

Oxford County 2022 Survey Results



METRICS@WORK

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Introduction

This report is based on results from all the respondents in your organization. It is important to remember that it is not what you find in this report, but what you do with what you find that really matters; therein lies the key to successful Human Resource Management change.

General Considerations

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

Survey and Report Terminology

Survey Outcomes:

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

Drivers of Engagement:

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

Driver Items:

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

Custom Items and Constructs:

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

Percentages in this Report:

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

Percent ranges associated with the response scale:

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

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

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

Colour Coding:

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

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

How to Interpret the Results

Averages:

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

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

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

Changes in any of the common patterns noted above can be the sign of a problem and should be looked at as possible opportunities for improvement. Averages can also be used to identify variability among groups. For example, the Group Analyses section of this report presents ranked averages for groups on an individual basis, as well as illustrating among groups averages for each individual driver (e.g., Personal Recognition).

Quick Tips for Highlighting Your Organization's Strengths:

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

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

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

Favourable / Unfavourable:

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

Frequency Distributions:

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

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

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

A very important form of interpretation is by relative difference, of which one form of relative difference is compared with another group that is similar to your own. The Group Analyses section of this report not only depicts the drivers in rank order for easy identification of top and bottom absolute scores but each driver is compared to the average for that driver for the rest of a

groups' parent group (i.e., superordinate group), unless otherwise indicated. Observable differences are coloured green (more than +5%) or red (less than -5%) for easy identification of possible strengths and opportunities for improvement. Note: the Summary of Results provides a quick and easy way to see the differences among groups by comparing the Grand Average (i.e., the average of all drivers), for each group in the form of a difference score. Differences in the positive and negative illustrate higher and lower levels of overall engagement for each group.

External Benchmarking:

External benchmarking (if applicable in your report), is very useful way to interpret whether your driver averages are higher or lower compared to a normative benchmark. Other possible external comparisons can be provided (if applicable), on a sector or geographical basis, among others. Again, observable differences are coloured green (more than +5%) or red (less than -5%) for easy identification of possible strengths and opportunities for improvement. The External Benchmarking section of this report (provided if applicable) also provides a comparison with the highest scoring company in the database comparison (e.g., a type of 'Best Practice' comparison).

Year-Over-Year Analyses:

Year-over-year comparisons are provided (if applicable) throughout this report where drivers, outcomes, and custom measures are reported. The group that is the basis of this report will include year-over-year comparisons in the Overall Analyses section of this report, while other such comparisons for lower level groups are included in the Group Analyses section of this report. Note: the Summary of Results provides a quick and easy way to see the differences among groups by comparing the Grand Average (i.e., the average of all drivers), for each group in the form of a difference score. Differences in the positive and negative illustrate higher and lower levels of overall engagement for each group.

Response Profile

	# of Responses	# of Employees	%
Oxford County	576	741	77.7%
By Department			
	# of Responses	# of Employees	%
CAO's Office, including Tourism, Strategic Communication & Engagement	9	11	81.8%
Community Planning	15	15	100.0%
Human Resources	10	8	125.0%
Human Services	51	52	98.1%
Paramedic Services	82	111	73.9%
Corporate Services	71	108	65.7%
Public Works	116	128	90.6%
Woodingford Lodge	222	308	72.1%
By Employee Group			
	# of Responses		
Senior Management (CAO & Directors)	7		
Manager/Supervisor/Foreman (Extended Management Team)	85		
Professional/Technical (Financial Analyst, Project Engineer, Planner, Nurse, etc.)	208		
Individual Contributor (Equipment Operator, PSW, Food Services Worker, Assistant, etc.)	270		
No Employee Group Selected	6		
By Union Affiliation			
	# of Responses		
CUPE Human Services	33		
CUPE Roads & Waste Management	26		
CUPE Wastewater	12		
OPSEU Paramedic Services	68		
Unifor Long Term Care	175		
Non-Union	261		
No Union Selected (too small to report)	1		
By Work Status			
	# of Responses		
Full-time	394		
Part-time	166		
Temporary/Contract	16		

By Organizational Tenure	# of Responses
0 to 3 Years	190
3 to 6 Years	77
6 to 10 Years	77
10 to 15 Years	67
15 to 20 Years	65
20+ Years	98
No Tenure Selected (too small to report)	2

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. Job-Related
2. Work Area
3. Organizational

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

Job Related Drivers

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

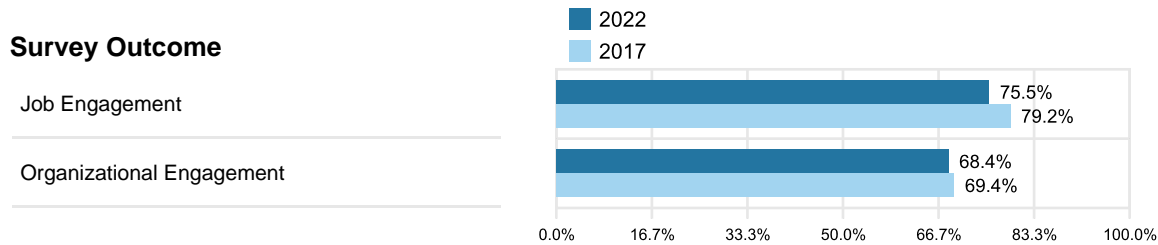
Work Area Drivers

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

Organizational Drivers

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

Survey Outcomes



Explanation of Survey Outcomes

Job Engagement (Based on Items in Fig. 1.1)

Job Engagement represents employees' perceived relationship to their job. It is based on an academically validated measure created by Wilmar Schaufeli, professor in organizational psychology at Utrecht University in the Netherlands. Job Engagement consists of 3 sub-components (i.e., energy / passion for job, dedication, and immersion in job). Job 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.

Organizational Engagement (Based on Items in Fig. 2.1)

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

1. Work Engagement

Fig. 1.1 Item Statement

2.1c	I get immersed in my work (e.g., time passes quickly when I'm working) (N=574)
2.1d	Overall, I feel engaged in my work (N=571)
2.1b	My current work gives me a sense of accomplishment (N=575)
2.1a	My work inspires me (N=576)

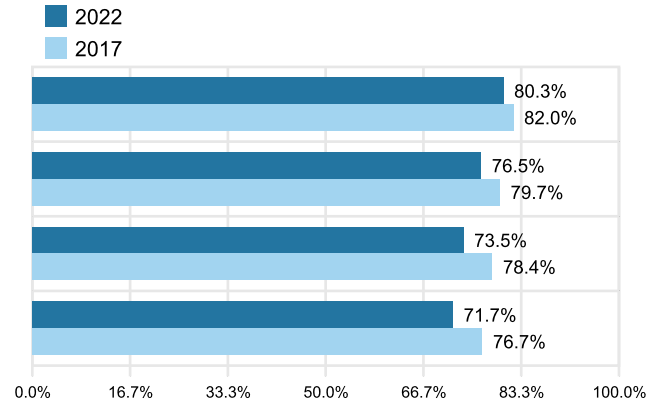
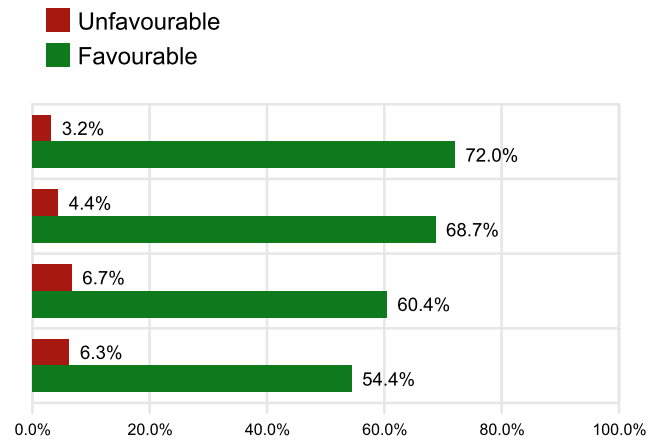


Fig. 1.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
2.1c	0.9%	2.3%	1.7%	6.3%	16.9%	42.0%	30.0%
2.1d	1.6%	2.8%	4.0%	6.7%	16.3%	48.7%	20.0%
2.1b	1.7%	5.0%	4.9%	6.4%	21.6%	41.4%	19.0%
2.1a	2.3%	4.0%	4.3%	9.9%	25.2%	38.9%	15.5%

Fig. 1.3 Item Comparison Zones



2. Organizational Engagement

Fig. 2.1 Item Statement

4.1c	Knowing what I know now about Oxford County, I would apply to work here again (N=552)
4.1e	Overall, I am satisfied with Oxford County as an employer (N=549)
4.1a	I feel a strong sense of belonging to Oxford County, as an employer (N=547)
4.1d	Oxford County cares about its employees (N=551)
4.1b	I would not leave Oxford County if an equivalent job opportunity became available elsewhere (N=552)

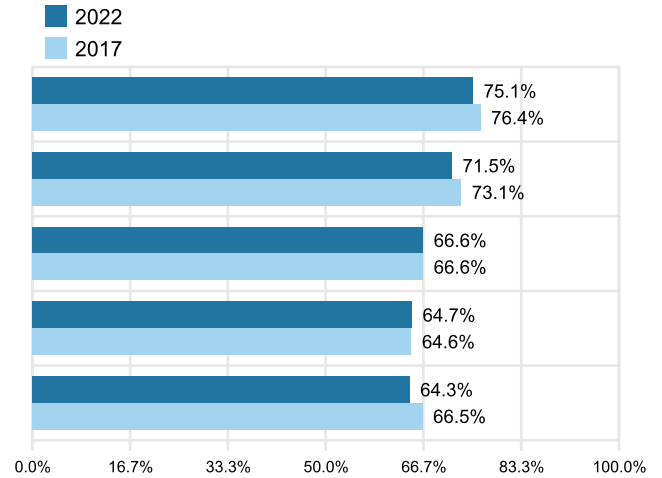
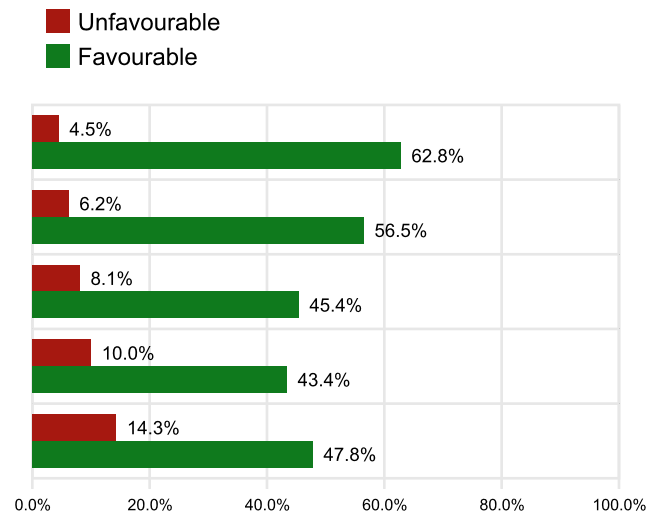


Fig. 2.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4.1c	2.0%	2.5%	5.4%	11.6%	15.6%	37.1%	25.7%
4.1e	2.6%	3.6%	5.6%	11.7%	20.0%	39.7%	16.8%
4.1a	2.4%	5.7%	6.8%	17.4%	22.5%	33.5%	11.9%
4.1d	4.7%	5.3%	8.3%	14.7%	23.6%	32.5%	10.9%
4.1b	5.6%	8.7%	8.0%	17.4%	12.5%	28.1%	19.7%

Fig. 2.3 Item Comparison Zones

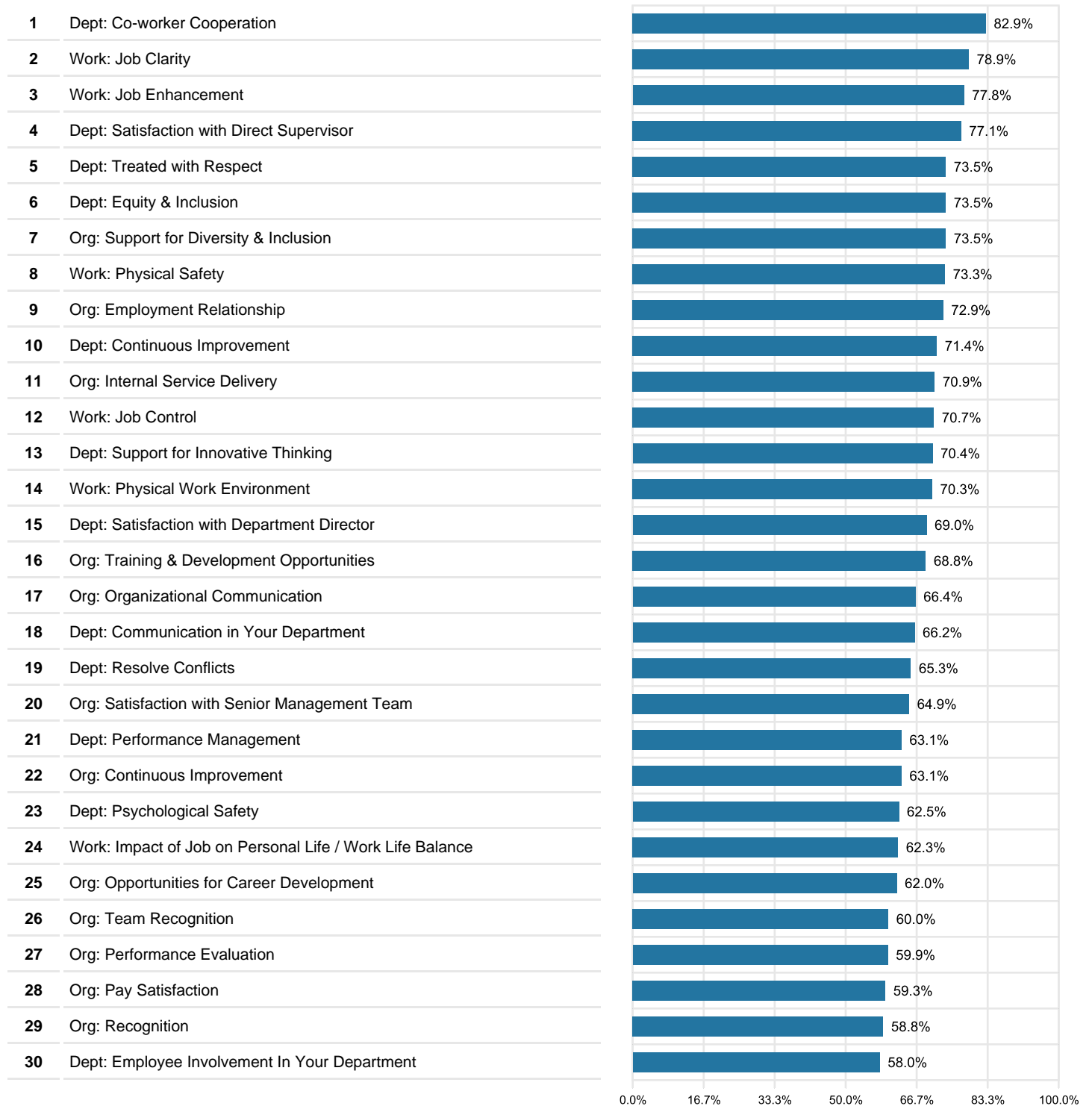


Graph of Driver Averages

The following graph illustrates the averages, in percent, for each driver in order from highest to lowest. The Oxford County Grand Driver Average is 66.1%, which is the result of averaging all engagement driver averages together into a single representative score.

Ranked Drivers

Driver Averages



Ranked Drivers (cont.)

Driver Averages

31	Dept: Morale
32	Org: Total Compensation Package
33	Work: Workload Manageability
34	Work: Resources and Supplies
35	Work: Workload Stress

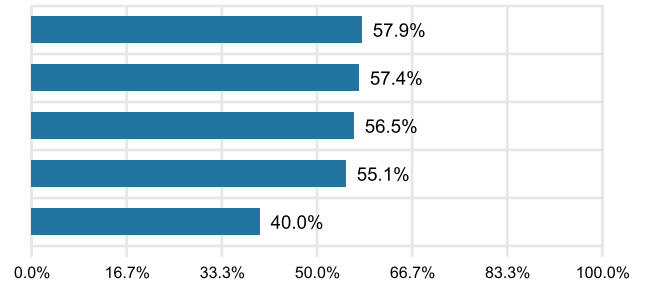


Table of Frequencies

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

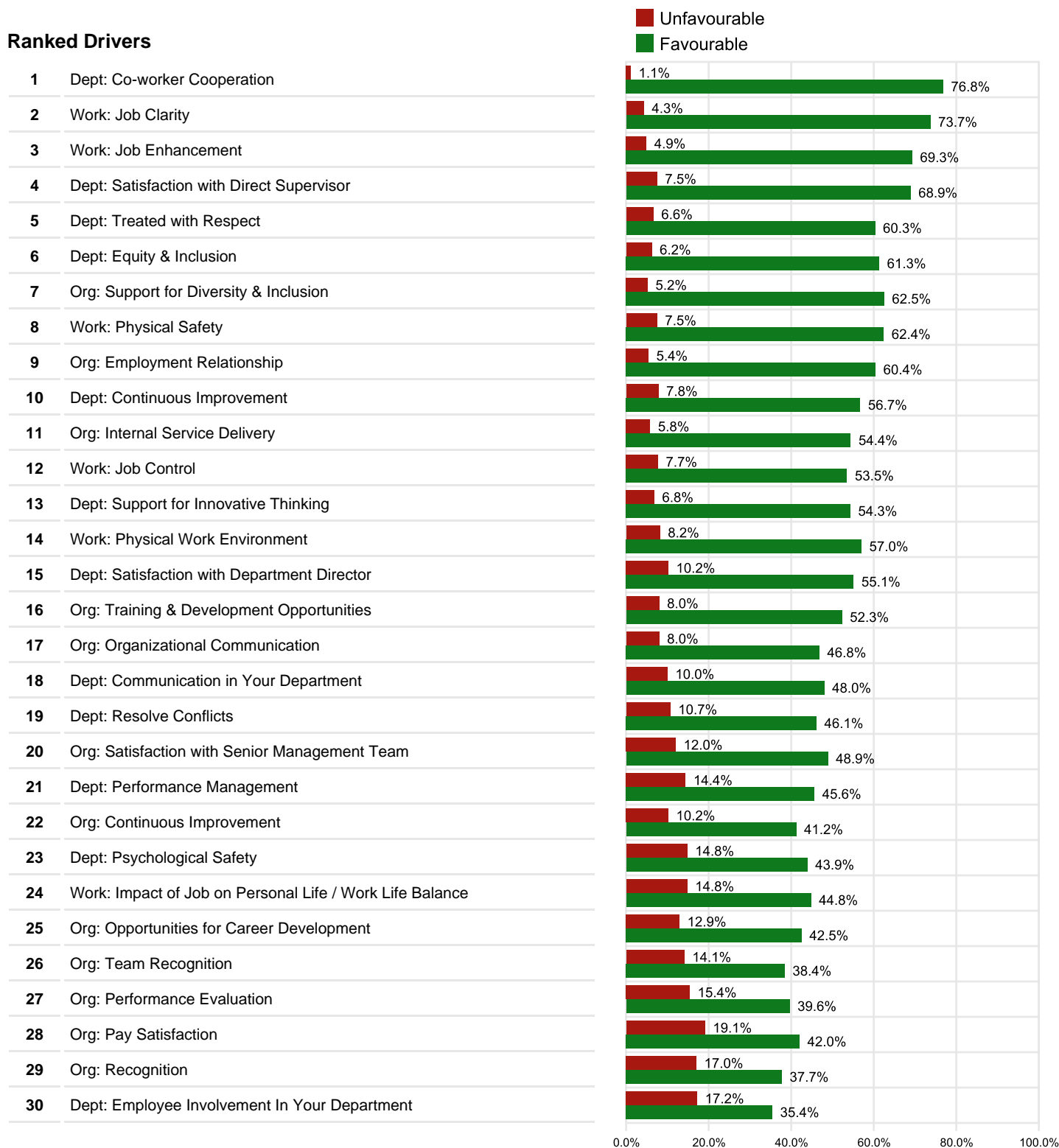
Ranked Drivers		Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	Dept: Co-worker Cooperation	0.3%	0.8%	1.5%	4.2%	16.6%	45.5%	31.3%
2	Work: Job Clarity	1.9%	2.4%	4.5%	3.1%	14.3%	46.8%	26.9%
3	Work: Job Enhancement	1.3%	3.6%	3.9%	6.0%	15.8%	41.7%	27.6%
4	Dept: Satisfaction with Direct Supervisor	3.3%	4.2%	3.6%	7.4%	12.6%	34.9%	34.0%
5	Dept: Treated with Respect	2.3%	4.3%	6.8%	6.4%	19.9%	37.4%	22.9%
6	Dept: Equity & Inclusion	1.6%	4.6%	4.3%	10.0%	18.1%	43.3%	18.0%
7	Org: Support for Diversity & Inclusion	2.1%	3.1%	3.0%	14.8%	14.4%	45.2%	17.3%
8	Work: Physical Safety	2.8%	4.7%	6.5%	9.1%	14.4%	37.7%	24.7%
9	Org: Employment Relationship	2.5%	2.9%	4.7%	11.3%	18.1%	43.9%	16.5%
10	Dept: Continuous Improvement	3.1%	4.7%	5.6%	11.0%	18.9%	36.9%	19.8%
11	Org: Internal Service Delivery	2.0%	3.8%	4.4%	12.4%	22.9%	43.2%	11.2%
12	Work: Job Control	3.3%	4.4%	6.5%	6.1%	26.3%	37.0%	16.5%
13	Dept: Support for Innovative Thinking	2.0%	4.8%	6.7%	12.1%	20.0%	38.0%	16.3%
14	Work: Physical Work Environment	2.6%	5.6%	8.1%	9.1%	17.5%	39.5%	17.5%
15	Dept: Satisfaction with Department Director	3.8%	6.4%	6.0%	15.4%	13.3%	33.8%	21.3%
16	Org: Training & Development Opportunities	2.1%	5.9%	6.9%	13.5%	19.5%	38.3%	14.0%
17	Org: Organizational Communication	3.0%	5.0%	8.3%	14.6%	22.3%	36.9%	9.9%
18	Dept: Communication in Your Department	3.7%	6.3%	9.6%	10.0%	22.4%	36.1%	11.9%
19	Dept: Resolve Conflicts	3.9%	6.8%	6.6%	17.8%	18.7%	33.3%	12.8%
20	Org: Satisfaction with Senior Management Team	5.2%	6.8%	10.6%	12.9%	15.6%	33.3%	15.6%
21	Dept: Performance Management	5.8%	8.6%	9.0%	14.0%	17.2%	32.1%	13.5%
22	Org: Continuous Improvement	3.0%	7.2%	9.0%	19.1%	20.7%	33.9%	7.3%
23	Dept: Psychological Safety	6.0%	8.8%	8.3%	15.4%	17.6%	30.6%	13.3%
24	Work: Impact of Job on Personal Life / Work Life Balance	5.4%	9.4%	11.8%	13.1%	15.5%	29.1%	15.7%
25	Org: Opportunities for Career Development	5.7%	7.2%	8.4%	19.0%	17.3%	32.6%	9.9%
26	Org: Team Recognition	5.3%	8.8%	10.2%	16.6%	20.7%	32.0%	6.4%
27	Org: Performance Evaluation	5.9%	9.5%	9.2%	16.6%	19.3%	32.7%	6.9%
28	Org: Pay Satisfaction	8.8%	10.3%	11.0%	7.3%	20.7%	33.0%	9.0%
29	Org: Recognition	7.0%	10.0%	9.3%	16.1%	19.8%	29.9%	7.8%
30	Dept: Employee Involvement In Your Department	7.2%	10.0%	10.2%	16.8%	20.7%	27.0%	8.4%
31	Dept: Morale	10.3%	9.8%	10.2%	9.1%	23.0%	27.6%	10.0%
32	Org: Total Compensation Package	8.8%	11.4%	8.4%	14.9%	19.4%	28.4%	8.6%

Ranked Drivers (cont.)		Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
33	Work: Workload Manageability	7.5%	11.3%	14.7%	9.1%	24.3%	24.6%	8.6%
34	Work: Resources and Supplies	11.3%	11.4%	14.2%	7.8%	18.4%	28.1%	8.9%
35	Work: Workload Stress	16.9%	19.7%	20.6%	11.9%	14.8%	12.2%	3.8%

Graph of Frequencies

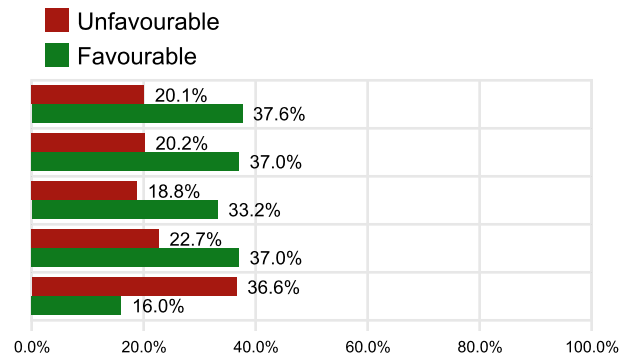
The following graph illustrates the percentages of combined response categories for each driver. The red bars represent the combination of the two least positive (unfavourable) responses (e.g. “Strongly Disagree” and “Disagree”), while the green bars represent the combination of the two most positive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

Ranked Drivers



Ranked Drivers (cont.)

31	Dept: Morale
32	Org: Total Compensation Package
33	Work: Workload Manageability
34	Work: Resources and Supplies
35	Work: Workload Stress



Year-Over-Year Analyses

Year-Over-Year analyses are reported in this section of this report and in the Group Analyses Section. These averages are compiled by selecting employee responses based on those items that are common between the current and previous surveys.

Year-Over-Year Difference Scores

These scores are calculated by subtracting the adjusted averages obtained from your organization's previous survey from your current driver averages. A positive difference indicates that your current average is higher than that obtained from the previous survey. Conversely, a negative difference indicates that your current average is lower. Colour coding is used throughout the benchmarking section. Green indicates that your difference score is more than 5% higher than the benchmark comparison being used. Black indicates that your difference score is within a +/-5% boundary of the benchmark. Finally, red indicates that your difference score is more than 5% lower than the benchmark comparison.

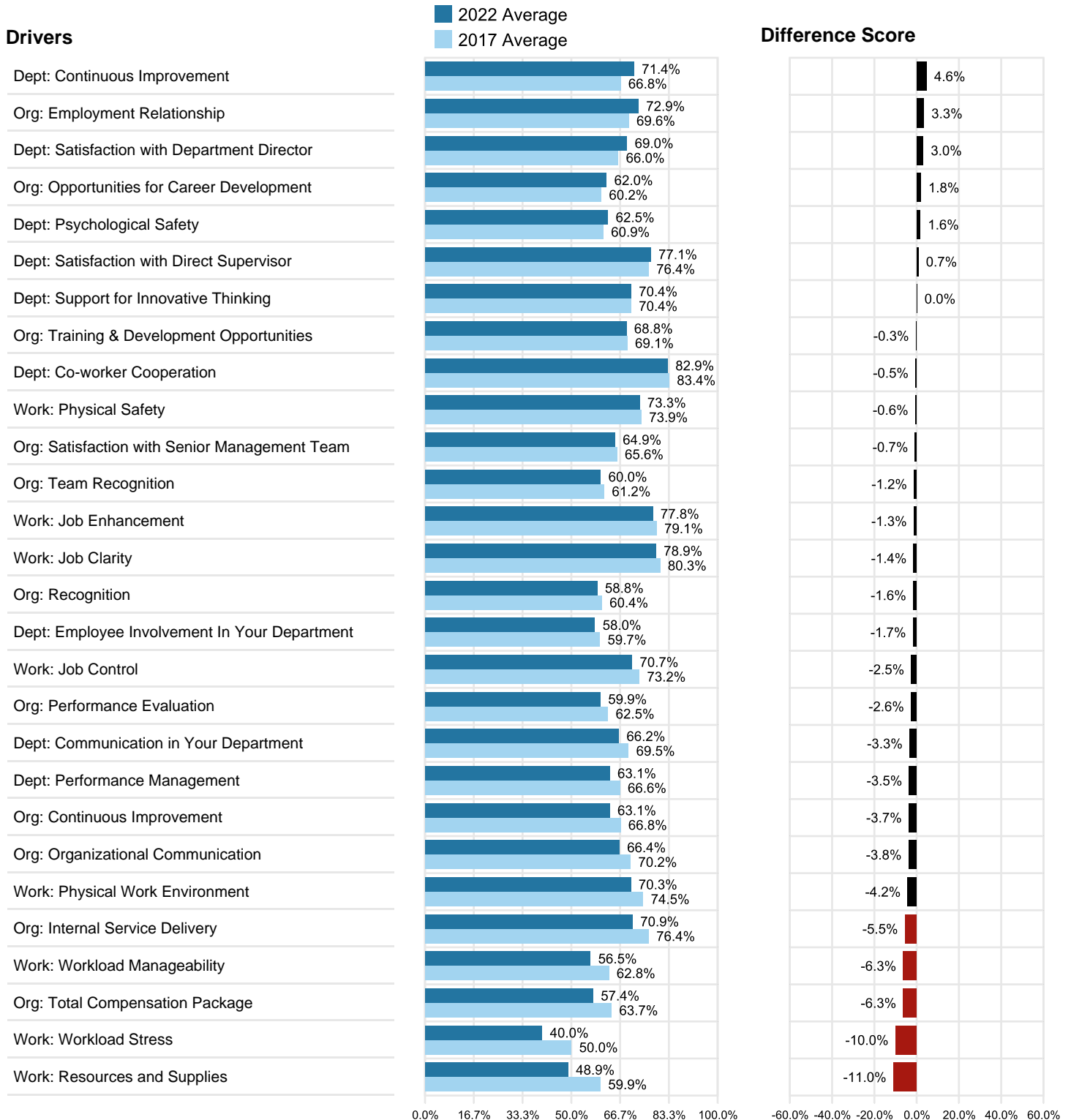
Cautions:

In larger groups, scores tend to be more stable and changes tend to be smaller, unless specific and strong efforts have been implemented to create improvements. Large decreases usually occur due to some dramatic negative event or disruption to the group.

In small groups, e.g., with less than 10 respondents, large changes are more frequently observed. In these circumstances, significant changes can occur, i.e., changes of +/-10% or greater because in these groups a small sub-group (e.g., 2-3 people) with very high or very low scores can have dramatic effects on the obtained scores of the group and resulting differences from one survey to another.

Large changes, i.e., changes of +/-10% or greater, are also more frequently observed within groups with original (previous survey) extreme scores (high or low). In statistics this phenomenon is known as "regression toward the mean." All other things being equal groups with very high scores tend to go down and groups with very low scores tend to go up.

Year-Over-Year Analyses (2022 to 2017)



Summary

Grand Average for 2022: 65.8%

Grand Average for 2017: 67.8%

Number of drivers increased: 6

Number of drivers decreased: 21

Number of observably higher drivers: 0

Number of observably lower drivers: 5

External Benchmarking Analyses

Section Overview

The full Metrics@Work database consists of approximately 220 organizations from Public and Private Sectors (e.g., Manufacturing, Health Care, Government, Municipalities, Education, and Financial Institutions), ranging in size from under 100 employees to more than 7000 employees. The benchmarking provided in this report is based on a subset of the full Metrics@Work database and is described in detail under the headings below (e.g., Database Average).

Colour coding is used throughout the benchmarking section. Green indicates that your difference score is more than 5% higher than the benchmark comparison being used. Black indicates that your difference score is within a +/-5% boundary of the benchmark. Finally, red indicates that your difference score is more than 5% lower than the benchmark comparison.

Pre-Pandemic Municipal Sector Average

The Pre-Pandemic Municipal Sector Average compares your organization's driver averages against the driver averages of all the municipalities in the Metrics@Work database. This comparison is drawn from nearly 30 survey projects and over 25,000 survey respondents.

Pre-Pandemic Municipal Sector Highest Score

The Pre-Pandemic Municipal Sector Highest Score compares each of your organization's driver averages to the comparable municipality in the database that has achieved the highest average for that driver. This comparison is drawn from nearly 30 survey projects and over 25,000 survey respondents.

Pre-Pandemic Comparable Municipalities Average

The Pre-Pandemic Comparable Municipalities Average compares your organization's driver averages against the driver averages of all the similar sized (between 500 and 1500 employees) municipalities in the Metrics@Work database. This comparison is drawn from up to 10 survey projects and nearly 10,000 survey respondents.

Pre-Pandemic Comparable Municipality Highest Score

The Pre-Pandemic Comparable Municipality Highest Score compares each of your organization's driver averages to the similar sized (between 500 and 1500 employees) municipality in the database that has achieved the highest average for that driver. This comparison is drawn from up to 10 survey projects and nearly 10,000 survey respondents.

During Pandemic Database Average

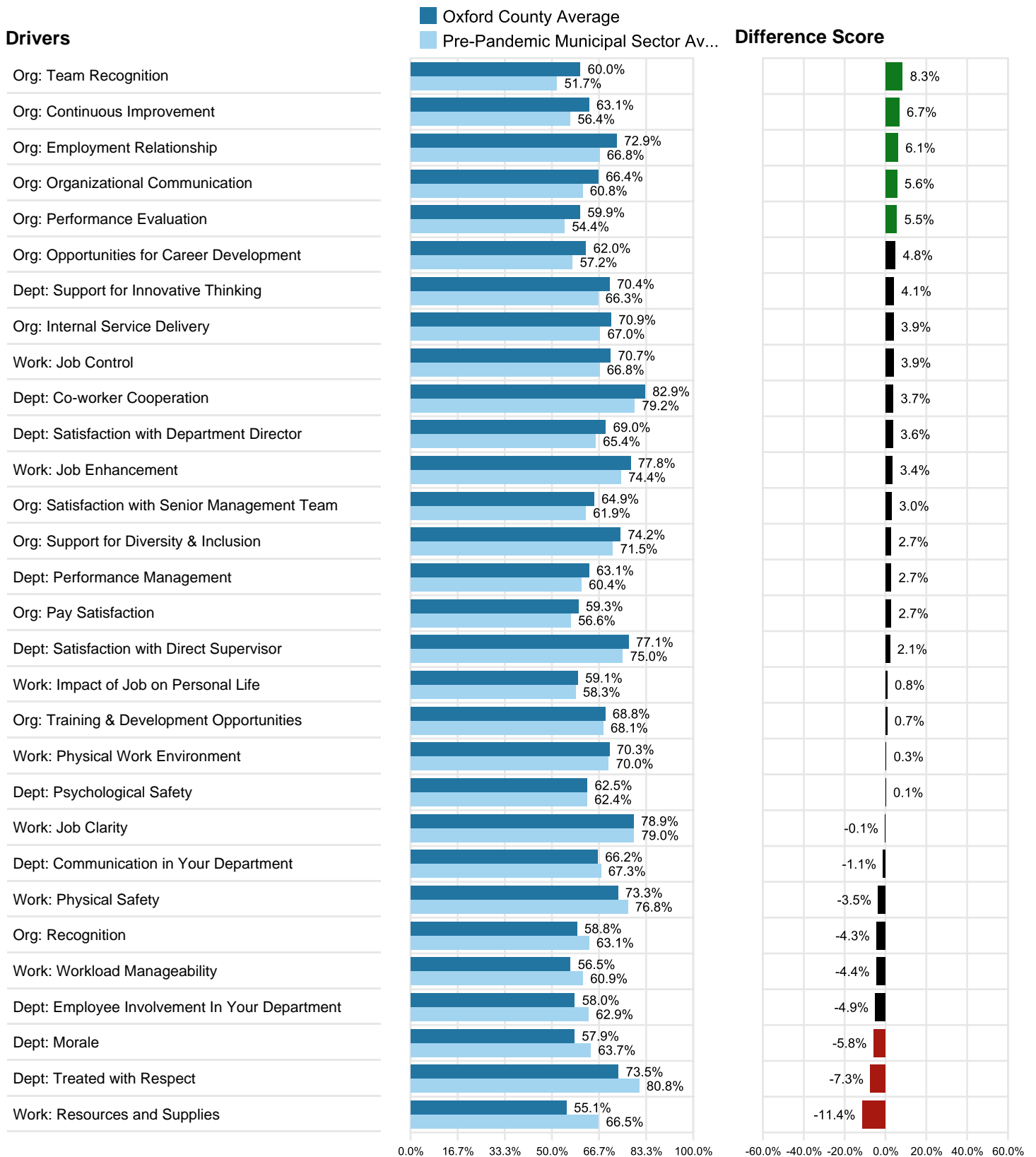
The During Pandemic Database Average represents an external comparison between the drivers from your survey and those within the Metrics@Work database during the pandemic. This comparison is drawn from up to 25 organizations and 40,000 survey respondents.

During Pandemic Database Highest Score

The During Pandemic Database Highest Score comparison reflects the difference between your organization's driver averages and the highest equivalent driver averages achieved in the Metrics@Work database. This comparison is drawn from up to 25 organizations and 40,000 survey respondents. Only organizations with 100 or more employees are included in this comparison.

Pre-Pandemic Municipal Sector Average

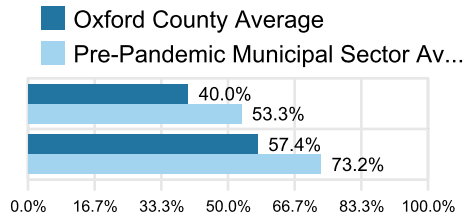
The Pre-Pandemic Municipal Sector Average compares your organization's driver averages against the driver averages of all the municipalities in the Metrics@Work database. This comparison is drawn from nearly 30 survey projects and over 25,000 survey respondents.



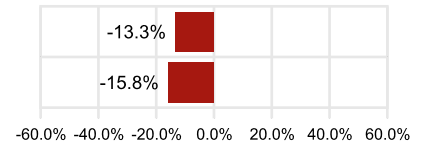
Drivers (cont.)

Work: Workload Stress

Org: Total Compensation Package



Difference Score

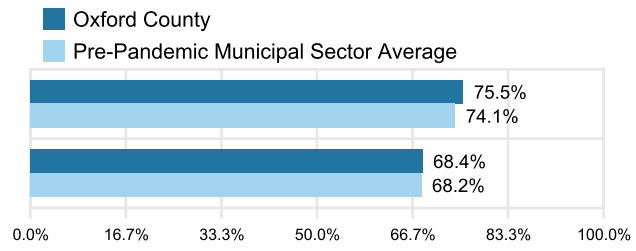


Note: Those drivers without valid benchmarks have been removed from the preceding graph (see Section Overview notes).

Survey Outcome

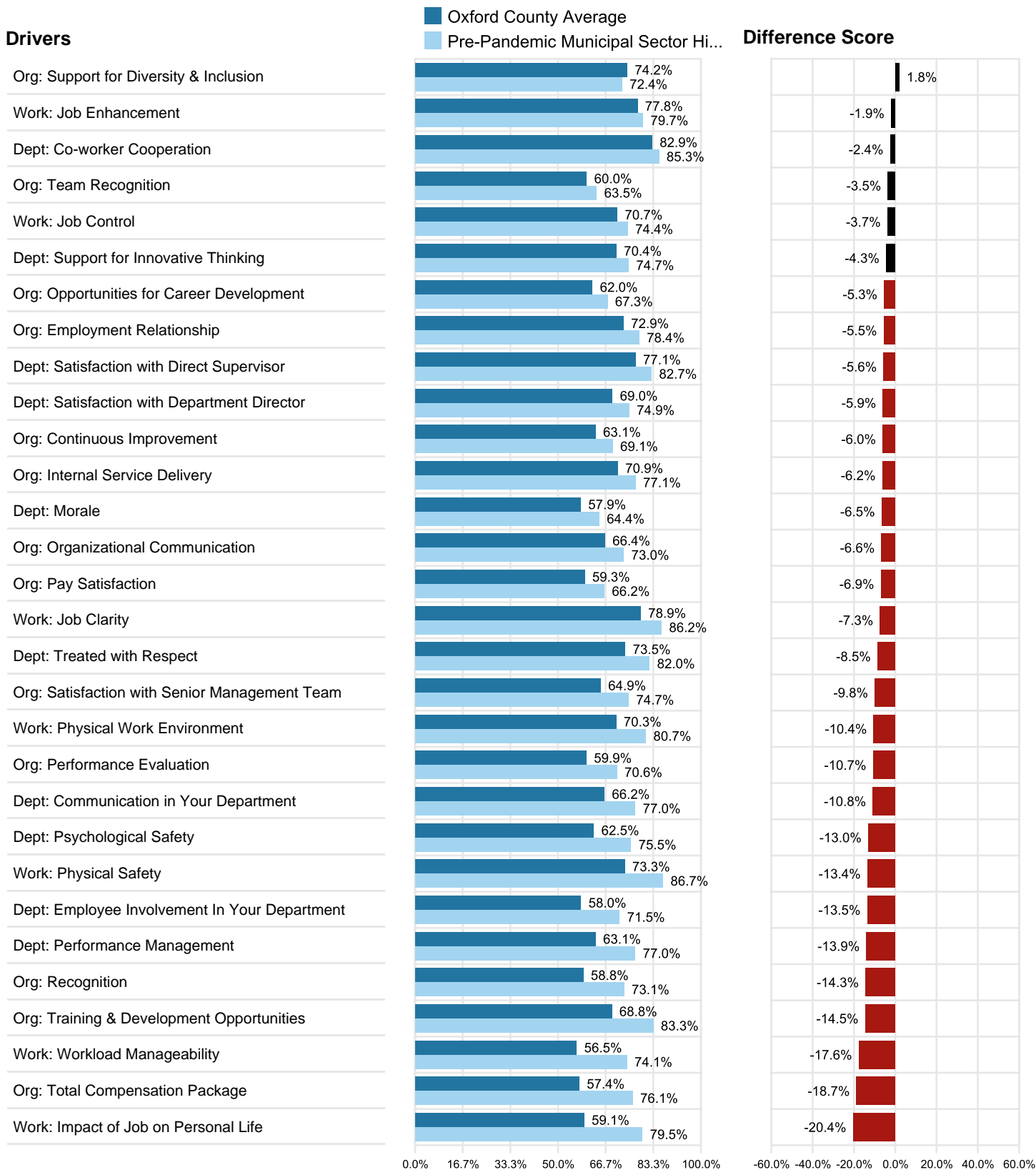
Job Engagement

Organizational Engagement



Pre-Pandemic Municipal Sector Highest Score

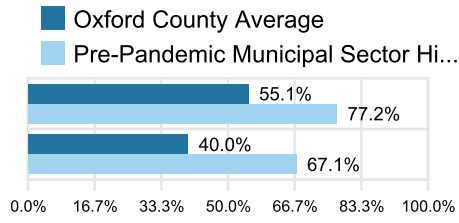
The Pre-Pandemic Municipal Sector Highest Score compares each of your organization's driver averages to the comparable municipality in the database that has achieved the highest average for that driver. This comparison is drawn from nearly 30 survey projects and over 25,000 survey respondents.



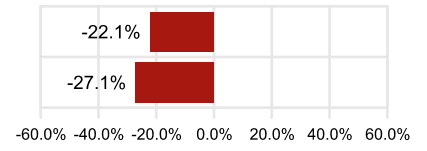
Drivers (cont.)

Work: Resources and Supplies

Work: Workload Stress



Difference Score

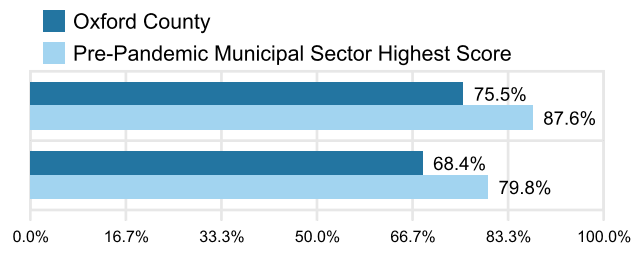


Note: Those drivers without valid benchmarks have been removed from the preceding graph (see Section Overview notes).

Survey Outcome

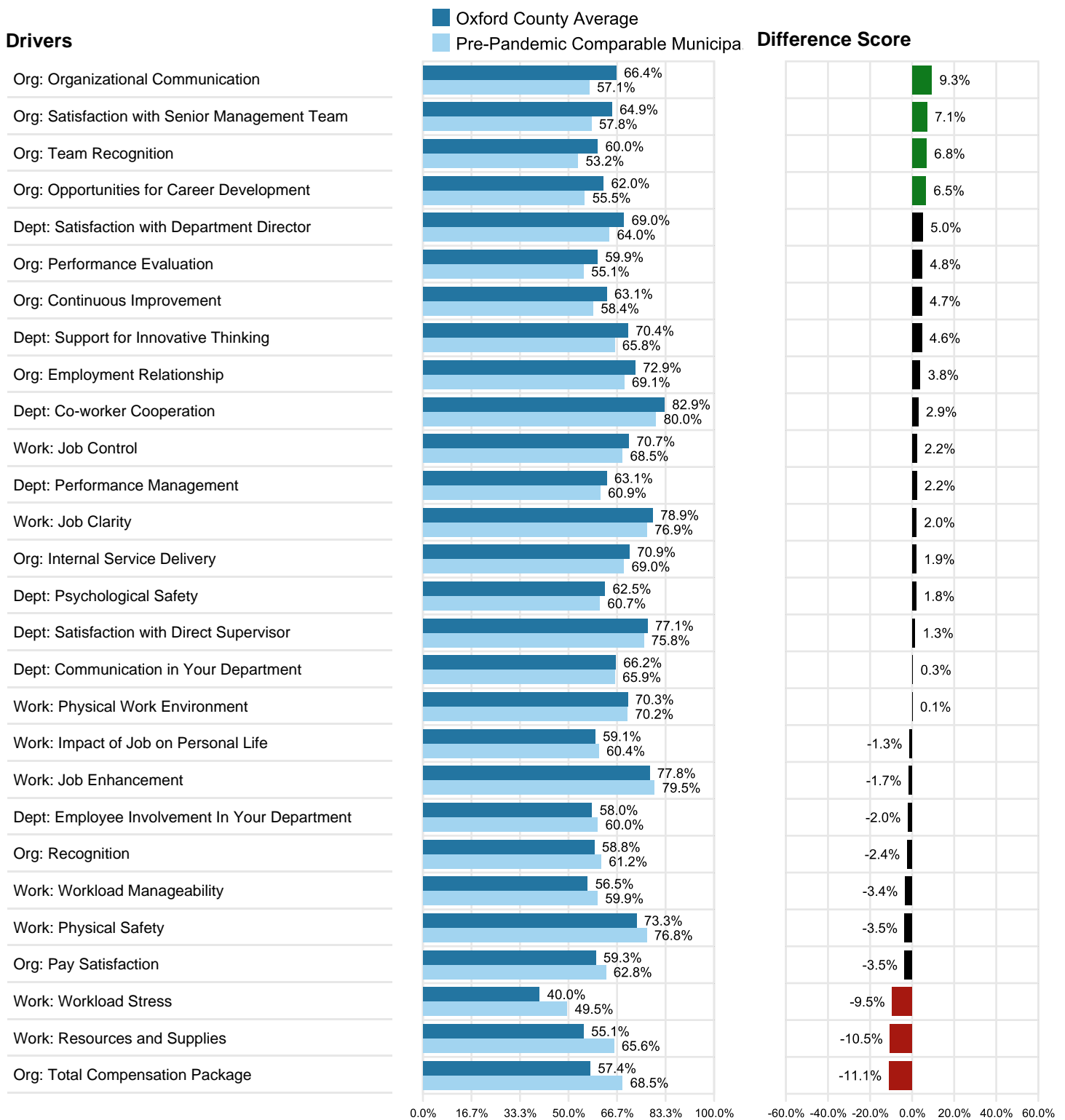
Job Engagement

Organizational Engagement



Pre-Pandemic Comparable Municipalities Average

The Pre-Pandemic Comparable Municipalities Average compares your organization's driver averages against the driver averages of all the similar sized (between 500 and 1500 employees) municipalities in the Metrics@Work database. This comparison is drawn from up to 10 survey projects and nearly 10,000 survey respondents.

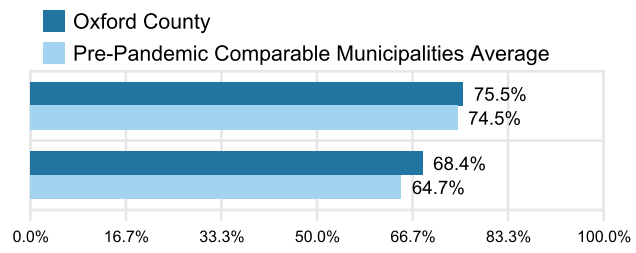


Note: Those drivers without valid benchmarks have been removed from the preceding graph (see Section Overview notes).

Survey Outcome

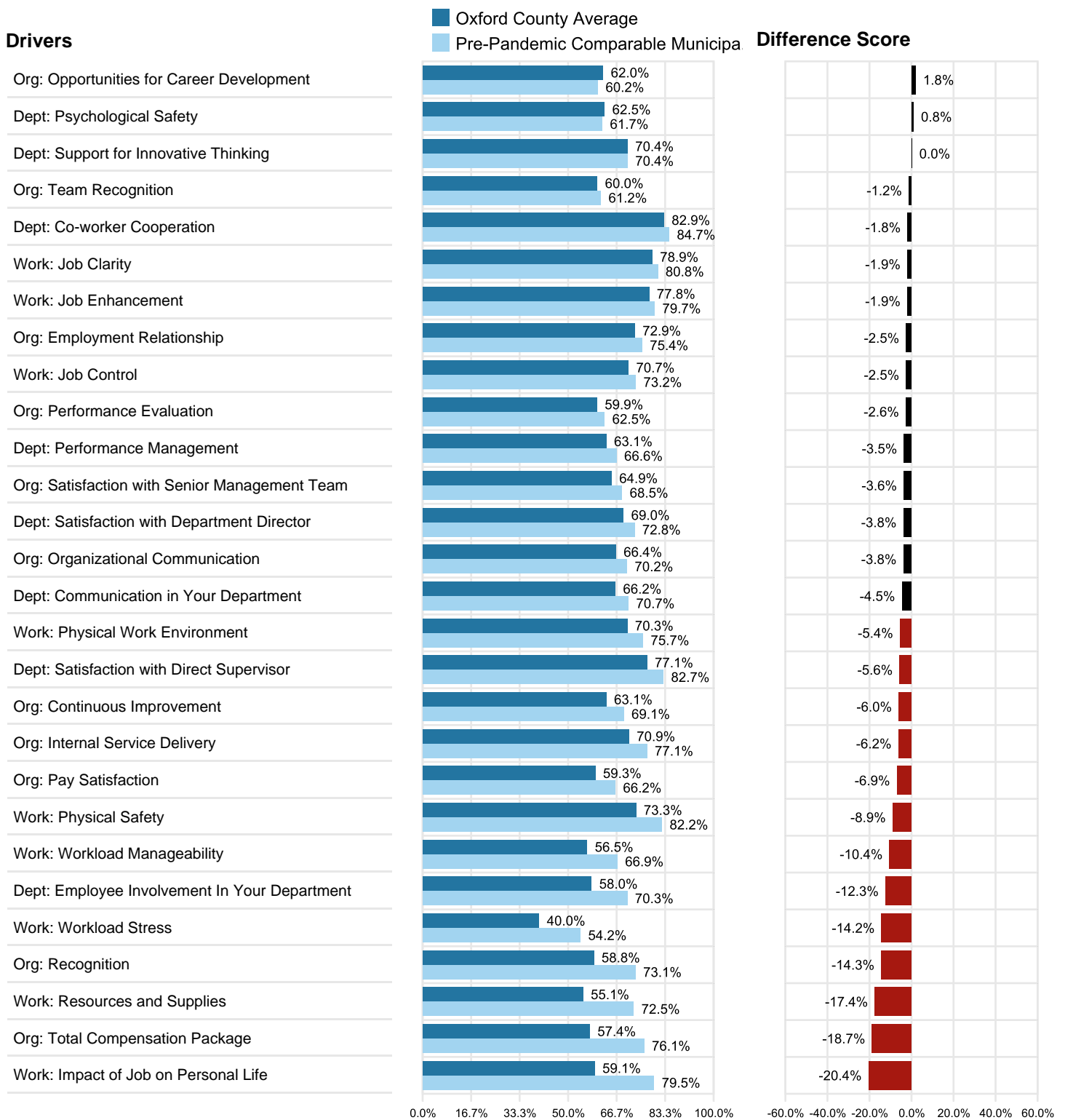
Job Engagement

Organizational Engagement



Pre-Pandemic Comparable Municipality Highest Score

The Pre-Pandemic Comparable Municipality Highest Score compares each of your organization's driver averages to the similar sized (between 500 and 1500 employees) municipality in the database that has achieved the highest average for that driver. This comparison is drawn from up to 10 survey projects and nearly 10,000 survey respondents.

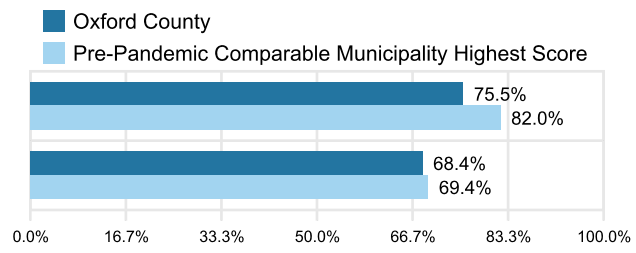


Note: Those drivers without valid benchmarks have been removed from the preceding graph (see Section Overview notes).

Survey Outcome

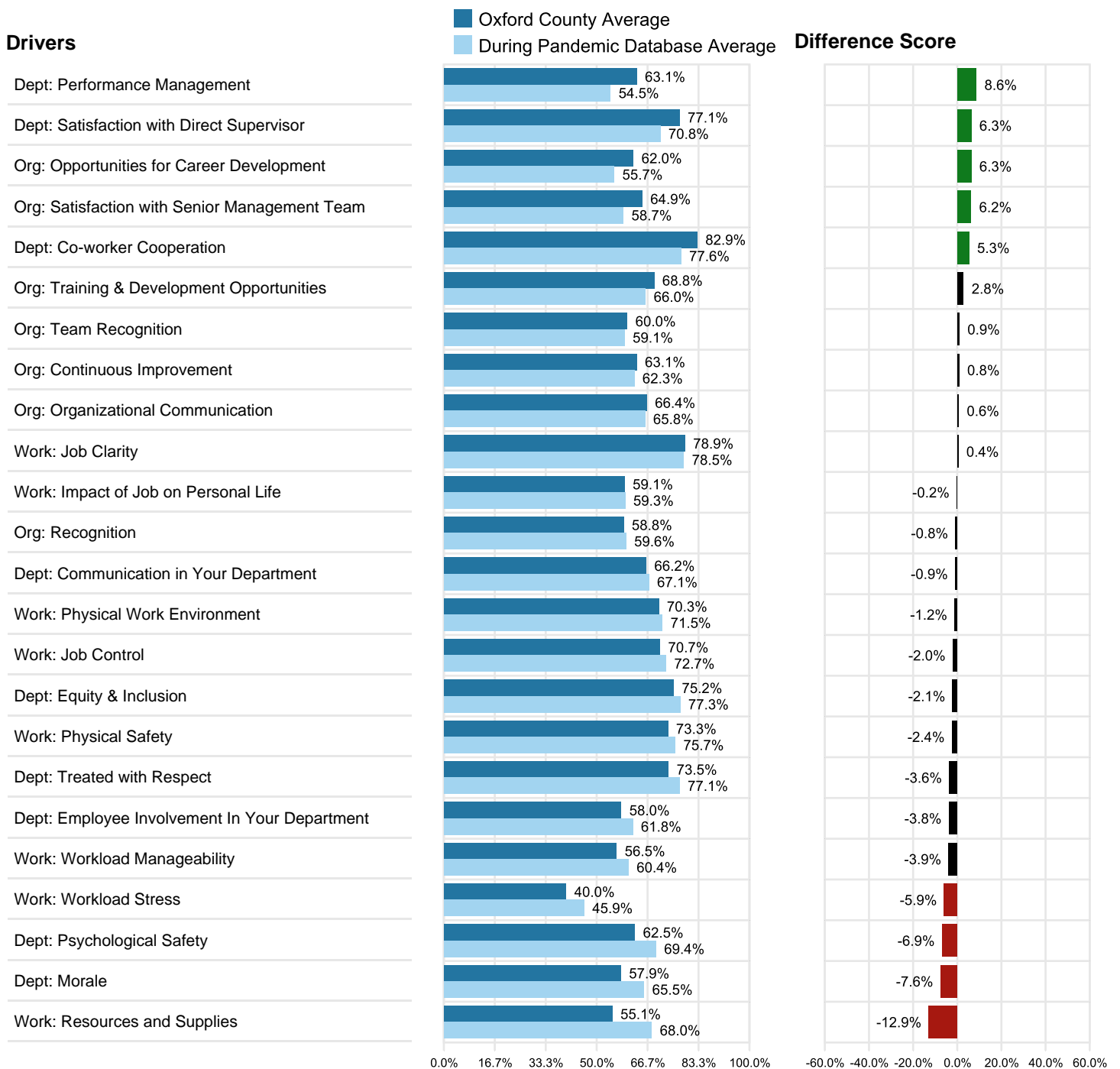
Job Engagement

Organizational Engagement



During Pandemic Database Average

The During Pandemic Database Average represents an external comparison between the drivers from your survey and those within the Metrics@Work database during the pandemic. This comparison is drawn from up to 25 organizations and 40,000 survey respondents.

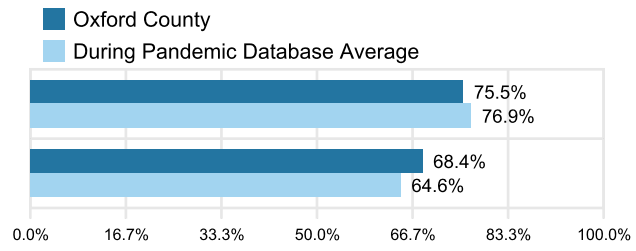


Note: Those drivers without valid benchmarks have been removed from the preceding graph (see Section Overview notes).

Survey Outcome

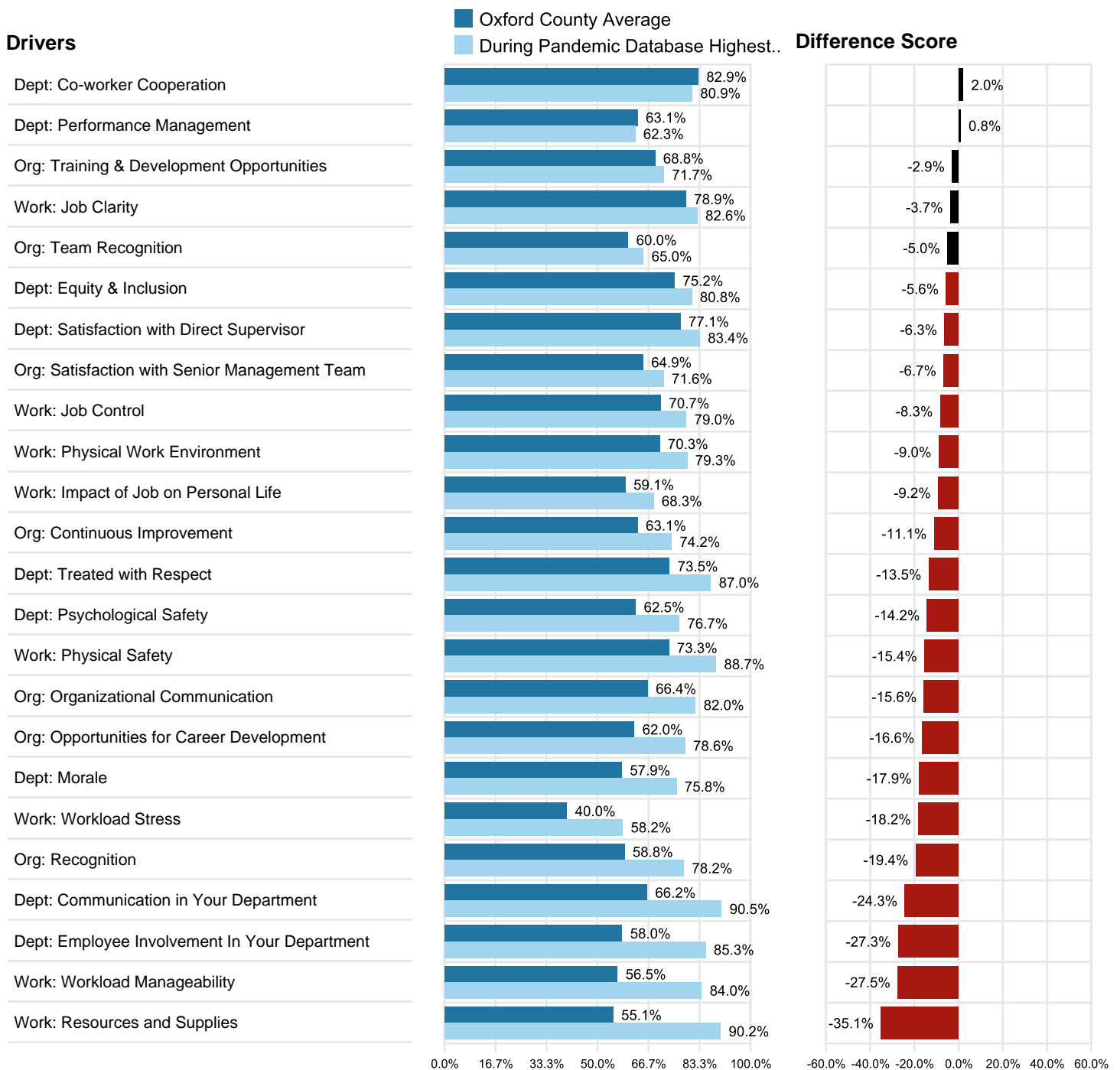
Job Engagement

Organizational Engagement



During Pandemic Database Highest Score

The During Pandemic Database Highest Score comparison reflects the difference between your organization's driver averages and the highest equivalent driver averages achieved in the Metrics@Work database. This comparison is drawn from up to 25 organizations and 40,000 survey respondents. Only organizations with 100 or more employees are included in this comparison.

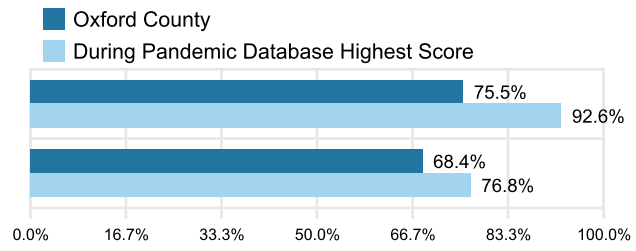


Note: Those drivers without valid benchmarks have been removed from the preceding graph (see Section Overview notes).

Survey Outcome

Job Engagement

Organizational Engagement



Question Level Analyses

Section Overview

This section contains graphic illustrations of the averages and percentages of the individual questions for each driver. Due to various customizations, the following information may not apply in all cases.

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

Figure Types and Numbering Reference

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

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

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

Rank 1: Dept: Co-worker Cooperation

Driver Average: **82.9%**

Fig. 1.1 Item Statement

3.3b	I am satisfied with how I interact with my co-workers (N=559)
3.3a	My co-workers help me when needed (N=561)

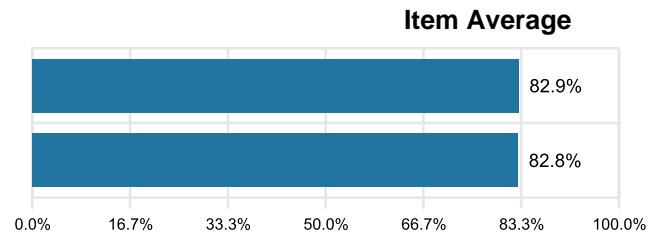
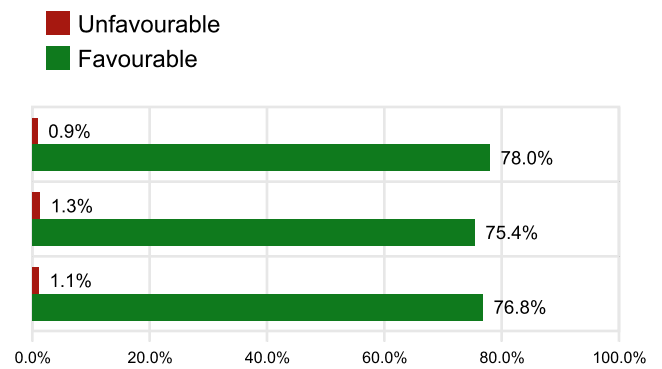


Fig. 1.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
3.3b	0.4%	0.5%	1.8%	3.8%	15.6%	47.9%	30.1%
3.3a	0.2%	1.1%	1.2%	4.6%	17.5%	43.0%	32.4%
Avg.	0.3%	0.8%	1.5%	4.2%	16.6%	45.5%	31.3%

Fig. 1.3 Item Comparison Zones



Rank 2: Work: Job Clarity

Driver Average: **78.9%**

Fig. 2.1 Item Statement

2.3a I am clear about what is expected of me to do my job (N=573)

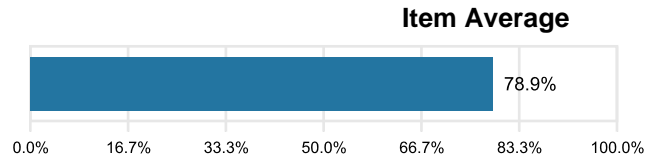
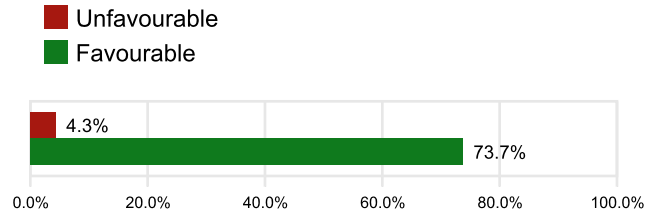


Fig. 2.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
2.3a	1.9%	2.4%	4.5%	3.1%	14.3%	46.8%	26.9%

Fig. 2.3 Item Comparison Zones



Rank 3: Work: Job Enhancement

Driver Average: **77.8%**

Fig. 3.1 Item Statement

2.4d	My job is significant and important to Oxford County (N=572)
2.4b	The amount of variety in my job is sufficient (N=572)
2.4a	I have sufficient opportunities to interact and collaborate with co-workers in my job (N=572)
2.4c	I have sufficient opportunities to do a job from the beginning to end (i.e., to finish what I start) (N=571)

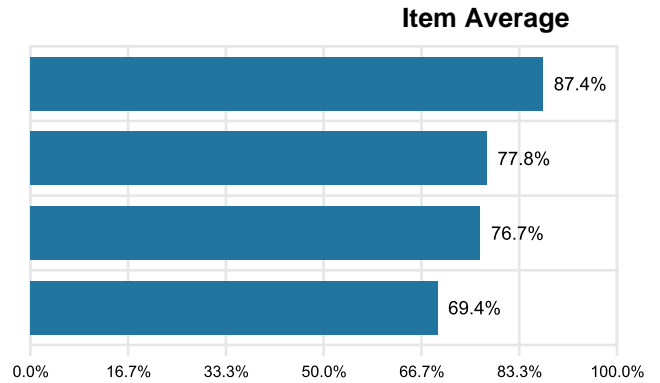
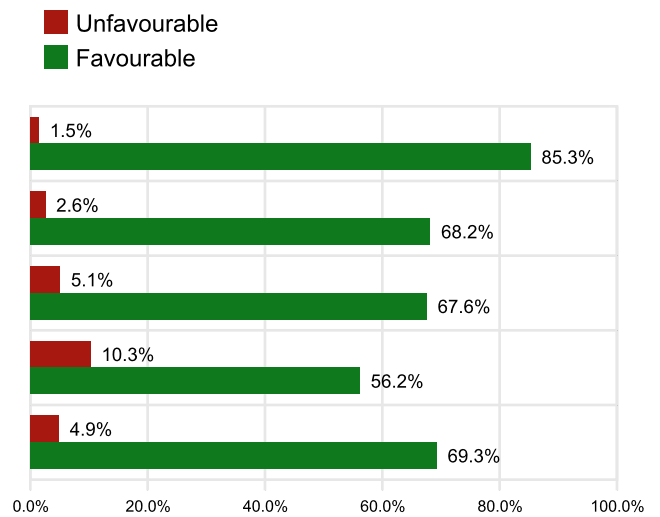


Fig. 3.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
2.4d	0.3%	1.2%	1.4%	4.2%	7.5%	33.9%	51.4%
2.4b	1.0%	1.6%	3.3%	8.2%	17.7%	45.8%	22.4%
2.4a	0.9%	4.2%	4.2%	4.9%	18.2%	45.6%	22.0%
2.4c	2.8%	7.5%	6.8%	6.8%	19.8%	41.5%	14.7%
Avg.	1.3%	3.6%	3.9%	6.0%	15.8%	41.7%	27.6%

Fig. 3.3 Item Comparison Zones



Rank 4: Dept: Satisfaction with Direct Supervisor

Driver Average: **77.1%**

Fig. 4.1 Item Statement

3.8a	I feel comfortable approaching my direct supervisor with a problem (N=559)
3.8c	Overall, I am satisfied with my direct supervisor (N=559)
3.8b	I feel that I can trust my direct supervisor (N=559)

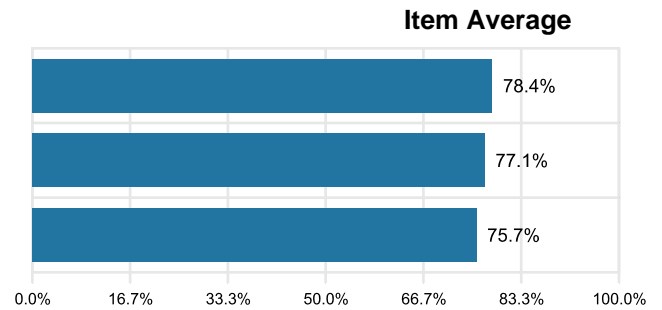
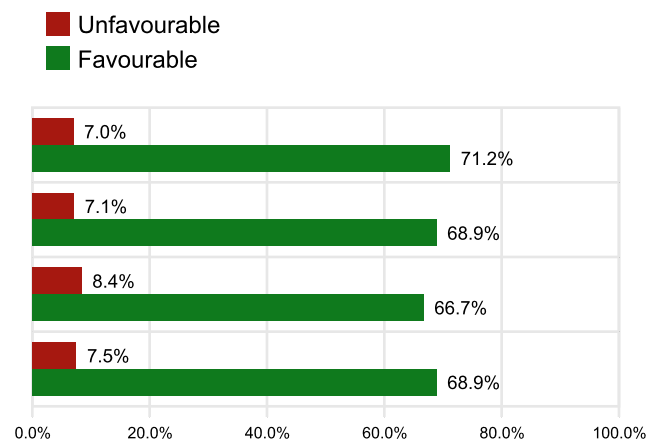


Fig. 4.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
3.8a	2.9%	4.1%	3.6%	5.7%	12.5%	35.2%	36.0%
3.8c	3.0%	4.1%	3.2%	8.4%	12.3%	35.6%	33.3%
3.8b	3.9%	4.5%	3.9%	8.1%	12.9%	34.0%	32.7%
Avg.	3.3%	4.2%	3.6%	7.4%	12.6%	34.9%	34.0%

Fig. 4.3 Item Comparison Zones



Rank 5: Dept: Treated with Respect

Driver Average: **73.5%**

Fig. 5.1 Item Statement

3.2a The employees in my department treat each other with respect (N=559)

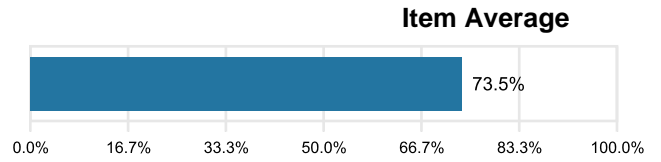
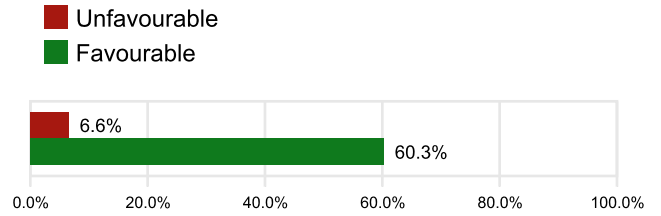


Fig. 5.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
3.2a	2.3%	4.3%	6.8%	6.4%	19.9%	37.4%	22.9%

Fig. 5.3 Item Comparison Zones



Rank 6: Dept: Equity & Inclusion

Driver Average: **73.5%**

Fig. 6.1 Item Statement

3.5a	I believe my colleagues care about me as a person (N=556)
3.5b	My unique attributes, traits, characteristics, skills, experience and background are valued at work (N=558)
3.5c	I feel that I am treated equally among all of my peers (N=558)

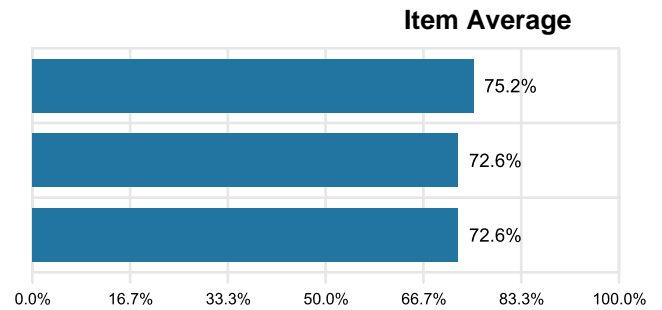
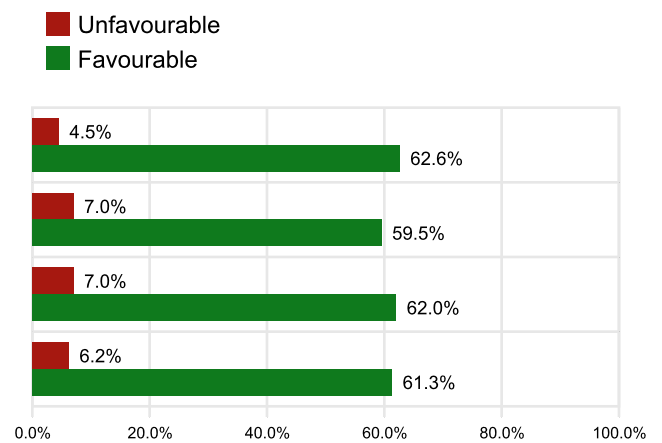


Fig. 6.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
3.5a	0.9%	3.6%	3.2%	10.8%	18.9%	42.3%	20.3%
3.5b	1.4%	5.6%	3.9%	10.8%	18.8%	42.7%	16.8%
3.5c	2.5%	4.5%	5.9%	8.4%	16.7%	45.0%	17.0%
Avg.	1.6%	4.6%	4.3%	10.0%	18.1%	43.3%	18.0%

Fig. 6.3 Item Comparison Zones



Rank 7: Org: Support for Diversity & Inclusion

Driver Average: **73.5%**

Fig. 7.1 Item Statement

4.3c	Oxford County, through the actions of its management and staff and programs, supports a culture of diversity and inclusion (N=552)
4.3b	I feel comfortable disclosing my diversity in the workplace (i.e. sexual orientation, race, ability, etc.) (N=552)
4.3a	I feel that anyone with the appropriate qualifications, inclusive of all groups, can be considered for a leadership role at the County (N=551)

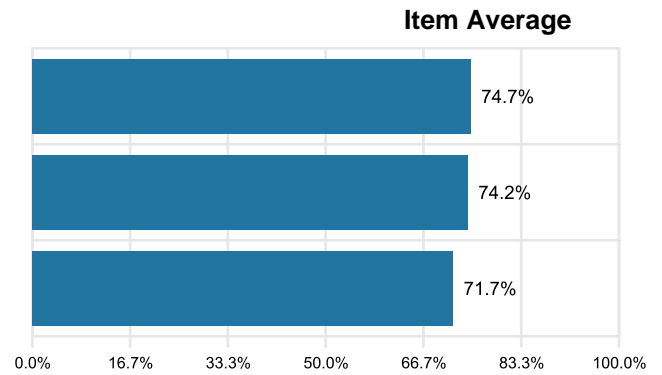
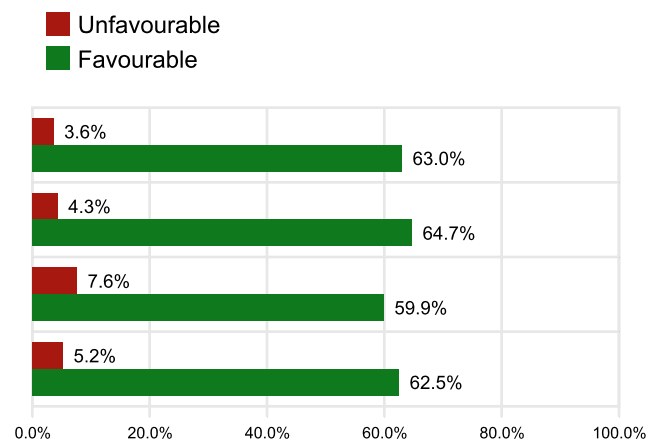


Fig. 7.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4.3c	1.1%	2.5%	1.6%	14.9%	16.8%	47.6%	15.4%
4.3b	1.6%	2.7%	2.9%	17.4%	10.7%	46.0%	18.7%
4.3a	3.6%	4.0%	4.5%	12.2%	15.8%	42.1%	17.8%
Avg.	2.1%	3.1%	3.0%	14.8%	14.4%	45.2%	17.3%

Fig. 7.3 Item Comparison Zones



Rank 8: Work: Physical Safety

Driver Average: **73.3%**

Fig. 8.1 Item Statement

2.9a I feel that I am physically safe at work (N=570)

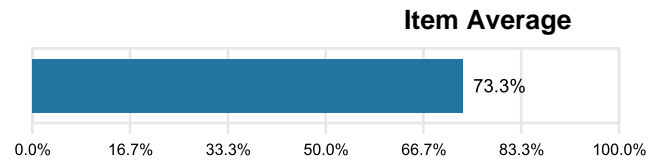
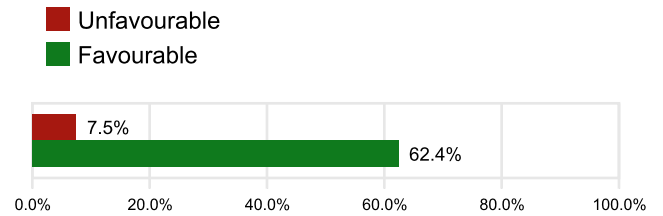


Fig. 8.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
2.9a	2.8%	4.7%	6.5%	9.1%	14.4%	37.7%	24.7%

Fig. 8.3 Item Comparison Zones



Rank 9: Org: Employment Relationship

Driver Average: **72.9%**

Fig. 9.1 Item Statement

4.2a I feel I am treated respectfully as an employee of Oxford County (N=551)

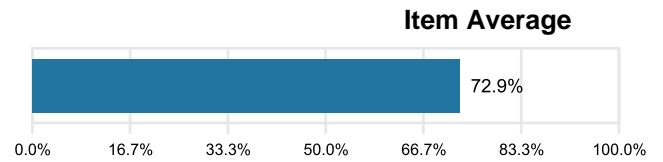
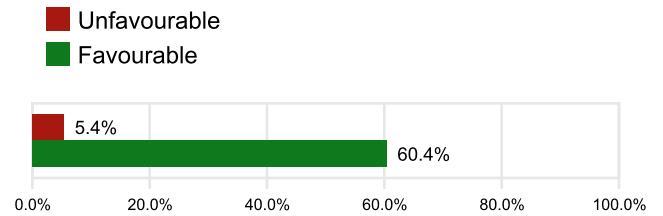


Fig. 9.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4.2a	2.5%	2.9%	4.7%	11.3%	18.1%	43.9%	16.5%

Fig. 9.3 Item Comparison Zones



Rank 10: Dept: Continuous Improvement

Driver Average: **71.4%**

Fig. 10.1 Item Statement

3.1a My department continually tries to improve the programs and services delivered (N=555)

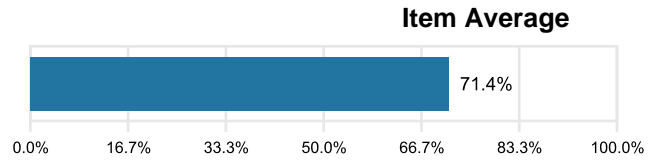
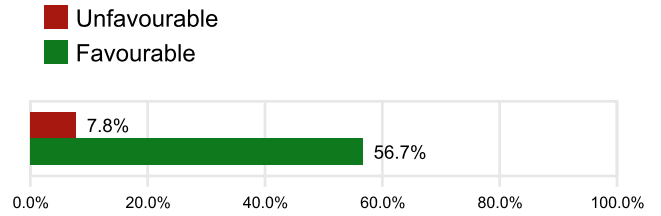


Fig. 10.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
3.1a	3.1%	4.7%	5.6%	11.0%	18.9%	36.9%	19.8%

Fig. 10.3 Item Comparison Zones



Rank 11: Org: Internal Service Delivery

Driver Average: **70.9%**

Fig. 11.1 Item Statement

4.1b	I am satisfied with the customer service I receive from staff in other departments (N=546)
4.1a	People in other departments are supportive when I need help (N=541)

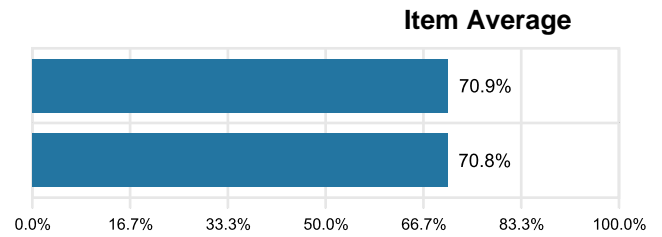
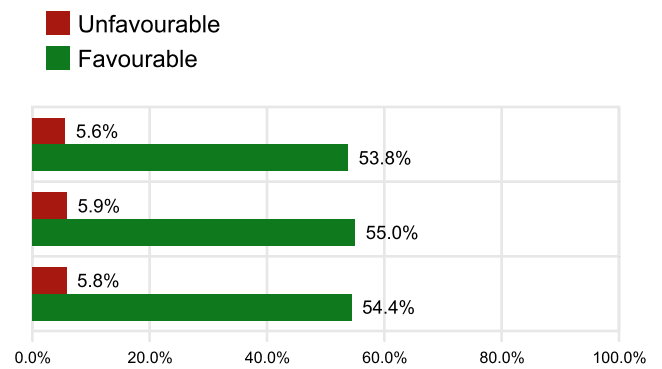


Fig. 11.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4.1b	1.8%	3.8%	3.8%	12.6%	24.0%	43.0%	10.8%
4.1a	2.2%	3.7%	5.0%	12.2%	21.8%	43.4%	11.6%
Avg.	2.0%	3.8%	4.4%	12.4%	22.9%	43.2%	11.2%

Fig. 11.3 Item Comparison Zones



Rank 12: Work: Job Control

Driver Average: **70.7%**

Fig. 12.1 Item Statement

2.2a I have control over how I complete my work (N=571)

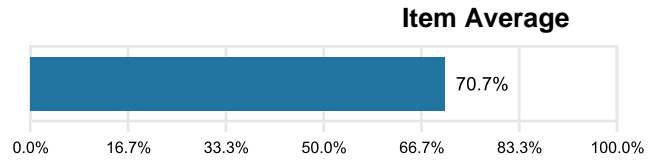
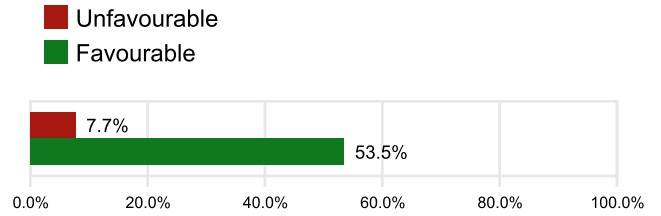


Fig. 12.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
2.2a	3.3%	4.4%	6.5%	6.1%	26.3%	37.0%	16.5%

Fig. 12.3 Item Comparison Zones



Rank 13: Dept: Support for Innovative Thinking

Driver Average: **70.4%**

Fig. 13.1 Item Statement

3.12c	I feel comfortable speaking up and trying new things (N=555)
3.12a	Within my department we welcome / invite different perspectives and challenges in our thinking to continually improve our work (N=550)
3.12b	I am encouraged to come up with better ways to do things (N=554)

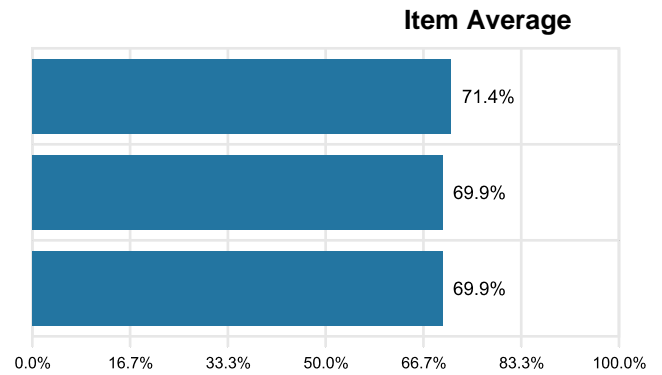
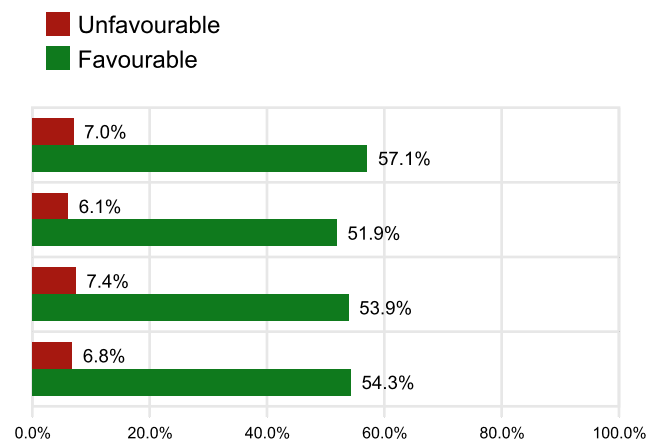


Fig. 13.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
3.12c	2.3%	4.7%	6.1%	10.1%	19.6%	39.8%	17.3%
3.12a	1.6%	4.5%	6.7%	12.9%	22.4%	37.5%	14.4%
3.12b	2.2%	5.2%	7.2%	13.4%	18.1%	36.6%	17.3%
Avg.	2.0%	4.8%	6.7%	12.1%	20.0%	38.0%	16.3%

Fig. 13.3 Item Comparison Zones



Rank 14: Work: Physical Work Environment

Driver Average: **70.3%**

Fig. 14.1 Item Statement

2.1a I am satisfied with my physical work environment (N=570)

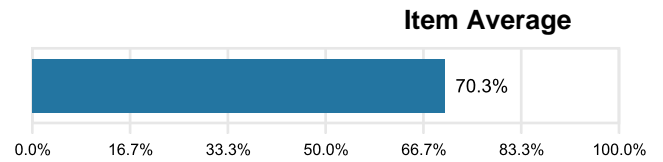
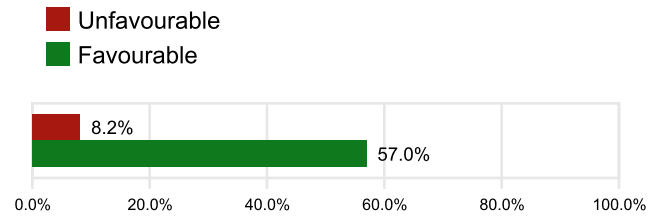


Fig. 14.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
2.1a	2.6%	5.6%	8.1%	9.1%	17.5%	39.5%	17.5%

Fig. 14.3 Item Comparison Zones



Rank 15: Dept: Satisfaction with Department Director

Driver Average: **69.0%**

Fig. 15.1 Item Statement

3.9b	I feel I can trust my Director in my Department (N=552)
3.9c	I am satisfied with the leadership from my Director in my Department (N=552)
3.9a	I feel comfortable approaching my Director with a problem / question (N=548)

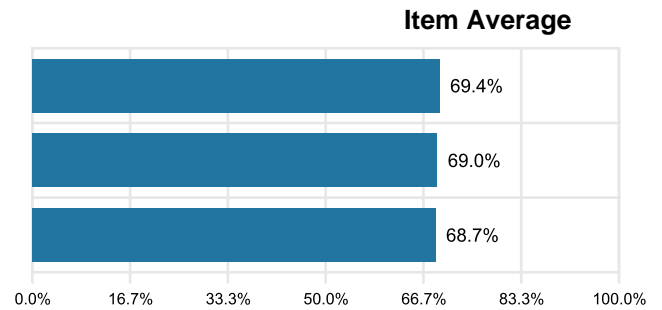
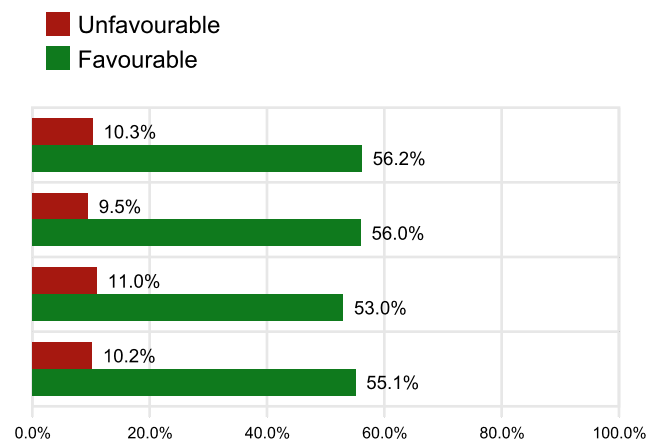


Fig. 15.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
3.9b	3.8%	6.5%	5.4%	16.1%	12.0%	34.1%	22.1%
3.9c	4.2%	5.3%	7.1%	15.8%	11.8%	35.5%	20.5%
3.9a	3.5%	7.5%	5.5%	14.4%	16.2%	31.8%	21.2%
Avg.	3.8%	6.4%	6.0%	15.4%	13.3%	33.8%	21.3%

Fig. 15.3 Item Comparison Zones



Rank 16: Org: Training & Development Opportunities

Driver Average: **68.8%**

Fig. 16.1 Item Statement

4.8a	I feel supported and encouraged to participate in training and development opportunities (N=545)
4.8b	Overall, I am satisfied with the training and development opportunities I receive (N=545)

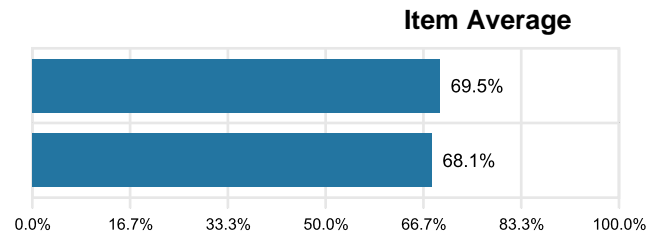
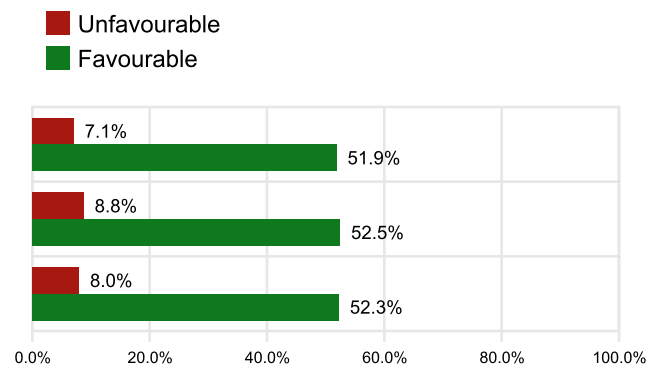


Fig. 16.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4.8a	1.8%	5.3%	6.2%	13.6%	21.1%	37.6%	14.3%
4.8b	2.4%	6.4%	7.5%	13.4%	17.8%	38.9%	13.6%
Avg.	2.1%	5.9%	6.9%	13.5%	19.5%	38.3%	14.0%

Fig. 16.3 Item Comparison Zones



Rank 17: Org: Organizational Communication

Driver Average: **66.4%**

Fig. 17.1 Item Statement

4.4b	I feel informed about Oxford County strategic directions, programs, and projects (N=548)
4.4c	Overall, I am satisfied with how information is communicated at Oxford County (N=547)
4.4a	Enough organizational information is passed on to me (N=543)

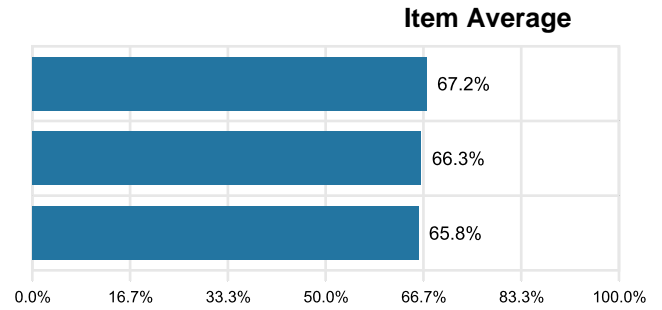
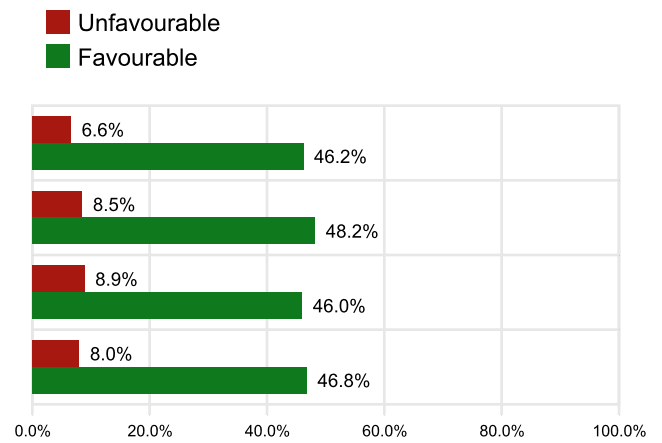


Fig. 17.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4.4b	2.6%	4.0%	7.3%	16.4%	23.5%	35.8%	10.4%
4.4c	3.7%	4.8%	9.0%	13.7%	20.7%	38.0%	10.2%
4.4a	2.8%	6.1%	8.5%	13.8%	22.8%	37.0%	9.0%
Avg.	3.0%	5.0%	8.3%	14.6%	22.3%	36.9%	9.9%

Fig. 17.3 Item Comparison Zones



Rank 18: Dept: Communication in Your Department

Driver Average: **66.2%**

Fig. 18.1 Item Statement

3.6a	People share information with each other in my department (N=558)
3.6c	I am usually informed about things that are happening in my department, which are relevant to my work (N=558)
3.6b	The communication I receive in my department is sufficient and allows me to do my work effectively (N=559)
3.6d	Overall, I am satisfied with communication within my department (N=559)

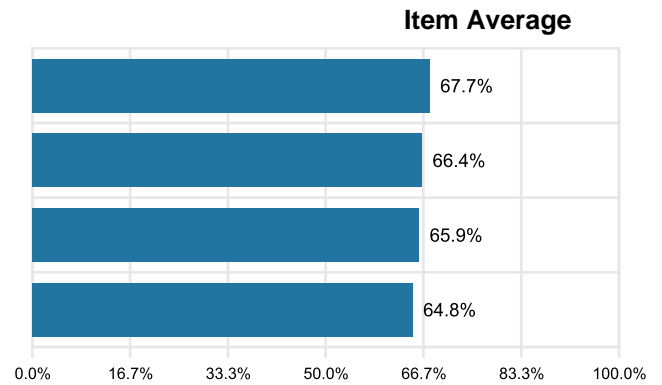
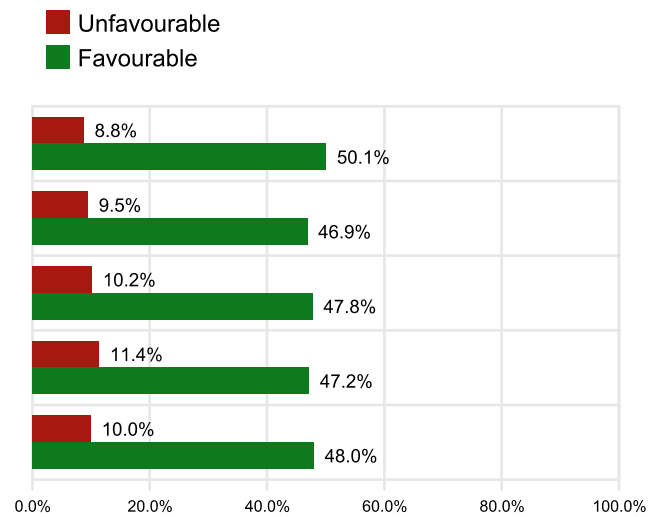


Fig. 18.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
3.6a	3.4%	5.4%	8.8%	8.2%	24.0%	38.5%	11.6%
3.6c	3.4%	6.1%	9.7%	9.7%	24.2%	34.4%	12.5%
3.6b	3.0%	7.2%	9.8%	10.0%	22.2%	36.9%	10.9%
3.6d	4.8%	6.6%	10.0%	12.0%	19.3%	34.5%	12.7%
Avg.	3.7%	6.3%	9.6%	10.0%	22.4%	36.1%	11.9%

Fig. 18.3 Item Comparison Zones



Rank 19: Dept: Resolve Conflicts

Driver Average: **65.3%**

Fig. 19.1 Item Statement

3.4a Appropriate actions are taken to resolve conflicts when they occur in my department (N=561)

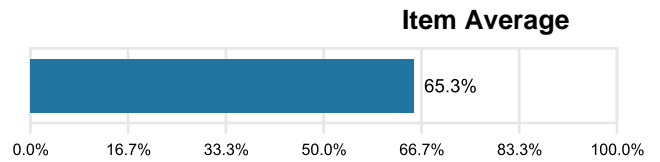
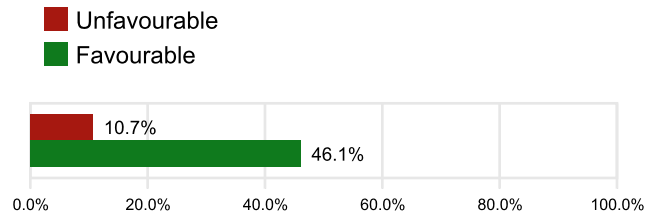


Fig. 19.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
3.4a	3.9%	6.8%	6.6%	17.8%	18.7%	33.3%	12.8%

Fig. 19.3 Item Comparison Zones



Rank 20: Org: Satisfaction with Senior Management Team

Driver Average: **64.9%**

Fig. 20.1 Item Statement

4.13a I'm satisfied with the leadership provided by the Senior Management Team at Oxford County (N=442)

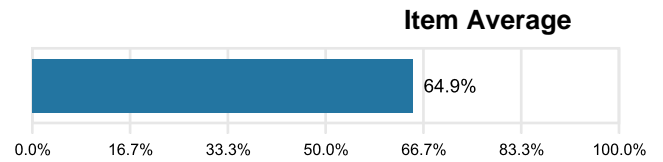
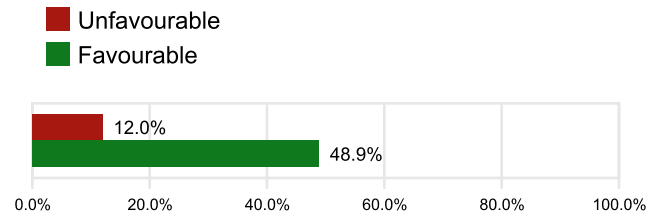


Fig. 20.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4.13a	5.2%	6.8%	10.6%	12.9%	15.6%	33.3%	15.6%

Fig. 20.3 Item Comparison Zones



Rank 21: Dept: Performance Management

Driver Average: **63.1%**

Fig. 21.1 Item Statement

- 3.11b** My direct supervisor does a good job of managing peoples' work performance (N=555)

- 3.11a** Poor performance is not a problem in my department (N=557)

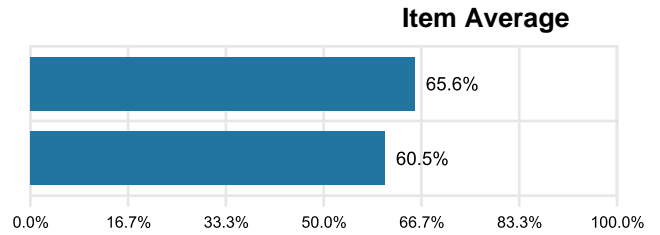
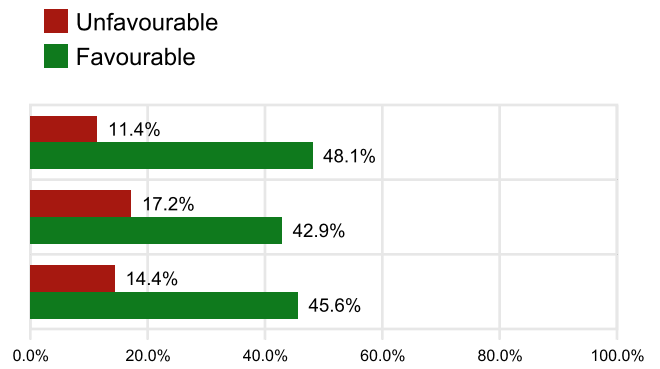


Fig. 21.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
3.11b	5.8%	5.6%	6.8%	16.0%	17.7%	33.0%	15.1%
3.11a	5.7%	11.5%	11.1%	12.0%	16.7%	31.1%	11.8%
Avg.	5.8%	8.6%	9.0%	14.0%	17.2%	32.1%	13.5%

Fig. 21.3 Item Comparison Zones



Rank 22: Org: Continuous Improvement

Driver Average: **63.1%**

Fig. 22.1 Item Statement

4.6b	I am satisfied with continuous improvement practices at Oxford County (N=547)
4.6a	Input for making improvements is valued from all employees (N=545)

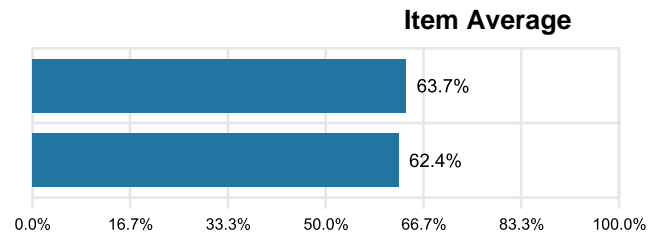
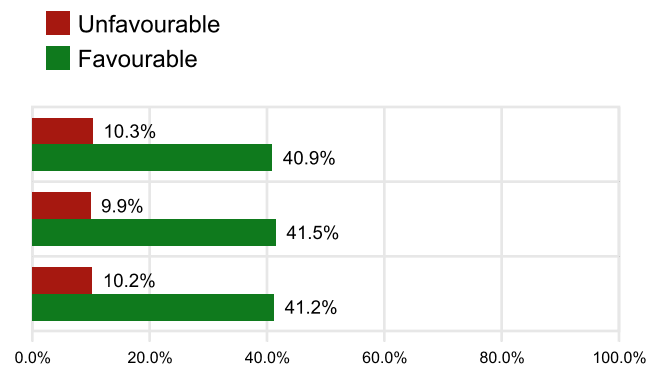


Fig. 22.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4.6b	2.6%	7.7%	6.0%	20.1%	22.7%	34.0%	6.9%
4.6a	3.3%	6.6%	11.9%	18.0%	18.7%	33.8%	7.7%
Avg.	3.0%	7.2%	9.0%	19.1%	20.7%	33.9%	7.3%

Fig. 22.3 Item Comparison Zones



Rank 23: Dept: Psychological Safety

Driver Average: **62.5%**

Fig. 23.1 Item Statement

3.13d	I know how to resolve a situation where I feel I was being harassed or discriminated against (N=554)
3.13e	I feel supported in my workplace when I am dealing with personal or family issues (N=554)
3.13c	I feel comfortable talking to my manager / supervisor about a mental health concern for myself (N=553)
3.13b	I would describe my Department / Work Area as being a psychologically healthy environment (e.g., supports emotional well-being) (N=554)
3.13a	This organization promotes a culture that is committed to minimizing unnecessary stress at work (N=554)

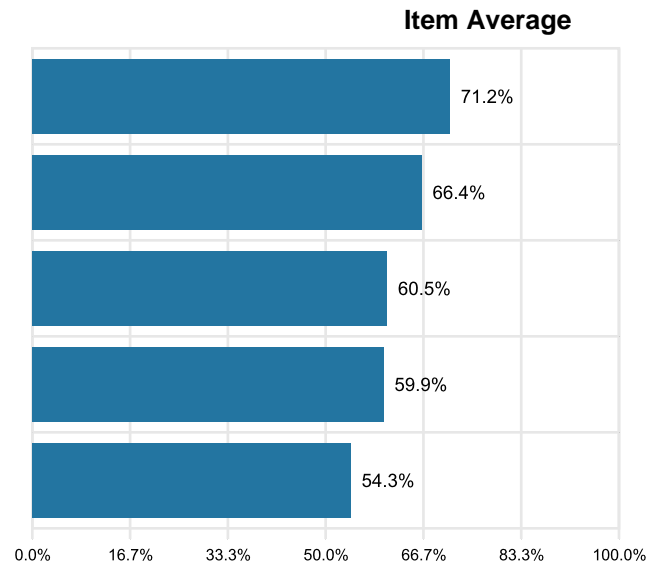
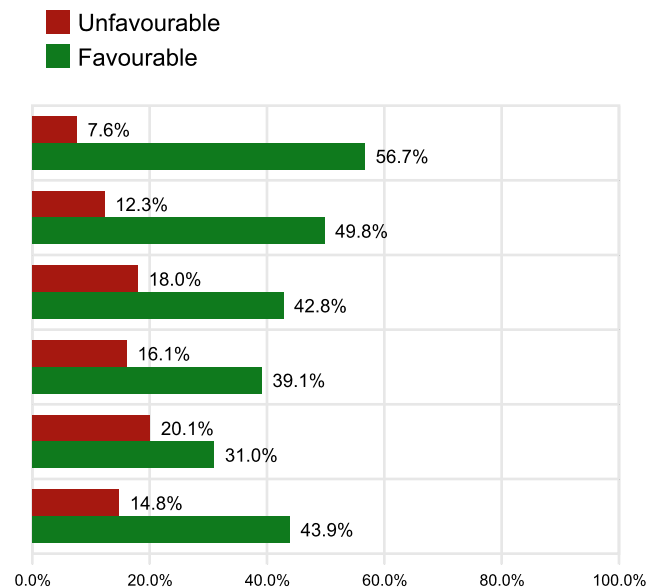


Fig. 23.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
3.13d	2.9%	4.7%	4.2%	12.1%	19.5%	39.9%	16.8%
3.13e	4.9%	7.4%	5.4%	17.5%	15.0%	31.0%	18.8%
3.13c	7.2%	10.8%	8.3%	16.5%	14.3%	28.2%	14.6%
3.13b	6.5%	9.6%	8.8%	17.0%	19.0%	29.4%	9.7%
3.13a	8.5%	11.6%	14.6%	14.1%	20.2%	24.5%	6.5%
Avg.	6.0%	8.8%	8.3%	15.4%	17.6%	30.6%	13.3%

Fig. 23.3 Item Comparison Zones



Rank 24: Work: Impact of Job on Personal Life / Work Life Balance

Driver Average: **62.3%**

Fig. 24.1 Item Statement

2.7b	My direct supervisor is committed to supporting work / life balance (N=570)
2.7a	My job allows me to balance my work and family / personal life (N=571)
2.7c	My job does not negatively impact my personal life (N=571)

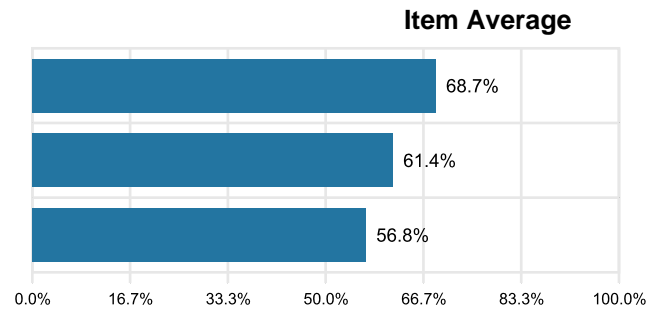
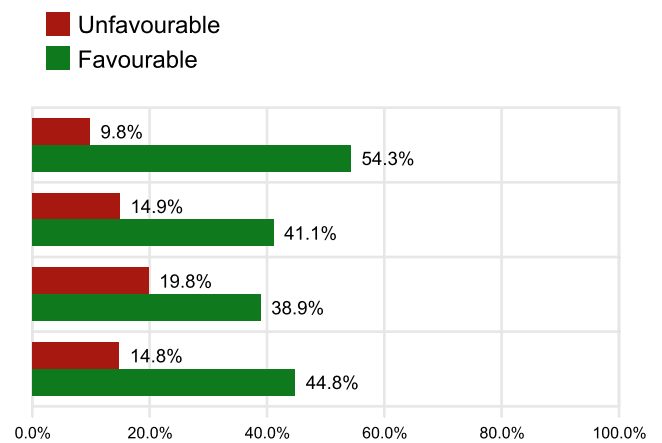


Fig. 24.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
2.7b	3.3%	6.5%	7.5%	17.4%	11.1%	31.1%	23.2%
2.7a	5.6%	9.3%	11.4%	11.0%	21.5%	29.9%	11.2%
2.7c	7.4%	12.4%	16.5%	10.9%	14.0%	26.3%	12.6%
Avg.	5.4%	9.4%	11.8%	13.1%	15.5%	29.1%	15.7%

Fig. 24.3 Item Comparison Zones



Rank 25: Org: Opportunities for Career Development

Driver Average: **62.0%**

Fig. 25.1 Item Statement

4.9c	I am satisfied with the way my career at this organization is progressing (N=548)
4.9a	I am satisfied with the opportunities I have to develop my career with Oxford County (N=544)
4.9b	I have sufficient opportunities for advancement with Oxford County (N=547)

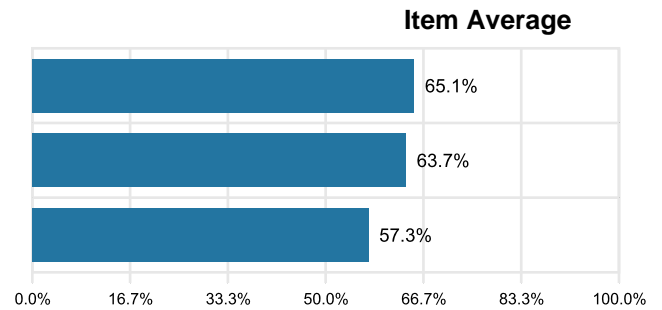
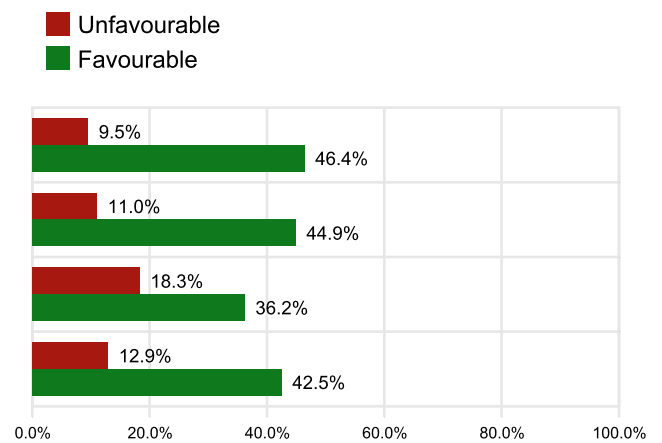


Fig. 25.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4.9c	4.2%	5.3%	6.8%	20.6%	16.8%	35.6%	10.8%
4.9a	4.4%	6.6%	8.3%	18.0%	17.8%	35.5%	9.4%
4.9b	8.6%	9.7%	10.1%	18.3%	17.2%	26.7%	9.5%
Avg.	5.7%	7.2%	8.4%	19.0%	17.3%	32.6%	9.9%

Fig. 25.3 Item Comparison Zones



Rank 26: Org: Team Recognition

Driver Average: **60.0%**

Fig. 26.1 Item Statement

4.5d Overall, I am satisfied with the way teamwork is recognized at Oxford County (N=547)

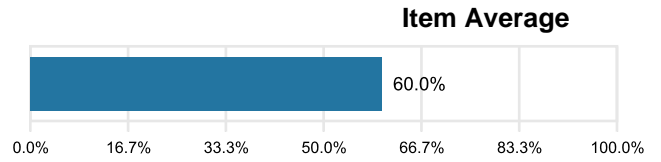
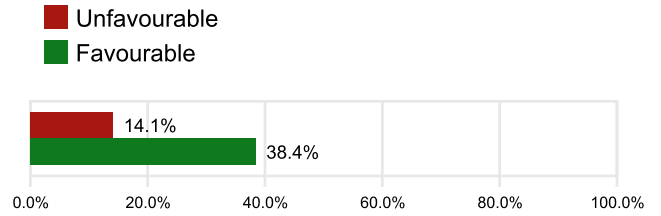


Fig. 26.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4.5d	5.3%	8.8%	10.2%	16.6%	20.7%	32.0%	6.4%

Fig. 26.3 Item Comparison Zones



Rank 27: Org: Performance Evaluation

Driver Average: **59.9%**

Fig. 27.1 Item Statement

4.7a	I receive feedback on my job performance on a regular basis (N=544)
4.7b	I am satisfied with the formal performance appraisal / evaluation system at Oxford County (N=547)

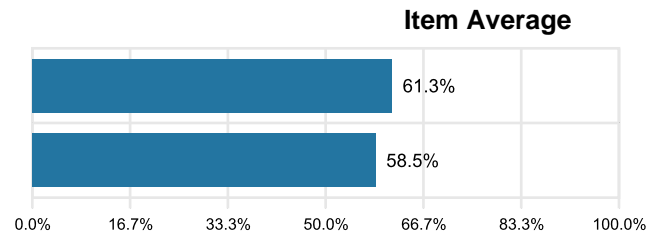
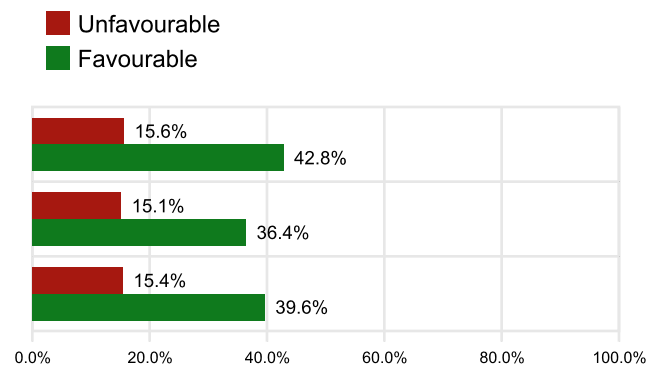


Fig. 27.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4.7a	4.8%	10.8%	9.0%	12.1%	20.4%	35.8%	7.0%
4.7b	6.9%	8.2%	9.3%	21.0%	18.1%	29.6%	6.8%
Avg.	5.9%	9.5%	9.2%	16.6%	19.3%	32.7%	6.9%

Fig. 27.3 Item Comparison Zones



Rank 28: Org: Pay Satisfaction

Driver Average: **59.3%**

Fig. 28.1 Item Statement

4.12a I feel that I am compensated fairly for the work that I do at Oxford County (N=546)

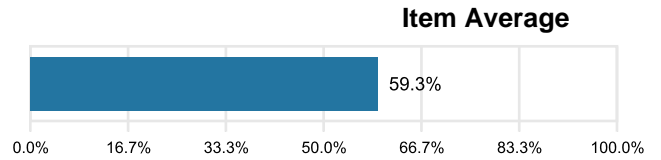
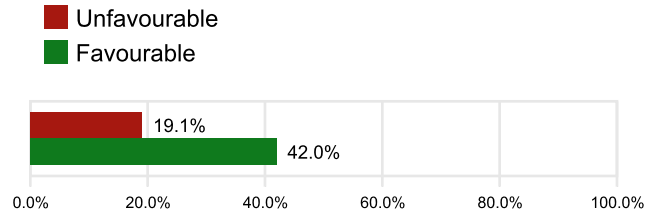


Fig. 28.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4.12a	8.8%	10.3%	11.0%	7.3%	20.7%	33.0%	9.0%

Fig. 28.3 Item Comparison Zones



Rank 29: Org: Recognition

Driver Average: 58.8%

Fig. 29.1 Item Statement

4.5a	I receive sufficient informal recognition/appreciation (e.g., thank-you) for the work that I do (N=548)
4.5b	Oxford County has effective employee recognition programs (N=549)
4.5c	Overall, I am satisfied with the way individual work is recognized in my department (N=545)

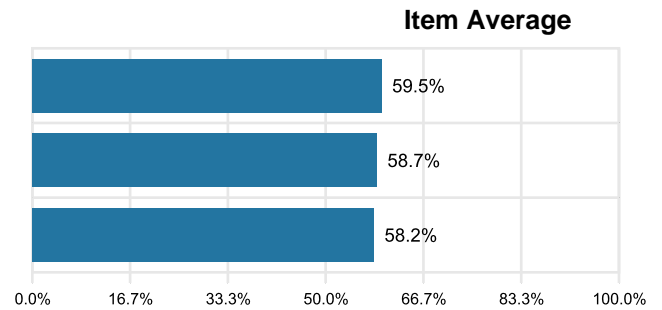
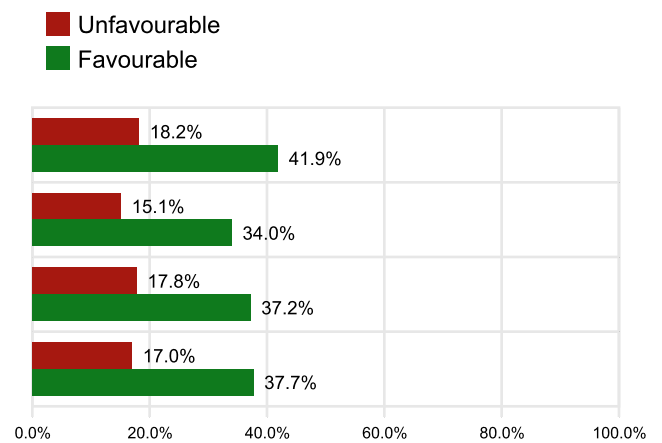


Fig. 29.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4.5a	7.8%	10.4%	9.9%	11.9%	18.1%	32.8%	9.1%
4.5b	6.0%	9.1%	8.7%	20.0%	22.0%	27.3%	6.7%
4.5c	7.2%	10.6%	9.4%	16.3%	19.3%	29.5%	7.7%
Avg.	7.0%	10.0%	9.3%	16.1%	19.8%	29.9%	7.8%

Fig. 29.3 Item Comparison Zones



Rank 30: Dept: Employee Involvement In Your Department

Driver Average: **58.0%**

Fig. 30.1 Item Statement

3.7b	I am satisfied with my level of involvement in decision-making processes in my department (N=559)
3.7a	In my department, decisions are usually based on consultation with the people who have to live with them (N=557)

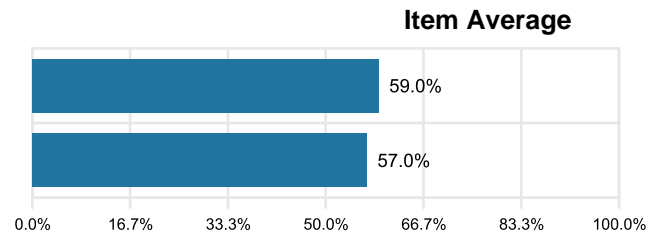
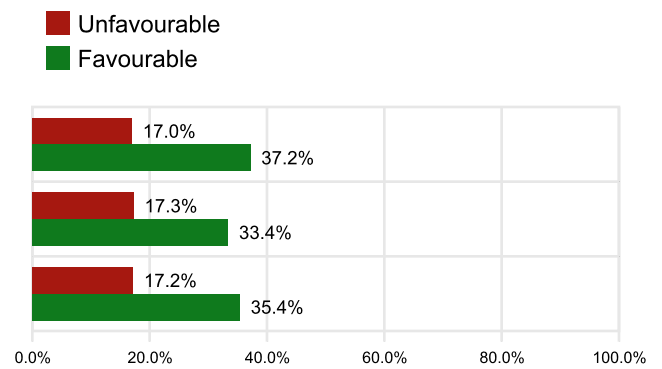


Fig. 30.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
3.7b	6.3%	10.7%	10.2%	15.0%	20.6%	27.5%	9.7%
3.7a	8.1%	9.2%	10.1%	18.5%	20.8%	26.4%	7.0%
Avg.	7.2%	10.0%	10.2%	16.8%	20.7%	27.0%	8.4%

Fig. 30.3 Item Comparison Zones



Rank 31: Dept: Morale

Driver Average: **57.9%**

Fig. 31.1 Item Statement

3.1a I feel that morale is generally good in my department (e.g., morale can mean team spirit, or personal enthusiasm / commitment to the team and to the work being done) (N=561)

Item Average

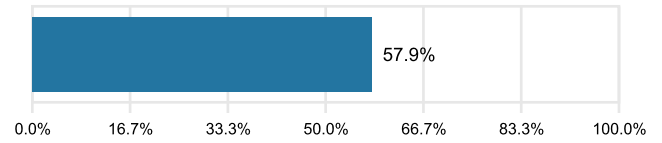
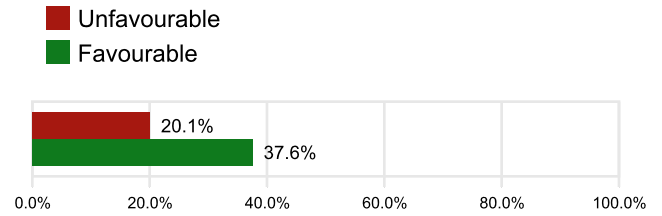


Fig. 31.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
3.1a	10.3%	9.8%	10.2%	9.1%	23.0%	27.6%	10.0%

Fig. 31.3 Item Comparison Zones



Rank 32: Org: Total Compensation Package

Driver Average: **57.4%**

Fig. 32.1 Item Statement

4.11a I am satisfied with the total compensation package I receive (N=545)

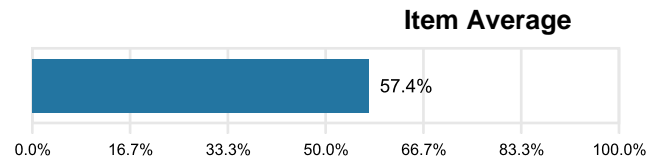
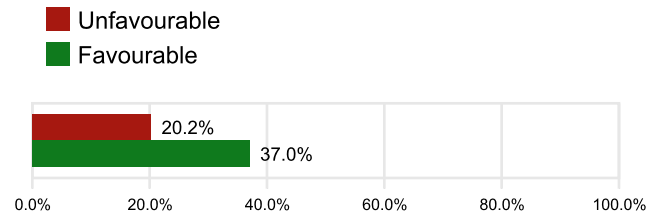


Fig. 32.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4.11a	8.8%	11.4%	8.4%	14.9%	19.4%	28.4%	8.6%

Fig. 32.3 Item Comparison Zones



Rank 33: Work: Workload Manageability

Driver Average: **56.5%**

Fig. 33.1 Item Statement

2.5a I have enough time to do my job adequately (N=573)

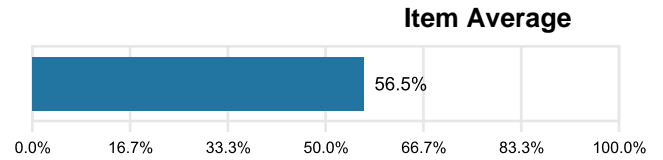
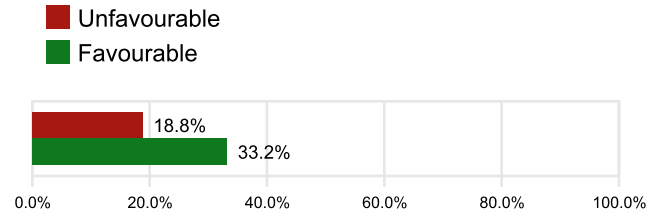


Fig. 33.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
2.5a	7.5%	11.3%	14.7%	9.1%	24.3%	24.6%	8.6%

Fig. 33.3 Item Comparison Zones



Rank 34: Work: Resources and Supplies

Driver Average: **55.1%**

Fig. 34.1 Item Statement

2.8c	I have the tools and technology I need to do my job (N=572)
2.8b	I am satisfied with the resources (equipment, supplies, and information) supplied to do my job (N=572)
2.8a	There are enough employees to get the job done (N=571)

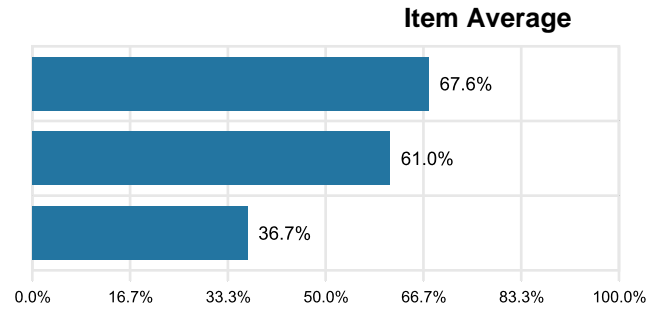
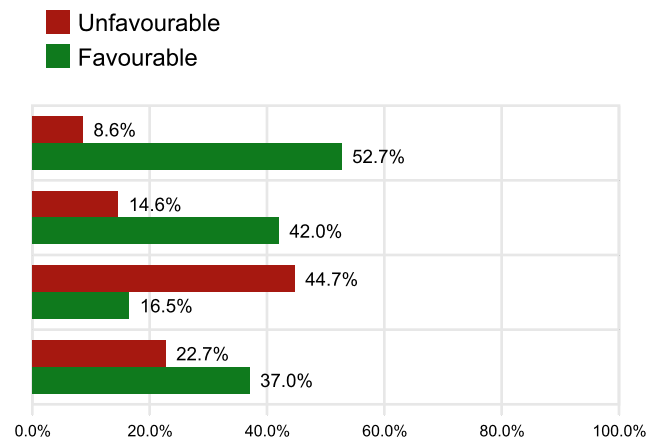


Fig. 34.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
2.8c	3.7%	4.9%	10.8%	7.3%	20.6%	41.3%	11.4%
2.8b	5.9%	8.7%	14.3%	7.9%	21.2%	31.5%	10.5%
2.8a	24.2%	20.5%	17.5%	8.1%	13.3%	11.6%	4.9%
Avg.	11.3%	11.4%	14.2%	7.8%	18.4%	28.1%	8.9%

Fig. 34.3 Item Comparison Zones



Rank 35: Work: Workload Stress

Driver Average: **40.0%**

Fig. 35.1 Item Statement

2.6a Overall, my workload is not stressful (N=573)

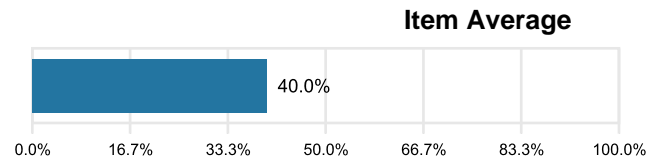
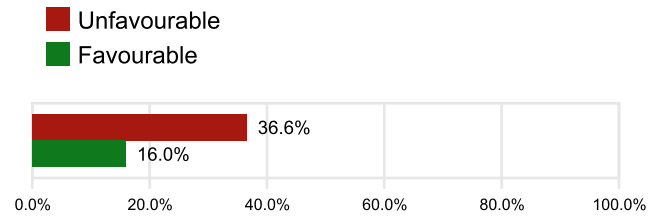


Fig. 35.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
2.6a	16.9%	19.7%	20.6%	11.9%	14.8%	12.2%	3.8%

Fig. 35.3 Item Comparison Zones



Custom Item Analyses

Section Overview

This section contains graphic illustrations of the averages for the individual custom items. It measures employees' perceptions with respect to customized items as prepared by your organization. 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.

Group Analyses

Section Overview

This section provides in-depth comparisons for the groups within your organization, based on custom selection criteria. The group comparisons are presented in the following ways:

1. A summary of group differences by this year's results compared to the Rest Average of their parent group.
2. A summary of group differences by this year's results and previous survey years' results (if applicable).
3. Each subgroup's results are presented by Survey Outcomes and Drivers of Engagement and compared to the Rest Average of their parent group.
4. Each subgroup's results are also compared to previous survey results (if applicable).
5. Drivers are presented for each group ranked by the subgroup averages. Subgroups are compared to an internal benchmark, typically to the rest of their parent group. Driver comparisons are presented as deviation scores (i.e., "Diff. from Rest Avg."). For statistical validity, a subgroup's own driver average is not included in the calculation used to determine the Rest Average of its parent group. Consequently, a Driver's Rest Average Difference, as noted in the following graphs, is likely to differ slightly from the simple subtraction of a sub group's driver average from that of the same driver average for their parent group.

Drivers with difference scores more than +5% are coloured green and are considered 'observably higher', and Drivers with difference scores less than -5% are coloured red and considered 'observably lower' than the internal benchmark (i.e., Rest Avg. of parent group). Drivers that score within +/-5% of the Rest Average are coloured black, and are considered within the norm of the internal benchmark (i.e., Rest Avg. of parent group).

Notes:

1. In order to assure the anonymity of all respondents, subgroups that are too small to report on have been removed from the group comparison graphs. However, their data have been included in the parent group driver averages and Rest Average calculations.
2. For descriptions of the Survey Outcomes or Indices (if applicable) in this section please see the Overall Analyses Section of this report.
3. In some of the following graphs the "Org: Benefits Satisfaction" is missing or displays "N/A" because there were not enough, if any, respondents to create a valid scale mean.
4. The following questions are intended to assess the relative value of conducting this employee survey.
5. Please indicate how valuable you feel each of the following forms of recognition are to you.
6. Please indicate how valuable you feel each of the following methods of communication are to you.

Departments: Summary of Results

Rank Ordered Drivers for Drivers of Strength and Drivers for Review

1 Dept: Co-worker Cooperation	13 Dept: Support for Innovative Thinking	25 Org: Opportunities for Career Development
2 Work: Job Clarity	14 Work: Physical Work Environment	26 Org: Team Recognition
3 Work: Job Enhancement	15 Dept: Satisfaction with Department Director	27 Org: Performance Evaluation
4 Dept: Satisfaction with Direct Supervisor	16 Org: Training & Development Opportunities	28 Org: Pay Satisfaction
5 Dept: Treated with Respect	17 Org: Organizational Communication	29 Org: Recognition
6 Dept: Equity & Inclusion	18 Dept: Communication in Your Department	30 Dept: Employee Involvement In Your Department
7 Org: Support for Diversity & Inclusion	19 Dept: Resolve Conflicts	31 Dept: Morale
8 Work: Physical Safety	20 Org: Satisfaction with Senior Management Team	32 Org: Total Compensation Package
9 Org: Employment Relationship	21 Dept: Performance Management	33 Work: Workload Manageability
10 Dept: Continuous Improvement	22 Org: Continuous Improvement	34 Work: Resources and Supplies
11 Org: Internal Service Delivery	23 Dept: Psychological Safety	35 Work: Workload Stress
12 Work: Job Control	24 Work: Impact of Job on Personal Life / Work Life Balance	

Comparisons by Difference from Rest Average

Departments	Drivers of Strength	Drivers for Review	Difference
Human Resources	15, 5, 8, 4, 12, 14, 9, 2, 1, 19, 10, 31, 21, 24, 6, 3, 20, 18, 30, 23, 7, 26, 22, 17, 28, 11, 13, 29, 25, 32, 33, 27, 34, 35		+17.8%
CAO's Office, including Tourism, Strategic Communication & Engagement	5, 1, 8, 19, 4, 3, 21, 2, 6, 13, 18, 12, 31, 10, 17, 11, 9, 15, 29, 26, 23, 20, 30, 24, 22, 27, 33, 32, 35		+12.1%
Corporate Services	8, 5, 4, 3, 13, 10, 6, 15, 9, 21, 7, 19, 11, 12, 17, 24, 18, 14, 23, 31, 20, 22, 29, 28, 27, 26, 30, 33, 32, 34, 35		+9.8%
Community Planning	8, 5, 15, 4, 2, 9, 12, 6, 14, 7, 19, 13, 30, 21, 23, 18, 24, 20, 25, 31	11, 26	+6.7%
Human Services	20, 11, 17, 24, 34, 32, 28, 35	2, 19, 5, 18, 21, 31	+0.4%
Public Works	8, 14, 24, 35	2, 7, 10, 15, 20, 19, 31	-1.3%
Paramedic Services	10, 33	12, 13, 8, 19, 29, 31, 30, 24, 28, 32, 35	-3.9%
Woodingford Lodge	28	3, 9, 10, 8, 14, 11, 17, 20, 22, 21, 23, 24, 26, 29, 34, 33, 35	-4.8%

Drivers of Strength: Those drivers whose means are observably (more than +5.0%) higher than their rest average.

Drivers for Review: Those drivers whose means are observably (less than -5.0%) lower than their rest average.

Difference: The difference of the group's Grand Average from the group's Grand Rest Average. The value is green if observably higher and red if observably lower.

Yearly Comparisons: 2017

Departments	Drivers of Strength	Drivers for Review	Difference
Human Resources	15, 4, 12, 9, 1, 10, 18	16, 27, 34	+1.5%
Human Services	20, 8, 10, 23, 30	12, 2, 33, 27	+0.4%
Woodingford Lodge		11, 32, 33, 34, 35	-1.2%
Paramedic Services	2, 10, 9, 16, 25	14, 12, 13, 8, 30, 34, 32, 35	-1.7%
Corporate Services		14, 33, 32, 34, 35	-2.0%
Public Works		2, 18, 21, 20, 26, 29, 33, 35, 34	-3.4%
CAO's Office, including Tourism, Strategic Communication & Engagement	20, 33, 35	8, 4, 2, 13, 18, 12, 17, 15, 29, 26, 30, 22, 27, 14, 32, 16, 25, 34	-6.3%
Community Planning		4, 12, 3, 13, 30, 21, 10, 18, 20, 25, 17, 16, 22, 32, 11, 27, 29, 33, 34, 26, 35	-11.5%

Drivers of Strength: Those drivers whose means are observably (more than +5.0%) higher than their previous benchmark.

Drivers for Review: Those drivers whose means are observably (less than -5.0%) lower than their previous benchmark.

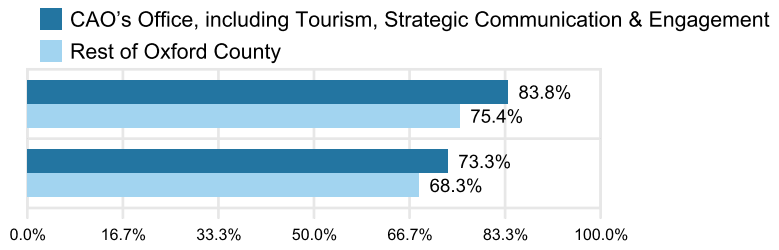
Difference: The difference between the group's Grand Average and its Yearly Benchmark Average. The value is green if observably higher and red if observably lower.

Survey Outcome Comparisons by Department: CAO's Office, including Tourism, Strategic Communication & Engagement

Survey Outcome

Job Engagement

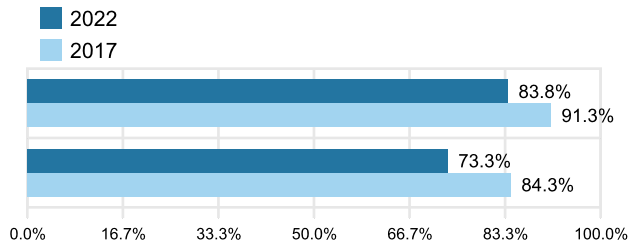
Organizational Engagement



Survey Outcome

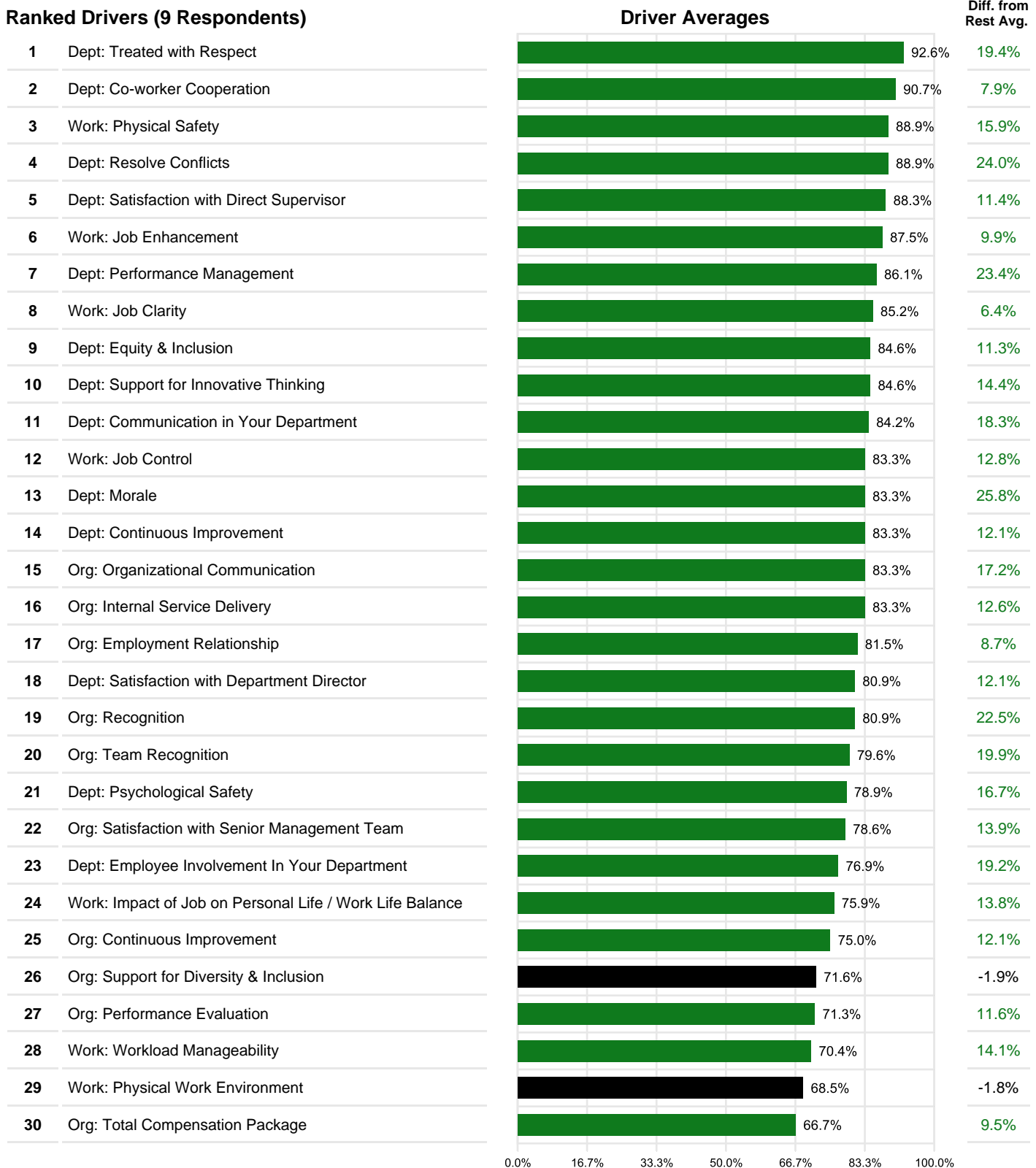
Job Engagement

Organizational Engagement

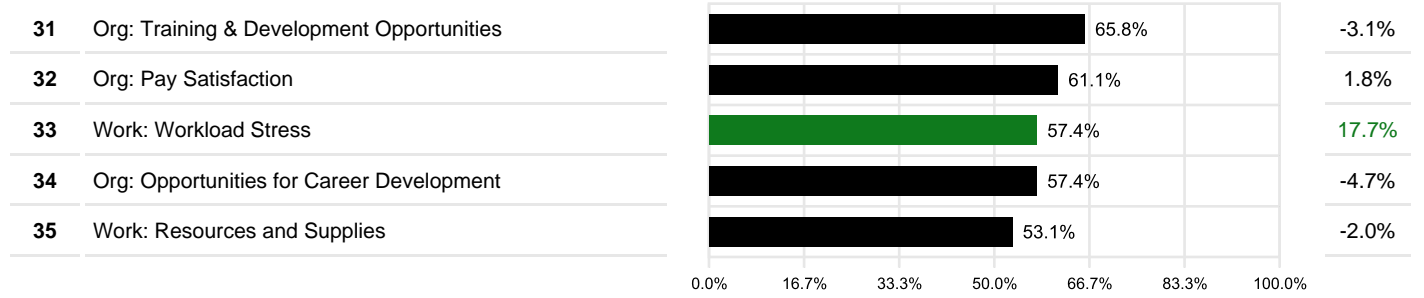


Driver Comparisons by Department: CAO's Office, including Tourism, Strategic Communication & Engagement

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.



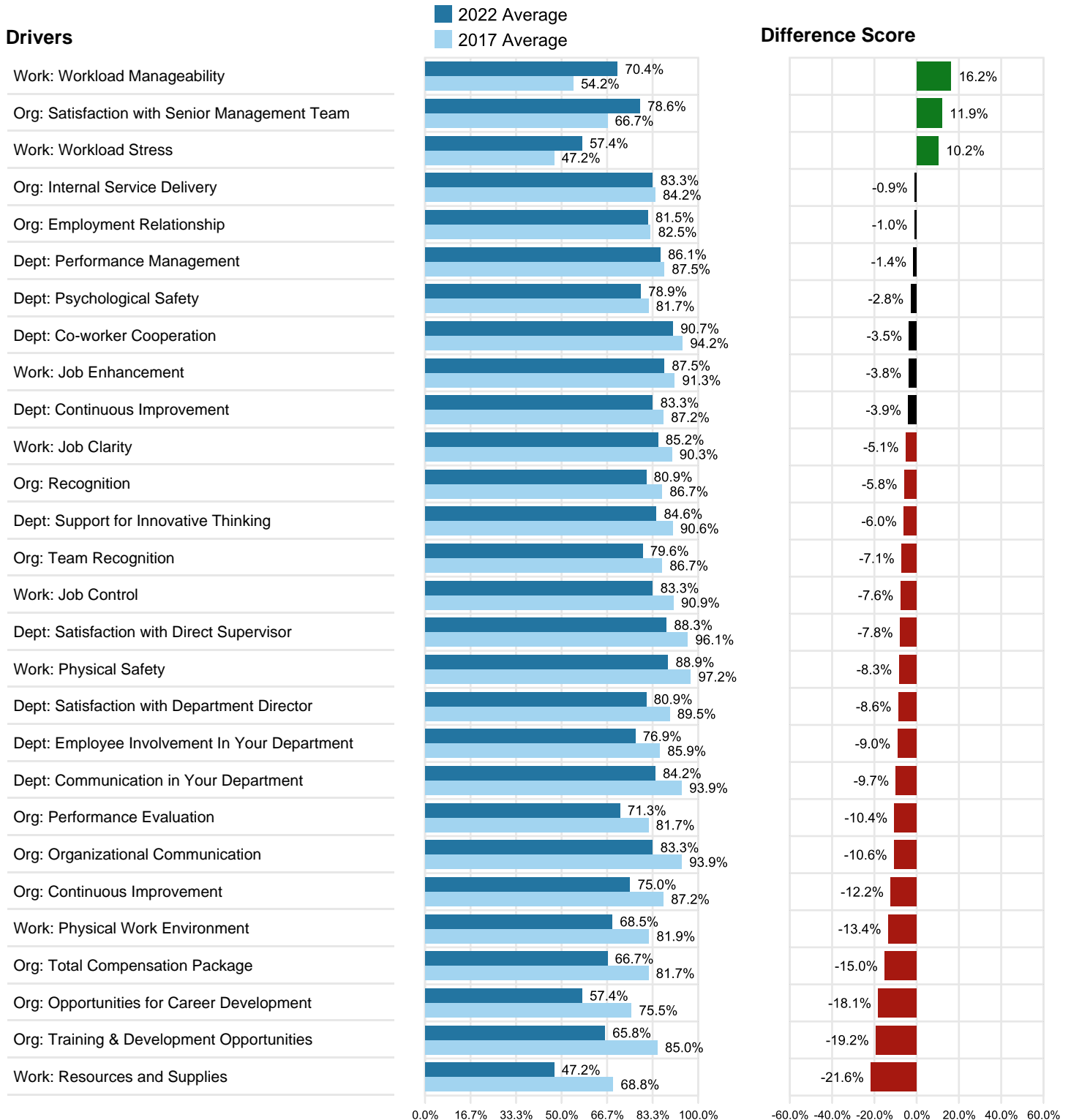
Ranked Drivers (9 Respondents) (cont.)



Summary

Grand Average: 78.0%	Rest Average: 65.9%	Difference: +12.1%
Number of observably higher drivers: 29	Number of observably lower drivers: 0	

CAO's Office, including Tourism, Strategic Communication & Engagement (2022 to 2017)



Summary

Grand Average for 2022: 77.3%

Grand Average for 2017: 83.6%

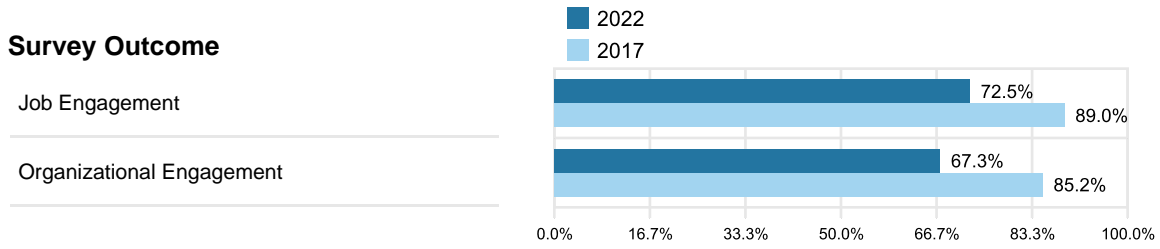
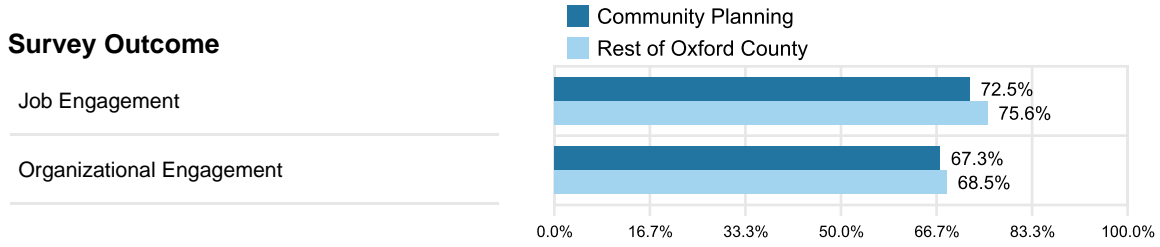
Number of drivers increased: 3

Number of drivers decreased: 25

Number of observably higher drivers: 3

Number of observably lower drivers: 18

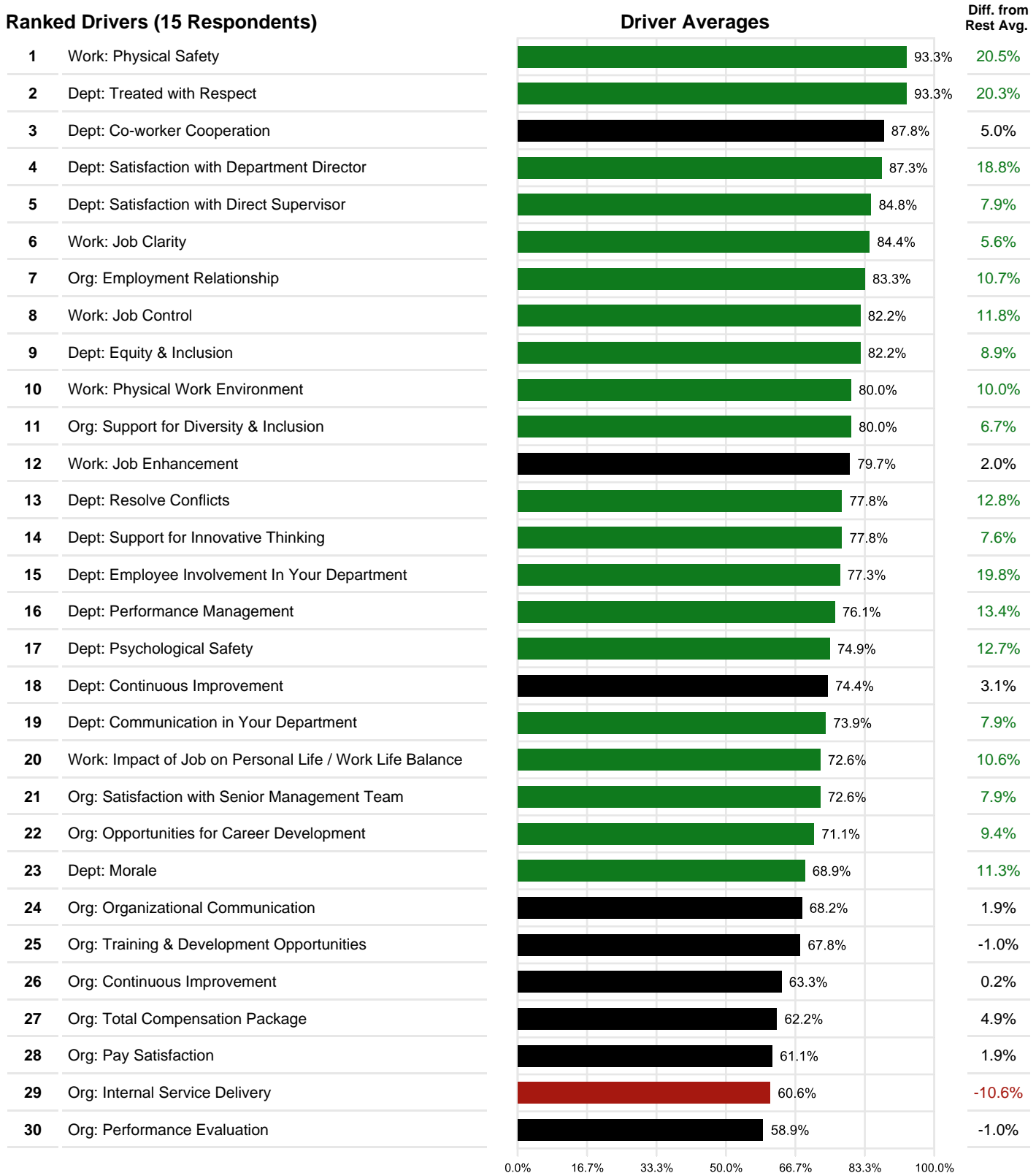
Survey Outcome Comparisons by Department: Community Planning



Driver Comparisons by Department: Community Planning

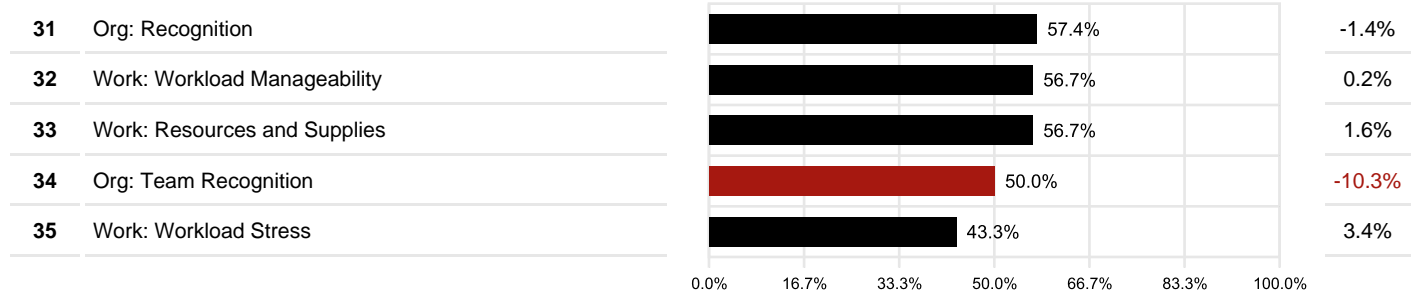
The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (15 Respondents)



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

Ranked Drivers (15 Respondents) (cont.)



Summary

Grand Average: 72.6%

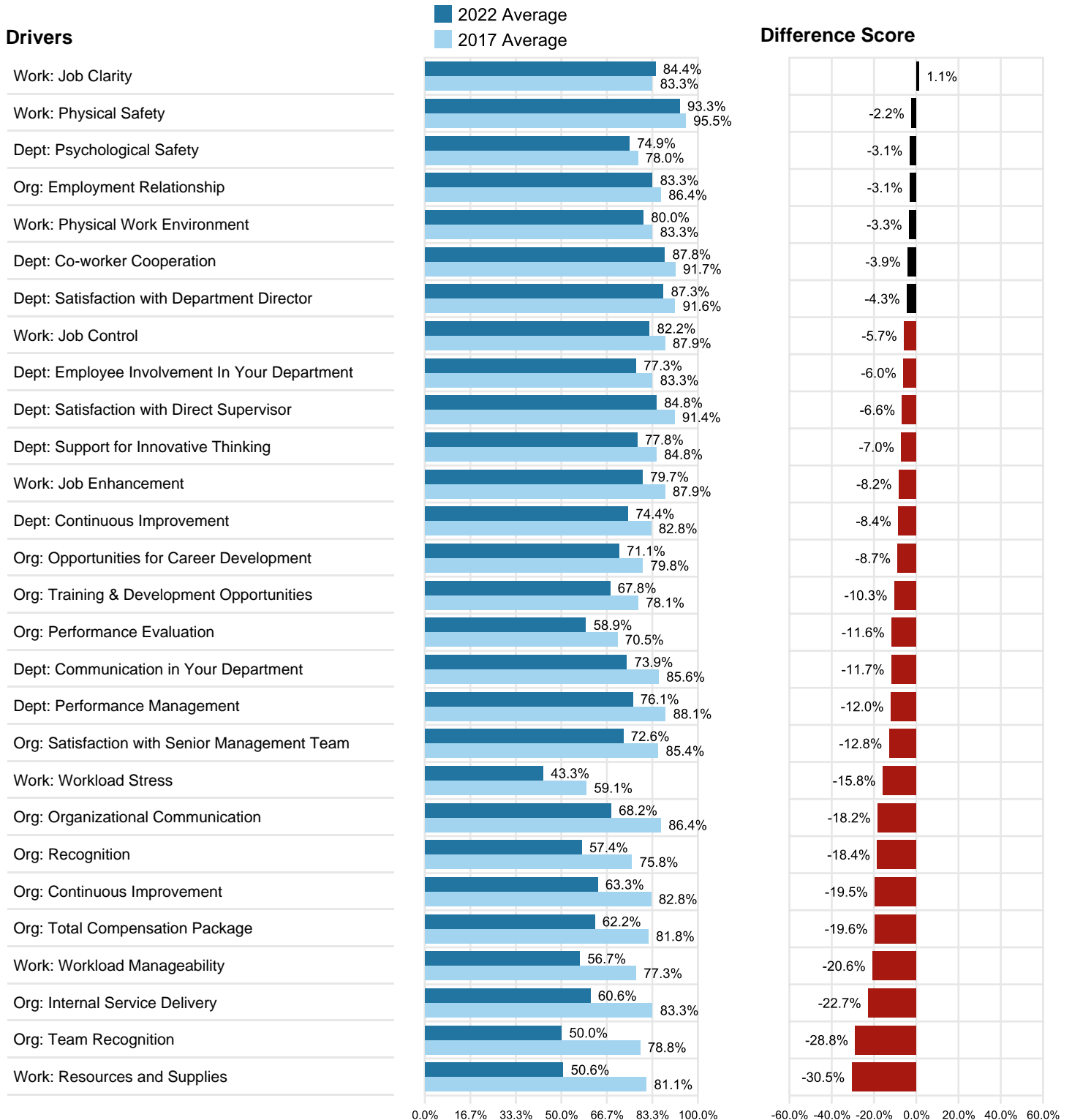
Rest Average: 65.9%

Difference: +6.7%

Number of observably higher drivers: 20

Number of observably lower drivers: 2

Community Planning (2022 to 2017)



Summary

Grand Average for 2022: 71.4%

Grand Average for 2017: 82.9%

Number of drivers increased: 1

Number of drivers decreased: 27

Number of observably higher drivers: 0

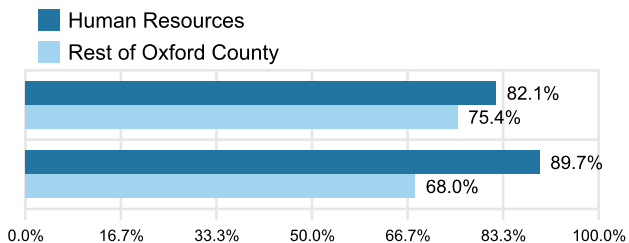
Number of observably lower drivers: 21

Survey Outcome Comparisons by Department: Human Resources

Survey Outcome

Job Engagement

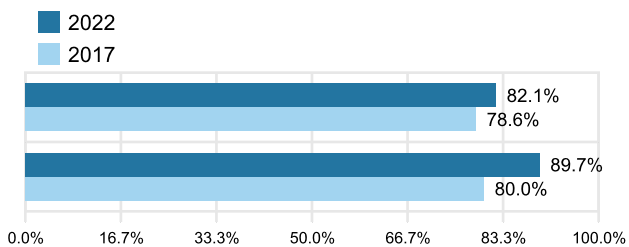
Organizational Engagement



Survey Outcome

Job Engagement

Organizational Engagement



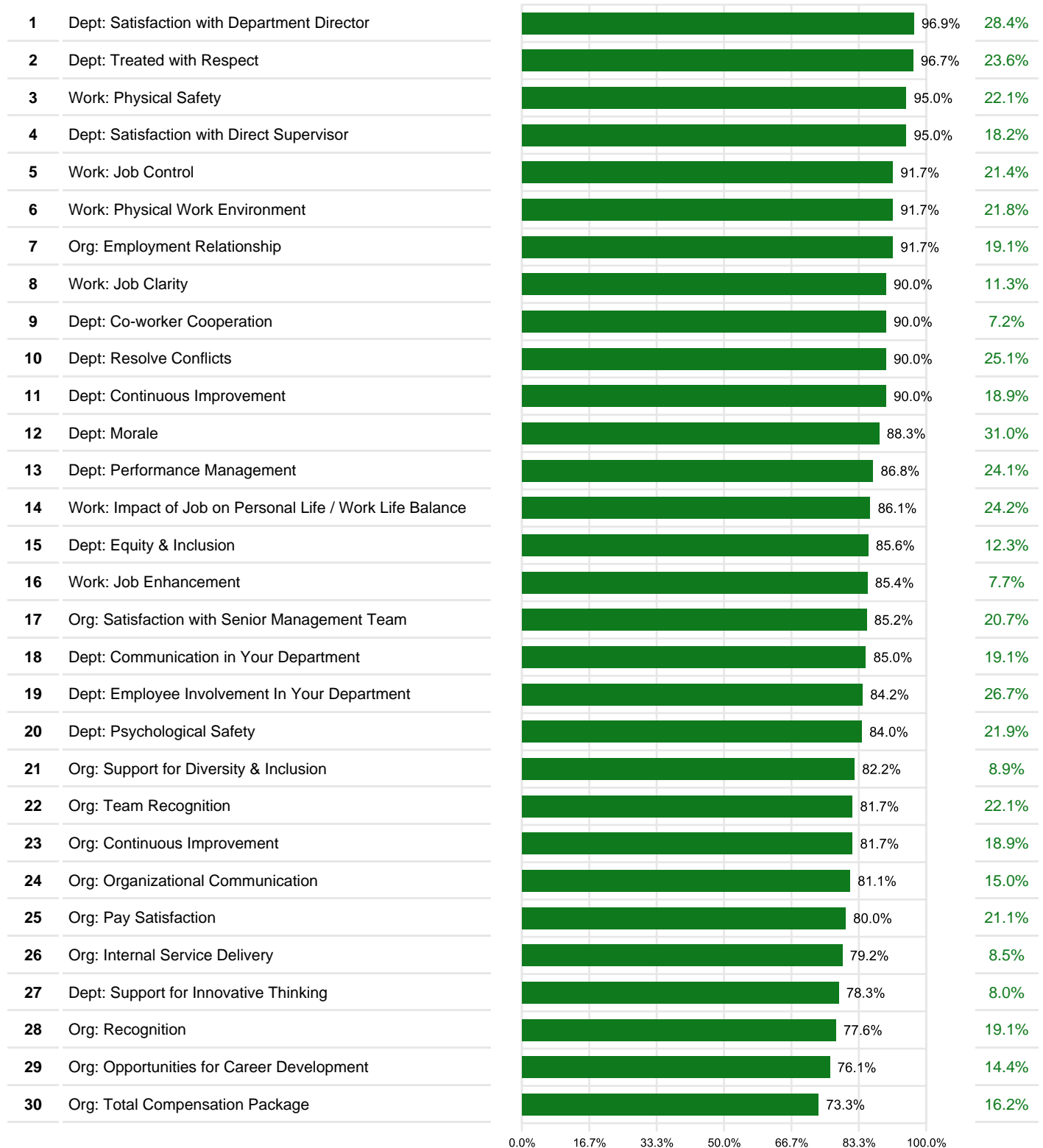
Driver Comparisons by Department: Human Resources

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (10 Respondents)

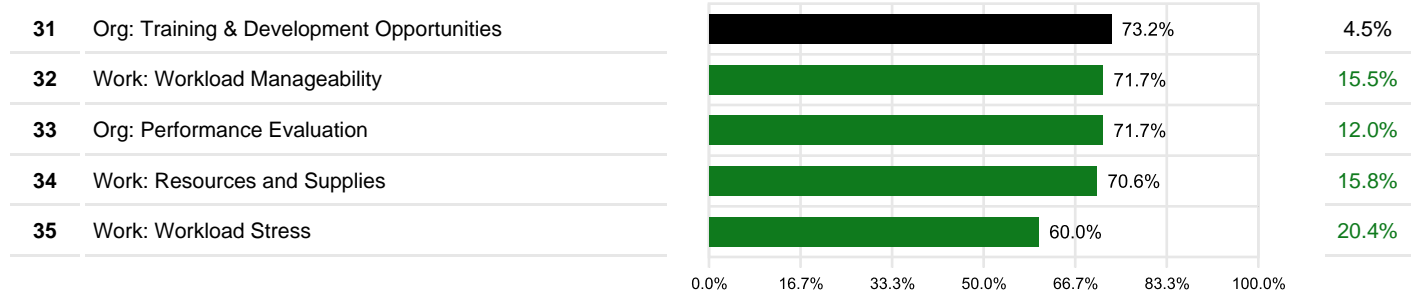
Driver Averages

Diff. from Rest Avg.



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

Ranked Drivers (10 Respondents) (cont.)

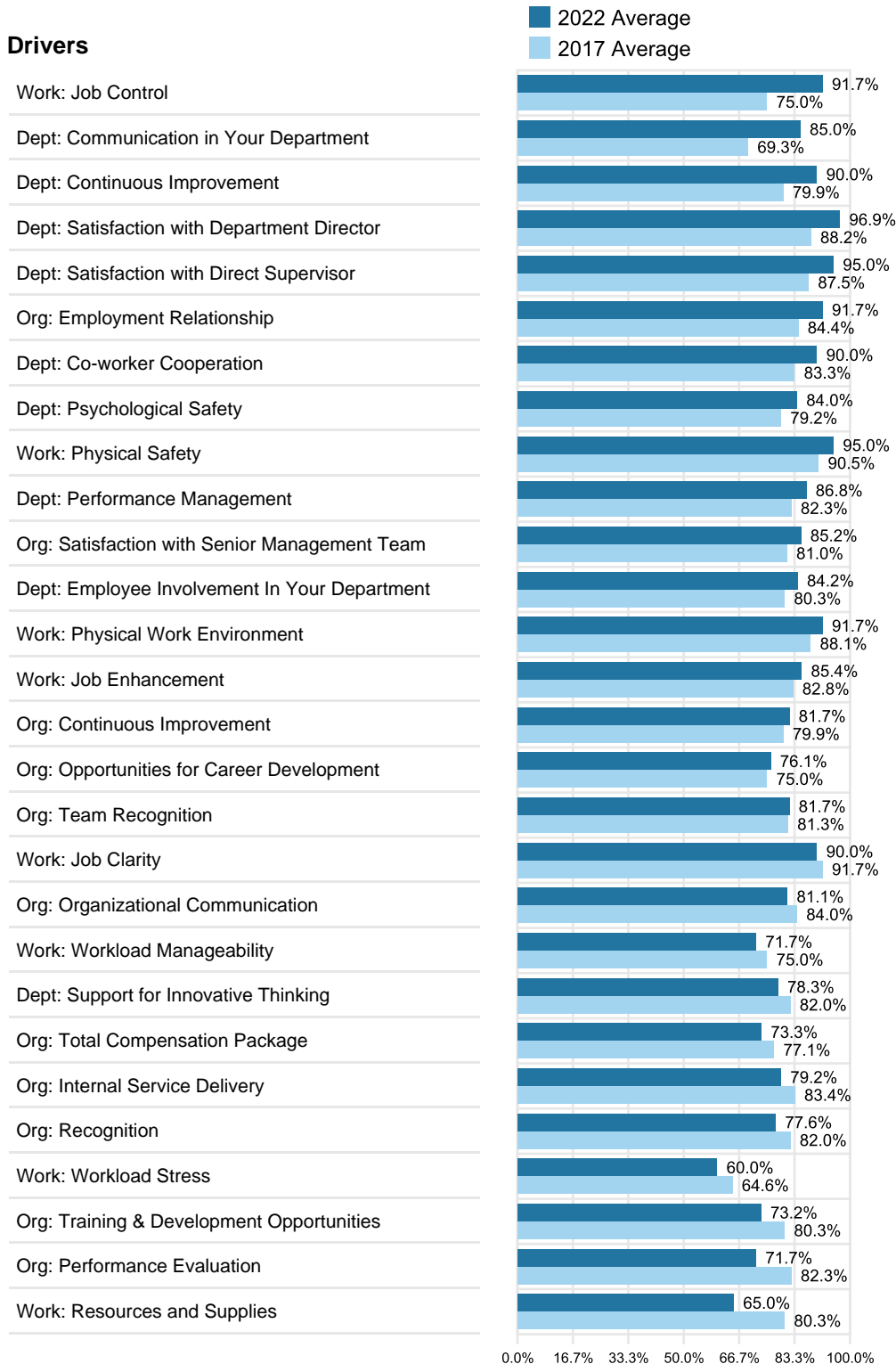


Summary

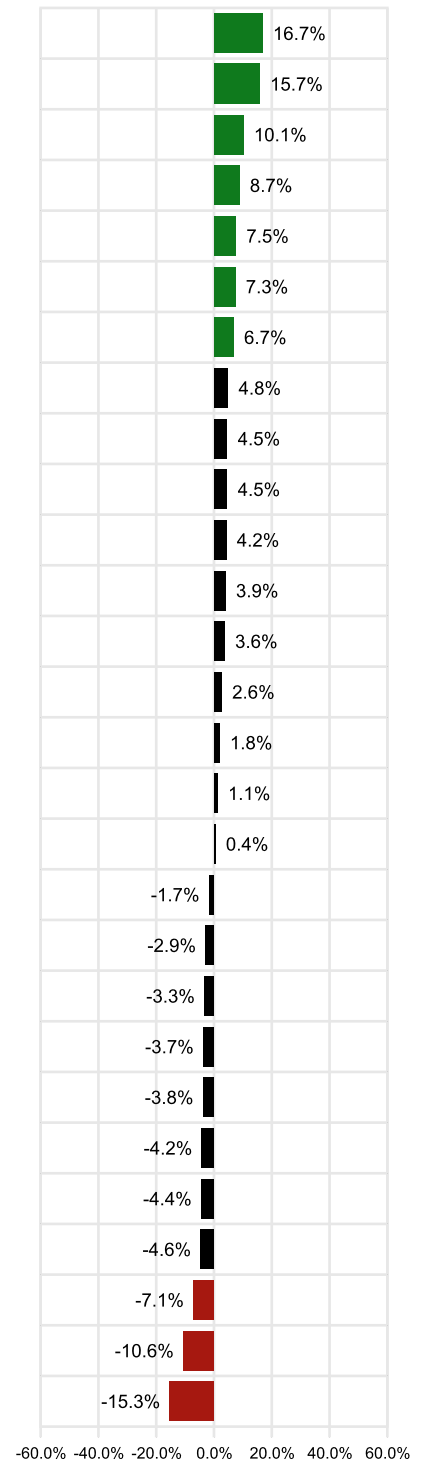
Grand Average: 83.6%	Rest Average: 65.8%	Difference: +17.8%
Number of observably higher drivers: 34	Number of observably lower drivers: 0	

Human Resources (2022 to 2017)

Drivers



Difference Score



Summary

Grand Average for 2022: 82.6%

Grand Average for 2017: 81.1%

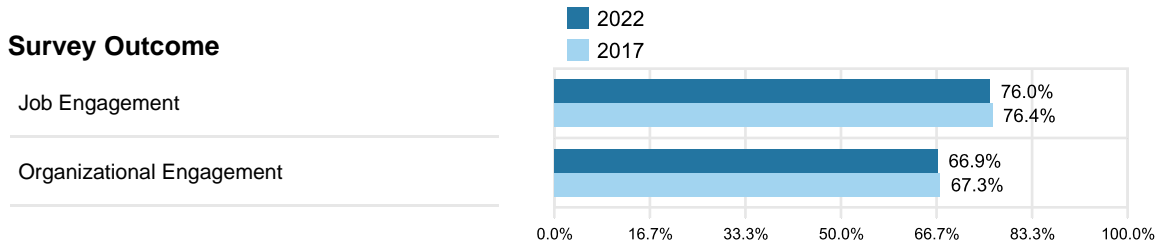
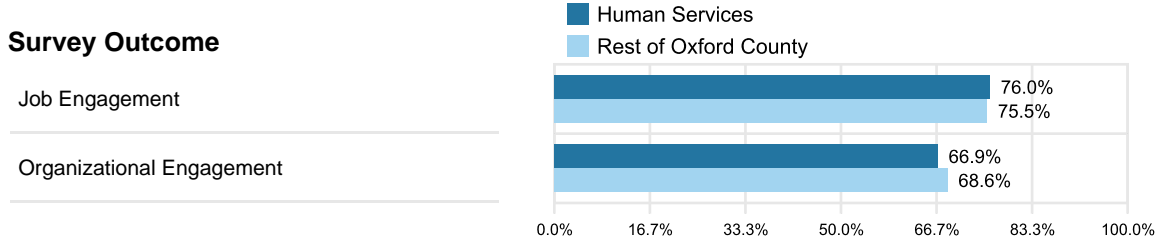
Number of drivers increased: 17

Number of drivers decreased: 11

Number of observably higher drivers: 7

Number of observably lower drivers: 3

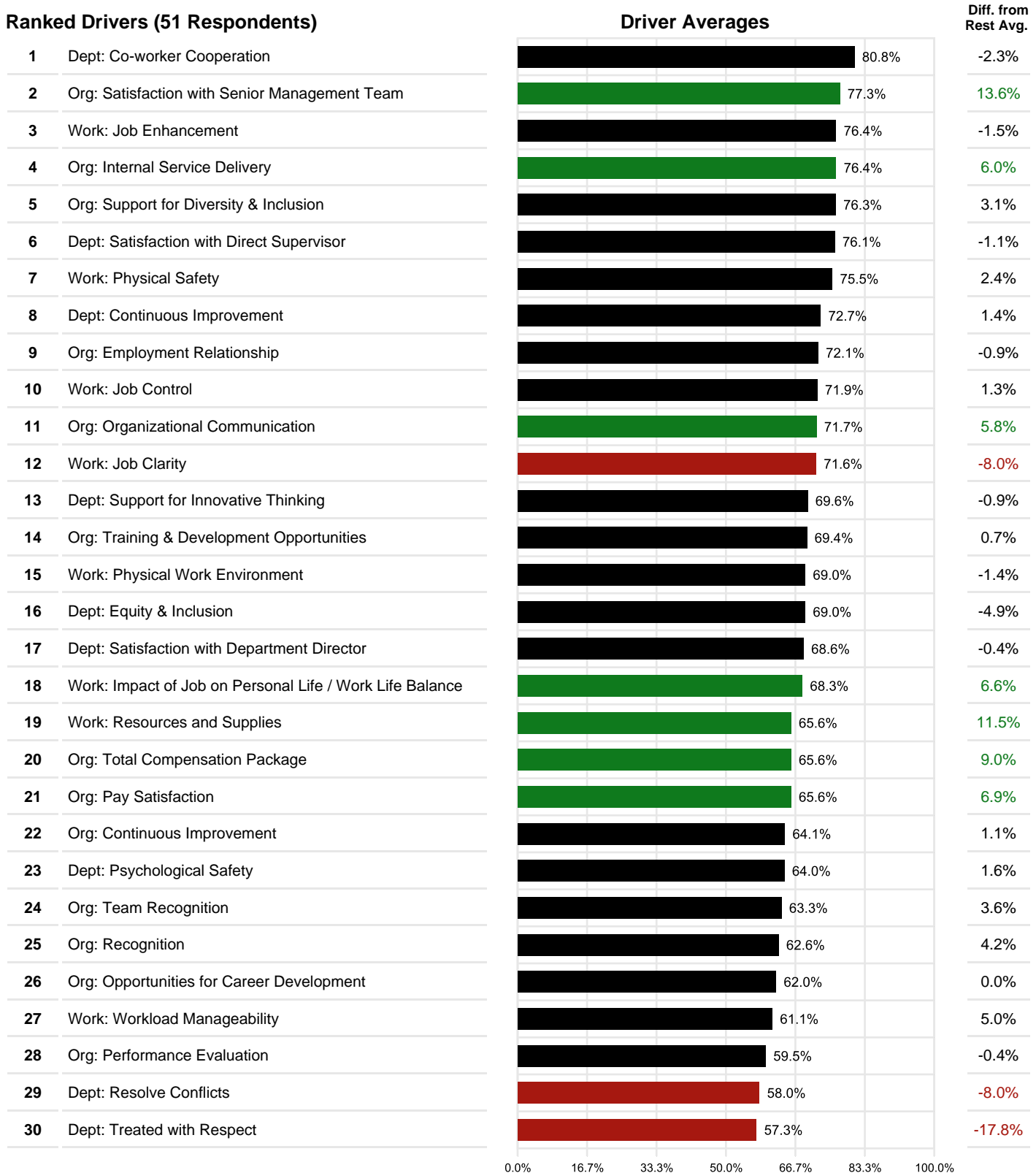
Survey Outcome Comparisons by Department: Human Services



Driver Comparisons by Department: Human Services

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

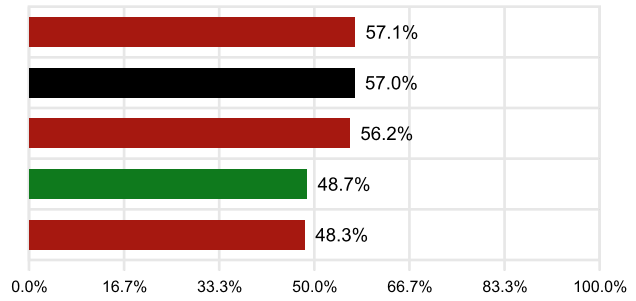
Ranked Drivers (51 Respondents)



Ranked Drivers (51 Respondents) (cont.)

31	Dept: Communication in Your Department
32	Dept: Employee Involvement In Your Department
33	Dept: Performance Management
34	Work: Workload Stress
35	Dept: Morale

Driver Averages



Diff. from Rest Avg.

-10.0%
-1.1%
-7.6%
9.5%
-10.5%

Summary

Grand Average: 66.5%

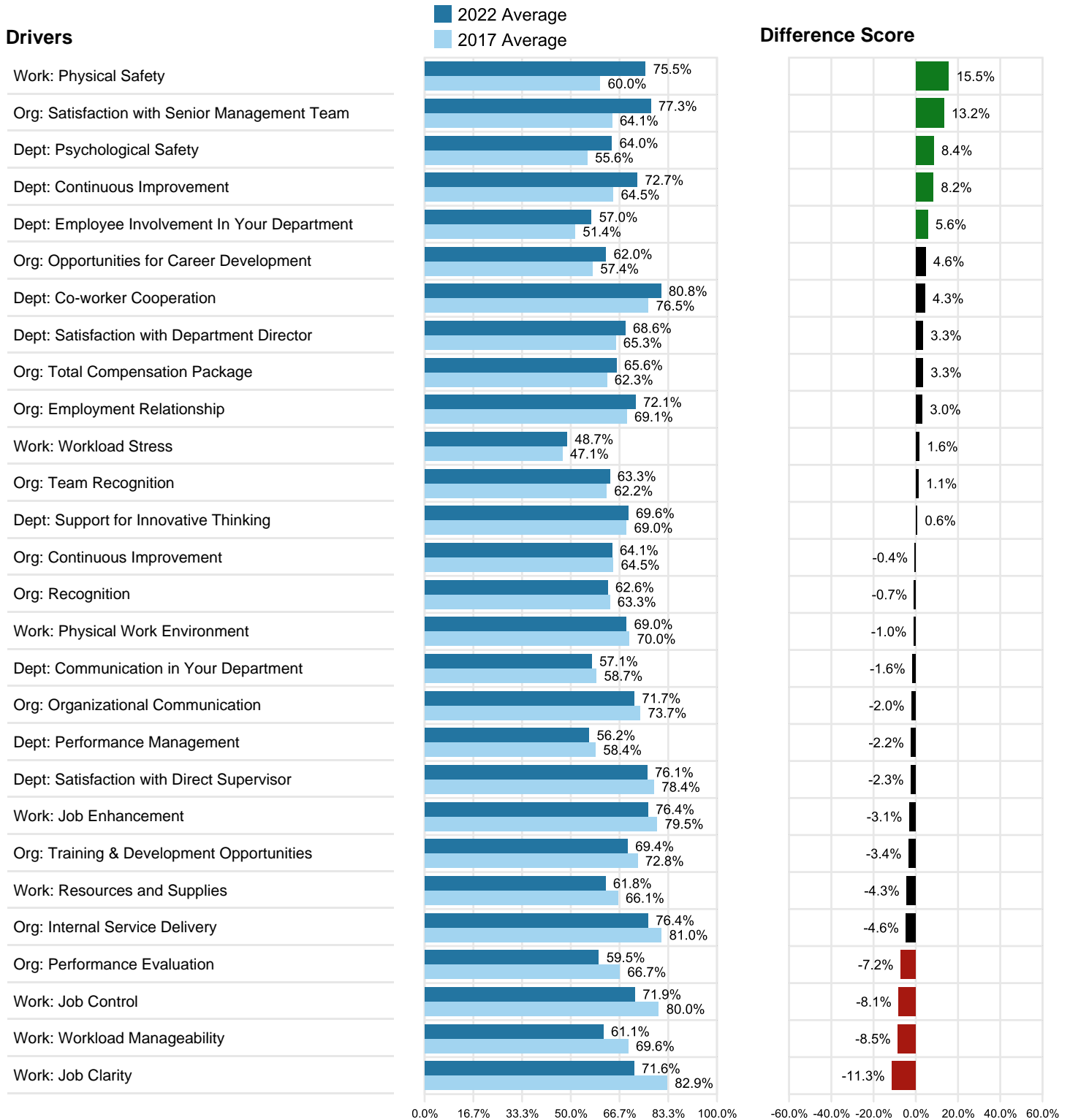
Rest Average: 66.1%

Difference: +0.4%

Number of observably higher drivers: 8

Number of observably lower drivers: 6

Human Services (2022 to 2017)



Summary

Grand Average for 2022: 67.2%

Grand Average for 2017: 66.8%

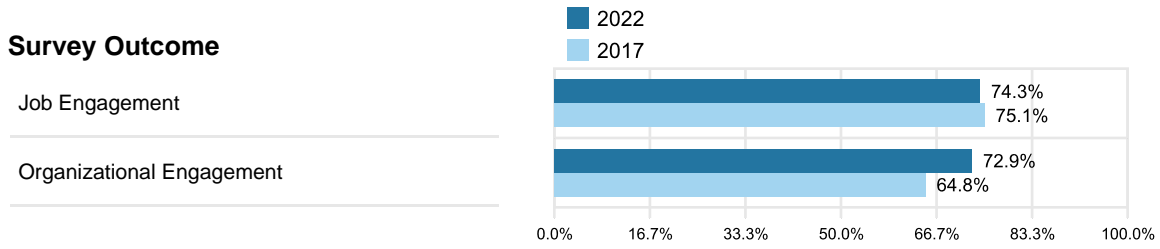
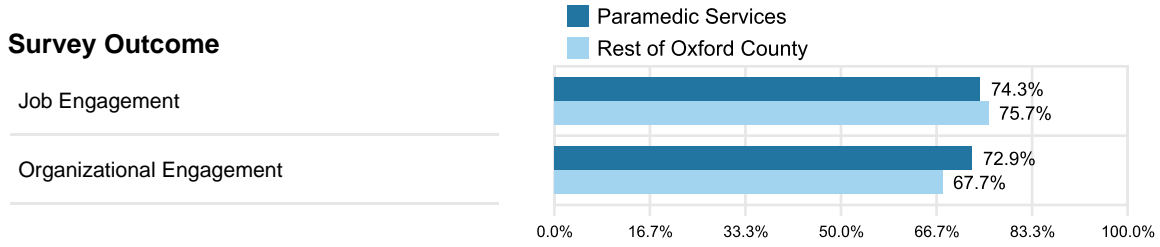
Number of drivers increased: 13

Number of drivers decreased: 15

Number of observably higher drivers: 5

Number of observably lower drivers: 4

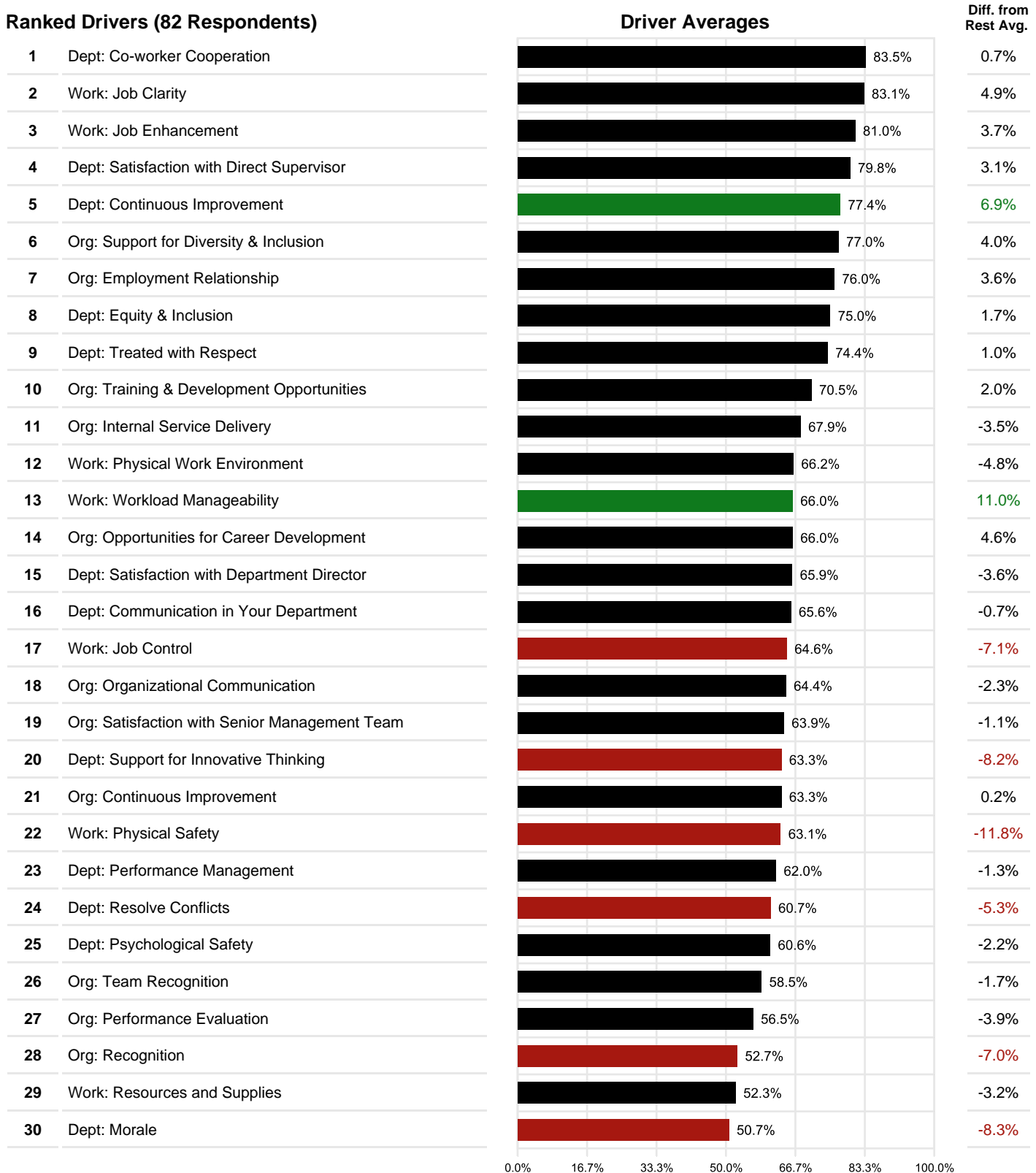
Survey Outcome Comparisons by Department: Paramedic Services



Driver Comparisons by Department: Paramedic Services

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

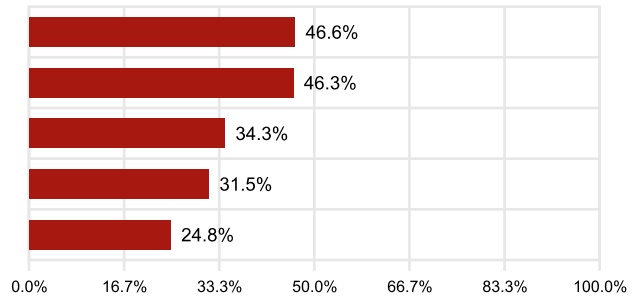
Ranked Drivers (82 Respondents)



Ranked Drivers (82 Respondents) (cont.)

31	Dept: Employee Involvement In Your Department
32	Work: Impact of Job on Personal Life / Work Life Balance
33	Org: Pay Satisfaction
34	Org: Total Compensation Package
35	Work: Workload Stress

Driver Averages



Diff. from Rest Avg.

-13.2%
-18.6%
-28.8%
-29.8%
-17.7%

Summary

Grand Average: 62.7%

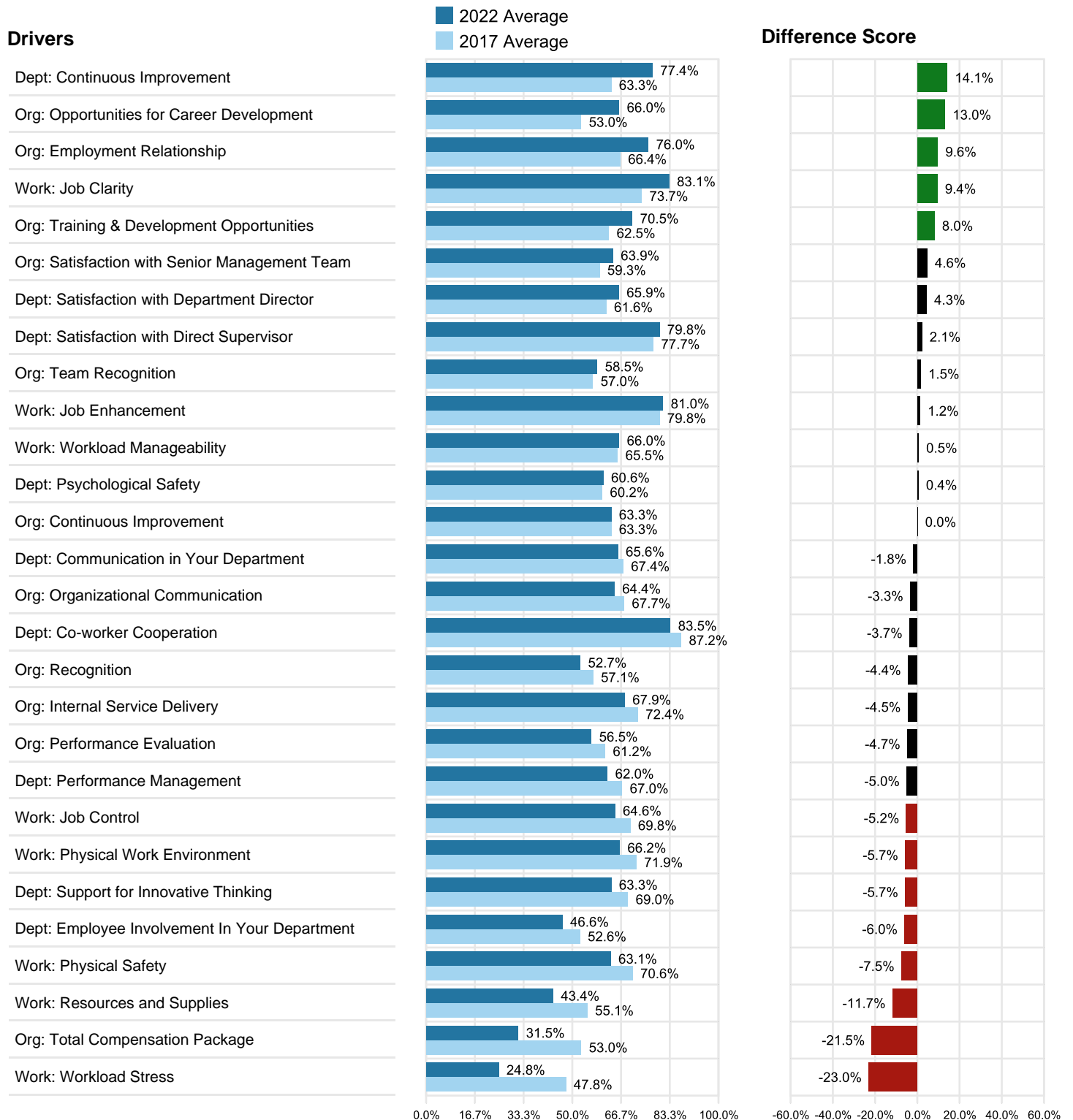
Rest Average: 66.6%

Difference: -3.9%

Number of observably higher drivers: **2**

Number of observably lower drivers: **11**

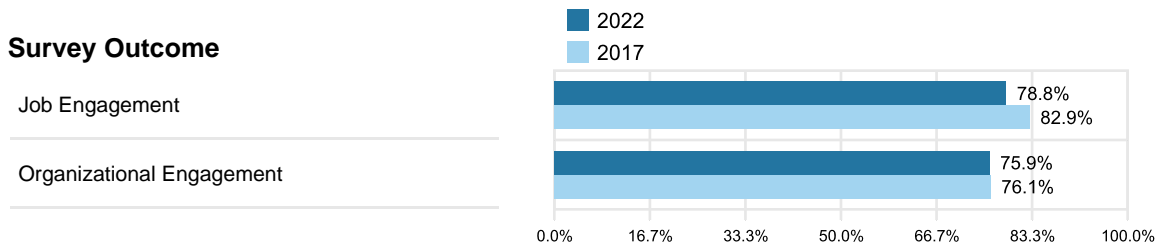
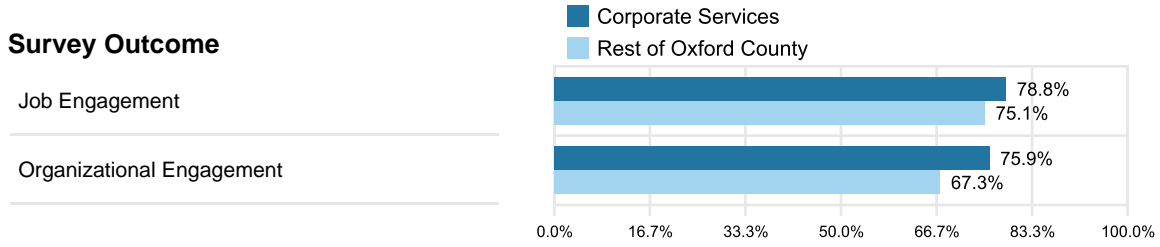
Paramedic Services (2022 to 2017)



Summary

Grand Average for 2022: 63.1%	Grand Average for 2017: 64.8%
Number of drivers increased: 12	Number of drivers decreased: 15
Number of observably higher drivers: 5	Number of observably lower drivers: 8

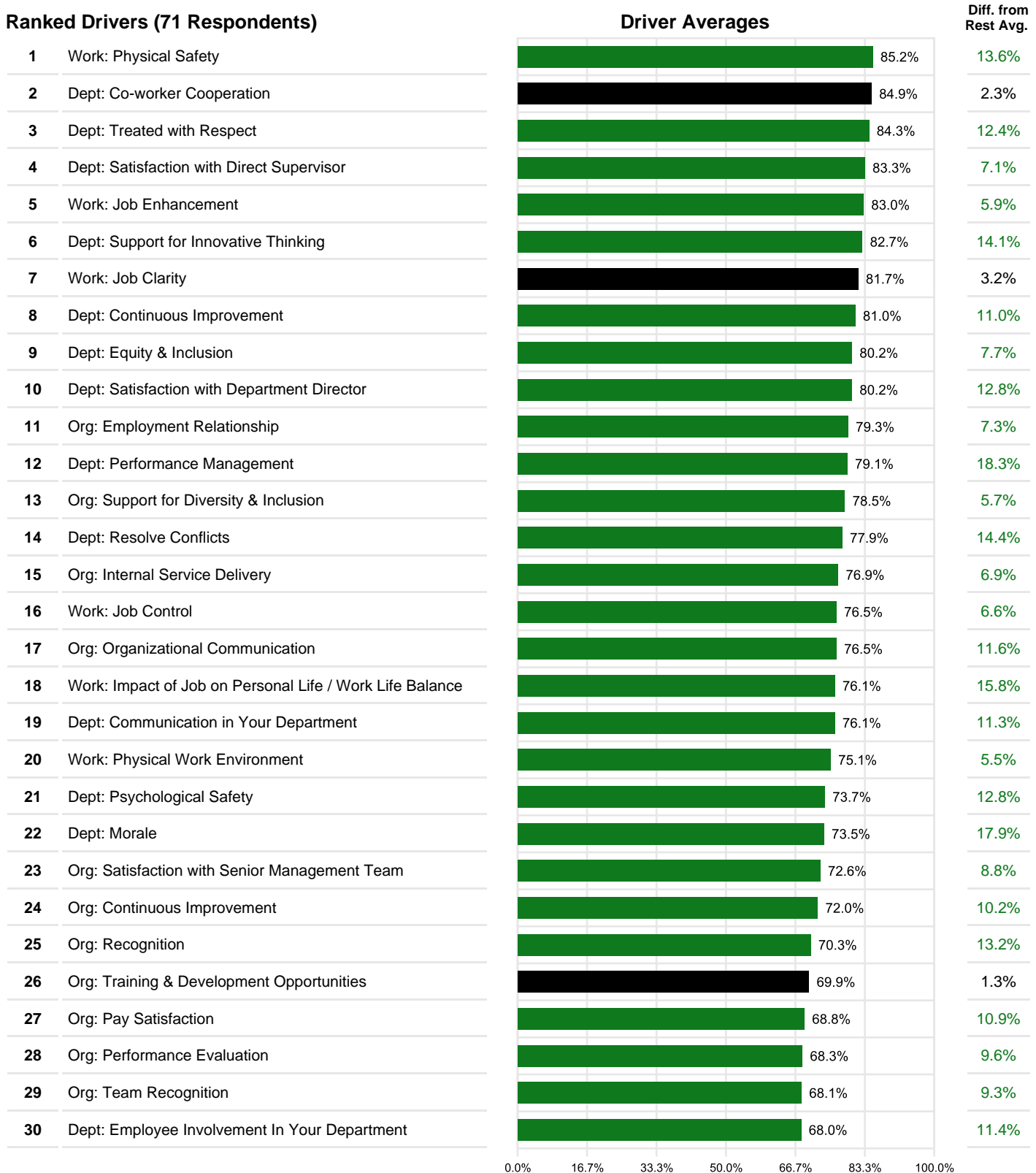
Survey Outcome Comparisons by Department: Corporate Services



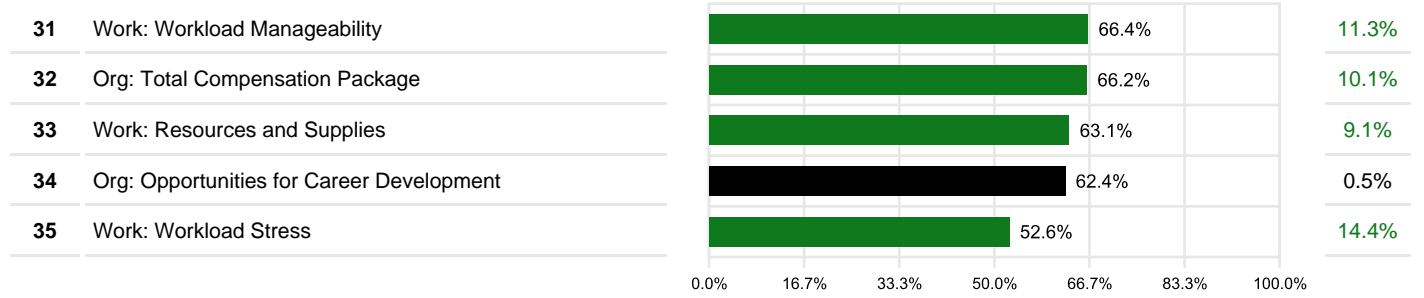
Driver Comparisons by Department: Corporate Services

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (71 Respondents)



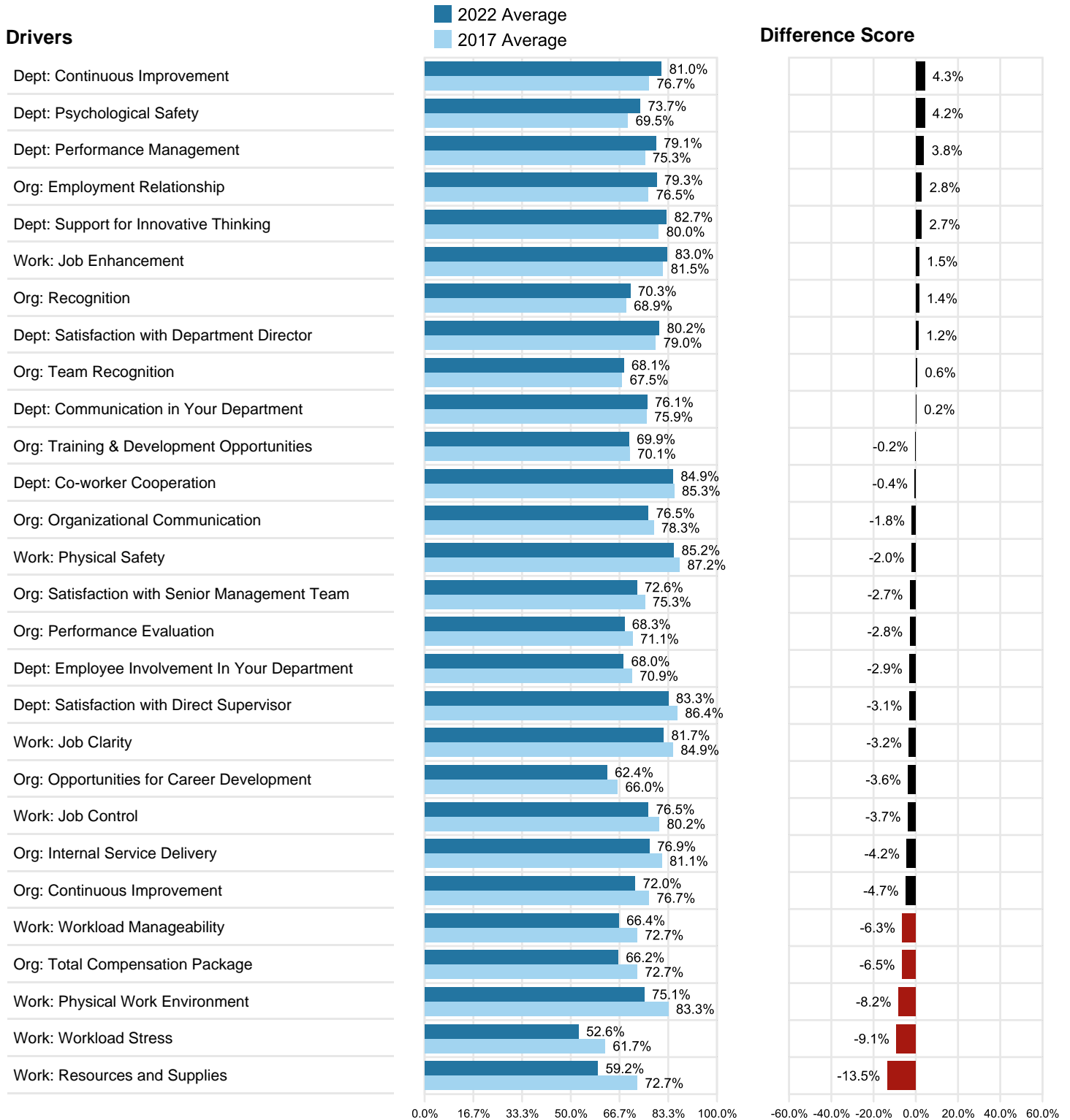
Ranked Drivers (71 Respondents) (cont.)



Summary

Grand Average: 74.7%	Rest Average: 64.9%	Difference: +9.8%
Number of observably higher drivers: 31	Number of observably lower drivers: 0	

Corporate Services (2022 to 2017)



Summary

Grand Average for 2022: 74.0%

Grand Average for 2017: 76.0%

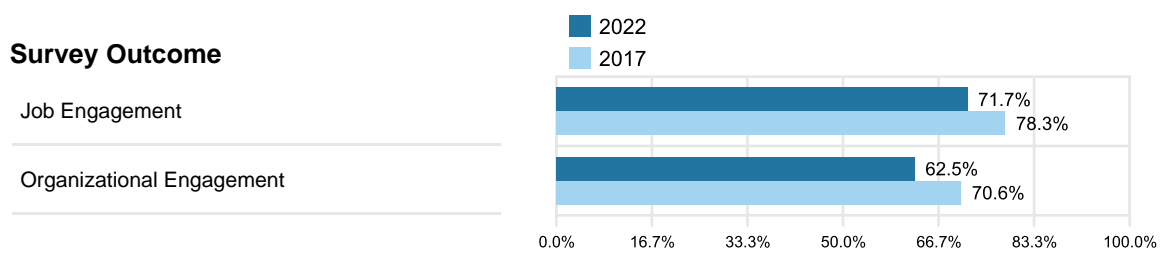
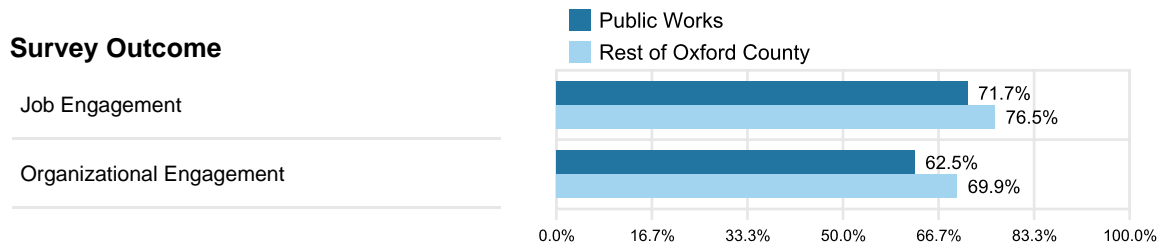
Number of drivers increased: 10

Number of drivers decreased: 18

Number of observably higher drivers: 0

Number of observably lower drivers: 5

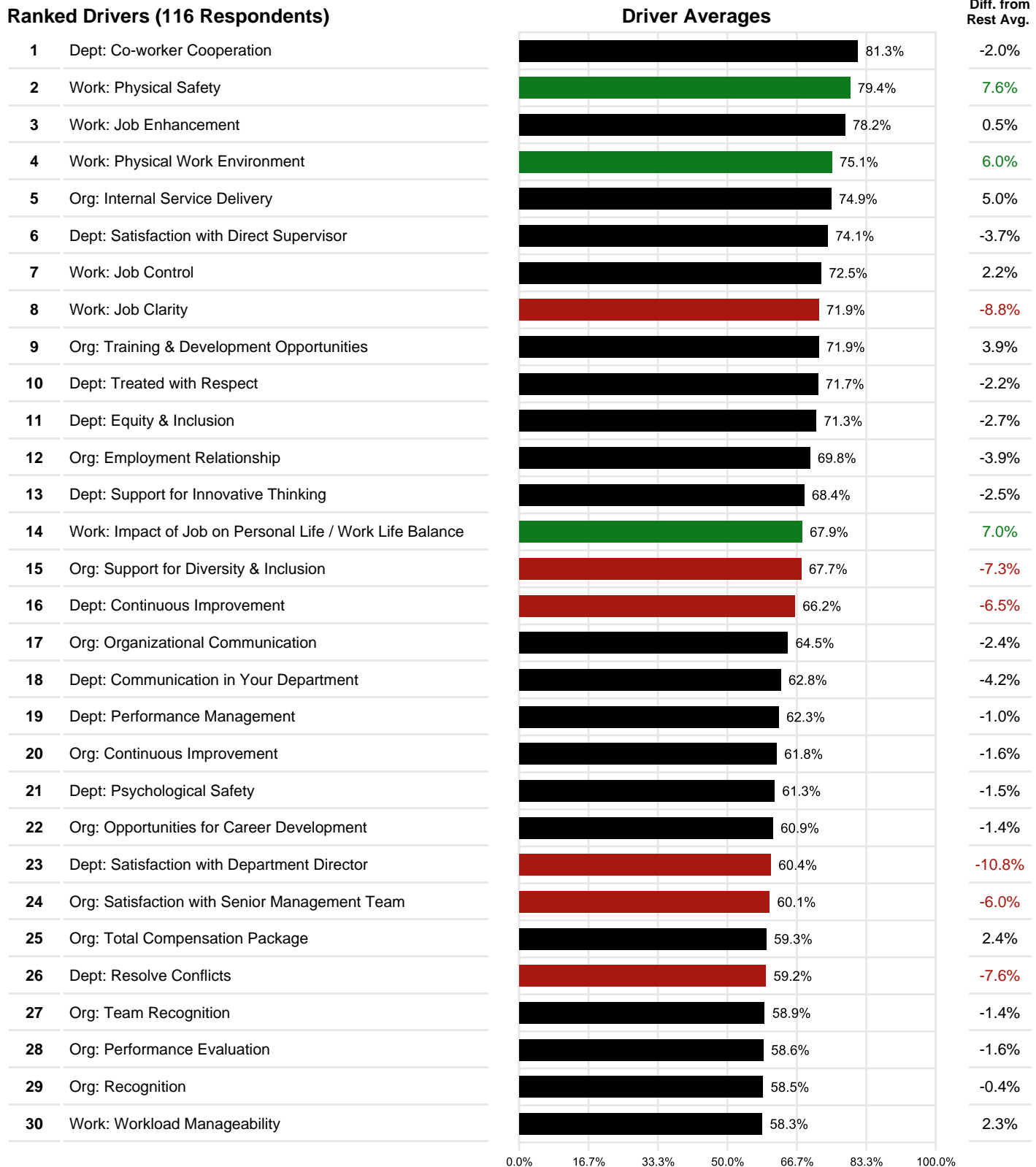
Survey Outcome Comparisons by Department: Public Works



Driver Comparisons by Department: Public Works

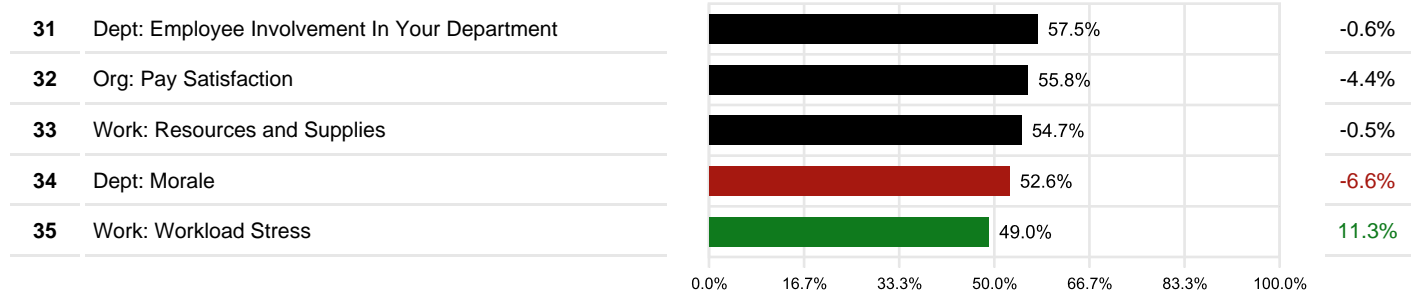
The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (116 Respondents)



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

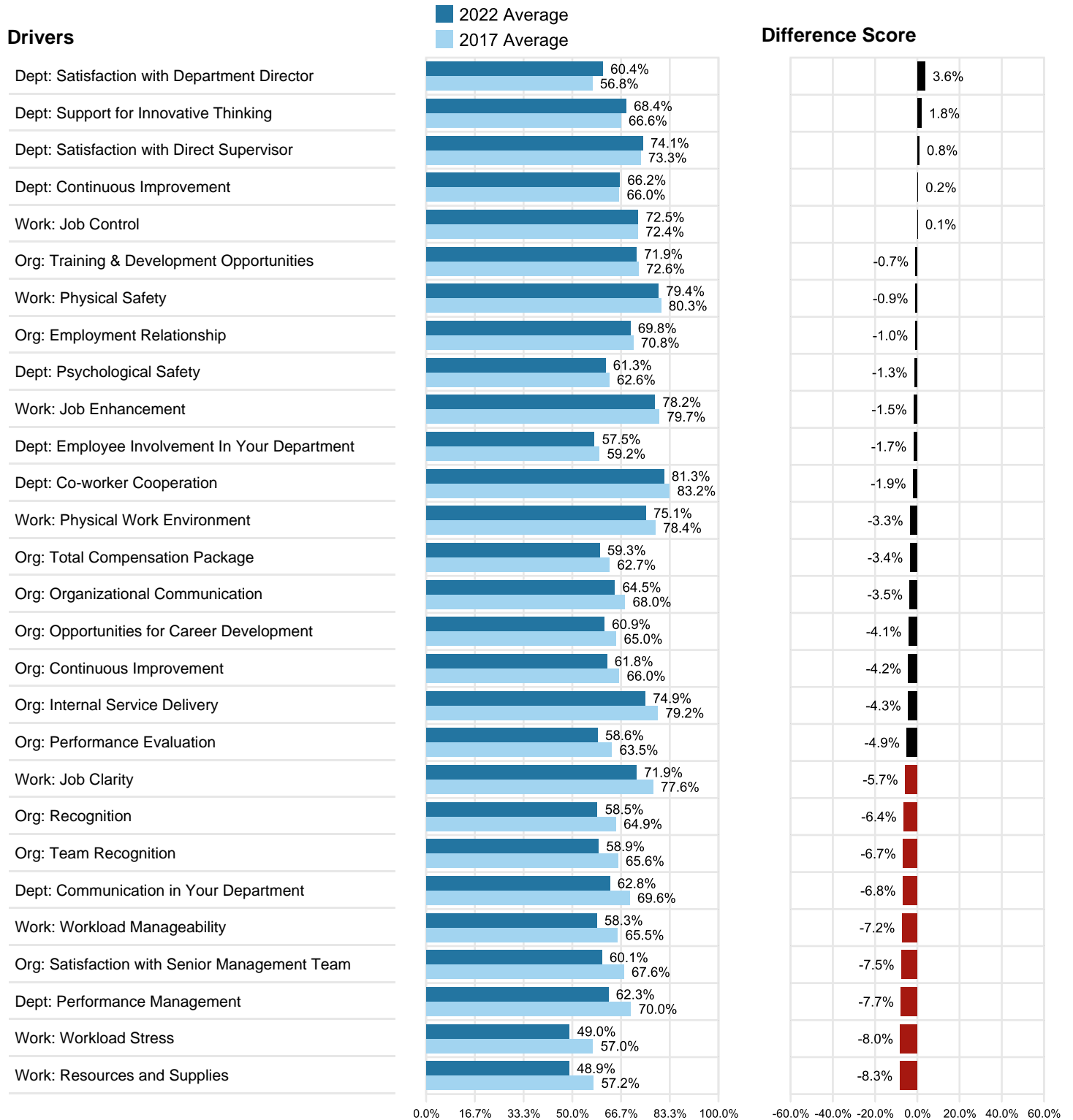
Ranked Drivers (116 Respondents) (cont.)



Summary

Grand Average: 65.1%	Rest Average: 66.4%	Difference: -1.3%
Number of observably higher drivers: 4	Number of observably lower drivers: 7	

Public Works (2022 to 2017)



Summary

Grand Average for 2022: 65.2%

Grand Average for 2017: 68.6%

Number of drivers increased: 5

Number of drivers decreased: 23

Number of observably higher drivers: 0

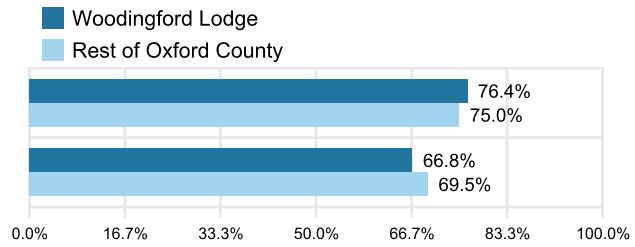
Number of observably lower drivers: 9

Survey Outcome Comparisons by Department: Woodingford Lodge

Survey Outcome

Job Engagement

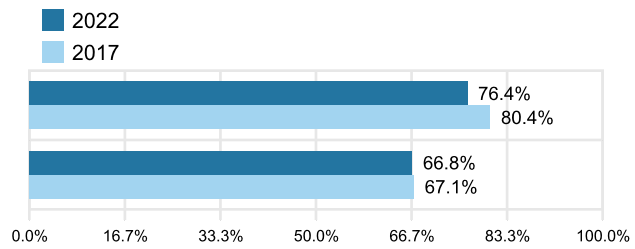
Organizational Engagement



Survey Outcome

Job Engagement

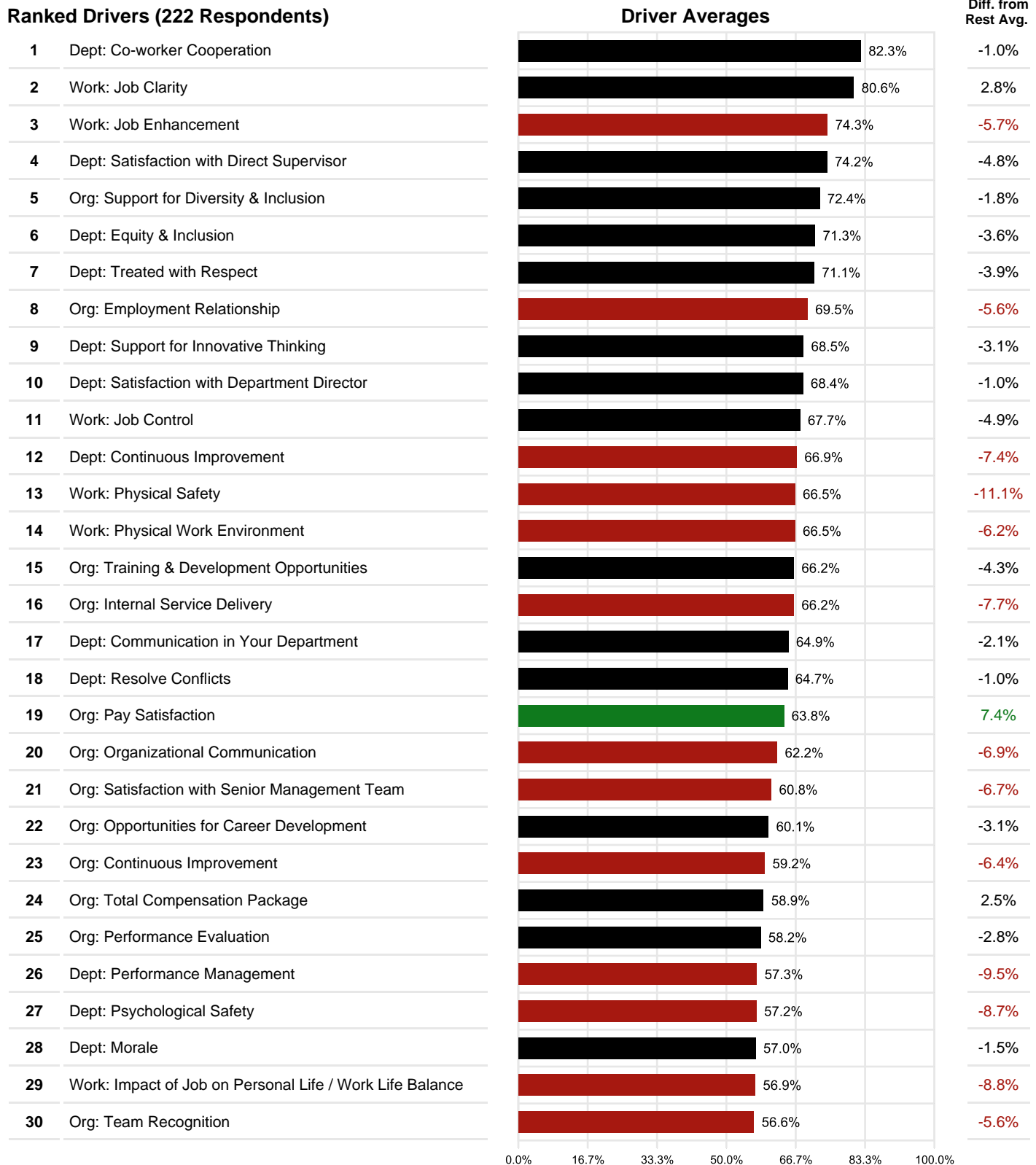
Organizational Engagement



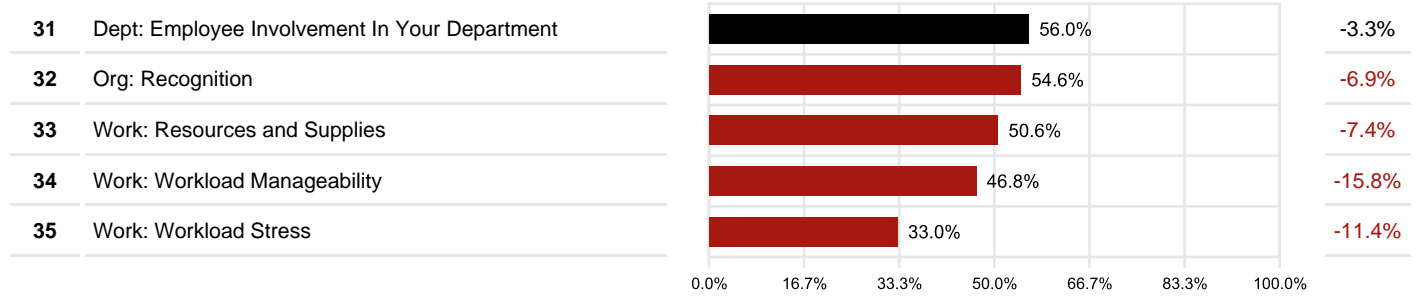
Driver Comparisons by Department: Woodingford Lodge

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (222 Respondents)



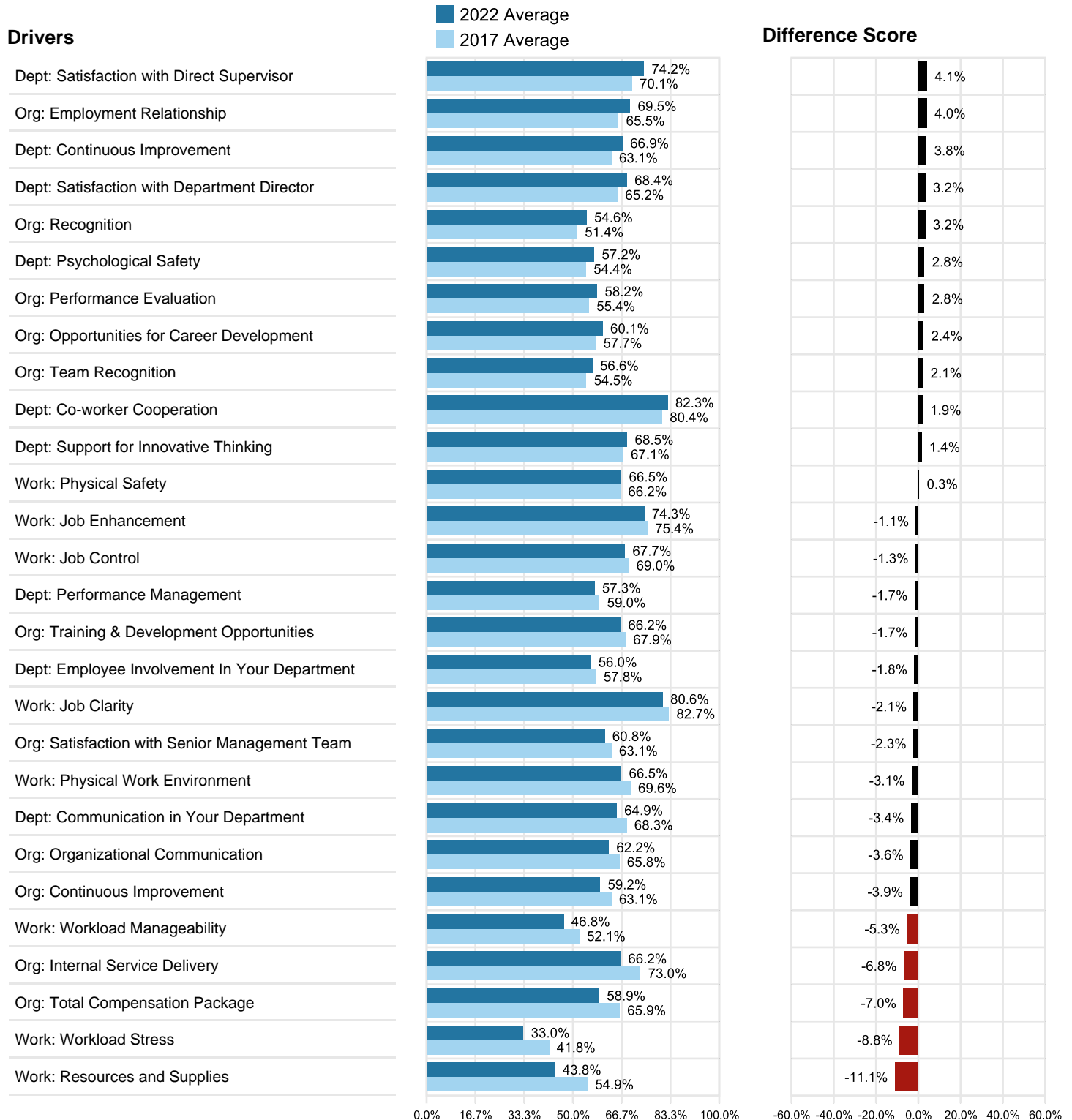
Ranked Drivers (222 Respondents) (cont.)



Summary

Grand Average: 63.2%	Rest Average: 68.0%	Difference: -4.8%
Number of observably higher drivers: 1	Number of observably lower drivers: 17	

Woodingford Lodge (2022 to 2017)



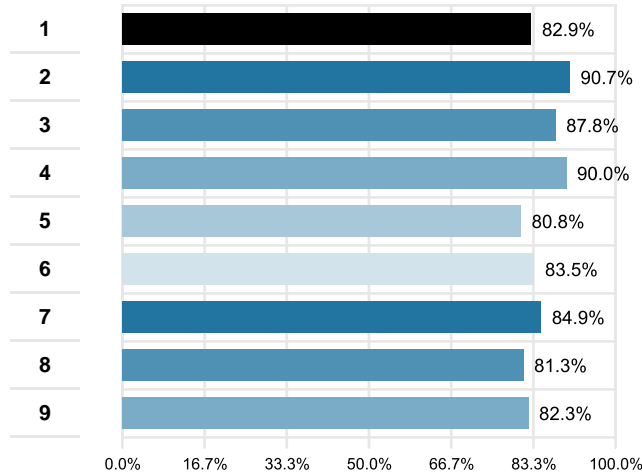
Summary

Grand Average for 2022: 62.4%	Grand Average for 2017: 63.6%
Number of drivers increased: 12	Number of drivers decreased: 16
Number of observably higher drivers: 0	Number of observably lower drivers: 5

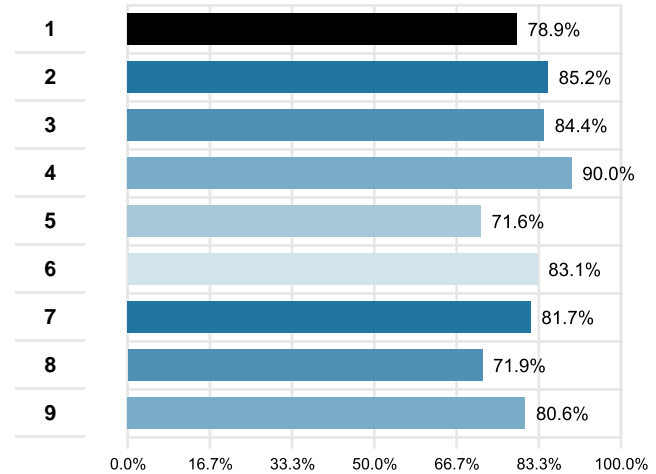
Driver Comparisons Among Departments

1	Oxford County	6	Paramedic Services
2	CAO's Office, including Tourism, Strategic Communication & Engagement	7	Corporate Services
3	Community Planning	8	Public Works
4	Human Resources	9	Woodingford Lodge
5	Human Services		

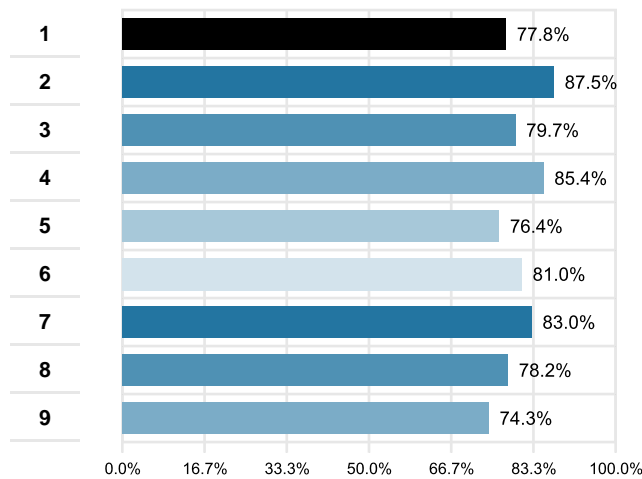
Rank 1: Dept: Co-worker Cooperation



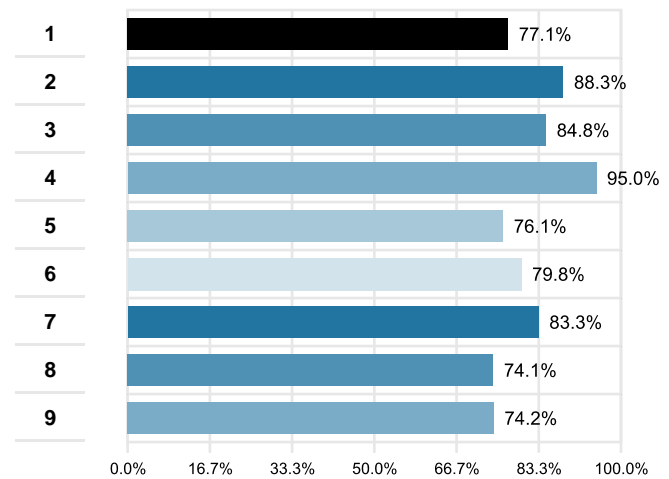
Rank 2: Work: Job Clarity



Rank 3: Work: Job Enhancement



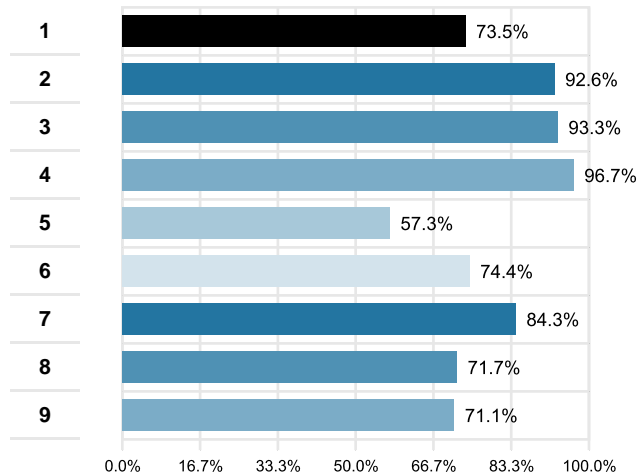
Rank 4: Dept: Satisfaction with Direct Supervisor



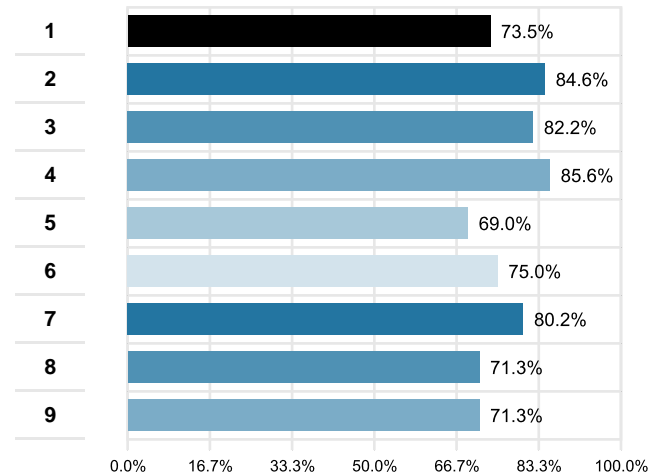
Driver Comparisons Among Departments

1	Oxford County	6	Paramedic Services
2	CAO's Office, including Tourism, Strategic Communication & Engagement	7	Corporate Services
3	Community Planning	8	Public Works
4	Human Resources	9	Woodingford Lodge
5	Human Services		

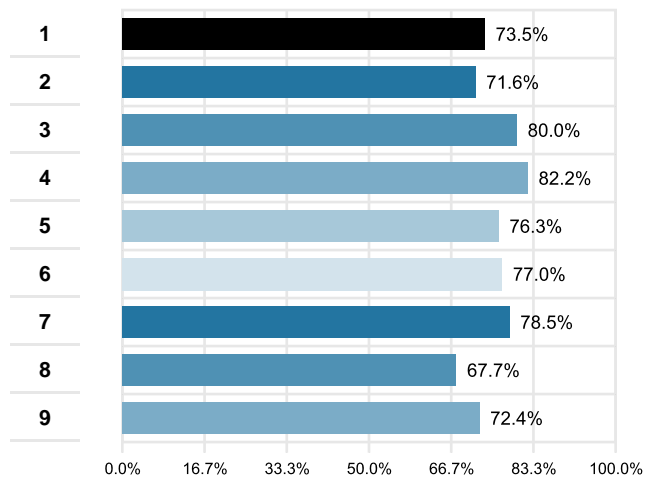
Rank 5: Dept: Treated with Respect



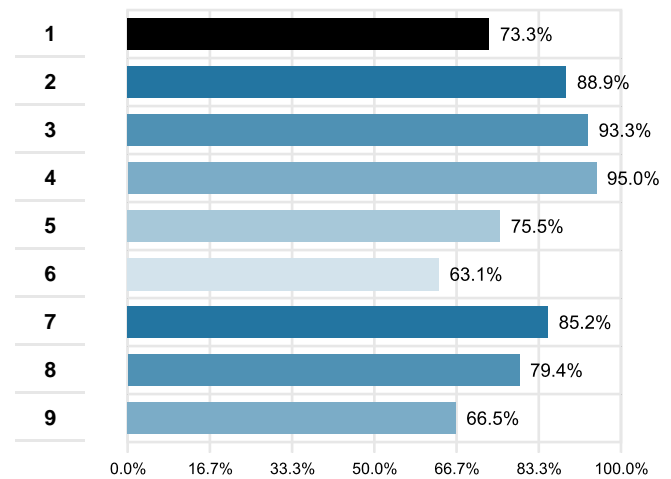
Rank 6: Dept: Equity & Inclusion



Rank 7: Org: Support for Diversity & Inclusion



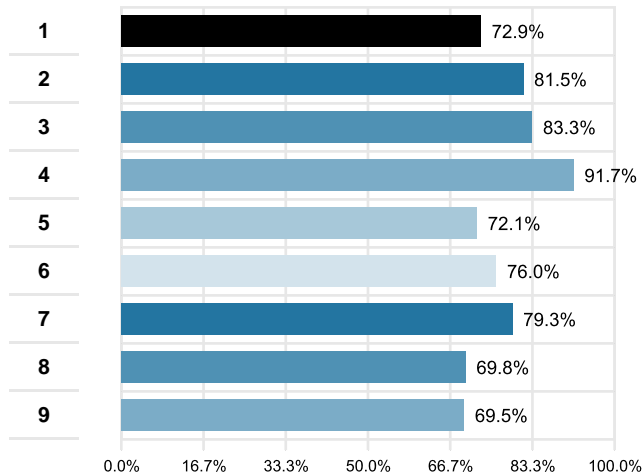
Rank 8: Work: Physical Safety



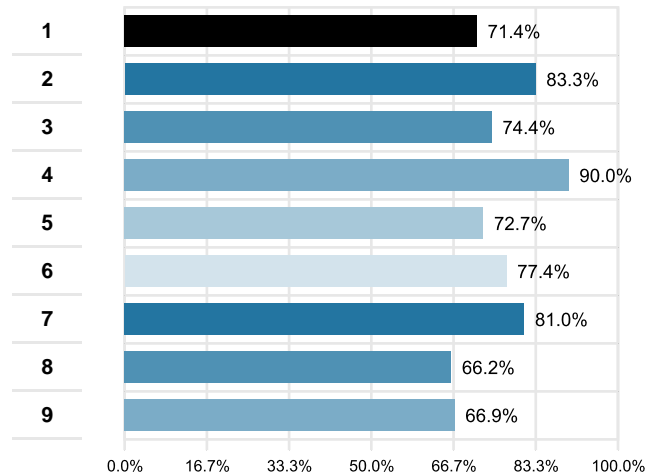
Driver Comparisons Among Departments

1	Oxford County	6	Paramedic Services
2	CAO's Office, including Tourism, Strategic Communication & Engagement	7	Corporate Services
3	Community Planning	8	Public Works
4	Human Resources	9	Woodingford Lodge
5	Human Services		

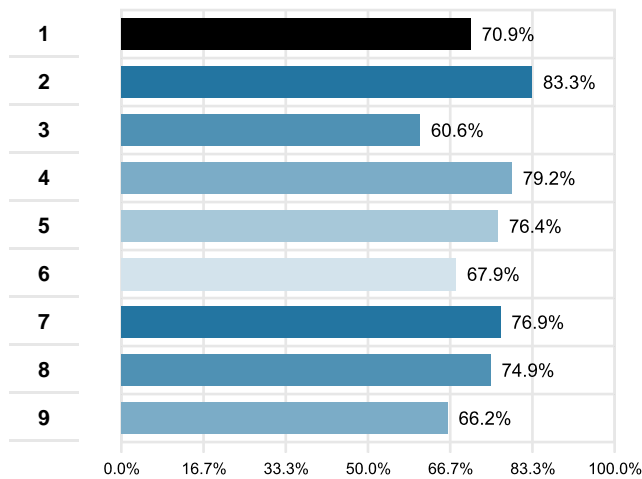
Rank 9: Org: Employment Relationship



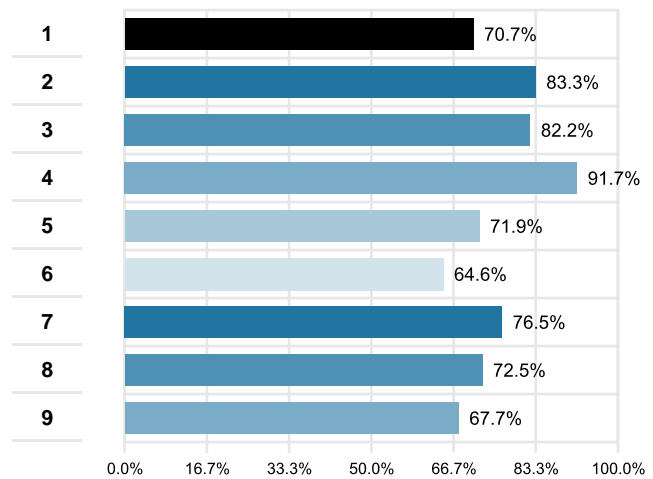
Rank 10: Dept: Continuous Improvement



Rank 11: Org: Internal Service Delivery



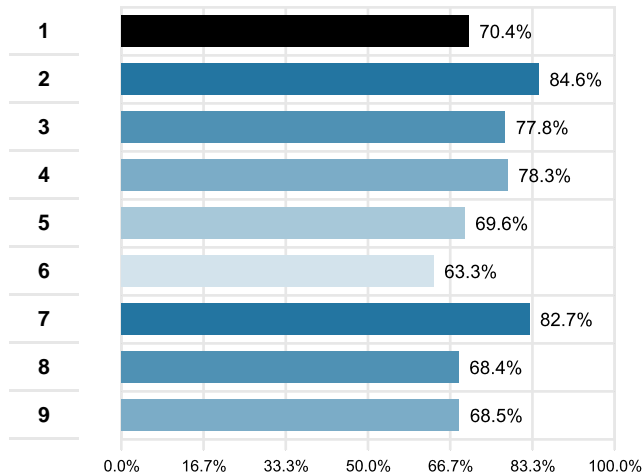
Rank 12: Work: Job Control



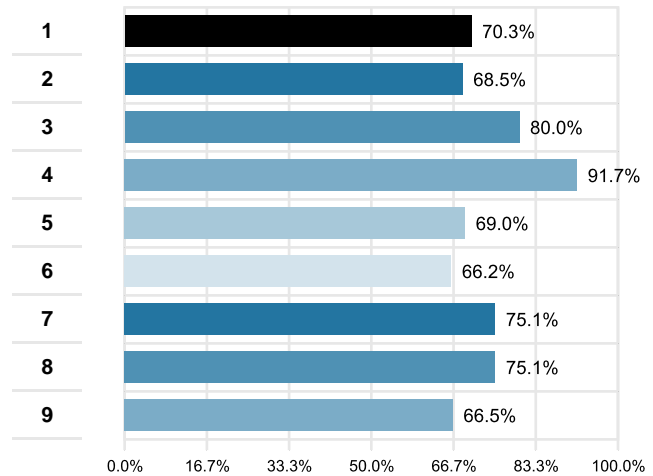
Driver Comparisons Among Departments

1	Oxford County	6	Paramedic Services
2	CAO's Office, including Tourism, Strategic Communication & Engagement	7	Corporate Services
3	Community Planning	8	Public Works
4	Human Resources	9	Woodingford Lodge
5	Human Services		

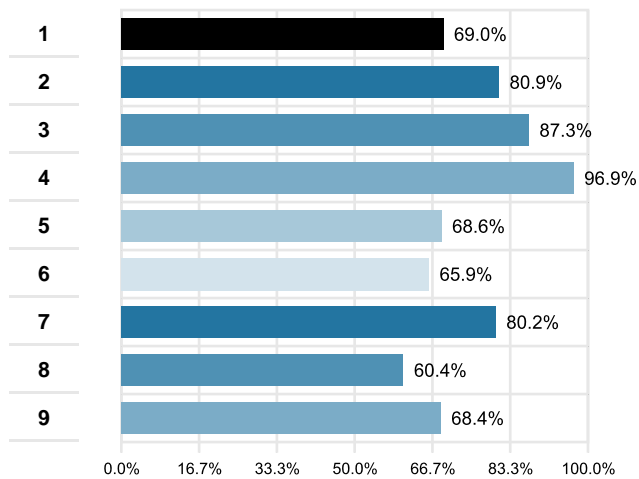
Rank 13: Dept: Support for Innovative Thinking



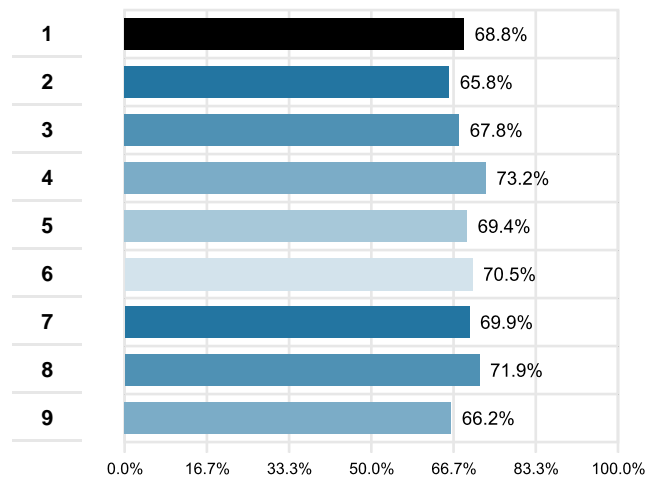
Rank 14: Work: Physical Work Environment



Rank 15: Dept: Satisfaction with Department Director



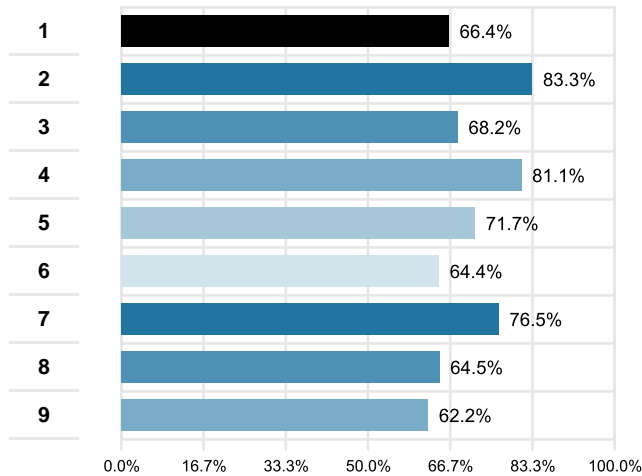
Rank 16: Org: Training & Development Opportunities



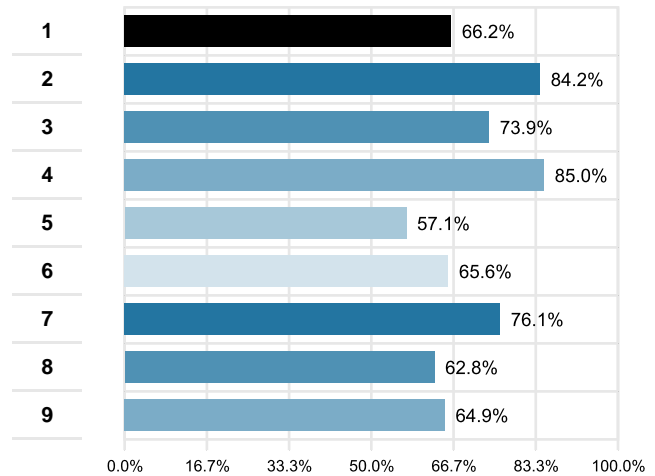
Driver Comparisons Among Departments

1	Oxford County	6	Paramedic Services
2	CAO's Office, including Tourism, Strategic Communication & Engagement	7	Corporate Services
3	Community Planning	8	Public Works
4	Human Resources	9	Woodingford Lodge
5	Human Services		

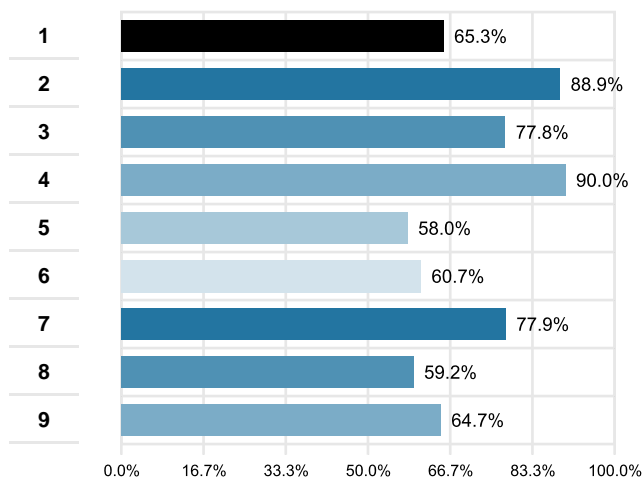
Rank 17: Org: Organizational Communication



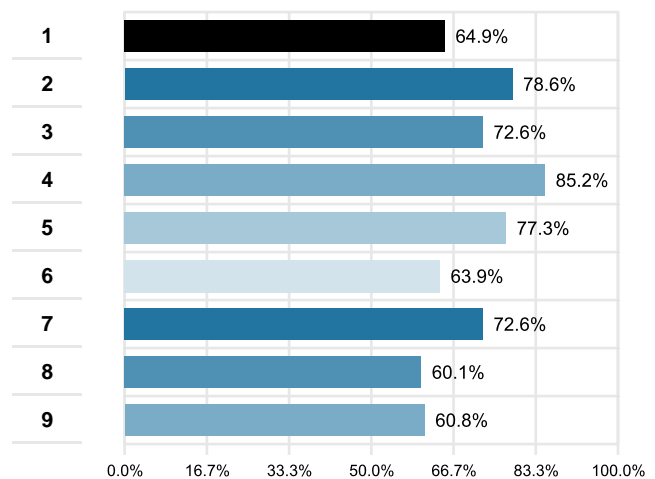
Rank 18: Dept: Communication in Your Department



Rank 19: Dept: Resolve Conflicts



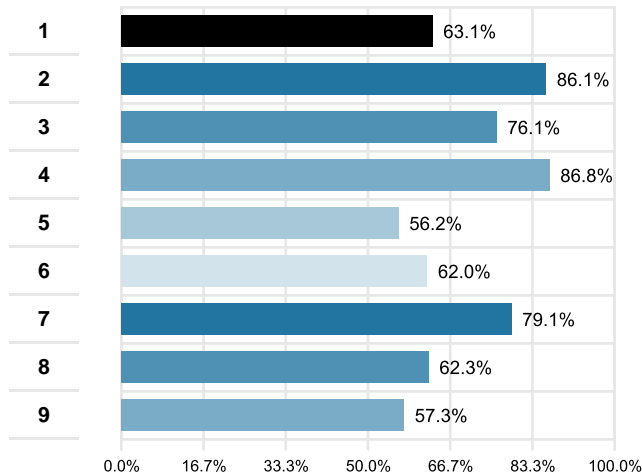
Rank 20: Org: Satisfaction with Senior Management Team



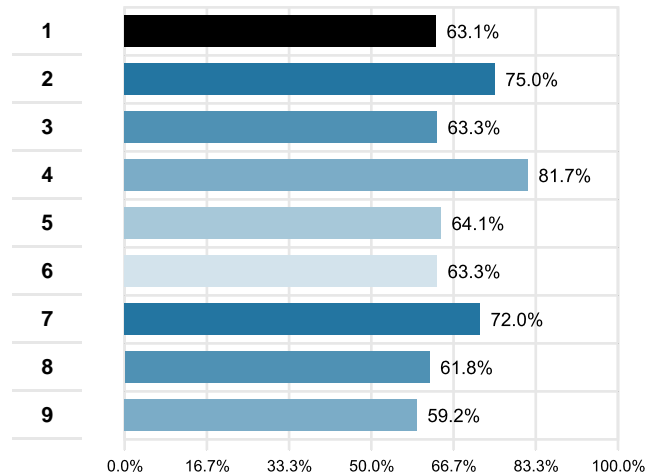
Driver Comparisons Among Departments

1	Oxford County	6	Paramedic Services
2	CAO's Office, including Tourism, Strategic Communication & Engagement	7	Corporate Services
3	Community Planning	8	Public Works
4	Human Resources	9	Woodingford Lodge
5	Human Services		

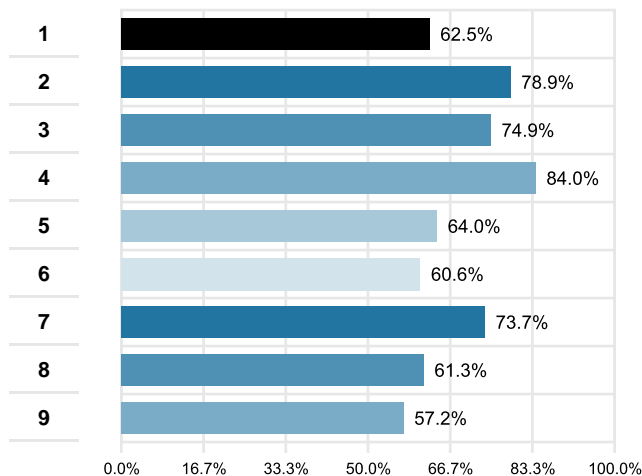
Rank 21: Dept: Performance Management



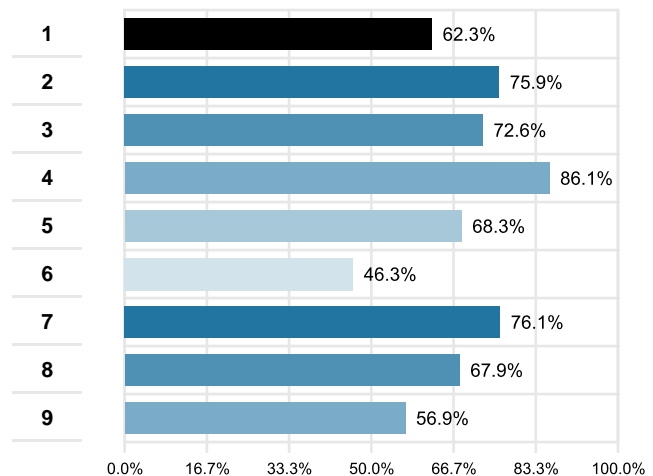
Rank 22: Org: Continuous Improvement



Rank 23: Dept: Psychological Safety



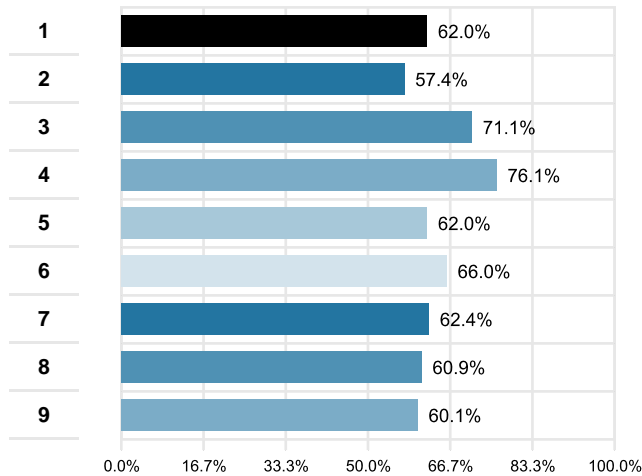
Rank 24: Work: Impact of Job on Personal Life / Work Life Balance



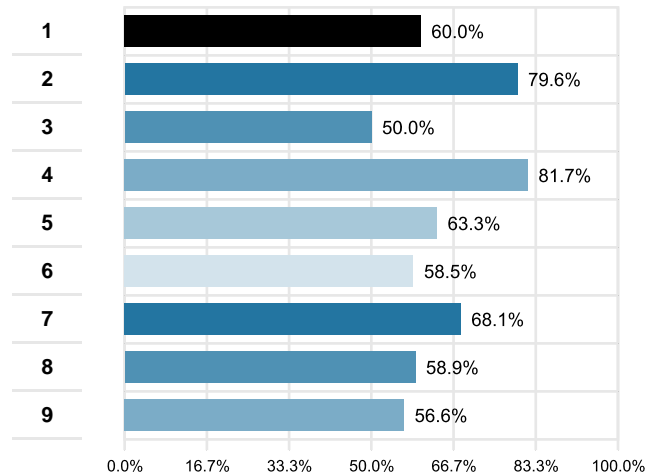
Driver Comparisons Among Departments

1	Oxford County	6	Paramedic Services
2	CAO's Office, including Tourism, Strategic Communication & Engagement	7	Corporate Services
3	Community Planning	8	Public Works
4	Human Resources	9	Woodingford Lodge
5	Human Services		

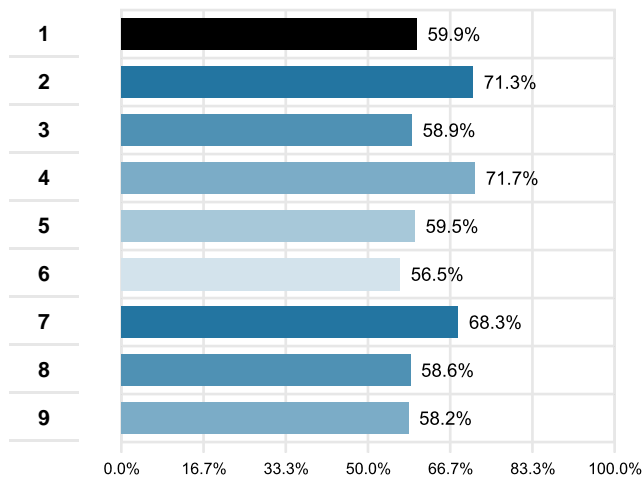
Rank 25: Org: Opportunities for Career Development



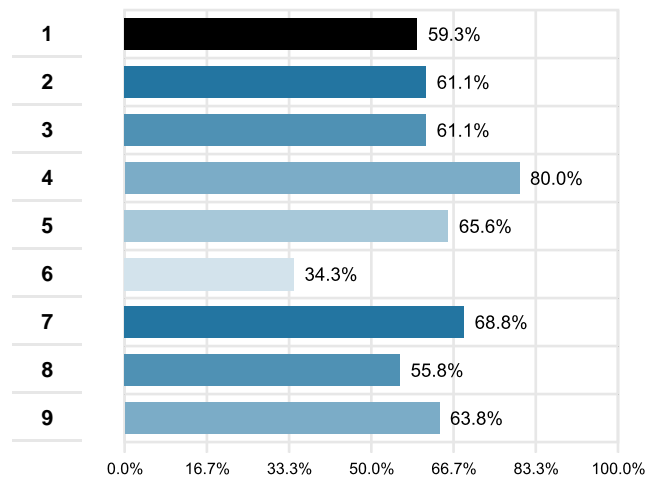
Rank 26: Org: Team Recognition



Rank 27: Org: Performance Evaluation



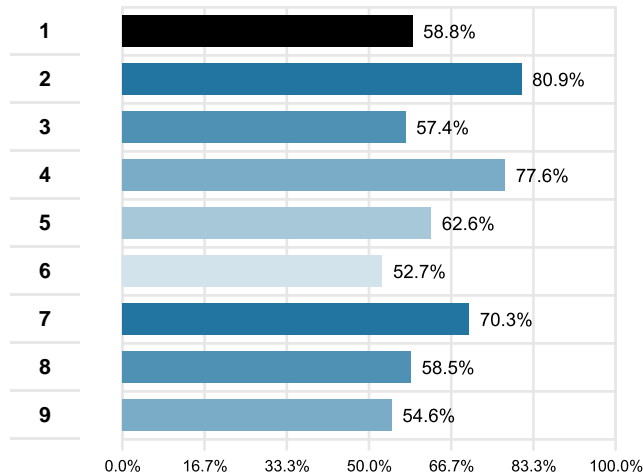
Rank 28: Org: Pay Satisfaction



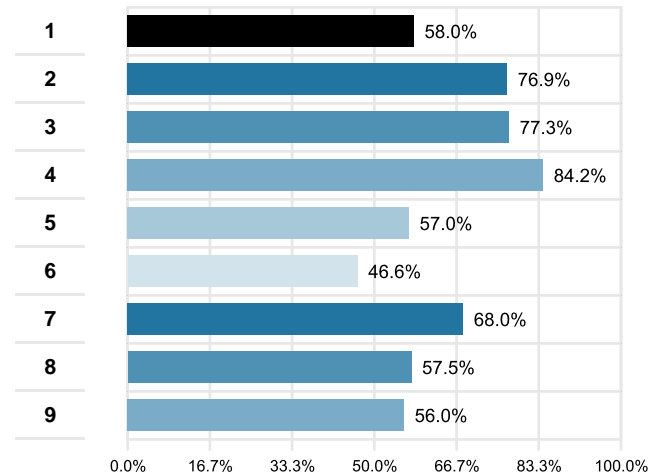
Driver Comparisons Among Departments

1	Oxford County	6	Paramedic Services
2	CAO's Office, including Tourism, Strategic Communication & Engagement	7	Corporate Services
3	Community Planning	8	Public Works
4	Human Resources	9	Woodingford Lodge
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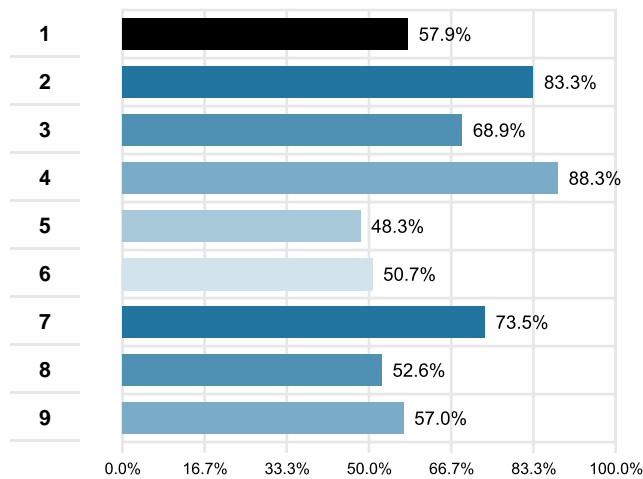
Rank 29: Org: Recognition



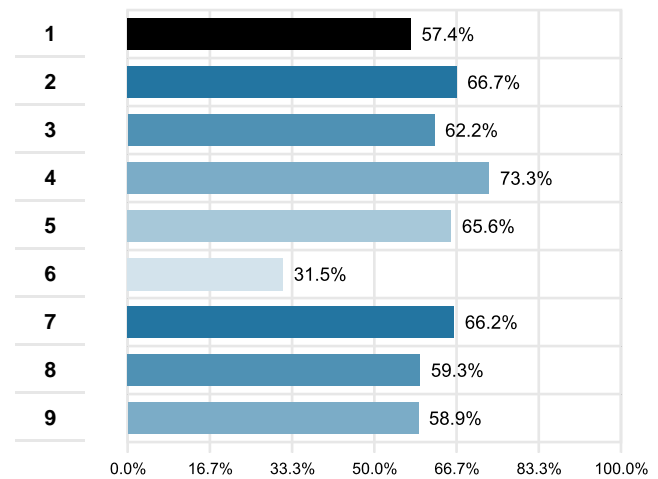
Rank 30: Dept: Employee Involvement In Your Department



Rank 31: Dept: Morale



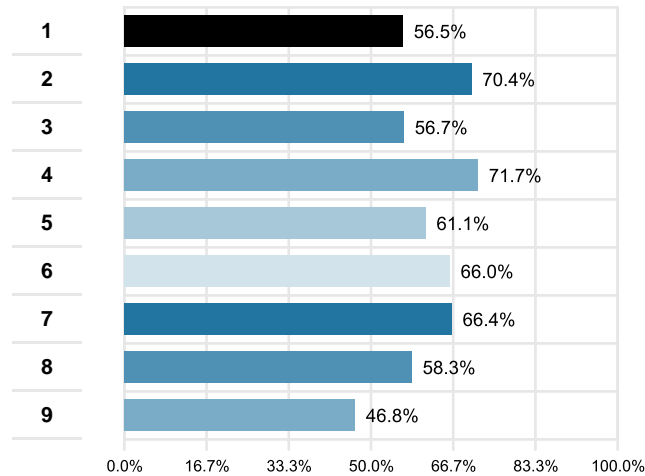
Rank 32: Org: Total Compensation Package



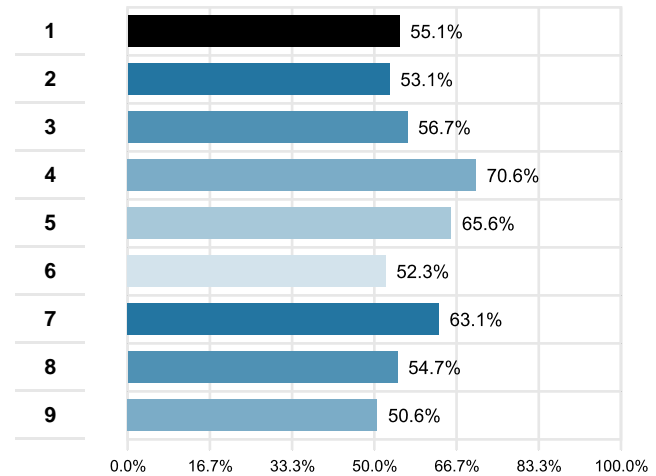
Driver Comparisons Among Departments

1	Oxford County	6	Paramedic Services
2	CAO's Office, including Tourism, Strategic Communication & Engagement	7	Corporate Services
3	Community Planning	8	Public Works
4	Human Resources	9	Woodingford Lodge
5	Human Services		

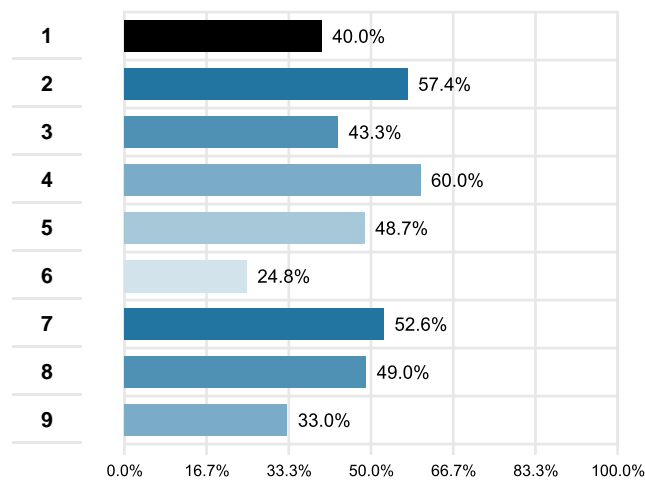
Rank 33: Work: Workload Manageability



Rank 34: Work: Resources and Supplies



Rank 35: Work: Workload Stress



Employee Groups: Summary of Results

Rank Ordered Drivers for Drivers of Strength and Drivers for Review

1	Dept: Co-worker Cooperation	13	Dept: Support for Innovative Thinking	25	Org: Opportunities for Career Development
2	Work: Job Clarity	14	Work: Physical Work Environment	26	Org: Team Recognition
3	Work: Job Enhancement	15	Dept: Satisfaction with Department Director	27	Org: Performance Evaluation
4	Dept: Satisfaction with Direct Supervisor	16	Org: Training & Development Opportunities	28	Org: Pay Satisfaction
5	Dept: Treated with Respect	17	Org: Organizational Communication	29	Org: Recognition
6	Dept: Equity & Inclusion	18	Dept: Communication in Your Department	30	Dept: Employee Involvement In Your Department
7	Org: Support for Diversity & Inclusion	19	Dept: Resolve Conflicts	31	Dept: Morale
8	Work: Physical Safety	20	Org: Satisfaction with Senior Management Team	32	Org: Total Compensation Package
9	Org: Employment Relationship	21	Dept: Performance Management	33	Work: Workload Manageability
10	Dept: Continuous Improvement	22	Org: Continuous Improvement	34	Work: Resources and Supplies
11	Org: Internal Service Delivery	23	Dept: Psychological Safety	35	Work: Workload Stress
12	Work: Job Control	24	Work: Impact of Job on Personal Life / Work Life Balance		

Comparisons by Difference from Rest Average

Employee Groups	Drivers of Strength	Drivers for Review	Difference
Senior Management (CAO & Directors)	15, 12, 2, 8, 14, 3, 30, 13, 10, 18, 17, 9, 19, 25, 16, 20, 5, 21, 7, 22, 6, 31, 32, 28, 23, 11, 29, 26, 24, 33, 34, 35		+16.3%
Manager/Supervisor/Foreman (Extended Management Team)	8, 4, 9, 10, 12, 15, 7, 13, 16, 14, 11, 20, 17, 25, 22, 19, 29, 23, 26, 21, 30		+6.5%
No Employee Group Selected	4, 10, 2, 11, 15, 18, 5, 13, 22, 26, 20, 29, 32, 27, 30	8, 33, 14	+3.3%
Professional/Technical (Financial Analyst, Project Engineer, Planner, Nurse, etc.)	33	28, 32	-0.3%
Individual Contributor (Equipment Operator, PSW, Food Services Worker, Assistant, etc.)		4, 8, 9, 11, 10, 15, 17, 22, 23, 20, 21, 25, 26, 29	-4.0%

Drivers of Strength: Those drivers whose means are observably (more than +5.0%) higher than their rest average.

Drivers for Review: Those drivers whose means are observably (less than -5.0%) lower than their rest average.

Difference: The difference of the group's Grand Average from the group's Grand Rest Average. The value is green if observably higher and red if observably lower.

Yearly Comparisons: 2017

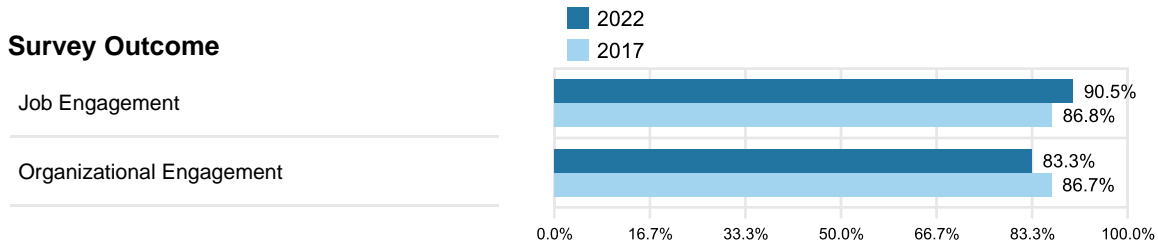
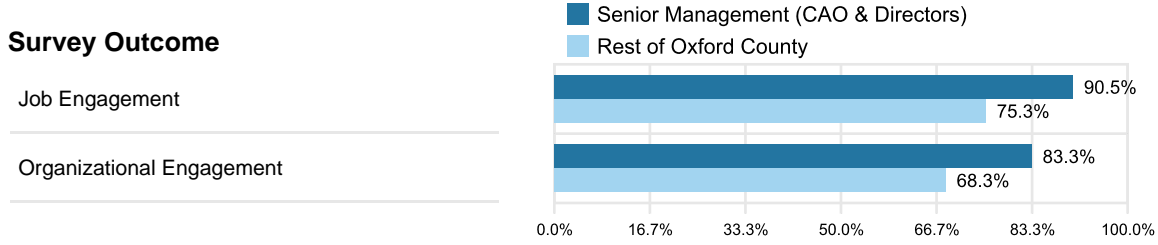
Employee Groups	Drivers of Strength	Drivers for Review	Difference
Professional/Technical (Financial Analyst, Project Engineer, Planner, Nurse, etc.)	9, 10, 15	33, 32, 34, 35	-1.3%
Individual Contributor (Equipment Operator, PSW, Food Services Worker, Assistant, etc.)		11, 17, 33, 34, 35	-1.7%
Senior Management (CAO & Directors)	15, 30, 13, 10, 16	32, 4, 11, 29, 26, 33, 27, 34, 35	-2.4%
Manager/Supervisor/Foreman (Extended Management Team)		2, 14, 11, 17, 22, 18, 21, 30, 27, 32, 33, 34, 35	-5.2%

Drivers of Strength: Those drivers whose means are observably (more than +5.0%) higher than their previous benchmark.

Drivers for Review: Those drivers whose means are observably (less than -5.0%) lower than their previous benchmark.

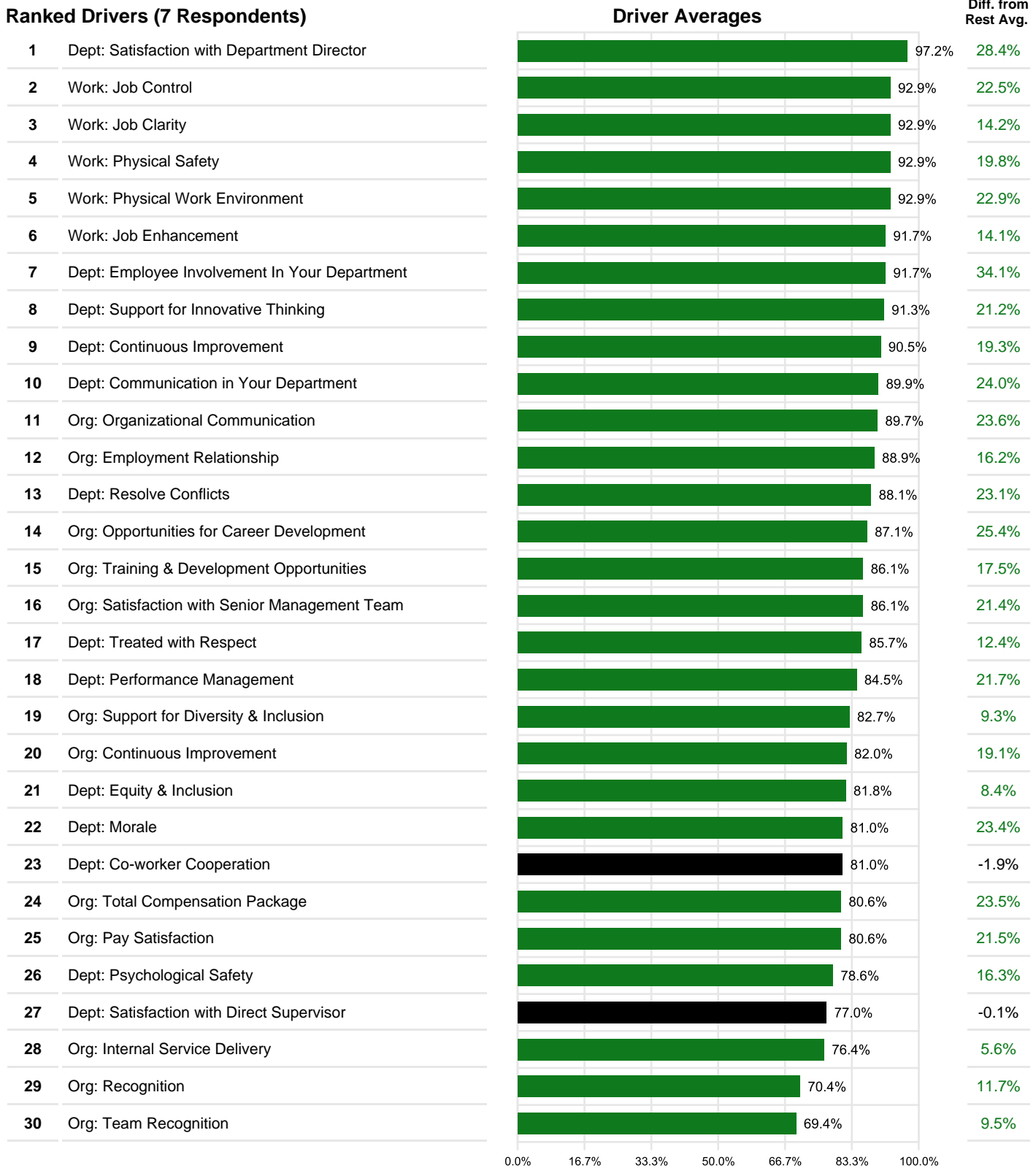
Difference: The difference between the group's Grand Average and its Yearly Benchmark Average. The value is green if observably higher and red if observably lower.

Survey Outcome Comparisons by Employee Group: Senior Management (CAO & Directors)

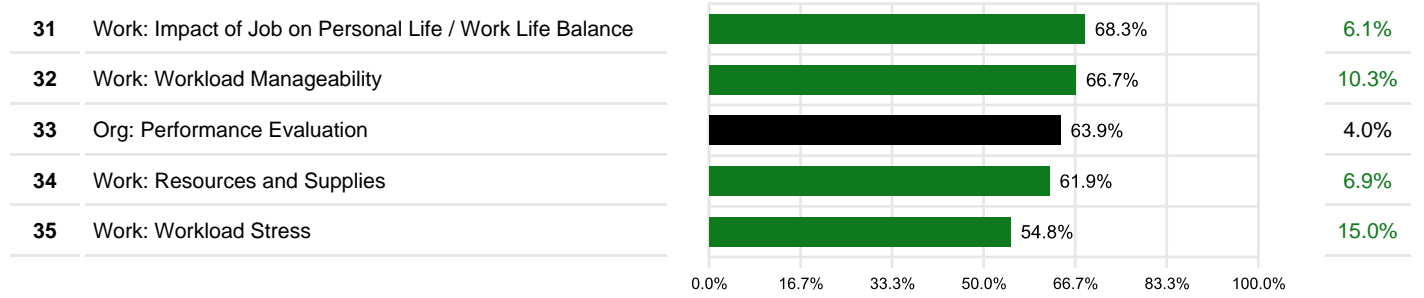


Driver Comparisons by Employee Group: Senior Management (CAO & Directors)

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.



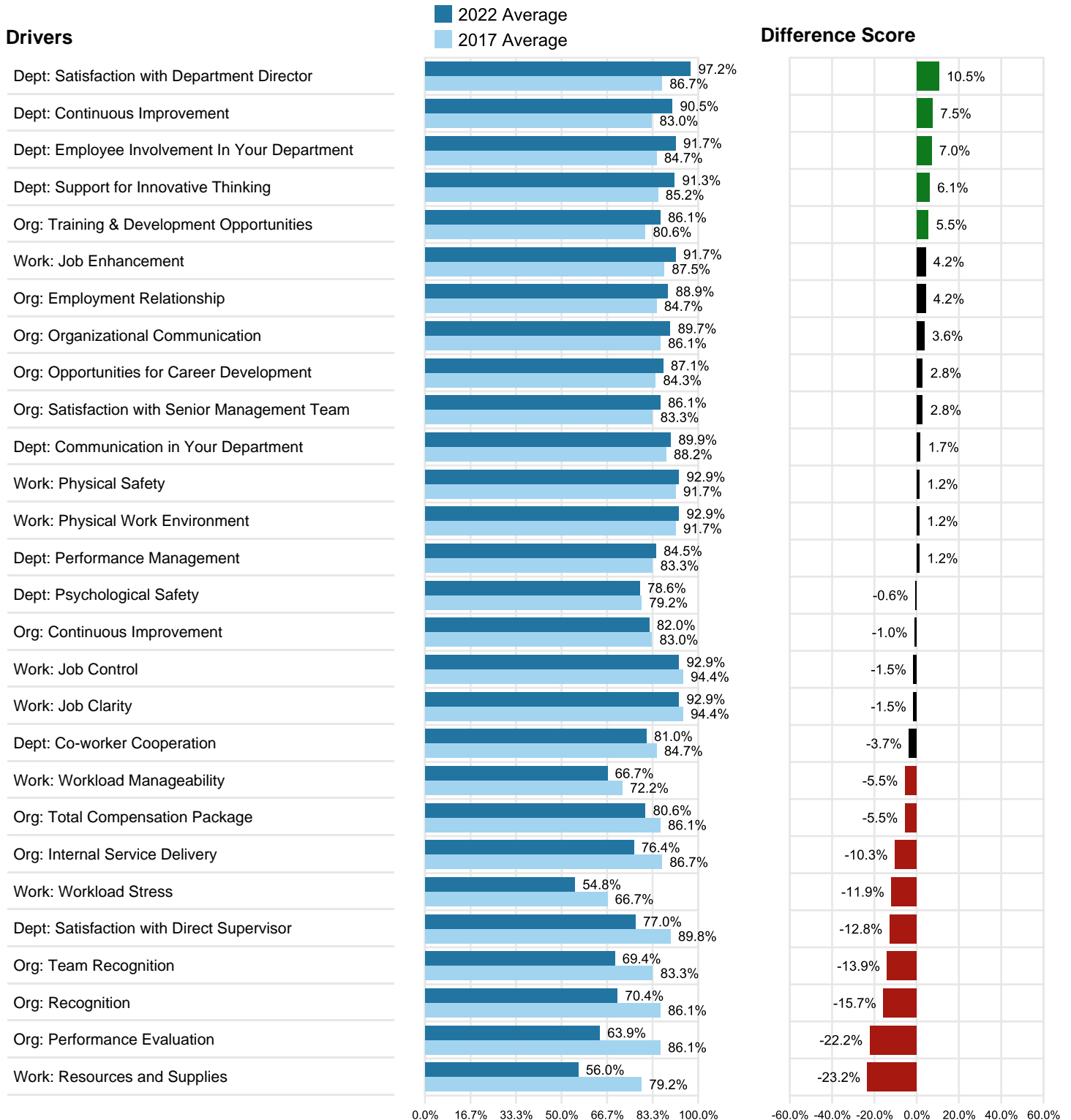
Ranked Drivers (7 Respondents) (cont.)



Summary

Grand Average: 82.2%	Rest Average: 65.9%	Difference: +16.3%
Number of observably higher drivers: 32	Number of observably lower drivers: 0	

Senior Management (CAO & Directors) (2022 to 2017)



Summary

Grand Average for 2022: 82.3%

Grand Average for 2017: 84.7%

Number of drivers increased: 14

Number of drivers decreased: 14

Number of observably higher drivers: 5

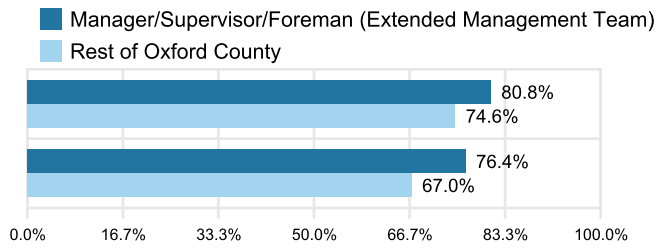
Number of observably lower drivers: 9

Survey Outcome Comparisons by Employee Group: Manager/Supervisor/Foreman (Extended Management Team)

Survey Outcome

Job Engagement

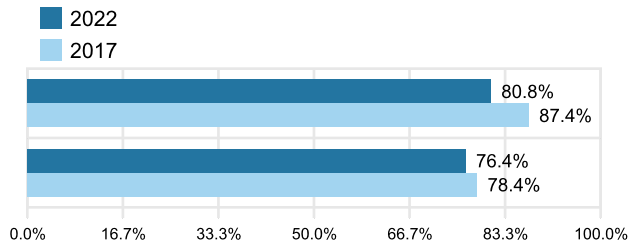
Organizational Engagement



Survey Outcome

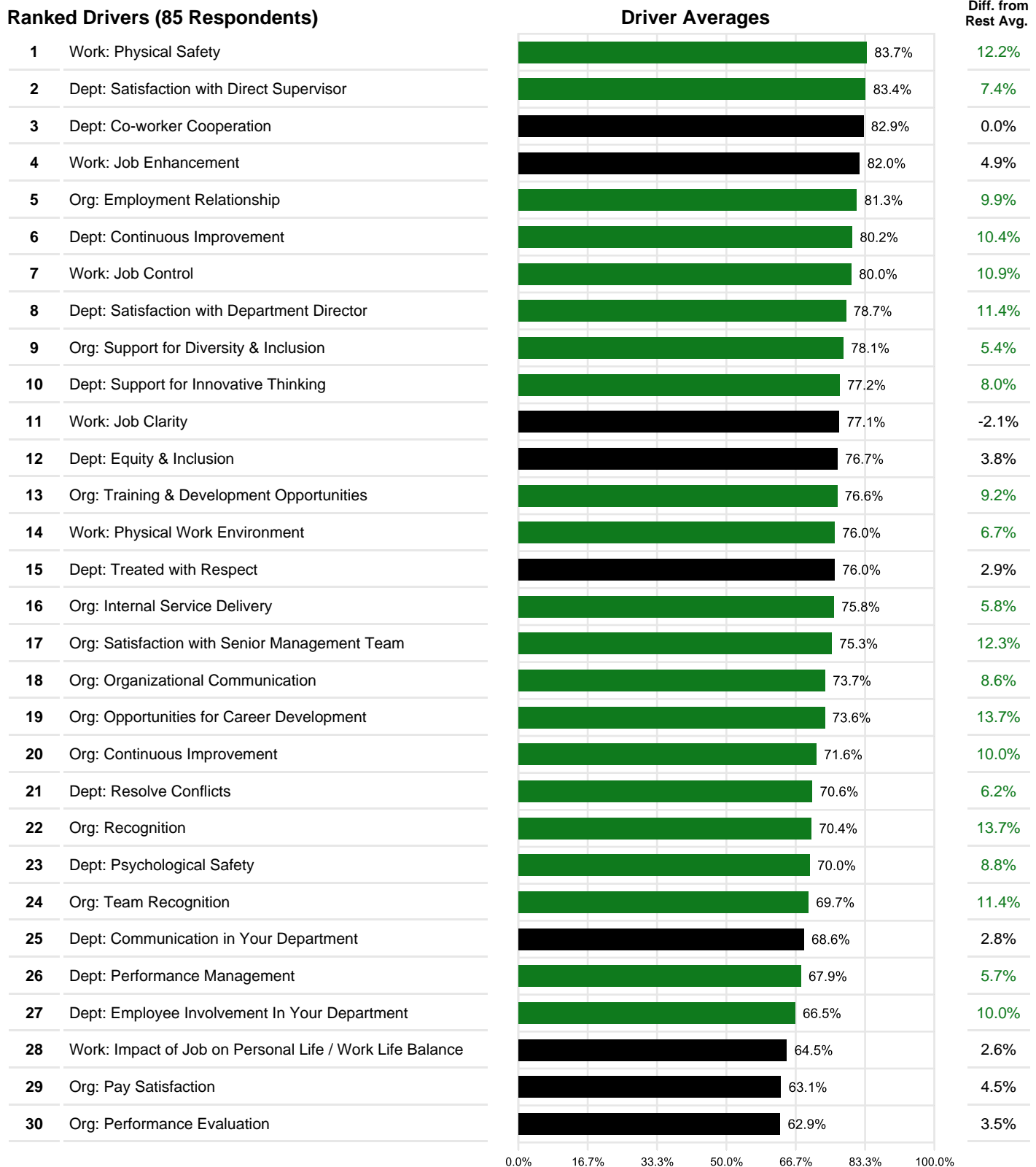
Job Engagement

Organizational Engagement

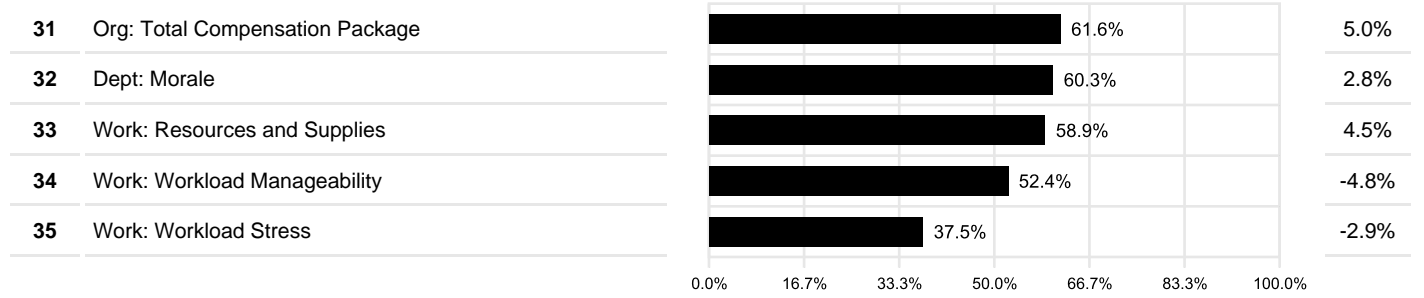


Driver Comparisons by Employee Group: Manager/Supervisor/Foreman (Extended Management Team)

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.



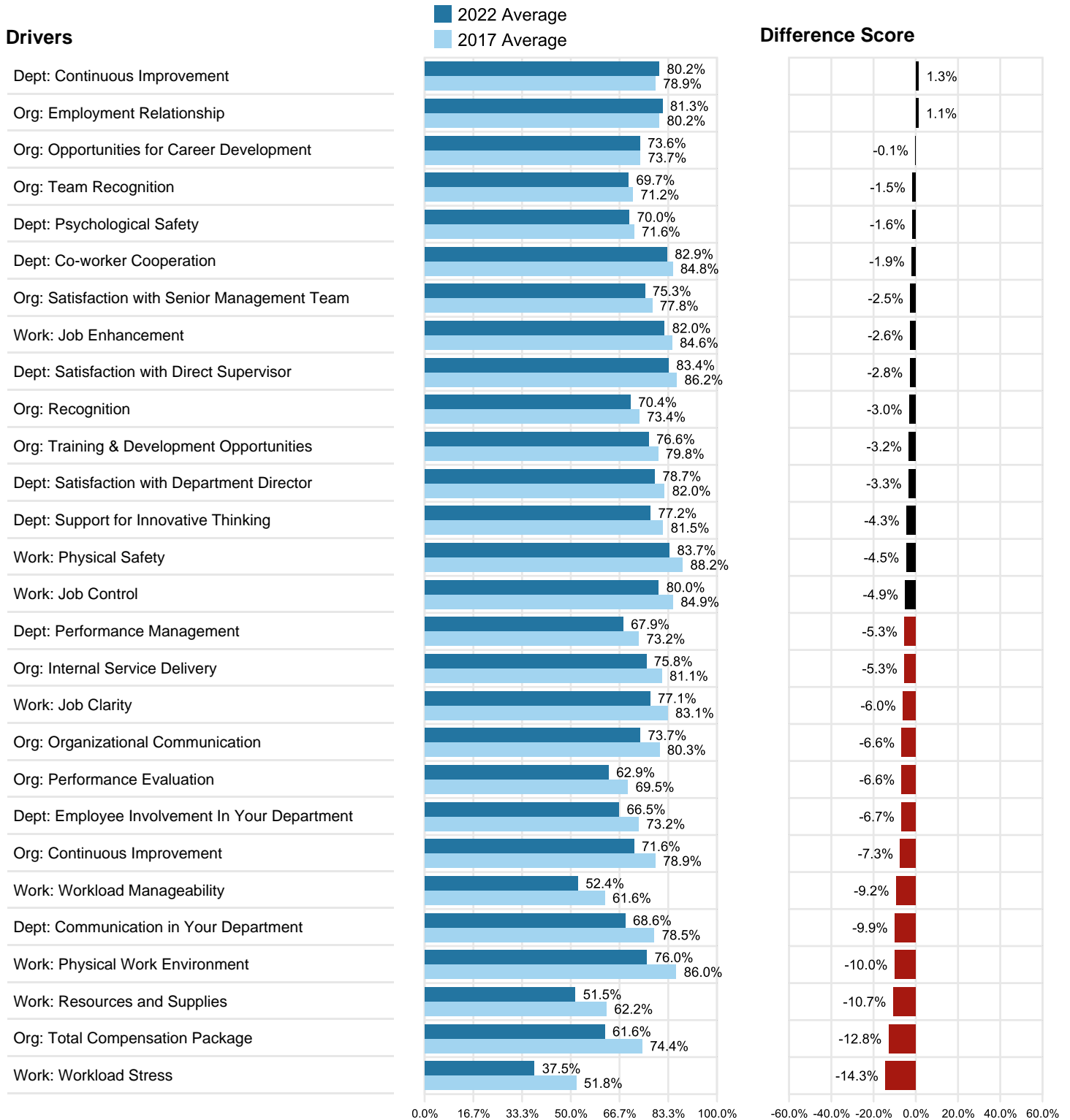
Ranked Drivers (85 Respondents) (cont.)



Summary

Grand Average: 71.6%	Rest Average: 65.1%	Difference: +6.5%
Number of observably higher drivers: 21	Number of observably lower drivers: 0	

Manager/Supervisor/Foreman (Extended Management Team) (2022 to 2017)



Summary

Grand Average for 2022: 71.7%

Grand Average for 2017: 76.9%

Number of drivers increased: 2

Number of drivers decreased: 26

Number of observably higher drivers: 0

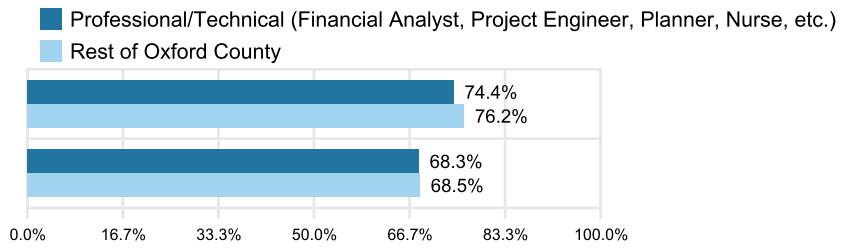
Number of observably lower drivers: 13

Survey Outcome Comparisons by Employee Group: Professional/Technical (Financial Analyst, Project Engineer, Planner, Nurse, etc.)

Survey Outcome

Job Engagement

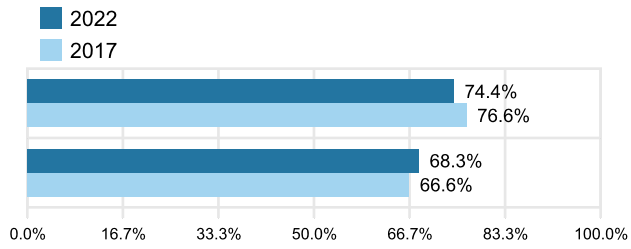
Organizational Engagement



Survey Outcome

Job Engagement

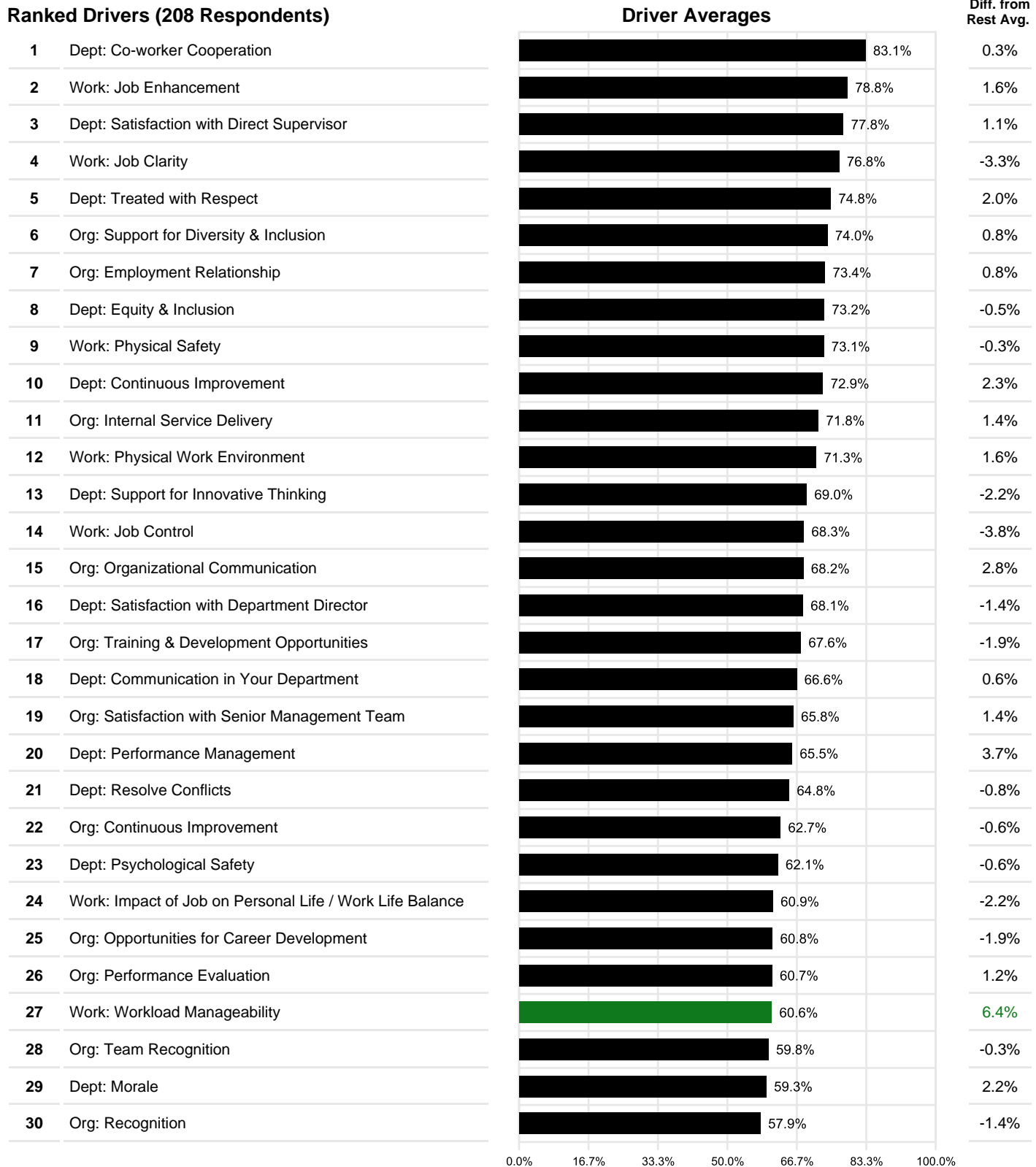
Organizational Engagement



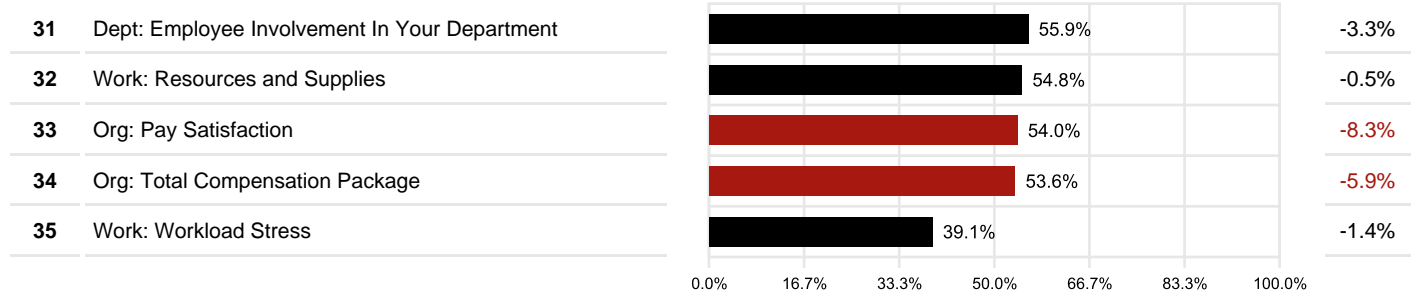
Driver Comparisons by Employee Group: Professional/Technical (Financial Analyst, Project Engineer, Planner, Nurse, etc.)

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (208 Respondents)



Ranked Drivers (208 Respondents) (cont.)



Summary

Grand Average: 65.9%

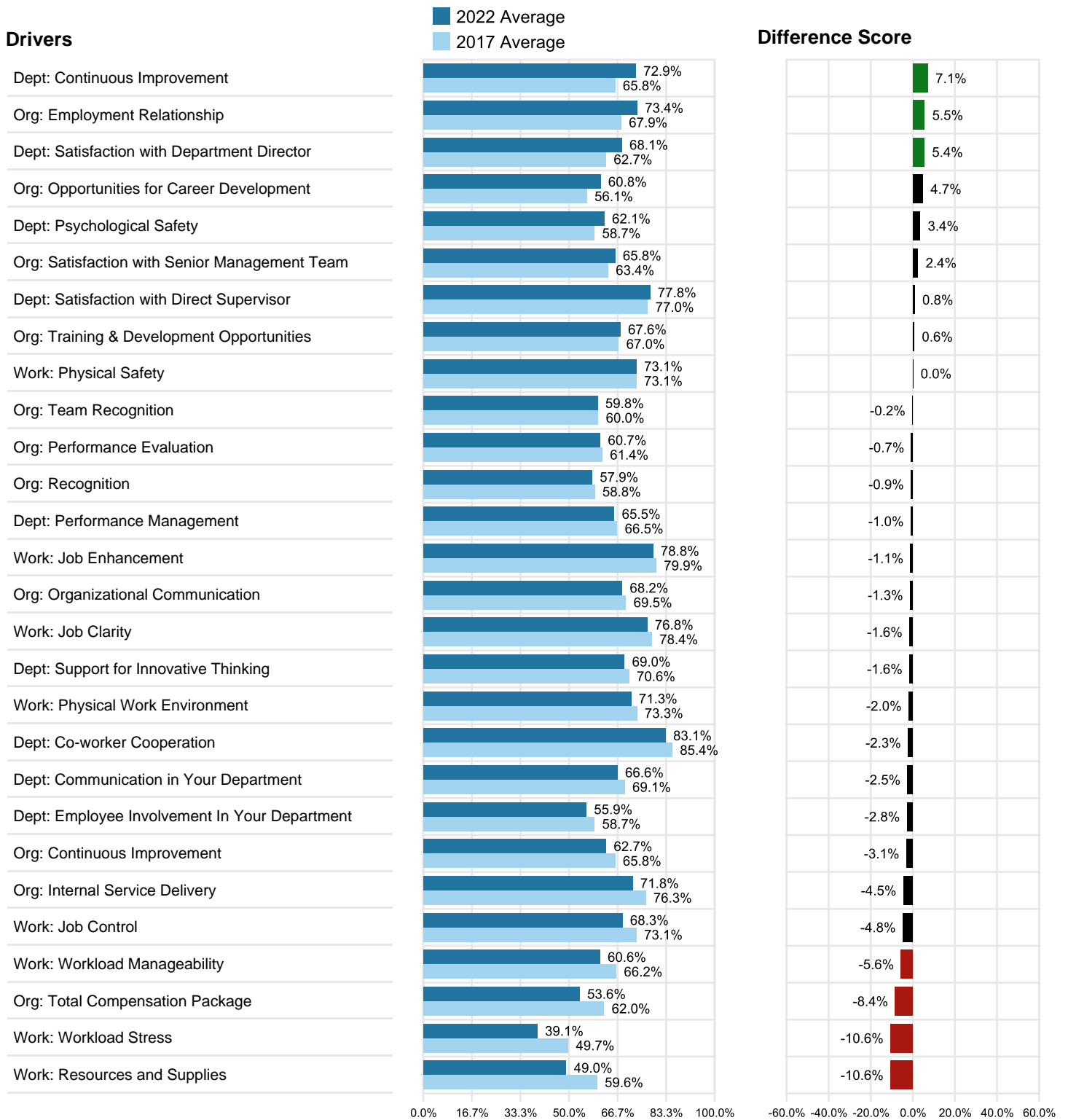
Rest Average: 66.2%

Difference: -0.3%

Number of observably higher drivers: 1

Number of observably lower drivers: 2

Professional/Technical (Financial Analyst, Project Engineer, Planner, Nurse, etc.) (2022 to 2017)



Summary

Grand Average for 2022: 65.7%

Grand Average for 2017: 67.0%

Number of drivers increased: 8

Number of drivers decreased: 19

Number of observably higher drivers: 3

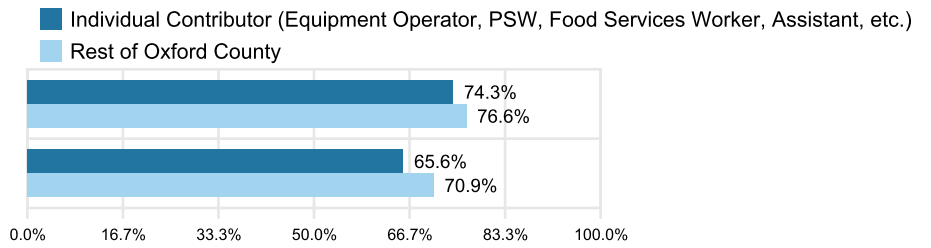
Number of observably lower drivers: 4

Survey Outcome Comparisons by Employee Group: Individual Contributor (Equipment Operator, PSW, Food Services Worker, Assistant, etc.)

Survey Outcome

Job Engagement

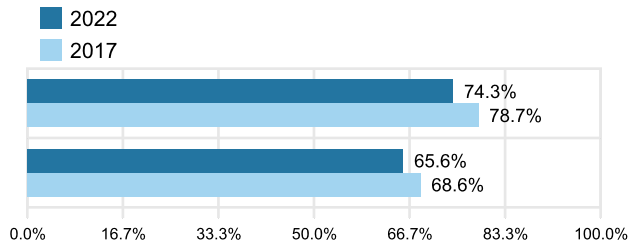
Organizational Engagement



Survey Outcome

Job Engagement

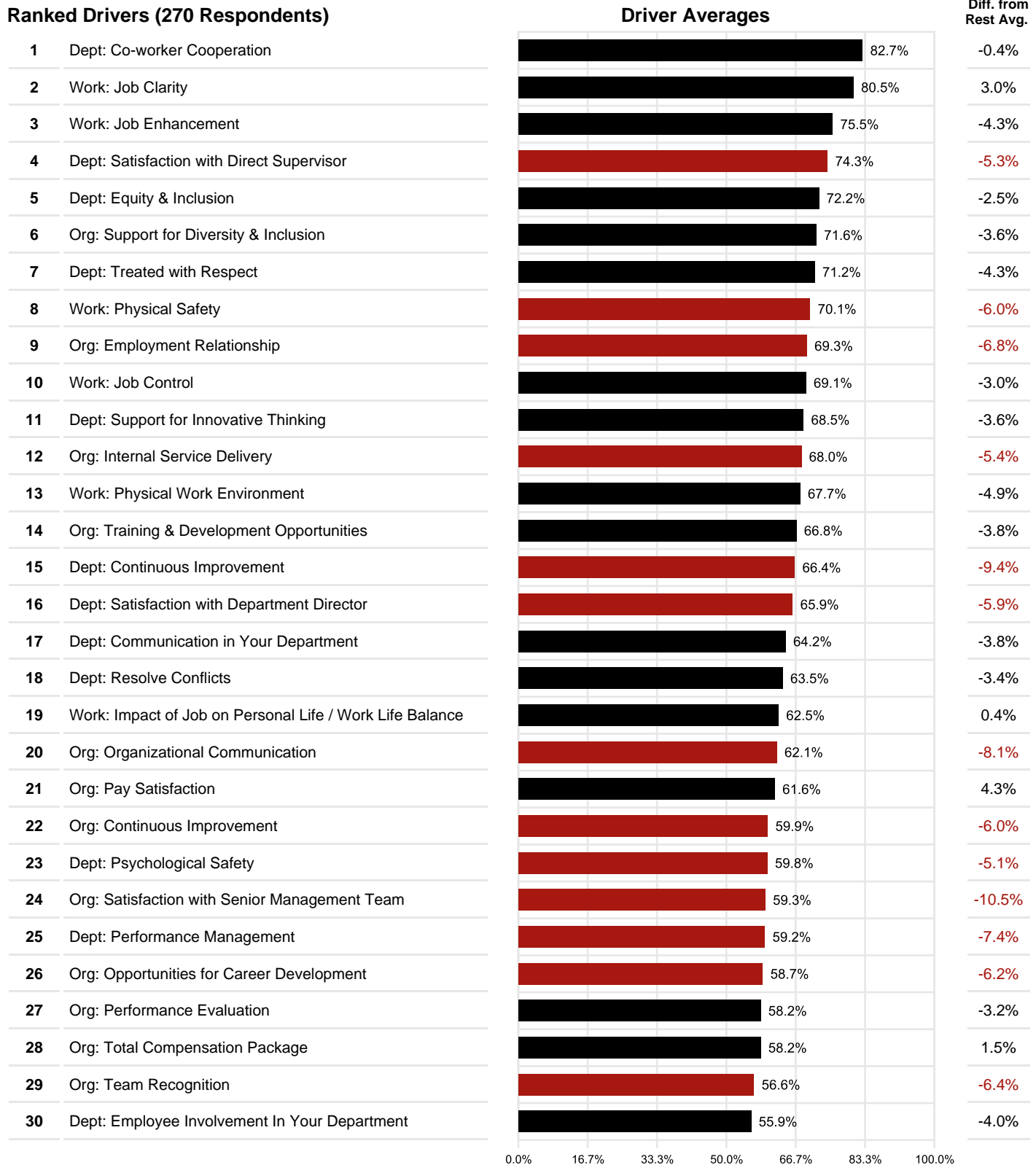
Organizational Engagement



Driver Comparisons by Employee Group: Individual Contributor (Equipment Operator, PSW, Food Services Worker, Assistant, etc.)

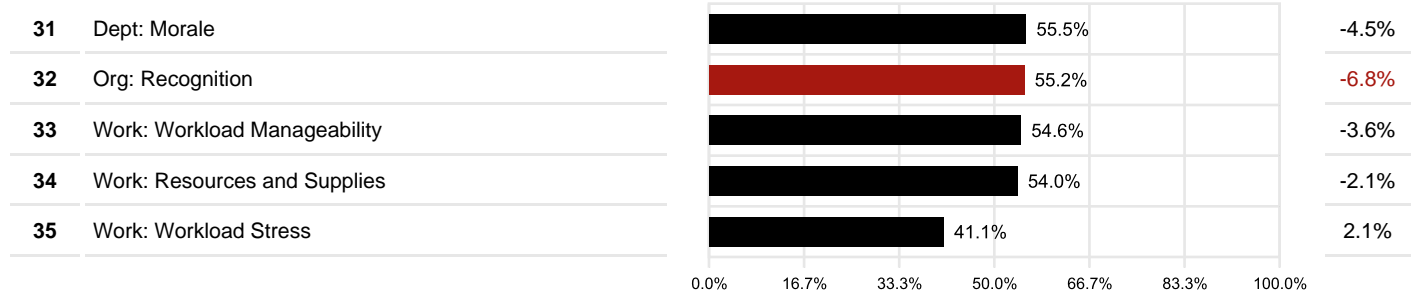
The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (270 Respondents)



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

Ranked Drivers (270 Respondents) (cont.)

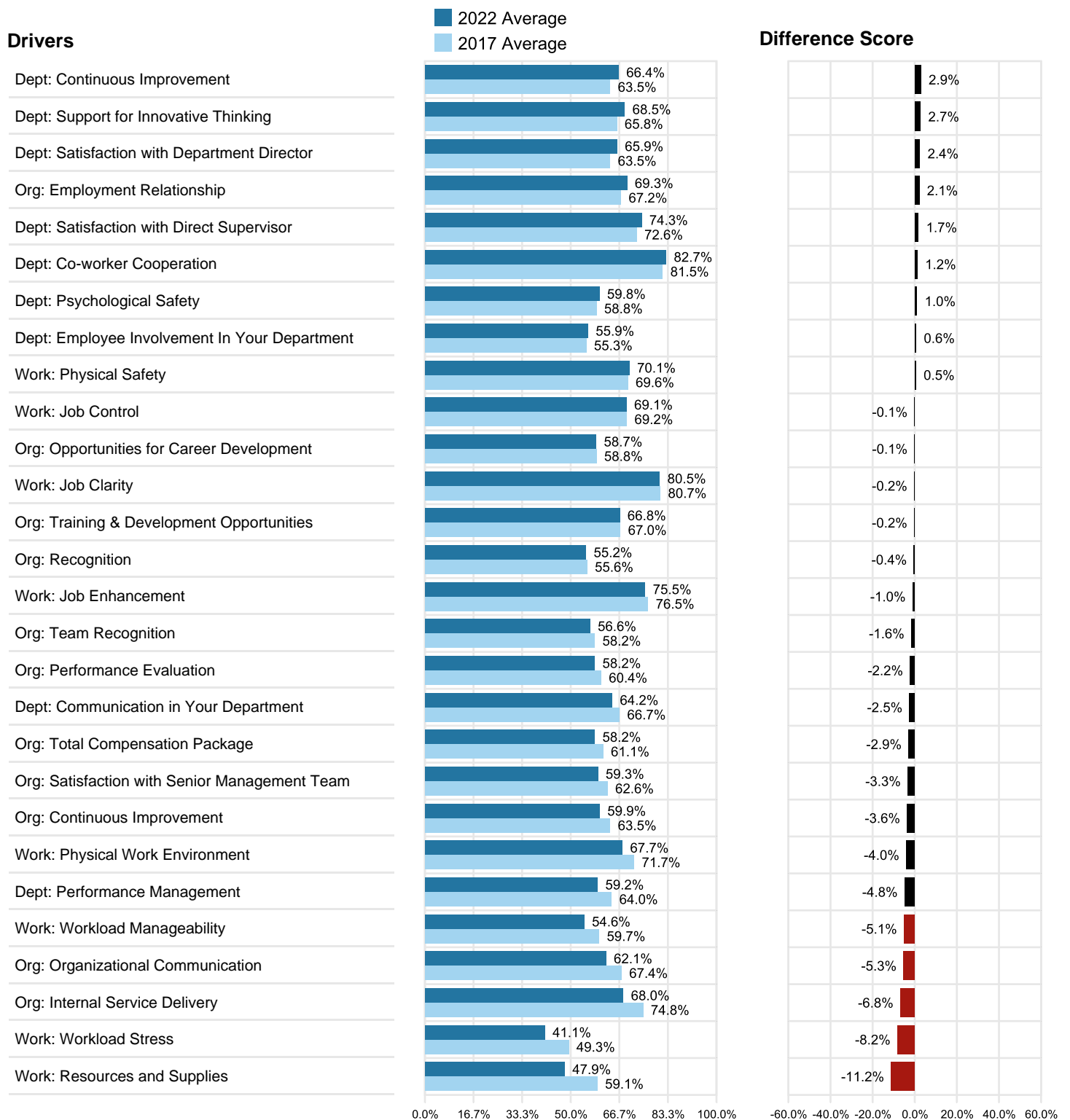


Summary

Grand Average: 64.0% Rest Average: 68.0% Difference: -4.0%

Number of observably higher drivers: 0 Number of observably lower drivers: 14

Individual Contributor (Equipment Operator, PSW, Food Services Worker, Assistant, etc.) (2022 to 2017)



Summary

Grand Average for 2022: 63.4%

Grand Average for 2017: 65.1%

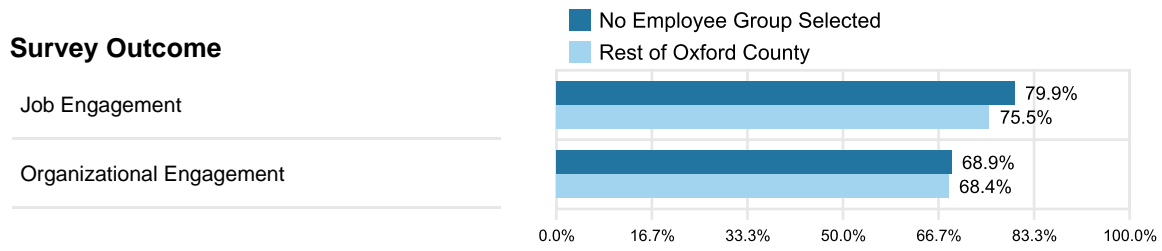
Number of drivers increased: 9

Number of drivers decreased: 19

Number of observably higher drivers: 0

Number of observably lower drivers: 5

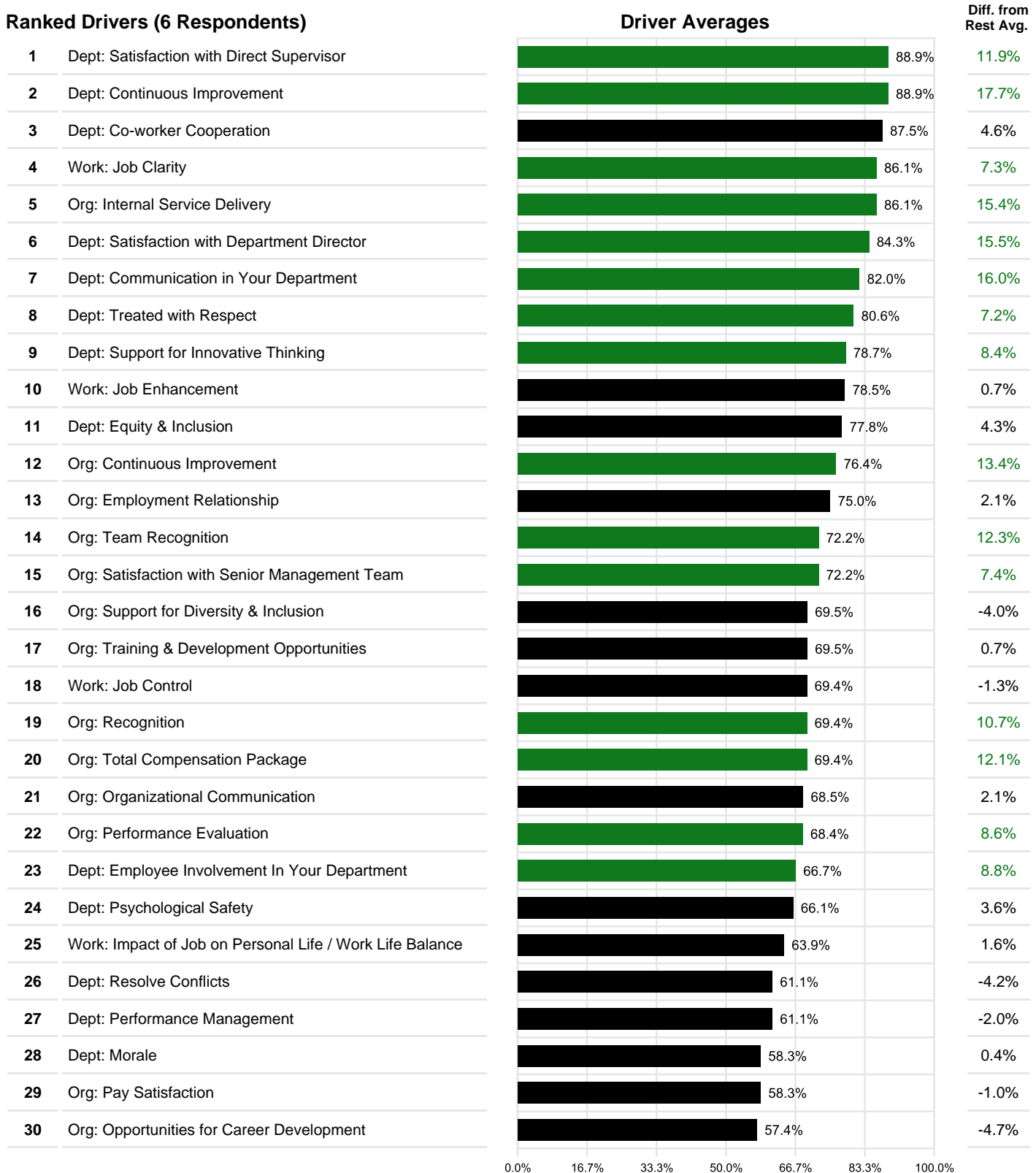
Survey Outcome Comparisons by Employee Group: No Employee Group Selected



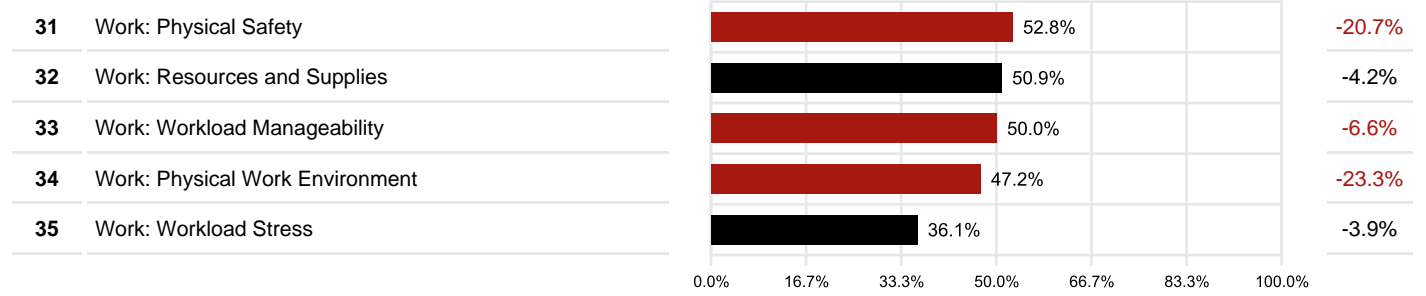
Driver Comparisons by Employee Group: No Employee Group Selected

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (6 Respondents)



Ranked Drivers (6 Respondents) (cont.)



Summary

Grand Average: 69.4%

Rest Average: 66.1%

Difference: +3.3%

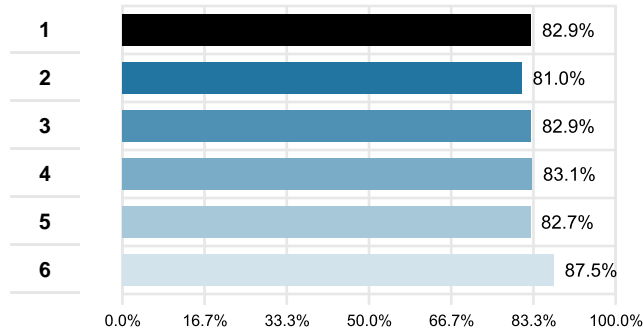
Number of observably higher drivers: 15

Number of observably lower drivers: 3

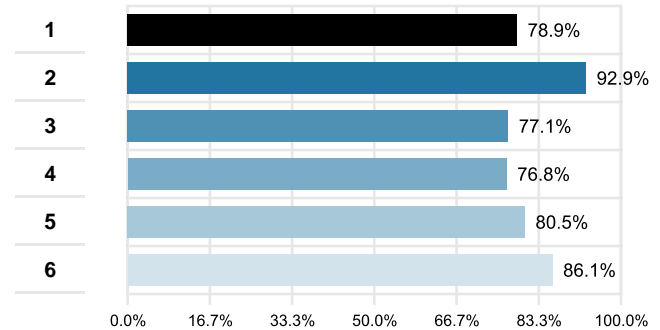
Driver Comparisons Among Employee Groups

1	Oxford County	4	Professional/Technical (Financial Analyst, Project Engineer, Planner, Nurse, etc.)
2	Senior Management (CAO & Directors)	5	Individual Contributor (Equipment Operator, PSW, Food Services Worker, Assistant, etc.)
3	Manager/Supervisor/Foreman (Extended Management Team)	6	No Employee Group Selected

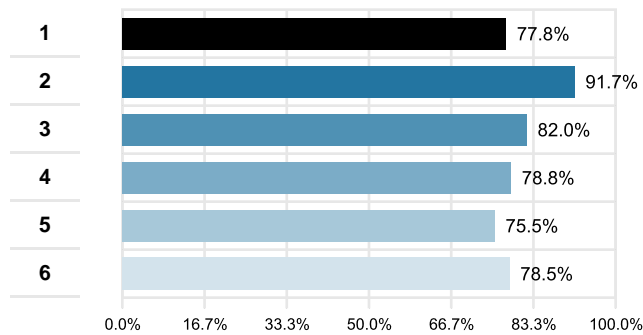
Rank 1: Dept: Co-worker Cooperation



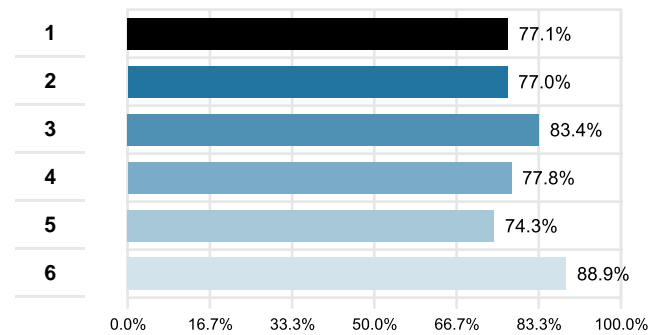
Rank 2: Work: Job Clarity



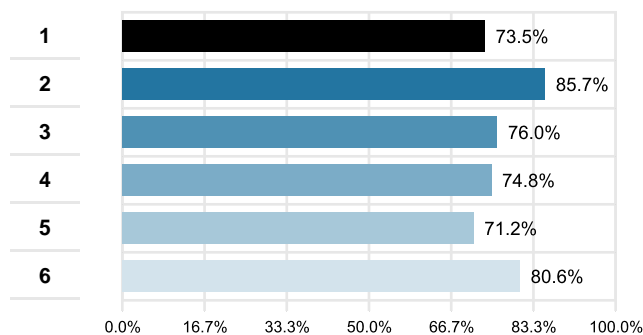
Rank 3: Work: Job Enhancement



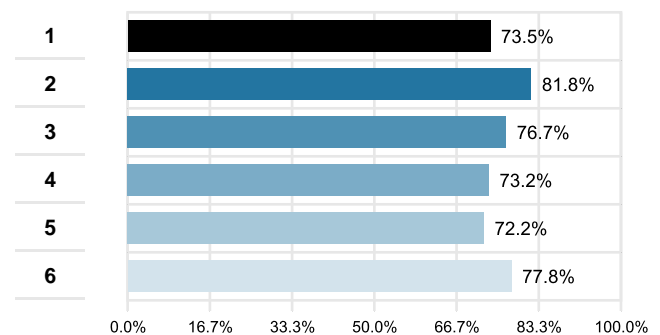
Rank 4: Dept: Satisfaction with Direct Supervisor



Rank 5: Dept: Treated with Respect



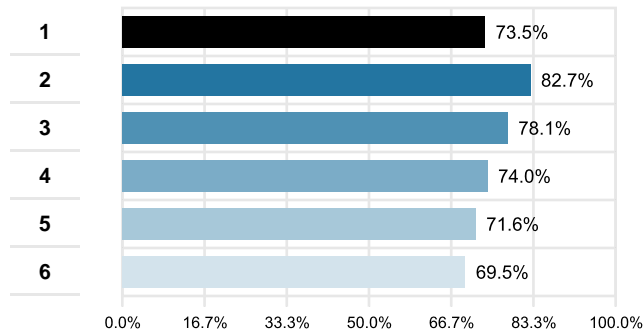
Rank 6: Dept: Equity & Inclusion



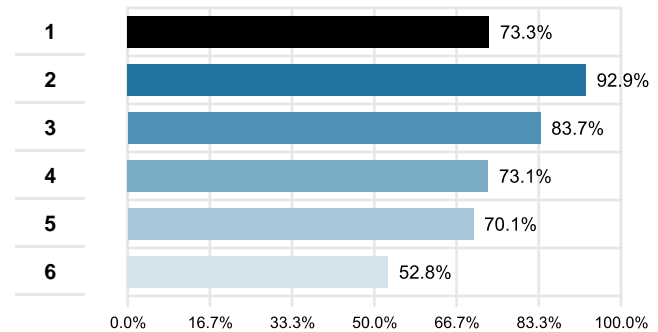
Driver Comparisons Among Employee Groups

1	Oxford County	4	Professional/Technical (Financial Analyst, Project Engineer, Planner, Nurse, etc.)
2	Senior Management (CAO & Directors)	5	Individual Contributor (Equipment Operator, PSW, Food Services Worker, Assistant, etc.)
3	Manager/Supervisor/Foreman (Extended Management Team)	6	No Employee Group Selected

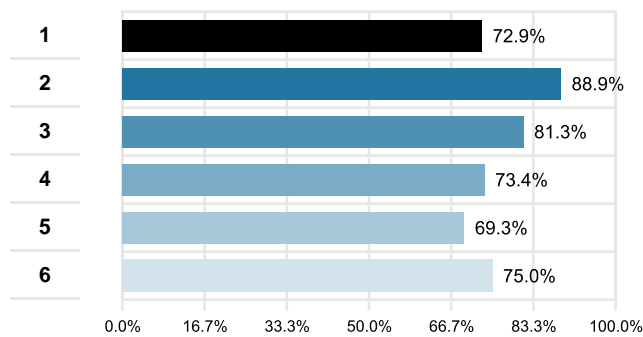
Rank 7: Org: Support for Diversity & Inclusion



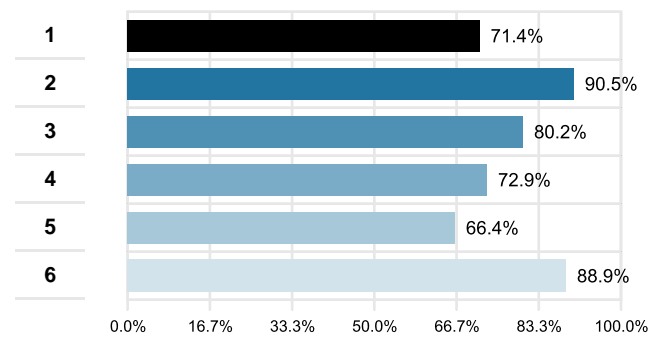
Rank 8: Work: Physical Safety



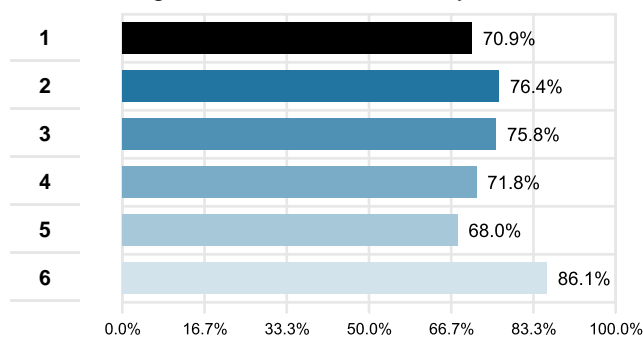
Rank 9: Org: Employment Relationship



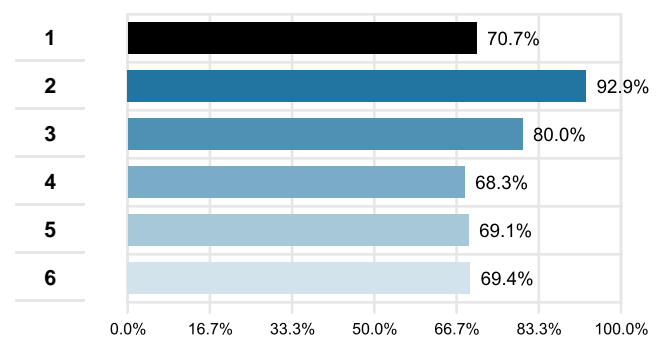
Rank 10: Dept: Continuous Improvement



Rank 11: Org: Internal Service Delivery



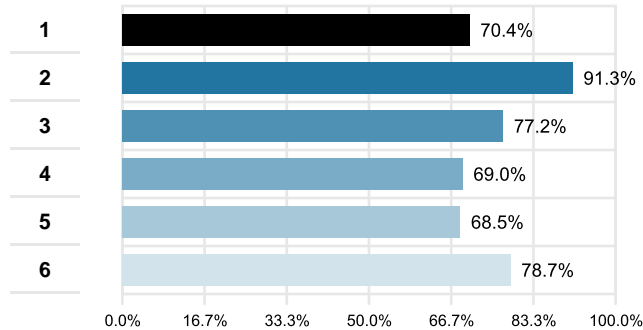
Rank 12: Work: Job Control



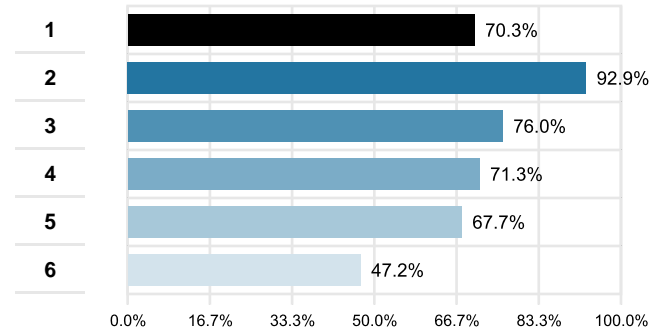
Driver Comparisons Among Employee Groups

1	Oxford County	4	Professional/Technical (Financial Analyst, Project Engineer, Planner, Nurse, etc.)
2	Senior Management (CAO & Directors)	5	Individual Contributor (Equipment Operator, PSW, Food Services Worker, Assistant, etc.)
3	Manager/Supervisor/Foreman (Extended Management Team)	6	No Employee Group Selected

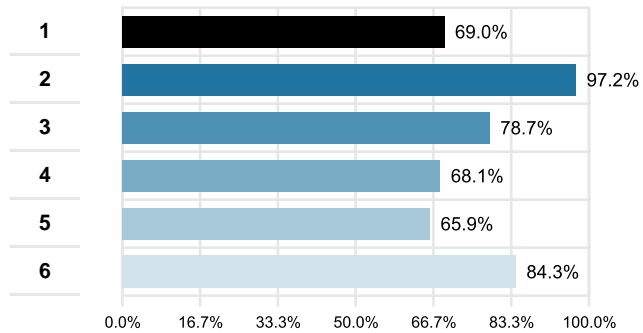
Rank 13: Dept: Support for Innovative Thinking



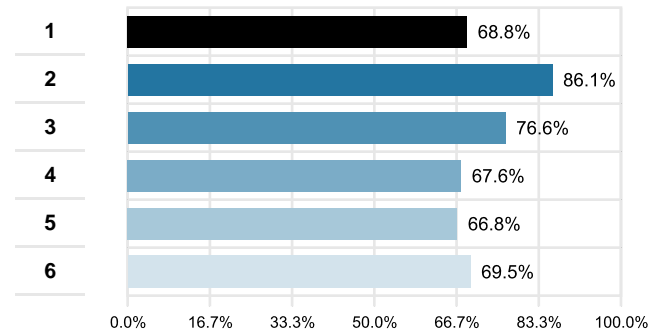
Rank 14: Work: Physical Work Environment



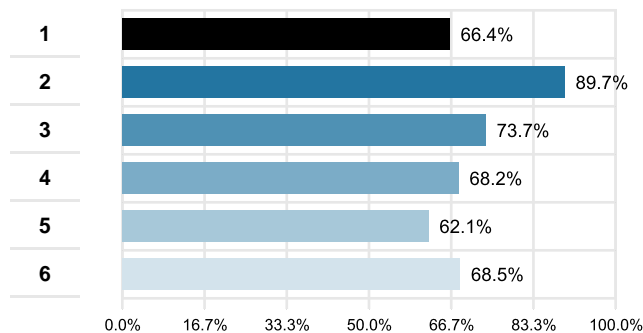
Rank 15: Dept: Satisfaction with Department Director



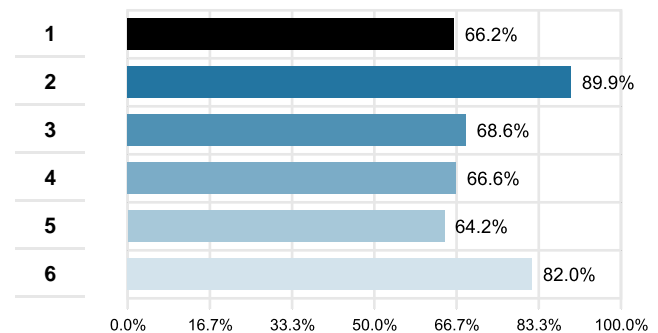
Rank 16: Org: Training & Development Opportunities



Rank 17: Org: Organizational Communication



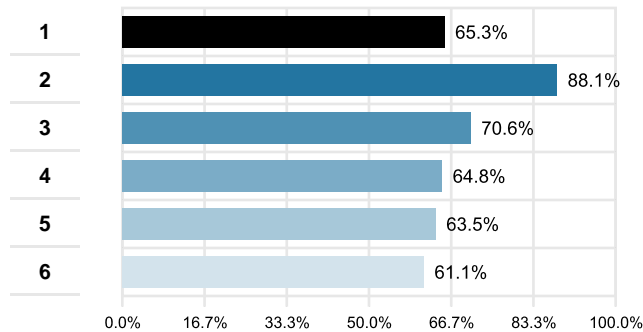
Rank 18: Dept: Communication in Your Department



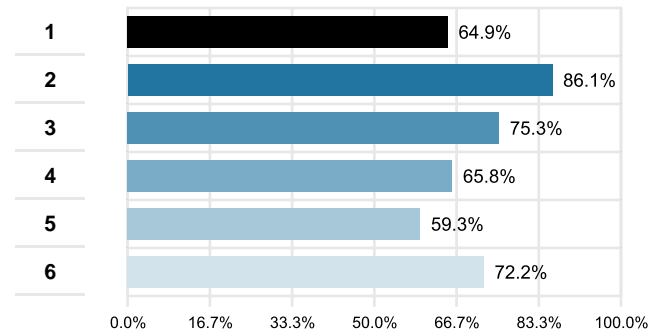
Driver Comparisons Among Employee Groups

1	Oxford County	4	Professional/Technical (Financial Analyst, Project Engineer, Planner, Nurse, etc.)
2	Senior Management (CAO & Directors)	5	Individual Contributor (Equipment Operator, PSW, Food Services Worker, Assistant, etc.)
3	Manager/Supervisor/Foreman (Extended Management Team)	6	No Employee Group Selected

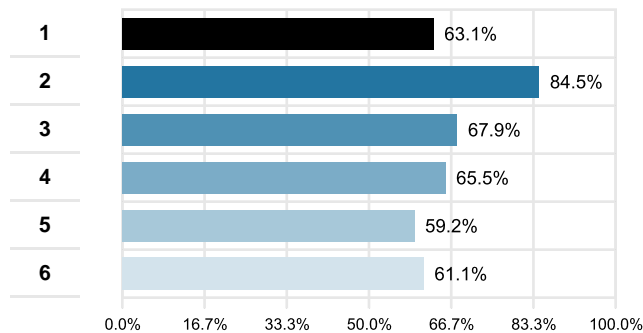
Rank 19: Dept: Resolve Conflicts



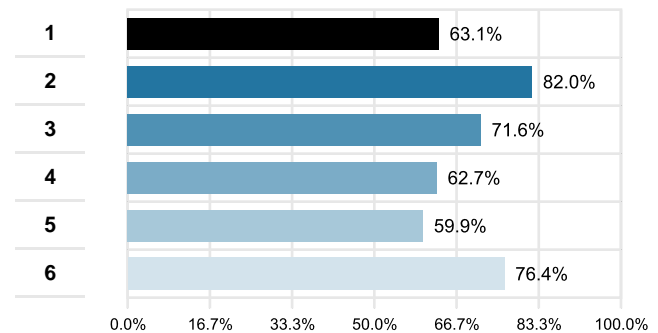
Rank 20: Org: Satisfaction with Senior Management Team



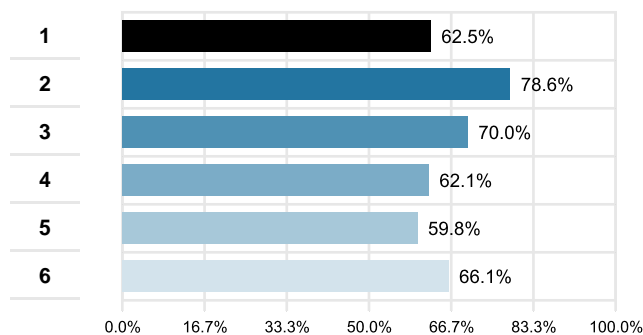
Rank 21: Dept: Performance Management



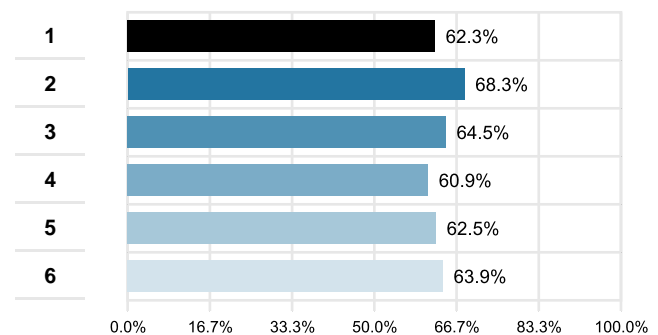
Rank 22: Org: Continuous Improvement



Rank 23: Dept: Psychological Safety



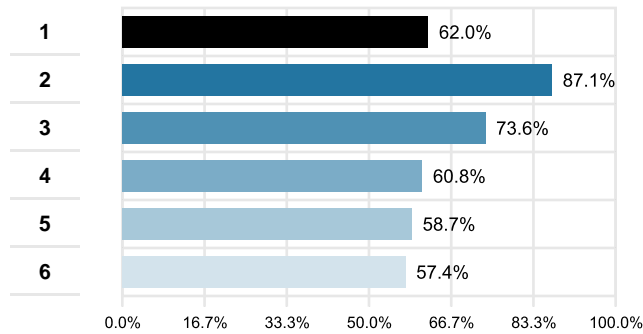
Rank 24: Work: Impact of Job on Personal Life / Work Life Balance



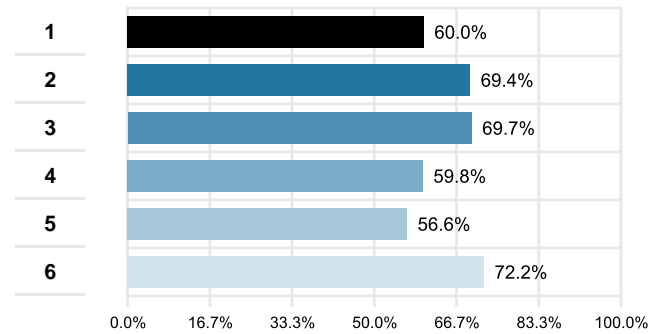
Driver Comparisons Among Employee Groups

1	Oxford County	4	Professional/Technical (Financial Analyst, Project Engineer, Planner, Nurse, etc.)
2	Senior Management (CAO & Directors)	5	Individual Contributor (Equipment Operator, PSW, Food Services Worker, Assistant, etc.)
3	Manager/Supervisor/Foreman (Extended Management Team)	6	No Employee Group Selected

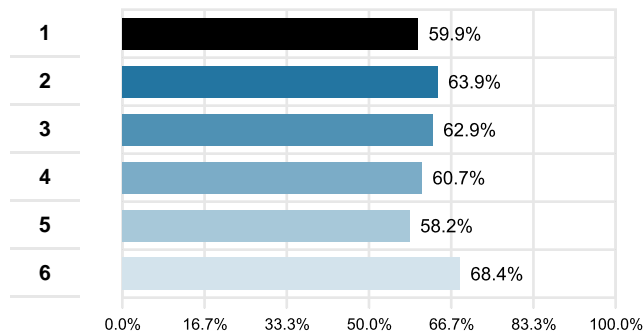
Rank 25: Org: Opportunities for Career Development



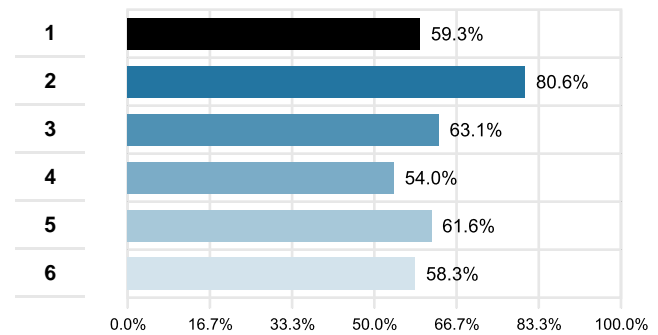
Rank 26: Org: Team Recognition



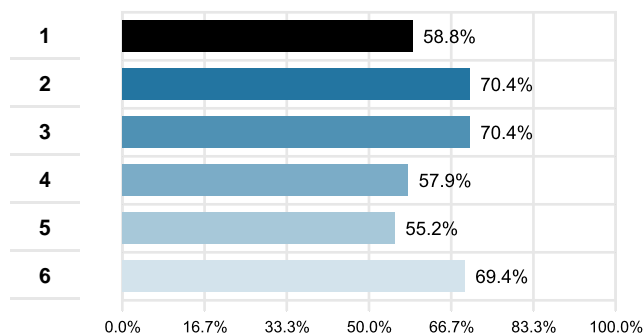
Rank 27: Org: Performance Evaluation



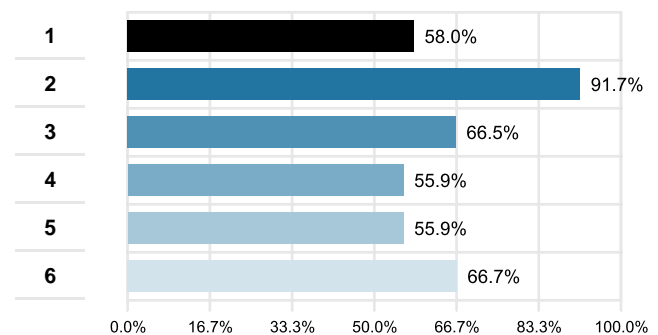
Rank 28: Org: Pay Satisfaction



Rank 29: Org: Recognition



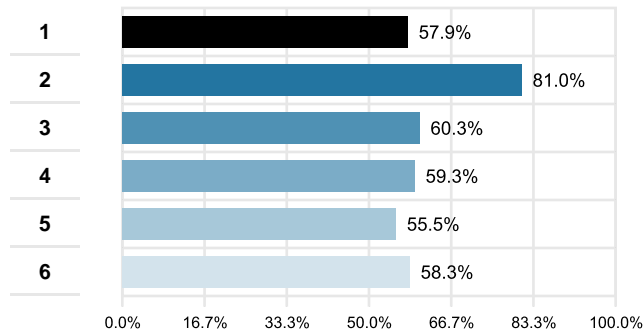
Rank 30: Dept: Employee Involvement In Your Department



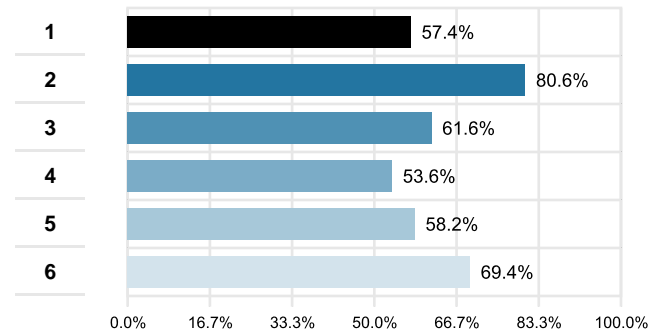
Driver Comparisons Among Employee Groups

1	Oxford County	4	Professional/Technical (Financial Analyst, Project Engineer, Planner, Nurse, etc.)
2	Senior Management (CAO & Directors)	5	Individual Contributor (Equipment Operator, PSW, Food Services Worker, Assistant, etc.)
3	Manager/Supervisor/Foreman (Extended Management Team)	6	No Employee Group Selected

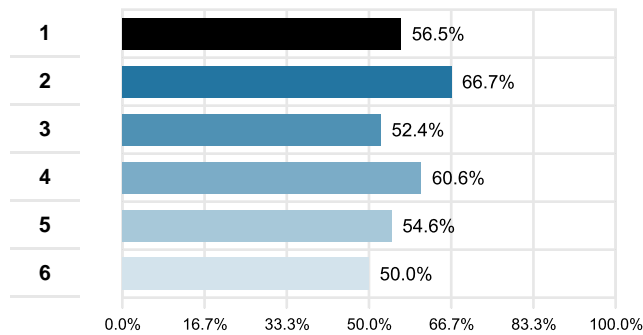
Rank 31: Dept: Morale



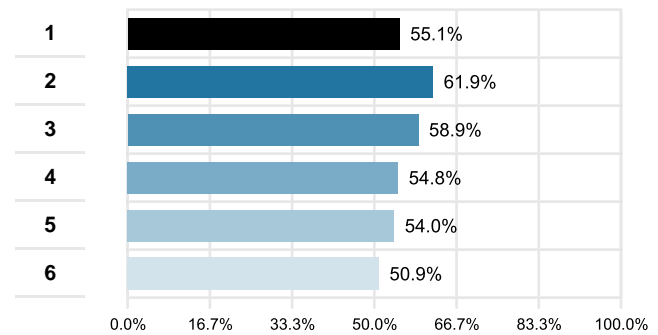
Rank 32: Org: Total Compensation Package



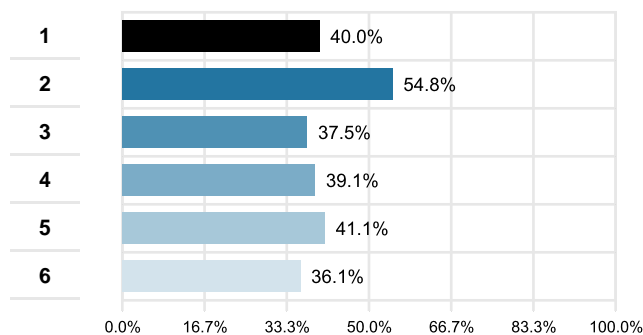
Rank 33: Work: Workload Manageability



Rank 34: Work: Resources and Supplies



Rank 35: Work: Workload Stress



Union Affiliations: Summary of Results

Rank Ordered Drivers for Drivers of Strength and Drivers for Review

1	Dept: Co-worker Cooperation	13	Dept: Support for Innovative Thinking	25	Org: Opportunities for Career Development
2	Work: Job Clarity	14	Work: Physical Work Environment	26	Org: Team Recognition
3	Work: Job Enhancement	15	Dept: Satisfaction with Department Director	27	Org: Performance Evaluation
4	Dept: Satisfaction with Direct Supervisor	16	Org: Training & Development Opportunities	28	Org: Pay Satisfaction
5	Dept: Treated with Respect	17	Org: Organizational Communication	29	Org: Recognition
6	Dept: Equity & Inclusion	18	Dept: Communication in Your Department	30	Dept: Employee Involvement In Your Department
7	Org: Support for Diversity & Inclusion	19	Dept: Resolve Conflicts	31	Dept: Morale
8	Work: Physical Safety	20	Org: Satisfaction with Senior Management Team	32	Org: Total Compensation Package
9	Org: Employment Relationship	21	Dept: Performance Management	33	Work: Workload Manageability
10	Dept: Continuous Improvement	22	Org: Continuous Improvement	34	Work: Resources and Supplies
11	Org: Internal Service Delivery	23	Dept: Psychological Safety	35	Work: Workload Stress
12	Work: Job Control	24	Work: Impact of Job on Personal Life / Work Life Balance		

Comparisons by Difference from Rest Average

Union Affiliations	Drivers of Strength	Drivers for Review	Difference
Non-Union	8, 4, 3, 5, 14, 9, 10, 13, 12, 7, 6, 11, 15, 16, 17, 20, 19, 21, 24, 18, 23, 22, 29, 26, 28, 25, 30, 27, 31, 32, 34, 33, 35		+13.7%
CUPE Roads & Waste Management	33, 35	2, 4, 13, 9, 7, 10, 19, 21, 23, 15, 18, 27, 22, 31, 30, 26, 17, 29, 20, 34, 28	-6.2%
CUPE Human Services	32, 34, 35	1, 3, 4, 8, 2, 9, 10, 6, 15, 14, 13, 16, 23, 25, 27, 5, 21, 19, 18, 30, 31	-6.5%
Unifor Long Term Care		3, 4, 9, 13, 12, 10, 11, 14, 16, 8, 17, 20, 22, 25, 21, 23, 27, 24, 26, 29, 34, 33, 35	-7.4%
OPSEU Paramedic Services	33	11, 14, 17, 15, 12, 21, 22, 20, 8, 13, 23, 19, 27, 26, 34, 31, 29, 24, 30, 28, 32, 35	-8.3%
CUPE Wastewater		3, 4, 1, 16, 6, 7, 14, 23, 12, 2, 9, 13, 17, 18, 27, 10, 15, 34, 28, 20, 22, 21, 32, 29, 25, 30, 26, 5, 35, 19, 31	-18.1%

Drivers of Strength: Those drivers whose means are observably (more than +5.0%) higher than their rest average.

Drivers for Review: Those drivers whose means are observably (less than -5.0%) lower than their rest average.

Difference: The difference of the group's Grand Average from the group's Grand Rest Average. The value is green if observably higher and red if observably lower.

Yearly Comparisons: 2017

Union Affiliations	Drivers of Strength	Drivers for Review	Difference
Unifor Long Term Care	9, 15, 10	11, 32, 34, 35	0.0%
CUPE Human Services	20, 8, 32, 15, 23	3, 11, 12, 2, 16, 33, 27	-0.4%
Non-Union		22, 32, 33, 34, 35	-2.1%
OPSEU Paramedic Services	10, 16, 25	1, 33, 14, 12, 22, 20, 8, 23, 34, 32, 35	-3.7%
CUPE Roads & Waste Management		11, 2, 4, 21, 18, 27, 22, 26, 17, 29, 20, 34	-5.2%
CUPE Wastewater		8, 3, 1, 33, 14, 23, 12, 2, 9, 17, 18, 27, 10, 15, 20, 22, 21, 32, 29, 25, 30, 26, 34, 35	-13.9%

Drivers of Strength: Those drivers whose means are observably (more than +5.0%) higher than their previous benchmark.

Drivers for Review: Those drivers whose means are observably (less than -5.0%) lower than their previous benchmark.

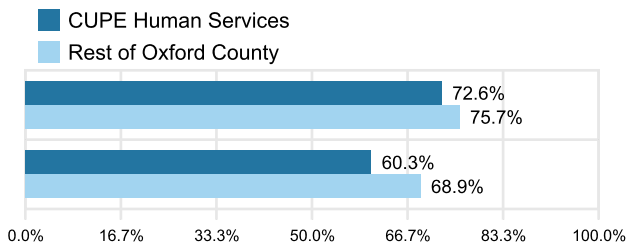
Difference: The difference between the group's Grand Average and its Yearly Benchmark Average. The value is green if observably higher and red if observably lower.

Survey Outcome Comparisons by Union Affiliation: CUPE Human Services

Survey Outcome

Job Engagement

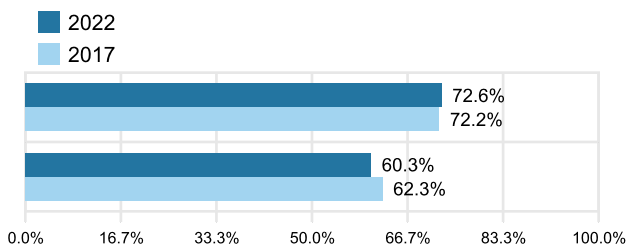
Organizational Engagement



Survey Outcome

Job Engagement

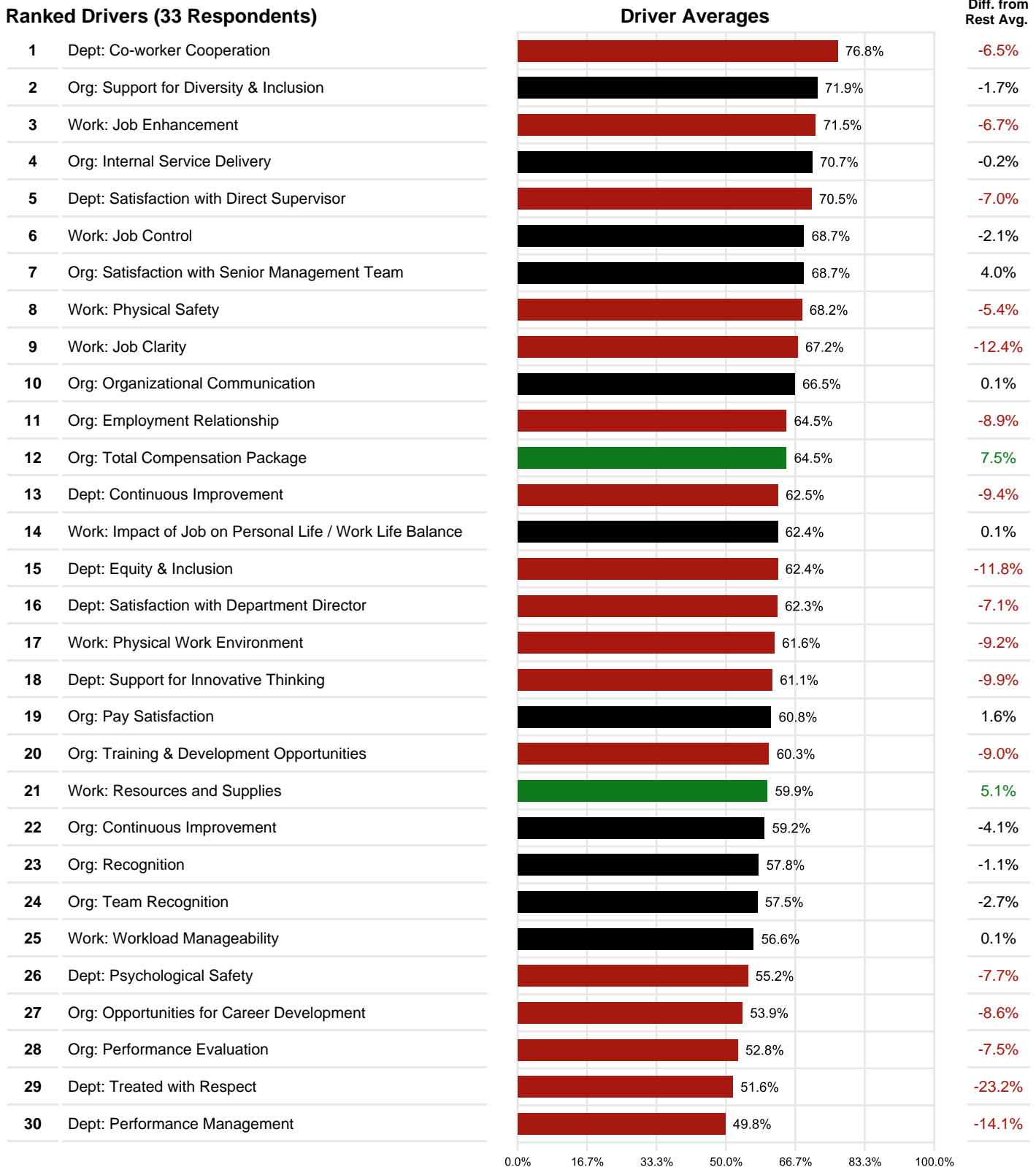
Organizational Engagement



Driver Comparisons by Union Affiliation: CUPE Human Services

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (33 Respondents)

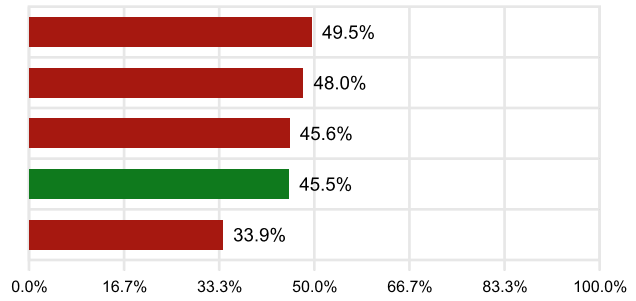


0.0% 16.7% 33.3% 50.0% 66.7% 83.3% 100.0%

Ranked Drivers (33 Respondents) (cont.)

31	Dept: Resolve Conflicts
32	Dept: Communication in Your Department
33	Dept: Employee Involvement In Your Department
34	Work: Workload Stress
35	Dept: Morale

Driver Averages



Diff. from Rest Avg.

-16.8%
-19.3%
-13.2%
5.8%
-25.5%

Summary

Grand Average: 60.0%

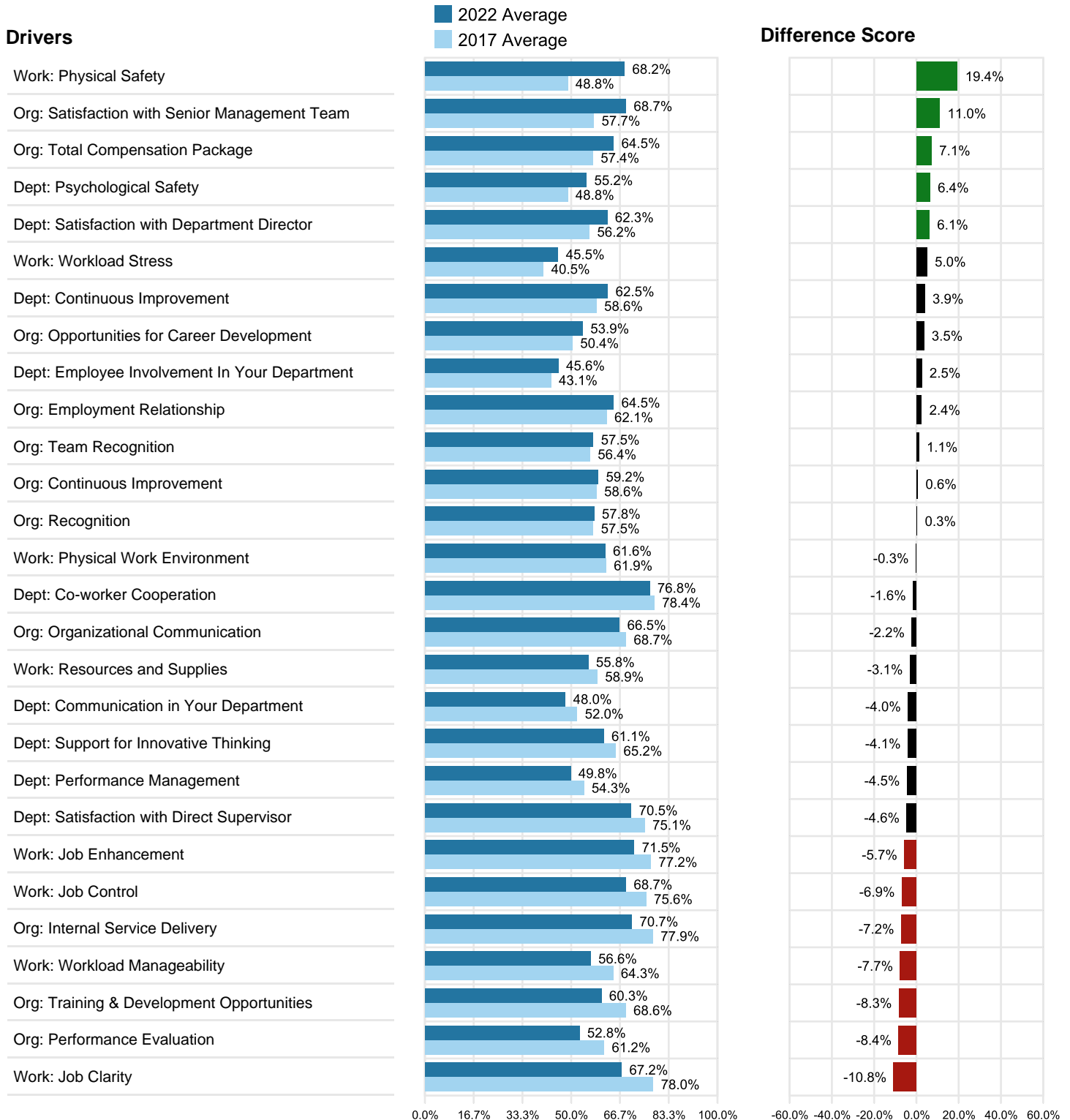
Rest Average: 66.5%

Difference: -6.5%

Number of observably higher drivers: 3

Number of observably lower drivers: 21

CUPE Human Services (2022 to 2017)



Summary

Grand Average for 2022: 60.8%

Grand Average for 2017: 61.2%

Number of drivers increased: 13

Number of drivers decreased: 15

Number of observably higher drivers: 5

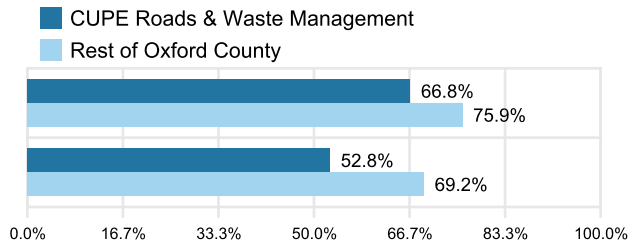
Number of observably lower drivers: 7

Survey Outcome Comparisons by Union Affiliation: CUPE Roads & Waste Management

Survey Outcome

Job Engagement

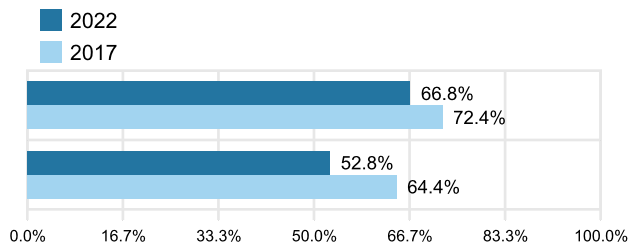
Organizational Engagement



Survey Outcome

Job Engagement

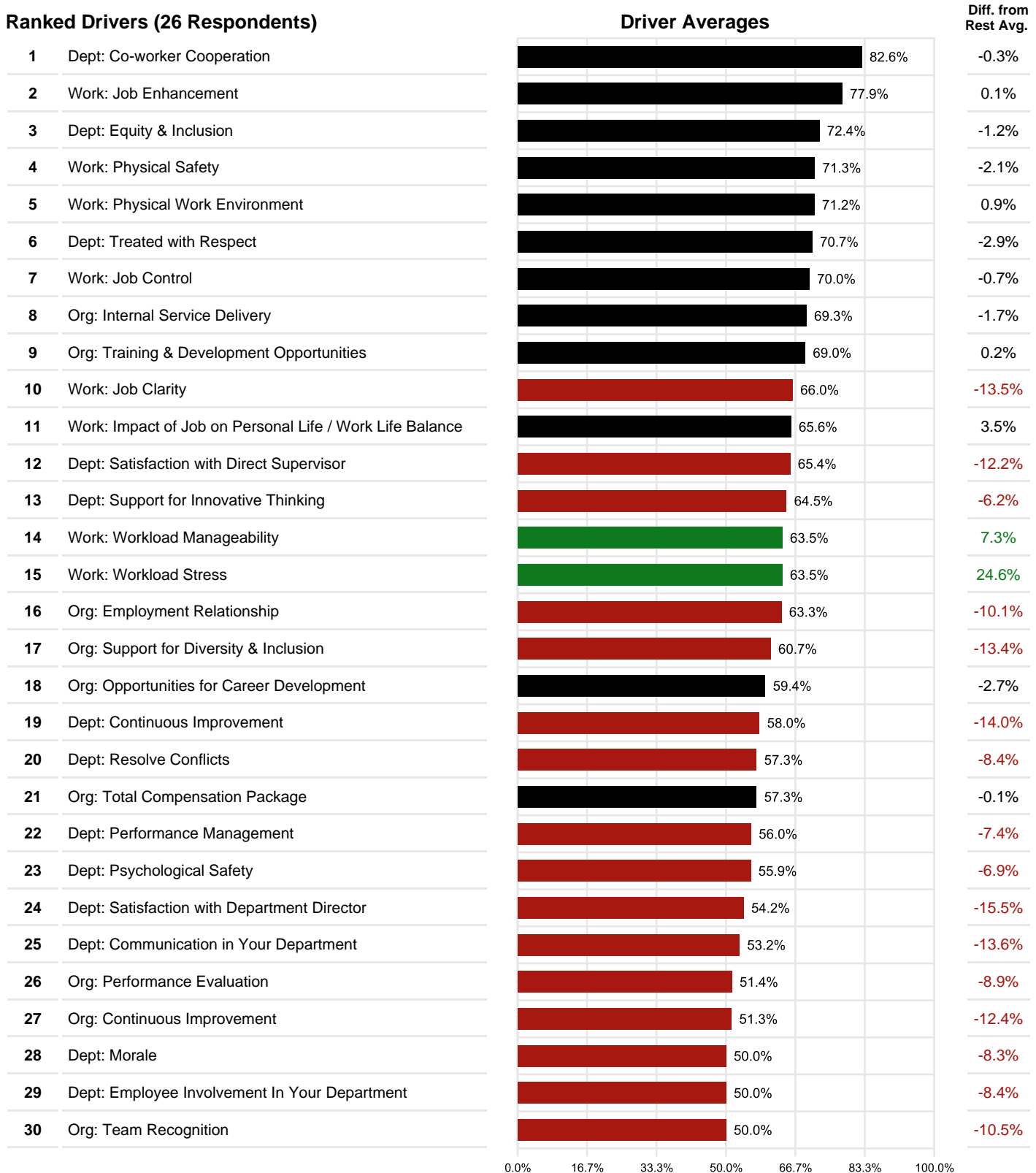
Organizational Engagement



Driver Comparisons by Union Affiliation: CUPE Roads & Waste Management

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

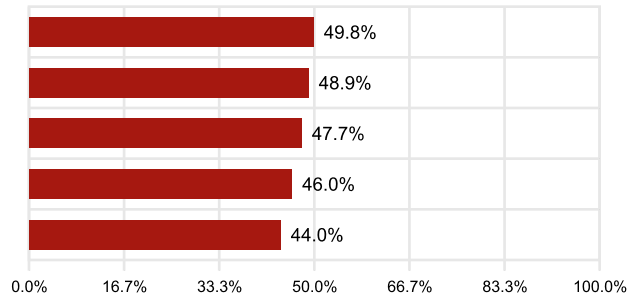
Ranked Drivers (26 Respondents)



Ranked Drivers (26 Respondents) (cont.)

31	Org: Organizational Communication
32	Org: Recognition
33	Org: Satisfaction with Senior Management Team
34	Work: Resources and Supplies
35	Org: Pay Satisfaction

Driver Averages



Diff. from Rest Avg.

-17.4%
-10.4%
-18.0%
-9.5%
-16.0%

Summary

Grand Average: 60.2%

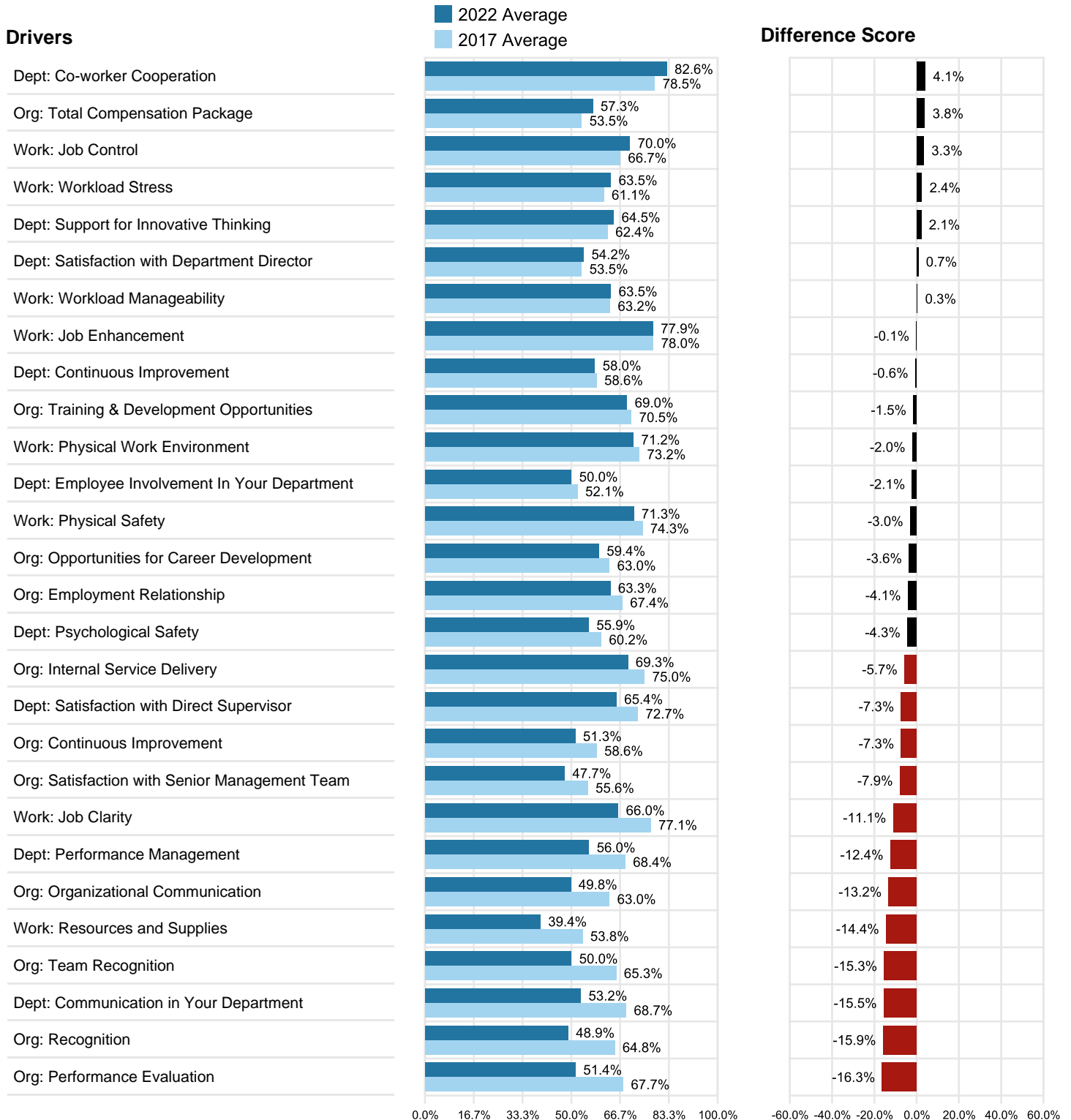
Rest Average: 66.4%

Difference: -6.2%

Number of observably higher drivers: 2

Number of observably lower drivers: 21

CUPE Roads & Waste Management (2022 to 2017)



Summary

Grand Average for 2022: 60.0%

Grand Average for 2017: 65.2%

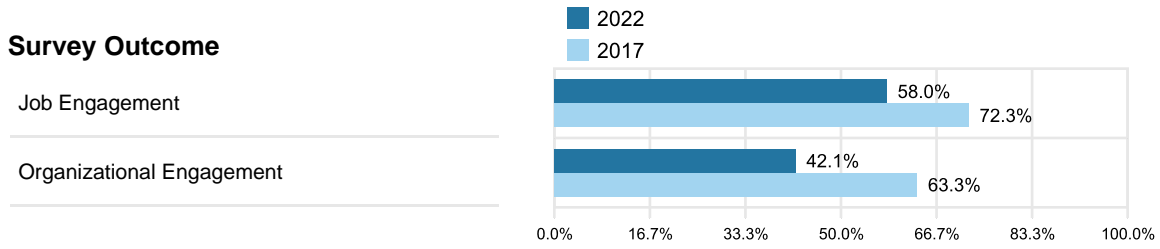
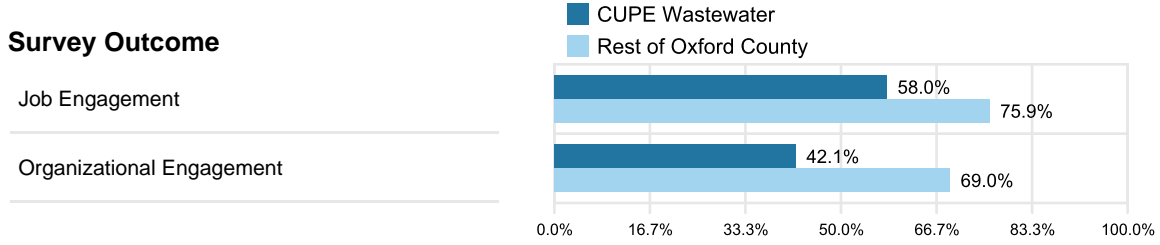
Number of drivers increased: 7

Number of drivers decreased: 21

Number of observably higher drivers: 0

Number of observably lower drivers: 12

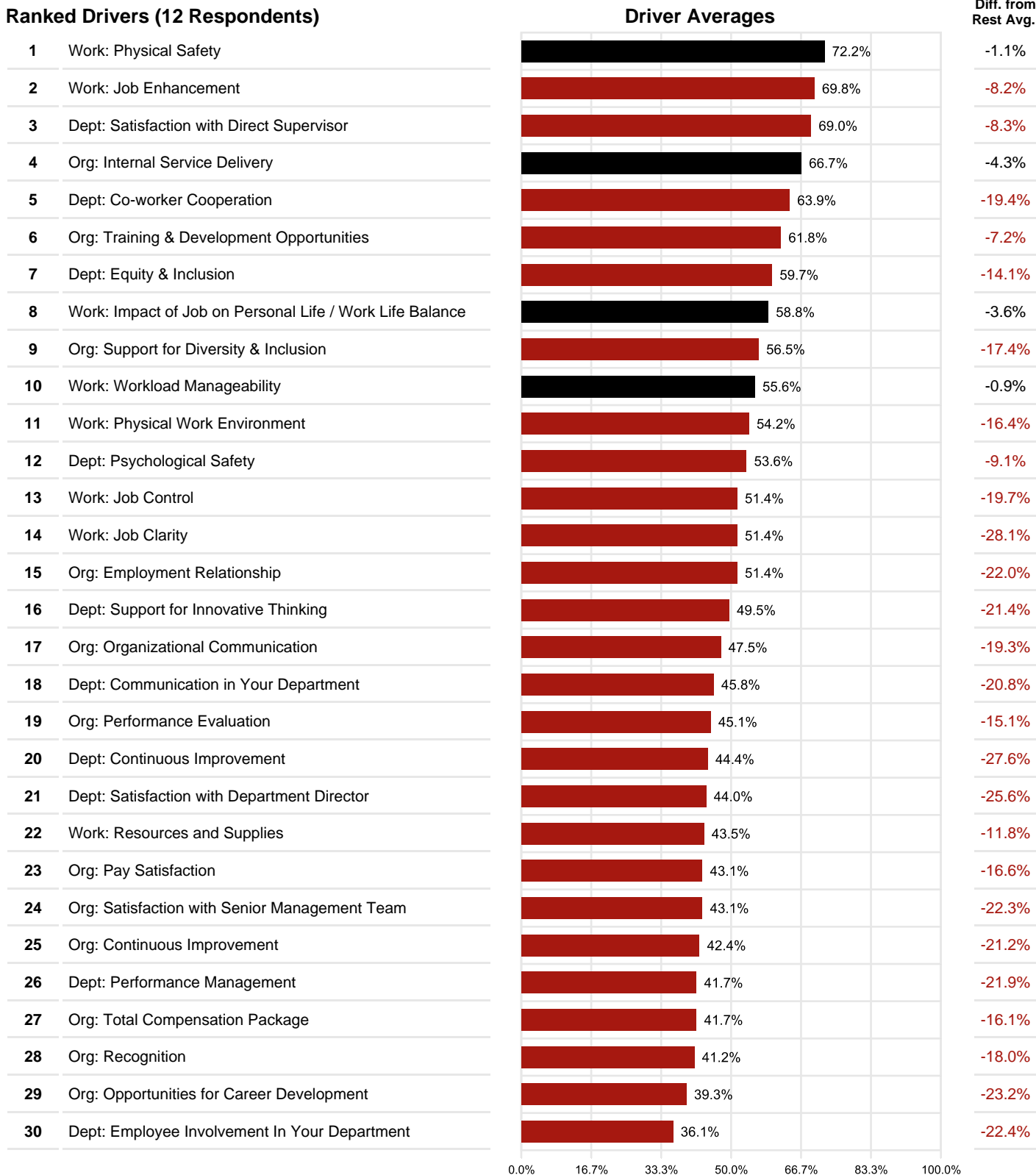
Survey Outcome Comparisons by Union Affiliation: CUPE Wastewater



Driver Comparisons by Union Affiliation: CUPE Wastewater

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

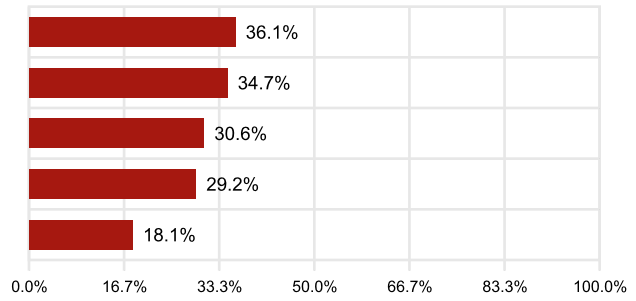
Ranked Drivers (12 Respondents)



Ranked Drivers (12 Respondents) (cont.)

31	Org: Team Recognition
32	Dept: Treated with Respect
33	Work: Workload Stress
34	Dept: Resolve Conflicts
35	Dept: Morale

Driver Averages



Diff. from Rest Avg.

-24.4%
-39.7%
-9.6%
-36.9%
-40.7%

Summary

Grand Average: 48.4%

Rest Average: 66.5%

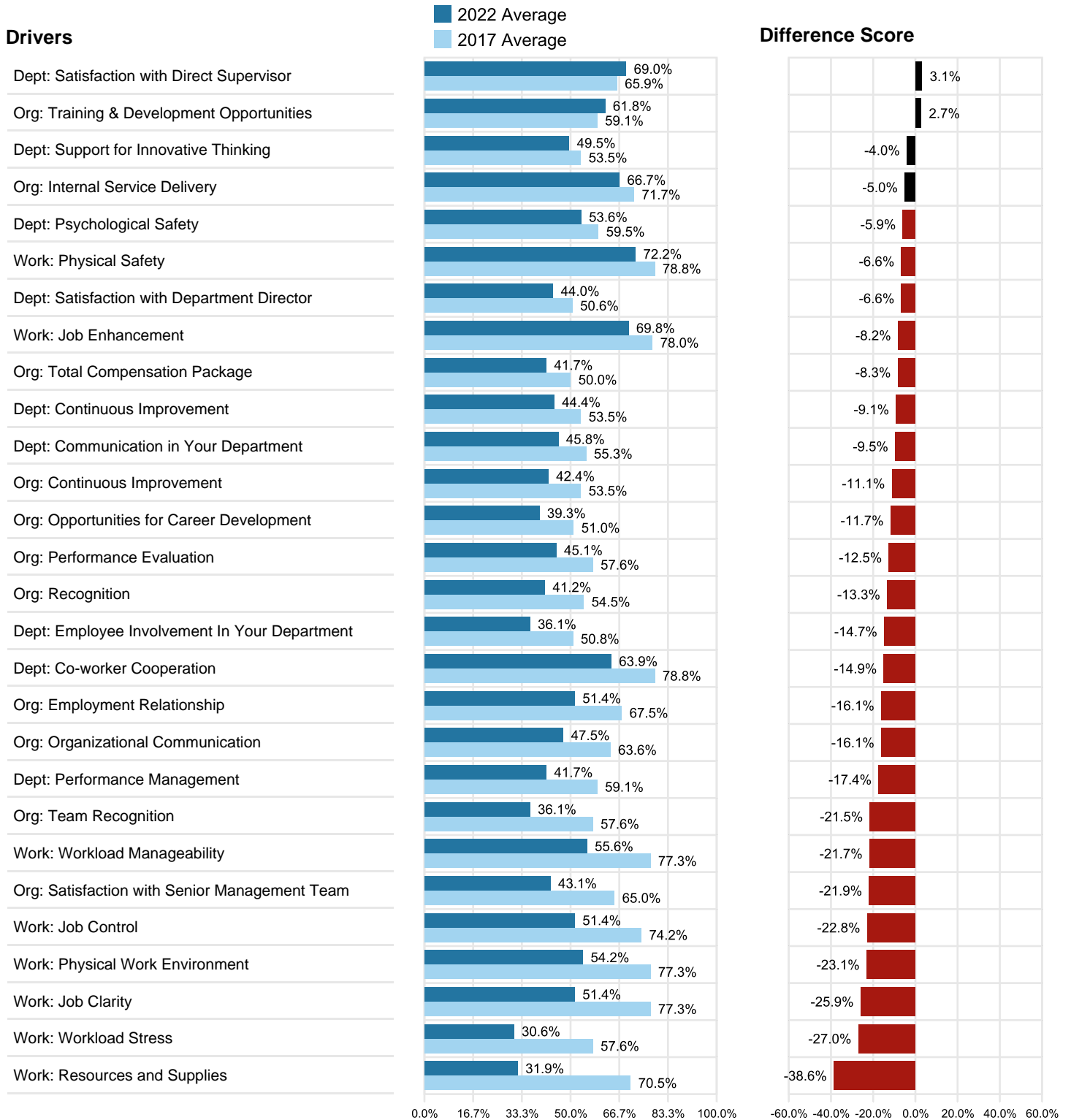
Difference: -18.1%

Number of observably higher drivers: 0

Number of observably lower drivers: 31

CUPE Wastewater (2022 to 2017)

Drivers



Summary

Grand Average for 2022: 49.3%

Grand Average for 2017: 63.2%

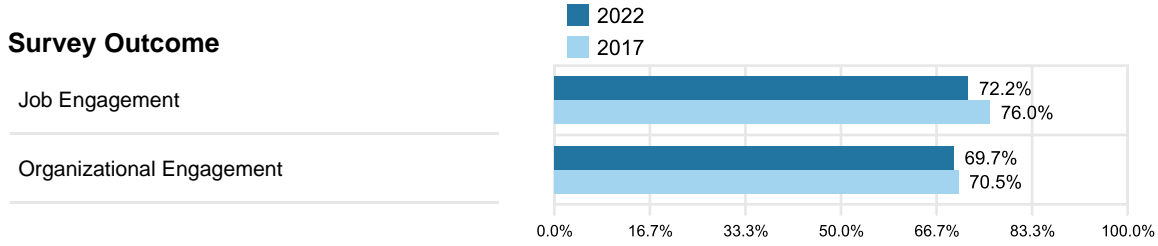
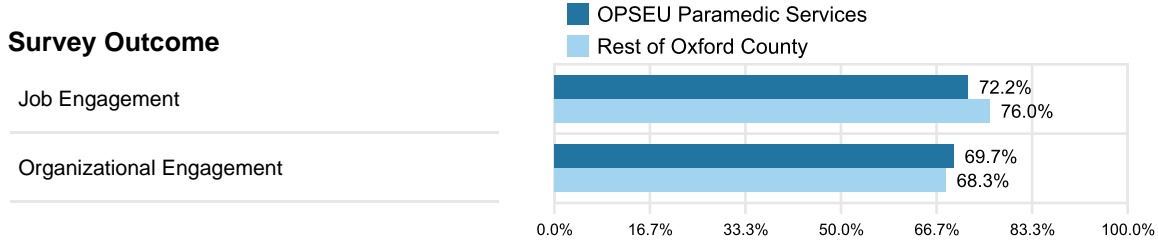
Number of drivers increased: 2

Number of drivers decreased: 26

Number of observably higher drivers: 0

Number of observably lower drivers: 24

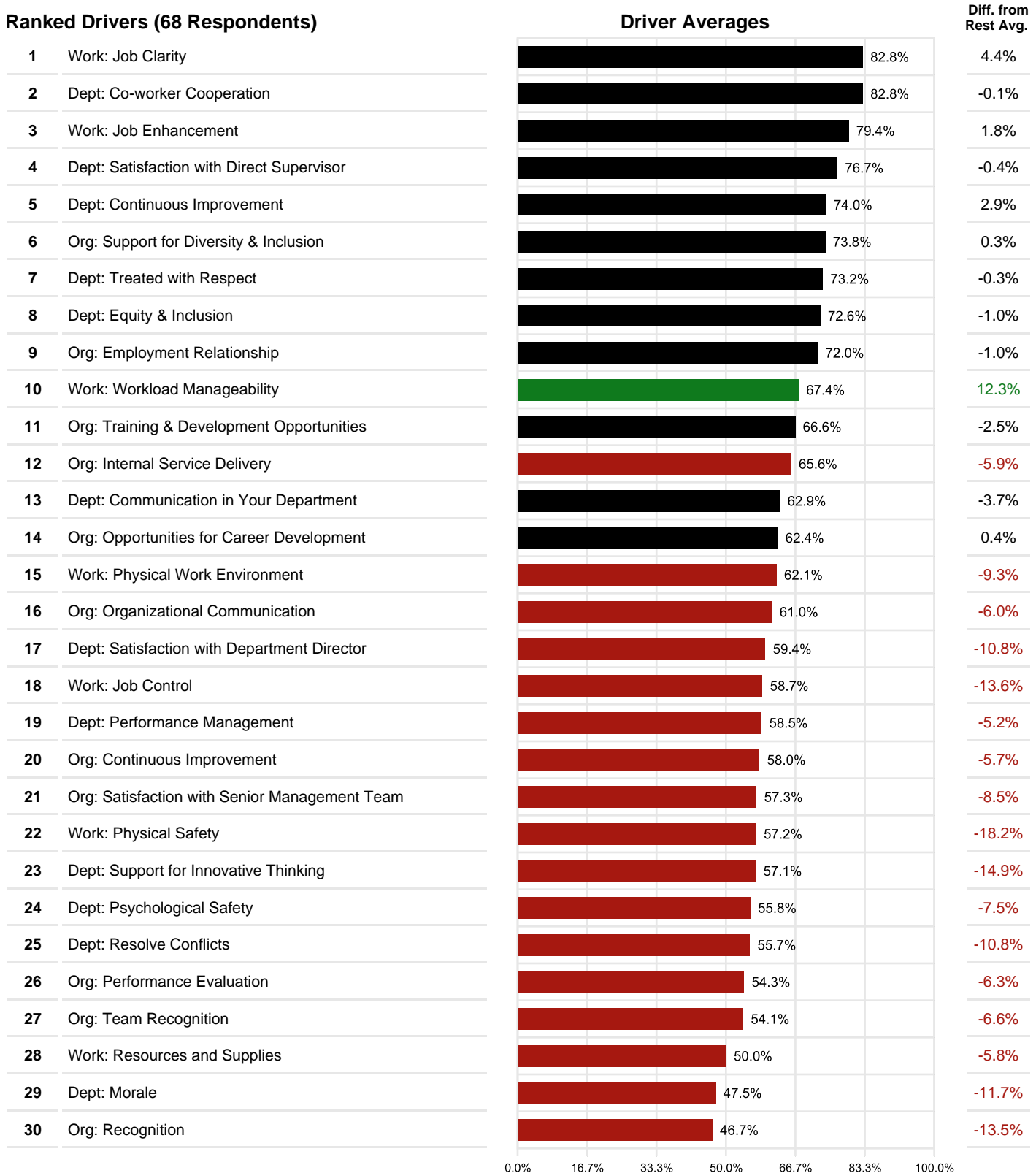
Survey Outcome Comparisons by Union Affiliation: OPSEU Paramedic Services



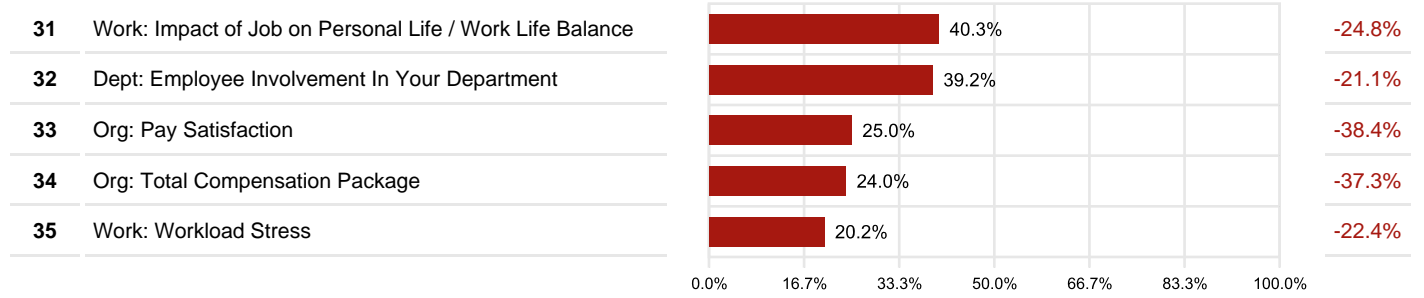
Driver Comparisons by Union Affiliation: OPSEU Paramedic Services

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (68 Respondents)



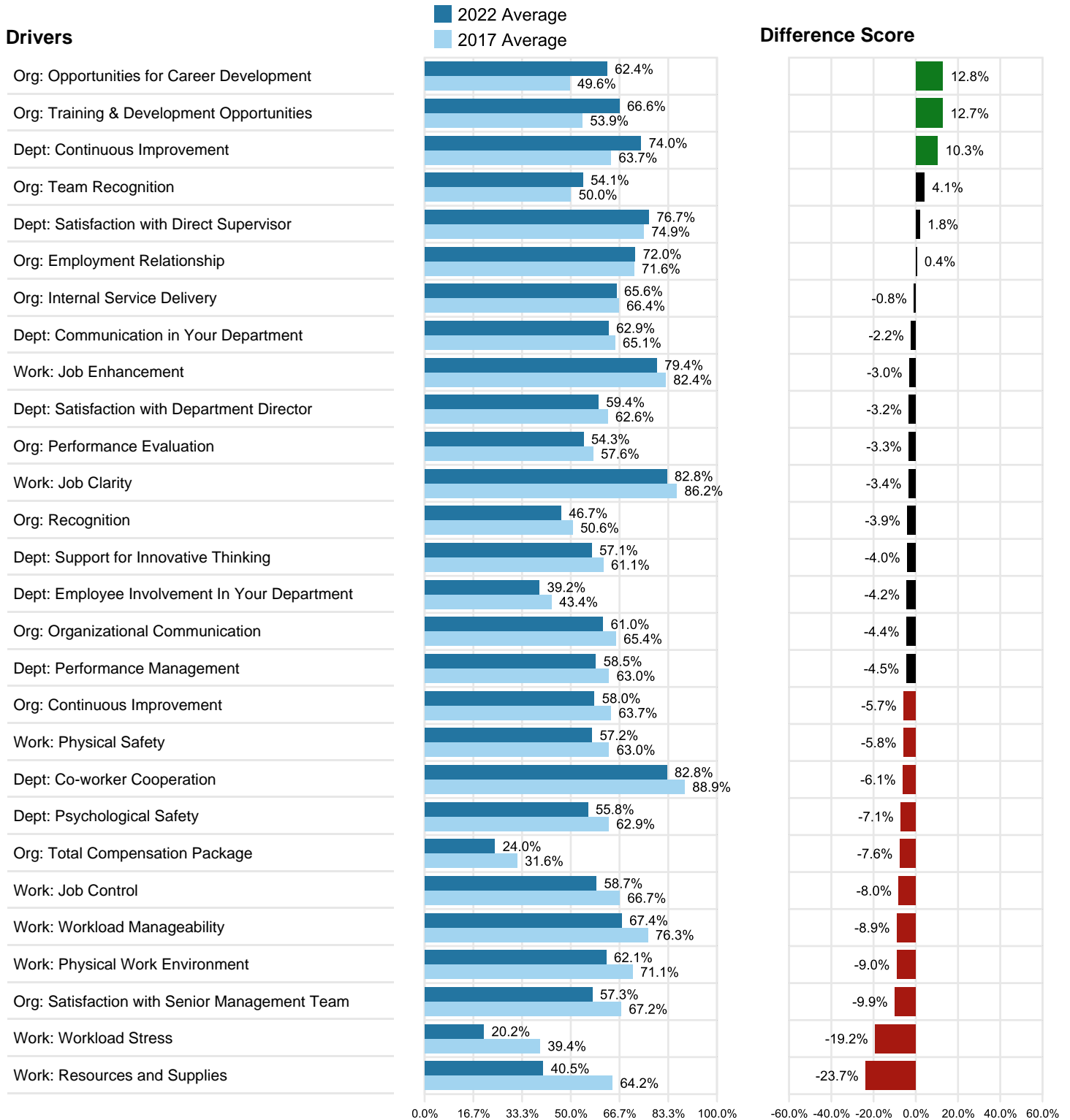
Ranked Drivers (68 Respondents) (cont.)



Summary

Grand Average: 58.7%	Rest Average: 67.0%	Difference: -8.3%
Number of observably higher drivers: 1	Number of observably lower drivers: 22	

OPSEU Paramedic Services (2022 to 2017)



Summary

Grand Average for 2022: 59.2%

Grand Average for 2017: 62.9%

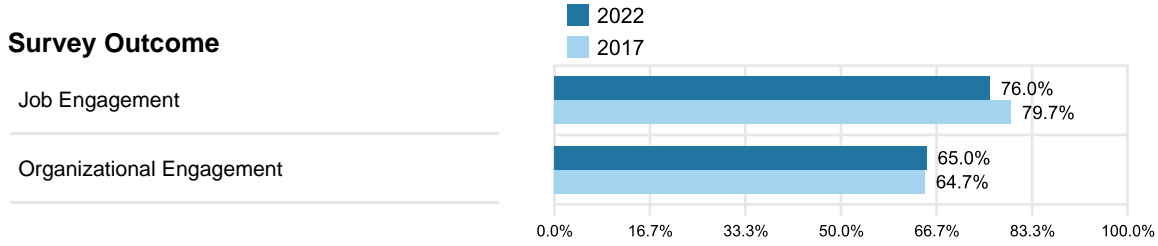
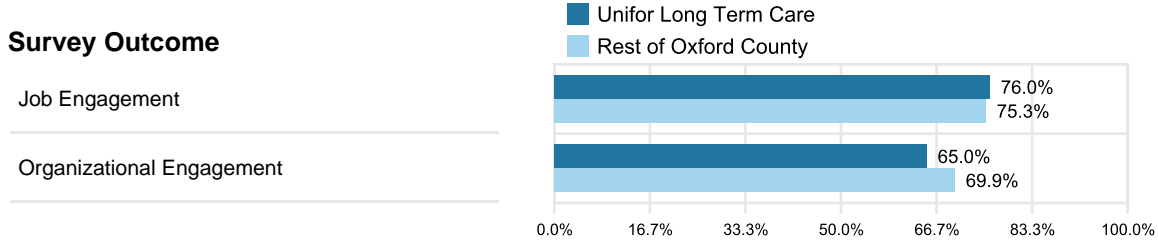
Number of drivers increased: 6

Number of drivers decreased: 22

Number of observably higher drivers: 3

Number of observably lower drivers: 11

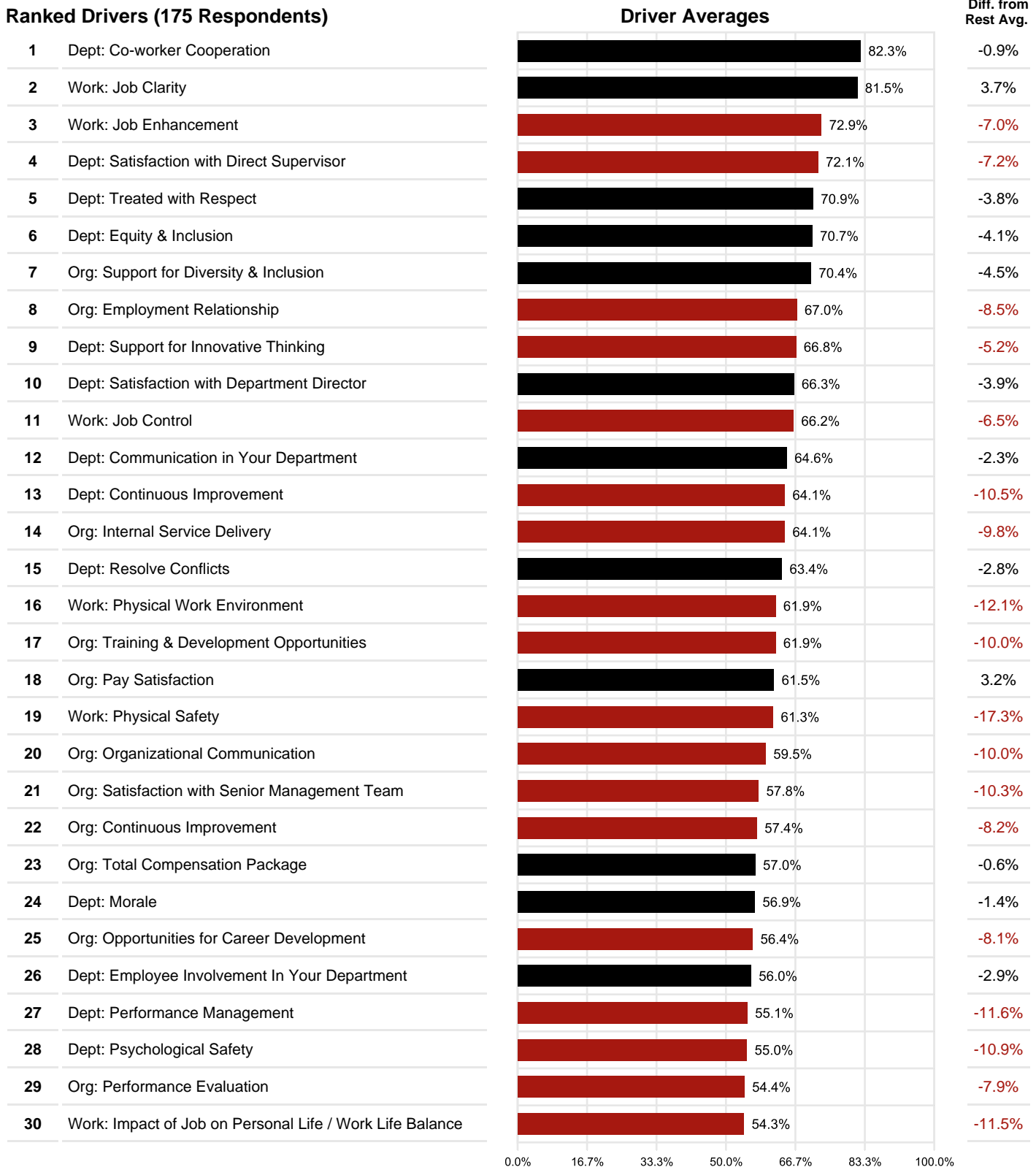
Survey Outcome Comparisons by Union Affiliation: Unifor Long Term Care



Driver Comparisons by Union Affiliation: Unifor Long Term Care

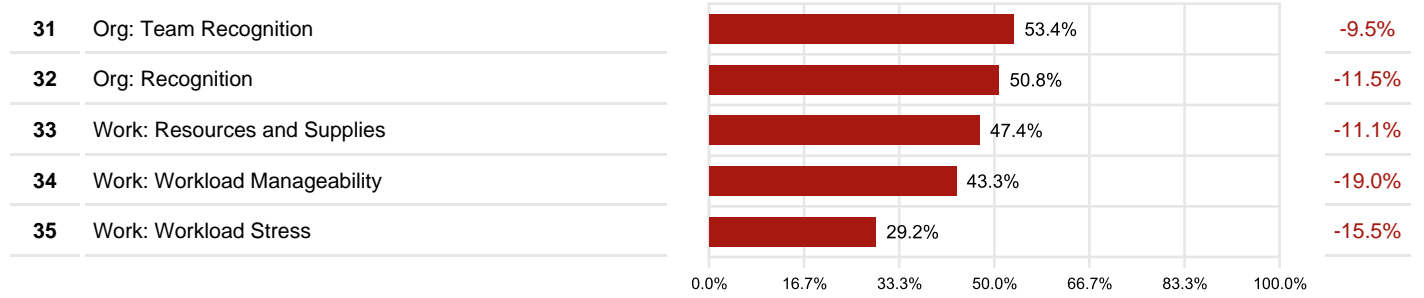
The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (175 Respondents)



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

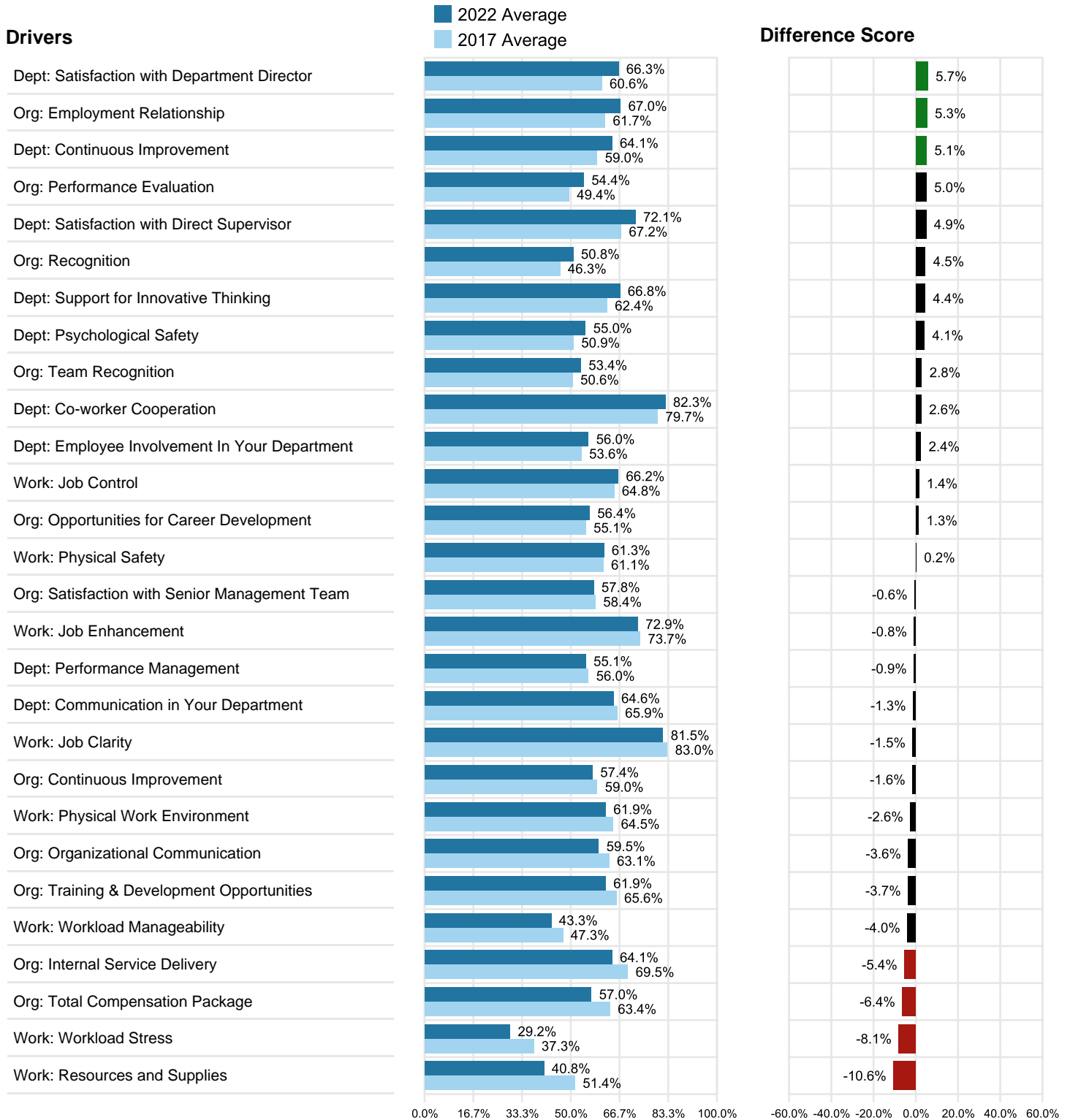
Ranked Drivers (175 Respondents) (cont.)



Summary

Grand Average: 61.0%	Rest Average: 68.4%	Difference: -7.4%
Number of observably higher drivers: 0	Number of observably lower drivers: 23	

Unifor Long Term Care (2022 to 2017)



Summary

Grand Average for 2022: 60.0%

Grand Average for 2017: 60.0%

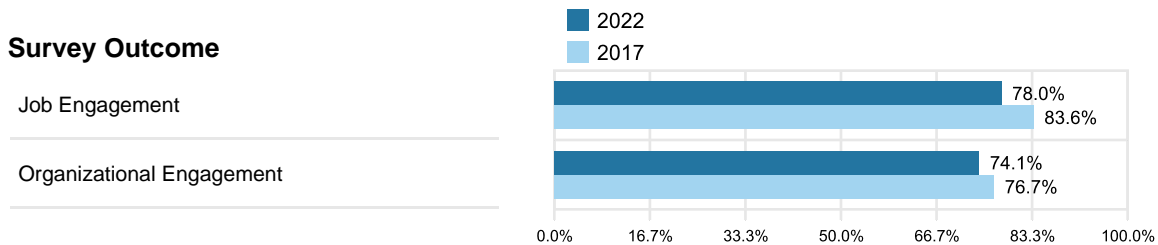
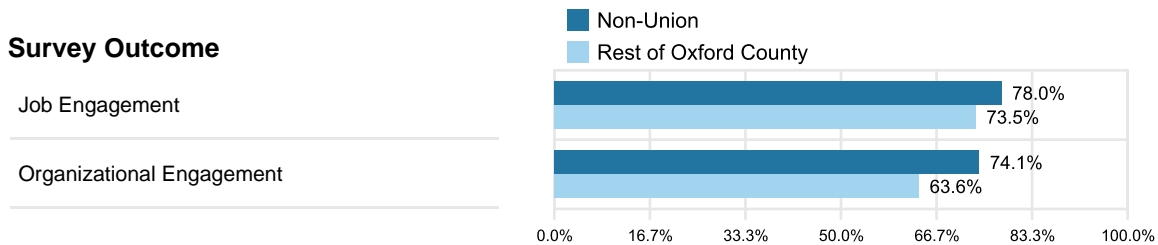
Number of drivers increased: 14

Number of drivers decreased: 14

Number of observably higher drivers: 3

Number of observably lower drivers: 4

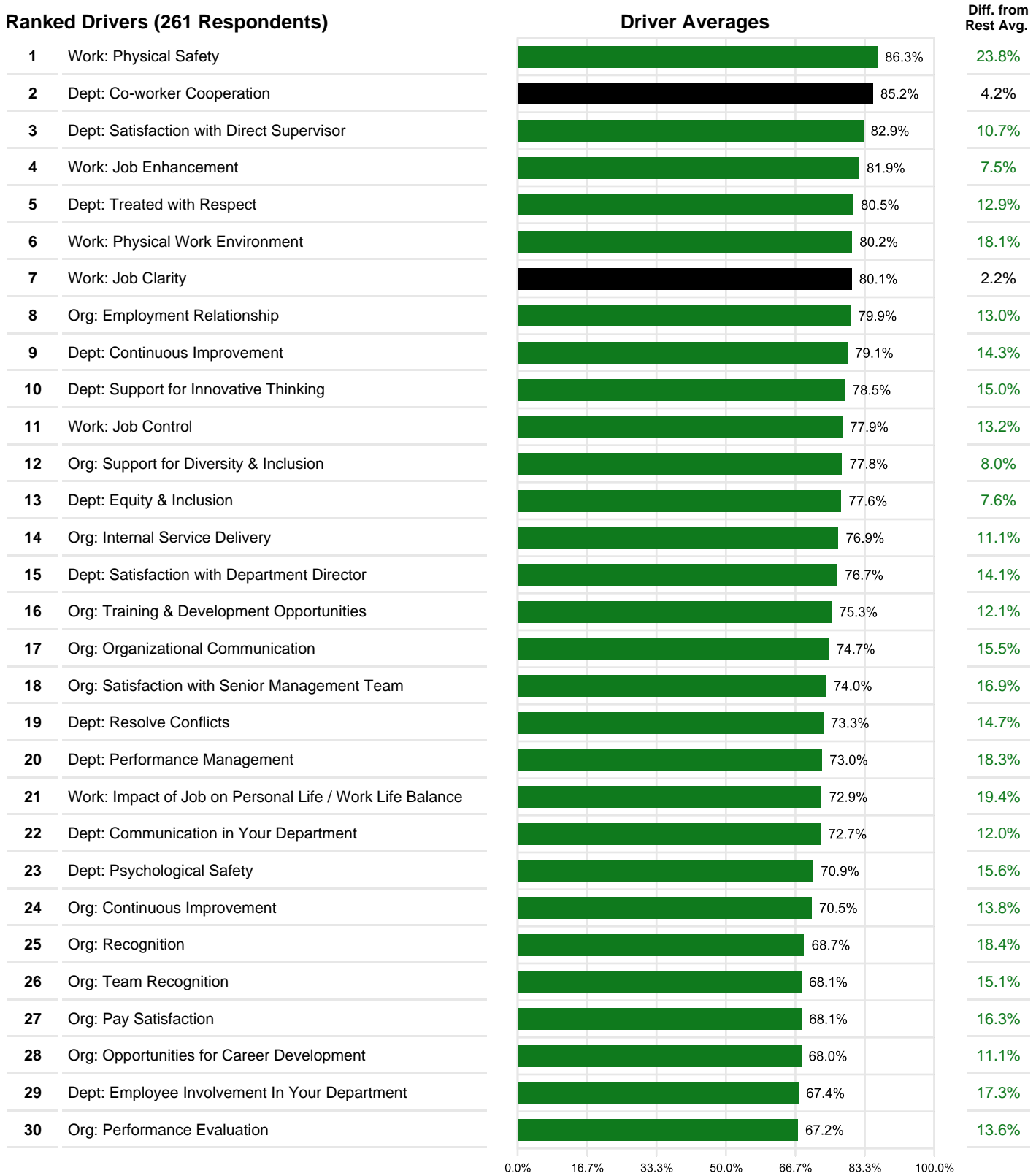
Survey Outcome Comparisons by Union Affiliation: Non-Union



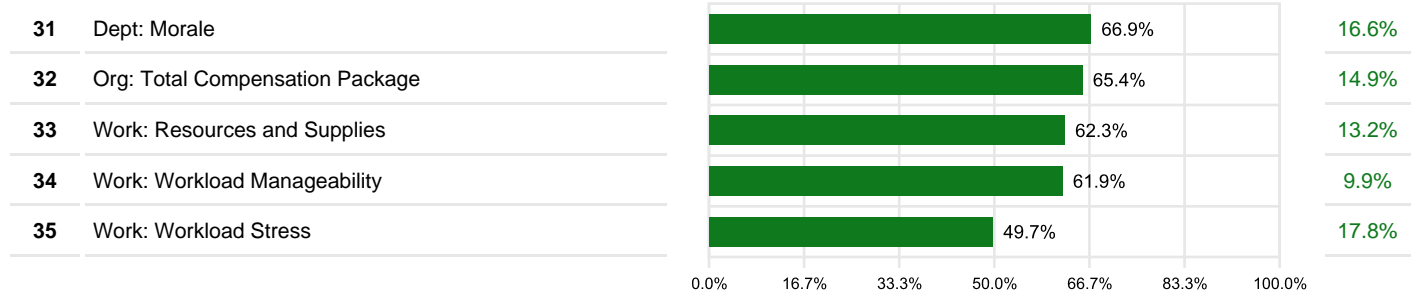
Driver Comparisons by Union Affiliation: Non-Union

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (261 Respondents)



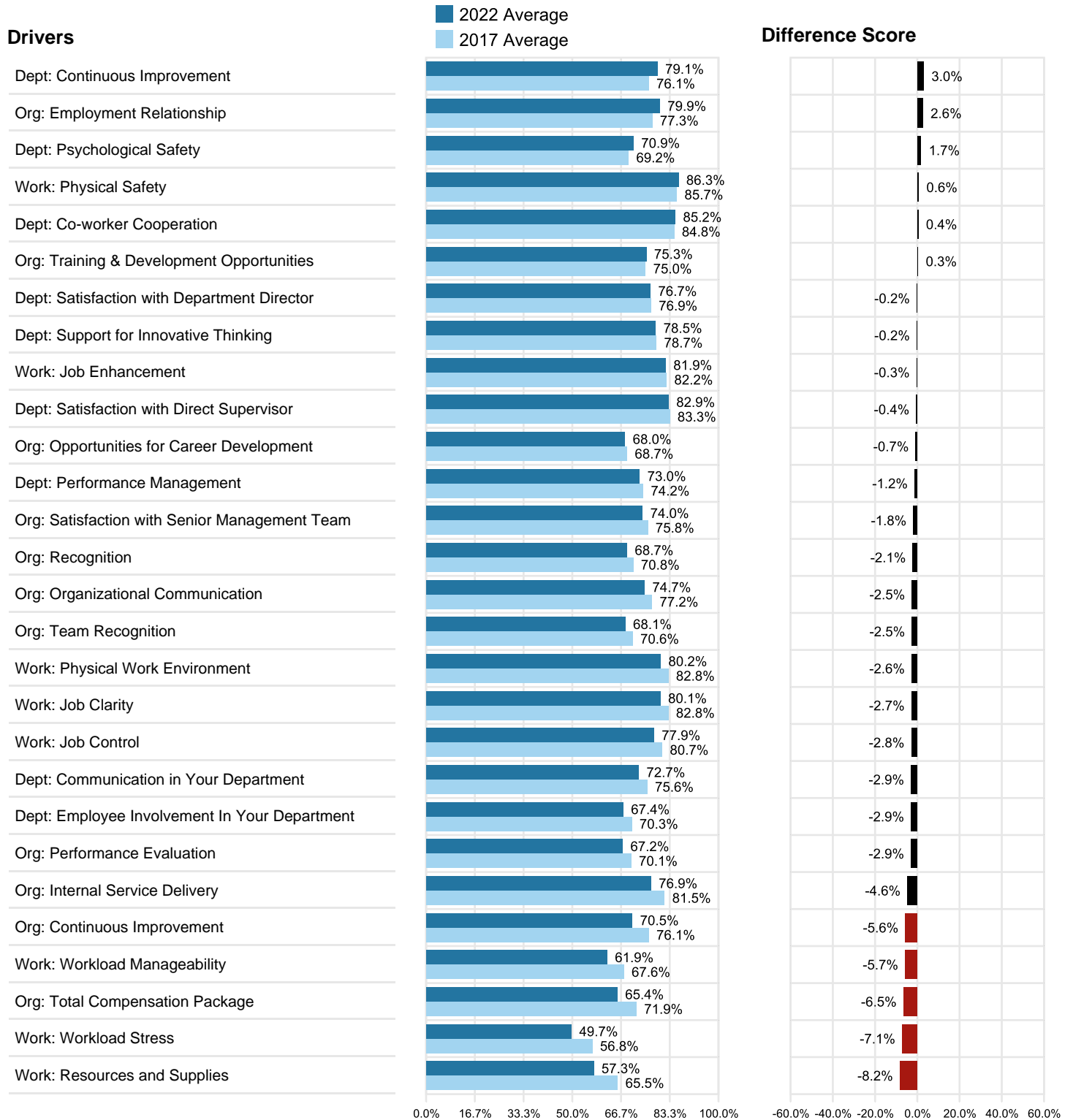
Ranked Drivers (261 Respondents) (cont.)



Summary

Grand Average: 73.5%	Rest Average: 59.8%	Difference: +13.7%
Number of observably higher drivers: 33	Number of observably lower drivers: 0	

Non-Union (2022 to 2017)



Summary

Grand Average for 2022: 73.2%

Grand Average for 2017: 75.3%

Number of drivers increased: 6

Number of drivers decreased: 22

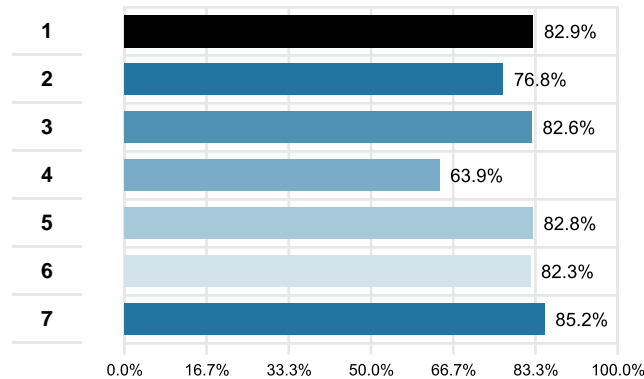
Number of observably higher drivers: 0

Number of observably lower drivers: 5

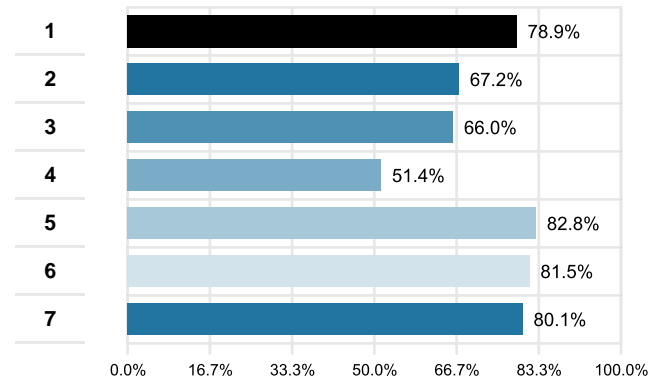
Driver Comparisons Among Union Affiliations

1	Oxford County	5	OPSEU Paramedic Services
2	CUPE Human Services	6	Unifor Long Term Care
3	CUPE Roads & Waste Management	7	Non-Union
4	CUPE Wastewater		

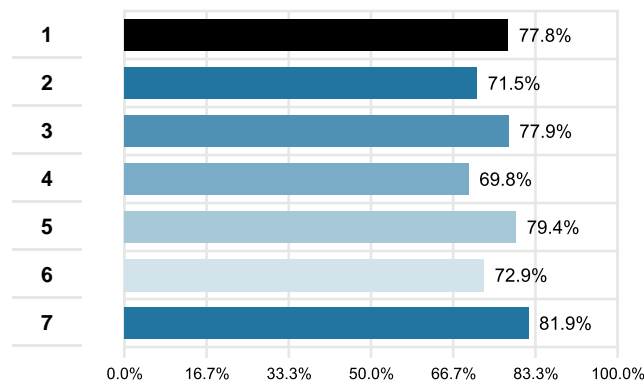
Rank 1: Dept: Co-worker Cooperation



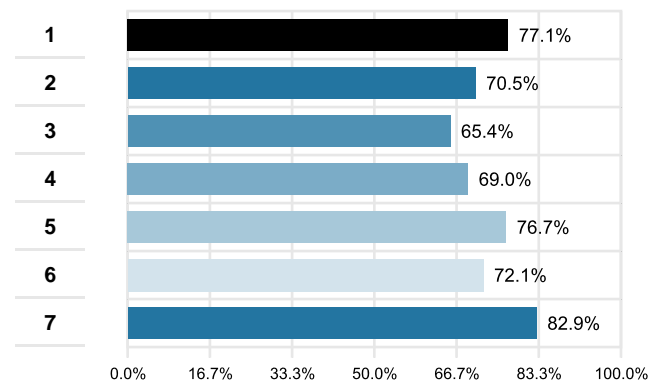
Rank 2: Work: Job Clarity



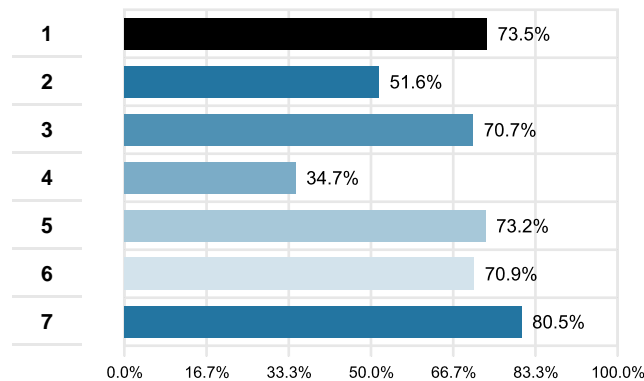
Rank 3: Work: Job Enhancement



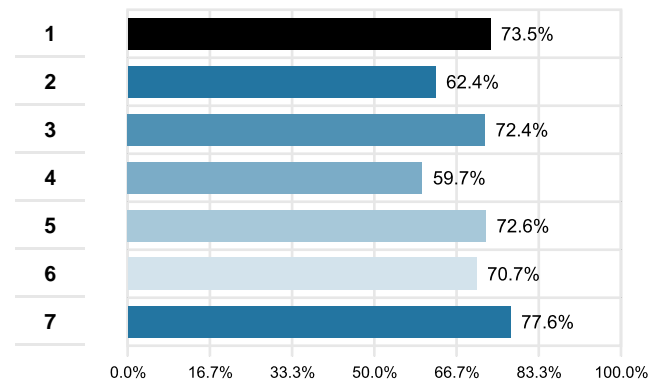
Rank 4: Dept: Satisfaction with Direct Supervisor



Rank 5: Dept: Treated with Respect



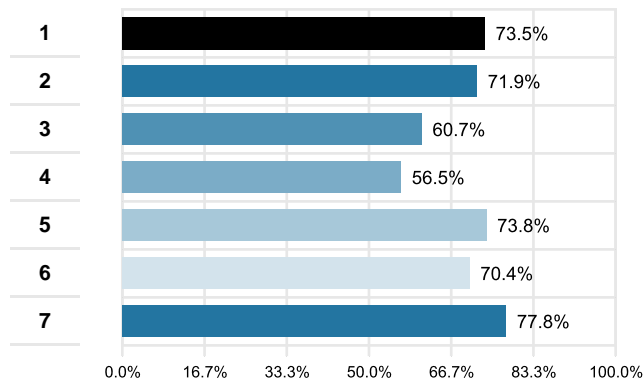
Rank 6: Dept: Equity & Inclusion



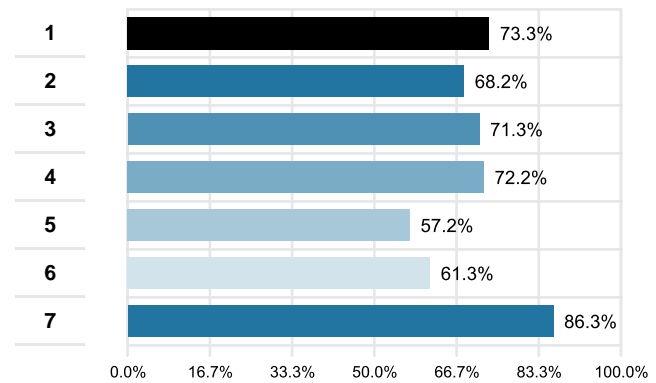
Driver Comparisons Among Union Affiliations

1	Oxford County	5	OPSEU Paramedic Services
2	CUPE Human Services	6	Unifor Long Term Care
3	CUPE Roads & Waste Management	7	Non-Union
4	CUPE Wastewater		

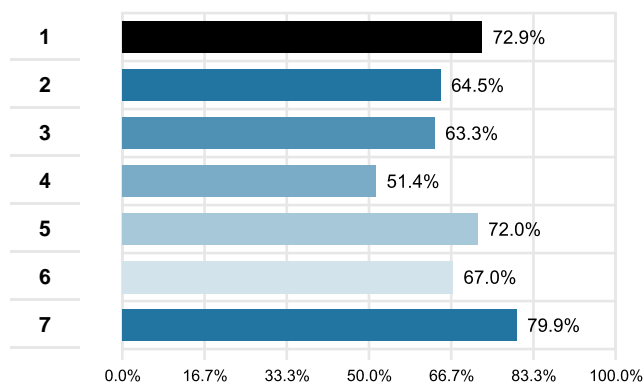
Rank 7: Org: Support for Diversity & Inclusion



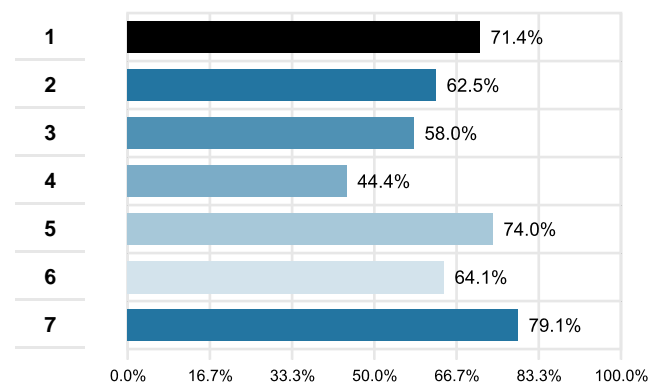
Rank 8: Work: Physical Safety



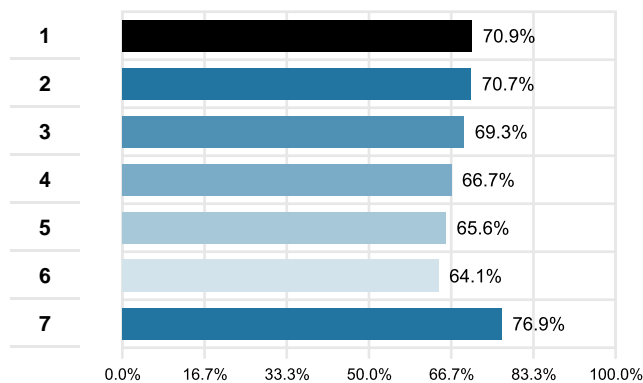
Rank 9: Org: Employment Relationship



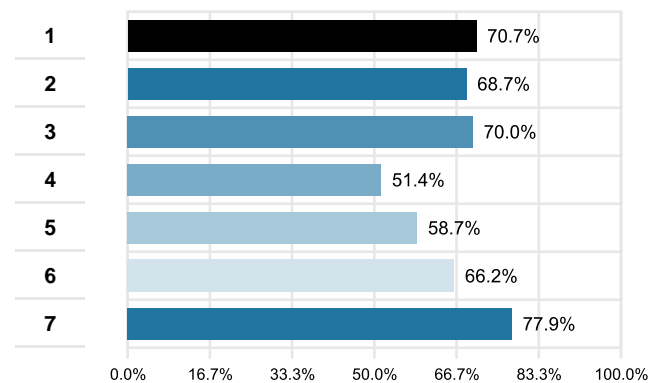
Rank 10: Dept: Continuous Improvement



Rank 11: Org: Internal Service Delivery



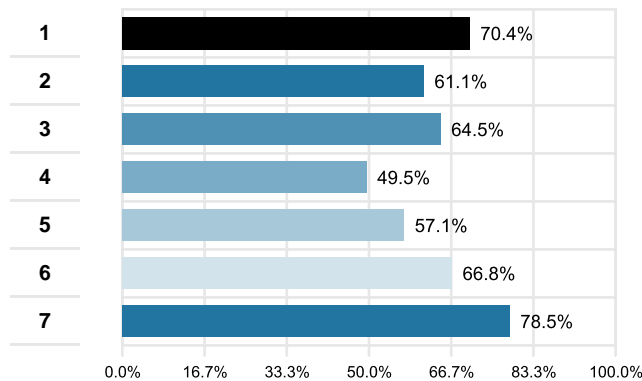
Rank 12: Work: Job Control



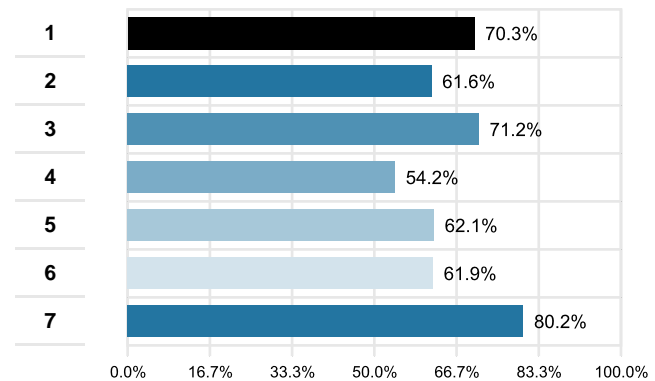
Driver Comparisons Among Union Affiliations

1	Oxford County	5	OPSEU Paramedic Services
2	CUPE Human Services	6	Unifor Long Term Care
3	CUPE Roads & Waste Management	7	Non-Union
4	CUPE Wastewater		

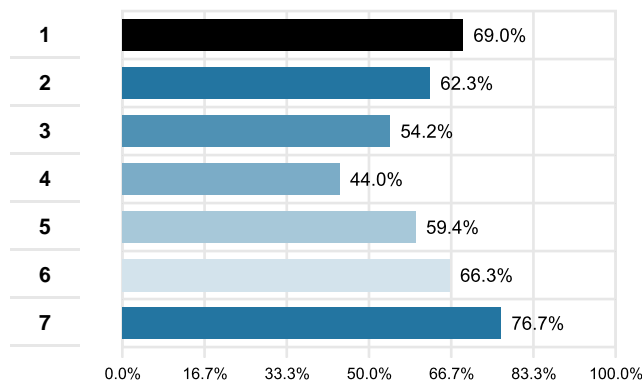
Rank 13: Dept: Support for Innovative Thinking



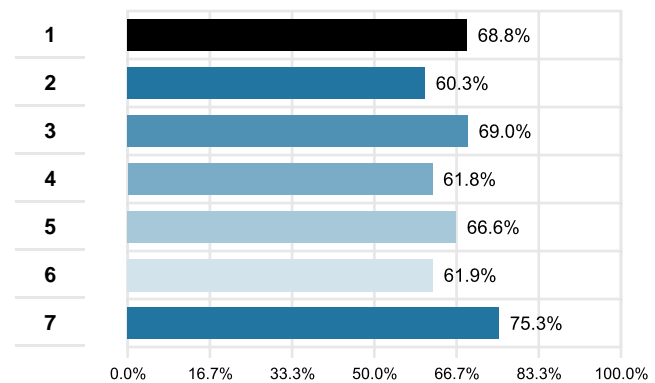
Rank 14: Work: Physical Work Environment



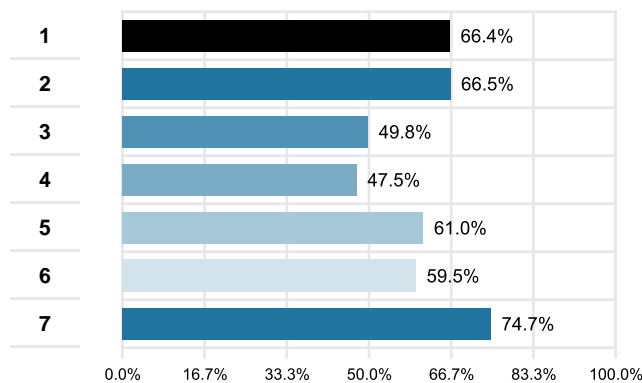
Rank 15: Dept: Satisfaction with Department Director



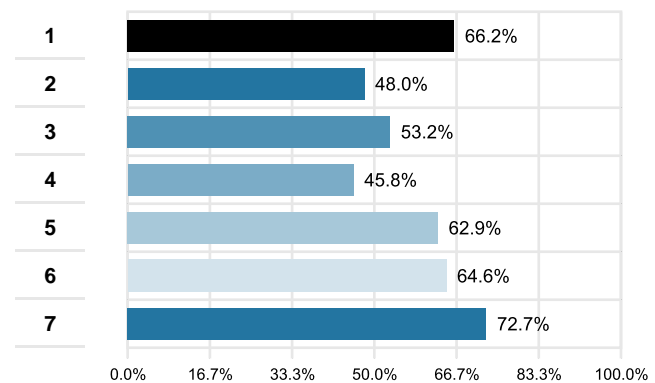
Rank 16: Org: Training & Development Opportunities



Rank 17: Org: Organizational Communication



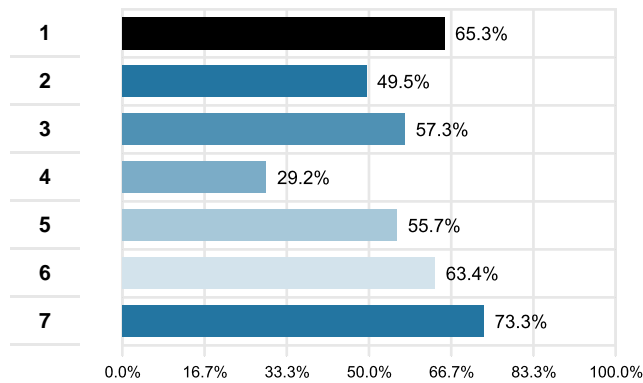
Rank 18: Dept: Communication in Your Department



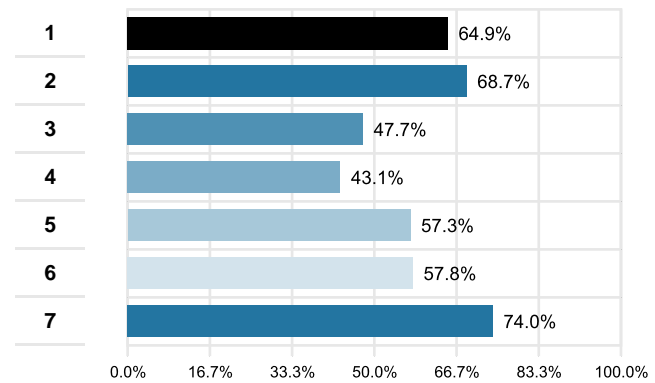
Driver Comparisons Among Union Affiliations

1	Oxford County	5	OPSEU Paramedic Services
2	CUPE Human Services	6	Unifor Long Term Care
3	CUPE Roads & Waste Management	7	Non-Union
4	CUPE Wastewater		

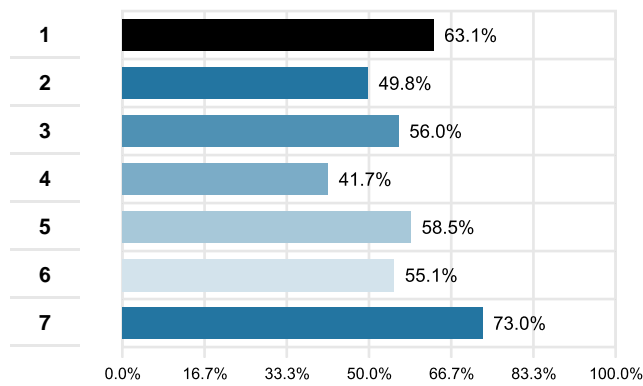
Rank 19: Dept: Resolve Conflicts



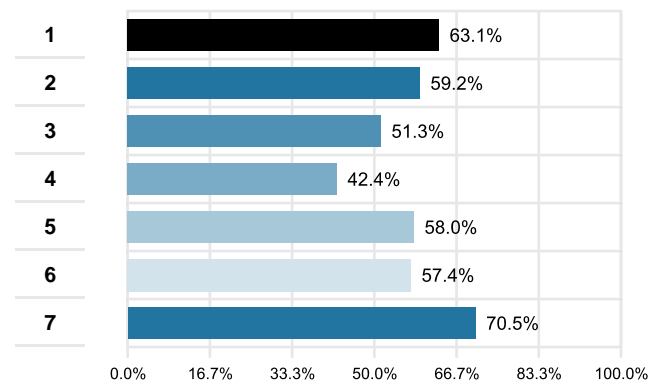
Rank 20: Org: Satisfaction with Senior Management Team



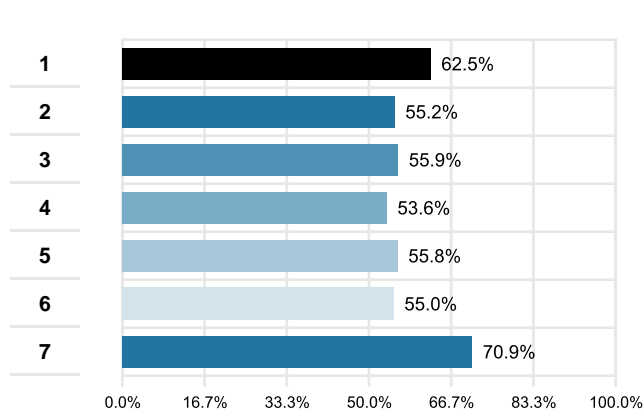
Rank 21: Dept: Performance Management



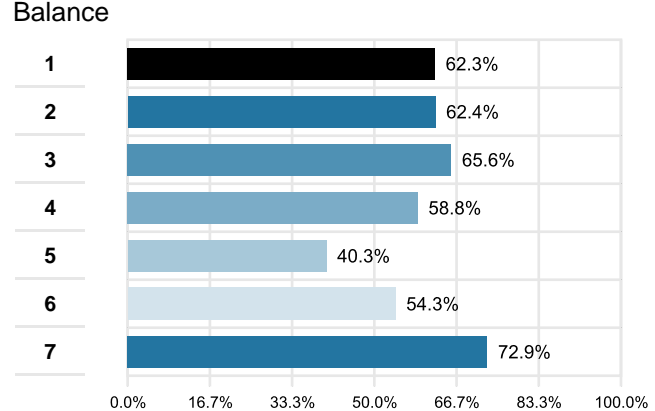
Rank 22: Org: Continuous Improvement



Rank 23: Dept: Psychological Safety



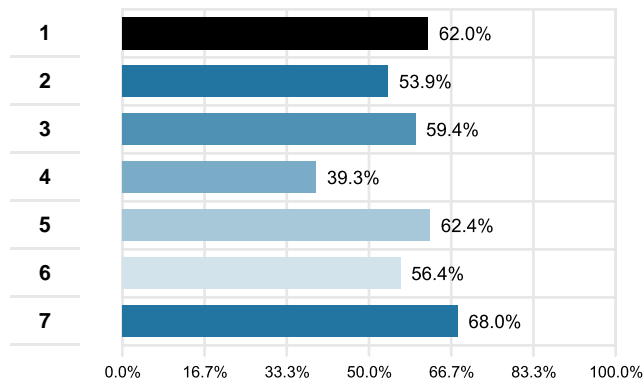
Rank 24: Work: Impact of Job on Personal Life / Work Life Balance



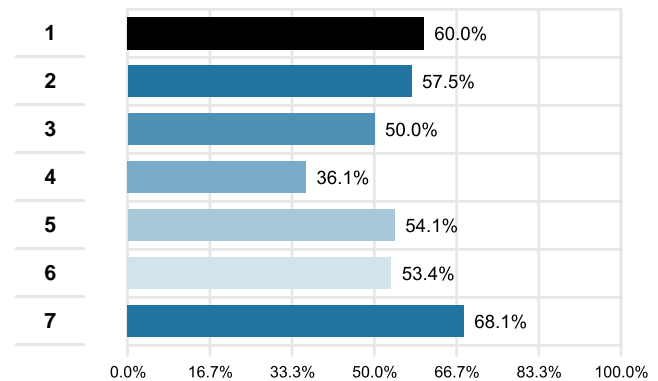
Driver Comparisons Among Union Affiliations

1	Oxford County	5	OPSEU Paramedic Services
2	CUPE Human Services	6	Unifor Long Term Care
3	CUPE Roads & Waste Management	7	Non-Union
4	CUPE Wastewater		

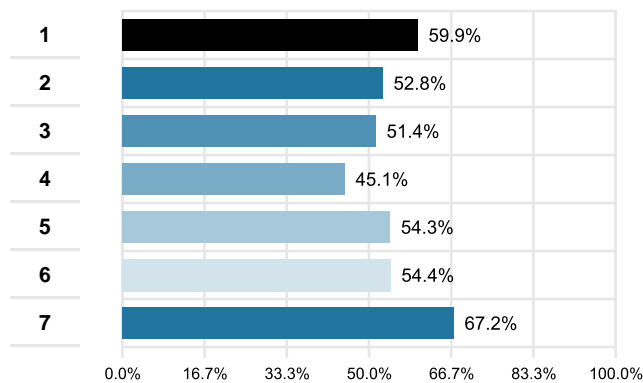
Rank 25: Org: Opportunities for Career Development



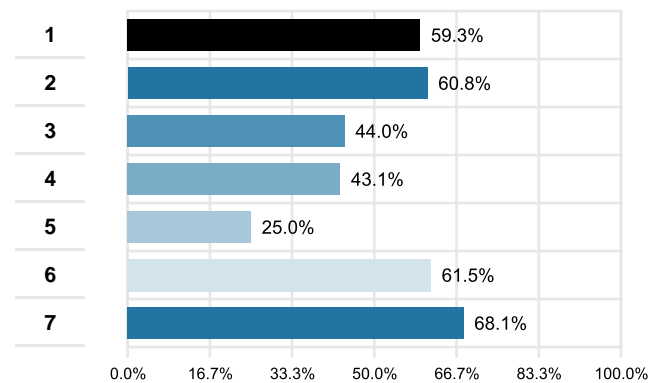
Rank 26: Org: Team Recognition



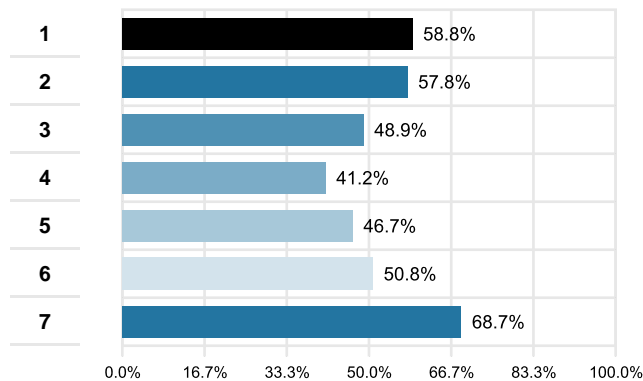
Rank 27: Org: Performance Evaluation



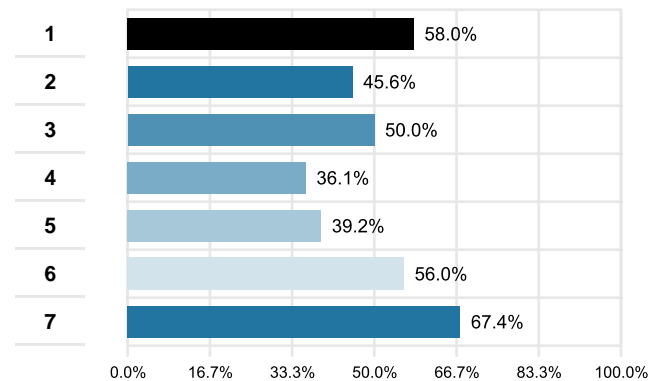
Rank 28: Org: Pay Satisfaction



Rank 29: Org: Recognition



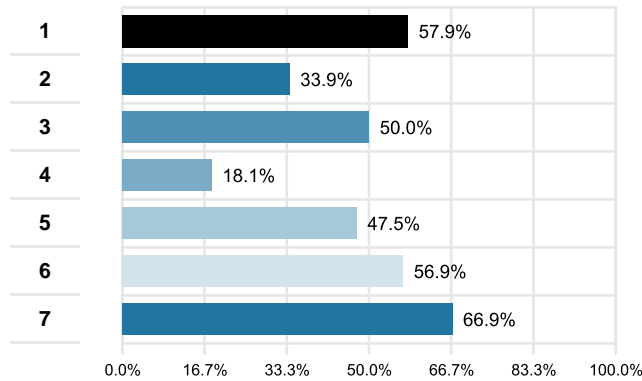
Rank 30: Dept: Employee Involvement In Your Department



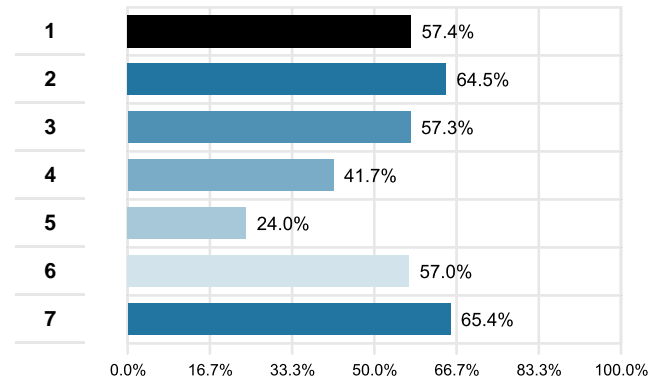
Driver Comparisons Among Union Affiliations

1	Oxford County	5	OPSEU Paramedic Services
2	CUPE Human Services	6	Unifor Long Term Care
3	CUPE Roads & Waste Management	7	Non-Union
4	CUPE Wastewater		

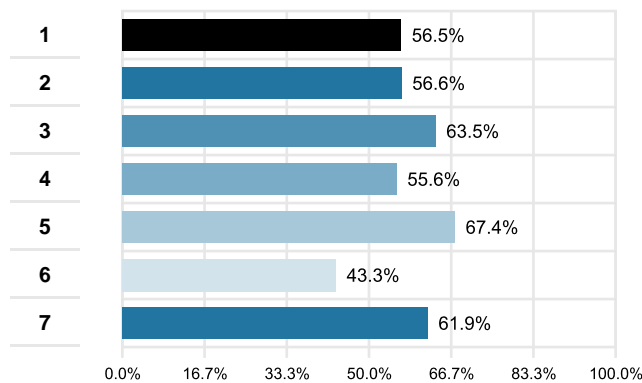
Rank 31: Dept: Morale



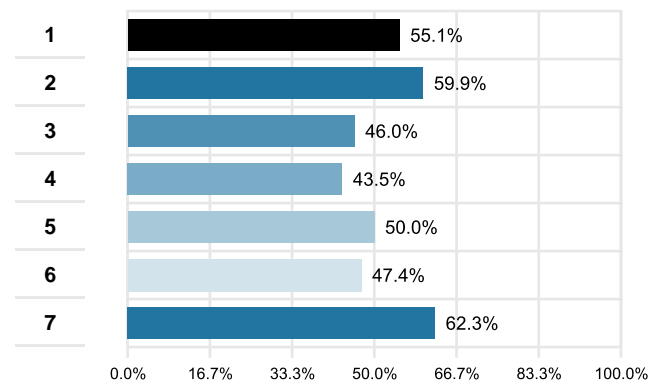
Rank 32: Org: Total Compensation Package



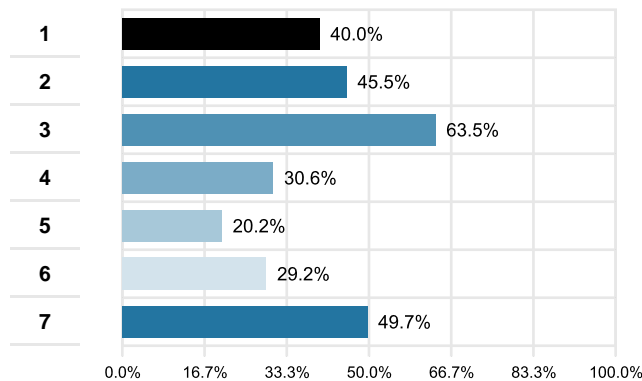
Rank 33: Work: Workload Manageability



Rank 34: Work: Resources and Supplies



Rank 35: Work: Workload Stress



Work Statuses: Summary of Results

Rank Ordered Drivers for Drivers of Strength and Drivers for Review

1	Dept: Co-worker Cooperation	13	Dept: Support for Innovative Thinking	25	Org: Opportunities for Career Development
2	Work: Job Clarity	14	Work: Physical Work Environment	26	Org: Team Recognition
3	Work: Job Enhancement	15	Dept: Satisfaction with Department Director	27	Org: Performance Evaluation
4	Dept: Satisfaction with Direct Supervisor	16	Org: Training & Development Opportunities	28	Org: Pay Satisfaction
5	Dept: Treated with Respect	17	Org: Organizational Communication	29	Org: Recognition
6	Dept: Equity & Inclusion	18	Dept: Communication in Your Department	30	Dept: Employee Involvement In Your Department
7	Org: Support for Diversity & Inclusion	19	Dept: Resolve Conflicts	31	Dept: Morale
8	Work: Physical Safety	20	Org: Satisfaction with Senior Management Team	32	Org: Total Compensation Package
9	Org: Employment Relationship	21	Dept: Performance Management	33	Work: Workload Manageability
10	Dept: Continuous Improvement	22	Org: Continuous Improvement	34	Work: Resources and Supplies
11	Org: Internal Service Delivery	23	Dept: Psychological Safety	35	Work: Workload Stress
12	Work: Job Control	24	Work: Impact of Job on Personal Life / Work Life Balance		

Comparisons by Difference from Rest Average

Work Statuses	Drivers of Strength	Drivers for Review	Difference
Temporary/Contract	1, 5, 8, 2, 6, 14, 31, 4, 11, 15, 12, 19, 10, 9, 3, 24, 7, 33, 22, 13, 26, 18, 27, 23, 16, 20, 17, 21, 25, 35, 30, 29, 34	32	+12.2%
Part-time	2, 5, 9, 19, 18, 31, 28		+2.0%
Full-time	32	2, 7, 9, 5, 18, 19, 27, 28, 31	-3.4%

Drivers of Strength: Those drivers whose means are observably (more than +5.0%) higher than their rest average.

Drivers for Review: Those drivers whose means are observably (less than -5.0%) lower than their rest average.

Difference: The difference of the group's Grand Average from the group's Grand Rest Average. The value is green if observably higher and red if observably lower.

Yearly Comparisons: 2017

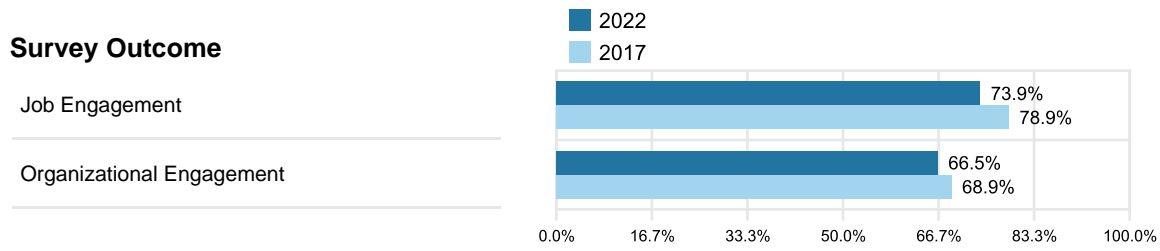
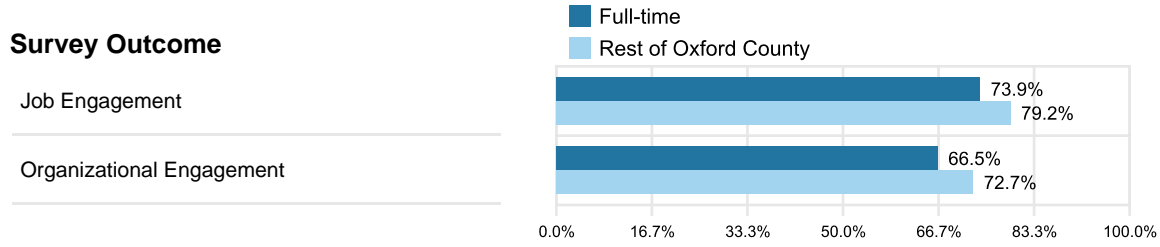
Work Statuses	Drivers of Strength	Drivers for Review	Difference
Part-time	9, 10	32, 34, 35	-0.6%
Full-time	10	11, 14, 18, 32, 33, 34, 35	-2.8%
Temporary/Contract	2, 15, 12, 23	1, 11, 18, 20, 17, 21, 35, 30, 29, 34, 32	-3.0%

Drivers of Strength: Those drivers whose means are observably (more than +5.0%) higher than their previous benchmark.

Drivers for Review: Those drivers whose means are observably (less than -5.0%) lower than their previous benchmark.

Difference: The difference between the group's Grand Average and its Yearly Benchmark Average. The value is green if observably higher and red if observably lower.

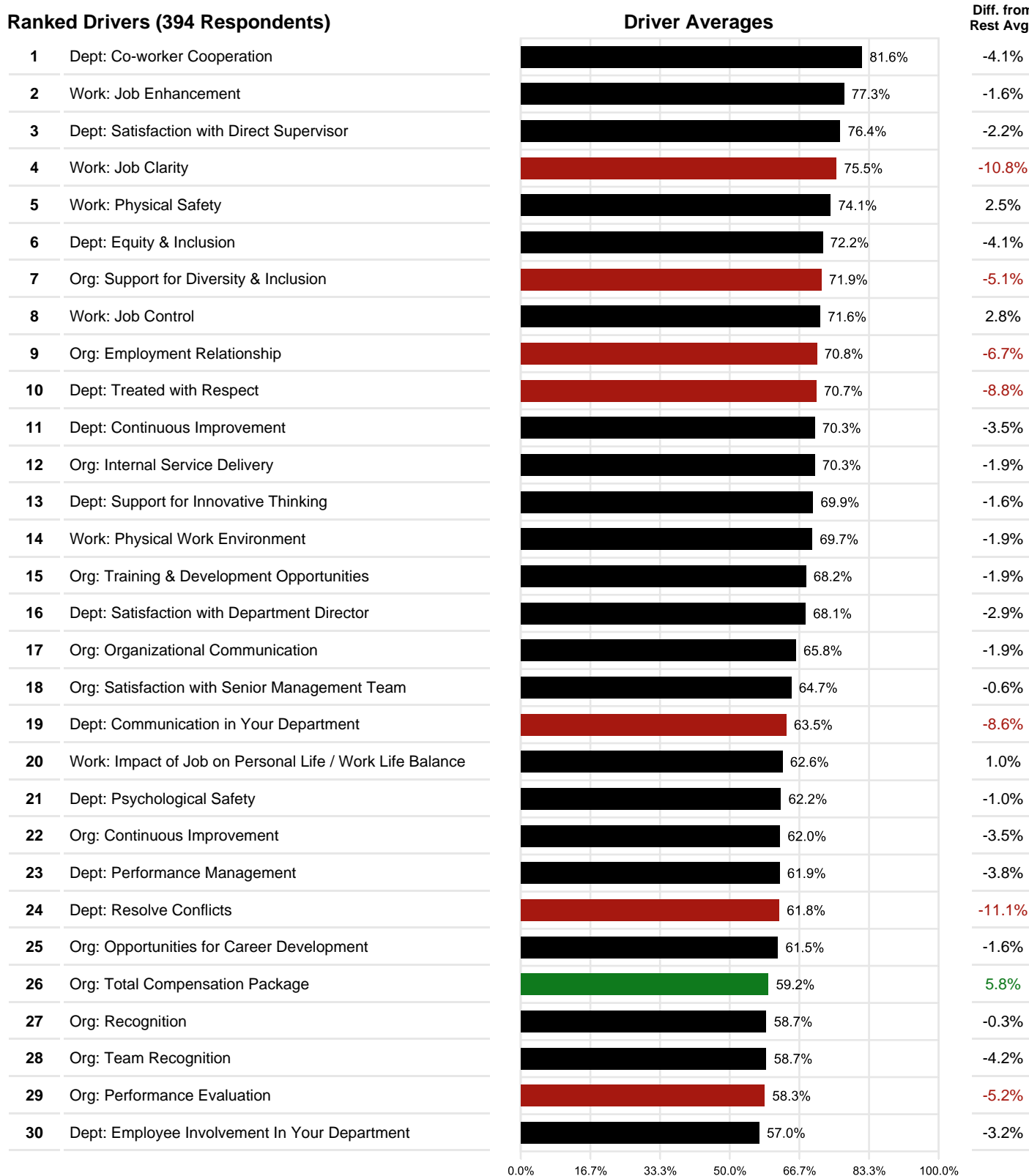
Survey Outcome Comparisons by Work Status: Full-time



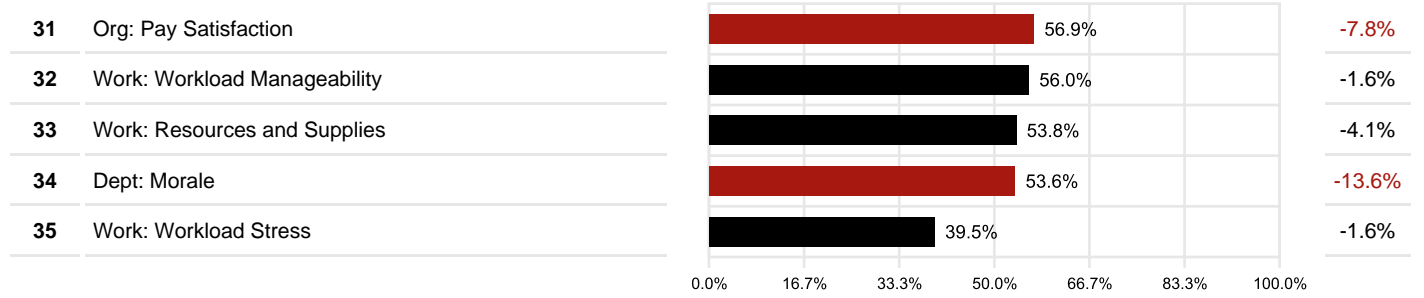
Driver Comparisons by Work Status: Full-time

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (394 Respondents)



Ranked Drivers (394 Respondents) (cont.)



Summary

Grand Average: 65.0%

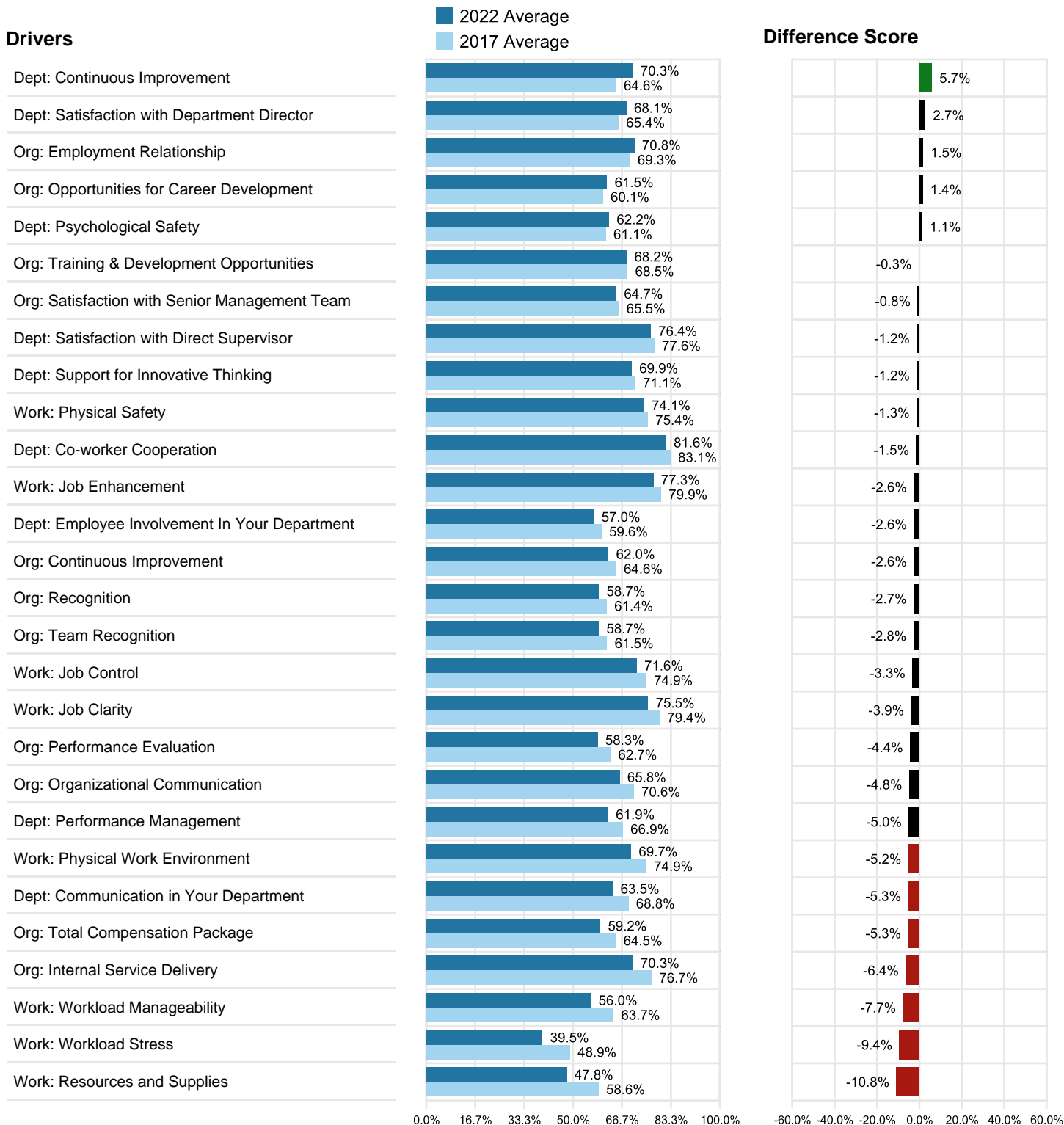
Rest Average: 68.4%

Difference: -3.4%

Number of observably higher drivers: 1

Number of observably lower drivers: 9

Full-time (2022 to 2017)



Summary

Grand Average for 2022: 65.0%

Grand Average for 2017: 67.8%

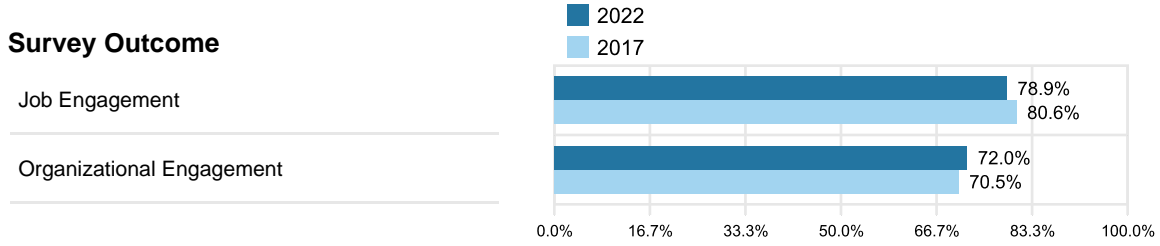
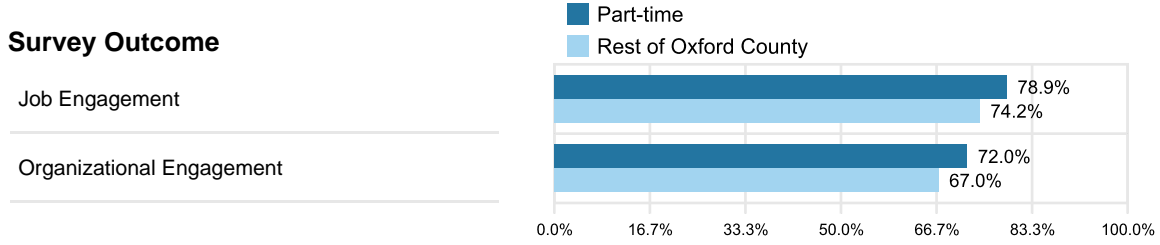
Number of drivers increased: 5

Number of drivers decreased: 23

Number of observably higher drivers: 1

Number of observably lower drivers: 7

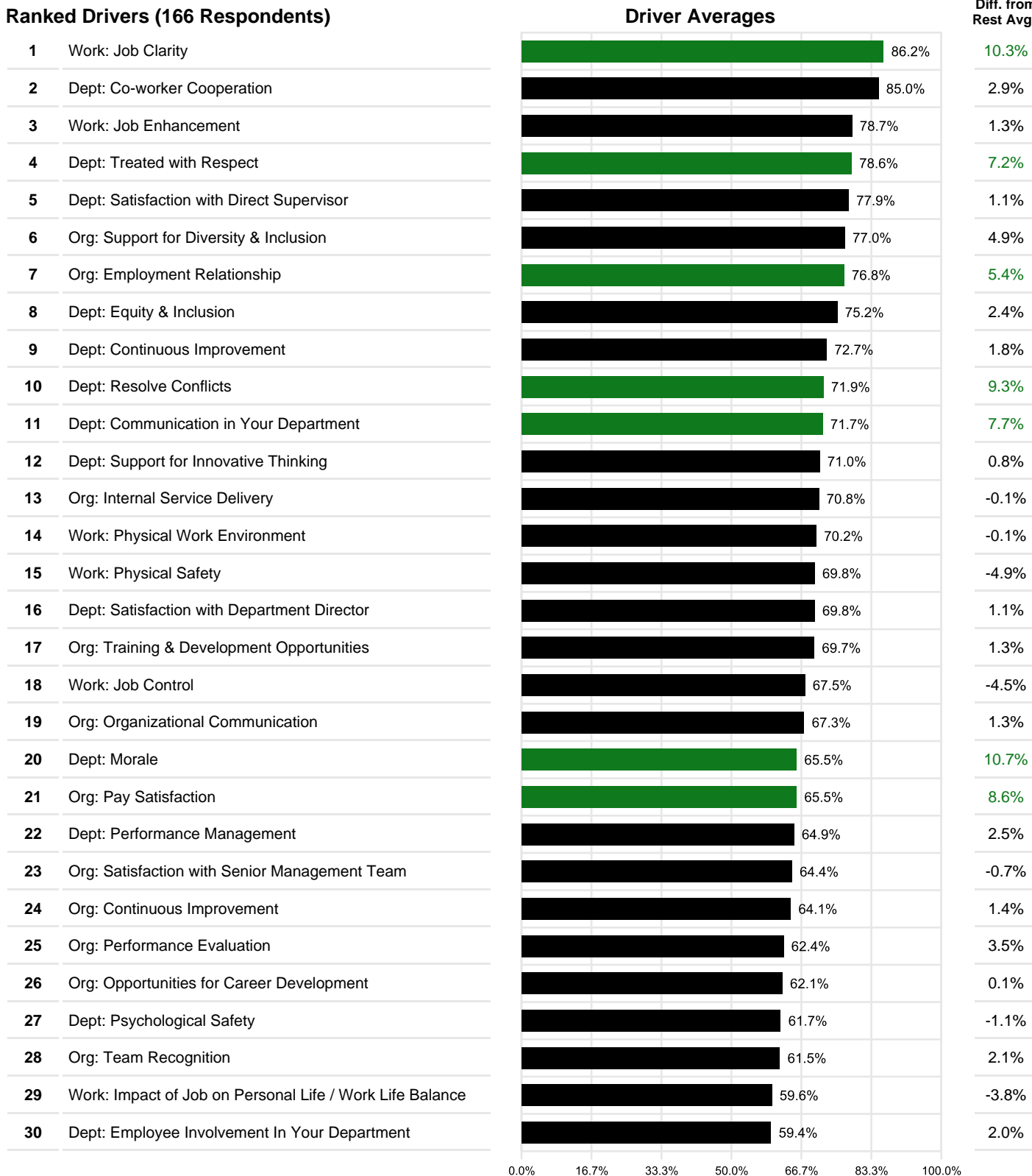
Survey Outcome Comparisons by Work Status: Part-time



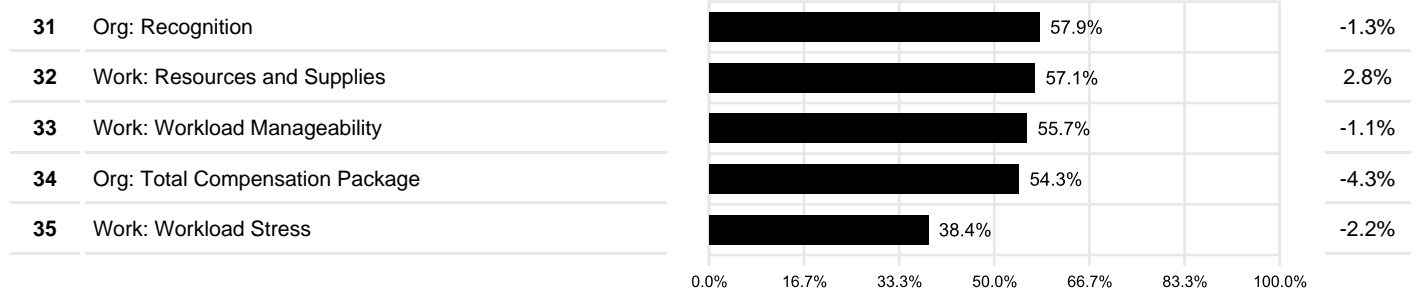
Driver Comparisons by Work Status: Part-time

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (166 Respondents)



Ranked Drivers (166 Respondents) (cont.)



Summary

Grand Average: 67.5%

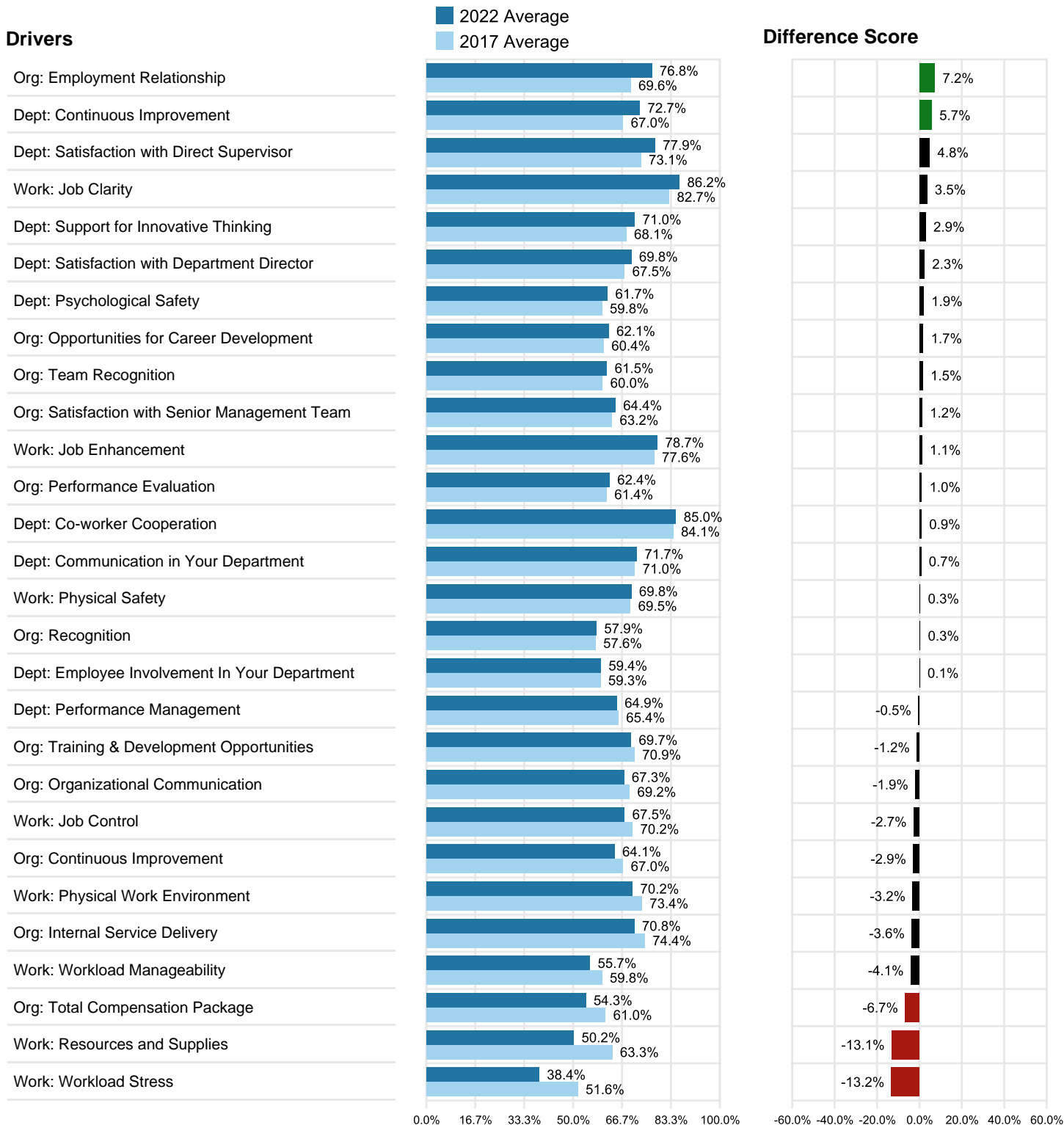
Rest Average: 65.5%

Difference: +2.0%

Number of observably higher drivers: 7

Number of observably lower drivers: 0

Part-time (2022 to 2017)



Summary

Grand Average for 2022: 66.5%

Grand Average for 2017: 67.1%

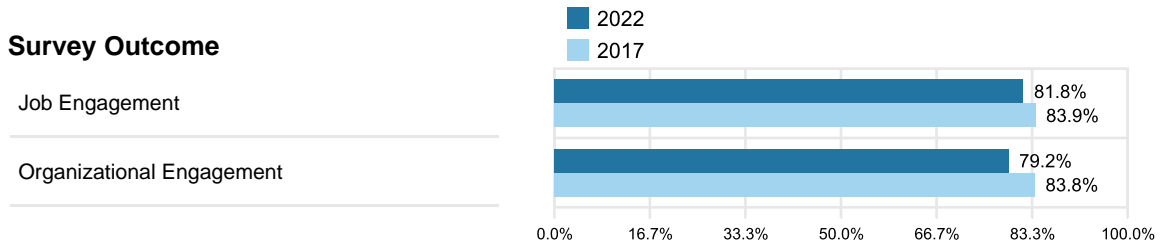
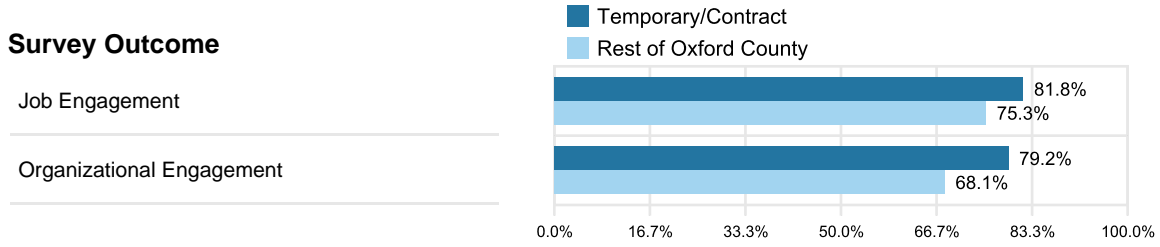
Number of drivers increased: 17

Number of drivers decreased: 11

Number of observably higher drivers: 2

Number of observably lower drivers: 3

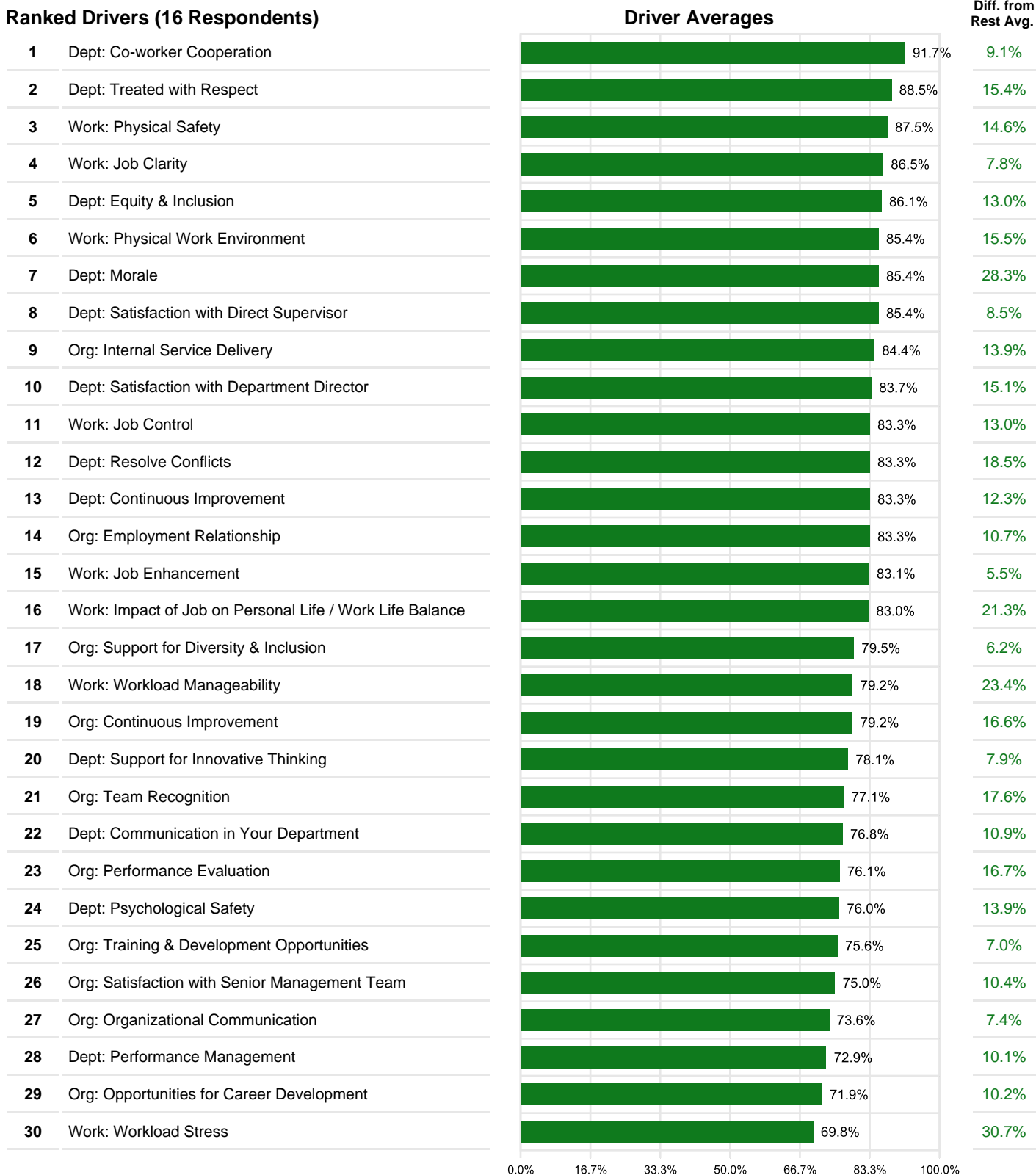
Survey Outcome Comparisons by Work Status: Temporary/Contract



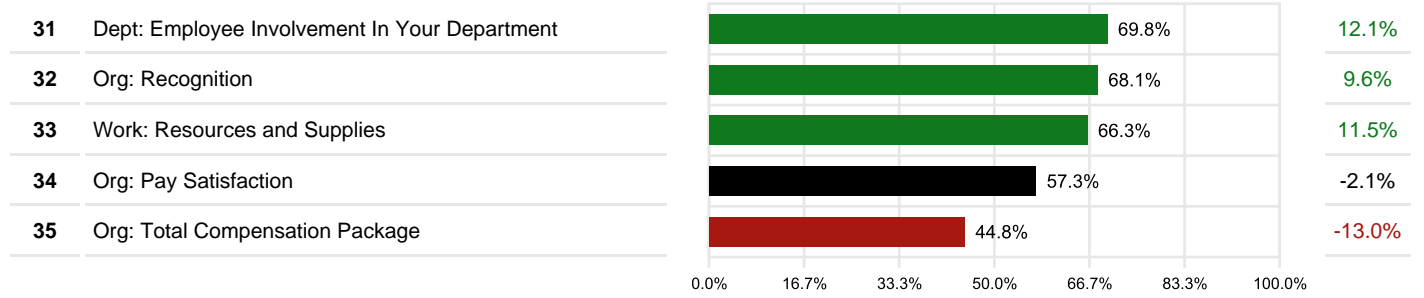
Driver Comparisons by Work Status: Temporary/Contract

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (16 Respondents)



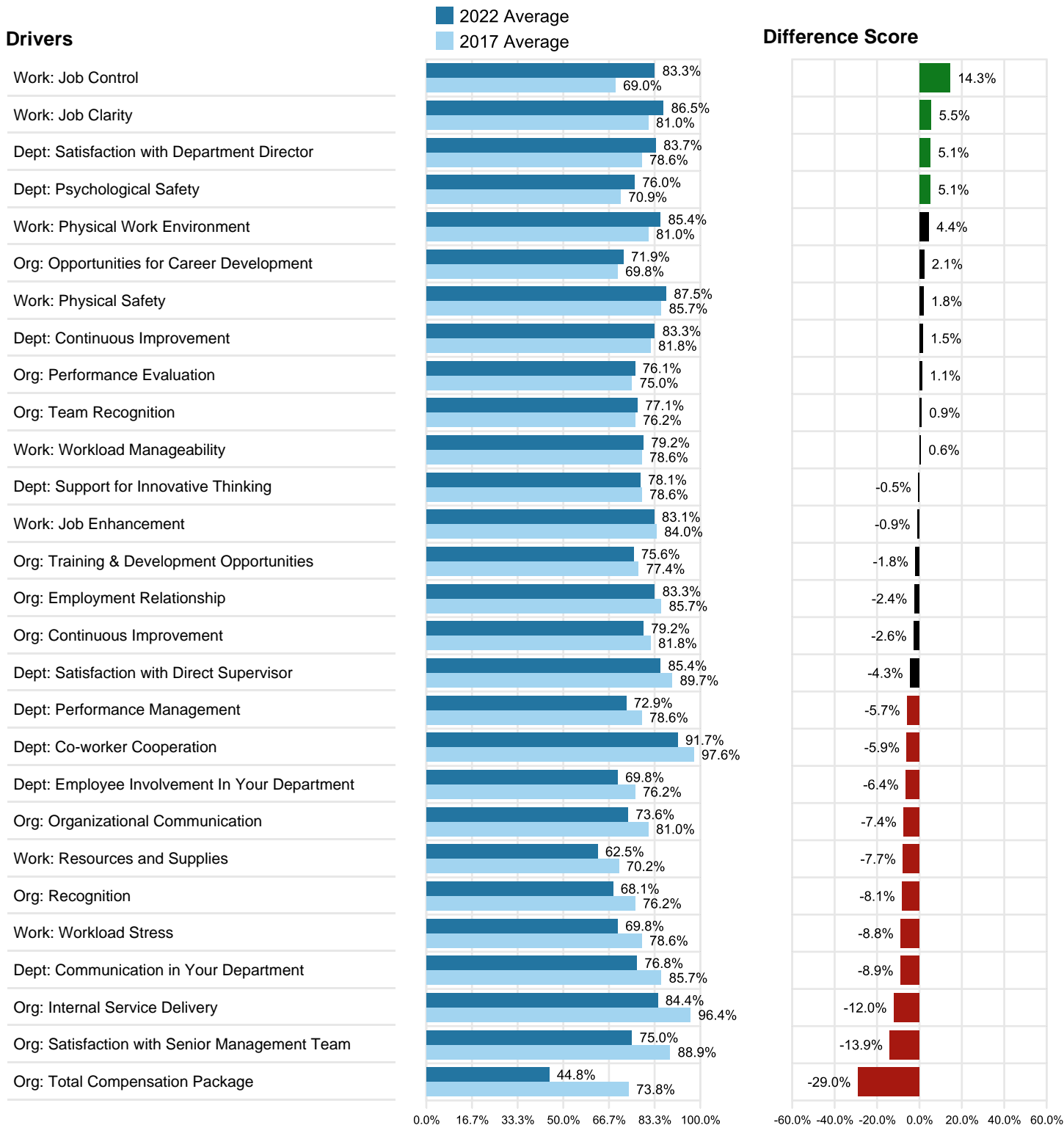
Ranked Drivers (16 Respondents) (cont.)



Summary

Grand Average: 78.0%	Rest Average: 65.8%	Difference: +12.2%
Number of observably higher drivers: 33	Number of observably lower drivers: 1	

Temporary/Contract (2022 to 2017)



Summary

Grand Average for 2022: 77.3%

Grand Average for 2017: 80.3%

Number of drivers increased: 11

Number of drivers decreased: 17

Number of observably higher drivers: 4

Number of observably lower drivers: 11

Driver Comparisons Among Work Statuses

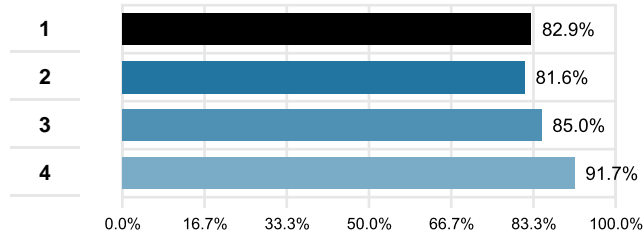
1 Oxford County

3 Part-time

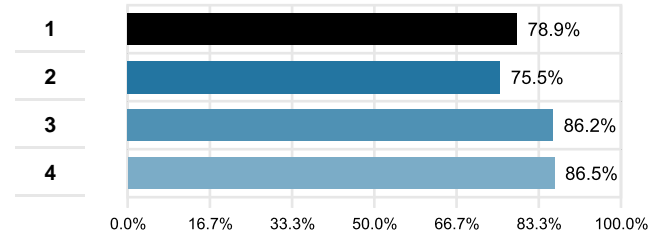
2 Full-time

4 Temporary/Contract

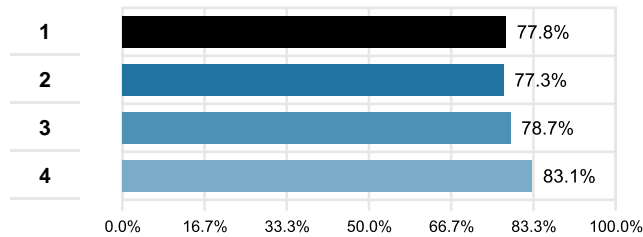
Rank 1: Dept: Co-worker Cooperation



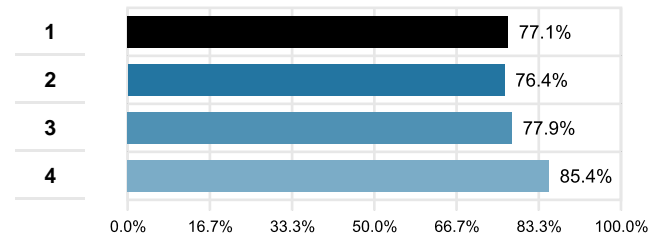
Rank 2: Work: Job Clarity



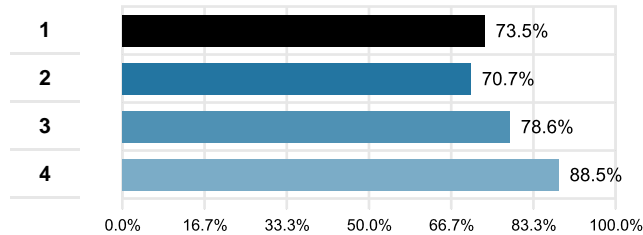
Rank 3: Work: Job Enhancement



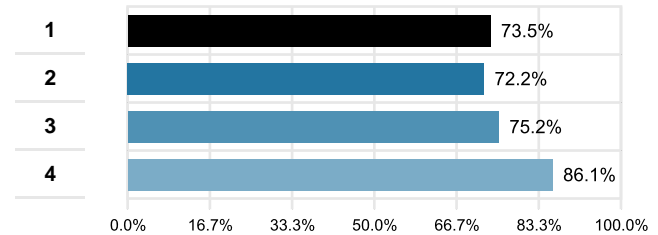
Rank 4: Dept: Satisfaction with Direct Supervisor



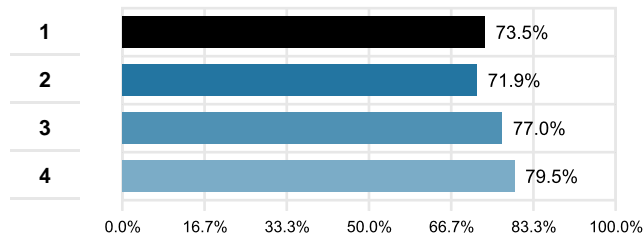
Rank 5: Dept: Treated with Respect



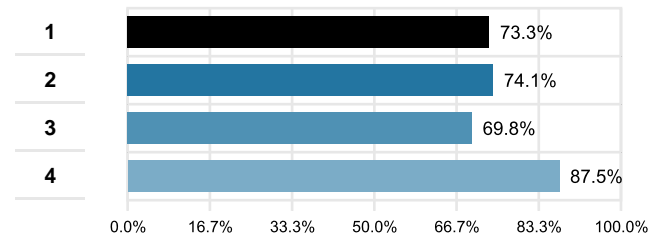
Rank 6: Dept: Equity & Inclusion



Rank 7: Org: Support for Diversity & Inclusion



Rank 8: Work: Physical Safety



Driver Comparisons Among Work Statuses

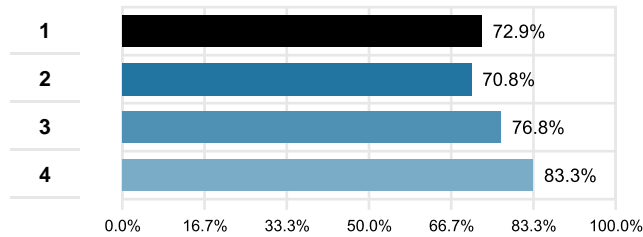
1 Oxford County

3 Part-time

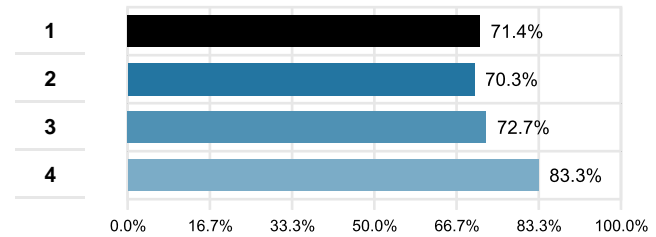
2 Full-time

4 Temporary/Contract

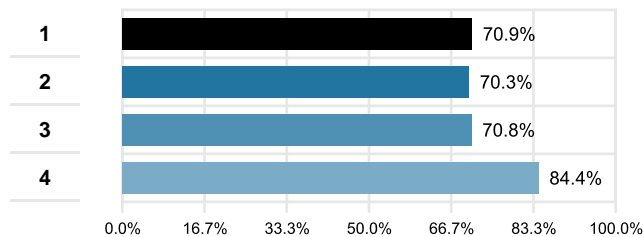
Rank 9: Org: Employment Relationship



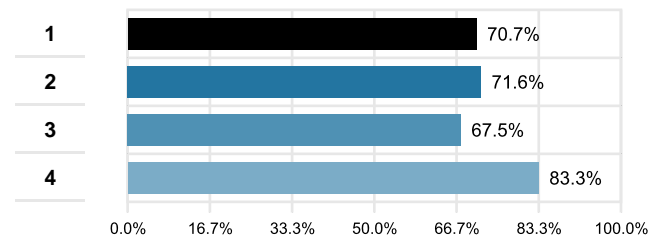
Rank 10: Dept: Continuous Improvement



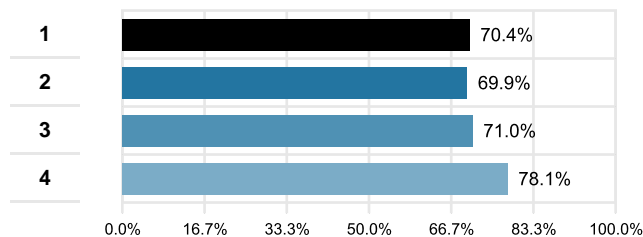
Rank 11: Org: Internal Service Delivery



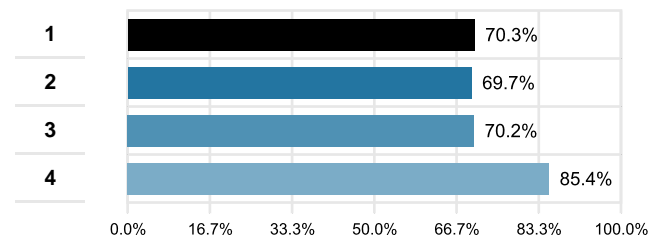
Rank 12: Work: Job Control



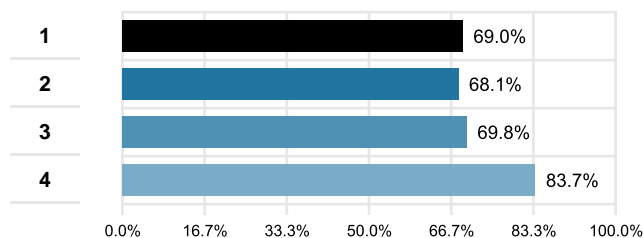
Rank 13: Dept: Support for Innovative Thinking



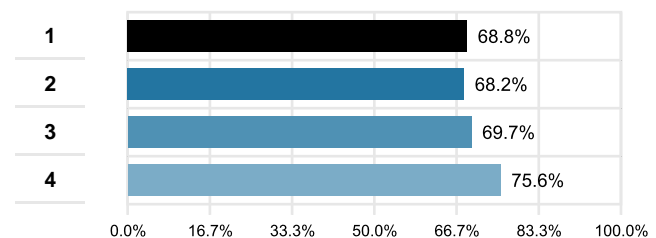
Rank 14: Work: Physical Work Environment



Rank 15: Dept: Satisfaction with Department Director



Rank 16: Org: Training & Development Opportunities



Driver Comparisons Among Work Statuses

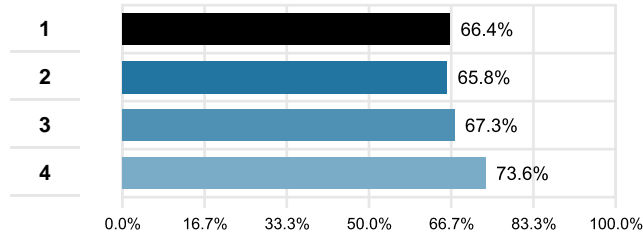
1 Oxford County

3 Part-time

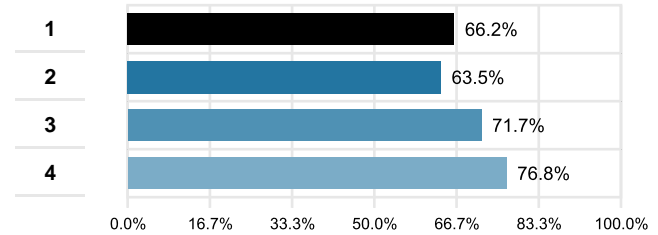
2 Full-time

4 Temporary/Contract

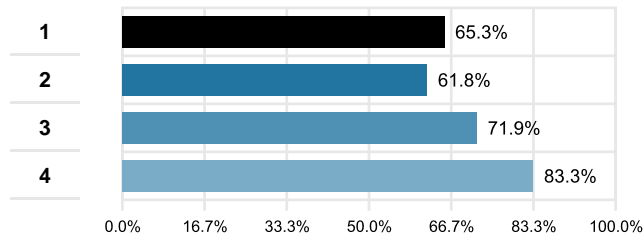
Rank 17: Org: Organizational Communication



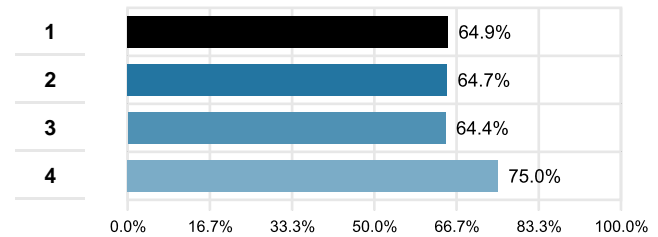
Rank 18: Dept: Communication in Your Department



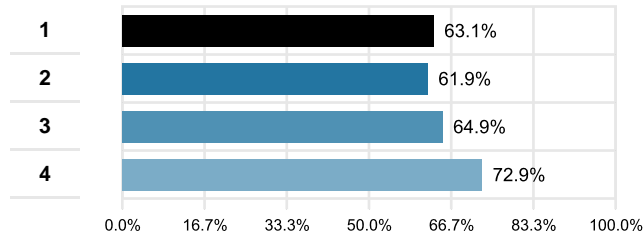
Rank 19: Dept: Resolve Conflicts



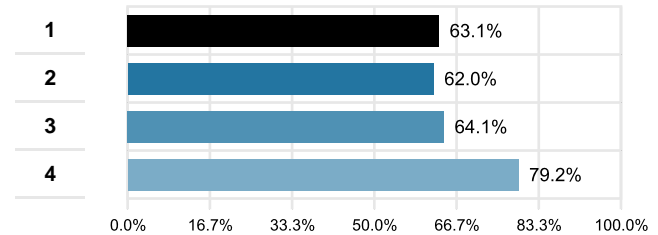
Rank 20: Org: Satisfaction with Senior Management Team



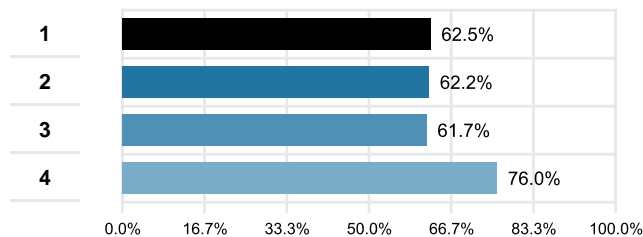
Rank 21: Dept: Performance Management



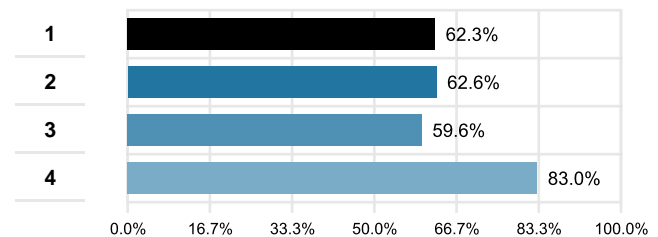
Rank 22: Org: Continuous Improvement



Rank 23: Dept: Psychological Safety



Rank 24: Work: Impact of Job on Personal Life / Work Life Balance



Driver Comparisons Among Work Statuses

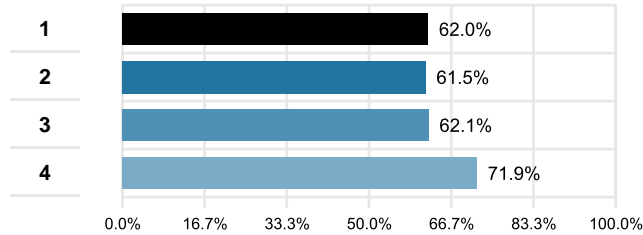
1 Oxford County

3 Part-time

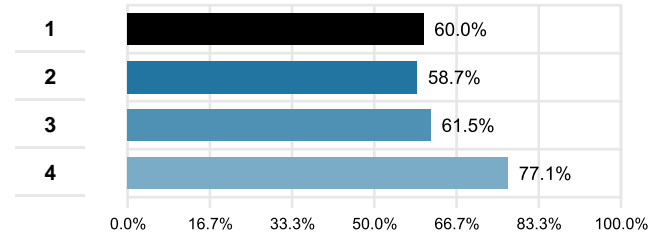
2 Full-time

4 Temporary/Contract

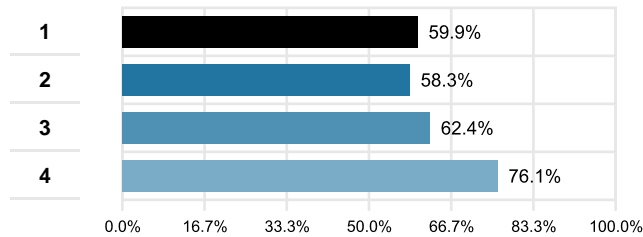
Rank 25: Org: Opportunities for Career Development



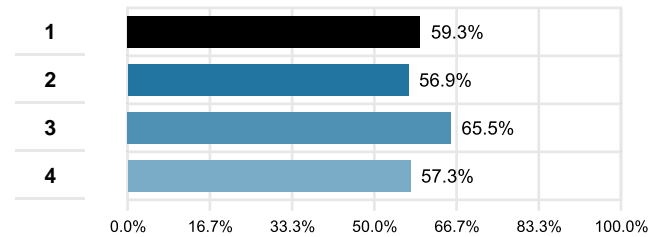
Rank 26: Org: Team Recognition



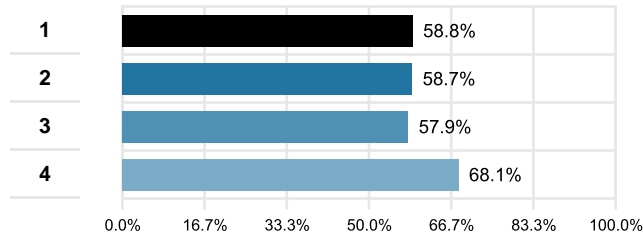
Rank 27: Org: Performance Evaluation



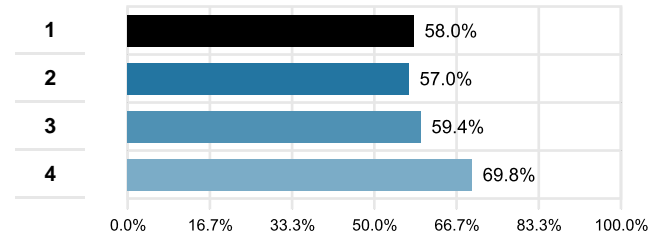
Rank 28: Org: Pay Satisfaction



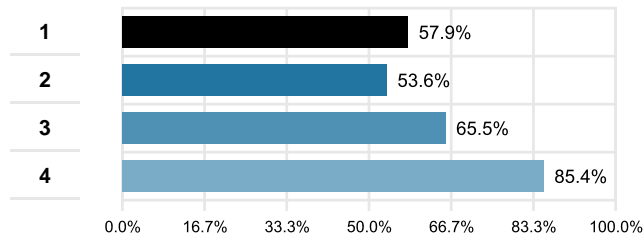
Rank 29: Org: Recognition



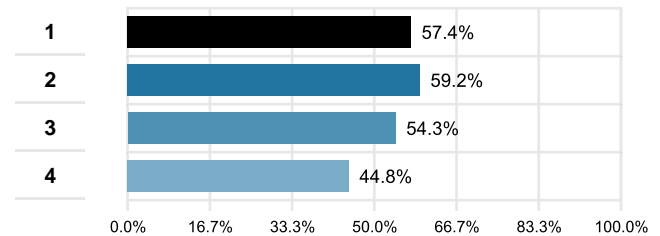
Rank 30: Dept: Employee Involvement In Your Department



Rank 31: Dept: Morale



Rank 32: Org: Total Compensation Package



Driver Comparisons Among Work Statuses

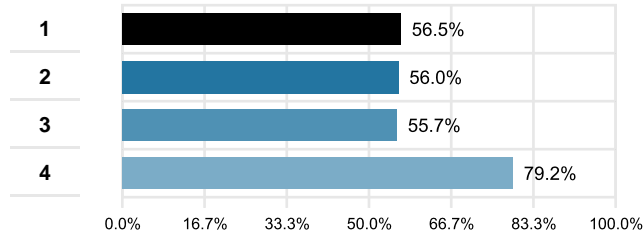
1 Oxford County

3 Part-time

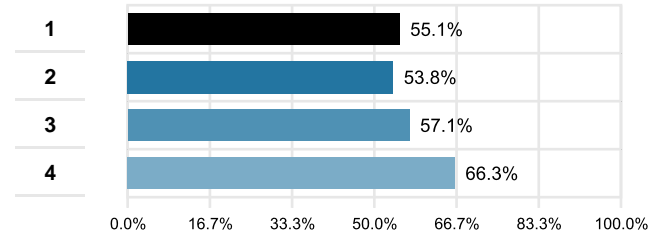
2 Full-time

4 Temporary/Contract

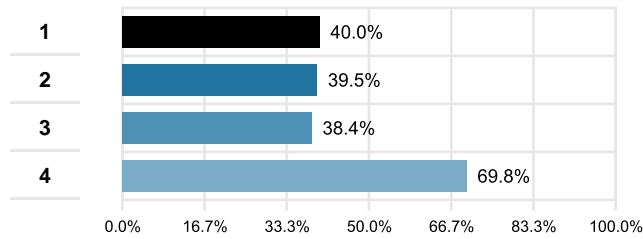
Rank 33: Work: Workload Manageability



Rank 34: Work: Resources and Supplies



Rank 35: Work: Workload Stress



Organizational Tenures: Summary of Results

Rank Ordered Drivers for Drivers of Strength and Drivers for Review

1	Dept: Co-worker Cooperation	13	Dept: Support for Innovative Thinking	25	Org: Opportunities for Career Development
2	Work: Job Clarity	14	Work: Physical Work Environment	26	Org: Team Recognition
3	Work: Job Enhancement	15	Dept: Satisfaction with Department Director	27	Org: Performance Evaluation
4	Dept: Satisfaction with Direct Supervisor	16	Org: Training & Development Opportunities	28	Org: Pay Satisfaction
5	Dept: Treated with Respect	17	Org: Organizational Communication	29	Org: Recognition
6	Dept: Equity & Inclusion	18	Dept: Communication in Your Department	30	Dept: Employee Involvement In Your Department
7	Org: Support for Diversity & Inclusion	19	Dept: Resolve Conflicts	31	Dept: Morale
8	Work: Physical Safety	20	Org: Satisfaction with Senior Management Team	32	Org: Total Compensation Package
9	Org: Employment Relationship	21	Dept: Performance Management	33	Work: Workload Manageability
10	Dept: Continuous Improvement	22	Org: Continuous Improvement	34	Work: Resources and Supplies
11	Org: Internal Service Delivery	23	Dept: Psychological Safety	35	Work: Workload Stress
12	Work: Job Control	24	Work: Impact of Job on Personal Life / Work Life Balance		

Comparisons by Difference from Rest Average

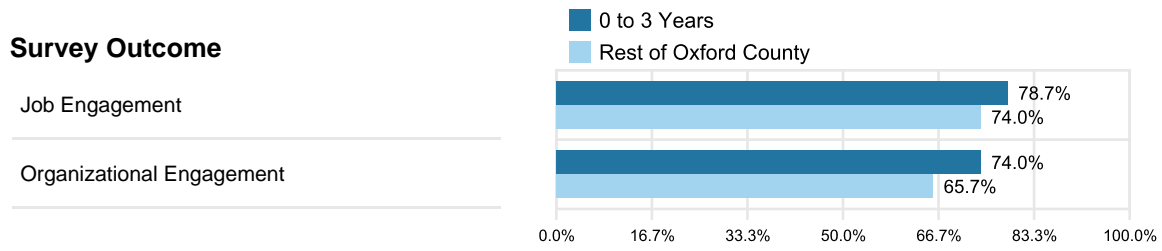
Organizational Tenures	Drivers of Strength	Drivers for Review	Difference
0 to 3 Years	8, 9, 5, 7, 14, 20, 12, 19, 15, 17, 18, 24, 31, 25, 22, 21, 23, 26, 30, 27, 33, 29, 28, 32, 34, 35		+7.7%
3 to 6 Years	33		+0.9%
20+ Years	13, 29	35	+0.1%
6 to 10 Years		12, 8, 10, 15, 18, 19, 20, 24, 21, 23, 25, 26, 29, 31, 33, 30, 34, 35	-5.0%
15 to 20 Years		2, 6, 8, 12, 15, 9, 14, 17, 20, 24, 25, 22, 19, 30, 29, 26, 27, 28, 31, 34, 35	-6.0%
10 to 15 Years		8, 9, 5, 14, 13, 16, 15, 17, 20, 18, 25, 24, 21, 23, 19, 22, 27, 31, 29, 34, 30, 26, 33, 35	-6.5%

Drivers of Strength: Those drivers whose means are observably (more than +5.0%) higher than their rest average.

Drivers for Review: Those drivers whose means are observably (less than -5.0%) lower than their rest average.

Difference: The difference of the group's Grand Average from the group's Grand Rest Average. The value is green if observably higher and red if observably lower.

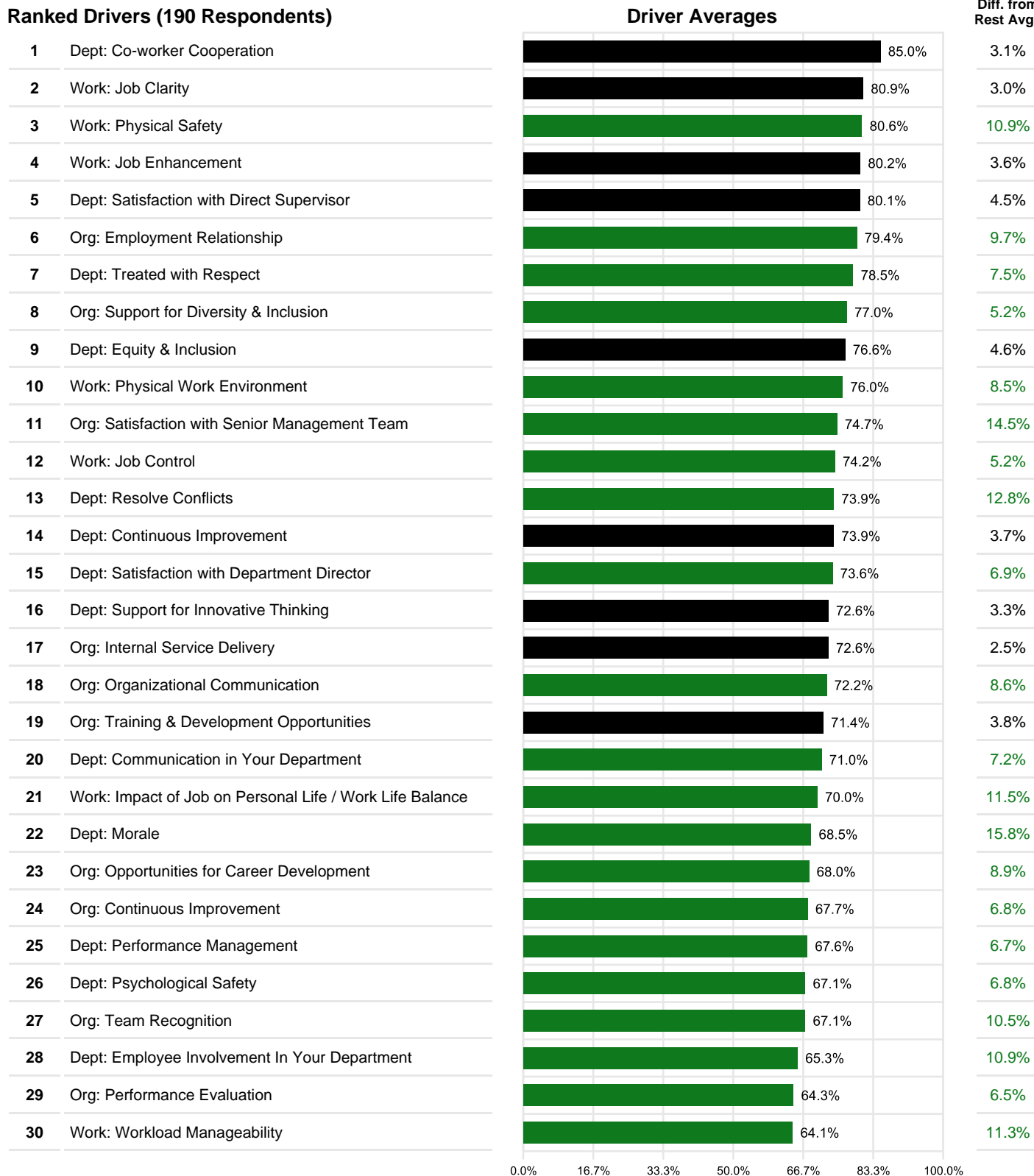
Survey Outcome Comparisons by Organizational Tenure: 0 to 3 Years



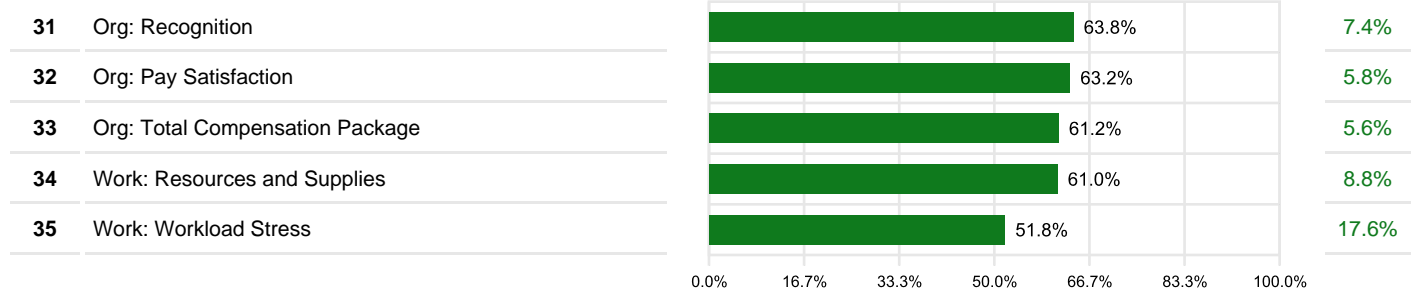
Driver Comparisons by Organizational Tenure: 0 to 3 Years

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (190 Respondents)



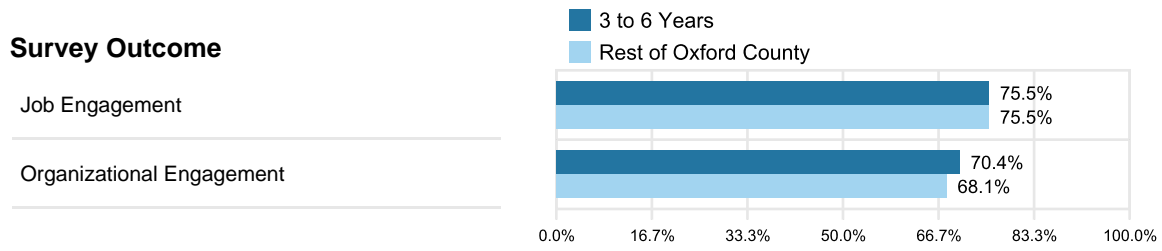
Ranked Drivers (190 Respondents) (cont.)



Summary

Grand Average: 71.3%	Rest Average: 63.6%	Difference: +7.7%
Number of observably higher drivers: 26	Number of observably lower drivers: 0	

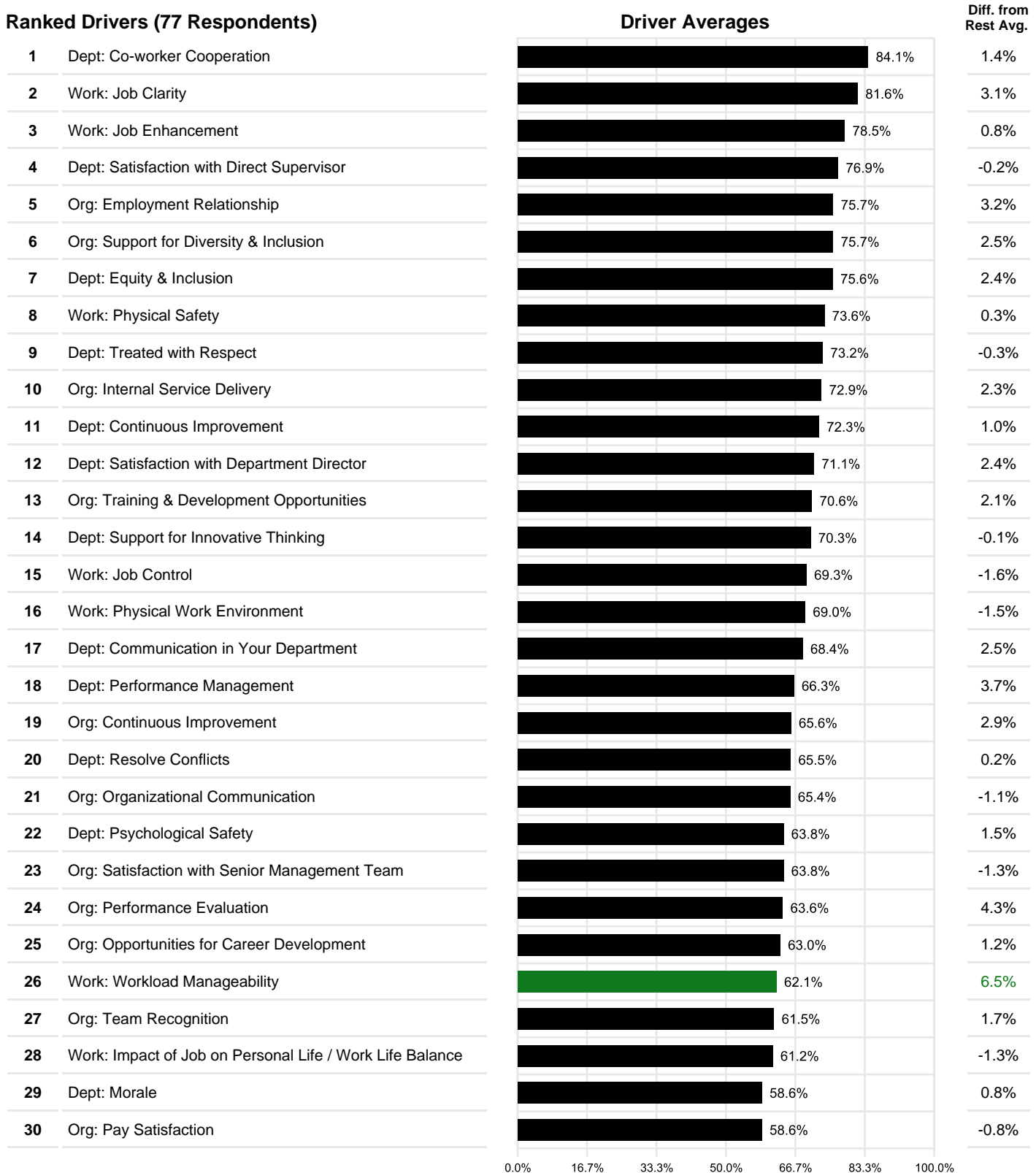
Survey Outcome Comparisons by Organizational Tenure: 3 to 6 Years



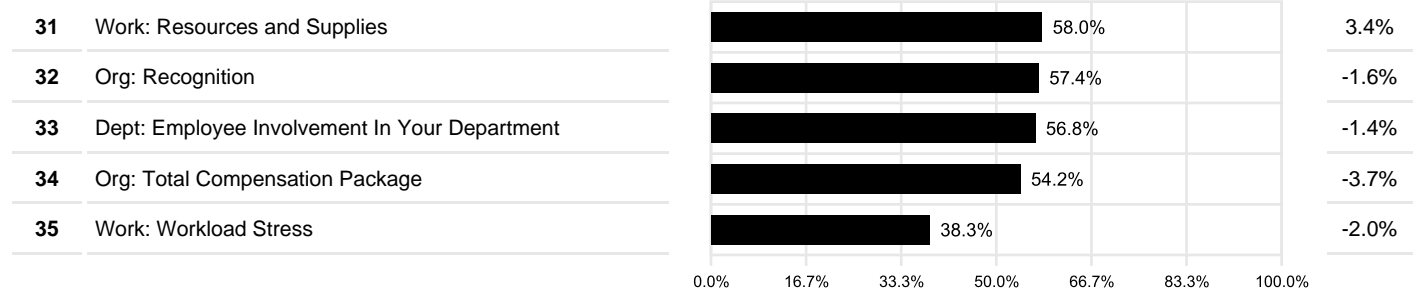
Driver Comparisons by Organizational Tenure: 3 to 6 Years

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (77 Respondents)



Ranked Drivers (77 Respondents) (cont.)



Summary

Grand Average: 66.9%

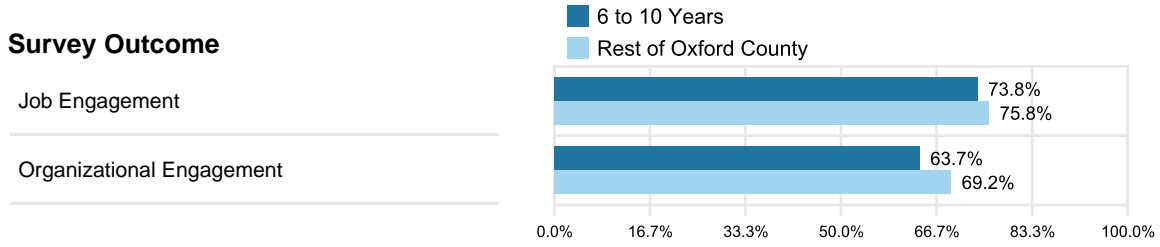
Rest Average: 66.0%

Difference: +0.9%

Number of observably higher drivers: 1

Number of observably lower drivers: 0

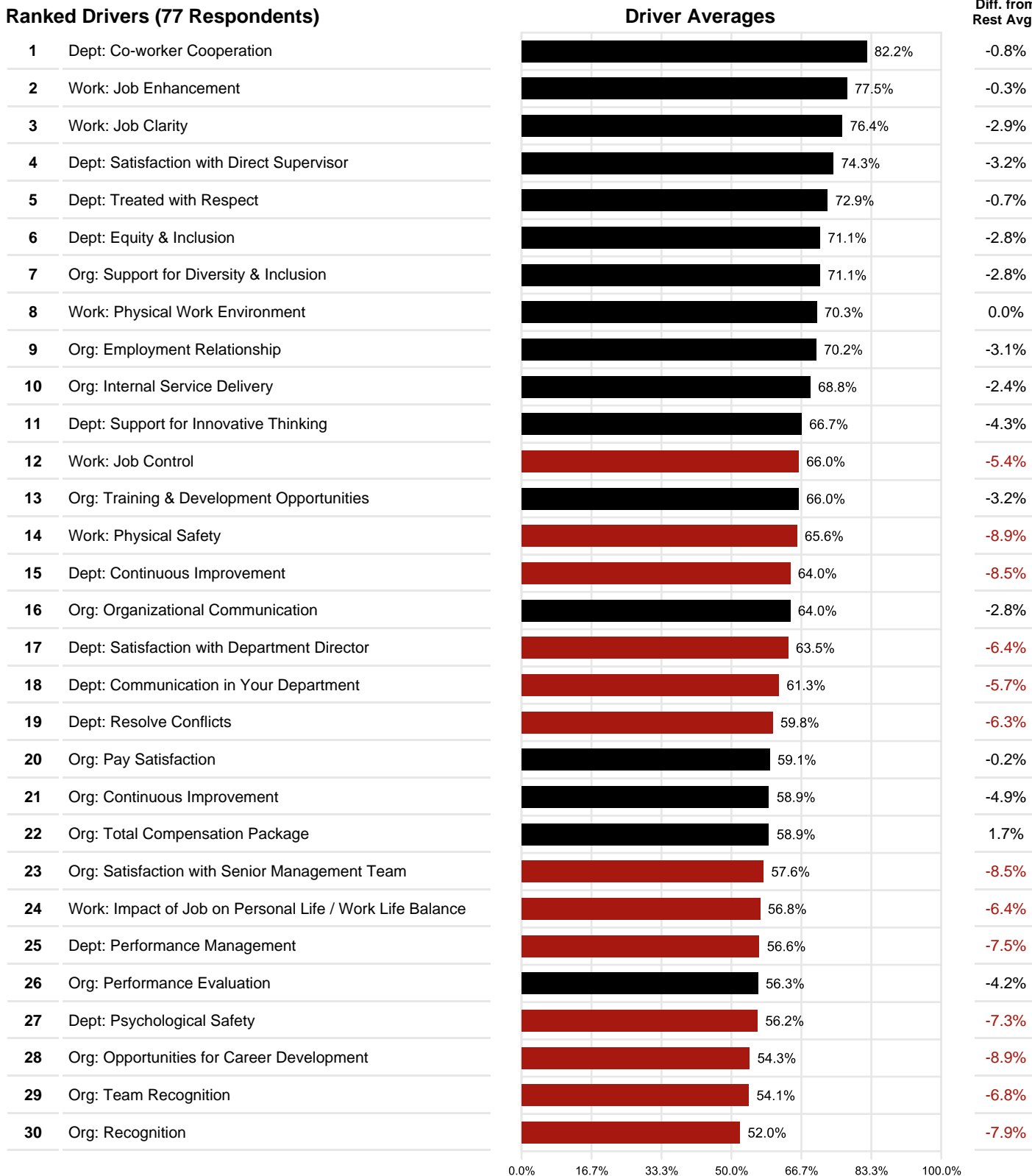
Survey Outcome Comparisons by Organizational Tenure: 6 to 10 Years



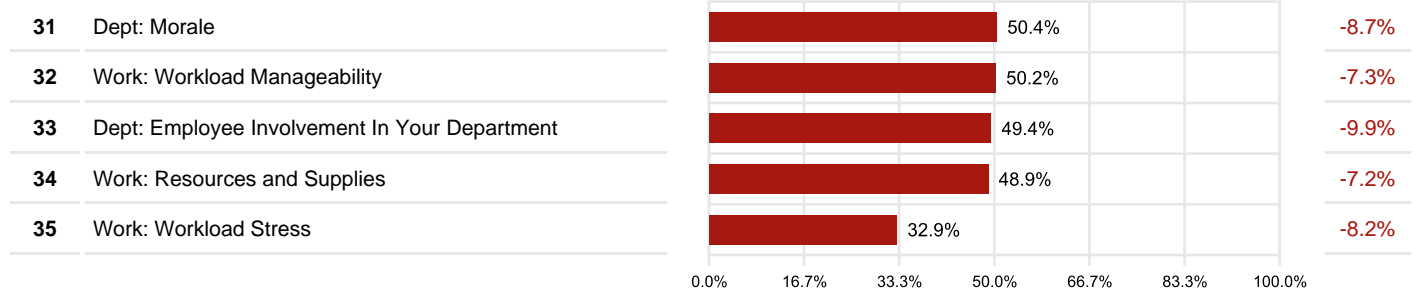
Driver Comparisons by Organizational Tenure: 6 to 10 Years

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (77 Respondents)



Ranked Drivers (77 Respondents) (cont.)

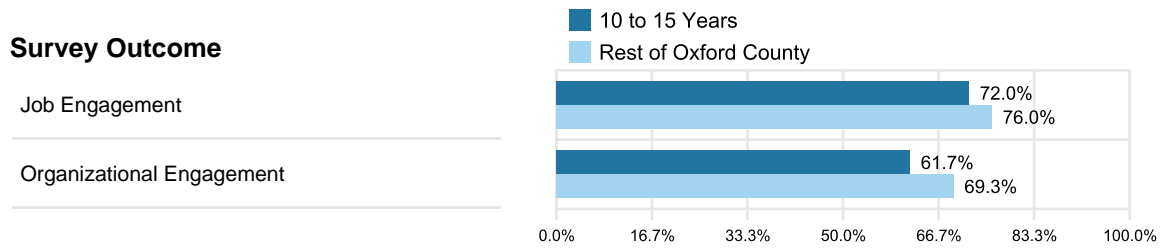


Summary

Grand Average: 61.8% Rest Average: 66.8% Difference: -5.0%

Number of observably higher drivers: 0 Number of observably lower drivers: 18

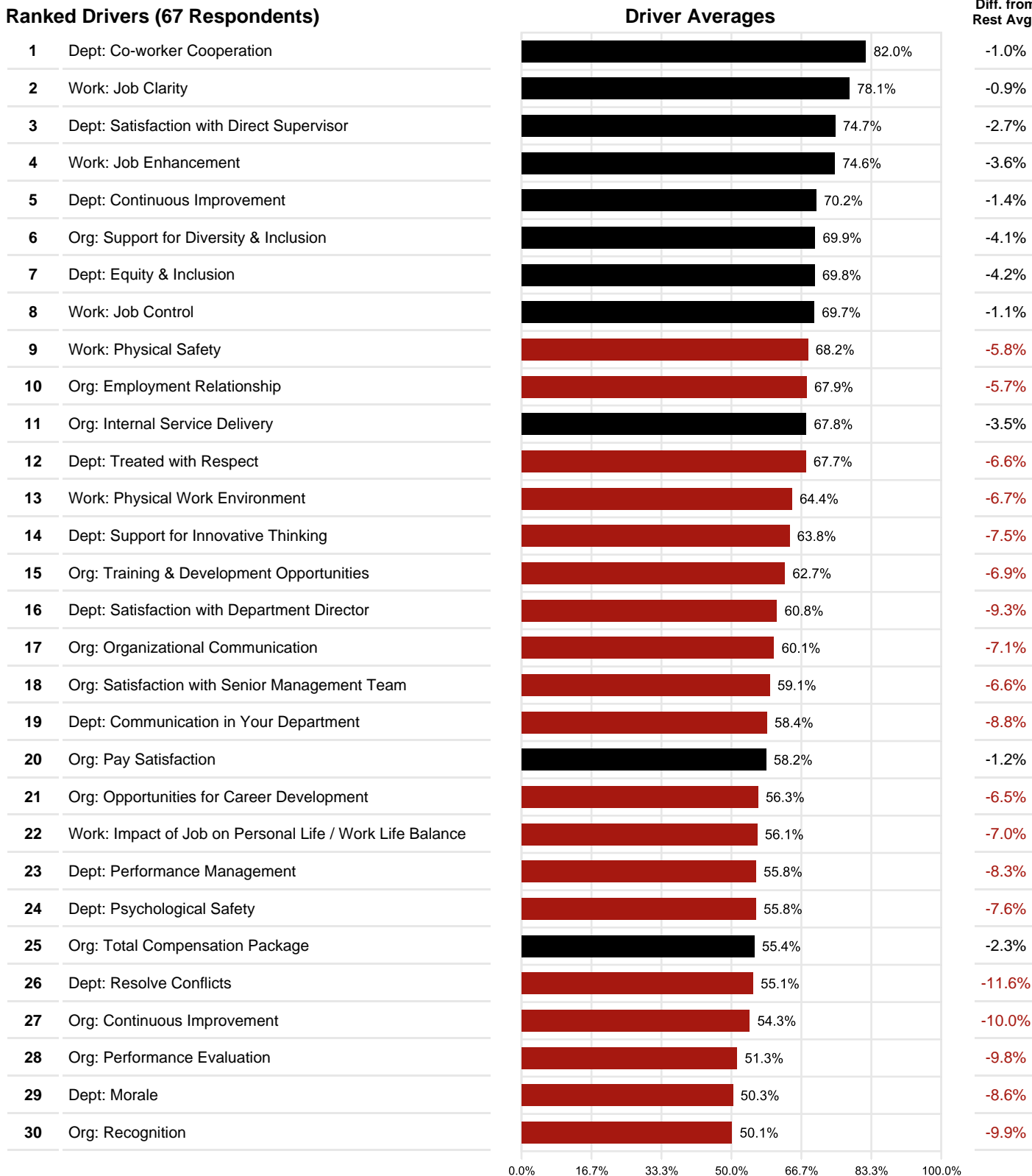
Survey Outcome Comparisons by Organizational Tenure: 10 to 15 Years



Driver Comparisons by Organizational Tenure: 10 to 15 Years

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

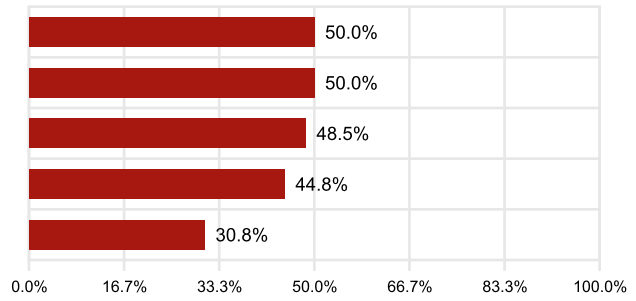
Ranked Drivers (67 Respondents)



Ranked Drivers (67 Respondents) (cont.)

31	Work: Resources and Supplies
32	Dept: Employee Involvement In Your Department
33	Org: Team Recognition
34	Work: Workload Manageability
35	Work: Workload Stress

Driver Averages



Diff. from Rest Avg.

-5.8%
-9.1%
-13.1%
-13.2%
-10.4%

Summary

Grand Average: 60.4%

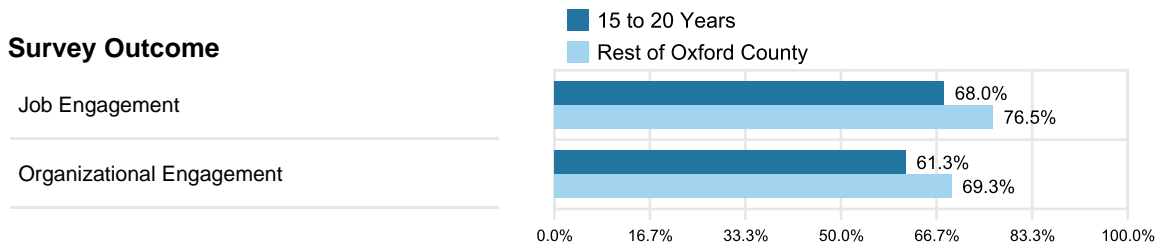
Rest Average: 66.9%

Difference: -6.5%

Number of observably higher drivers: 0

Number of observably lower drivers: 24

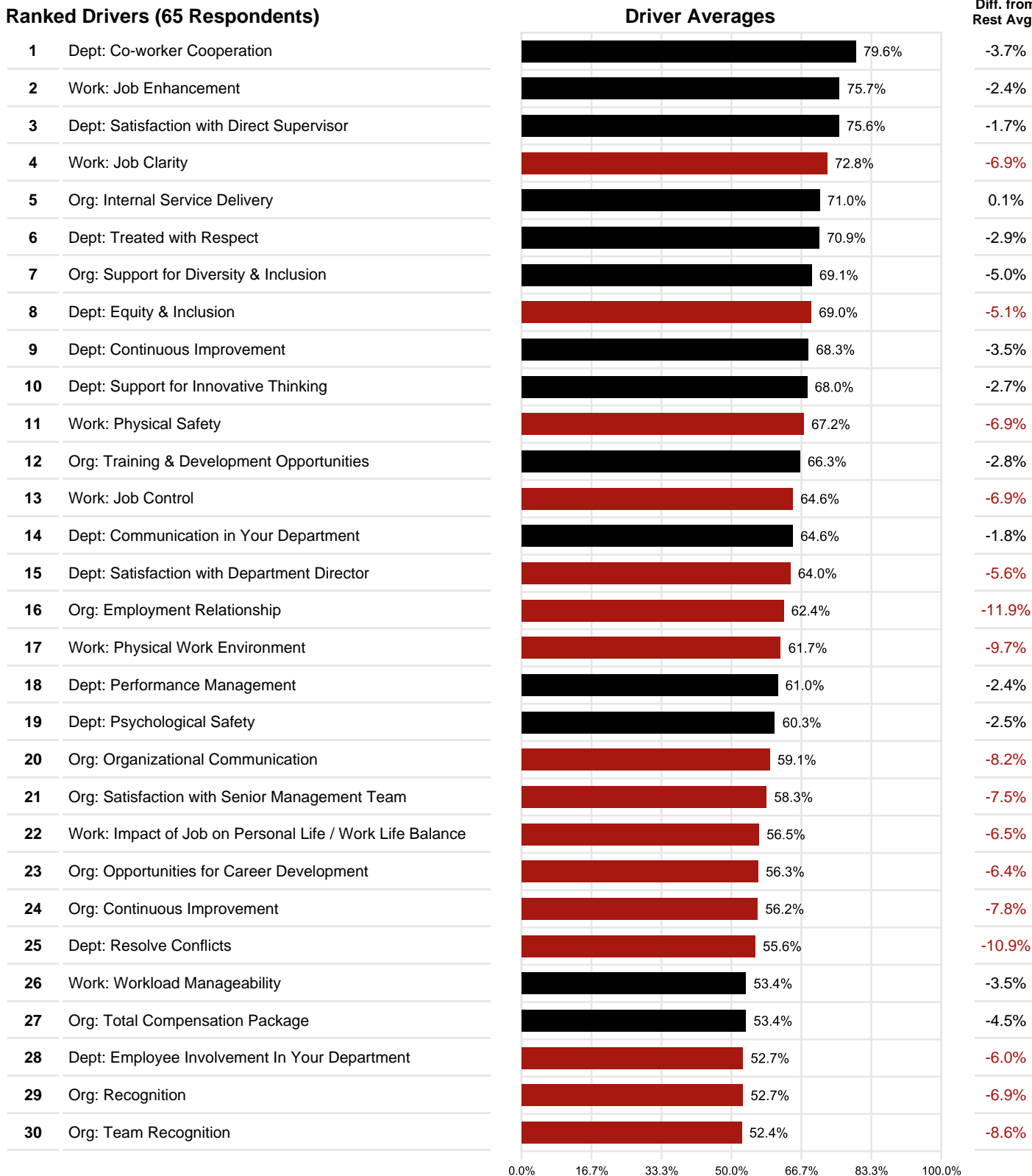
Survey Outcome Comparisons by Organizational Tenure: 15 to 20 Years



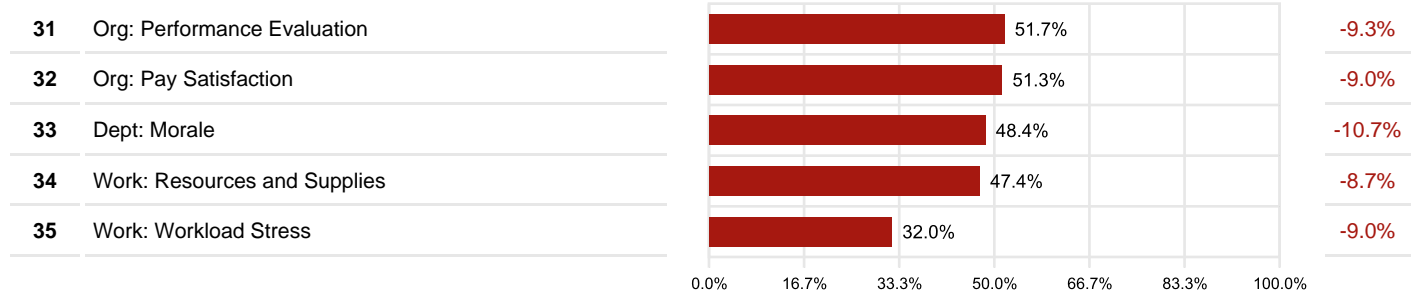
Driver Comparisons by Organizational Tenure: 15 to 20 Years

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (65 Respondents)



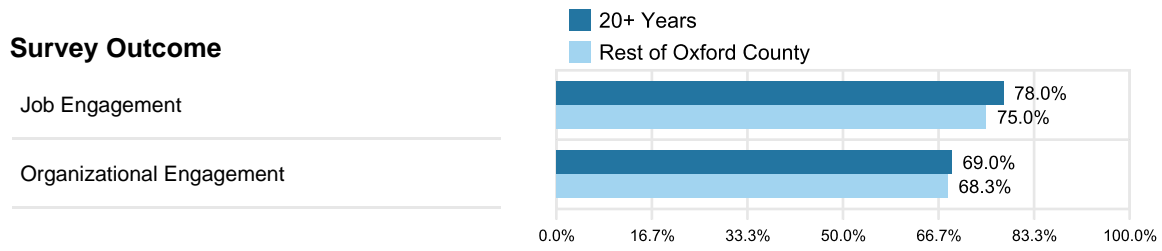
Ranked Drivers (65 Respondents) (cont.)



Summary

Grand Average: 60.8%	Rest Average: 66.8%	Difference: -6.0%
Number of observably higher drivers: 0	Number of observably lower drivers: 21	

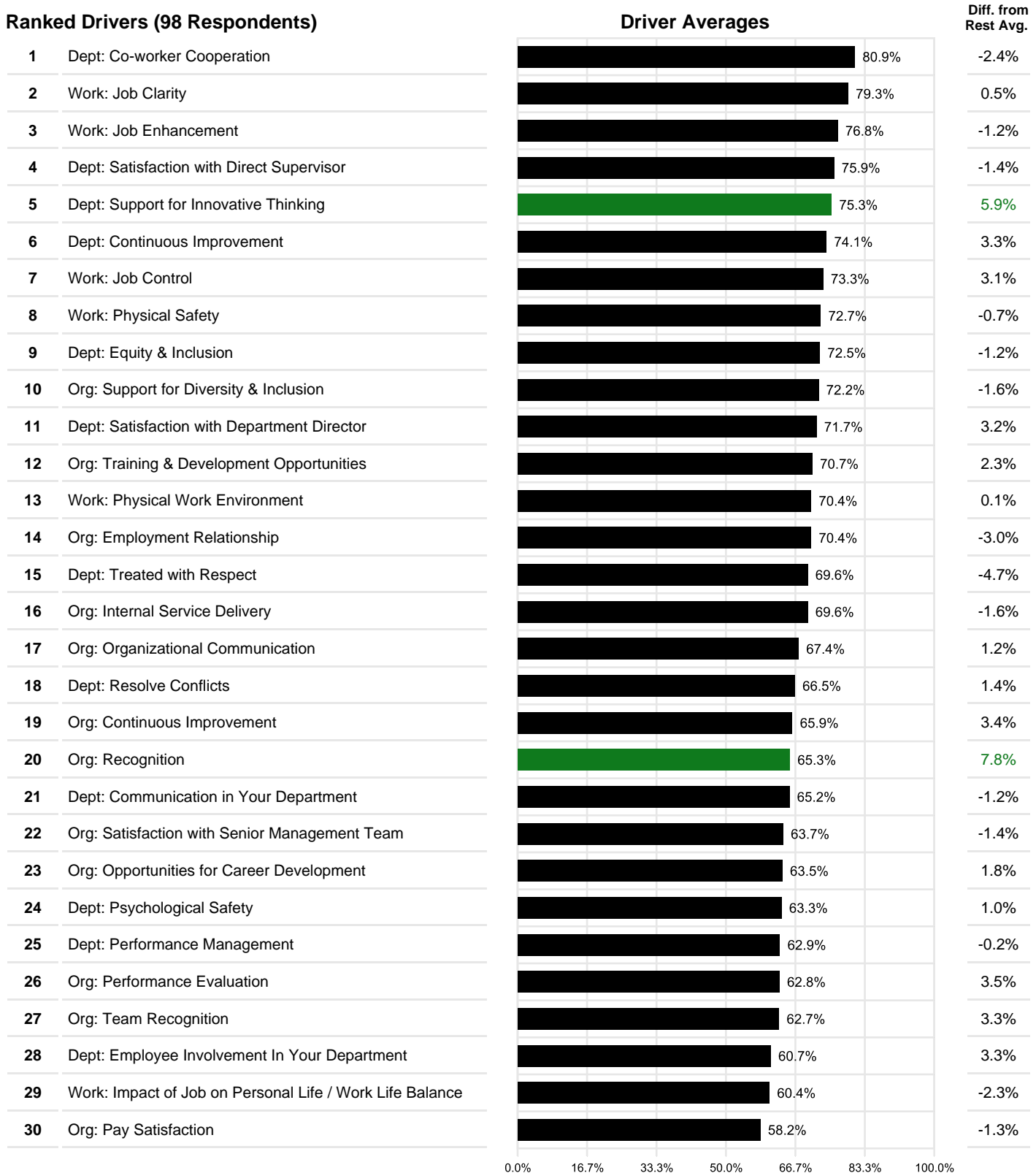
Survey Outcome Comparisons by Organizational Tenure: 20+ Years



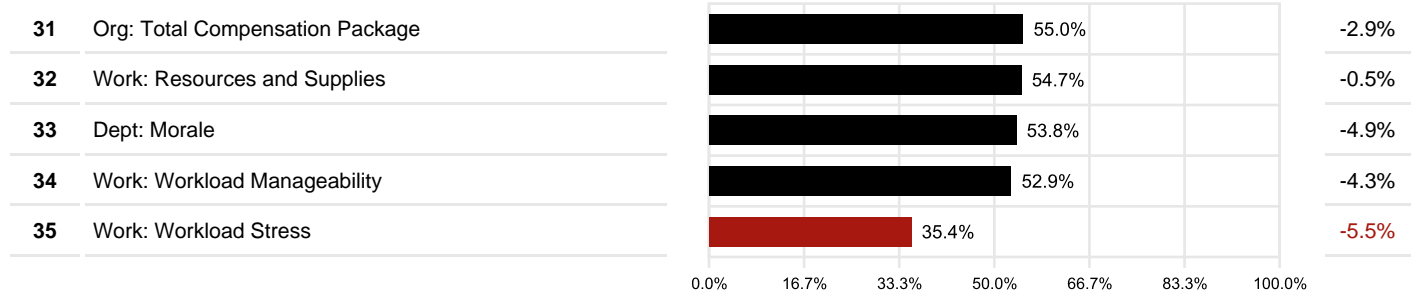
Driver Comparisons by Organizational Tenure: 20+ Years

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Oxford County, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (98 Respondents)



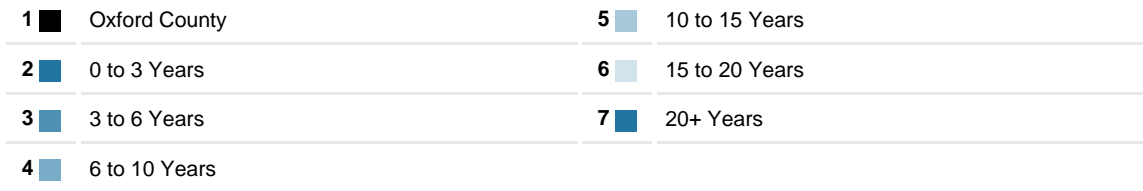
Ranked Drivers (98 Respondents) (cont.)



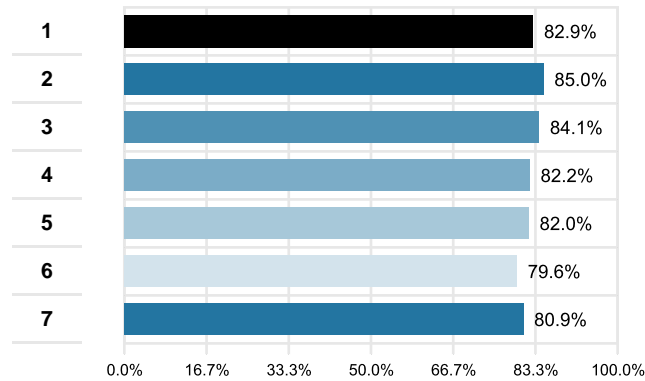
Summary

Grand Average: 66.2%	Rest Average: 66.1%	Difference: +0.1%
Number of observably higher drivers: 2	Number of observably lower drivers: 1	

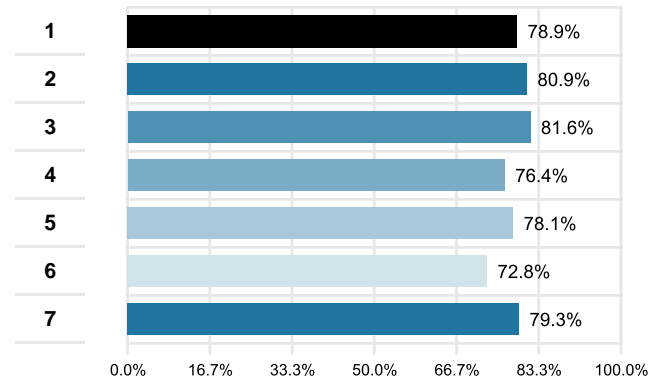
Driver Comparisons Among Organizational Tenures



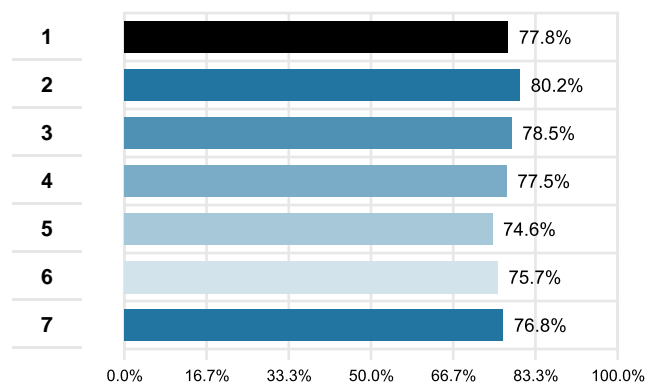
Rank 1: Dept: Co-worker Cooperation



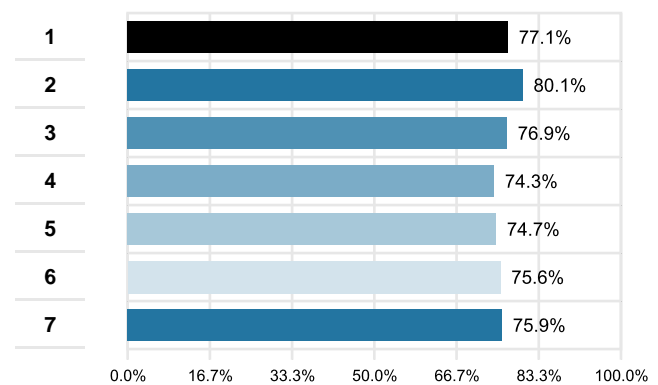
Rank 2: Work: Job Clarity



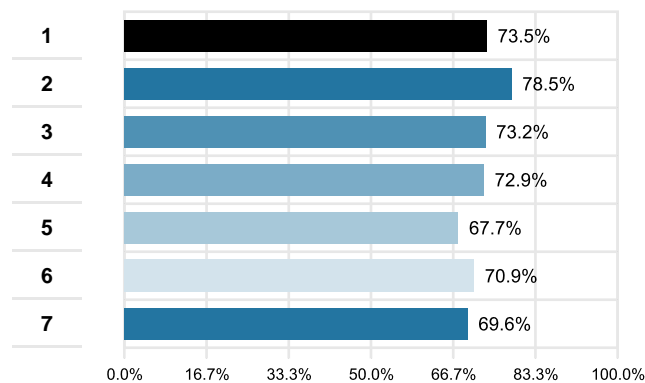
Rank 3: Work: Job Enhancement



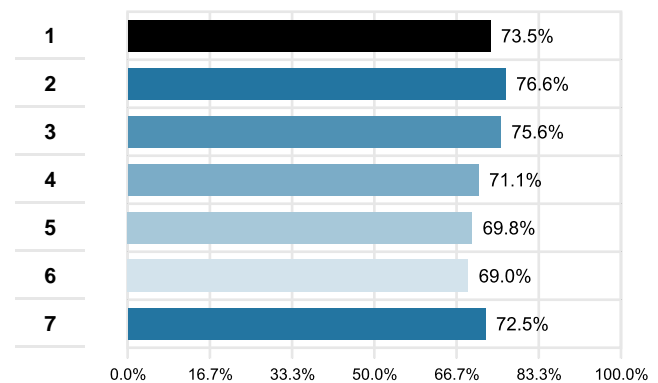
Rank 4: Dept: Satisfaction with Direct Supervisor



Rank 5: Dept: Treated with Respect



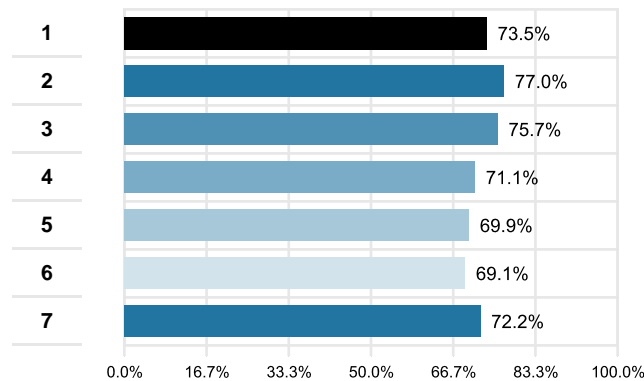
Rank 6: Dept: Equity & Inclusion



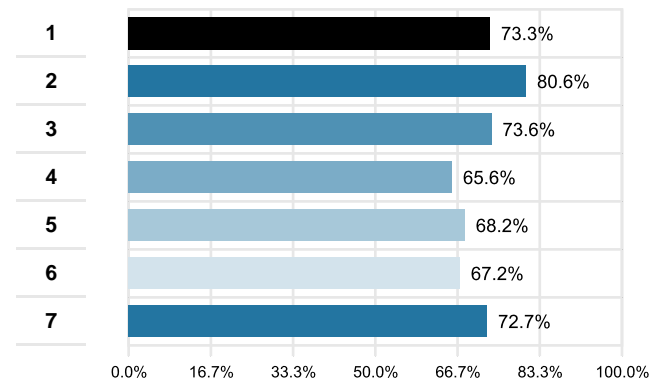
Driver Comparisons Among Organizational Tenures

1	Oxford County	5	10 to 15 Years
2	0 to 3 Years	6	15 to 20 Years
3	3 to 6 Years	7	20+ Years
4	6 to 10 Years		

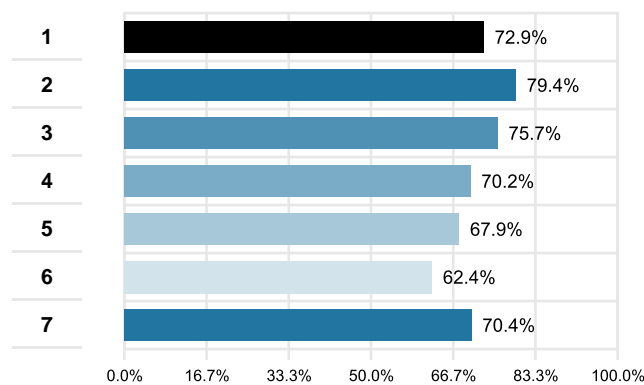
Rank 7: Org: Support for Diversity & Inclusion



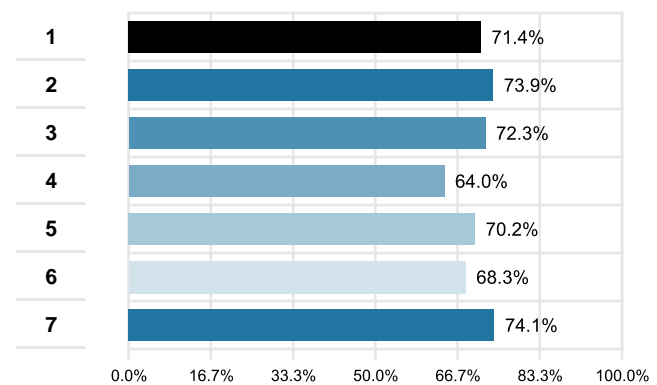
Rank 8: Work: Physical Safety



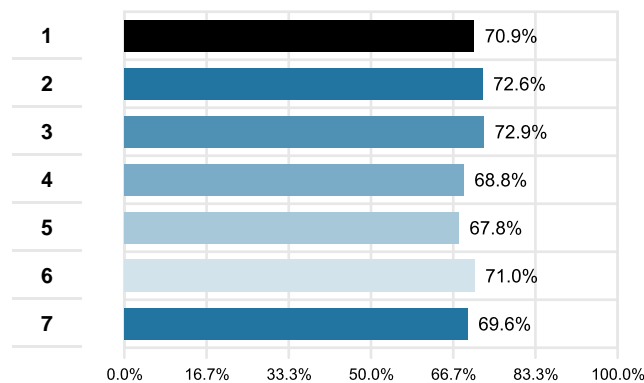
Rank 9: Org: Employment Relationship



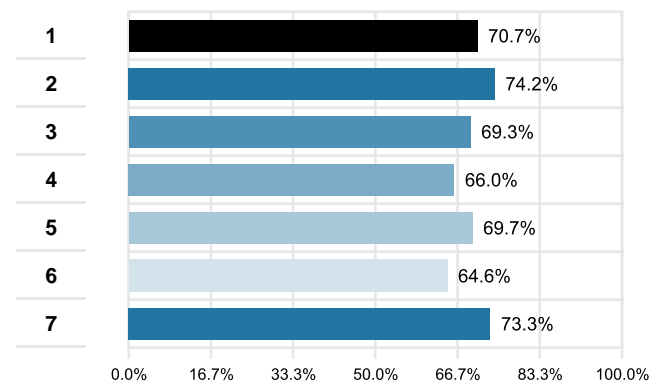
Rank 10: Dept: Continuous Improvement



Rank 11: Org: Internal Service Delivery



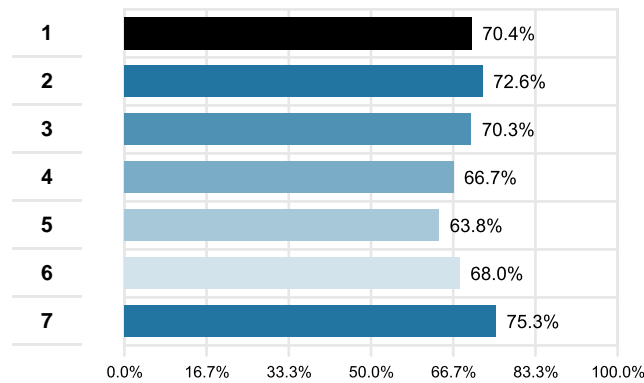
Rank 12: Work: Job Control



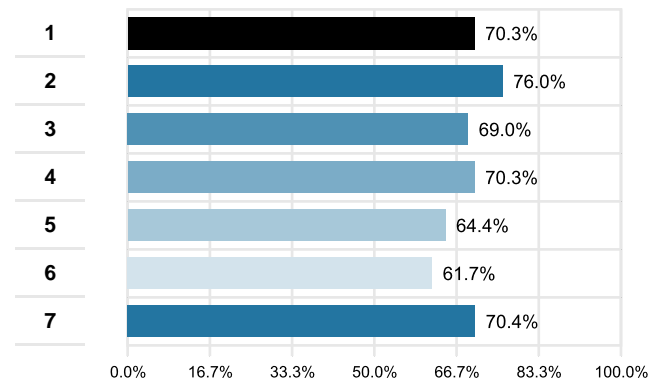
Driver Comparisons Among Organizational Tenures

1	Oxford County	5	10 to 15 Years
2	0 to 3 Years	6	15 to 20 Years
3	3 to 6 Years	7	20+ Years
4	6 to 10 Years		

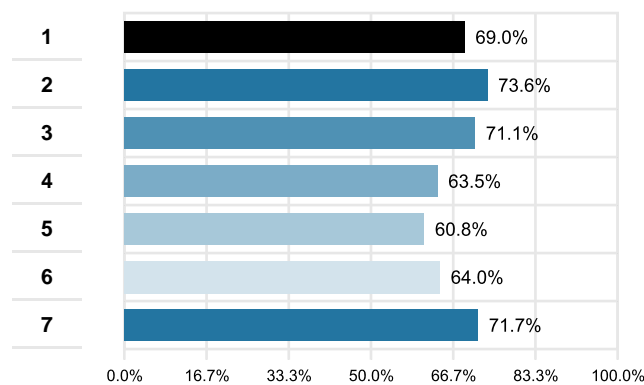
Rank 13: Dept: Support for Innovative Thinking



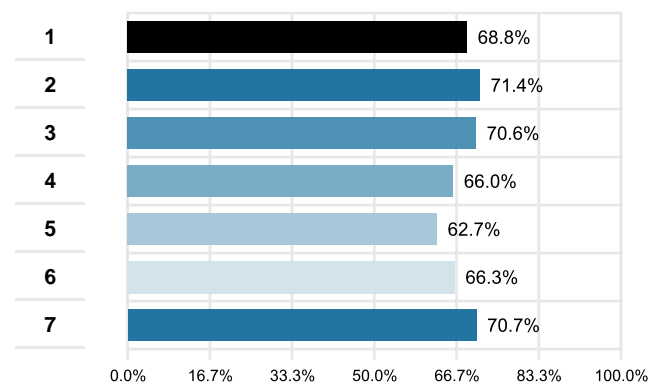
Rank 14: Work: Physical Work Environment



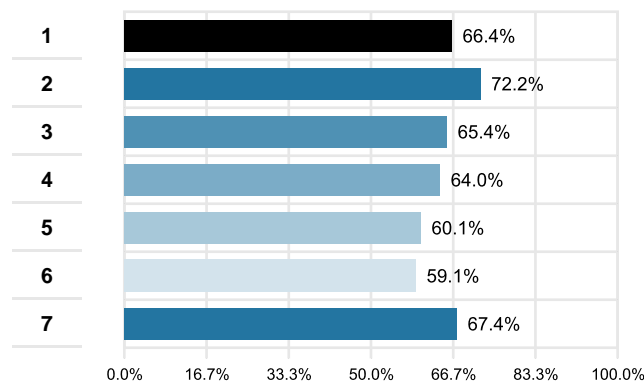
Rank 15: Dept: Satisfaction with Department Director



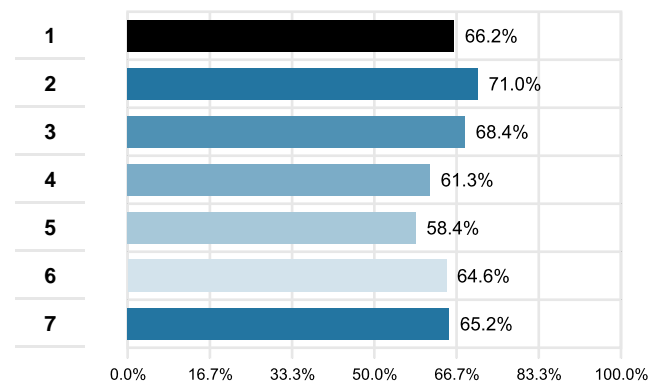
Rank 16: Org: Training & Development Opportunities



Rank 17: Org: Organizational Communication



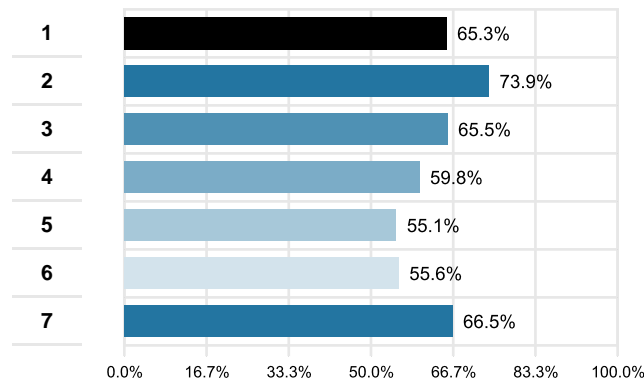
Rank 18: Dept: Communication in Your Department



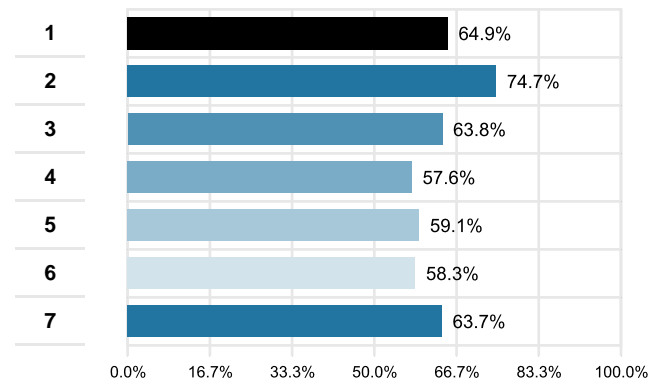
Driver Comparisons Among Organizational Tenures

1	Oxford County	5	10 to 15 Years
2	0 to 3 Years	6	15 to 20 Years
3	3 to 6 Years	7	20+ Years
4	6 to 10 Years		

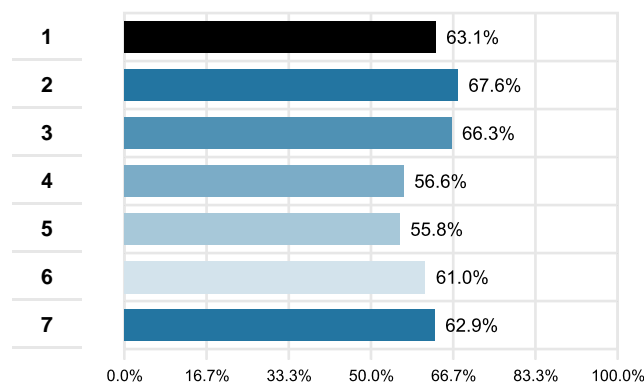
Rank 19: Dept: Resolve Conflicts



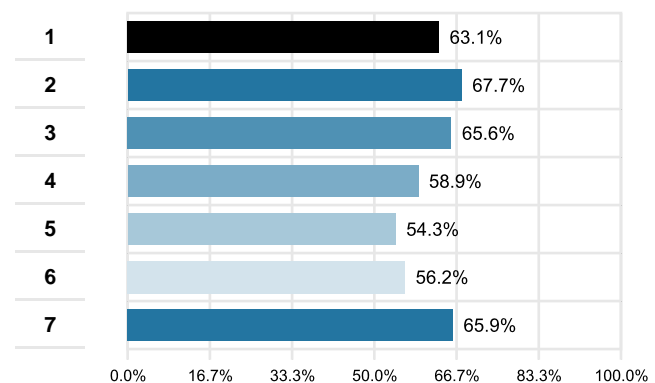
Rank 20: Org: Satisfaction with Senior Management Team



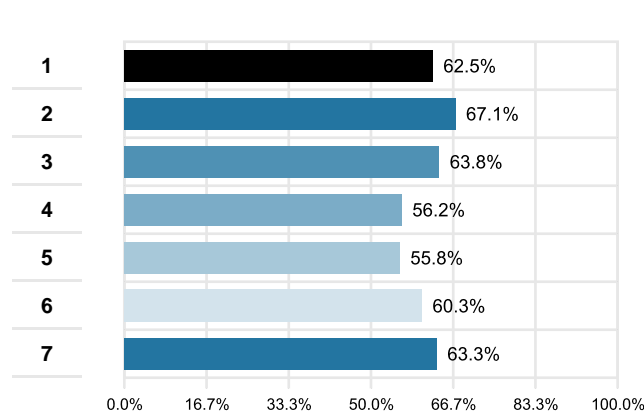
Rank 21: Dept: Performance Management



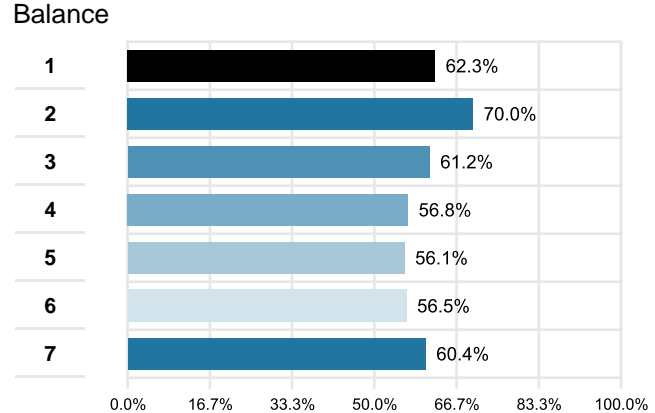
Rank 22: Org: Continuous Improvement



Rank 23: Dept: Psychological Safety



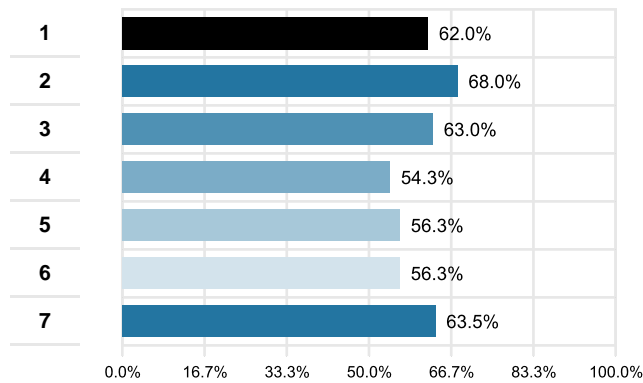
Rank 24: Work: Impact of Job on Personal Life / Work Life Balance



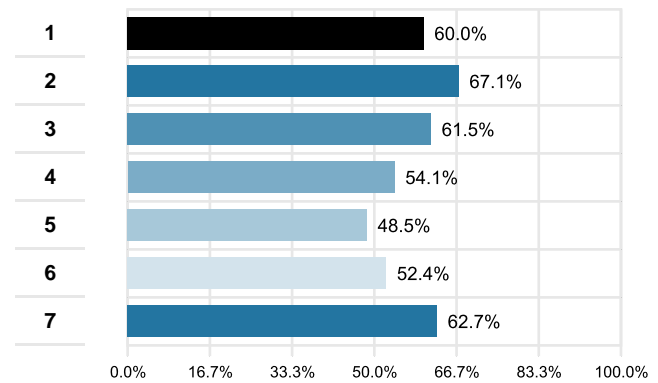
Driver Comparisons Among Organizational Tenures

1	Oxford County	5	10 to 15 Years
2	0 to 3 Years	6	15 to 20 Years
3	3 to 6 Years	7	20+ Years
4	6 to 10 Years		

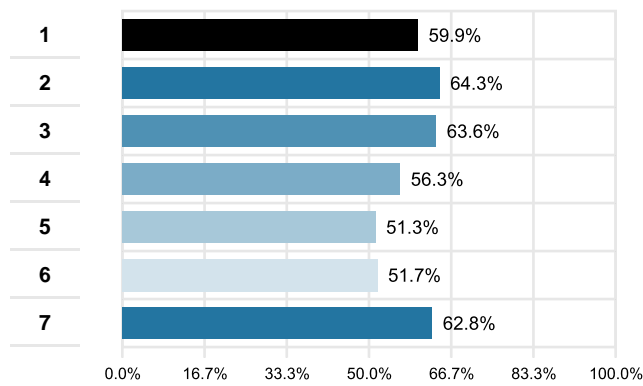
Rank 25: Org: Opportunities for Career Development



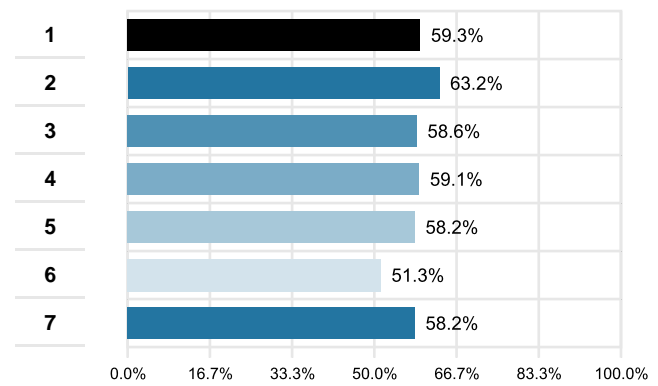
Rank 26: Org: Team Recognition



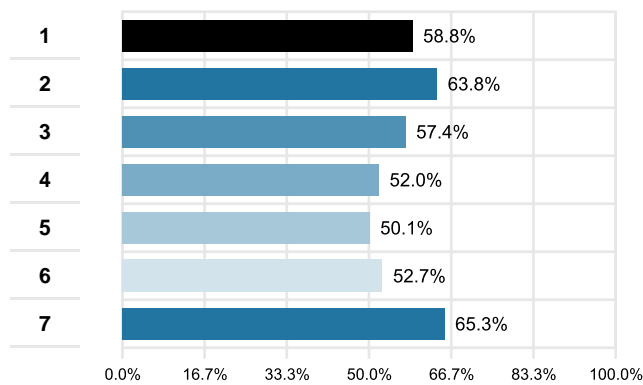
Rank 27: Org: Performance Evaluation



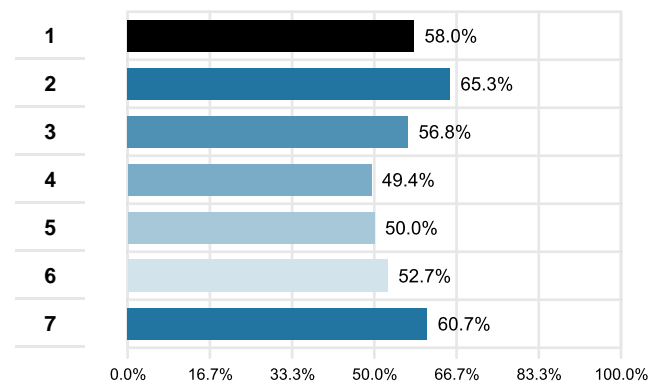
Rank 28: Org: Pay Satisfaction



Rank 29: Org: Recognition



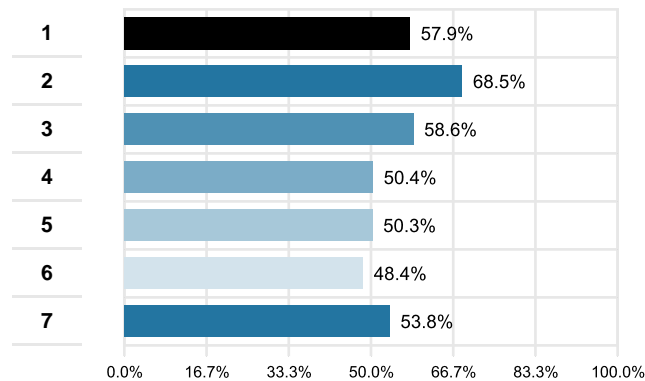
Rank 30: Dept: Employee Involvement In Your Department



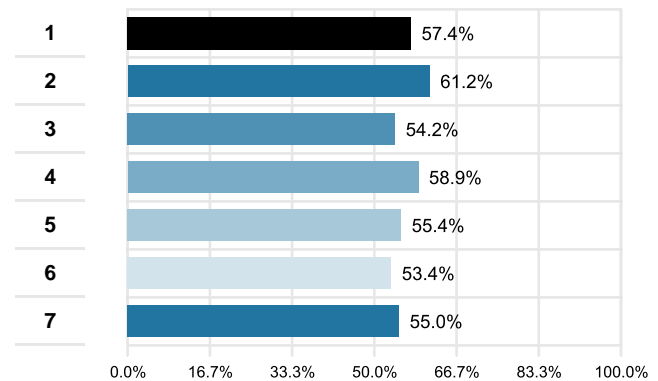
Driver Comparisons Among Organizational Tenures

1	Oxford County	5	10 to 15 Years
2	0 to 3 Years	6	15 to 20 Years
3	3 to 6 Years	7	20+ Years
4	6 to 10 Years		

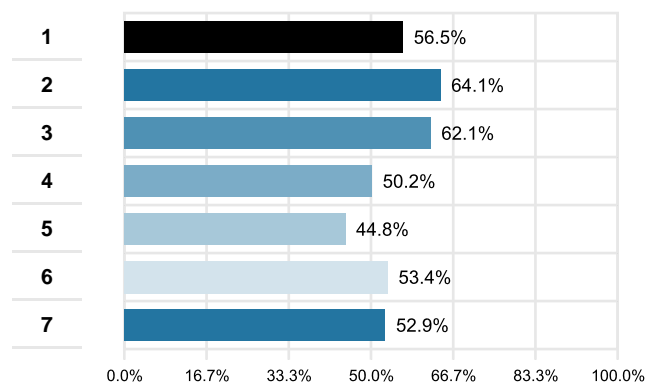
Rank 31: Dept: Morale



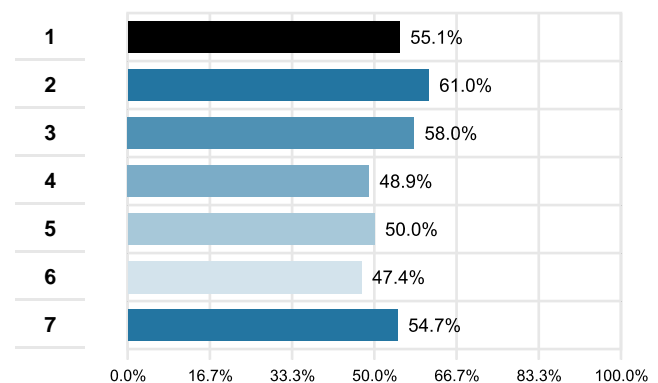
Rank 32: Org: Total Compensation Package



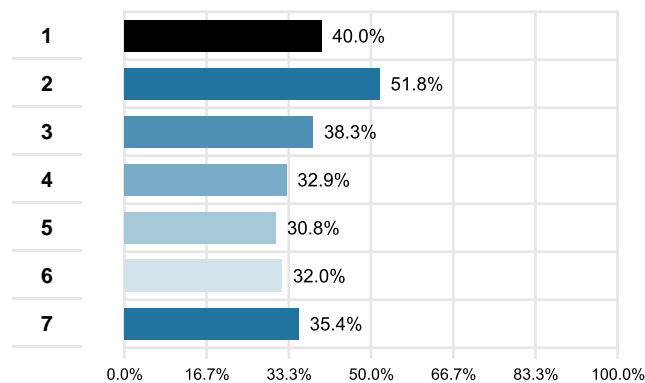
Rank 33: Work: Workload Manageability



Rank 34: Work: Resources and Supplies



Rank 35: Work: Workload Stress









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