



# **2017 EMPLOYEE SURVEY SUMMARY REPORT**

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## Executive Summary

The 2017 Atlantic Pilotage Authority (APA) Employee Survey is the third annual survey conducted since its implementation in 2014.

Our main objective for conducting an annual employee survey is for all employees to take a moment to reflect on our past operational year and by doing so, it allows senior management and our Board of Directors to understand our current level of employee satisfaction.

The survey was conducted in the month of January 2018. Conducting this survey early in the 2017 calendar year allows time for our employees to reflect on the 2017 operational year.

The response rate was 38% (39 participants of 102 distributed surveys) and the overall employee satisfaction rate is 81%. It is important to note that agreement score's (percentages) are relative to the number of overall respondents to the 2017 survey and not reflective of the entire APA employee population. Hereafter the term 'employee(s)' in the 2017 survey data commentary will reference only the employees of the APA who responded to the 2017 survey.

## 2017 Survey Report Methodology

### Target Audience

The survey was distributed to all APA employees (full-time, part-time and casual) that were employed as of Dec 31, 2017. A total of 102 surveys were distributed on January 15<sup>th</sup>, 2018 and were eligible to be completed until February 15<sup>th</sup>, 2018. Survey participation was voluntary.

### Survey Design

The 2017 survey contained 59 questions: 6 demographic questions, 47 statement questions and 6 open-ended opinion questions.

The survey design bundles statements into various aspect of the work experience: Work Life, Training and Development, Compensation and Benefits, and Occupational Health & Safety.

### Data Collection

The survey was formatted and delivered as an electronic survey to be completed online. The target audience was sent a link to the online survey for completion within the allotted time period of January 15<sup>th</sup> – February 15<sup>th</sup>, 2018. All employees have active email addresses and access to internet to allow to ease of completion for all. However, an employee had the ability to print the survey and submit confidentially to the Director of Human Resources.

### Data Confidentiality

To protect the confidentiality of our employees and their responses, all submissions were anonymous. Further, raw data was strictly viewed by the Director of Human Resources with the intent to be used for the detailed analysis, trending and content for this report.

### Reporting

#### Transparency

The aggregated data was reviewed in detail, analyzed and summarized into this report. This report is intended to be shared with the APA Board of Directors, APA senior management and all APA employees.

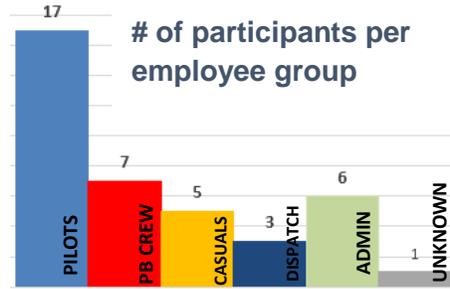
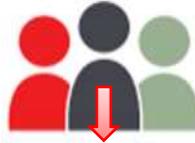
#### Analysis

For ease of reporting and consistent interpretation year to year, the results in this report are presented as a percentage of affirmative responses (agreement scores), based upon the combined sum of the “Strongly Agree” and “Agree” response categories. Affirmative results did not include “Not Applicable” responses and therefore did not impact agreement score percentages. Similarly, the combined sum of the “Strongly Disagree” and “Disagree response categories are used for trending and further detailed analysis into areas of low agreement scores.

# 2017 APA EMPLOYEE SURVEY QUICK FACTS

**38%** of APA employees participated in the **2017 Survey**

A decrease from **51%** in participation from 2016



**90%** of participants **AGREE** their “role is **DYNAMIC** and provides **NEW** and **SATISFYING** challenges”.



**77%** of respondents agree that overall employee **MORALE** is positive.

Increasing from **75%** in 2016

**91%** of participants are “... a **PROUD** member of the **APA TEAM**”.



**86 % AGREE** “This organization’s **LEADERSHIP** has a genuine interest in the welfare and satisfaction of those who work here”.

Increasing from **83%** in 2016

**80%** of participants **AGREE** with the statement “I was training on **SAFE** work procedures and how to recognize **SAFTEY** risk in my workplace”



Only **77%** of participants **AGREE** “**Management communicates effectively** to all **employees** regarding **health and safety**”.

**74%** of participants are “... satisfied with [their] overall total compensation and benefits package”.



**68%** of respondents believe they are underpaid for the work that do in comparison to their industry counterparts.

This has **DECREASE** from **75%** in 2016.

This has **INCREASED** from **62%** in 2016.

**77%** of participants surveyed are **SATISFIED** with the job-related training APA offers.



**81%** of participants surveyed are **SATISFIED** with their “future opportunities for professional growth”.

This has **remained equal** to the response in 2016.

This has **INCREASED** from **79%** in 2016.

## OVERALL EMPLOYEE SATISFACTION

80% of respondents were **SATISFIED** with their overall employment in 2016.

2016



**2017**

**81%** of respondents were **SATISFIED** with their overall employment this year.

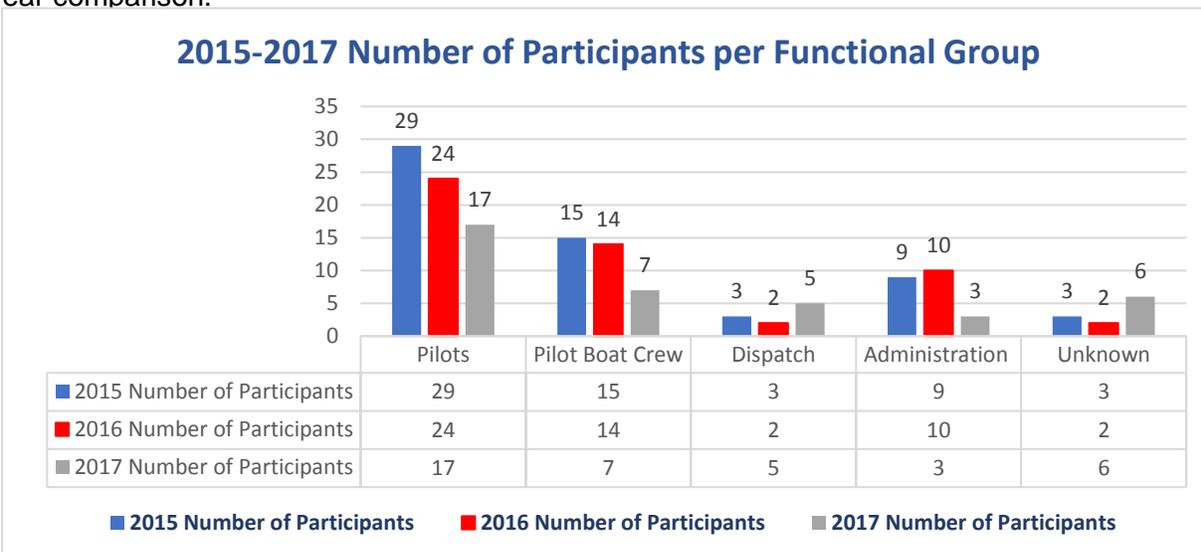
## Overall Employee Satisfaction Trending – 2014 - 2017

Over the past three years, employee satisfaction continues trending upwards, however survey participation rate is trending down with relatively the same amount of surveys distributed.

Although fewer employees completed the survey, of those that did participate are showing increased satisfaction. It is important to understand why and to consider the participation rate within the employee subgroups (Pilots, Pilot Boat Crew, Dispatch, and Administration) to ensure comparison of agreement scores year-to-year is a fair representation our those that have chosen to participate.



The distribution of participation remains relatively consistent despite overall participation rate trending downward. This is important as we can, with relative confidence, assume that the concerns and attitudes of each employment group are not being underrepresented on a year-to-year comparison.

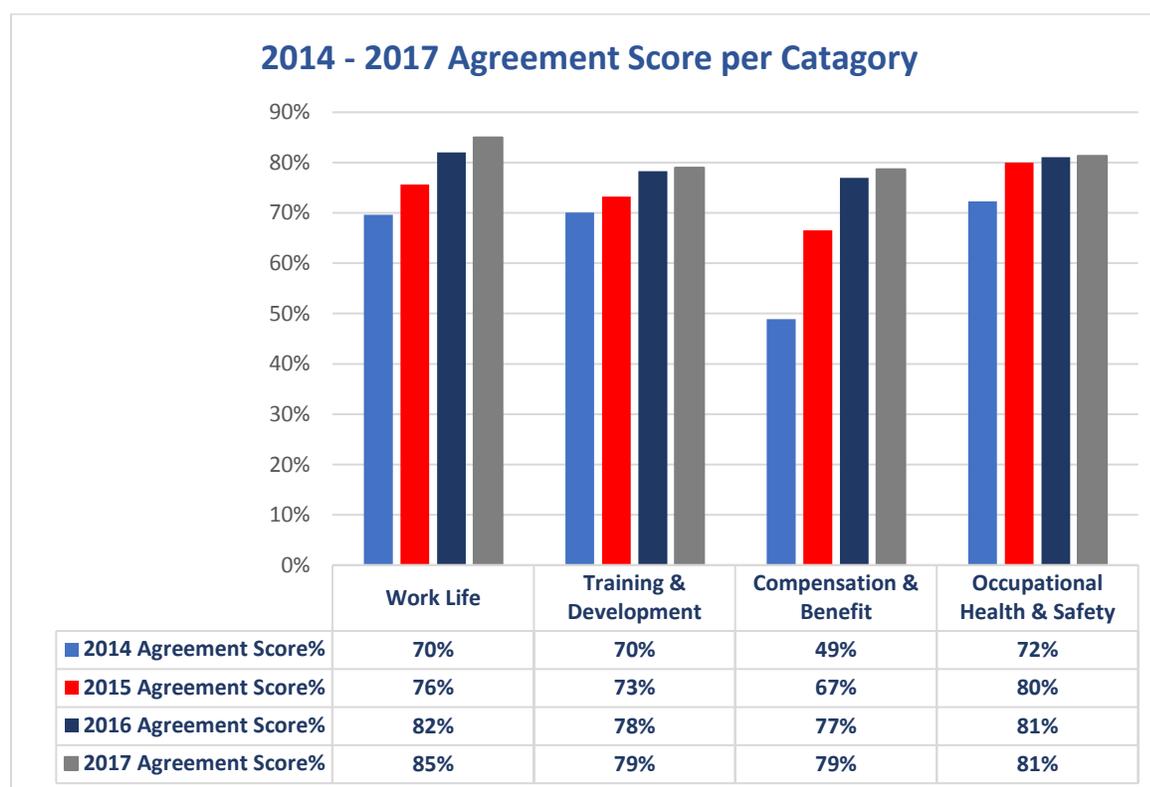


*Note: The demographic survey question of your employment group was only added in the 2015 survey.*

It is important to further promote participation in the future surveys, as feedback is the strongest method for how we can learn and grow as an organization. Lack of participation can signal either passive contentment (e.g. “Everything is going ‘okay’ so I don’t need to give feedback”) or active disengagement if employees are discontented or do not see value or positive return for their effort in completing the survey. Although we cannot know for sure which reason is truer, one clear action item for the 2017 survey is a commitment to provide the results of the survey within sixty (60) days of its closing date. This ensures employees stay engaged in the survey process and will encourage more active feedback in future throughout the operational year as action items are fulfilled.

### 2014 – 2017 Employee Satisfaction Per Category

Utilizing only statements presented over the past four consecutive surveys, trending reveals the below agreement (or satisfaction) scores per category. Questions which were newly introduced in the 2014 or 2015 survey year are not reflected in these percentages. A single statement must be asked in three consecutive years before it is added to baseline data for analysis.



Each category is trending upwards from 2014 to the present survey, some with more significant increase than others. There are many factors and events which contribute to the increase in overall satisfaction in these categories year to year, such as implementation of new programs, refreshing of current programs, or modernizing standard operating policies and procedures. Additionally, the increase in APA employee events, employee meetings, engagement in industry projects and partnerships, and the use of employee social media platforms encourages employee involvement which is a known engagement driver.

## 2017 Survey Results – Key Findings

### 2017 Agreement Scores

Results of the 2017 Employee Survey are analyzed by statement with the corresponding agreement score. The agreement score is determined by the amount of employee's that selected a 'Strongly Agree' or 'Agree' response to the statement. The agreement score is reflected as a percentage of the total participants of the survey and is representative of the level of employee satisfaction with each statement. Conversely, employee's that selected 'Strongly Disagree' or 'Disagree' responses combine to reflect the employee's level of dissatisfaction with a statement.

The survey statements are categorized into various aspects of the APA work experience: Work Life, Training and Development, Compensation and Benefits, and Occupational Health & Safety. The average agreement score for each category creates the level of satisfaction with that aspect of the work experience. The level of satisfaction per category is then used to find the overall level of satisfaction of APA employees for the surveyed operational year.

Below is a guiding legend for comparing 2017 agreement scores to that of the previous years.

	Agreement score percentage for this statement has positively increased from previous survey year
	Agreement Score percentage for this statement is equal to previous survey year
	Agreement score percentage for this statement has decreased from previous survey year
	This is a new statement for 2017 survey

### 2017 Top 10 Overall Agreement Scores

With all statements in the 2017 survey considered, the following is a snapshot of the top ten ranking agreement scores.

## 2017 Top Ten Overall Agreement Scores

Topic Area	Statement	2017 Agreement Score %	2016 Agreement Score %	2015 Agreement Score %	2014 Agreement Score %
Work Life	I have clear expectations and understanding of my job duties and what is required of me.	↑ 94%	92%	85%	85%
Work Life	I enjoy the day-to-day activities of performing my job.	↑ 92%	93%	92%	90%
Work Life	I am a proud member of the APA team.	↑ 91%	89%	n/a	n/a
Work Life	I understand the APA's strategic objectives (mission, vision and core values).	↑ 90%	85%	n/a	n/a
Work Life	My role is dynamic, and provides new and satisfying challenges.	↑ 90%	88%	86%	79%
Compensation & Benefits	My request for leave is answered in a reasonable time period.	→ 88%	88%	78%	n/a
Work Life	I can see a clear link between my work and the company's strategic objectives.	↑ 88%	84%	n/a	n/a
Work Life	I would recommend working with the APA to others.	↑ 88%	84%	84%	72%
Work Life	Overall, I am satisfied with my employment with the APA.	↑ 87%	85%	79%	66%
Work Life	I am provided with the appropriate amount of information to make correct decisions about my daily work.	★ 87%	n/a	n/a	n/a
Occupational Health & Safety	If the circumstances warranted, I would be comfortable in the process of submitting a near-miss report.	★ 86%	n/a	n/a	n/a
Work Life	This organization's leadership has a genuine interest in the welfare and satisfaction of those who work here.	↓ 86%	87%	73%	58%

## 2017 Agreement Scores Per Category

Further, the following section breaks down the statements within their respective category.

### Occupational Health & Safety

Statement	2017 Agreement Score %	2016 Agreement Score %	2015 Agreement Score %	2014 Agreement Score %
If the circumstances warranted, I would be comfortable in the process of submitting a near-miss report.	↓ 86%	87%	73%	58%
I know whom my Occupational Health and Safety Committee Representative is.	↓ 86%	87%	87%	84%
The APA work culture promotes a safe working environment.	↓ 85%	86%	83%	75%
My colleagues are committed to safe and quality work.	↓ 85%	87%	88%	n/a
I have the materials and/or equipment I need to do my work safely and effectively.	★ 83%	n/a	n/a	n/a
I am aware of safe work procedures for all task-based activities in my workplace which have safety risks.	↑ 81%	80%	78%	77%
I was trained on safe work procedures and how to recognize a safety risk in my workplace.	★ 80%	n/a	n/a	n/a
I am always made aware of potential safety issues in my workplace.	↑ 79%	78%	76%	70%
Management communicates effectively to all employees regarding health and safety.	↓ 77%	79%	76%	66%
In the 2017 operational year, I received educational information on the Hazard Prevention Program.	↑ 71%	67%	n/a	n/a

The slight decline in statement agreement scores on several OHS statements suggests an immediate need for increase in communications between the OHS Committee and the APA employee population. This can be achieved through a safety bulletin program and through the timely communication of the status of OHS issues which have been assigned a corrective action and have subsequently been remedied and closed.

## Work Life

Statement	2017 Agreement Score %	2016 Agreement Score %	2015 Agreement Score %	2014 Agreement Score %
I have clear expectations and understanding of my job duties and what is required of me.	↑ 94%	92%	85%	85%
I enjoy the day-to-day activities of performing my job.	↓ 92%	93%	92%	90%
I am a proud member of the APA team.	↑ 91%	89%	n/a	n/a
I understand the APA's strategic objectives (mission, vision and core values).	↑ 90%	85%	n/a	n/a
My role is dynamic, and provides new and satisfying challenges.	↑ 90%	88%	86%	79%
I can see a clear link between my work and the company's strategic objectives.	↑ 88%	84%	n/a	n/a
I would recommend working with the APA to others.	↑ 88%	84%	84%	72%
Overall, I am satisfied with my employment with the APA.	↑ 87%	85%	79%	66%
I am provided with the appropriate amount of information to make correct decisions about my daily work.	↑ 87%	83%	n/a	n/a
This organization's leadership has a genuine interest in the welfare and satisfaction of those who work here.	↓ 86%	87%	73%	58%
Communication between senior leaders and employees is good.	↑ 85%	78%	74%	n/a
APA employees take the initiative to help their colleagues when needed and support a team-oriented workplace.	↑ 85%	79%	69%	58%
My colleagues support me in a manner that fosters a high standard of work.	↑ 84%	80%	n/a	n/a
I believe my colleagues and I proactively identify and share future work-related challenges and opportunities with each other.	↑ 83%	78%	71%	58%
I believe I actively communicate future challenges and opportunities that will directly impact my work with my direct manager and/or APA management.	↑ 83%	79%	n/a	n/a
I feel like a valuable member of APA.	↑ 83%	82%	76%	66%
I have opportunities to provide input into decisions that affect my work.	↓ 82%	84%	75%	68%
My direct manager and I have effective communication and a good working relationship.	↑ 82%	81%	79%	n/a
My fellow colleagues seem to care about me as a person, providing support to balance my family, work and personal life.	↑ 82%	79%	73%	68%
I am satisfied with the level of working trust amongst my fellow employees, managers and executive leadership.	↓ 80%	81%	70%	n/a
The workplace culture promotes, recognizes and rewards success.	↑ 80%	77%	68%	54%
Overall, employee morale is positive.	↑ 77%	75%	66%	n/a
APA employees adapt quickly to change.	↑ 76%	71%	63%	n/a

The Work Life section of this survey represents each participants personal engagement connection to the organization and their position. In most circumstances, there was a slight increase in the agreement score for the 2017 statements. We continue strive for promotion of a working culture in which communication, transparency, and respect are at the forefront of all daily interactions. The survey data suggests we are maintaining this working culture, however this is an area that is always under continuous improvement; requiring teamwork and commitment from all staff of the Authority.

## Training & Development

Statement	2017 Agreement Score %	2016 Agreement Score %	2015 Agreement Score %	2014 Agreement Score %
Overall, I am pleased with the career advancement and/or professional development opportunities available to me.	↑ 82%	80%	78%	n/a
In the past twelve months, I have had opportunities at work to learn and grow within my position.	↑ 82%	79%	75%	n/a
I am satisfied with my future opportunities for professional growth.	↑ 81%	79%	72%	n/a
I am satisfied with the job-related training the APA offers.	→ 77%	77%	75%	n/a
In the past twelve months, an APA manager or designate has spoken to me about my performance and career goals.	→ 71%	71%	63%	n/a

In 2017, the APA continued to focus on training and development across various functions; increasing opportunities for career development, professional growth and skills advancement. This effort is reflected in the agreement scores above. The timeliness of communications to employee for which training courses they are to attend is a noted area of improvement for 2018/2019.

## Compensation & Benefits

Statement	2017 Agreement Score %	2016 Agreement Score %	2015 Agreement Score %	2014 Agreement Score %
My request for leave is answered in a reasonable time period.	→ 88%	88%	78%	n/a
I feel changes to my pay, pay deductions or benefit packages (full time employees only) is communicated to me in a timely manner.	→ 86%	86%	77%	79%
I understand how my pay and the mandatory deductions are determined.	↑ 85%	81%	78%	80%
I usually receive the annual vacation time I request	↓ 82%	84%	77%	65%
I understand my pension and benefits package and how it works for me.	↑ 81%	79%	77%	74%
I am satisfied with my overall total compensation and benefits package.	↓ 74%	75%	60%	n/a
I feel that the compensation and benefits I receive at APA is fair and competitive.	↑ 73%	69%	55%	51%
I am paid fairly for the work I do relative to my position.	↑ 71%	70%	51%	48%
In comparison with other people in similar jobs within the industry I feel my pay is equitable.	↑ 68%	62%	45%	42%

Compensation and benefits is a notably challenging topic for survey discussion. Trending upwards since 2014, are agreement statements regarding the timeliness of leave request responses and the comprehension of base income and benefits work. Year to year, monetary rates, receive the lowest agreement scores of the survey.

## Conclusion

Employee participation in this survey dropped significantly in 2017. In many categories we are experiencing flat or only very moderate changes. This is a downward trend that flags a need for reflection and a thorough consideration as to why APA employees are not invested in the employee survey process.

In 2017, our involvement within the marine industry, from our pilotage service to our engagement as navigational experts in marine community initiatives appeared to be increasing. We continue to work collaboratively on a cross-section of future industry projects which directly impacts our stakeholder's business operations. Our unwavering commitment to our mission of providing safe and effective pilotage, is well-received by our stakeholders and this opinion is reflected in our annual Customer Opinion Survey. This annual survey was established in 2016 to support our strategic goal of monitoring and improving our service performance and customer satisfaction levels. The 2017 data lends to the observation that most stakeholder and customer respondents are satisfied with our current pilotage service. This is a testament to the hard work of our people and the continued engagement and pride each employee is taking in our service.

As such, we realize the passion and pride for our daily work is there, it is simply not clearly reflective in this survey. APA employees may feel that due to the continued active engagement and regular feedback provided throughout the year from informal conversations or planned meetings, there is not as much need to contribute to annually to this survey; perhaps the survey is too comprehensive or there is not enough incentive to complete; or schedules are simply too hectic to be able to take the time to complete. Although there are a multitude of possible reasons, we emphasize the value this survey creates for management and the APA Board of Directors. The survey formally pinpoints our employee priorities for making this a great place to work and highlights the areas that may need immediate improvement. Survey data shows us where we should focus your efforts to ensure an engaged, equitable and satisfied workforce for the year to come. This is important because satisfied employees are proven to work safer and be more dedicated to both their job and the organization. Our people are our greatest asset and as we continue to invest more in our people and work to make the on the job experience safe and employment experience enjoyable for our employees, we will strive to maintain a culture of communication, transparency, respect and continuous improvement.

We encourage you to continue to provide your expertise, opinion and constructive feedback informally throughout the year with your colleagues at all levels of the organization and kindly request that you take the time to actively participate in this formal survey annually.

We would like to thank all employees who took the time to provide open and honest feedback on the 2017 Employment Survey.

The 2018 Employee Survey will be distributed on January 15th, 2019 - February 15th, 2019 and the distribution of the report to all employees in June 2019.