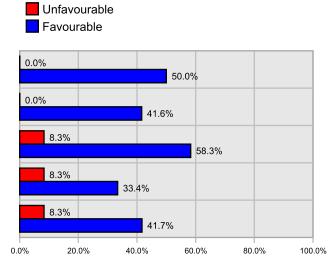


Fig. 3.2 Item Percentage Distribution

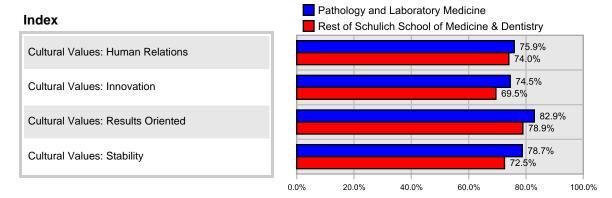


Fig. 3.3 Item Comparison Zones

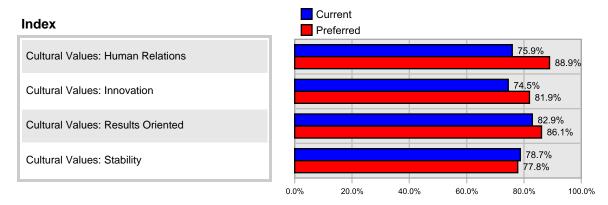


Index Scores

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



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.



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.

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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

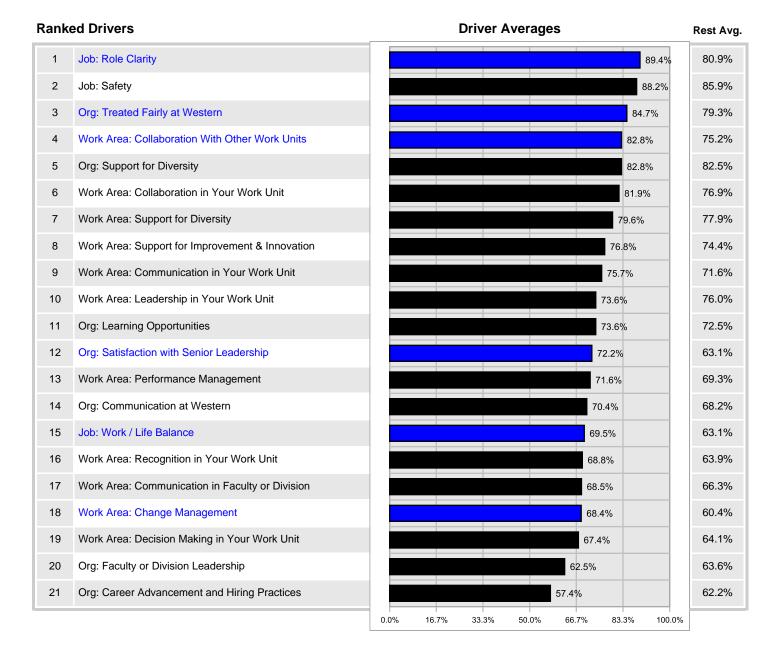
Work Area drivers tend to be more highly related and predictive of Work Engagement than of "Organizational Engagement", but because some Work Area drivers are influenced by organizational decisions and structures they can be characterized as "Mixed Drivers." These drivers are more amenable to change 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 74.6% and has a difference of 3.3% from the Grand Rest Average (71.3%). Note: The Rest Average is comprised of the rest of the staff members within Schulich School of Medicine & Dentistry.



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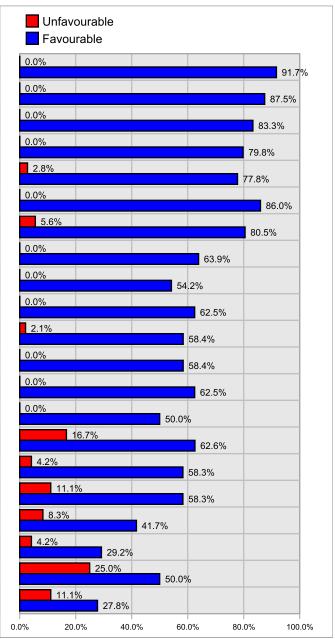
Metrics @ Work Overall Driver Analyses

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





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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.

Ranl	xed Drivers	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	Job: Role Clarity	0.0%	0.0%	0.0%	2.8%	5.5%	44.5%	47.2%
2	Job: Safety	0.0%	0.0%	2.1%	2.1%	8.3%	39.6%	47.9%
3	Org: Treated Fairly at Western	0.0%	0.0%	0.0%	8.3%	8.3%	50.0%	33.3%
4	Work Area: Collaboration With Other Work Units	0.0%	0.0%	2.8%	3.0%	14.4%	54.0%	25.8%
5	Org: Support for Diversity	0.0%	2.8%	0.0%	13.9%	5.5%	36.1%	41.7%
6	Work Area: Collaboration in Your Work Unit	0.0%	0.0%	0.0%	0.0%	13.9%	80.5%	5.5%
7	Work Area: Support for Diversity	2.8%	2.8%	2.8%	0.0%	11.1%	58.3%	22.2%
8	Work Area: Support for Improvement & Innovation	0.0%	0.0%	8.3%	2.8%	25.0%	47.2%	16.7%
9	Work Area: Communication in Your Work Unit	0.0%	0.0%	5.6%	1.4%	38.9%	41.7%	12.5%
10	Work Area: Leadership in Your Work Unit	0.0%	0.0%	12.5%	8.4%	16.7%	50.0%	12.5%
11	Org: Learning Opportunities	0.0%	2.1%	10.4%	8.3%	20.9%	39.6%	18.8%
12	Org: Satisfaction with Senior Leadership	0.0%	0.0%	8.3%	25.0%	8.3%	41.7%	16.7%
13	Work Area: Performance Management	0.0%	0.0%	16.7%	12.5%	8.4%	50.0%	12.5%
14	Org: Communication at Western	0.0%	0.0%	2.8%	36.1%	11.1%	36.1%	13.9%
15	Job: Work / Life Balance	4.2%	12.5%	4.2%	0.0%	16.7%	45.9%	16.7%
16	Work Area: Recognition in Your Work Unit	0.0%	4.2%	16.7%	8.3%	12.5%	50.0%	8.3%
17	Work Area: Communication in Faculty or Division	0.0%	11.1%	5.6%	2.8%	22.2%	58.3%	0.0%
18	Work Area: Change Management	2.1%	6.2%	0.0%	4.2%	45.8%	41.7%	0.0%
19	Work Area: Decision Making in Your Work Unit	4.2%	0.0%	4.2%	12.5%	50.0%	16.7%	12.5%
20	Org: Faculty or Division Leadership	0.0%	25.0%	0.0%	8.3%	16.7%	41.7%	8.3%
21	Org: Career Advancement and Hiring Practices	5.6%	5.5%	13.9%	16.7%	30.6%	27.8%	0.0%

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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: Role Clarity

Driver Average: 89.4%

Fig. 1.1 Item Statement

2a	I know what tasks and duties I am accountable for in my role (N=12)
2c	Overall, I am clear about what is expected of me in my role (N=12)
2b	I know what outcomes or results I am expected to achieve in my role (N=12)

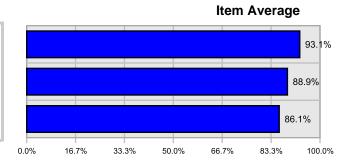
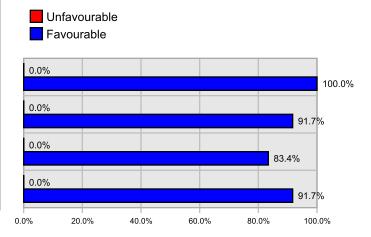


Fig. 1.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
2a	0.0%	0.0%	0.0%	0.0%	0.0%	41.7%	58.3%
2c	0.0%	0.0%	0.0%	0.0%	8.3%	50.0%	41.7%
2b	0.0%	0.0%	0.0%	8.3%	8.3%	41.7%	41.7%
Avg.	0.0%	0.0%	0.0%	2.8%	5.5%	44.5%	47.2%

Fig. 1.3 Item Comparison Zones



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Rank 2: Job: Safety

Driver Average: 88.2%

Fig. 2.1 Item Statement

21a	People at Western are encouraged to work safely (N=12)
21d	I feel that I am able to perform my work safely (N=12)
21b	I feel comfortable reporting safety concerns (N=12)
21c	I have received proper safety training related to my work (N=12)

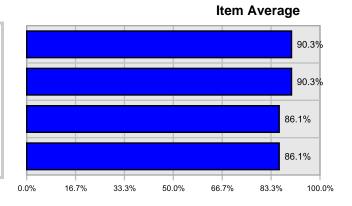
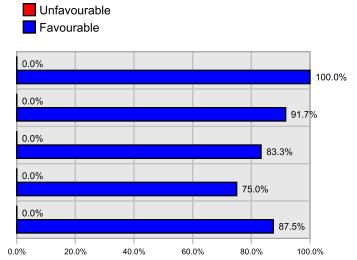


Fig. 2.2 Item Percentage Distribution



Fig. 2.3 Item Comparison Zones



Rank 3: Org: Treated Fairly at Western

Driver Average: 84.7%

Fig. 3.1 Item Statement



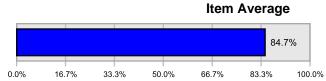


Fig. 3.2 Item Percentage Distribution

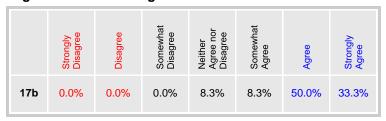
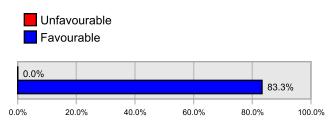


Fig. 3.3 Item Comparison Zones



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Rank 4: Work Area: Collaboration With Other Work Units

Driver Average: 82.8%

Fig. 4.1 Item Statement

13a	People in other Work Units / Departments are supportive when I ask for things I need to get my work done (N=12)
13c	Overall, I am satisfied with the way Work Units / Departments collaborate at Western (N=12)
13b	I am encouraged to co-operate with people in other Work Units / Departments (N=11)

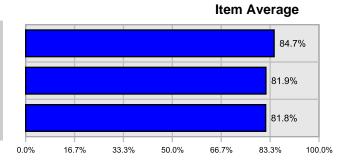
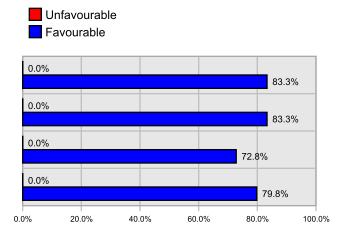


Fig. 4.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
13a	0.0%	0.0%	0.0%	0.0%	16.7%	58.3%	25.0%
13c	0.0%	0.0%	8.3%	0.0%	8.3%	58.3%	25.0%
13b	0.0%	0.0%	0.0%	9.1%	18.2%	45.5%	27.3%
Avg.	0.0%	0.0%	2.8%	3.0%	14.4%	54.0%	25.8%

Fig. 4.3 Item Comparison Zones



Rank 5: Org: Support for Diversity

Driver Average: 82.8%

Fig. 5.1 Item Statement

22a	Western values and promotes accessibility (N=12)
22b	Western values and promotes a diverse and inclusive work environment (N=12)
22c	Western values and promotes respectful work relationships (N=12)

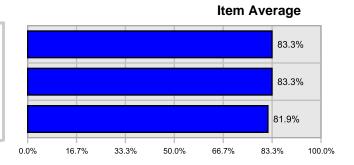
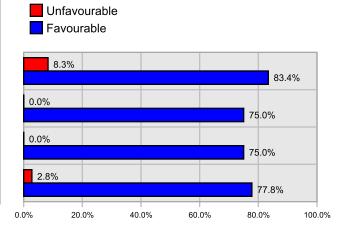


Fig. 5.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
22a	0.0%	8.3%	0.0%	0.0%	8.3%	41.7%	41.7%
22b	0.0%	0.0%	0.0%	16.7%	8.3%	33.3%	41.7%
22c	0.0%	0.0%	0.0%	25.0%	0.0%	33.3%	41.7%
Avg.	0.0%	2.8%	0.0%	13.9%	5.5%	36.1%	41.7%

Fig. 5.3 Item Comparison Zones



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Rank 6: Work Area: Collaboration in Your Work Unit

Driver Average: 81.9%

Fig. 6.1 Item Statement

6c	Overall, I am satisfied with how I interact with and feel about others in my Work Unit / Department (N=12)
6b	I feel my contribution is valued by the people I work with (N=12)
6a	There is good teamwork and cooperation within my Work Unit / Department (N=12)

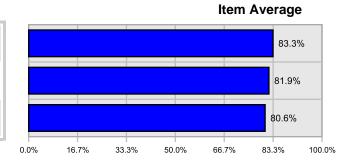
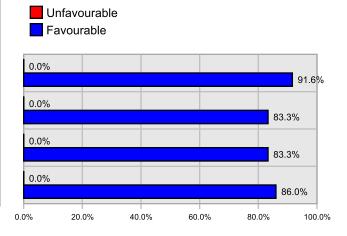


Fig. 6.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
6c	0.0%	0.0%	0.0%	0.0%	8.3%	83.3%	8.3%
6b	0.0%	0.0%	0.0%	0.0%	16.7%	75.0%	8.3%
6a	0.0%	0.0%	0.0%	0.0%	16.7%	83.3%	0.0%
Avg.	0.0%	0.0%	0.0%	0.0%	13.9%	80.5%	5.5%

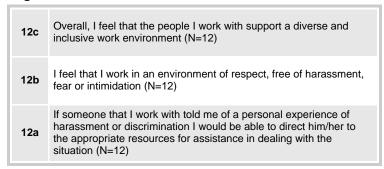
Fig. 6.3 Item Comparison Zones



Rank 7: Work Area: Support for Diversity

Driver Average: 79.6%

Fig. 7.1 Item Statement



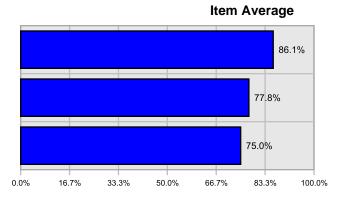


Fig. 7.2 Item Percentage Distribution

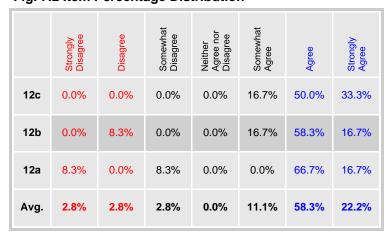
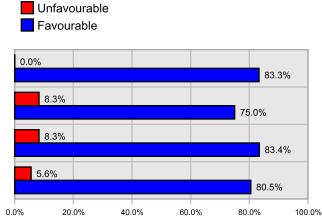


Fig. 7.3 Item Comparison Zones



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Rank 8: Work Area: Support for Improvement & Innovation

Driver Average: 76.8%

Fig. 8.1 Item Statement

7a	I am encouraged to come up with better ways to do things (N=12)
7b	I believe my ideas and suggestions are valued (N=12)
7c	In my Work Unit / Department we take time to think about how to improve our programs and services (N=12)

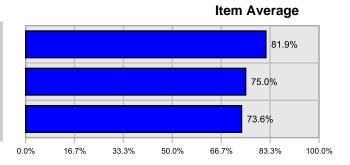
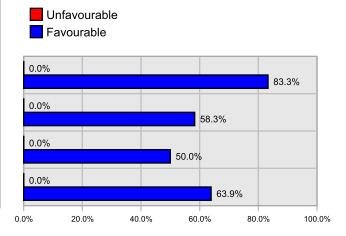


Fig. 8.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
7a	0.0%	0.0%	8.3%	0.0%	8.3%	58.3%	25.0%
7b	0.0%	0.0%	8.3%	0.0%	33.3%	50.0%	8.3%
7c	0.0%	0.0%	8.3%	8.3%	33.3%	33.3%	16.7%
Avg.	0.0%	0.0%	8.3%	2.8%	25.0%	47.2%	16.7%

Fig. 8.3 Item Comparison Zones



Rank 9: Work Area: Communication in Your Work Unit

Driver Average: 75.7%

Fig. 9.1 Item Statement

9e	I understand how my work supports one or more of the priorities of my Work Unit / Department (N=12)
9a	People listen effectively to each other in my Work Unit / Department (N=12)
9b	There are adequate opportunities for participation and open discussion in my Work Unit / Department (N=12)
9с	The communication I receive helps me to do my work effectively (N=12)
9f	Overall, I am satisfied with communication within my Work Unit / Department (N=12)
9d	There are regular and clear communications about the priorities of my Work Unit / Department (N=12)

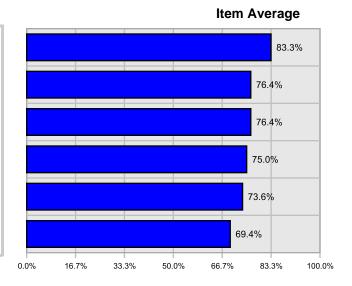
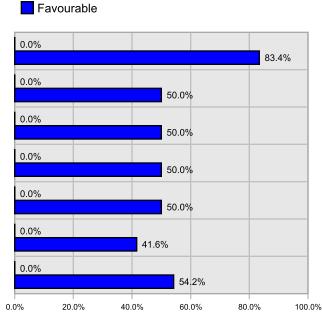


Fig. 9.2 Item Percentage Distribution



Fig. 9.3 Item Comparison Zones

Unfavourable



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Rank 10: Work Area: Leadership in Your Work Unit

Driver Average: 73.6%

Fig. 10.1 Item Statement

8a	I feel free to discuss any work related issues with the person leading my Work Unit / Department (N=12)
8b	My Work Unit / Department leader has a positive impact on my Work Unit / Department (N=12)

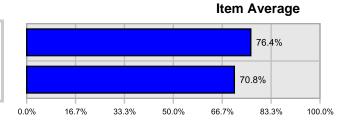
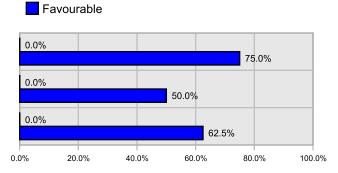


Fig. 10.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
8a	0.0%	0.0%	16.7%	0.0%	8.3%	58.3%	16.7%
8b	0.0%	0.0%	8.3%	16.7%	25.0%	41.7%	8.3%
Avg.	0.0%	0.0%	12.5%	8.4%	16.7%	50.0%	12.5%

____ Unfavourable

Fig. 10.3 Item Comparison Zones



Rank 11: Org: Learning Opportunities

Driver Average: 73.6%

Fig. 11.1 Item Statement

20b	I feel encouraged to continuously develop my skills and abilities (N=12)
20a	I receive the training I need to do my work effectively (N=12)
20d	Overall, I am satisfied with the supports and opportunities available for my ongoing professional development (N=12)
20c	There are sufficient opportunities for me to interact and learn with others who do similar work at Western (N=12)

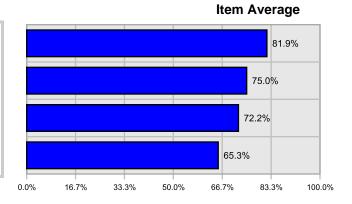


Fig. 11.2 Item Percentage Distribution

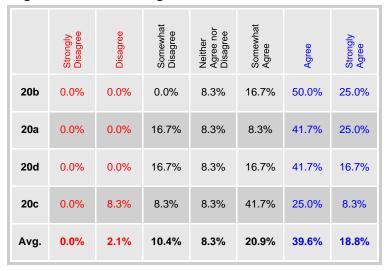
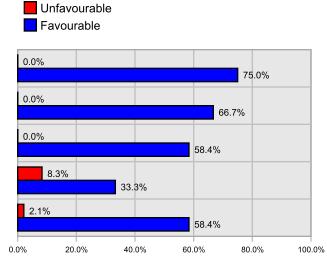


Fig. 11.3 Item Comparison Zones



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Rank 12: Org: Satisfaction with Senior Leadership

Driver Average: 72.2%

Fig. 12.1 Item Statement



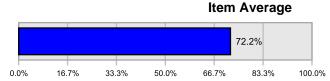


Fig. 12.2 Item Percentage Distribution

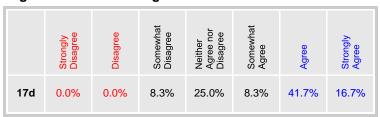
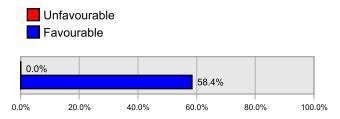


Fig. 12.3 Item Comparison Zones



Rank 13: Work Area: Performance Management

Driver Average: 71.6%

Fig. 13.1 Item Statement

8c	I receive feedback on my work performance at least annually (N=12)
8d	Work performance concerns are dealt with appropriately in my Work Unit / Department (N=12)

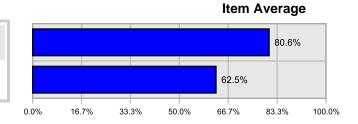
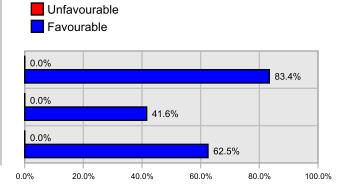


Fig. 13.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
8c	0.0%	0.0%	0.0%	16.7%	0.0%	66.7%	16.7%
8d	0.0%	0.0%	33.3%	8.3%	16.7%	33.3%	8.3%
Avg.	0.0%	0.0%	16.7%	12.5%	8.4%	50.0%	12.5%

Fig. 13.3 Item Comparison Zones



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Rank 14: Org: Communication at Western

Driver Average: 70.4%

Fig. 14.1 Item Statement

18a	There are regular and clear communications about the priorities of Western (N=12)
18c	Overall, I am satisfied with communication at Western (N=12)
18b	I understand how my work supports one or more of the strategic priorities of Western (N=12)

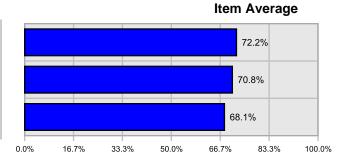
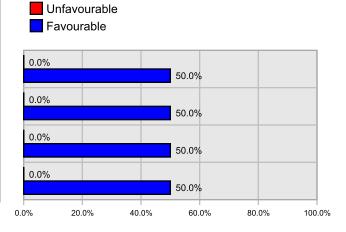


Fig. 14.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
18a	0.0%	0.0%	0.0%	41.7%	8.3%	25.0%	25.0%
18c	0.0%	0.0%	0.0%	33.3%	16.7%	41.7%	8.3%
18b	0.0%	0.0%	8.3%	33.3%	8.3%	41.7%	8.3%
Avg.	0.0%	0.0%	2.8%	36.1%	11.1%	36.1%	13.9%

Fig. 14.3 Item Comparison Zones



Rank 15: Job: Work / Life Balance

Driver Average: 69.5%

Fig. 15.1 Item Statement

3a	I have enough time to do my work adequately (N=12)
3b	Overall, my work is not stressful on my personal life (N=12)

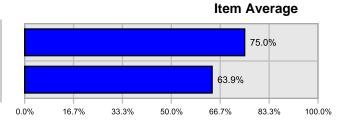
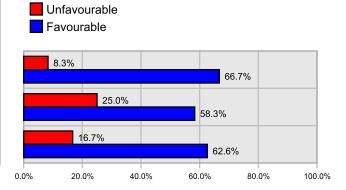


Fig. 15.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
3a	0.0%	8.3%	8.3%	0.0%	16.7%	41.7%	25.0%
3b	8.3%	16.7%	0.0%	0.0%	16.7%	50.0%	8.3%
Avg.	4.2%	12.5%	4.2%	0.0%	16.7%	45.9%	16.7%

Fig. 15.3 Item Comparison Zones



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Rank 16: Work Area: Recognition in Your Work Unit

Driver Average: 68.8%

Fig. 16.1 Item Statement

14a	I get constructive feedback on how well I am performing my role (N=12)
14b	I am satisfied with the amount of appreciation and recognition I receive (N=12)

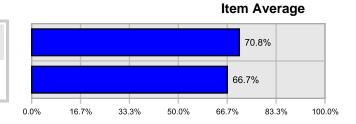
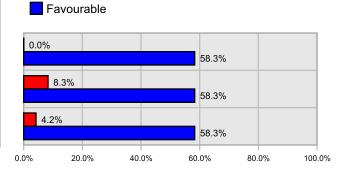


Fig. 16.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
14a	0.0%	0.0%	16.7%	8.3%	16.7%	50.0%	8.3%
14b	0.0%	8.3%	16.7%	8.3%	8.3%	50.0%	8.3%
Avg.	0.0%	4.2%	16.7%	8.3%	12.5%	50.0%	8.3%

Fig. 16.3 Item Comparison Zones

Unfavourable



Rank 17: Work Area: Communication in Faculty or Division

Driver Average: 68.5%

Fig. 17.1 Item Statement

16b	I understand how my work supports one or more of the priorities of my Faculty or Division (N=12)					
16a	There are regular and clear communications about the priorities of my Faculty or Division (N=12)					
16c	Overall, I am satisfied with communications within my Faculty or Division (N=12)					

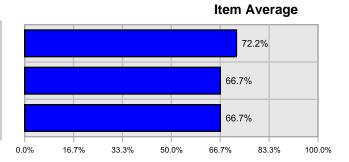


Fig. 17.2 Item Percentage Distribution

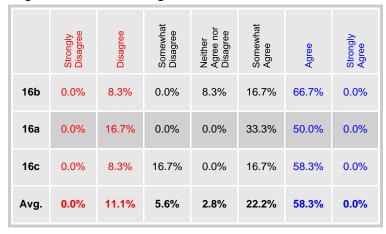
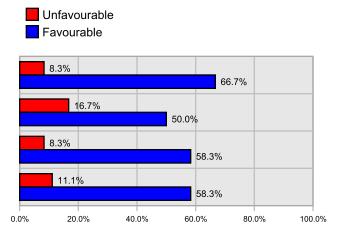


Fig. 17.3 Item Comparison Zones



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Metrics @ Work Item Analyses

Rank 18: Work Area: Change Management

Driver Average: 68.4%

Fig. 18.1 Item Statement

11d	My Work Unit / Department provides the necessary support to successfully implement change (N=12)
11a	When changes take place, there is clear communication about what is changing (N=12)
11c	When changes take place, I am usually aware of the reasons for the change (N=12) $$
11b	When changes take place, those affected are adequately consulted (N=12)

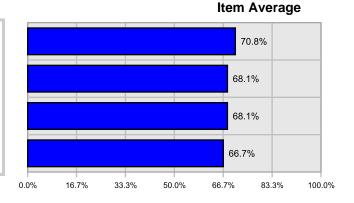


Fig. 18.2 Item Percentage Distribution

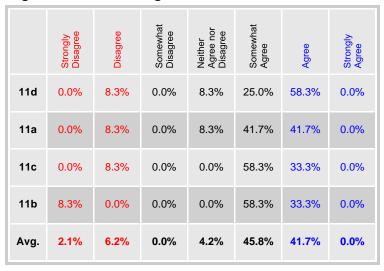
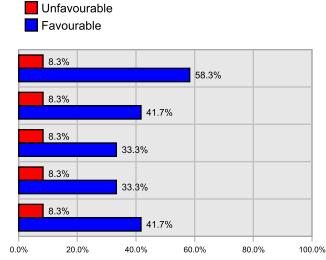


Fig. 18.3 Item Comparison Zones



Rank 19: Work Area: Decision Making in Your Work Unit

Driver Average: 67.4%

Fig. 19.1 Item Statement

10a	I am usually informed about important decisions that are made in my Work Unit / Department (N=12)
10b	Overall, I am satisfied with my level of involvement in decision-making in my Work Unit / Department (N=12)

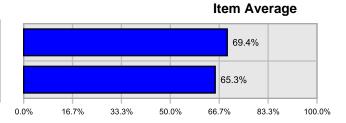
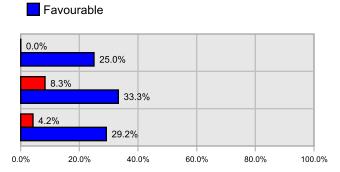


Fig. 19.2 Item Percentage Distribution



Fig. 19.3 Item Comparison Zones



Unfavourable

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Metrics @ Work Item Analyses

Rank 20: Org: Faculty or Division Leadership

Driver Average: 62.5%

Fig. 20.1 Item Statement

15c I am satisfied with the leadership of my Faculty or Division (N=12)	
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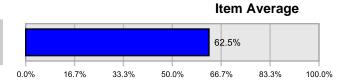


Fig. 20.2 Item Percentage Distribution

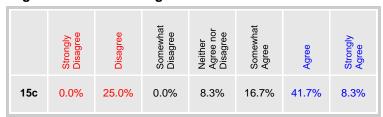
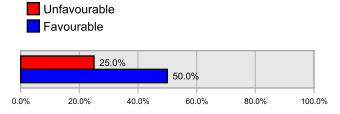


Fig. 20.3 Item Comparison Zones



Rank 21: Org: Career Advancement and Hiring Practices

Driver Average: 57.4%

Fig. 21.1 Item Statement

19a	Western has an open and fair hiring process (N=12)
19b	I believe job opportunities are well communicated at Western (N=12)
19c	Overall, I am satisfied with the career advancement opportunities available to me at Western (N=12)

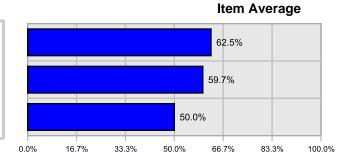
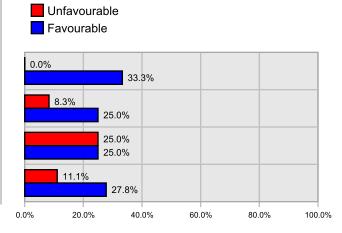


Fig. 21.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
19a	0.0%	0.0%	16.7%	25.0%	25.0%	33.3%	0.0%
19b	0.0%	8.3%	16.7%	8.3%	41.7%	25.0%	0.0%
19c	16.7%	8.3%	8.3%	16.7%	25.0%	25.0%	0.0%
Avg.	5.6%	5.5%	13.9%	16.7%	30.6%	27.8%	0.0%

Fig. 21.3 Item Comparison Zones



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Metrics @ Work Custom Item Analyses

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.

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1. Cultural Values: Human Relations

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

Fig. 1.1 Item Statement

4b	Having respect for others (N=12)
4a	Treating people fairly (N=12)
4c	Working effectively in teams (N=12)

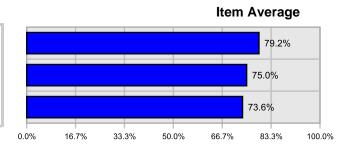
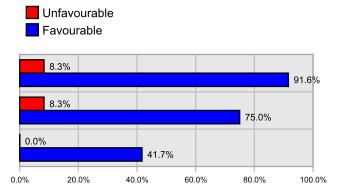


Fig. 1.2 Item Percentage Distribution



Fig. 1.3 Item Comparison Zones



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Metrics @ Work Custom Item Analyses

2. Cultural Values: Innovation

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

Fig. 2.1 Item Statement

4e	Having a willingness to experiment (N=12)
4f	Being flexible and changing in response to new circumstances (N=12)
4d	Taking risks and trying new ways to do things (N=12)

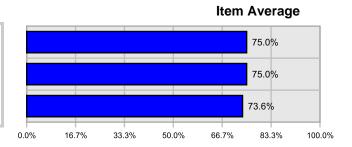


Fig. 2.2 Item Percentage Distribution

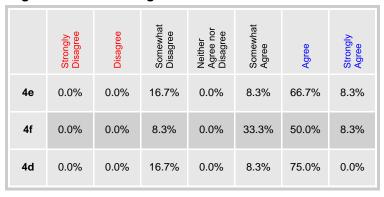
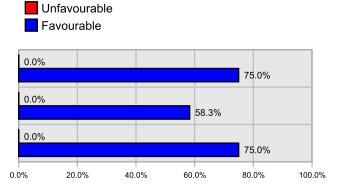


Fig. 2.3 Item Comparison Zones



3. Cultural Values: Results Oriented

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

Fig. 3.1 Item Statement

4g	Striving for excellence (N=12)			
4h	Working hard to achieve results (N=12)			
4i	Being action-oriented (N=12)			

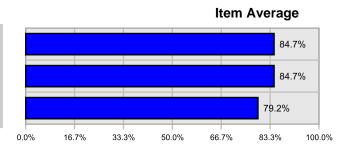
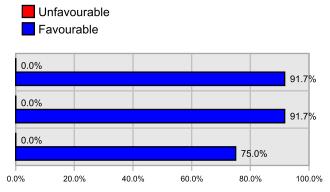


Fig. 3.2 Item Percentage Distribution



Fig. 3.3 Item Comparison Zones



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Metrics @ Work Custom Item Analyses

4. Cultural Values: Stability

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

Fig. 4.1 Item Statement

4j	Following policies, procedures and guidelines (N=12)
4k	Predictability and consistency (N=12)
41	Stability (N=12)

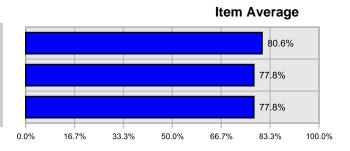
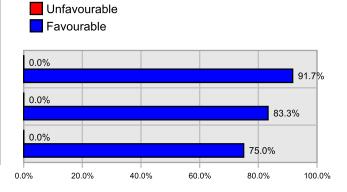


Fig. 4.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4j	0.0%	0.0%	0.0%	8.3%	0.0%	91.7%	0.0%
4k	0.0%	0.0%	8.3%	0.0%	8.3%	83.3%	0.0%
41	0.0%	0.0%	0.0%	8.3%	16.7%	75.0%	0.0%

Fig. 4.3 Item Comparison Zones



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

5a	Collaboration, respect and fairness (N=12)
5c	Excellence, action and results (N=12)
5b	Innovation, risk taking and flexibility (N=12)
5d	Stability, predictability and following established procedures (N=12)

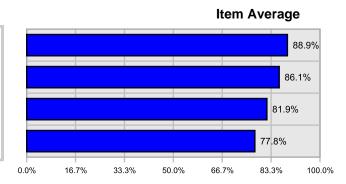


Fig. 5.2 Item Percentage Distribution

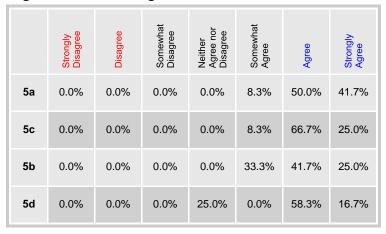
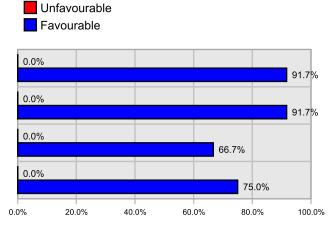


Fig. 5.3 Item Comparison Zones



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Appendix A: Western 2017 - WE SPEAK: STAFF 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:

17.a Knowing what I know now about Western, I would apply to work here again

17.c Western cares about its employees

17.e I would not leave Western if an equivalent job opportunity became available elsewhere

17.f I am proud to say I work at Western

17.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:

15.a I feel a strong sense of belonging to my Faculty or Division

15.b My Faculty or Division has a great deal of personal meaning for me

15.d Overall, I am proud to be a member of my Faculty or Division

Work Engagement

Definition:

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

Survey Questions:

1.a I feel energetic while at work

1.b My work inspires me

1.c I get absorbed in my work (e.g., time goes quickly)

1.d I have an opportunity to use my best talents in my role

1.e My current work gives me a sense of accomplishment

CULTURE INDEX SCORES

The results in this report pertaining to "Current Culture" are based on 4 sub components (i.e., Human Relations, Innovation, Results Oriented, and Stability). 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.

Cultural Values: Human Relations

- 4.a Treating people fairly
- 4.b Having respect for others
- 4.c Working effectively in teams

Cultural Values: Innovation

- 4.d Taking risks and trying new ways to do things
- 4.e Having a willingness to experiment
- 4.f Being flexible and changing in response to new circumstances

Cultural Values: Results Oriented

- 4.g Striving for excellence
- 4.h Working hard to achieve results
- 4.i Being action-oriented

Cultural Values: Stability

- 4.j Following policies, procedures and guidelines
- 4.k Predictability and consistency
- 4.1 Stability

Preferred Cultural Values:

- 5.a Collaboration, respect and fairness
- 5.b Innovation, risk taking and flexibility
- 5.c Excellence, action and results
- 5.d Stability, predictability and following established procedures

DRIVERS OF ENGAGEMENT

Organizational Drivers of Engagement

Org: Faculty or Division Leadership

15.c I am satisfied with the leadership of my Faculty or Division

Org: Treated Fairly at Western

17.b I feel that I am treated fairly at Western

Org: Satisfaction with Senior Leadership

17.d I am satisfied with the senior leadership of Western

Org: Communication at Western

18.a There are regular and clear communications about the priorities of Western

18.b I understand how my work supports one or more of the strategic priorities of Western

18.c Overall, I am satisfied with communication at Western

Org: Career Advancement and Hiring Practices

19.a Western has an open and fair hiring process

19.b I believe job opportunities are well communicated at Western

19.c Overall, I am satisfied with the career advancement opportunities available to me at Western

Org: Learning Opportunities

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

Org: Support for Diversity

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

Work Area Drivers of Engagement

Work Area: Recognition in Your Work Unit

- 14.a I get constructive feedback on how well I am performing my role
- 14.b I am satisfied with the amount of appreciation and recognition I receive

Work Area: Support for Improvement and Innovation

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

Work Area: Collaboration in Your Work Unit

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

Work Area: Collaboration With Other Work Units

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

Work Area: Leadership in Your Work Unit

- 8.a I feel free to discuss any work related issues with my leader
- 8.b My Work Unit / Department leader has a positive impact on my Work Unit / Department

Work Area: Performance Management

- 8.c I receive feedback on my work performance at least annually
- 8.d Work performance concerns are dealt with appropriately in my Work Unit / Department

Work Area: Communication in Your Work Unit

- 9.a People listen effectively to each other in my Work Unit / Department
- 9.b There are adequate opportunities for participation and open discussion in my Work Unit / Department
- 9.c The communication I receive helps me to do my work effectively
- 9.d There are regular and clear communications about the priorities of my Work Unit / Department
- 9.e I understand how my work supports one or more of the priorities of my Work Unit / Department
- 9.f Overall, I am satisfied with communication within my Work Unit / Department

Work Area: Decision Making in Your Work Unit

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

Work Area: Change Management

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

Work Area: Support for Diversity

- 12.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
- 12.b I feel that I work in an environment of respect, free of harassment, fear or intimidation
- 12.c Overall, I feel that the people I work with support a diverse and inclusive work environment

Work Area: Communication in Faculty or Division

- 16.a There are regular and clear communications about the priorities of my Faculty or Division
- 16.b I understand how my work supports one or more of the priorities of my Faculty or Division
- 16.c Overall, I am satisfied with communications within my Faculty or Division

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: Safety

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

COMMENTS:

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

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